

APPENDIX

ANNUAL REPORT

OHIO DEPARTMENT OF DEVELOPMENT

2026
FISCAL YEAR

Ohio Department of Development

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Appendix 1:

Ohio Historic Preservation Tax Credits

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Ohio Department of Development

Ohio Historic Preservation Tax Credit - Status of All Applications Approved for the Tax Credit Through December 31, 2025							
Project Code Name	**Project Site City**	**Total Program Cost**	**Qualified Rehabilitation Expenditures**	**Award Amount**	**Project Site County**	**Funding Round**	**Program Phase**
Selle Gear Company	Akron	$3,730,395	$3,207,252	$801,813	Tuscarawas	1	Cancelled
Cleveland Athletic Club Building	Cleveland	$23,263,900	$16,586,400	$4,146,600	Cuyahoga	1	Cancelled
Higbee House	Cleveland	$813,395	$650,958	$197,099	Cuyahoga	1	Cancelled
Gothic Building	Akron	$2,707,452	$2,250,837	$562,709	Summit	1	Completed
Hercules Motors Corporation Industrial Complex	Canton	$43,887,258	$40,943,852	$10,000,000	Stark	1	Completed
Hotel Onesto	Canton	$23,716,396	$22,651,644	$5,000,000	Stark	1	Completed
1346 Broadway	Cincinnati	$470,265	$293,006	$73,251	Hamilton	1	Completed
1411 Pleasant Street	Cincinnati	$534,858	$446,223	$111,556	Hamilton	1	Completed
1422 Pleasant Street	Cincinnati	$401,249	$336,641	$84,160	Hamilton	1	Completed
Boulevard Terrace Apartments	Cleveland	$17,703,327	$13,216,808	$3,304,202	Cuyahoga	1	Completed
Capitol Theater	Cleveland	$6,608,101	$5,852,280	$1,463,070	Cuyahoga	1	Completed
Cleveland Trust Company	Cleveland	$187,310,000	$94,677,481	$23,000,000	Cuyahoga	1	Completed
Cogswell Hall	Cleveland	$7,689,112	$3,944,513	$986,128	Cuyahoga	1	Completed
Ford Motor Company Cleveland Plant (Cleveland Institute of Art)	Cleveland	$50,069,563	$27,650,163	$6,912,540	Cuyahoga	1	Completed
Hanna Building Complex	Cleveland	$63,716,071	$56,234,575	$14,058,644	Cuyahoga	1	Completed
Higbee Building	Cleveland	$49,129,348	$29,027,948	$7,256,987	Cuyahoga	1	Completed
John Hartness Brown Building	Cleveland	$78,822,544	$60,790,863	$11,000,000	Cuyahoga	1	Completed
M.T. Silver Building	Cleveland	$10,569,100	$8,996,600	$2,249,150	Cuyahoga	1	Completed
Neal Terrace Apartments	Cleveland	$8,759,112	$6,608,404	$1,652,101	Cuyahoga	1	Completed
Olney House and Gallery	Cleveland	$3,891,458	$3,197,215	$794,551	Cuyahoga	1	Completed
Scott A. Rogers Company Building	Cleveland	$8,444,042	$8,350,177	$2,087,544	Cuyahoga	1	Completed
Sunshine Cloak Company Building	Cleveland	$7,663,316	$6,943,586	$1,735,897	Cuyahoga	1	Completed
Swetland Building	Cleveland	$43,355,960	$37,330,968	$8,000,000	Cuyahoga	1	Completed
Union Gospel Press	Cleveland	$20,720,156	$17,709,412	$4,427,353	Cuyahoga	1	Completed
William Taylor, Son, and Co. Department Store (668 Euclid)	Cleveland	$75,943,202	$55,055,275	$13,763,819	Cuyahoga	1	Completed
Davis-McCrory Building	Hamilton	$5,182,036	$5,120,636	$1,280,159	Butler	1	Completed
Howell-Sohngen Building	Hamilton	$4,498,104	$4,456,420	$1,114,105	Butler	1	Completed
Second National Bank Building	Hamilton	$1,421,987	$1,408,809	$352,202	Butler	1	Completed
Colony Theater	Marietta	$8,974,436	$8,414,522	$2,103,631	Washington	1	Completed
Fort Piqua Hotel	Piqua	$20,995,232	$17,382,963	$4,345,741	Miami	1	Completed
Hotel Rieger	Sandusky	$10,224,887	$9,062,286	$1,827,903	Erie	1	Completed
John T. Wilson Home and Farm	Scott Township	$576,715	$247,022	$61,756	Adams	1	Completed

Erie Terminal	Youngstown	$11,933,996	$10,298,779	$2,574,695	Mahoning	1	Completed
Realty Building	Youngstown	$8,466,196	$8,034,357	$2,008,589	Mahoning	1	Completed
Wick Building	Youngstown	$15,147,925	$14,119,972	$3,529,993	Mahoning	1	Completed
Amasa Stone Home for the Aged	Cleveland	$10,345,000	$6,225,000	$837,925	Cuyahoga	2	Cancelled
AC&Y Building	Akron	$663,529	$659,449	$150,000	Summit	2	Completed
Andrew Jackson Residence	Akron	$3,867,264	$3,371,806	$666,560	Summit	2	Completed
Metropolitan Building	Akron	$1,401,820	$1,401,820	$250,028	Summit	2	Completed
1405 -1409 Vine Street	Cincinnati	$2,262,255	$1,854,031	$434,954	Hamilton	2	Completed
1411 Vine Street	Cincinnati	$2,262,255	$849,534	$191,066	Hamilton	2	Completed
1413 Vine Street	Cincinnati	$2,262,255	$637,381	$145,609	Hamilton	2	Completed
1417 Vine Street	Cincinnati	$2,262,255	$641,071	$135,682	Hamilton	2	Completed
1419 Vine Street	Cincinnati	$2,262,255	$760,061	$178,858	Hamilton	2	Completed
American Can Building	Cincinnati	$20,640,224	$18,269,049	$4,500,000	Hamilton	2	Completed
Arrow Apartments	Cincinnati	$1,782,410	$1,503,708	$352,696	Hamilton	2	Completed
Cincinnati Enquirer Building	Cincinnati	$40,265,539	$31,051,647	$5,000,000	Hamilton	2	Completed
Saengerhalle	Cincinnati	$6,778,154	$5,031,389	$1,091,753	Hamilton	2	Completed
Westfalen Lofts	Cincinnati	$3,044,840	$2,592,931	$602,477	Hamilton	2	Completed
Allerton Hotel	Cleveland	$10,103,964	$8,905,226	$2,223,924	Cuyahoga	2	Completed
Central National Bank / United Office Building	Cleveland	$10,914,083	$9,398,369	$1,795,198	Cuyahoga	2	Completed
Cleveland Club / Tudor Arms	Cleveland	$23,419,047	$18,909,120	$4,365,000	Cuyahoga	2	Completed
East Ohio Gas/Rockwell Building	Cleveland	$35,550,037	$29,444,599	$5,000,000	Cuyahoga	2	Completed
F.W. Woolworth Building	Cleveland	$6,374,759	$4,896,926	$1,108,723	Cuyahoga	2	Completed
Kresge Building	Cleveland	$2,364,521	$1,789,062	$447,266	Cuyahoga	2	Completed
Liberty Building	Cleveland	$1,627,022	$1,600,202	$400,051	Cuyahoga	2	Completed
McCrory Building	Cleveland	$3,224,347	$2,439,630	$609,908	Cuyahoga	2	Completed
Petrie Plus Building	Cleveland	$1,289,739	$975,852	$243,963	Cuyahoga	2	Completed
St. Luke's Hospital	Cleveland	$21,214,365	$17,973,636	$4,493,409	Cuyahoga	2	Completed
Terminal Tower	Cleveland	$55,593,864	$33,318,516	$5,000,000	Cuyahoga	2	Completed
West Side YMCA	Cleveland	$4,156,548	$3,324,529	$775,000	Cuyahoga	2	Completed
Seneca Hotel	Columbus	$16,705,572	$15,752,174	$3,938,044	Franklin	2	Completed
Golden Lamb	Lebanon	$3,992,595	$3,804,908	$934,250	Warren	2	Completed
Shawnee Hotel	Springfield	$14,773,675	$11,819,611	$2,954,903	Clark	2	Completed
Clarendon Hotel	St. Clairsville	$4,266,561	$4,211,181	$750,000	Belmont	2	Completed
Standart-Simmons Hardware Company	Toledo	$18,246,427	$16,388,766	$2,521,559	Lucas	2	Completed
Berg Building	Ironton	$8,130,703	$1,500,000	$748,101	Lawrence	3	Cancelled
Berwick Hotel Apartments	Cambridge	$7,637,245	$4,054,049	$1,013,512	Guernsey	3	Completed
Cincinnati Color Building	Cincinnati	$4,502,512	$3,497,880	$874,470	Hamilton	3	Completed
Germania Hall - 1313 Vine	Cincinnati	$9,587,350	$8,759,135	$1,695,986	Hamilton	3	Completed
Mercer Commons	Cincinnati	$49,144,813	$13,395,369	$3,348,842	Hamilton	3	Completed
Cowell & Hubbard Building	Cleveland	$9,390,607	$8,352,607	$1,600,000	Cuyahoga	3	Completed

Born Capital Brewery Bottle Works	Columbus	$10,153,696	$7,050,835	$1,250,000	Franklin	3	Completed
Apollo Theatre	Oberlin	$9,837,673	$8,367,013	$2,000,000	Lorain	3	Completed
Horizon House	Portsmouth	$8,128,986	$6,842,553	$1,543,630	Scioto	3	Completed
ASM Headquarters and Geodesic Dome	Russell Township	$6,404,745	$6,257,950	$1,388,496	Geauga	3	Completed
Youngstown YWCA	Youngstown	$9,815,494	$7,936,700	$1,118,286	Mahoning	3	Completed
Feick Building	Sandusky	$7,583,267	$6,905,628	$1,726,407	Erie	4	Cancelled
Kaiser Building	Akron	$2,199,221	$1,500,629	$374,415	Summit	4	Completed
First Congregational Church (Conservatory of Music Annex)	Berea	$17,165,659	$14,450,659	$3,598,642	Cuyahoga	4	Completed
Federal Reserve Building	Cincinnati	$20,661,854	$15,786,731	$2,496,000	Hamilton	4	Completed
Metropole Building	Cincinnati	$54,700,495	$36,945,578	$5,000,000	Hamilton	4	Completed
Schofield Building	Cleveland	$53,068,654	$48,042,250	$5,000,000	Cuyahoga	4	Completed
Union Building	Cleveland	$19,804,760	$15,708,783	$3,292,104	Cuyahoga	4	Completed
Wonder Bread Building	Columbus	$8,370,159	$7,414,393	$597,000	Franklin	4	Completed
Metropolitan Block	Lima	$751,322	$716,170	$407,190	Allen	4	Completed
Berdan Building	Toledo	$32,633,455	$31,197,734	$5,000,000	Lucas	4	Completed
Federal Building	Youngstown	$3,717,995	$3,218,239	$445,884	Mahoning	4	Completed
Brumberg Building	Ironton	$7,279,121	$3,000,000	$1,482,244	Lawrence	5	Cancelled
Old Home Bank Building	Newark	$2,212,094	$1,725,042	$431,260	Licking	5	Cancelled
RoNa Theatre	Ironton	$1,000,000	$900,000	$1,581,887	Lawrence	6	Cancelled
Middough Building	Cleveland	$45,251,250	$23,454,194	$4,831,000	Cuyahoga	6	Completed
University Tower Apartments	Cleveland	$26,989,882	$21,837,983	$2,000,000	Cuyahoga	6	Completed
Atlas Building	Columbus	$23,217,046	$18,408,250	$2,990,815	Franklin	6	Completed
Stuyvesant Hall	Delaware	$18,319,165	$14,997,291	$3,749,323	Delaware	6	Completed
Market Block Building	Warren	$2,710,588	$2,684,416	$630,815	Trumbull	6	Completed
Wells Building	Youngstown	$5,466,348	$5,012,613	$1,000,000	Mahoning	6	Completed
Civic Theatre Block	Akron	$13,083,329	$10,961,346	$2,439,741	Summit	7	Cancelled
Park Building	Cleveland	$10,473,632	$2,346,085	$386,521	Cuyahoga	7	Cancelled
Cascade Lofts	Akron	$4,767,179	$4,060,159	$908,705	Summit	7	Completed
Hotel Ashtabula	Ashtabula	$4,883,477	$4,457,377	$639,350	Ashtabula	7	Completed
15th and Republic	Cincinnati	$2,887,963	$2,369,566	$592,392	Hamilton	7	Completed
Crown Building	Cincinnati	$1,836,275	$1,624,574	$279,470	Hamilton	7	Completed
Haddon Hall Apartments	Cincinnati	$12,464,248	$6,218,490	$1,150,000	Hamilton	7	Completed
St. Michael Complex	Cincinnati	$8,112,244	$6,278,766	$1,334,632	Hamilton	7	Completed
Euclid-71st Street Building	Cleveland	$28,828,088	$19,040,891	$4,381,703	Cuyahoga	7	Completed
Gifford House and Carriage House	Cleveland	$812,582	$435,656	$108,914	Cuyahoga	7	Completed
Rialto Theater	Cleveland	$5,211,414	$3,921,309	$484,108	Cuyahoga	7	Completed
Southworth Building	Cleveland	$4,390,977	$3,738,237	$934,559	Cuyahoga	7	Completed
Steele Mansion	Painesville	$3,686,131	$3,102,981	$371,500	Lake	7	Completed

Franklinton Post Office	Columbus	$640,000	$500,000	$125,000	Franklin	8	Cancelled
Rubenstein Building and Marietta Flats	Dayton	$11,000,000	$7,450,000	$1,862,500	Montgomery	8	Cancelled
1405-07 Republic	Cincinnati	$3,074,026	$2,807,838	$701,960	Hamilton	8	Completed
1500-06 Elm	Cincinnati	$4,134,527	$3,818,447	$643,601	Hamilton	8	Completed
Central Parkway YMCA Commercial	Cincinnati	$17,111,017	$15,420,226	$3,389,328	Hamilton	8	Completed
Central Parkway YMCA Residential	Cincinnati	$12,045,598	$10,333,033	$1,610,672	Hamilton	8	Completed
St. Paulus Church	Cincinnati	$9,614,145	$8,380,503	$1,854,667	Hamilton	8	Completed
Truman Building	Cleveland	$11,076,117	$9,299,058	$1,840,874	Cuyahoga	8	Completed
Vincent Tower	Cleveland	$17,736,785	$7,203,922	$1,613,750	Cuyahoga	8	Completed
620-30 East Broad	Columbus	$2,412,028	$1,370,904	$313,145	Franklin	8	Completed
Grant Commons	Columbus	$11,772,165	$9,817,362	$2,454,341	Franklin	8	Completed
LeVeque Tower	Columbus	$37,077,154	$23,602,491	$5,000,000	Franklin	8	Completed
Yankee Trader Building	Columbus	$4,529,541	$3,447,515	$664,900	Franklin	8	Completed
Artspace Hamilton Lofts	Hamilton	$12,087,585	$10,604,914	$2,332,373	Butler	8	Completed
Vermillion Institute	Hayesville	$1,130,472	$1,070,152	$234,400	Ashland	8	Completed
Franklin Hotel	Kent	$5,119,161	$4,116,901	$955,750	Portage	8	Completed
Bodenheimer-Mayer House	Lancaster	$388,640	$329,125	$71,000	Fairfield	8	Completed
Woodward Opera House and Cooper Building	Mount Vernon	$29,849,345	$25,426,996	$4,655,324	Knox	8	Completed
Fiberglas Tower	Toledo	$28,780,211	$23,957,487	$5,000,000	Lucas	8	Completed
308-316 Main Street	Cincinnati	$9,010,659	$7,533,107	$1,883,277	Hamilton	9	Cancelled
Abington Flats	Cincinnati	$3,147,033	$2,747,458	$501,643	Hamilton	9	Cancelled
Broadway Square (Small)	Cincinnati	$3,756,731	$2,899,107	$204,946	Hamilton	9	Cancelled
Eden Park Pump Station	Cincinnati	$5,200,000	$4,000,000	$1,000,000	Hamilton	9	Cancelled
West Side Community House	Cleveland	$2,977,000	$2,522,539	$480,790	Cuyahoga	9	Cancelled
Broadwin Apartments	Columbus	$8,846,148	$4,442,432	$1,110,608	Franklin	9	Cancelled
Beech Street Residence Halls	Berea	$18,070,461	$12,884,609	$2,916,162	Cuyahoga	9	Completed
Carlisle Building	Chillicothe	$7,178,252	$6,677,159	$1,410,500	Ross	9	Completed
521-523 East 12th Street	Cincinnati	$1,496,191	$1,406,194	$203,362	Hamilton	9	Completed
961-975 East McMillan Street	Cincinnati	$9,276,235	$8,351,973	$1,772,054	Hamilton	9	Completed
Broadway Square (Large)	Cincinnati	$12,146,346	$10,272,897	$2,437,085	Hamilton	9	Completed
East Ohio Building	Cleveland	$65,568,272	$49,127,064	$5,000,000	Cuyahoga	9	Completed
Globe Machine and Stamping Company	Cleveland	$12,542,982	$11,274,559	$2,793,800	Cuyahoga	9	Completed
Ohio City Post Office	Cleveland	$3,297,778	$2,573,372	$522,376	Cuyahoga	9	Completed
Painters Lofts	Cleveland	$291,237	$289,833	$72,458	Cuyahoga	9	Completed
Templin-Bradley Company Building	Cleveland	$7,607,319	$6,690,115	$1,672,529	Cuyahoga	9	Completed
West 25th Street Lofts	Cleveland	$24,738,005	$22,331,403	$4,000,000	Cuyahoga	9	Completed
Lazarus House Apartments	Columbus	$475,544	$196,356	$46,195	Franklin	9	Completed
Medical Science Building	Columbus	$11,247,226	$6,135,041	$937,500	Franklin	9	Completed
Welsh Presbyterian Church	Columbus	$30,479,390	$2,542,358	$346,250	Franklin	9	Completed
Hamilton Journal-News Building	Hamilton	$3,289,951	$3,247,822	$804,122	Butler	9	Completed

Ohio Theatre	Toledo	$1,195,645	$1,075,084	$268,771	Lucas	9	Completed
Kresge Building	Warren	$4,325,514	$3,835,934	$958,984	Trumbull	9	Completed
Akron Savings and Loan	Akron	$13,960,925	$12,452,925	$3,113,231	Vinton	10	Cancelled
Adams Bag Company Paper Mill	Chagrin Falls	$8,486,778	$6,600,778	$1,650,195	Cuyahoga	10	Cancelled
Kinsey Apartments	Cincinnati	$995,407	$726,543	$181,635	Hamilton	10	Cancelled
Goodyear Hall	Akron	$33,901,510	$30,766,324	$5,000,000	Summit	10	Completed
1405-07 Elm Street	Cincinnati	$1,648,829	$1,337,695	$247,981	Hamilton	10	Completed
1500 Race	Cincinnati	$1,137,507	$914,134	$221,379	Hamilton	10	Completed
1667 Hamer	Cincinnati	$234,379	$199,046	$49,750	Hamilton	10	Completed
516 East 13th Street	Cincinnati	$1,255,336	$1,053,810	$249,999	Hamilton	10	Completed
518 East 13th Street	Cincinnati	$1,045,182	$878,179	$219,545	Hamilton	10	Completed
Brill House	Cincinnati	$256,250	$250,000	$62,500	Hamilton	10	Completed
Union Trust Building	Cincinnati	$51,940,686	$37,066,495	$5,000,000	Hamilton	10	Completed
Woodward High School	Cincinnati	$24,292,232	$20,951,232	$4,763,838	Hamilton	10	Completed
1220 Huron	Cleveland	$17,174,246	$14,002,727	$3,500,682	Cuyahoga	10	Completed
Fairmont Creamery Ice Cream Building	Cleveland	$14,621,575	$12,651,700	$3,120,777	Cuyahoga	10	Completed
St. Luke's Hospital Final Phase	Cleveland	$16,427,523	$14,056,208	$506,600	Cuyahoga	10	Completed
Starr Gennett Building	Cleveland	$3,112,848	$2,822,848	$422,001	Cuyahoga	10	Completed
Old Ohio School for the Deaf	Columbus	$22,499,763	$18,202,731	$3,885,891	Franklin	10	Completed
Jones Mansion	Findlay	$585,000	$500,000	$65,555	Hancock	10	Completed
Merriman Block	Kenton	$429,394	$383,711	$43,750	Hardin	10	Completed
Phoenix Block	Ravenna	$3,915,462	$3,313,184	$515,000	Portage	10	Completed
Washington School	Washington Court House	$10,217,807	$9,477,053	$2,317,206	Fayette	10	Completed
Clione Bailey House	Westerville	$137,288	$49,723	$12,250	Franklin	10	Completed
Akron Masonic Temple	Akron	$31,146,500	$11,982,000	$4,997,737	Warren	11	Cancelled
15th and Race	Cincinnati	$38,934,759	$12,004,425	$3,001,106	Hamilton	11	Cancelled
May Company Apartments	Cleveland	$128,539,578	$112,800,322	$5,000,000	Cuyahoga	11	Cancelled
Centre City Building	Dayton	$17,987,561	$15,436,146	$3,859,037	Montgomery	11	Cancelled
Hoover West Factory Complex	North Canton	$51,621,490	$43,498,979	$5,000,000	Stark	11	Cancelled
1121 Walnut Street	Cincinnati	$861,285	$754,701	$135,431	Hamilton	11	Completed
1315 Vine	Cincinnati	$2,296,141	$1,810,622	$249,999	Hamilton	11	Completed
26 West 13th Street	Cincinnati	$1,044,193	$838,622	$109,000	Hamilton	11	Completed
28 West 13th Street	Cincinnati	$960,312	$834,824	$208,706	Hamilton	11	Completed
Hamilton County Memorial Hall	Cincinnati	$11,088,576	$8,150,904	$996,000	Hamilton	11	Completed
Kirby Road School	Cincinnati	$6,038,462	$5,058,578	$600,000	Hamilton	11	Completed
Pabst Bedding	Cincinnati	$7,825,085	$5,886,153	$777,877	Hamilton	11	Completed
Johnson Court	Cleveland	$30,500,868	$28,695,216	$5,000,000	Cuyahoga	11	Completed
313-15 Chittenden Avenue	Columbus	$541,409	$389,705	$74,142	Franklin	11	Completed
Citizens Building	Columbus	$22,785,616	$19,017,302	$3,126,600	Franklin	11	Completed

Clark, Dennison, and the Hamlet	Columbus	$10,365,934	$6,548,611	$249,999	Franklin	11	Completed
Stoddart Block	Columbus	$5,436,478	$4,325,160	$249,275	Franklin	11	Completed
130-38 North Prospect	Granville	$977,393	$690,775	$172,693	Licking	11	Completed
36-38 South Third	Newark	$504,228	$502,373	$121,425	Licking	11	Completed
59 1/2 West Main	Wilmington	$67,927	$58,213	$13,825	Clinton	11	Completed
264 Broadway Avenue	Youngstown	$370,255	$353,384	$88,345	Mahoning	11	Completed
West 7th and Race Apartments	Cincinnati	$14,656,862	$8,000,000	$1,450,000	Hamilton	12	Cancelled
Near West Lofts Storefront	Cleveland	$1,109,497	$721,997	$180,499	Cuyahoga	12	Cancelled
Huffman Block	Dayton	$20,038,614	$17,207,857	$4,301,964	Montgomery	12	Cancelled
Ogilvie Block	East Liverpool	$6,520,112	$4,521,345	$1,130,336	Crawford	12	Cancelled
Davis Building	Findlay	$1,372,800	$743,600	$185,900	Hancock	12	Cancelled
Hollencamp House	Xenia	$192,000	$87,961	$19,750	Greene	12	Cancelled
Akron Soap Company	Akron	$3,110,663	$2,666,319	$448,000	Summit	12	Completed
Firestone Triangle Building	Akron	$23,453,048	$20,418,171	$5,000,000	Summit	12	Completed
1818 and 1826 Race Street	Cincinnati	$8,503,167	$6,895,167	$1,650,500	Hamilton	12	Completed
412-414 East 13th Street	Cincinnati	$1,089,791	$878,175	$150,000	Hamilton	12	Completed
433 East 13th Street	Cincinnati	$1,852,747	$1,538,849	$245,000	Hamilton	12	Completed
501 East 13th Street	Cincinnati	$1,045,322	$1,029,616	$136,500	Hamilton	12	Completed
Emanuel Community Center	Cincinnati	$2,134,761	$1,433,818	$248,017	Hamilton	12	Completed
Globe Building	Cincinnati	$3,170,049	$2,722,171	$540,000	Hamilton	12	Completed
Landman Building	Cincinnati	$1,104,007	$988,907	$223,650	Hamilton	12	Completed
St. John's Church	Cincinnati	$5,347,996	$4,034,364	$490,000	Hamilton	12	Completed
Windsor School	Cincinnati	$9,139,567	$3,602,313	$900,578	Hamilton	12	Completed
Garfield Building	Cleveland	$41,702,840	$33,344,250	$5,000,000	Cuyahoga	12	Completed
Guernsey Apartment Building	Cleveland	$2,332,032	$1,608,302	$248,375	Cuyahoga	12	Completed
Our Lady of Mercy	Cleveland	$4,842,723	$4,104,234	$1,015,000	Cuyahoga	12	Completed
1379 North High Street	Columbus	$5,853,536	$3,653,723	$249,999	Franklin	12	Completed
94 East 3rd Avenue	Columbus	$1,284,177	$700,620	$140,124	Franklin	12	Completed
Julian and Kokenge Company	Columbus	$25,022,503	$20,197,086	$5,000,000	Franklin	12	Completed
Falls Stamping and Welding	Cuyahoga Falls	$1,131,414	$1,064,538	$241,260	Summit	12	Completed
1505 East 4th Street	Dayton	$453,270	$196,851	$46,155	Montgomery	12	Completed
K of C Building	Findlay	$813,277	$730,770	$139,100	Hancock	12	Completed
Union Block East	Newark	$1,614,053	$1,448,764	$362,191	Licking	12	Completed
Murphy Hall	University Heights	$30,039,099	$7,636,745	$1,907,300	Cuyahoga	12	Completed
Stambaugh Building	Youngstown	$25,477,950	$20,045,000	$5,000,000	Mahoning	12	Completed
Sorg Mansion	Middletown	$1,319,000	$850,000	$212,500	Butler	12	Servicing
Goodyear Headquarters	Akron	$189,156,643	$146,800,501	$5,000,000	Summit	13	Cancelled
Heberle School	Cincinnati	$11,189,704	$11,189,704	$1,834,000	Hamilton	13	Cancelled
Broadway Building	Lorain	$10,046,640	$8,248,654	$1,980,000	Lorain	13	Cancelled

Middletown Building & Deposit Association	Middletown	$3,078,000	$3,000,000	$600,000	Butler	13	Cancelled
Gallagher Building	Youngstown	$5,904,000	$5,300,000	$1,325,000	Mahoning	13	Cancelled
1023 Bridge Street	Ashtabula	$510,346	$413,869	$69,000	Ashtabula	13	Completed
1200 and 1208 Main Street	Cincinnati	$3,460,489	$3,092,315	$320,000	Hamilton	13	Completed
1317 Republic Street	Cincinnati	$948,510	$856,942	$199,000	Hamilton	13	Completed
1319 Republic Street	Cincinnati	$1,025,891	$932,939	$199,000	Hamilton	13	Completed
1405 Clay Street	Cincinnati	$1,227,588	$1,053,228	$180,000	Hamilton	13	Completed
4089 Langland Street	Cincinnati	$770,760	$600,760	$150,000	Hamilton	13	Completed
51 East Clifton Avenue	Cincinnati	$979,959	$942,912	$147,000	Hamilton	13	Completed
Ambassador Apartments	Cincinnati	$4,126,283	$3,369,648	$842,412	Hamilton	13	Completed
Cincinnati Music Hall (catalytic)	Cincinnati	$149,994,321	$135,675,951	$25,000,000	Hamilton	13	Completed
Crescent Court Apartments	Cincinnati	$8,711,340	$6,187,220	$249,999	Hamilton	13	Completed
Poinciana Apartments	Cincinnati	$12,295,027	$8,732,530	$1,999,999	Hamilton	13	Completed
Somerset Apartments	Cincinnati	$6,774,330	$5,702,087	$249,999	Hamilton	13	Completed
1736 Columbus Road	Cleveland	$1,270,676	$1,024,860	$209,281	Cuyahoga	13	Completed
Cleveland Board of Education Building	Cleveland	$35,992,738	$31,230,110	$5,000,000	Cuyahoga	13	Completed
Hubbard Cooke Building	Cleveland	$3,844,237	$3,573,536	$555,000	Cuyahoga	13	Completed
LaSalle Theatre	Cleveland	$4,913,318	$4,493,018	$249,999	Cuyahoga	13	Completed
National Terminal Warehouse	Cleveland	$40,736,656	$19,444,486	$1,999,999	Cuyahoga	13	Completed
Standard Building	Cleveland	$79,193,478	$73,590,256	$5,000,000	Cuyahoga	13	Completed
Wagner Awning	Cleveland	$13,573,441	$11,068,427	$1,739,311	Cuyahoga	13	Completed
Barrett School	Columbus	$27,343,663	$13,529,939	$3,065,341	Franklin	13	Completed
Griswold Memorial YWCA	Columbus	$21,323,646	$14,283,807	$2,000,000	Franklin	13	Completed
United States Carriage Company	Columbus	$6,084,013	$4,015,907	$1,000,000	Franklin	13	Completed
Weustoff and Getz Building	Dayton	$10,737,353	$10,554,270	$1,925,000	Montgomery	13	Completed
Granville Inn	Granville	$13,021,811	$9,538,157	$1,400,000	Licking	13	Completed
Mentor Village Hall	Mentor	$1,870,374	$1,368,345	$220,075	Lake	13	Completed
Hensville	Toledo	$20,486,766	$18,728,713	$3,979,978	Lucas	13	Completed
White Haines and Madison Buildings	Columbus	$14,250,431	$11,887,210	$1,999,999	Franklin	14	Cancelled
Eaton High School	Eaton	$10,879,133	$8,613,087	$1,532,269	Preble	14	Cancelled
United Building	Akron	$11,900,000	$8,155,000	$1,625,000	Summit	14	Completed
512 East 12th Street	Cincinnati	$573,223	$416,201	$76,800	Hamilton	14	Completed
Abington Flats	Cincinnati	$16,886,941	$14,796,021	$3,484,105	Hamilton	14	Completed
Baldwin Piano Company	Cincinnati	$46,107,503	$32,924,562	$4,840,000	Hamilton	14	Completed
Market Square A	Cincinnati	$2,910,627	$2,334,897	$249,999	Hamilton	14	Completed
Market Square B	Cincinnati	$2,910,627	$2,334,897	$249,999	Hamilton	14	Completed
Merchants Building	Cincinnati	$10,918,764	$8,826,020	$982,295	Hamilton	14	Completed
Warner Brothers Pictures Building	Cincinnati	$1,152,711	$888,212	$184,000	Hamilton	14	Completed
Gund Brewing/Scott Drug Building	Cleveland	$2,026,777	$1,818,881	$249,999	Cuyahoga	14	Completed
Leader Building	Cleveland	$59,680,000	$50,180,000	$5,000,000	Cuyahoga	14	Completed

Stuyvesant Motor Company Building	Cleveland	$11,570,814	$9,588,729	$1,999,500	Cuyahoga	14	Completed
56 North Hight Street	Columbus	$2,498,297	$1,952,809	$249,999	Franklin	14	Completed
Delco Building	Dayton	$27,947,737	$25,063,741	$5,000,000	Montgomery	14	Completed
Dickey Building	Dayton	$1,027,000	$700,580	$168,000	Montgomery	14	Completed
Buxton Inn	Granville	$3,311,310	$1,149,419	$249,999	Licking	14	Completed
ProMedica Downtown Campus	Toledo	$51,694,989	$32,384,136	$5,000,000	Lucas	14	Completed
Vistula Heritage Village	Toledo	$35,442,485	$11,364,821	$249,999	Lucas	14	Completed
100 West Elder	Cincinnati	$1,587,987	$1,247,987	$220,000	Hamilton	15	Cancelled
Ophthalmic Hospital	Cincinnati	$12,059,964	$8,688,994	$732,950	Hamilton	15	Cancelled
Lake Shore Bank and Public Library	Cleveland	$1,727,488	$1,140,000	$249,999	Cuyahoga	15	Cancelled
Variety Theatre	Cleveland	$14,715,556	$9,999,913	$1,456,985	Cuyahoga	15	Cancelled
390-392 Town Street	Columbus	$1,135,000	$550,000	$113,400	Franklin	15	Cancelled
320-322 Mechanic Street	Lebanon	$315,993	$262,741	$51,372	Williams	15	Cancelled
Drexel Theatre	Bexley	$1,872,049	$1,303,584	$249,999	Franklin	15	Completed
1737 Elm Street	Cincinnati	$1,343,477	$1,268,178	$233,799	Hamilton	15	Completed
1737 Vine Street	Cincinnati	$1,196,757	$1,132,689	$185,000	Hamilton	15	Completed
1814 Race Street	Cincinnati	$1,596,866	$1,160,379	$217,000	Hamilton	15	Completed
205 West McMicken	Cincinnati	$462,223	$392,221	$37,000	Hamilton	15	Completed
3936 Spring Grove Avenue	Cincinnati	$504,720	$422,193	$71,608	Hamilton	15	Completed
515 East 12th Street	Cincinnati	$1,252,676	$1,063,014	$195,000	Hamilton	15	Completed
Broadway Square II	Cincinnati	$7,438,839	$5,998,784	$1,300,000	Hamilton	15	Completed
Central Trust Company East Hills Branch	Cincinnati	$1,072,603	$1,033,321	$196,007	Hamilton	15	Completed
Fromm Building	Cincinnati	$825,827	$721,184	$108,500	Hamilton	15	Completed
Paramount Square	Cincinnati	$20,093,697	$9,919,619	$1,999,000	Hamilton	15	Completed
Rutemueller Building	Cincinnati	$768,997	$601,790	$113,500	Hamilton	15	Completed
Schmitthenner Building	Cincinnati	$607,836	$532,331	$82,750	Hamilton	15	Completed
Union Central Life Annex	Cincinnati	$80,045,762	$62,281,835	$5,000,000	Hamilton	15	Completed
Cleveland Athletic Club	Cleveland	$79,125,416	$67,419,244	$5,000,000	Cuyahoga	15	Completed
Forest City Bank and Seymour Block	Cleveland	$11,776,173	$10,455,919	$2,000,000	Cuyahoga	15	Completed
Heyse Apartments	Cleveland	$5,298,750	$4,572,500	$572,000	Cuyahoga	15	Completed
Micro Living at Long Street	Columbus	$24,601,311	$7,013,013	$1,378,067	Franklin	15	Completed
Dayton Power & Light	Dayton	$4,550,169	$2,731,696	$682,924	Montgomery	15	Completed
Ogilvie Block	East Liverpool	$6,950,781	$5,890,328	$1,472,582	Columbiana	15	Completed
Eaton High School	Eaton	$12,342,135	$9,997,243	$2,000,000	Preble	15	Completed
Peters Cartridge Factory	Hamilton Township	$28,949,859	$26,049,009	$2,400,000	Warren	15	Completed
Nelsonville High School	Nelsonville	$9,792,933	$8,015,489	$1,999,999	Athens	15	Completed
Brunswick Club	Newark	$287,268	$253,036	$58,500	Licking	15	Completed
Wittenberg Fieldhouse	Springfield	$53,976,735	$26,329,965	$5,000,000	Clark	15	Completed
Worthington Masonic Lodge	Worthington	$4,396,497	$1,193,368	$250,000	Franklin	15	Completed

Kauffman Building	Cincinnati	$2,775,353	$1,104,308	$249,999	Hamilton	15	Servicing
Union Trust Company (catalytic)	Cleveland	$270,345,574	$202,294,392	$25,000,000	Cuyahoga	15	Servicing
Crosley Building	Cincinnati	$45,333,987	$32,055,754	$5,000,000	Hamilton	16	Cancelled
457 North High	Columbus	$1,514,699	$1,220,391	$120,800	Franklin	16	Cancelled
St. Paul's Parish House	Columbus	$1,541,339	$1,241,948	$250,000	Franklin	16	Cancelled
Hotel Secor	Toledo	$35,730,832	$24,080,832	$5,000,000	Lucas	16	Cancelled
City Savings Bank and Trust Building	Alliance	$8,616,736	$5,567,207	$812,579	Stark	16	Completed
16 West Union	Athens	$3,374,482	$1,786,469	$250,000	Athens	16	Completed
771 and 772 East McMillan	Cincinnati	$1,588,574	$1,395,323	$250,000	Hamilton	16	Completed
Film Center Building	Cincinnati	$9,227,090	$8,028,028	$1,067,220	Hamilton	16	Completed
Market Square II	Cincinnati	$16,141,359	$12,855,393	$1,790,000	Hamilton	16	Completed
Strietmann Biscuit Company Building	Cincinnati	$16,952,378	$13,544,467	$1,200,000	Hamilton	16	Completed
Circleville High School	Circleville	$13,842,321	$12,334,583	$1,999,999	Pickaway	16	Completed
2125 Superior	Cleveland	$11,530,132	$10,320,069	$1,353,344	Cuyahoga	16	Completed
Joseph & Feiss Clothcraft Warehouse	Cleveland	$17,002,308	$14,180,276	$1,999,999	Cuyahoga	16	Completed
Mueller Electric Company	Cleveland	$13,450,774	$11,465,911	$1,745,000	Cuyahoga	16	Completed
Sanford House	Cleveland	$1,496,545	$1,007,379	$249,999	Cuyahoga	16	Completed
100 Jefferson Avenue	Columbus	$1,370,864	$532,461	$133,155	Franklin	16	Completed
459 North High	Columbus	$3,212,942	$2,423,120	$241,600	Franklin	16	Completed
Municipal Light Plant	Columbus	$31,094,117	$28,352,519	$2,000,000	Franklin	16	Completed
Falls Theatre	Cuyahoga Falls	$1,506,913	$1,484,903	$249,999	Summit	16	Completed
Fire Blocks Lofts	Dayton	$23,934,856	$22,050,515	$4,481,132	Montgomery	16	Completed
Green Lawn Abbey	Franklin Township	$336,870	$282,803	$70,701	Franklin	16	Completed
Veronika Building	Lakewood	$514,302	$333,404	$82,402	Cuyahoga	16	Completed
313 Second Street	Marietta	$1,952,468	$1,231,000	$249,999	Washington	16	Completed
14-16 North Park Place	Newark	$1,990,583	$1,570,781	$249,999	Licking	16	Completed
Faber Building	Wooster	$809,662	$659,662	$164,916	Wayne	16	Completed
Hosier and Jones Houses	Dayton	$513,157	$436,435	$106,000	Montgomery	16	Servicing
509 E. 12th Street	Cincinnati	$1,073,442	$953,066	$150,000	Hamilton	17	Cancelled
Liberty & Elm	Cincinnati	$21,444,861	$5,435,089	$1,358,772	Hamilton	17	Cancelled
United Brethren Building	Dayton	$46,360,135	$36,730,657	$5,000,000	Montgomery	17	Cancelled
1810 Campbell Street	Cincinnati	$2,462,266	$2,108,535	$250,000	Hamilton	17	Completed
1925 Vine Street	Cincinnati	$2,286,656	$1,814,725	$249,000	Hamilton	17	Completed
Market Square III	Cincinnati	$15,920,577	$12,049,524	$1,690,000	Hamilton	17	Completed
Bloch Block	Cleveland	$4,152,248	$2,962,961	$249,000	Cuyahoga	17	Completed
Empire Improvement Building	Cleveland	$13,225,005	$10,508,074	$1,000,000	Cuyahoga	17	Completed
Halle Building	Cleveland	$69,551,210	$49,707,294	$5,000,000	Cuyahoga	17	Completed
Budd Dairy and 174 Detroit	Columbus	$18,106,445	$16,912,811	$1,999,000	Franklin	17	Completed
Stratford M. E. Church	Delaware	$1,043,347	$850,319	$191,538	Delaware	17	Completed

Dollar Federal Bank Building	Hamilton	$3,607,307	$3,101,603	$250,000	Butler	17	Completed
L.N. Gross Company	Kent	$11,263,601	$8,477,341	$906,000	Portage	17	Completed
Lima Trust - First National Bank and Trust	Lima	$16,656,387	$14,827,017	$2,355,000	Allen	17	Completed
Newark High School	Newark	$2,900,311	$2,242,886	$260,000	Licking	17	Completed
Columbus Avenue	Sandusky	$10,900,963	$10,105,448	$1,623,000	Erie	17	Completed
Tunison Flats	Tiffin	$420,712	$340,169	$85,042	Seneca	17	Completed
Litt Brothers Building	Xenia	$1,428,219	$1,387,432	$183,714	Greene	17	Completed
620-622 Vine Street	Cincinnati	$1,543,900	$1,249,000	$249,000	Hamilton	18	Cancelled
East Boulevard Apartment House	Cleveland	$1,567,329	$1,223,000	$155,000	Cuyahoga	18	Cancelled
Trinity Cathedral Church Home (Mather Hall)	Cleveland	$4,324,275	$1,249,816	$249,999	Cuyahoga	18	Cancelled
Engine House No. 6	Columbus	$1,025,000	$1,000,000	$250,000	Franklin	18	Cancelled
1500 East Fifth Street Building	Dayton	$424,272	$270,000	$48,600	Montgomery	18	Cancelled
172 South Main	Akron	$1,493,649	$1,356,034	$249,999	Summit	18	Completed
Standard Savings Bank	Akron	$2,117,532	$1,888,797	$249,999	Summit	18	Completed
The Landmark Project	Akron	$28,263,520	$25,285,299	$4,283,381	Summit	18	Completed
Whitelaw Building	Akron	$2,877,131	$2,687,122	$249,999	Summit	18	Completed
Villa San Bernardo	Bedford	$16,584,488	$9,487,223	$1,999,990	Cuyahoga	18	Completed
The Potter Davis Building	Cambridge	$4,972,765	$4,392,106	$713,489	Guernsey	18	Completed
126 E. 6th Street	Cincinnati	$13,963,614	$10,686,500	$1,992,000	Hamilton	18	Completed
1731 Elm Street	Cincinnati	$2,378,848	$1,794,029	$249,999	Hamilton	18	Completed
1815 Elm Street	Cincinnati	$2,740,579	$2,101,394	$186,000	Hamilton	18	Completed
1900 Vine Street	Cincinnati	$1,583,276	$1,358,011	$249,000	Hamilton	18	Completed
1902-1904 Vine Street	Cincinnati	$1,933,976	$1,800,399	$250,000	Hamilton	18	Completed
53 E. Clifton Avenue	Cincinnati	$993,236	$791,968	$194,000	Hamilton	18	Completed
Cincinnati Union Terminal	Cincinnati	$241,792,757	$229,543,174	$5,000,000	Hamilton	18	Completed
Niehoff Flats	Cincinnati	$1,223,553	$1,107,323	$138,500	Hamilton	18	Completed
Price Hill Masonic Lodge	Cincinnati	$9,595,707	$7,978,028	$1,900,000	Hamilton	18	Completed
3101 Euclid Avenue Building	Cleveland	$27,161,955	$24,832,563	$1,392,500	Cuyahoga	18	Completed
May Company Apartments (catalytic)	Cleveland	$143,211,711	$136,862,446	$25,000,000	Cuyahoga	18	Completed
34 Building	Columbus	$12,323,022	$10,891,661	$2,722,915	Franklin	18	Completed
Wayne Agency Building	Cuyahoga Falls	$703,114	$669,891	$164,000	Summit	18	Completed
Dayton Arcade-Fourth Street	Dayton	$56,456,964	$48,601,993	$5,000,000	Montgomery	18	Completed
NASA Lewis Research Center-Development Engineering Building & Annex	Fairview Park	$45,496,120	$38,286,620	$4,500,000	Cuyahoga	18	Completed
Kelley Hardware-Odd Fellows Hall	Hayesville	$374,247	$336,704	$84,176	Ashland	18	Completed
S. Metzger Produce Building	Toledo	$3,643,033	$3,289,093	$609,065	Lucas	18	Completed
Coleman-Allen Building	Troy	$2,763,427	$2,563,527	$107,000	Miami	18	Completed
115-117 S. Main Street	Urbana	$198,479	$187,315	$31,250	Champaign	18	Completed
Goodyear Headquarters (catalytic)	Akron	$189,156,643	$146,800,501	$25,000,000	Summit	18	Servicing
Liberty Textiles Building	Cleveland	$25,290,043	$7,985,968	$868,472	Cuyahoga	18	Servicing

Engine Co. 22 Firehouse	Cincinnati	$1,025,000	$1,000,000	$250,000	Hamilton	19	Cancelled
Grossman Paper Box Company	Cleveland	$10,828,212	$9,815,212	$1,072,100	Cuyahoga	19	Cancelled
Edward Wren Company Building	Springfield	$10,531,055	$9,370,827	$2,000,000	Clark	19	Cancelled
Central School	Amherst	$12,173,003	$5,986,852	$1,497,000	Lorain	19	Completed
57 E. McMicken & 1662 Hamer	Cincinnati	$1,061,309	$944,886	$225,000	Hamilton	19	Completed
Dollhouse and National City Buildings	Cincinnati	$1,328,211	$1,106,766	$155,000	Hamilton	19	Completed
The Dow Corner Building	Cincinnati	$1,155,831	$1,026,197	$188,000	Hamilton	19	Completed
Dorn School of Expression	Cleveland	$1,365,929	$1,141,224	$249,999	Cuyahoga	19	Completed
Hilliard Block	Cleveland	$1,930,090	$1,809,750	$250,000	Cuyahoga	19	Completed
Illuminating Building	Cleveland	$25,865,603	$25,235,656	$5,000,000	Cuyahoga	19	Completed
St. Vladimir Ukrainian Orthodox Church	Cleveland	$6,972,633	$5,695,878	$249,999	Cuyahoga	19	Completed
College Club of Cleveland	Cleveland Heights	$6,342,978	$5,316,477	$1,225,512	Cuyahoga	19	Completed
Fox-Buick Sales Building	Cuyahoga Falls	$1,771,300	$1,196,050	$249,000	Summit	19	Completed
Kuhn's and McCrory Buildings	Dayton	$19,966,293	$16,207,363	$4,000,000	Montgomery	19	Completed
Hyatt Block	Findlay	$1,856,210	$1,640,142	$232,000	Hancock	19	Completed
46 Park Avenue West	Mansfield	$1,886,655	$1,793,004	$249,900	Richland	19	Completed
Hedrick House	Mansfield	$412,179	$387,179	$78,675	Richland	19	Completed
The Continental Baking Company	Toledo	$7,568,776	$6,664,009	$1,109,957	Lucas	19	Completed
Nesbitt House	Xenia	$416,327	$351,286	$87,822	Greene	19	Completed
430 W. McMicken Ave.	Cincinnati	$465,244	$410,044	$51,000	Hamilton	20	Cancelled
Traction Building	Cincinnati	$48,303,696	$35,242,732	$4,200,321	Hamilton	20	Cancelled
McClure-Nesbitt Motor Company (former)	Columbus	$2,008,670	$1,235,126	$249,999	Franklin	20	Cancelled
Reidy Bros. & Flanigan Building	Lakewood	$2,027,458	$1,249,162	$250,000	Cuyahoga	20	Cancelled
Biemiller Building	Sandusky	$1,000,000	$738,000	$184,500	Erie	20	Cancelled
Feick Building	Sandusky	$14,221,800	$9,842,000	$2,000,000	Erie	20	Cancelled
117/119 E.Main Street	Somerset	$1,898,121	$1,250,000	$250,000	Perry	20	Cancelled
France Hall, Heidelberg University	Tiffin	$14,658,813	$5,853,110	$1,463,000	Seneca	20	Cancelled
First-Second National Bank Building	Akron	$31,372,208	$30,456,714	$2,437,000	Summit	20	Completed
100 Clifton	Cincinnati	$2,112,921	$1,910,881	$202,000	Hamilton	20	Completed
101 Peete St	Cincinnati	$1,205,393	$1,081,429	$129,000	Hamilton	20	Completed
1035 Dayton Street	Cincinnati	$1,174,049	$1,021,956	$106,000	Hamilton	20	Completed
105 Peete St	Cincinnati	$1,184,570	$1,058,882	$126,000	Hamilton	20	Completed
1919 Vine Street	Cincinnati	$423,663	$363,613	$83,000	Hamilton	20	Completed
207 W. McMicken Ave.	Cincinnati	$423,387	$338,619	$84,500	Hamilton	20	Completed
22-24 w 7th st	cincinnati	$2,160,885	$1,736,848	$245,000	Hamilton	20	Completed
22 W. Elder Street	Cincinnati	$1,488,473	$1,085,941	$180,000	Hamilton	20	Completed
509 E 12th St	Cincinnati	$2,173,626	$1,688,992	$196,500	Hamilton	20	Completed
J. Spang Baking Company	Cleveland	$17,608,500	$9,998,000	$1,752,089	Cuyahoga	20	Completed
Terminal Tower of Union Terminal Group	Cleveland	$126,449,201	$79,561,413	$5,000,000	Cuyahoga	20	Completed

Columbus Electric Trolley Barns	Columbus	$20,531,320	$9,219,874	$2,000,000	Franklin	20	Completed
Alhambra, Snook and Porter Buildings	Cuyahoga Falls	$901,970	$866,640	$202,000	Summit	20	Completed
Dayton Motor Car Building	Dayton	$17,632,213	$17,066,192	$1,800,000	Montgomery	20	Completed
Champion Paper No. 2 Mill	Hamilton	$48,196,055	$46,445,347	$4,795,000	Butler	20	Completed
Detroit-Clarence Medical Building	Lakewood	$96,260	$91,989	$20,950	Cuyahoga	20	Completed
Broadway Inn	Lorain	$8,397,416	$7,167,652	$1,750,000	Lorain	20	Completed
Monument Properties	Tiffin	$1,521,838	$1,268,874	$249,784	Seneca	20	Completed
Allonas House	Mansfield	$916,248	$885,248	$221,312	Richland	20	Servicing
1st National Bank Building	Cincinnati	$66,812,140	$52,812,140	$5,000,000	Hamilton	21	Cancelled
222-226 Mohawk	Cincinnati	$1,159,779	$1,037,339	$227,000	Hamilton	21	Cancelled
Belden Seymour House	Cleveland	$2,221,700	$1,248,000	$222,000	Cuyahoga	21	Cancelled
Fidelity Building	Cleveland	$17,016,250	$9,813,250	$1,675,000	Cuyahoga	21	Cancelled
The Ohio Bell Building (aka AT&T Building)	Cleveland	$42,365,864	$31,321,064	$4,214,509	Cuyahoga	21	Cancelled
FIDELITY MEDICAL BUILDING	DAYTON	$20,459,578	$16,533,830	$4,133,458	Montgomery	21	Cancelled
The Andrus Building (443 10th St)	Toledo	$1,523,757	$1,250,000	$250,000	Lucas	21	Cancelled
Packard Apartments	Warren	$4,113,900	$4,023,900	$675,000	Trumbull	21	Cancelled
The Everett Building	Akron	$2,814,007	$2,600,372	$470,500	Summit	21	Completed
1513 Vine Street	Cincinnati	$3,082,541	$2,726,539	$250,000	Hamilton	21	Completed
1517 Vine	Cincinnati	$2,592,936	$2,181,705	$250,000	Hamilton	21	Completed
1662 Blue Rock	Cincinnati	$383,759	$383,759	$95,940	Hamilton	21	Completed
1833 Sycamore Street	Cincinnati	$1,010,686	$894,165	$223,541	Hamilton	21	Completed
Cleveland Masonic Temple	Cleveland	$4,931,998	$4,189,725	$1,047,431	Cuyahoga	21	Completed
Rhodes Mansion	Cleveland	$8,130,384	$6,197,880	$1,373,109	Cuyahoga	21	Completed
The Astrup Company Building	Cleveland	$11,820,452	$9,331,371	$1,615,000	Cuyahoga	21	Completed
1223 E MAIN	Columbus	$1,553,698	$977,324	$191,000	Franklin	21	Completed
1233 E MAIN	Columbus	$878,384	$715,428	$110,000	Franklin	21	Completed
1278 E MAIN	Columbus	$422,129	$289,662	$60,000	Franklin	21	Completed
Columbus Electrical Works	Columbus	$5,443,711	$4,486,168	$250,000	Franklin	21	Completed
East Carbarn - Columbus Electric Trolley Barns	Columbus	$8,304,692	$6,990,699	$250,000	Franklin	21	Completed
The Hayden	Columbus	$18,626,605	$13,113,485	$1,940,000	Franklin	21	Completed
Levinson Building	Cuyahoga Falls	$1,146,682	$1,101,905	$156,727	Summit	21	Completed
Medina Farmers Exchange Co.	Medina	$5,627,694	$4,626,793	$545,000	Medina	21	Completed
Hughes Building	St. Clairsville	$662,300	$597,984	$141,843	Belmont	21	Completed
Hannon's Block	Toledo	$2,175,746	$2,156,651	$241,186	Lucas	21	Completed
The University Club	Akron	$15,666,312	$8,250,693	$1,558,000	Summit	22	Cancelled
112 Corwine	Cincinnati	$434,855	$298,898	$71,346	Hamilton	22	Cancelled
5904 Hamilton	Cincinnati	$3,258,441	$1,241,846	$250,000	Hamilton	22	Cancelled
5910 Hamilton	Cincinnati	$3,808,464	$1,189,699	$250,000	Hamilton	22	Cancelled
Clyffside Brewery	Cincinnati	$13,534,134	$9,912,254	$1,345,000	Hamilton	22	Cancelled

Medusa Portland Cement Company Central Offices	Cleveland Heights	$21,965,648	$4,992,330	$1,248,083	Cuyahoga	22	Cancelled
Daehler Building	Portsmouth	$2,343,298	$2,293,298	$545,000	Scioto	22	Cancelled
Byron W Robinson Residence	Akron	$1,162,636	$1,059,052	$250,000	Summit	22	Completed
Stedman/Shafer Wholesale Grocery Building Round 22	Athens	$5,235,862	$3,654,627	$639,520	Athens	22	Completed
Holland Theatre	Bellefontaine	$1,458,178	$1,430,823	$235,000	Logan	22	Completed
1704 Elm	Cincinnati	$1,446,058	$956,135	$186,400	Hamilton	22	Completed
1707 Pleasant	Cincinnati	$683,400	$506,360	$84,400	Hamilton	22	Completed
1714 Vine	Cincinnati	$1,091,716	$975,387	$223,000	Hamilton	22	Completed
1733 Elm	Cincinnati	$1,232,247	$865,791	$186,500	Hamilton	22	Completed
18 E 15th	Cincinnati	$1,690,385	$1,380,456	$250,000	Hamilton	22	Completed
526 E 12th Street	Cincinnati	$1,969,753	$1,569,060	$185,000	Hamilton	22	Completed
Manse Apartments	Cincinnati	$9,974,173	$8,616,974	$1,199,999	Hamilton	22	Completed
Over-the-Rhine Mixed Income Project (OTRMI)	Cincinnati	$24,356,562	$20,784,192	$5,000,000	Hamilton	22	Completed
BRISTOL APARTMENTS	Cleveland	$2,515,865	$1,896,994	$245,000	Cuyahoga	22	Completed
Tinnerman Steel Range Co.	Cleveland	$18,343,492	$16,140,022	$1,696,947	Cuyahoga	22	Completed
539 Main St	Coshocton	$394,236	$394,296	$62,500	Coshocton	22	Completed
Dayton Power and Light Building	Dayton	$1,335,564	$1,316,504	$200,000	Montgomery	22	Completed
Graphic Arts Building	Dayton	$4,466,484	$4,387,874	$451,000	Montgomery	22	Completed
Silberman/Suttman Building	Miamisburg	$2,209,283	$1,908,518	$432,310	Montgomery	22	Completed
Fort Industry Square Phase I	Toledo	$27,582,914	$22,246,615	$5,000,000	Lucas	22	Completed
Legacy Place	Urbana	$13,614,815	$11,766,123	$1,315,118	Champaign	22	Completed
1614 Walnut Street	Cincinnati	$1,777,976	$1,242,383	$250,000	Hamilton	22	Servicing
L. Hoster Brewing Co.	Columbus	$47,000,000	$32,000,000	$5,000,000	Franklin	22	Servicing
1606 Elm Street	Cincinnati	$1,279,173	$834,125	$125,000	Hamilton	23	Cancelled
1618 Walnut	Cincinnati	$672,333	$568,048	$94,695	Hamilton	23	Cancelled
The Durner Building	Cincinnati	$2,129,228	$1,243,024	$210,000	Hamilton	23	Cancelled
St. Mark's Presbyterian Church	Cleveland	$1,374,750	$1,249,750	$193,000	Cuyahoga	23	Cancelled
Castle Block	Ashtabula	$5,267,357	$4,446,225	$626,188	Ashtabula	23	Completed
John H. Lehman High School	Canton	$20,935,551	$15,489,800	$2,090,000	Stark	23	Completed
1735 Vine	Cincinnati	$1,069,555	$931,035	$209,000	Hamilton	23	Completed
418 E. 12th Street	Cincinnati	$2,376,261	$2,376,261	$210,000	Hamilton	23	Completed
422 E. 12th Street	Cincinnati	$1,063,221	$1,063,221	$167,000	Hamilton	23	Completed
555 E. 13th Street	Cincinnati	$1,717,060	$1,717,060	$200,000	Hamilton	23	Completed
Union Central Life Insurance Co. Bldg.	Cincinnati	$93,622,018	$77,621,588	$5,000,000	Hamilton	23	Completed
Longfellow, Henry Wadsworth	Cleveland	$18,471,743	$10,172,785	$2,000,000	Cuyahoga	23	Completed
48 Parkwood	Columbus	$4,700,000	$1,248,000	$250,000	Franklin	23	Completed
Open Air School	Columbus	$5,828,668	$4,380,567	$250,000	Franklin	23	Completed
Standard Building	Columbus	$12,590,256	$11,369,677	$1,189,821	Franklin	23	Completed

Winders Motor Sales Co.	Columbus	$2,390,879	$1,786,469	$250,000	Franklin	23	Completed
J.K. McIntire Building	Dayton	$9,945,867	$8,086,785	$1,687,500	Montgomery	23	Completed
Third Street Arcade	Dayton	$42,063,190	$36,511,929	$2,750,000	Montgomery	23	Completed
Phi Delta Theta House	Delaware	$7,723,184	$5,215,044	$764,672	Delaware	23	Completed
Hotel Ashtabula	Ashtabula	$1,000,000	$1,000,000	$250,000	Ashtabula	23	Servicing
100 East McMicken	Cincinnati	$1,412,711	$1,107,770	$198,973	Hamilton	23	Servicing
Northern Ohio Blanket Mills	Cleveland	$34,159,368	$29,944,887	$3,400,000	Cuyahoga	23	Servicing
479 S. Ludlow St. (West Block of L. Hoster Brewing Co.)	Columbus	$25,789,000	$21,454,000	$2,450,000	Franklin	23	Servicing
Carlisle-Allen Co. Complex/Masonic Temple	Ashtabula	$20,446,300	$17,749,050	$2,000,000	Ashtabula	24	Cancelled
56 East McMicken FRONT	Cincinnati	$1,097,132	$853,123	$154,526	Hamilton	24	Cancelled
56 East McMicken REAR	Cincinnati	$731,422	$540,422	$90,299	Hamilton	24	Cancelled
Erieview Tower	Cleveland	$81,776,521	$58,878,666	$5,000,000	Cuyahoga	24	Cancelled
West Side YWCA	Cleveland	$19,868,668	$8,537,893	$1,984,882	Cuyahoga	24	Cancelled
The Broadwin	Columbus	$17,588,035	$13,003,035	$1,755,000	Franklin	24	Cancelled
Empire Hotel	Tiffin	$6,119,334	$5,005,099	$1,001,250	Seneca	24	Cancelled
106, 108, & 110 E 14th Street	Cincinnati	$1,388,433	$1,309,268	$156,370	Hamilton	24	Completed
1400 & 1408 Walnut Street	Cincinnati	$2,435,230	$2,056,145	$184,908	Hamilton	24	Completed
1400 Clay Street	Cincinnati	$1,530,941	$1,392,707	$146,680	Hamilton	24	Completed
1505 & 1511 VIne	Cincinnati	$3,939,985	$1,985,541	$250,000	Hamilton	24	Completed
1725 Elm	Cincinnati	$4,221,880	$3,546,653	$249,999	Hamilton	24	Completed
2001 Vine	Cincinnati	$2,226,429	$1,876,422	$245,804	Hamilton	24	Completed
30 E. 15th Street	Cincinnati	$1,555,531	$1,198,846	$220,000	Hamilton	24	Completed
646 Neave Street	Cincinnati	$2,089,570	$1,848,866	$244,000	Hamilton	24	Completed
American Savings Bank	Cleveland	$1,845,812	$1,696,048	$168,000	Cuyahoga	24	Completed
Switzer Apartment Building	Cleveland	$1,631,015	$1,580,982	$100,000	Cuyahoga	24	Completed
Madisons & White Haines	Columbus	$60,589,377	$24,948,719	$4,416,157	Franklin	24	Completed
Market-Mohawk Center	Columbus	$8,506,900	$6,737,900	$842,267	Franklin	24	Completed
424 Main Street	Coshocton	$1,390,902	$1,275,780	$250,000	Coshocton	24	Completed
Grant-Deneau Tower	Dayton	$46,907,781	$44,207,807	$3,875,000	Montgomery	24	Completed
12501 Madison	Lakewood	$5,747,691	$4,689,022	$657,101	Cuyahoga	24	Completed
Fort Industry Square Phase II	Toledo	$26,683,353	$22,253,409	$3,700,000	Lucas	24	Completed
Westminster Presbyterian Church	Toledo	$12,004,371	$10,940,227	$1,299,531	Lucas	24	Completed
313 W. 5th	Cincinnati	$1,391,485	$1,058,961	$195,983	Hamilton	24	Servicing
64 East McMicken	Cincinnati	$1,175,720	$910,635	$116,408	Hamilton	24	Servicing
2110-30 Superior Avenue	Cleveland	$11,747,960	$10,000,000	$1,650,000	Cuyahoga	24	Servicing
First Methodist Church	Cleveland	$2,535,000	$1,219,000	$250,000	Cuyahoga	24	Servicing
Young Women's Christian Association	Akron	$27,925,774	$23,990,774	$3,068,766	Summit	25	Cancelled
1623 Pleasant	Cincinnati	$1,033,818	$868,631	$169,470	Hamilton	25	Cancelled
254 Mohawk	Cincinnati	$855,394	$720,564	$120,470	Hamilton	25	Cancelled

Findlay Parkside	Cincinnati	$31,396,909	$25,374,479	$3,100,000	Hamilton	25	Cancelled
F.E. Avery and Sons Garage	Columbus	$3,000,000	$1,250,000	$250,000	Franklin	25	Cancelled
Lanman-Ingram House	Marble Cliff	$12,997,973	$1,995,829	$498,957	Franklin	25	Cancelled
Manchester Hotel - Dan E. Snider Ford Dealership Bldg.	Middletown	$40,295,021	$28,475,421	$4,000,000	Butler	25	Cancelled
Lake County National Bank Buildin	Painesville	$13,952,000	$9,892,500	$1,918,000	Lake	25	Cancelled
123 E. McMicken Ave.	CINCINNATI	$704,391	$603,550	$65,898	Hamilton	25	Completed
1409 Main	Cincinnati	$2,314,493	$1,244,292	$200,000	Hamilton	25	Completed
2113-2117 West 8th and 2122 Saint Michael Rear	Cincinnati	$7,715,025	$20,927,522	$250,000	Hamilton	25	Completed
2122 Saint Michael Front	Cincinnati	$1,214,829	$1,037,337	$163,158	Hamilton	25	Completed
2130 Saint Michael and 642 Neave Street	Cincinnati	$1,982,370	$1,751,575	$161,924	Hamilton	25	Completed
2131 Saint Michael Street	Cincinnati	$1,393,972	$1,211,541	$144,131	Hamilton	25	Completed
Textile Building	Cincinnati	$60,259,323	$39,121,581	$5,000,000	Hamilton	25	Completed
2152-2160 Superior Avenue	Cleveland	$39,403,800	$26,286,185	$3,900,976	Cuyahoga	25	Completed
Fidelity Building	Cleveland	$58,230,982	$44,461,872	$2,000,000	Cuyahoga	25	Completed
Moreland House	Cleveland	$3,527,910	$3,124,569	$250,000	Cuyahoga	25	Completed
Barclay Building	Dayton	$48,586,888	$41,588,481	$2,450,000	Montgomery	25	Completed
The Trinity Project	Lakewood	$4,953,012	$3,496,006	$849,000	Cuyahoga	25	Completed
1209 Elm	Cincinnati	$1,812,938	$1,245,938	$249,999	Hamilton	25	Servicing
1648 Vine Street	Cincinnati	$1,107,355	$610,486	$152,622	Hamilton	25	Servicing
310 Perry	Cincinnati	$1,510,647	$1,181,698	$212,760	Hamilton	25	Servicing
The Ransley	Cincinnati	$1,300,000	$950,000	$125,000	Hamilton	25	Servicing
2104 Superior Avenue	Cleveland	$4,726,464	$4,102,900	$582,500	Cuyahoga	25	Servicing
Ohio Mutual Insurance Building	Salem	$1,252,918	$1,190,059	$250,000	Columbiana	25	Servicing
Metropolitan Distributing Company	Toledo	$10,019,305	$9,210,400	$1,639,451	Lucas	25	Servicing
Akron Beacon Journal Building	Akron	$31,620,958	$28,771,642	$3,125,000	Summit	26	Cancelled
Renkert Building	Canton	$35,510,000	$27,550,000	$5,000,000	Stark	26	Cancelled
1629 Vine St	Cincinnati	$2,402,641	$1,169,450	$237,885	Hamilton	26	Cancelled
1633 Vine - Rear	Cincinnati	$796,020	$507,241	$78,814	Hamilton	26	Cancelled
1633 Vine St	Cincinnati	$1,512,749	$898,368	$149,777	Hamilton	26	Cancelled
1808 Elm Street	Cincinnati	$2,049,838	$1,244,334	$200,000	Hamilton	26	Cancelled
56 East McMicken REAR	Cincinnati	$821,384	$624,043	$101,405	Hamilton	26	Cancelled
City's Gospel	Cincinnati	$1,710,000	$1,235,000	$187,500	Hamilton	26	Cancelled
Gwynne Building	Cincinnati	$81,559,946	$57,381,116	$5,000,000	Hamilton	26	Cancelled
1373 East Blvd. Apartment Building	Cleveland	$1,593,623	$1,249,000	$159,000	Cuyahoga	26	Cancelled
Lagonda Starett-Fried	Springfield	$6,648,550	$5,390,348	$1,250,000	Clark	26	Cancelled
Packard Apartments	Warren	$4,998,163	$4,908,163	$819,371	Trumbull	26	Cancelled
Eavey Exchange	Xenia	$4,565,045	$4,442,864	$1,110,000	Greene	26	Cancelled
118 Findlay Street	Cincinnati	$5,722,193	$2,351,534	$225,000	Hamilton	26	Completed

1701 Race St	Cincinnati	$2,623,096	$2,135,766	$234,565	Hamilton	26	Completed
1703 Race St	Cincinnati	$262,096	$2,135,766	$195,897	Hamilton	26	Completed
1705 Race St	Cincinnati	$2,162,521	$1,760,760	$193,379	Hamilton	26	Completed
1720 Elm Street	Cincinnati	$1,943,416	$1,427,022	$235,000	Hamilton	26	Completed
60 E McMicken	Cincinnati	$1,404,250	$1,210,371	$224,000	Hamilton	26	Completed
Warsaw Creative Campus	Cincinnati	$9,791,074	$7,595,499	$1,700,000	Hamilton	26	Completed
55 Public Square	Cleveland	$106,991,767	$86,307,040	$5,000,000	Cuyahoga	26	Completed
Agora Complex	Cleveland	$4,661,294	$2,868,416	$250,000	Cuyahoga	26	Completed
Home Telephone Building	Dayton	$6,385,048	$5,272,561	$592,000	Montgomery	26	Completed
Newark Arcade	Newark	$22,374,681	$20,607,011	$1,086,000	Licking	26	Completed
Toledo Central Post Office	Toledo	$36,149,281	$32,127,319	$4,455,445	Lucas	26	Completed
Urbana Lofts	Urbana	$1,858,492	$1,783,619	$211,000	Champaign	26	Completed
Van Wert Forward	Van Wert	$16,644,462	$14,354,826	$1,250,000	Van Wert	26	Completed
Van Wert Revitalization	Van Wert	$11,344,312	$9,994,218	$1,250,000	Van Wert	26	Completed
A. Schrader's Son of Ohio Warehouse Building	Akron	$2,600,000	$2,014,590	$250,000	Summit	26	Servicing
116 E McMicken	Cincinnati	$1,796,000	$1,228,677	$250,000	Hamilton	26	Servicing
Ludowici Tile Company Building 1	Pike Township	$2,322,000	$1,250,000	$250,000	Perry	26	Servicing
Philadelphia Rubber Works Company Building	Akron	$40,291,000	$36,955,000	$4,000,000	Summit	27	Cancelled
McKinley Park Apartments	Canton	$13,348,515	$9,995,146	$2,000,000	Stark	27	Cancelled
1931 Freeman Avenue	Cincinnati	$1,427,601	$1,070,701	$141,000	Hamilton	27	Cancelled
1935 Freeman Avenue	Cincinnati	$1,122,688	$842,016	$111,000	Hamilton	27	Cancelled
20-22 Findlay Street	Cincinnati	$1,805,482	$1,249,762	$220,000	Hamilton	27	Cancelled
Consolidated Fruit Auction Company Building	Cleveland	$8,165,977	$5,123,511	$815,000	Cuyahoga	27	Cancelled
Kroger Bakery Complex	Columbus	$114,761,390	$21,475,197	$5,000,000	Franklin	27	Cancelled
Longfellow School Complex	Dayton	$30,210,000	$18,414,280	$1,841,428	Montgomery	27	Cancelled
Security Building	Fostoria	$8,118,456	$7,546,291	$1,584,721	Seneca	27	Cancelled
Toledo Heritage Village II	Toledo	$4,048,000	$1,040,000	$250,000	Lucas	27	Cancelled
1338-40 Main Street	Cincinnati	$4,290,892	$3,190,743	$224,098	Hamilton	27	Completed
1401 Main Street - The Adeline Building	Cincinnati	$2,249,680	$1,243,964	$222,741	Hamilton	27	Completed
1617-1619 Race Street	Cincinnati	$3,557,570	$1,238,003	$250,000	Hamilton	27	Completed
Paramount Revitalization	Cincinnati	$12,244,927	$10,270,945	$2,000,000	Hamilton	27	Completed
The Barrister 214	Cincinnati	$7,178,094	$5,534,789	$173,443	Hamilton	27	Completed
The Barrister 216	Cincinnati	$16,726,159	$7,437,987	$174,180	Hamilton	27	Completed
Agora Complex II	Cleveland	$10,001,922	$8,940,078	$250,000	Cuyahoga	27	Completed
Ohio Bell Headquarters	Cleveland	$135,990,160	$103,327,701	$5,000,000	Cuyahoga	27	Completed
Stearns & Foster Co Office Building	Lockland	$10,642,487	$9,374,683	$1,350,000	Hamilton	27	Completed
Quad Center	New Concord	$2,560,330	$2,197,370	$549,342	Muskingum	27	Completed
Overmyer Lofts	Toledo	$25,948,089	$22,721,243	$4,100,000	Lucas	27	Completed
Landmark Tavern	Canton	$1,293,046	$1,216,701	$250,000	Stark	27	Servicing

1214 Race Street	Cincinnati	$1,690,072	$1,224,252	$238,000	Hamilton	27	Servicing
Traction Building	Cincinnati	$55,650,014	$42,644,172	$5,000,000	Hamilton	27	Servicing
First National Bank Building	Canton	$5,713,300	$5,137,050	$1,120,250	Stark	28	Cancelled
Ohio Bell Southwestern Headquarters Building	Columbus	$89,011,195	$68,076,094	$5,000,000	Franklin	28	Cancelled
United Brethren Publishing House (Centre City Building)	Dayton	$74,310,668	$65,585,139	$5,000,000	Montgomery	28	Cancelled
Dixon Building	Elyria	$36,420,749	$9,908,199	$2,000,000	Lorain	28	Cancelled
Homestead Theatre Block	Lakewood	$93,399,267	$21,550,000	$5,000,000	Cuyahoga	28	Cancelled
City Electric Light Plant	Marietta	$1,469,735	$1,249,535	$146,800	Washington	28	Cancelled
Middletown Building & Deposit Association	Middletown	$7,190,695	$6,691,689	$711,950	Butler	28	Cancelled
Hoover West Factory	North Canton	$89,190,068	$78,931,451	$5,000,000	Stark	28	Cancelled
Craft Master Building	Toledo	$2,079,342	$1,249,276	$250,000	Lucas	28	Cancelled
North Hall	Berea	$9,915,220	$9,086,272	$1,818,750	Cuyahoga	28	Completed
1007 Dayton St	Cincinnati	$1,448,384	$1,161,075	$250,000	Hamilton	28	Completed
Findlay Exchange	Cincinnati	$5,722,193	$5,126,514	$1,200,000	Hamilton	28	Completed
Ophthalmic Hospital	Cincinnati	$12,112,963	$10,328,198	$1,244,400	Hamilton	28	Completed
Nathaniel Hawthorne Elementary School	Cleveland	$15,112,029	$12,990,248	$2,000,000	Cuyahoga	28	Completed
Lakewood Board of Education	Lakewood	$1,134,884	$1,068,910	$225,000	Cuyahoga	28	Completed
Barber Farris Produce Warehouse	Toledo	$7,786,773	$7,387,567	$823,396	Lucas	28	Completed
A. Schrader's Son of Ohio Warehouse Building - Stage 2	Akron	$2,621,717	$1,249,000	$250,000	Summit	28	Servicing
201-203 Henry/1925-1927 Elm	Cincinnati	$4,101,346	$1,861,230	$249,999	Hamilton	28	Servicing
205-207 Henry	Cincinnati	$2,783,085	$1,291,612	$249,999	Hamilton	28	Servicing
The Robert Mitchell Furniture Company	Cincinnati	$14,354,608	$11,737,497	$1,421,248	Hamilton	28	Servicing
St. Michael School	Cleveland	$13,859,632	$9,991,124	$1,360,000	Cuyahoga	28	Servicing
Cleveland, Columbus, Cincinnati & Indianapolis (CCC&I) Railroad Depot	Delaware	$2,217,633	$1,246,371	$243,000	Delaware	28	Servicing
Wholesale Grocer	Marion	$1,414,435	$1,229,435	$250,000	Marion	28	Servicing
Riddle Block 9	Ravenna	$1,586,808	$1,201,808	$250,000	Portage	28	Servicing
Schine State Theatre	Sandusky	$22,808,106	$12,500,000	$2,000,000	Erie	28	Servicing
Black Diamond Development	Shawnee	$2,637,170	$1,249,550	$250,000	Perry	28	Servicing
111 W. Main Street	Van Wert	$1,870,123	$1,244,187	$185,000	Van Wert	28	Servicing
135 E. Main Street	Van Wert	$1,772,077	$1,245,100	$175,000	Van Wert	28	Servicing
Van Wert Forward II	Van Wert	$16,226,513	$16,226,513	$1,200,000	Van Wert	28	Servicing
Masonic Block Building	Caledonia	$1,030,000	$1,000,000	$201,500	Marion	29	Cancelled
Folwell-Zollinger Building	Canton	$10,620,641	$9,856,926	$2,000,000	Stark	29	Cancelled
Renkert Building	Canton	$50,008,270	$39,109,600	$9,777,400	Stark	29	Cancelled
Mietenkoetter House	Cincinnati	$638,450	$542,200	$125,000	Hamilton	29	Cancelled
1373 East Blvd. Apartment Building	Cleveland	$4,123,155	$3,958,090	$395,000	Cuyahoga	29	Cancelled
Havyn Apartments	Cleveland	$2,249,452	$1,124,726	$247,000	Cuyahoga	29	Cancelled

Holiday Inn	Cleveland	$35,850,360	$25,656,360	$3,920,000	Cuyahoga	29	Cancelled
Lyman, Strong & Co. - Kaplan-Shanman Bldg.	Cleveland	$17,045,683	$9,993,627	$1,700,000	Cuyahoga	29	Cancelled
McKinley School	Cleveland	$12,279,022	$9,548,420	$1,200,000	Cuyahoga	29	Cancelled
Algonquin Hotel	Dayton	$39,000,000	$19,021,649	$3,800,000	Montgomery	29	Cancelled
Commodore Apartments	Dayton	$7,394,600	$6,244,600	$735,500	Montgomery	29	Cancelled
Longfellow School Complex	Dayton	$32,642,000	$19,969,875	$3,235,000	Montgomery	29	Cancelled
O.P. Boyer and Sons Funeral Home	Dayton	$1,254,156	$1,104,042	$125,300	Montgomery	29	Cancelled
331 N. Main St.	Findlay	$1,350,000	$1,118,000	$221,000	Hancock	29	Cancelled
523 Lagrange	Toledo	$390,778	$319,150	$94,947	Lucas	29	Cancelled
Burt's Theater	Toledo	$8,266,983	$8,096,827	$908,360	Lucas	29	Cancelled
Packard Apartments	Warren	$6,379,738	$6,289,738	$2,000,000	Trumbull	29	Cancelled
Mahoning National Bank	Youngstown	$12,163,874	$9,193,124	$1,200,000	Mahoning	29	Cancelled
1121 Dayton St	Cincinnati	$1,030,604	$935,870	$211,731	Hamilton	29	Completed
312 W Fourth st	Cincinnati	$1,974,940	$1,181,808	$186,627	Hamilton	29	Completed
56 E McMicken - Front	Cincinnati	$1,755,592	$1,423,181	$247,000	Hamilton	29	Completed
56 E McMicken - Rear	Cincinnati	$1,170,394	$948,788	$226,000	Hamilton	29	Completed
635 Main Street Building	Cincinnati	$2,583,216	$1,653,219	$167,000	Hamilton	29	Completed
Mercantile Redevelopment	Cincinnati	$82,669,077	$73,479,624	$5,000,000	Hamilton	29	Completed
Agora Complex - Ph. 3	Cleveland	$4,496,623	$4,019,243	$242,800	Cuyahoga	29	Completed
West High School	Columbus	$32,739,544	$18,155,576	$2,000,000	Franklin	29	Completed
Finney Hall	New Concord	$8,093,848	$7,093,481	$1,660,299	Muskingum	29	Completed
Lake County National Bank	Painesville	$19,783,378	$15,877,330	$3,462,375	Lake	29	Completed
Craft Master Building	Toledo	$5,021,653	$4,143,545	$1,250,000	Lucas	29	Completed
OLD Akron Beacon Journal Building	Akron	$2,550,000	$1,249,999	$250,000	Summit	29	Servicing
Philadelphia Rubber Works Company Building	Akron	$57,055,000	$44,215,000	$5,680,000	Summit	29	Servicing
Lostro Building	Athens	$10,000,000	$6,000,000	$1,950,000	Athens	29	Servicing
1609 Pleasant Street	Cincinnati	$712,955	$577,576	$139,700	Hamilton	29	Servicing
2133 St. Michaels	Cincinnati	$1,356,250	$1,173,228	$249,999	Hamilton	29	Servicing
2155 Loth Street	Cincinnati	$1,188,258	$962,627	$233,000	Hamilton	29	Servicing
3104 Warsaw Avenue	Cincinnati	$2,146,800	$1,235,585	$210,000	Hamilton	29	Servicing
521 Dandridge Street	Cincinnati	$950,606	$770,102	$186,500	Hamilton	29	Servicing
610 Church	Cincinnati	$1,129,293	$976,899	$242,236	Hamilton	29	Servicing
661 Neave	Cincinnati	$1,129,293	$976,899	$242,236	Hamilton	29	Servicing
720 State	Cincinnati	$904,167	$782,152	$193,789	Hamilton	29	Servicing
Gwynne Building	Cincinnati	$125,058,830	$89,370,500	$7,120,000	Hamilton	29	Servicing
Erieview Tower	Cleveland	$100,646,863	$74,756,783	$10,000,000	Cuyahoga	29	Servicing
Warner & Swasey Co. Building	Cleveland	$50,392,441	$44,351,423	$2,000,000	Cuyahoga	29	Servicing
West Side YWCA	Cleveland	$32,038,237	$15,065,187	$3,172,103	Cuyahoga	29	Servicing
Taylor Tudors	Cleveland Heights	$36,994,890	$23,820,927	$5,955,232	Cuyahoga	29	Servicing

Ohio Bell Southwestern Headquarters	Columbus	$107,658,074	$84,844,561	$10,000,000	Franklin	29	Servicing
United Brethren Publishing House (Centre City Building)	Dayton	$87,670,626	$78,858,631	$8,675,000	Montgomery	29	Servicing
Dixon and Robinson	Elyria	$42,055,739	$20,564,117	$4,150,000	Lorain	29	Servicing
Second National Bank	Hamilton	$11,168,141	$9,881,860	$1,830,842	Butler	29	Servicing
Fairfield Shoe Factory	Lancaster	$20,305,200	$15,886,400	$3,250,000	Fairfield	29	Servicing
Rempel Block	Logan	$5,671,207	$4,736,279	$700,000	Hocking	29	Servicing
McKinley Building	Mount Vernon	$73,720	$65,245	$20,500	Knox	29	Servicing
Mentzer-Sorrick Farm	New Franklin	$1,893,000	$1,247,450	$250,000	Summit	29	Servicing
Kresge #634	Salem	$2,002,736	$1,044,986	$247,400	Columbiana	29	Servicing
102 E. Main St.	Somerset	$1,394,070	$807,219	$138,000	Perry	29	Servicing
Swisher Complex	Somerset	$1,304,882	$906,135	$130,000	Perry	29	Servicing
Edward Wren Company Building	Springfield	$31,750,000	$13,100,004	$4,470,000	Clark	29	Servicing
Empire Hotel	Tiffin	$8,809,114	$7,159,831	$1,040,000	Seneca	29	Servicing
907 Superior St.	Toledo	$789,145	$700,519	$192,643	Lucas	29	Servicing
913 Superior	Toledo	$852,519	$727,161	$207,241	Lucas	29	Servicing
Federal Warehouse & Storage Company Building	Akron	$7,707,308	$6,386,108	$1,875,000	Summit	30	Cancelled
Mills Building	Caldwell	$1,250,000	$1,200,000	$250,000	Noble	30	Cancelled
1625 Vine Street	Cincinnati	$2,528,500	$1,249,000	$250,000	Hamilton	30	Cancelled
1719 Vine	Cincinnati	$2,518,500	$1,220,250	$250,000	Hamilton	30	Cancelled
1729 Vine	Cincinnati	$2,578,500	$1,242,750	$250,000	Hamilton	30	Cancelled
1740 Brewster	Cincinnati	$1,640,156	$1,237,140	$250,000	Hamilton	30	Cancelled
3570 Montgomery Rd	Cincinnati	$1,535,050	$1,241,959	$250,000	Hamilton	30	Cancelled
3604-08 Montgomery	Cincinnati	$1,685,203	$1,237,579	$250,000	Hamilton	30	Cancelled
St. Marks Church	Cincinnati	$21,833,623	$9,849,039	$2,000,000	Hamilton	30	Cancelled
Avenue Building	Cleveland	$10,758,873	$9,997,623	$1,072,000	Cuyahoga	30	Cancelled
Variety Store Building & Theatre	Cleveland	$11,917,356	$5,723,410	$1,430,853	Cuyahoga	30	Cancelled
145 South Front Street	Columbus	$69,422,816	$61,493,591	$6,500,000	Franklin	30	Cancelled
McClure-Nesbitt Motor Company	Columbus	$5,470,000	$1,249,000	$250,000	Franklin	30	Cancelled
Lakewood BOE Phase 2	Lakewood	$7,837,209	$6,359,503	$965,000	Cuyahoga	30	Cancelled
Middletown Building & Deposit Association	Middletown	$8,272,870	$7,694,738	$1,622,131	Butler	30	Cancelled
1301 Adams	Toledo	$11,664,174	$9,593,708	$1,140,764	Lucas	30	Cancelled
1015 Dayton St	Cincinnati	$1,784,317	$1,332,880	$250,000	Hamilton	30	Completed
La Ventura Apartments	Cincinnati	$1,799,297	$1,673,040	$240,750	Hamilton	30	Completed
Well House Hotel	Hamilton	$16,693,832	$12,670,992	$1,645,000	Butler	30	Completed
The Ohio Building	Sidney	$10,068,045	$9,377,990	$1,800,000	Shelby	30	Completed
215 N. Main Street	Urbana	$1,391,892	$1,372,584	$248,750	Champaign	30	Completed
217 N. Main Street	Urbana	$1,701,200	$1,677,602	$249,990	Champaign	30	Completed
Willoughby Union High School	Willoughby	$10,081,980	$8,984,029	$2,000,000	Lake	30	Completed

Temple Israel	Akron	$1,248,563	$1,248,563	$250,000	Summit	30	Servicing
Harter Bank Building/ Key Bank Annex	Canton	$7,500,000	$6,039,555	$1,449,493	Stark	30	Servicing
1221 Jackson Street	Cincinnati	$1,089,757	$776,358	$194,090	Hamilton	30	Servicing
137 W. McMicken Ave	Cincinnati	$925,000	$475,000	$118,750	Hamilton	30	Servicing
519 Dandridge Street	Cincinnati	$1,089,757	$776,358	$194,090	Hamilton	30	Servicing
523 Dandridge Street	Cincinnati	$817,318	$582,268	$145,567	Hamilton	30	Servicing
527 Dandridge Street	Cincinnati	$1,089,757	$776,358	$194,090	Hamilton	30	Servicing
Findlay Parkside	Cincinnati	$47,325,299	$40,453,077	$4,640,000	Hamilton	30	Servicing
Monmouth Building	Cleveland	$14,770,521	$5,830,840	$1,457,710	Cuyahoga	30	Servicing
Rauch & Lang Carriage Company Building	Cleveland	$63,404,868	$35,429,098	$5,000,000	Cuyahoga	30	Servicing
Park Synagogue	Cleveland Heights	$71,077,290	$48,415,750	$10,000,000	Cuyahoga	30	Servicing
138-146 S Broadway	Salem	$733,500	$446,499	$156,274	Columbiana	30	Servicing
Black Diamond Development Phase 2	Shawnee	$1,145,400	$731,900	$114,450	Perry	30	Servicing
324 N. Erie	Toledo	$1,479,400	$1,247,323	$250,000	Lucas	30	Servicing
Toledo City Market	Toledo	$13,579,964	$9,211,297	$1,355,286	Lucas	30	Servicing
Hotel Swisher	Somerset	$4,245,601	$3,252,490	$250,000	Perry	31	Approved
Akron Beacon Journal Building	Akron	$54,134,482	$31,838,360	$5,360,000	Summit	31	Cancelled
Akron Soap Company Building	Akron	$1,350,000	$1,160,000	$250,000	Summit	31	Cancelled
St Mary's School	Berea	$21,533,142	$9,435,510	$2,000,000	Cuyahoga	31	Cancelled
124 East 13th Street	Cincinnati	$2,579,865	$1,164,954	$250,000	Hamilton	31	Cancelled
1300 Main Street	Cincinnati	$2,023,416	$1,073,056	$200,000	Hamilton	31	Cancelled
1312-1316 Main Street	Cincinnati	$3,715,252	$1,249,429	$250,000	Hamilton	31	Cancelled
1519 Vine Street	Cincinnati	$1,965,655	$1,176,166	$250,000	Hamilton	31	Cancelled
1522 Republic Street	Cincinnati	$1,647,341	$1,071,214	$250,000	Hamilton	31	Cancelled
1524-26 Republic Street	Cincinnati	$2,218,327	$1,241,416	$250,000	Hamilton	31	Cancelled
1530 Republic Street	Cincinnati	$1,612,139	$1,092,351	$250,000	Hamilton	31	Cancelled
1826 Logan	Cincinnati	$749,988	$325,000	$81,250	Hamilton	31	Cancelled
219 Findlay	Cincinnati	$1,227,072	$831,124	$207,781	Hamilton	31	Cancelled
Heller-Keller-Kohn Buildings	Cleveland	$50,023,763	$40,340,000	$4,000,000	Cuyahoga	31	Cancelled
St. Mark's Presbyterian Church	Cleveland	$9,040,772	$8,084,522	$700,000	Cuyahoga	31	Cancelled
Fidelity Medical Building	Dayton	$50,600,000	$49,305,946	$4,900,000	Montgomery	31	Cancelled
St. Paul Evangelical Lutheran Church & Parish Hall	Dayton	$22,009,613	$8,592,935	$2,000,000	Montgomery	31	Cancelled
Hoppe & Strub Bottling Company	Toledo	$4,435,403	$1,248,600	$250,000	Lucas	31	Cancelled
Strouss-Hirshberg Company Building	Youngstown	$82,137,690	$69,895,588	$10,000,000	Mahoning	31	Cancelled
129 Elder Street	Cincinnati	$989,912	$900,161	$225,040	Hamilton	31	Completed
131 W Elder Street	Cincinnati	$998,066	$907,644	$226,911	Hamilton	31	Completed
1628 Walnut Street	Cincinnati	$1,456,484	$1,221,484	$121,000	Hamilton	31	Completed
Engine Co. 22 Firehouse	Cincinnati	$4,534,204	$3,129,329	$143,000	Hamilton	31	Completed

Record Rendezvous	Cleveland	$5,241,010	$5,132,677	$250,000	Cuyahoga	31	Completed
Mechanics Bank 10-14 S Main Street	Mansfield	$1,010,748	$844,467	$242,538	Richland	31	Completed
Mechanics Bank 16 S Main Street	Mansfield	$360,319	$301,042	$86,461	Richland	31	Completed
Castle Hall	Akron	$6,714,880	$1,250,000	$250,000	Summit	31	Servicing
Arlington School	Arlington Heights	$4,000,000	$3,776,750	$785,000	Hamilton	31	Servicing
208 East 13th Street	Cincinnati	$1,645,750	$1,077,583	$250,000	Hamilton	31	Servicing
938 Dayton Street	Cincinnati	$1,440,168	$1,052,575	$250,000	Hamilton	31	Servicing
940 Dayton Street	Cincinnati	$1,424,829	$1,040,186	$250,000	Hamilton	31	Servicing
Carew Tower	Cincinnati	$175,149,324	$141,532,194	$10,000,000	Hamilton	31	Servicing
Edward Hart House	Cincinnati	$875,000	$694,900	$165,375	Hamilton	31	Servicing
4517 Lorain Ave.	Cleveland	$2,630,258	$1,107,272	$250,000	Cuyahoga	31	Servicing
4601 Lorain Ave.	Cleveland	$2,511,107	$1,202,487	$250,000	Cuyahoga	31	Servicing
Commercial Building	Cleveland	$3,495,100	$1,248,235	$250,000	Cuyahoga	31	Servicing
McCrory/Frederick/Graves Bldgs.	Cleveland	$3,473,266	$1,239,517	$250,000	Cuyahoga	31	Servicing
145 South Front Street	Columbus	$73,246,230	$66,789,686	$7,252,101	Franklin	31	Servicing
The Edna	Columbus	$4,700,000	$4,274,160	$520,000	Franklin	31	Servicing
Thompson Block	East Liverpool	$2,179,500	$2,179,500	$414,105	Columbiana	31	Servicing
Eagles Building	Nelsonville	$4,209,960	$3,723,049	$420,000	Athens	31	Servicing
The Sibyl Block	Salem	$1,028,500	$802,500	$250,000	Columbiana	31	Servicing
McCauslens Florists Building	Steubenville	$400,434	$371,978	$130,192	Jefferson	31	Servicing
Burt's Theater	Toledo	$10,118,703	$9,812,547	$1,983,670	Lucas	31	Servicing
Nicholas Building	Toledo	$103,289,695	$93,667,144	$10,000,000	Lucas	31	Servicing
Pioneer School	Zanesville	$5,416,257	$4,578,767	$594,000	Muskingum	31	Servicing
Peoples - Evans Savings Building	Akron	$6,158,080	$5,732,880	$1,500,000	Summit	32	Cancelled
Young Women's Christian Association	Akron	$31,752,725	$26,814,856	$3,143,834	Summit	32	Cancelled
Reid Flats	Cincinnati	$37,718,085	$28,519,555	$3,150,000	Hamilton	32	Cancelled
1220 Old River Road	Cleveland	$19,215,721	$8,050,216	$1,919,000	Cuyahoga	32	Cancelled
St Mark's Presbyterian Church	Cleveland	$9,040,772	$8,084,522	$2,000,000	Cuyahoga	32	Cancelled
Columbus Carriage Manufacturing Co. Building	Columbus	$19,420,027	$9,491,533	$1,900,000	Franklin	32	Cancelled
The Superior Building	Toledo	$10,372,670	$9,991,740	$1,460,939	Lucas	32	Cancelled
YMCA Building	Warren	$18,799,572	$10,000,000	$2,000,000	Trumbull	32	Cancelled
Baker Brothers Wholesale Grocery	Zanesville	$9,362,625	$8,921,225	$2,000,000	Muskingum	32	Cancelled
Home Building Association Bank	Newark	$10,596,640	$7,384,186	$1,240,425	Licking	32	Completed
Okun Produce Building	Toledo	$5,622,398	$4,723,834	$855,000	Lucas	32	Completed
Spicer Manufacturing Building	Toledo	$11,109,320	$10,317,230	$1,668,313	Lucas	32	Completed
1914 Vine Street	Cincinnati	$890,000	$670,000	$167,500	Hamilton	32	Servicing
1929 Freeman Avenue	Cincinnati	$937,676	$750,141	$148,000	Hamilton	32	Servicing
1931 Freeman Avenue	Cincinnati	$1,467,852	$1,174,281	$250,000	Hamilton	32	Servicing
1935 Freeman Avenue	Cincinnati	$1,335,273	$1,068,218	$250,000	Hamilton	32	Servicing

1937 Freeman Avenue	Cincinnati	$1,467,113	$1,173,690	$237,000	Hamilton	32	Servicing
2010 Colerain Ave	Cincinnati	$1,819,500	$1,030,602	$224,630	Hamilton	32	Servicing
700 State Ave	Cincinnati	$1,564,394	$1,494,120	$249,500	Hamilton	32	Servicing
702 State Ave	Cincinnati	$1,561,972	$1,505,473	$249,750	Hamilton	32	Servicing
901 Dayton St.	Cincinnati	$2,275,500	$1,249,234	$250,000	Hamilton	32	Servicing
2621 Lorain Avenue Building	Cleveland	$1,525,000	$1,150,000	$250,000	Cuyahoga	32	Servicing
Brennan - Hogan Co. Building	Cleveland	$4,322,339	$4,127,441	$410,000	Cuyahoga	32	Servicing
Heller-Keller-Kohn Buildings	Cleveland	$50,023,763	$40,340,000	$5,000,000	Cuyahoga	32	Servicing
The Electric Building	Cleveland	$46,420,000	$39,345,000	$4,050,000	Cuyahoga	32	Servicing
Alcazar Hotel	Cleveland Heights	$14,278,023	$9,978,022	$2,000,000	Cuyahoga	32	Servicing
Kroger Bakery Complex	Columbus	$171,888,364	$40,396,200	$10,000,000	Franklin	32	Servicing
Ohio National Bank	Columbus	$14,648,967	$9,983,711	$1,455,000	Franklin	32	Servicing
Commodore Apartments	Dayton	$7,394,600	$6,244,600	$2,000,000	Montgomery	32	Servicing
Municipal Building	Hamilton	$61,672,400	$26,000,000	$6,000,000	Butler	32	Servicing
Himelhock Building	Toledo	$793,461	$536,374	$187,700	Lucas	32	Servicing
Hoppe & Strub Bottling Company	Toledo	$7,219,292	$3,783,655	$891,161	Lucas	32	Servicing
Spitzer Building	Toledo	$91,945,581	$83,412,201	$9,189,000	Lucas	32	Servicing
Toledo Railways and Lighting Company Building	Toledo	$1,336,740	$1,250,000	$250,000	Lucas	32	Servicing
Mahoning National Bank	Youngstown	$12,954,724	$9,983,974	$2,000,000	Mahoning	32	Servicing
Columbia Savings & Loan Co.	Cleveland	$1,155,022	$1,000,000	$250,000	Cuyahoga	33	Approved
Hamilton YWCA	Hamilton	$5,464,000	$4,579,937	$540,000	Butler	33	Approved
Young Women's Christian Association	Akron	$42,970,833	$37,065,000	$4,254,537	Summit	33	Cancelled
Herald/Powell Buildings	Barberton	$11,631,565	$9,851,147	$1,905,000	Summit	33	Cancelled
33 W 4th Street	Cincinnati	$13,258,431	$9,872,333	$1,325,000	Hamilton	33	Cancelled
Broadview Savings & Loan Co.	Cleveland	$5,022,764	$3,664,108	$373,000	Cuyahoga	33	Cancelled
Cleveland State University - University Tower	Cleveland	$91,573,155	$60,806,055	$5,000,000	Cuyahoga	33	Cancelled
South Brooklyn Savings & Loan Co.	Cleveland	$1,368,938	$1,242,938	$180,000	Cuyahoga	33	Cancelled
E.F. Hauserman Administration Building	Cuyahoga Heights	$2,303,000	$1,248,000	$250,000	Cuyahoga	33	Cancelled
The Beerbower Building	Steubenville	$350,000	$350,000	$87,500	Jefferson	33	Cancelled
The Bridge	Cincinnati	$7,532,022	$6,275,009	$903,000	Hamilton	33	Completed
Homeier-Universal Motor Company Building	Akron	$12,258,581	$9,996,804	$2,000,000	Summit	33	Servicing
1531 Vine	Cincinnati	$2,499,200	$1,238,890	$250,000	Hamilton	33	Servicing
1546 Elm	Cincinnati	$2,498,970	$1,244,500	$250,000	Hamilton	33	Servicing
1st National Bank Building	Cincinnati	$174,713,000	$132,243,000	$5,000,000	Hamilton	33	Servicing
210 Charles	Cincinnati	$2,499,020	$1,248,000	$250,000	Hamilton	33	Servicing
607 Main street	Cincinnati	$5,455,000	$4,257,477	$545,000	Hamilton	33	Servicing
Harry Hake Building	Cincinnati	$7,290,000	$4,226,554	$722,000	Hamilton	33	Servicing

Hooper Building	Cincinnati	$33,566,967	$25,843,970	$3,353,340	Hamilton	33	Servicing
St Leo The Great School	Cincinnati	$5,072,000	$4,222,000	$994,500	Hamilton	33	Servicing
The Regal Theater	Cincinnati	$12,856,950	$9,854,560	$1,200,000	Hamilton	33	Servicing
Cedar Branch YMCA	Cleveland	$8,775,000	$8,560,000	$1,700,000	Cuyahoga	33	Servicing
Kerns Hall	Cleveland	$20,684,475	$2,387,612	$596,903	Cuyahoga	33	Servicing
Project Scarlet (Rose/Sloan Buildings)	Cleveland	$100,150,000	$75,609,030	$5,000,000	Cuyahoga	33	Servicing
Samsel Building	Cleveland	$37,952,071	$33,591,637	$2,667,238	Cuyahoga	33	Servicing
Vitrolite Building	Cleveland	$2,993,636	$1,249,000	$250,000	Cuyahoga	33	Servicing
Pythian Temple and James Pythian Theater	Columbus	$6,600,000	$3,500,000	$814,000	Franklin	33	Servicing
Joseph E Lowes House	Dayton	$711,490	$639,941	$159,985	Montgomery	33	Servicing
Shuler-Benninghofen Mill	Hamilton	$29,100,000	$27,665,000	$3,500,000	Butler	33	Servicing
Ohio Opera House	Marion	$2,715,000	$2,200,000	$550,000	Marion	33	Servicing
Middletown Building & Deposit Association	Middletown	$12,251,890	$8,069,502	$2,000,000	Butler	33	Servicing
Niles Masonic Temple	Niles	$4,958,000	$4,658,000	$1,160,000	Trumbull	33	Servicing
Steubenville US Post Office & Courthouse	Steubenville	$1,250,000	$1,200,000	$245,000	Jefferson	33	Servicing
Riverview (Fiberglas Tower)	Toledo	$16,981,470	$15,521,793	$3,878,198	Lucas	33	Servicing
Stein Building	Toledo	$8,039,330	$7,212,980	$1,868,047	Lucas	33	Servicing
ES Tripp House	Wellington	$528,500	$401,000	$103,000	Lorain	33	Servicing
Central Tower	Youngstown	$20,200,250	$18,125,815	$2,000,000	Mahoning	33	Servicing
Chamberlain/Johnson/Jobbers Building Block	Cleveland	$17,081,790	$14,950,270	$2,000,000	Cuyahoga	34	Approved
Riley Specialty Shoe Company / Riley Lofts	Logan	$11,403,085	$9,999,125	$1,850,000	Hocking	34	Approved
33 W 4th Street	Cincinnati	$13,258,431	$9,872,333	$1,635,000	Hamilton	34	Cancelled
Cincinnati Club	Cincinnati	$49,231,390	$29,753,210	$3,245,000	Hamilton	34	Cancelled
Reid Flats OTR	Cincinnati	$14,117,445	$9,876,060	$2,000,000	Hamilton	34	Cancelled
Reid Flats West Fourth Street	Cincinnati	$13,475,599	$9,778,722	$2,000,000	Hamilton	34	Cancelled
Case Building	Cleveland	$6,829,407	$4,962,222	$682,540	Cuyahoga	34	Cancelled
National Town and Country Club	Cleveland	$50,362,204	$22,917,263	$5,000,000	Cuyahoga	34	Cancelled
S.N. Nelson Block	Cleveland	$6,637,462	$3,135,815	$660,000	Cuyahoga	34	Cancelled
Air City Garage	Dayton	$14,737,445	$9,993,084	$2,000,000	Montgomery	34	Cancelled
Marysville Light & Water Company Plant	Marysville	$21,161,844	$9,717,941	$2,000,000	Union	34	Cancelled
Hotel Secor	Toledo	$37,020,060	$32,462,210	$3,700,000	Lucas	34	Cancelled
Sears,Roebuck & Company	Trotwood	$25,364,227	$24,389,227	$2,533,000	Montgomery	34	Cancelled
Akron Soap Company and Federal Warehouse Buildings	Akron	$13,998,049	$12,540,522	$3,135,131	Summit	34	Servicing
Goodrich Building 10	Akron	$17,975,000	$17,675,000	$4,375,000	Summit	34	Servicing
Goodrich Building 17	Akron	$30,325,000	$30,075,000	$4,970,000	Summit	34	Servicing
Home Savings & Loan Co Building	Canton	$16,745,126	$15,438,620	$3,150,000	Stark	34	Servicing
112 Findlay Street	Cincinnati	$2,167,116	$1,236,334	$250,000	Hamilton	34	Servicing
301 Seitz	Cincinnati	$703,500	$555,500	$137,940	Hamilton	34	Servicing
37 E. McMicken	Cincinnati	$2,203,547	$1,222,962	$250,000	Hamilton	34	Servicing

Atlas National Bank Building	Cincinnati	$20,790,934	$14,306,230	$2,079,092	Hamilton	34	Servicing
Duttenhofer Building	Cincinnati	$31,782,904	$18,269,181	$3,145,000	Hamilton	34	Servicing
Meader Furniture Co. Building	Cincinnati	$8,514,875	$6,853,482	$843,000	Hamilton	34	Servicing
The Doctors' Building	Cincinnati	$12,854,145	$7,783,776	$1,284,000	Hamilton	34	Servicing
A. Vargo Building	Cleveland	$1,628,862	$1,246,753	$250,000	Cuyahoga	34	Servicing
Broadview Savings & Loan Co.	Cleveland	$5,022,764	$3,664,108	$916,000	Cuyahoga	34	Servicing
F. Smetana Building	Cleveland	$1,677,945	$1,247,602	$250,000	Cuyahoga	34	Servicing
Midtown	Cleveland	$3,297,100	$1,249,300	$250,000	Cuyahoga	34	Servicing
Ruth Building	Cleveland	$1,564,219	$1,249,965	$250,000	Cuyahoga	34	Servicing
South Brooklyn Savings & Loan Co.	Cleveland	$1,368,938	$1,242,938	$250,000	Cuyahoga	34	Servicing
Stone Block	Cleveland	$3,058,500	$1,247,850	$250,000	Cuyahoga	34	Servicing
The Flatiron Building	Cleveland	$4,028,750	$1,889,375	$400,000	Cuyahoga	34	Servicing
Bloomberg Building	Massillon	$3,998,500	$3,719,500	$929,875	Stark	34	Servicing
Norwalk Theatre	Norwalk	$10,505,000	$10,000,000	$2,000,000	Huron	34	Servicing
Crumbaugh & Kuehn Building	Toledo	$3,693,182	$2,818,582	$696,827	Lucas	34	Servicing
Ohio Theatre	Toledo	$3,345,000	$1,175,000	$293,750	Lucas	34	Servicing
Shaw Kendall Company	Toledo	$14,442,073	$12,451,949	$2,831,224	Lucas	34	Servicing
Quality Meat Market Building	Urbana	$789,423	$614,172	$153,543	Champaign	34	Servicing
YMCA Building	Warren	$19,901,165	$14,014,403	$3,500,000	Trumbull	34	Servicing
Renkert Building	Canton	$53,312,143	$48,104,483	$5,000,000	Stark	35	Approved
McKinley School	Cleveland	$18,261,445	$14,982,763	$1,820,000	Cuyahoga	35	Approved
Fairbanks Building	Springfield	$27,902,510	$26,698,510	$5,000,000	Clark	35	Approved
Young Women's Christian Association	Akron	$45,506,060	$41,982,673	$5,000,000	Summit	35	Servicing
Manville House	Bowling Green	$1,235,060	$804,104	$202,443	Wood	35	Servicing
33 W 4th Street	Cincinnati	$17,340,000	$12,500,000	$2,840,000	Hamilton	35	Servicing
629 Main st	Cincinnati	$1,362,444	$1,047,100	$136,150	Hamilton	35	Servicing
Alkemeyer Commercial Building	Cincinnati	$4,961,625	$3,696,200	$545,000	Hamilton	35	Servicing
Cincinnati Club	Cincinnati	$49,231,390	$29,753,210	$4,757,000	Hamilton	35	Servicing
Citadel at 8th	Cincinnati	$2,500,000	$1,417,050	$247,500	Hamilton	35	Servicing
Reid Flats - 1519 Vine	Cincinnati	$2,862,596	$1,985,169	$400,000	Hamilton	35	Servicing
Reid Flats - 1522 Republic	Cincinnati	$2,479,468	$1,881,322	$400,000	Hamilton	35	Servicing
Reid Flats - 1530 Republic	Cincinnati	$2,461,719	$1,863,611	$400,000	Hamilton	35	Servicing
Reid Flats OTR	Cincinnati	$18,341,005	$14,959,650	$3,000,000	Hamilton	35	Servicing
Reid Flats West Fourth Street	Cincinnati	$18,324,550	$14,985,399	$3,000,000	Hamilton	35	Servicing
Case Building	Cleveland	$6,829,407	$4,962,222	$960,000	Cuyahoga	35	Servicing
Cleveland Milling Company	Cleveland	$61,595,107	$51,487,512	$5,000,000	Cuyahoga	35	Servicing
Holiday Inn	Cleveland	$33,050,360	$25,656,360	$3,300,000	Cuyahoga	35	Servicing
Miller Building	Cleveland	$1,300,000	$1,250,000	$312,500	Cuyahoga	35	Servicing
New England Building	Cleveland	$41,477,350	$16,877,615	$3,250,000	Cuyahoga	35	Servicing
S.N. Nelson Block	Cleveland	$6,757,462	$3,255,815	$813,000	Cuyahoga	35	Servicing

State Chemical Manufacturing Co./ Superior St. Baptist Church	Cleveland	$11,101,166	$8,695,022	$1,100,000	Cuyahoga	35	Servicing
West Side Market	Cleveland	$71,338,365	$62,141,453	$5,000,000	Cuyahoga	35	Servicing
Former Knights of Columbus Building/Salesians Building	Columbus	$22,433,424	$15,048,000	$2,233,000	Franklin	35	Servicing
Second Presbyterian Church	Columbus	$22,804,718	$9,020,537	$2,255,134	Franklin	35	Servicing
Air City Garage	Dayton	$21,333,757	$15,683,262	$3,000,000	Montgomery	35	Servicing
Longfellow School Complex	Dayton	$38,966,000	$34,573,800	$4,265,000	Montgomery	35	Servicing
Lakewood Baptist Church	Lakewood	$6,173,289	$4,291,833	$1,502,141	Cuyahoga	35	Servicing
Marysville Light & Water Company Plant	Marysville	$25,163,172	$8,605,094	$3,000,000	Union	35	Servicing
Clock and Boyd	Mount Sterling	$2,150,000	$1,000,000	$350,000	Madison	35	Servicing
The Toledo Club	Toledo	$6,800,000	$6,365,461	$1,658,500	Lucas	35	Servicing
Sears, Roebuck & Company	Trotwood	$25,364,227	$24,389,227	$3,550,000	Montgomery	35	Servicing
Wadsworth Central School	Wadsworth	$10,996,250	$10,827,250	$1,098,000	Medina	35	Servicing
First National Bank Tower	Akron	$68,801,475	$58,088,785	$4,550,000	Summit	36	Approved
Quaker Oats Cereal Factory Silos	Akron	$40,658,420	$33,594,664	$5,000,000	Summit	36	Approved
REA Depot	Akron	$3,246,874	$1,992,832	$400,000	Summit	36	Approved
IOOF Building	Alliance	$1,150,000	$1,150,000	$400,000	Stark	36	Approved
Renkert Building	Canton	$53,312,143	$48,104,483	$9,777,400	Stark	36	Approved
1214 Race Street	Cincinnati	$2,335,019	$1,478,404	$328,500	Hamilton	36	Approved
1300 Main	Cincinnati	$11,071,442	$8,437,081	$1,555,000	Hamilton	36	Approved
1637 Hughes Street	Cincinnati	$1,590,650	$1,350,650	$250,000	Hamilton	36	Approved
211 Schiller Street	Cincinnati	$532,730	$472,730	$87,000	Hamilton	36	Approved
259-263 W McMicken Ave	Cincinnati	$5,599,500	$3,236,000	$525,000	Hamilton	36	Approved
43 E. Clifton Avenue	Cincinnati	$1,186,410	$974,410	$146,000	Hamilton	36	Approved
45 E Clifton Avenue	Cincinnati	$1,433,250	$1,165,750	$176,500	Hamilton	36	Approved
825 Main St.	Cincinnati	$992,924	$752,890	$162,000	Hamilton	36	Approved
Alkemeyer Commercial Building	Cincinnati	$4,961,625	$3,696,200	$813,000	Hamilton	36	Approved
Alms and Doepke Dry Goods Company	Cincinnati	$64,289,200	$47,701,427	$5,000,000	Hamilton	36	Approved
Atlas National Bank Building	Cincinnati	$24,331,216	$14,971,816	$3,000,000	Hamilton	36	Approved
Court View Building	Cincinnati	$4,284,660	$2,219,000	$528,500	Hamilton	36	Approved
Mietenkoetter House	Cincinnati	$1,176,608	$897,408	$145,000	Hamilton	36	Approved
The Brinker Building	Cincinnati	$1,609,218	$1,378,635	$315,532	Hamilton	36	Approved
The Corner, Stolz Drugstore	Cincinnati	$3,241,000	$2,718,900	$400,000	Hamilton	36	Approved
Cleveland Club/Tudor Arms	Cleveland	$51,022,078	$23,312,990	$3,350,000	Cuyahoga	36	Approved
Diamond Shamrock Building	Cleveland	$52,195,567	$38,950,963	$5,000,000	Cuyahoga	36	Approved
Huron-Ninth	Cleveland	$19,466,538	$14,262,044	$1,787,000	Cuyahoga	36	Approved
Peter J. Peters Building	Cleveland	$2,100,000	$1,725,000	$400,000	Cuyahoga	36	Approved
Samsel Building	Cleveland	$51,773,797	$32,217,927	$5,000,000	Cuyahoga	36	Approved
Schaefer Wagon Co.	Cleveland	$4,004,956	$1,996,760	$400,000	Cuyahoga	36	Approved

Wellman-Seaver-Morgan Co.	Cleveland	$25,690,093	$23,364,130	$2,560,000	Cuyahoga	36	Approved
Franklin Park Conservatory	Columbus	$48,329,649	$27,527,970	$4,785,114	Franklin	36	Approved
Great Southern Hotel and Theatre	Columbus	$29,472,444	$13,117,144	$2,944,297	Franklin	36	Approved
Railroad Employes Building & Loan Co.	Columbus	$5,252,327	$3,486,686	$576,000	Franklin	36	Approved
Wyandotte Building	COLUMBUS	$17,615,980	$14,514,553	$3,450,000	Franklin	36	Approved
Downtown Forward - Mansfield Phase I	Mansfield	$50,409,357	$47,263,745	$5,000,000	Richland	36	Approved
The Glass Press	Marietta	$10,550,000	$9,750,000	$2,575,000	Washington	36	Approved
Tecumseh Building	Springfield	$40,736,388	$20,579,367	$5,000,000	Clark	36	Approved
St. Francis Seminary	Springfield Township	$3,790,807	$2,579,705	$621,000	Hamilton	36	Approved
Feilbach Building	Toledo	$23,344,729	$20,740,878	$4,999,999	Lucas	36	Approved
Central Tower	Youngstown	$21,661,990	$20,107,500	$4,250,000	Mahoning	36	Approved

Appendix 2:

Job Retention Tax Credits

2026
FISCAL YEAR

Ohio Department of Development

Job Retention Tax Credit Program - Agreements Entered into in 2025					
Beneficiary	**Project Site - Local Jurisdiction**	**Project Site - County**	**Agreement Execution Date**	**Job Retention Tax Credit Program Type**	**Status**

There were no Job Retention Tax Credit Agreements entered into in 2025.

Job Retention Tax Credit Program - Status of Projects with Agreements Executed Prior to 2025					
Beneficiary	**Project Site - Local Jurisdiction**	**Project Site - County**	**Agreement Execution Date**	**Job Retention Tax Credit Program Type**	**Status**
Convergys Corporation	Cincinnati	Hamilton	9/29/2003	JRTC-NR Job Retention Tax Credit Non-Refundable	Completed
General Motors LLC	Toledo	Lucas	1/11/2007	JRTC-NR Job Retention Tax Credit Non-Refundable	Servicing
FCA US LLC	Toledo	Lucas	7/27/2007	JRTC-NR Job Retention Tax Credit Non-Refundable	Servicing
The Goodyear Tire & Rubber Company	Akron	Lucas	12/9/2008	JRTC-NR Job Retention Tax Credit Non-Refundable	Servicing
General Motors LLC	Village of Lordstown	Trumbull	1/15/2009	JRTC-NR Job Retention Tax Credit Non-Refundable	Completed
Eaton Corporation	Beachwood	Cuyahoga	3/6/2009	JRTC-NR Job Retention Tax Credit Non-Refundable	Servicing
General Electric Company	Cincinnati	Madison	4/6/2010	JRTC-NR Job Retention Tax Credit Non-Refundable	Servicing
Howmet Aerospace, Inc.	Newburgh Heights	Cuyahoga	8/26/2010	JRTC-NR Job Retention Tax Credit Non-Refundable	Servicing
Ernst & Young U.S. LLP	Cleveland	Cuyahoga	12/28/2010	JRTC-NR Job Retention Tax Credit Non-Refundable	Servicing
Ford Motor Company (Sharonville Transmission)	Cincinnati	Hamilton	1/21/2011	JRTC-NR Job Retention Tax Credit Non-Refundable	Servicing
The Procter & Gamble Company	Cincinnati	Hamilton	2/16/2011	JRTC-NR Job Retention Tax Credit Non-Refundable	Completed
General Mills Operations, LLC	Wellston	Jackson	10/6/2011	JRTC-NR Job Retention Tax Credit Non-Refundable	Completed
Marathon Petroleum Corporation	Findlay	Hancock	10/6/2011	JRTC-NR Job Retention Tax Credit Non-Refundable	Servicing
FCA US LLC	Perrysburg	Wood	11/1/2011	JRTC-NR Job Retention Tax Credit Non-Refundable	Servicing
E. I. DuPont De Nemours and Company	Circleville	Pickaway	11/22/2011	JRTC-NR Job Retention Tax Credit Non-Refundable	Completed
Ashland, Inc.	Dublin	Franklin	12/9/2011	JRTC-NR Job Retention Tax Credit Non-Refundable	Completed
Bridgestone Americas Tire Operations, LLC	Akron	Summit	3/26/2012	JRTC-NR Job Retention Tax Credit Non-Refundable	Servicing
The Andersons, Inc.	Maumee	Lucas	6/4/2012	JRTC-NR Job Retention Tax Credit Non-Refundable	Completed
The Lincoln Electric Company	Euclid	Cuyahoga	7/3/2012	JRTC-R Job Retention Tax Credit Refundable	Servicing

Progressive Specialty Insurance Company	Cleveland	Cuyahoga	7/13/2012	JRTC-NR Job Retention Tax Credit Non-Refundable	Completed
The Timken Company	Canton	Stark	7/17/2012	JRTC-NR Job Retention Tax Credit Non-Refundable	Servicing
General Motors LLC	Defiance	Defiance	8/24/2012	JRTC-NR Job Retention Tax Credit Non-Refundable	Completed
New York Community Bank	Cleveland	Cuyahoga	10/22/2012	JRTC-NR Job Retention Tax Credit Non-Refundable	Completed
Abercrombie & Fitch Management Co.	New Albany	Licking	2/4/2013	JRTC-NR Job Retention Tax Credit Non-Refundable	Servicing
Midmark Corporation	Versailles	Darke	2/8/2013	JRTC-R Job Retention Tax Credit Refundable	Completed
Stanley Electric U.S. Co., Inc.	London	Madison	2/26/2013	JRTC-NR Job Retention Tax Credit Non-Refundable	Completed
Rubbermaid Incorporated	Mogadore	Summit	5/13/2013	JRTC-R Job Retention Tax Credit Refundable	Servicing
Allstate Insurance Company	Hudson	Summit	6/27/2013	JRTC-NR Job Retention Tax Credit Non-Refundable	Completed
General Electric Company	Cincinnati	Hamilton	5/9/2014	JRTC-R Job Retention Tax Credit Refundable	Servicing
Ford Motor Company	Brook Park	Cuyahoga	8/4/2014	JRTC-NR Job Retention Tax Credit Non-Refundable	Completed
Ford Motor Company	Lima	Allen	8/4/2014	JRTC-NR Job Retention Tax Credit Non-Refundable	Completed
American Greetings Corporation	Westlake	Cuyahoga	9/4/2014	JRTC-R Job Retention Tax Credit Refundable	Servicing
Ford Motor Company	Avon Lake	Lorain	6/4/2018	JRTC-R Job Retention Tax Credit Refundable	Servicing

Appendix 3:

Job Creation Tax Credits

2026
FISCAL YEAR

Ohio Department of Development

Job Creation Tax Credit Agreements Entered into in 2025						
Beneficiary	Local Jurisdiction	County	Total Fixed Assets Investment	Committed Jobs Created	Committed Jobs Retained	Status
BBI Transportation Inc	Obetz	Franklin	$6,250,000.00	105	0	Servicing
Vehtek Systems Inc.	Bowling Green	Wood	$63,700,000.00	120	0	Servicing
Millennium Control Systems, LLC	Beachwood	Cuyahoga	$3,200,000.00	40	69	Servicing
Piston Automotive LLC	Avon	Lorain	$9,730,535.00	79	0	Servicing
Creative Liquid Coatings Inc.	Montpelier	Williams	$9,000,000.00	50	279	Servicing
Norplas Industries Inc.	Rossford	Wood	$79,025,950.00	140	0	Servicing
Seaman Corporation	Wooster	Wayne	$8,500,000.00	53	194	Servicing
Pacific Manufacturing Ohio, Inc.	Fairfield	Butler	$59,649,000.00	96	890	Servicing
Transcendia, Inc.	Hebron	Licking	$41,000,000.00	36	90	Servicing
KELLER LOGISTICS, LLC	Defiance	Defiance	$5,000,000.00	194	126	Servicing
Intraplas Packaging Solutions, Inc.	Van Wert	Van Wert	$37,205,105.00	54	0	Servicing
Plaskolite, LLC	Zanesville	Muskingum	$8,800,000.00	38	123	Servicing
ProVia Payroll LLC	Dalton and Sugar Creek	Wayne	$90,600,000.00	300	0	Servicing
Marussia Beverages USA, Inc.	Columbus	Franklin	$6,000,000.00	35	26	Servicing
Sikich LLC	Richfield	Summit	$0.00	50	125	Servicing
the Tranzonic Companies	Richmond Heights	Cuyahoga	$10,000.00	31	106	Servicing
MIRA PRECISION HEALTH INC	Mason	Warren	$810,500.00	29	12	Servicing
GEALAN Window Systems Inc.	Heath	Licking	$720,000.00	27	0	Servicing
Tempcraft Corporation	Brecksville and Cleveland	Cuyahoga	$17,000,000.00	60	240	Servicing
LITHKO CONTRACTING, LLC	West Chester	Butler	$0.00	50	90	Servicing
BJ's Wholesale Club, Inc.	Commercial Point	Pickaway	$126,000,000.00	250	0	Servicing
KBR Wyle Services, LLC	Beavercreek and Dayton	Greene	$6,500,000.00	85	403	Servicing
Truepill, Inc.	Sharonville	Hamilton	$3,000,000.00	45	0	Servicing
Shearer's Foods, LLC	Moraine	Montgomery	$92,275,000.00	250	0	Servicing
Welspun USA, Inc	Grove City; Columbus	Franklin	$8,000,000.00	70	21	Servicing
Tecnocap LLC	Bellaire	Belmont	$4,522,198.00	29	0	Servicing
Vienna Beef Ltd.	Newcomerstown	Tuscarawas	$18,500,000.00	51	0	Servicing
WULCO, INC.	Hamilton; Cincinnati	Butler	$25,000,000.00	55	174	Servicing
Lorad, LLC	Westlake	Cuyahoga	$2,200,000.00	50	68	Servicing
Dayton-Phoenix Group, Inc.	Dayton	Montgomery	$5,850,000.00	115	223	Servicing
LSC COMMUNICATIONS BOOK LLC	Willard	Huron	$18,000,000.00	100	470	Servicing
Wedgewood Connect Ohio, LLC	Albany	Athens	$5,500,000.00	51	17	Servicing

Plastpro 2000, Inc.	Saybrook Township	Ashtabula	$52,750,000.00	145	153	Servicing
Schneider Electric USA, Inc.	Fairfield, Fairfeld Twp, Oxford, and West Chester	Butler	$38,700,000.00	250	718	Servicing
Canon Healthcare USA, Inc.	Cleveland and Mayfield Village	Cuyahoga	$30,000,000.00	50	0	Servicing
Dri-Design Inc.	Columbus	Franklin	$6,720,000.00	29	0	Servicing
Charter Next Generation, Inc.	Ontario / Lexington	Richland	$106,375,000.00	125	1236	Servicing
Waites Sensor Technologies, Inc.	Cincinnati	Hamilton	$1,000,000.00	57	30	Servicing
KSM Business Services, Inc.	Blue Ash	Hamilton	$0.00	25	64	Servicing
B-K TOOL & DESIGN, INC.	Kalida	Putnam	$5,390,000.00	37	117	Servicing
Vaughn Industries, LLC	Carey	Wyandot	$18,500,000.00	126	563	Servicing
Westrafo America LLC	Trotwood	Montgomery	$12,020,000.00	230	0	Servicing
Melink Solar, LLC	Cincinnati	Hamilton	$0.00	30	28	Servicing
Azure Farms, Inc.	South Point	Lawrence	$15,622,400.00	150	0	Servicing
Viega LLC	Mantua	Portage	$178,000,000.00	68	0	Servicing
Anduril Industries, Inc.	Harrison and Madison Township	Pickaway	$910,492,000.00	4008	0	Servicing
Fox Tank Company	Coshocton	Coshocton	$15,997,800.00	89	4	Servicing
Hexion Inc.	Dublin	Franklin	$3,532,757.00	100	0	Servicing
Breeze Aviation Group, Inc.	North Canton	Summit	$3,000,000.00	61	13	Servicing
Picanova Inc.	Obetz	Franklin	$2,750,000.00	246	0	Servicing
DSWDWK LLC DBA Impact Beverage	Cincinnati	Hamilton	$13,900,000.00	65	60	Servicing
Kimberly-Clark USA, LLC	Warren	Trumbull	$800,000,000.00	491	0	Servicing

Job Creation Tax Credit Agreements Entered Prior to 2025				
Beneficiary	**Jurisdiction**	**County**	**Agreement Execution Date**	**Status**
Cooper-Standard Automotive OH, LLC	Bowling Green	Wood	1/1/1993	Completed
Toagosei America, Inc.	West Jefferson	Madison	10/22/1993	Completed
Abrasive Technology, Inc.	Lewis Center	Delaware	12/7/1993	Completed
F.H. Bonn Company (OHIO)	Springfield	Clark	12/8/1993	Completed
Allied Signal, Inc.	Perrysburg	Wood	2/2/1994	Completed
Distribution Fulfillment Services, Inc.	Groveport	Franklin	3/5/1994	Completed
SuperTrapp Industries, Inc.	Cleveland	Cuyahoga	5/9/1994	Completed
MTP, Inc.	Franklin	Warren	6/8/1994	Completed
Navistar, Inc.	Springfield	Clark	6/8/1994	Completed
Berman Printing Company	Cincinnati	Hamilton	8/3/1994	Completed
Worthington Cylinders Corp.	Westerville	Delaware	8/24/1994	Completed
Kohl's Department Stores, Inc.	Findlay	Hancock	9/26/1994	Completed
Distribution Fulfillment Services, Inc.	Columbus	Franklin	12/8/1994	Completed
Woodbridge Corporation	Fremont	Sandusky	12/30/1994	Completed
International Converter, Inc.	Caldwell	Noble	1/4/1995	Completed
McMaster-Carr Supply Company	Aurora	Portage	1/11/1995	Completed
Neaton Auto Products Manufacturing, Inc.	Eaton	Preble	1/18/1995	Completed
Transco Railway Products, Inc.	Toledo	Lucas	2/2/1995	Completed
Plaskolite, LLC	Columbus	Franklin	5/2/1995	Completed
Mid-America Packaging, LLC	Twinsburg	Summit	5/2/1995	Completed
Taylor Steel, Inc.	Warren	Trumbull	5/9/1995	Completed
Ohio Coatings Company	Yorkville	Belmont	5/19/1995	Completed
Parker Hannifin Corporation	Ravenna	Portage	5/24/1995	Completed
Masco Cabinetry, LLC	Waverly	Pike	6/1/1995	Completed
Engineered Wire Products, Inc.	Upper Sandusky	Wyandot	7/1/1995	Completed
Victoria's Secret Direct, LLC	Dayton	Montgomery	7/10/1995	Completed

Olympic Steel, Inc.	Bedford	Cuyahoga	9/1/1995	Completed
Advanced Elastomer Systems, L.P.	Akron	Summit	9/15/1995	Completed
CARDINGTON YUTAKA TECHNOLOGIES INC.	Cardington	Morrow	10/10/1995	Completed
Precision Strip Inc.	Kenton	Hardin	10/17/1995	Completed
Atos IT Solutions and Services, Inc.	Mason	Warren	11/30/1995	Completed
Yaskawa America, Inc.	Miamisburg	Montgomery	12/27/1995	Completed
American Micro Products, Inc.	Batavia	Clermont	1/22/1996	Completed
CertainTeed Corporation	Milan	Erie	1/30/1996	Completed
Air Waves LLC	Lewis Center	Delaware	2/1/1996	Completed
F&P America Mfg., Inc.	Troy	Miami	2/9/1996	Completed
Friction Products Co.	Medina	Medina	3/5/1996	Completed
NPA Coatings Inc.	Cleveland	Cuyahoga	4/1/1996	Completed
Midland Company, The	Amelia	Clermont	5/14/1996	Completed
International Paper Company	Loveland	Clermont	6/2/1996	Completed
Ishikawa Gasket America, Inc.	Bowling Green	Wood	6/11/1996	Completed
SUPERVALU Holdings, Inc.	Xenia	Greene	7/3/1996	Completed
Precision Strip Inc.	Minster	Auglaize	10/7/1996	Completed
Custom Glass Solutions Fostoria, LLC	Genoa	Ottawa	11/1/1996	Completed
New Creative Enterprises, Inc.	Milford	Clermont	12/6/1996	Completed
ITT Automotive	New Lexington	Perry	12/16/1996	Completed
KALIDA MANUFACTURING INC.	Kalida	Putnam	12/31/1996	Completed
Bucyrus Precision Tech, Inc.	Bucyrus	Crawford	1/10/1997	Completed
Macy's Credit Customer Services, Inc.	Cincinnati	Hamilton	1/10/1997	Completed
Ohio Galvanizing Corporation	Marion	Marion	1/10/1997	Completed
The Step2 Company, LLC	Perrysville	Ashland	1/16/1997	Completed
Gold Medal Products Co.	Cincinnati	Hamilton	2/12/1997	Completed
Ccl Label, Inc.	Strongsville	Cuyahoga	6/11/1997	Completed
Pepsi-Cola General Bottlers, Inc.	Toledo	Lucas	7/2/1997	Completed
General Data Company, Inc.	Cincinnati	Clermont	7/3/1997	Completed
Macy's Credit & Customer Services, Inc.	Sharonville	Hamilton	7/7/1997	Completed

Best Buy Co., Inc.	Findlay	Hancock	8/15/1997	Completed
Edgerton Forge, Inc.	Edgerton	Williams	9/30/1997	Completed
Pro-Tec Coating Company, LLC	Leipsic	Putnam	11/27/1997	Completed
Valeo Climate Control Corp.	Hamilton	Butler	12/19/1997	Completed
Sectional Stamping, Inc.	Wellington	Lorain	12/30/1997	Completed
The Sabin Robbins Paper Company	Mansfield	Richland	2/17/1998	Completed
Harry & David Operations, Inc.	Hebron	Licking	2/19/1998	Completed
Atlantic Tool & Die Co.	Sharon Center	Medina	3/19/1998	Completed
Keithley Instruments, Inc.	Solon	Cuyahoga	3/23/1998	Completed
NFO Research, Inc.	Northwood	Wood	4/24/1998	Completed
TS Tech North America, Inc.	Reynoldsburg	Franklin	5/28/1998	Completed
Kendle International Inc.	Cincinnati	Hamilton	7/9/1998	Completed
Aviva Metals, Inc. fka National Bronze & Metals, Inc.	Lorain	Lorain	7/9/1998	Completed
Fukuvi USA, Inc.	Huber Heights	Montgomery	7/17/1998	Completed
U.S. Foodservice, Inc. (FKA: Alliant Foodservice)	Cincinnati	Butler	7/24/1998	Completed
Iams Company	Leipsic	Putnam	9/9/1998	Completed
Harris Corporation	Mason	Warren	10/15/1998	Completed
THK MANUFACTURING OF AMERICA, INC.	Hebron	Licking	10/29/1998	Completed
NS Metals, Inc.	Youngstown	Mahoning	11/13/1998	Completed
Worthington Steel Company, The and Worthington Ind	Delta	Fulton	11/19/1998	Completed
Candle-Lite - Div. of Lancaster Colony	Leesburg	Highland	12/9/1998	Completed
Macy's Credit & Customer Services, Inc.	Monroe	Warren	1/12/1999	Completed
CANTEX Inc.	Aurora	Portage	2/23/1999	Completed
Wyandot, Inc.	Marion	Marion	3/5/1999	Completed
Kraft Foods Group, Inc.	Coshocton	Coshocton	3/22/1999	Completed
R.A.S. Manufacturing Company	Poland	Mahoning	5/27/1999	Completed
YUSA Corporation	Washington Court Hou	Fayette	6/12/1999	Completed
KDM Signs, Inc.	Cincinnati	Hamilton	6/14/1999	Completed

Chase Manhattan Mortgage Corporation	Columbus	Franklin	7/21/1999	Completed
PACCAR Inc.	Chillicothe	Ross	10/19/1999	Completed
Noramco, Inc.	Carrollton	Carroll	10/19/1999	Completed
Express Scripts Pharmacy, Inc.	Fairfield	Butler	11/3/1999	Completed
Viking Forge Corp.	Streetsboro	Portage	11/4/1999	Completed
Kelsey-Hayes Company	Fayette	Fulton	11/5/1999	Completed
Calphalon Corporation	Perrysburg	Wood	11/10/1999	Completed
Findlay Products Corporation	Findlay	Hancock	11/16/1999	Completed
CNG Financial Corporation	Mason	Warren	11/30/1999	Completed
LSI INDUSTRIES INC.	Cincinnati	Hamilton	1/13/2000	Completed
Southeastern Container, Inc.	Bowling Green	Wood	2/2/2000	Completed
Interstate Brands Corporation	Walbridge	Wood	3/1/2000	Completed
Grob Systems, Inc.	Bluffton	Hancock	3/21/2000	Completed
Henny Penny Corporation	Eaton	Preble	3/24/2000	Completed
ASC Industries, Inc.	Canton	Summit	4/17/2000	Completed
Marion Industries, Inc.	Marion	Marion	4/25/2000	Completed
Ziegler Tire & Supply Co., Inc.	Massillon	Stark	5/4/2000	Completed
Howmet Aerospace, Inc.	Newburgh Heights	Cuyahoga	5/4/2000	Completed
Motherson Yachiyo US Automotive Systems, Inc.	Marion	Marion	5/9/2000	Completed
FT Precision Inc.	Fredericktown	Knox	5/18/2000	Completed
Champion Window Manufacturing and Supply, LLC	Cincinnati	Hamilton	6/30/2000	Completed
totes Isotoner Corporation	Cincinnati	Butler	7/21/2000	Completed
Plaskolite, LLC	Zanesville	Muskingum	7/25/2000	Completed
STERIS Corporation	Mentor	Lake	9/21/2000	Completed
Medina Blanking, Inc.	Valley City	Medina	11/2/2000	Completed
Speedway LLC	Enon	Clark	11/7/2000	Completed
Mattingly Foods, Inc.	Zanesville	Muskingum	12/19/2000	Completed
Charter Manufacturing Company, Inc.	Risingsun	Wood	1/5/2001	Completed

Alex Products, Inc.	Ridgeville Corners	Henry	1/10/2001	Completed
Worthington Steel Company, The and Worthington Ind	Monroe	Butler	1/17/2001	Completed
Graybar Electric Company, Inc.	Youngstown	Mahoning	2/8/2001	Completed
Abercrombie & Fitch Management Co.	New Albany	Franklin	2/9/2001	Completed
Akzo Nobel Coatings, Inc.	Huron	Erie	2/9/2001	Completed
Indalex, Inc.	Girard	Trumbull	2/15/2001	Completed
Promax Automotive, Inc.	Cincinnati	Butler	2/20/2001	Completed
Rittal LLC	Urbana	Champaign	2/21/2001	Completed
General Engine Products, Inc.	Franklin	Warren	2/21/2001	Completed
School Specialty, Inc.	Mansfield	Richland	2/22/2001	Completed
Rittal LLC	Springfield	Clark	2/22/2001	Completed
Park-Ohio Industries, Inc.	Euclid	Cuyahoga	3/12/2001	Completed
J. W. Harris Co., Inc.	Mason	Warren	3/26/2001	Completed
Masco Cabinetry Middlefield, LLC	Orwell	Ashtabula	4/6/2001	Completed
Renosol Seating LLC	Hebron	Licking	5/9/2001	Completed
Vehtek Systems Inc.	Bowling Green	Wood	5/9/2001	Completed
Allied Moulded Products, Inc.	Bryan	Williams	5/14/2001	Completed
Norplas Industries Inc.	Northwood	Wood	5/30/2001	Completed
Great American Financial Resources, Inc.	Cincinnati	Hamilton	6/5/2001	Completed
Toledo Molding & Die, Inc.	Toledo	Lucas	6/6/2001	Completed
Great American Financial Resources, Inc.	Cincinnati	Hamilton	6/8/2001	Completed
Alex Products, Inc.	Paulding	Paulding	6/13/2001	Completed
General Aluminum Mfg. Company	Wapakoneta	Auglaize	6/18/2001	Completed
Toledo Molding & Die, Inc.	Bowling Green	Wood	6/26/2001	Completed
Toledo Molding & Die, Inc.	Toledo	Lucas	6/26/2001	Completed
Patrick Products, Inc.	Leipsic	Putnam	7/9/2001	Completed
Faurecia Exhaust Systems, Inc.	Franklin	Warren	7/27/2001	Completed
Trim Systems, LLC	Chillicothe	Ross	8/3/2001	Completed
First Solar, LLC	Perrysburg	Wood	8/15/2001	Completed

OSCO Industries, Inc.	New Boston	Scioto	8/31/2001	Completed
Ashland, Inc.	Dublin	Franklin	9/6/2001	Completed
Discover Financial Services, Inc.	New Albany	Franklin	9/7/2001	Completed
Staples Contract and Commercial, Inc.	London	Madison	9/12/2001	Completed
GPS Consumer Direct, Inc.	Groveport	Franklin	9/12/2001	Completed
Caito Foods Service, Inc.	Newcomerstown	Tuscarawas	10/5/2001	Completed
Johns Manville International, Inc.	Defiance	Defiance	10/15/2001	Completed
Tekfor, Inc.	Wooster	Wayne	10/19/2001	Completed
Master Industries, Inc.	Ansonia	Darke	11/5/2001	Completed
SETEX, Inc.	Saint Marys	Auglaize	11/19/2001	Completed
Bridgestone APM Company	Upper Sandusky	Wyandot	12/28/2001	Completed
The Reynolds and Reynolds Company	Celina	Mercer	1/8/2002	Completed
A-Stamp Industries, LLC	Bryan	Williams	1/8/2002	Completed
The Scotts Miracle-Gro Company	Marysville	Union	1/18/2002	Completed
Baerlocher Production USA, LLC	Cincinnati	Hamilton	2/7/2002	Completed
GKN Sinter Metals, LLC	Gallipolis	Gallia	2/13/2002	Completed
International Paper Company	Kenton	Hardin	2/21/2002	Completed
Meyer Tool, Inc.	Cincinnati	Hamilton	2/21/2002	Completed
International Paper Company	Loveland	Clermont	3/13/2002	Completed
CARDINGTON YUTAKA TECHNOLOGIES INC.	Cardington	Morrow	4/3/2002	Completed
Commercial Turf Products, Ltd.	Streetsboro	Portage	4/15/2002	Completed
IMI Norgren, Inc.	Brookville	Montgomery	5/15/2002	Completed
Commercial Warehouse & Cartage, Inc.	Groveport	Franklin	6/6/2002	Completed
Dayton-Phoenix Group, Inc.	Dayton	Montgomery	6/21/2002	Completed
Eaton Aeroquip LLC	Van Wert	Van Wert	6/21/2002	Completed
TFO Tech Co., Ltd.	Jeffersonville	Fayette	8/2/2002	Completed
LensCrafters International	Mason	Warren	8/16/2002	Completed
Fetter Finishing, LLC	Waynesfield	Auglaize	10/25/2002	Completed
Akzo Nobel Functional Chemicals LLC	Lima	Allen	11/25/2002	Completed

Coltene/Whaledent Inc.	Cuyahoga Falls	Summit	11/26/2002	Completed
Crown Equipment Corporation	New Bremen	Auglaize	1/2/2003	Completed
Staples Contract and Commercial, Inc.	Fairfield	Butler	1/8/2003	Completed
Process Plus Holdings, Inc.	Cincinnati	Hamilton	1/8/2003	Completed
Constellation Insurance, Inc.	Cincinnati	Hamilton	4/9/2003	Completed
Chase Brass and Copper Company, LLC	Montpelier	Williams	4/9/2003	Completed
M-TEK, Inc.	Upper Sandusky	Wyandot	4/18/2003	Completed
Hunter Manufacturing Company	Solon	Cuyahoga	6/3/2003	Completed
Ford Motor Company	Avon Lake	Lorain	7/3/2003	Completed
GENERAL MILLS OPERATIONS, LLC	Martel	Marion	7/11/2003	Completed
Deluxe Manufacturing Operations, Inc.	Streetsboro	Portage	7/23/2003	Completed
Ardus Medical, Inc.	Cincinnati	Hamilton	8/13/2003	Completed
Millard Refrigerated Services, Inc.	Streetsboro	Portage	8/13/2003	Completed
Autoneum North America, Inc.	Oregon	Lucas	8/19/2003	Completed
PCC Airfoils LLC	Mentor	Lake	8/19/2003	Completed
WD Partners, Inc.	Dublin	Franklin	8/20/2003	Completed
Gebauer Company	Cleveland	Cuyahoga	8/20/2003	Completed
Lake Shore Cryotronics	Westerville	Delaware	8/25/2003	Completed
James L. Deckebach, LTD.	Cincinnati	Hamilton	9/2/2003	Completed
Enerfab, Inc.	Cincinnati	Hamilton	9/4/2003	Completed
Convergys Corporation	Cincinnati	Hamilton	9/29/2003	Completed
Flight Options, LLC	Cleveland	Cuyahoga	10/1/2003	Completed
SFS Group USA, Inc.	Medina	Medina	11/4/2003	Completed
Whirlaway Corporation	Wellington	Lorain	11/4/2003	Completed
Quebecor World (USA) Inc.	Oberlin	Lorain	11/4/2003	Completed
NESTLE R & D CENTER, INC.	Marysville	Union	11/17/2003	Completed
North American Science Associates, Inc.	Northwood	Wood	12/22/2003	Completed
Hormel Foods Sales, LLC	Dayton	Montgomery	1/9/2004	Completed
Fifth Third Bank, National Association	Cincinnati	Hamilton	1/27/2004	Completed
Tween Brands Service Co.	Pataskala	Licking	1/27/2004	Completed

Kasper Enterprises, Inc. & JWS, Inc.	Toledo	Lucas	2/5/2004	Completed
Deerfield Manufacturing, Inc.	Mason	Warren	2/11/2004	Completed
CheckFree Corporation	Dublin	Franklin	2/11/2004	Completed
American Eagle Airlines, Inc.	Columbus	Franklin	2/18/2004	Completed
Valeo Climate Control Corp.	Hamilton	Butler	3/5/2004	Completed
Celina Aluminum Precision Technology Inc.	Celina	Mercer	3/8/2004	Completed
S. K. Tech, Inc.	Clayton	Montgomery	4/5/2004	Completed
Big Lots Stores, Inc.	Columbus	Franklin	4/5/2004	Completed
Phillips Manufacturing L. L. C.	Niles	Trumbull	4/5/2004	Completed
Big Lots Stores, Inc.	Columbus	Franklin	4/5/2004	Completed
Barnes Group Inc	West Chester	Butler	4/12/2004	Completed
New Bakery Company of Ohio, Inc., The	Zanesville	Muskingum	4/20/2004	Completed
Takumi Stamping Inc.	Fairfield	Butler	4/20/2004	Completed
Eaton Corporation	Brook Park	Cuyahoga	5/19/2004	Completed
FirstGroup America, Inc.	Cincinnati	Hamilton	6/4/2004	Completed
Powdermet Inc	Euclid	Cuyahoga	6/8/2004	Completed
CENTRUS ENERGY CORP.	Mc Arthur	Vinton	6/8/2004	Completed
Advics Manufacturing Ohio, Inc.	Lebanon	Warren	6/26/2004	Completed
Skill Tool & Die Corp.	Avon	Lorain	6/29/2004	Completed
Marketing Research Services, Inc.	Cincinnati	Hamilton	7/2/2004	Completed
L'Oreal USA S/D, Inc.	Streetsboro	Portage	7/29/2004	Completed
Farber Specialty Vehicles, Inc.	Reynoldsburg	Fairfield	7/30/2004	Completed
Reed Elsevier Inc. dba Lexis-Nexis	Springfield	Clark	8/1/2004	Completed
WhiteWater Building Products Inc.	Harrison	Hamilton	8/26/2004	Completed
Extrudex Aluminum	North Jackson	Mahoning	9/8/2004	Completed
Progressive Foam Technologies, Inc.	Beach City	Tuscarawas	9/22/2004	Completed
IFS Financial Services, Inc.	Cincinnati	Hamilton	10/19/2004	Completed
Imasen Bucyrus Technology, Inc.	Bucyrus	Crawford	11/5/2004	Completed
GOJO Industries, Inc.	Cuyahoga Falls	Summit	12/8/2004	Completed

Main Steel Polishing Company, Inc.	Youngstown	Mahoning	12/15/2004	Completed
Parker Hannifin Corporation	Lewisburg	Preble	12/15/2004	Completed
Mar-Bal, Inc.	Chagrin Falls	Geauga	1/5/2005	Completed
National Interstate Insurance Company	Richfield	Summit	1/5/2005	Completed
Alfred Nickles Bakery	Lima	Allen	1/24/2005	Completed
Progressive Stamping, Inc.	Ottoville	Putnam	2/16/2005	Completed
JBC Technologies, Inc	North Ridgeville	Lorain	2/16/2005	Completed
RRR Development Company, Inc.	Canton	Stark	2/16/2005	Completed
Thakar Aluminum Corporation	Canton	Stark	2/16/2005	Completed
Famous Industries, Inc. dba J. F. Good Co.	Mount Vernon	Knox	3/11/2005	Completed
JAE Tech, Inc.	Apple Creek	Wayne	3/11/2005	Completed
Sauder Woodworking Co.	Archbold	Fulton	3/11/2005	Completed
Gordon Food Service, Inc.	Springfield	Clark	3/11/2005	Completed
Columbus Industries, Inc.	West Union	Adams	3/29/2005	Completed
Charter Manufacturing Company, Inc.	Cleveland	Cuyahoga	4/15/2005	Completed
AmeriSteel Bright Bar, Inc.	Orrville	Wayne	4/29/2005	Completed
Phoenix Steel Service, Inc.	Cleveland	Cuyahoga	5/6/2005	Completed
Famous Distribution, Inc.	Sebring	Mahoning	5/25/2005	Completed
The Freeport Press, Inc.	Freeport	Harrison	5/27/2005	Completed
TimberTech Limited	Wilmington	Clinton	6/2/2005	Completed
Melink Corporation	Milford	Clermont	6/2/2005	Completed
Saeco USA, Inc.	Glenwillow	Cuyahoga	6/21/2005	Completed
School Outfitters, LLC	Cincinnati	Hamilton	8/4/2005	Completed
Quest Software, Inc.	Dublin	Franklin	8/15/2005	Completed
KAM Manufacturing, Inc.	Van Wert	Van Wert	8/26/2005	Completed
Liebert North America, Inc.	Delaware	Delaware	8/26/2005	Completed
Pacific Manufacturing Ohio, Inc.	Fairfield	Butler	8/26/2005	Completed
Exal Corporation	Youngstown	Mahoning	9/7/2005	Completed
Girindus America Inc.	Cincinnati	Hamilton	9/7/2005	Completed
Oatey Co.	Cleveland	Cuyahoga	9/12/2005	Completed
MAC Manufacturing, Inc.	Alliance	Stark	9/12/2005	Completed
BIERY CHEESE CO.	Louisville	Stark	9/12/2005	Completed

Sterling Pipe & Tube Inc.	Toledo	Lucas	9/27/2005	Completed
GHP Operating company LLC	Westerville	Delaware	9/27/2005	Completed
North Star BlueScope Steel LLC	Delta	Fulton	9/27/2005	Completed
Colfor Manufacturing	Minerva	Carroll	9/30/2005	Completed
YAMADA North America, Inc.	South Charleston	Clark	9/30/2005	Servicing
Detroit Diesel Remanufacturing - East, Inc.	Cambridge	Guernsey	11/2/2005	Completed
Cleveland Medical Devices Inc.	Cleveland	Cuyahoga	11/25/2005	Completed
Givaudan Flavors Corporation	Cincinnati	Hamilton	12/12/2005	Completed
Newman Technology, Inc.	Mansfield	Richland	12/12/2005	Completed
TT Electronics ims	Perry	Lake	12/15/2005	Completed
Sun Chemical Corporation	Cincinnati	Hamilton	1/23/2006	Completed
Graham Packaging PET Technologies Inc.	Fremont	Sandusky	1/23/2006	Completed
Toledo Molding & Die, Inc.	Toledo	Lucas	1/23/2006	Completed
Kohl's Department Stores, Inc.	Middletown	Butler	1/31/2006	Completed
Windsor Mold USA Inc.	Bellevue	Sandusky	1/31/2006	Completed
Seapine Software, Inc.	Mason	Warren	2/1/2006	Completed
Norwood Medical LLC	Dayton	Montgomery	2/1/2006	Completed
NK Parts Industries, Inc.	Sidney	Shelby	2/3/2006	Completed
MS Consultants, Inc.	Columbus	Franklin	2/17/2006	Completed
Toledo Molding & Die, Inc.	Tiffin	Seneca	2/21/2006	Completed
Steve & Barry's University Sportswear	Columbus	Franklin	3/3/2006	Completed
Kraft Heinz Foods Company (LLC)	Fremont	Sandusky	3/3/2006	Completed
American Bottling Company, The	Columbus	Franklin	3/8/2006	Completed
Homesite Group, Inc.	Akron	Summit	3/8/2006	Completed
LORD Corporation	Dayton	Montgomery	3/16/2006	Completed
Heartland Healthcare Services	Toledo	Lucas	3/16/2006	Completed
Batavia Transmission, LLC	Batavia	Clermont	3/23/2006	Completed
Telling Industries, LLC	Cambridge	Guernsey	4/4/2006	Completed
Wal-Mart Stores	Steubenville	Jefferson	4/4/2006	Completed
InfoCision Management Corporation	Columbus	Franklin	4/7/2006	Completed

Fisher & Paykel Laundry Manufacturing, Inc.	Clyde	Sandusky	4/13/2006	Completed
Bud Antle, Inc.	Springfield	Clark	4/13/2006	Completed
Paycor, Inc.	Cincinnati	Hamilton	4/17/2006	Completed
Clark-Reliance Corporation	Strongsville	Cuyahoga	4/19/2006	Completed
Therma-Tru Corporation	Maumee	Lucas	5/2/2006	Completed
Taiho Corporation of America	Tiffin	Seneca	5/4/2006	Completed
Technical Consumer Products, Inc.	Aurora	Portage	5/26/2006	Completed
Schaeffler Transmission, LLC	Wooster	Wayne	6/9/2006	Completed
Schaeffler Transmission, LLC	Wooster	Wayne	6/9/2006	Completed
BRT Extrusions, Inc.	Niles	Trumbull	6/11/2006	Completed
Charles River Laboratories Ashland, LLC	Ashland	Ashland	6/14/2006	Completed
Adient US, LLC	Northwood	Wood	6/27/2006	Completed
The Kroger Co.	Delaware	Delaware	6/27/2006	Completed
American Fine Sinter Co., Ltd.	Tiffin	Seneca	6/27/2006	Completed
GKN Driveline Bowling Green, Inc.	Bowling Green	Wood	6/28/2006	Completed
Mayflower Vehicle Systems, LLC	Norwalk	Huron	6/28/2006	Completed
Mayflower Vehicle Systems, LLC	Shadyside	Belmont	6/28/2006	Completed
Mobis North America, LLC	Toledo	Lucas	6/30/2006	Completed
Encore Industries, Inc.	Byesville	Guernsey	7/14/2006	Completed
EPIC Technologies LLC	Norwalk	Huron	7/14/2006	Completed
NexTech Materials, Ltd.	Lewis Center	Delaware	7/18/2006	Completed
Cintas Corporation No. 2	Perrysburg	Wood	7/18/2006	Completed
Cintas Corporation No. 2	Milford	Clermont	7/18/2006	Completed
Peak Foods, LLC	Troy	Miami	7/25/2006	Completed
HITACHI ASTEMO AMERICAS, INC.	Sunbury	Delaware	7/27/2006	Completed
Plastpro 2000, Inc.	Ashtabula	Ashtabula	8/7/2006	Completed
CARESOURCE MANAGEMENT SERVICES LLC	Dayton	Montgomery	8/9/2006	Completed
Faurecia Interior Systems, Inc.	Northwood	Wood	8/17/2006	Completed
Value Recovery Group, Inc.	Columbus	Franklin	8/21/2006	Completed
Ross Environmental Services, Inc.	Elyria	Lorain	8/31/2006	Completed

American Battery Solutions, Inc.	Springboro	Warren	9/3/2006	Completed
Masters Pharmaceutical, Inc.	Cincinnati	Hamilton	9/3/2006	Completed
Hirschvogel Incorporated	Columbus	Franklin	9/7/2006	Completed
Whirlpool Corporation	Marion	Marion	9/18/2006	Completed
Hobsons, Inc.	Cincinnati	Hamilton	9/22/2006	Completed
InfoCision Management Corporation	Mansfield	Richland	9/22/2006	Completed
Gabriel Logan, LLC	Logan	Hocking	9/26/2006	Completed
Ahresty Wilmington Corporation	Wilmington	Clinton	10/4/2006	Completed
International Paper Company	Loveland	Clermont	10/22/2006	Completed
ArcelorMittal Tailored Blanks Americas	Pioneer	Williams	11/13/2006	Completed
Wrayco Industries, Inc.	Stow	Summit	11/20/2006	Completed
Rosenboom Machine & Tool, Inc.	Bowling Green	Wood	12/15/2006	Completed
KUKA Toledo Production Operations, LLC	Toledo	Lucas	12/22/2006	Completed
Ford Motor Company	Cincinnati	Hamilton	1/2/2007	Completed
Lockheed Martin Corporation	Akron	Summit	1/15/2007	Completed
Coca-Cola Refreshments USA, Inc.	Twinsburg	Summit	1/18/2007	Completed
Cornerstone Services Inc.	Fairfield	Butler	1/18/2007	Completed
GE Capital Financial Service Corporation	Dayton	Montgomery	3/2/2007	Completed
JELD-WEN, Inc.	Etna	Licking	3/5/2007	Completed
Amantea Nonwovens, LLC	Cincinnati	Hamilton	3/5/2007	Completed
TIGERPOLY MANUFACTURING, INC.	Grove City	Franklin	3/28/2007	Completed
Patheon Pharamaceuticals, Inc.	Cincinnati	Hamilton	3/28/2007	Completed
Formica Corporation	Cincinnati	Hamilton	4/2/2007	Completed
Safe Auto Insurance Company	Columbus	Franklin	4/11/2007	Completed
InfoCision Management Corporation	Bath Township	Summit	5/17/2007	Completed
TechniGraphic Systems, Inc.	Wooster	Wayne	5/17/2007	Completed
Hexa Americas, Inc.	Sidney	Shelby	5/17/2007	Completed
Intellinetics, Inc.	Columbus	Franklin	5/17/2007	Completed
American Micro Products, Inc.	Batavia	Clermont	5/17/2007	Completed
Ben Venue Laboratories, Inc.	Bedford	Cuyahoga	6/6/2007	Completed

FT Precision Inc.	Fredericktown	Knox	6/6/2007	Completed
Skybus Airlines, Inc.	Columbus	Franklin	6/13/2007	Completed
Jason Wisconsin, Incorporated	Newcomerstown	Tuscarawas	6/14/2007	Completed
Jason Wisconsin, Incorporated	Norwalk	Huron	6/14/2007	Completed
Jason Wisconsin, Incorporated	Norwalk	Huron	6/14/2007	Completed
Bridge Worldwide, LLC	Cincinnati	Hamilton	7/3/2007	Completed
AutoZone, Inc.	Zanesville	Muskingum	7/13/2007	Completed
McKesson Corporation	Columbus	Delaware	7/25/2007	Completed
FRCH Design Worldwide	Cincinnati	Hamilton	8/8/2007	Completed
Computer Sciences Corporation	Beavercreek	Greene	8/30/2007	Completed
ERICO International Corporation	Solon	Cuyahoga	8/30/2007	Completed
SSOE, Inc.	Toledo	Lucas	8/30/2007	Completed
Fresh Unlimited, Inc.	Sidney	Shelby	10/1/2007	Completed
Select-Arc, Inc.	Fort Loramie	Shelby	10/12/2007	Completed
Eastman Kodak Company	Dayton	Montgomery	10/12/2007	Completed
Lefton Metal Enterprises Corporation	Leetonia	Columbiana	10/12/2007	Completed
New Avon LLC	Washington Township	Muskingum	10/17/2007	Cancelled
Abbott Laboratories	Columbus	Franklin	10/17/2007	Completed
Yokowo Manufacturing of America LLC	Hilliard	Franklin	10/30/2007	Completed
Zwanenberg Food Group USA Inc.	Cincinnati	Hamilton	10/30/2007	Completed
Optimum Technology, inc.	Columbus	Franklin	10/30/2007	Completed
Cornerstone Consolidated Services Group, Inc.	West Chester	Butler	11/20/2007	Completed
General Dynamics Land Systems Inc.	Lima	Allen	11/21/2007	Completed
The James Group, LLC	Worthington	Franklin	11/27/2007	Completed
Pinnacle Data Systems, Inc.	Groveport	Franklin	11/27/2007	Completed
RAPID MR International, LLC	Columbus	Franklin	12/20/2007	Completed
CP Redi, LLC	Columbus	Franklin	12/31/2007	Completed

Total Quality Logistics, LLC	Cincinnati	Hamilton	1/3/2008	Servicing
American Regent Inc	Hilliard	Franklin	2/11/2008	Completed
Contitech USA, Inc.	Fairlawn	Summit	2/27/2008	Completed
Safelite Glass Corp.	Columbus	Franklin	3/5/2008	Completed
Cincinnati Financial Corporation	Fairfield	Butler	3/24/2008	Completed
ThyssenKrupp Bilstein of America, Inc.	Hamilton	Butler	3/27/2008	Completed
ThyssenKrupp Bilstein of America, Inc.	Hamilton	Butler	3/27/2008	Completed
OEConnection LLC	Richfield	Summit	3/31/2008	Completed
Hose Master, LLC	Euclid	Cuyahoga	4/9/2008	Completed
Budenheim USA, Inc.	Columbus	Franklin	4/9/2008	Completed
Givaudan Flavors Corporation	Cincinnati	Hamilton	4/17/2008	Completed
Green-Source Products, LLC	Cleveland	Cuyahoga	4/21/2008	Completed
Advics Manufacturing Ohio, Inc.	Lebanon	Warren	4/22/2008	Completed
G&M Media Packaging, Inc.	Bryan	Williams	4/22/2008	Completed
Engines Inc. of Ohio	South Point	Lawrence	4/22/2008	Completed
Donatos Pizzeria, LLC	Columbus	Franklin	4/23/2008	Completed
inVentiv Communications, Inc.	Westerville	Delaware	4/28/2008	Completed
PCC Airfoils LLC	Painesville	Lake	5/2/2008	Completed
Tenneco Automotive Operating Company Inc.	Kettering	Montgomery	5/2/2008	Completed
GENPAK LLC	Columbus	Franklin	5/9/2008	Completed
SONOCO PRODUCTS COMPANY	Columbus	Franklin	5/9/2008	Completed
Payless Shoesource Distribution, Inc.	Brookville	Montgomery	5/9/2008	Completed
EMCO USA, LLC	Zanesville	Muskingum	5/9/2008	Completed
Grange Insurance Company	Columbus	Franklin	5/19/2008	Completed
Rieter Automotive North America, Inc.	Oregon	Lucas	5/23/2008	Completed
CK Technologies, LLC	Montpelier	Williams	5/23/2008	Completed
Haverhill North Coke Company	Franklin Furnace	Scioto	5/29/2008	Completed
Appvion, Inc.	Dayton	Montgomery	6/5/2008	Completed
POET BIOREFINING - FOSTORIA, LLC	Fostoria	Seneca	6/12/2008	Completed

The Kroger Co.	Cincinnati	Hamilton	6/12/2008	Servicing
PEQ Services + Solutions, Inc.	Miamisburg	Montgomery	6/19/2008	Completed
Vogel Seed & Fertilizer, Inc. dba Spring Valley	Findlay	Hancock	6/19/2008	Completed
Wilbert Plastic Services	Bellevue	Huron	6/19/2008	Completed
V & P Hydraulic Products, LLC	Delaware	Delaware	6/19/2008	Completed
Charles River Laboratories, Inc.	Spencerville	Allen	6/25/2008	Completed
Samuel Strapping Systems, Inc.	Heath	Licking	6/25/2008	Completed
MilAir LLC	Miami Township	Clermont	7/7/2008	Completed
A.M. Leonard, Inc.	Piqua	Miami	7/7/2008	Completed
James Group - Ohio, LLC	Dayton	Montgomery	7/7/2008	Completed
Ecommerce, Inc.	Columbus	Franklin	7/7/2008	Completed
EXEL, INC.	Columbus	Franklin	7/9/2008	Completed
London Computer Systems, Inc.	Cincinnati	Hamilton	7/16/2008	Completed
PPG Industries Ohio, Inc.	Milford	Clermont	7/16/2008	Completed
Kendle International Inc.	Cincinnati	Hamilton	7/16/2008	Completed
Alphaport, Inc.	Cleveland	Cuyahoga	7/18/2008	Completed
ABC Manufacturing, Inc.	Malta	Morgan	7/18/2008	Completed
Adare Pharmaceuticals, Inc.	Vandalia	Montgomery	7/18/2008	Servicing
eRetailing Associates, LLC	Columbus	Franklin	7/30/2008	Completed
POET BIOREFINING - MARION, LLC	Marion	Marion	7/30/2008	Completed
Bare Escentuals Beauty, Inc.	Obetz	Franklin	8/1/2008	Completed
Aviva Metals, Inc. fka National Bronze & Metals, Inc.	Lorain	Lorain	8/27/2008	Completed
McCarthy, Burgess, and Wolff, Inc.	Bedford	Cuyahoga	8/27/2008	Completed
Case Farms, LLC	Massillon	Stark	8/27/2008	Completed
Momentive Performance Materials Quartz, Inc.	Strongsville	Cuyahoga	9/9/2008	Completed
F & M Mafco, Inc.	Harrison	Hamilton	10/8/2008	Completed

Midland Company, The	Amelia	Clermont	10/8/2008	Completed
SMITHS MEDICAL ASD, INC.	Dublin	Franklin	10/8/2008	Completed
ADS Alliance Data Systems, Inc.	Columbus	Franklin	10/8/2008	Completed
Art.com	Obetz	Franklin	10/9/2008	Completed
Hydrodec North American Holdings, Inc.	Canton	Stark	11/14/2008	Completed
Aptima, Inc.	Beavercreek	Greene	11/14/2008	Completed
Multi-Color Corporation	Union Township	Clermont	11/14/2008	Completed
Jenne, Inc.	Avon	Lorain	11/14/2008	Completed
PR Newswire Association LLC	Cleveland	Cuyahoga	11/14/2008	Completed
Graco Ohio Inc.	Canton	Stark	11/14/2008	Servicing
Cengage Learning, Inc.	Mason	Warren	11/14/2008	Completed
Artiflex Manufacturing, Inc	Clyde	Sandusky	11/14/2008	Completed
R E Rich Family Holding Corporation	Hilliard	Franklin	11/14/2008	Completed
Fenner Dunlop, Inc.	Port Clinton	Ottawa	11/14/2008	Completed
TPI Composites, LLC	Springfield	Clark	11/28/2008	Completed
EXEL, INC.	Groveport	Franklin	11/28/2008	Completed
Artco Group International, Inc.	Hannibal	Monroe	12/9/2008	Completed
SBC Advertising, LTD.	Columbus	Franklin	12/9/2008	Completed
DISH Network, L.L.C.	Hilliard	Franklin	12/9/2008	Completed
CKS Solution, Inc.	Fairfield	Clermont	12/9/2008	Completed
Tata Business Support Services Limited, Inc.	Marietta	Washington	12/9/2008	Completed
Whirlpool Corp. Ottawa Division	Ottawa	Putnam	12/9/2008	Completed
Macy's Systems and Technology, Inc.	Lorain	Lorain	12/9/2008	Completed
Lima Energy Company	Lima	Allen	1/5/2009	Completed
Crown Solutions Co., LLC	Vandalia	Montgomery	1/15/2009	Completed
General Motors LLC	Village of Lordstown	Trumbull	1/15/2009	Completed
Fleetwood Travel Trailers of Ohio, Inc.	Edgerton	Williams	1/15/2009	Completed
ARCELORMITTAL TUBULAR PRODUCTS MARION INC.	Marion	Marion	1/15/2009	Completed

Steel Warehouse of Ohio LLC	Cleveland	Cuyahoga	1/26/2009	Cancelled
Cohesant Inc.	Beachwood	Cuyahoga	1/28/2009	Completed
FDS Coke Plant, LLC	Toledo	Lucas	1/28/2009	Completed
Cardinal Health, Inc.	Dublin	Franklin	2/20/2009	Servicing
Cardinal Health, Inc.	Groveport	Franklin	2/20/2009	Completed
Speed Commerce Corp.	Pataskala	Licking	2/27/2009	Completed
Spartech Polycom, Inc.	Greenville	Darke	2/27/2009	Completed
FirstEnergy Corp.	Akron	Summit	2/27/2009	Completed
Freeman Schwabe Machinery, LLC	Batavia	Clermont	2/27/2009	Completed
Next Specialty Resins, Inc.	Toledo	Lucas	2/27/2009	Completed
Transeo Global Vehicle Solutions LLC	New Carlisle	Clark	2/27/2009	Completed
Affymetrix, Inc.	Cleveland	Cuyahoga	2/27/2009	Completed
Amano Cincinnati, Inc.	Loveland	Hamilton	2/27/2009	Completed
Eaton Corporation	Beachwood	Cuyahoga	3/6/2009	Servicing
CDI Corporation	Cleveland	Cuyahoga	4/3/2009	Completed
NORWALK FURNITURE, INC.	Norwalk	Huron	4/3/2009	Completed
Worthington Stairs LLC	Akron	Summit	4/3/2009	Completed
Progressive RSC Inc	Cleveland	Cuyahoga	4/3/2009	Completed
Dana Automotive Systems Group, LLC	Maumee	Lucas	4/29/2009	Servicing
Rumpke Of Ohio, Inc.	Ironton	Lawrence	5/1/2009	Completed
Westhaven Services Co., LLC	Maumee	Lucas	5/1/2009	Completed
Technoform Glass Insulation North America, Inc.	Twinsburg	Summit	5/1/2009	Completed
Quadax, Inc.	Strongsville	Cuyahoga	5/1/2009	Completed
Torque-Traction Integration Technologies LLC	Toledo	Lucas	5/1/2009	Completed
U.S. Corrugated, Inc.	Lancaster	Fairfield	5/29/2009	Completed
Nationwide Better Health Holding Company	Solon	Cuyahoga	5/29/2009	Completed
MRI Software LLC	Highland Hills	Cuyahoga	5/29/2009	Completed
Alien Technology Corporation	Miamisburg	Montgomery	5/29/2009	Completed
First Solar, Inc.	Perrysburg	Wood	5/29/2009	Cancelled

CTI - Clinical Trial Services, Inc.	Cincinnati	Hamilton	5/29/2009	Completed
Intigral, Inc.	Northwood	Wood	5/29/2009	Completed
MemberHealth LLC	Solon	Cuyahoga	5/29/2009	Completed
Bird Electronic Corporation	Solon	Cuyahoga	5/31/2009	Completed
Specialty Retailers, Inc.	Jeffersonville	Fayette	6/10/2009	Completed
Olympic Steel, Inc.	Dover	Tuscarawas	6/10/2009	Completed
Komyo America Co., Inc.	Troy	Miami	6/10/2009	Completed
Sky Climber, LLC	Delaware	Delaware	6/10/2009	Completed
Sedgwick Claims Management Services, Inc.	Columbus	Franklin	6/25/2009	Completed
Pepsi-Cola Metropolitan Bottling Company, Inc.	Toledo	Lucas	6/25/2009	Completed
Time Warner Cable Midwest LLC	Columbus	Franklin	6/25/2009	Completed
Lowe's Home Centers, LLC	Findlay	Hancock	6/25/2009	Completed
Kao USA Inc., f/k/a Kao Brands Company	Cincinnati	Hamilton	7/8/2009	Servicing
Whirlpool Corporation	Findlay	Hancock	7/8/2009	Completed
THE D.S. BROWN COMPANY	North Baltimore	Wood	7/8/2009	Completed
Sperian Protection Americas, Inc.	Grove City	Franklin	7/8/2009	Completed
ConAgra Foods Packaged Foods, LLC	Marion	Marion	7/8/2009	Completed
Superior Walls of the Tri-State, LLC	Lebanon	Warren	7/8/2009	Completed
ConAgra Foods Packaged Foods, LLC	Archbold	Fulton	7/8/2009	Completed
NetJets Inc.	Columbus	Franklin	7/8/2009	Servicing
Greif, Inc.	Delaware	Delaware	7/8/2009	Completed
EXEL, INC.	Westerville	Delaware	7/22/2009	Completed
Kurz-Kasch, Inc.	Wilmington	Clinton	7/22/2009	Completed
East Coast Metal Systems, Inc.	Bellaire	Belmont	7/29/2009	Completed
Netflix, Inc.	Grove City	Franklin	7/29/2009	Completed
Hydro Systems Company	Cincinnati	Hamilton	8/20/2009	Completed
Fulton County Processing, Ltd.	Delta	Fulton	8/27/2009	Completed
buyCastings.com, Inc.	Miamisburg	Montgomery	8/27/2009	Completed
A. Schulman, Inc.	Akron	Summit	9/3/2009	Completed

H.J. Heinz Company, L.P.	Mason	Warren	9/3/2009	Completed
Anchor Hocking, LLC	Lancaster	Fairfield	9/11/2009	Completed
PBM Nutritionals, LLC	Covington	Miami	9/13/2009	Servicing
Restoration Hardware, Inc.	West Jefferson	Madison	9/17/2009	Completed
J. M. Smucker Company, The	Orrville	Wayne	9/17/2009	Servicing
Welltower Inc.	Toledo	Lucas	9/17/2009	Completed
Arisdyne Systems, Inc.	Cleveland	Cuyahoga	9/21/2009	Completed
Revere Plastics Systems, LLC	Clyde	Sandusky	9/21/2009	Completed
Masco Cabinetry, LLC	Middlefield	Geauga	9/21/2009	Completed
Masco Cabinetry, LLC	Middlefield	Geauga	9/22/2009	Completed
Alkermes, Inc.	Wilmington	Clinton	9/23/2009	Completed
Lexi-Comp, Inc.	Hudson	Summit	9/30/2009	Completed
NABI Parts, LLC	Delaware	Delaware	10/2/2009	Completed
Curwood, Inc.	Fremont	Sandusky	10/2/2009	Completed
PAC Worldwide Corporation	Middletown	Butler	10/7/2009	Completed
Max-Wellness, LLC	Warrensville Heights	Cuyahoga	10/7/2009	Completed
Zyvex Performance Materials, Inc.	Columbus	Franklin	10/14/2009	Completed
Graeter's Manufacturing Co.	Cincinnati	Hamilton	10/14/2009	Completed
Navigator Management Partners Limited Liability Company	Columbus	Franklin	10/14/2009	Completed
KCI Holding USA, Inc.	Springfield	Clark	10/19/2009	Completed
Longbow Research, LLC	Seven Hills	Cuyahoga	10/19/2009	Completed
GOJO Industries, Inc.	Akron	Summit	10/28/2009	Completed
Thirty-One Gifts, LLC	New Albany	Franklin	10/28/2009	Completed
Harrison Ethanol LLC	Cadiz	Harrison	10/28/2009	Completed
GXS, Inc.	Brook Park	Cuyahoga	11/10/2009	Completed
Gummer Wholesale, Inc.	Heath	Licking	11/10/2009	Completed
Riffle Machine Works, Inc.	Chillicothe	Ross	11/12/2009	Completed
Victoria Fire & Casualty Insurance Company	Highland Hills	Cuyahoga	11/12/2009	Completed
Morgan Engineering Systems, Inc.	Alliance	Stark	11/16/2009	Completed

Armor Consolidated, Inc.	Mason	Warren	11/16/2009	Completed
PCMS Datafit Inc.	Cincinnati	Hamilton	11/16/2009	Completed
Turbine Standard LTD.	Holland	Lucas	11/25/2009	Completed
SELECTTECH SERVICES CORPORATION	Springfield	Clark	11/25/2009	Completed
General Aluminum Mfg. Company	Rootstown Township	Portage	11/25/2009	Completed
TH Plastics, Inc.	Findlay	Hancock	11/25/2009	Completed
Neturen America Corporation	Hamilton	Butler	11/25/2009	Completed
Meteor Sealing Systems LLC	Dover	Tuscarawas	11/30/2009	Completed
BAE Systems Survivability Systems LLC	West Chester	Butler	12/2/2009	Completed
Friction Products Co.	Solon	Cuyahoga	12/9/2009	Completed
Friction Products Co.	Medina	Medina	12/9/2009	Completed
H.C. Starck Inc.	Euclid	Cuyahoga	12/9/2009	Completed
Thyssenkrupp Rothe Erde USA Inc.	Aurora	Portage	12/14/2009	Completed
MGA Entertainment	Hudson	Summit	12/17/2009	Completed
J.M. Smucker LLC	Toledo	Lucas	12/17/2009	Completed
Arthur Middleton Capital Holdings, Inc.	North Canton	Stark	12/17/2009	Completed
Quaker Chemical Corporation	Middletown	Butler	12/17/2009	Cancelled
Defender Security Company dba Defender Direct	Cincinnati	Hamilton	12/22/2009	Completed
Mercury Plastics, Inc.	Middlefield	Geauga	12/22/2009	Completed
Viewray Incorporated	Bedford	Cuyahoga	12/23/2009	Completed
Quality Gold, Inc.	Fairfield	Butler	12/23/2009	Completed
Myers Industries, Inc.	Sandusky	Erie	12/28/2009	Completed
Whirlpool Corporation	Columbus	Franklin	1/7/2010	Completed
Voith Hydro, Inc.	Hannibal	Monroe	1/22/2010	Completed
General Mills Operations, LLC	Wellston	Jackson	1/25/2010	Completed
Banta Corporation	Greenfield	Highland	1/25/2010	Completed
Staffmark Holdings, Inc.	Cincinnati	Hamilton	2/1/2010	Completed
Shearer's Foods, LLC	Massillon	Stark	2/3/2010	Completed
Verso Corporation	Miamisburg	Montgomery	2/4/2010	Completed
Phygen Coatings, Inc.	Springfield	Clark	2/9/2010	Completed

Airborne Maintenance and Engineering Services, Inc.	Wilmington	Clinton	2/10/2010	Servicing
The Andersons, Inc.	Greenville	Darke	2/12/2010	Completed
Novatex North America, Inc.	Ashland	Ashland	2/19/2010	Completed
Wayne Trail Technologies, Inc.	Fort Loramie	Shelby	2/24/2010	Completed
Total Packaging Solutions, LLC	Miamisburg	Montgomery	3/1/2010	Completed
Lima Refining Company	Lima	Allen	3/8/2010	Completed
Stanley Steemer International, Inc.	Dublin	Franklin	3/8/2010	Completed
Talan Products, Inc.	Cleveland	Cuyahoga	3/8/2010	Completed
Dynalab, Inc.	Reynoldsburg	Franklin	3/9/2010	Completed
Immediate Pharmaceutical Services, Inc.	Avon Lake	Lorain	3/11/2010	Completed
Sandridge Food Corporation	Medina	Medina	3/11/2010	Completed
PEERLESS TECHNOLOGIES CORPORATION	Fairborn	Greene	3/11/2010	Completed
Egelhof Controls Corp.	Toledo	Lucas	3/11/2010	Completed
Spear USA, LLC	Mason	Warren	3/17/2010	Completed
GE Lighting, Inc.	Bucyrus	Crawford	3/17/2010	Completed
Human Arc Corporation of Ohio	Cleveland	Cuyahoga	3/17/2010	Completed
SILVER LINE BUILDING PRODUCTS LLC	Marion	Marion	3/17/2010	Completed
Touch Bionics Inc.	Hilliard	Franklin	3/22/2010	Completed
SANOH AMERICA, INC.	Mount Vernon	Knox	3/23/2010	Completed
Kenan Advantage Group Inc., The	North Canton	Stark	3/25/2010	Completed
MTC Transformers, Inc.	Louisville	Stark	3/25/2010	Completed
Schwab Retirement Plan Services, Inc.	Richfield	Summit	3/31/2010	Completed
GCA Services Group	Cleveland	Cuyahoga	4/12/2010	Completed
TBC Retail Group, Inc.	Lockbourne	Franklin	4/12/2010	Completed
Atrium Assembly Corporation	Johnstown	Licking	4/14/2010	Completed
Eden Cryogenics LLC	Plain City	Union	4/16/2010	Completed
Walgreen Company	Perrysburg	Wood	4/16/2010	Completed
Kutol Products Company, Inc.	Sharonville	Hamilton	4/26/2010	Completed
Ventaire, LLC	Logan	Hocking	4/28/2010	Completed
Echogen Power Systems, LLC	Akron	Summit	4/28/2010	Completed

HOME DEPOT U.S.A., INC.	Allen Township	Hancock	4/29/2010	Completed
Ohio Basic Minerals, LLC	Jackson	Jackson	5/3/2010	Completed
Magna Seating of America, Inc.	Warren	Trumbull	5/3/2010	Completed
Progressive Medical, Inc.	Westerville	Delaware	5/12/2010	Completed
Aetna Life Insurance Company	New Albany	Franklin	5/12/2010	Completed
McGregor Metal Yellow Springs Works LLC	Springfield	Clark	5/12/2010	Completed
Reading Rock, Incorporated	Cincinnati	Butler	5/17/2010	Completed
Medpace, Inc	Cincinnati	Hamilton	5/26/2010	Completed
Fulton County Processing, Ltd	Delta	Fulton	5/26/2010	Completed
Xunlight Corporation	Toledo	Lucas	6/2/2010	Completed
Ampac Plastic LLC	Cincinnati	Hamilton	6/2/2010	Completed
20/20 Custom Molded Plastics, Ltd.	Montpelier	Williams	6/2/2010	Completed
Scott Process Systems, Inc.	Hartville	Stark	6/14/2010	Completed
GrafTech International Holdings Inc	Cleveland	Cuyahoga	6/14/2010	Completed
Wal-Mart Stores	Washington Courthous	Fayette	6/16/2010	Completed
Sparton Medical Systems, Inc.	Strongsville	Cuyahoga	6/18/2010	Completed
Lastar, Inc.	Dayton & Moraine	Montgomery	6/21/2010	Completed
Rassini Chassis Systems, LLC	Montpelier	Williams	6/21/2010	Completed
Citi Fund Services Ohio, Inc.	Columbus	Franklin	6/23/2010	Completed
Macys Corporate Services LLC	Cincinnati	Hamilton	6/28/2010	Completed
Ovation Polymer Technology & Engineered Materials	Medina	Medina	6/28/2010	Completed
Huhtamaki, Inc.	New Vienna	Highland	6/28/2010	Completed
Willard & Kelsey Solar Group, LLC	Perrysburg	Wood	7/12/2010	Completed
Stride Tool Inc.	Glenwillow	Cuyahoga	7/12/2010	Completed
Univenture, Inc.	Marysville	Union	7/12/2010	Completed
RightThing, LLC	Findlay	Hancock	7/12/2010	Completed
Burrows Paper Corporation	Franklin	Warren	7/12/2010	Completed
inContact, Inc.	Columbus	Franklin	7/26/2010	Servicing

Norandex Building Materials Distribution, Inc.	Hudson	Summit	8/11/2010	Completed
StandardAero Component Services, Inc.	Cincinnati	Hamilton	8/11/2010	Completed
Engauge Marketing, LLC	Columbus	Franklin	8/11/2010	Completed
Reliant Capital Solutions, LLC.	Gahanna	Franklin	8/11/2010	Completed
Riverain Technologies, Inc.	Miamisburg	Montgomery	8/11/2010	Completed
Greenfield Solar Corp.	Oberlin	Lorain	8/25/2010	Completed
Quickstep Composites LLC	Dayton	Montgomery	8/25/2010	Completed
TSTO Corporation	Moraine	Montgomery	8/25/2010	Completed
Pressco Technology, Inc.	Solon	Cuyahoga	8/25/2010	Completed
BMW Financial Services NA, LLC	Hilliard	Franklin	8/27/2010	Completed
The Sutphen Corporation	Springfield	Champaign	9/17/2010	Completed
Norwood Medical LLC	Dayton	Montgomery	9/23/2010	Completed
Bardwil Industries, Inc.	Columbus	Franklin	9/23/2010	Completed
Humana Insurance Company	Springdale	Hamilton	10/12/2010	Completed
Norplas Industries Inc.	Toledo	Lucas	10/21/2010	Completed
Medline Industries, Inc.	Canton	Stark	11/1/2010	Completed
Tween Brands Service Co.	New Albany	Franklin	11/1/2010	Completed
Hayneedle, Inc.	Monroe	Butler	11/3/2010	Completed
Covetrus North America, LLC	Dublin	Franklin	11/4/2010	Completed
Tata America International Corporation	Milford	Clermont	11/4/2010	Completed
Motorists Mutual Insurance Company	Columbus	Franklin	11/12/2010	Completed
BELLISIO FOODS, INC.	Jackson	Jackson	11/12/2010	Completed
Omya Inc.	Blue Ash	Hamilton	11/24/2010	Completed
PF Polymers, LLC	Lima	Allen	11/24/2010	Completed
Amanda Bent Bolt Company	Logan	Hocking	11/24/2010	Completed
Green Bay Dressed Beef, LLC	Cincinnati	Hamilton	11/24/2010	Completed
InfoCision Management Corporation	Riverside	Montgomery	11/24/2010	Completed

The Sherwin-Williams Company	Warrensville Heights	Cuyahoga	11/24/2010	Completed
3S, Incorporated	Harrison	Hamilton	12/3/2010	Completed
Dubose National Energy Services, Inc.	Middleburg Heights	Cuyahoga	12/3/2010	Completed
STERIS Corporation	Mentor	Lake	12/8/2010	Completed
SigmaTek Systems LLC	Cincinnati	Hamilton	12/8/2010	Completed
West-Ward, Inc.	Columbus	Franklin	12/8/2010	Servicing
Airstream, Inc.	Jackson Center	Shelby	12/9/2010	Completed
Vita-Mix Holdings Company	Olmsted Falls	Cuyahoga	12/9/2010	Completed
Ice River Springs Water Ohio Inc.	Saint Paris	Champaign	12/9/2010	Completed
EXEL, INC.	Groveport	Franklin	12/14/2010	Completed
InfoCision Management Corporation	Austintown	Mahoning	12/14/2010	Completed
InfoCision Management Corporation	Green	Summit	12/14/2010	Completed
S-L Snacks OH, LLC	Ashland	Ashland	12/14/2010	Completed
Fusion Technologies- East, LLC	Blue Ash	Hamilton	12/14/2010	Completed
Teva Women Health, Inc.	Cincinnati	Hamilton	12/14/2010	Completed
Data Exchange Corporation	Lockbourne	Franklin	12/14/2010	Completed
Code Blue LLC	Springfield	Clark	12/15/2010	Completed
The Scotts Miracle-Gro Company	Marysville	Union	12/15/2010	Completed
HCR Manor Care Services, LLC	Toledo	Lucas	12/15/2010	Servicing
Pride of the Hills Manufacturing, Inc.	Killbuck	Holmes	12/17/2010	Completed
Fifth Third Bank, National Association	Cincinnati	Hamilton	12/17/2010	Completed
Streamline Health, Inc.	Blue Ash	Hamilton	12/21/2010	Completed
Garland Industries, Inc.	Cleveland	Cuyahoga	12/21/2010	Completed
Resource Ventures, Ltd.	Cincinnati	Hamilton	12/21/2010	Completed
Cintas Corporation No. 2	Milford	Clermont	12/23/2010	Completed
Veitsch-Radex America, Inc.	Ashtabula	Ashtabula	12/29/2010	Completed
Diamondbeck II, Inc.	Saint Henry	Mercer	1/5/2011	Completed
Nissin Brake Ohio, Inc.	Findlay	Hancock	1/5/2011	Completed
E-BEAM Services, Inc.	Lebanon	Warren	1/5/2011	Completed
FedEx Supply Chain, Inc.	Groveport	Franklin	1/5/2011	Completed

OverDrive, Inc.	Cleveland	Cuyahoga	1/5/2011	Completed
Abercrombie & Fitch Co.	New Albany	Franklin	1/6/2011	Servicing
Deflecto LLC	Dover	Tuscarawas	1/7/2011	Completed
Specialty Magnetics LLC	Macedonia	Summit	1/7/2011	Completed
The James B. Oswald Company	Cleveland	Cuyahoga	1/7/2011	Completed
Masters Pharmaceutical, Inc.	Fairfield	Butler	1/7/2011	Completed
Turning Point	Youngstown	Mahoning	1/13/2011	Completed
Ameridial, Inc.	Canton	Stark	1/13/2011	Completed
Engineering Mechanics Corporation of Columbus	Upper Arlington	Franklin	1/13/2011	Completed
Eddie Bauer LLC	Groveport	Franklin	1/13/2011	Completed
Wilmer Cutler Pickering Hale and Dorr LLP	Dayton	Montgomery	1/13/2011	Completed
Doubleday Acquisitions dba AcuTemp	Dayton	Montgomery	1/13/2011	Completed
Ohio Precious Metals, LLC	Jackson	Jackson	1/13/2011	Completed
Pakmark, LLC	Dayton	Montgomery	1/20/2011	Completed
Winston Products LLC	Glenwillow	Cuyahoga	1/20/2011	Completed
CSAFE LLC	Moraine	Montgomery	1/21/2011	Completed
Sugar Creek Packing Co.	Hamilton	Butler	1/21/2011	Completed
FederalEagle, LLC	Amelia	Clermont	1/21/2011	Completed
Mountaineer Products, Inc.	Bellaire	Belmont	1/21/2011	Completed
Sugar Creek Packing Co.	Dayton	Montgomery	1/21/2011	Completed
McCarthy, Burgess, and Wolff, Inc.	Cleveland	Cuyahoga	1/21/2011	Completed
Projects Unlimited, Inc.	Vandalia	Montgomery	1/21/2011	Completed
Silgan Plastics Corporation	Ottawa	Putnam	1/24/2011	Completed
SANOH AMERICA, INC.	Archbold	Fulton	1/24/2011	Completed
Ultra Premium Oilfield Services, LTD	Brookfield	Trumbull	1/24/2011	Completed
NuGrowth Solutions, LLC	Columbus	Franklin	1/25/2011	Completed

Libbey Inc.	Toledo	Lucas	1/25/2011	Completed
The Zucker Building Company	Cleveland	Cuyahoga	2/2/2011	Completed
NC Works, Inc.	Franklin	Warren	2/2/2011	Completed
DimcoGray Corporation	Centerville	Montgomery	2/2/2011	Completed
GENERAL MILLS OPERATIONS, LLC	Sharonville	Hamilton	2/2/2011	Completed
Mold Masters International, LLC	Mentor	Lake	2/2/2011	Completed
Miba Bearings US LLC	McConnelsville	Morgan	2/4/2011	Completed
Columbus McKinnon Corporation	Salem	Columbiana	2/4/2011	Completed
Limbach Company LLC	Columbus	Franklin	2/4/2011	Completed
Island Oasis Frozen Cocktail Co., Inc.	Byesville	Guernsey	2/4/2011	Completed
Quality Supply Chain Co-Op, Inc.	Dublin	Franklin	2/4/2011	Completed
La Senza, Inc.	Columbus	Franklin	2/4/2011	Completed
Owens-Brockway Glass Container Inc.	Perrysburg	Wood	2/4/2011	Completed
Kirchhoff Automotive Waverly Inc.	Waverly	Pike	2/4/2011	Completed
Creative Extruded Products, Inc.	Tipp City	Miami	2/4/2011	Completed
GenPak Solutions LLC	Powell	Delaware	2/4/2011	Completed
Middletown Coke Company, Inc.	Middletown	Butler	2/9/2011	Completed
Quality ElectroDynamics, LLC	Mayfield Village	Cuyahoga	2/9/2011	Completed
Unverferth Manufacturing Company, Inc.	Delphos	Van Wert	2/9/2011	Completed
BASF Corporation	Elyria	Lorain	2/11/2011	Completed
e-Cycle LLC	Hilliard	Franklin	2/14/2011	Completed
Caterpillar Logistics Inc	Clayton	Montgomery	2/16/2011	Completed
Parker Hannifin Corporation	Mentor	Lake	2/16/2011	Completed
AdvancePierre Foods, Inc.	Cincinnati	Butler	2/16/2011	Completed
SUREnergy, LLC	Sandusky	Erie	2/16/2011	Completed
The Procter & Gamble Company	Cincinnati	Hamilton	2/16/2011	Completed
Clovervale Farms, LLC	Amherst	Lorain	2/16/2011	Completed
Magnetic Lifting Technologies US, LLC	Struthers	Mahoning	2/16/2011	Completed

Accel, Inc.	New Albany	Licking	2/16/2011	Completed
Flow Dry Technology, Inc.	Brookville	Montgomery	2/25/2011	Completed
Chase Brass and Copper Company, LLC	Holiday City	Williams	2/25/2011	Completed
Koneta, Inc.	Wapakoneta	Auglaize	2/25/2011	Completed
The TJX Companies, Inc.	New Albany	Franklin	2/25/2011	Completed
Revenue	Youngstown	Mahoning	2/25/2011	Completed
BSI ENGINEERING, LLC	Cincinnati	Hamilton	2/25/2011	Completed
Cleveland Range, LLC	Cleveland	Cuyahoga	2/25/2011	Completed
FT Precision Inc.	Fredricktown	Knox	2/25/2011	Completed
Seen Digital Media, Inc.	Dublin	Franklin	2/25/2011	Completed
CoverMyMeds LLC	Columbus	Franklin	2/25/2011	Completed
RealPage, Inc.	Mason	Warren	3/8/2011	Completed
Continental Carbonic Products, Inc.	Greenville	Darke	3/8/2011	Completed
Tremcar U.S.A., Inc.	Strasburg	Tuscarawas	3/8/2011	Completed
Thaler Machine Co.	Springboro	Warren	3/18/2011	Completed
Iosil Energy Corporation	Groveport	Franklin	3/18/2011	Completed
MCPc, Inc.	Cleveland	Cuyahoga	3/18/2011	Completed
U.S. Refractory Products LLC	North Ridgeville	Lorain	3/18/2011	Completed
Safecor Health, LLC	Columbus	Franklin	3/31/2011	Completed
Hunter Defense Technologies, Inc.	Solon	Cuyahoga	3/31/2011	Completed
HDT Expeditionary Systems, Inc.	Harpersfield Township	Ashtabula	4/4/2011	Completed
InterGroup International Ltd.	Cleveland	Cuyahoga	4/4/2011	Completed
Kenexis Consulting Corporation	Upper Arlington	Franklin	4/4/2011	Completed
Owens-Brockway Glass Container Inc.	Zanesville	Muskingum	4/8/2011	Completed
FirstGroup America, Inc.	Cincinnati	Hamilton	4/20/2011	Completed
Smart IT Staffing LLC	Cincinnati	Hamilton	4/20/2011	Completed
UPS Supply Chain Solutions, Inc.	Middleburg Heights	Cuyahoga	4/20/2011	Completed
VXI Global Solutions, LLC	Youngstown	Mahoning	4/22/2011	Completed

NVR, Inc.	Dayton	Montgomery	5/5/2011	Completed
Telamon Corporation	Columbus	Franklin	5/6/2011	Completed
Carter Express, Inc.	Vandalia	Montgomery	5/16/2011	Completed
Westerman Nuclear LLC	Lancaster	Fairfield	5/16/2011	Completed
U.S. Cotton, LLC	Cleveland	Cuyahoga	5/16/2011	Completed
ConAgra Foods Packaged Foods, LLC	Troy	Miami	5/16/2011	Servicing
Biosortia Pharmaceuticals, Inc.	Columbus	Franklin	5/16/2011	Completed
THERMO FISHER SCIENTIFIC (ASHVILLE) LLC	Marietta	Washington	5/23/2011	Completed
Ferco Tech Corporation	Franklin	Warren	5/23/2011	Completed
Aleris Rolled Products Sales Corporation	Beachwood	Cuyahoga	5/23/2011	Completed
Bluemile, Inc.	Columbus	Franklin	5/26/2011	Completed
Park Place Technologies, LLC	Mayfield Heights	Cuyahoga	5/26/2011	Completed
MIBA SINTER USA LLC	McConnelsville	Morgan	5/26/2011	Completed
Vox Mobile, Inc.	Independence	Cuyahoga	5/26/2011	Completed
Diamond Innovations, Inc.	Columbus	Franklin	6/3/2011	Completed
Graphic Packaging International, LLC	Marion	Marion	6/3/2011	Completed
NCI Group, Inc.	Middletown	Butler	6/13/2011	Completed
Alpla Inc.	Lima	Allen	6/13/2011	Servicing
Quicken Loans Inc.	Cleveland	Cuyahoga	6/13/2011	Completed
IAC Fremont, LLC	Fremont	Sandusky	6/16/2011	Completed
Schindler Elevator Corporation	Holland	Lucas	6/16/2011	Completed
Plastic Recycling Technology II, Inc.	Van Wert	Van Wert	6/16/2011	Completed
Maines Paper & Food Service - Ohio,Inc.	Oakwood Village	Cuyahoga	6/17/2011	Completed
Pro-Tec Coating Company, LLC	Leipsic	Putnam	6/28/2011	Completed
Kelsey-Hayes Company	Fayette	Fulton	6/28/2011	Completed
Columbus Steel Castings Company	Columbus	Franklin	7/5/2011	Completed

Target Corporation	West Jefferson	Madison	7/6/2011	Completed
S&P Data Ohio, LLC	Cleveland	Cuyahoga	7/21/2011	Completed
Cleveland Research Company, LLC	Cleveland	Cuyahoga	7/28/2011	Completed
Global Cooling, Inc.	Athens	Athens	7/28/2011	Completed
PAS Technologies Inc.	Hillsboro	Highland	7/29/2011	Completed
Defiance Metal Products Co.	Defiance	Defiance	7/29/2011	Completed
Deluxe Manufacturing Operations, Inc.	Streetsboro	Portage	7/29/2011	Completed
KDM Signs, Inc.	Cincinnati	Hamilton	8/3/2011	Completed
Global Scrap Management, Inc.	Batavia	Clermont	8/3/2011	Completed
Rimrock Corporation	Columbus	Franklin	8/5/2011	Completed
EMH, Inc.	Valley City	Medina	8/9/2011	Completed
Liebert North America, Inc.	Ironton	Lawrence	8/10/2011	Completed
Pactiv Corporation	Columbus	Franklin	8/11/2011	Completed
PolyOne Corporation	Avon Lake	Lorain	8/17/2011	Completed
g2o, LLC	Dublin	Franklin	8/22/2011	Completed
Leidos, Inc.	Beavercreek	Greene	8/22/2011	Completed
US BANK NATIONAL ASSOCIATION	Cincinnati	Hamilton	8/23/2011	Completed
SEEPEX, Inc.	Enon	Clark	8/24/2011	Completed
Mettler-Toledo, Inc.	Columbus	Franklin	8/24/2011	Completed
Razorfish, LLC	Dayton	Montgomery	8/24/2011	Completed
Menlo Logistics, Inc.	Lima	Allen	8/26/2011	Completed
Leidos, Inc.	Springfield	Clark	8/28/2011	Completed
NovaVision, Inc.	Bowling Green	Wood	8/30/2011	Completed
Brightview Landscapes, LLC	New Albany	Franklin	8/30/2011	Completed
Rhenium Alloys, Inc.	North Ridgeville	Lorain	8/30/2011	Completed
Kohl's Department Stores, Inc.	Findlay	Hancock	8/30/2011	Completed
Meggitt-USA Services, Inc.	Akron	Summit	9/2/2011	Completed
U.S. Steel Seamless Tubular Operations, LLC	Lorain	Lorain	9/2/2011	Completed

Automated Packaging Systems, Inc.	Streetsboro	Portage	9/8/2011	Completed
1600 North Main, LLC	Fostoria	Seneca	9/8/2011	Completed
PPS Holdings, LLC	Cincinnati	Hamilton	9/8/2011	Completed
Quasimoto Interactive Incorporated	Sharon Center	Medina	9/9/2011	Completed
Anomatic Corporation	New Albany	Licking	9/9/2011	Completed
Dolgencorp, LLC	Zanesville	Muskingum	9/9/2011	Completed
Theken Spine, LLC	Medina	Medina	9/13/2011	Completed
Health Care DataWorks, Inc.	Columbus	Franklin	9/13/2011	Completed
Intelligrated Systems, LLC	West Chester	Warren	9/13/2011	Completed
Intelligrated Systems, LLC	Mason	Warren	9/14/2011	Servicing
Production Products, Inc.	Columbus Grove	Putnam	9/14/2011	Completed
Plastic Recycling Technology Inc.	Piqua	Miami	9/15/2011	Completed
General Data Company, Inc.	Cincinnati	Hamilton	9/15/2011	Completed
Devicor Medical Products, Inc.	Sharonville	Hamilton	9/15/2011	Completed
Dickman Supply, Inc.	Sidney	Shelby	9/15/2011	Completed
Simonton Building Products, Inc.	Columbus	Franklin	9/15/2011	Completed
2Checkout.com, Inc.	Columbus	Franklin	9/23/2011	Completed
Morris Technologies, Inc.	Cincinnati	Hamilton	9/23/2011	Completed
Woolpert, Inc.	Dayton	Greene	9/23/2011	Completed
Mediu, LLC	Columbus	Franklin	9/23/2011	Completed
Rosenboom Machine & Tool, Inc.	Bowling Green	Wood	9/23/2011	Completed
Pneumatic Scale Corporation	Stow	Summit	9/25/2011	Completed
B & C Research, Inc.	Barberton	Summit	9/29/2011	Completed
Seilkop Industries, Inc.	Cincinnati	Hamilton	9/29/2011	Completed
DMAX, Ltd.	Dayton	Montgomery	9/30/2011	Completed
BEF Management, Inc.	New Albany	Franklin	10/3/2011	Completed
The Scotts Miracle-Gro Company	Orrville	Wayne	10/6/2011	Completed
Zillow, Inc.	Cincinnati	Hamilton	10/6/2011	Completed
Marathon Petroleum Corporation	Findlay	Hancock	10/6/2011	Servicing
SPINTECH HOLDINGS, INC.	Xenia	Greene	10/6/2011	Completed

Dayton Progress Corporation	Dayton	Montgomery	10/6/2011	Completed
Vee Pak Ohio, LLC	New Albany	Licking	10/14/2011	Completed
SCI Engineered Materials, Inc.	Columbus	Franklin	10/14/2011	Completed
Rittal LLC	Urbana	Champaign	10/14/2011	Completed
United Retirement Plan Consultants, Inc.	Dublin	Franklin	10/14/2011	Completed
Mike Albert Leasing, Inc.	Cincinnati	Hamilton	10/14/2011	Completed
Infomotion Sports Technologies	Dublin	Franklin	10/19/2011	Completed
Tekni Plex Inc	Holland	Lucas	10/19/2011	Completed
Medline Industries, Inc.	Cincinnati	Hamilton	10/19/2011	Completed
HealthSpot Inc.	Dublin	Franklin	10/21/2011	Completed
Sensory Effects Powder Systems, Inc.	Defiance	Defiance	10/21/2011	Completed
Danone USA Public Benefit Corporation	Minster	Auglaize	10/21/2011	Completed
Aleris Rolled Products Sales Corporation	Ashville	Pickaway	10/21/2011	Completed
MIDWEST EXPRESS INC.	East Liberty	Logan	10/21/2011	Completed
Barbasol, LLC	Dublin	Franklin	10/28/2011	Completed
FCA US LLC	Toledo	Lucas	11/1/2011	Servicing
Broadvox, LLC	Cleveland	Cuyahoga	11/4/2011	Completed
BWI North America Inc.	Dayton	Montgomery	11/10/2011	Completed
ark data centers, LLC	Akron	Summit	11/10/2011	Cancelled
Hohman Plating and Mfg., LLC	Dayton	Montgomery	11/10/2011	Completed
Ahresty Wilmington Corporation	Wilmington	Clinton	11/10/2011	Completed
Heidtman Steel Products, Inc.	Cleveland	Cuyahoga	11/10/2011	Completed
Johns Manville	Milan	Erie	11/22/2011	Servicing
American Engineering & Manufacturing, Inc.	Lorain	Lorain	11/22/2011	Completed
Illumination Works, LLC	Dayton	Montgomery	11/22/2011	Completed
Marcus Thomas LLC	Cleveland	Cuyahoga	11/22/2011	Completed
Compco Columbiana Company	Columbiana	Columbiana	11/22/2011	Completed

EVERSANA Life Science Services, LLC	Mason	Hamilton	11/22/2011	Completed
Morgan Stanley Smith Barney LLC	Columbus	Franklin	11/28/2011	Completed
Morgan Stanley Smith Barney LLC	Columbus	Franklin	11/28/2011	Completed
Cincinnati Sub-Zero Products, Inc.	Cincinnati	Hamilton	12/2/2011	Completed
Citi Fund Services Ohio, Inc.	Columbus	Franklin	12/6/2011	Completed
Cleveland HeartLab, Inc.	Cleveland	Cuyahoga	12/6/2011	Completed
Blastmaster Holdings USA, LLC	Columbus	Franklin	12/6/2011	Completed
PharmaForce, Inc.	New Albany	Franklin	12/9/2011	Completed
Fast Switch, LTD	Dublin	Franklin	12/9/2011	Completed
Tire Discounters, Inc.	Sharonville	Hamilton	12/9/2011	Completed
HAHN AUTOMATION GROUP US, INC.	Springboro	Montgomery	12/9/2011	Completed
Sunny Delight Beverages Company, Inc.	Cincinnati	Hamilton	12/9/2011	Completed
Hexion Inc.	Columbus	Franklin	12/19/2011	Completed
Momentive Performance Materials Quartz, Inc.	Union Township	Licking	12/19/2011	Completed
Momentive Performance Materials Quartz, Inc.	Strongsville	Cuyahoga	12/19/2011	Completed
The Sherwin-Williams Company	Cleveland, Warrensville Heights	Cuyahoga	12/19/2011	Completed
Roth Bros., Inc.	Youngstown	Mahoning	12/19/2011	Completed
SB Capital Acquistions LLC	Columbus	Franklin	12/19/2011	Completed
North American Science Associates, Inc.	Northwood	Wood	12/27/2011	Completed
zulily LLC	Columbus	Franklin	1/1/2012	Cancelled
Grob Systems, Inc.	Bluffton	Hancock	1/5/2012	Completed
Martin Marietta Magnesia Specialties, LLC	Woodville	Sandusky	1/5/2012	Completed
Doppstadt US LLC	Avon	Lorain	1/5/2012	Completed
OMNICARE, INC.	Cincinnati	Hamilton	1/5/2012	Completed
Hyundai Ideal Electric Co.	Mansfield	Richland	1/5/2012	Completed
Tremcar U.S.A., Inc.	Dover	Tuscarawas	1/5/2012	Completed
MHC Medical Products LLC	Fairfield	Butler	1/11/2012	Completed

Big Sandy Distribution, Inc.	Franklin Furnace	Scioto	1/11/2012	Completed
Inteva Products, LLC	Vandalia	Montgomery	1/23/2012	Completed
FWT, LLC	Hicksville	Defiance	2/3/2012	Completed
Bettcher Industries, Inc.	Birmingham	Erie	2/3/2012	Completed
Summit Ethanol, LLC dba Poet Biorefining-Leipsic	Leipsic	Putnam	2/3/2012	Completed
RGH Enterprises, Inc.	Twinsburg	Summit	2/3/2012	Servicing
Viscus Biologics LLC	Cleveland	Cuyahoga	2/15/2012	Completed
MedPlus, Inc.	Mason	Warren	2/15/2012	Completed
The Will-burt Company	Orrville	Wayne	2/15/2012	Completed
Yaskawa America, Inc.	Miamisburg	Montgomery	2/15/2012	Completed
Nextant Aerospace, LLC	Cleveland	Cuyahoga	3/14/2012	Completed
The J. Peterman Company LLC	Cincinnati	Hamilton	3/14/2012	Completed
Banner Metals Group, Inc.	Columbus	Franklin	3/14/2012	Completed
Milacron Plastics Technologies Group LLC	Village of Mt. Orab	Brown	3/14/2012	Completed
The Hartz Mountain Corporation	Pleasant Plain	Warren	3/19/2012	Completed
Rowmark LLC	Findlay	Hancock	3/19/2012	Completed
Target Corporation	West Jefferson	Madison	3/19/2012	Completed
Bioformix, Inc.	Loveland	Clermont	3/19/2012	Completed
Motherson Yachiyo US Automotive Systems, Inc.	Marion	Marion	3/19/2012	Completed
TRI TECH LABORATORIES LLC	New Albany	Licking	3/30/2012	Completed
IAC Wauseon, LLC	Wauseon	Fulton	3/30/2012	Completed
Schneller LLC	Kent	Portage	3/30/2012	Completed
Wornick Company, The	Cincinnati	Hamilton	3/30/2012	Completed
Meyer Tool, Inc.	Cincinnati	Hamilton	3/30/2012	Completed
Assurex Health Inc	Mason	Warren	5/3/2012	Servicing

All Service Plastic Molding, Inc.	Vandalia	Montgomery	5/9/2012	Completed
Links Unlimited, Inc.	Cincinnati	Hamilton	5/13/2012	Completed
Eaton Aeroquip LLC	Berea	Cuyahoga	5/17/2012	Completed
Guardian Lima, LLC	Lima	Allen	5/17/2012	Completed
FRAM Group Operations LLC	Greenville	Darke	5/17/2012	Completed
General Pet Supply Ohio Valley, LLC	Vandalia	Montgomery	5/17/2012	Completed
Manta Media, Inc.	Columbus	Delaware	5/17/2012	Completed
Clarios, LLC	Holland	Lucas	5/22/2012	Completed
Metalworking Group Holdings, Inc.	Cincinnati	Hamilton	5/22/2012	Completed
Embarq Management Company	Mansfield	Richland	5/31/2012	Completed
BEF Foods, Inc.	Lima	Allen	5/31/2012	Completed
Metal Matic Inc	Middletown	Butler	5/31/2012	Completed
Hughey & Phillips, LLC	Urbana	Champaign	6/4/2012	Completed
Overhead Door Corporation	Mount Hope	Holmes	6/4/2012	Completed
Process Equipment Co. of Tipp City	Tipp City	Miami	6/4/2012	Completed
The Andersons, Inc.	Maumee	Lucas	6/5/2012	Completed
The Andersons Executive Services LLC	Maumee	Lucas	6/5/2012	Completed
The Andersons Plant Nutrient LLC	Maumee	Lucas	6/5/2012	Completed
ProVia LLC	Baltic	Holmes	6/28/2012	Completed
We Create Goodness LLC	Granville	Licking	7/3/2012	Completed
Venture Products Inc	Orrville	Wayne	7/3/2012	Completed
Integrity Express Logistics LLC	Cincinnati	Hamilton	7/3/2012	Completed
Selas Heat Technology Company LLC	Streetsboro	Portage	7/3/2012	Completed
Viking Forge Corp.	Streetsboro	Portage	7/3/2012	Completed
International Business Machines Corporation	Cleveland	Cuyahoga	7/5/2012	Completed
Meadowbrook Meat Co Inc	Columbus	Franklin	7/5/2012	Completed
Valtronic Technologies (USA) Inc.	Solon	Cuyahoga	7/13/2012	Completed
Clopay Corporation	Troy	Miami	8/2/2012	Completed
Orrvilon, Inc.	Orrville	Wayne	8/6/2012	Completed
ContactUS, LLC	Columbus	Franklin	8/6/2012	Completed

Seaman Corporation	Wooster	Wayne	8/6/2012	Completed
Airgas USA LLC	Independence	Cuyahoga	8/6/2012	Completed
JJR Solutions, LLC	Beavercreek	Greene	8/6/2012	Completed
Abbott Laboratories	Tipp City	Miami	8/7/2012	Servicing
Mission Essential Personnel, LLC	New Albany	Franklin	8/20/2012	Completed
Philips Medical Systems Corporation	Cleveland	Cuyahoga	8/20/2012	Completed
Micro-Poise Measurement Systems, LLC	Streetsboro	Portage	8/20/2012	Completed
International Paper Company	Loveland	Clermont	8/20/2012	Completed
Hexion Inc.	Gahanna	Franklin	8/24/2012	Completed
General Motors LLC	Defiance	Defiance	8/24/2012	Completed
Parker Hannifin Corporation	Marysville	Union	8/24/2012	Completed
Rampart Hosting, LLC	Columbus	Franklin	8/24/2012	Completed
FedEx Supply Chain, Inc.	Obetz	Franklin	8/24/2012	Completed
Hyland Software, Inc.	Westlake	Cuyahoga	8/24/2012	Completed
Geneva-Liberty Steel, Ltd.	Youngstown	Mahoning	8/28/2012	Completed
Qbase, LLC	Beavercreek	Greene	8/29/2012	Completed
AmTrust Financial Services Inc	Cleveland	Cuyahoga	8/30/2012	Servicing
Discover Products, Inc.	New Albany	Franklin	9/7/2012	Servicing
Think-A-Move, Ltd	Beachwood	Cuyahoga	9/13/2012	Completed
Resource Ventures, Ltd.	Columbus	Franklin	9/13/2012	Completed
Bilco Company	Zanesville	Muskingum	9/13/2012	Completed
JLG Industries, Inc.	Orrville	Wayne	9/13/2012	Completed
McCarthy, Burgess, and Wolff, Inc.	Bedford	Cuyahoga	9/14/2012	Completed
Custom Culinary, Inc.	Avon	Lorain	9/28/2012	Completed
Protection Devices, Inc.	Fairfield	Butler	10/17/2012	Completed
Pivotek, LLC	Cincinnati	Hamilton	10/17/2012	Completed
Contitech USA, Inc.	Saint Marys	Auglaize	10/17/2012	Completed
FIMM USA, Inc.	Columbus	Franklin	10/17/2012	Completed
RoundTower Technologies, LLC	Cincinnati	Hamilton	10/17/2012	Completed
Industry Products Co.	Piqua	Miami	10/17/2012	Completed
Delaware Art.com, Inc.	Lockbourne	Franklin	10/18/2012	Completed

Corbus LLC	Miamisburg	Montgomery	10/18/2012	Completed
Chromaflo Technologies Corporation	Ashtabula	Ashtabula	10/18/2012	Completed
Alexander Mann Solutions Corp	Cleveland	Cuyahoga	10/18/2012	Completed
Shiseido Americas Corporation	Groveport	Franklin	10/18/2012	Completed
OMNISOURCE, LLC	Toledo	Lucas	10/18/2012	Completed
Adient US, LLC	Northwood	Wood	10/18/2012	Servicing
Toledo Molding & Die, Inc.	Toledo	Lucas	10/18/2012	Completed
AllTech Medical Systems America, Inc.	Solon	Cuyahoga	10/18/2012	Completed
The Connor Group, A Real Estate Investment Firm, LLC	Miamisburg	Montgomery	10/22/2012	Completed
Pegasus Industries, LLC	Chillicothe	Ross	10/22/2012	Completed
Progressive RSC Inc	Cleveland	Cuyahoga	10/22/2012	Servicing
Sterilite of Ohio, LLC	Massillon	Stark	10/22/2012	Completed
EXEL, INC.	Columbus	Franklin	11/2/2012	Completed
EXEL, INC.	Columbus	Franklin	11/2/2012	Completed
Coldwater Machine Company, LLC	Coldwater	Mercer	11/2/2012	Completed
MRI Software LLC	Solon	Cuyahoga	11/5/2012	Completed
White Castle Distributing LLC	Vandalia	Montgomery	11/5/2012	Completed
Charter Manufacturing Company, Inc.	Cleveland	Cuyahoga	11/5/2012	Completed
Charter Manufacturing Company, Inc.	Risingsun	Wood	11/5/2012	Completed
Sid Tool Co Inc	Columbus	Franklin	11/7/2012	Cancelled
INTERNATIONAL TECH COATINGS INC	Columbus	Franklin	11/13/2012	Completed
UPDOX LLC	Dublin	Franklin	11/13/2012	Completed
AutoTool, Inc.	Plain City	Union	11/13/2012	Completed
Food Safety Net Services-Ohio, LLC	Columbus	Franklin	11/13/2012	Completed
Quantum Health Inc	Columbus	Franklin	11/13/2012	Completed
ALLIED MINERAL PRODUCTS, LLC	Columbus	Franklin	11/13/2012	Completed
lightwell	Dublin	Franklin	11/13/2012	Completed
Thogus Products Company	Avon Lake	Lorain	11/13/2012	Completed
Calphalon Corporation	Bowling Green	Wood	11/13/2012	Completed

RMI TITANIUM COMPANY, LLC	Canton	Stark	11/13/2012	Completed
The Rovisys Company	Aurora	Portage	11/13/2012	Completed
Fathom SEO, LLC	Village of Valley View	Cuyahoga	11/13/2012	Completed
Niagara Bottling LLC	Gahanna	Franklin	11/13/2012	Completed
Artiflex Manufacturing, Inc	Wooster	Wayne	11/15/2012	Completed
ilegra Corporation	Toledo	Lucas	11/20/2012	Completed
itelligence, Inc.	Cincinnati	Hamilton	11/20/2012	Completed
L&W Cleveland, Inc.	Avon	Lorain	11/20/2012	Completed
Norlake Manufacturing Company	North Ridgeville	Lorain	11/20/2012	Completed
Piston Automotive LLC	Toledo	Lucas	11/20/2012	Completed
Dominion Liquid Technologies, LLC	Cincinnati	Hamilton	12/4/2012	Completed
Nestle R & D Center, Inc.	Solon	Cuyahoga	12/4/2012	Completed
FIS Management Services, LLC	Cincinnati	Hamilton	12/14/2012	Completed
JPMorgan Chase Bank, National Association	Dublin	Franklin	12/14/2012	Servicing
Pilot Chemical Company of Ohio	Leetonia	Columbiana	12/14/2012	Completed
H. B. Fuller Company	Blue Ash	Hamilton	12/14/2012	Completed
FedEx Freight Inc	Northwood	Wood	12/14/2012	Completed
Total Quality Logistics, LLC	Centerville	Montgomery	12/14/2012	Completed
Allied Machine & Engineering Corporation	Dover	Tuscarawas	12/14/2012	Completed
Total Quality Logistics, LLC	Columbus	Franklin	12/14/2012	Completed
Toledo Molding & Die, Inc.	Delphos	Van Wert	12/14/2012	Completed
Toledo Molding & Die, Inc.	Tiffin	Seneca	12/14/2012	Completed
Corbus LLC	Cincinnati	Hamilton	12/14/2012	Completed
Worldpay LLC	Cincinnati	Hamilton	12/14/2012	Completed
USUI International Corporation	Cincinnati	Hamilton	1/2/2013	Completed
Rough Brothers Manufacturing Inc.	Cincinnati	Hamilton	1/2/2013	Completed
Pacer International, Inc.	Dublin	Franklin	1/2/2013	Completed
Hartzell Fan, Inc.	Piqua	Miami	1/2/2013	Completed

AGC Flat Glass North America, Inc.	Bellefontaine	Logan	1/2/2013	Servicing
Mansfield Plumbing Products LLC	Perrysville	Ashland	1/2/2013	Completed
CGI Technologies and Solutions	Athens	Athens	1/2/2013	Completed
Hadsell Chemical Processing LLC	Village of Waverly	Pike	1/2/2013	Completed
Crown Equipment Corporation	Troy	Miami	1/2/2013	Completed
CARESOURCE MANAGEMENT SERVICES LLC	Dayton	Montgomery	1/2/2013	Completed
Patented Acquisition Corporation	Miamisburg	Montgomery	1/2/2013	Completed
H & H Screening and Graphics East, Inc.	Steubenville	Jefferson	1/2/2013	Completed
Wendy's International, LLC	Dublin	Franklin	1/28/2013	Servicing
Technical Rubber Company, Inc.	Johnstown	Licking	1/28/2013	Completed
GrafTech International Holdings Inc	Wadsworth	Medina	1/28/2013	Completed
Hyland Software, Inc.	Westlake	Cuyahoga	1/28/2013	Completed
NDC Technologies, Inc.	Dayton	Montgomery	2/4/2013	Completed
Closed Loop Refining & Recovery, Inc.	Columbus	Franklin	2/4/2013	Completed
AcuSport Corporation	Bellefontaine	Logan	2/4/2013	Completed
Wingate Packaging, Inc.	Washington Court House	Fayette	2/4/2013	Completed
iQor Holdings US Inc.	New Albany	Franklin	2/5/2013	Completed
Switchbox, Inc.	Columbus	Franklin	2/5/2013	Completed
The E.W.Scripps Company	Cincinnati	Hamilton	2/5/2013	Completed
Velocity Concept Development Group, LLC	Cambridge	Guernsey	2/5/2013	Completed
Synapse Biomedical, Inc.	Oberlin	Lorain	2/5/2013	Completed
Geo-Tech Polymers, LLC	Waverly	Pike	2/8/2013	Completed
Arminak & Associates, LLC	New Albany	Licking	2/8/2013	Completed
Fuserashi International Technology, Inc.	Valley City	Medina	2/8/2013	Completed
Eagle Railcar Services - Cario, Ohio LLC	Cairo	Allen	2/8/2013	Completed
NRI Industrial Sales, LLC	Delta	Fulton	2/8/2013	Completed
Rhinestahl Corporation	Mason	Warren	2/8/2013	Completed
Patrick Products, Inc.	Leipsic	Putnam	2/8/2013	Completed

Diamond Manufacturing of Bluffton	Bluffton	Allen	2/8/2013	Completed
Tridec Technologies, LLC	Huber Heights	Montgomery	2/8/2013	Completed
Huhtamaki, Inc	Batavia	Clermont	2/28/2013	Completed
Polaris Sales Inc.	Wilmington	Clinton	2/28/2013	Completed
Kanan Enterprises, Inc. dba King Nut Company	Solon	Cuyahoga	2/28/2013	Completed
Delphi Corporation	Vandalia	Montgomery	3/4/2013	Completed
Apex Industrial Technologies LLC	Mason	Warren	3/4/2013	Completed
Concept Imaging Group, Inc.	Miamisburg	Montgomery	3/12/2013	Completed
Progressive Medical, Inc.	Westerville	Delaware	3/18/2013	Completed
JM Consolidated Industries, LLC	Springfield	Clark	3/27/2013	Completed
The G&G Manufacturing Company	Cincinnati	Hamilton	4/5/2013	Completed
USAVinyl, LLC	Groveport	Franklin	4/5/2013	Completed
Paycor, Inc.	Norwood	Hamilton	4/11/2013	Completed
VXI Global Solutions, LLC	Canton	Stark	4/16/2013	Completed
DIAGNOSTIC HYBRIDS, INC.	Athens	Athens	4/16/2013	Servicing
Ohio Star Forge Co.	Warren	Trumbull	4/16/2013	Completed
Klosterman Baking Company, Inc.	Springboro	Warren	5/10/2013	Completed
RTS Companies (us), Inc.	Austinburg	Ashtabula	5/10/2013	Completed
Exterran Energy Solutions, L.P.	Youngstown	Mahoning	5/21/2013	Completed
Axium Packaging, LLC	New Albany	Licking	5/21/2013	Completed
Kaydon Corporation	Avon	Lorain	5/21/2013	Completed
Bridgestone APM Company	Upper Sandusky	Wyandot	5/21/2013	Completed
Ares Sportswear, Ltd.	Hilliard	Franklin	5/23/2013	Completed
Safe Auto Services, Inc.	Woodsfield	Monroe	5/23/2013	Completed
Provimi North America, Inc.	Brookville	Montgomery	5/30/2013	Completed
Safeguard Properties Management LLC	Cleveland	Cuyahoga	5/30/2013	Completed
Safeguard Properties Management LLC	Mentor	Lake	5/30/2013	Completed

Omya Inc.	Blue Ash	Hamilton	5/30/2013	Completed
Schaeffler Transmission, LLC	Wooster	Wayne	5/30/2013	Completed
Alliance Castings Company LLC	Alliance	Stark	6/13/2013	Completed
Weidmann Electrical Technology Inc.	Urbana	Champaign	6/14/2013	Completed
Yutzy Woodworking, Ltd.	Millersburg	Holmes	6/14/2013	Completed
MAC Trailer Enterprises, Inc.	Kent	Portage	6/14/2013	Completed
Cutting Edge Countertops, Inc.	Perrysburg	Wood	6/14/2013	Completed
Aeroseal, LLC	Centerville	Montgomery	6/14/2013	Completed
Integra LifeSciences Corporation	Cincinnati	Hamilton	6/14/2013	Completed
Ferguson Enterprises, Inc.	Celina	Mercer	6/14/2013	Completed
Tosoh SMD, Inc.	Grove City	Franklin	6/17/2013	Completed
Heartland Healthcare Services	Toledo	Lucas	6/17/2013	Completed
Enterprise Information Management, Inc.	Dayton	Montgomery	6/17/2013	Completed
KORFF HOLDINGS, LLC	Salem	Columbiana	6/17/2013	Completed
Designer Brands Inc.	Columbus	Franklin	6/27/2013	Servicing
The Brewer-Garrett Company	Middleburg Heights	Cuyahoga	6/27/2013	Completed
Honeymoon Paper Products, Inc.	Fairfield	Butler	6/27/2013	Completed
Robert Rothschild Farms, LLC	Urbana	Champaign	6/27/2013	Completed
IDC Spring	Piqua	Miami	6/27/2013	Completed
Highlights for Children, Inc.	Columbus	Franklin	6/27/2013	Completed
Avure Technologies Incorporated	Middletown	Butler	6/27/2013	Completed
Print Syndicate, Inc.	Grandview Heights	Franklin	6/27/2013	Completed
Parker Hannifin Corporation	Ravenna	Portage	7/10/2013	Completed
Custom Molded Products LLC	Wilmington	Clinton	7/10/2013	Completed
Westerman, Inc.	Wooster	Wayne	7/10/2013	Completed
TimberTech Limited	Wilmington	Clinton	7/10/2013	Completed
Taiho Corporation of America	Tiffin	Seneca	7/16/2013	Completed
McWane, LLC	Coshocton	Coshocton	7/19/2013	Completed

Emery Oleochemicals LLC	St. Bernard	Hamilton	7/26/2013	Completed
Westerman, Inc.	Bremen	Fairfield	7/26/2013	Completed
E-Technologies Group	West Chester	Butler	8/9/2013	Completed
Cole Tool & Die Company	Mansfield	Richland	8/9/2013	Completed
Red Roof Inns, Inc.	Columbus	Franklin	8/27/2013	Completed
Express, LLC	Columbus	Franklin	8/27/2013	Completed
RRI Reservations, LLC	Springfield	Clark	8/27/2013	Completed
Eurostampa North America Inc.	Cincinnati	Hamilton	8/27/2013	Completed
CLEVELAND-CLIFFS CLEVELAND WORKS LLC	Cleveland	Cuyahoga	9/10/2013	Servicing
ArcelorMittal Tubular Products Shelby, LLC	Shelby	Richland	9/10/2013	Completed
GKN Sinter Metals, LLC	Gallipolis	Gallia	9/10/2013	Completed
ECS Tuning, LLC	Wadsworth	Medina	9/10/2013	Completed
ECS Tuning, LLC	Wadsworth	Medina	9/10/2013	Completed
Alpine Products, Inc.	Dayton	Montgomery	9/15/2013	Completed
STERIS Corporation	Mentor	Lake	9/16/2013	Completed
McGraw-Hill Global Education, LLC	Columbus	Delaware	9/16/2013	Completed
Ada Technologies Inc.	Ada	Hardin	9/16/2013	Completed
McGraw-Hill Global Education, LLC	Blacklick	Franklin	9/16/2013	Completed
SFS Group USA, Inc.	Medina	Medina	9/16/2013	Completed
Freeway Corporation	Valley View	Cuyahoga	9/16/2013	Completed
National Machinery LLC	Tiffin	Seneca	9/16/2013	Completed
NX Automotive Logistics USA, Inc.	East Liberty	Logan	9/16/2013	Completed
ThyssenKrupp Bilstein of America, Inc.	Hamilton	Butler	9/16/2013	Completed
SAEC/Kinetic Vision Inc	Cincinnati	Hamilton	9/16/2013	Completed
Pratt Lewisburg Corrugating LLC	Lewisburg	Preble	9/16/2013	Servicing
CENTRUS ENERGY CORP.	Piketon	Pike	9/24/2013	Completed
84.51 LLC	Cincinnati	Hamilton	10/4/2013	Servicing
Ascena Retail Group, Inc.	New Albany	Franklin	10/4/2013	Completed
Ineos Pigments USA Inc.	Ashtabula	Ashtabula	10/4/2013	Completed
ASNA Plus Fashion, Inc.	New Albany	Franklin	10/4/2013	Servicing
Cellco Partnership	Hilliard	Franklin	10/12/2013	Completed

Coltene/Whaledent Inc.	Cuyahoga Falls	Summit	10/13/2013	Completed
Minova USA, Inc.	South Point	Lawrence	10/18/2013	Completed
CrossCountry Mortgage LLC	Brecksville	Cuyahoga	10/18/2013	Completed
JPMorgan Chase Bank, National Association	Dublin	Franklin	10/29/2013	Completed
REVLOCAL, LLC	Granville	Licking	11/11/2013	Completed
Pioneer Cladding and Glazing Systems, Inc.	Mason	Warren	11/11/2013	Completed
Systecon Inc.	West Chester	Butler	11/11/2013	Completed
Sedgwick Claims Management Services, Inc.	Seven Hills	Cuyahoga	11/14/2013	Completed
KALIDA MANUFACTURING INC.	Kalida	Putnam	11/14/2013	Completed
IAC Huron, LLC	Huron	Erie	11/22/2013	Completed
American Security Insurance Company	Springfield	Clark	12/20/2013	Servicing
Cincinnati Test Systems, Inc.	Harrison	Hamilton	12/20/2013	Completed
Total Quality Logistics, LLC	Independence	Cuyahoga	12/20/2013	Completed
FCx Performance, Inc.	Columbus	Franklin	12/20/2013	Completed
Independent Can Company	Vandalia	Montgomery	12/20/2013	Completed
Surgical Appliance Industries, Inc.	Cincinnati	Hamilton	1/28/2014	Completed
TSS Technologies, Inc.	Woodlawn	Hamilton	1/28/2014	Completed
Fifth Third Bank, National Association	Wilmington	Clinton	1/28/2014	Completed
ISS America Inc.	Bellefontaine	Logan	1/28/2014	Completed
Royal Appliance Mfg. Co.	Glenwillow	Cuyahoga	1/28/2014	Completed
Fifth Third Bank, National Association	Wilmington	Clinton	1/28/2014	Completed
Accenture LLP	Columbus	Franklin	2/4/2014	Completed
Legacy Measurement Solutions, Inc.	Brookfield	Trumbull	2/4/2014	Completed
Mace Security International, Inc.	Cleveland	Cuyahoga	2/12/2014	Completed
IBM Corporation	Dublin	Franklin	2/12/2014	Completed
Lendkey Technologies, Inc.	Cincinnati	Hamilton	2/12/2014	Completed
Purfoods LLC	North Jackson	Mahoning	2/19/2014	Completed

LEM Products Holding, LLC	West Chester	Butler	2/19/2014	Completed
SUNSTAR ENGINEERING AMERICAS INC.	Springboro	Warren	2/19/2014	Completed
BOI Solutions, Inc.	Miamisburg	Montgomery	2/19/2014	Completed
Jedson Engineering, Inc.	Cincinnati	Hamilton	2/19/2014	Completed
Healthcare Regional Marketing, LLC	Cincinnati	Clermont	2/19/2014	Completed
Festo Corporation	Mason	Warren	3/17/2014	Completed
EXCELITAS TECHNOLOGIES CORP.	Miamisburg	Montgomery	3/17/2014	Completed
ADS Manufacturing Ohio LLC	Middletown	Butler	3/17/2014	Completed
Makino Inc.	Mason	Warren	3/17/2014	Completed
The Kroger Co.	Columbus	Franklin	3/17/2014	Completed
Festo Corporation	Mason	Warren	3/17/2014	Servicing
lululemon USA Inc.	Columbus	Franklin	3/17/2014	Completed
PolyOne Corporation	Greenville	Darke	3/17/2014	Completed
HARRIS, MACKESSY & BRENNAN, INC.	Westerville	Delaware	3/17/2014	Completed
AIM MRO HOLDINGS, LLC	Miami Township	Clermont	3/17/2014	Completed
GKN Driveline Bowling Green, Inc.	Bowling Green	Wood	3/21/2014	Completed
Menlo Logistics Inc.	Etna	Licking	4/8/2014	Completed
5Me, LLC	Cincinnati	Clermont	4/8/2014	Completed
Owens Corning	Toledo	Lucas	4/8/2014	Completed
FAMOUS ENTERPRISES, INC.	Columbus	Franklin	4/8/2014	Completed
North Coast Container Corp.	Cleveland	Cuyahoga	4/8/2014	Completed
Aurora Plastics, Inc.	Streetsboro	Portage	4/8/2014	Completed
McFeely's, Inc.	Harrison	Hamilton	4/8/2014	Completed
Comcast Enterprise Services, LLC	West Chester	Butler	4/10/2014	Completed
Bang Printing of Ohio, Inc.	Brimfield	Portage	4/10/2014	Completed
Continental Structural Plastics Inc	North Baltimore	Wood	4/10/2014	Completed
S&T Automotive America, LLC	Grove City	Franklin	4/10/2014	Completed

Selman & Company, LLC	Mayfield Heights	Cuyahoga	4/10/2014	Completed
VEGA Americas, Inc.	Cincinnati	Hamilton	4/18/2014	Completed
Edgerton Forge Inc	Edgerton	Williams	4/30/2014	Completed
Cooper Hatchery, Inc.	Ft Recovery	Mercer	4/30/2014	Completed
PeopleToMySite.com, LLC	Columbus	Franklin	4/30/2014	Completed
National Automotive Experts LLC	Strongsville	Cuyahoga	5/9/2014	Completed
Cast Nylons Co., LTD.	Willoughby	Lake	5/12/2014	Completed
Meijer Stores Limited Partnership	Tipp City	Miami	5/19/2014	Completed
Zipscene, LLC	Cincinnati	Hamilton	5/19/2014	Completed
Just Packaging Inc.	Toledo	Lucas	5/19/2014	Completed
Matrix Technologies, Inc.	Maumee	Lucas	5/19/2014	Completed
NBBJ LLC	Columbus	Franklin	5/19/2014	Completed
iMFLUX, Inc.	Hamilton	Butler	5/20/2014	Cancelled
Valued Relationships, Inc.	Franklin	Warren	5/21/2014	Completed
Infra-Metals Co.	New Boston	Scioto	5/21/2014	Completed
AdvancePierre Foods, Inc.	Blue Ash	Hamilton	5/21/2014	Completed
Interstate Warehousing of Ohio, LLC	Hamilton	Butler	5/30/2014	Completed
Axiom Product Development LLC	Cincinnati	Hamilton	6/12/2014	Completed
Eco-Groupe, Inc., The	Dayton	Montgomery	6/12/2014	Completed
INX International Ink Co.	Lebanon	Warren	6/12/2014	Completed
Moriroku Technology North America Inc.	Marysville	Union	6/12/2014	Completed
WillowTree LLC	Columbus	Franklin	6/17/2014	Completed
SK Food Group, Inc.	Groveport	Franklin	6/17/2014	Servicing
Graphic Packaging International, LLC	Kenton	Hardin	6/17/2014	Completed
Acumen Solutions, Inc	Seven Hills	Cuyahoga	6/20/2014	Completed
Quanex IG Systems, Inc.	Cambridge	Guernsey	6/20/2014	Completed
Tour de Force Inc	Findlay	Hancock	6/20/2014	Completed
Unique-Chardan, Inc.	Bryan	Williams	6/20/2014	Completed
Walgreen Company	Perrysburg	Wood	7/1/2014	Completed
Lakeview Farms, LLC	Delphos	Allen	7/1/2014	Completed
HOME DEPOT U.S.A., INC.	Luckey	Wood	7/10/2014	Servicing

Graphic Packaging International, LLC	Marion	Marion	7/10/2014	Completed
Whirlpool Corporation	Greenville	Darke	7/15/2014	Completed
Peter Cremer North America, L.P.	Cincinnati	Hamilton	7/15/2014	Completed
Matalco (Us) Inc	Village of Lordstown	Trumbull	7/17/2014	Completed
Atricure, Inc.	Mason	Warren	7/22/2014	Completed
Hynes Industries, Inc.	Austintown	Mahoning	7/22/2014	Completed
Fuyao Glass America Inc	Moraine	Montgomery	7/23/2014	Servicing
Speed Commerce Corp.	Etna Township	Licking	7/30/2014	Completed
AlvaEDU	Cincinnati	Hamilton	7/30/2014	Completed
HDI LANDING GEAR USA, INC.	Strongsville	Cuyahoga	7/30/2014	Completed
HDI LANDING GEAR USA, INC.	Springfield	Clark	7/30/2014	Completed
ArcelorMittal Tubular Products Shelby LLC	Shelby	Richland	7/30/2014	Completed
Ford Motor Company	Lima	Allen	8/4/2014	Completed
Design Dynamics, Inc.	Twinsburg	Summit	8/4/2014	Completed
STERIS Corporation	Mentor	Lake	8/15/2014	Completed
Manufacturing Business Development Solutions, LLC	Upper Sandusky	Wyandot	8/15/2014	Completed
Powerhouse Factories, LLC	Cincinnati	Hamilton	8/15/2014	Completed
Empower MediaMarketing, Inc.	Cincinnati	Hamilton	8/15/2014	Completed
Lunarline, Inc.	Kettering	Montgomery	8/15/2014	Completed
Vehtek Systems Inc.	Bowling Green	Wood	8/20/2014	Completed
Norplas Industries Inc.	Northwood	Wood	8/26/2014	Completed
Frank Brunckhorst Co., LLC	Groveport	Franklin	8/26/2014	Completed
Amcor Rigid Packaging USA LLC	New Albany	Licking	8/26/2014	Completed
Techmetals, Inc.	Dayton	Montgomery	9/4/2014	Completed
Green Bay Packaging Inc.	Lebanon	Warren	9/4/2014	Completed

Clinical Outcomes Management Systems, LLC	Broadview Heights	Cuyahoga	9/4/2014	Completed
Quotient Technology Inc.	Cincinnati	Hamilton	9/5/2014	Completed
Ryder Last Mile, Inc.	New Albany	Franklin	9/8/2014	Completed
Rhinegeist, LLC	Cincinnati	Hamilton	9/12/2014	Completed
Trubridge Inc.	North Canton	Stark	9/12/2014	Completed
HOMAGE, LLC	Columbus, City of	Franklin	9/19/2014	Completed
Mitsubishi Chemical Performance Polymers, Inc.	Bellevue	Huron	9/22/2014	Completed
Nestle USA, Inc.	Solon	Cuyahoga	9/22/2014	Servicing
Whapps, Llc	Cincinnati	Hamilton	9/22/2014	Completed
Midwest Motor Supply Co.	Columbus	Franklin	9/22/2014	Completed
Speedway LLC	Springfield	Clark	9/22/2014	Servicing
Faurecia Emissions Control Systems NA, LLC	Franklin	Warren	9/22/2014	Completed
Speedway LLC	Springfield	Clark	9/22/2014	Servicing
Thirty-One Gifts, LLC	Springfield	Clark	9/25/2014	Completed
Venture Packaging Midwest, Inc.	Monroeville	Huron	10/2/2014	Completed
Synthomer Inc.	Beachwood	Cuyahoga	10/10/2014	Completed
MITEC Powertrain Inc.	Findlay	Hancock	10/13/2014	Completed
Eloquii Design, Inc.	Columbus	Franklin	10/13/2014	Completed
xperion E & E USA LLC	Heath	Licking	10/15/2014	Completed
Charter Next Generation, Inc.	Mansfield	Richland	10/22/2014	Completed
VXI Global Solutions, LLC	Forest Park	Hamilton	10/25/2014	Completed
ReConserve of Ohio, Inc.	Marion	Marion	10/31/2014	Completed
Performance Motorsports International, Inc.	Mentor	Lake	11/4/2014	Completed
Performance Motorsports International, Inc.	Mentor	Lake	11/4/2014	Completed
MPW Industrial Services, Inc.	Hebron	Licking	11/10/2014	Completed
Pier 1 Imports Us Inc	Grove City	Franklin	11/12/2014	Completed
Chillicothe Kenworth Inc	Chillicothe	Ross	11/18/2014	Completed

Equity Administrative Services, Inc.	Westlake	Cuyahoga	12/1/2014	Completed
Universal Fabricating & Construction Services, Inc.	Columbus	Franklin	12/1/2014	Completed
Lubrizol Advanced Materials, Inc.	Brecksville	Cuyahoga	12/1/2014	Completed
Certech, Inc.	Twinsburg	Summit	12/5/2014	Completed
Green Gourmet Foods, LLC	Baltimore	Fairfield	12/9/2014	Completed
Hamlet Protein Inc.	Findlay	Hancock	12/10/2014	Completed
ExpressPoint Technology Services, Inc.	Grove City	Franklin	12/10/2014	Completed
Production Control Units Inc	Moraine	Montgomery	12/10/2014	Completed
Faurecia Emissions Control Systems NA, LLC	Toledo	Lucas	12/24/2014	Completed
SRI Ohio Inc	Lancaster	Fairfield	1/2/2015	Completed
CaaStle, Inc.	Groveport	Franklin	1/2/2015	Completed
R K ADMINISTRATIVE SERVICES LLC	Waverly	Pike	1/2/2015	Completed
CoverMyMeds LLC	Columbus	Franklin	1/28/2015	Completed
Main Street Gourmet, LLC	Akron	Summit	1/30/2015	Completed
Sekisui Plastics USA, Inc.	Kenton	Hardin	1/30/2015	Completed
Whirlpool Corporation	Ottawa	Putnam	2/6/2015	Completed
Sarnova, Inc.	Dublin	Franklin	2/6/2015	Completed
H.J. Heinz Company, L.P.	Massillon	Stark	2/6/2015	Completed
Mohawk Fine Papers Inc	Ashtabula	Ashtabula	2/6/2015	Completed
Bocchi Laboratories Ohio LLC	New Albany	Licking	2/6/2015	Completed
Kraft Heinz Foods Company (LLC)	Coshocton	Coshocton	2/6/2015	Servicing
Stolle Machinery Company, LLC	Canton	Stark	2/6/2015	Completed
Key Resin Company	Batavia	Clermont	2/6/2015	Completed
Bocchi Laboratories Ohio LLC	New Albany	Licking	2/6/2015	Completed
VALLOUREC STAR, LP	Youngstown	Mahoning	2/11/2015	Completed
The Orlando Baking Company	Cleveland	Cuyahoga	2/11/2015	Completed
Air Transport International, Inc.	Wilmington	Clinton	2/11/2015	Completed
Frederick Steel Company, LLC	Cincinnati	Hamilton	2/11/2015	Completed
Sage Sustainable Electronics LLC	Columbus	Franklin	2/11/2015	Completed
Klarna Inc	Columbus	Franklin	2/11/2015	Completed

Nautilus Hyosung America, Inc.	Miamisburg	Montgomery	2/18/2015	Completed
HD Supply Facilities Maintenance Ltd.	Groveport	Franklin	2/18/2015	Completed
Zipline Logistics LLC	Columbus	Franklin	2/23/2015	Completed
idX Dayton, LLC	Dayton	Montgomery	2/26/2015	Completed
Crimson Cup Inc	Columbus	Franklin	2/26/2015	Completed
The Liberty Technology Company, LLC	Delaware	Delaware	2/27/2015	Completed
Aspen Energy Corporation	Dublin	Franklin	3/9/2015	Completed
Menard, Inc.	Pioneer	Williams	3/12/2015	Completed
UGN Inc	Monroe	Warren	3/12/2015	Servicing
The Laserflex Corporation	Hilliard	Franklin	3/12/2015	Completed
Benchmark Education Company LLC	Groveport	Franklin	3/12/2015	Completed
Alene Candles Midwest, LLC	Johnstown	Licking	3/17/2015	Completed
Vantage Point Logistics, Inc.	Westerville	Franklin	3/17/2015	Completed
Metcut Research Associates Inc.	Cincinnati	Hamilton	3/19/2015	Completed
Fecon LLC	Lebanon	Warren	3/28/2015	Completed
Borgers Ohio Inc	Norwalk	Huron	3/28/2015	Servicing
Multi-Color Corporation	Norwood and Batavia	Hamilton	3/28/2015	Servicing
MITSUBISHI ELECTRIC AUTOMOTIVE AMERICA, INC.	Mason	Warren	3/28/2015	Completed
BriskHeat Corporation	Columbus	Franklin	3/28/2015	Completed
Epipheo, Inc	Cincinnati	Hamilton	4/1/2015	Completed
Miba Energy Holding, LLC	McConnelsville	Morgan	4/1/2015	Completed
Core-Mark International Inc	Glenwillow	Cuyahoga	4/1/2015	Completed
THE GORILLA GLUE COMPANY LLC	Sharonville	Hamilton	4/1/2015	Completed
Frutarom USA Inc.	West Chester	Butler	4/1/2015	Completed
SSB Manufacturing Company	Monroe	Warren	4/1/2015	Completed
THE GORILLA GLUE COMPANY LLC	Sharonville	Hamilton	4/1/2015	Completed
MANE, INC.	Lebanon	Warren	4/2/2015	Completed
Fanatics Retail Group Fulfillment Inc	Frazeysburg	Muskingum	4/2/2015	Completed

Empire Packing Company, L.P.	Mason	Warren	4/2/2015	Servicing
zulily LLC	Gahanna	Franklin	4/8/2015	Cancelled
Superior Production LLC	Columbus	Franklin	4/10/2015	Completed
Valeo Climate Control Corp.	Hamilton	Butler	4/21/2015	Completed
Alkermes, Inc.	Wilmington	Clinton	4/21/2015	Servicing
Curiosity LLC	Cincinatti	Hamilton	4/23/2015	Completed
Craft Wholesalers Inc	Groveport	Franklin	4/23/2015	Completed
AVT Technology Solutions LLC	Groveport	Franklin	4/29/2015	Completed
Rexam Beverage Can Company	Fremont	Sandusky	5/1/2015	Completed
The Bon-Ton Department Stores, Inc.	West Jefferson	Madison	5/5/2015	Completed
Constellation Insurance, Inc.	Montgomery	Hamilton	5/5/2015	Completed
The C.M. Paula Company	Mason	Warren	5/5/2015	Completed
Global Cloud, Ltd.	Cincinnati	Hamilton	5/19/2015	Completed
VALGROUP, LLC	Findlay	Hancock	5/19/2015	Servicing
Nitto Denko Avecia Inc.	Reading	Hamilton	5/19/2015	Completed
Polymer Additives, Inc.	Independence	Cuyahoga	5/19/2015	Completed
Tramec Sloan LLC	Galion	Crawford	5/19/2015	Completed
The General Electric Company	Cincinnati	Hamilton	5/20/2015	Completed
Speyside Bourbon Cooperage, Inc.	Jackson	Jackson	6/2/2015	Completed
Safelite Group, Inc.	Columbus	Franklin	6/4/2015	Completed
Hendrickson USA, L.L.C.	Canton	Stark	6/4/2015	Completed
K & M Tire, Inc.	Delphos	Allen	6/4/2015	Completed
PENTAFLEX, INC.	Springfield	Clark	6/4/2015	Completed
Sedgwick Claims Management Services, Inc.	New Albany	Franklin	6/10/2015	Completed
Malt Products Corporation	Dayton	Montgomery	6/10/2015	Completed
Pepperidge Farm Incorporated	WILLARD	Huron	6/10/2015	Completed
Ridge Corporation	Frazeysburg	Muskingum	6/10/2015	Completed
Oatey Co.	Cleveland	Cuyahoga	6/10/2015	Completed
KOCH FOODS OF CINCINNATI LLC	Fairfield	Butler	6/18/2015	Completed

G-Tekt North America Corporation	Dublin	Franklin	6/18/2015	Completed
FirstGroup America, Inc.	Cincinnati	Hamilton	6/18/2015	Completed
LayerZero Power Systems, Inc.	Aurora	Portage	6/29/2015	Cancelled
CE Power Solutions, LLC	Fairfield	Butler	6/29/2015	Completed
Startek USA, Inc.	Hamilton	Butler	6/29/2015	Completed
GXO Warehouse Company, Inc.	Columbus	Pickaway	6/29/2015	Completed
Windsor Mold USA Inc.	Bellevue	Huron	7/1/2015	Completed
Jefferson Industries Corporation	West Jefferson	Madison	7/1/2015	Completed
Tooling Technology, LLC	Fort Loramie	Shelby	7/1/2015	Completed
ABM Industries Incorporated	Cleveland	Cuyahoga	7/1/2015	Completed
Arlington Contact Lens Service, Inc.	Columbus	Franklin	7/6/2015	Completed
Kingsgate Logistics, LLC	West Chester	Butler	7/6/2015	Completed
West Chester Holdings, LLC	Sharonville	Hamilton	7/23/2015	Completed
GOJO Industries, Inc.	Wooster	Wayne	7/23/2015	Completed
Tripack LLC	Blue Ash	Hamilton	7/23/2015	Completed
NPA Coatings Inc.	Cleveland	Cuyahoga	7/23/2015	Completed
Nelson Packaging Company, Inc.	Lima	Allen	7/23/2015	Completed
ND Paper Inc.	Washington Township	Montgomery	8/4/2015	Cancelled
Stolle Machinery Company, LLC	Dayton	Montgomery	8/4/2015	Completed
Corvac Composites LLC	Greenfield	Highland	8/4/2015	Completed
ND Paper Inc.	Washington Township	Montgomery	8/4/2015	Completed
Alkon Corporation	Fremont	Sandusky	8/4/2015	Completed
Clopay Corporation	Troy	Miami	8/12/2015	Servicing
VALLOUREC STAR, LP	Youngstown	Mahoning	8/21/2015	Completed
The Boys LLC	Columbus	Franklin	8/21/2015	Completed
MAC Trailer Enterprises, Inc.	Alliance	Stark	8/21/2015	Completed
CABLE MANUFACTURING & ASSEMBLY INC	Bolivar	Tuscarawas	8/21/2015	Completed
Tower Automotive Operations USA I, LLC	Bellevue	Sandusky	8/21/2015	Completed
Hydrotech Inc	Cincinnati	Butler	8/21/2015	Completed

Valeo North America, Inc.	East Liberty	Logan	8/29/2015	Completed
PCCW Teleservices (US), Inc.	Dublin	Franklin	9/14/2015	Completed
Coyote Logistics, LLC	Columbus	Franklin	9/14/2015	Completed
Hirschvogel Incorporated	Columbus	Franklin	9/14/2015	Completed
Praxair Distribution, Inc.	Wilmington	Clinton	9/29/2015	Completed
Cheryl & Co.	Westerville	Delaware	9/29/2015	Completed
R & L Carriers, Inc.	Wilmington	Clinton	9/29/2015	Servicing
ODW LTS, LLC	Hamilton	Butler	9/29/2015	Completed
MAJOR METALS COMPANY	Mansfield	Richland	9/29/2015	Completed
Lefton Metal Enterprises Corporation	Leetonia	Columbiana	10/1/2015	Completed
The Kroger Co.	Blue Ash	Hamilton	10/1/2015	Servicing
CTL-Aerospace, Inc.	West Chester	Butler	10/1/2015	Completed
EBTH Inc.	Cincinnati	Hamilton	10/1/2015	Completed
Persistent Systems Inc.	Dublin	Franklin	10/9/2015	Completed
Total Quality Logistics, LLC	Akron	Summit	10/9/2015	Completed
Union Tank Car Company	Marion	Marion	10/9/2015	Completed
Inno-Pak, LLC	Columbus	Pickaway	10/9/2015	Completed
Daisy Brand LLC	Wooster	Wayne	10/14/2015	Servicing
DealerTrack Digital Services, Inc.	Wilmington	Clinton	10/22/2015	Completed
The HC Companies, Inc.	Middlefield	Geauga	10/22/2015	Completed
Chute Gerdeman, Inc.	Columbus	Franklin	11/24/2015	Completed
Arhaus, LLC	Boston Heights	Summit	1/4/2016	Servicing
Amazon Data Services, Inc.	Twenty five sites in Ohio	Twenty five sites in Ohio	1/4/2016	Servicing
Advanced Ground Systems Engineering, LLC	Cincinnati	Hamilton	1/27/2016	Completed
Amazon.com Services, Inc.	Etna	Licking	1/27/2016	Servicing
Ball Metalpack LLC	Canton	Stark	1/27/2016	Completed
Total Quality Logistics, LLC	Maumee	Lucas	2/4/2016	Completed
Palmer Trucks, Inc.	Sharonville	Hamilton	2/18/2016	Completed
Big Heart Pet, Inc.	Orrville	Wayne	2/24/2016	Completed

ADS Alliance Data Systems, Inc.	Columbus	Franklin	2/29/2016	Servicing
Milacron LLC	Cincinnati	Clermont	2/29/2016	Servicing
CINCINNATI FAN & VENTILATOR COMPANY, INC.	Mason	Warren	2/29/2016	Completed
Goken America, LLC	Dublin	Franklin	3/4/2016	Completed
LUBRICATION SPECIALTIES, LLC	Mount Gilead	Morrow	3/4/2016	Completed
Freudenberg-NOK General Partnership	Findlay	Hancock	3/10/2016	Servicing
Oldcastle BuildingEnvelope, Inc.	Perrysburg	Wood	3/23/2016	Completed
Saama Technologies, Inc.	Worthington	Franklin	3/30/2016	Completed
Valspar Specialty Paints, LLC	Massillon	Stark	4/15/2016	Completed
NPW-USA, Inc.	Cincinnati	Hamilton	5/4/2016	Completed
Aprecia Pharmaceuticals Company	Blue Ash	Hamilton	5/18/2016	Completed
iSqFt, Inc.	Cincinnati	Hamilton	5/31/2016	Completed
Sauder Woodworking Co.	Archbold	Fulton	6/10/2016	Completed
Continental Structural Plastics Inc	Carey	Wyandot	6/21/2016	Completed
Masters Pharmaceutical, Inc.	Mason	Warren	6/21/2016	Servicing
Process Plus Holdings, Inc.	Springdale	Hamilton	6/21/2016	Completed
Real Alloy Recycling, LLC	Beachwood	Cuyahoga	6/21/2016	Completed
NextGen Federal Systems, LLC	Beavercreek	Greene	6/21/2016	Completed
Nippon Rika Incorporated	Marengo	Morrow	6/21/2016	Completed
Planes Moving & Storage, Inc.	West Chester	Butler	6/21/2016	Completed
Comresource Inc	Columbus	Franklin	6/21/2016	Completed
MedVet Associates, LLC	Worthington	Franklin	6/21/2016	Completed
A.J.M. Packaging Corporation	Bellevue	Sandusky	7/7/2016	Completed
The Atlantic Tool & Die Company	Sharon Center	Medina	7/7/2016	Completed
dunnhumby Inc.	Norwood	Hamilton	7/7/2016	Completed
Ventech Solutions Inc	Columbus	Delaware	7/7/2016	Completed
Kenco Logistic Services, LLC	Groveport	Franklin	7/7/2016	Completed
J.E. Grote Company, Inc.	Columbus	Franklin	7/7/2016	Completed
Senator International, Inc. dba Allermuir	Maumee	Lucas	7/29/2016	Completed
MESSER CONSTRUCTION CO.	Cincinnati	Hamilton	7/29/2016	Completed
Pactiv LLC	Columbus	Franklin	7/29/2016	Completed
McLane Company, Inc.	Findlay	Hancock	8/26/2016	Servicing

Kings Command Foods 2022 LLC	Versailles	Darke	8/26/2016	Servicing
NOX US, LLC	Fostoria	Seneca	8/26/2016	Completed
Blue & Co. of Ohio, LLC (Blue & Co., LLC)	Cincinnati	Hamilton	8/26/2016	Completed
ConAgra Foods Packaged Foods, LLC	Archbold	Fulton	8/26/2016	Servicing
Advics Manufacturing Ohio, Inc.	Lebanon	Warren	8/26/2016	Completed
Sugar Creek Packing Co.	Cincinnati	Hamilton	9/7/2016	Completed
Ampacet Ohio, LLC	Mason	Warren	9/7/2016	Completed
The Procter & Gamble Manufacturing Company	Lima	Allen	9/7/2016	Completed
Overland Xpress, LLC	Cincinnati	Clermont	9/7/2016	Completed
Rotex Global, LLC	Cincinnati	Hamilton	9/7/2016	Completed
Consolidated Metco Inc	Chillicothe	Ross	9/9/2016	Completed
Middle West Spirits, LLC	Columbus	Franklin	9/22/2016	Completed
CC Kitchens LLC	Cincinnati	Hamilton	9/22/2016	Completed
StandardAero Component Services, Inc.	Cincinnati	Hamilton	9/22/2016	Completed
Ball Metalpack LLC	Columbus	Franklin	9/22/2016	Completed
PFFA Acquisition LLC	Cincinnati	Hamilton	9/22/2016	Completed
Steiner eOptics, Inc	Miamisburg	Montgomery	10/3/2016	Servicing
Brothers Trading Co., Inc.	Springboro	Warren	10/3/2016	Completed
Health Carousel, LLC	Norwood	Hamilton	10/3/2016	Servicing
FedEx Supply Chain, Inc.	Columbus	Franklin	10/3/2016	Completed
Risk International Services, LLC	Fairlawn	Summit	10/3/2016	Completed
NuVasive Manufacturing, LLC	West Carrollton	Montgomery	10/3/2016	Servicing
Radiance Technologies Inc	Beavercreek	Greene	10/3/2016	Completed
NuVasive Manufacturing, LLC	West Carrollton	Montgomery	10/3/2016	Servicing
MCM CPAs & Advisors LLP	Cincinnati	Hamilton	10/14/2016	Cancelled
Lima Pallet Company, Inc	Lima	Allen	10/14/2016	Completed
RHBA Acquisitions, LLC	Shreve	Wayne	10/14/2016	Servicing
The Worthington Steel Company	Delta	Fulton	10/14/2016	Completed
EBTH.COM LLC	Cincinnati	Hamilton	10/14/2016	Completed

Ultimus Fund Solutions Llc	Cincinnati	Hamilton	10/14/2016	Completed
Sky Climber Fabricating LLC	Delaware	Delaware	10/26/2016	Completed
Hanon Systems USA, LLC	Carey	Wyandot	10/26/2016	Servicing
Reztark Design Studio, LLC	Cincinnati	Hamilton	10/26/2016	Completed
Cardioinsight Technologies Inc.	Independence	Cuyahoga	10/26/2016	Completed
ElectroCraft Ohio, Inc.	Gallipolis	Gallia	10/26/2016	Completed
Lighthouse Insurance Group, LLC	Independence	Cuyahoga	11/15/2016	Completed
Macy's Credit and Customer Services, Inc.	Deerfield Township	Warren	11/15/2016	Completed
Dollar Shave Club Inc.	Grove City	Franklin	11/15/2016	Completed
PRIME AE Group, Inc.	Akron	Summit	11/15/2016	Completed
Exact Care Pharmacy, LLC	Valley View	Cuyahoga	11/15/2016	Servicing
NEW HORIZONS BAKING COMPANY, LLC	Toledo	Lucas	11/15/2016	Completed
Q Labs, LLC	Cincinnati	Hamilton	12/12/2016	Servicing
Phillips Edison & Company Ltd.	Cincinnati	Hamilton	12/12/2016	Servicing
Woodpeckers, LLC	Strongsville	Cuyahoga	12/12/2016	Completed
Amazon.com Services, Inc.	Twinsburg	Summit	12/12/2016	Completed
CDK Global, LLC	Norwood	Hamilton	12/12/2016	Servicing
Tenneco Automotive Operating Company Inc.	Kettering	Montgomery	12/12/2016	Cancelled
RelateCare, LLC	Cleveland	Cuyahoga	12/12/2016	Completed
US BANK NATIONAL ASSOCIATION	Columbus	Delaware	12/12/2016	Servicing
Church & Dwight Co., Inc.	Fostoria	Seneca	12/12/2016	Completed
Bleckmann USA LLC	Johnstown	Licking	12/21/2016	Completed
National Interstate Insurance Company	Richfield	Summit	1/4/2017	Completed
Xaloy, LLC	Austintown	Mahoning	1/4/2017	Servicing
Navistar, Inc.	Springfield	Clark	1/4/2017	Completed
Exel, Inc.	Obetz	Franklin	1/4/2017	Completed
EXEL, INC.	Vandalia	Montgomery	2/1/2017	Servicing
Sunland Logistics Solutions, Inc.	Toledo	Lucas	2/1/2017	Completed

Plumbline Consulting, LLC	Findlay	Hancock	2/1/2017	Completed
Georgia-Pacific Corrugated LLC	West Chester	Butler	2/15/2017	Servicing
Custom Pro Logistics, LLC	Cincinnati	Hamilton	2/22/2017	Servicing
MERIDIAN ROOFING CORPORATION (ATLAS ROOFING CORPORATION)	Franklin	Warren	2/22/2017	Completed
Health Carousel, LLC	Miami Township	Montgomery	2/22/2017	Completed
Hayneedle, Inc.	Monroe	Warren	2/22/2017	Completed
UNITED GRINDING NORTH AMERICA, INC.	Miamisburg	Montgomery	2/22/2017	Servicing
Huckberry, Inc.	Columbus	Franklin	2/22/2017	Completed
One Source Technology, LLC	Cleveland	Cuyahoga	2/24/2017	Cancelled
Pyrotek Incorporated	Aurora	Portage	3/14/2017	Completed
Bridge Logistics, Inc.	West Chester	Butler	3/14/2017	Completed
Recker Consulting, LLC	Cincinnati	Hamilton	3/14/2017	Completed
Keller Mortgage, LLC	Dublin	Franklin	3/14/2017	Completed
American Retail Corporation	Cincinnati	Hamilton	3/14/2017	Servicing
Mindset Digital, LLC	Columbus	Franklin	3/14/2017	Completed
SJN DATA CENTER LLC	Cincinnati	Hamilton	3/29/2017	Servicing
MPW Environmental Services, Inc.	Mingo Junction	Jefferson	3/29/2017	Completed
TV One Broadcast Sales Corp	Cincinnati	Hamilton	3/29/2017	Completed
Sarnova HC LLC	Dublin	Franklin	3/29/2017	Completed
The Lubrizol Corporation	Painesville	Lake	3/30/2017	Completed
Barclays Services Ohio	Hamilton	Butler	3/30/2017	Cancelled
Medpace, Inc.	Cincinnati	Hamilton	3/30/2017	Servicing
Dura-Line LLC	Elyria	Lorain	3/30/2017	Completed
Hikma Pharmaceuticals USA Inc.	Columbus	Franklin	3/30/2017	Cancelled
Bud Antle, LLC	Springfield	Clark	4/26/2017	Servicing
GradLeaders, LLC	Dublin	Franklin	4/26/2017	Completed
CMBF Products, Inc.	Medina	Medina	4/26/2017	Servicing

Ascendum Solutions LLC	Springdale and Cincinnati	Hamilton	4/26/2017	Servicing
Aero Fulfillment Services Corporation	Fairfield	Butler	4/26/2017	Completed
CMBF Products, Inc.	Medina	Medina	4/26/2017	Servicing
Lineage Logistics Services, LLC	Solon	Cuyahoga	5/10/2017	Completed
Covetrus North America, LLC	Columbus	Franklin	5/10/2017	Servicing
Ccl Label, Inc.	New Albany	Franklin	5/10/2017	Completed
Covetrus North America, LLC	Columbus	Franklin	5/10/2017	Servicing
PRIME AE Group, Inc.	Columbus	Delaware	5/18/2017	Completed
Exceptional Innovation, Inc.	Westerville	Delaware	5/18/2017	Completed
Saf-Holland, Inc.	West Chester	Butler	5/18/2017	Cancelled
Georgia TSS, Inc. (Total System Services, Inc.)	Columbus	Franklin	5/18/2017	Servicing
Bell Ohio Inc	Groveport	Franklin	5/18/2017	Completed
United Parcel Service, Inc.	Columbus	Franklin	6/1/2017	Completed
Group Management Services, Inc	Richfield	Summit	6/2/2017	Servicing
Xellia Pharmaceuticals USA LLC	Bedford	Cuyahoga	6/5/2017	Cancelled
Sofidel America Corp	Circleville	Pickaway	6/9/2017	Servicing
GBQ Holdings, LLC	Norwood	Hamilton	6/19/2017	Completed
Piping Rock Health Products LLC	Aurora	Portage	7/10/2017	Servicing
Creative Plastic Concepts, LLC	Sycamore	Wyandot	7/10/2017	Completed
Denso International America, Inc.	Dublin	Franklin	7/10/2017	Servicing
Dayton Freight Lines, Inc.	Dayton	Montgomery	7/17/2017	Servicing
Keno Kozie Services, LLC	Columbus	Franklin	8/22/2017	Completed
Dwellworks, LLC	Cleveland	Cuyahoga	8/22/2017	Completed
Abeona Therapeutics, Inc.	Cleveland	Cuyahoga	8/22/2017	Completed
NRP Investments LLC	Cleveland	Cuyahoga	8/22/2017	Servicing
Blue Chip Consulting Group, LLC	Seven Hills	Cuyahoga	8/28/2017	Completed
InXite Health Systems Inc	Columbus	Franklin	8/28/2017	Completed
ROSTAM DIRECT LLC	Tipp City	Miami	9/15/2017	Completed
Silfex, Inc.	Eaton	Preble	9/15/2017	Servicing

SEA, LTD.	Columbus	Franklin	9/15/2017	Servicing
Energizer Auto Manufacturing, Inc.	Painesville	Lake	9/28/2017	Servicing
Energizer Auto, Inc.	Painesville	Lake	9/28/2017	Servicing
Energizer Auto Sales, Inc.	Painesville	Lake	9/28/2017	Servicing
Sotera Health Services, LLC	Broadview Heights	Cuyahoga	9/28/2017	Servicing
Robots and Pencils L.P.	Cleveland	Cuyahoga	9/28/2017	Completed
Alpont, LLC	Oregon	Lucas	9/28/2017	Servicing
Fund That Flip Inc	Cleveland	Cuyahoga	9/28/2017	Servicing
INFOVERITY US INC	Dublin	Franklin	10/16/2017	Servicing
Medical Staffing Options, LLC	Columbus	Franklin	10/16/2017	Completed
Topre America Corporation	Springfield	Clark	10/16/2017	Completed
Rocket Code LLC	Columbus	Franklin	10/16/2017	Completed
Insight Catastrophe Group, LLC	Cincinnati	Hamilton	10/16/2017	Completed
Fluvitex USA Inc	Groveport	Franklin	10/27/2017	Completed
Sidecat LLC	New Albany	Licking	11/1/2017	Servicing
Octal Extrusion Corporation	Cincinnati	Butler	11/7/2017	Completed
Adare Pharmaceuticals, Inc.	Vandalia	Montgomery	11/7/2017	Completed
BrewDog Brewing Company LLC	Canal Winchester	Franklin	11/14/2017	Completed
Northrop Grumman Systems Corporation	Beavercreek	Greene	11/14/2017	Servicing
BrewDog Brewing Company LLC	Canal Winchester	Franklin	11/14/2017	Completed
BoxCast Inc.	Cleveland	Cuyahoga	11/14/2017	Servicing
Ascensus, LLC	Mason	Warren	12/7/2017	Cancelled
Beach Communications, LLC	Cincinnati	Hamilton	12/7/2017	Completed
Beach Communications, LLC	Cincinnati	Hamilton	12/7/2017	Servicing
Detroit Manufacturing Systems Toledo and Non-Automotive, LLC	Toledo	Lucas	12/8/2017	Cancelled
Wayne Trail Technologies Inc	Fort Loramie	Shelby	12/8/2017	Servicing
UPS Supply Chain Solutions, Inc.	West Chester	Butler	12/8/2017	Servicing

KEIHIN THERMAL TECHNOLOGY OF AMERICA, INC.	Mt. Sterling	Madison	12/12/2017	Completed
Adept Marketing Outsourced LLC	Columbus	Franklin	12/27/2017	Cancelled
IRON UNITS LLC	Toledo	Lucas	12/27/2017	Servicing
Betco Corporation, Ltd.	Bowling Green	Wood	1/17/2018	Servicing
Cintas Corporation No. 2	Groveport	Franklin	1/17/2018	Completed
SkyBox Packaging LLC	Mansfield	Richland	1/17/2018	Servicing
Capital Energy LLC	Westerville	Delaware	1/17/2018	Completed
CommuteAir LLC	Westlake	Cuyahoga	1/17/2018	Servicing
Capital Energy LLC	Westerville	Delaware	1/17/2018	Servicing
BDO USA, LLP	Columbus	Franklin	1/24/2018	Servicing
London Computer Systems, Inc.	Cincinnati	Warren	1/24/2018	Servicing
FloQast, Inc.	Dublin	Franklin	1/24/2018	Completed
Waypoint Aviation LLC	Cincinnati	Hamilton	1/29/2018	Completed
Jefferson Industries Corporation	West Jefferson	Madison	1/29/2018	Completed
Plasman AB LP	Cleveland	Cuyahoga	2/1/2018	Completed
Nehemiah Manufacturing Company LLC	Cincinnati	Hamilton	2/12/2018	Servicing
Fresh Unlimited, Inc.	Sidney	Shelby	2/12/2018	Completed
Amazon.com Services, Inc.	Euclid	Cuyahoga	2/16/2018	Servicing
Claritas LLC	Cincinnati	Hamilton	2/16/2018	Servicing
Nucor Steel Marion, Inc.	Marion	Marion	3/20/2018	Completed
MEK Van Wert Inc	Van Wert	Van Wert	3/20/2018	Completed
American Regent Inc	New Albany	Franklin	3/20/2018	Servicing
Ditsch USA, LLC	Springdale	Hamilton	3/20/2018	Completed
BlueScope Recycling and Materials, LLC	Delta	Fulton	3/20/2018	Servicing
St. Bernard Soap Company	Cincinnati	Hamilton	4/3/2018	Cancelled
Equator Design Inc	Cincinnati	Hamilton	4/3/2018	Servicing
Covia Holdings LLC	Independence	Cuyahoga	4/3/2018	Servicing
Airstream, Inc.	Jackson Center	Shelby	4/3/2018	Servicing

Matic Insurance Services Inc	Columbus	Franklin	4/3/2018	Servicing
Koorsen Fire & Security, Inc	Columbus	Franklin	4/3/2018	Completed
Aetna Resources LLC	New Albany	Franklin	4/24/2018	Servicing
The Sophic Group, Inc.	Columbus	Franklin	4/24/2018	Servicing
InnoSource, Inc.	Dublin	Franklin	4/24/2018	Completed
Fro-Tech-Inc. (Frontier Technology Inc.)	Beavercreek	Greene	4/24/2018	Servicing
Contitech USA, Inc.	Fairlawn	Summit	4/24/2018	Completed
NDC Technologies, Inc.	Dayton	Montgomery	5/7/2018	Servicing
Dealer Tire, LLC	Cleveland	Cuyahoga	5/7/2018	Servicing
Silfex, Inc.	Springfield	Clark	5/29/2018	Servicing
Stonecrop Technologies, LLC	Grove City	Franklin	5/29/2018	Completed
Fast Switch, LTD	Dublin	Franklin	5/29/2018	Completed
Bendix Commercial Vehicle Systems LLC	Avon	Lorain	6/4/2018	Servicing
Tronair Inc	Swanton	Lucas	6/11/2018	Servicing
Zaner Bloser Inc	Grandview Heights	Franklin	6/11/2018	Completed
Air Waves LLC	Lewis Center	Delaware	6/11/2018	Servicing
Avaap USA, LLC	Grandview Heights	Franklin	6/15/2018	Completed
Deceuninck North America LLC	Monroe	Butler	6/26/2018	Servicing
Kadant Black Clawson LLC	Lebanon	Warren	6/26/2018	Servicing
Progressive Casualty Insurance Company	Highland Heights	Cuyahoga	6/26/2018	Servicing
US BANK NATIONAL ASSOCIATION	Cincinnati	Hamilton	6/26/2018	Servicing
GB Food Inc	Heath	Licking	7/10/2018	Servicing
BarkBox Inc	Columbus	Franklin	7/12/2018	Completed
Paycor, Inc.	Cincinnati	Hamilton	7/30/2018	Cancelled
TRELLEBORG SEALING PROFILES US, INC.	Aurora	Portage	7/30/2018	Completed
Macys Corporate Services LLC	Columbus	Franklin	7/30/2018	Servicing
A.O. Smith Water Treatment (North America), Inc.	Groveport	Franklin	7/30/2018	Servicing
Walgreen Co.	Perrysburg	Wood	8/6/2018	Servicing

Magretech, LLC	Bellevue	Sandusky	8/15/2018	Completed
Credit Adjustments, Inc.	Defiance	Defiance	8/15/2018	Cancelled
Alex Products, Inc.	Paulding	Paulding	8/15/2018	Completed
Aldi Inc. (Ohio)	Hinckley	Medina	8/15/2018	Servicing
Crown Equipment Corporation	New Knoxville	Auglaize	8/15/2018	Completed
TREVES, INC.	Fostoria	Seneca	8/31/2018	Servicing
Homeside Financial, LLC	New Albany	Franklin	9/14/2018	Servicing
OHI Greenhouse, LLC	Wilmington	Clinton	9/14/2018	Cancelled
Apio, Inc.	Bowling Green	Wood	9/14/2018	Completed
Caret Holdings Inc	Columbus	Franklin	9/14/2018	Servicing
Ace Hardware Corporation	West Jefferson	Madison	9/14/2018	Servicing
JAC Products, Inc.	Napoleon	Henry	9/25/2018	Servicing
Aerocontrolex Group, Inc.	Painesville	Lake	9/28/2018	Servicing
deSter Corporation	Lima	Allen	10/15/2018	Servicing
MCPc, Inc.	Cleveland	Cuyahoga	10/29/2018	Servicing
Universal Windows Direct LLC	Bedford Heights	Cuyahoga	10/29/2018	Servicing
Boyd Watterson Asset Management, LLC	Cleveland	Cuyahoga	10/29/2018	Servicing
Sims-Lohman, Inc.	Cincinnati	Hamilton	10/29/2018	Servicing
Modular Assembly Innovations LLC	East Liberty	Union	11/30/2018	Cancelled
RhinoSystems, Inc.	Brooklyn	Cuyahoga	11/30/2018	Servicing
MITEC Powertrain Inc.	Findlay	Hancock	11/30/2018	Completed
Swagelok Manufacturing Company, LLC	Solon	Cuyahoga	12/12/2018	Cancelled
Bed Bath & Beyond Inc.	Monroe	Butler	12/19/2018	Completed
BWXT Nuclear Operations Group Inc	Barberton	Summit	12/19/2018	Servicing
BWXT Nuclear Operations Group, Inc.	Euclid	Cuyahoga	12/19/2018	Servicing
Zimmer Surgical Inc	Broadview Heights	Cuyahoga	12/21/2018	Completed
Amazon.com Services, Inc.	Monroe	Warren	12/28/2018	Servicing
Venture Products Inc	Orrville	Wayne	1/25/2019	Servicing
Inogen, Inc.	Cleveland	Cuyahoga	1/25/2019	Cancelled

New Avon LLC	Blue Ash	Hamilton	1/25/2019	Completed
King Memory LLC	Columbus	Franklin	1/25/2019	Servicing
Owens & Minor Distribution, Inc	Obetz	Franklin	1/25/2019	Completed
First Solar, Inc.	Walbridge	Wood	1/25/2019	Servicing
CoverMyMeds LLC	Columbus	Franklin	1/25/2019	Servicing
Candid Care Co.	Columbus	Franklin	1/25/2019	Servicing
Dana Light Axle Manufacturing, LLC	Toledo	Lucas	2/7/2019	Servicing
Dollar Tree Distribution, Inc.	Marengo	Morrow	2/7/2019	Servicing
Dana Light Axle Manufacturing, LLC	Toledo	Lucas	2/7/2019	Servicing
devVenture, LLC	Columbus	Franklin	2/8/2019	Completed
CPG International LLC	Wilmington	Clinton	3/4/2019	Servicing
NSG Glass North America, Inc	Luckey	Wood	3/4/2019	Servicing
Homegoods Ohio Merchants LLC	Lordstown	Trumbull	3/5/2019	Servicing
Kohl's Department Stores, Inc.	Etna	Licking	3/7/2019	Servicing
Ensemble RCM LLC	Blue Ash	Hamilton	3/14/2019	Servicing
Prime Equipment Group, Inc.	Columbus	Franklin	3/14/2019	Completed
L3 Cincinnati Electronics Corporation	Mason	Warren	3/14/2019	Completed
Blue Label Packaging Company	Lancaster	Fairfield	3/14/2019	Servicing
Crown Equipment Corporation	New Bremen	Auglaize	3/14/2019	Servicing
Revolucion Holding Inc	Columbus	Franklin	3/14/2019	Servicing
Hollar, Inc.	Fairfield	Butler	3/14/2019	Completed
Chewy, Inc.	Dayton	Montgomery	3/14/2019	Servicing
The Fremont Company	Rockford	Mercer	3/20/2019	Servicing
RIMECO PRODUCTS, INC.	Willoughby	Lake	3/22/2019	Servicing
Design Within Reach, Inc.	Batavia	Clermont	3/22/2019	Servicing
JSW Steel USA Ohio Inc	Mingo Junction	Jefferson	4/4/2019	Servicing
Relink Medical LLC	Twinsburg	Summit	4/18/2019	Servicing
Great Lakes Cheese Co., Inc.	Hiram	Geauga	4/18/2019	Servicing
PACCAR Inc.	Chillicothe	Ross	4/24/2019	Servicing
Tyler Technologies, Inc.	Moraine	Montgomery	4/24/2019	Servicing

Search Discovery Inc	Cleveland	Cuyahoga	5/9/2019	Servicing
Axogen Inc.	Vandalia	Montgomery	5/9/2019	Servicing
National Beef Ohio, LLC	North Baltimore	Wood	6/11/2019	Servicing
Menard, Inc.	Jeffersonville	Fayette	6/11/2019	Servicing
Hendrickson USA, L.L.C.	Navarre	Stark	6/11/2019	Servicing
AssureCare, LLC	Cincinnati	Hamilton	6/11/2019	Servicing
Pratt Paper (OH), LLC	Wapakoneta	Auglaize	6/21/2019	Servicing
Crocs, Inc.	Dayton	Montgomery	6/26/2019	Servicing
Wal-Mart Associates, Inc.	Groveport	Franklin	7/18/2019	Servicing
Cheer Pack North America, LLC	Johnstown	Licking	7/19/2019	Cancelled
Trew, LLC	Fairfield/West Chester	Butler	7/19/2019	Servicing
LSI Industries Inc.	Blue Ash	Hamilton	7/19/2019	Servicing
ATS Ohio, Inc.	Lewis Center	Delaware	8/2/2019	Servicing
TARKETT USA INC	Chagrin Falls	Geauga	8/15/2019	Servicing
Univar Solutions USA Inc	Dublin	Franklin	8/22/2019	Servicing
Booz Allen Hamilton Inc.	Beavercreek	Montgomery	8/23/2019	Servicing
InfoTrust, LLC	Blue Ash	Hamilton	8/27/2019	Servicing
Radiology Partners Management LLC	Columbus	Franklin	9/4/2019	Completed
Radiology Partners Management LLC	Columbus	Franklin	9/4/2019	Servicing
Carvana LLC	Heath	Licking	9/20/2019	Servicing
Belcan LLC	Blue Ash	Hamilton	10/1/2019	Servicing
ORIX Real Estate Capital Holdings, LLC	Columbus	Franklin	10/3/2019	Cancelled
CMG Strategy Co., LLC	Columbus	Franklin	11/4/2019	Servicing
The Kroger Co.	Monroe	Butler	11/8/2019	Servicing
SAEC/Kinetic Vision Inc	Cincinnati	Hamilton	11/8/2019	Servicing
RIA IN A BOX, LLC	Orange Village	Cuyahoga	11/20/2019	Servicing

Traction on Demand US Inc.	Dayton	Montgomery	12/3/2019	Completed
Mercy Health	Cincinnati	Hamilton	12/3/2019	Servicing
HYDRO-AIRE, INC.	ELYRIA	Lorain	12/3/2019	Cancelled
Magna Seating of America, Inc.	Lancaster	Fairfield	12/9/2019	Servicing
Online.cars LLC	Loveland	Hamilton	12/10/2019	Servicing
Titanium Metals Corporation	Bedford Heights	Cuyahoga	12/19/2019	Servicing
CPP-Cleveland, Inc.	Euclid	Cuyahoga	12/19/2019	Servicing
The NOCO Company	Glenwillow	Cuyahoga	12/31/2019	Servicing
Amify, Inc.	Cincinnati	Hamilton	1/2/2020	Cancelled
Sugar Creek Packing Co.	West Chester	Butler	1/7/2020	Servicing
Brightedge Technologies Inc	Cleveland	Cuyahoga	1/30/2020	Servicing
OnShift, Inc.	Cleveland	Cuyahoga	1/30/2020	Cancelled
Complion Inc.	Cleveland	Cuyahoga	1/30/2020	Cancelled
Youngstown Tool and Die Company LLC	Youngstown	Mahoning	2/4/2020	Servicing
McKesson Corporation	Jeffersonville	Fayette	2/4/2020	Servicing
Everstream Solutions LLC	Cleveland	Cuyahoga	2/7/2020	Servicing
Modula Inc.	Franklin	Warren	2/7/2020	Servicing
United Candle Company LLC	Norwich	Muskingum	2/13/2020	Cancelled
VEEVA SYSTEMS, INC.	Dublin	Franklin	2/25/2020	Servicing
Olive AI, Inc.	Columbus	Franklin	2/25/2020	Cancelled
IMCD US LLC	Westlake	Cuyahoga	2/25/2020	Servicing
Rochling Glastic Composites, LP	South Euclid	Cuyahoga	2/25/2020	Completed
Petmin USA, Inc.	Ashtabula	Ashtabula	2/27/2020	Servicing
The Heitmeyer Group, LLC	Westerville	Franklin	2/28/2020	Servicing
Surgere, Inc.	Uniontown	Summit	3/18/2020	Servicing
AHEAD, INC.	Cincinnati	Hamilton	4/9/2020	Servicing
Quantum Health Inc	Dublin	Franklin	4/9/2020	Servicing
Central Machinery Company, LLC	Marion	Marion	5/14/2020	Servicing
Sedgwick Claims Management Services, Inc.	Hilliard	Franklin	5/14/2020	Cancelled
Williams Lea LLC	Columbus	Franklin	5/26/2020	Servicing

O'Reilly Auto Enterprises LLC	Twinsburg	Summit	6/7/2020	Servicing
Quest Defense Systems & Solutions Inc	Blue Ash	Hamilton	6/10/2020	Servicing
SPS Technologies, LLC	Mason	Warren	6/10/2020	Cancelled
Northwest Bank	Columbus	Franklin	6/10/2020	Servicing
Intelliteach Inc.	Maumee	Lucas	6/10/2020	Servicing
AMG Vanadium LLC	Zanesville	Muskingum	7/14/2020	Servicing
Essilor Laboratories of America, Inc.	Columbus	Franklin	7/14/2020	Servicing
Satco Inc	Loveland	Clermont	7/17/2020	Servicing
Everstream Solutions LLC	Columbus	Franklin	8/14/2020	Servicing
Brakefire, Incorporated	Evendale	Hamilton	10/2/2020	Servicing
Menard, Inc.	Ravenna	Portage	10/15/2020	Servicing
Carvana LLC	Trenton	Butler	11/11/2020	Servicing
Morgan Truck Body LLC	Orrville	Wayne	11/12/2020	Servicing
SAICA Pack US LLC	Hamilton	Butler	11/20/2020	Servicing
Colgate-Palmolive Company	Cambridge	Guernsey	11/25/2020	Servicing
Amazon.com Services, Inc.	Akron	Summit	11/30/2020	Servicing
Henny Penny Corporation	Eaton	Preble	11/30/2020	Servicing
Amazon.com Services, Inc.	Rossford	Wood	11/30/2020	Servicing
HP Pelzer Automotive Systems Inc	Oregon	Lucas	11/30/2020	Servicing
Sarepta Therapeutics, Inc.	Columbus	Franklin	11/30/2020	Servicing
Carvana LLC	Lorain	Lorain	11/30/2020	Servicing
ScriptDrop, Inc.	Columbus	Franklin	12/16/2020	Cancelled
Xariable, Inc.	Columbus	Franklin	12/16/2020	Servicing
Outerbox Solutions, Inc.	Akron	Summit	1/4/2021	Servicing
Nova Tube and Steel LLC	Delta	Fulton	1/4/2021	Servicing
PELLA CORP	Troy	Miami	1/4/2021	Servicing
AddUp Inc	Blue Ash	Hamilton	1/4/2021	Servicing
OMEC Smart Card INC	Strongsville	Cuyahoga	1/12/2021	Cancelled
Hagerty Insurance Agency, LLC	Dublin	Franklin	1/13/2021	Cancelled
Tiger Pistol Inc.	Cleveland	Cuyahoga	1/13/2021	Servicing
Stakes Manufacturing, LLC	Eastlake	Lake	1/13/2021	Servicing
Dolgencorp, LLC	Zanesville	Muskingum	1/15/2021	Cancelled
The Rovisys Company	Aurora	Portage	1/22/2021	Servicing

Forward Air Inc	Groveport	Franklin	1/29/2021	Servicing
Beam Technologies LLC	Columbus	Franklin	2/10/2021	Servicing
NX Automotive Logistics USA, Inc.	Bellefontaine	Logan	2/11/2021	Servicing
United Parcel Service, Inc.	North Baltimore	Wood	2/11/2021	Servicing
Midmark Corporation	Versailles	Darke	2/17/2021	Servicing
IQVentures Holdings, LLC	Dublin	Franklin	2/17/2021	Servicing
HUSKY MARKETING AND SUPPLY CO	Dublin	Franklin	2/17/2021	Cancelled
Union Home Mortgage Corp.	Strongsville	Cuyahoga	3/3/2021	Servicing
Market Track, LLC	Highland Hills	Cuyahoga	3/4/2021	Completed
CPS Solutions, LLC	Dublin	Franklin	3/4/2021	Servicing
American Craft Brewery LLC	Cincinnati	Hamilton	3/4/2021	Servicing
Branch Financial, LLC	Columbus	Franklin	3/4/2021	Servicing
High Road Holdings, LLC	Blue Ash	Hamilton	3/4/2021	Servicing
Coastal Ridge Management, LLC	Columbus	Franklin	3/16/2021	Servicing
CrossCountry Mortgage LLC	Cleveland	Cuyahoga	3/16/2021	Servicing
Tractor Supply Company	Navarre	Stark	3/16/2021	Servicing
CTI - Clinical Trial Services, Inc.	Cincinnati	Hamilton	3/25/2021	Servicing
Nestle Purina Petcare Company	Batavia	Clermont	4/8/2021	Servicing
Charles River Laboratories Ashland, LLC	Ashland	Ashland	4/15/2021	Servicing
Remesh Inc.	Cleveland	Cuyahoga	4/15/2021	Servicing
Lewco, Inc.	Port Clinton	Ottawa	4/20/2021	Servicing
Goosehead Insurance Agency, LLC	Columbus	Franklin	4/28/2021	Servicing
Airgas USA LLC	Independence	Cuyahoga	5/5/2021	Servicing
Worthington Foods, Inc.	Zanesville	Muskingum	5/17/2021	Servicing
City Barbeque LLC	Dublin	Franklin	5/19/2021	Servicing
Ultium Cells LLC	Warren	Trumbull	5/19/2021	Servicing
Jo-Ann Stores, Inc.	West Jefferson	Madison	5/19/2021	Cancelled
AML RightSource LLC	Cleveland	Cuyahoga	5/19/2021	Servicing
Edge Plastics, Inc.	Mansfield	Richland	5/20/2021	Servicing

Dorel Home Furnishings, Inc.	Tiffin	Seneca	5/21/2021	Servicing
Pepper Construction Company of Ohio, LLC	Lockland	Hamilton	5/24/2021	Servicing
Resonant Sciences LLC	Beavercreek	Greene	6/11/2021	Cancelled
MAI Wealth Management, Inc.	Independence	Cuyahoga	6/17/2021	Servicing
Magnode, LLC.	Trenton	Butler	6/25/2021	Servicing
Bath & Body Works Direct, Inc.	Commercial Point	Franklin	7/1/2021	Servicing
UPSTART NETWORK, INC.	Columbus	Franklin	7/2/2021	Servicing
Matsu Ohio, Inc.	Edgerton	Williams	7/14/2021	Cancelled
Digital Room LLC	Solon	Cuyahoga	7/19/2021	Servicing
Checkpoint Surgical Inc	Independence	Cuyahoga	7/22/2021	Servicing
Ashley Furniture Industries, LLC	Etna	Licking	7/22/2021	Cancelled
Integrity Express Logistics LLC	Blue Ash	Hamilton	7/22/2021	Servicing
Winesburg Chair Company, LTD.	Dundee	Holmes	8/2/2021	Servicing
Nexus Engineering Group, LLC	Cleveland	Cuyahoga	8/2/2021	Servicing
Pitney Bowes Global Logistics LLC	Canal Winchester	Franklin	8/2/2021	Cancelled
PATH ROBOTICS (PATH ROBOTICS, INC)	Columbus	Franklin	8/5/2021	Servicing
American Freight Management Company, LLC	Delaware	Delaware	8/5/2021	Cancelled
TEAM Industrial Services, Inc.	Cincinnati	Hamilton	8/11/2021	Servicing
Bold Penguin, Inc.	Columbus	Franklin	8/19/2021	Servicing
Two Labs, LLC.	Dublin	Delaware	8/19/2021	Servicing
The Hilsinger Company Parent, LLC	Fairfield	Butler	8/22/2021	Cancelled
Barbaricum LLC	Dayton	Montgomery	8/22/2021	Cancelled
DIS-TRAN Steel Pole, LLC	Washington Court House	Fayette	8/22/2021	Servicing
Ardent Technologies, Inc.	Centerville	Montgomery	8/22/2021	Servicing
Luma Financial Technologies, LLC	Cincinnati	Hamilton	8/23/2021	Cancelled

Trinity Health Corporation	Columbus	Franklin	8/27/2021	Servicing
Walkenhorst's	West Chester	Butler	8/31/2021	Servicing
Import Products Co. Inc.	Grove City	Franklin	9/1/2021	Cancelled
Callibrity Solutions, LLC	Cincinnati	Hamilton	9/1/2021	Servicing
Peloton Interactive, Inc.	Luckey	Wood	9/2/2021	Completed
FlightSafety International Inc.	Columbus	Franklin	9/13/2021	Servicing
Macy?s Corporate Services, LLC	North Jackson	Mahoning	9/14/2021	Servicing
Satelytics Inc	Perrysburg	Wood	9/14/2021	Servicing
AAG Glass, LLC	Batavia	Clermont	9/15/2021	Servicing
BBI Logistics LLC	Columbus	Franklin	10/4/2021	Servicing
CBIZ, Inc.	Independence	Cuyahoga	10/5/2021	Servicing
TRI TECH LABORATORIES LLC	Groveport, New Albany	Franklin	10/5/2021	Servicing
INTERNATIONAL TECH COATINGS INC	Columbus	Franklin	10/5/2021	Servicing
Amgen Inc.	New Albany	Franklin	10/8/2021	Servicing
CENTURY MOLD COMPANY, INC.	Monroe	Monroe	10/18/2021	Servicing
Plug Power Inc.	West Carrollton	Montgomery	10/18/2021	Servicing
Zenni USA, Inc.	Obetz	Franklin	10/18/2021	Servicing
Apackaging Group LLC	Defiance	Defiance	10/27/2021	Servicing
Park Place Technologies, LLC	Mayfield Heights	Cuyahoga	11/1/2021	Servicing
PartsSource, Inc.	Hudson	Portage	11/4/2021	Servicing
Superior Roll Forming LLC	Valley City	Medina	11/4/2021	Servicing
Core Specialty Insurance Services, Inc.	Cincinnati	Hamilton	11/12/2021	Servicing
Ridge Corporation	Frazeysburg	Muskingum	11/16/2021	Servicing
The Cleveland Clinic Foundation	Cleveland	Cuyahoga	11/16/2021	Servicing
HumanIT Solutions LLC	Beavercreek	Greene	12/16/2021	Servicing
Engineered Profiles LLC	Ironton	Lawrence	12/17/2021	Servicing
Royal Canin U.S.A., Inc.	Lewisburg	Preble	1/10/2022	Servicing
ISSQUARED, Inc.	Chardon	Cuyahoga	2/1/2022	Servicing

Legrand North America, LLC	Vandalia	Montgomery	2/2/2022	Servicing
Gabriel Brothers, Inc.	Springfield	Clark	2/15/2022	Servicing
Aptima, Inc.	Fairborn	Greene	3/1/2022	Cancelled
Interstate Gas Supply, LLC	Dublin	Franklin	3/9/2022	Servicing
Mix Talent, LLC	Columbus	Franklin	3/14/2022	Servicing
Iten Defense, LLC	Saybrook	Ashtabula	3/15/2022	Servicing
Divisions, Inc. (Divisions Maintenance Group)	Cincinnati	Hamilton	3/22/2022	Servicing
Hims Health and Wellness (Hims, Inc.)	New Albany	Franklin	3/22/2022	Servicing
Interlink Cloud Advisors, Inc.	Deerfield Township	Warren	3/31/2022	Servicing
HomeGoods, Inc.	Obetz	Franklin	4/4/2022	Cancelled
Benchmark Industrial Inc.	Gahanna	Franklin	4/26/2022	Servicing
ECS Tuning, LLC	Wadsworth	Medina	4/26/2022	Servicing
Comet Processing, Inc	West Jefferson	Madison	5/4/2022	Servicing
ThyssenKrupp Bilstein of America, Inc.	Hamilton	Butler	5/16/2022	Servicing
Protiviti Inc.	Cincinnati	Hamilton	5/27/2022	Servicing
Infinity Labs LLC	Dayton	Montgomery	5/27/2022	Servicing
Pluto Healthcare Staffing, LLC	Grandview Heights	Franklin	6/27/2022	Servicing
The Hillman Group, Inc.	Forest Park	Hamilton	6/27/2022	Servicing
Zin Technologies Inc	Middleburg Heights	Cuyahoga	6/28/2022	Servicing
Axuall, Inc.	Cleveland	Cuyahoga	7/13/2022	Servicing
Ice Industries Bowling Green, LLC	Bowling Green	Wood	7/13/2022	Servicing
TPAM INC.	Toledo	Lucas	7/14/2022	Servicing
Walgreen Co.	Canal Winchester	Franklin	7/15/2022	Servicing
CertainTeed Ceilings Corporation	Strongsville	Cuyahoga	7/18/2022	Servicing

Synthomer Inc.	Beachwood	Cuyahoga	7/25/2022	Cancelled
The Procter & Gamble Manufacturing Company	Lima	Allen	8/1/2022	Servicing
Charles River Laboratories, Inc.	Spencerville	Allen	8/15/2022	Servicing
Tekion Corp	West Chester	Butler	9/1/2022	Servicing
R & L Carriers, Inc.	Findlay	Hancock	9/1/2022	Servicing
Total Quality Logistics, LLC	Cincinnati	Clermont	9/2/2022	Servicing
Link Real Estate Group LLC	Columbus	Franklin	9/8/2022	Servicing
Behr Process LLC	Heath	Licking	9/20/2022	Servicing
Glidepath Holdings Inc.	Cincinnati	Hamilton	9/21/2022	Servicing
Pharmavite LLC	New Albany	Licking	9/30/2022	Servicing
Dana Light Axle Manufacturing, LLC	Napoleon	Henry	10/13/2022	Servicing
GA Telesis Engine Services LLC	Wilmington	Clinton	10/27/2022	Servicing
Intel Corporation	New Albany	Licking	10/31/2022	Servicing
Ease Logistics Services LLC	Dublin	Franklin	11/8/2022	Servicing
Orveon Global US LLC	Columbus	Franklin	11/15/2022	Servicing
Radiance Technologies Inc	Beavercreek	Greene	11/22/2022	Servicing
ORBIS Corporation Of Wisconsin (ORBIS Corporation)	Urbana	Champaign	11/22/2022	Servicing
The Kroger Co.	Oakwood	Cuyahoga	11/23/2022	Cancelled
Cold Jet, LLC	Loveland	Clermont	12/5/2022	Servicing
Advanced Drainage Systems, Inc.	Hilliard	Franklin	12/20/2022	Servicing
Honda Development & Manufacturing of America, LLC	Jeffersonville	Fayette	12/20/2022	Servicing
NetJets, Inc.	Columbus	Franklin	1/12/2023	Cancelled
IMCO Carbide Tool Inc.	Perrysburg	Wood	1/13/2023	Servicing
Cohen & Co Advisory, LLC	Cleveland	Cuyahoga	2/6/2023	Servicing
Resonetics, LLC	Kettering	Montgomery	2/15/2023	Servicing
Biery Cheese Co.	Louisville	Stark	2/15/2023	Servicing
Knight Material Technologies LLC	Canton	Stark	2/15/2023	Cancelled
Whirlpool Corporation	Ottawa	Putnam	2/16/2023	Servicing
Surati OH LLC	Springfield	Clark	2/22/2023	Servicing

Findlay Machine & Tool, LLC	Findlay	Hancock	3/3/2023	Servicing
Vertiv Corporation	Westerville	Delaware	3/3/2023	Servicing
Tower Automotive Operations USA I, LLC	Bellevue	Sandusky	3/9/2023	Servicing
LG Chem America, Inc.	Ravenna	Portage	3/10/2023	Servicing
Big Tex Trailer Manufacturing, LLC	Batavia	Clermont	3/13/2023	Servicing
R K ADMINISTRATIVE SERVICES LLC	Waverly	Pike	3/15/2023	Servicing
Sugaright LLC	Springdale	Hamilton	3/15/2023	Servicing
Stridas LLC	Cincinnati	Hamilton	3/16/2023	Cancelled
Synchrony Bank	West Chester	Butler	3/16/2023	Cancelled
Enable Injections Inc	West Chester;Cincinnati;Franklin;Springdale	Warren	3/16/2023	Servicing
Safecor Health, LLC	Columbus	Franklin	3/16/2023	Servicing
Epsilon C5I, Inc.	Beavercreek	Greene	3/16/2023	Servicing
Alexander Mann Solutions Corporation	Cleveland	Cuyahoga	4/18/2023	Cancelled
Barkbox, Inc.	Columbus	Franklin	4/19/2023	Cancelled
REV4 LLC	Norwood	Hamilton	4/19/2023	Servicing
General Mills Operations, LLC	Wellston	Jackson	4/19/2023	Servicing
BELLISIO FOODS, INC.	Jackson	Jackson	4/19/2023	Servicing
Trivium Aluminum Packaging USA Corporation	Youngstown	Mahoning	4/19/2023	Servicing
VICTORIAVILLE & CO USA MFG INC	Cleveland	Cuyahoga	4/19/2023	Servicing
Starr's Auto Body, LLC	Chillicothe	Ross	4/19/2023	Servicing
Case Farms Processing, Inc	Winesburg	Holmes	4/19/2023	Servicing
Clarus R&D Solutions, LLC	Columbus	Franklin	4/19/2023	Servicing
Vargo, LLC	Dublin	Franklin	4/24/2023	Servicing
Cincinnati Test Systems, Inc.	Harrison	Hamilton	5/12/2023	Servicing
MAC Trailer Enterprises, Inc.	Alliance	Mahoning	6/7/2023	Servicing
Simpson Manufacturing Co., Inc.	Columbus	Franklin	6/12/2023	Servicing
Ultimate Solutions USA, LLC	Gahanna	Franklin	6/21/2023	Servicing
McWane, LLC	Coshocton	Coshocton	7/18/2023	Servicing
Speyside Bourbon Cooperage, Inc.	Jackson	Jackson	7/22/2023	Servicing

APOGEE ENGINEERING LLC	Fairborn	Greene	7/24/2023	Servicing
Wilson Sporting Goods Co.	Ada	Hardin	7/24/2023	Servicing
Momentive Performance Materials Quartz, Inc.	Strongsville	Cuyahoga	7/26/2023	Servicing
GVS Filtration Inc.	Findlay	Hancock	7/26/2023	Servicing
Brock Air Products, Inc.	Troy	Miami	7/26/2023	Servicing
Liquid Manufacturing Solutions, LLC	Franklin	Warren	7/26/2023	Servicing
ADB Safegate Americas LLC	Gahanna	Franklin	7/31/2023	Servicing
TJX Digital Dayton Merchants, LLC	Union	Montgomery	7/31/2023	Servicing
Tekni Plex Inc	Van Wert	Van Wert	8/4/2023	Servicing
Evans Food Group Ltd.	Minford	Scioto	8/7/2023	Servicing
Forsee Power, Inc.	Hilliard	Franklin	8/8/2023	Servicing
MUM Industries Inc.	Mentor	Lake	8/21/2023	Servicing
Sweep America Intermediate Holdings, LLC	Seven Hills	Cuyahoga	8/21/2023	Cancelled
Yaskawa America, Inc.	Miamisburg	Montgomery	8/21/2023	Servicing
Ardagh Metal Packaging USA Corp.	Huron	Erie	8/21/2023	Servicing
Hollingsworth Management Services, LLC	Columbus/Groveport	Franklin	9/5/2023	Servicing
Middle West Spirits, LLC	Columbus	Franklin	9/5/2023	Servicing
NEW HORIZONS BAKING COMPANY, LLC	Toledo	Lucas	9/5/2023	Servicing
FLEXRACK by Qcells LLC	Highland Hills/Jackson Township	Cuyahoga	9/18/2023	Servicing
Sheetz Distribution Services, LLC	Findlay	Hancock	9/18/2023	Servicing
Green Circle Growers Inc	Oberlin	Lorain	10/3/2023	Servicing
Sierra Nevada Company, LLC	Dayton	Montgomery	10/3/2023	Servicing
RoadForce Companies, LLC	Chillicothe	Ross	10/3/2023	Servicing
Motion Controls Robotics Inc	Fremont	Sandusky	10/3/2023	Servicing
RXO Corporate Solutions, LLC	Dublin	Franklin	10/3/2023	Servicing
SUNSTAR ENGINEERING AMERICAS INC.	Springboro	Warren	10/3/2023	Servicing

R. E. WARNER & ASSOCIATES, INC.	North Olmsted	Cuyahoga	11/1/2023	Servicing
Haydon Corporation	Stow	Summit	11/1/2023	Servicing
OHIO ORDNANCE WORKS INC	Chardon	Lake	11/6/2023	Servicing
Cleveland Kitchen Co.	Cleveland	Cuyahoga	11/9/2023	Servicing
Brennan-Eberly Team Sports, Inc.	Swanton	Lucas	11/21/2023	Servicing
Cornerstone Research Group, Incorporated	Miamisburg	Montgomery	11/21/2023	Servicing
CFD Research Corporation	Beavercreek	Greene	12/19/2023	Servicing
Labconnect, LLC	Cleveland	Cuyahoga	12/21/2023	Servicing
Battle Motors, Inc	New Philadelphia	Tuscarawas	12/27/2023	Servicing
Wells Fargo Bank, National Association	Columbus	Franklin	1/31/2024	Servicing
Two Six Labs, LLC	Beavercreek	Greene	1/31/2024	Servicing
MATTR US INC	Fairfield	Butler	2/5/2024	Servicing
Michigan Metal Coatings Company	Sidney	Shelby	2/13/2024	Servicing
G & J PEPSI-COLA BOTTLERS, INC.	Columbus	Franklin	2/13/2024	Servicing
Ball, Bounce and Sport, Inc.	Mansfield	Richland	2/13/2024	Servicing
Curiosity LLC	Cincinnati	Hamilton	2/20/2024	Servicing
Dine Development Corporation	Dayton	Montgomery	2/29/2024	Servicing
MOBIS US ELECTRIFIED POWERTRAIN, LLC	Toledo	Lucas	3/6/2024	Servicing
Resilience US, LLC	West Chester	Butler	3/6/2024	Servicing
Western Alliance Bank	Westerville	Franklin	3/11/2024	Servicing
Technicote, Inc.	Trotwood	Montgomery	3/11/2024	Servicing
Welch Packaging Group Inc	Wooster	Wayne	3/11/2024	Servicing
Berkley Insurance Company	West Chester	Butler	3/14/2024	Servicing
PREMIER GLOBAL TRANSPORTATION LLC	Milford	Clermont	3/19/2024	Servicing
Holmes Siding Contractors, LTD.	Killbuck	Holmes	3/27/2024	Servicing
Worldpay LLC	Cincinnati	Hamilton	4/4/2024	Servicing
INFOVERITY US INC	Dublin	Franklin	4/8/2024	Servicing
Warabeya North America	Columbus	Franklin	4/11/2024	Servicing

Employers Health Purchasing Corporation	Canton	Stark	4/11/2024	Servicing
Quality Logistics LLC	Columbus	Franklin	4/11/2024	Servicing
Oats Overnight Inc	West Chester	Butler	4/12/2024	Servicing
DPC Fabrication, LLC	Orange Township	Meigs	4/16/2024	Servicing
Sarnova HC LLC	Dublin	Franklin	4/22/2024	Servicing
TTM Technologies North America, LLC	North Jackson	Mahoning	5/2/2024	Servicing
Lululemon USA Inc.	Columbus	Franklin	5/8/2024	Servicing
MMX Aluminum, LLC	Defiance	Defiance	5/8/2024	Servicing
Nuvo Packaging, LLC	Columbus	Franklin	5/8/2024	Servicing
Herr Foods Incorporated	Jackson	Jackson	5/28/2024	Servicing
The James B. Oswald Company	Cleveland	Cuyahoga	5/28/2024	Servicing
Cintas Corporate Services, Inc.	Cincinnati	Warren	5/28/2024	Servicing
Ineos Pigments USA Inc.	Dublin	Franklin	6/6/2024	Servicing
International Food Solutions, Inc	Cleveland	Cuyahoga	6/12/2024	Servicing
Integra Beauty Inc	Groveport	Franklin	6/12/2024	Servicing
Sentrilock, LLC	West Chester Township	Butler	7/15/2024	Cancelled
Toagosei America, Inc.	West Jefferson	Madison	7/15/2024	Servicing
ProVia Holdings, Inc.	Strasburg	Tuscarawas	7/15/2024	Servicing
Team Wendy, LLC	Cleveland	Cuyahoga	7/26/2024	Servicing
Divert, Inc.	Harrison	Hamilton	8/31/2024	Servicing
SCHAEFFLER TRANSMISSION SYSTEMS, LLC	Dover	Tuscarawas	9/12/2024	Servicing
CERELIA USA BAKERY INC.	Whitehall	Franklin	9/12/2024	Servicing
HUSKY MARKETING AND SUPPLY CO	Dublin	Franklin	9/17/2024	Servicing
Medline Holdings, LP	West Jefferson	Madison	10/4/2024	Servicing
A.R.E. Accessories, LLC	Massillon / Navarre	Stark	10/21/2024	Servicing
Parker Hannifin Corporation	Mentor	Lake	11/18/2024	Servicing
Integra Mission Critical LLC	Akron	Summit	11/19/2024	Servicing

Camaco, LLC. A Delaware Limited Liability Company	Lorain	Lorain	11/19/2024	Cancelled
Gifthealth (Gifthealth, Inc.)	Columbus	Franklin	12/20/2024	Servicing
Ohio Gratings, Inc.	Canton	Stark	12/27/2024	Servicing

Appendix 4:

Enterprise Zone Tax Credits

2026
FISCAL YEAR

Ohio Department of Development

Enterprise Zone Agreements Entered Into in 2025

Zone Number	Agreement Number	Agreement Date	Company	City	County
244	244-25-01	7/7/2025	305 Prosperity Parkway LLC	MUSKINGUM (COUNTY)	Muskingum
193	193-25-01	7/8/2025	AMS 2025 BTS & Amazon.com Services LLC	PERRYSBURG (TOWNSHIP OF)	Wood
023	023-25-06	7/21/2025	AAVII, LLC	COLUMBUS	Franklin
023	023-25-04	7/21/2025	Coulter Enterprises, LLC & Coulter Properties II LLC	COLUMBUS	Franklin
378	378-25-03	7/21/2025	The Keim Company	HOLMES (COUNTY)	Holmes
145	145-25-01	8/21/2025	KFV JHI LLC - First Spec Building	FREMONT	Sandusky
186	186-25-01	9/4/2025	KARD WELDING REAL ESTATE, LLC	MINSTER	Auglaize
222	222-25-01	9/11/2025	G.J. Burkhart dba FRY Fastening Systems	FOREST PARK	Hamilton
198	198-25-01	10/1/2025	Novus Foods, LLC	Delphos	Allen
240	240-25-01	10/2/2025	ALDI, Inc.	WAVERLY (CORPORATE NAME WAVERLY CITY)	Pike
186	186-25-02	10/14/2025	Danone US, LLC	MINSTER	Auglaize
023	023-25-05	10/23/2025	Pizzuti Stelzer LLC	COLUMBUS	Franklin
199	199-25-01	11/13/2025	Sealcore Operations, LLC; Sealcore Real Estate, LLC; JHI Properties LLC	NORWALK	Huron
240	240-25-02	11/20/2025	AJM, LLC	SEAL (TOWNSHIP OF)	Pike
111	111-25-01	12/10/2025	Kimberly-Clark Corporation	HOWLAND (TOWNSHIP OF)	Trumbull
269	269-25-01	12/11/2025	GSP Land Holdings	AUSTINTOWN (TOWNSHIP OF)	Mahoning
023	023-25-08	12/15/2025	TCG Corrina Owner I, LLC	COLUMBUS	Franklin
186	186-25-03	12/18/2025	Fabcor, Inc.	MINSTER	Auglaize
407	407-26-01	1/5/2026	Lewco Inc. & Lane Street Realty, Ltd.	SANDUSKY	Erie
233	233-26-01	1/8/2026	Murfin, Inc.	PERRY (TOWNSHIP OF)	Allen
378	378-26-03	1/12/2026	ProVia, LLC & CBSA, Ltd.	WALNUT CREEK (TOWNSHIP OF)	Holmes
035	035-26-01	2/2/2026	Nova Storage LLC	MASSILLON	Stark
093	093-26-01	2/27/2026	Kalmbach Mill, LLC & PSD Partners, LLC (DBA Kalmbach Feeds)	SALEM (TOWNSHIP OF)	Wyandot
060	060-26-01	3/2/2026	First Quality Tissue Midwest, LLC	DELAWARE (TOWNSHIP OF)	Defiance
098	098-26-01	3/11/2026	Charles Manufacturing, Ord. 13544/2026	WARREN	Trumbull
232	232-26-01	4/6/2026	Vantage Data Centers Management Company, LLC	MILLERSPORT	Fairfield
062	062-26-01	4/28/2026	CCC Plastics USA Inc.	ATHENS (COUNTY)	Athens
163	163-26-01	5/14/2026	Findlay AAL, LLC	LIBERTY (TOWNSHIP OF)	Hancock

186	186-26-01	5/19/2026	Globus Printing and Packaging; Ord. 26-04-01/Res. 26-202	MINSTER	Auglaize
145	145-26-01	5/26/2026	KFV JHI LLC - Second Spec Building	FREMONT	Sandusky
116	116-26-01	5/27/2026	Gerber Poultry LLC dba Miller Poultry	SUGAR CREEK (TOWNSHIP OF)	Wayne

Enterprise Zone Agreements Entered into in 2025 - School Compensation Agreement Information									
Zone Number	Agreement Number	Company	City	County	Agreement Date	School District Text	School Compensation Agreement	School Compensation Percent	School Compensation Value
193	193-25-01	AMS 2025 BTS & Amazon.com Services LLC	PERRYSBURG (TOWNSHIP OF)	Wood	7/8/2025	Rossford Exempted Village SD/Penta Career Center	Yes		$ 297,300.00
145	145-25-01	KFV JHI LLC - First Spec Building	FREMONT	Sandusky	8/21/2025	Fremont City School District and the Vanguard-Sentinel Career and Technology Centers School District	Yes		$ 150,000.00
222	222-25-01	G.J. Burkhart dba FRY Fastening Systems	FOREST PARK	Hamilton	9/11/2025	Winton Woods City School District	Yes		$ 1,000,000.00
186	186-25-02	Danone US, LLC	MINSTER	Auglaize	10/14/2025	Minster Local Schools	Yes	40.00%	
093	093-26-01	Kalmbach Mill, LLC & PSD Partners, LLC (DBA Kalmbach Feeds)	SALEM (TOWNSHIP OF)	Wyandot	2/27/2026	Upper Sandusky Exempted Village SD/Vanguard-Sentinel Joint VSD	Yes		$ 3,916.63
145	145-26-01	KFV JHI LLC - Second Spec Building	FREMONT	Sandusky	5/26/2026	Fremont City School District and the Vanguard-Sentinel Career and Technology Centers School District	Yes	25.00%	

Appendix 5:

Data Center Sales Tax Exemptions

2026
FISCAL YEAR

Ohio Department of Development

Data Center Exemption Program - Agreements Entered into in 2025											
Beneficiary	Agreement Executed Date	Local Jurisdiction	County	Rate	Term	Commited Jobs Created	Committed Jobs Created Payroll	Committed Jobs Retained	Committed Jobs Retained Payroll	Total Fixed Assets Investment	Status
Vantage Data Centers Management Company, LLC	3/3/2025	New Albany	Licking	50	10	12	$1,683,000.00	$0.00	$0.00	$185,000,000.00	Servicing
Microsoft Corporation	9/29/2025	Johnstown	Licking	100	15	20	$2,000,000.00	$0.00	$0.00	$1,000,000,000.00	Servicing

Data Center Exemption Program - Agreements Entered Prior to 2025											
Beneficiary	Agreement Executed Date	Local Jurisdiction	County	Rate	Term	Commited Jobs Created	Committed Jobs Created Payroll	Committed Jobs Retained	Committed Jobs Retained Payroll	Total Fixed Assets Investment	Status
Amazon Data Services, Inc.	4/6/2015	Twenty five sites in Ohio	Twenty five sites in Ohio	100	15	120	$9,625,000.00	$0.00	$0.00	$1,110,000,000.00	Servicing
H5 Rockwell Managemen t LLC	5/19/2015	Cleveland	Cuyahoga	100	15	20	$1,500,000.00	$0.00	$0.00	$100,000,000.00	Servicing
Sidecat LLC	8/9/2017	New Albany	Licking	100	15	50	$4,000,000.00	$0.00	$0.00	$750,000,000.00	Servicing
Montauk Innovations LLC	12/17/2018	New Albany	Franklin	100	15	30	$2,500,000.00	$0.00	$0.00	$600,000,000.00	Servicing
American Electric Power Service Corporation	2/6/2019	Groveport	Franklin	100	15	17	$2,200,000.00	$0.00	$0.00	$109,498,122.00	Servicing
Progressive Casualty Insurance Company	6/4/2019	Mayfield Village	Cuyahoga	100	15	15	$1,500,000.00	$0.00	$0.00	$100,000,000.00	Servicing
The Kroger Co.	3/24/2021	Blue Ash	Hamilton	75	15	15	$1,500,000.00	$571.00	$58,182,000.00	$104,847,133.00	Servicing
Ohio River Partners Shareholder LLC	3/14/2022	Hannibal	Monroe	75	10	25	$1,500,000.00	$25.00	$1,683,952.00	$120,000,000.00	Servicing
Cologix, Inc	3/15/2023	Columbus	Franklin	75	10	15	$1,500,000.00	$24.00	$1,892,000.00	$152,000,000.00	Servicing

Aligned Data Centers (NEO) Propco, LLC	12/19/2023	Sandusky	Erie	75	15	18	$1,650,000.00	$0.00	$0.00	$202,000,000.00	Servicing
CyrusOne Management Services LLC	4/12/2024	Lebanon	Warren	75	10	10	$1,500,000.00	$10.00	$1,974,996.00	$135,000,000.00	Servicing
Quality Technology Services, LLC	4/16/2024	New Albany	Licking	100	15	10	$1,500,000.00	$0.00	$0.00	$1,554,000,000.00	Servicing
CyrusOne Management Services LLC	6/14/2024	Johnstown	Licking	75	10	10	$1,500,000.00	$0.00	$0.00	$150,000,000.00	Servicing
ark data centers, LLC	12/20/2024	Independence	Cuyahoga	75	15	11	$1,150,000.00	$24.00	$1,654,725.00	$135,000,000.00	Cancelled
Cologix, Inc	TBD	Lewis Center; Johnstown	Delaware	50	10	90	$10,000,000.00	$56.00	$5,185,126.00	$1,167,000,000.00	Approved

Appendix 6:

TechCred & Workforce Programs

2026
FISCAL YEAR

Ohio Department of Development

TechCred

TechCred provides the opportunity for Ohioans to learn new skills and helps employers build a stronger workforce with the skills needed in a technology-infused economy. TechCred reimburses Ohio employers who invest in upskilling their current or prospective workforce with tech-focused short-term credentials.

Reported information:

Employers awarded an allocation from the TechCred program are allowed 12 months from the date of award to complete credential programs and submit documentation requesting reimbursement. In Fiscal Year 2026, reimbursement requests were processed for 16,685 credentials.

ORC 122.1711 (A)(1)(a) - The average percent rate change of wages during the previous year, if any, for prospective or incumbent employees who earned a microcredential categorized by **microcredentials** earned in each **region** and **statewide**:

- Average wage increase percentage by microcredential by region: Refer to the "TechCred Attachment FY26" document, tab (A)(1)(a).
- Average wage increase percentage by microcredential statewide: Refer to the "TechCred Attachment FY26" document, tab (A)(1)(a).

ORC 122.1711 (A)(1)(b) - The average per cent rate change of wages during the previous years, if any, for prospective or incumbent **employees** who earned a microcredential categorized by the **region** in which employees reside and statewide:

- Average wage increase percentage for credential completers by region (wages are self-reported):
  - Region 1: 0.68%
  - Region 2: 0.62%
  - Region 3: 0.79%
  - Region 4: 1.15%
  - Region 5: 0.14%
  - Region 6: 0.37%
  - Region 7: 0.49%
- Average wage increase percentage for credential completers statewide: 0.97%

ORC 122.1711 (A)(1)(c) - The average annual wages paid to **positions** for which holding a microcredential or having the occupational skills acquired through obtaining a microcredential is required, categorized by each **region** and **statewide**:

- Average annual wages paid to positions by region: Refer to the "TechCred Attachment FY26" document, tab (A)(1)(c).
- Average annual wages paid to positions statewide: Refer to the "TechCred Attachment FY26" document, tab (A)(1)(c).

ORC 122.1711 (A)(1)(d) - The rate of change during the previous year of **unemployment** categorized by each **region** and **statewide**:

- TechCred does not track unemployment rates.

ORC 122.1711 (A)(1)(e) - A list of the **microcredentials** established by the chancellor of higher education under section 122.178 of the Revised Code categorized by each region and statewide:

- To see a full list of the 3,802 credentials that were approved at the conclusion of Fiscal Year 2026, Refer to the "TechCred Attachment FY26" document, tab (A)(1)(e).

ORC 122.1711 (A)(1)(f) - A demographic analysis of **employees** who earned a microcredential under the TechCred program based on the **race** and **gender** of each employee:

- Out of 5,660 credential completers choosing to respond to this optional question, the race analysis is as follows:
  - African American – 336 completers, or 5.94%
  - Asian – 91 completers, or 1.61%
  - Caucasian – 5,017 completers, or 88.64%
  - Hispanic – 120 completers, or 2.12%
  - Native American – 12 completers, or 0.21%
  - Other – 84 completers, or 1.48%
- Out of 7,174 credential completers choosing to respond to this optional question, the gender analysis is as follows:
  - Female – 2,976 completers, or 41.48%
  - Male – 4,196 completers, or 58.49%
  - Other – 2 completers, or 0.03%

ORC 122.1711 (A)(1)(g) - A demographic analysis of **employers** who received a reimbursement through the TechCred program based on the **race** and **gender** of each **employer**:

- Out of 43 employers choosing to respond to this optional question, the race analysis is as follows: Minority Controlled/Led – 41 employers, or 95.35%
- Out of 116 employers choosing to respond to this optional question, the gender analysis is as follows: Woman Controlled/Led – 115 employers, or 99.14%

ORC 122.1711 (A)(1)**(a)** - The average per cent rate change of wages during the previous year, if any, for prospective or incumbent employees who earned a microcredential categorized by microcredentials earned in each region and statewide.

Diversity Region as Defined in HB 2 Sec. 122.178 (G)

Region 1 - Allen, Crawford, Defiance, Fulton, Hancock, Hardin, Henry, Lucas ,Ottawa, Paulding, Putnam, Sandusky, Seneca, Van Wert, Williams, Wood, and Wyandot

Region 2 - Ashland, Ashtabula, Columbiana, Cuyahoga, Erie, Geauga, Huron, Lake ,Lorain, Mahoning, Medina, Portage, Richland, Stark, Summit, Trumbull, Tuscarawas, and Wayne

Region 3 - Auglaize, Champaign, Clark, Clinton, Darke, Fayette, Greene, Mercer,Miami, Montgomery, Preble, and Shelby

Region 4 - Delaware, Fairfield, Franklin, Knox, Licking, Logan, Madison, Marion ,Morrow, Pickaway, and Union

Region 5 - Adams, Athens, Gallia, Highland, Hocking, Jackson, Lawrence, Meigs ,Pike, Ross, Scioto, and Vinton

Region 6 - Belmont, Carroll, Coshocton, Guernsey, Harrison, Holmes, Jefferson ,Monroe, Morgan, Muskingum, Noble, Perry, and Washington

Region 7 - Brown, Butler, Clermont, Hamilton, and Warren

Average Wages by Microcredential by Region

Credentials by Region	Average of Current Hourly Wage	Average of Actual Hourly Wage After Credential	Average Wage Change	Average % Wage Change
(ISC)2 Certified Cloud Security Professional				
2	$ 43.60	$ 44.44	$ 0.84	1.93%
(ISC)2 Certified Information Systems Security Professional (CISSP)				
1	$ 46.64	$ 48.04	$ 1.40	3.00%
2	$ 46.64	$ 46.87	$ 0.23	0.50%
3	$ 49.43	$ 49.43	$ -	0.00%
4	$ 61.32	$ 61.32	$ -	0.00%
7	$ 45.25	$ 45.25	$ -	0.00%
(ISC)2 Information Systems Security Engineering Professional (ISSEP)				
2	$ 48.55	$ 48.55	$ -	0.00%
(ISC)2 Systems Security Certified Practitioner (SSCP)				
2	$ 26.78	$ 26.78	$ -	0.00%
.NET Development				
2	$ 28.47	$ 35.00	$ 6.53	22.94%
5G and Broadband Deployment				
2	$ 26.35	$ 27.29	$ 0.94	3.57%
5G Ecosystem				
2	$ 26.35	$ 27.29	$ 0.94	3.57%
5G Macro Technician				
2	$ 25.00	$ 25.00	$ -	0.00%
AAMP- The Association for Materials Protection and Performance Coating Inspector-Level 1				
4	$ 27.63	$ 29.50	$ 1.88	6.79%
AC/DC Electrical Systems				
1	$ 26.66	$ 26.66	$ -	0.00%
2	$ 28.67	$ 28.67	$ -	0.00%
4	$ 24.30	$ 24.30	$ -	0.00%
AC/DC Machines				
1	$ 27.49	$ 27.49	$ -	0.00%
4	$ 42.61	$ 42.61	$ -	0.00%
Accounting with Microsoft Excel				
2	$ 22.00	$ 22.00	$ -	0.00%
ACE Version 4 Robotic Programming (All levels)				
7	$ 68.90	$ 68.90	$ -	0.00%
ACI Concrete Aggregate Testing Technician - Level 1				
4	$ 23.88	$ 27.25	$ 3.38	14.14%
ACI Concrete Field Testing Technician - Grade I				
2	$ 28.00	$ 28.00	$ -	0.00%
4	$ 29.48	$ 33.63	$ 4.15	14.08%
ACI Concrete Strength Testing Technician				
4	$ 24.75	$ 26.50	$ 1.75	7.07%
ACME Multi-Spindle Screw Machine				
2	$ 19.11	$ 22.27	$ 3.16	16.55%
Additive Manufacturing				
1	$ 42.26	$ 42.26	$ -	0.00%
Administering a SQL Database Infrastructure				
1	$ 39.23	$ 39.23	$ -	0.00%
2	$ 39.80	$ 39.80	$ -	0.00%
4	$ 48.23	$ 48.23	$ -	0.00%

Administering Cisco Unified Communications Workspaces: Advanced Administration for Multisite Employees				
7	$ 28.07	$ 28.07	$ -	0.00%
Administering Information Protection and Compliance in Microsoft 365				
2	$ 47.46	$ 47.46	$ -	0.00%
4	$ 55.21	$ 57.89	$ 2.68	4.85%
Administering Microsoft Azure SQL Solutions				
4	$ 61.74	$ 61.74	$ -	0.00%
7	$ 54.82	$ 54.82	$ -	0.00%
Administering Snowflake				
4	$ 40.23	$ 40.23	$ -	0.00%
Administering Windows Server				
2	$ 32.19	$ 32.19	$ -	0.00%
4	$ 37.15	$ 37.15	$ -	0.00%
5	$ 38.10	$ 38.10	$ -	0.00%
Adobe Acrobat DC (All versions)				
1	$ 42.48	$ 42.48	$ -	0.00%
2	$ 40.83	$ 40.83	$ -	0.00%
3	$ 39.78	$ 39.78	$ -	0.00%
4	$ 54.12	$ 54.12	$ -	0.00%
5	$ 17.00	$ 17.00	$ -	0.00%
7	$ 32.28	$ 32.28	$ -	0.00%
Adobe Captivate				
2	$ 40.96	$ 40.96	$ -	0.00%
Adobe CC Design Tools: Photoshop, Illustrator, and InDesign				
3	$ 27.30	$ 27.42	$ 0.13	0.46%
4	$ 29.39	$ 29.39	$ -	0.00%
5	$ 25.39	$ 25.67	$ 0.28	1.10%
7	$ 48.07	$ 48.07	$ -	0.00%
Adobe Certified Professional - Digital Video Using Adobe Premiere Pro				
1	$ 28.22	$ 28.22	$ -	0.00%
Adobe Creative Suite				
4	$ 50.53	$ 51.54	$ 1.01	2.00%
Adobe CS6 Design Tools: Photoshop, Illustrator, and InDesign Illustrated				
4	$ 57.69	$ 57.69	$ -	0.00%
Adobe Illustrator CC				
1	$ 20.04	$ 20.71	$ 0.66	3.32%
2	$ 21.38	$ 21.70	$ 0.31	1.47%
3	$ 39.77	$ 39.77	$ -	0.00%
5	$ 25.70	$ 25.70	$ -	0.00%
7	$ 22.67	$ 22.67	$ -	0.00%
Adobe Illustrator CC - Level 1				
2	$ 26.00	$ 26.00	$ -	0.00%
4	$ 57.69	$ 57.69	$ -	0.00%
Adobe Illustrator CC Professional				
4	$ 35.50	$ 40.87	$ 5.37	15.13%
7	$ 30.29	$ 30.29	$ -	0.00%
Adobe InDesign CC				
3	$ 27.98	$ 27.98	$ -	0.00%
4	$ 29.02	$ 29.02	$ -	0.00%
5	$ 29.99	$ 30.37	$ 0.38	1.27%
7	$ 34.12	$ 34.12	$ -	0.00%
Adobe Photoshop				
2	$ 35.97	$ 35.97	$ -	0.00%
7	$ 34.66	$ 34.66	$ -	0.00%
Adobe Photoshop CC				
1	$ 18.93	$ 18.93	$ -	0.00%
2	$ 29.88	$ 29.88	$ -	0.00%
3	$ 39.74	$ 39.74	$ -	0.00%
4	$ 26.44	$ 26.44	$ -	0.00%
5	$ 30.00	$ 30.00	$ -	0.00%
7	$ 32.22	$ 32.22	$ -	0.00%
Adobe Premiere Pro Creative Cloud (CC)				
1	$ 25.48	$ 26.44	$ 0.96	3.77%
3	$ 29.39	$ 29.64	$ 0.25	0.85%
4	$ 54.85	$ 54.85	$ -	0.00%
7	$ 48.07	$ 48.07	$ -	0.00%
Advanced Automated Administration with Windows PowerShell				

2	$ 38.62	$ 38.62	$ -	0.00%
4	$ 45.96	$ 45.96	$ -	0.00%
Advanced Business Analysis				
1	$ 41.29	$ 43.78	$ 2.50	6.04%
2	$ 45.94	$ 45.94	$ -	0.00%
3	$ 46.47	$ 46.47	$ -	0.00%
Advanced Cardiac Life Support (ACLS)				
1	$ 28.70	$ 28.70	$ -	0.00%
4	$ 84.71	$ 84.72	$ 0.01	0.01%
Advanced Certified Scrum Product Owner (A-CSPO)				
2	$ 41.92	$ 41.92	$ -	0.00%
Advanced Electrical Troubleshooting				
1	$ 26.76	$ 27.42	$ 0.66	2.45%
Advanced Emergency Medical Technician (AEMT)				
1	$ 16.36	$ 16.91	$ 0.55	3.39%
3	$ 18.17	$ 20.57	$ 2.40	13.21%
6	$ 18.40	$ 18.90	$ 0.50	2.72%
Advanced Industrial Controls				
2	$ 30.00	$ 30.00	$ -	0.00%
Advanced Machining Processes				
4	$ 23.88	$ 23.88	$ -	0.00%
Advanced Microsoft Excel 2019/Office 365				
1	$ 38.75	$ 38.75	$ -	0.00%
2	$ 41.06	$ 41.17	$ 0.12	0.28%
3	$ 23.65	$ 23.65	$ -	0.00%
4	$ 28.04	$ 28.14	$ 0.09	0.33%
7	$ 45.20	$ 45.95	$ 0.75	1.67%
Advanced Microsoft Power BI				
1	$ 40.60	$ 40.60	$ -	0.00%
Advanced Motion Methods				
2	$ 91.35	$ 91.35	$ -	0.00%
Advanced MS Power BI				
2	$ 61.56	$ 61.56	$ -	0.00%
4	$ 38.59	$ 38.59	$ -	0.00%
7	$ 46.90	$ 46.90	$ -	0.00%
Advanced Python 3 Programming				
2	$ 40.38	$ 40.38	$ -	0.00%
Advanced Robotic Programming				
4	$ 27.25	$ 27.25	$ -	0.00%
Advanced Tableau				
4	$ 50.42	$ 53.85	$ 3.43	6.80%
Agile for Business Analysts				
2	$ 42.13	$ 42.13	$ -	0.00%
4	$ 44.82	$ 44.82	$ -	0.00%
Agile for Developers				
2	$ 59.86	$ 62.26	$ 2.40	4.01%
Agile Fundamentals				
2	$ 42.09	$ 42.96	$ 0.88	2.09%
4	$ 38.05	$ 38.05	$ -	0.00%
Agile Project Management				
1	$ 42.87	$ 43.81	$ 0.93	2.18%
2	$ 39.14	$ 39.14	$ -	0.00%
3	$ 38.50	$ 38.50	$ -	0.00%
4	$ 58.10	$ 58.87	$ 0.77	1.32%
7	$ 60.86	$ 60.86	$ -	0.00%
Agile Scrum				
4	$ 54.53	$ 54.53	$ -	0.00%
7	$ 72.81	$ 72.81	$ -	0.00%
Agile Software Engineering				
4	$ 33.29	$ 33.29	$ -	0.00%
AI & Data Product Management				
4	$ 43.66	$ 43.66	$ -	0.00%
AI Agents				
2	$ 48.93	$ 49.83	$ 0.89	1.82%
AI Chatbots				
2	$ 50.00	$ 50.00	$ -	0.00%
AI Context and Workflow Design				

2	$ 34.25	$ 34.25	$ -	0.00%
AI for Business Analysis				
2	$ 39.96	$ 40.50	$ 0.53	1.34%
3	$ 28.00	$ 28.00	$ -	0.00%
4	$ 30.16	$ 36.06	$ 5.90	19.56%
AI for Digital Marketing				
3	$ 24.00	$ 24.00	$ -	0.00%
AI for Finance & Accounting Leaders				
3	$ 55.65	$ 55.65	$ -	0.00%
AI for Project Management				
2	$ 64.95	$ 64.95	$ -	0.00%
AI for the Data Driven Enterprise				
7	$ 50.00	$ 50.00	$ -	0.00%
AI Foundations				
1	$ 32.42	$ 32.42	$ -	0.00%
2	$ 53.10	$ 53.35	$ 0.26	0.48%
4	$ 76.35	$ 76.35	$ -	0.00%
5	$ 51.72	$ 51.72	$ -	0.00%
AI in Business: Tools & Techniques				
1	$ 36.26	$ 36.26	$ -	0.00%
2	$ 30.56	$ 31.05	$ 0.49	1.60%
3	$ 46.60	$ 46.60	$ -	0.00%
4	$ 38.32	$ 38.32	$ -	0.00%
5	$ 28.77	$ 29.10	$ 0.34	1.16%
6	$ 39.79	$ 39.79	$ -	0.00%
7	$ 40.92	$ 41.06	$ 0.14	0.34%
AI in Education				
1	$ 40.64	$ 40.64	$ -	0.00%
2	$ 41.66	$ 41.66	$ 0.00	0.00%
3	$ 48.20	$ 48.24	$ 0.04	0.09%
4	$ 49.54	$ 49.54	$ 0.00	0.00%
5	$ 39.26	$ 39.26	$ -	0.00%
6	$ 41.08	$ 41.24	$ 0.16	0.40%
7	$ 55.09	$ 55.44	$ 0.35	0.63%
AI Policy Development with Custom GPTs				
2	$ 53.45	$ 53.45	$ -	0.00%
4	$ 59.17	$ 59.17	$ -	0.00%
AI Prompt Engineering for Business Strategy and Innovation				
4	$ 61.47	$ 61.47	$ -	0.00%
AI Python				
2	$ 71.65	$ 71.65	$ -	0.00%
AI QuickStart to Prompt Engineering for Everyday Business Users				
4	$ 32.00	$ 32.00	$ -	0.00%
7	$ 46.87	$ 46.87	$ -	0.00%
AI Readiness				
1	$ 26.50	$ 26.50	$ -	0.00%
2	$ 39.80	$ 39.80	$ -	0.00%
4	$ 45.22	$ 45.22	$ -	0.00%
5	$ 53.41	$ 53.41	$ -	0.00%
6	$ 23.04	$ 23.04	$ -	0.00%
7	$ 62.67	$ 62.67	$ -	0.00%
AI Tool Proficiency and Secure Application				
2	$ 46.12	$ 46.28	$ 0.16	0.34%
AI Tools Introduction and Enterprise Overview				
1	$ 50.31	$ 50.31	$ -	0.00%
2	$ 51.39	$ 51.39	$ -	0.00%
3	$ 52.40	$ 52.55	$ 0.15	0.29%
7	$ 40.26	$ 40.84	$ 0.58	1.44%
AI Workflows				
2	$ 35.41	$ 35.41	$ -	0.00%
4	$ 39.55	$ 39.55	$ -	0.00%
AI x Design Thinking				
7	$ 91.20	$ 91.20	$ -	0.00%
AI-Driven Differentiation				
2	$ 44.43	$ 44.43	$ -	0.00%
3	$ 47.19	$ 47.19	$ -	0.00%
5	$ 68.29	$ 68.29	$ -	0.00%

6	$ 55.70	$ 55.70	$ -	0.00%
7	$ 58.77	$ 58.77	$ -	0.00%
AIM Part Design				
2	$ 42.98	$ 42.98	$ -	0.00%
AIMS Maintenance Technician				
7	$ 41.91	$ 41.91	$ -	0.00%
Air Conditioning and Refrigeration				
1	$ 20.00	$ 20.00	$ -	0.00%
3	$ 37.98	$ 37.98	$ -	0.00%
ALIA CTOL Simulator				
3	$ 86.54	$ 89.90	$ 3.36	3.88%
ALIA VTOL Ground				
3	$ 86.00	$ 89.00	$ 3.00	3.49%
ALIA VTOL Ground and Simulator				
3	$ 86.54	$ 89.90	$ 3.36	3.88%
Allen Bradley Accelerated Logix5000 Programmer - Level 1				
4	$ 32.34	$ 32.34	$ -	0.00%
Allen Bradley ControlLogix				
1	$ 29.99	$ 30.02	$ 0.02	0.08%
4	$ 27.25	$ 27.25	$ -	0.00%
Allen Bradley ControlLogix Advanced				
1	$ 24.79	$ 24.79	$ -	0.00%
Allen Bradley ControlLogix PLC Applications				
4	$ 27.25	$ 27.25	$ -	0.00%
Allen Bradley ControlLogix PLC Instruction and Troubleshooting				
4	$ 27.25	$ 27.25	$ -	0.00%
Allen Bradley ControlLogix/Studio 5000 Logix Designer Level 3: Basic Ladder Logic Interpretation				
1	$ 35.60	$ 35.60	$ -	0.00%
2	$ 33.85	$ 50.71	$ 16.86	49.81%
Allen Bradley ControlLogix/Studio5000 Logix Designer Level 1: Fundamentals and Troubleshooting				
2	$ 35.96	$ 35.96	$ -	0.00%
3	$ 40.71	$ 40.71	$ -	0.00%
7	$ 29.03	$ 29.03	$ -	0.00%
Allen Bradley Ethernet/IP Configuration and Troubleshooting				
2	$ 36.06	$ 36.06	$ -	0.00%
Allen Bradley FactoryTalk View ME & PanelView Plus Programming				
2	$ 34.29	$ 34.29	$ -	0.00%
7	$ 31.36	$ 31.36	$ -	0.00%
Allen Bradley GuardLogix				
7	$ 60.10	$ 62.52	$ 2.42	4.03%
Allen Bradley Logix 5000: Programming Ladder Logic				
1	$ 71.03	$ 71.03	$ -	0.00%
Allen Bradley Motion Control Fundamentals using Kinetix 5700 (CIP) Servo Drives				
4	$ 48.97	$ 48.97	$ -	0.00%
Allen Bradley PLC 411: Fundamentals of Programmable Logic Controllers				
1	$ 36.99	$ 36.99	$ -	0.00%
Allen Bradley PLC: Intro to Automation				
2	$ 38.24	$ 38.49	$ 0.25	0.66%
6	$ 43.84	$ 43.84	$ -	0.00%
Allen Bradley PowerFlex 750: Configuration and Startup				
7	$ 31.36	$ 31.36	$ -	0.00%
Allen Bradley PowerFlex 750: Series Maintenance & Troubleshooting				
2	$ 58.31	$ 58.31	$ -	0.00%
7	$ 31.36	$ 31.36	$ -	0.00%
Allen Bradley Studio 5000 Logix Designer Level 1: CompactLogix Fundamentals and Troubleshooting				
1	$ 32.00	$ 32.00	$ -	0.00%
2	$ 39.48	$ 39.48	$ -	0.00%
Allen Bradley Studio 5000 Logix Designer Level 1: Control Logix System Fundamentals				
1	$ 27.83	$ 27.83	$ -	0.00%
2	$ 42.89	$ 42.89	$ -	0.00%
6	$ 30.00	$ 30.00	$ -	0.00%
7	$ 46.69	$ 46.69	$ -	0.00%
Allen Bradley Studio 5000 Logix Designer Level 1: ControlLogix System Fundamentals				
2	$ 41.54	$ 41.54	$ -	0.00%
Allen Bradley Studio 5000 Logix Designer Level 1: Logix 5000 System Fundamentals				
2	$ 31.31	$ 31.31	$ -	0.00%
Allen Bradley Studio 5000 Logix Designer Level 2: Basic Ladder Logic Programming				

1	$ 29.14	$ 29.14	$ 0.01	0.03%
2	$ 35.83	$ 35.83	$ -	0.00%
6	$ 30.00	$ 30.00	$ -	0.00%
7	$ 46.69	$ 46.69	$ -	0.00%
Allen Bradley Studio 5000 Logix Designer Level 2: ControlLogix Maintenance and Troubleshooting				
1	$ 57.37	$ 57.37	$ -	0.00%
2	$ 33.41	$ 33.41	$ -	0.00%
Allen Bradley Studio 5000 Logix Designer Level 3: Project Development				
2	$ 46.00	$ 46.00	$ -	0.00%
7	$ 31.36	$ 31.36	$ -	0.00%
Allen Bradley Studio 5000 Logix Designer Level 4: Function Block Programming				
2	$ 35.32	$ 40.45	$ 5.14	14.55%
Allen Bradley Studio 5000 Logix Designer Level 4: Kinetix 5700 (CIP) Programming				
4	$ 42.28	$ 42.28	$ -	0.00%
Allen Bradley Studio 5000 Logix Designer Level 4: Structured Text/Sequential Function Chart Programming				
2	$ 30.95	$ 43.85	$ 12.90	41.66%
Altium Designer				
2	$ 39.53	$ 39.54	$ 0.01	0.01%
Aluminum Finishing				
2	$ 62.50	$ 62.50	$ -	0.00%
Aluminum GMA (MIG) Welding				
7	$ 28.55	$ 29.98	$ 1.43	5.01%
AMA Marketing Management Certification				
3	$ 29.35	$ 29.35	$ -	0.00%
American Injection Molding Institute (AIM) Molding				
2	$ 31.40	$ 31.40	$ -	0.00%
3	$ 30.88	$ 30.88	$ -	0.00%
American Welding Society (AWS) Certified Welder				
1	$ 28.90	$ 28.90	$ -	0.00%
2	$ 32.00	$ 32.00	$ -	0.00%
7	$ 27.48	$ 27.48	$ -	0.00%
Ammonia Refrigeration				
1	$ 32.39	$ 32.39	$ -	0.00%
2	$ 31.90	$ 31.91	$ 0.02	0.05%
AMT Certified Medical Assistant				
7	$ 19.07	$ 19.46	$ 0.39	2.05%
Analog Circuits				
3	$ 25.00	$ 26.50	$ 1.50	6.00%
Analytics Program & Project Management				
2	$ 40.50	$ 40.50	$ -	0.00%
3	$ 48.18	$ 48.18	$ -	0.00%
4	$ 45.67	$ 45.67	$ -	0.00%
5	$ 35.58	$ 35.58	$ -	0.00%
Analyzing Data with Excel				
2	$ 35.20	$ 35.20	$ -	0.00%
4	$ 22.00	$ 22.00	$ -	0.00%
6	$ 34.67	$ 34.67	$ -	0.00%
Analyzing Data with Microsoft Power BI				
2	$ 50.30	$ 50.47	$ 0.16	0.32%
Angular Developer				
7	$ 40.00	$ 40.00	$ -	0.00%
Angular Programming (all levels)				
2	$ 56.90	$ 56.90	$ -	0.00%
Ansys Parametric Design Language (APDL)				
2	$ 46.55	$ 46.55	$ -	0.00%
Ansys Workbench Mechanical				
5	$ 34.35	$ 34.35	$ -	0.00%
Ansys Workbench Mechanical Structural Nonlinearities				
2	$ 46.50	$ 46.50	$ -	0.00%
5	$ 33.65	$ 33.65	$ -	0.00%
Apple macOS Support Essentials				
2	$ 38.11	$ 38.11	$ -	0.00%
7	$ 25.36	$ 25.36	$ -	0.00%
Applications of FTIR & NMR Spectroscopy in Polymer Development				
2	$ 50.00	$ 50.00	$ -	0.00%
Applied Linear Regression				
7	$ 30.00	$ 30.00	$ -	0.00%

Applying Professional Scrum				
7	$ 37.52	$ 37.52	$ -	0.00%
Applying Professional Scrum for Software Development (APS-SD)				
7	$ 45.00	$ 46.00	$ 1.00	2.22%
Arburg Machine Setting				
1	$ 33.17	$ 33.17	$ -	0.00%
Arc Flash & Electrical Power Training				
1	$ 37.90	$ 37.90	$ -	0.00%
2	$ 31.18	$ 31.87	$ 0.69	2.21%
3	$ 35.60	$ 35.60	$ -	0.00%
4	$ 26.72	$ 26.72	$ -	0.00%
6	$ 36.21	$ 38.00	$ 1.80	4.97%
ArcGIS Dashboards				
2	$ 23.00	$ 23.00	$ -	0.00%
ArcGIS Online Platform				
2	$ 36.06	$ 36.06	$ -	0.00%
4	$ 24.48	$ 24.48	$ -	0.00%
ArcGIS Pro (All levels)				
2	$ 22.96	$ 22.96	$ -	0.00%
4	$ 39.48	$ 39.74	$ 0.25	0.64%
5	$ 17.20	$ 17.20	$ -	0.00%
7	$ 69.23	$ 69.23	$ -	0.00%
ArcGIS Pro Intermediate				
4	$ 29.46	$ 29.46	$ -	0.00%
ArcGIS: Making Better Story Maps				
3	$ 24.95	$ 24.95	$ -	0.00%
5	$ 19.99	$ 19.99	$ -	0.00%
ArcGIS: ModelBuilder				
4	$ 32.88	$ 32.88	$ -	0.00%
Architecting on AWS				
2	$ 70.36	$ 70.36	$ -	0.00%
4	$ 45.34	$ 45.67	$ 0.33	0.73%
Articulate Storyline				
4	$ 43.06	$ 43.66	$ 0.61	1.41%
7	$ 40.00	$ 40.00	$ -	0.00%
Artificial Intelligence				
1	$ 59.48	$ 59.48	$ -	0.00%
2	$ 23.78	$ 23.78	$ -	0.00%
3	$ 44.99	$ 44.99	$ -	0.00%
4	$ 40.12	$ 40.12	$ -	0.00%
5	$ 33.98	$ 33.98	$ -	0.00%
6	$ 43.91	$ 43.91	$ -	0.00%
Artificial Intelligence (AI) + Human Ingenuity (HI)				
1	$ 91.35	$ 91.35	$ -	0.00%
2	$ 35.05	$ 35.05	$ -	0.00%
3	$ 50.88	$ 50.88	$ -	0.00%
4	$ 115.40	$ 115.40	$ -	0.00%
Artificial Intelligence and Machine Learning				
2	$ 26.30	$ 26.30	$ -	0.00%
4	$ 47.35	$ 47.77	$ 0.42	0.89%
7	$ 40.58	$ 40.58	$ -	0.00%
Artificial Intelligence Development & Integration				
2	$ 54.95	$ 54.95	$ -	0.00%
4	$ 37.57	$ 37.59	$ 0.02	0.05%
5	$ 33.50	$ 33.50	$ -	0.00%
Artificial Intelligence for Business				
1	$ 40.60	$ 40.68	$ 0.07	0.18%
2	$ 43.00	$ 43.02	$ 0.01	0.03%
3	$ 42.94	$ 42.94	$ -	0.00%
4	$ 47.48	$ 47.51	$ 0.03	0.07%
5	$ 35.69	$ 35.76	$ 0.07	0.19%
6	$ 49.63	$ 49.69	$ 0.06	0.13%
7	$ 45.47	$ 45.56	$ 0.09	0.19%
Artificial Intelligence for HR				
2	$ 49.04	$ 49.04	$ -	0.00%
Artificial Intelligence Introduction and Application				
1	$ 52.69	$ 52.69	$ -	0.00%

4	$ 49.08	$ 49.28	$ 0.20	0.41%
7	$ 30.04	$ 30.04	$ -	0.00%
Artificial Intelligence: Implications for Business Strategy				
2	$ 28.94	$ 29.90	$ 0.96	3.30%
3	$ 28.87	$ 28.87	$ -	0.00%
4	$ 44.89	$ 44.89	$ -	0.00%
ArubaOS-CX Switching Fundamentals, Rev. 20.21				
4	$ 27.51	$ 27.51	$ -	0.00%
Asbestos Contractor/Supervisor				
2	$ 30.56	$ 33.41	$ 2.86	9.35%
ASC TAC Adhesive Technology Core				
7	$ 31.24	$ 31.75	$ 0.52	1.66%
ASE A1 Engine Repair				
4	$ 22.25	$ 22.25	$ -	0.00%
ASE A6 Electrical Electronics				
4	$ 21.00	$ 21.00	$ -	0.00%
ASM Heat Treating				
2	$ 48.00	$ 48.00	$ -	0.00%
ASM Heat Treating Quality & Inspection				
2	$ 21.84	$ 23.00	$ 1.16	5.31%
ASM Maintenance of Heat Treating Equipment				
2	$ 18.72	$ 18.72	$ -	0.00%
ASM Metallurgy for the Non-Metallurgist				
2	$ 38.95	$ 38.95	$ -	0.00%
ASM Thermal Spray Technologies				
2	$ 62.50	$ 62.50	$ -	0.00%
ASME B31.3 Process Piping Design, Materials, Fabrication				
2	$ 48.60	$ 48.60	$ -	0.00%
4	$ 43.92	$ 43.92	$ -	0.00%
ASME BPV Code, Section IX: Welding & Brazing Qualifications				
7	$ 33.00	$ 33.00	$ -	0.00%
ASME BPV Code, Section VIII, Division 2: Design & Fabrication of Pressure Vessel				
2	$ 49.74	$ 49.74	$ -	0.00%
4	$ 43.92	$ 43.92	$ -	0.00%
ASP.NET MVC Programming Using C#				
3	$ 35.10	$ 35.10	$ -	0.00%
ASQ Certified Manager of Quality/Organizational Excellence (CMQ/OE)				
3	$ 78.28	$ 78.28	$ -	0.00%
ASQ Certified Quality Technician (CQT)				
4	$ 36.14	$ 36.14	$ -	0.00%
Assembly and Fastener Basics				
2	$ 28.25	$ 29.45	$ 1.21	4.27%
Association for Supply Chain Management (ASCM) Certified Supply Chain Professional (CSCP)				
2	$ 57.69	$ 59.42	$ 1.73	3.00%
Association for Supply Chain Management (ASCM) Supply Chain Planning				
3	$ 23.00	$ 24.00	$ 1.00	4.35%
Association for Supply Chain Management Certified in Planning and Inventory Management (CPIM)				
2	$ 42.52	$ 43.23	$ 0.71	1.67%
3	$ 48.77	$ 48.77	$ -	0.00%
AUSO Flight				
2	$ 35.61	$ 38.75	$ 3.14	8.82%
AUSO Ground				
2	$ 35.61	$ 38.75	$ 3.14	8.82%
AutoCAD Electrical				
1	$ 40.41	$ 40.41	$ -	0.00%
AutoCAD Electrical: Fundamentals with NFPA Standards				
4	$ 23.08	$ 23.08	$ -	0.00%
AutoCAD Fundamentals				
1	$ 59.28	$ 59.28	$ -	0.00%
2	$ 29.61	$ 30.61	$ 1.00	3.38%
3	$ 23.00	$ 23.00	$ -	0.00%
4	$ 37.86	$ 37.86	$ -	0.00%
AutoCAD Level 1: Essentials				
2	$ 29.94	$ 30.59	$ 0.65	2.19%
4	$ 29.30	$ 29.30	$ -	0.00%
6	$ 36.65	$ 37.74	$ 1.09	2.97%
7	$ 32.13	$ 32.13	$ -	0.00%

AutoCAD Level 2: Intermediate				
2	$ 33.79	$ 33.79	$ -	0.00%
4	$ 32.69	$ 32.69	$ -	0.00%
6	$ 36.65	$ 37.74	$ 1.09	2.97%
7	$ 31.25	$ 31.25	$ -	0.00%
AutoCAD Level 3: Advanced				
4	$ 32.69	$ 32.69	$ -	0.00%
AutoCAD Plant 3D Essentials				
1	$ 27.00	$ 27.00	$ -	0.00%
AutoCAD: Fundamentals				
1	$ 33.11	$ 33.17	$ 0.06	0.19%
7	$ 32.00	$ 32.00	$ -	0.00%
Autodesk Build				
6	$ 24.00	$ 24.00	$ -	0.00%
Autodesk Civil 3D (All versions)				
2	$ 31.30	$ 31.30	$ -	0.00%
7	$ 40.70	$ 40.70	$ -	0.00%
Autodesk Fusion 360 CAM				
2	$ 29.33	$ 30.48	$ 1.14	3.90%
Autodesk Inventor Advanced Assembly Modeling				
2	$ 44.09	$ 44.09	$ -	0.00%
Autodesk Inventor Nastran: Advanced FEA				
1	$ 32.79	$ 32.79	$ -	0.00%
Autodesk Inventor Nastran: FEA Fundamentals				
1	$ 24.88	$ 24.88	$ -	0.00%
Autodesk Inventor: Essentials				
2	$ 14.50	$ 16.50	$ 2.00	13.79%
Autodesk Inventor: iLogic				
2	$ 51.35	$ 51.35	$ -	0.00%
Autodesk Inventor: Introduction for Experienced 3D CAD Users				
1	$ 47.51	$ 47.51	$ -	0.00%
2	$ 38.75	$ 42.16	$ 3.41	8.80%
Autodesk Inventor: Introduction to Solid Modeling				
3	$ 29.17	$ 30.08	$ 0.92	3.14%
Autodesk Inventor: Nastran Essentials				
1	$ 44.05	$ 44.05	$ -	0.00%
Autodesk Inventor: Tube and Pipe Design				
1	$ 24.88	$ 24.88	$ -	0.00%
7	$ 40.18	$ 40.18	$ -	0.00%
Autodesk Moldflow Insight				
1	$ 66.83	$ 66.83	$ -	0.00%
Autodesk Navisworks: Fundamentals				
1	$ 37.75	$ 38.28	$ 0.53	1.41%
4	$ 51.33	$ 51.33	$ -	0.00%
Autodesk PartMaker				
2	$ 19.67	$ 19.67	$ -	0.00%
Autodesk Revit (All levels)				
2	$ 39.74	$ 39.94	$ 0.20	0.50%
4	$ 25.96	$ 25.96	$ -	0.00%
7	$ 26.45	$ 26.45	$ -	0.00%
Autodesk Revit BIM Management: Template and Schedule Creation				
1	$ 40.87	$ 40.87	$ -	0.00%
2	$ 28.44	$ 28.44	$ -	0.00%
Autodesk Revit: Family Creation for Architecture				
4	$ 28.85	$ 28.85	$ -	0.00%
Autodesk Revit: Family Creation for MEP				
1	$ 35.50	$ 36.01	$ 0.50	1.42%
Autodesk Revit: Fundamentals for Architecture				
2	$ 29.30	$ 29.30	$ -	0.00%
Autodesk Revit: Fundamentals for Electrical				
1	$ 30.80	$ 31.80	$ 1.00	3.25%
2	$ 33.00	$ 33.00	$ -	0.00%
Autodesk Revit: Fundamentals for Mechanical and Plumbing				
5	$ 35.82	$ 35.82	$ -	0.00%
Autodesk Vault				
7	$ 58.90	$ 58.90	$ -	0.00%
Automating Administration with Windows Powershell				

1	$ 38.86	$ 41.70	$ 2.84	7.31%
2	$ 36.47	$ 36.47	$ -	0.00%
3	$ 30.78	$ 30.78	$ -	0.00%
4	$ 37.55	$ 37.55	$ -	0.00%
7	$ 48.50	$ 48.50	$ -	0.00%
Automotive Brakes				
2	$ 16.89	$ 17.01	$ 0.13	0.74%
Automotive Electrical and Accessory Systems				
2	$ 25.92	$ 26.50	$ 0.58	2.25%
6	$ 19.00	$ 20.00	$ 1.00	5.26%
7	$ 15.43	$ 17.60	$ 2.18	14.10%
Automotive Heating Ventilation & Air Conditioning Systems				
2	$ 19.00	$ 22.00	$ 3.00	15.79%
Automotive Steering & Suspension Systems				
2	$ 18.20	$ 18.20	$ -	0.00%
Automotive Technical Skills				
2	$ 16.00	$ 18.00	$ 2.00	12.50%
3				
AVEVA InTouch HMI				
3	$ 35.47	$ 36.47	$ 1.00	2.82%
Avixa Certified Technology Specialist - Design (CTS-D)				
3	$ 35.16	$ 35.16	$ -	0.00%
Avixa Certified Technology Specialist - Installation (CTS-I)				
4	$ 40.00	$ 41.00	$ 1.00	2.50%
Avixa Certified Technology Specialist (CTS)				
4	$ 29.67	$ 30.67	$ 1.00	3.37%
AWS Certified Machine Learning - Specialty				
2	$ 44.23	$ 44.23	$ -	0.00%
AWS Certified Welding Inspector (CWI)				
1	$ 28.88	$ 29.75	$ 0.88	3.03%
2	$ 31.40	$ 32.89	$ 1.49	4.75%
7	$ 35.13	$ 36.39	$ 1.26	3.59%
AWS Gas Tungsten Arc Welding (GTAW) (TIG)				
2	$ 25.00	$ 27.16	$ 2.16	8.64%
AWS Security				
4	$ 47.58	$ 47.83	$ 0.25	0.52%
AWS Technical Essentials				
2	$ 62.08	$ 62.08	$ -	0.00%
3	$ 36.86	$ 36.86	$ -	0.00%
4	$ 48.10	$ 48.15	$ 0.04	0.09%
7	$ 50.00	$ 50.00	$ -	0.00%
AWS Welding Supervisor				
6	$ 24.00	$ 28.00	$ 4.00	16.67%
AWT Apprenticeship Inspector, Quality Control - Year 1				
2	$ 20.40	$ 22.00	$ 1.60	7.84%
AWT Apprenticeship Inspector, Quality Control - Year 2				
2	$ 24.00	$ 26.75	$ 2.75	11.46%
AWT Apprenticeship Mold Maker - Year 2				
2	$ 16.00	$ 17.40	$ 1.40	8.75%
AWT Apprenticeship Mold Maker - Year 4				
2	$ 20.00	$ 23.00	$ 3.00	15.00%
AWT Apprenticeship Precision Machinist - Year 1				
2	$ 22.20	$ 22.20	$ -	0.00%
AWT Apprenticeship Precision Machinist - Year 2				
2	$ 25.43	$ 26.38	$ 0.95	3.74%
AWT Apprenticeship Precision Machinist - Year 3				
2	$ 28.92	$ 30.42	$ 1.50	5.19%
AWT Apprenticeship Precision Machinist - Year 4				
2	$ 26.38	$ 29.50	$ 3.13	11.85%
AWT Apprenticeship Tool & Die - Year 1				
2	$ 21.70	$ 21.70	$ -	0.00%
AWT Apprenticeship Tool & Die - Year 2				
2	$ 28.34	$ 28.34	$ -	0.00%
AWT Apprenticeship Tool & Die - Year 3				
2	$ 27.40	$ 27.81	$ 0.41	1.48%
AWT Apprenticeship Tool Programmer/Numerical Control - Year 1				
2	$ 19.00	$ 20.52	$ 1.52	8.00%

Axis Network Video Fundamentals				
2	$ 38.88	$ 38.88	$ -	0.00%
Azure Security Technologies				
1	$ 33.29	$ 41.35	$ 8.06	24.21%
Basic Electrical Concepts				
1	$ 26.76	$ 27.80	$ 1.03	3.85%
2	$ 17.00	$ 17.00	$ -	0.00%
3	$ 36.68	$ 36.96	$ 0.28	0.76%
4	$ 23.62	$ 23.80	$ 0.18	0.76%
Basic Electricity				
1	$ 28.53	$ 28.75	$ 0.22	0.78%
2	$ 31.16	$ 31.16	$ -	0.00%
3	$ 26.63	$ 26.87	$ 0.24	0.88%
4	$ 32.73	$ 32.90	$ 0.17	0.51%
Basic Hydraulics				
1	$ 29.40	$ 29.40	$ -	0.00%
2	$ 29.33	$ 29.39	$ 0.06	0.20%
3	$ 30.52	$ 30.52	$ -	0.00%
Basic Machining				
1	$ 23.25	$ 23.68	$ 0.43	1.85%
2	$ 25.20	$ 25.20	$ -	0.00%
7	$ 22.75	$ 22.75	$ -	0.00%
Basic Robotic Programming				
1	$ 23.98	$ 24.43	$ 0.45	1.88%
2	$ 29.09	$ 29.09	$ -	0.00%
Becoming an AI Power User: AI Foundations & ChatGPT				
2	$ 46.83	$ 46.83	$ -	0.00%
Beginning Design School - Fire Sprinkler System Drawings				
7	$ 21.50	$ 23.00	$ 1.50	6.98%
Beginning Modern C# and .Net Development				
4	$ 26.00	$ 26.00	$ -	0.00%
Bench Work				
1	$ 23.07	$ 24.02	$ 0.95	4.11%
2	$ 31.06	$ 31.06	$ -	0.00%
Bentley OpenRoads Designer				
2	$ 40.55	$ 40.55	$ -	0.00%
Better Process Control School (BPCS)				
1	$ 34.12	$ 34.12	$ -	0.00%
BICSI Installer 1				
2	$ 32.19	$ 32.19	$ -	0.00%
4	$ 25.83	$ 26.80	$ 0.97	3.74%
BICSI Technician (TECH)				
4	$ 34.40	$ 34.40	$ -	0.00%
Blue Yonder WMS and Financial Systems				
1	$ 21.13	$ 21.13	$ -	0.00%
Bluebeam Revu				
4	$ 51.58	$ 51.58	$ -	0.00%
7	$ 47.22	$ 47.22	$ -	0.00%
Blueprint Reading				
1	$ 32.64	$ 32.64	$ -	0.00%
2	$ 26.51	$ 26.62	$ 0.11	0.41%
3	$ 22.00	$ 22.00	$ -	0.00%
7	$ 33.93	$ 34.05	$ 0.12	0.36%
Blueprint Reading & Sketching				
3	$ 27.86	$ 27.86	$ -	0.00%
Blueprint Reading for Machinists				
1	$ 22.46	$ 23.14	$ 0.68	3.01%
2	$ 22.27	$ 22.72	$ 0.45	2.00%
Boiler Operations & Maintenance				
1	$ 31.37	$ 31.37	$ -	0.00%
2	$ 24.91	$ 24.91	$ -	0.00%
Boiler Room Essentials				
2	$ 47.60	$ 47.60	$ -	0.00%
BPMN 2.0 and SAP Signavio Process Manager				
2	$ 85.00	$ 85.00	$ -	0.00%
BRAIN + BOT: Training for Success with Artificial Intelligence (AI)				
3	$ 29.39	$ 29.39	$ -	0.00%

Build a Foundation to Extend Copilot for Microsoft 365				
2	$ 38.46	$ 38.46	$ -	0.00%
Building Applications and Solutions with Microsoft 365 Core Services				
3	$ 41.20	$ 41.20	$ -	0.00%
Building Automation				
3	$ 41.20	$ 41.20	$ -	0.00%
Building Automation System (BAS) Fundamentals				
2	$ 30.00	$ 30.00	$ -	0.00%
Building Operator				
2	$ 35.07	$ 35.84	$ 0.77	2.21%
3	$ 37.92	$ 37.92	$ -	0.00%
4	$ 31.89	$ 32.44	$ 0.55	1.72%
Business Analysis				
1	$ 39.69	$ 46.53	$ 6.84	17.23%
2	$ 45.90	$ 46.24	$ 0.34	0.73%
3	$ 30.64	$ 30.64	$ -	0.00%
4	$ 36.37	$ 37.37	$ 1.00	2.74%
7	$ 33.60	$ 33.60	$ -	0.00%
Business Analytics				
4	$ 44.06	$ 44.06	$ -	0.00%
Business Ops and AI				
3	$ 42.30	$ 42.30	$ -	0.00%
Business Process Analysis				
4	$ 32.69	$ 32.69	$ -	0.00%
Business Process Management				
2	$ 45.30	$ 45.30	$ -	0.00%
4	$ 32.69	$ 32.69	$ -	0.00%
C# Programming				
1	$ 26.91	$ 26.91	$ -	0.00%
3	$ 51.62	$ 51.62	$ -	0.00%
4	$ 30.55	$ 30.55	$ -	0.00%
5	$ 37.86	$ 37.86	$ -	0.00%
7	$ 40.00	$ 40.00	$ -	0.00%
CAD/CAM				
2	$ 53.76	$ 54.52	$ 0.76	1.41%
CAM Manufacturing Fundamentals				
3	$ 39.69	$ 39.69	$ -	0.00%
Camtasia				
4	$ 31.58	$ 31.58	$ -	0.00%
CAMWorks Multi-Axis Milling				
1	$ 32.25	$ 32.50	$ 0.25	0.78%
3	$ 32.00	$ 32.00	$ -	0.00%
CAMWorks Multi-Task Mill-Turn				
3	$ 35.00	$ 36.00	$ 1.00	2.86%
Canva				
1	$ 32.31	$ 32.31	$ -	0.00%
2	$ 47.31	$ 47.53	$ 0.22	0.47%
3	$ 31.00	$ 31.00	$ -	0.00%
4	$ 35.57	$ 36.43	$ 0.86	2.42%
5	$ 28.38	$ 28.38	$ -	0.00%
7	$ 22.19	$ 22.19	$ -	0.00%
Canva Mastery: The Expert				
2	$ 47.10	$ 47.21	$ 0.11	0.23%
3	$ 36.96	$ 36.96	$ -	0.00%
4	$ 40.38	$ 40.38	$ -	0.00%
5	$ 25.00	$ 25.00	$ -	0.00%
Carrier Screw & Scroll Chiller				
3	$ 39.93	$ 41.68	$ 1.75	4.38%
Casualty Actuarial Society (CAS) Artificial Intelligence for Actuarial Science				
3	$ 81.92	$ 81.92	$ -	0.00%
7	$ 86.26	$ 86.26	$ -	0.00%
Category 1 Vibration Analyst				
1	$ 37.29	$ 38.40	$ 1.11	2.97%
CCISO: Certified Chief Information Security Officer				
4	$ 80.00	$ 80.00	$ -	0.00%
CCMA Certified Medical Assistant				
1	$ 20.72	$ 24.74	$ 4.02	19.41%

7	$ 17.48	$ 18.71	$ 1.23	7.02%
Certificate of Management-Building Information Modeling (CM-BIM)				
4	$ 41.15	$ 41.15	$ -	0.00%
Certified Accounts Payable Specialist (CAPS)				
4	$ 20.80	$ 20.80	$ -	0.00%
Certified Agile Service Manager (CASM)				
2	$ 30.50	$ 30.50	$ -	0.00%
7	$ 37.24	$ 37.24	$ -	0.00%
Certified Ambulance Coder (CAC)				
2	$ 17.00	$ 18.00	$ 1.00	5.88%
Certified Artificial Intelligence Practitioner (CAIP)				
3	$ 86.71	$ 86.71	$ -	0.00%
4	$ 42.47	$ 42.47	$ -	0.00%
Certified Business Analysis Professional (CBAP)				
4	$ 41.79	$ 41.79	$ -	0.00%
Certified Cable Test Technician (CCTT)-Copper				
4	$ 38.44	$ 38.44	$ -	0.00%
Certified Cable Test Technician (CCTT)-Fiber				
4	$ 38.44	$ 38.44	$ -	0.00%
Certified CMMC Assessor				
3	$ 34.64	$ 38.10	$ 3.47	10.00%
Certified CMMC Professional				
3	$ 22.14	$ 24.22	$ 2.09	9.42%
Certified Data Management Professional				
4	$ 51.67	$ 52.45	$ 0.78	1.52%
5	$ 41.00	$ 41.00	$ -	0.00%
7	$ 30.96	$ 30.96	$ -	0.00%
Certified Data Management Professional - Associate				
2	$ 44.82	$ 46.16	$ 1.34	2.99%
Certified Ethical Hacker (CEH)				
2	$ 72.82	$ 72.82	$ -	0.00%
3	$ 59.61	$ 59.61	$ -	0.00%
4	$ 35.67	$ 35.67	$ -	0.00%
Certified Fiber Optic Technician (CFOT)				
2	$ 50.54	$ 50.54	$ -	0.00%
Certified Forklift Technician (CFT)				
2	$ 23.20	$ 23.40	$ 0.20	0.86%
3	$ 29.48	$ 29.48	$ -	0.00%
Certified in Risk and Information Systems Control (CRISC)				
4	$ 50.13	$ 50.13	$ -	0.00%
Certified IT Workplace Optimization Specialist (CITWOS)				
2	$ 43.58	$ 43.58	$ -	0.00%
Certified Process Design Engineer (CPDE)				
5	$ 39.40	$ 40.51	$ 1.11	2.82%
Certified Quality Engineer (CQE)				
4	$ 45.88	$ 46.06	$ 0.18	0.39%
Certified Scrum Product Owner (CSPO)				
2	$ 46.36	$ 46.36	$ -	0.00%
4	$ 28.00	$ 30.33	$ 2.33	8.32%
Certified SolidWorks Associate (CSWA)				
2	$ 37.50	$ 37.50	$ -	0.00%
Certified SolidWorks Professional (CSWP)				
3	$ 30.12	$ 30.12	$ -	0.00%
Certified Supplier Quality Professional (CSQP)				
2	$ 21.12	$ 21.12	$ -	0.00%
4	$ 66.21	$ 66.21	$ -	0.00%
Certified Wireless Network Administrator (CWNA)				
2	$ 42.02	$ 42.02	$ -	0.00%
ChatGPT				
1	$ 28.42	$ 30.02	$ 1.60	5.64%
2	$ 56.54	$ 56.54	$ -	0.00%
4	$ 32.49	$ 32.52	$ 0.02	0.08%
7	$ 44.64	$ 44.64	$ -	0.00%
CIH: Certified Incident Handler				
2	$ 31.25	$ 31.25	$ -	0.00%
Circuit Analysis				
1	$ 17.00	$ 17.00	$ -	0.00%

Cisco Certified Network Professional Collaboration (CCNP Collaboration)				
2	$ 40.16	$ 40.16	$ -	0.00%
Cisco Certified Support Technician (CCST)				
3	$ 37.91	$ 37.91	$ -	0.00%
Cisco Firewall Threat Defense and Intrusion Prevention				
2	$ 64.71	$ 64.71	$ -	0.00%
Cisco Implementing and Administering Cisco Solutions (CCNA)				
1	$ 38.79	$ 38.79	$ -	0.00%
2	$ 29.42	$ 29.42	$ -	0.00%
4	$ 41.59	$ 42.20	$ 0.62	1.48%
5	$ 29.15	$ 29.15	$ -	0.00%
7	$ 40.12	$ 40.12	$ -	0.00%
Cisco Implementing and Administering Cisco Solutions v1.0 (CCNA)				
2	$ 27.61	$ 28.11	$ 0.50	1.81%
Cisco Implementing Cisco Enterprise Network Core Technologies (ENCOR)				
2	$ 42.19	$ 42.19	$ -	0.00%
4	$ 68.29	$ 68.29	$ -	0.00%
Cisco Network Associate (CCNA)				
1	$ 34.49	$ 34.49	$ -	0.00%
7	$ 21.00	$ 21.00	$ -	0.00%
Cisco UCS X-Series Intersight, Deployment, Operations, Troubleshooting (UCSXDOT)				
4	$ 55.78	$ 55.78	$ -	0.00%
CITY MULTI Service				
3	$ 34.00	$ 37.33	$ 3.33	9.80%
CMM Manager Basic				
2	$ 31.00	$ 31.00	$ -	0.00%
CMM Operator				
1	$ 25.11	$ 25.92	$ 0.81	3.21%
CMM Software				
3	$ 18.00	$ 20.50	$ 2.50	13.89%
CNC Lathe Programming				
3	$ 27.26	$ 27.26	$ -	0.00%
CNC Machine Tool Operator				
2	$ 18.33	$ 20.31	$ 1.98	10.80%
7	$ 23.95	$ 24.70	$ 0.75	3.13%
CNC Machining				
1	$ 30.36	$ 30.36	$ -	0.00%
2	$ 22.00	$ 22.90	$ 0.90	4.09%
4	$ 23.00	$ 25.00	$ 2.00	8.70%
CNC Machining and Metrology				
4	$ 20.68	$ 20.68	$ -	0.00%
CNC Maintenance and Troubleshooting				
2	$ 33.62	$ 33.62	$ -	0.00%
CNC Programming				
2	$ 19.00	$ 21.00	$ 2.00	10.53%
3	$ 32.69	$ 32.86	$ 0.17	0.51%
7	$ 33.15	$ 33.15	$ -	0.00%
CNC Programming and Operation				
1	$ 15.63	$ 15.63	$ -	0.00%
2	$ 26.44	$ 27.61	$ 1.16	4.40%
CODESYS				
1	$ 37.10	$ 43.44	$ 6.35	17.10%
7	$ 54.33	$ 54.33	$ -	0.00%
Collision Repair Technician				
2	$ 30.00	$ 30.00	$ -	0.00%
COLT 3200 Electric Utility Apparatus and Substations				
1	$ 44.13	$ 47.22	$ 3.09	7.00%
COLT Advanced Electric Utility Apparatus				
1	$ 44.59	$ 45.92	$ 1.33	2.98%
2	$ 45.67	$ 49.36	$ 3.69	8.08%
4	$ 49.82	$ 51.44	$ 1.62	3.26%
5	$ 45.42	$ 45.42	$ -	0.00%
6	$ 43.95	$ 44.34	$ 0.39	0.89%
COLT Distribution Transformers and Circuits				
1	$ 34.92	$ 35.91	$ 0.99	2.84%
2	$ 34.71	$ 36.37	$ 1.66	4.77%
4	$ 40.46	$ 40.46	$ -	0.00%

5	$ 45.42	$ 45.42	$ -	0.00%
6	$ 40.77	$ 40.77	$ -	0.00%
COLT Electric Utility Apparatus and Substations				
1	$ 40.28	$ 41.70	$ 1.42	3.52%
2	$ 44.25	$ 46.82	$ 2.57	5.81%
3	$ 39.52	$ 40.64	$ 1.12	2.83%
4	$ 48.22	$ 49.23	$ 1.01	2.10%
6	$ 39.56	$ 39.56	$ -	0.00%
COLT Electrical Power System				
1	$ 31.69	$ 32.49	$ 0.80	2.52%
2	$ 29.46	$ 29.96	$ 0.49	1.67%
4	$ 36.98	$ 36.98	$ -	0.00%
6	$ 42.70	$ 42.70	$ -	0.00%
7	$ 34.08	$ 34.08	$ -	0.00%
COLT Introduction to Power Linework I				
1	$ 27.48	$ 27.48	$ -	0.00%
2	$ 25.65	$ 25.65	$ -	0.00%
4	$ 31.07	$ 31.07	$ -	0.00%
7	$ 34.08	$ 34.08	$ -	0.00%
COLT Introduction to Power Linework II				
1	$ 27.48	$ 28.66	$ 1.18	4.28%
2	$ 25.65	$ 26.63	$ 0.98	3.82%
4	$ 31.07	$ 35.55	$ 4.48	14.42%
7	$ 34.08	$ 34.08	$ -	0.00%
COLT Overhead Line Clearance, Testing, and Grounding				
1	$ 31.22	$ 32.56	$ 1.34	4.28%
2	$ 30.44	$ 32.65	$ 2.20	7.24%
3	$ 33.25	$ 33.75	$ 0.50	1.50%
4	$ 32.62	$ 32.62	$ -	0.00%
7	$ 35.10	$ 35.10	$ -	0.00%
COLT Overhead Powerline Maintenance I				
1	$ 34.15	$ 36.21	$ 2.07	6.05%
2	$ 37.95	$ 38.68	$ 0.73	1.94%
3	$ 37.00	$ 37.50	$ 0.50	1.35%
4	$ 41.74	$ 41.74	$ -	0.00%
6	$ 40.00	$ 40.00	$ -	0.00%
7	$ 40.97	$ 40.97	$ -	0.00%
COLT Overhead Powerline Maintenance II				
1	$ 36.18	$ 37.46	$ 1.29	3.55%
2	$ 39.47	$ 40.81	$ 1.35	3.41%
3	$ 37.50	$ 38.00	$ 0.50	1.33%
4	$ 45.71	$ 45.71	$ -	0.00%
6	$ 31.43	$ 31.43	$ -	0.00%
COLT Underground Power Maintenance				
2	$ 44.10	$ 44.10	$ -	0.00%
3	$ 40.63	$ 41.55	$ 0.92	2.25%
4	$ 50.69	$ 50.69	$ -	0.00%
5	$ 45.42	$ 45.42	$ -	0.00%
6	$ 48.38	$ 48.38	$ -	0.00%
COLT Underground Powerline Construction				
1	$ 35.42	$ 35.42	$ -	0.00%
2	$ 31.85	$ 31.85	$ -	0.00%
3	$ 33.75	$ 34.25	$ 0.50	1.48%
4	$ 39.83	$ 39.83	$ -	0.00%
5	$ 45.42	$ 45.42	$ -	0.00%
Combustion Performance & Carbon Monoxide Safety				
2	$ 26.17	$ 26.17	$ -	0.00%
Combustion Training				
1	$ 33.18	$ 33.18	$ -	0.00%
Commercial and Industrial Wiring				
1	$ 27.24	$ 28.33	$ 1.09	4.00%
2	$ 32.66	$ 32.66	$ -	0.00%
Composite Material				
7	$ 49.88	$ 49.88	$ -	0.00%
Compressed Air Systems				
2	$ 48.42	$ 48.42	$ -	0.00%
Compressor Fundamentals: Positive Displacement				

1	$ 33.63	$ 33.63	$ -	0.00%
CompTIA A+				
1	$ 23.24	$ 23.24	$ -	0.00%
2	$ 23.44	$ 23.56	$ 0.13	0.55%
3	$ 28.17	$ 28.17	$ -	0.00%
4	$ 25.73	$ 25.80	$ 0.07	0.27%
5	$ 28.37	$ 28.37	$ -	0.00%
6	$ 14.50	$ 14.50	$ -	0.00%
7	$ 25.14	$ 25.48	$ 0.34	1.34%
CompTIA A+ Core 2				
4	$ 38.26	$ 38.26	$ -	0.00%
7	$ 31.63	$ 31.63	$ -	0.00%
CompTIA Cloud+				
4	$ 39.67	$ 39.67	$ -	0.00%
CompTIA CySA+				
2	$ 27.54	$ 27.76	$ 0.22	0.78%
4	$ 35.90	$ 35.90	$ -	0.00%
CompTIA Data+				
4	$ 37.71	$ 38.37	$ 0.66	1.75%
CompTIA IT Fundamentals				
2	$ 20.85	$ 20.85	$ -	0.00%
4	$ 39.42	$ 39.42	$ -	0.00%
CompTIA Linux+				
1	$ 29.50	$ 29.78	$ 0.28	0.95%
2	$ 29.79	$ 29.79	$ -	0.00%
3	$ 40.59	$ 40.59	$ -	0.00%
4	$ 32.00	$ 32.00	$ -	0.00%
7	$ 41.52	$ 41.52	$ -	0.00%
CompTIA Network+				
1	$ 28.43	$ 30.45	$ 2.02	7.09%
2	$ 28.84	$ 29.01	$ 0.17	0.60%
3	$ 32.25	$ 34.79	$ 2.54	7.88%
4	$ 37.84	$ 37.95	$ 0.11	0.29%
7	$ 28.88	$ 28.88	$ -	0.00%
CompTIA Project+				
1	$ 59.64	$ 67.82	$ 8.19	13.73%
2	$ 27.64	$ 27.64	$ -	0.00%
4	$ 47.01	$ 47.04	$ 0.03	0.07%
CompTIA Security+				
1	$ 43.09	$ 45.19	$ 2.10	4.88%
2	$ 34.84	$ 35.11	$ 0.27	0.77%
3	$ 39.18	$ 39.18	$ -	0.00%
4	$ 38.58	$ 38.64	$ 0.06	0.15%
6	$ 31.00	$ 31.00	$ -	0.00%
7	$ 30.00	$ 30.00	$ -	0.00%
CompTIA Server+				
1	$ 26.53	$ 26.53	$ -	0.00%
2	$ 34.25	$ 35.23	$ 0.98	2.86%
3	$ 24.00	$ 25.50	$ 1.50	6.25%
Computer Aided Three-Dimensional Interactive Application (CATIA)				
1	$ 40.46	$ 40.46	$ -	0.00%
2	$ 41.04	$ 41.04	$ -	0.00%
Computer Networking Technology				
2	$ 35.00	$ 36.23	$ 1.23	3.51%
Computer Skills for the Workplace				
2	$ 31.40	$ 31.86	$ 0.46	1.48%
3	$ 17.30	$ 17.45	$ 0.15	0.87%
6	$ 23.52	$ 23.52	$ -	0.00%
COMSOL Multiphysics Modeling Software				
4	$ 44.54	$ 47.66	$ 3.12	7.00%
Configure Microsoft Dynamics 365 Customer Experience Model-Driven Apps				
4	$ 58.40	$ 58.40	$ -	0.00%
Configure SIEM Security Operations using Microsoft Sentinel				
4	$ 55.21	$ 57.89	$ 2.68	4.85%
Configuring and Operating Microsoft Azure Virtual Desktop				
2	$ 37.84	$ 38.34	$ 0.50	1.33%
3	$ 49.77	$ 49.77	$ -	0.00%

4	$ 45.41	$ 45.41	$ -	0.00%
7	$ 78.46	$ 78.46	$ -	0.00%
Configuring Utility Networks in ArcGIS				
4	$ 35.22	$ 35.22	$ -	0.00%
Configuring Windows Server				
2	$ 22.75	$ 22.75	$ -	0.00%
4	$ 57.79	$ 57.79	$ -	0.00%
Construction Drawings				
4	$ 32.20	$ 32.20	$ -	0.00%
Construction Equipment Drivetrains				
6	$ 32.61	$ 32.61	$ -	0.00%
Construction Estimating				
2	$ 26.00	$ 26.00	$ -	0.00%
7	$ 30.50	$ 32.00	$ 1.50	4.92%
Construction Inspection				
2	$ 35.67	$ 35.67	$ -	0.00%
Construction Scheduling				
2	$ 42.33	$ 42.33	$ -	0.00%
Construction Specifications, Contracts, and Field Technologies				
2	$ 40.66	$ 40.66	$ -	0.00%
Containers, Kubernetes, and Red Hat OpenShift Administration				
2	$ 42.94	$ 43.37	$ 0.43	1.00%
Control Sequence				
2	$ 25.00	$ 25.00	$ -	0.00%
Coordinate Measuring Machine (CMM) Calibration				
4	$ 36.25	$ 36.25	$ -	0.00%
7	$ 34.34	$ 34.34	$ -	0.00%
Copilot for Microsoft 365				
1	$ 27.78	$ 27.81	$ 0.03	0.10%
2	$ 57.02	$ 57.07	$ 0.05	0.10%
3	$ 38.78	$ 38.78	$ -	0.00%
4	$ 55.31	$ 56.27	$ 0.96	1.73%
5	$ 42.00	$ 42.00	$ -	0.00%
6	$ 25.18	$ 25.18	$ 0.00	0.00%
7	$ 51.81	$ 51.81	$ -	0.00%
Copilot for Microsoft 365 Interactive Experience for Executives				
4	$ 36.72	$ 36.72	$ -	0.00%
Copilot for Microsoft 365 User Enablement Specialist				
2	$ 30.67	$ 30.67	$ -	0.00%
4	$ 48.64	$ 48.64	$ -	0.00%
Copilot Foundations				
2	$ 40.00	$ 40.60	$ 0.59	1.48%
3	$ 39.92	$ 39.93	$ 0.01	0.03%
4	$ 30.38	$ 30.38	$ -	0.00%
Craft Effective Prompts for Microsoft 365 Copilot				
2	$ 26.44	$ 26.44	$ -	0.00%
4	$ 49.40	$ 49.40	$ -	0.00%
6	$ 48.95	$ 48.95	$ -	0.00%
7	$ 45.96	$ 45.96	$ -	0.00%
Crane & Hoist Operator				
2	$ 26.74	$ 26.74	$ -	0.00%
Create and Extend Custom Copilots in Microsoft Copilot Studio				
4	$ 49.75	$ 52.25	$ 2.49	5.01%
7	$ 45.70	$ 45.70	$ -	0.00%
Create and Manage Automated Processes by using Microsoft Power Automate				
1	$ 31.25	$ 31.25	$ -	0.00%
2	$ 25.15	$ 25.15	$ -	0.00%
4	$ 63.48	$ 63.48	$ -	0.00%
Create and Manage Canvas Apps with Power Apps				
5	$ 25.50	$ 25.50	$ -	0.00%
7	$ 62.39	$ 62.39	$ -	0.00%
Creating Apps and Automated Workflows with Microsoft Power Platform				
7	$ 100.00	$ 100.00	$ -	0.00%
Crime Scene Photography				
3	$ 44.29	$ 44.29	$ -	0.00%
CRX-Series Collaborative Robot Operations and Programming				
1	$ 29.00	$ 30.00	$ 1.00	3.45%

2	$ 37.02	$ 37.02	$ -	0.00%
Crystal Reports				
2	$ 62.58	$ 62.99	$ 0.41	0.66%
Customer Experience (CX)				
6	$ 15.50	$ 16.50	$ 1.00	6.45%
7	$ 20.15	$ 21.57	$ 1.42	7.06%
Cyber Security				
1	$ 65.81	$ 65.81	$ -	0.00%
2	$ 40.38	$ 40.38	$ -	0.00%
3	$ 32.81	$ 32.81	$ -	0.00%
4	$ 33.50	$ 33.95	$ 0.45	1.36%
5	$ 38.81	$ 38.81	$ -	0.00%
7	$ 61.19	$ 61.19	$ -	0.00%
CyberSec First Responder - Threat Detection and Response				
2	$ 32.26	$ 32.58	$ 0.32	0.99%
Cybersecurity for Water Operators				
7	$ 41.02	$ 41.02	$ -	0.00%
Cybersecurity Foundations				
2	$ 36.41	$ 36.41	$ -	0.00%
4	$ 37.22	$ 37.22	$ -	0.00%
Cybersecurity Maturity Model Certification (CMMC)				
3	$ 53.33	$ 53.33	$ -	0.00%
Daikin VRV				
3	$ 34.65	$ 38.50	$ 3.85	11.11%
Daikin VRV Install & Commissioning				
7	$ 39.00	$ 40.00	$ 1.00	2.56%
Daikin VRV Service & Troubleshooting				
7	$ 39.00	$ 40.00	$ 1.00	2.56%
Data Analysis and Visualization with Microsoft Excel				
1	$ 45.82	$ 49.68	$ 3.86	8.42%
2	$ 52.34	$ 52.51	$ 0.17	0.32%
4	$ 44.78	$ 44.78	$ -	0.00%
7	$ 65.00	$ 65.00	$ -	0.00%
Data Analysis and Visualization with Microsoft Excel and Power Pivot				
1	$ 43.58	$ 43.58	$ -	0.00%
2	$ 48.03	$ 48.03	$ -	0.00%
3	$ 38.31	$ 38.39	$ 0.08	0.22%
4	$ 52.88	$ 55.10	$ 2.22	4.20%
7	$ 39.28	$ 40.50	$ 1.22	3.11%
Data Analysis Fundamentals using Excel				
6	$ 29.16	$ 29.16	$ -	0.00%
Data Analysis Using Power BI Desktop - Level 1 - Report Builder				
2	$ 58.65	$ 59.12	$ 0.47	0.79%
4	$ 53.46	$ 54.47	$ 1.02	1.90%
7	$ 60.18	$ 60.18	$ -	0.00%
Data Analytics				
1	$ 39.72	$ 39.72	$ -	0.00%
2	$ 39.57	$ 39.57	$ -	0.00%
3	$ 37.95	$ 37.95	$ -	0.00%
4	$ 36.99	$ 37.20	$ 0.21	0.57%
5	$ 45.17	$ 45.17	$ -	0.00%
6	$ 23.25	$ 23.25	$ -	0.00%
7	$ 39.94	$ 39.94	$ -	0.00%
Data Analytics - Applied Business Solutions				
1	$ 39.91	$ 39.91	$ -	0.00%
2	$ 48.01	$ 48.01	$ -	0.00%
Data Analytics and AI in Manufacturing				
2	$ 25.38	$ 26.19	$ 0.81	3.20%
Data Analytics with Microsoft Fabric				
4	$ 72.75	$ 72.75	$ -	0.00%
Data and Web Analytics				
5	$ 32.30	$ 32.70	$ 0.40	1.24%
Data Engineering on Microsoft Azure				
4	$ 54.32	$ 54.32	$ -	0.00%
Data Governance				
4	$ 43.04	$ 43.04	$ -	0.00%
5	$ 30.00	$ 30.00	$ -	0.00%

7	$ 29.08	$ 31.26	$ 2.18	7.50%
Data Mapping				
4	$ 31.25	$ 31.56	$ 0.31	0.99%
Data Model Design Using Power BI				
2	$ 72.15	$ 72.15	$ -	0.00%
4	$ 57.03	$ 57.03	$ -	0.00%
Data Modeling				
2	$ 25.00	$ 25.00	$ -	0.00%
Data Science				
1	$ 65.46	$ 72.26	$ 6.80	10.39%
2	$ 40.16	$ 40.60	$ 0.44	1.10%
4	$ 44.67	$ 44.67	$ -	0.00%
7	$ 65.00	$ 65.00	$ -	0.00%
Data Science for Business Professionals (DSBIZ)				
2	$ 65.64	$ 65.64	$ -	0.00%
Data Storytelling				
4	$ 30.37	$ 30.37	$ -	0.00%
Data Visualization Principles and Concepts				
7	$ 49.73	$ 49.73	$ -	0.00%
Data Visualization Principles, Storyfinding, and Storytelling				
7	$ 72.11	$ 72.11	$ -	0.00%
Data Visualization with Power BI				
4	$ 48.92	$ 48.92	$ -	0.00%
Data Warehousing on AWS				
4	$ 67.05	$ 67.05	$ -	0.00%
DAX for Power BI				
2	$ 52.88	$ 52.88	$ -	0.00%
3	$ 31.05	$ 31.05	$ -	0.00%
4	$ 40.08	$ 40.51	$ 0.44	1.09%
6	$ 35.00	$ 35.00	$ -	0.00%
DC Circuit Analysis				
2	$ 24.95	$ 24.95	$ -	0.00%
DC Systems Analysis & Arc Flash Training				
2	$ 47.26	$ 47.26	$ -	0.00%
DeltaV Hardware and Troubleshooting				
2	$ 70.00	$ 70.00	$ -	0.00%
Denso Robot Maintenance				
7	$ 37.36	$ 37.36	$ -	0.00%
Denso Robotics				
1	$ 42.59	$ 42.59	$ -	0.00%
Dental Assisting				
7	$ 17.82	$ 21.00	$ 3.18	17.85%
Design and Failure of Refractories: Thermomechanical Aspects				
4	$ 42.54	$ 42.54	$ -	0.00%
Design and Manage Analytics Solution Using Power BI				
4	$ 55.40	$ 55.40	$ -	0.00%
Design Automation DriveWorks Pro				
2	$ 61.83	$ 61.83	$ -	0.00%
Design of Bolted Flange Joints				
4	$ 49.33	$ 49.33	$ -	0.00%
Designing and Implementing a Data Science Solution on Azure				
2	$ 60.57	$ 61.40	$ 0.84	1.38%
4	$ 39.17	$ 39.17	$ -	0.00%
Designing and Implementing a Microsoft Azure AI Solution				
2	$ 39.94	$ 40.54	$ 0.60	1.50%
4	$ 69.27	$ 69.27	$ -	0.00%
7	$ 78.46	$ 78.46	$ -	0.00%
Designing and Implementing Microsoft Azure Networking Solutions				
2	$ 52.64	$ 53.78	$ 1.14	2.17%
4	$ 66.47	$ 66.47	$ -	0.00%
Designing and Implementing Microsoft DevOps Solutions				
2	$ 30.00	$ 30.00	$ -	0.00%
4	$ 42.77	$ 42.77	$ -	0.00%
Designing Effective Presentations with Google Slides				
7	$ 38.46	$ 38.46	$ -	0.00%
Designing Microsoft Azure Infrastructure Solutions				
2	$ 29.20	$ 29.20	$ -	0.00%

4	$ 55.78	$ 55.78	$ -	0.00%
7	$ 40.00	$ 40.00	$ -	0.00%
Develop AI Solutions in Azure				
2	$ 29.03	$ 29.03	$ -	0.00%
Develop Custom Copilots with Azure AI Studio				
2	$ 35.60	$ 36.49	$ 0.89	2.50%
Develop Dynamic Reports with Microsoft Power BI				
1	$ 28.60	$ 28.60	$ -	0.00%
4	$ 40.19	$ 40.19	$ -	0.00%
6	$ 41.02	$ 43.07	$ 2.05	5.00%
Developing on AWS				
2	$ 66.39	$ 66.46	$ 0.07	0.11%
Developing Solutions for Microsoft Azure				
2	$ 38.15	$ 38.15	$ -	0.00%
4	$ 54.38	$ 54.38	$ -	0.00%
Developing SQL Databases				
1	$ 30.02	$ 30.02	$ -	0.00%
2	$ 58.91	$ 58.91	$ -	0.00%
DeviceNet I/O Networks				
1	$ 35.74	$ 35.74	$ -	0.00%
DevOps Continuous Testing Foundation (CTF)				
1	$ 50.47	$ 51.08	$ 0.61	1.20%
4	$ 43.48	$ 43.81	$ 0.33	0.76%
DevOps Engineering on AWS				
4	$ 49.03	$ 49.39	$ 0.36	0.73%
DevOps Foundation				
4	$ 31.62	$ 32.62	$ 1.00	3.15%
Die Design				
3	$ 27.61	$ 27.61	$ -	0.00%
Die Maintenance & Troubleshooting				
2	$ 21.95	$ 21.95	$ -	0.00%
Die Welding				
2	$ 43.75	$ 43.75	$ -	0.00%
Diesel Engine Diagnosis & Repair				
4	$ 19.25	$ 19.25	$ -	0.00%
Diesel Performance and Diagnosis				
4	$ 19.80	$ 19.80	$ -	0.00%
Die-sinking EDM				
1	$ 31.35	$ 31.35	$ -	0.00%
Digital Accessibility				
4	$ 34.13	$ 34.13	$ -	0.00%
Digital and Social Media Marketing				
1	$ 24.61	$ 25.28	$ 0.67	2.71%
2	$ 25.00	$ 25.00	$ -	0.00%
Digital Asset Management				
7	$ 29.08	$ 30.82	$ 1.74	6.00%
Digital Circuits				
7	$ 33.21	$ 34.54	$ 1.33	4.00%
Digital Literacy and Applications				
1	$ 31.80	$ 31.80	$ -	0.00%
3	$ 25.64	$ 25.64	$ -	0.00%
Digital Marketing				
1	$ 61.11	$ 61.86	$ 0.75	1.23%
Digital Marketing & E-commerce				
6	$ 18.00	$ 18.00	$ -	0.00%
Digital Marketing Nanodegree				
4	$ 91.51	$ 91.51	$ -	0.00%
Dimensional Metrology Quality				
4	$ 63.94	$ 63.94	$ -	0.00%
Disciplined Agile Scrum Master (DASM)				
2	$ 51.00	$ 52.00	$ 1.00	1.96%
DNS Solutions Basic Mill Operator				
2	$ 27.32	$ 28.14	$ 0.82	3.00%
Docker Containerization				
1	$ 29.36	$ 29.36	$ -	0.00%
3	$ 36.73	$ 36.73	$ -	0.00%
4	$ 48.89	$ 48.89	$ -	0.00%

7	$ 44.64	$ 44.64	$ -	0.00%
Draft, Analyze, and Present with Microsoft Copilot				
3	$ 57.49	$ 57.49	$ -	0.00%
DriveWorks Pro Administrator				
2	$ 61.83	$ 61.83	$ -	0.00%
Elastic Certified Engineer				
2	$ 62.22	$ 62.22	$ -	0.00%
Electric Machines and Drives				
2	$ 66.14	$ 66.14	$ -	0.00%
Electric Motor Control				
2	$ 42.60	$ 42.60	$ -	0.00%
4	$ 36.93	$ 36.93	$ -	0.00%
Electric Motor Fundamentals				
2	$ 32.75	$ 33.01	$ 0.26	0.79%
4	$ 34.84	$ 34.84	$ -	0.00%
Electrical and Electronics				
4	$ 19.35	$ 19.35	$ -	0.00%
Electrical Apprenticeship - Year 1				
1	$ 20.00	$ 21.63	$ 1.63	8.13%
2	$ 20.84	$ 22.08	$ 1.24	5.96%
3	$ 21.41	$ 23.68	$ 2.27	10.62%
4	$ 20.50	$ 22.30	$ 1.80	8.80%
5	$ 18.50	$ 20.60	$ 2.10	11.35%
6	$ 23.67	$ 25.67	$ 2.00	8.45%
7	$ 20.14	$ 21.48	$ 1.34	6.66%
Electrical Apprenticeship - Year 2				
1	$ 23.02	$ 24.11	$ 1.09	4.74%
2	$ 22.67	$ 24.60	$ 1.92	8.48%
3	$ 23.96	$ 25.45	$ 1.50	6.24%
4	$ 22.93	$ 25.20	$ 2.28	9.92%
5	$ 21.00	$ 26.00	$ 5.00	23.81%
6	$ 19.00	$ 21.00	$ 2.00	10.53%
7	$ 20.19	$ 23.40	$ 3.20	15.86%
Electrical Apprenticeship - Year 3				
1	$ 22.30	$ 23.64	$ 1.34	6.01%
2	$ 25.47	$ 27.70	$ 2.23	8.74%
3	$ 26.95	$ 29.09	$ 2.14	7.95%
4	$ 26.37	$ 28.71	$ 2.34	8.88%
5	$ 23.00	$ 27.00	$ 4.00	17.39%
6	$ 20.00	$ 25.00	$ 5.00	25.00%
7	$ 21.32	$ 25.11	$ 3.80	17.80%
Electrical Apprenticeship - Year 4				
1	$ 23.88	$ 25.75	$ 1.88	7.85%
2	$ 27.08	$ 28.80	$ 1.72	6.36%
3	$ 27.64	$ 29.67	$ 2.03	7.35%
4	$ 30.23	$ 32.77	$ 2.54	8.41%
6	$ 25.00	$ 30.00	$ 5.00	20.00%
7	$ 22.00	$ 28.00	$ 6.00	27.27%
Electrical for HVAC				
1	$ 17.00	$ 17.00	$ -	0.00%
Electrical Maintenance				
1	$ 29.77	$ 30.53	$ 0.76	2.55%
2	$ 27.29	$ 29.96	$ 2.67	9.80%
3	$ 29.31	$ 29.31	$ -	0.00%
4	$ 32.14	$ 32.14	$ -	0.00%
Electrical Maintenance Technician				
1	$ 25.75	$ 27.31	$ 1.56	6.04%
2	$ 29.23	$ 29.96	$ 0.73	2.50%
Electrical Power and Control				
3	$ 22.03	$ 22.03	$ -	0.00%
Electrical Power and Devices				
2	$ 38.00	$ 40.00	$ 2.00	5.26%
Electrical Principles, Circuits, Test Equipment, Poles, & Ropes				
2	$ 29.13	$ 31.28	$ 2.15	7.38%
Electrical Prints				
1	$ 29.13	$ 29.13	$ -	0.00%
2	$ 28.67	$ 28.67	$ -	0.00%

Electrical Systems				
2	$ 61.57	$ 63.79	$ 2.22	3.60%
5	$ 22.28	$ 22.28	$ -	0.00%
Electrical Troubleshooting				
1	$ 31.34	$ 31.37	$ 0.02	0.08%
3	$ 30.27	$ 31.09	$ 0.83	2.73%
4	$ 34.84	$ 34.84	$ -	0.00%
Electrical Troubleshooting and Preventive Maintenance				
2	$ 27.50	$ 27.50	$ -	0.00%
4	$ 40.61	$ 40.61	$ -	0.00%
Electrical Utilities				
2	$ 30.66	$ 30.87	$ 0.21	0.69%
Electrical Wiring				
1	$ 25.31	$ 25.76	$ 0.45	1.78%
4	$ 27.25	$ 27.25	$ -	0.00%
Electricity for HVAC & Buildings				
2	$ 18.00	$ 19.00	$ 1.00	5.56%
Electro-Mechanical Engineering Technology				
4	$ 36.92	$ 41.00	$ 4.08	11.05%
Electronic Data Interchange (EDI) Mapping				
3	$ 33.56	$ 33.56	$ -	0.00%
Electronic Engineering Technology				
2	$ 43.00	$ 43.00	$ -	0.00%
Electro-Pneumatics				
1	$ 33.64	$ 33.64	$ -	0.00%
Elistair Khronos - Operator, Original Equipment Manufacturer Authorized Training				
3	$ 60.57	$ 60.57	$ -	0.00%
Emergency Medical Technician (EMT)				
1	$ 16.00	$ 16.00	$ -	0.00%
3	$ 13.32	$ 16.02	$ 2.70	20.29%
6	$ 14.00	$ 14.00	$ -	0.00%
7				
Engine Diagnosis and Major Service				
2	$ 43.00	$ 43.00	$ -	0.00%
Engineering Cisco Meraki Solutions				
2	$ 49.86	$ 49.86	$ -	0.00%
Engineering Drawings Fundamentals				
4	$ 32.18	$ 32.18	$ -	0.00%
Engineering Graphics				
2	$ 96.04	$ 96.04	$ -	0.00%
Enhance Endpoint Security with Microsoft Intune and Microsoft Copilot for Security				
2	$ 30.77	$ 30.77	$ -	0.00%
Enterprise Modeling and Analysis with the Archi Open Source Tool				
7	$ 40.00	$ 40.00	$ -	0.00%
Enterprise Workflow Automation with Antera Software				
2	$ 15.75	$ 15.75	$ -	0.00%
EPA 2010-2013 ISX11.9/12 Qualification				
2	$ 34.00	$ 34.50	$ 0.50	1.47%
EPA Section 608 Stationary Refrigeration Technician				
1	$ 19.00	$ 19.00	$ -	0.00%
EPA Section 608 Technician				
2	$ 32.35	$ 33.19	$ 0.85	2.62%
Epic Software - Beaker Principal Trainer				
4	$ 31.25	$ 31.25	$ -	0.00%
Epic Software - Benefits Engine				
4	$ 43.80	$ 43.80	$ -	0.00%
Epic Software - Care Everywhere				
4	$ 46.75	$ 46.75	$ -	0.00%
Epic Software - Charge Router				
4	$ 30.91	$ 30.91	$ -	0.00%
Epic Software - Cheers - Call Management				
4	$ 46.14	$ 46.14	$ -	0.00%
Epic Software - Clinical Workspace Configuration				
4	$ 39.03	$ 39.03	$ -	0.00%
Epic Software - Cogito for the Data Model or Application Certified				
4	$ 58.22	$ 58.22	$ -	0.00%
Epic Software - Cogito Principal Trainer				

4	$ 51.48	$ 51.48	$ -	0.00%
Epic Software - Cosmos Administration				
4	$ 39.46	$ 39.46	$ -	0.00%
Epic Software - EpicCare Ambulatory				
4	$ 32.50	$ 32.50	$ -	0.00%
Epic Software - HIM/Identity Principal Trainer				
4	$ 36.05	$ 36.05	$ -	0.00%
Epic Software - In Basket Configuration				
4	$ 48.07	$ 48.07	$ -	0.00%
Epic Software - My Chart Patient Experience				
4	$ 38.41	$ 38.41	$ -	0.00%
Epic Software - MyChart Care Companion				
4	$ 46.61	$ 46.61	$ -	0.00%
Epic Software - MyChart for Ambulatory Care				
4	$ 35.98	$ 35.98	$ -	0.00%
Epic Software - Order Transmittal				
4	$ 63.61	$ 63.61	$ -	0.00%
Epic Software - Patient Access Operations				
4	$ 39.61	$ 39.61	$ -	0.00%
Epic Software - Patient Load in Hyperspace				
4	$ 33.95	$ 33.95	$ -	0.00%
Epic Software - Radiant Principal Trainer				
4	$ 31.25	$ 31.25	$ -	0.00%
Epic Software - Real Time Eligibility				
4	$ 30.87	$ 30.87	$ -	0.00%
Epic Software - Referrals and Authorization				
4	$ 46.61	$ 46.61	$ -	0.00%
Epic Software - Results Routing				
4	$ 30.81	$ 30.81	$ -	0.00%
Epic Software - Security				
4	$ 29.51	$ 29.51	$ -	0.00%
Epic Software - Security for the Application Analyst				
4	$ 39.03	$ 39.03	$ -	0.00%
Epic Software - Security Post-Live Maintenance				
4	$ 29.51	$ 29.51	$ -	0.00%
Epic Software - SmartForms				
4	$ 39.03	$ 39.03	$ -	0.00%
Epic Software - Welcome Administration				
4	$ 43.80	$ 43.80	$ -	0.00%
Epic Software - Willow Inventory				
4	$ 33.65	$ 33.65	$ -	0.00%
EPLAN Electric P8				
2	$ 55.00	$ 55.00	$ -	0.00%
4	$ 33.73	$ 33.73	$ -	0.00%
EPLAN Macro and Device Technology				
4	$ 33.65	$ 33.65	$ -	0.00%
EPLAN Parts and Master Data Creation				
4	$ 33.65	$ 33.65	$ -	0.00%
EPLAN Pro Panel 3D Design				
4	$ 36.00	$ 36.00	$ -	0.00%
Esprit CNC Machining				
2	$ 35.69	$ 40.52	$ 4.83	13.54%
EST4 Fire Alarm System				
7	$ 35.95	$ 36.53	$ 0.57	1.60%
Excel 2019 - Formulas				
1	$ 25.20	$ 27.60	$ 2.40	9.52%
2	$ 30.61	$ 30.61	$ -	0.00%
3	$ 35.06	$ 35.07	$ 0.01	0.04%
4	$ 37.58	$ 37.94	$ 0.36	0.97%
5	$ 29.07	$ 29.07	$ -	0.00%
7	$ 60.24	$ 60.24	$ -	0.00%
Excel 2019 - VBA Programming				
2	$ 49.38	$ 49.38	$ -	0.00%
Excel Analytics and Applications in the Workforce				
2	$ 43.01	$ 44.35	$ 1.34	3.10%
4	$ 39.17	$ 39.17	$ -	0.00%
Excel Charts, Formatting, and Reporting				

2	$ 26.55	$ 27.11	$ 0.56	2.11%
3	$ 32.21	$ 32.21	$ -	0.00%
4	$ 31.17	$ 31.17	$ -	0.00%
7	$ 39.69	$ 39.69	$ -	0.00%
Extend Microsoft Copilot for Microsoft 365 with Copilot Studio				
4	$ 54.42	$ 57.84	$ 3.42	6.29%
Extreme Fabric - Advanced Configuration				
3	$ 50.97	$ 50.97	$ -	0.00%
Extreme Fabric - Management				
3	$ 50.86	$ 50.86	$ -	0.00%
Extreme Fabric - Troubleshooting				
3	$ 50.86	$ 50.86	$ -	0.00%
Extruder Operation and Control-Single Screw				
2	$ 27.17	$ 27.72	$ 0.55	2.02%
F5 Networks Configuring BIG-IP LTM: Local Traffic Manager				
2	$ 51.00	$ 51.00	$ -	0.00%
FAA Airframe (A) and Powerplant (P) Licenses				
4	$ 28.00	$ 32.00	$ 4.00	14.29%
7	$ 30.75	$ 32.38	$ 1.63	5.28%
FAA Airframe (A) License				
3	$ 20.26	$ 26.72	$ 6.46	31.88%
FAA Drone Technology UAS				
1	$ 49.28	$ 49.28	$ -	0.00%
2	$ 62.60	$ 64.47	$ 1.87	2.99%
3	$ 31.69	$ 31.85	$ 0.16	0.51%
7	$ 54.15	$ 54.15	$ -	0.00%
FAA Powerplant (P) License				
3	$ 33.75	$ 34.50	$ 0.75	2.22%
FANUC Advanced TPP Programming				
1	$ 33.00	$ 33.00	$ 0.00	0.01%
2	$ 31.18	$ 34.27	$ 3.09	9.91%
3	$ 36.00	$ 36.00	$ -	0.00%
4	$ 37.50	$ 37.50	$ -	0.00%
7	$ 44.09	$ 44.09	$ -	0.00%
FANUC ArcMate 120 or M-20iD Robot Disassembly/Reassembly				
7	$ 36.68	$ 36.68	$ -	0.00%
Fanuc ArcTool Operation and Programming				
1	$ 29.27	$ 29.27	$ -	0.00%
FANUC Certified Robot Operator				
1	$ 35.70	$ 35.70	$ -	0.00%
FANUC Dual Check Safety V7.50 & Newer				
2	$ 46.35	$ 47.75	$ 1.40	3.02%
FANUC Electrical Maintenance with R-30iB Controller				
1	$ 48.67	$ 48.67	$ -	0.00%
2	$ 37.11	$ 42.04	$ 4.93	13.27%
3	$ 35.61	$ 35.61	$ -	0.00%
FANUC Handling Tool Operation and Programming				
1	$ 24.10	$ 24.10	$ -	0.00%
2	$ 36.95	$ 40.72	$ 3.76	10.18%
3	$ 46.18	$ 46.18	$ -	0.00%
4	$ 34.82	$ 34.82	$ -	0.00%
6	$ 55.04	$ 55.04	$ -	0.00%
7	$ 29.03	$ 29.03	$ -	0.00%
FANUC iRVision				
2	$ 37.00	$ 37.00	$ -	0.00%
FANUC Mechanical Disassembly/Reassembly				
1	$ 37.98	$ 38.45	$ 0.47	1.24%
3	$ 37.10	$ 37.10	$ -	0.00%
4	$ 29.67	$ 29.67	$ -	0.00%
FANUC PalletTool Setup & Programming				
7	$ 44.09	$ 44.09	$ -	0.00%
FANUC Preventive Maintenance and Lubrication				
7	$ 29.03	$ 29.03	$ -	0.00%
FANUC Robot Disassembly/Reassembly				
7	$ 38.86	$ 39.16	$ 0.30	0.77%
FANUC Robot Operations				
1	$ 33.52	$ 33.73	$ 0.21	0.64%

2	$ 27.15	$ 35.63	$ 8.48	31.25%
3	$ 23.36	$ 24.33	$ 0.97	4.15%
7	$ 29.03	$ 29.03	$ -	0.00%
FANUC Robotics				
2	$ 37.02	$ 37.02	$ -	0.00%
4	$ 41.58	$ 41.58	$ -	0.00%
FANUC Setup, Programming, & Machining				
2	$ 33.60	$ 33.60	$ -	0.00%
FANUC SpotTool Operation and Programming w/ Servo Gun				
1	$ 26.96	$ 26.96	$ -	0.00%
3	$ 31.09	$ 31.09	$ -	0.00%
FANUC Usage & Maintenance				
4	$ 24.93	$ 24.93	$ -	0.00%
FANUC V-IRVision Operation and Programming				
2	$ 28.47	$ 35.00	$ 6.53	22.94%
FaroArm Portable Measurement Arm				
1	$ 44.12	$ 44.62	$ 0.50	1.13%
FaroArm with CAM2 Measure 10				
1	$ 32.51	$ 32.51	$ -	0.00%
Fiber Broadband Association (FBA) OpTIC Path Level I: Foundation to Fiber Optic Outside Plant (OSP)				
2	$ 18.75	$ 18.75	$ -	0.00%
Fiber Optics				
1	$ 20.50	$ 20.50	$ -	0.00%
2	$ 35.82	$ 35.82	$ -	0.00%
4	$ 40.00	$ 40.00	$ -	0.00%
FIRST Press Operator				
1	$ 32.69	$ 32.69	$ -	0.00%
FLOW-3D HYDRO				
3	$ 51.92	$ 51.92	$ -	0.00%
Flowserve Pump and Mechanical Seal				
7	$ 33.51	$ 33.51	$ -	0.00%
Flux-Core Arc Welding (FCAW)				
6	$ 20.90	$ 21.01	$ 0.11	0.53%
Forerunner Operator				
2	$ 25.70	$ 25.70	$ -	0.00%
FortiGate Administrator				
2	$ 29.33	$ 29.33	$ -	0.00%
7	$ 56.55	$ 61.65	$ 5.10	9.02%
FortiManager				
3	$ 40.38	$ 40.38	$ -	0.00%
Fortinet Certified Professional				
2	$ 34.69	$ 34.69	$ -	0.00%
7	$ 39.67	$ 39.67	$ -	0.00%
Forward Edge AI Thought Leader - Policy and Literacy Program				
7	$ 42.59	$ 42.59	$ -	0.00%
Fracture Critical Welding				
6	$ 24.76	$ 24.85	$ 0.09	0.37%
Full-stack Web Development with Python and Django				
2	$ 62.49	$ 62.49	$ -	0.00%
Fundamental Principles of Machining				
2	$ 27.10	$ 27.43	$ 0.33	1.21%
Fundamentals of Engineering				
7	$ 29.76	$ 33.23	$ 3.47	11.66%
Fundamentals of Geometric Dimensioning & Tolerancing				
1	$ 32.68	$ 32.68	$ -	0.00%
2	$ 44.44	$ 44.44	$ -	0.00%
Fundamentals of Machine Learning				
2	$ 21.35	$ 21.35	$ -	0.00%
Fundamentals of SQL Querying				
1	$ 32.84	$ 32.84	$ -	0.00%
2	$ 40.39	$ 41.06	$ 0.67	1.67%
4	$ 44.40	$ 44.40	$ -	0.00%
7	$ 54.20	$ 54.20	$ -	0.00%
Fundamentals of Systematic Injection Molding				
1	$ 33.17	$ 33.17	$ -	0.00%
2	$ 36.08	$ 36.75	$ 0.67	1.85%
Furnace Brazing				

1	$ 39.68	$ 39.68	$ -	0.00%
Fusion 360				
2	$ 25.99	$ 27.32	$ 1.33	5.12%
Gas Metal Arc Welding (GMAW)				
1	$ 23.75	$ 23.75	$ -	0.00%
2	$ 25.89	$ 27.11	$ 1.22	4.70%
Generative AI for Business Transformation				
4	$ 38.45	$ 38.45	$ -	0.00%
Generative AI for Business with Microsoft Azure OpenAI				
2	$ 25.22	$ 30.00	$ 4.78	18.95%
4	$ 40.69	$ 41.82	$ 1.14	2.79%
Geometric Dimensioning & Tolerancing (GD&T)				
1	$ 37.82	$ 37.82	$ -	0.00%
2	$ 36.45	$ 36.67	$ 0.21	0.59%
3	$ 36.48	$ 36.51	$ 0.03	0.07%
5	$ 30.22	$ 30.22	$ -	0.00%
GIAC Certified Incident Handler				
3	$ 39.00	$ 39.00	$ -	0.00%
GIAC Strategic Planning, Policy, and Leadership (GSTRT)				
7	$ 67.02	$ 67.02	$ -	0.00%
Git and GitLab				
3	$ 40.95	$ 40.95	$ -	0.00%
Google Ads				
2	$ 13.00	$ 13.00	$ -	0.00%
7	$ 36.56	$ 36.56	$ -	0.00%
Google Analytics for Beginners				
2	$ 39.41	$ 39.41	$ -	0.00%
4	$ 26.52	$ 26.52	$ -	0.00%
Google Cloud Certified Professional Cloud Network Engineer				
2	$ 34.69	$ 34.69	$ -	0.00%
Google Cloud Digital Leader				
7	$ 73.45	$ 73.45	$ -	0.00%
Google Cloud Fundamentals: Core Infrastructure				
2	$ 97.11	$ 97.11	$ -	0.00%
4	$ 48.89	$ 48.89	$ -	0.00%
Google Project Management				
2	$ 35.79	$ 36.13	$ 0.34	0.96%
Google Sheets				
1	$ 21.00	$ 21.00	$ -	0.00%
Google Workspace				
2	$ 40.93	$ 40.93	$ -	0.00%
Google Workspace Collaboration with Drive, Apps & Meet				
2	$ 26.02	$ 26.02	$ -	0.00%
GOT2000 & GT Works3				
4	$ 31.71	$ 31.71	$ -	0.00%
Graphic Design				
2	$ 18.00	$ 18.00	$ -	0.00%
GTAW Welding				
1	$ 29.17	$ 29.17	$ -	0.00%
2	$ 28.80	$ 30.14	$ 1.34	4.66%
3	$ 33.38	$ 33.38	$ -	0.00%
4	$ 31.36	$ 31.36	$ -	0.00%
HACCP for Managers				
1	$ 23.50	$ 23.50	$ -	0.00%
HCSS Heavy Construction Software Suite				
2	$ 42.50	$ 43.56	$ 1.06	2.50%
Health Level 7 (HL7)				
2	$ 33.44	$ 33.44	$ -	0.00%
Heat Treat, Microstructures & Performance of Carbon & Alloy Steels				
2	$ 58.82	$ 58.82	$ -	0.00%
Heating, Ventilation, and Air Conditioning (HVAC)				
1	$ 19.67	$ 20.33	$ 0.67	3.39%
2	$ 20.00	$ 25.00	$ 5.00	25.00%
7	$ 53.75	$ 53.75	$ -	0.00%
Hexagon Radprofile				
1	$ 20.00	$ 20.00	$ -	0.00%
High Pressure Boiler Operator and Stationary Steam Licensing				

1	$ 41.28	$ 41.73	$ 0.45	1.09%
4	$ 26.60	$ 32.21	$ 5.61	21.08%
5	$ 17.00	$ 20.00	$ 3.00	17.65%
High Voltage Vehicle Body Repair				
2	$ 40.85	$ 40.85	$ -	0.00%
High-Pressure Boiler Operator (HPBO)				
7	$ 31.47	$ 31.47	$ -	0.00%
Honeywell Pro-Watch Certified Installer				
1	$ 20.00	$ 21.83	$ 1.83	9.15%
Honeywell Spyder 7				
3	$ 57.81	$ 57.81	$ -	0.00%
Hot Runner Troubleshooting & Repair				
2	$ 27.00	$ 27.00	$ -	0.00%
Human First AI - AI & Culture Integration				
2	$ 31.33	$ 31.33	$ -	0.00%
Human Machine Interface				
2	$ 32.55	$ 32.55	$ -	0.00%
HVAC Apprenticeship - Year 1				
1	$ 24.00	$ 25.93	$ 1.93	8.04%
3	$ 20.00	$ 23.50	$ 3.50	17.50%
4	$ 18.85	$ 20.75	$ 1.90	10.08%
HVAC Apprenticeship - Year 2				
2	$ 24.00	$ 24.72	$ 0.72	3.00%
3	$ 24.20	$ 24.40	$ 0.20	0.83%
4	$ 18.00	$ 20.13	$ 2.13	11.81%
5	$ 30.33	$ 30.33	$ -	0.00%
HVAC Apprenticeship - Year 3				
1	$ 26.25	$ 28.11	$ 1.86	7.08%
4	$ 18.72	$ 21.00	$ 2.28	12.18%
5	$ 28.00	$ 28.00	$ -	0.00%
7	$ 24.65	$ 25.67	$ 1.02	4.14%
HVAC Apprenticeship - Year 4				
1	$ 26.00	$ 27.00	$ 1.00	3.85%
HVAC Diagnostics (ILT)				
2	$ 26.50	$ 26.50	$ -	0.00%
HVAC Gas Heating				
1	$ 19.50	$ 19.50	$ -	0.00%
HVAC System Diagnostics & Troubleshooting				
1	$ 19.00	$ 19.00	$ -	0.00%
5	$ 32.66	$ 32.66	$ -	0.00%
HVAC/R Certified Technician				
1	$ 16.50	$ 16.50	$ -	0.00%
2	$ 31.80	$ 33.19	$ 1.39	4.37%
4	$ 29.00	$ 29.00	$ -	0.00%
Hydraulic Maintenance				
1	$ 26.36	$ 26.36	$ -	0.00%
2	$ 22.92	$ 23.48	$ 0.56	2.43%
Hydraulic Troubleshooting				
2	$ 37.12	$ 37.12	$ -	0.00%
Hydraulics				
1	$ 36.48	$ 36.48	$ -	0.00%
2	$ 34.81	$ 35.42	$ 0.61	1.76%
3	$ 34.27	$ 34.27	$ -	0.00%
7	$ 41.26	$ 41.26	$ -	0.00%
Hydraulics & Pneumatics				
1	$ 34.78	$ 34.78	$ -	0.00%
2	$ 31.11	$ 31.11	$ -	0.00%
4	$ 34.67	$ 34.67	$ -	0.00%
IBM Cognos Analytics: Author Reports Fundamentals				
1	$ 40.67	$ 40.67	$ -	0.00%
IBM Data Science Practitioner				
2	$ 67.30	$ 67.30	$ -	0.00%
IBM i: System Administration and Control				
2	$ 28.85	$ 28.85	$ -	0.00%
ICAgile Certified Professional in Agile Human Resources (ICP-AHR)				
4	$ 32.97	$ 33.23	$ 0.26	0.79%
I-CAR Non-Structural Technician - ProLevel 1				

2	$ 29.00	$ 29.00	$ -	0.00%
I-CAR Non-Structural Technician - ProLevel 2				
2	$ 26.33	$ 29.00	$ 2.67	10.13%
I-CAR Structural Technician - ProLevel 2				
2	$ 29.40	$ 29.40	$ -	0.00%
I-CAR Structural Technician - ProLevel 3				
2	$ 29.00	$ 29.00	$ -	0.00%
Identity with Windows Server				
2	$ 34.47	$ 34.47	$ -	0.00%
IFPS Hydraulic Specialist (HS)				
2	$ 41.47	$ 44.19	$ 2.73	6.57%
IFS Cloud - Cycle Counting				
2	$ 44.36	$ 44.36	$ -	0.00%
IFS Cloud - Data Archiving				
2	$ 69.85	$ 69.85	$ -	0.00%
IFS Cloud - Data Migration				
2	$ 64.45	$ 64.45	$ -	0.00%
IFS Cloud - Document Management (DocMan)				
2	$ 68.97	$ 68.97	$ -	0.00%
IFS Cloud - Warehouse Data Collection (WaDaCo)				
2	$ 44.98	$ 44.98	$ -	0.00%
IFS Cloud - Work Instruction Report				
2	$ 63.62	$ 63.62	$ -	0.00%
IFS SCM - Sourcing, Purchasing & Receiving				
2	$ 35.52	$ 35.52	$ -	0.00%
IFS Service Management - Work/Service Order				
2	$ 60.10	$ 60.10	$ -	0.00%
Implement a Data Science and Machine Learning Solution for AI with Microsoft Fabric				
2	$ 63.00	$ 63.00	$ -	0.00%
Implement a Data Warehouse with Microsoft Fabric				
4	$ 64.42	$ 64.42	$ -	0.00%
Implementing a Lakehouse with Microsoft Fabric				
2	$ 42.00	$ 42.00	$ -	0.00%
4	$ 63.33	$ 63.33	$ -	0.00%
Implementing AI in Business: Stakeholder Strategies for the Modern Data Driven, Automated Enterprise				
2	$ 48.01	$ 48.01	$ -	0.00%
7	$ 71.88	$ 71.88	$ -	0.00%
Implementing AI in Software Testing				
2	$ 56.00	$ 56.71	$ 0.71	1.27%
7	$ 44.33	$ 45.06	$ 0.73	1.65%
Implementing Cisco Enterprise Wireless Networks				
2	$ 43.56	$ 43.56	$ -	0.00%
Implementing Real Time Analytics with Microsoft Fabric				
2	$ 63.00	$ 63.00	$ -	0.00%
IMSA NEMA Traffic Signal Troubleshooting				
4	$ 35.34	$ 35.34	$ -	0.00%
IMSA Roadway Lighting Technician - Level I				
3	$ 41.25	$ 41.25	$ -	0.00%
IMSA Traffic Signal Technician - Level I				
2	$ 28.32	$ 29.48	$ 1.16	4.08%
3	$ 41.25	$ 41.25	$ -	0.00%
4	$ 39.35	$ 40.95	$ 1.60	4.07%
IMSA Traffic Signal Technician 2 Field				
4	$ 39.35	$ 40.95	$ 1.60	4.07%
In-building Wireless Solutions				
2	$ 26.35	$ 27.29	$ 0.94	3.57%
Incident Response (IR) Essentials for IT Personnel				
7	$ 45.16	$ 45.16	$ -	0.00%
Incident Response, Threat Hunting, and Digital Forensics				
4	$ 50.39	$ 50.39	$ -	0.00%
InDesign Fundamentals and Tricks				
2	$ 20.41	$ 20.41	$ -	0.00%
7	$ 43.47	$ 43.47	$ -	0.00%
Inductive Automation Ignition				
2	$ 44.47	$ 45.67	$ 1.20	2.70%
Inductotherm Foundry Safety, Operations, and Maintenance				
3	$ 30.00	$ 30.00	$ -	0.00%

Industrial Control Panels UL 508A & Short Circuit Current Ratings				
2	$ 49.50	$ 49.50	$ -	0.00%
3	$ 28.84	$ 28.84	$ -	0.00%
Industrial Controls				
3	$ 23.50	$ 23.50	$ -	0.00%
Industrial Electricity				
1	$ 28.92	$ 29.38	$ 0.47	1.61%
4	$ 29.50	$ 29.50	$ -	0.00%
Industrial Electronics				
4	$ 20.68	$ 20.68	$ -	0.00%
Industrial Hydraulics				
1	$ 32.42	$ 34.03	$ 1.61	4.97%
3	$ 31.38	$ 31.38	$ -	0.00%
Industrial Machine Wiring				
1	$ 17.50	$ 17.50	$ -	0.00%
3	$ 23.50	$ 23.50	$ -	0.00%
Industrial Maintenance - Industrial Electrical Controls Fundamentals				
1	$ 29.48	$ 29.48	$ -	0.00%
3	$ 31.39	$ 31.60	$ 0.21	0.66%
4	$ 28.46	$ 28.46	$ -	0.00%
7	$ 46.69	$ 46.69	$ -	0.00%
Industrial Maintenance Mechanic Apprenticeship - Year 1				
2	$ 27.97	$ 30.19	$ 2.22	7.95%
Industrial Maintenance Mechanic Apprenticeship - Year 3				
1	$ 30.34	$ 30.34	$ -	0.00%
2	$ 31.97	$ 34.29	$ 2.33	7.27%
Industrial Mechanics and Maintenance Technology				
1	$ 27.18	$ 27.73	$ 0.56	2.04%
Industrial Pneumatics				
1	$ 28.86	$ 29.12	$ 0.25	0.88%
3	$ 32.43	$ 32.43	$ -	0.00%
Information Architecture				
4	$ 46.35	$ 46.35	$ -	0.00%
Infrared (IR) Spectrometry				
2	$ 64.69	$ 64.69	$ -	0.00%
Infrared Thermography				
2	$ 21.75	$ 21.75	$ -	0.00%
5	$ 41.03	$ 41.03	$ -	0.00%
Injection Mold Maintenance				
2	$ 28.00	$ 28.84	$ 0.84	3.00%
Injection Molding				
1	$ 33.60	$ 34.72	$ 1.13	3.35%
2	$ 35.50	$ 37.52	$ 2.02	5.69%
Injection Molding Essentials				
1	$ 38.05	$ 38.05	$ -	0.00%
2	$ 30.95	$ 31.45	$ 0.50	1.62%
3	$ 39.52	$ 39.52	$ -	0.00%
4	$ 17.48	$ 17.48	$ -	0.00%
Injection Molding Professional				
7	$ 27.02	$ 27.02	$ -	0.00%
Injection Molding Troubleshooting				
1	$ 34.33	$ 34.33	$ -	0.00%
Inspection Fundamentals				
7	$ 22.98	$ 22.98	$ -	0.00%
Instructional Design				
1	$ 39.18	$ 39.18	$ -	0.00%
4	$ 32.98	$ 32.98	$ -	0.00%
Instructional Design with AI				
2	$ 45.60	$ 45.60	$ -	0.00%
Instrumentation and Process Controls				
1	$ 29.72	$ 30.25	$ 0.53	1.78%
2	$ 25.68	$ 25.68	$ -	0.00%
3	$ 33.38	$ 33.38	$ -	0.00%
Intermediate Microsoft Excel 2019/Office 365				
1	$ 34.30	$ 34.30	$ -	0.00%
2	$ 41.71	$ 41.82	$ 0.11	0.26%
3	$ 34.88	$ 34.88	$ -	0.00%

4	$ 30.19	$ 30.53	$ 0.34	1.13%
5	$ 24.81	$ 24.81	$ -	0.00%
6	$ 39.73	$ 39.73	$ -	0.00%
7	$ 40.44	$ 40.44	$ -	0.00%
International Association of Accessibility Professionals (IAAP) Web Accessibility Specialist				
2	$ 37.09	$ 37.09	$ -	0.00%
Introduction to Adobe After Effects CC				
4	$ 38.75	$ 38.75	$ -	0.00%
Introduction to Agile and Scrum Methodologies				
3	$ 49.52	$ 49.52	$ -	0.00%
4	$ 38.31	$ 38.31	$ -	0.00%
7	$ 81.29	$ 81.29	$ -	0.00%
Introduction to DAX for Power BI Desktop Users - Level 3				
1	$ 48.85	$ 48.85	$ -	0.00%
2	$ 55.45	$ 55.45	$ -	0.00%
Introduction to GIS Using ArcGIS				
2	$ 27.55	$ 27.93	$ 0.38	1.36%
Introduction to Hydraulics				
1	$ 33.83	$ 33.83	$ -	0.00%
Introduction to Manual Machining				
4	$ 40.71	$ 40.71	$ -	0.00%
Introduction to Mapping with ArcGIS Online and Portal				
2	$ 21.68	$ 21.68	$ -	0.00%
Introduction to Microsoft Azure for IT Professionals				
2	$ 54.89	$ 54.89	$ -	0.00%
Introduction to Microsoft Excel 2019/Office 365				
1	$ 27.25	$ 27.52	$ 0.27	0.99%
2	$ 36.28	$ 36.31	$ 0.03	0.08%
3	$ 35.50	$ 35.51	$ 0.01	0.02%
4	$ 31.20	$ 31.80	$ 0.60	1.93%
5	$ 22.54	$ 22.54	$ -	0.00%
6	$ 43.50	$ 43.50	$ -	0.00%
7	$ 39.32	$ 39.32	$ -	0.00%
Introduction to Microsoft Power BI				
2	$ 66.87	$ 66.87	$ -	0.00%
6	$ 41.82	$ 43.07	$ 1.25	2.99%
7	$ 52.55	$ 52.55	$ -	0.00%
Introduction to MS Access 2019/Office 365 Series				
3	$ 38.88	$ 38.88	$ -	0.00%
Introduction to Programming Nanodegree				
2	$ 49.64	$ 49.64	$ -	0.00%
Introduction to React Basics				
4	$ 34.56	$ 34.70	$ 0.13	0.39%
Introduction to Robotics				
1	$ 34.80	$ 34.80	$ -	0.00%
3	$ 21.50	$ 21.50	$ -	0.00%
Introduction to Solidworks				
1	$ 38.80	$ 38.80	$ -	0.00%
7	$ 31.80	$ 31.80	$ -	0.00%
Introduction to SQL Databases				
1	$ 31.85	$ 31.85	$ -	0.00%
2	$ 33.42	$ 33.42	$ -	0.00%
4	$ 37.48	$ 37.48	$ -	0.00%
Introductory Machining Processes				
1	$ 18.00	$ 18.00	$ -	0.00%
4	$ 21.81	$ 21.81	$ -	0.00%
Introductory Welding				
1	$ 33.76	$ 34.33	$ 0.56	1.66%
2	$ 29.27	$ 29.27	$ -	0.00%
3	$ 28.00	$ 28.00	$ -	0.00%
5	$ 39.81	$ 39.81	$ -	0.00%
IoT - Applied IoT Solutions				
2	$ 31.00	$ 31.67	$ 0.67	2.15%
IoT Fundamentals				
2	$ 27.33	$ 27.33	$ -	0.00%
3	$ 28.00	$ 28.00	$ -	0.00%
4	$ 21.00	$ 22.67	$ 1.67	7.94%

IPC Certified Interconnect Designer-Basic (CID)				
3	$ 43.26	$ 43.26	$ -	0.00%
4	$ 49.45	$ 49.45	$ -	0.00%
IPC J Standard CIT				
2	$ 30.00	$ 30.00	$ -	0.00%
IPC J-STD-001 Certified IPC Specialist				
2	$ 19.80	$ 19.80	$ -	0.00%
3	$ 36.52	$ 36.52	$ -	0.00%
4	$ 27.56	$ 28.33	$ 0.77	2.80%
IPC/WHMA-A-620 Certified IPC Specialist (CIS)				
2	$ 21.61	$ 21.61	$ -	0.00%
7	$ 29.21	$ 29.21	$ -	0.00%
IPC-7711 & IPC 7721 Endorsement				
4	$ 24.21	$ 24.21	$ -	0.00%
IPC-A-610 Certified IPC Specialist (CIS)				
2	$ 20.64	$ 20.64	$ -	0.00%
7	$ 35.57	$ 35.57	$ -	0.00%
IPC-A-610 Certified IPC Trainer (CIT)				
2	$ 32.40	$ 32.40	$ -	0.00%
4	$ 30.00	$ 30.00	$ -	0.00%
IPC-A-620 Certified IPC Trainer (CIT)				
4	$ 30.00	$ 30.00	$ -	0.00%
ISACA Certified Information Security Manager (CISM)				
4	$ 84.57	$ 84.99	$ 0.42	0.50%
7	$ 50.00	$ 50.00	$ -	0.00%
ISACA Certified Information Systems Auditor (CISA)				
4	$ 55.21	$ 57.89	$ 2.68	4.85%
ISTQB Certified Tester-Foundation Level (CTFL)				
2	$ 27.16	$ 27.16	$ -	0.00%
7	$ 40.00	$ 40.00	$ -	0.00%
IT Management and Leadership Professional (ITMLP-C)				
2	$ 28.39	$ 28.39	$ -	0.00%
4	$ 51.29	$ 51.29	$ -	0.00%
7	$ 56.87	$ 56.87	$ -	0.00%
ITIL 4 Foundation				
1	$ 30.75	$ 30.75	$ -	0.00%
2	$ 60.68	$ 60.77	$ 0.10	0.16%
3	$ 52.32	$ 52.35	$ 0.03	0.06%
4	$ 48.98	$ 49.10	$ 0.12	0.25%
5	$ 32.33	$ 32.33	$ -	0.00%
7	$ 51.77	$ 51.77	$ -	0.00%
ITIL 4 Specialist: Create, Deliver and Support (CDS)				
2	$ 30.00	$ 30.00	$ -	0.00%
3	$ 36.24	$ 36.24	$ -	0.00%
4	$ 82.91	$ 82.91	$ -	0.00%
ITIL 4 Specialist: High Velocity IT (HVIT)				
2	$ 39.04	$ 39.04	$ -	0.00%
4	$ 59.69	$ 59.69	$ -	0.00%
ITIL Foundations				
2	$ 35.85	$ 35.85	$ -	0.00%
3	$ 39.26	$ 39.26	$ -	0.00%
7	$ 50.68	$ 50.68	$ -	0.00%
Java Essentials + Spring Framework				
7	$ 55.43	$ 55.43	$ -	0.00%
Java Programming (Any certification)				
4	$ 40.85	$ 40.85	$ -	0.00%
JavaScript and jQuery				
2	$ 48.67	$ 48.67	$ -	0.00%
4	$ 71.84	$ 71.84	$ -	0.00%
7	$ 32.47	$ 32.47	$ -	0.00%
JavaScript and jQuery Programming				
7	$ 59.52	$ 59.52	$ -	0.00%
JDE Workflow				
7	$ 59.17	$ 59.17	$ -	0.00%
Jig & Fixture Design				
2	$ 23.46	$ 23.46	$ -	0.00%
JNCIA - Junos Enterprise Routing and Switching Associate				

1	$ 32.94	$ 32.94	$ -	0.00%
JobBOSS2 Scheduling				
3	$ 33.00	$ 33.00	$ -	0.00%
jQuery Programming				
2	$ 30.54	$ 30.54	$ -	0.00%
JRP 7100 Overhead Personal Protective Grounding, Safety Manual, Electrical Test Equipment, Rigging				
1	$ 54.56	$ 54.56	$ -	0.00%
4	$ 54.53	$ 54.53	$ -	0.00%
7	$ 57.99	$ 57.99	$ -	0.00%
JRP 7200 Underground Personal Protective Grounding, Isolation, 200A Term & Splices				
1	$ 54.56	$ 54.56	$ -	0.00%
4	$ 53.33	$ 53.33	$ -	0.00%
7	$ 57.99	$ 57.99	$ -	0.00%
JRP 7300 Underground Switching & Troubleshooting, 600A Terminations				
1	$ 54.56	$ 54.56	$ -	0.00%
3	$ 46.10	$ 46.10	$ -	0.00%
4	$ 55.32	$ 55.32	$ -	0.00%
JRP 7400 Apparatus, Controls, Switching, & Metering				
1	$ 49.00	$ 49.00	$ -	0.00%
3	$ 46.10	$ 46.10	$ -	0.00%
4	$ 54.00	$ 54.00	$ -	0.00%
JRP 7500 Distribution transformer Connections & Troubleshooting				
4	$ 53.64	$ 53.64	$ -	0.00%
6	$ 46.85	$ 46.85	$ -	0.00%
Juki Sewing Machine Setup & Maintenance				
3	$ 28.20	$ 28.20	$ -	0.00%
5	$ 19.48	$ 19.48	$ -	0.00%
Kable Academy AI for Your Sales Team				
7	$ 52.87	$ 52.87	$ -	0.00%
Kafka for C# Developers				
2	$ 65.99	$ 65.99	$ -	0.00%
Kawasaki Robots E Operations and Programming				
2	$ 40.25	$ 40.25	$ -	0.00%
Keyboarding				
1	$ 28.00	$ 28.00	$ -	0.00%
3	$ 37.79	$ 37.79	$ -	0.00%
5	$ 31.95	$ 31.95	$ -	0.00%
Knowledge Management (KM)				
4	$ 44.65	$ 44.65	$ -	0.00%
KUKA Robot Programming (All levels)				
4	$ 31.25	$ 31.25	$ -	0.00%
LabVIEW Software (All levels)				
1	$ 31.40	$ 31.40	$ -	0.00%
5	$ 33.65	$ 33.65	$ -	0.00%
Laser Operator				
1	$ 52.57	$ 52.77	$ 0.20	0.39%
4	$ 35.90	$ 35.90	$ -	0.00%
Laser Welding				
2	$ 40.11	$ 40.11	$ -	0.00%
Lathe Essentials				
1	$ 32.00	$ 32.25	$ 0.25	0.78%
2	$ 28.31	$ 28.59	$ 0.29	1.01%
Layout, Floor and Wall Framing				
2	$ 30.14	$ 30.14	$ -	0.00%
7	$ 40.42	$ 40.42	$ -	0.00%
Leading SAFe (SA)				
7	$ 68.32	$ 68.32	$ -	0.00%
Lean UX and Agile				
2	$ 24.00	$ 25.00	$ 1.00	4.17%
3	$ 76.37	$ 76.37	$ -	0.00%
Learning Git and GitHub				
7	$ 52.49	$ 52.49	$ -	0.00%
Leveraging AI for Effective Decision-Making				
2	$ 49.64	$ 49.64	$ -	0.00%
3	$ 31.15	$ 31.40	$ 0.25	0.80%
Leviton Certified Installer				
7	$ 27.95	$ 27.95	$ -	0.00%

Licensed Stationary Steam Engineer				
1	$ 50.56	$ 52.74	$ 2.18	4.31%
LightTable Coordination and Arc Flash				
7	$ 60.75	$ 60.75	$ -	0.00%
Linux Systems Administration				
1	$ 41.27	$ 41.27	$ -	0.00%
3	$ 44.57	$ 44.57	$ -	0.00%
Liquid Penetrant - Combined Level I & II				
7	$ 63.03	$ 63.03	$ -	0.00%
LR Mate 200iD Mechanical Disassembly/Reassembly				
4	$ 33.42	$ 33.42	$ -	0.00%
Lucid Advanced Diagnostics for Automotive Systems				
2	$ 27.50	$ 29.00	$ 1.50	5.45%
Machine Control Systems				
2	$ 34.20	$ 34.20	$ -	0.00%
Machine Learning Specialization				
2	$ 51.92	$ 51.92	$ -	0.00%
4	$ 43.35	$ 43.35	$ -	0.00%
Machine Processes and Intro to CAD				
1	$ 38.46	$ 38.46	$ -	0.00%
Machine Repair				
2	$ 41.19	$ 41.19	$ -	0.00%
Machine Tools				
2	$ 23.10	$ 24.49	$ 1.39	6.02%
4	$ 32.18	$ 32.18	$ -	0.00%
Magnetic Particle Certified Technician				
2	$ 20.85	$ 22.35	$ 1.50	7.19%
Maintenance and Troubleshooting of Pneumatic Systems				
4	$ 40.80	$ 40.80	$ -	0.00%
Maintenance Fundamentals				
2	$ 27.88	$ 27.88	$ -	0.00%
4	$ 31.80	$ 31.80	$ -	0.00%
Maintenance Technician				
2	$ 23.00	$ 23.75	$ 0.75	3.26%
3	$ 23.56	$ 23.56	$ -	0.00%
4	$ 33.59	$ 33.59	$ -	0.00%
Maintenance Welding				
1	$ 30.81	$ 30.81	$ -	0.00%
2	$ 28.59	$ 28.59	$ -	0.00%
Making ChatGPT and Generative AI Work for You				
1	$ 61.03	$ 61.03	$ -	0.00%
2	$ 23.53	$ 23.53	$ -	0.00%
4	$ 44.54	$ 44.54	$ -	0.00%
5	$ 30.00	$ 30.00	$ -	0.00%
Makino MAS-A5 Software Operations				
1	$ 54.40	$ 54.40	$ -	0.00%
Makino PRO 6 Operations with Fanuc 310i Control				
1	$ 54.44	$ 54.44	$ -	0.00%
Manage and Extend Microsoft 365 Copilot				
4	$ 26.45	$ 26.45	$ -	0.00%
Manage SharePoint and OneDrive in Microsoft 365				
2	$ 42.58	$ 42.62	$ 0.04	0.10%
6	$ 28.25	$ 28.25	$ -	0.00%
7	$ 29.10	$ 29.10	$ -	0.00%
Management of Compressed Air Systems				
2	$ 48.42	$ 48.42	$ -	0.00%
Managing Microsoft Teams				
2	$ 40.26	$ 40.26	$ -	0.00%
4	$ 58.97	$ 58.97	$ -	0.00%
7	$ 29.77	$ 29.77	$ -	0.00%
Managing Projects Using Azure Board				
3	$ 54.84	$ 54.84	$ -	0.00%
7	$ 78.46	$ 78.46	$ -	0.00%
Managing Projects with Microsoft 365				
2	$ 36.41	$ 36.49	$ 0.09	0.24%
6	$ 29.05	$ 29.05	$ -	0.00%
7	$ 33.49	$ 33.49	$ -	0.00%

Managing Windows Environments with Group Policy				
1	$ 27.95	$ 27.95	$ -	0.00%
2	$ 30.13	$ 30.13	$ -	0.00%
Manufacturing ERP				
3	$ 56.28	$ 56.28	$ -	0.00%
Manufacturing Excellence: Data Driven Technology				
2	$ 35.36	$ 35.36	$ -	0.00%
4	$ 53.23	$ 53.23	$ -	0.00%
5	$ 38.12	$ 38.12	$ -	0.00%
6	$ 54.02	$ 54.02	$ -	0.00%
Manufacturing Machine Maintenance				
1	$ 34.76	$ 35.10	$ 0.34	0.98%
Manufacturing Processes				
2	$ 21.35	$ 21.55	$ 0.20	0.94%
4	$ 32.82	$ 32.82	$ -	0.00%
Manufacturing Technology				
1	$ 31.99	$ 31.99	$ -	0.00%
2	$ 18.75	$ 20.00	$ 1.25	6.67%
Manufacturing Technology: Electrical				
1	$ 20.75	$ 20.75	$ -	0.00%
Manufacturing Technology: Production Associates - Beginner				
2	$ 20.01	$ 20.01	$ -	0.00%
Manufacturing Works Apprenticeship - CNC Operator & Programmer - Year 1				
2	$ 23.46	$ 23.97	$ 0.51	2.17%
Manufacturing Works Apprenticeship - CNC Operator & Programmer - Year 2				
2	$ 24.93	$ 26.36	$ 1.43	5.74%
Manufacturing Works Apprenticeship - CNC Operator & Programmer - Year 3				
2	$ 24.00	$ 24.96	$ 0.96	4.00%
Manufacturing Works Apprenticeship - Electrician, Maintenance - Year 2				
2	$ 33.00	$ 33.82	$ 0.82	2.50%
Manufacturing Works Apprenticeship - Maintenance Mechanic - Year 1				
2	$ 31.00	$ 31.83	$ 0.83	2.68%
Manufacturing Works Apprenticeship - Tool & Die Maker - Year 1				
2	$ 21.00	$ 21.75	$ 0.75	3.57%
Manufacturing Works Apprenticeship - Tool & Die Maker - Year 3				
2	$ 25.00	$ 28.50	$ 3.50	14.00%
Manufacturing Works Apprenticeship - Welding Year 3				
2	$ 27.00	$ 27.00	$ -	0.00%
MAS A5 Software Operations				
2	$ 31.97	$ 31.97	$ -	0.00%
Mastercam Advanced Mill				
1	$ 26.40	$ 26.40	$ -	0.00%
MasterCam APlus				
3	$ 43.61	$ 43.61	$ -	0.00%
Mastercam Basic Lathe				
1	$ 26.40	$ 26.40	$ -	0.00%
Mastercam Basic Mill				
1	$ 24.72	$ 24.72	$ -	0.00%
Mastercam Intermediate Lathe with C & Y-axis Live Milling				
2	$ 29.57	$ 29.57	$ -	0.00%
7	$ 34.33	$ 34.33	$ -	0.00%
Mastercam Intermediate Level				
7	$ 34.33	$ 34.33	$ -	0.00%
Mastercam Lathe				
1	$ 28.00	$ 28.00	$ -	0.00%
2	$ 27.32	$ 27.32	$ -	0.00%
6	$ 19.33	$ 19.67	$ 0.33	1.72%
Mastercam Mill 3D				
1	$ 23.50	$ 23.50	$ -	0.00%
2	$ 37.01	$ 37.01	$ -	0.00%
3	$ 39.60	$ 39.60	$ -	0.00%
Mastercam Mill Essentials				
1	$ 25.97	$ 26.59	$ 0.63	2.41%
2	$ 29.18	$ 29.23	$ 0.04	0.14%
3	$ 42.31	$ 42.31	$ -	0.00%
4	$ 23.37	$ 23.37	$ -	0.00%
Mastercam Wire Essentials				

1	$ 23.00	$ 23.00	$ -	0.00%
Mastering React/React Foundation				
2	$ 51.20	$ 51.20	$ -	0.00%
Material Science				
2	$ 29.00	$ 29.42	$ 0.42	1.45%
3	$ 27.80	$ 27.80	$ -	0.00%
Material Science and Machinability of Materials				
2	$ 56.65	$ 56.65	$ -	0.00%
Mechanical Drives				
4	$ 24.30	$ 24.30	$ -	0.00%
Mechanical Lubrication				
1	$ 33.12	$ 33.12	$ 0.00	0.01%
5	$ 41.56	$ 41.56	$ -	0.00%
Mechanical Maintenance Troubleshooting				
2	$ 36.05	$ 36.21	$ 0.16	0.45%
3	$ 21.50	$ 21.50	$ -	0.00%
Mechanical Power Transmission				
1	$ 18.00	$ 18.00	$ -	0.00%
2	$ 32.56	$ 32.56	$ -	0.00%
Mechanical Pump Maintenance				
3	$ 36.39	$ 36.39	$ -	0.00%
Mechanical Systems				
2	$ 34.26	$ 34.60	$ 0.34	0.99%
3	$ 19.50	$ 19.50	$ -	0.00%
Medical Billing and Coding				
2	$ 40.35	$ 40.75	$ 0.40	0.99%
Metalforming Press Operator				
2	$ 21.38	$ 21.38	$ -	0.00%
Metallurgy				
2	$ 24.33	$ 24.98	$ 0.64	2.64%
4	$ 53.00	$ 53.00	$ -	0.00%
7	$ 49.78	$ 49.78	$ -	0.00%
Metallurgy & Heat Treating				
2	$ 22.04	$ 22.04	$ -	0.00%
Metallurgy Materials				
2	$ 24.13	$ 24.13	$ -	0.00%
Metrology				
3	$ 28.03	$ 28.11	$ 0.08	0.30%
Microsimulation Fundamentals				
2	$ 50.29	$ 50.29	$ -	0.00%
Microsoft 365				
1	$ 38.27	$ 38.27	$ -	0.00%
4	$ 28.46	$ 28.83	$ 0.37	1.31%
5	$ 41.90	$ 41.90	$ -	0.00%
7	$ 37.74	$ 38.56	$ 0.82	2.16%
Microsoft 365 Administrator				
1	$ 33.23	$ 33.23	$ -	0.00%
2	$ 34.75	$ 35.15	$ 0.40	1.16%
3	$ 36.05	$ 36.05	$ -	0.00%
4	$ 49.75	$ 50.34	$ 0.59	1.19%
7	$ 33.87	$ 33.87	$ -	0.00%
Microsoft 365 Copilot for Excel				
2	$ 53.81	$ 55.70	$ 1.89	3.51%
4	$ 32.28	$ 32.28	$ -	0.00%
Microsoft 365 Endpoint Administrator				
1	$ 41.36	$ 42.78	$ 1.42	3.43%
2	$ 35.66	$ 35.66	$ -	0.00%
3	$ 41.20	$ 41.20	$ -	0.00%
4	$ 37.90	$ 37.99	$ 0.09	0.24%
5	$ 46.77	$ 46.77	$ -	0.00%
7	$ 34.75	$ 34.75	$ -	0.00%
Microsoft 365 Fundamentals				
1	$ 33.50	$ 33.50	$ -	0.00%
2	$ 42.55	$ 42.60	$ 0.06	0.13%
3	$ 50.06	$ 50.06	$ -	0.00%
4	$ 34.79	$ 35.68	$ 0.89	2.57%
5	$ 42.44	$ 42.44	$ -	0.00%

7	$ 33.06	$ 33.06	$ -	0.00%
Microsoft Access (All levels)				
2	$ 35.55	$ 35.55	$ -	0.00%
3	$ 32.53	$ 32.53	$ -	0.00%
4	$ 48.82	$ 49.71	$ 0.89	1.83%
Microsoft Administering Windows Server Hybrid Core Infrastructure				
1	$ 47.41	$ 48.83	$ 1.42	3.00%
2	$ 50.76	$ 50.76	$ -	0.00%
4	$ 55.21	$ 57.89	$ 2.68	4.85%
Microsoft AI for Business Leaders				
2	$ 34.23	$ 35.85	$ 1.62	4.74%
4	$ 58.65	$ 58.65	$ -	0.00%
Microsoft Azure				
2	$ 44.99	$ 46.82	$ 1.84	4.08%
4	$ 44.43	$ 44.60	$ 0.17	0.38%
7	$ 51.15	$ 51.84	$ 0.69	1.35%
Microsoft Azure Administrator				
2	$ 36.71	$ 37.06	$ 0.34	0.93%
3	$ 67.56	$ 67.56	$ -	0.00%
4	$ 54.98	$ 55.10	$ 0.13	0.23%
7	$ 54.25	$ 54.25	$ -	0.00%
Microsoft Azure AI				
2	$ 40.05	$ 40.97	$ 0.92	2.30%
3	$ 42.08	$ 42.08	$ -	0.00%
4	$ 64.01	$ 64.01	$ -	0.00%
Microsoft Azure and Microsoft Power BI				
2	$ 30.87	$ 31.80	$ 0.93	3.01%
Microsoft Azure Data Fundamentals				
1	$ 52.62	$ 52.62	$ -	0.00%
2	$ 44.10	$ 44.10	$ -	0.00%
4	$ 43.21	$ 43.21	$ -	0.00%
7	$ 54.34	$ 54.34	$ -	0.00%
Microsoft Azure DevOps				
4	$ 63.33	$ 63.33	$ -	0.00%
Microsoft Azure DevOps Solutions				
2	$ 25.00	$ 25.00	$ -	0.00%
Microsoft Azure for Beginners				
2	$ 58.29	$ 60.04	$ 1.75	3.00%
4	$ 27.04	$ 27.04	$ -	0.00%
Microsoft Azure Security Technologies				
2	$ 42.18	$ 42.18	$ -	0.00%
4	$ 39.65	$ 39.65	$ -	0.00%
Microsoft Certified: Azure Administrator Associate				
2	$ 62.50	$ 64.53	$ 2.03	3.25%
Microsoft Certified: Azure AI Engineer Associate				
4	$ 60.00	$ 60.00	$ -	0.00%
Microsoft Certified: Azure AI Fundamentals				
2	$ 44.67	$ 44.67	$ -	0.00%
4	$ 59.38	$ 59.38	$ -	0.00%
Microsoft Certified: Azure Data Fundamentals				
2	$ 55.11	$ 56.45	$ 1.34	2.42%
Microsoft Certified: Azure Developer Associate				
2	$ 45.14	$ 45.14	$ -	0.00%
Microsoft Certified: Azure Fundamentals				
1	$ 32.01	$ 32.01	$ -	0.00%
2	$ 39.97	$ 39.97	$ -	0.00%
4	$ 43.79	$ 43.90	$ 0.10	0.24%
5	$ 46.77	$ 46.77	$ -	0.00%
7	$ 46.91	$ 46.91	$ -	0.00%
Microsoft Certified: Dynamics 365 Business Central Functional Consultant Associate				
6	$ 32.83	$ 32.83	$ -	0.00%
7	$ 37.00	$ 37.00	$ -	0.00%
Microsoft Certified: Dynamics 365 Fundamentals (ERP)				
2	$ 52.29	$ 52.29	$ -	0.00%
Microsoft Certified: Fabric Data Engineer Associate				
1	$ 31.25	$ 31.25	$ -	0.00%
Microsoft Certified: Power BI Data Analyst Associate				

4	$ 35.84	$ 35.84	$ -	0.00%
Microsoft Certified: Power Platform Developer Associate				
2	$ 63.00	$ 63.00	$ -	0.00%
Microsoft Certified: Power Platform Fundamentals				
2	$ 46.70	$ 46.70	$ -	0.00%
Microsoft Certified: Power Platform Solution Architect Expert				
2	$ 25.00	$ 25.00	$ -	0.00%
Microsoft Certified: Security, Compliance, and Identity Fundamentals				
7	$ 33.84	$ 33.84	$ -	0.00%
Microsoft Copilot for Security				
2	$ 19.22	$ 19.22	$ -	0.00%
4	$ 26.45	$ 26.45	$ -	0.00%
Microsoft Cybersecurity Architect				
2	$ 62.50	$ 72.11	$ 9.61	15.38%
Microsoft Designing and Implementing a Data Science Solution on Azure				
4	$ 42.66	$ 45.67	$ 3.01	7.06%
Microsoft Dynamics 365				
1	$ 39.55	$ 39.55	$ -	0.00%
4	$ 53.78	$ 55.17	$ 1.39	2.58%
Microsoft Dynamics 365 Core Finance and Operations				
4	$ 62.50	$ 64.38	$ 1.88	3.01%
Microsoft Dynamics 365 Finance				
4	$ 43.27	$ 43.27	$ -	0.00%
Microsoft Dynamics 365 for Customer Engagement for Sales				
1	$ 48.32	$ 48.32	$ -	0.00%
Microsoft Dynamics 365 Supply Chain Management, Manufacturing				
7	$ 48.47	$ 48.47	$ -	0.00%
Microsoft Excel - Advanced Functions and Data Forecasting				
2	$ 50.69	$ 51.73	$ 1.04	2.05%
3	$ 33.40	$ 33.40	$ -	0.00%
4	$ 30.97	$ 30.97	$ -	0.00%
7	$ 40.14	$ 40.14	$ -	0.00%
Microsoft Excel - Analyzing and Presenting Data				
1	$ 42.42	$ 42.42	$ -	0.00%
2	$ 44.81	$ 44.81	$ -	0.00%
4	$ 34.76	$ 34.76	$ -	0.00%
7	$ 36.26	$ 36.26	$ -	0.00%
Microsoft Excel - Dashboards				
2	$ 47.55	$ 47.55	$ -	0.00%
4	$ 32.89	$ 33.39	$ 0.50	1.52%
7	$ 29.81	$ 29.81	$ -	0.00%
Microsoft Excel - Data Analysis with Pivot Tables				
2	$ 36.87	$ 36.87	$ -	0.00%
3	$ 24.10	$ 24.10	$ -	0.00%
4	$ 29.80	$ 29.80	$ -	0.00%
Microsoft Excel - Formulas & Charts				
2	$ 25.76	$ 25.76	$ -	0.00%
4	$ 36.11	$ 36.11	$ -	0.00%
6	$ 48.95	$ 48.95	$ -	0.00%
Microsoft Excel - Pivot Tables				
1	$ 46.97	$ 46.97	$ -	0.00%
2	$ 48.76	$ 48.83	$ 0.07	0.14%
3	$ 30.78	$ 30.83	$ 0.05	0.16%
4	$ 39.12	$ 39.29	$ 0.17	0.43%
5	$ 30.00	$ 30.00	$ -	0.00%
7	$ 45.84	$ 45.84	$ -	0.00%
Microsoft Excel (All versions)				
1	$ 31.30	$ 31.62	$ 0.32	1.02%
2	$ 35.62	$ 35.67	$ 0.05	0.14%
3	$ 28.90	$ 28.98	$ 0.08	0.27%
4	$ 36.47	$ 36.57	$ 0.10	0.26%
5	$ 21.66	$ 21.66	$ -	0.00%
6	$ 34.87	$ 34.87	$ -	0.00%
7	$ 41.74	$ 41.74	$ -	0.00%
Microsoft Excel 2016/2019 - Data Analysis with Pivot Tables				
2	$ 30.77	$ 34.85	$ 4.08	13.26%
Microsoft Excel 2019 - Data Analysis with Power Pivot				

1	$ 37.78	$ 37.78	$ -	0.00%
2	$ 31.65	$ 31.65	$ -	0.00%
4	$ 41.15	$ 41.32	$ 0.17	0.40%
Microsoft Excel 2019 Charts				
1	$ 34.72	$ 34.72	$ -	0.00%
2	$ 30.02	$ 30.02	$ -	0.00%
3	$ 45.69	$ 45.69	$ -	0.00%
4	$ 39.20	$ 39.20	$ -	0.00%
Microsoft Excel 2019 Data Analysis				
1	$ 34.72	$ 34.72	$ -	0.00%
2	$ 28.70	$ 28.70	$ -	0.00%
3	$ 26.44	$ 26.69	$ 0.25	0.95%
4	$ 42.67	$ 42.71	$ 0.04	0.08%
Microsoft Excel 365 (All levels)				
1	$ 24.83	$ 24.83	$ -	0.00%
2	$ 32.32	$ 32.32	$ -	0.00%
3	$ 26.48	$ 26.48	$ -	0.00%
4	$ 40.73	$ 40.73	$ -	0.00%
5	$ 17.00	$ 17.00	$ -	0.00%
Microsoft Excel Data Analysis (All levels)				
4	$ 24.63	$ 24.63	$ -	0.00%
Microsoft Excel Workbooks, Formulas, and Functions				
1	$ 47.87	$ 47.87	$ -	0.00%
2	$ 41.41	$ 41.41	$ -	0.00%
Microsoft Fabric Analytics Engineer				
1	$ 29.93	$ 29.93	$ -	0.00%
4	$ 44.77	$ 46.36	$ 1.59	3.56%
7	$ 45.61	$ 45.61	$ -	0.00%
Microsoft Identity and Access Administrator				
1	$ 51.76	$ 57.44	$ 5.68	10.97%
2	$ 46.04	$ 46.04	$ -	0.00%
4	$ 48.15	$ 49.08	$ 0.93	1.93%
Microsoft Information Protection Administrator				
2	$ 23.00	$ 23.00	$ -	0.00%
Microsoft InTune				
2	$ 37.08	$ 37.16	$ 0.08	0.21%
3	$ 37.50	$ 37.50	$ -	0.00%
4	$ 50.67	$ 52.45	$ 1.79	3.53%
5	$ 46.77	$ 46.77	$ -	0.00%
Microsoft Office 2016 Value Suite				
1	$ 24.97	$ 24.97	$ -	0.00%
Microsoft Office 365 Administrator				
7	$ 52.19	$ 54.94	$ 2.75	5.27%
Microsoft Office 365 and Teams				
1	$ 30.91	$ 30.91	$ -	0.00%
2	$ 35.25	$ 35.42	$ 0.16	0.46%
3	$ 29.37	$ 29.37	$ -	0.00%
4	$ 30.48	$ 30.48	$ -	0.00%
6	$ 23.10	$ 23.10	$ -	0.00%
7	$ 48.45	$ 48.45	$ -	0.00%
Microsoft Office 365 Online Productivity Apps				
4	$ 43.57	$ 43.82	$ 0.25	0.58%
7	$ 55.65	$ 55.65	$ -	0.00%
Microsoft Office Master 2019/365				
6	$ 25.98	$ 27.58	$ 1.60	6.16%
Microsoft Office Specialist: Excel Associate (Excel and Excel 2019)				
2	$ 38.35	$ 38.35	$ -	0.00%
Microsoft Office Specialist: Microsoft Excel 2016				
2	$ 20.00	$ 20.00	$ -	0.00%
Microsoft Office Specialist: Microsoft Excel Expert (Excel and Excel 2019)				
2	$ 36.05	$ 36.05	$ -	0.00%
3	$ 18.75	$ 18.75	$ -	0.00%
Microsoft OneDrive				
3	$ 34.66	$ 34.66	$ 0.00	0.00%
4	$ 35.75	$ 35.75	$ -	0.00%
5	$ 30.00	$ 30.00	$ -	0.00%
Microsoft OneNote (All versions)				

1	$ 42.60	$ 42.60	$ -	0.00%
2	$ 29.98	$ 30.42	$ 0.44	1.46%
3	$ 25.73	$ 25.73	$ -	0.00%
4	$ 44.20	$ 45.26	$ 1.06	2.40%
5	$ 30.00	$ 30.00	$ -	0.00%
6	$ 28.27	$ 28.27	$ -	0.00%
7	$ 22.05	$ 22.05	$ -	0.00%
Microsoft Outlook (All versions)				
1	$ 28.29	$ 28.32	$ 0.03	0.09%
2	$ 39.10	$ 39.11	$ 0.01	0.02%
3	$ 24.16	$ 24.16	$ -	0.00%
4	$ 38.74	$ 39.04	$ 0.30	0.77%
5	$ 27.50	$ 27.50	$ -	0.00%
7	$ 31.74	$ 31.74	$ -	0.00%
Microsoft Planner				
2	$ 55.98	$ 55.98	$ -	0.00%
Microsoft Power Automate				
1	$ 47.39	$ 51.08	$ 3.69	7.78%
2	$ 44.95	$ 45.15	$ 0.20	0.44%
3	$ 29.60	$ 29.60	$ -	0.00%
4	$ 26.00	$ 27.30	$ 1.30	5.00%
Microsoft Power Automate RPA Developer				
7	$ 49.00	$ 49.00	$ -	0.00%
Microsoft Power Automate/Flow for End Users				
2	$ 27.79	$ 27.79	$ -	0.00%
4	$ 37.12	$ 37.72	$ 0.60	1.62%
7	$ 71.50	$ 71.50	$ -	0.00%
Microsoft Power BI - Data Analysis Practitioner				
2	$ 55.45	$ 55.45	$ -	0.00%
4	$ 73.96	$ 73.96	$ -	0.00%
6	$ 25.00	$ 25.00	$ -	0.00%
Microsoft Power BI Data Analyst				
1	$ 39.27	$ 39.27	$ -	0.00%
2	$ 40.50	$ 42.21	$ 1.71	4.23%
3	$ 51.09	$ 51.09	$ -	0.00%
4	$ 43.22	$ 43.74	$ 0.51	1.19%
7	$ 45.51	$ 45.51	$ -	0.00%
Microsoft Power BI for Excel				
3	$ 31.80	$ 31.80	$ -	0.00%
4	$ 36.57	$ 36.57	$ -	0.00%
Microsoft Power BI Intermediate				
2	$ 60.36	$ 60.36	$ -	0.00%
4	$ 65.00	$ 65.00	$ -	0.00%
Microsoft Power BI: Data Analysis Professional				
2	$ 49.48	$ 51.18	$ 1.70	3.43%
4	$ 57.00	$ 57.00	$ -	0.00%
Microsoft Power BI: Power BI Series				
1	$ 59.16	$ 59.16	$ -	0.00%
4	$ 63.48	$ 63.48	$ -	0.00%
Microsoft Power Platform Developer				
2	$ 25.00	$ 25.00	$ -	0.00%
Microsoft Power Platform Functional Consultant				
1	$ 39.55	$ 39.55	$ -	0.00%
4	$ 30.00	$ 31.00	$ 1.00	3.33%
7	$ 62.60	$ 62.60	$ -	0.00%
Microsoft Power Platform Fundamentals				
1	$ 43.14	$ 44.68	$ 1.54	3.57%
2	$ 35.20	$ 35.20	$ -	0.00%
4	$ 35.03	$ 35.03	$ -	0.00%
7	$ 51.74	$ 51.74	$ -	0.00%
Microsoft Power Platform Fundamentals: Power BI, Power Apps, Power Automate & Virtual Agents				
2	$ 38.66	$ 38.66	$ -	0.00%
3	$ 52.50	$ 52.50	$ -	0.00%
4	$ 26.00	$ 26.00	$ -	0.00%
Microsoft PowerApps				
2	$ 35.97	$ 36.32	$ 0.36	0.99%
4	$ 41.39	$ 42.74	$ 1.35	3.26%

7	$ 55.62	$ 55.62	$ -	0.00%
Microsoft PowerPoint (All versions)				
1	$ 33.57	$ 33.57	$ -	0.00%
2	$ 35.25	$ 35.42	$ 0.17	0.49%
3	$ 32.60	$ 32.60	$ -	0.00%
4	$ 28.23	$ 28.79	$ 0.56	1.98%
5	$ 23.50	$ 23.50	$ -	0.00%
7	$ 37.84	$ 38.05	$ 0.21	0.55%
Microsoft Project (All versions)				
2	$ 39.33	$ 39.33	$ -	0.00%
3	$ 35.00	$ 35.00	$ -	0.00%
4	$ 48.57	$ 48.57	$ -	0.00%
5	$ 39.96	$ 39.96	$ -	0.00%
7	$ 40.00	$ 40.00	$ -	0.00%
Microsoft Publisher				
2	$ 20.17	$ 20.17	$ -	0.00%
Microsoft Purview Compliance Manager				
7	$ 44.89	$ 44.89	$ -	0.00%
Microsoft Security Operations Analyst				
2	$ 32.31	$ 32.31	$ -	0.00%
3	$ 45.56	$ 45.56	$ -	0.00%
4	$ 37.14	$ 37.14	$ -	0.00%
Microsoft Security, Compliance, and Identity				
3	$ 37.75	$ 37.75	$ -	0.00%
4	$ 28.85	$ 29.72	$ 0.87	3.02%
5	$ 42.44	$ 42.44	$ -	0.00%
7	$ 44.78	$ 44.78	$ -	0.00%
Microsoft SharePoint (All versions)				
1	$ 24.50	$ 24.50	$ -	0.00%
2	$ 37.87	$ 37.93	$ 0.06	0.15%
3	$ 35.01	$ 35.02	$ 0.01	0.03%
4	$ 46.48	$ 46.62	$ 0.15	0.32%
5	$ 41.90	$ 41.90	$ -	0.00%
7	$ 40.29	$ 40.29	$ -	0.00%
Microsoft SharePoint Modern Experience: Site User				
1	$ 33.46	$ 33.46	$ -	0.00%
2	$ 35.80	$ 35.80	$ -	0.00%
3	$ 34.43	$ 34.43	$ -	0.00%
5	$ 41.90	$ 41.90	$ -	0.00%
Microsoft Specialist: Programming in C#				
2	$ 30.54	$ 30.54	$ -	0.00%
Microsoft Teams				
1	$ 43.14	$ 43.14	$ -	0.00%
2	$ 38.87	$ 39.04	$ 0.18	0.46%
3	$ 34.74	$ 34.74	$ 0.00	0.00%
4	$ 24.66	$ 24.66	$ -	0.00%
7	$ 27.60	$ 27.60	$ -	0.00%
Microsoft Transact-SQL				
2	$ 34.44	$ 34.73	$ 0.28	0.82%
4	$ 42.72	$ 42.72	$ -	0.00%
Microsoft Visual Basic (All levels)				
3	$ 42.46	$ 42.46	$ -	0.00%
Microsoft Windows Forensic Analysis				
7	$ 40.00	$ 40.00	$ -	0.00%
Microsoft Word (All versions)				
1	$ 28.01	$ 28.01	$ -	0.00%
2	$ 30.26	$ 30.49	$ 0.22	0.73%
3	$ 28.47	$ 28.48	$ 0.01	0.03%
4	$ 30.70	$ 30.98	$ 0.28	0.93%
5	$ 27.22	$ 27.22	$ -	0.00%
7	$ 31.49	$ 31.49	$ -	0.00%
Micro-Vu InSpec - Level I				
3	$ 32.06	$ 32.56	$ 0.50	1.56%
Micro-Vu InSpec - Level II				
4	$ 24.00	$ 25.25	$ 1.25	5.21%
Migrating from ArcMap to ArcGIS				
2	$ 35.42	$ 35.42	$ -	0.00%

Migrating to AWS				
2	$ 45.67	$ 45.67	$ -	0.00%
Milling Machinist				
2	$ 28.78	$ 30.35	$ 1.57	5.46%
Minitab Basics				
1	$ 32.42	$ 32.42	$ -	0.00%
Minitab Design of Experiments (DOE)				
2	$ 43.84	$ 43.84	$ -	0.00%
3	$ 48.79	$ 48.79	$ -	0.00%
Minster Press Operation and Maintenance				
1	$ 45.11	$ 45.11	$ -	0.00%
Mitel MiVoice Business Core Installation and Maintenance				
2	$ 39.42	$ 39.42	$ -	0.00%
Mitsubishi GX Works2 Programming (TRSFT101P)				
1	$ 26.96	$ 26.96	$ -	0.00%
3	$ 30.44	$ 30.44	$ -	0.00%
Mitsubishi GX Works3 Programming (TRSFT108P)				
1	$ 39.38	$ 39.38	$ -	0.00%
3	$ 34.30	$ 34.30	$ -	0.00%
4	$ 40.49	$ 40.49	$ -	0.00%
Mitsubishi PLC Basics (GX Works2) (TRPLC003B)				
1	$ 26.96	$ 26.96	$ -	0.00%
4	$ 22.45	$ 22.45	$ -	0.00%
Mobile Crane Operator				
2	$ 32.50	$ 32.50	$ -	0.00%
Modern Manufacturing Supervision with SPC & Minitab				
2	$ 37.50	$ 37.50	$ -	0.00%
4	$ 43.56	$ 43.56	$ -	0.00%
5	$ 18.33	$ 19.67	$ 1.33	7.27%
Mold Design Development				
2	$ 25.55	$ 26.01	$ 0.46	1.78%
3	$ 36.02	$ 36.02	$ -	0.00%
Motor Control & PLC				
4	$ 30.15	$ 30.47	$ 0.32	1.06%
Motor Controls				
1	$ 31.31	$ 31.77	$ 0.46	1.48%
2	$ 44.22	$ 44.85	$ 0.62	1.41%
4	$ 42.61	$ 42.61	$ -	0.00%
Motor Troubleshooting Systems				
2	$ 26.74	$ 26.74	$ -	0.00%
MS Power Platform Fundamentals: Power BI, Power Apps, Power Automate & Virtual Agents				
3	$ 21.00	$ 21.00	$ -	0.00%
MTL/Dream Metrology Software				
5	$ 26.66	$ 26.66	$ -	0.00%
Multicraft Technician				
2	$ 30.50	$ 31.38	$ 0.88	2.89%
Multiphysics Solutions using COMSOL Multiphysics				
2	$ 54.02	$ 54.02	$ -	0.00%
MVMC Machinist Apprenticeship - Year 2				
2	$ 24.13	$ 24.13	$ -	0.00%
Nachi Robotic Systems FD Operation Programming				
1	$ 41.86	$ 41.86	$ -	0.00%
Natural Language Understanding				
2	$ 22.00	$ 22.00	$ -	0.00%
NCCER Carpentry - Level 1				
2	$ 21.50	$ 21.50	$ -	0.00%
3	$ 21.77	$ 22.77	$ 1.00	4.59%
NCCER Carpentry - Level 3				
3	$ 22.50	$ 24.50	$ 2.00	8.89%
NCCER Carpentry - Level 4				
3	$ 24.33	$ 26.17	$ 1.83	7.53%
NCCER Core				
3	$ 20.00	$ 20.00	$ -	0.00%
7	$ 18.25	$ 18.25	$ -	0.00%
NCCER Core Curriculum				
3	$ 18.63	$ 19.81	$ 1.19	6.38%
7	$ 22.00	$ 22.75	$ 0.75	3.41%

NCCER Core Curriculum and Electrical - Level 1				
3	$ 21.33	$ 22.83	$ 1.50	7.03%
NCCER Electrical - Level 1				
1	$ 16.50	$ 18.50	$ 2.00	12.12%
3	$ 18.66	$ 21.13	$ 2.47	13.23%
NCCER Electrical - Level 2				
1	$ 19.75	$ 22.00	$ 2.25	11.39%
3	$ 21.38	$ 23.48	$ 2.10	9.80%
4	$ 20.00	$ 29.00	$ 9.00	45.00%
NCCER Electrical - Level 3				
3	$ 21.61	$ 24.14	$ 2.54	11.74%
NCCER Electrical - Level 4				
3	$ 23.08	$ 25.88	$ 2.79	12.09%
NCCER HVAC - Level 1				
7	$ 21.00	$ 23.00	$ 2.00	9.52%
NCCER HVAC - Level 2				
7	$ 22.36	$ 23.57	$ 1.21	5.43%
NCCER HVAC - Level 3				
7	$ 23.00	$ 24.50	$ 1.50	6.52%
NCCER Roofing - Level 1				
3	$ 19.50	$ 22.50	$ 3.00	15.38%
NCCER Roofing - Level 2				
3	$ 21.00	$ 24.50	$ 3.50	16.67%
NCCER Sheetmetal Apprenticeship - Year 2				
7	$ 23.97	$ 26.67	$ 2.69	11.23%
NCEES Fundamentals of Engineering (FE): Civil				
2	$ 28.00	$ 28.00	$ -	0.00%
Networking with Windows Server				
1	$ 33.29	$ 41.35	$ 8.06	24.21%
NFPA 70b - Standard for Electrical Equipment Maintenance				
1	$ 43.55	$ 43.55	$ -	0.00%
4	$ 35.01	$ 35.01	$ -	0.00%
NFPA 72 Fire Alarm and Signaling Code				
2	$ 27.07	$ 28.37	$ 1.29	4.78%
Niagara 4 - Technical				
4	$ 62.50	$ 62.50	$ -	0.00%
Niagara 4 Technical				
2	$ 25.00	$ 25.00	$ -	0.00%
NICET Fire Alarm Systems - Level I				
4	$ 53.75	$ 53.75	$ -	0.00%
NICET Fire Alarm Systems - Level III				
3	$ 23.55	$ 25.00	$ 1.45	6.16%
NIMS Basic Hydraulic Systems				
2	$ 27.00	$ 30.00	$ 3.00	11.11%
NIMS Pneumatic Systems				
2	$ 28.00	$ 28.00	$ -	0.00%
NIMS Smart Training Solutions (STS)				
2	$ 30.21	$ 30.21	$ -	0.00%
7	$ 42.86	$ 43.01	$ 0.15	0.34%
NIST Cybersecurity Framework (NCSF)				
1	$ 44.67	$ 44.67	$ -	0.00%
4	$ 70.17	$ 70.17	$ -	0.00%
NITC Medical Gas Installer 6010				
2	$ 39.49	$ 40.80	$ 1.31	3.32%
Nondestructive Testing				
5	$ 39.81	$ 39.81	$ -	0.00%
Nondestructive Testing Ultrasonic Inspection - Level 1 and Level 2				
5	$ 39.81	$ 39.81	$ -	0.00%
Nutanix Enterprise Cloud Administration				
1	$ 46.73	$ 46.73	$ -	0.00%
NX Post Building Techniques				
7	$ 48.30	$ 50.25	$ 1.95	4.04%
Objectif Lune (OL) PlanetPress Connect Foundations				
2	$ 25.42	$ 27.15	$ 1.74	6.83%
Offensive Security Certified Professional (OSCP)				
1	$ 30.80	$ 30.80	$ -	0.00%
OGP Zone 3				

3	$ 18.00	$ 18.00	$ -	0.00%
Ohio Level I Aggregate Technician				
4	$ 33.34	$ 36.14	$ 2.80	8.40%
OnBase Certified API Developer				
7	$ 40.00	$ 40.00	$ -	0.00%
OnBase Software				
2	$ 49.96	$ 49.96	$ -	0.00%
OnBase Workflow				
4	$ 39.21	$ 39.21	$ -	0.00%
Online Marketing Certified Professional (OMCP)				
2	$ 47.66	$ 47.66	$ -	0.00%
OpTIC Path Fiber Optic Technician				
2	$ 28.75	$ 28.75	$ -	0.00%
Optigrader Service				
3	$ 32.00	$ 32.00	$ -	0.00%
Oracle Analytics Data Visualisation				
7	$ 40.00	$ 40.00	$ -	0.00%
Oracle Database SQL Certified Associate				
2	$ 32.42	$ 33.40	$ 0.97	3.01%
Oracle PL/SQL Developer Certified Associate				
2	$ 51.23	$ 52.77	$ 1.54	3.01%
Oracle PL/SQL Programming				
1	$ 20.20	$ 20.20	$ -	0.00%
Oracle Primavera P6				
4	$ 51.70	$ 51.93	$ 0.23	0.44%
OSU Fisher Generative AI and the Future of Supply Chain				
4	$ 168.27	$ 168.27	$ -	0.00%
Palo Alto Networks Firewall 10.0: Troubleshooting				
1	$ 48.45	$ 49.90	$ 1.45	2.99%
Palo Alto Networks Firewall Essentials: Configuration and Management (All versions)				
2	$ 18.98	$ 18.98	$ -	0.00%
Palo Alto Networks Panorama: NGFW Management				
2	$ 37.85	$ 42.09	$ 4.24	11.20%
Panorama: Managing Firewalls at Scale				
3	$ 49.51	$ 49.51	$ -	0.00%
Paramedic				
3	$ 25.56	$ 26.01	$ 0.45	1.76%
Parrot Anafi USA - Operator, Original Equipment Manufacturer Authorized Training				
3	$ 29.46	$ 29.46	$ -	0.00%
Payroll Analytics				
2	$ 30.29	$ 30.29	$ -	0.00%
PCB Design for Radio Frequency Boards				
3	$ 21.50	$ 21.50	$ -	0.00%
PCB Design for Signal Integrity				
4	$ 58.89	$ 58.89	$ -	0.00%
PC-DMIS Coordinate Measuring Machine (CMM)				
1	$ 46.48	$ 46.48	$ -	0.00%
7	$ 30.50	$ 30.50	$ -	0.00%
PC-DMIS for Arms				
2	$ 31.00	$ 31.00	$ -	0.00%
PC-DMIS for CMM 101				
2	$ 27.00	$ 28.35	$ 1.35	5.00%
7	$ 25.52	$ 25.52	$ -	0.00%
PC-DMIS for CMM 201				
2	$ 24.00	$ 25.18	$ 1.18	4.90%
3	$ 32.00	$ 32.75	$ 0.75	2.34%
7	$ 35.53	$ 35.53	$ -	0.00%
PC-DMIS for CMM 202				
2	$ 27.00	$ 28.35	$ 1.35	5.00%
PC-DMIS GD&T				
3	$ 37.00	$ 37.00	$ -	0.00%
Pediatric Advanced Life Support				
1	$ 23.77	$ 23.77	$ -	0.00%
People Analytics: Taking Data-Driven Action				
1	$ 44.98	$ 44.98	$ -	0.00%
2	$ 56.72	$ 56.72	$ -	0.00%
Permanent Magnet (PM) Machine				

2	$ 35.00	$ 35.00	$ -	0.00%
Personal Computer Applications				
2	$ 30.33	$ 30.33	$ -	0.00%
4	$ 32.50	$ 32.50	$ -	0.00%
Photoshop Creative Cloud (CC) Level 2 for Windows				
2	$ 26.00	$ 26.00	$ -	0.00%
3	$ 33.89	$ 33.89	$ -	0.00%
5	$ 27.22	$ 27.22	$ -	0.00%
PHP and MySQL Web Development				
7	$ 26.50	$ 26.50	$ -	0.00%
Pipe Welding				
3	$ 33.38	$ 33.38	$ -	0.00%
Pipefitting/Plumbing				
1	$ 24.81	$ 24.81	$ -	0.00%
PIX4Dmapper				
3	$ 39.48	$ 39.48	$ -	0.00%
Planisware Orchestra Project Portfolio Management (PPM)				
7	$ 54.44	$ 54.44	$ -	0.00%
Planning and Designing Databases on AWS				
2	$ 70.41	$ 72.52	$ 2.11	3.00%
4	$ 44.79	$ 45.12	$ 0.33	0.74%
Plastics Extrusion Processes and Process Engineering				
1	$ 43.15	$ 43.15	$ -	0.00%
Plastics Technology				
2	$ 25.10	$ 26.40	$ 1.30	5.18%
Plastics Technology and Engineering (PTE)				
4	$ 30.28	$ 33.00	$ 2.72	8.98%
Platform Engineering Certified Practitioner				
7	$ 51.01	$ 52.30	$ 1.29	2.52%
PLC Ladder Logic				
2	$ 39.96	$ 40.10	$ 0.14	0.34%
4	$ 23.00	$ 25.00	$ 2.00	8.70%
PLC Programming				
1	$ 30.69	$ 30.94	$ 0.24	0.79%
2	$ 38.31	$ 40.58	$ 2.27	5.94%
3	$ 33.38	$ 33.38	$ -	0.00%
4	$ 41.98	$ 41.98	$ -	0.00%
7	$ 35.70	$ 35.70	$ -	0.00%
PLCs - Analog Controls				
2	$ 32.39	$ 32.39	$ -	0.00%
4	$ 39.11	$ 39.11	$ -	0.00%
PLCs - Systems				
4	$ 39.91	$ 39.91	$ -	0.00%
Plex Enterprise Resource Planning (ERP)				
3	$ 32.27	$ 32.79	$ 0.52	1.62%
Plumbing Apprenticeship - Year 1				
1	$ 20.33	$ 21.33	$ 1.00	4.92%
2	$ 18.75	$ 19.06	$ 0.31	1.67%
3	$ 23.67	$ 25.67	$ 2.00	8.45%
4	$ 22.86	$ 24.79	$ 1.92	8.42%
Plumbing Apprenticeship - Year 2				
1	$ 28.20	$ 29.30	$ 1.10	3.90%
2	$ 19.13	$ 19.21	$ 0.08	0.44%
3	$ 24.00	$ 26.50	$ 2.50	10.42%
4	$ 22.95	$ 25.36	$ 2.41	10.48%
Plumbing Apprenticeship - Year 3				
1	$ 23.75	$ 24.75	$ 1.00	4.21%
2	$ 23.03	$ 23.23	$ 0.20	0.89%
4	$ 25.65	$ 28.00	$ 2.35	9.18%
Plumbing Apprenticeship - Year 4				
2	$ 28.25	$ 29.50	$ 1.25	4.42%
3	$ 29.00	$ 32.00	$ 3.00	10.34%
4	$ 27.88	$ 32.63	$ 4.76	17.06%
PMI Agile Certified Practitioner (PMI-ACP)				
1	$ 65.46	$ 72.26	$ 6.80	10.39%
2	$ 43.65	$ 43.90	$ 0.25	0.57%
4	$ 62.21	$ 62.21	$ -	0.00%

Pneumatics				
1	$ 30.78	$ 31.41	$ 0.63	2.03%
2	$ 27.00	$ 27.41	$ 0.41	1.53%
3	$ 29.53	$ 30.29	$ 0.76	2.56%
4	$ 30.79	$ 30.79	$ -	0.00%
Polarized Light Microscopy (PLM)				
2	$ 73.03	$ 73.03	$ -	0.00%
Polymer Chemistry: Principles and Practice				
7	$ 34.69	$ 34.69	$ -	0.00%
Polyworks Inspector				
1	$ 26.25	$ 27.50	$ 1.25	4.76%
3	$ 27.65	$ 27.65	$ -	0.00%
PolyWorks Modeler				
2	$ 34.40	$ 34.40	$ -	0.00%
PostgreSQL: Backup - Recovery and Replication				
2	$ 56.25	$ 58.02	$ 1.77	3.15%
Powder Coating				
1	$ 22.45	$ 22.45	$ -	0.00%
2	$ 25.00	$ 26.50	$ 1.50	6.00%
Power and Control Electronics				
2	$ 26.74	$ 26.74	$ -	0.00%
Power BI - Dashboard in a Day				
1	$ 59.43	$ 59.43	$ -	0.00%
2	$ 58.82	$ 58.82	$ -	0.00%
4	$ 62.50	$ 62.50	$ -	0.00%
6	$ 34.01	$ 34.01	$ -	0.00%
7	$ 37.53	$ 37.53	$ -	0.00%
Power BI (All versions)				
1	$ 33.93	$ 33.93	$ -	0.00%
2	$ 42.22	$ 42.29	$ 0.07	0.16%
3	$ 44.90	$ 44.90	$ -	0.00%
4	$ 48.90	$ 49.07	$ 0.17	0.36%
7	$ 55.56	$ 55.56	$ -	0.00%
Power Distribution				
2	$ 33.32	$ 33.32	$ -	0.00%
Power Platform Solution Architect				
1	$ 48.32	$ 48.32	$ -	0.00%
2	$ 37.60	$ 37.60	$ -	0.00%
Practical Data Science with Amazon SageMaker				
3	$ 37.14	$ 37.14	$ -	0.00%
Practical Interpretation of Microstructures				
2	$ 35.75	$ 35.75	$ -	0.00%
Precision Cooling & Microprocessor Control Certification				
3	$ 37.00	$ 38.50	$ 1.50	4.05%
Precision Machining Operations				
2	$ 23.60	$ 24.61	$ 1.01	4.27%
4	$ 24.31	$ 25.55	$ 1.24	5.12%
Preventive Maintenance				
2	$ 37.74	$ 38.90	$ 1.16	3.07%
Print Reading and Tolerances				
3	$ 20.00	$ 20.00	$ -	0.00%
Printed Circuit Board (PCB) Test and Troubleshooting				
2	$ 31.58	$ 31.58	$ -	0.00%
Private Equity				
2	$ 48.92	$ 50.39	$ 1.47	3.00%
Process Control				
1	$ 33.58	$ 33.58	$ -	0.00%
4	$ 20.68	$ 20.68	$ -	0.00%
Product Management				
2	$ 56.72	$ 56.72	$ -	0.00%
Professional Engineer (PE)				
2	$ 40.00	$ 44.00	$ 4.00	10.00%
4	$ 40.87	$ 45.14	$ 4.27	10.45%
7	$ 37.72	$ 37.72	$ -	0.00%
Professional Scrum Master (All levels)				
2	$ 66.25	$ 66.25	$ -	0.00%
3	$ 42.65	$ 42.65	$ -	0.00%

4	$ 61.21	$ 61.21	$ -	0.00%
7	$ 66.26	$ 66.26	$ -	0.00%
Professional Scrum Product Owner				
7	$ 49.14	$ 49.14	$ -	0.00%
Professional Scrum Product Owner - Advanced				
4	$ 69.62	$ 69.62	$ -	0.00%
7	$ 60.98	$ 60.98	$ -	0.00%
Professional Scrum Product Owner - AI Essentials				
3	$ 60.61	$ 60.61	$ -	0.00%
Professional Scrum with Kanban				
7	$ 40.00	$ 40.00	$ -	0.00%
Programmable Controllers II				
3	$ 34.75	$ 34.75	$ -	0.00%
Programmable Logic Controllers				
1	$ 31.37	$ 31.64	$ 0.27	0.85%
2	$ 31.00	$ 34.00	$ 3.00	9.68%
3	$ 30.11	$ 30.11	$ -	0.00%
Programmable Logic Controllers (All levels)				
1	$ 23.63	$ 23.63	$ -	0.00%
2	$ 34.51	$ 37.02	$ 2.50	7.25%
4	$ 33.76	$ 33.76	$ -	0.00%
Programmable Logic Controllers (PLC) & Human Machine Interface (HMI)				
2	$ 23.75	$ 24.50	$ 0.74	3.13%
7	$ 45.19	$ 45.19	$ -	0.00%
Programmable Logic Controllers 1				
1	$ 33.25	$ 33.38	$ 0.12	0.36%
3	$ 47.10	$ 47.10	$ -	0.00%
4	$ 32.91	$ 32.91	$ -	0.00%
Programmable Logic Controllers 2				
1	$ 34.26	$ 34.26	$ -	0.00%
2	$ 32.83	$ 40.07	$ 7.23	22.03%
3	$ 47.10	$ 47.10	$ -	0.00%
4	$ 32.99	$ 33.05	$ 0.05	0.16%
Programming and Data Wrangling with VBA and Excel				
2	$ 34.40	$ 34.40	$ -	0.00%
7	$ 25.00	$ 25.00	$ -	0.00%
Programming and Operation, Heidenhain TNC 640				
2	$ 30.65	$ 30.65	$ -	0.00%
Programming Basics				
2	$ 27.17	$ 27.17	$ -	0.00%
Programming with HTML, CSS, or JavaScript				
1	$ 22.92	$ 22.92	$ -	0.00%
4	$ 46.05	$ 46.05	$ -	0.00%
Protecting Power Systems for Engineers				
2	$ 43.00	$ 43.00	$ -	0.00%
Pumps				
1	$ 41.65	$ 41.65	$ -	0.00%
2	$ 36.07	$ 36.07	$ -	0.00%
Pyrometry				
7	$ 36.14	$ 36.14	$ -	0.00%
Python (All levels)				
1	$ 46.03	$ 46.03	$ -	0.00%
2	$ 46.68	$ 47.33	$ 0.65	1.40%
3	$ 48.56	$ 48.56	$ -	0.00%
4	$ 53.62	$ 53.62	$ -	0.00%
7	$ 61.78	$ 63.95	$ 2.17	3.51%
Python for Data Analytics				
3	$ 55.62	$ 55.62	$ -	0.00%
4	$ 47.18	$ 51.32	$ 4.14	8.77%
Python for Data Science (All levels)				
1	$ 24.01	$ 24.01	$ -	0.00%
2	$ 43.25	$ 44.25	$ 1.00	2.31%
3	$ 46.15	$ 46.15	$ -	0.00%
4	$ 52.75	$ 52.75	$ -	0.00%
7	$ 43.74	$ 43.74	$ -	0.00%
Python Programming Level 1: Introduction for Programmers				
2	$ 36.71	$ 36.71	$ -	0.00%

4	$ 52.00	$ 52.00	$ -	0.00%
7	$ 50.72	$ 51.58	$ 0.86	1.69%
Qualified IPC Wire Harness Assembly Operator				
7	$ 28.09	$ 28.09	$ -	0.00%
Quality Engineering (General and Battery-specific)				
3	$ 46.74	$ 46.74	$ -	0.00%
Quality Fundamentals				
1	$ 39.76	$ 39.92	$ 0.16	0.41%
2	$ 37.89	$ 38.94	$ 1.05	2.77%
4	$ 31.14	$ 31.25	$ 0.11	0.34%
7	$ 30.62	$ 30.62	$ -	0.00%
Quality Inspection				
1	$ 24.17	$ 24.37	$ 0.20	0.82%
Quality Inspector				
1	$ 20.97	$ 21.17	$ 0.20	0.95%
Quality Management Systems (QMS)				
2	$ 49.05	$ 49.05	$ -	0.00%
3	$ 48.29	$ 48.29	$ -	0.00%
QuickBooks				
1	$ 24.32	$ 24.32	$ -	0.00%
2	$ 37.13	$ 37.13	$ -	0.00%
5	$ 28.41	$ 28.41	$ -	0.00%
6	$ 25.00	$ 25.00	$ -	0.00%
7	$ 10.70	$ 10.70	$ -	0.00%
Radiographic Inspection - Level I				
2	$ 21.49	$ 21.49	$ -	0.00%
Radiographic Inspection - Level II				
2	$ 21.49	$ 21.49	$ -	0.00%
Railway Signal Technician				
2	$ 37.29	$ 37.29	$ -	0.00%
React JavaScript Programming				
2	$ 37.64	$ 37.64	$ -	0.00%
4	$ 38.53	$ 38.58	$ 0.05	0.13%
Reading Schematics & Symbols				
4	$ 42.61	$ 43.61	$ 1.00	2.35%
Real-Time Testing with Simulink Real-Time and Speedgoat Hardware				
2	$ 55.28	$ 55.28	$ -	0.00%
Red Hat Certified System Administrator (RHCSA)				
2	$ 55.68	$ 55.68	$ -	0.00%
Red Hat System Administration I				
2	$ 45.82	$ 45.82	$ -	0.00%
4	$ 68.47	$ 68.47	$ -	0.00%
Red Hat System Administration II				
2	$ 61.41	$ 61.41	$ -	0.00%
Refractory Technology				
4	$ 51.36	$ 51.36	$ -	0.00%
Remote Pilot (Unmanned Aircraft)				
3	$ 41.30	$ 41.30	$ -	0.00%
4	$ 70.89	$ 73.02	$ 2.13	3.00%
Resistance Welding				
2	$ 38.99	$ 39.10	$ 0.12	0.30%
Responsible AI for Ohio Professionals				
2	$ 54.21	$ 54.21	$ -	0.00%
RESTful Services with Web API using C#				
3	$ 35.10	$ 35.10	$ -	0.00%
RETA Certified Industrial Refrigeration Operator (CIRO)				
2	$ 40.74	$ 40.74	$ -	0.00%
Rigging & Crane Operator Safety				
2	$ 35.16	$ 35.16	$ -	0.00%
4	$ 34.12	$ 34.12	$ -	0.00%
7	$ 29.74	$ 29.74	$ -	0.00%
Rigging Fundamentals				
1	$ 33.43	$ 33.43	$ -	0.00%
4	$ 43.67	$ 43.67	$ -	0.00%
RJG Master Molder I				
1	$ 33.99	$ 33.99	$ -	0.00%
Robotic Programming (All levels)				

2	$ 28.09	$ 28.09	$ -	0.00%
3	$ 21.50	$ 21.50	$ -	0.00%
Robotics 1				
2	$ 34.00	$ 36.00	$ 2.00	5.88%
Robotics 2				
2	$ 34.50	$ 37.50	$ 3.00	8.70%
Robotics and Automation Technology				
4	$ 20.68	$ 20.68	$ -	0.00%
7	$ 50.73	$ 50.73	$ -	0.00%
Robotics Maintenance PM & Networking				
1	$ 36.64	$ 36.64	$ -	0.00%
3	$ 34.75	$ 34.75	$ -	0.00%
Roboze ARGO 500				
3	$ 45.76	$ 45.76	$ -	0.00%
Rockwell Automation - Accelerated Logix5000 Programmer - Level 1				
2	$ 53.52	$ 53.52	$ -	0.00%
Rockwell Automation - Studio 5000 Designer Level 1: ControlLogix Fundamentals and Troubleshooting				
2	$ 34.20	$ 34.20	$ -	0.00%
Rockwell Automation - Studio 5000 Logix Designer Level 1: Logix 5000 System Fundamentals				
2	$ 34.20	$ 34.20	$ -	0.00%
Rockwell Automation - Studio 5000 Logix Designer Level 2: Basic Ladder Logic Programming				
2	$ 34.20	$ 34.20	$ -	0.00%
Rockwell Automation - Studio 5000 Logix Designer Level 3: Project Development				
2	$ 47.21	$ 47.21	$ -	0.00%
3	$ 41.25	$ 41.25	$ -	0.00%
Roll Form Solutions for Operators				
2	$ 21.88	$ 21.88	$ -	0.00%
Rubber and Plastics Failure Analysis: Physical and Chemical Analysis Techniques				
2	$ 50.00	$ 50.00	$ -	0.00%
Rubber Compounding: Materials and Methods				
2	$ 50.00	$ 50.00	$ -	0.00%
Rubber Extrusion				
2	$ 50.00	$ 50.00	$ -	0.00%
SAFe Scrum Master (SSM)				
2	$ 66.25	$ 66.25	$ -	0.00%
SAFe: Leading SAFe/SAFe Agilist				
2	$ 44.34	$ 45.67	$ 1.33	3.00%
Sage Estimating				
2	$ 43.70	$ 43.70	$ -	0.00%
Salesforce Administrator				
2	$ 46.32	$ 46.32	$ -	0.00%
4	$ 30.70	$ 30.70	$ -	0.00%
Salesforce Certified Administrator				
3	$ 55.57	$ 55.57	$ -	0.00%
Salesforce Fundamentals				
3	$ 38.74	$ 38.74	$ -	0.00%
7	$ 10.70	$ 11.00	$ 0.30	2.80%
SAP / HANA (All versions)				
7	$ 64.28	$ 64.28	$ -	0.00%
SAP Business Technology Platform (BTP)				
4	$ 64.17	$ 64.17	$ -	0.00%
SAP S/4HANA (All versions)				
4	$ 75.00	$ 75.00	$ -	0.00%
SAP Solution Manager Configuration for Operations				
4	$ 45.96	$ 45.96	$ -	0.00%
Scanning Electron Microscopy				
4	$ 42.32	$ 42.32	$ -	0.00%
ScrumAlliance Certified ScrumMaster (CSM)				
1	$ 35.99	$ 35.99	$ -	0.00%
2	$ 34.04	$ 34.04	$ -	0.00%
4	$ 40.22	$ 41.06	$ 0.84	2.10%
Search Engine Optimization (SEO)				
2	$ 30.00	$ 30.00	$ -	0.00%
3	$ 22.54	$ 22.54	$ -	0.00%
5	$ 38.96	$ 39.56	$ 0.60	1.54%
7	$ 36.56	$ 36.56	$ -	0.00%
SenseFly eBee X Operator				

3	$ 50.00	$ 50.00	$ -	0.00%
Sensors & Vision Systems				
3	$ 21.50	$ 21.50	$ -	0.00%
Sepro Level 1 Basic Operation and Programming				
2	$ 34.70	$ 34.70	$ -	0.00%
Sepro Level 2 Advanced Programming				
2	$ 42.11	$ 42.11	$ -	0.00%
Servo Systems				
1	$ 27.24	$ 28.33	$ 1.09	4.00%
2	$ 42.60	$ 42.60	$ -	0.00%
SharePoint for Office 365 Site Owner				
1	$ 39.27	$ 39.27	$ -	0.00%
2	$ 34.49	$ 34.49	$ -	0.00%
7	$ 38.37	$ 38.37	$ -	0.00%
SharePoint Online for Administrators				
2	$ 52.24	$ 52.24	$ -	0.00%
7	$ 44.91	$ 44.91	$ -	0.00%
SharePoint Server Online Power User				
2	$ 41.66	$ 41.66	$ -	0.00%
7	$ 44.87	$ 44.87	$ -	0.00%
Shibboleth Installation				
3	$ 43.37	$ 43.37	$ -	0.00%
Shielded Metal Arc Welding (SMAW) I				
7	$ 8.70	$ 8.70	$ -	0.00%
Shielded Metal Arc Welding Basic				
2	$ 18.00	$ 20.67	$ 2.67	14.81%
Shimadzu High Performance Liquid Chromatography (HPLC): Maintenance & Troubleshooting				
1	$ 29.96	$ 29.96	$ -	0.00%
2	$ 35.61	$ 35.61	$ -	0.00%
4	$ 60.25	$ 60.25	$ -	0.00%
SHRM Artificial Intelligence (AI) + Human Ingenuity (HI)				
7	$ 39.66	$ 39.66	$ -	0.00%
SHRM Caltech Advanced Technology				
2	$ 33.76	$ 33.76	$ -	0.00%
SHRM People Analytics				
1	$ 46.69	$ 46.69	$ -	0.00%
2	$ 40.41	$ 41.79	$ 1.38	3.40%
4	$ 72.12	$ 72.12	$ -	0.00%
5	$ 32.50	$ 32.50	$ -	0.00%
Siemens S7 Programming				
1	$ 41.18	$ 41.18	$ -	0.00%
2	$ 36.59	$ 36.59	$ -	0.00%
Siemens TIA Portal Programming				
3	$ 32.37	$ 32.37	$ -	0.00%
SIMATIC PLCs & Languages with Diagnostics				
2	$ 43.30	$ 43.30	$ -	0.00%
Simulink				
2	$ 55.28	$ 55.28	$ -	0.00%
Sitecore XM/XP Developer				
2	$ 47.78	$ 47.78	$ -	0.00%
Sitecore XP 10 for Marketers				
2	$ 44.36	$ 44.36	$ -	0.00%
SkillsTrac - Yellow Industrial Skills				
7	$ 33.61	$ 33.61	$ -	0.00%
SLC 500 and RSLogix 500 Maintenance and Troubleshooting				
4	$ 44.06	$ 44.06	$ -	0.00%
Small UAS Safety Certification - Level 1 & 2				
1	$ 45.00	$ 45.00	$ -	0.00%
2	$ 49.73	$ 53.73	$ 3.99	8.03%
4	$ 58.94	$ 62.45	$ 3.52	5.96%
5	$ 57.66	$ 64.76	$ 7.10	12.31%
6	$ 47.33	$ 47.33	$ -	0.00%
Smart Automation Certification Alliance (SACA) Certified Industry 4.0 (All levels)				
3	$ 62.97	$ 62.97	$ -	0.00%
SMAW Theory and Lab				
1	$ 34.07	$ 34.07	$ -	0.00%
Snowflake Business User				

4	$ 40.23	$ 40.23	$ -	0.00%
Social Media for Business				
1	$ 38.06	$ 38.06	$ -	0.00%
2	$ 18.25	$ 18.25	$ -	0.00%
3	$ 18.39	$ 18.47	$ 0.08	0.45%
4	$ 19.72	$ 19.97	$ 0.25	1.27%
Social Media Marketing				
1	$ 35.28	$ 35.28	$ -	0.00%
2	$ 37.64	$ 37.64	$ -	0.00%
3	$ 32.74	$ 32.74	$ -	0.00%
4	$ 47.12	$ 48.00	$ 0.89	1.88%
5	$ 41.03	$ 41.03	$ -	0.00%
6	$ 43.27	$ 43.27	$ -	0.00%
7	$ 38.98	$ 38.98	$ -	0.00%
Software Product Management				
2	$ 46.37	$ 46.37	$ -	0.00%
Solar Photovoltaic				
5	$ 55.29	$ 55.29	$ -	0.00%
Soldering				
7	$ 28.09	$ 28.09	$ -	0.00%
SolidWorks Advanced Part Modeling				
2	$ 47.13	$ 47.24	$ 0.11	0.23%
3	$ 29.10	$ 29.10	$ -	0.00%
5	$ 35.58	$ 35.77	$ 0.19	0.54%
SolidWorks Advanced Part Modeling & Assembly Modeling				
2	$ 56.92	$ 56.92	$ -	0.00%
6	$ 38.71	$ 39.86	$ 1.16	2.98%
SolidWorks Assembly Modeling				
2	$ 59.68	$ 59.68	$ -	0.00%
3	$ 31.02	$ 31.02	$ -	0.00%
5	$ 34.98	$ 34.98	$ -	0.00%
SolidWorks CAD				
7	$ 32.89	$ 32.89	$ -	0.00%
SolidWorks CAM Professional				
3	$ 32.00	$ 32.00	$ -	0.00%
SolidWorks CAM Standard Essentials-Axis Milling				
3	$ 31.25	$ 34.23	$ 2.98	9.54%
SolidWorks DraftSight				
2	$ 39.71	$ 44.59	$ 4.88	12.29%
4	$ 40.04	$ 40.04	$ -	0.00%
SolidWorks Drawings				
2	$ 32.50	$ 33.05	$ 0.56	1.71%
3	$ 33.93	$ 33.93	$ -	0.00%
SolidWorks Electrical: 3D				
1	$ 44.02	$ 44.02	$ -	0.00%
2	$ 36.75	$ 36.75	$ -	0.00%
SolidWorks Electrical: Schematic				
1	$ 45.57	$ 45.57	$ -	0.00%
2	$ 36.75	$ 36.75	$ -	0.00%
SolidWorks Essentials				
1	$ 44.04	$ 44.04	$ -	0.00%
2	$ 32.89	$ 37.27	$ 4.38	13.32%
3	$ 29.70	$ 30.84	$ 1.14	3.83%
4	$ 29.54	$ 29.87	$ 0.33	1.13%
5	$ 38.41	$ 38.41	$ -	0.00%
7	$ 31.90	$ 31.90	$ -	0.00%
SolidWorks File Management				
2	$ 37.00	$ 37.00	$ -	0.00%
3	$ 38.53	$ 38.53	$ -	0.00%
SolidWorks Flow Simulation				
2	$ 38.85	$ 38.86	$ 0.01	0.01%
7	$ 35.81	$ 35.81	$ -	0.00%
SolidWorks Inspection				
1	$ 49.60	$ 49.60	$ -	0.00%
SolidWorks Mold Design				
2	$ 60.09	$ 60.09	$ -	0.00%
SolidWorks PDM Professional: Administrator				

1	$ 46.15	$ 46.15	$ -	0.00%
2	$ 46.13	$ 46.13	$ -	0.00%
3	$ 34.60	$ 34.60	$ -	0.00%
SolidWorks PDM Professional: Advanced Administrator				
2	$ 55.25	$ 55.25	$ -	0.00%
SolidWorks PDM Professional: IT Administrator				
2	$ 60.00	$ 60.00	$ -	0.00%
SolidWorks Routing: Piping & Tubing				
2	$ 74.99	$ 74.99	$ -	0.00%
SolidWorks Sheet Metal				
1	$ 49.60	$ 49.60	$ -	0.00%
2	$ 46.98	$ 47.37	$ 0.39	0.83%
3	$ 25.81	$ 25.81	$ -	0.00%
SolidWorks Sheet Metal and Weldments				
1	$ 55.15	$ 55.15	$ -	0.00%
2	$ 36.69	$ 36.69	$ -	0.00%
SolidWorks Simulation				
1	$ 31.86	$ 31.86	$ -	0.00%
2	$ 43.12	$ 44.62	$ 1.51	3.49%
3	$ 36.39	$ 36.39	$ -	0.00%
4	$ 34.54	$ 34.54	$ -	0.00%
7	$ 25.41	$ 28.20	$ 2.79	10.98%
SolidWorks Simulation Premium: Nonlinear				
2	$ 39.42	$ 39.42	$ -	0.00%
SolidWorks Simulation Professional				
2	$ 44.55	$ 51.76	$ 7.21	16.19%
4	$ 34.88	$ 34.88	$ -	0.00%
SolidWorks Surface Modeling				
2	$ 36.93	$ 37.41	$ 0.48	1.30%
3	$ 33.12	$ 33.12	$ -	0.00%
SolidWorks Tune-Up				
2	$ 44.45	$ 44.45	$ -	0.00%
SolidWorks Weldments				
2	$ 32.22	$ 32.22	$ -	0.00%
SonicWall Network Security Administrator (SNSA)				
2	$ 46.92	$ 46.92	$ -	0.00%
Spectral Interpretation for FTIR Spectroscopy				
2	$ 56.35	$ 56.35	$ -	0.00%
SQL (All versions)				
2	$ 35.76	$ 35.76	$ -	0.00%
3	$ 32.00	$ 32.00	$ -	0.00%
4	$ 29.31	$ 29.65	$ 0.34	1.18%
7	$ 43.46	$ 43.46	$ -	0.00%
SQL for Business Analysts				
2	$ 34.40	$ 34.40	$ -	0.00%
7	$ 42.51	$ 42.51	$ -	0.00%
SQL Queries (All levels)				
2	$ 37.96	$ 37.96	$ -	0.00%
4	$ 51.94	$ 51.94	$ -	0.00%
7	$ 50.00	$ 50.00	$ -	0.00%
SQL Server Integration Services				
2	$ 54.06	$ 55.14	$ 1.08	2.00%
State of Ohio Backflow Tester				
4	$ 29.00	$ 34.00	$ 5.00	17.24%
Static Materials Testing				
2	$ 26.00	$ 26.00	$ -	0.00%
Statistical Process Control				
1	$ 20.00	$ 20.00	$ -	0.00%
Statistics for Data Analytics				
4	$ 30.70	$ 30.70	$ -	0.00%
Steam System Specialist				
1	$ 34.83	$ 34.83	$ -	0.00%
Storytelling with Data 2: Renegades in Excel				
3	$ 27.61	$ 27.61	$ -	0.00%
4	$ 38.75	$ 38.75	$ -	0.00%
7	$ 91.00	$ 91.00	$ -	0.00%
Storytelling with Data Using Excel				

1	$ 49.38	$ 49.38	$ -	0.00%
2	$ 49.95	$ 50.91	$ 0.96	1.92%
4	$ 41.26	$ 41.26	$ -	0.00%
7	$ 41.17	$ 41.17	$ -	0.00%
Strategic Artificial Intelligence Leadership for School Districts: Technology-Focused Training for Generative AI Integration				
7	$ 58.50	$ 58.50	$ -	0.00%
Substation Design Suite (SDS)				
1	$ 32.50	$ 33.00	$ 0.50	1.54%
Substation Maintenance				
2	$ 42.35	$ 42.35	$ -	0.00%
Success Master SCIEX: Fundamentals of LC-MS				
3	$ 41.13	$ 41.13	$ -	0.00%
Super Teacher				
2	$ 32.00	$ 32.00	$ -	0.00%
6	$ 45.32	$ 45.32	$ -	0.00%
Supply Chain Management				
2	$ 63.20	$ 63.20	$ -	0.00%
3	$ 52.37	$ 52.37	$ -	0.00%
Supporting and Troubleshooting Windows				
4	$ 26.17	$ 26.17	$ -	0.00%
Supporting and Troubleshooting Windows 10				
2	$ 31.06	$ 31.06	$ -	0.00%
Surfcam Traditional: Fundamentals				
2	$ 26.25	$ 28.75	$ 2.50	9.52%
System Administration for SAP 2/4HANA and SAP Business Suite				
4	$ 78.31	$ 78.31	$ -	0.00%
SYSTIMAX Copper and Fiber Installation & Maintenance				
4	$ 42.73	$ 42.73	$ -	0.00%
Tableau (All levels)				
2	$ 54.68	$ 54.68	$ -	0.00%
4	$ 49.22	$ 49.23	$ 0.00	0.01%
7	$ 57.09	$ 57.09	$ -	0.00%
Terraform				
4	$ 60.53	$ 60.53	$ -	0.00%
Test-Driven Development (TDD) and JUnit Essentials				
7	$ 54.33	$ 54.33	$ -	0.00%
Tire Safety and Durability				
2	$ 42.50	$ 42.50	$ -	0.00%
Tool and Die Making				
2	$ 23.28	$ 23.28	$ -	0.00%
3	$ 33.38	$ 33.38	$ -	0.00%
Tooling & Fixturing - Lubricants & Coolants				
1	$ 21.75	$ 22.59	$ 0.84	3.88%
Toolmaker Apprenticeship				
2	$ 24.45	$ 25.10	$ 0.65	2.66%
Tower Dumps and Area Searches (TDAS)				
7	$ 46.55	$ 46.55	$ -	0.00%
Tradeschool with FileMaker Pro: General				
4	$ 22.00	$ 22.00	$ -	0.00%
Traffic Control Technician (TCT)				
2	$ 37.10	$ 37.10	$ -	0.00%
3	$ 41.25	$ 41.25	$ -	0.00%
Train the Trainer Ambulance Manufacturing				
1	$ 40.82	$ 40.82	$ -	0.00%
Train the Trainer Blueprint Reading for Welders				
1	$ 20.02	$ 20.02	$ -	0.00%
Train the Trainer Symbols for Welding				
7	$ 65.71	$ 65.71	$ -	0.00%
Trane Precedent				
3	$ 29.75	$ 34.00	$ 4.25	14.29%
Transforming the User Experience through Artificial Intelligence				
4	$ 49.15	$ 49.15	$ -	0.00%
Transmission Line and Substation Engineering Design				
2	$ 42.27	$ 42.27	$ -	0.00%
Trimble Accubid Anywhere Enterprise Estimating				
4	$ 59.38	$ 59.38	$ -	0.00%
Trimble Accubid Database Management				

3	$ 44.67	$ 44.67	$ -	0.00%
Trimble Accubid Estimating Software				
3	$ 36.63	$ 36.63	$ -	0.00%
Trimble LiveCount featuring Accubid Classic				
3	$ 37.13	$ 37.13	$ -	0.00%
Trimble Total Station				
4	$ 31.10	$ 31.10	$ -	0.00%
Troubleshooting Industrial Controls				
2	$ 30.00	$ 30.00	$ -	0.00%
TruLaser 1030/3030/5030 Fiber Modular Operator				
2	$ 28.65	$ 28.65	$ -	0.00%
Trumpf TruTops Cell Advanced for TruLaser Cell				
1	$ 36.34	$ 36.34	$ -	0.00%
Turning-Chucking				
2	$ 28.78	$ 30.35	$ 1.57	5.46%
Two-Dimensional Hydraulic Modeling of Rivers at Highway Encroachments				
4	$ 40.25	$ 40.25	$ -	0.00%
UI/UX Design				
4	$ 36.91	$ 36.91	$ -	0.00%
7	$ 40.00	$ 40.00	$ -	0.00%
Ultrasonics - Level 1				
5	$ 41.37	$ 41.37	$ -	0.00%
Ultrasonics - Level 2				
5	$ 41.69	$ 41.69	$ -	0.00%
Ultrasonics Technology				
2	$ 42.07	$ 42.07	$ -	0.00%
UniFi Full Stack Professional (UFSP)				
2	$ 30.29	$ 30.29	$ -	0.00%
Universal Robots: Core				
1	$ 32.86	$ 32.86	$ -	0.00%
2	$ 49.21	$ 49.21	$ -	0.00%
3	$ 67.64	$ 67.64	$ -	0.00%
Unmanned Safety Certification				
2	$ 53.90	$ 53.90	$ -	0.00%
5	$ 62.50	$ 64.37	$ 1.87	2.99%
Urban Stormwater Management System Design and Construction				
7	$ 49.43	$ 49.43	$ -	0.00%
Usability Testing				
3	$ 48.80	$ 48.80	$ -	0.00%
Useful Formulas & Functions (Microsoft Excel 2007 & 2010)				
2	$ 29.14	$ 29.14	$ -	0.00%
User Acceptance Testing (UAT) for Business Analysts				
2	$ 40.90	$ 40.90	$ -	0.00%
USI sUAS Visual Line of Sight (VSO) Flight				
1	$ 45.50	$ 45.50	$ -	0.00%
2	$ 50.38	$ 53.70	$ 3.33	6.61%
4	$ 56.56	$ 59.99	$ 3.43	6.06%
5	$ 60.08	$ 64.57	$ 4.49	7.47%
6	$ 47.33	$ 47.33	$ -	0.00%
Using Phase Diagrams for Industry				
4	$ 44.57	$ 44.57	$ -	0.00%
Variable Frequency Drives				
1	$ 34.33	$ 34.33	$ -	0.00%
4	$ 41.26	$ 41.26	$ -	0.00%
Vates Ignition				
3	$ 40.63	$ 40.63	$ -	0.00%
VBA with Microsoft Excel				
2	$ 33.90	$ 33.90	$ -	0.00%
Visio (All versions)				
2	$ 52.44	$ 52.44	$ -	0.00%
7	$ 48.66	$ 48.66	$ -	0.00%
Visual Analytics for Sensemaking				
4	$ 34.05	$ 34.05	$ -	0.00%
Visual/Dimension Inspector Essentials				
5	$ 39.81	$ 39.81	$ -	0.00%
VMware Horizon: Deploy and Manage (All versions)				
2	$ 43.19	$ 43.19	$ -	0.00%

VMware vSphere: Install, Configure, Manage (All versions)				
2	$ 37.60	$ 37.91	$ 0.31	0.82%
4	$ 32.68	$ 32.68	$ -	0.00%
VMware vSphere: Optimize and Scale (All versions)				
1	$ 47.41	$ 48.83	$ 1.42	3.00%
Warehouse Data Collection (WaDaCo)				
2	$ 60.41	$ 60.68	$ 0.27	0.45%
Warehouse Management System				
1	$ 20.84	$ 20.84	$ -	0.00%
Water Quality Association (WQA) Certified Installer (CI)				
1	$ 21.08	$ 21.08	$ -	0.00%
Web Design and Development				
3	$ 23.50	$ 24.00	$ 0.50	2.13%
Web Design and SEO				
2	$ 13.00	$ 13.00	$ -	0.00%
3	$ 22.36	$ 22.86	$ 0.50	2.24%
Web Design Fundamentals				
3	$ 23.50	$ 24.00	$ 0.50	2.13%
4	$ 19.44	$ 19.44	$ -	0.00%
Web Development				
3	$ 26.98	$ 26.98	$ -	0.00%
7	$ 27.00	$ 27.00	$ -	0.00%
Welding Processes Survey				
1	$ 33.15	$ 33.15	$ -	0.00%
Welding Technician AWS Certified Welder				
5	$ 39.81	$ 39.81	$ -	0.00%
Welding Techniques				
1	$ 26.95	$ 26.95	$ -	0.00%
2	$ 24.61	$ 24.61	$ -	0.00%
3	$ 39.59	$ 39.59	$ -	0.00%
Welding Technology & Blueprint Reading				
2	$ 27.00	$ 30.00	$ 3.00	11.11%
Welding: GTAW and GMAW				
4	$ 48.81	$ 48.81	$ -	0.00%
Windows Server 2019 Administration				
2	$ 32.96	$ 32.96	$ -	0.00%
Windows Server Administration				
1	$ 39.23	$ 39.23	$ -	0.00%
4	$ 34.85	$ 35.90	$ 1.05	3.01%
Wire EDM Machine Operation				
2	$ 28.00	$ 28.00	$ -	0.00%
Wireless Broadband Infrastructures				
2	$ 26.35	$ 27.29	$ 0.94	3.57%
WordPress (All versions)				
2	$ 27.50	$ 27.50	$ -	0.00%
3	$ 26.48	$ 26.48	$ -	0.00%
4	$ 32.27	$ 32.44	$ 0.17	0.52%
7	$ 31.02	$ 31.02	$ -	0.00%
Work Smarter with AI Using Microsoft Copilot				
1	$ 30.53	$ 30.53	$ -	0.00%
4	$ 45.67	$ 45.67	$ -	0.00%
Workday Business Processes				
2	$ 35.43	$ 35.43	$ -	0.00%
Workday Creating and Securing Integrations				
2	$ 35.59	$ 35.59	$ -	0.00%
7	$ 40.67	$ 42.12	$ 1.45	3.57%
Workday Payroll for Administrators				
2	$ 48.05	$ 48.05	$ -	0.00%
Workday Platform for Administrators				
4	$ 66.50	$ 66.50	$ -	0.00%
Workday Reporting				
2	$ 31.61	$ 31.61	$ -	0.00%
4	$ 44.78	$ 44.78	$ -	0.00%
Workday: Security for Administrators				
2	$ 29.14	$ 29.14	$ -	0.00%
Writing Analytical Queries for Business Intelligence				
1	$ 53.80	$ 53.80	$ -	0.00%

2	$ 70.96	$ 70.96	$ -	0.00%
7	$ 47.13	$ 47.13	$ -	0.00%
Writing Reports with Report Builder and SSRS - Level 1				
2	$ 46.36	$ 46.36	$ -	0.00%
Writing Reports with Report Builder and SSRS - Level 2				
2	$ 41.16	$ 41.16	$ -	0.00%
Yaskawa Motoman DX100 Accelerated Programming				
4	$ 37.40	$ 37.40	$ -	0.00%
Yaskawa Motoman DX100 Maintenance with Programming Overview				
3	$ 30.00	$ 30.00	$ -	0.00%
4	$ 29.23	$ 29.23	$ -	0.00%
Yaskawa Motoman DX200 Basic Programming with Material Handling				
4	$ 42.48	$ 43.73	$ 1.26	2.95%
Yaskawa Motoman Robotics Programming (All models)				
4	$ 32.13	$ 32.13	$ -	0.00%
Yaskawa Motoman Robotics YRC1000 Basic Programming				
2	$ 32.49	$ 32.49	$ -	0.00%
7	$ 46.27	$ 46.27	$ -	0.00%
Yaskawa YRC1000 Basic Programming with Arc Welding				
7	$ 45.00	$ 45.00	$ -	0.00%
York Centrifugal Chiller				
3	$ 43.82	$ 46.50	$ 2.68	6.12%
YRC1000 Basic Programming with Arc Welding				
3	$ 41.34	$ 41.34	$ -	0.00%
YRC1000 Basic Programming with Material Handling				
3	$ 40.13	$ 40.13	$ -	0.00%
Zeiss Calypso Advanced				
2	$ 28.12	$ 28.12	$ -	0.00%
Zeiss Calypso Basic				
2	$ 25.89	$ 28.90	$ 3.01	11.63%
3	$ 52.66	$ 52.66	$ -	0.00%
Zeiss CALYPSO Optical Sensor				
2	$ 28.12	$ 28.12	$ -	0.00%
Zeiss CALYPSO PiWeb Reporting				
2	$ 29.32	$ 29.32	$ -	0.00%
Grand Total	$ 38.10	$ 38.54	$ 0.44	1.44%

Average Wages by Microcredential Statewide

Credentials Statewide	Average of Current Hourly Wage	Average of Actual Hourly Wage After Credential	Average Wage Change	Average % Wage Change
(ISC)2 Certified Cloud Security Professional	$ 43.60	$ 44.44	$ 0.84	1.93%
(ISC)2 Certified Information Systems Security Professional (CISSP)	$ 48.63	$ 48.78	$ 0.16	0.33%
(ISC)2 Information Systems Security Engineering Professional (ISSEP)	$ 48.55	$ 48.55	$ -	0.00%
(ISC)2 Systems Security Certified Practitioner (SSCP)	$ 26.78	$ 26.78	$ -	0.00%
.NET Development	$ 28.47	$ 35.00	$ 6.53	22.94%
5G and Broadband Deployment	$ 26.35	$ 27.29	$ 0.94	3.57%
5G Ecosystem	$ 26.35	$ 27.29	$ 0.94	3.57%
5G Macro Technician	$ 25.00	$ 25.00	$ -	0.00%
AAMP- The Association for Materials Protection and Performance Coating Inspector-L	$ 27.63	$ 29.50	$ 1.88	6.79%
AC/DC Electrical Systems	$ 26.81	$ 26.81	$ -	0.00%
AC/DC Machines	$ 36.94	$ 36.94	$ -	0.00%
Accounting with Microsoft Excel	$ 22.00	$ 22.00	$ -	0.00%
ACE Version 4 Robotic Programming (All levels)	$ 68.90	$ 68.90	$ -	0.00%
ACI Concrete Aggregate Testing Technician - Level 1	$ 23.88	$ 27.25	$ 3.38	14.14%
ACI Concrete Field Testing Technician - Grade I	$ 29.18	$ 32.50	$ 3.32	11.38%
ACI Concrete Strength Testing Technician	$ 24.75	$ 26.50	$ 1.75	7.07%
ACME Multi-Spindle Screw Machine	$ 19.11	$ 22.27	$ 3.16	16.55%
Additive Manufacturing	$ 42.26	$ 42.26	$ -	0.00%
Administering a SQL Database Infrastructure	$ 43.06	$ 43.06	$ -	0.00%
Administering Cisco Unified Communications Workspaces: Advanced Administration	$ 28.07	$ 28.07	$ -	0.00%
Administering Information Protection and Compliance in Microsoft 365	$ 51.34	$ 52.68	$ 1.34	2.61%
Administering Microsoft Azure SQL Solutions	$ 59.43	$ 59.43	$ -	0.00%
Administering Snowflake	$ 40.23	$ 40.23	$ -	0.00%

Administering Windows Server	$ 36.35	$ 36.35	$ -	0.00%
Adobe Acrobat DC (All versions)	$ 40.06	$ 40.06	$ -	0.00%
Adobe Captivate	$ 40.96	$ 40.96	$ -	0.00%
Adobe CC Design Tools: Photoshop, Illustrator, and InDesign	$ 30.47	$ 30.61	$ 0.14	0.44%
Adobe Certified Professional - Digital Video Using Adobe Premiere Pro	$ 28.22	$ 28.22	$ -	0.00%
Adobe Creative Suite	$ 50.53	$ 51.54	$ 1.01	2.00%
Adobe CS6 Design Tools: Photoshop, Illustrator, and InDesign Illustrated	$ 57.69	$ 57.69	$ -	0.00%
Adobe Illustrator CC	$ 24.21	$ 24.45	$ 0.24	1.01%
Adobe Illustrator CC - Level 1	$ 41.85	$ 41.85	$ -	0.00%
Adobe Illustrator CC Professional	$ 32.90	$ 35.58	$ 2.69	8.16%
Adobe InDesign CC	$ 31.39	$ 31.47	$ 0.08	0.27%
Adobe Photoshop	$ 35.53	$ 35.53	$ -	0.00%
Adobe Photoshop CC	$ 30.73	$ 30.73	$ -	0.00%
Adobe Premiere Pro Creative Cloud (CC)	$ 44.58	$ 44.79	$ 0.20	0.45%
Advanced Automated Administration with Windows PowerShell	$ 41.07	$ 41.07	$ -	0.00%
Advanced Business Analysis	$ 45.02	$ 45.57	$ 0.55	1.23%
Advanced Cardiac Life Support (ACLS)	$ 73.73	$ 73.74	$ 0.01	0.01%
Advanced Certified Scrum Product Owner (A-CSPO)	$ 41.92	$ 41.92	$ -	0.00%
Advanced Electrical Troubleshooting	$ 26.76	$ 27.42	$ 0.66	2.45%
Advanced Emergency Medical Technician (AEMT)	$ 17.64	$ 18.79	$ 1.15	6.53%
Advanced Industrial Controls	$ 30.00	$ 30.00	$ -	0.00%
Advanced Machining Processes	$ 23.88	$ 23.88	$ -	0.00%
Advanced Microsoft Excel 2019/Office 365	$ 39.19	$ 39.48	$ 0.29	0.75%
Advanced Microsoft Power BI	$ 40.60	$ 40.60	$ -	0.00%
Advanced Motion Methods	$ 91.35	$ 91.35	$ -	0.00%
Advanced MS Power BI	$ 47.38	$ 47.38	$ -	0.00%
Advanced Python 3 Programming	$ 40.38	$ 40.38	$ -	0.00%
Advanced Robotic Programming	$ 27.25	$ 27.25	$ -	0.00%
Advanced Tableau	$ 50.42	$ 53.85	$ 3.43	6.80%
Agile for Business Analysts	$ 44.28	$ 44.28	$ -	0.00%
Agile for Developers	$ 59.86	$ 62.26	$ 2.40	4.01%
Agile Fundamentals	$ 40.57	$ 41.12	$ 0.55	1.35%
Agile Project Management	$ 48.77	$ 49.02	$ 0.25	0.51%
Agile Scrum	$ 71.40	$ 71.40	$ -	0.00%
Agile Software Engineering	$ 33.29	$ 33.29	$ -	0.00%
AI & Data Product Management	$ 43.66	$ 43.66	$ -	0.00%
AI Agents	$ 48.93	$ 49.83	$ 0.89	1.82%
AI Chatbots	$ 50.00	$ 50.00	$ -	0.00%
AI Context and Workflow Design	$ 34.25	$ 34.25	$ -	0.00%
AI for Business Analysis	$ 36.33	$ 37.67	$ 1.34	3.69%
AI for Digital Marketing	$ 24.00	$ 24.00	$ -	0.00%
AI for Finance & Accounting Leaders	$ 55.65	$ 55.65	$ -	0.00%
AI for Project Management	$ 64.95	$ 64.95	$ -	0.00%
AI for the Data Driven Enterprise	$ 50.00	$ 50.00	$ -	0.00%
AI Foundations	$ 54.30	$ 54.51	$ 0.21	0.38%
AI in Business: Tools & Techniques	$ 35.71	$ 35.95	$ 0.24	0.66%
AI in Education	$ 42.90	$ 42.95	$ 0.05	0.11%
AI Policy Development with Custom GPTs	$ 53.49	$ 53.49	$ -	0.00%
AI Prompt Engineering for Business Strategy and Innovation	$ 61.47	$ 61.47	$ -	0.00%
AI Python	$ 71.65	$ 71.65	$ -	0.00%
AI QuickStart to Prompt Engineering for Everyday Business Users	$ 45.73	$ 45.73	$ -	0.00%
AI Readiness	$ 38.75	$ 38.75	$ -	0.00%
AI Tool Proficiency and Secure Application	$ 46.12	$ 46.28	$ 0.16	0.34%
AI Tools Introduction and Enterprise Overview	$ 50.86	$ 50.89	$ 0.03	0.06%
AI Workflows	$ 37.96	$ 37.96	$ -	0.00%
AI x Design Thinking	$ 91.20	$ 91.20	$ -	0.00%
AI-Driven Differentiation	$ 50.19	$ 50.19	$ -	0.00%
AIM Part Design	$ 42.98	$ 42.98	$ -	0.00%
AIMS Maintenance Technician	$ 41.91	$ 41.91	$ -	0.00%
Air Conditioning and Refrigeration	$ 23.60	$ 23.60	$ -	0.00%
ALIA CTOL Simulator	$ 86.54	$ 89.90	$ 3.36	3.88%
ALIA VTOL Ground	$ 86.00	$ 89.00	$ 3.00	3.49%
ALIA VTOL Ground and Simulator	$ 86.54	$ 89.90	$ 3.36	3.88%
Allen Bradley Accelerated Logix5000 Programmer - Level 1	$ 32.34	$ 32.34	$ -	0.00%
Allen Bradley ControlLogix	$ 29.57	$ 29.59	$ 0.02	0.07%
Allen Bradley ControlLogix Advanced	$ 24.79	$ 24.79	$ -	0.00%
Allen Bradley ControlLogix PLC Applications	$ 27.25	$ 27.25	$ -	0.00%

Allen Bradley ControlLogix PLC Instruction and Troubleshooting	$ 27.25	$ 27.25	$ -	0.00%
Allen Bradley ControlLogix/Studio 5000 Logix Designer Level 3: Basic Ladder Logic Int	$ 34.73	$ 43.16	$ 8.43	24.28%
Allen Bradley ControlLogix/Studio5000 Logix Designer Level 1: Fundamentals and Tro	$ 36.39	$ 36.39	$ -	0.00%
Allen Bradley Ethernet/IP Configuration and Troubleshooting	$ 36.06	$ 36.06	$ -	0.00%
Allen Bradley FactoryTalk View ME & PanelView Plus Programming	$ 33.31	$ 33.31	$ -	0.00%
Allen Bradley GuardLogix	$ 60.10	$ 62.52	$ 2.42	4.03%
Allen Bradley Logix 5000: Programming Ladder Logic	$ 71.03	$ 71.03	$ -	0.00%
Allen Bradley Motion Control Fundamentals using Kinetix 5700 (CIP) Servo Drives	$ 48.97	$ 48.97	$ -	0.00%
Allen Bradley PLC 411: Fundamentals of Programmable Logic Controllers	$ 36.99	$ 36.99	$ -	0.00%
Allen Bradley PLC: Intro to Automation	$ 39.36	$ 39.56	$ 0.20	0.51%
Allen Bradley PowerFlex 750: Configuration and Startup	$ 31.36	$ 31.36	$ -	0.00%
Allen Bradley PowerFlex 750: Series Maintenance & Troubleshooting	$ 44.84	$ 44.84	$ -	0.00%
Allen Bradley Studio 5000 Logix Designer Level 1: CompactLogix Fundamentals and T	$ 38.65	$ 38.65	$ -	0.00%
Allen Bradley Studio 5000 Logix Designer Level 1: Control Logix System Fundamentals	$ 35.45	$ 35.45	$ -	0.00%
Allen Bradley Studio 5000 Logix Designer Level 1: ControlLogix System Fundamentals	$ 41.54	$ 41.54	$ -	0.00%
Allen Bradley Studio 5000 Logix Designer Level 1: Logix 5000 System Fundamentals	$ 31.31	$ 31.31	$ -	0.00%
Allen Bradley Studio 5000 Logix Designer Level 2: Basic Ladder Logic Programming	$ 34.10	$ 34.11	$ 0.00	0.01%
Allen Bradley Studio 5000 Logix Designer Level 2: ControlLogix Maintenance and Trou	$ 39.40	$ 39.40	$ -	0.00%
Allen Bradley Studio 5000 Logix Designer Level 3: Project Development	$ 38.68	$ 38.68	$ -	0.00%
Allen Bradley Studio 5000 Logix Designer Level 4: Function Block Programming	$ 35.32	$ 40.45	$ 5.14	14.55%
Allen Bradley Studio 5000 Logix Designer Level 4: Kinetix 5700 (CIP) Programming	$ 42.28	$ 42.28	$ -	0.00%
Allen Bradley Studio 5000 Logix Designer Level 4: Structured Text/Sequential Functior	$ 30.95	$ 43.85	$ 12.90	41.66%
Altium Designer	$ 39.53	$ 39.54	$ 0.01	0.01%
Aluminum Finishing	$ 62.50	$ 62.50	$ -	0.00%
Aluminum GMA (MIG) Welding	$ 28.55	$ 29.98	$ 1.43	5.01%
AMA Marketing Management Certification	$ 29.35	$ 29.35	$ -	0.00%
American Injection Molding Institute (AIM) Molding	$ 31.14	$ 31.14	$ -	0.00%
American Welding Society (AWS) Certified Welder	$ 28.30	$ 28.30	$ -	0.00%
Ammonia Refrigeration	$ 32.30	$ 32.30	$ 0.00	0.01%
AMT Certified Medical Assistant	$ 19.07	$ 19.46	$ 0.39	2.05%
Analog Circuits	$ 25.00	$ 26.50	$ 1.50	6.00%
Analytics Program & Project Management	$ 40.55	$ 40.55	$ -	0.00%
Analyzing Data with Excel	$ 33.84	$ 33.84	$ -	0.00%
Analyzing Data with Microsoft Power BI	$ 50.30	$ 50.47	$ 0.16	0.32%
Angular Developer	$ 40.00	$ 40.00	$ -	0.00%
Angular Programming (all levels)	$ 56.90	$ 56.90	$ -	0.00%
Ansys Parametric Design Language (APDL)	$ 46.55	$ 46.55	$ -	0.00%
Ansys Workbench Mechanical	$ 34.35	$ 34.35	$ -	0.00%
Ansys Workbench Mechanical Structural Nonlinearities	$ 37.93	$ 37.93	$ -	0.00%
Apple macOS Support Essentials	$ 33.01	$ 33.01	$ -	0.00%
Applications of FTIR & NMR Spectroscopy in Polymer Development	$ 50.00	$ 50.00	$ -	0.00%
Applied Linear Regression	$ 30.00	$ 30.00	$ -	0.00%
Applying Professional Scrum	$ 37.52	$ 37.52	$ -	0.00%
Applying Professional Scrum for Software Development (APS-SD)	$ 45.00	$ 46.00	$ 1.00	2.22%
Arburg Machine Setting	$ 33.17	$ 33.17	$ -	0.00%
Arc Flash & Electrical Power Training	$ 34.22	$ 34.63	$ 0.41	1.21%
ArcGIS Dashboards	$ 23.00	$ 23.00	$ -	0.00%
ArcGIS Online Platform	$ 27.38	$ 27.38	$ -	0.00%
ArcGIS Pro (All levels)	$ 30.45	$ 30.58	$ 0.12	0.40%
ArcGIS Pro Intermediate	$ 29.46	$ 29.46	$ -	0.00%
ArcGIS: Making Better Story Maps	$ 20.98	$ 20.98	$ -	0.00%
ArcGIS: ModelBuilder	$ 32.88	$ 32.88	$ -	0.00%
Architecting on AWS	$ 67.86	$ 67.89	$ 0.03	0.05%
Articulate Storyline	$ 42.80	$ 43.36	$ 0.56	1.30%
Artificial Intelligence	$ 41.72	$ 41.72	$ -	0.00%
Artificial Intelligence (AI) + Human Ingenuity (HI)	$ 81.62	$ 81.62	$ -	0.00%
Artificial Intelligence and Machine Learning	$ 45.40	$ 45.78	$ 0.38	0.83%
Artificial Intelligence Development & Integration	$ 40.40	$ 40.41	$ 0.01	0.03%
Artificial Intelligence for Business	$ 43.72	$ 43.77	$ 0.04	0.10%
Artificial Intelligence for HR	$ 49.04	$ 49.04	$ -	0.00%
Artificial Intelligence Introduction and Application	$ 50.53	$ 50.60	$ 0.07	0.14%
Artificial Intelligence: Implications for Business Strategy	$ 34.23	$ 34.45	$ 0.23	0.67%
ArubaOS-CX Switching Fundamentals, Rev. 20.21	$ 27.51	$ 27.51	$ -	0.00%
Asbestos Contractor/Supervisor	$ 30.56	$ 33.41	$ 2.86	9.35%
ASC TAC Adhesive Technology Core	$ 31.24	$ 31.75	$ 0.52	1.66%
ASE A1 Engine Repair	$ 22.25	$ 22.25	$ -	0.00%
ASE A6 Electrical Electronics	$ 21.00	$ 21.00	$ -	0.00%

ASM Heat Treating	$ 48.00	$ 48.00	$ -	0.00%
ASM Heat Treating Quality & Inspection	$ 21.84	$ 23.00	$ 1.16	5.31%
ASM Maintenance of Heat Treating Equipment	$ 18.72	$ 18.72	$ -	0.00%
ASM Metallurgy for the Non-Metallurgist	$ 38.95	$ 38.95	$ -	0.00%
ASM Thermal Spray Technologies	$ 62.50	$ 62.50	$ -	0.00%
ASME B31.3 Process Piping Design, Materials, Fabrication	$ 46.26	$ 46.26	$ -	0.00%
ASME BPV Code, Section IX: Welding & Brazing Qualifications	$ 33.00	$ 33.00	$ -	0.00%
ASME BPV Code, Section VIII, Division 2: Design & Fabrication of Pressure Vessel	$ 48.57	$ 48.57	$ -	0.00%
ASP.NET MVC Programming Using C#	$ 35.10	$ 35.10	$ -	0.00%
ASQ Certified Manager of Quality/Organizational Excellence (CMQ/OE)	$ 78.28	$ 78.28	$ -	0.00%
ASQ Certified Quality Technician (CQT)	$ 36.14	$ 36.14	$ -	0.00%
Assembly and Fastener Basics	$ 28.25	$ 29.45	$ 1.21	4.27%
Association for Supply Chain Management (ASCM) Certified Supply Chain Professiona	$ 57.69	$ 59.42	$ 1.73	3.00%
Association for Supply Chain Management (ASCM) Supply Chain Planning	$ 23.00	$ 24.00	$ 1.00	4.35%
Association for Supply Chain Management Certified in Planning and Inventory Manage	$ 46.69	$ 46.93	$ 0.24	0.51%
AUSO Flight	$ 35.61	$ 38.75	$ 3.14	8.82%
AUSO Ground	$ 35.61	$ 38.75	$ 3.14	8.82%
AutoCAD Electrical	$ 40.41	$ 40.41	$ -	0.00%
AutoCAD Electrical: Fundamentals with NFPA Standards	$ 23.08	$ 23.08	$ -	0.00%
AutoCAD Fundamentals	$ 46.51	$ 46.67	$ 0.17	0.36%
AutoCAD Level 1: Essentials	$ 30.32	$ 30.72	$ 0.40	1.33%
AutoCAD Level 2: Intermediate	$ 33.60	$ 33.87	$ 0.27	0.81%
AutoCAD Level 3: Advanced	$ 32.69	$ 32.69	$ -	0.00%
AutoCAD Plant 3D Essentials	$ 27.00	$ 27.00	$ -	0.00%
AutoCAD: Fundamentals	$ 32.97	$ 33.02	$ 0.05	0.16%
Autodesk Build	$ 24.00	$ 24.00	$ -	0.00%
Autodesk Civil 3D (All versions)	$ 34.19	$ 34.19	$ -	0.00%
Autodesk Fusion 360 CAM	$ 29.33	$ 30.48	$ 1.14	3.90%
Autodesk Inventor Advanced Assembly Modeling	$ 44.09	$ 44.09	$ -	0.00%
Autodesk Inventor Nastran: Advanced FEA	$ 32.79	$ 32.79	$ -	0.00%
Autodesk Inventor Nastran: FEA Fundamentals	$ 24.88	$ 24.88	$ -	0.00%
Autodesk Inventor: Essentials	$ 14.50	$ 16.50	$ 2.00	13.79%
Autodesk Inventor: iLogic	$ 51.35	$ 51.35	$ -	0.00%
Autodesk Inventor: Introduction for Experienced 3D CAD Users	$ 46.26	$ 46.74	$ 0.49	1.05%
Autodesk Inventor: Introduction to Solid Modeling	$ 29.17	$ 30.08	$ 0.92	3.14%
Autodesk Inventor: Nastran Essentials	$ 44.05	$ 44.05	$ -	0.00%
Autodesk Inventor: Tube and Pipe Design	$ 29.98	$ 29.98	$ -	0.00%
Autodesk Moldflow Insight	$ 66.83	$ 66.83	$ -	0.00%
Autodesk Navisworks: Fundamentals	$ 43.41	$ 43.72	$ 0.31	0.71%
Autodesk PartMaker	$ 19.67	$ 19.67	$ -	0.00%
Autodesk Revit (All levels)	$ 35.87	$ 36.01	$ 0.14	0.40%
Autodesk Revit BIM Management: Template and Schedule Creation	$ 39.83	$ 39.83	$ -	0.00%
Autodesk Revit: Family Creation for Architecture	$ 28.85	$ 28.85	$ -	0.00%
Autodesk Revit: Family Creation for MEP	$ 35.50	$ 36.01	$ 0.50	1.42%
Autodesk Revit: Fundamentals for Architecture	$ 29.30	$ 29.30	$ -	0.00%
Autodesk Revit: Fundamentals for Electrical	$ 31.17	$ 32.00	$ 0.83	2.67%
Autodesk Revit: Fundamentals for Mechanical and Plumbing	$ 35.82	$ 35.82	$ -	0.00%
Autodesk Vault	$ 58.90	$ 58.90	$ -	0.00%
Automating Administration with Windows Powershell	$ 37.98	$ 38.29	$ 0.32	0.83%
Automotive Brakes	$ 16.89	$ 17.01	$ 0.13	0.74%
Automotive Electrical and Accessory Systems	$ 24.06	$ 24.88	$ 0.82	3.42%
Automotive Heating Ventilation & Air Conditioning Systems	$ 19.00	$ 22.00	$ 3.00	15.79%
Automotive Steering & Suspension Systems	$ 18.20	$ 18.20	$ -	0.00%
Automotive Technical Skills	$ 16.00	$ 18.00	$ 2.00	12.50%
AVEVA InTouch HMI	$ 35.47	$ 36.47	$ 1.00	2.82%
Avixa Certified Technology Specialist - Design (CTS-D)	$ 35.16	$ 35.16	$ -	0.00%
Avixa Certified Technology Specialist - Installation (CTS-I)	$ 40.00	$ 41.00	$ 1.00	2.50%
Avixa Certified Technology Specialist (CTS)	$ 29.67	$ 30.67	$ 1.00	3.37%
AWS Certified Machine Learning - Specialty	$ 44.23	$ 44.23	$ -	0.00%
AWS Certified Welding Inspector (CWI)	$ 32.28	$ 33.49	$ 1.22	3.77%
AWS Gas Tungsten Arc Welding (GTAW) (TIG)	$ 25.00	$ 27.16	$ 2.16	8.64%
AWS Security	$ 47.58	$ 47.83	$ 0.25	0.52%
AWS Technical Essentials	$ 58.96	$ 58.97	$ 0.01	0.01%
AWS Welding Supervisor	$ 24.00	$ 28.00	$ 4.00	16.67%
AWT Apprenticeship Inspector, Quality Control - Year 1	$ 20.40	$ 22.00	$ 1.60	7.84%
AWT Apprenticeship Inspector, Quality Control - Year 2	$ 24.00	$ 26.75	$ 2.75	11.46%
AWT Apprenticeship Mold Maker - Year 2	$ 16.00	$ 17.40	$ 1.40	8.75%

AWT Apprenticeship Mold Maker - Year 4	$ 20.00	$ 23.00	$ 3.00	15.00%
AWT Apprenticeship Precision Machinist - Year 1	$ 22.20	$ 22.20	$ -	0.00%
AWT Apprenticeship Precision Machinist - Year 2	$ 25.43	$ 26.38	$ 0.95	3.74%
AWT Apprenticeship Precision Machinist - Year 3	$ 28.92	$ 30.42	$ 1.50	5.19%
AWT Apprenticeship Precision Machinist - Year 4	$ 26.38	$ 29.50	$ 3.13	11.85%
AWT Apprenticeship Tool & Die - Year 1	$ 21.70	$ 21.70	$ -	0.00%
AWT Apprenticeship Tool & Die - Year 2	$ 28.34	$ 28.34	$ -	0.00%
AWT Apprenticeship Tool & Die - Year 3	$ 27.40	$ 27.81	$ 0.41	1.48%
AWT Apprenticeship Tool Programmer/Numerical Control - Year 1	$ 19.00	$ 20.52	$ 1.52	8.00%
Axis Network Video Fundamentals	$ 38.88	$ 38.88	$ -	0.00%
Azure Security Technologies	$ 33.29	$ 41.35	$ 8.06	24.21%
Basic Electrical Concepts	$ 25.30	$ 25.92	$ 0.62	2.44%
Basic Electricity	$ 29.41	$ 29.59	$ 0.17	0.59%
Basic Hydraulics	$ 29.50	$ 29.52	$ 0.03	0.10%
Basic Machining	$ 23.81	$ 24.06	$ 0.25	1.05%
Basic Robotic Programming	$ 25.00	$ 25.36	$ 0.36	1.44%
Becoming an AI Power User: AI Foundations & ChatGPT	$ 46.83	$ 46.83	$ -	0.00%
Beginning Design School - Fire Sprinkler System Drawings	$ 21.50	$ 23.00	$ 1.50	6.98%
Beginning Modern C# and .Net Development	$ 26.00	$ 26.00	$ -	0.00%
Bench Work	$ 27.99	$ 28.35	$ 0.36	1.30%
Bentley OpenRoads Designer	$ 40.55	$ 40.55	$ -	0.00%
Better Process Control School (BPCS)	$ 34.12	$ 34.12	$ -	0.00%
BICSI Installer 1	$ 27.42	$ 28.15	$ 0.73	2.64%
BICSI Technician (TECH)	$ 34.40	$ 34.40	$ -	0.00%
Blue Yonder WMS and Financial Systems	$ 21.13	$ 21.13	$ -	0.00%
Bluebeam Revu	$ 51.27	$ 51.27	$ -	0.00%
Blueprint Reading	$ 30.35	$ 30.41	$ 0.06	0.19%
Blueprint Reading & Sketching	$ 27.86	$ 27.86	$ -	0.00%
Blueprint Reading for Machinists	$ 22.31	$ 22.80	$ 0.49	2.19%
Boiler Operations & Maintenance	$ 28.14	$ 28.14	$ -	0.00%
Boiler Room Essentials	$ 47.60	$ 47.60	$ -	0.00%
BPMN 2.0 and SAP Signavio Process Manager	$ 85.00	$ 85.00	$ -	0.00%
BRAIN + BOT: Training for Success with Artificial Intelligence (AI)	$ 29.39	$ 29.39	$ -	0.00%
Build a Foundation to Extend Copilot for Microsoft 365	$ 38.46	$ 38.46	$ -	0.00%
Building Applications and Solutions with Microsoft 365 Core Services	$ 41.20	$ 41.20	$ -	0.00%
Building Automation	$ 41.20	$ 41.20	$ -	0.00%
Building Automation System (BAS) Fundamentals	$ 30.00	$ 30.00	$ -	0.00%
Building Operator	$ 34.98	$ 35.51	$ 0.52	1.50%
Business Analysis	$ 33.14	$ 33.71	$ 0.57	1.72%
Business Analytics	$ 44.06	$ 44.06	$ -	0.00%
Business Ops and AI	$ 42.30	$ 42.30	$ -	0.00%
Business Process Analysis	$ 32.69	$ 32.69	$ -	0.00%
Business Process Management	$ 39.00	$ 39.00	$ -	0.00%
C# Programming	$ 40.09	$ 40.09	$ -	0.00%
CAD/CAM	$ 53.76	$ 54.52	$ 0.76	1.41%
CAM Manufacturing Fundamentals	$ 39.69	$ 39.69	$ -	0.00%
Camtasia	$ 31.58	$ 31.58	$ -	0.00%
CAMWorks Multi-Axis Milling	$ 32.20	$ 32.40	$ 0.20	0.62%
CAMWorks Multi-Task Mill-Turn	$ 35.00	$ 36.00	$ 1.00	2.86%
Canva	$ 31.93	$ 32.12	$ 0.19	0.61%
Canva Mastery: The Expert	$ 38.48	$ 38.50	$ 0.02	0.06%
Carrier Screw & Scroll Chiller	$ 39.93	$ 41.68	$ 1.75	4.38%
Casualty Actuarial Society (CAS) Artificial Intelligence for Actuarial Science	$ 84.81	$ 84.81	$ -	0.00%
Category 1 Vibration Analyst	$ 37.29	$ 38.40	$ 1.11	2.97%
CCISO: Certified Chief Information Security Officer	$ 80.00	$ 80.00	$ -	0.00%
CCMA Certified Medical Assistant	$ 18.04	$ 19.75	$ 1.71	9.47%
Certificate of Management-Building Information Modeling (CM-BIM)	$ 41.15	$ 41.15	$ -	0.00%
Certified Accounts Payable Specialist (CAPS)	$ 20.80	$ 20.80	$ -	0.00%
Certified Agile Service Manager (CASM)	$ 35.89	$ 35.89	$ -	0.00%
Certified Ambulance Coder (CAC)	$ 17.00	$ 18.00	$ 1.00	5.88%
Certified Artificial Intelligence Practitioner (CAIP)	$ 57.21	$ 57.21	$ -	0.00%
Certified Business Analysis Professional (CBAP)	$ 41.79	$ 41.79	$ -	0.00%
Certified Cable Test Technician (CCTT)-Copper	$ 38.44	$ 38.44	$ -	0.00%
Certified Cable Test Technician (CCTT)-Fiber	$ 38.44	$ 38.44	$ -	0.00%
Certified CMMC Assessor	$ 34.64	$ 38.10	$ 3.47	10.00%
Certified CMMC Professional	$ 22.14	$ 24.22	$ 2.09	9.42%
Certified Data Management Professional	$ 48.81	$ 49.46	$ 0.64	1.31%

Certified Data Management Professional - Associate	$ 44.82	$ 46.16	$ 1.34	2.99%
Certified Ethical Hacker (CEH)	$ 56.93	$ 56.93	$ -	0.00%
Certified Fiber Optic Technician (CFOT)	$ 50.54	$ 50.54	$ -	0.00%
Certified Forklift Technician (CFT)	$ 28.36	$ 28.39	$ 0.04	0.13%
Certified in Risk and Information Systems Control (CRISC)	$ 50.13	$ 50.13	$ -	0.00%
Certified IT Workplace Optimization Specialist (CITWOS)	$ 43.58	$ 43.58	$ -	0.00%
Certified Process Design Engineer (CPDE)	$ 39.40	$ 40.51	$ 1.11	2.82%
Certified Quality Engineer (CQE)	$ 45.88	$ 46.06	$ 0.18	0.39%
Certified Scrum Product Owner (CSPO)	$ 44.69	$ 44.90	$ 0.21	0.47%
Certified SolidWorks Associate (CSWA)	$ 37.50	$ 37.50	$ -	0.00%
Certified SolidWorks Professional (CSWP)	$ 30.12	$ 30.12	$ -	0.00%
Certified Supplier Quality Professional (CSQP)	$ 51.18	$ 51.18	$ -	0.00%
Certified Wireless Network Administrator (CWNA)	$ 42.02	$ 42.02	$ -	0.00%
ChatGPT	$ 49.49	$ 49.70	$ 0.21	0.43%
CIH: Certified Incident Handler	$ 31.25	$ 31.25	$ -	0.00%
Circuit Analysis	$ 17.00	$ 17.00	$ -	0.00%
Cisco Certified Network Professional Collaboration (CCNP Collaboration)	$ 40.16	$ 40.16	$ -	0.00%
Cisco Certified Support Technician (CCST)	$ 37.91	$ 37.91	$ -	0.00%
Cisco Firewall Threat Defense and Intrusion Prevention	$ 64.71	$ 64.71	$ -	0.00%
Cisco Implementing and Administering Cisco Solutions (CCNA)	$ 37.45	$ 37.60	$ 0.15	0.41%
Cisco Implementing and Administering Cisco Solutions v1.0 (CCNA)	$ 27.61	$ 28.11	$ 0.50	1.81%
Cisco Implementing Cisco Enterprise Network Core Technologies (ENCOR)	$ 55.24	$ 55.24	$ -	0.00%
Cisco Network Associate (CCNA)	$ 27.75	$ 27.75	$ -	0.00%
Cisco UCS X-Series Intersight, Deployment, Operations, Troubleshooting (UCSXDOT)	$ 55.78	$ 55.78	$ -	0.00%
CITY MULTI Service	$ 34.00	$ 37.33	$ 3.33	9.80%
CMM Manager Basic	$ 31.00	$ 31.00	$ -	0.00%
CMM Operator	$ 25.11	$ 25.92	$ 0.81	3.21%
CMM Software	$ 18.00	$ 20.50	$ 2.50	13.89%
CNC Lathe Programming	$ 27.26	$ 27.26	$ -	0.00%
CNC Machine Tool Operator	$ 19.45	$ 21.19	$ 1.73	8.91%
CNC Machining	$ 24.22	$ 25.03	$ 0.81	3.36%
CNC Machining and Metrology	$ 20.68	$ 20.68	$ -	0.00%
CNC Maintenance and Troubleshooting	$ 33.62	$ 33.62	$ -	0.00%
CNC Programming	$ 31.49	$ 31.81	$ 0.32	1.01%
CNC Programming and Operation	$ 24.04	$ 24.94	$ 0.90	3.76%
CODESYS	$ 42.84	$ 47.07	$ 4.23	9.87%
Collision Repair Technician	$ 30.00	$ 30.00	$ -	0.00%
COLT 3200 Electric Utility Apparatus and Substations	$ 44.13	$ 47.22	$ 3.09	7.00%
COLT Advanced Electric Utility Apparatus	$ 46.32	$ 47.56	$ 1.24	2.68%
COLT Distribution Transformers and Circuits	$ 38.37	$ 38.87	$ 0.50	1.31%
COLT Electric Utility Apparatus and Substations	$ 43.33	$ 44.64	$ 1.31	3.02%
COLT Electrical Power System	$ 34.60	$ 34.86	$ 0.26	0.75%
COLT Introduction to Power Linework I	$ 28.80	$ 28.80	$ -	0.00%
COLT Introduction to Power Linework II	$ 28.80	$ 30.88	$ 2.08	7.23%
COLT Overhead Line Clearance, Testing, and Grounding	$ 32.02	$ 32.95	$ 0.93	2.89%
COLT Overhead Powerline Maintenance I	$ 37.60	$ 38.51	$ 0.92	2.44%
COLT Overhead Powerline Maintenance II	$ 41.41	$ 41.91	$ 0.51	1.23%
COLT Underground Power Maintenance	$ 46.05	$ 46.29	$ 0.24	0.53%
COLT Underground Powerline Construction	$ 37.60	$ 37.66	$ 0.06	0.17%
Combustion Performance & Carbon Monoxide Safety	$ 26.17	$ 26.17	$ -	0.00%
Combustion Training	$ 33.18	$ 33.18	$ -	0.00%
Commercial and Industrial Wiring	$ 32.06	$ 32.18	$ 0.12	0.38%
Composite Material	$ 49.88	$ 49.88	$ -	0.00%
Compressed Air Systems	$ 48.42	$ 48.42	$ -	0.00%
Compressor Fundamentals: Positive Displacement	$ 33.63	$ 33.63	$ -	0.00%
CompTIA A+	$ 24.60	$ 24.72	$ 0.12	0.48%
CompTIA A+ Core 2	$ 36.93	$ 36.93	$ -	0.00%
CompTIA Cloud+	$ 39.67	$ 39.67	$ -	0.00%
CompTIA CySA+	$ 28.94	$ 29.12	$ 0.18	0.62%
CompTIA Data+	$ 37.71	$ 38.37	$ 0.66	1.75%
CompTIA IT Fundamentals	$ 27.04	$ 27.04	$ -	0.00%
CompTIA Linux+	$ 32.71	$ 32.82	$ 0.12	0.36%
CompTIA Network+	$ 31.64	$ 32.14	$ 0.49	1.56%
CompTIA Project+	$ 44.82	$ 45.93	$ 1.11	2.48%
CompTIA Security+	$ 38.12	$ 38.43	$ 0.31	0.82%
CompTIA Server+	$ 29.76	$ 30.62	$ 0.87	2.91%
Computer Aided Three-Dimensional Interactive Application (CATIA)	$ 40.75	$ 40.75	$ -	0.00%

Computer Networking Technology	$ 35.00	$ 36.23	$ 1.23	3.51%
Computer Skills for the Workplace	$ 21.67	$ 21.79	$ 0.12	0.53%
COMSOL Multiphysics Modeling Software	$ 44.54	$ 47.66	$ 3.12	7.00%
Configure Microsoft Dynamics 365 Customer Experience Model-Driven Apps	$ 58.40	$ 58.40	$ -	0.00%
Configure SIEM Security Operations using Microsoft Sentinel	$ 55.21	$ 57.89	$ 2.68	4.85%
Configuring and Operating Microsoft Azure Virtual Desktop	$ 46.30	$ 46.55	$ 0.25	0.54%
Configuring Utility Networks in ArcGIS	$ 35.22	$ 35.22	$ -	0.00%
Configuring Windows Server	$ 34.43	$ 34.43	$ -	0.00%
Construction Drawings	$ 32.20	$ 32.20	$ -	0.00%
Construction Equipment Drivetrains	$ 32.61	$ 32.61	$ -	0.00%
Construction Estimating	$ 28.25	$ 29.00	$ 0.75	2.65%
Construction Inspection	$ 35.67	$ 35.67	$ -	0.00%
Construction Scheduling	$ 42.33	$ 42.33	$ -	0.00%
Construction Specifications, Contracts, and Field Technologies	$ 40.66	$ 40.66	$ -	0.00%
Containers, Kubernetes, and Red Hat OpenShift Administration	$ 42.94	$ 43.37	$ 0.43	1.00%
Control Sequence	$ 25.00	$ 25.00	$ -	0.00%
Coordinate Measuring Machine (CMM) Calibration	$ 35.16	$ 35.16	$ -	0.00%
Copilot for Microsoft 365	$ 49.13	$ 49.48	$ 0.36	0.73%
Copilot for Microsoft 365 Interactive Experience for Executives	$ 36.72	$ 36.72	$ -	0.00%
Copilot for Microsoft 365 User Enablement Specialist	$ 36.29	$ 36.29	$ -	0.00%
Copilot Foundations	$ 38.66	$ 38.73	$ 0.07	0.18%
Craft Effective Prompts for Microsoft 365 Copilot	$ 44.03	$ 44.03	$ -	0.00%
Crane & Hoist Operator	$ 26.74	$ 26.74	$ -	0.00%
Create and Extend Custom Copilots in Microsoft Copilot Studio	$ 48.85	$ 50.79	$ 1.94	3.97%
Create and Manage Automated Processes by using Microsoft Power Automate	$ 34.03	$ 34.03	$ -	0.00%
Create and Manage Canvas Apps with Power Apps	$ 37.80	$ 37.80	$ -	0.00%
Creating Apps and Automated Workflows with Microsoft Power Platform	$ 100.00	$ 100.00	$ -	0.00%
Crime Scene Photography	$ 44.29	$ 44.29	$ -	0.00%
CRX-Series Collaborative Robot Operations and Programming	$ 33.01	$ 33.51	$ 0.50	1.51%
Crystal Reports	$ 62.58	$ 62.99	$ 0.41	0.66%
Customer Experience (CX)	$ 18.29	$ 19.54	$ 1.25	6.86%
Cyber Security	$ 36.55	$ 36.61	$ 0.06	0.15%
CyberSec First Responder - Threat Detection and Response	$ 32.26	$ 32.58	$ 0.32	0.99%
Cybersecurity for Water Operators	$ 41.02	$ 41.02	$ -	0.00%
Cybersecurity Foundations	$ 36.68	$ 36.68	$ -	0.00%
Cybersecurity Maturity Model Certification (CMMC)	$ 53.33	$ 53.33	$ -	0.00%
Daikin VRV	$ 34.65	$ 38.50	$ 3.85	11.11%
Daikin VRV Install & Commissioning	$ 39.00	$ 40.00	$ 1.00	2.56%
Daikin VRV Service & Troubleshooting	$ 39.00	$ 40.00	$ 1.00	2.56%
Data Analysis and Visualization with Microsoft Excel	$ 50.75	$ 51.71	$ 0.96	1.89%
Data Analysis and Visualization with Microsoft Excel and Power Pivot	$ 42.93	$ 43.73	$ 0.80	1.86%
Data Analysis Fundamentals using Excel	$ 29.16	$ 29.16	$ -	0.00%
Data Analysis Using Power BI Desktop - Level 1 - Report Builder	$ 57.99	$ 58.47	$ 0.48	0.83%
Data Analytics	$ 39.80	$ 39.82	$ 0.02	0.04%
Data Analytics - Applied Business Solutions	$ 46.31	$ 46.31	$ -	0.00%
Data Analytics and AI in Manufacturing	$ 25.38	$ 26.19	$ 0.81	3.20%
Data Analytics with Microsoft Fabric	$ 72.75	$ 72.75	$ -	0.00%
Data and Web Analytics	$ 32.30	$ 32.70	$ 0.40	1.24%
Data Engineering on Microsoft Azure	$ 54.32	$ 54.32	$ -	0.00%
Data Governance	$ 39.96	$ 40.13	$ 0.17	0.42%
Data Mapping	$ 31.25	$ 31.56	$ 0.31	0.99%
Data Model Design Using Power BI	$ 64.59	$ 64.59	$ -	0.00%
Data Modeling	$ 25.00	$ 25.00	$ -	0.00%
Data Science	$ 41.30	$ 41.85	$ 0.55	1.34%
Data Science for Business Professionals (DSBIZ)	$ 65.64	$ 65.64	$ -	0.00%
Data Storytelling	$ 30.37	$ 30.37	$ -	0.00%
Data Visualization Principles and Concepts	$ 49.73	$ 49.73	$ -	0.00%
Data Visualization Principles, Storyfinding, and Storytelling	$ 72.11	$ 72.11	$ -	0.00%
Data Visualization with Power BI	$ 48.92	$ 48.92	$ -	0.00%
Data Warehousing on AWS	$ 67.05	$ 67.05	$ -	0.00%
DAX for Power BI	$ 45.11	$ 45.29	$ 0.18	0.39%
DC Circuit Analysis	$ 24.95	$ 24.95	$ -	0.00%
DC Systems Analysis & Arc Flash Training	$ 47.26	$ 47.26	$ -	0.00%
DeltaV Hardware and Troubleshooting	$ 70.00	$ 70.00	$ -	0.00%
Denso Robot Maintenance	$ 37.36	$ 37.36	$ -	0.00%
Denso Robotics	$ 42.59	$ 42.59	$ -	0.00%
Dental Assisting	$ 17.82	$ 21.00	$ 3.18	17.85%

Design and Failure of Refractories: Thermomechanical Aspects	$ 42.54	$ 42.54	$ -	0.00%
Design and Manage Analytics Solution Using Power BI	$ 55.40	$ 55.40	$ -	0.00%
Design Automation DriveWorks Pro	$ 61.83	$ 61.83	$ -	0.00%
Design of Bolted Flange Joints	$ 49.33	$ 49.33	$ -	0.00%
Designing and Implementing a Data Science Solution on Azure	$ 53.43	$ 53.99	$ 0.56	1.04%
Designing and Implementing a Microsoft Azure AI Solution	$ 48.04	$ 48.49	$ 0.45	0.93%
Designing and Implementing Microsoft Azure Networking Solutions	$ 61.29	$ 61.72	$ 0.43	0.70%
Designing and Implementing Microsoft DevOps Solutions	$ 41.49	$ 41.49	$ -	0.00%
Designing Effective Presentations with Google Slides	$ 38.46	$ 38.46	$ -	0.00%
Designing Microsoft Azure Infrastructure Solutions	$ 38.55	$ 38.55	$ -	0.00%
Develop AI Solutions in Azure	$ 29.03	$ 29.03	$ -	0.00%
Develop Custom Copilots with Azure AI Studio	$ 35.60	$ 36.49	$ 0.89	2.50%
Develop Dynamic Reports with Microsoft Power BI	$ 36.60	$ 37.29	$ 0.68	1.87%
Developing on AWS	$ 66.39	$ 66.46	$ 0.07	0.11%
Developing Solutions for Microsoft Azure	$ 46.26	$ 46.26	$ -	0.00%
Developing SQL Databases	$ 44.47	$ 44.47	$ -	0.00%
DeviceNet I/O Networks	$ 35.74	$ 35.74	$ -	0.00%
DevOps Continuous Testing Foundation (CTF)	$ 45.81	$ 46.23	$ 0.42	0.92%
DevOps Engineering on AWS	$ 49.03	$ 49.39	$ 0.36	0.73%
DevOps Foundation	$ 31.62	$ 32.62	$ 1.00	3.15%
Die Design	$ 27.61	$ 27.61	$ -	0.00%
Die Maintenance & Troubleshooting	$ 21.95	$ 21.95	$ -	0.00%
Die Welding	$ 43.75	$ 43.75	$ -	0.00%
Diesel Engine Diagnosis & Repair	$ 19.25	$ 19.25	$ -	0.00%
Diesel Performance and Diagnosis	$ 19.80	$ 19.80	$ -	0.00%
Die-sinking EDM	$ 31.35	$ 31.35	$ -	0.00%
Digital Accessibility	$ 34.13	$ 34.13	$ -	0.00%
Digital and Social Media Marketing	$ 24.71	$ 25.21	$ 0.50	2.02%
Digital Asset Management	$ 29.08	$ 30.82	$ 1.74	6.00%
Digital Circuits	$ 33.21	$ 34.54	$ 1.33	4.00%
Digital Literacy and Applications	$ 28.72	$ 28.72	$ -	0.00%
Digital Marketing	$ 61.11	$ 61.86	$ 0.75	1.23%
Digital Marketing & E-commerce	$ 18.00	$ 18.00	$ -	0.00%
Digital Marketing Nanodegree	$ 91.51	$ 91.51	$ -	0.00%
Dimensional Metrology Quality	$ 63.94	$ 63.94	$ -	0.00%
Disciplined Agile Scrum Master (DASM)	$ 51.00	$ 52.00	$ 1.00	1.96%
DNS Solutions Basic Mill Operator	$ 27.32	$ 28.14	$ 0.82	3.00%
Docker Containerization	$ 38.39	$ 38.39	$ -	0.00%
Draft, Analyze, and Present with Microsoft Copilot	$ 57.49	$ 57.49	$ -	0.00%
DriveWorks Pro Administrator	$ 61.83	$ 61.83	$ -	0.00%
Elastic Certified Engineer	$ 62.22	$ 62.22	$ -	0.00%
Electric Machines and Drives	$ 66.14	$ 66.14	$ -	0.00%
Electric Motor Control	$ 37.64	$ 37.64	$ -	0.00%
Electric Motor Fundamentals	$ 33.11	$ 33.33	$ 0.21	0.64%
Electrical and Electronics	$ 19.35	$ 19.35	$ -	0.00%
Electrical Apprenticeship - Year 1	$ 20.68	$ 22.44	$ 1.76	8.49%
Electrical Apprenticeship - Year 2	$ 22.87	$ 24.94	$ 2.07	9.03%
Electrical Apprenticeship - Year 3	$ 25.77	$ 28.10	$ 2.33	9.05%
Electrical Apprenticeship - Year 4	$ 28.87	$ 31.21	$ 2.34	8.10%
Electrical for HVAC	$ 17.00	$ 17.00	$ -	0.00%
Electrical Maintenance	$ 30.01	$ 30.83	$ 0.81	2.71%
Electrical Maintenance Technician	$ 26.62	$ 27.97	$ 1.35	5.07%
Electrical Power and Control	$ 22.03	$ 22.03	$ -	0.00%
Electrical Power and Devices	$ 38.00	$ 40.00	$ 2.00	5.26%
Electrical Principles, Circuits, Test Equipment, Poles, & Ropes	$ 29.13	$ 31.28	$ 2.15	7.38%
Electrical Prints	$ 29.03	$ 29.03	$ -	0.00%
Electrical Systems	$ 38.00	$ 38.88	$ 0.89	2.33%
Electrical Troubleshooting	$ 31.25	$ 31.57	$ 0.32	1.02%
Electrical Troubleshooting and Preventive Maintenance	$ 36.24	$ 36.24	$ -	0.00%
Electrical Utilities	$ 30.66	$ 30.87	$ 0.21	0.69%
Electrical Wiring	$ 25.63	$ 26.01	$ 0.38	1.46%
Electricity for HVAC & Buildings	$ 18.00	$ 19.00	$ 1.00	5.56%
Electro-Mechanical Engineering Technology	$ 36.92	$ 41.00	$ 4.08	11.05%
Electronic Data Interchange (EDI) Mapping	$ 33.56	$ 33.56	$ -	0.00%
Electronic Engineering Technology	$ 43.00	$ 43.00	$ -	0.00%
Electro-Pneumatics	$ 33.64	$ 33.64	$ -	0.00%
Elistair Khronos - Operator, Original Equipment Manufacturer Authorized Training	$ 60.57	$ 60.57	$ -	0.00%

Emergency Medical Technician (EMT)	$ 14.07	$ 15.95	$ 1.88	13.39%
Engine Diagnosis and Major Service	$ 43.00	$ 43.00	$ -	0.00%
Engineering Cisco Meraki Solutions	$ 49.86	$ 49.86	$ -	0.00%
Engineering Drawings Fundamentals	$ 32.18	$ 32.18	$ -	0.00%
Engineering Graphics	$ 96.04	$ 96.04	$ -	0.00%
Enhance Endpoint Security with Microsoft Intune and Microsoft Copilot for Security	$ 30.77	$ 30.77	$ -	0.00%
Enterprise Modeling and Analysis with the Archi Open Source Tool	$ 40.00	$ 40.00	$ -	0.00%
Enterprise Workflow Automation with Antera Software	$ 15.75	$ 15.75	$ -	0.00%
EPA 2010-2013 ISX11.9/12 Qualification	$ 34.00	$ 34.50	$ 0.50	1.47%
EPA Section 608 Stationary Refrigeration Technician	$ 19.00	$ 19.00	$ -	0.00%
EPA Section 608 Technician	$ 32.35	$ 33.19	$ 0.85	2.62%
Epic Software - Beaker Principal Trainer	$ 31.25	$ 31.25	$ -	0.00%
Epic Software - Benefits Engine	$ 43.80	$ 43.80	$ -	0.00%
Epic Software - Care Everywhere	$ 46.75	$ 46.75	$ -	0.00%
Epic Software - Charge Router	$ 30.91	$ 30.91	$ -	0.00%
Epic Software - Cheers - Call Management	$ 46.14	$ 46.14	$ -	0.00%
Epic Software - Clinical Workspace Configuration	$ 39.03	$ 39.03	$ -	0.00%
Epic Software - Cogito for the Data Model or Application Certified	$ 58.22	$ 58.22	$ -	0.00%
Epic Software - Cogito Principal Trainer	$ 51.48	$ 51.48	$ -	0.00%
Epic Software - Cosmos Administration	$ 39.46	$ 39.46	$ -	0.00%
Epic Software - EpicCare Ambulatory	$ 32.50	$ 32.50	$ -	0.00%
Epic Software - HIM/Identity Principal Trainer	$ 36.05	$ 36.05	$ -	0.00%
Epic Software - In Basket Configuration	$ 48.07	$ 48.07	$ -	0.00%
Epic Software - My Chart Patient Experience	$ 38.41	$ 38.41	$ -	0.00%
Epic Software - MyChart Care Companion	$ 46.61	$ 46.61	$ -	0.00%
Epic Software - MyChart for Ambulatory Care	$ 35.98	$ 35.98	$ -	0.00%
Epic Software - Order Transmittal	$ 63.61	$ 63.61	$ -	0.00%
Epic Software - Patient Access Operations	$ 39.61	$ 39.61	$ -	0.00%
Epic Software - Patient Load in Hyperspace	$ 33.95	$ 33.95	$ -	0.00%
Epic Software - Radiant Principal Trainer	$ 31.25	$ 31.25	$ -	0.00%
Epic Software - Real Time Eligibility	$ 30.87	$ 30.87	$ -	0.00%
Epic Software - Referrals and Authorization	$ 46.61	$ 46.61	$ -	0.00%
Epic Software - Results Routing	$ 30.81	$ 30.81	$ -	0.00%
Epic Software - Security	$ 29.51	$ 29.51	$ -	0.00%
Epic Software - Security for the Application Analyst	$ 39.03	$ 39.03	$ -	0.00%
Epic Software - Security Post-Live Maintenance	$ 29.51	$ 29.51	$ -	0.00%
Epic Software - SmartForms	$ 39.03	$ 39.03	$ -	0.00%
Epic Software - Welcome Administration	$ 43.80	$ 43.80	$ -	0.00%
Epic Software - Willow Inventory	$ 33.65	$ 33.65	$ -	0.00%
EPLAN Electric P8	$ 40.82	$ 40.82	$ -	0.00%
EPLAN Macro and Device Technology	$ 33.65	$ 33.65	$ -	0.00%
EPLAN Parts and Master Data Creation	$ 33.65	$ 33.65	$ -	0.00%
EPLAN Pro Panel 3D Design	$ 36.00	$ 36.00	$ -	0.00%
Esprit CNC Machining	$ 35.69	$ 40.52	$ 4.83	13.54%
EST4 Fire Alarm System	$ 35.95	$ 36.53	$ 0.57	1.60%
Excel 2019 - Formulas	$ 36.22	$ 36.45	$ 0.23	0.63%
Excel 2019 - VBA Programming	$ 49.38	$ 49.38	$ -	0.00%
Excel Analytics and Applications in the Workforce	$ 39.99	$ 40.27	$ 0.28	0.71%
Excel Charts, Formatting, and Reporting	$ 36.68	$ 36.72	$ 0.04	0.12%
Extend Microsoft Copilot for Microsoft 365 with Copilot Studio	$ 54.42	$ 57.84	$ 3.42	6.29%
Extreme Fabric - Advanced Configuration	$ 50.97	$ 50.97	$ -	0.00%
Extreme Fabric - Management	$ 50.86	$ 50.86	$ -	0.00%
Extreme Fabric - Troubleshooting	$ 50.86	$ 50.86	$ -	0.00%
Extruder Operation and Control-Single Screw	$ 27.17	$ 27.72	$ 0.55	2.02%
F5 Networks Configuring BIG-IP LTM: Local Traffic Manager	$ 51.00	$ 51.00	$ -	0.00%
FAA Airframe (A) and Powerplant (P) Licenses	$ 30.44	$ 32.33	$ 1.89	6.20%
FAA Airframe (A) License	$ 20.26	$ 26.72	$ 6.46	31.88%
FAA Drone Technology UAS	$ 38.23	$ 38.55	$ 0.32	0.83%
FAA Powerplant (P) License	$ 33.75	$ 34.50	$ 0.75	2.22%
FANUC Advanced TPP Programming	$ 33.64	$ 34.10	$ 0.46	1.36%
FANUC ArcMate 120 or M-20iD Robot Disassembly/Reassembly	$ 36.68	$ 36.68	$ -	0.00%
Fanuc ArcTool Operation and Programming	$ 29.27	$ 29.27	$ -	0.00%
FANUC Certified Robot Operator	$ 35.70	$ 35.70	$ -	0.00%
FANUC Dual Check Safety V7.50 & Newer	$ 46.35	$ 47.75	$ 1.40	3.02%
FANUC Electrical Maintenance with R-30iB Controller	$ 38.26	$ 39.16	$ 0.90	2.34%
FANUC Handling Tool Operation and Programming	$ 30.23	$ 30.97	$ 0.74	2.44%
FANUC iRVision	$ 37.00	$ 37.00	$ -	0.00%

FANUC Mechanical Disassembly/Reassembly	$ 33.88	$ 33.98	$ 0.11	0.32%
FANUC PalletTool Setup & Programming	$ 44.09	$ 44.09	$ -	0.00%
FANUC Preventive Maintenance and Lubrication	$ 29.03	$ 29.03	$ -	0.00%
FANUC Robot Disassembly/Reassembly	$ 38.86	$ 39.16	$ 0.30	0.77%
FANUC Robot Operations	$ 27.99	$ 29.69	$ 1.69	6.04%
FANUC Robotics	$ 40.44	$ 40.44	$ -	0.00%
FANUC Setup, Programming, & Machining	$ 33.60	$ 33.60	$ -	0.00%
FANUC SpotTool Operation and Programming w/ Servo Gun	$ 30.34	$ 30.34	$ -	0.00%
FANUC Usage & Maintenance	$ 24.93	$ 24.93	$ -	0.00%
FANUC V-IRVision Operation and Programming	$ 28.47	$ 35.00	$ 6.53	22.94%
FaroArm Portable Measurement Arm	$ 44.12	$ 44.62	$ 0.50	1.13%
FaroArm with CAM2 Measure 10	$ 32.51	$ 32.51	$ -	0.00%
Fiber Broadband Association (FBA) OpTIC Path Level I: Foundation to Fiber Optic Outs	$ 18.75	$ 18.75	$ -	0.00%
Fiber Optics	$ 31.36	$ 31.36	$ -	0.00%
FIRST Press Operator	$ 32.69	$ 32.69	$ -	0.00%
FLOW-3D HYDRO	$ 51.92	$ 51.92	$ -	0.00%
Flowserve Pump and Mechanical Seal	$ 33.51	$ 33.51	$ -	0.00%
Flux-Core Arc Welding (FCAW)	$ 20.90	$ 21.01	$ 0.11	0.53%
Forerunner Operator	$ 25.70	$ 25.70	$ -	0.00%
FortiGate Administrator	$ 47.47	$ 50.87	$ 3.40	7.16%
FortiManager	$ 40.38	$ 40.38	$ -	0.00%
Fortinet Certified Professional	$ 38.43	$ 38.43	$ -	0.00%
Forward Edge AI Thought Leader - Policy and Literacy Program	$ 42.59	$ 42.59	$ -	0.00%
Fracture Critical Welding	$ 24.76	$ 24.85	$ 0.09	0.37%
Full-stack Web Development with Python and Django	$ 62.49	$ 62.49	$ -	0.00%
Fundamental Principles of Machining	$ 27.10	$ 27.43	$ 0.33	1.21%
Fundamentals of Engineering	$ 29.76	$ 33.23	$ 3.47	11.66%
Fundamentals of Geometric Dimensioning & Tolerancing	$ 39.21	$ 39.21	$ -	0.00%
Fundamentals of Machine Learning	$ 21.35	$ 21.35	$ -	0.00%
Fundamentals of SQL Querying	$ 44.03	$ 44.17	$ 0.15	0.33%
Fundamentals of Systematic Injection Molding	$ 35.35	$ 35.85	$ 0.50	1.41%
Furnace Brazing	$ 39.68	$ 39.68	$ -	0.00%
Fusion 360	$ 25.99	$ 27.32	$ 1.33	5.12%
Gas Metal Arc Welding (GMAW)	$ 25.42	$ 26.36	$ 0.95	3.72%
Generative AI for Business Transformation	$ 38.45	$ 38.45	$ -	0.00%
Generative AI for Business with Microsoft Azure OpenAI	$ 39.83	$ 41.17	$ 1.34	3.36%
Geometric Dimensioning & Tolerancing (GD&T)	$ 35.91	$ 35.97	$ 0.06	0.17%
GIAC Certified Incident Handler	$ 39.00	$ 39.00	$ -	0.00%
GIAC Strategic Planning, Policy, and Leadership (GSTRT)	$ 67.02	$ 67.02	$ -	0.00%
Git and GitLab	$ 40.95	$ 40.95	$ -	0.00%
Google Ads	$ 31.85	$ 31.85	$ -	0.00%
Google Analytics for Beginners	$ 32.97	$ 32.97	$ -	0.00%
Google Cloud Certified Professional Cloud Network Engineer	$ 34.69	$ 34.69	$ -	0.00%
Google Cloud Digital Leader	$ 73.45	$ 73.45	$ -	0.00%
Google Cloud Fundamentals: Core Infrastructure	$ 73.00	$ 73.00	$ -	0.00%
Google Project Management	$ 35.79	$ 36.13	$ 0.34	0.96%
Google Sheets	$ 21.00	$ 21.00	$ -	0.00%
Google Workspace	$ 40.93	$ 40.93	$ -	0.00%
Google Workspace Collaboration with Drive, Apps & Meet	$ 26.02	$ 26.02	$ -	0.00%
GOT2000 & GT Works3	$ 31.71	$ 31.71	$ -	0.00%
Graphic Design	$ 18.00	$ 18.00	$ -	0.00%
GTAW Welding	$ 29.34	$ 30.28	$ 0.94	3.20%
HACCP for Managers	$ 23.50	$ 23.50	$ -	0.00%
HCSS Heavy Construction Software Suite	$ 42.50	$ 43.56	$ 1.06	2.50%
Health Level 7 (HL7)	$ 33.44	$ 33.44	$ -	0.00%
Heat Treat, Microstructures & Performance of Carbon & Alloy Steels	$ 58.82	$ 58.82	$ -	0.00%
Heating, Ventilation, and Air Conditioning (HVAC)	$ 27.28	$ 28.28	$ 1.00	3.67%
Hexagon Radprofile	$ 20.00	$ 20.00	$ -	0.00%
High Pressure Boiler Operator and Stationary Steam Licensing	$ 31.52	$ 34.55	$ 3.02	9.59%
High Voltage Vehicle Body Repair	$ 40.85	$ 40.85	$ -	0.00%
High-Pressure Boiler Operator (HPBO)	$ 31.47	$ 31.47	$ -	0.00%
Honeywell Pro-Watch Certified Installer	$ 20.00	$ 21.83	$ 1.83	9.15%
Honeywell Spyder 7	$ 57.81	$ 57.81	$ -	0.00%
Hot Runner Troubleshooting & Repair	$ 27.00	$ 27.00	$ -	0.00%
Human First AI - AI & Culture Integration	$ 31.33	$ 31.33	$ -	0.00%
Human Machine Interface	$ 32.55	$ 32.55	$ -	0.00%
HVAC Apprenticeship - Year 1	$ 20.82	$ 23.09	$ 2.27	10.88%

HVAC Apprenticeship - Year 2	$ 26.62	$ 27.14	$ 0.52	1.94%
HVAC Apprenticeship - Year 3	$ 25.35	$ 26.90	$ 1.55	6.10%
HVAC Apprenticeship - Year 4	$ 26.00	$ 27.00	$ 1.00	3.85%
HVAC Diagnostics (ILT)	$ 26.50	$ 26.50	$ -	0.00%
HVAC Gas Heating	$ 19.50	$ 19.50	$ -	0.00%
HVAC System Diagnostics & Troubleshooting	$ 27.19	$ 27.19	$ -	0.00%
HVAC/R Certified Technician	$ 26.24	$ 26.93	$ 0.70	2.65%
Hydraulic Maintenance	$ 25.27	$ 25.45	$ 0.18	0.70%
Hydraulic Troubleshooting	$ 37.12	$ 37.12	$ -	0.00%
Hydraulics	$ 36.64	$ 36.73	$ 0.09	0.24%
Hydraulics & Pneumatics	$ 33.18	$ 33.18	$ -	0.00%
IBM Cognos Analytics: Author Reports Fundamentals	$ 40.67	$ 40.67	$ -	0.00%
IBM Data Science Practitioner	$ 67.30	$ 67.30	$ -	0.00%
IBM i: System Administration and Control	$ 28.85	$ 28.85	$ -	0.00%
ICAgile Certified Professional in Agile Human Resources (ICP-AHR)	$ 32.97	$ 33.23	$ 0.26	0.79%
I-CAR Non-Structural Technician - ProLevel 1	$ 29.00	$ 29.00	$ -	0.00%
I-CAR Non-Structural Technician - ProLevel 2	$ 26.33	$ 29.00	$ 2.67	10.13%
I-CAR Structural Technician - ProLevel 2	$ 29.40	$ 29.40	$ -	0.00%
I-CAR Structural Technician - ProLevel 3	$ 29.00	$ 29.00	$ -	0.00%
Identity with Windows Server	$ 34.47	$ 34.47	$ -	0.00%
IFPS Hydraulic Specialist (HS)	$ 41.47	$ 44.19	$ 2.73	6.57%
IFS Cloud - Cycle Counting	$ 44.36	$ 44.36	$ -	0.00%
IFS Cloud - Data Archiving	$ 69.85	$ 69.85	$ -	0.00%
IFS Cloud - Data Migration	$ 64.45	$ 64.45	$ -	0.00%
IFS Cloud - Document Management (DocMan)	$ 68.97	$ 68.97	$ -	0.00%
IFS Cloud - Warehouse Data Collection (WaDaCo)	$ 44.98	$ 44.98	$ -	0.00%
IFS Cloud - Work Instruction Report	$ 63.62	$ 63.62	$ -	0.00%
IFS SCM - Sourcing, Purchasing & Receiving	$ 35.52	$ 35.52	$ -	0.00%
IFS Service Management - Work/Service Order	$ 60.10	$ 60.10	$ -	0.00%
Implement a Data Science and Machine Learning Solution for AI with Microsoft Fabric	$ 63.00	$ 63.00	$ -	0.00%
Implement a Data Warehouse with Microsoft Fabric	$ 64.42	$ 64.42	$ -	0.00%
Implementing a Lakehouse with Microsoft Fabric	$ 52.67	$ 52.67	$ -	0.00%
Implementing AI in Business: Stakeholder Strategies for the Modern Data Driven, Autc	$ 67.10	$ 67.10	$ -	0.00%
Implementing AI in Software Testing	$ 53.41	$ 54.12	$ 0.71	1.34%
Implementing Cisco Enterprise Wireless Networks	$ 43.56	$ 43.56	$ -	0.00%
Implementing Real Time Analytics with Microsoft Fabric	$ 63.00	$ 63.00	$ -	0.00%
IMSA NEMA Traffic Signal Troubleshooting	$ 35.34	$ 35.34	$ -	0.00%
IMSA Roadway Lighting Technician - Level I	$ 41.25	$ 41.25	$ -	0.00%
IMSA Traffic Signal Technician - Level I	$ 32.31	$ 33.35	$ 1.04	3.21%
IMSA Traffic Signal Technician 2 Field	$ 39.35	$ 40.95	$ 1.60	4.07%
In-building Wireless Solutions	$ 26.35	$ 27.29	$ 0.94	3.57%
Incident Response (IR) Essentials for IT Personnel	$ 45.16	$ 45.16	$ -	0.00%
Incident Response, Threat Hunting, and Digital Forensics	$ 50.39	$ 50.39	$ -	0.00%
InDesign Fundamentals and Tricks	$ 35.79	$ 35.79	$ -	0.00%
Inductive Automation Ignition	$ 44.47	$ 45.67	$ 1.20	2.70%
Inductotherm Foundry Safety, Operations, and Maintenance	$ 30.00	$ 30.00	$ -	0.00%
Industrial Control Panels UL 508A & Short Circuit Current Ratings	$ 39.17	$ 39.17	$ -	0.00%
Industrial Controls	$ 23.50	$ 23.50	$ -	0.00%
Industrial Electricity	$ 28.94	$ 29.39	$ 0.45	1.55%
Industrial Electronics	$ 20.68	$ 20.68	$ -	0.00%
Industrial Hydraulics	$ 31.47	$ 31.62	$ 0.15	0.47%
Industrial Machine Wiring	$ 19.50	$ 19.50	$ -	0.00%
Industrial Maintenance - Industrial Electrical Controls Fundamentals	$ 30.41	$ 30.50	$ 0.09	0.29%
Industrial Maintenance Mechanic Apprenticeship - Year 1	$ 27.97	$ 30.19	$ 2.22	7.95%
Industrial Maintenance Mechanic Apprenticeship - Year 3	$ 31.64	$ 33.50	$ 1.86	5.88%
Industrial Mechanics and Maintenance Technology	$ 27.18	$ 27.73	$ 0.56	2.04%
Industrial Pneumatics	$ 29.70	$ 29.90	$ 0.19	0.65%
Information Architecture	$ 46.35	$ 46.35	$ -	0.00%
Infrared (IR) Spectrometry	$ 64.69	$ 64.69	$ -	0.00%
Infrared Thermography	$ 37.17	$ 37.17	$ -	0.00%
Injection Mold Maintenance	$ 28.00	$ 28.84	$ 0.84	3.00%
Injection Molding	$ 34.55	$ 36.12	$ 1.57	4.55%
Injection Molding Essentials	$ 30.26	$ 30.41	$ 0.15	0.49%
Injection Molding Professional	$ 27.02	$ 27.02	$ -	0.00%
Injection Molding Troubleshooting	$ 34.33	$ 34.33	$ -	0.00%
Inspection Fundamentals	$ 22.98	$ 22.98	$ -	0.00%
Instructional Design	$ 35.04	$ 35.04	$ -	0.00%

Instructional Design with AI	$ 45.60	$ 45.60	$ -	0.00%
Instrumentation and Process Controls	$ 29.84	$ 30.26	$ 0.42	1.42%
Intermediate Microsoft Excel 2019/Office 365	$ 36.64	$ 36.74	$ 0.10	0.28%
International Association of Accessibility Professionals (IAAP) Web Accessibility Spec	$ 37.09	$ 37.09	$ -	0.00%
Introduction to Adobe After Effects CC	$ 38.75	$ 38.75	$ -	0.00%
Introduction to Agile and Scrum Methodologies	$ 49.15	$ 49.15	$ -	0.00%
Introduction to DAX for Power BI Desktop Users - Level 3	$ 53.25	$ 53.25	$ -	0.00%
Introduction to GIS Using ArcGIS	$ 27.55	$ 27.93	$ 0.38	1.36%
Introduction to Hydraulics	$ 33.83	$ 33.83	$ -	0.00%
Introduction to Manual Machining	$ 40.71	$ 40.71	$ -	0.00%
Introduction to Mapping with ArcGIS Online and Portal	$ 21.68	$ 21.68	$ -	0.00%
Introduction to Microsoft Azure for IT Professionals	$ 54.89	$ 54.89	$ -	0.00%
Introduction to Microsoft Excel 2019/Office 365	$ 33.51	$ 33.73	$ 0.22	0.66%
Introduction to Microsoft Power BI	$ 54.40	$ 54.43	$ 0.04	0.07%
Introduction to MS Access 2019/Office 365 Series	$ 38.88	$ 38.88	$ -	0.00%
Introduction to Programming Nanodegree	$ 49.64	$ 49.64	$ -	0.00%
Introduction to React Basics	$ 34.56	$ 34.70	$ 0.13	0.39%
Introduction to Robotics	$ 32.90	$ 32.90	$ -	0.00%
Introduction to Solidworks	$ 37.05	$ 37.05	$ -	0.00%
Introduction to SQL Databases	$ 33.90	$ 33.90	$ -	0.00%
Introductory Machining Processes	$ 21.43	$ 21.43	$ -	0.00%
Introductory Welding	$ 30.87	$ 31.10	$ 0.23	0.75%
IoT - Applied IoT Solutions	$ 31.00	$ 31.67	$ 0.67	2.15%
IoT Fundamentals	$ 23.94	$ 24.88	$ 0.94	3.92%
IPC Certified Interconnect Designer-Basic (CID)	$ 46.36	$ 46.36	$ -	0.00%
IPC J Standard CIT	$ 30.00	$ 30.00	$ -	0.00%
IPC J-STD-001 Certified IPC Specialist	$ 26.65	$ 27.19	$ 0.54	2.01%
IPC/WHMA-A-620 Certified IPC Specialist (CIS)	$ 22.50	$ 22.50	$ -	0.00%
IPC-7711 & IPC 7721 Endorsement	$ 24.21	$ 24.21	$ -	0.00%
IPC-A-610 Certified IPC Specialist (CIS)	$ 24.38	$ 24.38	$ -	0.00%
IPC-A-610 Certified IPC Trainer (CIT)	$ 31.20	$ 31.20	$ -	0.00%
IPC-A-620 Certified IPC Trainer (CIT)	$ 30.00	$ 30.00	$ -	0.00%
ISACA Certified Information Security Manager (CISM)	$ 77.65	$ 77.99	$ 0.34	0.44%
ISACA Certified Information Systems Auditor (CISA)	$ 55.21	$ 57.89	$ 2.68	4.85%
ISTQB Certified Tester-Foundation Level (CTFL)	$ 32.30	$ 32.30	$ -	0.00%
IT Management and Leadership Professional (ITMLP-C)	$ 55.06	$ 55.06	$ -	0.00%
ITIL 4 Foundation	$ 53.44	$ 53.49	$ 0.05	0.09%
ITIL 4 Specialist: Create, Deliver and Support (CDS)	$ 53.66	$ 53.66	$ -	0.00%
ITIL 4 Specialist: High Velocity IT (HVIT)	$ 45.92	$ 45.92	$ -	0.00%
ITIL Foundations	$ 40.01	$ 40.01	$ -	0.00%
Java Essentials + Spring Framework	$ 55.43	$ 55.43	$ -	0.00%
Java Programming (Any certification)	$ 40.85	$ 40.85	$ -	0.00%
JavaScript and jQuery	$ 50.07	$ 50.07	$ -	0.00%
JavaScript and jQuery Programming	$ 59.52	$ 59.52	$ -	0.00%
JDE Workflow	$ 59.17	$ 59.17	$ -	0.00%
Jig & Fixture Design	$ 23.46	$ 23.46	$ -	0.00%
JNCIA - Junos Enterprise Routing and Switching Associate	$ 32.94	$ 32.94	$ -	0.00%
JobBOSS2 Scheduling	$ 33.00	$ 33.00	$ -	0.00%
jQuery Programming	$ 30.54	$ 30.54	$ -	0.00%
JRP 7100 Overhead Personal Protective Grounding, Safety Manual, Electrical Test Equ	$ 55.03	$ 55.03	$ -	0.00%
JRP 7200 Underground Personal Protective Grounding, Isolation, 200A Term & Splices	$ 54.31	$ 54.31	$ -	0.00%
JRP 7300 Underground Switching & Troubleshooting, 600A Terminations	$ 52.83	$ 52.83	$ -	0.00%
JRP 7400 Apparatus, Controls, Switching, & Metering	$ 51.92	$ 51.92	$ -	0.00%
JRP 7500 Distribution transformer Connections & Troubleshooting	$ 52.51	$ 52.51	$ -	0.00%
Juki Sewing Machine Setup & Maintenance	$ 21.22	$ 21.22	$ -	0.00%
Kable Academy AI for Your Sales Team	$ 52.87	$ 52.87	$ -	0.00%
Kafka for C# Developers	$ 65.99	$ 65.99	$ -	0.00%
Kawasaki Robots E Operations and Programming	$ 40.25	$ 40.25	$ -	0.00%
Keyboarding	$ 34.81	$ 34.81	$ -	0.00%
Knowledge Management (KM)	$ 44.65	$ 44.65	$ -	0.00%
KUKA Robot Programming (All levels)	$ 31.25	$ 31.25	$ -	0.00%
LabVIEW Software (All levels)	$ 32.15	$ 32.15	$ -	0.00%
Laser Operator	$ 43.31	$ 43.40	$ 0.09	0.21%
Laser Welding	$ 40.11	$ 40.11	$ -	0.00%
Lathe Essentials	$ 29.65	$ 29.92	$ 0.27	0.92%
Layout, Floor and Wall Framing	$ 36.56	$ 36.56	$ -	0.00%
Leading SAFe (SA)	$ 68.32	$ 68.32	$ -	0.00%

Lean UX and Agile	$ 30.55	$ 31.42	$ 0.88	2.86%
Learning Git and GitHub	$ 52.49	$ 52.49	$ -	0.00%
Leveraging AI for Effective Decision-Making	$ 47.33	$ 47.36	$ 0.03	0.07%
Leviton Certified Installer	$ 27.95	$ 27.95	$ -	0.00%
Licensed Stationary Steam Engineer	$ 50.56	$ 52.74	$ 2.18	4.31%
LightTable Coordination and Arc Flash	$ 60.75	$ 60.75	$ -	0.00%
Linux Systems Administration	$ 42.92	$ 42.92	$ -	0.00%
Liquid Penetrant - Combined Level I & II	$ 63.03	$ 63.03	$ -	0.00%
LR Mate 200iD Mechanical Disassembly/Reassembly	$ 33.42	$ 33.42	$ -	0.00%
Lucid Advanced Diagnostics for Automotive Systems	$ 27.50	$ 29.00	$ 1.50	5.45%
Machine Control Systems	$ 34.20	$ 34.20	$ -	0.00%
Machine Learning Specialization	$ 43.78	$ 43.78	$ -	0.00%
Machine Processes and Intro to CAD	$ 38.46	$ 38.46	$ -	0.00%
Machine Repair	$ 41.19	$ 41.19	$ -	0.00%
Machine Tools	$ 27.64	$ 28.34	$ 0.70	2.51%
Magnetic Particle Certified Technician	$ 20.85	$ 22.35	$ 1.50	7.19%
Maintenance and Troubleshooting of Pneumatic Systems	$ 40.80	$ 40.80	$ -	0.00%
Maintenance Fundamentals	$ 30.68	$ 30.68	$ -	0.00%
Maintenance Technician	$ 30.64	$ 30.75	$ 0.11	0.35%
Maintenance Welding	$ 29.50	$ 29.50	$ -	0.00%
Making ChatGPT and Generative AI Work for You	$ 39.44	$ 39.44	$ -	0.00%
Makino MAS-A5 Software Operations	$ 54.40	$ 54.40	$ -	0.00%
Makino PRO 6 Operations with Fanuc 310i Control	$ 54.44	$ 54.44	$ -	0.00%
Manage and Extend Microsoft 365 Copilot	$ 26.45	$ 26.45	$ -	0.00%
Manage SharePoint and OneDrive in Microsoft 365	$ 39.74	$ 39.78	$ 0.03	0.08%
Management of Compressed Air Systems	$ 48.42	$ 48.42	$ -	0.00%
Managing Microsoft Teams	$ 43.54	$ 43.54	$ -	0.00%
Managing Projects Using Azure Board	$ 62.71	$ 62.71	$ -	0.00%
Managing Projects with Microsoft 365	$ 35.87	$ 35.96	$ 0.08	0.23%
Managing Windows Environments with Group Policy	$ 29.89	$ 29.89	$ -	0.00%
Manufacturing ERP	$ 56.28	$ 56.28	$ -	0.00%
Manufacturing Excellence: Data Driven Technology	$ 38.36	$ 38.36	$ -	0.00%
Manufacturing Machine Maintenance	$ 34.76	$ 35.10	$ 0.34	0.98%
Manufacturing Processes	$ 23.26	$ 23.43	$ 0.17	0.72%
Manufacturing Technology	$ 27.58	$ 28.00	$ 0.42	1.51%
Manufacturing Technology: Electrical	$ 20.75	$ 20.75	$ -	0.00%
Manufacturing Technology: Production Associates - Beginner	$ 20.01	$ 20.01	$ -	0.00%
Manufacturing Works Apprenticeship - CNC Operator & Programmer - Year 1	$ 23.46	$ 23.97	$ 0.51	2.17%
Manufacturing Works Apprenticeship - CNC Operator & Programmer - Year 2	$ 24.93	$ 26.36	$ 1.43	5.74%
Manufacturing Works Apprenticeship - CNC Operator & Programmer - Year 3	$ 24.00	$ 24.96	$ 0.96	4.00%
Manufacturing Works Apprenticeship - Electrician, Maintenance - Year 2	$ 33.00	$ 33.82	$ 0.82	2.50%
Manufacturing Works Apprenticeship - Maintenance Mechanic - Year 1	$ 31.00	$ 31.83	$ 0.83	2.68%
Manufacturing Works Apprenticeship - Tool & Die Maker - Year 1	$ 21.00	$ 21.75	$ 0.75	3.57%
Manufacturing Works Apprenticeship - Tool & Die Maker - Year 3	$ 25.00	$ 28.50	$ 3.50	14.00%
Manufacturing Works Apprenticeship - Welding Year 3	$ 27.00	$ 27.00	$ -	0.00%
MAS A5 Software Operations	$ 31.97	$ 31.97	$ -	0.00%
Mastercam Advanced Mill	$ 26.40	$ 26.40	$ -	0.00%
MasterCam APlus	$ 43.61	$ 43.61	$ -	0.00%
Mastercam Basic Lathe	$ 26.40	$ 26.40	$ -	0.00%
Mastercam Basic Mill	$ 24.72	$ 24.72	$ -	0.00%
Mastercam Intermediate Lathe with C & Y-axis Live Milling	$ 33.38	$ 33.38	$ -	0.00%
Mastercam Intermediate Level	$ 34.33	$ 34.33	$ -	0.00%
Mastercam Lathe	$ 22.66	$ 22.86	$ 0.20	0.88%
Mastercam Mill 3D	$ 34.28	$ 34.28	$ -	0.00%
Mastercam Mill Essentials	$ 28.03	$ 28.36	$ 0.33	1.17%
Mastercam Wire Essentials	$ 23.00	$ 23.00	$ -	0.00%
Mastering React/React Foundation	$ 51.20	$ 51.20	$ -	0.00%
Material Science	$ 28.60	$ 28.88	$ 0.28	0.98%
Material Science and Machinability of Materials	$ 56.65	$ 56.65	$ -	0.00%
Mechanical Drives	$ 24.30	$ 24.30	$ -	0.00%
Mechanical Lubrication	$ 37.62	$ 37.62	$ 0.00	0.01%
Mechanical Maintenance Troubleshooting	$ 35.67	$ 35.83	$ 0.16	0.44%
Mechanical Power Transmission	$ 30.94	$ 30.94	$ -	0.00%
Mechanical Pump Maintenance	$ 36.39	$ 36.39	$ -	0.00%
Mechanical Systems	$ 29.72	$ 29.96	$ 0.23	0.79%
Medical Billing and Coding	$ 40.35	$ 40.75	$ 0.40	0.99%
Metalforming Press Operator	$ 21.38	$ 21.38	$ -	0.00%

Metallurgy	$ 30.35	$ 30.85	$ 0.50	1.65%
Metallurgy & Heat Treating	$ 22.04	$ 22.04	$ -	0.00%
Metallurgy Materials	$ 24.13	$ 24.13	$ -	0.00%
Metrology	$ 28.03	$ 28.11	$ 0.08	0.30%
Microsimulation Fundamentals	$ 50.29	$ 50.29	$ -	0.00%
Microsoft 365	$ 34.62	$ 35.07	$ 0.45	1.30%
Microsoft 365 Administrator	$ 36.50	$ 36.83	$ 0.33	0.89%
Microsoft 365 Copilot for Excel	$ 34.97	$ 35.21	$ 0.24	0.68%
Microsoft 365 Endpoint Administrator	$ 36.58	$ 36.72	$ 0.14	0.37%
Microsoft 365 Fundamentals	$ 41.90	$ 41.96	$ 0.06	0.15%
Microsoft Access (All levels)	$ 37.10	$ 37.33	$ 0.22	0.60%
Microsoft Administering Windows Server Hybrid Core Infrastructure	$ 51.13	$ 52.49	$ 1.37	2.67%
Microsoft AI for Business Leaders	$ 36.21	$ 37.70	$ 1.49	4.11%
Microsoft Azure	$ 45.67	$ 46.75	$ 1.08	2.36%
Microsoft Azure Administrator	$ 45.87	$ 46.08	$ 0.21	0.47%
Microsoft Azure AI	$ 43.06	$ 43.61	$ 0.55	1.28%
Microsoft Azure and Microsoft Power BI	$ 30.87	$ 31.80	$ 0.93	3.01%
Microsoft Azure Data Fundamentals	$ 46.82	$ 46.82	$ -	0.00%
Microsoft Azure DevOps	$ 63.33	$ 63.33	$ -	0.00%
Microsoft Azure DevOps Solutions	$ 25.00	$ 25.00	$ -	0.00%
Microsoft Azure for Beginners	$ 42.67	$ 43.54	$ 0.88	2.05%
Microsoft Azure Security Technologies	$ 40.91	$ 40.91	$ -	0.00%
Microsoft Certified: Azure Administrator Associate	$ 62.50	$ 64.53	$ 2.03	3.25%
Microsoft Certified: Azure AI Engineer Associate	$ 60.00	$ 60.00	$ -	0.00%
Microsoft Certified: Azure AI Fundamentals	$ 46.77	$ 46.77	$ -	0.00%
Microsoft Certified: Azure Data Fundamentals	$ 55.11	$ 56.45	$ 1.34	2.42%
Microsoft Certified: Azure Developer Associate	$ 45.14	$ 45.14	$ -	0.00%
Microsoft Certified: Azure Fundamentals	$ 41.61	$ 41.62	$ 0.02	0.04%
Microsoft Certified: Dynamics 365 Business Central Functional Consultant Associate	$ 33.87	$ 33.87	$ -	0.00%
Microsoft Certified: Dynamics 365 Fundamentals (ERP)	$ 52.29	$ 52.29	$ -	0.00%
Microsoft Certified: Fabric Data Engineer Associate	$ 31.25	$ 31.25	$ -	0.00%
Microsoft Certified: Power BI Data Analyst Associate	$ 35.84	$ 35.84	$ -	0.00%
Microsoft Certified: Power Platform Developer Associate	$ 63.00	$ 63.00	$ -	0.00%
Microsoft Certified: Power Platform Fundamentals	$ 46.70	$ 46.70	$ -	0.00%
Microsoft Certified: Power Platform Solution Architect Expert	$ 25.00	$ 25.00	$ -	0.00%
Microsoft Certified: Security, Compliance, and Identity Fundamentals	$ 33.84	$ 33.84	$ -	0.00%
Microsoft Copilot for Security	$ 21.63	$ 21.63	$ -	0.00%
Microsoft Cybersecurity Architect	$ 62.50	$ 72.11	$ 9.61	15.38%
Microsoft Designing and Implementing a Data Science Solution on Azure	$ 42.66	$ 45.67	$ 3.01	7.06%
Microsoft Dynamics 365	$ 49.03	$ 49.96	$ 0.93	1.89%
Microsoft Dynamics 365 Core Finance and Operations	$ 62.50	$ 64.38	$ 1.88	3.01%
Microsoft Dynamics 365 Finance	$ 43.27	$ 43.27	$ -	0.00%
Microsoft Dynamics 365 for Customer Engagement for Sales	$ 48.32	$ 48.32	$ -	0.00%
Microsoft Dynamics 365 Supply Chain Management, Manufacturing	$ 48.47	$ 48.47	$ -	0.00%
Microsoft Excel - Advanced Functions and Data Forecasting	$ 39.62	$ 39.87	$ 0.25	0.64%
Microsoft Excel - Analyzing and Presenting Data	$ 39.55	$ 39.55	$ -	0.00%
Microsoft Excel - Dashboards	$ 39.72	$ 39.96	$ 0.24	0.60%
Microsoft Excel - Data Analysis with Pivot Tables	$ 33.24	$ 33.24	$ -	0.00%
Microsoft Excel - Formulas & Charts	$ 34.80	$ 34.80	$ -	0.00%
Microsoft Excel - Pivot Tables	$ 41.08	$ 41.21	$ 0.12	0.30%
Microsoft Excel (All versions)	$ 34.26	$ 34.35	$ 0.09	0.26%
Microsoft Excel 2016/2019 - Data Analysis with Pivot Tables	$ 30.77	$ 34.85	$ 4.08	13.26%
Microsoft Excel 2019 - Data Analysis with Power Pivot	$ 36.12	$ 36.19	$ 0.07	0.19%
Microsoft Excel 2019 Charts	$ 40.84	$ 40.84	$ -	0.00%
Microsoft Excel 2019 Data Analysis	$ 39.73	$ 39.77	$ 0.04	0.09%
Microsoft Excel 365 (All levels)	$ 33.10	$ 33.10	$ -	0.00%
Microsoft Excel Data Analysis (All levels)	$ 24.63	$ 24.63	$ -	0.00%
Microsoft Excel Workbooks, Formulas, and Functions	$ 42.08	$ 42.08	$ -	0.00%
Microsoft Fabric Analytics Engineer	$ 41.97	$ 42.92	$ 0.96	2.28%
Microsoft Identity and Access Administrator	$ 47.81	$ 48.99	$ 1.18	2.46%
Microsoft Information Protection Administrator	$ 23.00	$ 23.00	$ -	0.00%
Microsoft InTune	$ 40.26	$ 40.65	$ 0.39	0.97%
Microsoft Office 2016 Value Suite	$ 24.97	$ 24.97	$ -	0.00%
Microsoft Office 365 Administrator	$ 52.19	$ 54.94	$ 2.75	5.27%
Microsoft Office 365 and Teams	$ 32.60	$ 32.69	$ 0.08	0.25%
Microsoft Office 365 Online Productivity Apps	$ 53.23	$ 53.28	$ 0.05	0.09%
Microsoft Office Master 2019/365	$ 25.98	$ 27.58	$ 1.60	6.16%

Microsoft Office Specialist: Excel Associate (Excel and Excel 2019)	$ 38.35	$ 38.35	$ -	0.00%
Microsoft Office Specialist: Microsoft Excel 2016	$ 20.00	$ 20.00	$ -	0.00%
Microsoft Office Specialist: Microsoft Excel Expert (Excel and Excel 2019)	$ 27.40	$ 27.40	$ -	0.00%
Microsoft OneDrive	$ 34.73	$ 34.73	$ 0.00	0.00%
Microsoft OneNote (All versions)	$ 39.60	$ 40.37	$ 0.77	1.94%
Microsoft Outlook (All versions)	$ 35.26	$ 35.37	$ 0.11	0.32%
Microsoft Planner	$ 55.98	$ 55.98	$ -	0.00%
Microsoft Power Automate	$ 40.01	$ 40.74	$ 0.73	1.84%
Microsoft Power Automate RPA Developer	$ 49.00	$ 49.00	$ -	0.00%
Microsoft Power Automate/Flow for End Users	$ 41.65	$ 41.91	$ 0.27	0.64%
Microsoft Power BI - Data Analysis Practitioner	$ 57.09	$ 57.09	$ -	0.00%
Microsoft Power BI Data Analyst	$ 44.09	$ 44.48	$ 0.39	0.89%
Microsoft Power BI for Excel	$ 36.01	$ 36.01	$ -	0.00%
Microsoft Power BI Intermediate	$ 61.29	$ 61.29	$ -	0.00%
Microsoft Power BI: Data Analysis Professional	$ 54.27	$ 54.88	$ 0.62	1.14%
Microsoft Power BI: Power BI Series	$ 60.02	$ 60.02	$ -	0.00%
Microsoft Power Platform Developer	$ 25.00	$ 25.00	$ -	0.00%
Microsoft Power Platform Functional Consultant	$ 44.05	$ 44.38	$ 0.33	0.76%
Microsoft Power Platform Fundamentals	$ 40.61	$ 41.03	$ 0.41	1.01%
Microsoft Power Platform Fundamentals: Power BI, Power Apps, Power Automate & V	$ 40.16	$ 40.16	$ -	0.00%
Microsoft PowerApps	$ 42.59	$ 43.24	$ 0.66	1.54%
Microsoft PowerPoint (All versions)	$ 32.89	$ 33.18	$ 0.29	0.88%
Microsoft Project (All versions)	$ 42.69	$ 42.69	$ -	0.00%
Microsoft Publisher	$ 20.17	$ 20.17	$ -	0.00%
Microsoft Purview Compliance Manager	$ 44.89	$ 44.89	$ -	0.00%
Microsoft Security Operations Analyst	$ 35.17	$ 35.17	$ -	0.00%
Microsoft Security, Compliance, and Identity	$ 39.00	$ 39.15	$ 0.15	0.37%
Microsoft SharePoint (All versions)	$ 37.50	$ 37.54	$ 0.04	0.10%
Microsoft SharePoint Modern Experience: Site User	$ 35.76	$ 35.76	$ -	0.00%
Microsoft Specialist: Programming in C#	$ 30.54	$ 30.54	$ -	0.00%
Microsoft Teams	$ 35.85	$ 35.91	$ 0.06	0.18%
Microsoft Transact-SQL	$ 37.55	$ 37.73	$ 0.18	0.47%
Microsoft Visual Basic (All levels)	$ 42.46	$ 42.46	$ -	0.00%
Microsoft Windows Forensic Analysis	$ 40.00	$ 40.00	$ -	0.00%
Microsoft Word (All versions)	$ 29.79	$ 29.93	$ 0.14	0.48%
Micro-Vu InSpec - Level I	$ 32.06	$ 32.56	$ 0.50	1.56%
Micro-Vu InSpec - Level II	$ 24.00	$ 25.25	$ 1.25	5.21%
Migrating from ArcMap to ArcGIS	$ 35.42	$ 35.42	$ -	0.00%
Migrating to AWS	$ 45.67	$ 45.67	$ -	0.00%
Milling Machinist	$ 28.78	$ 30.35	$ 1.57	5.46%
Minitab Basics	$ 32.42	$ 32.42	$ -	0.00%
Minitab Design of Experiments (DOE)	$ 44.83	$ 44.83	$ -	0.00%
Minster Press Operation and Maintenance	$ 45.11	$ 45.11	$ -	0.00%
Mitel MiVoice Business Core Installation and Maintenance	$ 39.42	$ 39.42	$ -	0.00%
Mitsubishi GX Works2 Programming (TRSFT101P)	$ 29.80	$ 29.80	$ -	0.00%
Mitsubishi GX Works3 Programming (TRSFT108P)	$ 39.55	$ 39.55	$ -	0.00%
Mitsubishi PLC Basics (GX Works2) (TRPLC003B)	$ 25.46	$ 25.46	$ -	0.00%
Mobile Crane Operator	$ 32.50	$ 32.50	$ -	0.00%
Modern Manufacturing Supervision with SPC & Minitab	$ 33.34	$ 33.84	$ 0.50	1.50%
Mold Design Development	$ 31.37	$ 31.57	$ 0.20	0.64%
Motor Control & PLC	$ 30.15	$ 30.47	$ 0.32	1.06%
Motor Controls	$ 35.30	$ 35.75	$ 0.46	1.29%
Motor Troubleshooting Systems	$ 26.74	$ 26.74	$ -	0.00%
MS Power Platform Fundamentals: Power BI, Power Apps, Power Automate & Virtual A	$ 21.00	$ 21.00	$ -	0.00%
MTL/Dream Metrology Software	$ 26.66	$ 26.66	$ -	0.00%
Multicraft Technician	$ 30.50	$ 31.38	$ 0.88	2.89%
Multiphysics Solutions using COMSOL Multiphysics	$ 54.02	$ 54.02	$ -	0.00%
MVMC Machinist Apprenticeship - Year 2	$ 24.13	$ 24.13	$ -	0.00%
Nachi Robotic Systems FD Operation Programming	$ 41.86	$ 41.86	$ -	0.00%
Natural Language Understanding	$ 22.00	$ 22.00	$ -	0.00%
NCCER Carpentry - Level 1	$ 21.60	$ 21.98	$ 0.38	1.74%
NCCER Carpentry - Level 3	$ 22.50	$ 24.50	$ 2.00	8.89%
NCCER Carpentry - Level 4	$ 24.33	$ 26.17	$ 1.83	7.53%
NCCER Core	$ 19.00	$ 19.00	$ -	0.00%
NCCER Core Curriculum	$ 19.75	$ 20.79	$ 1.04	5.27%
NCCER Core Curriculum and Electrical - Level 1	$ 21.33	$ 22.83	$ 1.50	7.03%
NCCER Electrical - Level 1	$ 18.42	$ 20.83	$ 2.42	13.12%

NCCER Electrical - Level 2	$ 21.18	$ 23.75	$ 2.57	12.12%
NCCER Electrical - Level 3	$ 21.61	$ 24.14	$ 2.54	11.74%
NCCER Electrical - Level 4	$ 23.08	$ 25.88	$ 2.79	12.09%
NCCER HVAC - Level 1	$ 21.00	$ 23.00	$ 2.00	9.52%
NCCER HVAC - Level 2	$ 22.36	$ 23.57	$ 1.21	5.43%
NCCER HVAC - Level 3	$ 23.00	$ 24.50	$ 1.50	6.52%
NCCER Roofing - Level 1	$ 19.50	$ 22.50	$ 3.00	15.38%
NCCER Roofing - Level 2	$ 21.00	$ 24.50	$ 3.50	16.67%
NCCER Sheetmetal Apprenticeship - Year 2	$ 23.97	$ 26.67	$ 2.69	11.23%
NCEES Fundamentals of Engineering (FE): Civil	$ 28.00	$ 28.00	$ -	0.00%
Networking with Windows Server	$ 33.29	$ 41.35	$ 8.06	24.21%
NFPA 70b - Standard for Electrical Equipment Maintenance	$ 39.61	$ 39.61	$ -	0.00%
NFPA 72 Fire Alarm and Signaling Code	$ 27.07	$ 28.37	$ 1.29	4.78%
Niagara 4 - Technical	$ 62.50	$ 62.50	$ -	0.00%
Niagara 4 Technical	$ 25.00	$ 25.00	$ -	0.00%
NICET Fire Alarm Systems - Level I	$ 53.75	$ 53.75	$ -	0.00%
NICET Fire Alarm Systems - Level III	$ 23.55	$ 25.00	$ 1.45	6.16%
NIMS Basic Hydraulic Systems	$ 27.00	$ 30.00	$ 3.00	11.11%
NIMS Pneumatic Systems	$ 28.00	$ 28.00	$ -	0.00%
NIMS Smart Training Solutions (STS)	$ 42.16	$ 42.30	$ 0.14	0.33%
NIST Cybersecurity Framework (NCSF)	$ 61.67	$ 61.67	$ -	0.00%
NITC Medical Gas Installer 6010	$ 39.49	$ 40.80	$ 1.31	3.32%
Nondestructive Testing	$ 39.81	$ 39.81	$ -	0.00%
Nondestructive Testing Ultrasonic Inspection - Level 1 and Level 2	$ 39.81	$ 39.81	$ -	0.00%
Nutanix Enterprise Cloud Administration	$ 46.73	$ 46.73	$ -	0.00%
NX Post Building Techniques	$ 48.30	$ 50.25	$ 1.95	4.04%
Objectif Lune (OL) PlanetPress Connect Foundations	$ 25.42	$ 27.15	$ 1.74	6.83%
Offensive Security Certified Professional (OSCP)	$ 30.80	$ 30.80	$ -	0.00%
OGP Zone 3	$ 18.00	$ 18.00	$ -	0.00%
Ohio Level I Aggregate Technician	$ 33.34	$ 36.14	$ 2.80	8.40%
OnBase Certified API Developer	$ 40.00	$ 40.00	$ -	0.00%
OnBase Software	$ 49.96	$ 49.96	$ -	0.00%
OnBase Workflow	$ 39.21	$ 39.21	$ -	0.00%
Online Marketing Certified Professional (OMCP)	$ 47.66	$ 47.66	$ -	0.00%
OpTIC Path Fiber Optic Technician	$ 28.75	$ 28.75	$ -	0.00%
Optigrader Service	$ 32.00	$ 32.00	$ -	0.00%
Oracle Analytics Data Visualisation	$ 40.00	$ 40.00	$ -	0.00%
Oracle Database SQL Certified Associate	$ 32.42	$ 33.40	$ 0.97	3.01%
Oracle PL/SQL Developer Certified Associate	$ 51.23	$ 52.77	$ 1.54	3.01%
Oracle PL/SQL Programming	$ 20.20	$ 20.20	$ -	0.00%
Oracle Primavera P6	$ 51.70	$ 51.93	$ 0.23	0.44%
OSU Fisher Generative AI and the Future of Supply Chain	$ 168.27	$ 168.27	$ -	0.00%
Palo Alto Networks Firewall 10.0: Troubleshooting	$ 48.45	$ 49.90	$ 1.45	2.99%
Palo Alto Networks Firewall Essentials: Configuration and Management (All versions)	$ 18.98	$ 18.98	$ -	0.00%
Palo Alto Networks Panorama: NGFW Management	$ 37.85	$ 42.09	$ 4.24	11.20%
Panorama: Managing Firewalls at Scale	$ 49.51	$ 49.51	$ -	0.00%
Paramedic	$ 25.56	$ 26.01	$ 0.45	1.76%
Parrot Anafi USA - Operator, Original Equipment Manufacturer Authorized Training	$ 29.46	$ 29.46	$ -	0.00%
Payroll Analytics	$ 30.29	$ 30.29	$ -	0.00%
PCB Design for Radio Frequency Boards	$ 21.50	$ 21.50	$ -	0.00%
PCB Design for Signal Integrity	$ 58.89	$ 58.89	$ -	0.00%
PC-DMIS Coordinate Measuring Machine (CMM)	$ 34.50	$ 34.50	$ -	0.00%
PC-DMIS for Arms	$ 31.00	$ 31.00	$ -	0.00%
PC-DMIS for CMM 101	$ 25.89	$ 26.23	$ 0.34	1.30%
PC-DMIS for CMM 201	$ 30.21	$ 30.83	$ 0.62	2.05%
PC-DMIS for CMM 202	$ 27.00	$ 28.35	$ 1.35	5.00%
PC-DMIS GD&T	$ 37.00	$ 37.00	$ -	0.00%
Pediatric Advanced Life Support	$ 23.77	$ 23.77	$ -	0.00%
People Analytics: Taking Data-Driven Action	$ 50.85	$ 50.85	$ -	0.00%
Permanent Magnet (PM) Machine	$ 35.00	$ 35.00	$ -	0.00%
Personal Computer Applications	$ 31.78	$ 31.78	$ -	0.00%
Photoshop Creative Cloud (CC) Level 2 for Windows	$ 29.04	$ 29.04	$ -	0.00%
PHP and MySQL Web Development	$ 26.50	$ 26.50	$ -	0.00%
Pipe Welding	$ 33.38	$ 33.38	$ -	0.00%
Pipefitting/Plumbing	$ 24.81	$ 24.81	$ -	0.00%
PIX4Dmapper	$ 39.48	$ 39.48	$ -	0.00%
Planisware Orchestra Project Portfolio Management (PPM)	$ 54.44	$ 54.44	$ -	0.00%

Planning and Designing Databases on AWS	$ 51.20	$ 51.97	$ 0.77	1.51%
Plastics Extrusion Processes and Process Engineering	$ 43.15	$ 43.15	$ -	0.00%
Plastics Technology	$ 25.10	$ 26.40	$ 1.30	5.18%
Plastics Technology and Engineering (PTE)	$ 30.28	$ 33.00	$ 2.72	8.98%
Platform Engineering Certified Practitioner	$ 51.01	$ 52.30	$ 1.29	2.52%
PLC Ladder Logic	$ 38.55	$ 38.84	$ 0.29	0.76%
PLC Programming	$ 37.38	$ 39.00	$ 1.62	4.32%
PLCs - Analog Controls	$ 33.73	$ 33.73	$ -	0.00%
PLCs - Systems	$ 39.91	$ 39.91	$ -	0.00%
Plex Enterprise Resource Planning (ERP)	$ 32.27	$ 32.79	$ 0.52	1.62%
Plumbing Apprenticeship - Year 1	$ 22.43	$ 24.17	$ 1.74	7.78%
Plumbing Apprenticeship - Year 2	$ 23.06	$ 25.05	$ 1.99	8.64%
Plumbing Apprenticeship - Year 3	$ 24.90	$ 26.66	$ 1.76	7.07%
Plumbing Apprenticeship - Year 4	$ 27.95	$ 32.46	$ 4.52	16.16%
PMI Agile Certified Practitioner (PMI-ACP)	$ 53.34	$ 54.31	$ 0.98	1.83%
Pneumatics	$ 29.86	$ 30.38	$ 0.52	1.74%
Polarized Light Microscopy (PLM)	$ 73.03	$ 73.03	$ -	0.00%
Polymer Chemistry: Principles and Practice	$ 34.69	$ 34.69	$ -	0.00%
Polyworks Inspector	$ 27.19	$ 27.60	$ 0.42	1.53%
PolyWorks Modeler	$ 34.40	$ 34.40	$ -	0.00%
PostgreSQL: Backup - Recovery and Replication	$ 56.25	$ 58.02	$ 1.77	3.15%
Powder Coating	$ 24.15	$ 25.15	$ 1.00	4.14%
Power and Control Electronics	$ 26.74	$ 26.74	$ -	0.00%
Power BI - Dashboard in a Day	$ 47.18	$ 47.18	$ -	0.00%
Power BI (All versions)	$ 46.03	$ 46.10	$ 0.07	0.15%
Power Distribution	$ 33.32	$ 33.32	$ -	0.00%
Power Platform Solution Architect	$ 42.96	$ 42.96	$ -	0.00%
Practical Data Science with Amazon SageMaker	$ 37.14	$ 37.14	$ -	0.00%
Practical Interpretation of Microstructures	$ 35.75	$ 35.75	$ -	0.00%
Precision Cooling & Microprocessor Control Certification	$ 37.00	$ 38.50	$ 1.50	4.05%
Precision Machining Operations	$ 24.12	$ 25.31	$ 1.18	4.91%
Preventive Maintenance	$ 37.74	$ 38.90	$ 1.16	3.07%
Print Reading and Tolerances	$ 20.00	$ 20.00	$ -	0.00%
Printed Circuit Board (PCB) Test and Troubleshooting	$ 31.58	$ 31.58	$ -	0.00%
Private Equity	$ 48.92	$ 50.39	$ 1.47	3.00%
Process Control	$ 30.36	$ 30.36	$ -	0.00%
Product Management	$ 56.72	$ 56.72	$ -	0.00%
Professional Engineer (PE)	$ 39.53	$ 42.29	$ 2.76	6.97%
Professional Scrum Master (All levels)	$ 56.79	$ 56.79	$ -	0.00%
Professional Scrum Product Owner	$ 49.14	$ 49.14	$ -	0.00%
Professional Scrum Product Owner - Advanced	$ 63.86	$ 63.86	$ -	0.00%
Professional Scrum Product Owner - AI Essentials	$ 60.61	$ 60.61	$ -	0.00%
Professional Scrum with Kanban	$ 40.00	$ 40.00	$ -	0.00%
Programmable Controllers II	$ 34.75	$ 34.75	$ -	0.00%
Programmable Logic Controllers	$ 31.17	$ 31.50	$ 0.33	1.06%
Programmable Logic Controllers (All levels)	$ 32.11	$ 32.55	$ 0.44	1.38%
Programmable Logic Controllers (PLC) & Human Machine Interface (HMI)	$ 26.13	$ 26.79	$ 0.66	2.53%
Programmable Logic Controllers 1	$ 34.60	$ 34.64	$ 0.04	0.12%
Programmable Logic Controllers 2	$ 34.48	$ 35.68	$ 1.20	3.47%
Programming and Data Wrangling with VBA and Excel	$ 28.13	$ 28.13	$ -	0.00%
Programming and Operation, Heidenhain TNC 640	$ 30.65	$ 30.65	$ -	0.00%
Programming Basics	$ 27.17	$ 27.17	$ -	0.00%
Programming with HTML, CSS, or JavaScript	$ 28.70	$ 28.70	$ -	0.00%
Protecting Power Systems for Engineers	$ 43.00	$ 43.00	$ -	0.00%
Pumps	$ 40.72	$ 40.72	$ -	0.00%
Pyrometry	$ 36.14	$ 36.14	$ -	0.00%
Python (All levels)	$ 49.94	$ 50.30	$ 0.35	0.71%
Python for Data Analytics	$ 54.85	$ 55.23	$ 0.38	0.69%
Python for Data Science (All levels)	$ 46.68	$ 46.93	$ 0.25	0.54%
Python Programming Level 1: Introduction for Programmers	$ 44.04	$ 44.25	$ 0.21	0.49%
Qualified IPC Wire Harness Assembly Operator	$ 28.09	$ 28.09	$ -	0.00%
Quality Engineering (General and Battery-specific)	$ 46.74	$ 46.74	$ -	0.00%
Quality Fundamentals	$ 37.18	$ 37.69	$ 0.51	1.37%
Quality Inspection	$ 24.17	$ 24.37	$ 0.20	0.82%
Quality Inspector	$ 20.97	$ 21.17	$ 0.20	0.95%
Quality Management Systems (QMS)	$ 48.76	$ 48.76	$ -	0.00%
QuickBooks	$ 32.27	$ 32.27	$ -	0.00%

Radiographic Inspection - Level I	$ 21.49	$ 21.49	$ -	0.00%
Radiographic Inspection - Level II	$ 21.49	$ 21.49	$ -	0.00%
Railway Signal Technician	$ 37.29	$ 37.29	$ -	0.00%
React JavaScript Programming	$ 37.94	$ 37.95	$ 0.02	0.04%
Reading Schematics & Symbols	$ 42.61	$ 43.61	$ 1.00	2.35%
Real-Time Testing with Simulink Real-Time and Speedgoat Hardware	$ 55.28	$ 55.28	$ -	0.00%
Red Hat Certified System Administrator (RHCSA)	$ 55.68	$ 55.68	$ -	0.00%
Red Hat System Administration I	$ 59.41	$ 59.41	$ -	0.00%
Red Hat System Administration II	$ 61.41	$ 61.41	$ -	0.00%
Refractory Technology	$ 51.36	$ 51.36	$ -	0.00%
Remote Pilot (Unmanned Aircraft)	$ 42.13	$ 42.19	$ 0.06	0.14%
Resistance Welding	$ 38.99	$ 39.10	$ 0.12	0.30%
Responsible AI for Ohio Professionals	$ 54.21	$ 54.21	$ -	0.00%
RESTful Services with Web API using C#	$ 35.10	$ 35.10	$ -	0.00%
RETA Certified Industrial Refrigeration Operator (CIRO)	$ 40.74	$ 40.74	$ -	0.00%
Rigging & Crane Operator Safety	$ 32.92	$ 32.92	$ -	0.00%
Rigging Fundamentals	$ 34.36	$ 34.36	$ -	0.00%
RJG Master Molder I	$ 33.99	$ 33.99	$ -	0.00%
Robotic Programming (All levels)	$ 25.89	$ 25.89	$ -	0.00%
Robotics 1	$ 34.00	$ 36.00	$ 2.00	5.88%
Robotics 2	$ 34.50	$ 37.50	$ 3.00	8.70%
Robotics and Automation Technology	$ 35.71	$ 35.71	$ -	0.00%
Robotics Maintenance PM & Networking	$ 36.43	$ 36.43	$ -	0.00%
Roboze ARGO 500	$ 45.76	$ 45.76	$ -	0.00%
Rockwell Automation - Accelerated Logix5000 Programmer - Level 1	$ 53.52	$ 53.52	$ -	0.00%
Rockwell Automation - Studio 5000 Designer Level 1: ControlLogix Fundamentals and	$ 34.20	$ 34.20	$ -	0.00%
Rockwell Automation - Studio 5000 Logix Designer Level 1: Logix 5000 System Fundar	$ 34.20	$ 34.20	$ -	0.00%
Rockwell Automation - Studio 5000 Logix Designer Level 2: Basic Ladder Logic Prograi	$ 34.20	$ 34.20	$ -	0.00%
Rockwell Automation - Studio 5000 Logix Designer Level 3: Project Development	$ 44.23	$ 44.23	$ -	0.00%
Roll Form Solutions for Operators	$ 21.88	$ 21.88	$ -	0.00%
Rubber and Plastics Failure Analysis: Physical and Chemical Analysis Techniques	$ 50.00	$ 50.00	$ -	0.00%
Rubber Compounding: Materials and Methods	$ 50.00	$ 50.00	$ -	0.00%
Rubber Extrusion	$ 50.00	$ 50.00	$ -	0.00%
SAFe Scrum Master (SSM)	$ 66.25	$ 66.25	$ -	0.00%
SAFe: Leading SAFe/SAFe Agilist	$ 44.34	$ 45.67	$ 1.33	3.00%
Sage Estimating	$ 43.70	$ 43.70	$ -	0.00%
Salesforce Administrator	$ 45.34	$ 45.34	$ -	0.00%
Salesforce Certified Administrator	$ 55.57	$ 55.57	$ -	0.00%
Salesforce Fundamentals	$ 35.24	$ 35.27	$ 0.04	0.11%
SAP / HANA (All versions)	$ 64.28	$ 64.28	$ -	0.00%
SAP Business Technology Platform (BTP)	$ 64.17	$ 64.17	$ -	0.00%
SAP S/4HANA (All versions)	$ 75.00	$ 75.00	$ -	0.00%
SAP Solution Manager Configuration for Operations	$ 45.96	$ 45.96	$ -	0.00%
Scanning Electron Microscopy	$ 42.32	$ 42.32	$ -	0.00%
ScrumAlliance Certified ScrumMaster (CSM)	$ 36.42	$ 36.73	$ 0.31	0.85%
Search Engine Optimization (SEO)	$ 32.30	$ 32.47	$ 0.17	0.53%
SenseFly eBee X Operator	$ 50.00	$ 50.00	$ -	0.00%
Sensors & Vision Systems	$ 21.50	$ 21.50	$ -	0.00%
Sepro Level 1 Basic Operation and Programming	$ 34.70	$ 34.70	$ -	0.00%
Sepro Level 2 Advanced Programming	$ 42.11	$ 42.11	$ -	0.00%
Servo Systems	$ 34.92	$ 35.47	$ 0.55	1.56%
SharePoint for Office 365 Site Owner	$ 35.40	$ 35.40	$ -	0.00%
SharePoint Online for Administrators	$ 49.10	$ 49.10	$ -	0.00%
SharePoint Server Online Power User	$ 43.80	$ 43.80	$ -	0.00%
Shibboleth Installation	$ 43.37	$ 43.37	$ -	0.00%
Shielded Metal Arc Welding (SMAW) I	$ 8.70	$ 8.70	$ -	0.00%
Shielded Metal Arc Welding Basic	$ 18.00	$ 20.67	$ 2.67	14.81%
Shimadzu High Performance Liquid Chromatography (HPLC): Maintenance & Trouble	$ 40.46	$ 40.46	$ -	0.00%
SHRM Artificial Intelligence (AI) + Human Ingenuity (HI)	$ 39.66	$ 39.66	$ -	0.00%
SHRM Caltech Advanced Technology	$ 33.76	$ 33.76	$ -	0.00%
SHRM People Analytics	$ 43.57	$ 44.18	$ 0.61	1.40%
Siemens S7 Programming	$ 37.90	$ 37.90	$ -	0.00%
Siemens TIA Portal Programming	$ 32.37	$ 32.37	$ -	0.00%
SIMATIC PLCs & Languages with Diagnostics	$ 43.30	$ 43.30	$ -	0.00%
Simulink	$ 55.28	$ 55.28	$ -	0.00%
Sitecore XM/XP Developer	$ 47.78	$ 47.78	$ -	0.00%
Sitecore XP 10 for Marketers	$ 44.36	$ 44.36	$ -	0.00%

SkillsTrac - Yellow Industrial Skills	$ 33.61	$ 33.61	$ -	0.00%
SLC 500 and RSLogix 500 Maintenance and Troubleshooting	$ 44.06	$ 44.06	$ -	0.00%
Small UAS Safety Certification - Level 1 & 2	$ 51.01	$ 54.62	$ 3.60	7.07%
Smart Automation Certification Alliance (SACA) Certified Industry 4.0 (All levels)	$ 62.97	$ 62.97	$ -	0.00%
SMAW Theory and Lab	$ 34.07	$ 34.07	$ -	0.00%
Snowflake Business User	$ 40.23	$ 40.23	$ -	0.00%
Social Media for Business	$ 30.46	$ 30.49	$ 0.03	0.11%
Social Media Marketing	$ 39.45	$ 39.72	$ 0.27	0.68%
Software Product Management	$ 46.37	$ 46.37	$ -	0.00%
Solar Photovoltaic	$ 55.29	$ 55.29	$ -	0.00%
Soldering	$ 28.09	$ 28.09	$ -	0.00%
SolidWorks Advanced Part Modeling	$ 36.13	$ 36.21	$ 0.08	0.22%
SolidWorks Advanced Part Modeling & Assembly Modeling	$ 47.81	$ 48.39	$ 0.58	1.21%
SolidWorks Assembly Modeling	$ 35.33	$ 35.33	$ -	0.00%
SolidWorks CAD	$ 32.89	$ 32.89	$ -	0.00%
SolidWorks CAM Professional	$ 32.00	$ 32.00	$ -	0.00%
SolidWorks CAM Standard Essentials-Axis Milling	$ 31.25	$ 34.23	$ 2.98	9.54%
SolidWorks DraftSight	$ 39.91	$ 41.86	$ 1.95	4.89%
SolidWorks Drawings	$ 33.64	$ 33.75	$ 0.11	0.33%
SolidWorks Electrical: 3D	$ 40.39	$ 40.39	$ -	0.00%
SolidWorks Electrical: Schematic	$ 42.63	$ 42.63	$ -	0.00%
SolidWorks Essentials	$ 34.82	$ 36.56	$ 1.74	4.99%
SolidWorks File Management	$ 38.36	$ 38.36	$ -	0.00%
SolidWorks Flow Simulation	$ 37.84	$ 37.84	$ 0.00	0.01%
SolidWorks Inspection	$ 49.60	$ 49.60	$ -	0.00%
SolidWorks Mold Design	$ 60.09	$ 60.09	$ -	0.00%
SolidWorks PDM Professional: Administrator	$ 41.19	$ 41.19	$ -	0.00%
SolidWorks PDM Professional: Advanced Administrator	$ 55.25	$ 55.25	$ -	0.00%
SolidWorks PDM Professional: IT Administrator	$ 60.00	$ 60.00	$ -	0.00%
SolidWorks Routing: Piping & Tubing	$ 74.99	$ 74.99	$ -	0.00%
SolidWorks Sheet Metal	$ 42.12	$ 42.35	$ 0.23	0.54%
SolidWorks Sheet Metal and Weldments	$ 45.92	$ 45.92	$ -	0.00%
SolidWorks Simulation	$ 39.40	$ 40.42	$ 1.02	2.58%
SolidWorks Simulation Premium: Nonlinear	$ 39.42	$ 39.42	$ -	0.00%
SolidWorks Simulation Professional	$ 40.68	$ 45.01	$ 4.33	10.64%
SolidWorks Surface Modeling	$ 35.66	$ 35.98	$ 0.32	0.90%
SolidWorks Tune-Up	$ 44.45	$ 44.45	$ -	0.00%
SolidWorks Weldments	$ 32.22	$ 32.22	$ -	0.00%
SonicWall Network Security Administrator (SNSA)	$ 46.92	$ 46.92	$ -	0.00%
Spectral Interpretation for FTIR Spectroscopy	$ 56.35	$ 56.35	$ -	0.00%
SQL (All versions)	$ 39.72	$ 39.77	$ 0.05	0.12%
SQL for Business Analysts	$ 41.77	$ 41.77	$ -	0.00%
SQL Queries (All levels)	$ 46.95	$ 46.95	$ -	0.00%
SQL Server Integration Services	$ 54.06	$ 55.14	$ 1.08	2.00%
State of Ohio Backflow Tester	$ 29.00	$ 34.00	$ 5.00	17.24%
Static Materials Testing	$ 26.00	$ 26.00	$ -	0.00%
Statistical Process Control	$ 20.00	$ 20.00	$ -	0.00%
Statistics for Data Analytics	$ 30.70	$ 30.70	$ -	0.00%
Steam System Specialist	$ 34.83	$ 34.83	$ -	0.00%
Storytelling with Data 2: Renegades in Excel	$ 33.29	$ 33.29	$ -	0.00%
Storytelling with Data Using Excel	$ 42.72	$ 42.84	$ 0.11	0.26%
Strategic Artificial Intelligence Leadership for School Districts: Technology-Focused T	$ 58.50	$ 58.50	$ -	0.00%
Substation Design Suite (SDS)	$ 32.50	$ 33.00	$ 0.50	1.54%
Substation Maintenance	$ 42.35	$ 42.35	$ -	0.00%
Success Master SCIEX: Fundamentals of LC-MS	$ 41.13	$ 41.13	$ -	0.00%
Super Teacher	$ 36.99	$ 36.99	$ -	0.00%
Supply Chain Management	$ 53.27	$ 53.27	$ -	0.00%
Supporting and Troubleshooting Windows	$ 26.17	$ 26.17	$ -	0.00%
Supporting and Troubleshooting Windows 10	$ 31.06	$ 31.06	$ -	0.00%
Surfcam Traditional: Fundamentals	$ 26.25	$ 28.75	$ 2.50	9.52%
System Administration for SAP 2/4HANA and SAP Business Suite	$ 78.31	$ 78.31	$ -	0.00%
SYSTIMAX Copper and Fiber Installation & Maintenance	$ 42.73	$ 42.73	$ -	0.00%
Tableau (All levels)	$ 50.55	$ 50.56	$ 0.00	0.01%
Terraform	$ 60.53	$ 60.53	$ -	0.00%
Test-Driven Development (TDD) and JUnit Essentials	$ 54.33	$ 54.33	$ -	0.00%
Tire Safety and Durability	$ 42.50	$ 42.50	$ -	0.00%
Tool and Die Making	$ 27.07	$ 27.07	$ -	0.00%

Tooling & Fixturing - Lubricants & Coolants	$ 21.75	$ 22.59	$ 0.84	3.88%
Toolmaker Apprenticeship	$ 24.45	$ 25.10	$ 0.65	2.66%
Tower Dumps and Area Searches (TDAS)	$ 46.55	$ 46.55	$ -	0.00%
Tradeschool with FileMaker Pro: General	$ 22.00	$ 22.00	$ -	0.00%
Traffic Control Technician (TCT)	$ 37.93	$ 37.93	$ -	0.00%
Train the Trainer Ambulance Manufacturing	$ 40.82	$ 40.82	$ -	0.00%
Train the Trainer Blueprint Reading for Welders	$ 20.02	$ 20.02	$ -	0.00%
Train the Trainer Symbols for Welding	$ 65.71	$ 65.71	$ -	0.00%
Trane Precedent	$ 29.75	$ 34.00	$ 4.25	14.29%
Transforming the User Experience through Artificial Intelligence	$ 49.15	$ 49.15	$ -	0.00%
Transmission Line and Substation Engineering Design	$ 42.27	$ 42.27	$ -	0.00%
Trimble Accubid Anywhere Enterprise Estimating	$ 59.38	$ 59.38	$ -	0.00%
Trimble Accubid Database Management	$ 44.67	$ 44.67	$ -	0.00%
Trimble Accubid Estimating Software	$ 36.63	$ 36.63	$ -	0.00%
Trimble LiveCount featuring Accubid Classic	$ 37.13	$ 37.13	$ -	0.00%
Trimble Total Station	$ 31.10	$ 31.10	$ -	0.00%
Troubleshooting Industrial Controls	$ 30.00	$ 30.00	$ -	0.00%
TruLaser 1030/3030/5030 Fiber Modular Operator	$ 28.65	$ 28.65	$ -	0.00%
Trumpf TruTops Cell Advanced for TruLaser Cell	$ 36.34	$ 36.34	$ -	0.00%
Turning-Chucking	$ 28.78	$ 30.35	$ 1.57	5.46%
Two-Dimensional Hydraulic Modeling of Rivers at Highway Encroachments	$ 40.25	$ 40.25	$ -	0.00%
UI/UX Design	$ 38.97	$ 38.97	$ -	0.00%
Ultrasonics - Level 1	$ 41.37	$ 41.37	$ -	0.00%
Ultrasonics - Level 2	$ 41.69	$ 41.69	$ -	0.00%
Ultrasonics Technology	$ 42.07	$ 42.07	$ -	0.00%
UniFi Full Stack Professional (UFSP)	$ 30.29	$ 30.29	$ -	0.00%
Universal Robots: Core	$ 41.38	$ 41.38	$ -	0.00%
Unmanned Safety Certification	$ 56.76	$ 57.39	$ 0.62	1.10%
Urban Stormwater Management System Design and Construction	$ 49.43	$ 49.43	$ -	0.00%
Usability Testing	$ 48.80	$ 48.80	$ -	0.00%
Useful Formulas & Functions (Microsoft Excel 2007 & 2010)	$ 29.14	$ 29.14	$ -	0.00%
User Acceptance Testing (UAT) for Business Analysts	$ 40.90	$ 40.90	$ -	0.00%
USI sUAS Visual Line of Sight (VSO) Flight	$ 51.09	$ 53.99	$ 2.91	5.69%
Using Phase Diagrams for Industry	$ 44.57	$ 44.57	$ -	0.00%
Variable Frequency Drives	$ 36.25	$ 36.25	$ -	0.00%
Vates Ignition	$ 40.63	$ 40.63	$ -	0.00%
VBA with Microsoft Excel	$ 33.90	$ 33.90	$ -	0.00%
Visio (All versions)	$ 49.92	$ 49.92	$ -	0.00%
Visual Analytics for Sensemaking	$ 34.05	$ 34.05	$ -	0.00%
Visual/Dimension Inspector Essentials	$ 39.81	$ 39.81	$ -	0.00%
VMware Horizon: Deploy and Manage (All versions)	$ 43.19	$ 43.19	$ -	0.00%
VMware vSphere: Install, Configure, Manage (All versions)	$ 36.90	$ 37.16	$ 0.26	0.71%
VMware vSphere: Optimize and Scale (All versions)	$ 47.41	$ 48.83	$ 1.42	3.00%
Warehouse Data Collection (WaDaCo)	$ 60.41	$ 60.68	$ 0.27	0.45%
Warehouse Management System	$ 20.84	$ 20.84	$ -	0.00%
Water Quality Association (WQA) Certified Installer (CI)	$ 21.08	$ 21.08	$ -	0.00%
Web Design and Development	$ 23.50	$ 24.00	$ 0.50	2.13%
Web Design and SEO	$ 19.24	$ 19.57	$ 0.33	1.73%
Web Design Fundamentals	$ 22.15	$ 22.48	$ 0.33	1.51%
Web Development	$ 26.99	$ 26.99	$ -	0.00%
Welding Processes Survey	$ 33.15	$ 33.15	$ -	0.00%
Welding Technician AWS Certified Welder	$ 39.81	$ 39.81	$ -	0.00%
Welding Techniques	$ 29.22	$ 29.22	$ -	0.00%
Welding Technology & Blueprint Reading	$ 27.00	$ 30.00	$ 3.00	11.11%
Welding: GTAW and GMAW	$ 48.81	$ 48.81	$ -	0.00%
Windows Server 2019 Administration	$ 32.96	$ 32.96	$ -	0.00%
Windows Server Administration	$ 37.04	$ 37.57	$ 0.52	1.42%
Wire EDM Machine Operation	$ 28.00	$ 28.00	$ -	0.00%
Wireless Broadband Infrastructures	$ 26.35	$ 27.29	$ 0.94	3.57%
WordPress (All versions)	$ 29.78	$ 29.83	$ 0.05	0.17%
Work Smarter with AI Using Microsoft Copilot	$ 38.10	$ 38.10	$ -	0.00%
Workday Business Processes	$ 35.43	$ 35.43	$ -	0.00%
Workday Creating and Securing Integrations	$ 38.13	$ 38.86	$ 0.73	1.90%
Workday Payroll for Administrators	$ 48.05	$ 48.05	$ -	0.00%
Workday Platform for Administrators	$ 66.50	$ 66.50	$ -	0.00%
Workday Reporting	$ 36.00	$ 36.00	$ -	0.00%
Workday: Security for Administrators	$ 29.14	$ 29.14	$ -	0.00%

Writing Analytical Queries for Business Intelligence	$ 57.30	$ 57.30	$ -	0.00%
Writing Reports with Report Builder and SSRS - Level 1	$ 46.36	$ 46.36	$ -	0.00%
Writing Reports with Report Builder and SSRS - Level 2	$ 41.16	$ 41.16	$ -	0.00%
Yaskawa Motoman DX100 Accelerated Programming	$ 37.40	$ 37.40	$ -	0.00%
Yaskawa Motoman DX100 Maintenance with Programming Overview	$ 29.48	$ 29.48	$ -	0.00%
Yaskawa Motoman DX200 Basic Programming with Material Handling	$ 42.48	$ 43.73	$ 1.26	2.95%
Yaskawa Motoman Robotics Programming (All models)	$ 32.13	$ 32.13	$ -	0.00%
Yaskawa Motoman Robotics YRC1000 Basic Programming	$ 37.08	$ 37.08	$ -	0.00%
Yaskawa YRC1000 Basic Programming with Arc Welding	$ 45.00	$ 45.00	$ -	0.00%
York Centrifugal Chiller	$ 43.82	$ 46.50	$ 2.68	6.12%
YRC1000 Basic Programming with Arc Welding	$ 41.34	$ 41.34	$ -	0.00%
YRC1000 Basic Programming with Material Handling	$ 40.13	$ 40.13	$ -	0.00%
Zeiss Calypso Advanced	$ 28.12	$ 28.12	$ -	0.00%
Zeiss Calypso Basic	$ 34.81	$ 36.82	$ 2.01	5.76%
Zeiss CALYPSO Optical Sensor	$ 28.12	$ 28.12	$ -	0.00%
Zeiss CALYPSO PiWeb Reporting	$ 29.32	$ 29.32	$ -	0.00%
Grand Total	$ 38.45	$ 38.90	$ 0.44	1.44%

ORC 122.1711 (A)(1)(**c**) - The average annual wages paid to positions for which holding a microcredential or having the occupational skills acquired through obtaining a microcredential is required, categorized by each region and statewide.

Diversity Region as Defined in HB 2 Sec. 122.178 (G)

Region 1 - Allen, Crawford, Defiance, Fulton, Hancock, Hardin, Henry, Lucas ,Ottawa, Paulding, Putnam, Sandusky, Seneca, Van Wert, Williams, Wood, and Wyandot

Region 2 - Ashland, Ashtabula, Columbiana, Cuyahoga, Erie, Geauga, Huron, Lake ,Lorain, Mahoning, Medina, Portage, Richland, Stark, Summit, Trumbull, Tuscarawas, and Wayne

Region 3 - Auglaize, Champaign, Clark, Clinton, Darke, Fayette, Greene, Mercer,Miami, Montgomery, Preble, and Shelby

Region 4 - Delaware, Fairfield, Franklin, Knox, Licking, Logan, Madison, Marion ,Morrow, Pickaway, and Union

Region 5 - Adams, Athens, Gallia, Highland, Hocking, Jackson, Lawrence, Meigs ,Pike, Ross, Scioto, and Vinton

Region 6 - Belmont, Carroll, Coshocton, Guernsey, Harrison, Holmes, Jefferson ,Monroe, Morgan, Muskingum, Noble, Perry, and Washington

Region 7 - Brown, Butler, Clermont, Hamilton, and Warren

Average Annual Wages Paid to Positions by Region

Positions by Region	Average of Actual Hourly Wage After Credential	Average Annual Wage
1		
1500 Assembly	$ 20.75	$ 43,160.00
2400 Assembly	$ 19.75	$ 41,080.00
3500 Assembly	$ 21.00	$ 43,680.00
4700 Assembly	$ 19.00	$ 39,520.00
A Maintenance Mechanic	$ 37.34	$ 77,656.80
A+ Maintenance Mechanic	$ 40.90	$ 85,072.00
Academic Advisor II	$ 28.84	$ 59,987.20
Academic Public Health Manager	$ 30.84	$ 64,147.20
Academic Resource Analyst	$ 25.00	$ 52,000.00
Accesibility Coordinator	$ 21.63	$ 44,990.40
Accessibility and Inclusion Administrator	$ 21.88	$ 45,510.40
Account Coordinator	$ 25.44	$ 52,904.80
Account Executive	$ 24.00	$ 49,920.00
Account Manager	$ 24.04	$ 50,003.20
Accountant	$ 34.00	$ 70,720.00
Accounting Administrative Support	$ 20.00	$ 41,600.00
Accounting Assistant	$ 16.00	$ 33,280.00
Accounting Associate	$ 28.15	$ 58,552.00
Accounting Clerk	$ 24.47	$ 50,902.80
Accounting Clerk Auto Parts	$ 20.00	$ 41,600.00
Accounting clerk/Controller	$ 37.02	$ 77,001.60
Accounting Manager	$ 35.00	$ 72,800.00
Accounting Specialist	$ 24.36	$ 50,660.48
Accounting Supervisor	$ 37.08	$ 77,126.40
Accounts Payable	$ 28.00	$ 58,240.00
Accounts Payable Manager	$ 39.00	$ 81,120.00
Accounts Payable Specialist	$ 22.50	$ 46,800.00
Accounts Payable Team Lead	$ 26.00	$ 54,080.00
Accounts Payable/Receiving	$ 20.00	$ 41,600.00
Accounts Receivable Manager	$ 35.65	$ 74,152.00
Accounts Receivable Specialist	$ 22.47	$ 46,727.20
Activities Director	$ 34.66	$ 72,092.80
Activities Manager	$ 25.25	$ 52,520.00
Admin assistant	$ 23.50	$ 48,880.00
Administration	$ 40.38	$ 83,990.40
Administrative Assistant	$ 29.28	$ 60,908.34
Administrative Assistant to CNIT	$ 15.15	$ 31,512.00
Administrative Assistant/Shop helper as needed	$ 18.50	$ 38,480.00
Administrative Coordinator	$ 30.91	$ 64,292.80
Administrative Specialist	$ 23.25	$ 48,360.00
Administrator	$ 40.01	$ 83,218.61
Admninistrator	$ 45.00	$ 93,600.00
Advanced CMM Programmer	$ 68.46	$ 142,396.80
AEMT	$ 16.90	$ 35,152.00
After Sales Data Analyst	$ 28.60	$ 59,488.00
Agent Performance & Systems Manager	$ 29.57	$ 61,505.60
Agricultural Education Teacher	$ 54.67	$ 113,703.20
Agriculture Teacher	$ 46.00	$ 95,680.00

Aide	$ 22.61	$ 47,035.73
Alumni Relations Officer	$ 18.83	$ 39,166.40
Analyst, Contract Administration	$ 39.42	$ 81,993.60
Analyst, Information Technology	$ 44.13	$ 91,790.40
APPLICATION DEVELOPER	$ 41.23	$ 85,758.40
Application Engineering Technician	$ 25.19	$ 52,395.20
Application Optimization Manager	$ 54.47	$ 113,297.60
Application Services Mgr	$ 54.23	$ 112,798.40
Apprentice	$ 17.76	$ 36,947.37
Apprentice 2nd Year II	$ 36.02	$ 74,921.60
Apprentice 3rd Year II	$ 38.59	$ 80,267.20
Apprentice 4th Year II	$ 46.31	$ 96,324.80
Apprentice CNC Setup Operatior	$ 24.31	$ 50,564.80
Apprentice CNC Setup Operator	$ 22.78	$ 47,384.48
Apprentice CNC SetupOperator	$ 22.00	$ 45,760.00
Apprentice Electrician	$ 19.50	$ 40,560.00
Apprentice Lineman	$ 35.99	$ 74,864.40
Apprentice Lineman B	$ 33.76	$ 70,220.80
Apprentice Lineman C	$ 33.76	$ 70,220.80
Apprentice Lineworker	$ 26.29	$ 54,688.40
Apprentice Machine Repairer Maintenance	$ 22.26	$ 46,300.80
Apprentice Machinist	$ 20.00	$ 41,600.00
Apprentice Plumber	$ 23.00	$ 47,840.00
AR Director	$ 35.65	$ 74,152.00
AR Specialist	$ 21.74	$ 45,219.20
Area Account Manager	$ 44.81	$ 93,204.80
Area Director of Sales	$ 88.93	$ 184,974.40
Area Manager	$ 33.85	$ 70,408.00
Area Manager - Birds	$ 31.25	$ 65,000.00
Area Manager - Small Mammals	$ 31.25	$ 65,000.00
Area Mechanic	$ 45.54	$ 94,723.20
Art/Woodshop Teacher	$ 31.12	$ 64,729.60
Assembler	$ 27.20	$ 56,576.00
Assembly & Installation Team Leader	$ 44.09	$ 91,707.20
Assembly and Fabrication Supervisor	$ 25.00	$ 52,000.00
Assembly Project Leader	$ 33.94	$ 70,590.00
Assembly Team Leader	$ 33.69	$ 70,070.00
Assembly Technician	$ 22.47	$ 46,737.60
Assistant Branch Manager	$ 26.18	$ 54,454.40
Assistant Controller	$ 60.00	$ 124,800.00
Assistant Director	$ 33.86	$ 70,428.80
Assistant Director of Food Service Operations	$ 29.33	$ 61,006.40
Assistant Director of Park Operations	$ 28.20	$ 58,656.00
Assistant Director Of Volunteers	$ 24.88	$ 51,750.40
Assistant Facility Manager	$ 43.01	$ 89,460.80
Assistant Manager	$ 26.00	$ 54,080.00
Assistant Manager Quality Control	$ 32.51	$ 67,620.80
Assistant Plant Manager	$ 63.10	$ 131,248.00
Assistant Principal	$ 30.00	$ 62,400.00
Assistant Project Manager	$ 34.00	$ 70,720.00
Assistant Service Manager	$ 17.35	$ 36,088.00
Assistant Special Education Director	$ 58.35	$ 121,368.00
Assistant Staff Engineer	$ 39.95	$ 83,096.00
Assistant Superintendent	$ 71.00	$ 147,680.00
Assistant to Treasurer	$ 26.25	$ 54,600.00
Assistant Treasurer	$ 29.19	$ 60,715.20
Associate Analyst, Quality Assurance	$ 32.69	$ 67,995.20
Associate Chair-Math	$ 27.57	$ 57,345.60
Associate Curator Of Mammals	$ 31.25	$ 65,000.00
Associate Director	$ 50.66	$ 105,372.80
Associate Director Instructional Design & Development	$ 41.97	$ 87,297.60
Associate Director of AAC	$ 28.85	$ 60,008.00
Associate Fiscal Director	$ 36.27	$ 75,441.60
Associate Lecturer	$ 64.91	$ 135,002.40
Associate Professor	$ 45.02	$ 93,641.60
Associate Success Manager	$ 48.17	$ 100,193.60
Assosciate Professor and Director of Prelicensure	$ 48.07	$ 99,985.60

Assy Cell Core	$ 20.32	$ 42,265.60
Assy Cell Final	$ 19.95	$ 41,485.60
Athletic Director	$ 35.00	$ 72,800.00
Automation Engineer	$ 42.30	$ 87,984.00
Automation Lead	$ 30.00	$ 62,400.00
Automation Tech	$ 21.00	$ 43,680.00
Automation Technician	$ 29.00	$ 60,320.00
AVP Institutional Research	$ 69.89	$ 145,371.20
B Maintenance Mechanic	$ 34.07	$ 70,865.60
Baking Soda Mechanic	$ 34.14	$ 71,011.20
Baking Soda Packaging Mechanic	$ 35.03	$ 72,867.95
Beginning Maintenance Technician	$ 26.95	$ 56,056.00
Behavior Specialist	$ 40.00	$ 83,200.00
BI Analyst	$ 35.99	$ 74,859.20
Billing Analyst	$ 20.64	$ 42,936.40
Bird Zookeeper	$ 24.80	$ 51,584.00
Brainiac - Tier 4	$ 22.72	$ 47,247.20
Brainiac Tier 3	$ 24.09	$ 50,107.20
Building Inspector	$ 46.15	$ 95,992.00
Burn Table Programmer	$ 28.03	$ 58,292.00
Burr Bench	$ 22.20	$ 46,176.00
Business Intelligence Developer Lead	$ 52.00	$ 108,160.00
Business Manager	$ 44.03	$ 91,582.40
Business System Analyst	$ 38.27	$ 79,601.60
Business Systems Consultant	$ 48.32	$ 100,505.60
Business Team Coordinator	$ 30.02	$ 62,441.60
Buyer	$ 52.00	$ 108,160.00
Buyer II	$ 38.00	$ 79,040.00
Buyer Specialist	$ 29.09	$ 60,507.20
Buyer/Planner Specialist	$ 28.36	$ 58,988.80
C Maintenance Mechanic	$ 31.82	$ 66,178.67
Cabinet maker	$ 14.50	$ 30,160.00
CAD/CAD Systems & Tooling Mgr	$ 61.78	$ 128,502.40
Card Services Manager	$ 21.00	$ 43,680.00
Cashier	$ 18.50	$ 38,480.00
Cat Litter Packaging Mechanic	$ 34.14	$ 71,011.20
Center for Nonprofit Excellence	$ 42.31	$ 87,994.40
CEO	$ 77.45	$ 161,090.80
CFO	$ 84.10	$ 174,928.00
Changeover Maintenance Team	$ 38.26	$ 79,580.80
Chem Process Maintainer	$ 42.80	$ 89,024.00
Chief Business Officer	$ 72.11	$ 149,988.80
Chief Education Officer	$ 47.04	$ 97,843.20
Chief Executive Officer	$ 68.12	$ 141,689.60
Chief Financial Officer	$ 81.73	$ 169,998.40
Chief Information Officer	$ 44.67	$ 92,913.60
Chief Operating Officer	$ 43.98	$ 91,471.47
Chief Scientist	$ 41.43	$ 86,174.40
Childhood & Youth Wellness Manager	$ 32.07	$ 66,705.60
City Administrator	$ 63.12	$ 131,289.60
Class A Mechanic	$ 30.11	$ 62,623.13
Class A Welder	$ 33.62	$ 69,929.60
Class B Mechanic	$ 26.60	$ 55,325.19
Class C Mechanic	$ 23.92	$ 49,746.67
Cleanline Operator	$ 21.42	$ 44,553.60
Clerical Specialist	$ 23.95	$ 49,816.00
Clerk 1	$ 18.09	$ 37,627.20
clerk to the board	$ 24.88	$ 51,750.40
CLERK/ADMINISTRATIVE ASSISTANT	$ 27.03	$ 56,222.40
Client Technologies Technician	$ 25.96	$ 53,996.80
CMM Operator	$ 30.37	$ 63,169.60
CNC Machinist	$ 25.84	$ 53,747.20
CNC setup operator	$ 22.53	$ 46,866.56
CNIT Helpdesk Support Technician	$ 18.33	$ 38,126.40
Combo Technician	$ 20.50	$ 42,640.00
Commercial Sales Manager	$ 23.00	$ 47,840.00
Commissioning Engineer	$ 33.18	$ 69,004.00

Commodity Manager	$ 57.98	$ 120,598.40
Communications and Electronic Technician	$ 33.65	$ 69,992.00
Communications Manager	$ 31.25	$ 65,000.00
Community Engagement Specialist	$ 18.04	$ 37,523.20
Community Manager	$ 24.00	$ 49,920.00
Community Relations Manager	$ 19.37	$ 40,296.53
Comptroller	$ 33.65	$ 69,992.00
Computer Support Technician	$ 21.87	$ 45,479.20
Computer System Technician	$ 25.06	$ 52,124.80
Consultant	$ 16.00	$ 33,280.00
Consumer Services Experience Associate	$ 22.34	$ 46,467.20
Cont. Improvement Analyst	$ 39.66	$ 82,492.80
Continuous Improvement Coordinator	$ 30.28	$ 62,982.40
Contract Manager	$ 25.32	$ 52,665.60
Controller	$ 40.68	$ 84,618.56
Controls Engineer	$ 47.63	$ 99,064.73
Controls Eningeer	$ 53.64	$ 111,571.20
Controls Hardware and Fluids, Engineering Electrical MRP	$ 50.00	$ 104,000.00
Controls Technician	$ 38.51	$ 80,090.40
Controls Technologies, Engineering Supervisor	$ 55.12	$ 114,649.60
COO	$ 11.18	$ 23,254.40
Coordinator 1	$ 50.41	$ 104,852.80
Coroner Investigator	$ 54.31	$ 112,964.80
Corporate Paralegal	$ 38.00	$ 79,040.00
Cost Specialist	$ 45.58	$ 94,806.40
Credit Assistant - Accounts Receivable	$ 27.31	$ 56,804.80
Credit Manager	$ 55.00	$ 114,400.00
Credit Specialist	$ 34.00	$ 70,720.00
Crew Leader	$ 54.56	$ 113,484.80
Crisis Infrastructure Specialist	$ 37.25	$ 77,480.00
Curriculum Coordinator	$ 40.00	$ 83,200.00
Cust Quality & Compliance Tech	$ 28.85	$ 60,008.00
Customer Compliance Lead	$ 37.02	$ 77,001.60
Customer Quality Tech Representative	$ 29.48	$ 61,318.40
Customer Service	$ 24.97	$ 51,937.60
Customer Service Manager	$ 33.17	$ 68,993.60
Customer Service Rep	$ 23.56	$ 49,004.80
Customer Service Represenative	$ 17.38	$ 36,150.40
Customer Service Representative	$ 23.01	$ 47,869.47
Customer Service Representative I	$ 17.25	$ 35,880.00
Customer Support	$ 27.59	$ 57,380.27
Customer Support Manager	$ 39.23	$ 81,598.40
Cyber Security Administrator	$ 42.72	$ 88,857.60
Data Analyst	$ 24.01	$ 49,940.80
Data Engineer	$ 31.25	$ 65,000.00
Dean - COBI	$ 144.23	$ 299,998.40
Dean of the College of Arts and Sciences	$ 41.74	$ 86,819.20
Dean of the College of Nursing and Social Sciences	$ 55.29	$ 115,003.20
Demand Planner	$ 53.72	$ 111,737.60
Demo Coordinator	$ 28.22	$ 58,697.60
Design Engineer	$ 41.92	$ 87,199.72
Designer	$ 30.00	$ 62,400.00
Desinger	$ 32.14	$ 66,851.20
Development Director	$ 20.00	$ 41,600.00
Development Event Experience Manager	$ 24.03	$ 49,982.40
Die Setter	$ 22.86	$ 47,543.60
Digital Solutions Analyst	$ 38.94	$ 80,995.20
Digital Strategist	$ 21.15	$ 43,992.00
Dir. of Productivity & Operational Efficiencies	$ 55.28	$ 114,982.40
Director	$ 42.00	$ 87,360.00
Director - Analytics	$ 52.89	$ 110,011.20
Director Application Optimization	$ 63.38	$ 131,830.40
Director Engineering Innovations	$ 58.97	$ 122,657.60
Director Grad Application Management	$ 38.51	$ 80,100.80
Director IT Infrastructure	$ 66.85	$ 139,048.00
Director of Administration and Customer Experience	$ 25.00	$ 52,000.00
Director of Automation	$ 53.14	$ 110,531.20

Director of Business Application Systems and Admin	$ 63.38	$ 131,830.40
Director of Campus Ministry	$ 20.04	$ 41,683.20
Director of Childhood Wellness	$ 49.38	$ 102,710.40
Director of Construction	$ 48.00	$ 99,840.00
Director of Consumer Services	$ 47.12	$ 98,009.60
Director of Curriculum	$ 40.00	$ 83,200.00
Director of Curriculum and Instruction	$ 56.00	$ 116,480.00
Director of Customer Service	$ 52.24	$ 108,659.20
Director of Development	$ 31.25	$ 65,000.00
Director of Development Database Applications	$ 34.11	$ 70,948.80
Director of Education	$ 26.44	$ 54,995.20
Director of EH	$ 49.49	$ 102,939.20
Director of Engagement	$ 53.93	$ 112,174.40
Director of Estimating	$ 61.30	$ 127,504.00
Director of Finance	$ 56.41	$ 117,332.80
Director of Food Service Operations	$ 38.88	$ 80,870.40
Director of Group Sales	$ 27.88	$ 57,990.40
Director of Heavy Civil Division	$ 76.95	$ 160,056.00
Director of Human Resources	$ 55.77	$ 116,001.60
Director of Infrastructure and Security	$ 27.95	$ 58,136.00
Director of Marketing & Communication	$ 27.76	$ 57,740.80
Director of Marketing & Communications	$ 50.26	$ 104,540.80
Director of Membership	$ 24.70	$ 51,376.00
Director of Operations	$ 59.92	$ 124,633.60
Director of Opertations	$ 38.46	$ 79,996.80
Director of Patient Financial Services	$ 30.00	$ 62,400.00
Director of Preconstruction	$ 58.00	$ 120,640.00
Director of Programs and Partnerships	$ 31.20	$ 64,896.00
Director of Project Management	$ 67.00	$ 139,360.00
Director of Sales	$ 69.33	$ 144,206.40
Director of Social Media Management	$ 32.69	$ 67,995.20
Director of Specialty Healtchare	$ 44.00	$ 91,520.00
Director of Teaching and Learning	$ 53.05	$ 110,344.00
Director of Tier Development	$ 44.93	$ 93,454.40
Director Warehousing & Distribution	$ 49.02	$ 101,961.60
Director, Web Strategy and Development	$ 47.21	$ 98,196.80
Dispatcher	$ 30.00	$ 62,400.00
Distribution Center Supervisor	$ 36.05	$ 74,984.00
Distribution Clerk II	$ 23.25	$ 48,360.00
Distribution Clerk III	$ 24.75	$ 51,480.00
Document Control Administrator	$ 24.62	$ 51,209.60
Donor Manager	$ 22.53	$ 46,862.40
Donor Relations Coordinator	$ 18.27	$ 38,001.60
Draftsman	$ 21.88	$ 45,500.00
EBM Lead	$ 32.29	$ 67,161.71
EBM Machine OP II	$ 28.88	$ 60,070.40
EBM Production Lead Mechanic	$ 33.90	$ 70,512.00
Ecommerce Analyst	$ 34.66	$ 72,092.80
Education Supervisor	$ 52.27	$ 108,721.60
Educational Technologist	$ 24.51	$ 50,980.80
Educator	$ 40.00	$ 83,200.00
Electric Assembly	$ 20.00	$ 41,600.00
Electrical apprentice	$ 24.67	$ 51,310.63
Electrical Assembly Team Leader	$ 33.75	$ 70,200.00
Electrical Assembly Technician	$ 31.05	$ 64,584.00
Electrical Assembly Technician Trainee	$ 25.00	$ 52,000.00
Electrical Controls Engineer	$ 65.00	$ 135,200.00
Electrical COOP	$ 22.00	$ 45,760.00
Electrical Design Engineer	$ 33.65	$ 69,992.00
Electrical Engineer	$ 47.12	$ 98,009.60
Electrical Engineer Team Leader	$ 52.51	$ 109,220.80
Electrical Maintenance Apprentice	$ 31.91	$ 66,368.64
Electrical Material Support - Wire & Cable Focus	$ 31.50	$ 65,520.00
Electrical Technician	$ 34.39	$ 71,522.29
Electrical Technician II	$ 27.27	$ 56,721.60
Electrican	$ 24.67	$ 51,306.67
Electrician	$ 24.27	$ 50,476.02

Electrician Apprentice	$ 23.50	$ 48,880.00
Electrician Assistant	$ 24.00	$ 49,920.00
Electrician Assitant	$ 24.00	$ 49,920.00
Electrician B	$ 31.85	$ 66,237.60
Electrician Salesman	$ 25.00	$ 52,000.00
Electricians Apprentice	$ 22.94	$ 47,710.00
Electronic Commerce Analyst	$ 39.55	$ 82,264.00
Elem. Principal	$ 50.00	$ 104,000.00
Email Marketing Coordinator	$ 21.44	$ 44,595.20
Email Marketing Lead	$ 25.88	$ 53,830.40
Embroidery Manager	$ 31.36	$ 65,228.80
Emergency Response Planner	$ 34.72	$ 72,217.60
Emerging Tech Engineer	$ 25.96	$ 53,996.80
Emerging Tech Lead Engineer	$ 42.09	$ 87,547.20
Emerging Tech Supervisor	$ 47.04	$ 97,843.20
EMIS Coordinator/Admin. Asst.	$ 30.00	$ 62,400.00
Employee Benefits Systems Specialist	$ 34.41	$ 71,572.80
Engineer	$ 42.52	$ 88,449.92
Engineer - Associate Manufacturing	$ 35.00	$ 72,800.00
Engineer - Manufacturing	$ 30.50	$ 63,440.00
Engineer, AME 2	$ 36.36	$ 75,628.80
Engineer, AME 3	$ 43.26	$ 89,980.80
Engineer, Metallurgy 2	$ 39.42	$ 81,993.60
Engineer, Supplier Quality 2	$ 43.26	$ 89,980.80
Engineering and Facilities Manager	$ 48.08	$ 100,006.40
Engineering Faculty	$ 78.06	$ 162,371.37
Engineering Maintenance Technician	$ 30.71	$ 63,876.80
Engineering Manager	$ 58.97	$ 122,657.60
Engineering Manger	$ 64.42	$ 133,993.60
Engineering Staff	$ 34.19	$ 71,115.20
Enterprise Appl Administrator	$ 52.62	$ 109,449.60
Enterprise Technologist	$ 24.50	$ 50,960.00
Environmental Health & Safety Coordinator	$ 40.86	$ 84,988.80
Epidemiologist	$ 34.28	$ 71,309.33
Equipment and Facilities Manager	$ 91.61	$ 190,548.80
Equipment Operator - Electrical Tech	$ 27.56	$ 57,324.80
Equipment Technician	$ 33.11	$ 68,870.88
ESL Tutor	$ 31.38	$ 65,270.40
Estimator	$ 47.80	$ 99,424.00
Events and Sales Manager	$ 27.88	$ 57,990.40
EVP Special Projects	$ 78.99	$ 164,299.20
Executive Administrative Assistant	$ 35.75	$ 74,360.00
Executive Assistant	$ 29.23	$ 60,788.00
Executive Chef	$ 31.25	$ 65,000.00
Executive Director	$ 45.16	$ 93,932.80
Executive Director of Marketing	$ 56.25	$ 117,000.00
Executive Director of the Lima Area Chamber Fdn	$ 52.20	$ 108,576.00
Fab Team Leader	$ 29.65	$ 61,672.00
Fabrication Development and Operations	$ 36.34	$ 75,587.20
Fabrication Supervisor	$ 38.00	$ 79,040.00
Fabricator/Welder	$ 21.50	$ 44,720.00
Facilities Maintenance	$ 27.13	$ 56,420.00
Facilities Maintenance Lead	$ 26.22	$ 54,537.60
Facility Technician	$ 28.90	$ 60,112.00
Faculty	$ 35.82	$ 74,509.38
Family Wealth Strategist	$ 102.56	$ 213,324.80
FE Maintainer	$ 40.87	$ 85,017.40
Fermentation Technician	$ 26.30	$ 54,710.93
Field Clerk	$ 27.00	$ 56,160.00
Field HR Specialist	$ 33.70	$ 70,096.00
Field Supervisor	$ 38.00	$ 79,040.00
Finance Assistant	$ 22.25	$ 46,280.00
Finance Director	$ 58.93	$ 122,574.40
Finance Management Apprentice	$ 37.02	$ 77,001.60
Financial Operations Development Manager	$ 36.00	$ 74,880.00
Finishing Supervisor	$ 25.50	$ 53,040.00
Fire Chief	$ 43.06	$ 89,564.80

Firefighter/AEMT	$ 16.92	$ 35,188.40
Firefighter/Paramedic	$ 22.99	$ 47,824.75
Fiscal Admin Assistant	$ 26.15	$ 54,392.00
Fiscal Asst. - Accounts Payable	$ 30.00	$ 62,400.00
Fiscal Asst. - Payroll	$ 30.00	$ 62,400.00
Fiscal Director	$ 42.46	$ 88,316.80
Fitness and Wellness Coordinator	$ 23.03	$ 47,902.40
Fitness and Wellness Manager	$ 32.43	$ 67,454.40
Food Services Manager - Catering	$ 19.23	$ 39,998.40
Foreman, Maintenance - Plant Nutrient	$ 37.77	$ 78,551.20
Forklift Operator	$ 20.86	$ 43,388.80
Formulation Specialist	$ 48.00	$ 99,840.00
Fund Accounting Manager	$ 34.23	$ 71,198.40
General Accountant	$ 36.51	$ 75,940.80
General Manager	$ 38.94	$ 80,997.09
General Manager of Engineering	$ 61.54	$ 128,003.20
General Manager of HR	$ 72.23	$ 150,238.40
General Manager of Human Resources	$ 72.23	$ 150,238.40
General Manager of IT	$ 78.29	$ 162,843.20
Gifted Coordinator	$ 60.61	$ 126,068.80
Gifted Supervisor	$ 53.62	$ 111,529.60
Gifted Teacher	$ 46.05	$ 95,784.00
Gr Education & Research Coordinator	$ 30.70	$ 63,856.00
Grain adn Hedging Manager	$ 43.00	$ 89,440.00
Grain Buyer	$ 33.00	$ 68,640.00
Grants Manager	$ 33.97	$ 70,657.60
Graphic Design	$ 20.00	$ 41,600.00
Graphics Design Associate	$ 21.00	$ 43,680.00
Grinder Operator	$ 18.00	$ 37,440.00
Group leader	$ 32.88	$ 68,380.00
Guest Services Manager	$ 29.71	$ 61,796.80
Guidance Counselor	$ 41.85	$ 87,053.20
HCM Functional Manager	$ 44.17	$ 91,873.60
HCM Talent Functional Manager	$ 37.16	$ 77,292.80
Health Communication Specialist	$ 31.28	$ 65,062.40
Health Educator	$ 30.53	$ 63,502.40
Healthy Start Program Coordinator	$ 37.78	$ 78,582.40
High School Assistant Principal	$ 50.00	$ 104,000.00
HIV & STI Program Manager	$ 33.91	$ 70,532.80
Horticulture Manager	$ 29.80	$ 61,984.00
Horticulturist	$ 18.35	$ 38,168.00
HR Analyst	$ 29.59	$ 61,547.20
HR Assistant	$ 20.75	$ 43,160.00
HR Business Partner	$ 57.95	$ 120,536.00
HR Coordinator	$ 23.50	$ 48,880.00
HR Director	$ 40.00	$ 83,200.00
HR Generalist	$ 31.97	$ 66,505.92
HR Manager	$ 43.26	$ 89,980.80
HR Speacilist	$ 27.50	$ 57,200.00
HR Specialist	$ 30.66	$ 63,772.80
HS Prinicpal	$ 50.00	$ 104,000.00
Human Resource Director	$ 26.08	$ 54,246.40
Human Resources	$ 42.20	$ 87,776.00
Human Resources Administrator	$ 31.10	$ 64,688.00
Human Resources Coordinator	$ 27.72	$ 57,664.53
Human Resources Manager	$ 52.25	$ 108,669.60
HVAC Installer	$ 20.00	$ 41,600.00
HVAC Service Technician	$ 19.50	$ 40,560.00
HVAC technician	$ 21.23	$ 44,148.00
HVAC Technician - Journeyman	$ 27.00	$ 56,160.00
HVAC Technician apprentice	$ 18.25	$ 37,960.00
HVAC tehcnician apprentice	$ 15.00	$ 31,200.00
Industrial Enginerr	$ 38.46	$ 79,996.80
Inside Sales	$ 22.00	$ 45,760.00
Inside Sales Administrative Assistant	$ 22.11	$ 45,988.80
Inside Sales Manager/BDM	$ 53.84	$ 111,987.20
Inside Sales Representative	$ 28.41	$ 59,092.80

Installer	$ 25.61	$ 53,258.40
Installer/Technician	$ 27.54	$ 57,272.80
Insurance Coordinator	$ 21.00	$ 43,680.00
Interim Quality Supervisor	$ 25.00	$ 52,000.00
Intern/Account Coordinator		$ -
Inventory Control Specialist	$ 26.78	$ 55,702.40
Inventory Coordinator	$ 22.67	$ 47,153.60
IT - INFORMATION TECH	$ 21.00	$ 43,680.00
IT Administrator I	$ 26.00	$ 54,080.00
IT Analyst	$ 20.20	$ 42,016.00
IT Applications Analyst	$ 36.06	$ 75,004.80
IT Business Process Analyst	$ 49.89	$ 103,771.20
IT Business System Analyst	$ 38.27	$ 79,601.60
IT Coordinator	$ 41.27	$ 85,841.60
IT director	$ 38.36	$ 79,788.80
IT Manager	$ 47.12	$ 98,009.60
IT Programmer	$ 30.79	$ 64,036.27
IT Service Desk Manager	$ 48.00	$ 99,840.00
IT Support Specialist	$ 27.94	$ 58,108.27
IT Systems Analyst I	$ 24.40	$ 50,752.00
Item Maintenance Specialist	$ 16.46	$ 34,226.40
ITI General Manager	$ 93.75	$ 195,000.00
ITM & Customer Support Specialist	$ 18.50	$ 38,480.00
ITM Customer Service	$ 18.50	$ 38,480.00
ITM Customer Support Specialist	$ 28.54	$ 59,363.20
Journeyman	$ 23.50	$ 48,880.00
Journeyman Electrician	$ 39.06	$ 81,244.80
Journeyman Electrician Team Lead	$ 42.02	$ 87,401.60
Journeyman Lineman	$ 47.15	$ 98,068.53
Journeyman Lineman I	$ 48.88	$ 101,670.40
Key Accounts Manager	$ 50.00	$ 104,000.00
Key Accounts Representative	$ 24.00	$ 49,920.00
Lab Analyst II	$ 27.00	$ 56,160.00
Lab Supervisor	$ 36.50	$ 75,920.00
Lab Technician	$ 24.47	$ 50,897.60
Labor Relations Manager	$ 45.18	$ 93,974.40
Laboratory Technician	$ 25.08	$ 52,166.40
Laser Operator	$ 20.00	$ 41,600.00
LBC Technician	$ 18.53	$ 38,542.40
Lead Biller	$ 24.00	$ 49,920.00
Lead Coder	$ 21.00	$ 43,680.00
Lead Customer Service Representative	$ 21.65	$ 45,032.00
Lead Electrical Assembly Technician	$ 35.00	$ 72,800.00
lead forklift operator	$ 20.89	$ 43,446.00
Lead Installer	$ 29.25	$ 60,840.00
Lead Maintainer	$ 45.11	$ 93,828.80
Lead Maintenance Technician	$ 36.89	$ 76,731.20
Lead Mechanical Service Technician	$ 37.70	$ 78,416.00
Lead Process Technician	$ 36.91	$ 76,779.73
Lead Proficiency Analyst	$ 35.00	$ 72,800.00
Lead Project Engineer	$ 45.76	$ 95,180.80
Lead Technician	$ 28.50	$ 59,280.00
Lead Warehouse Driver	$ 22.63	$ 47,070.40
Learning & Development Consultant	$ 32.35	$ 67,288.00
Learning & Development Specialist	$ 35.70	$ 74,256.00
Leasing Specialist	$ 21.63	$ 44,990.40
Lieutenant	$ 26.14	$ 54,360.80
Line Crew	$ 21.20	$ 44,096.00
Line Operator	$ 35.70	$ 74,256.00
Lineman	$ 46.04	$ 95,752.80
Lineman II	$ 39.60	$ 82,368.00
Lineman III	$ 35.92	$ 74,711.00
Logistics / Order Entry & Purchasing Supervisor	$ 23.88	$ 49,670.40
Logistics / Warehouse Supervisor	$ 21.89	$ 45,531.20
Logistics Coordinator	$ 24.00	$ 49,920.00
Machine Assember	$ 23.40	$ 48,672.00
Machine Assembler	$ 23.40	$ 48,672.00

Machine Assembly Technician	$ 32.13	$ 66,837.33
Machine Operator II	$ 30.10	$ 62,608.00
Machine Specialist	$ 22.03	$ 45,812.00
Machinest	$ 29.38	$ 61,100.00
Machining Cell	$ 23.00	$ 47,840.00
Machinist	$ 31.08	$ 64,643.69
Machinist Apprentice	$ 28.08	$ 58,406.40
Machinist Aprrenetice	$ 24.72	$ 51,417.60
Machinist/Programmer	$ 44.25	$ 92,040.00
Maintainer	$ 41.41	$ 86,132.80
Maintenace Tech I	$ 22.10	$ 45,968.00
Maintenance	$ 30.08	$ 62,556.00
Maintenance - Leve 4	$ 30.87	$ 64,209.60
Maintenance A	$ 33.05	$ 68,744.00
Maintenance Actiity Coordinator	$ 38.00	$ 79,040.00
Maintenance Apprentice	$ 25.72	$ 53,495.87
Maintenance Automation and Controls Mechanic	$ 33.15	$ 68,952.00
Maintenance B	$ 30.25	$ 62,920.00
Maintenance Coodinator	$ 20.50	$ 42,640.00
Maintenance Coordinator	$ 26.61	$ 55,355.73
Maintenance Electrician/PLC Technician	$ 28.33	$ 58,926.40
Maintenance III	$ 37.95	$ 78,936.00
Maintenance III/PLC	$ 38.75	$ 80,600.00
Maintenance Journeyman	$ 33.46	$ 69,596.80
Maintenance Lead	$ 43.47	$ 90,417.60
Maintenance Manager	$ 49.46	$ 102,885.36
Maintenance Mechanic	$ 26.51	$ 55,130.40
Maintenance Operating Planner	$ 21.46	$ 44,636.80
Maintenance Project Manager	$ 33.65	$ 69,992.00
Maintenance Projects Engineer	$ 41.00	$ 85,280.00
Maintenance Supervisor	$ 38.00	$ 79,033.07
Maintenance Team Leader	$ 25.59	$ 53,227.20
Maintenance Tech	$ 28.30	$ 58,864.00
Maintenance Tech Apprentice	$ 30.57	$ 63,592.53
Maintenance Tech I	$ 22.00	$ 45,765.20
Maintenance Tech II	$ 24.40	$ 50,752.00
Maintenance Tech III	$ 29.15	$ 60,632.00
maintenance tech.	$ 26.00	$ 54,086.93
Maintenance Techncian	$ 26.00	$ 54,080.00
Maintenance Technician	$ 30.96	$ 64,389.76
Maintenance Technician I	$ 23.60	$ 49,077.60
Maintenance Technician II	$ 26.90	$ 55,946.80
Maintenance Technician III	$ 34.19	$ 71,109.26
Maintenance Technician Lead	$ 30.00	$ 62,400.00
Maintenance Technician Manager	$ 39.50	$ 82,160.00
Maintenance Technicician	$ 21.10	$ 43,888.00
Maintenance Trainee	$ 30.61	$ 63,668.80
Manager	$ 20.00	$ 41,600.00
Manager Engineering	$ 61.84	$ 128,627.20
Manager- Human Resources	$ 48.39	$ 100,644.27
Manager II, Human Resources	$ 62.50	$ 130,000.00
Manager of Marketing & Communications	$ 30.76	$ 63,980.80
Manager Quality Control	$ 40.87	$ 85,009.60
Manager, Help Desk	$ 38.50	$ 80,080.00
Manager, IT Support and Operations	$ 48.52	$ 100,921.60
Manufacturing Engineer	$ 49.83	$ 103,652.34
Manufacturing Engineer Supervisor	$ 61.82	$ 128,585.60
Manufacturing Engineering Manager	$ 50.00	$ 104,000.00
Manufacturing Engineering Technician	$ 26.36	$ 54,822.56
Manufacturing Manager	$ 50.48	$ 104,998.40
Manufacturing Process Engineer	$ 21.64	$ 45,011.20
Manufacturing Project Director	$ 68.13	$ 141,710.40
Manufacturing Supervisor	$ 34.00	$ 70,720.00
Manufacturing Team Lead	$ 37.72	$ 78,457.60
Manufacturing Technology Engineer	$ 43.50	$ 90,480.00
Marketing Analyst	$ 30.87	$ 64,209.60
Marketing and Advertising Specialist	$ 26.25	$ 54,600.00

Marketing and Business Development Specialist	$ 34.17	$ 71,073.60
Marketing and Communication Specialist	$ 24.76	$ 51,500.80
Marketing and Communications Director	$ 35.32	$ 73,455.20
Marketing Director	$ 40.99	$ 85,259.20
Marketing Manager	$ 36.28	$ 75,462.40
Marketing Specialist	$ 25.33	$ 52,693.33
Marketing Support Specialist	$ 21.83	$ 45,406.40
Master Maintenance	$ 35.02	$ 72,841.60
Material Control	$ 20.89	$ 43,440.80
Material Planner	$ 41.10	$ 85,488.00
Materials Control Specialist	$ 23.89	$ 49,691.20
Math Teacher	$ 34.52	$ 71,791.20
Mechanical Designer	$ 39.51	$ 82,170.40
Mechanical Engineer	$ 44.28	$ 92,104.71
Mechanical Engineering Detailer	$ 35.12	$ 73,049.60
Mechanical Engineering Detailer Supervisor	$ 57.98	$ 120,598.40
Mechanical Maintenance	$ 34.59	$ 71,947.20
Mechanical Maintenance Apprentice	$ 32.86	$ 68,338.40
Medical Assisstant	$ 21.84	$ 45,427.20
Medical Assistant	$ 21.84	$ 45,427.20
Medical Office Assistant	$ 27.68	$ 57,574.40
Membership Sales & Service Supervisor	$ 20.00	$ 41,600.00
Membership Services Associate	$ 20.27	$ 42,151.20
Mental Health Coordinator	$ 40.00	$ 83,200.00
Mfg. Design & Tooling Specialist	$ 27.46	$ 57,116.80
Middle School Principal	$ 60.00	$ 124,800.00
Millwright	$ 28.33	$ 58,933.33
MIVI Program Coordinator	$ 30.84	$ 64,147.20
Mold Design Engineer	$ 67.78	$ 140,982.40
Mold Maker	$ 29.92	$ 62,233.60
Mold Repair	$ 35.62	$ 74,089.60
Mold Technician	$ 33.99	$ 70,699.20
Mold Technician /Assistance Supervisor	$ 30.90	$ 64,272.00
Mold/Process Technician	$ 33.99	$ 70,699.20
Molding Technician	$ 30.87	$ 64,209.60
Mount Operator	$ 20.50	$ 42,640.00
MRO Buyer and Safety Director	$ 27.96	$ 58,156.80
MRP Preparation	$ 37.46	$ 77,916.80
MS Principal	$ 50.00	$ 104,000.00
MS/HS Counselor	$ 25.00	$ 52,000.00
MTech Administrator	$ 27.00	$ 56,160.00
Mulit-Craft Maintenance Technician	$ 35.12	$ 73,049.60
Multi-Craft Maintenace Technician	$ 38.58	$ 80,246.40
Multi-Craft Maintenance Technician	$ 34.79	$ 72,359.73
N/A	$ 40.76	$ 84,780.80
National Sales Manager	$ 67.15	$ 139,672.00
Network & Security Engineer	$ 48.66	$ 101,212.80
Network Administrator	$ 42.06	$ 87,484.80
Network Engineer	$ 53.88	$ 112,070.40
Network Operations Center Analyst 1	$ 32.94	$ 68,515.20
Network Operations Engineer	$ 34.49	$ 71,739.20
Network Security Administrator	$ 45.99	$ 95,659.20
Network Services Technician 2	$ 38.79	$ 80,683.20
Network Support Analyst	$ 30.80	$ 64,064.00
New Model Project Engineer	$ 30.18	$ 62,764.00
New Team Member Ambassador	$ 20.75	$ 43,160.00
NOC Tech	$ 19.00	$ 39,520.00
NOC Tech Supervisor	$ 24.04	$ 50,003.20
NPD Project Manager	$ 28.22	$ 58,697.60
Nutrition Manager	$ 26.74	$ 55,619.20
Nutritionist	$ 62.00	$ 128,960.00
Occupational Health & Safety Coordinator	$ 21.00	$ 43,680.00
Office Administrator	$ 22.88	$ 47,582.08
Office Manager	$ 25.13	$ 52,275.02
Operational Excellence Specialist	$ 45.28	$ 94,182.40
Operations	$ 27.00	$ 56,160.00
Operations Analyst	$ 32.28	$ 67,148.34

Operations and Quality Manager	$ 46.48	$ 96,678.40
Operations Manager	$ 48.20	$ 100,247.68
Operations Planner	$ 36.08	$ 75,046.40
Operations Specialist	$ 32.90	$ 68,432.00
Operator	$ 26.38	$ 54,877.33
Operator I	$ 24.00	$ 49,920.00
Order Fulfillment	$ 21.10	$ 43,888.00
Outside Sales	$ 23.00	$ 47,840.00
Owner	$ 51.28	$ 106,662.40
Packaging Lead	$ 31.00	$ 64,480.00
Paint Technician	$ 19.40	$ 40,352.00
Partner	$ 128.00	$ 266,240.00
Parts Counter	$ 19.35	$ 40,248.00
Parts Manager	$ 40.00	$ 83,200.00
Parts Room Assistant	$ 23.05	$ 47,944.00
Parts Room Coordinator	$ 27.62	$ 57,449.60
Payroll	$ 25.00	$ 52,000.00
Payroll & Benefits Adminstrator	$ 33.65	$ 69,992.00
Payroll Administrative Support	$ 22.00	$ 45,760.00
Payroll Administrator	$ 32.38	$ 67,350.40
Payroll Manager	$ 49.00	$ 101,920.00
Payroll Specialist	$ 27.28	$ 56,742.40
PCT/Unit Secretary	$ 27.51	$ 57,220.80
People and Culture Officer	$ 36.06	$ 75,004.80
People Operations Generalist	$ 33.67	$ 70,033.60
Personnel Officer 1	$ 27.01	$ 56,180.80
Personnel Officer 2	$ 35.39	$ 73,611.20
Pipefitter	$ 43.46	$ 90,396.80
Pipefitter Apprentice	$ 38.95	$ 81,005.60
Pipfitter	$ 43.46	$ 90,396.80
Planning Analyst	$ 29.00	$ 60,320.00
Plant Manager	$ 51.25	$ 106,600.00
Plastics Engineer	$ 51.10	$ 106,288.00
Platoon Chief	$ 26.40	$ 54,918.93
plumbing apprentice	$ 28.60	$ 59,488.00
Potts Center Executive Director	$ 23.85	$ 49,608.00
Pre-Construction Coordinator	$ 29.00	$ 60,320.00
Preconstruction Specialist	$ 38.00	$ 79,040.00
Preschool Teacher	$ 21.95	$ 45,656.00
President	$ 57.68	$ 119,976.48
President & CEO	$ 48.08	$ 100,006.40
President/CEO	$ 72.12	$ 150,009.60
President/Chief Executive Officer	$ 43.00	$ 89,440.00
Press Operator	$ 18.75	$ 39,000.00
Pricing Specialist	$ 24.00	$ 49,920.00
PRINCIPAL	$ 40.79	$ 84,833.96
Printing Specialist	$ 41.38	$ 86,070.40
Process Coordinator	$ 41.87	$ 87,082.67
Process Engineer	$ 43.09	$ 89,637.05
Process Engineer Intern	$ 24.00	$ 49,920.00
Process Engineer Technician	$ 32.26	$ 67,090.40
Process Engineering Manager	$ 48.08	$ 100,006.40
Process Improvement Engineer	$ 37.08	$ 77,126.40
Process Manager	$ 54.47	$ 113,297.60
Process Mechanci	$ 30.61	$ 63,668.80
Process Mechanic	$ 33.83	$ 70,371.60
Process Operator - Powerhouse	$ 40.30	$ 83,824.00
Process Operator III	$ 42.45	$ 88,296.00
Process Operator III - Relief	$ 42.45	$ 88,296.00
Process Technician	$ 40.03	$ 83,253.04
Procurement BPA	$ 34.60	$ 71,968.00
Prod Inspection	$ 22.57	$ 46,945.60
Prod Rework	$ 23.95	$ 49,816.00
Prod Tester	$ 20.67	$ 42,993.60
producer	$ 23.00	$ 47,840.00
Product Engineer	$ 32.26	$ 67,100.80
Production Control Assistant	$ 23.00	$ 47,840.00

Production Coordinator	$ 25.00	$ 52,000.00
Production Leader I	$ 27.30	$ 56,784.00
Production Manager	$ 47.71	$ 99,230.56
Production Manager Trainee	$ 46.00	$ 95,680.00
Production Planning Team Member	$ 19.80	$ 41,184.00
Production Quality Coordinator	$ 18.50	$ 38,480.00
Production Shift Supervisor	$ 29.00	$ 60,320.00
Production Supervisor	$ 39.33	$ 81,799.47
Production Support Tech	$ 28.00	$ 58,240.00
Production Support Technician	$ 28.00	$ 58,240.00
Production Team Lead	$ 23.75	$ 49,400.00
Production Trainer and Verifier	$ 28.00	$ 58,240.00
Professor	$ 115.50	$ 240,240.00
Professor and Associate Dean	$ 102.13	$ 212,420.00
Professor and Chair	$ 65.93	$ 137,134.40
Program Accreditation Specialist	$ 33.74	$ 70,179.20
Program Manager	$ 27.18	$ 56,524.00
Program Manager 3	$ 59.71	$ 124,196.80
Program Officer	$ 37.17	$ 77,303.20
Programmer	$ 23.50	$ 48,880.00
Project Cost Assistant	$ 25.76	$ 53,575.60
Project Engineer	$ 39.73	$ 82,644.07
Project Lead Controls Engineer	$ 46.53	$ 96,782.40
Project Lead Mechanical Design Engineer	$ 46.47	$ 96,657.60
Project Manager	$ 45.85	$ 95,361.07
Project Manger	$ 58.95	$ 122,616.00
Property Assistant Manager	$ 34.61	$ 71,988.80
Property Manager	$ 38.46	$ 79,996.80
Purchasing Agent	$ 26.93	$ 56,004.00
QA Specialist	$ 27.60	$ 57,408.00
QA Coordinator	$ 20.09	$ 41,787.20
QA Specialist	$ 29.00	$ 60,320.00
QA Technician	$ 25.95	$ 53,976.00
QC Clerk-Quality Clerk	$ 20.49	$ 42,619.20
QI Coordinator	$ 30.84	$ 64,147.20
QRC LEad	$ 33.00	$ 68,640.00
QRC Team Leader	$ 33.63	$ 69,940.00
Quality & Continuous Improvement Manager	$ 44.70	$ 92,976.00
Quality and CI Manager	$ 76.68	$ 159,494.40
Quality APQP Auditor	$ 24.54	$ 51,043.20
Quality Assurance	$ 23.75	$ 49,400.00
Quality Assurance Associate	$ 20.00	$ 41,600.00
Quality Assurance Technician	$ 25.00	$ 52,000.00
Quality Auditor	$ 21.04	$ 43,752.80
Quality Control Associate	$ 20.00	$ 41,600.00
Quality Control Inspector	$ 25.62	$ 53,289.60
Quality Control Mechanic	$ 26.43	$ 54,981.33
Quality Control Technician	$ 20.00	$ 41,600.00
Quality Coordinator	$ 30.00	$ 62,400.00
Quality Engineer	$ 40.42	$ 84,070.63
Quality Inspector	$ 20.78	$ 43,213.16
Quality Inspector 3	$ 20.55	$ 42,744.00
Quality Inspector II	$ 23.46	$ 48,789.87
Quality Manager	$ 45.47	$ 94,574.13
Quality Systems Engineer	$ 36.78	$ 76,502.40
Quality Tech	$ 27.87	$ 57,962.67
Quality Technician	$ 23.81	$ 49,530.00
R&D Analyst	$ 42.01	$ 87,380.80
R&D Engineer	$ 36.05	$ 74,984.00
R&D Supervisor	$ 51.39	$ 106,891.20
Raw Supervisor	$ 28.13	$ 58,500.00
Reading Coach	$ 25.00	$ 52,000.00
Receiving Coordinator	$ 26.28	$ 54,662.40
Receiving Supervisor	$ 24.98	$ 51,958.40
Receptionist	$ 21.12	$ 43,929.60
Refinery Operator	$ 52.74	$ 109,699.20
Regional Controller	$ 59.43	$ 123,614.40

Regional Sales Manager	$ 55.77	$ 116,001.60
Registered Dietitian	$ 33.26	$ 69,180.80
Regulatory Affairs Specialist	$ 28.22	$ 58,697.60
REHS	$ 33.26	$ 69,180.80
Reliability Engineer	$ 50.48	$ 104,998.40
Resource Development Director	$ 26.00	$ 54,080.00
Returns Manager	$ 29.80	$ 61,984.00
Revenue Cycle Rep	$ 23.00	$ 47,840.00
Revenue Integrity Analyst	$ 27.00	$ 56,160.00
Rigger	$ 27.13	$ 56,420.00
Robot Operator	$ 24.00	$ 49,920.00
Robotics Engineer	$ 31.50	$ 65,520.00
Safety & Prevailing Wage Coordinator	$ 39.80	$ 82,784.00
Safety Specialist	$ 20.50	$ 42,640.00
Safety Specialist I	$ 20.50	$ 42,640.00
Safety Specialist II	$ 28.00	$ 58,240.00
Safety Supervisor	$ 28.00	$ 58,240.00
Sales Account Representative	$ 30.51	$ 63,460.80
Sales Account Specialist	$ 28.76	$ 59,820.80
Sales and Marketing Manager	$ 40.07	$ 83,345.60
Sales Data Analyst	$ 29.99	$ 62,379.20
Sales Director	$ 26.44	$ 54,995.20
Sales Manager	$ 21.61	$ 44,944.64
Sales Manger	$ 36.06	$ 75,004.80
Sales Representative	$ 17.25	$ 35,880.00
Sales Speacilist	$ 22.11	$ 45,988.80
Sales Specialist	$ 22.11	$ 45,988.80
Sales Support Manager	$ 38.25	$ 79,560.00
Salesman	$ 30.04	$ 62,483.20
SAW OPERATOR	$ 20.26	$ 42,140.80
Scheduler	$ 38.01	$ 79,060.80
Scheduling Assistant	$ 24.00	$ 49,920.00
Scheduling Supervisor	$ 26.91	$ 55,972.80
Scholarship Officer	$ 31.95	$ 66,456.00
School Counselor	$ 35.76	$ 74,370.40
School Psychologist	$ 25.00	$ 52,000.00
Screen Print Production Manager	$ 41.18	$ 85,654.40
Secretary	$ 30.00	$ 62,400.00
Secretary I	$ 25.28	$ 52,582.40
Security Engineer	$ 36.54	$ 76,003.20
Security Superviosr	$ 23.83	$ 49,566.40
Security Supervisor	$ 23.96	$ 49,836.80
Security Technician	$ 21.83	$ 45,406.40
Senior Accountant	$ 40.87	$ 85,009.60
Senior Billing Analyst	$ 24.04	$ 50,003.20
Senior Business Analyst	$ 44.37	$ 92,289.60
Senior Clerk	$ 25.27	$ 52,561.60
Senior Client Technology	$ 57.44	$ 119,475.20
Senior Cost Analyst	$ 43.26	$ 89,980.80
Senior Design Engineer	$ 59.95	$ 124,696.00
Senior Development Services Manager	$ 60.91	$ 126,692.80
Senior Director of Business Systems	$ 72.26	$ 150,300.80
Senior Finance Associate	$ 31.24	$ 64,979.20
Senior Financial Systems Analyst	$ 53.80	$ 111,904.00
Senior Lecturer Marketing	$ 45.55	$ 94,744.00
Senior Manager HR Operations	$ 61.01	$ 126,900.80
Senior Manager of Business Development, Gelok	$ 90.32	$ 187,865.60
Senior Network Administrator	$ 53.33	$ 110,926.40
Senior Personnel Officer	$ 39.80	$ 82,784.00
Senior Pricing Specialist	$ 33.00	$ 68,640.00
Senior Projects Engineer	$ 28.00	$ 58,240.00
Senior Recruiter	$ 29.33	$ 61,006.40
Senior Risk Manager	$ 53.38	$ 111,030.40
Senior Supervisor	$ 24.63	$ 51,220.00
Senior Systems Administrator	$ 43.22	$ 89,897.60
Senior Technician, Laboratory - Ethanol	$ 35.00	$ 72,800.00
Service Advisor	$ 17.35	$ 36,088.00

Service Manager	$ 30.50	$ 63,440.00
Service tech	$ 25.27	$ 52,568.53
Service Technician	$ 22.75	$ 47,320.00
Set Up Technician	$ 34.72	$ 72,217.60
Set-Up Technician	$ 33.76	$ 70,213.87
Shift Maintenance	$ 33.45	$ 69,576.00
Shift Maintenance II	$ 30.98	$ 64,428.00
Shift Team Lead	$ 24.00	$ 49,920.00
Shipping & Receiving Technician	$ 20.50	$ 42,640.00
Shipping Administration	$ 25.00	$ 52,000.00
Shipping Coordinator	$ 27.65	$ 57,512.00
Shipping Supervisor	$ 31.00	$ 64,480.00
Shipping/Recieving	$ 21.42	$ 44,553.60
Slicing Manager	$ 32.00	$ 66,560.00
Small Mammals Zookeeper	$ 24.80	$ 51,584.00
Social Media Manager	$ 20.51	$ 42,660.80
Social Media Specialist	$ 26.44	$ 54,995.20
Social Worker	$ 50.00	$ 104,000.00
Sow Farm Maintenance Technician	$ 25.40	$ 52,832.00
Sow Farm Manager	$ 47.00	$ 97,760.00
Special Ed. Secretary/Adm. Asst.	$ 16.24	$ 33,779.20
Special Ed. Supervisor	$ 55.35	$ 115,128.00
Special Ed./Curriculum Supervisor	$ 57.21	$ 118,996.80
Special Education Coordinator	$ 40.00	$ 83,200.00
Special Education Director	$ 40.00	$ 83,200.00
Sr Accounting Manager	$ 50.48	$ 104,998.40
Sr Strategic Sourcing Specialist	$ 45.92	$ 95,513.60
Sr. Career Counselor	$ 32.29	$ 67,163.20
Sr. Grant Writer	$ 35.01	$ 72,820.80
Sr. Infrastructure Engineer and Integration Developer	$ 54.48	$ 113,318.40
Sr. IT Systems Administrator	$ 50.13	$ 104,270.40
Sr. Lab Specialist	$ 33.30	$ 69,264.00
Sr. Mechanical Engineer	$ 44.57	$ 92,705.60
Sr. MGR New Model	$ 52.38	$ 108,950.40
Sr. Programmer/Analyst	$ 48.27	$ 100,401.60
Sr. Quality Engineer	$ 42.65	$ 88,712.00
Sr. Scheduler	$ 37.07	$ 77,105.60
Sr. Staff Tooling Engineer	$ 30.35	$ 63,128.00
Sr. Training Instructor	$ 40.53	$ 84,302.40
Stack Off Supervisor	$ 25.00	$ 52,000.00
Staff Accountant	$ 42.00	$ 87,360.00
Staff Data & Document Control	$ 21.22	$ 44,137.60
Staff Supplier Quality Coordinator	$ 22.94	$ 47,715.20
Staff Trouble Report Specialist	$ 23.90	$ 49,712.00
Staffing Coordinator	$ 23.00	$ 47,840.00
Steam Systems Technician	$ 34.83	$ 72,446.40
Stocking Program Manager	$ 34.62	$ 72,009.60
Student	$ 16.00	$ 33,280.00
Student Services Counselor	$ 25.77	$ 53,601.60
Sub Assembly Foreman	$ 35.00	$ 72,800.00
Superintendent	$ 51.46	$ 107,040.27
Superintendent Secretary/Adm. Asst.	$ 26.69	$ 55,515.20
Supervisor	$ 36.61	$ 76,140.48
Supervisor- HR	$ 31.25	$ 65,000.00
Supervisor, Maintenance - Plant Nutrient	$ 50.95	$ 105,976.00
Supervisor, Operations - Plant Nutrient	$ 39.98	$ 83,158.40
Supervisor, Quality Inspection	$ 40.65	$ 84,552.00
Supervisor-Set-up weld	$ 35.09	$ 72,987.20
Supplier Engineer	$ 41.04	$ 85,363.20
Supply Chain Manager	$ 40.86	$ 84,988.80
Swine Production Manager	$ 47.00	$ 97,760.00
System Administrator	$ 38.21	$ 79,466.40
Systems Analyst	$ 33.33	$ 69,326.40
Systems Engineer	$ 44.34	$ 92,231.36
Talent Attraction & Sourcing Specialist	$ 26.44	$ 54,995.20
Talent Development Specialist	$ 39.18	$ 81,494.40
Teacher	$ 38.18	$ 79,424.08

Team Lead	$ 29.89	$ 62,171.20
Team Leader	$ 28.51	$ 59,300.80
Teammate Services Specialist	$ 29.88	$ 62,150.40
Technical Publications Writer	$ 27.88	$ 57,990.40
Technical Publishing Writer	$ 31.44	$ 65,395.20
Technical Sales & Marketing Specialist	$ 28.85	$ 60,008.00
Technical Support Analyst II	$ 33.17	$ 68,993.60
Technical Trainer	$ 44.63	$ 92,830.40
Technician	$ 26.87	$ 55,883.66
Technician - Automation	$ 35.23	$ 73,268.00
Technician - Engineering Maintenance	$ 36.79	$ 76,523.20
Technician - Maintenance	$ 27.88	$ 57,990.40
Technician - Maintenance Electrical	$ 31.70	$ 65,934.27
Technician - Maintenance Engineer	$ 25.00	$ 52,000.00
Technician - Manufacturing Engineer	$ 25.64	$ 53,320.80
Technician I, Laboratory - Ethanol	$ 24.92	$ 51,833.60
Technician I, Maintenance - Grain	$ 26.60	$ 55,328.00
Technician I, Maintenance - Plant Nutrient	$ 24.49	$ 50,939.20
Technician II, Maintenance - Plant Nutrient	$ 26.87	$ 55,889.60
Technician III, Mobile Equipment	$ 34.00	$ 70,720.00
Technology Coordinator	$ 36.88	$ 76,710.40
Technology Director	$ 38.75	$ 80,600.00
Technology Integration Specialist	$ 30.75	$ 63,960.00
Technology Support Admin	$ 32.85	$ 68,328.00
Technology Technician	$ 20.00	$ 41,600.00
Testing Engineer	$ 40.50	$ 84,240.00
Testing Technician	$ 26.17	$ 54,426.67
Time & Labor Specialist II	$ 29.74	$ 61,859.20
Title Clerk	$ 22.67	$ 47,146.67
Tool & Die Apprentice	$ 22.31	$ 46,411.73
Tool & Die Maker	$ 31.80	$ 66,144.00
Tool Coordinator	$ 36.92	$ 76,793.60
Tool Design Engineer	$ 73.38	$ 152,630.40
Tool Room Attendant	$ 21.48	$ 44,678.40
Tool Technician	$ 30.51	$ 63,460.80
Toolding Engineer	$ 51.70	$ 107,536.00
Tooling Apprentice	$ 21.49	$ 44,699.20
Tooling Engineer	$ 48.62	$ 101,129.60
Tooling Mechanic	$ 29.17	$ 60,673.60
Tooling Supervisor	$ 40.23	$ 83,678.40
Tooling Technician	$ 28.81	$ 59,924.80
Toolmaker	$ 24.72	$ 51,417.60
Tourism Services Manager	$ 27.88	$ 57,990.40
Training Coordinator/HR Generalist	$ 33.05	$ 68,744.00
Training Specialist	$ 26.06	$ 54,204.80
Transportation Director	$ 40.00	$ 83,200.00
Treasurer	$ 44.32	$ 92,185.60
Unit Dose Mechanic	$ 34.14	$ 71,011.20
Unit Secretary/PCT	$ 22.63	$ 47,060.00
Universal Banker I	$ 20.96	$ 43,596.80
Universal Machines Project Manager	$ 54.58	$ 113,526.40
Utility	$ 20.18	$ 41,974.40
UTILITY BILLING SPECIALIST	$ 24.72	$ 51,417.60
Utility Support Team Member	$ 21.44	$ 44,595.20
Utility Tech	$ 29.00	$ 60,320.00
Vacuum Assembly	$ 21.50	$ 44,720.00
VDC Lead MEP Coordinator	$ 48.56	$ 100,994.40
VDC Lead MEP Coordinator-Electrical	$ 48.56	$ 101,004.80
VDC MEP Coordinator	$ 37.92	$ 78,866.67
VDC MEP Coordinator-Electrical	$ 43.00	$ 89,440.00
VDC MEP Coordinator-Mechanical	$ 36.50	$ 75,920.00
VDC MEP Detailer	$ 30.86	$ 64,182.86
VDC MEP Detailer-Mechanical	$ 36.00	$ 74,880.00
VDC Senior MEP Utility Coordinator	$ 62.98	$ 130,998.40
VDC Utility Coordinator	$ 35.67	$ 74,186.67
VDC Utility Detailer	$ 30.00	$ 62,400.00
VDI System Administrator	$ 34.36	$ 71,468.80

	Vice President	$ 75.00	$ 156,000.00
	Vice President Construction and Planning	$ 29.33	$ 61,006.40
	Vice President of Marketing	$ 72.12	$ 150,009.60
	Vice President of Ruminant Sales and Nutrition	$ 130.00	$ 270,400.00
	Vice President of Supply Chain	$ 74.51	$ 154,980.80
	Vice President of Workforce Development	$ 40.88	$ 85,030.40
	Vocational Agriculture Teacher/FFA Advisor	$ 49.28	$ 102,502.40
	VP Business Development	$ 93.85	$ 195,208.00
	VP of Advancement	$ 72.11	$ 149,988.80
	VP of Custom Sales	$ 106.95	$ 222,456.00
	VP of Human Resources	$ 91.35	$ 190,008.00
	VP of Mission and Ministries	$ 40.70	$ 84,656.00
	VP, Center for Philanthropy	$ 79.49	$ 165,339.20
	VP, Community Investments	$ 63.42	$ 131,913.60
	VP/Business Development Officer	$ 42.15	$ 87,672.00
	Warehouse & Equipment Coordinator	$ 26.10	$ 54,288.00
	Warehouse Associate	$ 20.80	$ 43,264.00
	Warehouse Manager	$ 46.00	$ 95,680.00
	Warehouse Team Member	$ 19.00	$ 39,520.00
	Warranty Administrator	$ 31.50	$ 65,520.00
	Web Developer	$ 41.24	$ 85,779.20
	Weld Engineer	$ 50.84	$ 105,736.80
	Weld Technician	$ 21.76	$ 45,250.40
	Welder	$ 22.51	$ 46,816.64
	Welder/Fabricator	$ 25.50	$ 53,040.00
	Welding Engineer	$ 63.92	$ 132,953.60
	Wellness Consultant	$ 29.46	$ 61,276.80
	Woodshop laborer	$ 15.00	$ 31,200.00
	Workforce Development Manager	$ 26.44	$ 54,995.20
	WORKFORCE DEVELOPMENT SPECIALIST	$ 27.16	$ 56,492.80
	Zoo Pal Donor Event Coordinator	$ 21.72	$ 45,177.60
	(blank)	$ 33.86	$ 70,434.00
2			
	1875	$ 72.15	$ 150,072.00
	10 & 12 Grade ELA Teacher	$ 55.15	$ 114,712.00
	1-8 Teacher	$ 72.52	$ 150,841.60
	1st Grade Teacher	$ 60.31	$ 125,451.73
	1st Shift Supervisor	$ 29.93	$ 62,254.40
	1st Year Apprentice	$ 16.33	$ 33,966.40
	2nd Grade Teacher	$ 53.58	$ 111,453.33
	2nd Year Apprentice	$ 19.92	$ 41,423.20
	3D Design & Drafting Engineer Technician	$ 31.00	$ 64,480.00
	3rd grade Teacher	$ 53.67	$ 111,637.07
	3rd Year Apprentice	$ 26.55	$ 55,230.93
	4-9 Math Teacher	$ 74.32	$ 154,585.60
	4-9 Social Studies Teacher	$ 51.95	$ 108,056.00
	4th Grade Teacher	$ 44.16	$ 91,842.40
	4th year Apprentice	$ 27.62	$ 57,442.67
	5th grade Science Teacher	$ 54.15	$ 112,632.00
	5th grade teacher	$ 66.63	$ 138,590.40
	6-12 English Language Arts Teacher	$ 69.55	$ 144,664.00
	6th Grade Teacher	$ 49.64	$ 103,251.20
	7-12 Ag Teacher	$ 55.77	$ 116,001.60
	7-12 Agriculture Teacher	$ 32.76	$ 68,140.80
	7-12 Band Director	$ 32.76	$ 68,140.80
	7-12 History Teacher	$ 51.53	$ 107,182.40
	7-12 Intervention Teacher	$ 40.29	$ 83,803.20
	7-12 Math Teacher	$ 49.08	$ 102,079.47
	7-12 Music Teacher	$ 57.45	$ 119,496.00
	7-12 Science Teacher	$ 47.45	$ 98,696.00
	7-12 Social Studies Teacher	$ 39.12	$ 81,369.60
	7th Grade History Teacher	$ 64.66	$ 134,492.80
	7th Grade Math Teacher	$ 34.25	$ 71,240.00
	7th Grade Teacher	$ 48.11	$ 100,068.80
	8th grade ELA teacher	$ 67.50	$ 140,400.00
	8th Grade History	$ 64.66	$ 134,492.80
	8th grade math teacher	$ 40.00	$ 83,200.00

8th Grade Teacher	$ 45.98	$ 95,645.33
9-12 Science Teacher	$ 57.45	$ 119,496.00
9-12 Teacher	$ 51.04	$ 106,163.20
AAC Consultant	$ 41.48	$ 86,278.40
Academic Director	$ 40.00	$ 83,200.00
Access to Care Manager	$ 27.78	$ 57,782.40
Account Clerk 2	$ 20.17	$ 41,953.60
Account Executive	$ 31.25	$ 65,000.00
Account Manager	$ 21.94	$ 45,638.17
Account Payable Coordinator	$ 23.64	$ 49,171.20
Account Representative - EES & Foam	$ 39.72	$ 82,617.60
Accountant	$ 29.13	$ 60,583.90
Accountant 2	$ 35.15	$ 73,112.00
Accountant II	$ 38.35	$ 79,761.07
Accounting	$ 69.71	$ 144,996.80
Accounting - Financial Analyst	$ 25.54	$ 53,123.20
Accounting - Senior Financial Analyst	$ 27.99	$ 58,219.20
Accounting - Senior Plant Controller	$ 67.15	$ 139,661.60
Accounting Admin	$ 31.25	$ 65,000.00
ACCOUNTING ADMINISTRATOR	$ 26.55	$ 55,224.00
ACCOUNTING ADMINISTRATOR- AP	$ 28.05	$ 58,344.00
ACCOUNTING ADMINISTRATOR- PAYROLL	$ 29.01	$ 60,340.80
Accounting and Billing Supervisor	$ 21.63	$ 44,990.40
Accounting and Data Manager	$ 31.25	$ 65,000.00
Accounting Assistant	$ 24.24	$ 50,427.52
Accounting Associate	$ 28.82	$ 59,945.60
Accounting Clerk	$ 27.00	$ 56,160.00
Accounting Coordinator	$ 23.50	$ 48,880.00
Accounting Intern	$ 20.00	$ 41,600.00
Accounting Lead	$ 31.54	$ 65,603.20
Accounting Manager	$ 46.52	$ 96,755.93
Accounting Specialist	$ 24.64	$ 51,242.29
Accounting Supervisor	$ 40.19	$ 83,595.20
Accounting Supervisor of Business Operations	$ 59.35	$ 123,448.00
Accounts Payable	$ 27.73	$ 57,673.20
Accounts Payable Clerk	$ 22.71	$ 47,229.87
Accounts Payable Coordinator	$ 25.75	$ 53,553.07
Accounts Payable Manager	$ 43.94	$ 91,400.40
Accounts Payable Specialist	$ 25.69	$ 53,431.04
Accounts Payable Team Lead	$ 32.21	$ 66,996.80
Accounts Payable Team Leader	$ 40.41	$ 84,052.80
Accounts Receivable	$ 24.29	$ 50,530.13
Accounts Receivable Clerk	$ 28.52	$ 59,321.60
Accounts Receivable Coordinator	$ 21.63	$ 44,990.40
Accounts Receivable Specialist	$ 22.00	$ 45,760.00
Accreditation Coordinator	$ 34.01	$ 70,740.80
Accreditation Specialist	$ 19.23	$ 39,998.40
Activation and Reinforcement Representative	$ 26.66	$ 55,452.80
Activation and Reinforcement Specalist	$ 33.83	$ 70,356.00
Activation and Reinforcement Speclaist	$ 28.12	$ 58,489.60
Ad Review Specialist	$ 22.75	$ 47,320.00
ADAS and Repair Plan Specialist	$ 29.00	$ 60,320.00
Admin	$ 29.98	$ 62,366.20
Admin assistant	$ 21.84	$ 45,427.20
ADMIN ASST	$ 37.61	$ 78,228.80
Admin Asst, ITS	$ 28.80	$ 59,904.00
Admin. Dir.	$ 27.42	$ 57,033.60
Admin. Education Coordinator	$ 29.81	$ 62,004.80
Administation	$ 40.00	$ 83,200.00
Administration	$ 41.44	$ 86,198.67
Administrative Assistant	$ 23.54	$ 48,973.10
Administrative Assistant - SSA	$ 20.46	$ 42,556.80
Administrative Assistant 1 HHS-ADM-IT	$ 24.97	$ 51,937.60
Administrative Assistant 2 HHS-ADM-IT	$ 25.22	$ 52,457.60
Administrative Assistant III	$ 23.78	$ 49,462.40
Administrative Assistant to the CEO	$ 24.00	$ 49,920.00
Administrative Assistant, ITS	$ 28.80	$ 59,904.00

Administrative Assistant/Superintendent	$ 27.44	$ 57,075.20
Administrative Coordinator	$ 25.69	$ 53,428.27
Administrative Dir.	$ 28.42	$ 59,113.60
Administrative Director	$ 38.26	$ 79,573.87
Administrative Education Coordinator	$ 29.81	$ 62,004.80
Administrative Operations & Facilities Senior Mgr	$ 50.48	$ 104,998.40
Administrative Secretary	$ 21.40	$ 44,514.31
Administrative Supervisor & Executive Asst	$ 26.80	$ 55,744.00
Administrative Systems Analyst	$ 21.63	$ 44,990.40
Administrator	$ 38.61	$ 80,312.27
ADMINISTRATOR - PRINCIPAL	$ 74.96	$ 155,916.80
Administrator Database Systems	$ 37.47	$ 77,937.60
Administrator, FS Treasury Finance	$ 56.27	$ 117,041.60
Adminstrative Professional	$ 21.00	$ 43,680.00
Admissions	$ 33.85	$ 70,408.00
Admissions specialist	$ 26.04	$ 54,163.20
Adult Career Mentor	$ 26.44	$ 54,995.20
Adult Community Support Supervisor	$ 23.07	$ 47,985.60
Advanced Development Engineer	$ 57.25	$ 119,069.60
Advanced Systems Engineer	$ 65.29	$ 135,803.20
Advanced Test Methods Lead Engineer	$ 40.00	$ 83,200.00
Advanced Test Methods Principal Engineer	$ 40.00	$ 83,200.00
Aeration Inspector and Repair	$ 30.00	$ 62,400.00
AFL-CIO Community Liaison	$ 22.00	$ 45,760.00
Aftermarket Manager	$ 46.49	$ 96,699.20
Agile Product Owner	$ 37.49	$ 77,979.20
Aide	$ 15.80	$ 32,864.00
Air Pollution Control Director	$ 40.82	$ 84,905.60
American Signed Language Teacher	$ 35.66	$ 74,172.80
Aministrative Secretary	$ 19.05	$ 39,624.00
Analysis Engineer I	$ 35.00	$ 72,800.00
Analyst	$ 38.43	$ 79,934.40
Analyst & Auditor	$ 34.35	$ 71,437.60
Analytical Chemist	$ 38.94	$ 80,995.20
Analytical Zone Coordinator	$ 30.25	$ 62,920.00
Analytics Consulting Engineer	$ 64.38	$ 133,910.40
Animator / Motion Designer	$ 36.54	$ 76,003.20
AP COORDINATOR	$ 22.50	$ 46,800.00
AP Team Leader	$ 40.41	$ 84,052.80
App Developer	$ 30.00	$ 62,400.00
Appentice tool maker	$ 22.00	$ 45,760.00
Apple Grove Coodinator	$ 19.48	$ 40,518.40
Application Administrator	$ 34.45	$ 71,656.00
Application Analyst	$ 38.35	$ 79,757.60
Application Architect	$ 41.27	$ 85,841.60
APPLICATION DEVELOPER	$ 36.09	$ 75,060.27
Application Development Project Manager	$ 33.00	$ 68,640.00
Application Engineer	$ 41.13	$ 85,550.40
Application Engineer IV	$ 48.26	$ 100,380.80
Application Manager	$ 58.80	$ 122,304.00
APPLICATION PROJECT ENGINEERING MANAGER	$ 63.46	$ 131,996.80
Applications Analyst	$ 36.94	$ 76,835.20
Applications Chemist	$ 73.21	$ 152,276.80
Applications Developer	$ 34.93	$ 72,650.24
APPLICATIONS DEVELOPER MANAGER	$ 55.04	$ 114,483.20
Applications Development Admin.	$ 37.47	$ 77,937.60
Applications Development Manager	$ 61.89	$ 128,731.20
Applications Engineer IV	$ 55.29	$ 115,003.20
Apprentice	$ 23.66	$ 49,218.35
Apprentice 1st Year I	$ 28.30	$ 58,864.00
Apprentice 1st Year II	$ 30.87	$ 64,209.60
Apprentice 2nd Year II	$ 36.02	$ 74,921.60
Apprentice 3rd Year I	$ 36.02	$ 74,921.60
Apprentice 4th Year I	$ 43.73	$ 90,958.40
Apprentice EDM tool maker	$ 27.50	$ 57,200.00
Apprentice Electrician	$ 21.20	$ 44,096.00
Apprentice Lineman	$ 37.55	$ 78,112.09

Apprentice Maintenance	$ 19.36	$ 40,272.00
Apprentice Technician	$ 17.00	$ 35,360.00
Apprentice Test Engineer	$ 32.00	$ 66,560.00
Apprentice Tool and Die	$ 19.15	$ 39,832.00
Apprentice tool maker	$ 24.73	$ 51,432.73
Apprentice Year 1	$ 28.98	$ 60,278.40
Apprentices	$ 22.00	$ 45,760.00
Aquatic Director	$ 23.00	$ 47,840.00
AR Analyst & Leak Administration Specialist	$ 31.25	$ 65,000.00
AR Support Associate	$ 19.50	$ 40,560.00
Architect	$ 49.38	$ 102,710.40
Architectural Designer	$ 29.30	$ 60,944.00
Area Lead	$ 19.50	$ 40,560.00
Area Manager	$ 40.87	$ 85,009.60
area manager production	$ 59.00	$ 122,720.00
area manager production 1	$ 59.00	$ 122,720.00
Area Manager Ride Maintenance	$ 50.00	$ 104,000.00
area mgr. production 1	$ 59.00	$ 122,720.00
Art Director	$ 35.62	$ 74,089.60
Art teacher	$ 49.92	$ 103,838.80
Art Therapist	$ 24.83	$ 51,646.40
Art Therapy Resident	$ 21.00	$ 43,680.00
Artistic Operations Manager	$ 24.04	$ 50,003.20
Arts & Humanities Coordinator	$ 21.00	$ 43,680.00
Asdsociate Director, Institutional Effectiveness	$ 30.40	$ 63,232.00
Assembler	$ 22.19	$ 46,150.47
Assembler - Air Tools	$ 25.75	$ 53,560.00
Assembly Associate	$ 26.27	$ 54,641.60
Assembly Manager	$ 38.46	$ 79,996.80
Assembly Team Leader	$ 50.00	$ 104,000.00
Assembly Tech Level 1	$ 29.35	$ 61,048.00
Assembly Technician	$ 30.74	$ 63,939.20
Asset Management	$ 48.08	$ 100,006.40
Asset Management Analyst	$ 47.64	$ 99,091.20
Asset Management Dispositions Manager	$ 54.29	$ 112,912.80
Asset Manager	$ 48.07	$ 99,985.60
Assist Superintendent	$ 40.00	$ 83,200.00
Assistance Principal	$ 72.56	$ 150,924.80
Assistant	$ 30.29	$ 63,003.20
Assistant Chief Engineer	$ 49.93	$ 103,854.40
Assistant Chief of IT	$ 38.88	$ 80,870.40
Assistant Circulation Manager	$ 25.15	$ 52,312.00
Assistant City Manager	$ 85.97	$ 178,817.60
Assistant Communications Manager	$ 30.29	$ 63,003.20
Assistant Computer Technician	$ 26.14	$ 54,371.20
Assistant Controller	$ 56.05	$ 116,589.20
Assistant Customer Service Manager	$ 24.04	$ 50,003.20
Assistant Dean of Students	$ 35.58	$ 74,006.40
Assistant Director	$ 30.14	$ 62,691.20
Assistant Director Digital Learn & Design	$ 26.86	$ 55,868.80
Assistant Director of ABA	$ 43.00	$ 89,440.00
Assistant Director of Continuous Quality Improvement	$ 35.00	$ 72,800.00
Assistant Director of Early Care	$ 36.06	$ 75,004.80
Assistant Director of SSA Specialized Services	$ 49.33	$ 102,606.40
Assistant Director SSA	$ 46.78	$ 97,302.40
Assistant Director SSA Employment Services	$ 36.55	$ 76,024.00
Assistant Director, SSA	$ 49.33	$ 102,606.40
Assistant Director, Strategic Initiatives	$ 40.87	$ 85,009.60
Assistant Food Safety Manager	$ 37.49	$ 77,979.20
Assistant Foreperson	$ 41.00	$ 85,280.00
Assistant Health Commissioner	$ 60.00	$ 124,800.00
Assistant HR Director	$ 39.42	$ 81,993.60
Assistant Investment & Cash Management Officer	$ 42.52	$ 88,441.60
Assistant Manager, Communications	$ 30.91	$ 64,292.80
Assistant Manager, Funeral Director and Embalmer	$ 37.00	$ 76,960.00
Assistant Men's Basketball Coach	$ 28.98	$ 60,278.40
Assistant Plant Manager	$ 36.53	$ 75,982.40

Assistant Principal	$ 51.06	$ 106,196.24
Assistant Professor	$ 55.22	$ 114,863.54
Assistant Program Director	$ 27.40	$ 56,992.00
Assistant Prosecuting Attorney	$ 46.32	$ 96,345.60
Assistant Research Scientist	$ 38.72	$ 80,537.60
Assistant Safety Service Director	$ 59.41	$ 123,572.80
Assistant Scheduler	$ 33.50	$ 69,680.00
Assistant SSA Director	$ 46.79	$ 97,323.20
Assistant Superintendent	$ 56.83	$ 118,196.00
Assistant Supervisor	$ 22.44	$ 46,681.14
Assistant to Provost	$ 79.17	$ 164,673.60
Assistant Transportation Manager	$ 29.61	$ 61,588.80
Assistant Treasurer	$ 39.83	$ 82,846.40
Assitant Principal	$ 30.00	$ 62,400.00
Assoc Dir, IT	$ 53.11	$ 110,468.80
Assoc. Prof. Physic Astronomy	$ 40.87	$ 85,009.60
Associate Analytical Scientist	$ 50.00	$ 104,000.00
Associate Chemical Engineer	$ 45.00	$ 93,600.00
Associate Chemical Engineer, Polymer Process Development	$ 70.00	$ 145,600.00
Associate Chemist	$ 29.77	$ 61,921.60
Associate Client Director, Client Success	$ 44.71	$ 92,996.80
Associate Consultant	$ 30.29	$ 62,996.27
Associate Controls Engineer	$ 35.41	$ 73,652.80
Associate Dean	$ 65.30	$ 135,824.00
Associate Director	$ 38.46	$ 79,996.80
Associate Director Child & Family Development	$ 33.70	$ 70,096.00
Associate Director Clinical Training & Development	$ 43.82	$ 91,145.60
Associate Director of Child & Family Development	$ 32.98	$ 68,588.00
Associate Director of Clinical Compliance	$ 40.87	$ 85,009.60
Associate Director of Support Services	$ 68.60	$ 142,688.00
Associate Director Solutions Delivery	$ 99.92	$ 207,833.60
Associate DirectorÂ Workforce Training Initiatives	$ 40.39	$ 84,011.20
Associate Electrical Engineer	$ 41.22	$ 85,737.60
Associate Executive Director, Housing and Financial Wellnes	$ 48.01	$ 99,860.80
Associate Planner	$ 32.32	$ 67,225.60
Associate Product Manager, Utility Fiber	$ 35.82	$ 74,505.60
Associate Professor	$ 78.40	$ 163,072.00
Associate Project Manager	$ 49.18	$ 102,294.40
Associate Provost	$ 65.06	$ 135,324.80
Associate Sales Assistant/HR	$ 35.92	$ 74,713.60
Associate, Strategy & Corporate Development	$ 38.46	$ 79,996.80
Asst Dir, Information Technology	$ 40.17	$ 83,553.60
ASST FINANCE DIRECTOR	$ 41.34	$ 85,987.20
Asst Service Manager	$ 33.83	$ 70,356.00
Asst Special Education	$ 62.93	$ 130,894.40
Asst to the EVP, Student Experience	$ 43.07	$ 89,585.60
Asst to the President and CEO, Board Liaison	$ 30.78	$ 64,022.40
Asst. Director	$ 19.23	$ 39,998.40
Asst. Director Digital Learning & Design	$ 26.20	$ 54,496.00
Asst. Principal	$ 30.28	$ 62,982.40
Asst. Professor, Exercise Science	$ 32.45	$ 67,496.00
Asst. Vice President Financial Aid	$ 47.12	$ 98,009.60
Athletic Director	$ 43.24	$ 89,946.13
ATP	$ 38.46	$ 79,996.80
Audiovisual Support Technician	$ 32.60	$ 67,808.00
Auditor	$ 63.10	$ 131,248.00
Automation Engineer	$ 59.12	$ 122,969.60
Automation Engineering Supervisor	$ 47.75	$ 99,320.00
Automation Manager	$ 57.69	$ 119,995.20
Automation Project Manager	$ 49.21	$ 102,356.80
Automations Supervisor	$ 22.00	$ 45,760.00
Auxiliary Operator 2	$ 17.82	$ 37,065.60
AVP of Marketing and Business Development	$ 48.89	$ 101,691.20
AVP, Admin & Finance	$ 75.90	$ 157,872.00
AVP, Senior Data Warehouse Engineer	$ 62.31	$ 129,604.80
Azure Architect	$ 46.63	$ 96,990.40
BC & Marketing Manager	$ 50.58	$ 105,206.40

Behavior Intervention Specialist	$ 25.00	$ 52,000.00
Behavior Specialist	$ 54.00	$ 112,320.00
Behvior Specialst	$ 30.00	$ 62,400.00
Benefits and Leave Specialist	$ 15.75	$ 32,760.00
Benefits Coordinator	$ 31.86	$ 66,268.80
BI Developer Sr	$ 58.89	$ 122,491.20
Billing & Client Lifecycle Manager	$ 50.48	$ 104,998.40
Billing & Sales Tax Analyst	$ 32.60	$ 67,808.00
Billing and Accounts Coordinator	$ 21.82	$ 45,385.60
Billing Associate	$ 24.00	$ 49,920.00
Billing Coordinator	$ 23.44	$ 48,761.14
Billing Manager	$ 33.35	$ 69,368.00
Billing Specialist	$ 24.56	$ 51,091.73
Billing Specialist & Administrative Assistant	$ 19.80	$ 41,184.00
Billing Supervisor	$ 38.22	$ 79,497.60
Billing Systems Specialist	$ 23.52	$ 48,921.60
Billing Team Lead	$ 26.44	$ 54,995.20
Bindery - Bindery Operator 2	$ 26.16	$ 54,412.80
Bindery - Bindery Operator 3	$ 29.68	$ 61,734.40
Bindery Material Handler 1	$ 18.61	$ 38,708.80
Bindery Operator 2	$ 23.15	$ 48,156.16
Bindery Operator 3	$ 30.80	$ 64,064.00
Body Technician	$ 28.25	$ 58,760.00
Bookkeeper	$ 28.34	$ 58,954.13
Bookkeeper and HR Administrator	$ 30.29	$ 63,003.20
Boring Machine Operator	$ 23.10	$ 48,048.00
Boring Mill Machine Operator	$ 22.00	$ 45,760.00
Branch Manager	$ 31.53	$ 65,582.40
Branch Manager with MLS	$ 32.84	$ 68,307.20
Branch Manager without MLS	$ 29.05	$ 60,424.00
Branch Operations Manager	$ 36.72	$ 76,367.20
Branch Operations Quality Assurance Associate	$ 30.28	$ 62,982.40
Brand Engagement Coordinator	$ 27.33	$ 56,846.40
Brand Manager	$ 17.00	$ 35,360.00
Brand Relations Manager	$ 36.72	$ 76,377.60
Brand Specialist	$ 29.57	$ 61,505.60
Broadband Instillation Technichian	$ 18.75	$ 39,000.00
BRS Technician	$ 33.74	$ 70,179.20
Budget Manager	$ 27.59	$ 57,387.20
Building Assistant Principal	$ 61.28	$ 127,462.40
Building Standards Manager	$ 52.36	$ 108,908.80
Building Sub	$ 20.27	$ 42,161.60
Buildings & Facilities Manager	$ 34.71	$ 72,196.80
Business Analyst	$ 55.47	$ 115,377.60
Business Analyst II	$ 41.52	$ 86,351.20
Business Data Analyst	$ 34.11	$ 70,948.80
Business Development Manager	$ 37.38	$ 77,742.08
Business Development Representative	$ 17.00	$ 35,360.00
Business Development Specialist	$ 27.88	$ 57,990.40
BUSINESS ENGAGEMENT SPECIALIST	$ 28.63	$ 59,558.72
Business Intelligence Developer	$ 51.77	$ 107,681.60
Business Intelligence Manager	$ 85.69	$ 178,224.80
Business Management Supervisor	$ 33.81	$ 70,324.80
Business Manager	$ 32.18	$ 66,934.40
Business Operations & Corporate Development	$ 53.07	$ 110,385.60
Business Operations and Corporate Development	$ 54.66	$ 113,692.80
Business Operations Manager	$ 46.22	$ 96,137.60
Business Process Automation Specialist	$ 37.75	$ 78,520.00
Business Process Excellence	$ 85.00	$ 176,800.00
Business Process Leader	$ 49.61	$ 103,188.80
Business Process Owner	$ 85.00	$ 176,800.00
BUSINESS SYSTEMS ANALYST	$ 30.50	$ 63,440.00
Business Systems Analyst 1	$ 30.50	$ 63,440.00
Business Systems Analyst I	$ 35.15	$ 73,112.00
Business Systems Analyst II	$ 32.83	$ 68,276.00
Business Systems Analyst III	$ 55.89	$ 116,254.17
Business Systems Support Specialist	$ 32.45	$ 67,496.00

Business Teacher	$ 58.56	$ 121,804.80
Business Technology Manager	$ 25.00	$ 52,000.00
Business/ system Analyst	$ 49.64	$ 103,251.20
Business/systems analyst	$ 49.64	$ 103,251.20
Buyer	$ 31.36	$ 65,223.60
Buyer I	$ 33.13	$ 68,910.40
Buyer II	$ 37.26	$ 77,500.80
C LEVEL TECHNICIAN	$ 26.00	$ 54,080.00
C TECHNICIAN	$ 24.00	$ 49,920.00
Cabinet Designer	$ 36.06	$ 75,004.80
CAD Designer	$ 31.25	$ 65,000.00
CAD Drafter/Designer	$ 25.00	$ 52,000.00
CAD Technician	$ 21.00	$ 43,680.00
CAD Technician II	$ 38.73	$ 80,548.00
Call Center Trainer	$ 25.16	$ 52,326.86
Candidate Engagement Specialist	$ 21.68	$ 45,094.40
CAO	$ 69.18	$ 143,894.40
Captain	$ 58.72	$ 122,137.60
Care Coordinator	$ 22.38	$ 46,540.00
Care Manager	$ 24.47	$ 50,897.60
Care Navigation Team Lead	$ 36.67	$ 76,273.60
Career Coach	$ 29.32	$ 60,985.60
Career Counselor	$ 50.00	$ 104,000.00
Career Strategist	$ 40.00	$ 83,200.00
Carpenter	$ 30.16	$ 62,722.40
Carpenter/Laborer/Ironworker	$ 21.50	$ 44,720.00
Case Manager	$ 22.00	$ 45,760.00
Cash & Payment Coordinator	$ 32.17	$ 66,913.60
Cash Reconciliation Analyst	$ 26.55	$ 55,224.00
Catch & Measure Operator	$ 20.50	$ 42,640.00
CDL Pumper	$ 31.50	$ 65,520.00
CDPSS	$ 35.99	$ 74,859.20
Center Director	$ 27.42	$ 57,025.80
Central Claims Rep - Senior	$ 24.75	$ 51,480.00
CEO	$ 91.56	$ 190,447.51
CEO-Executive Director	$ 75.56	$ 157,164.80
Ceramic Lab Tech	$ 25.94	$ 53,955.20
Ceramics Lab Tech	$ 28.12	$ 58,489.60
Certification Specialist, Minority Business Assistance Center	$ 32.00	$ 66,560.00
CFD Analysis Advisory Engineer	$ 64.90	$ 134,992.00
CFO	$ 76.71	$ 159,562.00
CFO/Business Manager	$ 54.57	$ 113,505.60
Change Release Specialist	$ 39.15	$ 81,432.00
Changeover Tech	$ 31.00	$ 64,480.00
Channel Marketing Specialist	$ 30.61	$ 63,668.80
Chemist	$ 38.28	$ 79,629.33
Chemist II	$ 36.07	$ 75,025.60
Chief Academic Officer	$ 31.94	$ 66,435.20
Chief Accounting Clerk	$ 32.42	$ 67,433.60
Chief Accounting Coordinator	$ 41.09	$ 85,467.20
Chief Administrative Officer	$ 127.02	$ 264,201.60
Chief Advancement & Communications Officer	$ 69.66	$ 144,892.80
Chief Business Officer	$ 97.48	$ 202,758.40
Chief Clinical Officer	$ 41.07	$ 85,418.67
Chief Communications Officer	$ 65.45	$ 136,125.60
Chief Community Officer	$ 48.43	$ 100,734.40
Chief Curator	$ 60.00	$ 124,800.00
Chief Deputy Auditor/MIS Manager	$ 58.46	$ 121,596.80
Chief Development Officer	$ 54.41	$ 113,172.80
Chief Engineer	$ 57.21	$ 118,992.64
Chief Engineer - Coil Processing	$ 63.87	$ 132,849.60
Chief Executive	$ 48.07	$ 99,985.60
Chief Executive Officer	$ 64.78	$ 134,742.40
Chief Finance and Operations Officer	$ 49.26	$ 102,460.80
Chief Financial Officer	$ 65.04	$ 135,289.44
Chief Girl Experience Officer	$ 35.09	$ 72,987.20
Chief Human Resources Officer	$ 48.08	$ 100,006.40

Chief Information Officer	$ 71.37	$ 148,442.67
Chief of Staff	$ 57.24	$ 119,059.20
Chief of Technology	$ 46.50	$ 96,720.00
Chief Operating Officer	$ 65.89	$ 137,054.67
Chief People Officer	$ 95.79	$ 199,232.80
Chief Quality & Compliance Officer	$ 42.79	$ 89,003.20
Chief Relationship Officer	$ 96.00	$ 199,680.00
Chief Technical Officer	$ 76.92	$ 159,993.60
Chief Technology Officer	$ 55.98	$ 116,438.40
Chief Transformation Officer	$ 110.00	$ 228,800.00
Chief Volunteer Support and Services Officer	$ 38.85	$ 80,808.00
Child Injury Prevention Coordinator	$ 25.69	$ 53,435.20
Children's Program Manager	$ 20.84	$ 43,347.20
Childrens Services Manager	$ 35.98	$ 74,838.40
Church Relations Manager	$ 21.00	$ 43,680.00
CIO	$ 96.80	$ 201,344.00
Circulation Dept. Manager	$ 18.70	$ 38,896.00
Circulation Quality Control Manager	$ 31.53	$ 65,582.40
Circulation Services Manager	$ 35.41	$ 73,652.80
City Planner	$ 44.93	$ 93,454.40
Claims Rep	$ 28.13	$ 58,510.40
Classified Supervisor	$ 34.11	$ 70,948.80
Clerical Specialist 1	$ 20.57	$ 42,785.60
Clerical Support Services Supervisor	$ 21.96	$ 45,676.80
Clerk	$ 27.68	$ 57,574.40
Clerk Bus Garage	$ 18.38	$ 38,230.40
Clerk Cashier	$ 26.53	$ 55,182.40
Clerk IT	$ 20.67	$ 42,993.60
Clerk Maintenance	$ 18.38	$ 38,230.40
Clerk MUI	$ 18.38	$ 38,230.40
Clerk of Council	$ 46.22	$ 96,137.60
Clerk SG	$ 18.38	$ 38,230.40
Clerk Typist	$ 25.67	$ 53,393.60
Clerk, Bus Garage	$ 18.38	$ 38,230.40
Clerk, IT	$ 21.67	$ 45,073.60
Clerk, Maintenance	$ 18.78	$ 39,062.40
Clerk, MUI	$ 18.38	$ 38,230.40
Client Advocate	$ 38.77	$ 80,641.60
Client Advocate, Digital Marketing Lead	$ 38.77	$ 80,641.60
Client Care Coordinator	$ 21.00	$ 43,680.00
Client Coordinator	$ 32.56	$ 67,724.80
Client engagement Specialists	$ 22.28	$ 46,342.40
Client Experience Coordinator	$ 20.50	$ 42,640.00
Client Experience Rep	$ 16.50	$ 34,320.00
Client Service Administrator	$ 25.22	$ 52,460.57
Client Service Administrator, Group Benefits	$ 31.25	$ 65,000.00
Client Services and Human Resources Manager	$ 34.00	$ 70,720.00
Client Services Director	$ 20.34	$ 42,296.80
Client Success Manager	$ 33.84	$ 70,376.80
Client Success Specialist	$ 22.22	$ 46,217.60
Clinical Analyst I	$ 38.34	$ 79,747.20
Clinical Application Analyst	$ 42.48	$ 88,365.33
Clinical Application Anlayst	$ 41.11	$ 85,508.80
Clinical Coordinator	$ 50.16	$ 104,329.83
Clinical Director	$ 32.72	$ 68,057.60
Clinical Educator	$ 43.99	$ 91,499.20
Clinical Executive Assistant	$ 37.26	$ 77,500.80
Clinical Informaticist	$ 37.51	$ 78,013.87
Clinical Manager	$ 33.18	$ 69,014.40
Clinical Operations Coordinator/Art Therapist	$ 26.50	$ 55,120.00
Clinical Physician - SHMG	$ 266.76	$ 554,860.80
Clinical Secretary	$ 22.84	$ 47,507.20
Clinical Software Technician	$ 39.90	$ 82,992.00
Clinical Systems Analyst	$ 44.13	$ 91,790.40
Clinical Team Leader	$ 48.19	$ 100,243.52
CLOUD Engineer	$ 45.00	$ 93,600.00
Cloud Engineering Manager	$ 50.00	$ 104,000.00

CMM Programmer	$ 26.50	$ 55,120.00
CNC Engineer	$ 29.57	$ 61,505.60
CNC Floor Lead	$ 29.75	$ 61,880.00
CNC III	$ 30.46	$ 63,356.80
CNC Machine Attendant	$ 20.62	$ 42,879.20
CNC Machine Operator	$ 20.00	$ 41,600.00
CNC Machining Trainee	$ 24.90	$ 51,792.00
CNC Machinist	$ 28.26	$ 58,787.42
CNC Machinist/Automation Technician	$ 33.60	$ 69,888.00
CNC Operator	$ 25.06	$ 52,120.18
CNC Programmer	$ 40.00	$ 83,200.00
CNC Setup & Operator	$ 27.21	$ 56,596.80
CNC Supervisor	$ 37.90	$ 78,832.00
Coach	$ 26.44	$ 54,995.20
COC Coordinator	$ 22.60	$ 47,008.00
COC program specialist	$ 17.43	$ 36,254.40
Code Inspector	$ 26.55	$ 55,224.00
COG Director	$ 44.32	$ 92,185.60
COG Dispatch Supervisor	$ 33.70	$ 70,102.93
COG Shift Dispatch Supervisor	$ 32.83	$ 68,286.40
Collections Representative	$ 24.73	$ 51,429.49
Collections Reprsentative	$ 24.84	$ 51,667.20
college and career advisor	$ 20.70	$ 43,056.00
Collision Repair Tech	$ 30.00	$ 62,400.00
Collision Repair Technician	$ 29.00	$ 60,320.00
Combo Set Up/Operator: Senior	$ 25.93	$ 53,934.40
Combo/Set Up Operator	$ 26.00	$ 54,080.00
Combo/Set Up Operator: Senior	$ 27.79	$ 57,803.20
Commercial Analyst	$ 40.00	$ 83,200.00
Commercial Director	$ 43.13	$ 89,710.40
Commercialization Project Manager	$ 34.28	$ 71,302.40
Communication and Marketing Specialist	$ 22.00	$ 45,760.00
Communications & Technology Director	$ 56.25	$ 117,000.00
Communications Associate	$ 33.12	$ 68,889.60
Communications Coordinator	$ 24.67	$ 51,303.20
Communications Director	$ 44.31	$ 92,157.87
Communications Manager	$ 30.29	$ 63,003.20
Communications Operations Manager	$ 25.25	$ 52,520.00
Communications Specialist	$ 31.18	$ 64,862.72
Communications/HR Manager	$ 42.37	$ 88,129.60
Community Access Team Leader	$ 20.50	$ 42,640.00
Community Administrator	$ 22.54	$ 46,883.20
Community Connections Manager	$ 45.13	$ 93,870.40
Community Development Manager	$ 46.25	$ 96,200.00
Community Engagement Director	$ 28.56	$ 59,404.80
Community Facility Coordinator	$ 54.13	$ 112,590.40
Community Health Worker	$ 23.50	$ 48,880.00
Community Impact Coordinator	$ 24.04	$ 50,003.20
Community Impact Manager	$ 23.12	$ 48,079.20
Community Integration Manager	$ 32.56	$ 67,724.80
Community Outreach Coordinator	$ 33.27	$ 69,201.60
Community Outreach Partner	$ 31.92	$ 66,386.67
Community Outreach Specialist, Therapist	$ 65.00	$ 135,200.00
Community Planner	$ 22.28	$ 46,342.40
Community Relations Coordinator	$ 32.35	$ 67,288.00
Community Relations Manager	$ 23.73	$ 49,358.40
Community Resource Coordinator	$ 16.00	$ 33,280.00
Community Solutions Director	$ 40.58	$ 84,406.40
Community Workforce Development Manager	$ 34.86	$ 72,508.80
Community/Government & Business Engagement Director	$ 57.69	$ 119,995.20
Community-Based Services Manager	$ 31.98	$ 66,518.40
Compensation Analyst	$ 41.24	$ 85,779.20
Compliance Analyst	$ 21.94	$ 45,635.20
Compliance Director	$ 55.00	$ 114,400.00
Comptroller	$ 39.62	$ 82,409.60
Computer Network Engineer	$ 46.92	$ 97,593.60
Computer Networking Manager	$ 65.10	$ 135,408.00

Computer Operator	$ 38.50	$ 80,080.00
Computer Operator Supervisor	$ 46.74	$ 97,219.20
Computer Programmer	$ 50.53	$ 105,102.40
Computer Support Helpdesk Analyst	$ 28.21	$ 58,676.80
Computer System Software Analyst I	$ 27.69	$ 57,595.20
Computer Systems Software Analyst 1	$ 28.11	$ 58,468.80
Computer Systems Software Analyst 2	$ 32.47	$ 67,537.60
Computer Tech	$ 28.85	$ 60,008.00
Computer Tech.	$ 28.85	$ 60,008.00
Computer Technician	$ 22.21	$ 46,196.80
Conselor	$ 30.00	$ 62,400.00
Construction Coordinator	$ 25.00	$ 52,000.00
Construction Inspector	$ 28.00	$ 58,240.00
Construction Manager	$ 33.00	$ 68,640.00
Construction Operations Manager	$ 52.88	$ 109,990.40
Construction Services Manager	$ 62.50	$ 130,000.00
Construction Trainer	$ 25.50	$ 53,040.00
Consultant	$ 47.84	$ 99,514.13
Consultant & Customer Support Specialist	$ 19.68	$ 40,934.40
Consumer Affairs Specialist	$ 29.67	$ 61,713.60
Consumer Loan Operations and Compliance Specialist	$ 30.32	$ 63,065.60
Continuous Improvement - Technical Specialist 2	$ 30.21	$ 62,826.40
Continuous Improvement Manager	$ 39.86	$ 82,898.40
Contract Administer	$ 35.66	$ 74,172.80
Contract Analyst	$ 35.04	$ 72,878.00
Contract and Compliance Specialist	$ 46.48	$ 96,678.40
Contract Monitor	$ 42.11	$ 87,578.40
Contract Specialist	$ 28.00	$ 58,240.00
contracts	$ 44.47	$ 92,497.60
Contracts Administrator	$ 25.50	$ 53,040.00
Contracts Manager	$ 40.32	$ 83,865.60
Controller	$ 52.18	$ 108,537.77
Controls Engineer	$ 45.59	$ 94,834.13
COO	$ 80.02	$ 166,449.40
Cooperative Student - Transportation	$ 21.00	$ 43,680.00
Coordinator	$ 27.00	$ 56,160.00
Coordinator of Fund Development	$ 19.73	$ 41,038.40
Coordinator of Volunteer Relations	$ 20.50	$ 42,640.00
Coordinator of Website and IT Helpdesk	$ 20.52	$ 42,681.60
Coordinator, Scoreboard Operations	$ 25.48	$ 52,998.40
Co-owner	$ 39.10	$ 81,328.00
Copy Editor and Videographer	$ 32.19	$ 66,955.20
Core facility manager	$ 29.10	$ 60,528.00
Corporate Accountant	$ 39.07	$ 81,265.60
Corporate Brand Manager	$ 46.94	$ 97,635.20
Corporate Controller	$ 67.65	$ 140,701.60
Corporate Counsel	$ 51.21	$ 106,516.80
Corporate EHS Engineer	$ 48.77	$ 101,441.60
Corporate Lab Director	$ 21.00	$ 43,680.00
Corporate Product Engineer	$ 43.85	$ 91,208.00
Corporate VP	$ 144.23	$ 299,998.40
Corrections Officer	$ 32.36	$ 67,308.80
Cost Accountant	$ 37.02	$ 77,001.60
Costing and Financial Analyst	$ 29.81	$ 62,004.80
Counselor	$ 37.91	$ 78,843.89
Coworking Coordinator	$ 24.76	$ 51,500.80
CQI/Infection Control DIrector	$ 47.94	$ 99,715.20
Craftsperson	$ 33.37	$ 69,414.80
Creative Aging Project Manager	$ 23.00	$ 47,840.00
Creative IT Specialist	$ 29.34	$ 61,027.20
Credit & Accounts Receivable Manager	$ 50.48	$ 104,998.40
Credit Analyst - Cash Application	$ 26.44	$ 54,995.20
Credit Analyst - Collections	$ 34.28	$ 71,302.40
Credit Collector	$ 26.44	$ 54,995.20
Credit Department Manager	$ 66.01	$ 137,300.80
Credit Manager	$ 47.32	$ 98,418.67
CRO	$ 76.92	$ 159,993.60

CSR	$ 21.23	$ 44,158.40
CSR\AP\AR	$ 19.00	$ 39,520.00
CTO and VP of Mergers and Acquisitions	$ 144.23	$ 299,998.40
Curriculum Coordinator	$ 48.03	$ 99,902.40
Curriculum Director	$ 53.20	$ 110,650.80
Curriculum Director 7-12	$ 60.00	$ 124,800.00
Curriculum Director PreK-6	$ 60.00	$ 124,800.00
Curriculum Supervisor	$ 31.50	$ 65,520.00
Custodian I	$ 29.25	$ 60,829.60
Customer Account Specialist 2	$ 27.00	$ 56,165.94
Customer Experience manager	$ 25.42	$ 52,873.60
Customer Experience Specialist	$ 25.00	$ 52,000.00
Customer Service - Customer Account Specialist 2	$ 27.65	$ 57,501.60
Customer Service & Logistic Rep for WPG	$ 28.05	$ 58,344.00
Customer Service Admin	$ 21.00	$ 43,680.00
Customer Service Aide	$ 21.00	$ 43,680.00
Customer Service and Logistics	$ 26.44	$ 54,995.20
Customer Service Coordinator	$ 48.80	$ 101,504.00
Customer Service Engineer	$ 40.94	$ 85,155.20
Customer Service Manager	$ 42.53	$ 88,464.71
Customer Service Representative	$ 24.81	$ 51,605.75
Customer Service Specialist	$ 28.32	$ 58,905.60
Customer Service Specialist II	$ 18.94	$ 39,395.20
CUSTOMER SERVICE SUPERVISOR	$ 22.60	$ 47,008.00
Customer Solutions Specialist	$ 22.50	$ 46,800.00
Customer Success Associate	$ 24.00	$ 49,920.00
Customer Support Manager	$ 46.16	$ 96,012.80
Customer Support Specialist	$ 27.90	$ 58,032.00
Customer Support Supervisor- Entry Doors	$ 45.19	$ 93,995.20
Customer Support Supervisor- Vinyl Products	$ 45.19	$ 93,995.20
Customer Trainer	$ 40.80	$ 84,864.00
CUYAHOGA	$ 30.22	$ 62,857.60
Cyber Security Specialist	$ 51.92	$ 107,993.60
Cylinder Repair Technician	$ 31.20	$ 64,896.00
Data & Assessment Coordinator	$ 42.18	$ 87,734.40
Data Analyst	$ 26.70	$ 55,526.55
Data Analyst I	$ 27.78	$ 57,782.40
Data Analyst II	$ 35.59	$ 74,027.20
Data Analytics/Purchasing Agent	$ 29.00	$ 60,320.00
Data and Accounting Assistant	$ 21.37	$ 44,449.60
Data and Accounting Manager	$ 32.34	$ 67,267.20
Data and Business Analyst	$ 21.53	$ 44,782.40
Data and Program Analyst	$ 26.44	$ 54,995.20
Data and Strategy Analyst	$ 32.83	$ 68,286.40
Data Business Analyst	$ 34.11	$ 70,948.80
Data Coordinator	$ 24.78	$ 51,535.47
Data Engineer	$ 55.88	$ 116,235.60
Data Engineer Lead	$ 74.30	$ 154,537.07
Data Engineer Senior	$ 62.72	$ 130,447.20
Data Gov Arch and Privacy	$ 95.10	$ 197,808.00
Data IT Manager	$ 43.00	$ 89,440.00
Data Management Specialist	$ 20.00	$ 41,600.00
Data Manager	$ 22.00	$ 45,760.00
Data Quality Specialist	$ 20.27	$ 42,161.60
Data Scientist	$ 44.09	$ 91,696.80
Data Scientist Lead	$ 74.52	$ 155,001.60
Data Specialist	$ 36.06	$ 75,004.80
Data Transformation Specialist	$ 46.13	$ 95,950.40
DATABASE ADMINISTRATOR	$ 38.59	$ 80,274.13
Database Manager	$ 22.50	$ 46,800.00
Day Program Director	$ 20.50	$ 42,640.00
DC Warehouse Lead	$ 20.90	$ 43,472.00
Dean	$ 87.50	$ 182,000.00
Dean of Academics	$ 42.23	$ 87,838.40
Dean of Students	$ 36.31	$ 75,524.80
Dean of Students/ Middle & High School	$ 61.77	$ 128,481.60
Dean, Creative Arts	$ 73.08	$ 152,006.40

DEI Education Specialist	$ 30.35	$ 63,128.00
DEI Manager	$ 36.54	$ 76,003.20
Delivery Director	$ 63.51	$ 132,100.80
Delivery Manager	$ 55.73	$ 115,908.00
Dental Practice Manager	$ 27.86	$ 57,948.80
Deposit Operations Associate	$ 20.00	$ 41,600.00
Deposit Operations Manager	$ 43.26	$ 89,980.80
Deposit Ops Supervisor	$ 28.27	$ 58,801.60
Deputy Auditor	$ 57.29	$ 119,163.20
Deputy Director	$ 53.52	$ 111,311.20
Deputy Director of Administration	$ 61.90	$ 128,752.00
Deputy Finance Director	$ 56.04	$ 116,556.27
Deputy Fire Marshall	$ 47.29	$ 98,363.20
Deputy Law Director	$ 64.25	$ 133,640.00
Deputy Registrar	$ 18.98	$ 39,478.40
Deseigner	$ 60.10	$ 125,008.00
Design Center Manager	$ 48.08	$ 100,006.40
Design Engineer	$ 39.09	$ 81,313.14
Design Professional	$ 27.22	$ 56,617.60
Designer	$ 38.36	$ 79,791.40
Designer Assistant	$ 29.65	$ 61,672.00
Designer/Welder/Fabricator	$ 34.85	$ 72,488.00
Desktop & Systems Administrator	$ 32.87	$ 68,369.60
Desktop & Systems Adminstrator	$ 32.58	$ 67,766.40
Desktop Administrator	$ 31.73	$ 65,998.40
Desktop Architect	$ 54.27	$ 112,881.60
Desktop Engineer	$ 41.02	$ 85,330.51
Desktop Security Engineer	$ 51.43	$ 106,974.40
Desktop Support	$ 26.50	$ 55,120.00
Desktop Support Administrator	$ 25.73	$ 53,518.40
Desktop Support Coordinator	$ 30.00	$ 62,400.00
Desktop Support II	$ 29.73	$ 61,838.40
Desktop Support Specialist	$ 29.90	$ 62,192.00
Desktop Support Technician	$ 24.72	$ 51,417.60
Developer	$ 25.99	$ 54,056.60
Development & Community Relations Manager	$ 29.61	$ 61,588.80
Development & Special Events Specialist	$ 27.24	$ 56,659.20
Development and Communications Associate	$ 22.29	$ 46,363.20
Development and Events Assistant	$ 14.78	$ 30,742.40
Development and Events Manager	$ 24.15	$ 50,232.00
Development and Special Events Specialist	$ 28.19	$ 58,635.20
Development Associate and Program Coordinator	$ 19.56	$ 40,684.80
Development Associate/SMART Recovery Coordinator	$ 19.56	$ 40,684.80
Development Center Director	$ 21.00	$ 43,680.00
Development Coordinator	$ 26.88	$ 55,900.00
Development Director	$ 35.39	$ 73,607.04
Development Finance	$ 43.27	$ 90,001.60
Development Finance Manager	$ 60.10	$ 125,008.00
Development Housing Specialist	$ 31.46	$ 65,436.80
Development Manager	$ 28.44	$ 59,146.88
Development Specialist	$ 30.00	$ 62,400.00
Developmental Specialist	$ 29.39	$ 61,131.20
DevOps Manager	$ 47.04	$ 97,832.80
Die Maker	$ 45.09	$ 93,787.20
Diesel Technician	$ 43.00	$ 89,440.00
Digital Content Specialist	$ 26.41	$ 54,932.80
DIGITAL MARKETING DESIGNER	$ 25.64	$ 53,331.20
Digital Marketing Manager	$ 47.66	$ 99,132.80
Digital Marketing Specialist	$ 31.84	$ 66,220.27
Digital Marketing Strategist	$ 40.72	$ 84,697.60
Digital Operator	$ 22.00	$ 45,760.00
Digital Operator/Art Associate	$ 21.00	$ 43,680.00
Dir of Project Management	$ 57.75	$ 120,120.00
Dir, Advanced Manufacturing	$ 47.14	$ 98,051.20
Dir, Client Org Effectiveness	$ 46.15	$ 95,992.00
Dir, Clinical Business Informatics	$ 81.28	$ 169,062.40
Dir, Clinical Business Informatics FT/PT	$ 83.72	$ 174,137.60

Dir, Compliance & Risk Mgmt	$ 56.41	$ 117,332.80
Dir, Faculty Professional Development	$ 48.72	$ 101,337.60
DIRECOTR OF CUSTOMER SERVICE	$ 65.54	$ 136,323.20
Directoe of Facilities and Quality Assurance	$ 25.75	$ 53,560.00
Director	$ 64.63	$ 134,424.73
Director â€“ Engineering and Metallurgy	$ 96.15	$ 199,992.00
Director and Associate Professor, Occupational Therapy	$ 52.88	$ 109,990.40
Director Energy and Water	$ 55.70	$ 115,856.00
Director Environmental Health and Safety	$ 62.50	$ 130,000.00
DIRECTOR HSEHS BUSINESS SUPPORT	$ 54.61	$ 113,588.80
Director Information Resources	$ 50.00	$ 104,000.00
Director of ABA	$ 49.00	$ 101,920.00
Director of Academics	$ 25.38	$ 52,790.40
Director of Accounting	$ 49.81	$ 103,613.12
Director of Accounting and Building Operations	$ 38.23	$ 79,518.40
Director of Accounting/Finance	$ 46.00	$ 95,680.00
Director of Admin & Finance	$ 67.71	$ 140,836.80
Director of Administration and Support Services	$ 56.88	$ 118,310.40
Director of Administrative Services	$ 57.69	$ 119,995.20
Director of Advancement	$ 43.27	$ 90,001.60
Director of Advancment	$ 28.85	$ 60,008.00
Director of Ambulatory Services	$ 59.67	$ 124,113.60
Director of Building Science & Arch Services	$ 69.52	$ 144,601.60
DIRECTOR OF BUSINESS	$ 76.92	$ 159,993.60
Director of Business Development & Engagement	$ 41.59	$ 86,507.20
Director of Business Development & Marketing	$ 64.15	$ 133,432.00
Director of Business Management	$ 56.07	$ 116,625.60
Director of Business Operations	$ 49.38	$ 102,710.40
Director of Business Planning	$ 44.47	$ 92,497.60
Director of Business Sucess	$ 36.81	$ 76,564.80
Director of Capital Projects and Enterprise Operations	$ 48.08	$ 100,006.40
Director of Career Coaching	$ 42.19	$ 87,755.20
Director of Children's Residential Center	$ 38.00	$ 79,040.00
Director of Client Relations	$ 51.93	$ 108,014.40
Director of Client Services	$ 81.73	$ 169,998.40
Director of Clinical Education	$ 69.71	$ 144,996.80
Director of Clinical Services	$ 112.38	$ 233,750.40
Director of Code Approvals & Industry	$ 82.52	$ 171,641.60
Director of Communications	$ 43.67	$ 90,833.60
Director of Communications and Fund Development	$ 42.83	$ 89,086.40
Director of Community & Partnerships	$ 38.46	$ 79,996.80
Director of Community Impact	$ 38.36	$ 79,778.40
Director of Compliance and Provider Relations	$ 35.70	$ 74,256.00
Director of Construction	$ 46.60	$ 96,928.00
Director of Continuous Quality Improvement	$ 38.00	$ 79,040.00
Director of Corporate Accounting and Assistant Controller	$ 58.89	$ 122,491.20
Director of Corporate Training	$ 41.23	$ 85,758.40
Director of Craft Manufacturing	$ 55.29	$ 115,003.20
Director of Curriculum	$ 67.24	$ 139,848.80
Director of Curriculum and Instruction	$ 59.82	$ 124,425.60
Director of Customer Service	$ 65.54	$ 136,323.20
Director of Customer Success	$ 60.10	$ 125,008.00
Director of Design Engineering	$ 70.00	$ 145,600.00
Director of Development	$ 45.31	$ 94,248.96
Director of Development Operations	$ 50.48	$ 104,998.40
Director of Dietary Services	$ 43.27	$ 90,001.60
Director of Digital Marketing	$ 45.67	$ 94,993.60
Director of Donor Relations	$ 47.11	$ 97,988.80
Director of Early Intervention & Nursing Services	$ 49.06	$ 102,044.80
Director of Early Intervention and Nursing	$ 49.46	$ 102,876.80
Director of Education	$ 40.87	$ 85,009.60
Director of Education & Community Engagement	$ 21.34	$ 44,387.20
Director of Elementary Education	$ 52.00	$ 108,160.00
Director of Employee Benefits	$ 92.11	$ 191,588.80
Director of Employee Relations	$ 62.50	$ 130,000.00
Director of Encourage Foster Care	$ 38.00	$ 79,040.00
Director of Energy and Water	$ 53.81	$ 111,924.80

Director of Engineering	$ 78.90	$ 164,108.53
Director of Engineering and Construction	$ 57.69	$ 119,995.20
Director of Enrollment Management	$ 29.76	$ 61,900.80
Director of Environmental Health	$ 47.41	$ 98,612.80
Director of Environmental Health & Safety	$ 62.50	$ 130,000.00
Director of ERP Implementation	$ 57.70	$ 120,016.00
Director of Facilities and Individual Supports	$ 37.56	$ 78,124.80
Director of Facilities and Project Management	$ 51.90	$ 107,952.00
Director of Facilities and Quality Assurance3	$ 25.00	$ 52,000.00
Director of Field Operations	$ 51.92	$ 107,993.60
Director of Finanace	$ 43.75	$ 91,000.00
Director of Finance	$ 47.08	$ 97,935.31
Director of Finance and Admin	$ 50.62	$ 105,289.60
Director of Finance and Operations	$ 46.04	$ 95,763.20
Director of Finance, Operations & Strategic Initiatives	$ 55.30	$ 115,024.00
Director of Financial Wellness Programs and Services	$ 37.33	$ 77,646.40
Director of FP&A	$ 55.31	$ 115,044.80
Director of Government Affairs	$ 37.50	$ 78,000.00
Director of Grantmaking and Programming	$ 45.67	$ 94,993.60
DIRECTOR OF GRANTS & SPECIAL PROJECTS	$ 40.00	$ 83,200.00
Director of Health Informatics & PQI	$ 48.08	$ 100,006.40
Director of Hope & Healing	$ 24.75	$ 51,480.00
Director of Hospice and Palliative Care	$ 71.82	$ 149,385.60
Director of Hospital Services	$ 74.51	$ 154,980.80
Director of Housing and Community Development	$ 27.51	$ 57,220.80
Director of HR	$ 43.27	$ 90,001.60
Director of HR/Payroll	$ 90.15	$ 187,512.00
Director of Human Resources	$ 43.55	$ 90,592.32
Director of Information Management	$ 45.38	$ 94,390.40
Director of Information Technology	$ 49.74	$ 103,459.20
Director of Internal Operations	$ 73.24	$ 152,339.20
Director of IT	$ 56.83	$ 118,213.33
DIRECTOR OF IT AND BUSINESS INTEGRATION	$ 67.31	$ 140,004.80
DIRECTOR OF IT AND BUSINESS INTEGRATION	$ 67.31	$ 140,004.80
Director of IT and HIPAA	$ 50.85	$ 105,768.00
Director of IT for Operations	$ 35.82	$ 74,495.20
Director of IT for Security	$ 33.40	$ 69,472.00
Director of Land Development	$ 57.69	$ 119,995.20
DIRECTOR OF LEADERSHIP & LEARNING	$ 40.00	$ 83,200.00
Director of Lending	$ 48.80	$ 101,504.00
Director of Maintenance and Engineering	$ 40.07	$ 83,345.60
Director of Manufacturing	$ 56.73	$ 117,998.40
Director of Marketing	$ 36.57	$ 76,055.20
Director of Marketing & Communication	$ 32.00	$ 66,560.00
Director of Marketing & Development	$ 29.04	$ 60,403.20
Director of Marketing and Communication	$ 54.96	$ 114,316.80
Director of Marketing and Communications	$ 43.08	$ 89,606.40
Director of Medical Bill Processing & Audit	$ 44.46	$ 92,476.80
Director of Medical Services	$ 45.97	$ 95,617.60
Director of Member Services	$ 29.33	$ 61,006.40
Director of Member/Provider Services	$ 41.03	$ 85,342.40
Director of Nursing	$ 31.25	$ 65,000.00
Director of Operational Excellence	$ 70.00	$ 145,600.00
Director of Operations	$ 53.23	$ 110,717.31
Director of Operations Services	$ 61.06	$ 127,004.80
Director of Outreach & Service Expansion	$ 37.50	$ 78,000.00
Director of Outreach and Parent Education	$ 39.15	$ 81,421.60
Director of Patient Care	$ 62.98	$ 130,998.40
Director of Planning and Regional Development	$ 37.98	$ 78,998.40
Director of Plant Operations	$ 54.00	$ 112,320.00
Director of Preconstruction	$ 58.65	$ 121,992.00
Director of Preconstruction Services	$ 58.65	$ 121,992.00
Director of Preservation Services and Publications	$ 43.27	$ 90,001.60
Director of Pressure Vessels	$ 49.84	$ 103,667.20
Director of Procurement	$ 69.54	$ 144,643.20
Director of Product Development	$ 72.11	$ 149,988.80
Director of Production	$ 58.90	$ 122,501.60

Director of Professional Development	$ 39.58	$ 82,326.40
Director of Program Quality	$ 26.44	$ 54,995.20
Director of Project Management	$ 55.91	$ 116,292.80
Director of Property Transitions	$ 45.05	$ 93,704.00
Director of Public Finance	$ 45.67	$ 94,993.60
Director of QA and Regulatory	$ 55.29	$ 115,003.20
Director of Quality	$ 65.12	$ 135,449.60
Director of Quality Assurance	$ 60.93	$ 126,734.40
Director of Recruitment Services	$ 42.30	$ 87,984.00
Director of Research	$ 50.53	$ 105,102.40
Director of Research and Development	$ 63.86	$ 132,828.80
Director of Resident Services	$ 41.14	$ 85,571.20
Director of Retail Sales	$ 54.73	$ 113,838.40
Director of Retention	$ 51.99	$ 108,139.20
Director of Revenue Cycle Management & Fund Development	$ 46.87	$ 97,489.60
Director of Risk Management and Compliance	$ 44.23	$ 91,998.40
Director of Sales and Market	$ 22.00	$ 45,760.00
Director of Sales Strategy	$ 35.87	$ 74,609.60
Director of Secondary Education	$ 52.00	$ 108,160.00
Director of Small Business and Member Engagement	$ 40.87	$ 85,009.60
Director of Spark	$ 29.58	$ 61,526.40
Director of Special Education	$ 61.49	$ 127,899.20
Director of Special Projects	$ 37.84	$ 78,707.20
Director of Special Services	$ 30.00	$ 62,400.00
Director of Staffing Services	$ 45.96	$ 95,596.80
Director of StaffMatrix	$ 42.31	$ 88,004.80
Director of Stand Up for YOUth	$ 28.16	$ 58,572.80
Director of Strategic Initiatives	$ 36.06	$ 75,004.80
Director of Strategic Operations	$ 74.59	$ 155,147.20
DIRECTOR OF STUDENT SERVICES	$ 49.39	$ 102,735.36
Director of Systems and Operations	$ 47.47	$ 98,737.60
Director of Talent & Risk Management	$ 35.00	$ 72,800.00
Director of Tech Integration	$ 52.88	$ 109,990.40
Director of Technical Services	$ 74.22	$ 154,377.60
Director of Technology	$ 47.46	$ 98,716.80
Director of Technology Services	$ 103.91	$ 216,132.80
Director of the Federal Division	$ 108.17	$ 224,993.60
Director of Therapy and Academics	$ 44.00	$ 91,520.00
Director of Trade Resources	$ 64.06	$ 133,244.80
Director of Training	$ 75.72	$ 157,497.60
Director of Victim Advocacy	$ 30.25	$ 62,920.00
Director People & Culture	$ 51.46	$ 107,036.80
Director Professional Developement	$ 39.58	$ 82,326.40
Director Project Operations	$ 90.48	$ 188,198.40
Director Recruitment Services	$ 42.31	$ 88,004.80
Director Reimbursement	$ 84.14	$ 175,011.20
Director School of Business	$ 37.27	$ 77,521.60
Director Staffing Services	$ 45.96	$ 95,596.80
Director, Quality & Regulatory	$ 63.64	$ 132,371.20
Director, AIDS Funding Collaborative	$ 44.17	$ 91,873.60
Director, BI/Analytics	$ 91.36	$ 190,028.80
Director, Branch Services	$ 39.35	$ 81,848.00
Director, Brand Content	$ 40.90	$ 85,072.00
Director, Business Systems and Solutions	$ 55.97	$ 116,417.60
Director, Client Services	$ 61.29	$ 127,483.20
Director, Community Development	$ 54.93	$ 114,244.00
Director, Community Services	$ 43.52	$ 90,521.60
Director, Consumable R&D, Americas Welding	$ 82.69	$ 171,995.20
Director, Customer Operations	$ 61.04	$ 126,963.20
Director, Cuyahoga Human Service Chamber	$ 40.72	$ 84,697.60
Director, Digital Learning & Design	$ 38.70	$ 80,496.00
Director, Economic Development	$ 50.01	$ 104,020.80
Director, Environmental Health and Safety	$ 60.10	$ 124,997.60
Director, Equity & Inclusion Initiatives	$ 48.16	$ 100,172.80
Director, Equity and Inclusion Initiatives	$ 48.16	$ 100,172.80
Director, Evaluation & Analytics	$ 48.08	$ 100,006.40
Director, Finance	$ 69.15	$ 143,821.60

Director, Finance & Business Intelligence	$ 79.38	$ 165,110.40
Director, Human Resources	$ 48.80	$ 101,504.00
Director, Inclusion & Equity	$ 50.48	$ 104,998.40
Director, Information Technology	$ 46.39	$ 96,491.20
Director, Integrative Core	$ 32.74	$ 68,099.20
Director, IT	$ 77.06	$ 160,284.80
Director, IT Development	$ 50.48	$ 104,998.40
Director, IT Infrastructure & Operations	$ 55.22	$ 114,857.60
Director, Library Collections	$ 41.85	$ 87,048.00
Director, Marketing & Communications	$ 38.97	$ 81,047.20
Director, MBA	$ 48.06	$ 99,964.80
Director, Membership Development	$ 43.73	$ 90,958.40
Director, Operations	$ 68.41	$ 142,285.87
Director, Organizational and Employee Development	$ 50.52	$ 105,081.60
Director, Parks and Recreation	$ 53.53	$ 111,332.00
Director, Preschool	$ 49.49	$ 102,939.20
Director, Small Business Growth & Entrepreneurial Developm	$ 36.84	$ 76,627.20
Director, SSA	$ 53.27	$ 110,801.60
Director, Strategic Initiatives	$ 48.08	$ 100,006.40
Director, Strategy & Data Analytics	$ 73.32	$ 152,505.60
DIRECTOR, STUDENT & FAMILY SUPPORT	$ 54.59	$ 113,547.20
Director, Supply Chain	$ 79.62	$ 165,609.60
Director, Synthe6 Materials Accelerator	$ 38.08	$ 79,206.40
Director/Fiscal Officer	$ 48.95	$ 101,816.00
Disability Coordinator	$ 35.09	$ 72,987.20
Disaster Recovery Coordinator	$ 57.86	$ 120,348.80
Dispute Resolution Specialist	$ 17.08	$ 35,526.40
Distribution Shipping Agent	$ 22.73	$ 47,278.40
District Administrator	$ 63.38	$ 131,830.40
District Manager	$ 42.07	$ 87,505.60
Division Manager	$ 50.80	$ 105,668.16
Division Supervisor, COC	$ 30.75	$ 63,960.00
DMD Admin. Secretary	$ 19.00	$ 39,520.00
Document Control Admin	$ 27.50	$ 57,200.00
Document Imaging Specialist	$ 23.24	$ 48,339.20
Document Management Administrator	$ 42.00	$ 87,360.00
Domain Architect Sr.	$ 72.11	$ 149,988.80
Donations and Volunteer Coordinator	$ 19.57	$ 40,705.60
Donations Coordinator	$ 18.00	$ 37,440.00
Donor Relations Associate	$ 26.93	$ 56,014.40
DP - Production Team Lead	$ 37.01	$ 76,980.80
DP / PA	$ 28.85	$ 60,008.00
Drafter 1	$ 25.00	$ 52,000.00
Draftsperson, entry in engineering	$ 28.85	$ 60,008.00
Drone/ Security Manager	$ 21.75	$ 45,240.00
DSP Supervisor	$ 20.60	$ 42,848.00
Duputy Registrar	$ 30.14	$ 62,691.20
Early Childhood Education Coordinator	$ 25.68	$ 53,404.00
EARLY CHILDHOOD EDUCATION SERVICE MANAGER	$ 38.94	$ 80,995.20
Early Childhood Initiatives Manager	$ 33.18	$ 69,014.40
Early Childhood Program Coordinator	$ 26.81	$ 55,764.80
Early Childhood Regional Coord	$ 38.24	$ 79,539.20
Early Childhood Specialist	$ 25.69	$ 53,442.13
Early Childhood Specialist I	$ 27.81	$ 57,837.87
Early Intervention Nursing Supervisor	$ 36.10	$ 75,088.00
Early Intervention Supervisor	$ 43.56	$ 90,604.80
ECM Systems Analyst	$ 55.86	$ 116,181.87
eComm Client Advocate	$ 38.77	$ 80,641.60
Ecommerce Specialist	$ 17.00	$ 35,360.00
ECONOMIC DEV DIRECTOR	$ 58.13	$ 120,910.40
Economic Development Coordinator	$ 25.00	$ 52,000.00
Editor	$ 30.29	$ 62,992.80
Education and Advocacy Coordinator	$ 25.48	$ 52,998.40
Education and Outreach Director	$ 28.00	$ 58,240.00
Education Coordinator	$ 23.11	$ 48,068.80
EDUCATIONAL / GIFTED CONSULTANT	$ 40.00	$ 83,200.00
Educational Aide	$ 25.00	$ 52,000.00

Educational Assistant	$ 31.67	$ 65,866.67
EDUCATIONAL CONSULTANT	$ 40.00	$ 83,200.00
EDUCATIONAL CONSULTANT/LITERACY/GIFTED CONS	$ 40.00	$ 83,200.00
Educator	$ 40.00	$ 83,200.00
Educator, IT Applications	$ 39.79	$ 82,763.20
EHS Coordinator	$ 38.75	$ 80,600.00
EHS Specialist	$ 38.87	$ 80,849.60
EI Grant Admin/DS	$ 28.37	$ 59,009.60
EI Manager	$ 33.07	$ 68,785.60
ELA Teacher	$ 40.69	$ 84,635.20
ELA Teacher	$ 51.18	$ 106,454.40
ELA TUTOR	$ 40.00	$ 83,200.00
ELC Director	$ 32.40	$ 67,392.00
Elec Maintainer-GSP Appr 3	$ 31.96	$ 66,466.40
Elec Maintainer-GSP Appr 4	$ 32.08	$ 66,726.40
Elec Maintainer-GSP Appr 5	$ 32.38	$ 67,355.60
Elec Maintainer-GSP Appr 6	$ 32.76	$ 68,147.73
Elec Maintainer-GSP Appr 8	$ 33.52	$ 69,711.20
Electrical & Instrumentation Technician	$ 58.31	$ 121,284.80
Electrical apprentice	$ 25.21	$ 52,436.80
Electrical Apprentice Level 2	$ 20.33	$ 42,293.33
Electrical Apprentice Level 4	$ 27.60	$ 57,408.00
Electrical Apprentice Trainee	$ 34.70	$ 72,176.00
ELECTRICAL ASSEMBLER	$ 27.50	$ 57,193.07
ELECTRICAL ASSEMBLER APPRENTICE	$ 18.39	$ 38,251.20
Electrical Controls Specialist	$ 66.00	$ 137,280.00
Electrical Design Engineer	$ 39.19	$ 81,515.20
Electrical Engineer	$ 51.61	$ 107,347.64
Electrical Engineer II	$ 41.56	$ 86,444.80
Electrical Helper	$ 25.00	$ 52,000.00
Electrical Journeyman	$ 29.50	$ 61,360.00
Electrical Maintainer A	$ 34.95	$ 72,696.00
Electrical Maintainer App 2	$ 31.53	$ 65,582.40
Electrical Maintainer App 3	$ 31.81	$ 66,164.80
Electrical Maintainer App 4	$ 32.19	$ 66,962.13
Electrical Maintainer App 5	$ 32.52	$ 67,631.20
Electrical Maintainer App 7	$ 32.95	$ 68,536.00
Electrical Maintainer App 8	$ 33.42	$ 69,520.53
Electrical Maintainer C	$ 33.81	$ 70,324.80
Electrical Technician II	$ 39.66	$ 82,485.87
Electrican	$ 26.00	$ 54,080.00
Electrician	$ 28.25	$ 58,754.18
Electrician Apprenitce	$ 29.00	$ 60,320.00
Electrician Apprentice	$ 25.80	$ 53,664.00
Electrician B	$ 36.32	$ 75,545.60
Electronic Medical Record Specialist	$ 28.33	$ 58,926.40
Electronic Services Content Analyst	$ 46.50	$ 96,720.00
Elementary Curriculum Director	$ 75.28	$ 156,582.40
Elementary Principal	$ 51.85	$ 107,841.07
Elementary Principal Grades 3-6	$ 69.82	$ 145,225.60
Elementary Principal PK-2	$ 66.79	$ 138,923.20
Elementary Teacher	$ 55.66	$ 115,762.40
Elementary Technology Integration Coach	$ 47.05	$ 97,864.00
Elementary Technology Teacher	$ 42.00	$ 87,360.00
Eligibility & Billing Specialist	$ 23.67	$ 49,233.60
Employee Benefit & Wellness Manager	$ 38.46	$ 79,996.80
Employee Benefits & Wellness Manager	$ 38.46	$ 79,996.80
Employee Benefits and Wellness Manager	$ 38.46	$ 79,996.80
Employee Development Specialist	$ 28.96	$ 60,236.80
Employee Services Specialist	$ 25.87	$ 53,809.60
Employment & Family Services Specialist	$ 27.84	$ 57,907.20
EMR Specialist	$ 40.86	$ 84,978.40
End User Technologies Analyst	$ 36.06	$ 75,004.80
ENG CDP		$ -
ENG MFG	$ 42.75	$ 88,920.00
Engagement & Impact Director	$ 28.00	$ 58,240.00
Engagement Operations Manager	$ 50.48	$ 104,998.40

ENGAUS	$ 63.24	$ 131,539.20
EngCDPAS	$ 37.26	$ 77,490.40
Engineer	$ 36.77	$ 76,471.61
Engineer - Maintenance & Reliability	$ 32.10	$ 66,768.00
Engineer 1	$ 34.62	$ 72,009.60
Engineer 2	$ 41.66	$ 86,659.73
Engineer 2, Systems - VDS	$ 49.03	$ 101,982.40
Engineer 3	$ 54.06	$ 112,444.80
Engineer 3, Controls Vehicle	$ 51.61	$ 107,348.80
Engineer 3, Product	$ 55.91	$ 116,282.40
Engineer II	$ 43.35	$ 90,176.91
Engineer III	$ 50.94	$ 105,960.40
Engineer Tech - Controls	$ 62.50	$ 130,000.00
Engineer Technicial	$ 23.50	$ 48,880.00
Engineer Technician	$ 31.20	$ 64,896.00
Engineer Tier 1	$ 26.96	$ 56,076.80
Engineer/Estimator	$ 41.54	$ 86,403.20
ENGINEER/GROUP LEADER	$ 54.80	$ 113,984.00
Engineering	$ 20.00	$ 41,600.00
Engineering - Engineer 2	$ 42.30	$ 87,984.00
Engineering - Engineer 3	$ 54.06	$ 112,444.80
Engineering and Quality Manager	$ 84.61	$ 175,988.80
Engineering Construction Manager	$ 60.93	$ 126,734.40
Engineering Coordinator	$ 31.25	$ 65,000.00
Engineering Instructor	$ 37.50	$ 78,000.00
Engineering Manager	$ 60.48	$ 125,804.90
Engineering Manager- NPD Communications	$ 53.24	$ 110,739.20
Engineering Project Coord	$ 43.75	$ 91,000.00
Engineering Project Coordinator	$ 42.82	$ 89,069.76
Engineering Project Manager-Electrical	$ 69.61	$ 144,788.80
Engineering Project Manager-Signals	$ 64.97	$ 135,137.60
Engineering Projects Coordinator	$ 44.69	$ 92,944.80
Engineering Supervisor	$ 43.51	$ 90,500.80
Engineering Tech 1	$ 27.04	$ 56,243.20
Engineering Tech 2	$ 35.20	$ 73,216.00
Engineering Tech II	$ 33.23	$ 69,118.40
Engineering Tech III	$ 37.21	$ 77,405.12
Engineering Technician	$ 33.04	$ 68,723.20
Engineering Technician I	$ 27.92	$ 58,073.60
Engineering Technician II	$ 34.36	$ 71,462.56
Engineering Technician III	$ 37.44	$ 77,864.80
Engineering Technologist	$ 29.44	$ 61,235.20
ENGMFG	$ 42.96	$ 89,360.96
ENGMFGA	$ 39.46	$ 82,076.80
ENGMFGS	$ 42.88	$ 89,190.40
Enterprise Applications Senior Manger	$ 63.00	$ 131,040.00
Enterprise Architect	$ 72.82	$ 151,465.60
Enterprise Business Systems Team Lead	$ 59.09	$ 122,907.20
Entry Level Consultant	$ 25.00	$ 52,000.00
Environmental Health & Safety Manager	$ 43.95	$ 91,416.00
Environmental Health and Safety Specialist	$ 41.00	$ 85,269.60
Environmental Health Coordinator	$ 25.78	$ 53,622.40
Environmental Health Specialist in Training	$ 23.99	$ 49,899.20
Epic Senior Application Analyst	$ 45.86	$ 95,388.80
Epic Senior Database Administrator	$ 61.41	$ 127,732.80
Epic Sr Database Administrator	$ 61.41	$ 127,732.80
Epic Sr. Application Analsyt	$ 41.15	$ 85,592.00
Equip/Mech Maintainer App 4	$ 31.72	$ 65,970.67
Equipment Maintenance	$ 36.30	$ 75,504.00
ERP Information Systems Analyst - Fiscal	$ 52.47	$ 109,137.60
ERP Systems Analyst	$ 55.29	$ 115,003.20
ERP Systems Director	$ 73.22	$ 152,297.60
ERSEA Program Manager	$ 38.47	$ 80,017.60
Estimating Department Manager	$ 28.84	$ 59,987.20
Estimating Manager	$ 46.89	$ 97,531.20
Estimator	$ 46.45	$ 96,621.94
ETech	$ 34.20	$ 71,136.00

EUC Engineering Supervisor	$ 73.07	$ 151,985.60
Euclid Occupational Nurse	$ 42.38	$ 88,150.40
Event & Hospitality Sales Coordinator	$ 21.00	$ 43,680.00
Event Coordinator	$ 25.63	$ 53,310.40
Event Operations Coordinator	$ 20.00	$ 41,600.00
Events Coordinator	$ 34.59	$ 71,952.40
Events Manager	$ 32.31	$ 67,204.80
EVP	$ 52.88	$ 109,990.40
Exec Asst, Provost and VP	$ 17.00	$ 35,360.00
Exec Dir, Info Technology	$ 68.96	$ 143,436.80
Exec. Admin Coordinator	$ 39.06	$ 81,244.80
Exec. Director of IT and Chief Information Officer	$ 52.88	$ 109,990.40
Executive - VIP Desktop Support Specialist	$ 48.18	$ 100,214.40
Executive Admin Assistant	$ 33.97	$ 70,657.60
Executive Administrative Assistant	$ 47.23	$ 98,238.40
Executive Administrator	$ 45.00	$ 93,600.00
EXECUTIVE ADMINSTRATIVE ASSISTANT	$ 40.00	$ 83,200.00
Executive and PMO Assistant	$ 37.50	$ 78,000.00
Executive Assistance	$ 41.77	$ 86,881.60
Executive Assistant	$ 29.25	$ 60,847.28
Executive Assistant I	$ 28.96	$ 60,236.80
Executive Assistant/Office Manager	$ 23.90	$ 49,712.00
Executive Assistant/Public Relations Specialist	$ 35.16	$ 73,132.80
Executive Assitant	$ 38.00	$ 79,040.00
Executive Coordinator	$ 27.23	$ 56,638.40
Executive Director	$ 61.50	$ 127,925.02
Executive Director Grant Funded Initiatives	$ 44.65	$ 92,872.00
EXECUTIVE DIRECTOR OF ACHIEVEMENT & LEADERSHI	$ 40.00	$ 83,200.00
Executive Director of Digital Strategy and Brand	$ 63.56	$ 132,204.80
Executive Director of Human Resources	$ 69.97	$ 145,537.60
Executive Director of Human-Centered Leadership and Devel	$ 57.69	$ 119,995.20
Executive Director of Ministry & Community Relations	$ 65.41	$ 136,052.80
Executive Finance Assistant	$ 30.04	$ 62,483.20
Executive Officer	$ 42.17	$ 87,713.60
Executive Recruiter	$ 35.60	$ 74,054.93
Executive Secretary	$ 18.21	$ 37,876.80
Executive Vice President of Organizational Excellence and En	$ 72.16	$ 150,092.80
Executive Vice President of Social Enterprise and Strategy	$ 84.13	$ 174,990.40
Executive VP of IT and Operations	$ 86.01	$ 178,900.80
Executive VP Of Sponsorships	$ 95.00	$ 197,600.00
EXPRESS TECHNICIAN	$ 18.00	$ 37,440.00
Expressive Arts Specialist	$ 18.00	$ 37,440.00
External Affairs Associate	$ 29.93	$ 62,244.00
Extrusion Operator	$ 28.36	$ 58,988.80
Fabrication Associate	$ 27.94	$ 58,104.80
Fabrication Manager	$ 48.08	$ 100,006.40
Fabrication Supervisor	$ 42.07	$ 87,505.60
Fabricator	$ 22.00	$ 45,760.00
Facilities and Lab Assistant	$ 18.82	$ 39,145.60
Facilities and Safety Coordinator	$ 50.90	$ 105,872.00
Facilities Manager	$ 34.06	$ 70,837.87
Facilities ManagerÂ	$ 39.80	$ 82,784.00
Facilities Supervisor	$ 26.04	$ 54,163.20
Facility Maintenance Supervisor	$ 39.92	$ 83,033.60
Family and Children First Council Service Coordinator	$ 44.42	$ 92,393.60
Family Community Wellness Specialist	$ 24.63	$ 51,230.40
Family Engagement Coordinator	$ 22.29	$ 46,363.20
Family Support Specialist	$ 20.32	$ 42,271.54
Fatherhood Project Manager	$ 24.98	$ 51,958.40
FCS Teacher	$ 54.15	$ 112,632.00
Fellow	$ 41.83	$ 87,006.40
Fiber Optic Technician	$ 42.15	$ 87,672.00
Field Engineer	$ 30.00	$ 62,400.00
Field Sales Manager	$ 42.52	$ 88,448.53
FIELD SERVICE COORDINATOR	$ 25.90	$ 53,872.00
FIELD SERVICE MANAGER	$ 49.96	$ 103,906.40
Field Services Support Specalist	$ 26.44	$ 54,995.20

Field Services Support Specialist	$ 22.36	$ 46,508.80
Field Superintendent	$ 46.27	$ 96,241.60
Field Tech Operator	$ 34.70	$ 72,176.00
Field Technician	$ 25.00	$ 52,000.00
Field Technician - Educational Technology - Triway Schools	$ 41.54	$ 86,403.20
Field Technician/MFA Coordinator	$ 29.50	$ 61,360.00
Finance and Administration Officer	$ 55.35	$ 115,128.00
Finance and Operations Coordinator	$ 31.25	$ 65,000.00
Finance and Systems Officer	$ 36.80	$ 76,544.00
Finance Assistant	$ 19.00	$ 39,520.00
Finance Coordinator	$ 30.25	$ 62,920.00
Finance Director	$ 46.33	$ 96,366.40
Finance Manager	$ 42.34	$ 88,071.36
Finance Manager Accounts Receivable	$ 45.88	$ 95,430.40
Finance Project Coordinator	$ 35.43	$ 73,694.40
Financial Advisor, Minority Business Assistance Center	$ 30.00	$ 62,400.00
Financial Analyst	$ 34.86	$ 72,498.40
Financial Analyst II	$ 28.46	$ 59,196.80
Financial Analyst II â€“ Financial Data Management	$ 41.38	$ 86,070.40
Financial Counselor	$ 19.15	$ 39,832.00
Financial Database Analyst	$ 38.02	$ 79,081.60
Financial Manager	$ 64.06	$ 133,244.80
Financial Reporting Analyst	$ 41.73	$ 86,798.40
Financial Resource Development Director	$ 50.48	$ 104,998.40
Financial Systems Analyst	$ 52.00	$ 108,160.00
Finish/Assembly Associate	$ 21.00	$ 43,680.00
Finish/Assembly Supervisor	$ 32.00	$ 66,560.00
Finishing Painter	$ 21.00	$ 43,680.00
Finishing Specialist	$ 15.00	$ 31,200.00
Finishing Supervisor	$ 32.00	$ 66,560.00
Fire Chief	$ 59.60	$ 123,968.00
FIREMAN	$ 44.29	$ 92,123.20
FISCAL ADMINISTRATOR	$ 41.03	$ 85,342.40
Fiscal Assistant	$ 26.36	$ 54,828.80
Fiscal Manager	$ 37.95	$ 78,929.07
Fiscal Office Associate	$ 23.83	$ 49,562.93
Fiscal Office Cashier	$ 23.04	$ 47,923.20
Fiscal Officer	$ 52.55	$ 109,304.00
Fiscal Officer & Director of Facilities	$ 54.81	$ 114,004.80
Fiscal Specialist 2	$ 32.57	$ 67,745.60
Fitness Coordinator	$ 18.00	$ 37,440.00
Flat Products Engineering Manager	$ 51.08	$ 106,246.40
Floor Lead	$ 29.75	$ 61,880.00
Food Rescue Operations Coordinator	$ 23.59	$ 49,067.20
Food Rescue Partnerships Manager	$ 25.64	$ 53,331.20
Food Rescue Program Director	$ 33.33	$ 69,326.40
FOOD SAFETY & QUALITY TECHNICIAN II	$ 24.00	$ 49,920.00
Food Safety Manager	$ 35.00	$ 72,800.00
Food Service Information Coordinator	$ 29.57	$ 61,505.60
Food service manager	$ 21.00	$ 43,680.00
FOREMAN	$ 39.12	$ 81,367.71
foreman/ welder	$ 27.00	$ 56,160.00
Foreperson, Ride Mechanic	$ 31.25	$ 65,000.00
Forge Die Technician	$ 39.18	$ 81,494.40
Forklift Operator 2	$ 22.62	$ 47,049.60
Forman	$ 31.67	$ 65,866.67
Foster Care & Adoption Dir.	$ 30.17	$ 62,753.60
Foster Care & Adoption Director	$ 29.17	$ 60,673.60
Foster Care HUB Program Manager	$ 26.84	$ 55,827.20
Foundry Supervisor	$ 39.64	$ 82,451.20
FPI Level 3	$ 49.51	$ 102,980.80
French Teacher	$ 45.01	$ 93,620.80
Front Desk Coordinator	$ 21.88	$ 45,510.40
Fulfillment Coordinator	$ 15.00	$ 31,200.00
Full-Time	$ 25.33	$ 52,693.33
Funding Manager	$ 42.80	$ 89,013.60
Funding Specialist III	$ 28.16	$ 58,572.80

Gallery Supervisor	$ 23.00	$ 47,840.00
Gen Maint Elect Tech	$ 35.20	$ 73,216.00
General Accountant	$ 37.06	$ 77,084.80
General Accounting Manager	$ 45.67	$ 94,993.60
General Counsel	$ 45.00	$ 93,600.00
General Maintenance	$ 21.00	$ 43,680.00
General Maintenance Elect Tech	$ 35.20	$ 73,216.00
General Manager	$ 53.33	$ 110,919.47
General Manager - Retail	$ 36.81	$ 76,564.80
General Manager of Engineering	$ 67.31	$ 140,004.80
General Sales Manager	$ 79.26	$ 164,860.80
Geospatial Coordinator	$ 36.06	$ 75,004.80
Geospatial Technician	$ 24.00	$ 49,920.00
Gifted & Testing Coordinator	$ 40.00	$ 83,200.00
Gifted Coordinator	$ 48.80	$ 101,504.00
Gifted Education Coordinator	$ 66.11	$ 137,508.80
GIS Analyst	$ 40.44	$ 84,104.80
GIS Coordinator	$ 39.96	$ 83,116.80
GIS Manager	$ 54.74	$ 113,859.20
Global Controls Engineer	$ 62.49	$ 129,979.20
Global Customer Experience Transformation Manager, Suppl	$ 85.00	$ 176,800.00
Global Logistics Manager	$ 60.05	$ 124,904.00
Global Logistics Specialist	$ 42.13	$ 87,620.00
Global Process Owner	$ 85.00	$ 176,800.00
Global Regulatory Affairs Strategy Lead	$ 64.18	$ 133,494.40
Global Sales Manager	$ 59.87	$ 124,519.20
Global Senior Demand Planning Manager	$ 59.42	$ 123,593.60
Global Supply Chain Specialist	$ 40.16	$ 83,532.80
Graduate Student	$ 18.27	$ 38,001.60
Grant and Fundraising Specialist	$ 22.53	$ 46,862.40
Grant Coordinator	$ 34.58	$ 71,926.40
Grant Manager	$ 36.17	$ 75,223.20
Grant Operations Manager	$ 36.00	$ 74,880.00
Grants Administrator	$ 28.52	$ 59,321.60
Grants Manager	$ 33.56	$ 69,804.80
Grants Manager and Program Officer	$ 29.96	$ 62,316.80
Graphic Designer	$ 28.39	$ 59,046.00
Graphic Designer II	$ 36.99	$ 76,939.20
Graphics Engineer	$ 32.84	$ 68,307.20
Graphics Manager	$ 32.84	$ 68,307.20
Gritblaster	$ 18.25	$ 37,960.00
Groundman	$ 26.33	$ 54,757.49
Group Lead	$ 24.55	$ 51,053.60
Group Lead NYB	$ 29.09	$ 60,507.20
Group leader	$ 21.00	$ 43,680.00
Group Practice Manager	$ 44.23	$ 91,998.40
Guidance Counselor	$ 43.14	$ 89,738.13
Hardware/Desktop Specialist	$ 31.95	$ 66,445.60
Hardware/Technician I	$ 29.33	$ 60,996.00
HCV Coordinator	$ 28.13	$ 58,510.40
Head Custodian	$ 33.98	$ 70,678.40
Head Mechanic	$ 37.00	$ 76,960.00
Head of Accounting	$ 76.40	$ 158,912.00
Head of Children's Services	$ 24.99	$ 51,979.20
Head of Engineering + Strategic Technology	$ 89.25	$ 185,640.00
Head of Extension Services/Branch Manager	$ 31.19	$ 64,875.20
Head of Sales, Mid-Market	$ 44.71	$ 92,996.80
Head of School	$ 35.00	$ 72,800.00
Health & Wellness Manager	$ 42.09	$ 87,547.20
Health Commissioer	$ 55.00	$ 114,400.00
Health Commissioner	$ 55.00	$ 114,400.00
Health Information Management Administrator	$ 23.18	$ 48,214.40
Health Information Specialist	$ 21.63	$ 44,990.40
Health Promotion & Planning Director	$ 40.09	$ 83,387.20
Health Promotion and Planning Director	$ 40.10	$ 83,408.00
Health Promotion and Planning Manager	$ 46.08	$ 95,846.40
Health Teacher	$ 56.73	$ 117,998.40

Healthcare Division Operations Analyst	$ 33.65	$ 69,992.00
Healthy Community Partnership Network Coordinator	$ 24.04	$ 50,003.20
Heat Treat Supervisor	$ 40.87	$ 85,009.60
Heavy Press Operator	$ 29.04	$ 60,403.20
Help Desk Analyst	$ 32.40	$ 67,392.00
Help Desk Coordinator	$ 22.78	$ 47,382.40
Help Desk Specialist	$ 24.05	$ 50,024.00
Help Desk Support Analyst	$ 30.12	$ 62,649.60
Helpdesk Network Analyst	$ 21.83	$ 45,413.33
Helpdesk Network Anaylst	$ 18.00	$ 37,440.00
Heritage Home Program Assistant	$ 17.42	$ 36,233.60
Heritage Home Program Associate	$ 23.77	$ 49,448.53
Heritage Home Program Manager	$ 27.24	$ 56,659.20
HHW Ohio Community Engagement Manager	$ 32.69	$ 67,995.20
HHW Ohio Program Director	$ 44.71	$ 92,996.80
High School Algebra	$ 40.00	$ 83,200.00
High School Algebra II	$ 40.00	$ 83,200.00
High School Art	$ 40.00	$ 83,200.00
High School English	$ 37.17	$ 77,306.67
High School Geometry	$ 40.00	$ 83,200.00
HIgh School German	$ 40.00	$ 83,200.00
High School History	$ 40.00	$ 83,200.00
High School Principal	$ 55.33	$ 115,090.56
High School Science	$ 40.00	$ 83,200.00
High School Science Teacher	$ 41.35	$ 86,008.00
High School Secretary	$ 40.00	$ 83,200.00
High School Social Studies Teacher	$ 54.92	$ 114,233.60
High School Teacher	$ 66.36	$ 138,021.87
High School Trig and Calc	$ 40.00	$ 83,200.00
Hillsdale 7-12 Principal	$ 63.64	$ 132,371.20
Hillsdale PK-6 Principal	$ 61.71	$ 128,356.80
Hiring & Training Manager	$ 18.00	$ 37,440.00
Homeownership Manager	$ 26.90	$ 55,952.00
Hospitality Facilitator	$ 19.00	$ 39,520.00
Hospitality Manager	$ 28.00	$ 58,240.00
Housing & Economic Assistance Director	$ 32.71	$ 68,036.80
Housing Director	$ 22.04	$ 45,843.20
Housing Monitor	$ 17.33	$ 36,053.33
Housing Monitor Supervisor	$ 21.00	$ 43,680.00
Housing Operations Director	$ 40.87	$ 85,009.60
HR & Benefits Specialist	$ 19.00	$ 39,520.00
HR Advisor	$ 15.75	$ 32,760.00
HR Assistant	$ 25.32	$ 52,665.60
HR Associate	$ 35.20	$ 73,216.00
HR Business Partner	$ 32.92	$ 68,473.60
HR BUSINESS PARTNER COORDINATOR	$ 40.07	$ 83,345.60
HR Coordinator	$ 25.69	$ 53,430.00
HR Director	$ 50.22	$ 104,463.54
HR Generalist	$ 33.41	$ 69,500.60
HR Manager	$ 49.27	$ 102,475.10
HR Officer	$ 38.63	$ 80,350.40
HR On-boarding specialist	$ 23.41	$ 48,692.80
HR Project Manager	$ 40.99	$ 85,259.20
HR Specialist	$ 34.68	$ 72,134.40
HR Specialist/Deputy Director	$ 41.00	$ 85,280.00
HR Support Partner	$ 43.75	$ 91,000.00
HR Support, Therapist	$ 70.00	$ 145,600.00
HR Training and Development Coordinator	$ 33.01	$ 68,660.80
HR/Payroll Coordinator	$ 25.00	$ 52,000.00
HS ELA teacher	$ 80.00	$ 166,400.00
HS English Teacher	$ 39.52	$ 82,201.60
HS Math Teacher	$ 62.28	$ 129,532.00
HS Principal	$ 61.67	$ 128,273.60
HS Science	$ 35.78	$ 74,422.40
HS Science Teacher	$ 29.52	$ 61,401.60
HS Social Studies Teacher	$ 57.59	$ 119,787.20
HS Teacher	$ 63.23	$ 131,524.34

Human Resource Assistant	$ 19.00	$ 39,520.00
Human Resource Director	$ 48.36	$ 100,588.80
Human Resource Generalist II	$ 33.92	$ 70,553.60
Human Resources	$ 62.50	$ 130,000.00
Human Resources - Disability Coordinator	$ 35.10	$ 73,008.00
Human Resources Assistant	$ 32.00	$ 66,560.00
Human Resources Associate	$ 30.10	$ 62,614.93
Human Resources Business Partner	$ 40.07	$ 83,345.60
Human Resources Coordinator	$ 36.05	$ 74,984.00
Human Resources Director	$ 38.77	$ 80,648.53
HUMAN RESOURCES GENERALIST	$ 34.04	$ 70,805.80
Human Resources Generalist 2	$ 33.92	$ 70,553.60
Human Resources Manager	$ 48.69	$ 101,275.20
Human Resources Manager 2	$ 57.75	$ 120,120.00
Human Resources Officer	$ 38.63	$ 80,350.40
HUMAN RESOURCES SPECIALIST	$ 25.82	$ 53,705.60
Human Resources Work Study	$ 13.00	$ 27,040.00
Human Trafficking Advocate	$ 20.00	$ 41,600.00
Hunger Relief Program Director	$ 33.33	$ 69,326.40
HVAC Service Technician	$ 30.50	$ 63,440.00
HVAC technician	$ 25.00	$ 52,000.00
Hybrid Technician	$ 15.00	$ 31,200.00
Identity & Access Mgmt Analyst II	$ 37.87	$ 78,769.60
IG TECHNOLOGY ENGINEER/IG PRODUCT MANAGER	$ 52.88	$ 109,990.40
Implementation Specialist	$ 34.81	$ 72,404.80
Improve Process Engineer	$ 48.53	$ 100,942.40
Improve Process Leader	$ 76.36	$ 158,828.80
Inbound Specialist	$ 13.00	$ 27,040.00
Incoming Quality Control Lead	$ 21.12	$ 43,929.60
Indirect Purchasing Analyst	$ 45.21	$ 94,036.80
Individual Small Group Instructor	$ 32.78	$ 68,182.40
Industrial Pre Treatment Coordinator	$ 35.85	$ 74,568.00
Industrial PreTreatment Coordinator	$ 37.28	$ 77,542.40
Informatics Analyst II	$ 43.32	$ 90,105.60
Information & Technology Manager	$ 45.96	$ 95,596.80
INFORMATION ASSURANCE ANALYST	$ 28.99	$ 60,299.20
Information Security Analyst II	$ 36.06	$ 75,004.80
Information Security Associate Analyst	$ 31.25	$ 65,000.00
Information Security Specialist	$ 38.54	$ 80,163.20
Information Services Administrator	$ 31.16	$ 64,812.80
Information Support Specialist	$ 16.40	$ 34,112.00
Information Systems Analyst	$ 52.25	$ 108,669.60
Information Systems Support Specialist	$ 26.40	$ 54,912.00
Information Technology Specialist	$ 17.80	$ 37,032.91
Infrastructure Eng II	$ 38.44	$ 79,955.20
Infrastructure Engineer	$ 42.09	$ 87,547.20
Infrastructure Engineer II	$ 44.28	$ 92,102.40
Infrastructure Support Engineer	$ 29.86	$ 62,108.80
Innovation Project Manager	$ 48.48	$ 100,838.40
Inside Sales Engineer	$ 38.70	$ 80,496.00
Inside Sales Manager	$ 33.03	$ 68,692.00
Inside Sales Representative	$ 31.68	$ 65,901.33
Inside Sales Specialist	$ 37.34	$ 77,667.20
Inside Sales/Proposal	$ 32.72	$ 68,057.60
Inspection & Shipping Manager	$ 31.00	$ 64,480.00
Inspector	$ 24.99	$ 51,988.44
Install Supervisor	$ 39.00	$ 81,120.00
Installation Support Leader	$ 33.65	$ 69,992.00
Instructional Design Clinical Dev Specialist	$ 45.59	$ 94,827.20
Instructional Technology Specialist	$ 18.62	$ 38,729.60
Instructor	$ 53.54	$ 111,354.88
Intake	$ 18.00	$ 37,440.00
Intake Coordinator	$ 25.00	$ 52,000.00
Intake Lead	$ 23.50	$ 48,880.00
Intake Supervisor	$ 23.55	$ 48,984.00
Intensive Home-Based Services Manager	$ 34.62	$ 72,009.60
Intercompany Specialist	$ 26.44	$ 54,995.20

Interim Associate Director of The Dragonfly VillageÂ	$ 36.06	$ 75,004.80
Interim Director of HCVP	$ 34.62	$ 72,009.60
Interim Medical Director	$ 144.23	$ 299,998.40
Intern	$ 20.00	$ 41,600.00
Intern II	$ 20.00	$ 41,600.00
Intern>Oracle Business Analyst I	$ 21.63	$ 44,990.40
Internal Audit Analyst	$ 33.65	$ 69,992.00
Internal Audit Assistant	$ 23.94	$ 49,795.20
Internal Audit Manager	$ 33.89	$ 70,491.20
International Project Specialist	$ 37.51	$ 78,020.80
Internet / GIS Support Specialist	$ 28.24	$ 58,739.20
Internet/GIS Support Specialist	$ 28.24	$ 58,739.20
Internship Coordinator/Art Therapist	$ 26.50	$ 55,120.00
Intervention Specialist	$ 43.15	$ 89,754.40
Intervention Specialist Assistant - Early Intervention	$ 24.69	$ 51,355.20
Intervention Teacher	$ 52.57	$ 109,345.60
INVENTORY	$ 24.90	$ 51,781.60
Inventory Analyst	$ 28.63	$ 59,550.40
Inventory Control and Project Manager	$ 30.71	$ 63,876.80
Inventory Control Coordinator	$ 28.52	$ 59,321.60
Inventory Control Coordinator - IT	$ 24.60	$ 51,168.00
Inventory Control Specialist	$ 29.81	$ 62,004.80
Inventory Manager	$ 26.92	$ 55,985.28
Inventory Materials ManagerÂ	$ 37.13	$ 77,230.40
Inventory/Asset Coordinator	$ 28.85	$ 60,008.00
Investigative Agent	$ 33.81	$ 70,324.80
IQMS Administrator	$ 31.25	$ 65,000.00
IR Project Manager	$ 51.47	$ 107,057.60
Ironworker	$ 20.67	$ 42,986.67
Ironworker, Welder	$ 30.50	$ 63,440.00
IS Lead Trainer	$ 47.47	$ 98,737.60
IS Manager	$ 60.17	$ 125,153.60
IT	$ 41.74	$ 86,808.80
IT Analyst	$ 29.93	$ 62,254.40
IT Apps Programmer	$ 49.19	$ 102,315.20
IT Apps Programmer Assoc	$ 37.30	$ 77,584.00
IT Apps Programmer Consultant	$ 83.36	$ 173,394.00
IT Apps Programmer Ld	$ 69.02	$ 143,563.33
IT Apps Programmer Sr	$ 59.04	$ 122,803.20
IT Assoc Project Mgr Sr	$ 50.23	$ 104,478.40
IT Bus Sys Alyt Sr	$ 53.09	$ 110,427.20
IT Business Analysis	$ 35.47	$ 73,777.60
IT Business Analyst	$ 39.13	$ 81,390.40
IT Business Coordinator	$ 28.19	$ 58,635.20
IT Change & Incident Mgmt Analyst I	$ 45.32	$ 94,265.60
IT Communication & Collaboration Specialist	$ 37.60	$ 78,208.00
IT Consultant	$ 25.00	$ 52,000.00
IT Data Architect Lead	$ 77.69	$ 161,595.20
IT Developer Analyst	$ 39.51	$ 82,180.80
IT DevOps Eng Lead	$ 69.55	$ 144,657.07
IT DevOps Eng Senior	$ 63.12	$ 131,279.20
IT director	$ 48.15	$ 100,152.00
IT Domain Architect Consultant	$ 97.84	$ 203,507.20
IT ENGINEER	$ 35.22	$ 73,267.05
IT Financial Coordinator	$ 27.45	$ 57,096.00
IT Incident Mgmt Analyst	$ 36.30	$ 75,504.00
IT Infrastructure Engineer 1	$ 25.91	$ 53,901.12
IT Manager	$ 47.77	$ 99,364.20
IT Manager II	$ 68.69	$ 142,882.13
IT Network Engineer	$ 42.99	$ 89,408.80
IT Operations Manager	$ 30.00	$ 62,400.00
IT Operations Software Manager	$ 49.65	$ 103,272.00
IT Programer	$ 48.08	$ 100,006.40
IT PROJECT ANALYST	$ 26.97	$ 56,097.60
IT Project Manager	$ 51.47	$ 107,057.60
IT Quality Assur Anlyt Ld	$ 58.75	$ 122,200.00
IT Quality Assur Anlyt Sr	$ 56.89	$ 118,338.13

IT Report Developer II	$ 47.68	$ 99,174.40
IT Report Developer Senior	$ 55.40	$ 115,232.00
IT Report Developer Sr	$ 48.99	$ 101,899.20
IT Report Developer Sr.	$ 56.20	$ 116,896.00
IT Scrum Master	$ 59.04	$ 122,803.20
IT Security Analyst	$ 27.91	$ 58,052.80
IT Senior Oracle Developer	$ 52.77	$ 109,761.60
IT Service Desk	$ 22.00	$ 45,760.00
IT Service Desk Manager	$ 30.00	$ 62,400.00
IT Service Desk Technician II	$ 29.14	$ 60,611.20
IT Services Incident Suppport Tech.	$ 31.25	$ 65,000.00
IT Software Dev Test	$ 50.62	$ 105,289.60
IT Software Dev Test Ld	$ 67.20	$ 139,765.60
IT Software Dev Test Sr	$ 54.09	$ 112,507.20
IT Software Developer	$ 53.93	$ 112,177.00
IT Software Developer Assoc	$ 35.99	$ 74,866.13
IT Software Developer Conslt	$ 90.00	$ 187,189.60
IT Software Developer Consultant	$ 86.40	$ 179,707.84
IT Software Developer Ld	$ 71.99	$ 149,734.21
IT Software Developer Sr	$ 61.58	$ 128,076.00
IT Solution Architect Consult	$ 85.49	$ 177,819.20
IT Solution Architect Lead	$ 79.27	$ 164,873.28
IT Specialist	$ 26.80	$ 55,740.53
IT Specilaist	$ 29.00	$ 60,320.00
IT Srvc Desk Spec	$ 28.10	$ 58,437.60
IT Supervisor	$ 39.98	$ 83,158.40
IT Support	$ 30.82	$ 64,095.20
IT Support Analyst	$ 26.78	$ 55,702.40
IT SUPPORT ANALYST & ASSISTANT SYSTEMS ADMINISTRATO	$ 32.24	$ 67,059.20
IT Support and Solutions Technician	$ 32.19	$ 66,955.20
IT Support Engineer	$ 22.60	$ 47,008.00
IT Support Manager	$ 36.68	$ 76,294.40
IT Support Specialist 1	$ 26.58	$ 55,286.40
IT Support Technician	$ 21.00	$ 43,680.00
IT Syst Test Eng Ld	$ 65.65	$ 136,552.00
IT Syst Test Eng Sr	$ 51.65	$ 107,432.00
IT Systems & Infrastructure Mg	$ 57.69	$ 119,995.20
IT Systems & Network Analyst	$ 44.28	$ 92,102.40
IT Systems Administrator	$ 41.66	$ 86,658.74
IT Systems Adminstrator	$ 42.79	$ 89,003.20
IT Systems Analyst Lead	$ 72.50	$ 150,800.00
IT Systems Engineer	$ 44.13	$ 91,790.40
IT Systems Engineer Consultant	$ 83.89	$ 174,496.40
IT Systems Engineer Sr	$ 58.86	$ 122,418.40
IT Systems Manager	$ 71.70	$ 149,136.00
IT Systems Manager Sr.	$ 69.19	$ 143,915.20
IT Tech	$ 29.48	$ 61,318.40
IT Technical Specialist II	$ 28.26	$ 58,780.80
IT Technical Systems Analyst	$ 32.57	$ 67,745.60
IT Technician	$ 28.30	$ 58,872.09
IT&S Applications Trainer II	$ 56.07	$ 116,625.60
IT&S Applications Trainer III Remote	$ 59.45	$ 123,656.00
IT-Business Analyst	$ 40.17	$ 83,560.53
IT-Business Analyst LD	$ 41.46	$ 86,236.80
JAGFORCE / PERFORMANCE COORDINATOR	$ 32.82	$ 68,265.60
Job Developer	$ 22.00	$ 45,760.00
Journeyman	$ 34.65	$ 72,073.09
Journeyman Electrician	$ 34.88	$ 72,540.00
Journeyman Electrician/Project Manager	$ 38.00	$ 79,040.00
Journeyman Laborer	$ 33.18	$ 69,014.40
Journeyman Lineman	$ 50.91	$ 105,892.80
Journeyman Lineman I	$ 48.88	$ 101,670.40
Journeyperson in Training	$ 44.22	$ 91,977.60
Journeywoman	$ 31.19	$ 64,864.80
Jr. Production Planner	$ 21.63	$ 44,990.40
Jr. Project Manager	$ 26.00	$ 54,080.00
jscott@ecresourcecenter.org	$ 26.78	$ 55,702.40

Junior Assembly Technician	$ 16.50	$ 34,320.00
Junior Assistant of Project Engineer	$ 20.00	$ 41,600.00
Junior Buyers	$ 29.69	$ 61,755.20
Junior Engineer	$ 33.30	$ 69,270.93
Junior Estimator	$ 32.69	$ 67,995.20
Junior Maintenance Engineer	$ 26.50	$ 55,120.00
Junior Melt Engineer	$ 37.01	$ 76,980.80
JUNIOR PROJECT MANAGER	$ 30.00	$ 62,400.00
Junior Systems Administrator	$ 28.85	$ 60,008.00
Junior Technician	$ 29.72	$ 61,817.60
K Teacher	$ 30.00	$ 62,400.00
K-12 Music Teacher	$ 37.94	$ 78,915.20
K-12 Spanish Teacher	$ 46.17	$ 96,033.60
K-12 Visual Arts Teacher	$ 67.05	$ 139,464.00
Kelsey Hunt	$ 47.10	$ 97,968.00
Kerry_Lux@progressive.com	$ 46.92	$ 97,593.60
Kettle Supervisor	$ 42.66	$ 88,732.80
Key Account Customer Service Representative	$ 21.63	$ 44,990.40
Key Accounts Customer Service	$ 21.63	$ 44,990.40
KidStop Director	$ 21.52	$ 44,761.60
Kindergarten teacher	$ 67.75	$ 140,920.00
Kitchen and Market Manager	$ 25.75	$ 53,560.00
Lab Manager	$ 36.95	$ 76,856.00
Lab Technician	$ 31.53	$ 65,578.93
Laboratory Instructional Assistant	$ 27.29	$ 56,763.20
Laborer	$ 20.00	$ 41,600.00
Lactation Consultant	$ 43.68	$ 90,854.40
Land Development Manager	$ 52.64	$ 109,491.20
Laser Programmer	$ 28.65	$ 59,592.00
Law Director	$ 59.69	$ 124,155.20
Lead Analyst, Finance	$ 44.26	$ 92,050.40
Lead Analyst, Finance Data & Analytics	$ 52.94	$ 110,115.20
Lead Analytical Scientist	$ 50.00	$ 104,000.00
Lead Business Data Analyst	$ 55.77	$ 116,001.60
Lead Business Systems Analyst	$ 35.42	$ 73,673.60
Lead CNC Machinist	$ 41.20	$ 85,696.00
Lead Customer Account Specialist	$ 34.06	$ 70,844.80
Lead Data Engineer	$ 48.06	$ 99,964.80
Lead Designer	$ 60.10	$ 125,008.00
Lead Engineer	$ 37.98	$ 78,998.40
LEAD ESTIMATOR	$ 42.67	$ 88,753.60
Lead Fiber Optic Technician	$ 44.64	$ 92,851.20
Lead Field Technician	$ 25.50	$ 53,040.00
Lead Line Maintainer	$ 43.42	$ 90,313.60
Lead Materials Engineer	$ 32.50	$ 67,600.00
Lead of Arts and Communications	$ 56.00	$ 116,480.00
Lead of Special Projects	$ 20.00	$ 41,600.00
Lead Operator	$ 35.55	$ 73,944.00
Lead Paramedic	$ 18.00	$ 37,440.00
Lead Product Design Engineer	$ 37.50	$ 78,000.00
Lead Production Trainer	$ 26.46	$ 55,036.80
LEAD PROGRAM BUDGET ANALYST	$ 67.79	$ 141,003.20
Lead R&D Technician	$ 32.27	$ 67,121.60
Lead Retail Pharmacy Technician	$ 25.61	$ 53,268.80
Lead Scientist	$ 64.69	$ 134,555.20
Lead Sewer Technician	$ 33.25	$ 69,160.00
Lead Solution Architect	$ 77.90	$ 162,032.00
Lead Solutions Architect	$ 55.39	$ 115,211.20
Lead Systems Administrator	$ 41.81	$ 86,964.80
Lead Systems Support Specialist	$ 41.79	$ 86,923.20
Lead Technician	$ 32.67	$ 67,953.60
Lead Technician Research & Development	$ 35.98	$ 74,838.40
Lead Testing Engineer	$ 30.00	$ 62,400.00
Lead Utility Designer	$ 28.00	$ 58,240.00
Leadership Development Administrator	$ 45.97	$ 95,617.60
Lean Leader	$ 62.43	$ 129,854.40
Learning & Development Manager	$ 30.72	$ 63,897.60

Learning and Development Manager	$ 39.62	$ 82,409.60
Learning Design Specialist	$ 19.48	$ 40,508.00
Learning Development Officer	$ 34.03	$ 70,782.40
Learning Technology Manager	$ 50.48	$ 104,998.40
Lease Up & Transition Manager	$ 38.96	$ 81,036.80
Legal Account Clerk 3	$ 27.44	$ 57,064.80
Legal Administrator	$ 19.23	$ 39,998.40
Legal Clinic Assistant	$ 18.00	$ 37,440.00
Legal Software Trainer	$ 45.08	$ 93,766.40
Legal Support Specialist	$ 35.81	$ 74,484.80
Legal Systems Administrator	$ 41.59	$ 86,507.20
Librarian	$ 19.75	$ 41,080.00
Library Director	$ 55.35	$ 115,128.00
LIBRARY MEDIA SPECIALIST	$ 59.78	$ 124,342.40
Library Sys and App Analyst	$ 48.86	$ 101,628.80
Library Sys App Specialist	$ 37.05	$ 77,064.00
Library Systems and Applications Analyst	$ 48.47	$ 100,817.60
Licensing Operations & Support Director	$ 29.72	$ 61,817.60
Lieutenant Medic	$ 35.68	$ 74,204.00
Light Equipment Operator 2	$ 20.27	$ 42,167.54
Line Runner	$ 19.50	$ 40,560.00
Literacy Coach	$ 40.00	$ 83,200.00
Literacy Coordinator	$ 35.00	$ 72,800.00
LMS Coordinator	$ 30.21	$ 62,836.80
Loan Servicing Manager	$ 41.05	$ 85,384.00
Local 310 Union Laborer	$ 34.00	$ 70,720.00
Location Manager/Funeral Director/Embalmer	$ 41.59	$ 86,507.20
Logistics and Procurement Lead	$ 25.37	$ 52,769.60
LOGISTICS -BUILDING DIRECTOR	$ 37.05	$ 77,064.00
Logistics Coordinator	$ 24.04	$ 50,003.20
Logistics Maintenance Support Specialist	$ 23.50	$ 48,880.00
Logistics Manager	$ 29.81	$ 62,004.80
Long-term Sub Teacher	$ 40.00	$ 83,200.00
Lube Tech	$ 17.00	$ 35,360.00
Machine Operator	$ 21.93	$ 45,607.47
Machine operator and shipping manager	$ 19.00	$ 39,520.00
Machine Repair JIT (Journeyperson In Training)	$ 42.13	$ 87,627.43
Machine Shop Manager	$ 46.30	$ 96,304.00
Machinest	$ 23.00	$ 47,840.00
Machinist	$ 27.98	$ 58,189.68
Machinist 2	$ 22.00	$ 45,760.00
Machinist 3	$ 25.00	$ 52,000.00
Machinist 3iQ	$ 22.91	$ 47,652.80
Machinist Apprentice	$ 16.00	$ 33,280.00
Machinist Apprentice Year 2	$ 25.83	$ 53,733.33
Machinist Maintenance	$ 23.13	$ 48,110.40
Machinist Trainee	$ 23.29	$ 48,432.80
Mailroom Manager	$ 18.00	$ 37,440.00
Maintenance	$ 31.42	$ 65,357.07
Maintenance - Equipment Technician 1	$ 26.75	$ 55,640.00
Maintenance & Setup Manager	$ 39.50	$ 82,160.00
Maintenance 4	$ 35.45	$ 73,736.00
Maintenance 5	$ 41.13	$ 85,550.40
Maintenance and Reliability Co-Op	$ 31.93	$ 66,414.40
Maintenance Apprentice	$ 27.14	$ 56,448.23
Maintenance Apprentice Year 3	$ 31.10	$ 64,688.00
Maintenance Apprentice, Electrical	$ 28.09	$ 58,427.20
Maintenance Apprentice, Electrician	$ 24.95	$ 51,896.00
Maintenance AssistantÂ	$ 32.29	$ 67,163.20
Maintenance B/E Operator	$ 30.45	$ 63,336.00
Maintenance B/E Roundsman	$ 19.95	$ 41,496.00
Maintenance Bldg & Grounds 1	$ 24.72	$ 51,417.60
Maintenance Clerk	$ 28.08	$ 58,406.40
Maintenance Contract Engineer	$ 27.06	$ 56,284.80
Maintenance Controls Tech 2	$ 42.00	$ 87,360.00
Maintenance Craftsperson	$ 31.19	$ 64,868.27
Maintenance Director	$ 63.50	$ 132,080.00

Maintenance Electrical Tech 3	$ 32.35	$ 67,290.97
Maintenance Electrician 1	$ 25.66	$ 53,376.96
Maintenance Engineer I	$ 36.82	$ 76,585.60
Maintenance Facility Technician	$ 19.57	$ 40,705.60
Maintenance Foreman/Work Coordinator	$ 41.88	$ 87,110.40
Maintenance I	$ 31.21	$ 64,916.80
Maintenance II	$ 30.96	$ 64,396.80
Maintenance Lead	$ 31.45	$ 65,416.00
Maintenance Level 3	$ 25.85	$ 53,768.00
Maintenance Line Lead	$ 31.45	$ 65,416.00
Maintenance lvl 3	$ 25.85	$ 53,768.00
Maintenance Lvl 4	$ 35.99	$ 74,859.20
Maintenance Lvl 5		$ -
Maintenance Manager	$ 64.91	$ 135,019.04
Maintenance Mechanic	$ 30.05	$ 62,513.24
Maintenance Mechanic 1	$ 24.36	$ 50,668.80
Maintenance Mechanic 2	$ 28.69	$ 59,678.67
Maintenance Mechanic B	$ 30.46	$ 63,356.80
Maintenance Mechanic Trainee	$ 34.70	$ 72,176.00
Maintenance Mechanical Tech 3	$ 28.75	$ 59,800.00
Maintenance Mechanical Tech 3iQ	$ 25.82	$ 53,695.20
Maintenance Mechanical Trainee	$ 34.70	$ 72,176.00
Maintenance Personnel	$ 36.73	$ 76,403.60
Maintenance Personnel- Electrician	$ 36.05	$ 74,984.00
Maintenance Rebuild	$ 37.72	$ 78,457.60
Maintenance Repair Tech	$ 23.91	$ 49,732.80
Maintenance SME Lead	$ 52.88	$ 109,990.40
Maintenance Supervisor	$ 36.37	$ 75,648.44
Maintenance Supervisor Facilities	$ 39.92	$ 83,033.60
Maintenance Tech	$ 29.75	$ 61,874.57
Maintenance Tech Mechanical	$ 28.00	$ 58,240.00
Maintenance Technician	$ 29.64	$ 61,657.29
Maintenance Technician 1	$ 28.32	$ 58,905.60
Maintenance Technician Apprentice	$ 23.75	$ 49,400.00
Maintenance Technician Assistant	$ 27.50	$ 57,200.00
Management Systems Regional Manager - Americas	$ 64.73	$ 134,638.40
Manager	$ 47.24	$ 98,254.00
Manager Clinical Operations	$ 53.63	$ 111,550.40
Manager Development Program & Events	$ 25.64	$ 53,331.20
MANAGER FOOD SAFETY QUALITY	$ 43.26	$ 89,980.80
Manager Fund Development & Communications	$ 28.85	$ 60,008.00
Manager of Admin Systems & Identity Access	$ 26.58	$ 55,286.40
Manager of Admin Systems and Identity Access	$ 26.58	$ 55,286.40
Manager of Administrative Systems & Identity Access	$ 26.58	$ 55,286.40
Manager of Analytics	$ 57.20	$ 118,976.00
Manager of Bereavement Services	$ 45.81	$ 95,284.80
Manager of Community Services	$ 43.27	$ 90,001.60
Manager of Continuous Improvement	$ 69.71	$ 144,996.80
Manager of Customer Care	$ 25.26	$ 52,540.80
Manager of Education & Professional Development	$ 76.14	$ 158,371.20
Manager of EF Engineering & Sales	$ 86.33	$ 179,566.40
Manager of Human Resources	$ 57.69	$ 119,995.20
Manager of Information Systems	$ 81.51	$ 169,540.80
Manager of Laboratory	$ 58.66	$ 122,012.80
Manager of Learning and Development	$ 41.82	$ 86,985.60
Manager of Management Information Services	$ 56.94	$ 118,435.20
Manager of Marketing Services	$ 71.63	$ 148,990.40
Manager of Media Services	$ 25.16	$ 52,332.80
Manager of Medical Bill Processing	$ 25.34	$ 52,707.20
Manager of Office Administration	$ 26.40	$ 54,912.00
Manager of Operations and Registration	$ 21.63	$ 44,990.40
Manager of Payroll & Benefits	$ 40.17	$ 83,553.60
Manager of Power & Way	$ 59.74	$ 124,259.20
Manager of Production	$ 42.57	$ 88,545.60
Manager of Provider Compliance	$ 32.00	$ 66,560.00
Manager of Quality Systems	$ 61.75	$ 128,440.00
MANAGER OF SERVERS & STORAGE	$ 55.68	$ 115,814.40

Manager of Structural Services	$ 47.74	$ 99,299.20
Manager of Tax Credit and Financial Analysis	$ 53.26	$ 110,780.80
Manager of Technical Services Managers	$ 40.85	$ 84,968.00
Manager of Transplant Services	$ 67.31	$ 140,004.80
Manager Operations	$ 41.05	$ 85,373.60
Manager Payroll and Compensation	$ 50.48	$ 104,998.40
Manager Project Management Office	$ 75.03	$ 156,062.40
Manager QI & Data Analytics	$ 29.87	$ 62,129.60
Manager Rehab	$ 62.59	$ 130,187.20
Manager Talent Acquisition	$ 58.20	$ 121,056.00
Manager Volunteer and Community Services	$ 40.88	$ 85,030.40
Manager, A/P & Payroll	$ 40.60	$ 84,448.00
Manager, Advanced Indoor and Outdoor Test Methods	$ 50.00	$ 104,000.00
Manager, Advanced Material Characterization	$ 50.00	$ 104,000.00
Manager, Analytical	$ 59.05	$ 122,824.00
Manager, Business Services	$ 51.35	$ 106,808.00
Manager, Civil Division	$ 41.81	$ 86,964.80
Manager, Community Development	$ 51.93	$ 108,014.40
Manager, Compliance	$ 39.95	$ 83,096.00
MANAGER, CONTRACT PERFORMANCE	$ 44.25	$ 92,040.00
Manager, Corporate Administration	$ 40.87	$ 85,009.60
Manager, Cost Accounting	$ 62.02	$ 129,001.60
Manager, Criminal Division	$ 46.30	$ 96,297.07
Manager, Data Analytics	$ 29.81	$ 62,004.80
Manager, Data Services	$ 38.38	$ 79,830.40
Manager, DevOps	$ 50.48	$ 104,998.40
Manager, Distribution Center, Logistics & Systems	$ 49.46	$ 102,876.80
Manager, Early Childhood Services	$ 22.73	$ 47,278.40
Manager, Engineering - VDS	$ 77.87	$ 161,969.60
Manager, Environmental Health & Safety (EHS)	$ 50.97	$ 106,017.60
Manager, Evaluation & Analytics	$ 34.86	$ 72,508.80
Manager, Finance	$ 49.92	$ 103,840.53
Manager, Finance Data and Analytics	$ 62.31	$ 129,604.80
Manager, Financial Systems COE	$ 53.13	$ 110,510.40
Manager, Global Transportation & Logistics	$ 63.20	$ 131,456.00
Manager, Grant Services	$ 38.46	$ 79,996.80
Manager, Human Resources	$ 49.71	$ 103,386.40
Manager, Innovation and Research	$ 31.63	$ 65,790.40
Manager, IT	$ 65.03	$ 135,262.40
Manager, IT Clinical Applications	$ 63.45	$ 131,976.00
Manager, JOG East Region	$ 38.46	$ 79,996.80
Manager, Laboratory	$ 51.36	$ 106,828.80
Manager, Measurement Technology	$ 60.09	$ 124,987.20
Manager, Occupational Health	$ 48.22	$ 100,297.60
Manager, Office Admin & HR	$ 35.07	$ 72,945.60
MANAGER, OPERATIONS	$ 41.03	$ 85,342.40
Manager, Plant Engineering	$ 57.28	$ 119,142.40
Manager, Quality Assurance	$ 44.83	$ 93,246.40
Manager, Retail Analytics and Category Insights	$ 60.10	$ 125,008.00
Manager, Sales Operations	$ 35.33	$ 73,486.40
Manager, Service Desk	$ 43.07	$ 89,585.60
Manager, Software Development	$ 76.82	$ 159,785.60
MANAGER, SUMMIT COUNTY	$ 44.25	$ 92,040.00
Manager, Supply Chain Analysts	$ 67.30	$ 139,984.00
Manager, Talent Development	$ 50.48	$ 104,998.40
Manager, Training	$ 46.87	$ 97,479.20
Managing Director	$ 63.94	$ 132,995.20
Managing Director, Owner	$ 75.00	$ 156,000.00
Managing VP, Finance, Operations and Air Service	$ 141.63	$ 294,590.40
Manual Machine Tech	$ 18.00	$ 37,440.00
manual machining	$ 23.00	$ 47,840.00
Manuf Tech PR	$ 42.21	$ 87,796.80
Manuf Tech Senior PR	$ 45.48	$ 94,598.40
Manufacturing	$ 37.41	$ 77,812.80
Manufacturing and Quality Engineer	$ 40.79	$ 84,843.20
Manufacturing Cost Engineer	$ 34.63	$ 72,020.00
Manufacturing Engineeer	$ 48.50	$ 100,880.00

Manufacturing Engineer	$ 41.91	$ 87,174.29
Manufacturing Manager 1	$ 36.06	$ 75,004.80
Manufacturing Process Engineer	$ 51.67	$ 107,463.20
Manufacturing Project Manager	$ 52.22	$ 108,617.60
Manufacturing Supervisor	$ 38.72	$ 80,530.67
Manufacturing Supervisor I	$ 32.00	$ 66,560.00
Manufacturing Tech Specialist - Process	$ 35.31	$ 73,444.80
Manufacturing Technician	$ 30.75	$ 63,955.84
Manufacturing Technology Manager	$ 46.59	$ 96,907.20
Manufacturing Technology Specialist Proc	$ 33.46	$ 69,596.80
Manufacturing Trainer	$ 28.07	$ 58,381.44
Manul Machine Operator	$ 18.00	$ 37,440.00
Manzilla Intern	$ 12.00	$ 24,960.00
Marketing & Communications Coordinator	$ 18.00	$ 37,440.00
Marketing & Communications Manager	$ 29.12	$ 60,577.92
Marketing & Communications Specialist	$ 33.65	$ 69,992.00
Marketing & Community Engagement Coordinator	$ 20.00	$ 41,600.00
Marketing & Development Coordinator	$ 19.33	$ 40,206.40
Marketing & Graphics Specialist	$ 25.96	$ 53,996.80
Marketing Advisor	$ 34.40	$ 71,552.00
Marketing and Communications Coordinator	$ 22.66	$ 47,132.80
Marketing and Office Coordinator	$ 21.63	$ 44,990.40
Marketing and Project Manager	$ 28.84	$ 59,987.20
Marketing and Relationship Coordinator	$ 21.52	$ 44,761.60
Marketing Assistant	$ 21.30	$ 44,304.00
Marketing Communication Specialist	$ 25.03	$ 52,062.40
Marketing Content Coordinator	$ 36.06	$ 75,004.80
Marketing Content Specialist	$ 34.66	$ 72,092.80
Marketing Coordinator	$ 26.41	$ 54,935.77
Marketing Director	$ 47.48	$ 98,758.40
Marketing Events Manager	$ 50.48	$ 104,998.40
Marketing Intelligence Analyst	$ 34.05	$ 70,824.00
Marketing Leader	$ 48.00	$ 99,840.00
Marketing Manager	$ 41.03	$ 85,332.00
Marketing Program Manager	$ 44.57	$ 92,705.60
Marketing Project Coordinator	$ 21.96	$ 45,676.80
Marketing Specialist	$ 24.39	$ 50,722.88
Masker	$ 21.00	$ 43,680.00
Master Production Scheduler	$ 42.09	$ 87,547.20
Master Tire Tech	$ 18.00	$ 37,440.00
Material Handler	$ 20.54	$ 42,723.20
Material Handler Floater	$ 19.50	$ 40,560.00
Material Manager/Scheduler	$ 35.52	$ 73,881.60
Material Planner/Scheduling Outside Processing	$ 23.50	$ 48,880.00
Materials - Operations Clerk 3	$ 22.60	$ 47,008.00
Materials & Process Engineer	$ 58.08	$ 120,802.24
Materials and Process Engineer	$ 62.50	$ 130,000.00
Materials Manager	$ 51.12	$ 106,323.66
Materials Planner	$ 26.17	$ 54,433.60
Math Teacher	$ 45.76	$ 95,186.00
Mathematics and Drone Teacher	$ 62.15	$ 129,272.00
Mayor	$ 60.10	$ 125,008.00
Mech Maintainer-GSP Appr 4	$ 32.09	$ 66,747.20
Mech Maintainer-GSP Appr 5	$ 32.38	$ 67,350.40
Mech Maintainer-GSP Appr 6	$ 32.61	$ 67,832.96
Mech Maintainer-GSP Appr 8	$ 33.24	$ 69,139.20
Mechanic	$ 35.92	$ 74,720.53
Mechanical Assembler	$ 30.79	$ 64,050.13
Mechanical Design Engineer	$ 41.33	$ 85,963.80
Mechanical Designer	$ 40.89	$ 85,042.88
Mechanical Engineer	$ 40.77	$ 84,792.15
Mechanical Engineer Technician	$ 25.00	$ 52,000.00
Mechanical Layout Engineer	$ 48.52	$ 100,921.60
Mechanical Maintainer App 2	$ 31.53	$ 65,582.40
Mechanical Maintainer App 3	$ 31.81	$ 66,164.80
Mechanical Maintainer App 4	$ 32.24	$ 67,048.80
Mechanical Maintainer App 5	$ 32.38	$ 67,342.08

Mechanical Maintainer App 6	$ 32.67	$ 67,953.60
Mechanical Maintainer App 8	$ 33.24	$ 69,139.20
Mechanical Maintainer C	$ 33.53	$ 69,742.40
Mechanical Maintenance	$ 19.27	$ 40,081.60
Mechanical Prototype Manager	$ 61.63	$ 128,190.40
Mechatronics Engineer	$ 34.29	$ 71,323.20
Med Staff Quality Improv Auditor	$ 51.06	$ 106,211.73
Media Relations and Community Partnerships Specialist	$ 28.10	$ 58,448.00
Medical Art Therapy Resident	$ 23.00	$ 47,840.00
Medical Bill Processing Team Lead	$ 22.66	$ 47,132.80
Medical Interpreter	$ 24.40	$ 50,752.00
Medical records Tech	$ 17.79	$ 37,003.20
Medical Services Director	$ 36.27	$ 75,441.60
Medical Staff Coordinator	$ 24.00	$ 49,920.00
Medlok Business Development Manager	$ 63.76	$ 132,620.80
Medlok Outside Sales Representative	$ 38.25	$ 79,560.00
Meeting & Event Planner	$ 27.88	$ 57,990.40
Member Development Team Lead	$ 26.04	$ 54,163.20
Member/Provider Services Team Lead	$ 20.10	$ 41,808.00
Membership Coordinator	$ 25.96	$ 53,996.80
Membership Manager	$ 32.00	$ 66,560.00
Mental Health Director	$ 34.59	$ 71,947.20
Mentor Occupational Nurse	$ 40.88	$ 85,030.40
MFGENGS	$ 50.71	$ 105,476.80
MGR OF SERVERS & STORAGE	$ 55.68	$ 115,814.40
Mgr, Data Management & Reporting	$ 68.47	$ 142,417.60
Mgr, Financial Data Management	$ 70.96	$ 147,596.80
Microbiologist	$ 27.31	$ 56,804.80
Microbiologist II	$ 38.47	$ 80,017.60
Microsoft Dynamics 365 Tech Specialist	$ 34.62	$ 72,009.60
Middle High School Assistant Principal	$ 40.00	$ 83,200.00
Middle High School Band	$ 40.00	$ 83,200.00
Middle High School Choir	$ 40.00	$ 83,200.00
Middle High School Health and PE	$ 40.00	$ 83,200.00
Middle High School PLTW (Engineering)	$ 40.00	$ 83,200.00
Middle School History	$ 40.00	$ 83,200.00
Middle School Intervention Specialist	$ 34.25	$ 71,240.00
Middle School Math	$ 40.00	$ 83,200.00
Middle School Principal	$ 52.84	$ 109,902.00
Middle School Science	$ 40.00	$ 83,200.00
MidTown Market Manager	$ 26.92	$ 55,993.60
Mill Helper	$ 20.75	$ 43,160.00
Millwright	$ 35.45	$ 73,736.00
Millwright 1st Class	$ 36.51	$ 75,940.80
Millwright Apprentice	$ 29.69	$ 61,762.13
Millwright First Class	$ 36.51	$ 75,940.80
Millwright III	$ 28.39	$ 59,051.20
MIS Manager	$ 23.67	$ 49,223.20
Mobile Device Engineer	$ 46.49	$ 96,699.20
Mobile Service Coordinator	$ 27.22	$ 56,617.60
Mold Maintenance	$ 21.00	$ 43,680.00
Mold Setter	$ 26.88	$ 55,900.00
Mold Shop Supervisor	$ 21.00	$ 43,680.00
Mortgage Operation Manager	$ 51.05	$ 106,184.00
MRO Buyer	$ 35.91	$ 74,692.80
MRO Planner	$ 34.25	$ 71,240.00
MS 365 Technical Specialist	$ 34.62	$ 72,009.60
MS English Teacher	$ 35.65	$ 74,152.00
MS Math Teacher	$ 54.11	$ 112,548.80
MS Principal/Technology Coordinator	$ 56.23	$ 116,958.40
MS Social Studies Teacher	$ 42.38	$ 88,150.40
Multi Craft Maintenance	$ 38.48	$ 80,038.40
Multi-Skill Millwright Level 3	$ 37.72	$ 78,451.42
multi-trade maintenance	$ 31.43	$ 65,374.40
Music Teacher	$ 44.45	$ 92,450.06
N/A	$ 41.06	$ 85,404.80
National Account Manager	$ 35.95	$ 74,767.09

Natural Areas Technician	$ 26.76	$ 55,650.40
Natural Resources Superintendent	$ 38.80	$ 80,704.00
NDT Level II 2	$ 21.66	$ 45,056.96
NDT Manager	$ 47.66	$ 99,132.80
NDT/CMM Training	$ 24.96	$ 51,916.80
Neighborhood Opportunity Center Coordinator	$ 25.42	$ 52,866.67
Neighborhood Opportunity Center Coordinator II	$ 27.13	$ 56,430.40
Network & Systems Administrator	$ 43.59	$ 90,658.88
Network Administrator	$ 35.09	$ 72,981.53
Network Administrator II	$ 40.16	$ 83,532.80
Network Administrator/Developer	$ 42.50	$ 88,400.00
Network Analyst	$ 34.69	$ 72,155.20
Network and System Administrator	$ 40.53	$ 84,302.40
Network and Systems Administrator	$ 42.94	$ 89,315.20
Network and training analyst	$ 26.44	$ 54,995.20
Network Architect	$ 69.34	$ 144,220.27
Network Engineer	$ 40.81	$ 84,880.64
Network Engineer II	$ 49.93	$ 103,844.00
Network Enginneer	$ 36.06	$ 75,004.80
Network Infrastructure Analyst	$ 18.98	$ 39,478.40
Network Manager	$ 63.35	$ 131,768.00
Network Support & Training Analyst	$ 26.44	$ 54,995.20
Network Support and Training Analyst	$ 26.44	$ 54,995.20
Network Support Training Analyst	$ 26.44	$ 54,995.20
Network Technician	$ 34.83	$ 72,439.47
Night Shift Supervisor	$ 30.84	$ 64,147.20
Non-Funded Sales Coordinator I	$ 31.27	$ 65,041.60
Non-Funded Sales Coordinator II	$ 35.22	$ 73,257.60
Non-funded Sales Manager	$ 50.03	$ 104,062.40
NPI Manager Supply Chain	$ 52.88	$ 109,990.40
Nurse	$ 30.00	$ 62,400.00
Nursing Practice Development Practitioner	$ 43.27	$ 90,001.60
Nursing Professional Dev Specialist	$ 43.47	$ 90,417.60
Nursing Professional Development Specialist	$ 44.89	$ 93,374.17
Nutrition Supervisor	$ 26.65	$ 55,432.00
Occupational Therapist	$ 40.48	$ 84,188.00
OCCUPATIONAL THERAPIST ASSISTANT	$ 40.00	$ 83,200.00
Oder Fulfiller 2	$ 18.54	$ 38,563.20
Office & Marketing Coordinator	$ 25.00	$ 52,000.00
Office Administrator	$ 28.19	$ 58,635.20
Office Assistant	$ 23.07	$ 47,985.60
Office Coordinaor	$ 25.75	$ 53,560.00
Office Coordinator	$ 23.10	$ 48,043.20
Office Manager	$ 26.87	$ 55,884.65
Office Manager - Seidman	$ 28.71	$ 59,716.80
Office Manager/Bookkeeper	$ 20.00	$ 41,600.00
Office Manger	$ 15.12	$ 31,449.60
Office Specialist	$ 28.46	$ 59,196.80
Office Supervisor	$ 27.32	$ 56,825.60
Onboarding and benefits specialist	$ 24.38	$ 50,710.40
Operational Controller	$ 68.03	$ 141,502.40
Operations & Data Manager	$ 31.79	$ 66,123.20
Operations & Project Coordinator	$ 20.00	$ 41,600.00
Operations Analyst	$ 29.95	$ 62,296.00
Operations and Grants Administrator	$ 24.04	$ 50,003.20
Operations Clerk 2	$ 22.14	$ 46,051.20
Operations Clerk 3	$ 25.60	$ 53,248.00
Operations Coordinator	$ 28.28	$ 58,812.00
Operations Director for the Wise Product	$ 40.41	$ 84,052.80
Operations Engineer	$ 61.73	$ 128,398.40
Operations Lead / Producer	$ 35.10	$ 73,008.00
Operations Lead Operator	$ 35.55	$ 73,944.00
Operations Manager	$ 39.67	$ 82,508.40
OPERATIONS MANAGER-LBP LEASING	$ 55.30	$ 115,024.00
Operations Planning Team Lead	$ 30.24	$ 62,899.20
Operations Project Manager	$ 25.33	$ 52,686.40
Operations Shift Lead	$ 35.56	$ 73,964.80

Operations Superintendent	$ 49.94	$ 103,864.80
operations support / quality specialist	$ 28.85	$ 60,008.00
Operations Systems Analyst	$ 49.23	$ 102,398.40
Operator	$ 31.45	$ 65,411.84
Optical Engineer	$ 43.07	$ 89,585.60
Oracle Business Analyst II	$ 45.16	$ 93,932.80
Oracle Database Architect	$ 72.52	$ 150,841.60
Order Entry Supervisor	$ 34.34	$ 71,427.20
Organizational Development Instructor	$ 38.76	$ 80,620.80
Outdoor Girl Experience Coordinator	$ 20.92	$ 43,503.20
Outreach Prevention Supervisor	$ 22.13	$ 46,030.40
Outreach Services Manager	$ 28.90	$ 60,112.00
Outside Processing Associate	$ 21.00	$ 43,680.00
Owner	$ 87.30	$ 181,586.60
Owner - Engineering and Process Improvement	$ 71.49	$ 148,699.20
P-3 Teacher	$ 64.27	$ 133,681.60
Packaging Engineer	$ 42.45	$ 88,296.00
PAINTER	$ 27.53	$ 57,262.40
Paralegal	$ 34.03	$ 70,791.31
Paraprofessional	$ 21.16	$ 44,006.86
Paraprofessional/ Educational Aide	$ 20.61	$ 42,868.80
Parent Ambassador	$ 23.35	$ 48,568.00
Parent Partner	$ 21.64	$ 45,011.20
Parent Youth Ambassador	$ 22.67	$ 47,153.60
Park Biologist	$ 30.65	$ 63,752.00
Park Operations Director	$ 54.13	$ 112,590.40
PARKS DIRECTOR	$ 38.46	$ 79,996.80
PARPROFESSIONAL	$ 20.00	$ 41,600.00
Part Sales Rep	$ 32.13	$ 66,830.40
Partner	$ 100.96	$ 209,996.80
Partnership & Development Manager	$ 29.05	$ 60,424.00
Partnership Activation Coordinator	$ 21.00	$ 43,680.00
Parts Department Supervisor	$ 40.80	$ 84,864.00
Parts Sales Specialist	$ 25.89	$ 53,851.20
Part-time Assistant Principal/Technology Teacher	$ 40.00	$ 83,200.00
Patient Access Supervisor	$ 34.04	$ 70,803.20
Patient Resources Manager	$ 18.00	$ 37,440.00
Patron Relations & Office Manager	$ 20.23	$ 42,078.40
Payment Authorization Specialist	$ 22.29	$ 46,352.80
Payment Authorization Supervisor	$ 37.79	$ 78,603.20
Payroll & HRIS Specialist	$ 24.33	$ 50,606.40
Payroll Accountant	$ 29.48	$ 61,318.40
Payroll Administrator	$ 29.05	$ 60,424.00
Payroll Clerk	$ 29.33	$ 61,006.40
Payroll Coordinator	$ 32.27	$ 67,129.40
Payroll Coordinator & Administrative Supervisor	$ 30.50	$ 63,440.00
Payroll Manager	$ 44.13	$ 91,780.00
Payroll Officer	$ 30.29	$ 63,003.20
Payroll Processing Supervisor	$ 38.54	$ 80,163.20
Payroll Specialist	$ 24.97	$ 51,927.20
Payroll Support Clerk	$ 23.73	$ 49,348.00
PC Support Technician	$ 28.09	$ 58,427.20
PE Teacher	$ 40.09	$ 83,387.20
PE/Health Teacher	$ 30.54	$ 63,523.20
Peer Recovery Supporter	$ 20.00	$ 41,600.00
Peer Review Specialist	$ 48.05	$ 99,944.00
People Development Officer	$ 34.00	$ 70,720.00
Performance Improvement & Accreditation Coordinator	$ 27.00	$ 56,160.00
PERFORMANCE SPECIALIST	$ 23.69	$ 49,279.36
Permit Inspector	$ 27.24	$ 56,648.80
Permit Technician	$ 20.00	$ 41,600.00
PERSO OP IV	$ 19.97	$ 41,527.20
Perso OpV	$ 23.51	$ 48,900.80
person management	$ 48.00	$ 99,840.00
Personnel Analyst III	$ 37.07	$ 77,098.67
Personnel Officer	$ 40.30	$ 83,824.00
Personnel Technician	$ 28.14	$ 58,527.04

PFCE Specialist	$ 26.38	$ 54,870.40
Pharmacist	$ 80.86	$ 168,188.80
Pharmacist IT Systems Analyst	$ 73.79	$ 153,483.20
Philanthropic Services Director	$ 32.50	$ 67,600.00
Physcial Education Teacher	$ 69.53	$ 144,622.40
Physical Education & Health Teacher	$ 39.30	$ 81,744.00
Physical Education Teacher	$ 65.02	$ 135,241.60
Pipefitter	$ 35.00	$ 72,800.00
Planner, Distribution	$ 34.18	$ 71,094.40
Planning - Manufacturing Supervisor	$ 37.39	$ 77,771.20
Planning - Senior Production Scheduler	$ 32.22	$ 67,017.60
PLANNING DIRECTOR	$ 50.01	$ 104,020.80
Plans & Permits Manager	$ 52.46	$ 109,116.80
Plant Accountant	$ 34.61	$ 71,988.80
Plant Manager	$ 39.63	$ 82,430.40
Plant Manager 240/440	$ 65.02	$ 135,241.60
Plant Microbiologist	$ 32.69	$ 67,995.20
Plant Operations Manager	$ 52.93	$ 110,084.00
Plant Operator III	$ 33.14	$ 68,931.20
PLC Technician	$ 39.00	$ 81,120.00
Plumber Apprentice	$ 21.33	$ 44,373.33
Plumber Technician	$ 22.25	$ 46,280.00
plumbing apprentice	$ 20.29	$ 42,194.29
PMO Manager	$ 60.05	$ 124,904.00
Police Chief	$ 58.44	$ 121,555.20
Police Dispatch	$ 31.18	$ 64,854.40
POLICE LIEUTENANT	$ 54.53	$ 113,422.40
Policy Associate	$ 28.46	$ 59,196.80
Policy Director	$ 52.98	$ 110,198.40
Policy Fellow	$ 39.66	$ 82,492.80
Population Health Strategist	$ 30.00	$ 62,400.00
Portfolio Manager	$ 47.03	$ 97,822.40
Postdoctoral Fellow	$ 35.32	$ 73,465.60
Practice Manager	$ 34.74	$ 72,248.80
Practice Technology Analyst	$ 57.49	$ 119,568.80
Practice Technology Specialist	$ 38.42	$ 79,913.60
Pre-Construction Coordinator	$ 18.50	$ 38,480.00
Pre-K Teacher	$ 80.76	$ 167,980.80
Prepress Operator 2	$ 24.30	$ 50,544.00
Preschool Director	$ 49.56	$ 103,084.80
President	$ 79.59	$ 165,541.19
President & CEO	$ 105.20	$ 218,822.93
President & Chief Executive Officer	$ 40.00	$ 83,200.00
President and CEO	$ 123.35	$ 256,557.60
President of Operations/Owner	$ 100.00	$ 208,000.00
President of Sales	$ 240.38	$ 499,990.40
President, FedPro	$ 113.75	$ 236,600.00
President/CEO	$ 68.51	$ 142,490.40
President/Owner	$ 88.70	$ 184,496.00
Press Operator	$ 27.32	$ 56,825.60
Press Weld Operator	$ 26.97	$ 56,097.60
Press Weld Tech Supervisor	$ 37.16	$ 77,292.80
Press Welding Superintendent	$ 56.73	$ 117,998.40
Prevention Services Coordinator	$ 30.53	$ 63,502.40
Primary Operator	$ 31.52	$ 65,561.60
Primary Operator lvl 2	$ 20.67	$ 42,993.60
Primary Operator 2	$ 21.09	$ 43,867.20
PRINCIPAL	$ 49.10	$ 102,128.00
Principal Engineer	$ 72.71	$ 151,229.87
Principal Product Design Engineer	$ 35.00	$ 72,800.00
Principal Reliability Engineer	$ 74.99	$ 155,979.20
Principal Scientist	$ 84.14	$ 175,011.20
Principal Security Architect	$ 48.55	$ 100,984.00
PRIO 2	$ 21.57	$ 44,865.60
PRIO 3	$ 25.92	$ 53,913.60
Prio2	$ 22.13	$ 46,030.40
Process Engineer	$ 42.49	$ 88,370.10

Process Engineering Team Leader	$ 80.42	$ 167,273.60
Process Improvement Technician	$ 45.75	$ 95,160.00
Process Tech	$ 29.25	$ 60,840.00
Process Technician	$ 30.42	$ 63,273.60
Processor	$ 23.24	$ 48,339.20
Procurement Analyst	$ 85.00	$ 176,800.00
PROCUREMENT BILLING COORDINATOR	$ 31.35	$ 65,208.00
Procurement Coordinator	$ 27.00	$ 56,160.00
Procurement Functional Team Lead	$ 85.00	$ 176,800.00
Procurement Manager	$ 85.00	$ 176,800.00
Procurement/Production Scheduling Manager	$ 37.73	$ 78,478.40
producer	$ 28.85	$ 60,008.00
Product and Compliance Engineer	$ 56.65	$ 117,832.00
Product and Procurement Manager and Internal IT	$ 32.69	$ 67,995.20
Product Control Manager	$ 40.63	$ 84,510.40
Product Design Engineer	$ 35.22	$ 73,264.53
Product Development Engineer	$ 58.61	$ 121,898.40
Product Development Engineer Manager	$ 21.00	$ 43,680.00
Product Development Project Mgr 1	$ 31.25	$ 65,000.00
Product Engineer	$ 48.59	$ 101,063.42
Product Lifecycle Mgmt	$ 41.97	$ 87,297.60
Product Manager	$ 49.64	$ 103,256.40
Product Manager I	$ 38.46	$ 79,996.80
Product Manager- OSP Closures	$ 43.67	$ 90,833.60
Product Owner	$ 43.36	$ 90,178.40
Product Owner I	$ 43.45	$ 90,382.93
Product Owner II	$ 53.21	$ 110,676.80
Product Owner III	$ 66.30	$ 137,904.00
Product Sourcing Specialist	$ 48.55	$ 100,984.00
Product Support Engineer	$ 32.76	$ 68,140.80
Product Support Engineer II	$ 38.57	$ 80,225.60
Product Support Engineer III	$ 39.03	$ 81,182.40
Product Support Specialist	$ 34.75	$ 72,280.00
PRODUCT/SALES COORDINATOR	$ 30.58	$ 63,606.40
Production Capacity Control	$ 47.50	$ 98,800.00
Production Control	$ 29.88	$ 62,150.40
Production Control Manager	$ 38.46	$ 79,996.80
Production Coordinator	$ 22.00	$ 45,760.00
Production Engineer	$ 55.77	$ 116,001.60
Production Group Lead	$ 29.00	$ 60,320.00
Production Group Leader	$ 21.00	$ 43,680.00
Production Lead	$ 38.39	$ 79,851.20
Production Manager	$ 50.90	$ 105,877.20
Production Packer	$ 18.00	$ 37,440.00
Production Planner	$ 35.12	$ 73,052.57
Production Scheduler	$ 43.27	$ 90,001.60
Production Staffing SpecialistÂ	$ 27.21	$ 56,596.80
Production Supervisor	$ 41.88	$ 87,108.32
Production Supervisor First Shift	$ 29.00	$ 60,320.00
Production Team Development Manager	$ 48.03	$ 99,902.40
Production Trainer	$ 23.38	$ 48,620.00
Professor, Education	$ 53.08	$ 110,406.40
Professor, Engineering	$ 49.86	$ 103,708.80
Professor, World Languages	$ 46.87	$ 97,489.60
Program Assistant II	$ 22.84	$ 47,507.20
Program Coordinator	$ 25.88	$ 53,834.56
Program Data Specialist	$ 22.82	$ 47,465.60
Program Director	$ 32.85	$ 68,324.53
Program Manager	$ 36.97	$ 76,893.44
Program Manager of Career & Growth	$ 43.00	$ 89,440.00
Program Manager Workforce Training Adv Manufacturing	$ 37.02	$ 77,001.60
Program Manager Workforce Training Advanced Manufacturir	$ 37.02	$ 77,001.60
Program Manager Workforce Training for Advanced Manufact	$ 37.00	$ 76,960.00
Program Manager, Emergency Preparedness	$ 47.95	$ 99,736.00
Program Manager, Research and Education	$ 36.73	$ 76,398.40
Program Officer 3	$ 40.05	$ 83,304.00
Program Officer 4	$ 43.14	$ 89,731.20

Program Supervisor	$ 29.55	$ 61,464.00
Programmer / Technician	$ 32.00	$ 66,560.00
Programmer Analyst	$ 35.12	$ 73,049.60
Programmer/Developer	$ 44.26	$ 92,060.80
Programming & Creative Coordinator	$ 24.00	$ 49,920.00
Proj Mgr, User & Web Experience	$ 35.54	$ 73,923.20
Project & Purchasing Manager	$ 28.20	$ 58,656.00
Project Accountant	$ 35.10	$ 73,008.00
Project Coordinater	$ 22.50	$ 46,800.00
Project Coordinator	$ 31.03	$ 64,550.20
Project Coordinator/Purchaser	$ 27.20	$ 56,576.00
Project Design Engineer	$ 24.51	$ 50,980.80
PROJECT DEVELOPER	$ 45.02	$ 93,649.92
Project Development Coordinator	$ 31.69	$ 65,915.20
Project Engineer	$ 42.62	$ 88,649.60
Project Engineer Automation	$ 55.00	$ 114,400.00
Project Engineer I	$ 66.60	$ 138,519.09
Project Executive	$ 78.13	$ 162,500.00
Project Manager	$ 47.81	$ 99,443.02
Project Manager - Business Analyst	$ 67.99	$ 141,419.20
Project Manager II	$ 34.62	$ 72,009.60
Project Manager Intern	$ 29.82	$ 62,025.60
Project Manager, Strategic Initiatives	$ 33.65	$ 69,992.00
Project Manager/Journeyman Electrician	$ 40.00	$ 83,200.00
Project Surveyor	$ 38.22	$ 79,497.60
Projects Manager	$ 34.13	$ 70,990.40
Property Management Accounting Manager	$ 50.84	$ 105,747.20
Property Management Generalisr	$ 19.81	$ 41,204.80
Property Management Generalist	$ 20.56	$ 42,754.40
Proposal Manager	$ 40.87	$ 85,009.60
Provider Compliance SSA	$ 30.83	$ 64,126.40
Provider Liaison	$ 34.45	$ 71,656.00
Public Records Clerk	$ 15.19	$ 31,595.20
Public Service Fellow	$ 24.10	$ 50,128.00
Public Services Manager	$ 31.53	$ 65,582.40
Purchasing	$ 35.34	$ 73,507.20
Purchasing & Material Handler Manager	$ 37.50	$ 78,000.00
Purchasing & Scheduling Manager	$ 37.50	$ 78,000.00
Purchasing Agent	$ 31.82	$ 66,180.40
Purchasing Associate	$ 29.64	$ 61,651.20
Purchasing Manager	$ 43.16	$ 89,765.87
PV Solar Installer	$ 27.97	$ 58,177.60
QA Analyst 1	$ 27.16	$ 56,492.80
QA Manager	$ 50.48	$ 104,998.40
QA Technician	$ 20.92	$ 43,513.60
QAQC Coordinator	$ 23.00	$ 47,840.00
QC Chemist I	$ 27.30	$ 56,773.60
QC Inspector	$ 23.75	$ 49,400.00
QC Manager	$ 39.28	$ 81,702.40
QC Tech	$ 25.30	$ 52,624.00
QC Tech, Foreman	$ 31.00	$ 64,480.00
QC technician	$ 21.33	$ 44,358.08
Quality - Quality Inspector 1	$ 20.84	$ 43,347.20
Quality & Compliance Director	$ 31.52	$ 65,561.60
Quality & Infection Specialist	$ 34.88	$ 72,550.40
Quality and Compliance Dir.	$ 31.53	$ 65,582.40
Quality and Weld Trainer	$ 31.73	$ 65,998.40
QUALITY ASSURANCE MANAGER	$ 42.07	$ 87,505.60
Quality Assurance Specialist	$ 34.63	$ 72,037.33
Quality Assurance Supervisor	$ 30.51	$ 63,460.80
Quality Assurance Technician	$ 27.64	$ 57,491.20
Quality Control	$ 45.90	$ 95,472.00
Quality Control Inspector	$ 31.26	$ 65,020.80
Quality Control Manager	$ 54.09	$ 112,507.20
Quality Control Supervisor	$ 27.16	$ 56,492.80
Quality Control Technician	$ 24.78	$ 51,542.40
Quality Engineer	$ 39.23	$ 81,594.24

Quality Engineer- Production & Process Support	$ 26.00	$ 54,080.00
Quality Inspector	$ 27.18	$ 56,543.64
Quality Inspector / Trainer	$ 34.32	$ 71,385.60
Quality Inspector 1	$ 20.84	$ 43,347.20
Quality Inspector 2	$ 22.26	$ 46,300.80
Quality Inspector I	$ 27.23	$ 56,638.40
Quality Manager	$ 47.49	$ 98,777.12
Quality of Life (Coordinator)	$ 20.00	$ 41,600.00
Quality of Life (QOL) Coordinators	$ 20.00	$ 41,600.00
Quality Risk and Compliance Manager	$ 38.94	$ 80,995.20
Quality Specialist	$ 28.35	$ 58,968.00
Quality Specialist/CMM Programmer	$ 28.35	$ 58,968.00
Quality Supervisor	$ 30.61	$ 63,663.60
Quality Tech	$ 25.00	$ 52,000.00
Quality Technician	$ 27.15	$ 56,481.24
Quoter	$ 29.25	$ 60,840.00
R & D Manager	$ 57.76	$ 120,140.80
R&D Director	$ 84.13	$ 174,990.40
R&D Engineer	$ 37.00	$ 76,960.00
R&D ENGINEERING MANAGER	$ 64.09	$ 133,307.20
R&D Manager	$ 47.59	$ 98,987.20
R&D TECH	$ 36.63	$ 76,180.00
R&D TECHNICIAN	$ 41.63	$ 86,590.40
Radio Reading Service Manager	$ 26.48	$ 55,078.40
Radiology Informatics Applications & Systems Analyst I	$ 37.37	$ 77,736.53
Radiology Informatics Applications & Systems Analyst II	$ 41.56	$ 86,444.80
Radiology Informatics Applications & Systems Analyst III	$ 47.74	$ 99,299.20
Radiology Informatics Applications & Systems Analyst Lead	$ 49.90	$ 103,792.00
Radiology Informatics Network & Modality Administrator I	$ 44.35	$ 92,248.00
Radiology Informatics Network & Modality Sr Administrator	$ 53.04	$ 110,327.36
Radiology Operations Specialist Lead	$ 31.95	$ 66,456.00
Raw Material Planner	$ 43.71	$ 90,916.80
Reading Intervention Tutor	$ 30.00	$ 62,400.00
Reading Specialist	$ 30.60	$ 63,648.00
Reading/Literacy Coach	$ 30.00	$ 62,400.00
Rebuild Engineer	$ 37.05	$ 77,064.00
Rebuild Engineer Manager	$ 42.80	$ 89,024.00
RECEIVING CLERK	$ 21.00	$ 43,680.00
Receptionist/Production Administrator	$ 25.62	$ 53,289.60
Records Clerk	$ 26.20	$ 54,496.00
Records Specialist	$ 18.72	$ 38,937.60
Recovery Care Coordinator	$ 22.00	$ 45,760.00
Recovery Program Director	$ 25.00	$ 52,000.00
Recreation Director	$ 48.99	$ 101,899.20
Recreation Supervisor	$ 35.05	$ 72,904.00
Recruiter	$ 28.85	$ 60,008.00
Recruiting and Sourcing Specialis	$ 28.85	$ 60,008.00
Recruiting Coordinator	$ 21.70	$ 45,136.00
Recruitment and Retention Specialist	$ 33.02	$ 68,681.60
Reference & Adult Services Manager	$ 37.96	$ 78,956.80
Refill triage nurse	$ 32.32	$ 67,225.60
Regional Coordinator	$ 28.14	$ 58,531.20
Regional Director	$ 35.60	$ 74,048.00
Regional Director, Minority Business Assistance Center	$ 41.00	$ 85,280.00
Regional Manager	$ 56.17	$ 116,833.60
Regional Operations Manager	$ 45.84	$ 95,347.20
Regional Sales Manager	$ 53.67	$ 111,633.60
Regulatory Reporting Analyst	$ 46.13	$ 95,950.40
Reliability Engineer	$ 58.61	$ 121,908.80
RELIABILITY PROCESS ENGINEER	$ 43.15	$ 89,752.00
Remote Support Director	$ 32.00	$ 66,560.00
Remote Support Manager	$ 31.25	$ 65,000.00
REPISS	$ 34.93	$ 72,654.40
Report Developer II	$ 49.78	$ 103,542.40
Reporting Analyst	$ 36.36	$ 75,618.40
Research Assistant	$ 24.94	$ 51,868.27
Research Engineer Technician II	$ 36.29	$ 75,483.20

Research Fellow	$ 40.31	$ 83,840.64
Research Tech	$ 32.21	$ 66,996.80
Resident Services Supervisor	$ 25.40	$ 52,832.00
Residential Advocate	$ 20.00	$ 41,600.00
Residential Director	$ 38.25	$ 79,560.00
Residential Estimator/Showroom Consultant	$ 21.00	$ 43,680.00
Residential Housing Director	$ 34.86	$ 72,508.80
Residential Services Director	$ 31.25	$ 65,000.00
Residential Services Manager	$ 24.00	$ 49,920.00
Resource Coordinator	$ 37.70	$ 78,416.00
Resource Development Director	$ 37.60	$ 78,208.00
Retail Office Associate	$ 17.00	$ 35,360.00
Retail Sales Director	$ 54.73	$ 113,838.40
Retail Support Manager	$ 26.52	$ 55,161.60
Rev & Asset Sr Analyst	$ 35.23	$ 73,278.40
Rev Asset Strat Analyst	$ 39.90	$ 82,992.00
Revenue Coordinator	$ 27.58	$ 57,366.40
Revenue Cycle Lead	$ 22.26	$ 46,300.80
Revenue Cycle Manager	$ 31.16	$ 64,812.80
Revenue Cycle Supervisor	$ 30.05	$ 62,504.00
Ride Mechanic	$ 30.00	$ 62,400.00
Ride Tech Controls	$ 40.60	$ 84,448.00
Risk and Compliance Manager	$ 42.68	$ 88,774.40
Risk and Compliance Specialist	$ 27.55	$ 57,304.00
Risk Management Senior Adjuster	$ 38.46	$ 79,996.80
Risk Manager	$ 63.18	$ 131,414.40
Risk Manager Property & Casualty	$ 29.81	$ 62,004.80
RN	$ 30.90	$ 64,265.07
RN Clinical Liaison	$ 44.10	$ 91,728.00
Robot Technician	$ 33.94	$ 70,595.20
Robotics/Manufacturing Trainee	$ 18.94	$ 39,395.20
Roll Tender	$ 19.75	$ 41,080.00
Root Cause Analysis Engineer	$ 41.83	$ 87,006.40
Rotational Program	$ 26.44	$ 54,995.20
Safety	$ 27.67	$ 57,553.60
Safety Coordinator	$ 37.26	$ 77,490.40
Safety Director	$ 65.36	$ 135,948.80
Safety Manager	$ 50.33	$ 104,686.40
Sales	$ 36.53	$ 75,984.71
Sales Advisor	$ 29.76	$ 61,893.87
Sales Analyst	$ 20.00	$ 41,600.00
Sales and Marketing Associate	$ 36.15	$ 75,192.00
Sales and Marketing Intern	$ 20.00	$ 41,600.00
Sales and Service Rep.	$ 77.39	$ 160,971.20
Sales Application Engineer	$ 41.76	$ 86,860.80
Sales Associate	$ 30.01	$ 62,410.40
Sales Coordinator	$ 37.71	$ 78,436.80
Sales Director	$ 60.66	$ 126,179.73
Sales Enablement Specialist	$ 26.60	$ 55,328.00
Sales Engineer	$ 39.66	$ 82,492.80
Sales Engineet	$ 51.44	$ 106,995.20
Sales Manager	$ 64.79	$ 134,770.13
Sales Marketing Consultant	$ 56.09	$ 116,667.20
Sales Specialist	$ 13.00	$ 27,040.00
Sales Support Specialist	$ 28.12	$ 58,482.67
Salon Manager	$ 15.00	$ 31,200.00
saperindendent	$ 49.43	$ 102,814.40
SAW OPERATOR	$ 24.88	$ 51,745.20
Saw Supervisor	$ 55.29	$ 115,003.20
Scheduler	$ 23.00	$ 47,840.00
Scheduling Coordinator	$ 23.94	$ 49,784.80
School Branch Manager	$ 28.50	$ 59,280.00
School Counselor	$ 55.18	$ 114,764.00
School Psychologist	$ 48.71	$ 101,306.40
School Secretary	$ 31.35	$ 65,208.00
schuduling	$ 30.00	$ 62,400.00
Science Teacher	$ 44.98	$ 93,558.40

Scientist II	$ 40.31	$ 83,834.40
Scientist III	$ 43.84	$ 91,176.80
Scrum Master	$ 42.95	$ 89,329.07
Secertary	$ 16.39	$ 34,091.20
Second Shift Supervisor	$ 30.84	$ 64,147.20
Secondary Technology Integration Coach	$ 70.91	$ 147,492.80
Secretary	$ 29.47	$ 61,305.92
Secretary Safety/Service	$ 34.30	$ 71,344.00
Section Coordinator - Lab Svcs	$ 43.81	$ 91,124.80
Security Administrator	$ 31.99	$ 66,539.20
Security Analyst	$ 39.64	$ 82,442.88
Security Architect	$ 70.82	$ 147,305.60
Security Supervisor	$ 32.00	$ 66,560.00
Selections Assistant	$ 28.85	$ 60,008.00
Senior Accountant	$ 38.31	$ 79,694.40
Senior Accounts Payable Coordinator	$ 28.00	$ 58,240.00
Senior Administrative Assistant	$ 28.94	$ 60,200.40
Senior Analyst	$ 43.27	$ 90,001.60
Senior Analyst, Finance Data & Analytics	$ 44.35	$ 92,248.00
Senior Analyst, Payment Services	$ 36.83	$ 76,606.40
Senior Analyst, Tax Technology	$ 43.27	$ 90,001.60
Senior Analyst, Technology Process	$ 40.63	$ 84,510.40
Senior Analytical Scientist	$ 40.00	$ 83,200.00
Senior Applications Developer	$ 74.81	$ 155,604.80
Senior Applications Engineer	$ 62.50	$ 130,000.00
Senior Aquatic Director	$ 28.00	$ 58,240.00
Senior Artificial Intelligence Engineer	$ 65.39	$ 136,011.20
Senior Asset Manager	$ 52.00	$ 108,160.00
Senior Business Development Manager	$ 38.46	$ 79,996.80
Senior Business Systems Specialist	$ 32.82	$ 68,265.60
Senior Buyer	$ 37.40	$ 77,800.32
Senior CAD Manager	$ 32.82	$ 68,265.60
Senior Category Management/PD Manager	$ 45.43	$ 94,494.40
Senior Client Lifecycle Billing Analyst	$ 36.06	$ 75,004.80
Senior Client Service Administrator	$ 29.81	$ 62,004.80
Senior Clinical Systems Analyst	$ 48.90	$ 101,712.00
Senior Competitive & Market Intelligence Analyst	$ 66.00	$ 137,280.00
Senior Competitive & Market Intelligence Manager	$ 65.00	$ 135,200.00
Senior Consultant	$ 54.04	$ 112,394.88
Senior Consultatn	$ 52.88	$ 109,990.40
Senior Contract Compliance Officer	$ 40.07	$ 83,345.60
Senior Controller	$ 76.92	$ 159,993.60
Senior Cost management coordinator	$ 30.00	$ 62,400.00
Senior Credit Analyst	$ 50.31	$ 104,637.87
Senior Customer Success Manager	$ 69.23	$ 143,998.40
Senior Data Analyst, Internal Audit	$ 35.41	$ 73,652.80
Senior Data Base Administrator	$ 42.13	$ 87,630.40
Senior Data Specialist	$ 36.06	$ 75,004.80
Senior Database Administrator	$ 36.06	$ 75,004.80
Senior Design Engineer	$ 49.69	$ 103,355.20
Senior Designer	$ 44.85	$ 93,277.60
Senior Desktop Engineer	$ 56.94	$ 118,435.20
Senior Developer	$ 30.00	$ 62,400.00
Senior Development Engineer	$ 41.71	$ 86,746.40
Senior Development Officer	$ 43.58	$ 90,646.40
Senior Digital Solutions Analyst	$ 54.57	$ 113,495.20
Senior Director of Community Impact	$ 36.00	$ 74,880.00
Senior Director of Operations and Communication	$ 36.00	$ 74,880.00
SENIOR DIRECTOR of PLANNING and RESEARCH	$ 68.78	$ 143,062.40
Senior Director of The GRIT	$ 40.38	$ 83,990.40
Senior Director of Youth Development	$ 29.00	$ 60,320.00
Senior Director, Customer Service	$ 77.17	$ 160,513.60
Senior Director, Early Career Exploration	$ 54.47	$ 113,297.60
Senior Director, Information and Support Technology	$ 63.58	$ 132,246.40
Senior Director, Public Services	$ 55.07	$ 114,545.60
Senior Director, Strategic Services	$ 61.29	$ 127,483.20
SENIOR EDUCATION COORDINATOR	$ 39.05	$ 81,224.00

Senior Electrical Engineer	$ 45.67	$ 94,993.60
Senior Engineer	$ 63.93	$ 132,974.40
SENIOR ESTIMATOR	$ 44.47	$ 92,497.60
Senior Executive Advisor	$ 152.00	$ 316,160.00
Senior Finance specialist	$ 21.26	$ 44,220.80
Senior HR Generalist	$ 40.33	$ 83,893.33
Senior Human Resources Business Partner	$ 44.53	$ 92,622.40
Senior Human Resources Supervisor	$ 24.52	$ 51,001.60
Senior Infrastructure Engineer	$ 84.78	$ 176,342.40
Senior IT Oracle Developer	$ 52.77	$ 109,761.60
Senior IT Support Specialist	$ 27.24	$ 56,659.20
Senior Learning and Development Partner	$ 47.31	$ 98,411.73
Senior Logistics Coordinator	$ 34.79	$ 72,363.20
Senior Manager	$ 69.79	$ 145,170.13
Senior Manager BI	$ 46.40	$ 96,512.00
Senior Manager Nursing	$ 60.64	$ 126,131.20
Senior Manager of Safety & Security	$ 36.00	$ 74,880.00
Senior Manager of Technology	$ 45.00	$ 93,600.00
Senior Manager, Business Systems and Solutions	$ 55.97	$ 116,417.60
Senior Manager, Community Impact	$ 40.95	$ 85,176.00
Senior Manager, Corporate Finance	$ 76.13	$ 158,350.40
Senior Manager, Development	$ 40.46	$ 84,156.80
Senior Manager, Digital Marketing	$ 50.48	$ 104,998.40
Senior Manager, Finance EPM	$ 67.73	$ 140,878.40
Senior Manager, Marketing Analytics	$ 52.28	$ 108,742.40
Senior Manager, Marketing Content	$ 50.48	$ 104,998.40
Senior Manager, Media Relations	$ 50.48	$ 104,998.40
Senior Manager, North American Logistics	$ 65.99	$ 137,259.20
Senior Manager, Product	$ 68.41	$ 142,292.80
Senior Manager, Scoreboard Operations	$ 42.12	$ 87,609.60
Senior Manager, Supply Planning	$ 64.10	$ 133,328.00
Senior Manager, Talent Deployment	$ 50.48	$ 104,998.40
Senior Manager, Talent Development	$ 50.48	$ 104,998.40
Senior Manufacturing Engineer	$ 45.51	$ 94,660.80
Senior Marketing Manager	$ 61.06	$ 127,004.80
Senior Marketing Specialist	$ 26.90	$ 55,952.00
Senior Material Scientist	$ 46.67	$ 97,066.67
Senior Materials Engineer	$ 50.00	$ 104,000.00
Senior Materials Scientist II	$ 73.03	$ 151,902.40
Senior Mechanical Engineer	$ 45.12	$ 93,849.60
Senior Network & Systems Administrator	$ 49.28	$ 102,502.40
Senior Network Engineer	$ 60.95	$ 126,782.93
Senior Nursing Professional Development Specialist	$ 49.75	$ 103,469.60
Senior Operations Manager	$ 33.41	$ 69,499.73
Senior Oracle Database Administrator	$ 58.02	$ 120,681.60
Senior Organizational & Employee Development & Training Sp	$ 37.15	$ 77,272.00
Senior Outreach Specialist	$ 23.28	$ 48,422.40
Senior Paint Technician	$ 35.48	$ 73,798.40
Senior Payroll Specialist	$ 30.75	$ 63,960.00
Senior Process Engineer	$ 65.97	$ 137,217.60
Senior Product Manager	$ 63.36	$ 131,788.80
Senior Production Scheduler	$ 32.22	$ 67,017.60
Senior Program Director	$ 55.44	$ 115,304.80
Senior Program Manager	$ 29.00	$ 60,320.00
Senior Program Officer	$ 47.13	$ 98,030.40
Senior Project Engineer	$ 58.87	$ 122,439.20
Senior Project Manager	$ 43.08	$ 89,612.34
Senior Project Manager - Business Analyst	$ 79.99	$ 166,379.20
Senior Quality Engineer	$ 57.42	$ 119,441.92
Senior Recruiter	$ 29.84	$ 62,060.27
Senior Regional Director	$ 40.38	$ 83,990.40
Senior Research Associate	$ 40.38	$ 83,990.40
Senior Research Chemist	$ 57.75	$ 120,120.00
Senior Researcher and Development Officer	$ 38.40	$ 79,872.00
Senior Sales Manager	$ 68.50	$ 142,480.00
Senior Specialist	$ 28.07	$ 58,385.60
Senior Specialist, IT Support	$ 31.36	$ 65,228.80

Senior Supervisor, Employment & Family Services	$ 45.30	$ 94,224.00
Senior Sustaining Engineer	$ 45.59	$ 94,835.52
Senior System Analyst	$ 21.96	$ 45,676.80
Senior Systems Analyst	$ 42.63	$ 88,670.40
Senior Systems Engineer	$ 57.63	$ 119,870.40
Senior Technical Services Manager	$ 70.72	$ 147,097.60
Senior Technician	$ 29.49	$ 61,339.20
Senior Training Officer	$ 35.47	$ 73,777.60
Senior Vice President & COO	$ 99.36	$ 206,668.80
Senior Vice President and CFO	$ 92.69	$ 192,795.20
Senior Vice President Research & Development	$ 120.19	$ 249,995.20
Senior Vice President, Finance, Operations, and Air Service	$ 141.63	$ 294,590.40
Senior Vice President, Membership Development and Market	$ 125.56	$ 261,164.80
Senior Vice President, Strategy and New Initiatives	$ 99.15	$ 206,232.00
Senior Vice President, Talent	$ 102.01	$ 212,180.80
Senior VP, IT&S/CIO	$ 210.46	$ 437,756.80
Senior VP, Membership Development & Marketing	$ 125.56	$ 261,164.80
Senior VP, Strategy & New Initiatives	$ 99.15	$ 206,232.00
Senior Web Developer	$ 54.14	$ 112,611.20
Server Engineer III	$ 50.76	$ 105,580.80
Server Storage Supervisor	$ 65.76	$ 136,780.80
Service & Warranty Specialist	$ 22.50	$ 46,800.00
Service Administrator	$ 25.00	$ 52,000.00
Service and Support Administrator	$ 33.47	$ 69,624.53
Service and Support Administrator Supervisor	$ 40.92	$ 85,120.53
Service Coordinator	$ 22.50	$ 46,800.00
Service Delivery Manager	$ 39.04	$ 81,203.20
Service Desk Tech I	$ 24.33	$ 50,606.40
Service Desk Tech II	$ 28.33	$ 58,926.40
Service Desk Tech III	$ 38.41	$ 79,892.80
SERVICE DIRECTOR	$ 45.77	$ 95,201.60
Service Manager	$ 39.91	$ 83,010.20
service plumber	$ 22.75	$ 47,320.00
Service Rep.	$ 39.32	$ 81,785.60
Service Technician	$ 27.41	$ 57,015.30
Set Up Person Secondary Operations	$ 23.55	$ 48,984.00
Set- Up Tech	$ 26.78	$ 55,702.40
Set-up operator	$ 35.84	$ 74,547.20
Sewer Technician	$ 30.25	$ 62,920.00
Shared Laboratory Resources Specialist V	$ 46.02	$ 95,721.60
Shared Laboratory Resources V	$ 44.54	$ 92,643.20
SharePoint Specialist	$ 22.00	$ 45,760.00
SHEET METAL ASSISTANT	$ 23.90	$ 49,712.00
Shift Lead	$ 35.56	$ 73,964.80
Shift Manager	$ 33.65	$ 69,992.00
Shipper I	$ 22.00	$ 45,760.00
Shipping - Manufacturing Supervisor	$ 38.63	$ 80,350.40
Shipping & Receiving Manager	$ 30.00	$ 62,400.00
Shipping & Warehouse Manager	$ 36.33	$ 75,566.40
Shipping and Receiving Clerk	$ 23.52	$ 48,921.60
Shipping and Receiving Manager	$ 39.65	$ 82,472.00
Shipping and Receiving Supervisor	$ 32.93	$ 68,494.40
Shipping Clerk	$ 27.73	$ 57,678.40
Shipping Coordinator	$ 23.80	$ 49,504.00
Shipping Director	$ 13.00	$ 27,040.00
Shipping Supervisor	$ 37.29	$ 77,556.27
Shipping, Warehouse & Assembly Manager	$ 37.24	$ 77,459.20
Shipping/Receiving Clerk	$ 21.73	$ 45,198.40
SHOP ASSISTANT	$ 20.88	$ 43,420.00
Shop Manager	$ 31.56	$ 65,637.87
shop mechanic	$ 42.68	$ 88,774.40
Signal Maintainer	$ 33.56	$ 69,813.47
Signal Technician	$ 36.05	$ 74,984.00
Site Coordinator	$ 43.68	$ 90,854.40
Site Safety Coordinator	$ 27.55	$ 57,304.00
Site Superintendent	$ 42.31	$ 87,999.60
Site Superintendnet	$ 53.85	$ 112,008.00

Site Supervisor	$ 53.85	$ 112,008.00
Social Content Creator & PR	$ 24.58	$ 51,126.40
Social Media	$ 18.20	$ 37,856.00
Social Media Manager	$ 35.10	$ 73,008.00
Social Services Worker 3	$ 32.58	$ 67,766.40
Social Studies Teacher	$ 39.46	$ 82,076.80
Social Worker	$ 30.00	$ 62,400.00
Software & Systems Service/Support - Educational Technolog	$ 49.06	$ 102,044.80
Software & Systems Service/Support - Educational Technolog	$ 42.47	$ 88,337.60
Software Application Developer	$ 36.94	$ 76,835.20
Software Developer	$ 40.15	$ 83,518.93
Software Developer I	$ 34.71	$ 72,196.80
Software Developer II	$ 48.93	$ 101,767.47
Software Developer III	$ 58.91	$ 122,532.80
Software Engineer - AI	$ 44.23	$ 91,998.40
Software Engineer I	$ 40.38	$ 83,990.40
Software Engineer III	$ 52.48	$ 109,158.40
SOFTWARE ENGINEERING MANAGER	$ 68.75	$ 143,000.00
Software Support Specialist	$ 26.92	$ 55,993.60
Solutions Architect	$ 46.89	$ 97,524.27
Soup Technical Operator	$ 18.38	$ 38,230.40
Sourcing Coordinator	$ 21.93	$ 45,614.40
Sourcing Engineer	$ 39.07	$ 81,255.20
Spanish Teacher	$ 56.28	$ 117,055.47
Spare Part Specialist	$ 26.36	$ 54,828.80
Spare Parts - Supply Specialist 2	$ 23.69	$ 49,275.20
Spare Parts Sales	$ 30.09	$ 62,576.80
Spare Parts Specialist	$ 25.89	$ 53,840.80
SPARK Summit Supervisor	$ 27.49	$ 57,179.20
Spec, Instructional Design	$ 33.33	$ 69,326.40
Spec, IT Solutions	$ 39.95	$ 83,096.00
Spech Therapist	$ 30.00	$ 62,400.00
Special Education Administrator	$ 71.81	$ 149,364.80
SPECIAL EDUCATION CONSULTANT	$ 40.00	$ 83,200.00
Special Education Coordinator	$ 35.00	$ 72,800.00
Special Education Director	$ 46.52	$ 96,751.20
Special Education Teacher	$ 30.00	$ 62,400.00
SPECIAL EDUCATION WORKFORCE DEVELOPMENT SPECIAL	$ 27.93	$ 58,094.40
Special Operations Project Manager	$ 74.66	$ 155,292.80
Special Projects	$ 43.50	$ 90,480.00
Special Services Director	$ 45.89	$ 95,440.80
Special Services Supervisor	$ 62.30	$ 129,584.00
Specialist	$ 31.03	$ 64,542.40
Specialist, Continued Education	$ 28.84	$ 59,987.20
Specialist, Learning & Information Technology	$ 51.21	$ 106,516.80
Specialty Products Sales Engineer	$ 35.48	$ 73,798.40
SPEECH & LANGUAGE PATHOLOGIST	$ 40.00	$ 83,200.00
Speech Language Pathologist	$ 80.00	$ 166,400.00
Speech Pathologist	$ 55.87	$ 116,199.20
SPEECH/LANGUAGE PATHOLOGIST	$ 30.00	$ 62,400.00
SPLSSCB		$ -
Sports Program Manager	$ 51.00	$ 106,080.00
SPVP	$ 38.44	$ 79,955.20
Sr Accounts Payable Coordinator	$ 34.41	$ 71,572.80
Sr Activation and Reinforcement Specalist	$ 41.75	$ 86,840.00
Sr Architect Consultant	$ 25.00	$ 52,000.00
Sr Clinical Informaticist	$ 59.07	$ 122,865.60
Sr Computer and Networking Tech	$ 37.43	$ 77,844.00
Sr Customer Technical Support Specialist	$ 30.76	$ 63,980.80
Sr Customer Technical Support Specialst	$ 31.54	$ 65,603.20
Sr Data Analyst	$ 33.88	$ 70,460.00
Sr Data Specialist	$ 45.67	$ 94,993.60
Sr Developer	$ 44.02	$ 91,569.92
Sr Digital Marketing Strategist	$ 50.76	$ 105,587.73
Sr Director Data & Strategy	$ 52.88	$ 109,990.40
Sr Director of Digital Transformation	$ 77.00	$ 160,160.00
Sr HR Business Partner	$ 66.83	$ 139,006.40

Sr Integration Developer	$ 60.57	$ 125,988.57
Sr Manager, Procurement Center of Excellence	$ 85.00	$ 176,800.00
Sr Marketing Manager	$ 38.46	$ 79,996.80
Sr Mgr, IT	$ 43.53	$ 90,542.40
Sr Nursing Development Specialist	$ 53.30	$ 110,864.00
Sr Operations Manager	$ 31.73	$ 65,998.40
Sr Project Manager	$ 61.25	$ 127,406.93
Sr Sales Manager	$ 62.31	$ 129,594.40
SR Service Coordinator	$ 24.50	$ 50,960.00
Sr Web Developer	$ 57.41	$ 119,412.80
Sr Web Tech Analyst-SharePoint	$ 54.95	$ 114,296.00
Sr Website Developer-Marketing Sitecore	$ 56.02	$ 116,521.60
Sr. Accounts Payable Specialist	$ 30.02	$ 62,441.60
Sr. Accounts Receivable Specailist	$ 30.22	$ 62,857.60
Sr. Activation and Reinforcement Specalist	$ 42.69	$ 88,803.52
Sr. Activation and Reinforcement Specalsit	$ 44.42	$ 92,393.60
Sr. Activation and Reinforcement Specialist	$ 42.05	$ 87,464.00
Sr. Activation and Reinforcement Speclaist	$ 42.63	$ 88,660.00
Sr. Administrative Assistant	$ 29.18	$ 60,694.40
Sr. Analytical Chemist	$ 46.15	$ 95,992.00
Sr. Animator - 2D Team Lead	$ 42.30	$ 87,984.00
Sr. Applications Developer	$ 32.55	$ 67,704.00
Sr. Architect Consultant	$ 25.00	$ 52,000.00
Sr. Benefits Analyst	$ 50.48	$ 104,998.40
Sr. Data Analyst	$ 34.40	$ 71,552.00
Sr. Data Specialist	$ 45.67	$ 94,993.60
Sr. Desktop Engineer	$ 61.88	$ 128,705.20
Sr. Director Learning and Talent Management	$ 79.76	$ 165,900.80
Sr. Director of HR & Administration	$ 55.22	$ 114,857.60
Sr. Director, Asset Management	$ 76.19	$ 158,475.20
Sr. Divisional Director, AAS	$ 50.61	$ 105,268.80
Sr. Divisional Director, AAS/TT	$ 48.20	$ 100,256.00
Sr. Editor - Editing Lead	$ 37.02	$ 77,001.60
SR. ELECTRICAL ENGINEER	$ 61.30	$ 127,504.00
Sr. Events Coordinator	$ 29.81	$ 62,004.80
Sr. Financial Analyst	$ 56.13	$ 116,750.40
Sr. Gear Engineer	$ 56.23	$ 116,958.40
Sr. Human Resource Generalist	$ 36.68	$ 76,294.40
Sr. Integration Developer	$ 60.97	$ 126,817.60
Sr. IT Business Analyst	$ 48.08	$ 99,996.00
Sr. IT Help Desk Technician	$ 24.87	$ 51,729.60
Sr. IT Project Manager	$ 59.00	$ 122,720.00
Sr. Maintenance Technician	$ 42.09	$ 87,547.20
Sr. Manager Supply Chain Integrations and Analytics COE	$ 85.00	$ 176,800.00
Sr. Manager, IT	$ 54.89	$ 114,171.20
Sr. Marketing Manager	$ 38.46	$ 79,996.80
Sr. Network & Systems Architect	$ 49.52	$ 103,001.60
Sr. Nursing Professional Development Specialist	$ 53.30	$ 110,864.00
Sr. Operations Manager	$ 31.73	$ 65,998.40
Sr. Planning & Purchasing Manager	$ 64.90	$ 134,992.00
Sr. Process Analyst	$ 47.12	$ 98,009.60
Sr. Product Manager	$ 53.79	$ 111,872.80
Sr. Project Manager & Estimator	$ 62.50	$ 130,000.00
Sr. Quality Director	$ 39.09	$ 81,307.20
Sr. Quality Manager	$ 74.05	$ 154,024.00
Sr. Sales and Marketing Manager	$ 43.27	$ 90,001.60
Sr. Sales Manager	$ 62.30	$ 129,584.00
Sr. Software Development Leader	$ 84.13	$ 174,990.40
Sr. Supply Chain and Materials Manager	$ 50.43	$ 104,894.40
Sr. Systems Administrator	$ 52.33	$ 108,836.00
Sr. TA Specialist - Experienced Hire Recruiting	$ 36.06	$ 75,004.80
Sr. Technical Manager	$ 81.79	$ 170,123.20
Sr. Tool & Die Maker	$ 31.16	$ 64,812.80
Sr. Vice President	$ 62.50	$ 130,000.00
Sr. Vice President and CFO	$ 133.70	$ 278,096.00
Sr. Virtualization Engineer	$ 54.80	$ 113,984.00
Sr. VP & CFO	$ 53.69	$ 111,675.20

Sr. Web Developer	$ 55.74	$ 115,939.20
Sr. Writer - Writing Team Lead	$ 37.01	$ 76,980.80
SSA Director	$ 41.40	$ 86,112.00
SSA Supervisor	$ 31.99	$ 66,546.13
SSA Trainer	$ 42.06	$ 87,474.40
Staff Accountant	$ 29.26	$ 60,850.40
Staff Engagement Specialist, Therapist	$ 68.00	$ 141,440.00
Staff Software Engineer	$ 70.67	$ 146,993.60
Staff Trainer	$ 32.15	$ 66,872.00
Staffing Specialists	$ 25.71	$ 53,476.80
Staffmatrix Program manager	$ 34.07	$ 70,865.60
StaffMatrix Workforce manager	$ 37.24	$ 77,459.20
Stamping Operator	$ 21.38	$ 44,474.56
STEAM Teacher	$ 56.52	$ 117,551.20
Steel Lab Technician	$ 39.97	$ 83,137.60
Strategy Research and Data Analyst	$ 32.28	$ 67,142.40
Structural Body Technician	$ 29.00	$ 60,320.00
Structural Repair Technician	$ 40.00	$ 83,200.00
Structural Technician	$ 29.00	$ 60,320.00
STUDENT LEARNING & RECOVERY DIRECTOR	$ 40.00	$ 83,200.00
Student Services Director	$ 47.60	$ 99,008.00
Student Worker IT	$ 12.00	$ 24,960.00
Student worker, IT	$ 12.00	$ 24,960.00
Subject Matter Expert - Workforce	$ 36.06	$ 75,004.80
Subject Matter Expert- Foster and Opportunity Youth	$ 28.85	$ 60,008.00
Subject Matter Expert, Fair-Chance Adult Populations	$ 42.17	$ 87,713.60
Substation Maintainer	$ 42.15	$ 87,672.00
Substitute Teacher	$ 25.00	$ 52,000.00
Success Coach	$ 18.25	$ 37,960.00
superindendent	$ 48.73	$ 101,358.40
Superintendent	$ 52.30	$ 108,780.41
Supervisor	$ 41.89	$ 87,133.65
Supervisor - Foam	$ 32.14	$ 66,851.20
Supervisor Authorization	$ 35.41	$ 73,652.80
Supervisor Clerical Support Services	$ 17.24	$ 35,859.20
Supervisor Food and Nutrition	$ 18.36	$ 38,188.80
Supervisor Investigative Services	$ 32.98	$ 68,598.40
Supervisor of Community and Academic Services	$ 45.00	$ 93,600.00
Supervisor of Early Intervention and Nursing	$ 36.10	$ 75,088.00
Supervisor of Medical Imaging	$ 39.54	$ 82,243.20
Supervisor of Production	$ 33.73	$ 70,158.40
Supervisor Patient Access	$ 35.40	$ 73,632.00
Supervisor Patient Accounting	$ 35.13	$ 73,066.24
Supervisor Power & Way	$ 50.13	$ 104,270.40
Supervisor Revenue	$ 35.36	$ 73,548.80
Supervisor Social Work	$ 44.98	$ 93,565.33
Supervisor Telecom	$ 25.88	$ 53,830.40
Supervisor Traction Power	$ 50.99	$ 106,059.20
Supervisor, IT Clinical Application	$ 57.50	$ 119,600.00
Supervisor, Custodial Worker	$ 30.50	$ 63,440.00
Supervisor, Employment & Family Services	$ 39.48	$ 82,118.40
Supervisor, Engineering	$ 51.08	$ 106,236.00
Supervisor, IT Business Applications	$ 53.15	$ 110,552.00
Supervisor, IT Clinical Applications	$ 56.67	$ 117,866.67
Supervisor, Pattern Maker	$ 28.37	$ 59,009.60
Supervisor, Planning, Scheduling and Analytics	$ 43.89	$ 91,291.20
Supervisor, Radiology Central Navigator	$ 34.65	$ 72,072.00
Supervisor, Radiology Informatics	$ 68.92	$ 143,353.60
Supervisor, RTV	$ 34.38	$ 71,510.40
Supervisor, Social Services	$ 44.09	$ 91,707.20
Supervisor, Weights & Measures	$ 39.03	$ 81,182.40
Supervisor, Welding Instructor	$ 34.22	$ 71,177.60
Supervisor-Clerical & Central Monitoring	$ 24.69	$ 51,355.20
Supplier Development Administrator	$ 29.05	$ 60,424.00
Supplier Development Specialist	$ 43.08	$ 89,606.40
Supply Chain Analyst	$ 37.32	$ 77,625.60
Supply Chain Associate	$ 30.05	$ 62,504.00

Supply Chain Capability & Integration Manager	$ 56.01	$ 116,500.80
SUPPLY CHAIN MANAGEMENT	$ 26.00	$ 54,080.00
Supply Chain Manager	$ 52.58	$ 109,366.40
Supply Production Planner	$ 36.54	$ 76,003.20
Supply Specialist 1	$ 18.50	$ 38,480.00
Supply Specialist 2	$ 23.69	$ 49,275.20
Support	$ 17.00	$ 35,360.00
Support Officer	$ 28.21	$ 58,683.73
Support Service Specialist	$ 35.02	$ 72,841.60
Support Services Manager	$ 20.50	$ 42,640.00
Support Services Specialist	$ 34.00	$ 70,720.00
Surgical Clinical Rev	$ 43.68	$ 90,854.40
Sustainable Development Program Coordinator	$ 38.11	$ 79,268.80
Sustaining Engineer	$ 35.21	$ 73,236.80
SUTQ Specialist	$ 29.81	$ 62,004.80
SVP, Operations	$ 114.76	$ 238,700.80
Swiss Engineer	$ 33.88	$ 70,470.40
Swiss Machinist	$ 31.50	$ 65,520.00
Sys Dir, Info Sys Security-CISO	$ 111.31	$ 231,524.80
System Administrator	$ 35.10	$ 73,012.16
System Administrator II	$ 34.85	$ 72,494.93
System Engineer	$ 32.39	$ 67,360.80
System Software Analyst I	$ 28.11	$ 58,468.80
System Software Analyst I`	$ 28.11	$ 58,468.80
System Support Technician	$ 30.23	$ 62,885.33
Systems & Accounting Analyst	$ 50.00	$ 104,000.00
Systems & Payroll Manager	$ 28.00	$ 58,240.00
Systems Administrator	$ 36.62	$ 76,175.27
Systems Administrator II	$ 37.34	$ 77,667.20
Systems Analyst	$ 45.98	$ 95,632.46
Systems Analyst Consultant	$ 77.88	$ 161,990.40
Systems Analyst Senior	$ 50.50	$ 105,040.00
Systems and Infrastructure Architect	$ 51.49	$ 107,092.27
Systems Application Analyst I	$ 43.11	$ 89,668.80
Systems Application Analyst II	$ 51.50	$ 107,113.07
Systems Application Analyst III	$ 58.82	$ 122,335.20
Systems Architect, Microsoft	$ 64.53	$ 134,222.40
Systems Engineer	$ 52.95	$ 110,143.56
Systems Environment Analyst II	$ 52.46	$ 109,116.80
Systems Integraton Analyst	$ 26.35	$ 54,808.00
Systems Manager	$ 60.51	$ 125,860.80
Systems Solution Designer	$ 40.86	$ 84,988.80
Systems Storage Engineer	$ 46.08	$ 95,846.40
T Apps Programmer Ld	$ 68.17	$ 141,793.60
T Software Developer Ld	$ 68.99	$ 143,499.20
TA	$ 15.81	$ 32,880.64
TA Specialist - Campus Recruiting & Programs	$ 36.06	$ 75,004.80
Talent Acquisition & Employment Specialist	$ 38.81	$ 80,724.80
Talent Acquisition Specialist	$ 36.33	$ 75,566.40
Talent Development Specialist	$ 52.85	$ 109,928.00
Talent Operations Specialist	$ 36.06	$ 75,004.80
Talent/HR Manager	$ 37.00	$ 76,960.00
Tax Manager	$ 53.85	$ 112,008.00
TCHAUS	$ 36.87	$ 76,689.60
TCHAUSP	$ 48.08	$ 100,006.40
TCHDP	$ 43.17	$ 89,793.60
TCHMFGP	$ 36.92	$ 76,784.69
TCHMGGP	$ 43.89	$ 91,291.20
TCHMSP	$ 45.13	$ 93,867.43
TCHPRJ	$ 34.89	$ 72,571.20
TCHPRJSP	$ 49.15	$ 102,232.00
Teachae	$ 30.00	$ 62,400.00
teache	$ 40.00	$ 83,200.00
Teacher	$ 40.12	$ 83,458.92
TEACHER - ABRAXAS SCHOOL	$ 40.00	$ 83,200.00
Teacher Tutor	$ 40.00	$ 83,200.00
Team Lead	$ 45.70	$ 95,062.93

TEAM LEAD - ASHLAND	$ 30.77	$ 64,001.60
TEAM LEAD - STARK	$ 30.77	$ 64,001.60
TEAM LEAD - SUMMIT	$ 33.33	$ 69,333.33
Team Lead Pharmacist	$ 80.86	$ 168,188.80
Team Lead Trust Accounting	$ 27.67	$ 57,553.60
Team Lead, Senior Client Manager, Property & Casualty	$ 57.69	$ 119,995.20
Team Leader	$ 30.05	$ 62,504.00
Team Leader, First & CHR-p Programs, Sr. Clinical Consultan	$ 31.49	$ 65,499.20
Tech Services Manager	$ 46.39	$ 96,491.20
Tech Specialist	$ 40.00	$ 83,200.00
Tech Support Lead	$ 29.00	$ 60,320.00
Tech Support Specialist	$ 27.19	$ 56,550.00
TechATQ1	$ 31.30	$ 65,104.00
Technical Account Manager	$ 37.19	$ 77,344.80
Technical Director	$ 68.25	$ 141,966.93
Technical Integration Specialist	$ 26.00	$ 54,080.00
Technical Manager	$ 63.10	$ 131,237.60
Technical Sales Engineer	$ 48.03	$ 99,902.40
Technical Services Admin	$ 28.87	$ 60,049.60
Technical Services and ILS Manager	$ 34.42	$ 71,593.60
Technical Services Manager	$ 30.42	$ 63,273.60
Technical Support Manager	$ 41.00	$ 85,280.00
Technical Support Services Team Lead	$ 28.40	$ 59,065.07
Technical Support Services Technician	$ 25.00	$ 52,000.00
Technical Support Services Technician I	$ 22.73	$ 47,278.40
Technical Support Services Technician II	$ 25.25	$ 52,520.00
Technical Support Services Technician III	$ 25.25	$ 52,520.00
Technical Support Speciailist I	$ 22.92	$ 47,673.60
Technical Support Specialist	$ 31.71	$ 65,949.87
Technical Support Specialist I	$ 22.25	$ 46,280.00
Technical Support Technician	$ 25.00	$ 52,000.00
Technical Team Lead - Maintenance	$ 33.04	$ 68,723.20
Technical Team Lead Maintenance	$ 29.93	$ 62,254.40
Technician	$ 26.60	$ 55,324.04
Technician - Membrane	$ 25.88	$ 53,830.40
Technician I	$ 29.36	$ 61,068.80
Technician in Training and Stores Administrator	$ 36.00	$ 74,880.00
Technology	$ 37.50	$ 78,000.00
Technology and Innovation Officer	$ 97.11	$ 201,988.80
Technology and Marketing Manager	$ 34.28	$ 71,302.40
Technology Assistant	$ 17.70	$ 36,816.00
Technology Coordinator	$ 36.76	$ 76,466.00
Technology Director	$ 40.00	$ 83,200.00
Technology Security Administrator	$ 40.29	$ 83,803.20
Technology Training and Support Specialist	$ 28.82	$ 59,945.60
Teen Director	$ 20.92	$ 43,513.60
Teen Services Manager	$ 19.27	$ 40,081.60
Telecommunications Specialist	$ 42.02	$ 87,401.60
Telecommunications Specialist and Switchboard Supervisor	$ 43.29	$ 90,043.20
Temp College Intern	$ 19.00	$ 39,520.00
Territory Sales Manager	$ 42.31	$ 88,004.80
TESOL and French Teacher	$ 47.78	$ 99,382.40
Test & Service Engineer	$ 39.51	$ 82,180.80
Test Engineer	$ 26.44	$ 54,995.20
Testing Coordinator	$ 27.73	$ 57,678.40
Therapist	$ 40.29	$ 83,810.13
Therapist - School Based	$ 25.88	$ 53,830.40
Thermal Process Control Technician	$ 42.12	$ 87,609.60
THRIVE Project Director	$ 37.71	$ 78,436.80
Tier 1 Technology Support Specialist	$ 26.36	$ 54,828.80
Tier I Technician	$ 22.79	$ 47,392.80
Tire Technician	$ 14.05	$ 29,224.00
Title I Teacher	$ 25.00	$ 52,000.00
Title Teacher	$ 25.00	$ 52,000.00
Tool & Die Apprentice	$ 22.96	$ 47,749.87
Tool & Die Maker	$ 26.00	$ 54,080.00
Tool & Die Manager	$ 30.00	$ 62,400.00

TOOL AND DIE APPRENTICE	$ 23.83	$ 49,560.00
Tool and Die Machinist	$ 30.33	$ 63,086.40
Tool and Die Maker	$ 22.89	$ 47,600.80
Tool and Die Maker 3iQ	$ 28.75	$ 59,789.60
Tool and Die Worker	$ 25.50	$ 53,040.00
Tool and Diemaker	$ 22.82	$ 47,458.67
Tool Maker	$ 21.47	$ 44,657.60
Tool Room Machinist	$ 26.78	$ 55,702.40
Tool Room Technician	$ 27.16	$ 56,492.80
Tooling Manager	$ 38.46	$ 79,996.80
Tooling Technician	$ 26.28	$ 54,662.40
Tower Technician	$ 24.10	$ 50,118.10
Tower Technicians	$ 18.00	$ 37,440.00
Trade Compliance Specialist	$ 40.80	$ 84,864.00
Traffic Syst Design Tech	$ 40.54	$ 84,323.20
Traffic System Design Tech	$ 36.94	$ 76,835.20
Traffic Systems Engineer	$ 50.29	$ 104,603.20
Trainer Manager	$ 42.61	$ 88,628.80
Trainer Solutions Center	$ 28.84	$ 59,987.20
Training and Content Integration Manager	$ 51.00	$ 106,080.00
Training and Referral Specialist	$ 23.09	$ 48,016.80
Training Coordinator	$ 30.28	$ 62,978.93
Training Coordinator Lead	$ 25.48	$ 52,998.40
Training Lead	$ 49.04	$ 102,003.20
Training Manager	$ 33.81	$ 70,314.40
Transition Coordinator	$ 40.00	$ 83,200.00
Transportation Aide	$ 19.31	$ 40,164.80
Transportation Coordinator	$ 20.00	$ 41,600.00
Transportation/Athletic Director	$ 35.00	$ 72,800.00
Trauma Nurse Manager	$ 60.42	$ 125,673.60
Treasurer	$ 53.25	$ 110,760.00
Trial Program Specialist III	$ 27.99	$ 58,219.20
True Partner Solutions Implementation Manager	$ 36.06	$ 75,004.80
True Partner Solutions Implementation Specialist	$ 28.45	$ 59,176.00
TSS 1	$ 22.61	$ 47,028.80
tutor	$ 27.93	$ 58,101.33
TV Production Teacher	$ 54.91	$ 114,212.80
Tylok Business Development Manager	$ 82.16	$ 170,892.80
Tylok Outside Sales Representative	$ 53.23	$ 110,718.40
UAS Lead Remote Pilot	$ 35.00	$ 72,800.00
UAS Remote Pilot Supervisor	$ 42.50	$ 88,400.00
UCC Specialist	$ 30.30	$ 63,024.00
Ultrasound Technician	$ 33.29	$ 69,243.20
UMP Instrument Technician	$ 34.70	$ 72,176.00
UMP Instrument Technician Trainee	$ 33.73	$ 70,158.40
UMP Plant Maintenance Electrician	$ 33.72	$ 70,137.60
UMP Plant Maintenance Technician Electrical	$ 33.72	$ 70,137.60
UMP Plant Utility Maintenance Person	$ 33.72	$ 70,137.60
UMP System Utility Maintenance Person	$ 36.01	$ 74,900.80
Unit Manager	$ 41.63	$ 86,590.40
Utilities Manager	$ 67.86	$ 141,148.80
UTILITY BILLING MANAGER	$ 37.66	$ 78,332.80
Utility Designer 1	$ 24.25	$ 50,440.00
Utility Designer 2	$ 25.00	$ 52,000.00
Utility Fiber Application Specialist	$ 28.85	$ 60,008.00
Utility Operator I	$ 30.14	$ 62,691.20
UX/UI Designer	$ 31.05	$ 64,584.00
Vaccon Operator	$ 35.50	$ 73,840.00
Value Added Engineering Manager	$ 44.23	$ 91,998.40
Value Based Care Coordinator	$ 32.83	$ 68,286.40
VAWA Coordinator	$ 23.64	$ 49,171.20
vCIO	$ 47.38	$ 98,550.40
Veteran Case Manager VSC	$ 32.72	$ 68,057.60
Veteran Peer Recovery Supporter	$ 20.00	$ 41,600.00
Vice President	$ 53.84	$ 111,993.44
Vice President & GM	$ 67.92	$ 141,266.67
Vice President and Chief Financial Officer	$ 91.08	$ 189,446.40

Vice President Construction and Operations	$ 52.88	$ 109,990.40
Vice President of Advancement	$ 91.28	$ 189,862.40
VICE PRESIDENT of CHILDREN and FAMILY SERVICES	$ 91.21	$ 189,716.80
Vice President of Commercial Construction	$ 74.52	$ 155,001.60
Vice President of Development	$ 60.10	$ 125,008.00
Vice President of Facilities	$ 43.00	$ 89,440.00
Vice President of Finance & CFO	$ 79.88	$ 166,150.40
Vice President of Grants and Community Initiatives	$ 73.84	$ 153,587.20
Vice President of Growth and Strategy	$ 81.73	$ 169,998.40
Vice President of Housing and Financial Wellness	$ 78.49	$ 163,259.20
Vice President of Kettle Sales	$ 54.19	$ 112,715.20
Vice President of Launch and Operational	$ 93.63	$ 194,750.40
Vice President of Multi Family Construction	$ 72.12	$ 150,009.60
Vice President of Operations	$ 41.21	$ 85,716.80
Vice President of Programs and Operatins	$ 30.00	$ 62,400.00
Vice President of Programs and Operations	$ 30.00	$ 62,400.00
Vice President of Programs and Regional Impact	$ 55.29	$ 115,003.20
Vice President of Project Management Oversight and Data Str	$ 67.31	$ 140,004.80
Vice President, Customer and Technical Support	$ 101.01	$ 210,100.80
Vice President, Development Finance	$ 82.75	$ 172,120.00
Vice President, Ecosystem Growth	$ 50.39	$ 104,811.20
Vice President, Financial Operations	$ 62.98	$ 130,998.40
Vice President, Human Resources	$ 79.57	$ 165,500.40
Vice President, Learning and Development	$ 49.52	$ 103,001.60
Vice President, Marketing	$ 79.32	$ 164,985.60
Vice President, Membership & HR Services	$ 59.94	$ 124,675.20
Vice President, Membership and Product Development	$ 73.55	$ 152,984.00
Vice President, Sales	$ 83.26	$ 173,180.80
Vice President, Talent Solutions	$ 95.76	$ 199,180.80
Vice President, Workforce Development	$ 49.52	$ 103,001.60
Video Producer	$ 38.46	$ 79,996.80
Virtualization Engineer	$ 46.98	$ 97,718.40
Visual Arts Teacher	$ 45.30	$ 94,224.00
Vital Statistics Coordinator	$ 26.85	$ 55,848.00
Volunteer & Community Engagement Manager	$ 28.21	$ 58,676.80
Volunteer Service Manager	$ 27.16	$ 56,492.80
VP	$ 25.00	$ 52,000.00
VP & COO	$ 43.04	$ 89,523.20
VP Business Services	$ 66.35	$ 138,008.00
VP Client engagement	$ 52.00	$ 108,160.00
VP Finance	$ 59.62	$ 124,009.60
VP Financial Operations	$ 62.98	$ 130,998.40
VP Global Supply Chain	$ 96.18	$ 200,054.40
VP Maintenance	$ 59.67	$ 124,113.60
VP of Academic Affairs	$ 96.15	$ 199,992.00
VP of Accounting-Operations and Payments	$ 61.06	$ 127,004.80
VP of Branch Administration	$ 67.81	$ 141,044.80
VP of Business Development	$ 56.86	$ 118,268.80
VP of Client Development	$ 51.99	$ 108,139.20
VP of Engineering	$ 86.00	$ 178,880.00
VP of Engineering & IT	$ 76.92	$ 159,993.60
VP OF ENGINEERING AND R&D	$ 137.50	$ 286,000.00
VP of Finance	$ 74.04	$ 154,003.20
VP of Finance/Chief Financial Officer	$ 71.46	$ 148,636.80
VP of Human Resources	$ 47.70	$ 99,224.32
VP of Kettle Manufacturing	$ 54.19	$ 112,715.20
VP of Launch and Operational Excellence	$ 93.63	$ 194,750.40
VP of Lending/Chief Lending Officer	$ 76.77	$ 159,681.60
VP OF MAJOR ACCOUNTS	$ 49.04	$ 102,003.20
VP of Manufacturing	$ 90.29	$ 187,803.20
VP of Marketing	$ 68.15	$ 141,752.00
VP of Medical Services	$ 78.10	$ 162,448.00
VP of Mission Services	$ 40.41	$ 84,052.80
VP of Multi Family Construction	$ 130.77	$ 272,001.60
VP of Operation	$ 72.12	$ 150,009.60
VP of Operations	$ 96.10	$ 199,894.40
VP of Operations/Chief Operating Officer	$ 77.50	$ 161,200.00

VP of Pre Construction	$ 74.52	$ 155,001.60
VP of PreConstruction	$ 81.73	$ 169,998.40
VP of Product Development	$ 67.55	$ 140,504.00
VP of Project Management & Estimating	$ 64.38	$ 133,910.40
VP of sales	$ 92.97	$ 193,367.20
VP of Sales & Marketing	$ 97.75	$ 203,320.00
VP of Sales and Marketing	$ 86.53	$ 179,982.40
VP OF SALES OPERATIONS	$ 96.15	$ 199,992.00
VP of Supply Chain	$ 91.40	$ 190,112.00
VP Product Development	$ 67.54	$ 140,483.20
VP Sales	$ 63.13	$ 131,310.40
VP, Audit & Analysis	$ 64.90	$ 134,992.00
VP, Business Analytics	$ 88.94	$ 184,995.20
VP, Business Development	$ 95.52	$ 198,681.60
VP, Finance	$ 78.25	$ 162,760.00
VP, HR	$ 70.00	$ 145,600.00
VP, Human Resources	$ 79.43	$ 165,214.40
VP, IT	$ 77.50	$ 161,200.00
VP, Learning & Development Content Developer	$ 38.16	$ 79,372.80
VP, Operations	$ 60.09	$ 124,987.20
VP, Programming	$ 58.94	$ 122,595.20
VP, Quality	$ 91.35	$ 190,008.00
VP, Strategic Projects	$ 59.50	$ 123,760.00
VP, Strategic Services	$ 86.54	$ 180,003.20
VP, Talent Management	$ 52.88	$ 109,990.40
VP/CIO ITS	$ 110.64	$ 230,131.20
VS Administrative Supervisor	$ 25.45	$ 52,936.00
Warehouse	$ 19.38	$ 40,317.33
Warehouse Clerk	$ 22.39	$ 46,571.20
Warehouse Lead	$ 25.36	$ 52,755.73
Warehouse Manager	$ 36.67	$ 76,268.40
Warehouse Supervisor	$ 32.46	$ 67,516.80
Warehouse Team Lead	$ 15.00	$ 31,200.00
Warehouse Worker	$ 21.95	$ 45,656.00
WAREHOUSE/INVENTORY MANAGER	$ 35.10	$ 73,008.00
Warranty	$ 24.90	$ 51,781.60
Warranty Program Manager	$ 61.89	$ 128,731.20
WATER OPERATOR CREW LEADER	$ 37.20	$ 77,376.00
Wayne Manzilla Intern	$ 13.50	$ 28,080.00
Wayne Manzilla Intern/AI Speciallist	$ 13.50	$ 28,080.00
Web Developer	$ 41.45	$ 86,216.00
Web Developer 2	$ 38.27	$ 79,591.20
Web Developer I	$ 35.57	$ 73,992.53
Web Developer II	$ 36.92	$ 76,786.67
Website and Data Manager	$ 25.00	$ 52,000.00
Website Developer-Marketing Sitecore	$ 39.53	$ 82,222.40
Weld Engineer	$ 42.07	$ 87,505.60
Welder	$ 28.69	$ 59,665.75
Welder & Engineer in Training	$ 16.50	$ 34,320.00
Welder I	$ 28.11	$ 58,468.80
Welder II	$ 31.15	$ 64,785.07
Welder II G100	$ 23.53	$ 48,942.40
WELDER TRAINEE	$ 20.00	$ 41,600.00
Welder/Fabricator	$ 24.76	$ 51,507.73
Welding Production Supervisor	$ 60.01	$ 124,820.80
WIC Director	$ 41.36	$ 86,028.80
Wlder	$ 20.00	$ 41,600.00
Workers Comp analyst	$ 43.58	$ 90,646.40
Workforce and Data Coordinator	$ 32.75	$ 68,120.00
Workforce Development Coordinator	$ 24.73	$ 51,428.00
WORKFORCE DEVELOPMENT SPECIALIST	$ 24.12	$ 50,176.17
Workforce Manager	$ 31.02	$ 64,521.60
Workforce Program and Data Coordinator	$ 32.75	$ 68,120.00
Workforce Program Coordinator	$ 26.44	$ 54,995.20
WP Electrical Engineer 3	$ 52.15	$ 108,472.00
Youth & Sports Director	$ 23.00	$ 47,840.00
Youth Advisor	$ 16.67	$ 34,666.67

	Zoning Manager	$ 38.27	$ 79,591.20
	45390	$ 32.09	$ 66,747.20
	(blank)	$ 27.77	$ 57,763.68
3			
	3RD GRADE MATHEMATICS	$ 40.00	$ 83,200.00
	3rd grade mathematics teacher	$ 40.00	$ 83,200.00
	3rd grade Teacher	$ 30.00	$ 62,400.00
	4th grade Math Teacher	$ 30.00	$ 62,400.00
	4TH GRADE MATHEMATICS TEACHER	$ 40.00	$ 83,200.00
	4th grade Science Teacher	$ 25.00	$ 52,000.00
	5th grade Science Teacher	$ 25.00	$ 52,000.00
	6th grade Science Teacher	$ 25.00	$ 52,000.00
	7th and 8th grade Science Teacher	$ 30.00	$ 62,400.00
	7th and 8th Grade Social Studies Teacher	$ 25.00	$ 52,000.00
	7th Grade Math Teacher	$ 30.00	$ 62,400.00
	7TH GRADE MATHEMATICS TEACHER	$ 45.00	$ 93,600.00
	8th grade mathematics teacher	$ 40.00	$ 83,200.00
	Account Clerk	$ 29.56	$ 61,493.12
	Account Clerk 1	$ 26.13	$ 54,350.40
	Account Executive	$ 10.70	$ 22,256.00
	Account Manager	$ 30.05	$ 62,504.00
	Accountant	$ 31.81	$ 66,164.80
	Accounting Administration	$ 22.14	$ 46,051.20
	Accounting Clerk	$ 21.82	$ 45,377.28
	accounting clerk 1	$ 21.41	$ 44,532.80
	Accounting Manager	$ 49.03	$ 101,982.40
	Accounting Specialist	$ 27.68	$ 57,574.40
	Accounting Specialist II	$ 26.74	$ 55,619.20
	Accounting Tax Manager	$ 56.23	$ 116,958.40
	Accounts Payable	$ 22.21	$ 46,196.80
	Accounts Payable Clerk	$ 18.77	$ 39,041.60
	Accounts Payable- Finance Coordinator	$ 44.03	$ 91,582.40
	Accounts Payable Specialist	$ 21.25	$ 44,200.00
	Accounts Payable Supervisor	$ 29.80	$ 61,984.00
	Accounts Receivable Analyst	$ 24.03	$ 49,982.40
	Admin	$ 22.90	$ 47,632.00
	Admin assistant	$ 29.87	$ 62,136.53
	Admin Asst.	$ 29.11	$ 60,548.80
	Administration Assistant	$ 22.41	$ 46,612.80
	Administrative Assistant	$ 30.06	$ 62,531.73
	Administrative Assistant II	$ 31.87	$ 66,289.60
	Administrative Coordinator	$ 36.89	$ 76,731.20
	Administrative Professional	$ 30.29	$ 63,003.20
	Administrative Support Analysis & Strategic Comms	$ 26.91	$ 55,972.80
	Administrator	$ 27.05	$ 56,266.84
	Adult Services Coordinator	$ 31.55	$ 65,624.00
	Adult Services Librarian	$ 25.49	$ 53,008.80
	Advanced Manufacturing Engineer	$ 52.16	$ 108,492.80
	Advanced Manufacturing Engineering Manager	$ 67.64	$ 140,691.20
	Agent	$ 28.65	$ 59,592.00
	AI Engineer	$ 75.67	$ 157,393.60
	AME Engineer	$ 51.30	$ 106,704.00
	AMES Aircraft Composite Technician	$ 27.50	$ 57,200.00
	AMES Avionics Technician	$ 24.00	$ 49,920.00
	AMES Licensed Technician	$ 26.82	$ 55,785.60
	AMES Structures Technician	$ 28.28	$ 58,812.00
	Analyst	$ 28.71	$ 59,716.80
	Analyst, Senior IT Support	$ 41.40	$ 86,112.00
	Analyst,IT Support	$ 33.31	$ 69,284.80
	Analyst,Senior IT Support	$ 42.37	$ 88,129.60
	Analytical Scientist II	$ 37.08	$ 77,116.00
	AP CLERK	$ 21.45	$ 44,616.00
	APCS I	$ 26.44	$ 54,990.58
	APCS II	$ 28.49	$ 59,259.20
	Application Administrator	$ 38.18	$ 79,414.40
	Application Engineer	$ 41.20	$ 85,696.00
	Application Tech Solution Administrator II	$ 47.31	$ 98,404.80

Applications Engineer	$ 50.61	$ 105,268.80
Apprenctice	$ 22.00	$ 45,760.00
Apprentice	$ 22.82	$ 47,470.53
Apprentice Electrician	$ 25.29	$ 52,606.67
Apprentice Electrician (Yr 2)	$ 22.00	$ 45,760.00
Apprentice I	$ 22.00	$ 45,760.00
Apprentice II	$ 20.75	$ 43,160.00
Apprentice IV	$ 25.00	$ 52,000.00
Apprentice Lineman	$ 39.37	$ 81,895.84
Apps Systems Analyst II	$ 47.13	$ 98,030.40
Asset Management Specialist	$ 25.89	$ 53,851.20
Assistant CIO	$ 74.10	$ 154,128.00
Assistant City Manager	$ 47.31	$ 98,404.80
Assistant Controller	$ 41.67	$ 86,673.60
Assistant Director Business Intel/ Enterprise Reporting	$ 51.45	$ 107,016.00
Assistant Director, IT Applications	$ 59.28	$ 123,302.40
Assistant Director, IT Operations	$ 53.00	$ 110,240.00
Assistant Director, IT Systems	$ 63.49	$ 132,059.20
Assistant Engineer	$ 34.65	$ 72,072.00
Assistant Engineering Manager	$ 55.72	$ 115,897.60
Assistant Finance Director	$ 56.63	$ 117,790.40
Assistant Manager	$ 30.54	$ 63,526.67
Assistant Manager3	$ 33.23	$ 69,118.40
ASSISTANT MANAGER7	$ 32.17	$ 66,913.60
Assistant Principal	$ 45.00	$ 93,600.00
Assistant Production Manager	$ 60.66	$ 126,172.80
Assistant Superintendent	$ 30.00	$ 62,400.00
Assistant to the City Manager	$ 47.31	$ 98,404.80
Associate Data Engineer	$ 54.57	$ 113,505.60
Associate Director, Finance	$ 76.92	$ 159,993.60
Associate Director, Human Resources	$ 80.22	$ 166,857.60
Associate Director, PMO	$ 86.33	$ 179,566.40
Associate Director, QA	$ 95.25	$ 198,120.00
Associate Director, Validation	$ 91.02	$ 189,321.60
Associate Pastor	$ 33.85	$ 70,408.00
Associate Relations	$ 26.94	$ 56,024.80
Associate,Systems Analyst	$ 33.56	$ 69,804.80
Associated, EHS	$ 82.95	$ 172,536.00
ASST FINANCIAL DIRECTOR	$ 56.63	$ 117,790.40
Asst Manager IT	$ 39.00	$ 81,120.00
Asst Principal	$ 60.50	$ 125,840.00
ASST TO CITY MGR	$ 47.31	$ 98,404.80
Attendance Secretary for the district	$ 21.44	$ 44,595.20
Automation CNC Operator 1	$ 20.50	$ 42,640.00
Automation Technician	$ 40.15	$ 83,512.00
Avionics Technician	$ 34.50	$ 71,760.00
Battalion Chief	$ 34.73	$ 72,238.40
BI Analyst	$ 53.58	$ 111,438.08
BI Manager	$ 71.31	$ 148,324.80
Brand Ambassador / Marketing Manager	$ 21.84	$ 45,427.20
Broker/Owner	$ 28.85	$ 60,008.00
Building Manager	$ 24.04	$ 50,003.20
Business Accreditation Manager	$ 39.12	$ 81,369.60
Business Analyst	$ 34.62	$ 72,009.60
Business and Brand Development Specialist	$ 24.53	$ 51,022.40
Business Development & Capture Manager	$ 31.50	$ 65,520.00
Business Development Manager	$ 32.69	$ 67,995.20
Business Intelligence Analyst	$ 43.27	$ 90,001.60
Business Manager	$ 26.44	$ 54,995.20
Business Operations Coordinator	$ 33.10	$ 68,848.00
Business Operations Manager	$ 40.70	$ 84,656.00
Business Rules Architect	$ 56.43	$ 117,374.40
Business Systems Engineer	$ 44.18	$ 91,894.40
Business Title Process Improvement Analyst	$ 31.05	$ 64,584.00
Business Title Shared Services Team Lead	$ 28.55	$ 59,384.00
Business Title Unit Manager III	$ 35.39	$ 73,611.20
Business Unit Manager - Motion Control	$ 79.33	$ 165,006.40

Buyer	$ 34.81	$ 72,404.80
Buyer I	$ 35.92	$ 74,703.20
Buyer II	$ 46.20	$ 96,096.00
Buyer/Planner	$ 35.70	$ 74,256.00
CAD Drafter II	$ 28.14	$ 58,531.20
Captain	$ 37.15	$ 77,261.60
Carpenter	$ 25.00	$ 52,000.00
Carpenter Apprentice	$ 22.00	$ 45,760.00
Carpenter Helper	$ 22.66	$ 47,132.80
Carpentry Apprentice	$ 24.50	$ 50,960.00
Case Manager	$ 28.90	$ 60,112.00
Category Manager	$ 53.85	$ 112,008.00
Category Manager - BMX	$ 48.07	$ 99,985.60
CEO	$ 108.42	$ 225,513.60
CEO/Chief Engineer	$ 48.07	$ 99,985.60
CFO	$ 82.83	$ 172,286.40
Chairman	$ 73.78	$ 153,462.40
Chemist II	$ 35.00	$ 72,800.00
Chief Engineer	$ 51.31	$ 106,724.80
Chief Research Officer	$ 81.71	$ 169,956.80
Chief Technology Officer	$ 43.27	$ 90,001.60
Chief UAS Pilot	$ 39.42	$ 81,993.60
Children's Ministry Coordinator	$ 12.50	$ 26,000.00
Civil Designer	$ 26.50	$ 55,120.00
Claim Representative	$ 32.54	$ 67,690.13
Claims Director	$ 53.49	$ 111,259.20
Claims manager	$ 46.63	$ 96,990.40
Claims Operations Manager	$ 46.63	$ 96,990.40
Claims Vice President	$ 79.81	$ 166,004.80
Classroom Teacher	$ 35.99	$ 74,858.43
Clerk	$ 19.62	$ 40,809.60
Clerk of Council	$ 43.27	$ 90,001.60
Club Director	$ 32.69	$ 67,995.20
CMM Programmer	$ 31.19	$ 64,866.88
CNC Machinist	$ 26.33	$ 54,773.33
CNC Operator 1	$ 17.25	$ 35,880.00
CODE ENFORCEMENT	$ 28.31	$ 58,884.80
COMMERCIAL CONSTRUCTION, DEPT HEAD	$ 43.00	$ 89,440.00
Commercial Service Estimator	$ 32.00	$ 66,560.00
Communications Manager	$ 42.32	$ 88,025.60
Communications Officer	$ 27.12	$ 56,409.60
Community Paramedic Coordinator	$ 50.81	$ 105,684.80
Community Risk Reduction Coordinator	$ 35.66	$ 74,172.80
Computer Programmer / Analysist	$ 38.84	$ 80,787.20
Continuous Improvement Engineer	$ 33.65	$ 69,992.00
Contract & Purchasing Manager	$ 44.11	$ 91,748.80
Contract and Purchasing Manager	$ 44.11	$ 91,748.80
Control Panel Technician	$ 24.15	$ 50,232.00
Controller	$ 74.57	$ 155,095.20
Controls Engineer	$ 37.20	$ 77,376.00
Controls Technician Level 4	$ 57.81	$ 120,244.80
Coordinator	$ 22.06	$ 45,893.36
Cost Accountant	$ 34.71	$ 72,186.40
Creative Director	$ 23.38	$ 48,630.40
Credentialed Trainer	$ 36.48	$ 75,878.40
CSR	$ 18.75	$ 39,000.00
Curriculum	$ 50.00	$ 104,000.00
Curriculum & Instruction Support	$ 30.00	$ 62,400.00
Curriculum Director	$ 48.33	$ 100,533.33
Customer Service & Logistics Manager	$ 36.54	$ 76,003.20
Customer Service Rep	$ 23.41	$ 48,692.80
Customer Service Representative	$ 21.33	$ 44,366.40
Customer Service Specialist	$ 32.06	$ 66,684.80
Cyber Security Engineer	$ 38.76	$ 80,620.80
Cybersecurity Analyst I	$ 45.56	$ 94,764.80
Cybersecurity Specialist	$ 31.25	$ 65,000.00
Data Scientist	$ 52.00	$ 108,160.00

DATABASE ADMINISTRATOR	$ 64.61	$ 134,388.80
Demand/Supply Planner	$ 37.50	$ 78,000.00
DEPUTY	$ 43.35	$ 90,170.60
Deputy City Manager	$ 68.28	$ 142,022.40
DEPUTY FIRE CHIEF	$ 58.13	$ 120,910.40
Deputy Police Chief	$ 63.30	$ 131,664.00
Design Engineer	$ 36.87	$ 76,696.53
Design Intern	$ 22.14	$ 46,057.14
Design Lead	$ 46.58	$ 96,886.40
Design Manager	$ 57.78	$ 120,182.40
Designer	$ 34.10	$ 70,933.20
Designer III	$ 43.92	$ 91,343.20
Developer	$ 34.88	$ 72,550.40
Die Maintenance / Group Leader A	$ 40.60	$ 84,448.00
Die Maintenance Production Support	$ 26.40	$ 54,912.00
Die Maintenance Tech Support 1	$ 28.11	$ 58,468.80
Digital Marketing Specialist	$ 21.71	$ 45,156.80
Direct, Continuous Improvement	$ 43.00	$ 89,440.00
Director	$ 28.46	$ 59,206.04
Director IT	$ 84.88	$ 176,550.40
Director of Administration	$ 40.00	$ 83,200.00
Director of Change Management and Community Engagemen	$ 44.47	$ 92,497.60
Director of Day Camp & Youth Activities	$ 25.71	$ 53,476.80
Director of Finance & Administration	$ 53.61	$ 111,508.80
Director of Information Technology	$ 86.71	$ 180,356.80
Director of Nursing	$ 35.36	$ 73,548.80
Director of Operations	$ 31.90	$ 66,352.00
Director of Operations OH	$ 90.02	$ 187,241.60
Director of Preschool	$ 63.81	$ 132,724.80
Director of Process and Quality Improvement	$ 82.69	$ 171,995.20
Director of Resource Development	$ 38.46	$ 79,996.80
Director of Service	$ 48.08	$ 99,996.00
Director of Special Education	$ 50.00	$ 104,000.00
DIRECTOR OF STUDENT SERVICES	$ 59.29	$ 123,323.20
Director of Teaching and Learning	$ 52.50	$ 109,200.00
Director of the Office of Teaching and Learning	$ 62.01	$ 128,980.80
Director of Training & Management Development	$ 30.01	$ 62,420.80
Director of WIC	$ 36.84	$ 76,627.20
Director Product and Process Development	$ 86.35	$ 179,608.00
Director, Business Applications	$ 51.87	$ 107,889.60
Director, Community Engagement & Operations	$ 53.75	$ 111,800.00
Director, Dining	$ 43.89	$ 91,291.20
Director, Engineering & Product Development	$ 62.43	$ 129,854.40
Director, Engineering Projects	$ 117.87	$ 245,169.60
Director, Home Health	$ 63.44	$ 131,955.20
Director, Information Technology	$ 97.13	$ 202,030.40
Director, IT	$ 108.03	$ 224,702.40
Director, Manufacturing - OSD	$ 105.77	$ 220,001.60
Director, Sales-Mass Market -U.S.	$ 90.62	$ 188,489.60
Director, Therapy	$ 62.40	$ 129,792.00
District Technology Assistant	$ 35.00	$ 72,800.00
Document Coordinator	$ 28.50	$ 59,280.00
Driver	$ 16.05	$ 33,384.00
DTL, Product Development Engineer	$ 46.57	$ 96,865.60
DTL, Scientist Product Development	$ 48.73	$ 101,358.40
E Commerce Manager	$ 48.09	$ 100,016.80
E&I Manager	$ 65.37	$ 135,969.60
E1 Business Analyst	$ 36.06	$ 74,994.40
Early Childhood Director	$ 26.06	$ 54,204.80
Early Intervention Administration Assistant	$ 34.00	$ 70,720.00
Early Intervention Administrative Assistant	$ 31.40	$ 65,312.00
Early Intervention Developmental Specialist	$ 34.00	$ 70,720.00
Early Intervention Occupational Therapist	$ 54.00	$ 112,320.00
Early Intervention Physical Therapist	$ 51.08	$ 106,246.40
Early Intervention Provider	$ 34.00	$ 70,720.00
Early Intervention Registered Nurse	$ 35.00	$ 72,800.00
Early Intervention Service Coordinator	$ 20.00	$ 41,600.00

Early Intervention Service Coordinator Supervisor	$ 28.00	$ 58,240.00
Early Intervention SLP	$ 50.00	$ 104,000.00
ECE Teacher	$ 18.46	$ 38,396.80
ECN admin	$ 33.42	$ 69,513.60
eCommerce Designer	$ 32.69	$ 67,995.20
eCommerce Site & UX Manager	$ 63.04	$ 131,123.20
Education Coordinator	$ 28.84	$ 59,987.20
Educational Aide	$ 17.08	$ 35,529.60
EH Supervisor	$ 33.66	$ 70,012.80
EHS Assistant	$ 21.00	$ 43,680.00
EHS Assit Manager	$ 39.26	$ 81,660.80
EHS Manager	$ 54.83	$ 114,046.40
EI Administrative Assistant	$ 34.00	$ 70,720.00
EI Physical Therapist	$ 51.08	$ 106,246.40
EI Provider	$ 34.00	$ 70,720.00
Electrical apprentice	$ 26.35	$ 54,808.00
Electrical Apprentice (Yr 2)	$ 22.00	$ 45,760.00
Electrical Apprentice (Yr3)	$ 24.00	$ 49,920.00
Electrical Apprentice (Yr4)	$ 28.00	$ 58,240.00
Electrical Apprentice Level 2	$ 27.21	$ 56,588.48
Electrical apprentice Level 3	$ 28.35	$ 58,968.00
Electrical Apprentice Level 4	$ 37.10	$ 77,168.00
Electrical Apprentice Year 4	$ 33.60	$ 69,888.00
ELECTRICAL ASSEMBLER	$ 27.64	$ 57,491.20
Electrical Foreman	$ 36.80	$ 76,544.00
Electrician	$ 29.06	$ 60,442.57
Electrician Apprentice	$ 28.00	$ 58,240.00
Electro-Mechanical Technician	$ 40.04	$ 83,283.20
Elementary Physical Education	$ 30.00	$ 62,400.00
Elementary Teacher	$ 31.28	$ 65,057.78
EMT	$ 17.62	$ 36,642.67
EMT- Apprentice	$ 15.00	$ 31,200.00
EMT Student	$ 16.00	$ 33,280.00
EMT-Advanced	$ 20.60	$ 42,848.00
EMT-Basic	$ 16.15	$ 33,592.00
Engineer	$ 34.63	$ 72,032.85
Engineer 1	$ 37.48	$ 77,948.00
Engineer II, Manufacturing	$ 41.34	$ 85,987.20
Engineer III,R+D Cybersecurity	$ 67.46	$ 140,316.80
Engineering Die Tooling	$ 41.68	$ 86,694.40
Engineering Manager	$ 81.64	$ 169,811.20
Engineering R&D	$ 27.86	$ 57,948.80
Engineering Special Project Group	$ 36.06	$ 75,004.80
Engineering Technician	$ 32.00	$ 66,560.00
Engineering Technician IV	$ 28.47	$ 59,217.60
Engineering Technician/Inspector	$ 22.00	$ 45,760.00
Engineering, Applications Engineer	$ 40.06	$ 83,324.80
Enterprise Application Administrator	$ 44.67	$ 92,913.60
Enterprise Platforms Systems	$ 33.65	$ 69,992.00
EnterpriseOne Business Analyst	$ 58.91	$ 122,532.80
EnterpriseOne MRP Analyst	$ 61.90	$ 128,752.00
Environmental Health Clerk/Registrar	$ 23.40	$ 48,672.00
Environmental Health Director	$ 37.55	$ 78,104.00
Environmental Health Supervisor	$ 33.66	$ 70,012.80
Equipment Maintenance Technician	$ 33.00	$ 68,640.00
Equipment Service Supervisor	$ 43.75	$ 91,000.00
Equipment Service Technician	$ 29.90	$ 62,192.00
Equipment Supervisor	$ 44.23	$ 91,998.40
Equipment Technician	$ 30.20	$ 62,807.39
ESG Stamping Prod. Support	$ 25.79	$ 53,643.20
ESG Stamping Production Support	$ 27.61	$ 57,428.80
ESG Stamping Tech 1	$ 32.25	$ 67,080.00
ESG Stamping Tech Support	$ 32.25	$ 67,080.00
ESG Stamping Tech Support 1	$ 32.31	$ 67,203.81
ESG Stamping Tech Support 4	$ 38.47	$ 80,017.60
ESG Welding Production Support	$ 27.61	$ 57,428.80
ESG Welding Tech Entry	$ 26.22	$ 54,527.20

ESG Welding Tech Support 1	$ 32.25	$ 67,080.00
ESG Welding Tech Support 2	$ 31.05	$ 64,573.60
EUC Analyst 1	$ 29.22	$ 60,777.60
Executive Assistant	$ 31.49	$ 65,499.20
Executive Assistant & EA Manager	$ 35.33	$ 73,486.40
Executive Assistant Sales & Operations	$ 31.53	$ 65,582.40
Executive Asst I	$ 26.63	$ 55,397.33
Executive Asst II	$ 28.87	$ 60,054.80
Executive Director	$ 89.60	$ 186,368.00
Executive Vice President	$ 78.06	$ 162,364.80
FABRICATION	$ 29.00	$ 60,320.00
Facilities & Building Manager	$ 62.91	$ 130,852.80
Facilities Coordinator	$ 22.37	$ 46,529.60
Facilities Manager	$ 51.98	$ 108,118.40
Facilities Technician	$ 35.01	$ 72,817.33
FIELD	$ 29.72	$ 61,822.22
Field Superintendent	$ 31.00	$ 64,480.00
Finance Coordinator	$ 51.02	$ 106,121.60
Finance Manager	$ 56.89	$ 118,331.20
Finance Specialist	$ 39.12	$ 81,369.60
Financial Analyst	$ 36.79	$ 76,521.47
Financial Literacy Teacher	$ 41.50	$ 86,320.00
Fire Chief	$ 66.91	$ 139,172.80
Fire Marshall	$ 56.63	$ 117,790.40
Firefighter	$ 50.81	$ 105,684.80
Firefighter II/EMTB	$ 18.00	$ 37,440.00
FIREFIGHTER/PARA/EDU	$ 50.81	$ 105,684.80
Firefighter/Paramedic	$ 24.51	$ 50,980.80
Firefighter/Paramedic/Inspector	$ 24.94	$ 51,875.20
Fiscal Officer	$ 27.50	$ 57,200.00
Fitness Teacher	$ 41.25	$ 85,800.00
Floor Supervisor	$ 29.50	$ 61,360.00
Foreign Relations Program Coordinator	$ 43.27	$ 90,001.60
FOREMAN	$ 32.44	$ 67,484.44
Foreman in Training	$ 31.50	$ 65,520.00
Foreman-in-Training	$ 31.50	$ 65,520.00
Forklift Operator	$ 21.14	$ 43,971.20
Founder & Cyber Compliance Wizard	$ 18.91	$ 39,332.80
FOUNDER & LEAD CMMC CONSULTANT	$ 17.19	$ 35,755.20
Front Line Leader	$ 40.18	$ 83,567.47
General Associate	$ 22.18	$ 46,144.43
General Maintenance	$ 23.56	$ 49,004.80
GIS Technician	$ 24.95	$ 51,896.00
Group leader	$ 22.00	$ 45,760.00
Guidance Counselor	$ 53.00	$ 110,240.00
Health & Safety Coordinator	$ 35.19	$ 73,195.20
Health Commissioner	$ 48.46	$ 100,786.40
high school and middle school music, choir, steel band teach	$ 66.59	$ 138,507.20
high school art teachers	$ 44.54	$ 92,643.20
High school business education teacher	$ 70.18	$ 145,974.40
high school CBI teacher/Athletic Director	$ 64.79	$ 134,763.20
high school ELA teacher	$ 34.15	$ 71,021.60
high school ELA teachers	$ 55.81	$ 116,084.80
High school family consumer science teacher	$ 41.58	$ 86,486.40
high school history and government teachers	$ 65.61	$ 136,468.80
high school intervention specialist	$ 46.35	$ 96,408.00
high school math teacher	$ 51.20	$ 106,496.00
High School Math Teachers	$ 63.00	$ 131,040.00
high school physical education teacher	$ 59.34	$ 123,427.20
High School Principal	$ 54.42	$ 113,193.60
High School Science Teacher	$ 52.51	$ 109,220.80
high school science teachers	$ 60.70	$ 126,256.00
High School Social Studies	$ 52.51	$ 109,220.80
High School Social Studies Teacher	$ 55.78	$ 116,022.40
High School Spanish Teacher	$ 64.79	$ 134,763.20
high school, school counselor	$ 39.40	$ 81,952.00
Home Room Teacher	$ 41.25	$ 85,800.00

HR	$ 27.25	$ 56,680.00
HR Coordinator	$ 32.34	$ 67,267.20
HR Director	$ 54.87	$ 114,119.20
HR Generalist	$ 29.13	$ 60,599.31
HR Generalist I	$ 27.88	$ 57,990.40
HR Manager	$ 41.57	$ 86,455.20
HR Representative	$ 28.38	$ 59,030.40
Human Resources	$ 29.71	$ 61,796.80
Human Resources Coordinator	$ 46.11	$ 95,908.80
Human Resources Manager	$ 37.59	$ 78,187.20
HVAC Apprentice	$ 24.40	$ 50,752.00
HVAC Installation Technician	$ 38.00	$ 79,040.00
HVAC Service Tech	$ 28.00	$ 58,240.00
Information Security Analyst	$ 20.00	$ 41,600.00
Information Security Engineer	$ 44.09	$ 91,707.20
Information Technology Intern	$ 21.37	$ 44,449.60
Infrastructure Engineer	$ 40.86	$ 84,988.80
Innovation Eng. Project Specialist	$ 42.60	$ 88,608.00
Inside Sales	$ 36.86	$ 76,668.80
Inside Sales Associate	$ 28.85	$ 60,008.00
Inside Sales Manager	$ 42.52	$ 88,431.20
Inspector	$ 23.39	$ 48,642.88
Installation Supervisor	$ 32.99	$ 68,608.80
Installer	$ 17.70	$ 36,816.00
Instructional Coach	$ 39.84	$ 82,867.20
Instructional Technology Director	$ 50.00	$ 104,000.00
Instructor	$ 44.31	$ 92,164.80
Intake Resource Manager	$ 30.40	$ 63,232.00
Intake Systems Manager	$ 30.40	$ 63,232.00
Interim Accounting Cleak	$ 22.21	$ 46,196.80
Interm Accounting Cleak	$ 19.16	$ 39,852.80
Intern	$ 22.78	$ 47,377.78
Interpretor	$ 26.63	$ 55,383.47
ISD Hardware Technician	$ 28.17	$ 58,593.60
IT Analyst I	$ 35.94	$ 74,755.20
IT Developer I	$ 39.42	$ 81,993.60
IT director	$ 53.00	$ 110,240.00
It Helpdesk Tech	$ 25.50	$ 53,040.00
IT Manager	$ 36.72	$ 76,377.60
IT Network Administrator	$ 27.60	$ 57,408.00
IT Project Manager	$ 38.46	$ 79,996.80
IT Security Analyst	$ 39.00	$ 81,120.00
IT Security Director	$ 57.29	$ 119,163.20
It Service Center Specialist	$ 21.63	$ 44,990.40
IT Technician	$ 22.94	$ 47,704.80
JCC Director	$ 39.04	$ 81,203.20
JCRC Director	$ 30.33	$ 63,086.40
JFS Director	$ 37.03	$ 77,022.40
Journeyman	$ 28.88	$ 60,080.00
Journeyman Carpenter	$ 26.75	$ 55,640.00
Journeyman Editor	$ 29.64	$ 61,651.20
Journeyman Electrician	$ 38.50	$ 80,080.00
Journeyman Plumber	$ 32.00	$ 66,560.00
Jr eCommerce Business Analyst	$ 28.85	$ 60,008.00
Jr. Accountant	$ 26.69	$ 55,515.20
Jr. Program Manager-Supervisor	$ 40.89	$ 85,051.20
JR. Programmer	$ 29.92	$ 62,233.60
Lab Tech	$ 20.80	$ 43,264.00
Lab Technician II	$ 25.12	$ 52,249.60
Laborer	$ 20.33	$ 42,293.33
Lead	$ 20.00	$ 41,600.00
Lead Accounts Receivable Specialist	$ 22.71	$ 47,236.80
Lead Designer	$ 45.06	$ 93,731.73
LEAD ESTIMATOR	$ 37.50	$ 78,000.00
Lead Installer	$ 22.00	$ 45,760.00
Lead Pastor	$ 45.67	$ 94,993.60
Lead Training Facilitator	$ 42.46	$ 88,316.80

Lead Validation Engineer II	$ 63.74	$ 132,579.20
Lieutenant	$ 39.23	$ 81,603.60
Lieutenant of Police	$ 42.00	$ 87,360.00
Life Skills	$ 18.09	$ 37,627.20
Life Skills Aide	$ 18.15	$ 37,752.00
Lineman	$ 39.78	$ 82,749.33
Literacy Curriculum Leader	$ 61.79	$ 128,523.20
Logistics Adminstrator	$ 31.61	$ 65,748.80
Machine Assembly Technician	$ 30.00	$ 62,400.00
Machine Repair Skilled Trades	$ 36.96	$ 76,876.80
Machining Supervisor	$ 34.00	$ 70,720.00
Machining Technican	$ 32.50	$ 67,600.00
Machinist	$ 29.75	$ 61,886.93
Machinist 3	$ 32.08	$ 66,726.40
Machinist II	$ 25.37	$ 52,769.60
Maintenance	$ 29.90	$ 62,201.45
Maintenance Lead	$ 35.00	$ 72,800.00
Maintenance Manager	$ 42.55	$ 88,504.00
Maintenance Mgr	$ 39.80	$ 82,784.00
Maintenance Planner	$ 49.54	$ 103,043.20
Maintenance Supervisor	$ 32.34	$ 67,262.00
Maintenance Tech 1	$ 29.90	$ 62,192.00
Maintenance Tech 2	$ 33.58	$ 69,846.40
Maintenance Technician	$ 31.18	$ 64,858.07
Maintenance Technician 1	$ 29.11	$ 60,548.80
Maintenance Technician III	$ 43.71	$ 90,916.80
Maintnenance	$ 30.00	$ 62,400.00
Manager	$ 40.08	$ 83,368.48
Manager Finance	$ 62.41	$ 129,812.80
Manager of Network and Security	$ 82.91	$ 172,452.80
Manager, Application Development	$ 50.40	$ 104,832.00
Manager, Business Applications	$ 39.81	$ 82,804.80
Manager, Engineering	$ 76.92	$ 159,993.60
Manager, Enterprise Platforms	$ 41.68	$ 86,694.40
Manager, Facilities	$ 57.18	$ 118,934.40
Manager, IT	$ 67.77	$ 140,961.60
Manager, Maintenance Planning Reliability	$ 67.76	$ 140,940.80
Manager, Manufacturing	$ 63.87	$ 132,849.60
Manager, Quality and Compliance	$ 63.69	$ 132,475.20
Manager, Server Based Computing	$ 48.22	$ 100,297.60
Manager, Strategic Procurement	$ 56.80	$ 118,144.00
Manager, Supply Chain	$ 54.81	$ 114,004.80
Manager,Agile Product	$ 76.37	$ 158,849.60
Manager,Corporate Logistics	$ 71.23	$ 148,158.40
Manager,Systems Engineering Connectivity	$ 78.28	$ 162,822.40
Manager/Sales	$ 25.00	$ 52,000.00
Manufacturing Engineer	$ 45.13	$ 93,873.87
Manufacturing Engineer II	$ 38.66	$ 80,405.87
Manufacturing Technician	$ 29.99	$ 62,379.20
Mapping Technician	$ 22.20	$ 46,176.00
Marketing & Communications Specialist	$ 30.28	$ 62,982.40
Marketing Communications Coordinator	$ 33.89	$ 70,491.20
Marketing Coordinator	$ 26.59	$ 55,307.20
Marketing Coordinator eProducts	$ 27.50	$ 57,200.00
Marketing Events Coordinator	$ 33.65	$ 69,992.00
Marketing Project Manager	$ 24.00	$ 49,920.00
Marketing Specialist	$ 27.58	$ 57,366.40
Marketing Strategist	$ 24.00	$ 49,920.00
Materials Manager	$ 36.91	$ 76,772.80
Mechanic apprentice	$ 33.38	$ 69,430.40
Mechanical Assembler	$ 27.57	$ 57,352.53
Mechanical Assembly Technician	$ 27.13	$ 56,420.00
Mechanical Designer	$ 32.97	$ 68,581.07
Mechanical Engineer	$ 39.34	$ 81,816.80
Mechanical Engineering Manager	$ 57.21	$ 118,996.80
Mechanical Superintendent	$ 65.67	$ 136,593.60
Mechatronics Apprentice	$ 21.00	$ 43,680.00

Membership Coordinator	$ 16.80	$ 34,944.00
Mertology Production Staff	$ 25.78	$ 53,622.40
MES Specialist	$ 35.52	$ 73,881.60
Metrolgy Section Leader	$ 31.25	$ 65,000.00
Metrology Production Staff	$ 28.21	$ 58,676.80
Mfg. Engineer	$ 53.03	$ 110,302.40
Mgr Operations Customer Care Quality Control	$ 42.78	$ 88,982.40
Mgr, Analysis & Controls	$ 55.20	$ 114,816.00
middle and high school band teacher	$ 34.14	$ 71,011.20
middle and high school physical education and health teache	$ 59.41	$ 123,572.80
middle school art teacher	$ 42.68	$ 88,774.40
middle school ELA teacher	$ 59.41	$ 123,572.80
Middle School Intervention Specialist	$ 43.80	$ 91,104.00
middle school math teacher	$ 61.20	$ 127,301.20
Middle School Mathematics Teacher	$ 45.00	$ 93,600.00
Middle School Principal	$ 48.97	$ 101,857.60
middle school science teacher	$ 57.37	$ 119,329.60
middle school secretary	$ 20.80	$ 43,264.00
middle school social studies	$ 54.02	$ 112,361.60
middle school social studies teacher	$ 58.40	$ 121,472.00
middle school, school counselor	$ 61.20	$ 127,296.00
MS & Elementary Teacher	$ 30.00	$ 62,400.00
MS/HS Teacher	$ 30.00	$ 62,400.00
Multimedia Coordinator	$ 35.16	$ 73,132.80
Multi-tiered Support Specialist	$ 41.25	$ 85,800.00
National Sales Manager	$ 84.02	$ 174,761.60
Network Administrator	$ 43.17	$ 89,793.60
Network Analyst	$ 28.85	$ 60,008.00
Network Engineer	$ 37.91	$ 78,847.60
New Model Engineer	$ 29.61	$ 61,588.80
NPD Planner II	$ 36.27	$ 75,441.60
NPI Coordinator	$ 33.00	$ 68,640.00
Nurse Office	$ 62.55	$ 130,104.00
Office	$ 24.75	$ 51,480.00
Office accounts receivables	$ 34.61	$ 71,988.80
Office Administrator	$ 29.96	$ 62,316.80
Office Manager	$ 27.56	$ 57,314.40
Ohio Supervisor	$ 38.11	$ 79,258.40
Operations	$ 62.50	$ 130,000.00
OPERATIONS DIRECTOR	$ 67.55	$ 140,504.00
Operations Manageer	$ 25.00	$ 52,000.00
Operations Manager	$ 42.03	$ 87,417.20
Operations Manager III	$ 54.37	$ 113,089.60
Operator	$ 17.00	$ 35,360.00
OpEx Specialist	$ 32.00	$ 66,560.00
ORBIShield Specialist	$ 33.42	$ 69,513.60
Outside Sales Representative	$ 32.71	$ 68,036.80
Owner	$ 40.00	$ 83,200.00
Owner, Lead Product	$ 63.27	$ 131,601.60
Owner, Senior Product	$ 57.94	$ 120,515.20
Owner/Agent	$ 22.42	$ 46,633.60
Packager	$ 21.25	$ 44,200.00
Paramedic	$ 28.68	$ 59,661.33
Paraprofessional	$ 30.00	$ 62,400.00
Patrol Officer	$ 37.40	$ 77,792.00
Pattern Maker	$ 27.00	$ 56,160.00
Pattern Shop Supervisor	$ 43.27	$ 90,001.60
PC Specialist	$ 34.29	$ 71,323.20
People Engagement Manager	$ 33.17	$ 68,993.60
Planning and Development Director	$ 51.23	$ 106,558.40
Plant Manager	$ 81.78	$ 170,102.40
Plumbing Apprentice Level 2	$ 24.00	$ 49,920.00
Plumbing Apprentice Level 3	$ 26.50	$ 55,120.00
Plumbing Apprentice Level 4	$ 29.00	$ 60,320.00
Police Officer	$ 40.83	$ 84,932.07
Precision Machinist	$ 31.98	$ 66,518.40
Preschool Administrative Assistant	$ 25.00	$ 52,000.00

Preschool Administrative Assitant	$ 25.00	$ 52,000.00
Preschool Intervention Specialist	$ 27.15	$ 56,472.00
Preschool Supervisor	$ 36.67	$ 76,273.60
Preschool Teacher	$ 27.71	$ 57,630.86
President	$ 61.69	$ 128,315.20
President/CEO	$ 55.39	$ 115,200.80
Press Operator	$ 23.50	$ 48,880.00
PRINCIPAL	$ 46.44	$ 96,598.67
Pro Fee Coding Specialist	$ 26.63	$ 55,384.46
Process Engineer	$ 34.10	$ 70,917.60
Process Improvement Analyst	$ 31.05	$ 64,584.00
Process Safety Engineer	$ 67.31	$ 140,004.80
Processing Coordinator	$ 23.00	$ 47,840.00
Processing Operator	$ 24.25	$ 50,440.00
Processing Specialist	$ 26.18	$ 54,444.00
Processing Team Lead	$ 29.94	$ 62,275.20
Processor II	$ 24.36	$ 50,668.80
Product Compliance & Testing Manager	$ 57.69	$ 119,995.20
Product Development Engineer	$ 53.31	$ 110,877.87
Product Development Manager	$ 84.13	$ 174,990.40
Product Development Specialist	$ 37.08	$ 77,126.40
Product Licensing & Compliance Analyst	$ 33.65	$ 69,981.60
Product Manager	$ 48.11	$ 100,068.80
Production Associate 3	$ 17.26	$ 35,906.00
Production Control Specialist	$ 24.00	$ 49,920.00
Production Coordinator	$ 27.00	$ 56,160.00
Production Manager	$ 37.40	$ 77,792.00
Production Planner	$ 36.27	$ 75,441.60
Production Scheduler	$ 37.51	$ 78,020.80
Production Staff	$ 22.03	$ 45,822.40
Production Supervisor	$ 36.63	$ 76,192.48
Production Technician	$ 36.14	$ 75,160.80
PROFESSIONAL ENGINEER	$ 41.25	$ 85,800.00
Program Administrator	$ 20.00	$ 41,600.00
Program Transition Coordinator	$ 23.61	$ 49,108.80
Programmer	$ 43.55	$ 90,573.60
Programmer Analyst and Team Lead	$ 38.25	$ 79,560.00
Project CAD Designer	$ 53.63	$ 111,550.40
Project Engineer	$ 46.73	$ 97,198.40
Project Financial Controller	$ 46.04	$ 95,763.20
Project Group Engineer	$ 37.00	$ 76,953.07
Project Group Engineer Coordinator	$ 52.41	$ 109,012.80
Project Group Engineer SSE	$ 58.27	$ 121,201.60
Project Manager	$ 31.95	$ 66,447.91
Project Manager - Digital Marketing Specialist	$ 24.00	$ 49,920.00
PROJECT MANAGER IN TRAINING	$ 29.00	$ 60,320.00
PROJECT MANAGER, SPECIAL PROJECTS	$ 38.00	$ 79,040.00
Psychologist	$ 50.00	$ 104,000.00
Public Health Nurse	$ 26.00	$ 54,080.00
Purchasing	$ 27.00	$ 56,166.93
Purchasing & Inventory Coordinator	$ 32.47	$ 67,537.60
Purchasing Agent	$ 24.51	$ 50,980.80
Purchasing Assistant	$ 29.00	$ 60,320.00
Purchasing Manager	$ 41.96	$ 87,285.12
QA Associate II	$ 36.45	$ 75,816.00
QA Engineer	$ 37.00	$ 76,960.00
QA Supervisor	$ 49.63	$ 103,230.40
QA Tech	$ 22.00	$ 45,760.00
QC Analyst II - Environmental Monitoring	$ 30.52	$ 63,481.60
QC Analyst IV	$ 48.10	$ 100,048.00
QC Raw Material Compliance Specialist	$ 59.79	$ 124,363.20
QC Specialist V	$ 58.98	$ 122,678.40
QC Specialist VI	$ 60.14	$ 125,091.20
Qualit Inspector	$ 17.00	$ 35,360.00
Quality Assurance Analyst	$ 52.61	$ 109,428.80
QUALITY ASSURANCE MANAGER	$ 53.78	$ 111,862.40
Quality Auditor	$ 21.21	$ 44,116.80

Quality Control Mgr.	$ 37.00	$ 76,960.00
Quality Engineer	$ 39.51	$ 82,187.73
Quality Inspector	$ 25.68	$ 53,411.43
Quality Manager	$ 47.15	$ 98,077.94
Quality Supervisor	$ 38.59	$ 80,267.20
Quality Tech	$ 27.80	$ 57,824.00
Quality Technician	$ 21.60	$ 44,924.53
R&D Engineer	$ 48.80	$ 101,504.00
Recruitment Manage	$ 39.79	$ 82,763.20
Regional Manager	$ 30.98	$ 64,438.40
registered health environmental specialist	$ 30.83	$ 64,126.40
Registered Nurse	$ 27.00	$ 56,160.00
Related Services Supervisor	$ 53.66	$ 111,612.80
Rider Service Representative	$ 20.60	$ 42,848.00
Safety Specialist	$ 36.06	$ 75,004.80
Sales	$ 22.50	$ 46,800.00
Sales Account Manager	$ 50.48	$ 104,998.40
Sales Analyst	$ 37.14	$ 77,240.80
Sales Manager	$ 51.00	$ 106,069.60
Sales Project Manager	$ 32.33	$ 67,246.40
Salesforce Administrator	$ 37.02	$ 77,001.60
Sample Shop Manager & Facilities Supervisor	$ 29.61	$ 61,588.80
Samplemaker	$ 25.48	$ 52,998.40
Sanitarian	$ 31.00	$ 64,480.00
Scheduling Manager	$ 28.61	$ 59,508.80
Secure System Administrator	$ 42.00	$ 87,360.00
Senior Account Clerk	$ 35.66	$ 74,172.80
Senior Accountant	$ 34.74	$ 72,254.00
Senior Accounting Clerk	$ 24.04	$ 50,003.20
Senior Applications Engineer	$ 42.30	$ 87,984.00
Senior Business Operations Manager	$ 66.26	$ 137,820.80
Senior Capture Manager	$ 82.69	$ 171,995.20
Senior Claim Representative	$ 46.71	$ 97,156.80
Senior Consultant	$ 40.00	$ 83,200.00
Senior Cybersecurity Analyst	$ 43.55	$ 90,584.00
Senior Director, Enterprise Enabling Technologies	$ 66.69	$ 138,715.20
Senior Engineer	$ 51.92	$ 107,993.60
SENIOR ESTIMATOR	$ 40.00	$ 83,200.00
Senior Financial Analyst	$ 45.08	$ 93,771.60
Senior Graphic Designer	$ 27.00	$ 56,160.00
Senior HR Manager	$ 52.88	$ 109,990.40
Senior IT Quality Assurance Analyst	$ 54.94	$ 114,275.20
Senior IT Support Analyst	$ 43.25	$ 89,960.00
Senior Lab Technician	$ 22.55	$ 46,904.00
Senior Manager	$ 57.75	$ 120,120.00
Senior Programmer Analyst	$ 35.31	$ 73,442.20
Senior Programmer/Analyst	$ 33.65	$ 69,992.00
Senior Quality Engineer	$ 52.66	$ 109,532.80
Senior Systems Administrator	$ 40.38	$ 83,990.40
Senior Systems Engineer	$ 35.54	$ 73,923.20
Senior Technician	$ 28.44	$ 59,158.17
Senior Tool Design Engineer	$ 41.71	$ 86,763.73
Senior Tool Design Engineer Specialist	$ 43.96	$ 91,436.80
Senior Treasury Analyst	$ 49.70	$ 103,376.00
Senior Underwriter	$ 47.21	$ 98,196.80
SERGEANT	$ 51.98	$ 108,118.40
SERVICE	$ 30.00	$ 62,400.00
Service Advisor		$ -
Service Engineer SR.	$ 53.00	$ 110,240.00
Service Engineer SR>	$ 43.00	$ 89,440.00
Service tech	$ 23.00	$ 47,840.00
Service Technician	$ 35.21	$ 73,230.86
Service Technician Level 3	$ 41.50	$ 86,320.00
Sevice Technician Level 2	$ 34.00	$ 70,720.00
Sheriff Deputy	$ 34.51	$ 71,780.80
Sheriff LE Officer	$ 41.95	$ 87,256.00
Sheriff's Deputy	$ 41.08	$ 85,441.20

Shift Lead	$ 26.02	$ 54,121.60
Shift Manager	$ 34.56	$ 71,884.80
Shipping	$ 18.76	$ 39,020.80
Shipping Supervisor	$ 25.00	$ 52,000.00
Shop Coordinator	$ 43.19	$ 89,828.27
Software Developer	$ 47.37	$ 98,529.60
Software Scientist	$ 49.69	$ 103,355.20
Solar Electrician	$ 24.50	$ 50,960.00
Solar Foreman	$ 31.00	$ 64,480.00
Special Education Supervisor	$ 55.02	$ 114,446.80
Special Projects Coordinator	$ 28.44	$ 59,155.20
SPECIAL PROJECTS, DEPT HEAD	$ 40.00	$ 83,200.00
Special Services Senior Manager	$ 46.88	$ 97,510.40
Sr Analytical Scientist I	$ 51.06	$ 106,204.80
Sr Chemist, Training Coordinator	$ 45.43	$ 94,494.40
Sr Director, Financial Services	$ 75.93	$ 157,934.40
Sr Director, Global Supply Chain and International Sourcing	$ 93.22	$ 193,897.60
Sr Programmer Analyst	$ 39.42	$ 81,993.60
Sr Rider Services Representative	$ 24.70	$ 51,376.00
Sr Shared Services Operations Specialist	$ 24.50	$ 50,960.00
Sr Supply Planner	$ 40.87	$ 85,009.60
Sr. Academic IT Client Service Analyst	$ 30.07	$ 62,545.60
Sr. Accountant	$ 35.00	$ 72,800.00
Sr. Actuarial/Data Science Manager	$ 81.92	$ 170,393.60
Sr. Administrative Assistant	$ 36.00	$ 74,880.00
Sr. Cost Accountant	$ 46.39	$ 96,491.20
Sr. Customer Care Representative	$ 27.44	$ 57,075.20
Sr. Data Analyst	$ 44.31	$ 92,164.80
Sr. Data Scientist	$ 65.32	$ 135,865.60
Sr. Designer	$ 40.02	$ 83,244.57
Sr. EHS Specialist	$ 65.50	$ 136,240.00
Sr. Engineer	$ 57.44	$ 119,464.80
Sr. Engineer I	$ 65.38	$ 135,990.40
Sr. IT Security Specialist	$ 34.76	$ 72,300.80
Sr. Manager, Validation Development	$ 82.56	$ 171,724.80
Sr. Mfg. Engineer	$ 67.32	$ 140,025.60
Sr. NPI Engineer	$ 49.29	$ 102,512.80
Sr. Project Specialist	$ 63.70	$ 132,496.00
Sr. QA Associate I	$ 44.04	$ 91,592.80
Sr. QA Associate II	$ 58.26	$ 121,180.80
Sr. QA Associate III	$ 69.22	$ 143,977.60
Sr. Rider Services Representative	$ 25.19	$ 52,395.20
Sr. Staff Accountant	$ 45.67	$ 94,993.60
Sr. Supply Planner	$ 40.86	$ 84,988.80
Sr. Systems Analyst III	$ 82.83	$ 172,286.40
Sr. Technician	$ 24.66	$ 51,292.80
SSA	$ 22.00	$ 45,760.00
Staff	$ 23.30	$ 48,455.44
Staff Accountant	$ 31.43	$ 65,377.87
Staff AccountantII	$ 37.16	$ 77,292.80
Staff5.50	$ 25.50	$ 53,040.00
Stamping ESG Manager	$ 55.70	$ 115,856.00
Stamping Maintenance Tech 3	$ 35.42	$ 73,673.60
Structures Technician	$ 25.00	$ 52,000.00
Substitute Teacher	$ 20.00	$ 41,600.00
Success Coach	$ 16.75	$ 34,840.00
Superintedent	$ 30.00	$ 62,400.00
Superintendent	$ 62.86	$ 130,748.80
Supervisor	$ 26.05	$ 54,174.76
Supervisor, Logistics	$ 41.30	$ 85,904.00
Supervisor, MDS Logistics	$ 40.96	$ 85,196.80
Supervisor, Quality Assurance	$ 58.43	$ 121,534.40
Supply Chain & Customer Service Associate	$ 36.00	$ 74,880.00
SVP, Finance and Treasury	$ 125.00	$ 260,000.00
System Analyst	$ 31.25	$ 65,000.00
Systems Analyst	$ 42.78	$ 88,982.40
Systems Analyst Programmer	$ 28.00	$ 58,240.00

Systems Architect and Lead Systems Engineer	$ 46.36	$ 96,428.80
Systems Engineer	$ 44.40	$ 92,357.55
Systems Specialist	$ 30.00	$ 62,400.00
Talented and Gifted Coordinator	$ 59.05	$ 122,824.00
Teacher	$ 51.56	$ 107,242.98
Team Lead	$ 22.00	$ 45,760.00
Team Lead Electrical Assembly	$ 32.55	$ 67,704.00
Team Lead, Res Comp, Data & Cy	$ 40.87	$ 85,009.60
Team Leader	$ 25.00	$ 52,000.00
Tech advisor	$ 36.00	$ 74,880.00
Technical Engineer	$ 25.24	$ 52,488.80
Technical Product Owner	$ 42.38	$ 88,150.40
Technical Sales Specialist	$ 28.43	$ 59,134.40
Technical Services Coordator	$ 34.43	$ 71,614.40
Technical Services Coordinator	$ 35.29	$ 73,403.20
Technical Services Manager	$ 32.31	$ 67,204.80
Technical Services Supervisor	$ 32.00	$ 66,560.00
Technical Services Technician	$ 18.00	$ 37,440.00
Technical Support Associate	$ 21.00	$ 43,680.00
Technical Trainer	$ 31.41	$ 65,332.80
Technical Writer & Illustrator	$ 25.33	$ 52,686.40
Technican	$ 35.00	$ 72,800.00
Technician	$ 23.96	$ 49,835.93
Technician II	$ 32.50	$ 67,600.00
Technician,IT Support	$ 26.00	$ 54,080.00
Technology Assistant	$ 22.00	$ 45,760.00
Technology Coordinator	$ 50.25	$ 104,520.00
Technology Director	$ 52.13	$ 108,430.40
Teen Center Director	$ 18.17	$ 37,793.60
Teen Librarian	$ 24.64	$ 51,251.20
TL, Product Development Engineer	$ 75.49	$ 157,019.20
Tool & Die Apprentice	$ 33.38	$ 69,430.40
Tool & Die Maker	$ 32.07	$ 66,705.60
Tool Design Engineer	$ 34.46	$ 71,672.64
Tooling Coordinator	$ 24.10	$ 50,128.00
Toolmaker	$ 32.96	$ 68,560.96
Toolmaker Apprentice	$ 23.00	$ 47,840.00
Toolroom Supervisor	$ 47.34	$ 98,467.20
Train Builder	$ 25.09	$ 52,187.20
Trainee Machinist	$ 21.00	$ 43,680.00
Trainee Machinistg	$ 18.00	$ 37,440.00
Training Specialist I	$ 31.25	$ 65,000.00
Training Specialist II	$ 39.30	$ 81,744.00
Translator	$ 25.75	$ 53,553.07
Treasurer	$ 65.68	$ 136,614.40
Treasury Analyst	$ 49.70	$ 103,376.00
Treasury Associate	$ 22.77	$ 47,361.60
Underwriter	$ 31.23	$ 64,948.00
Underwriting Manager	$ 53.37	$ 111,009.60
Union Safety Coordinator	$ 35.33	$ 73,486.40
Unit Manager 2	$ 37.18	$ 77,334.40
Utility	$ 33.90	$ 70,512.00
Validation Engineer II	$ 48.51	$ 100,900.80
Value Stream Manager	$ 44.55	$ 92,664.00
Veteran Benefits Coordinator	$ 33.85	$ 70,408.00
Vice President	$ 56.22	$ 116,933.44
VP HR	$ 98.37	$ 204,609.60
VP of Marketing	$ 51.44	$ 106,995.20
VP Operations	$ 46.00	$ 95,680.00
Warehouse	$ 27.50	$ 57,200.00
Warehouse Manager	$ 24.25	$ 50,440.00
Waste Water Coordinator	$ 34.66	$ 72,092.80
Web Developer	$ 32.69	$ 67,984.80
Weld Group Leader	$ 27.28	$ 56,732.00
Weld Trainer	$ 28.01	$ 58,250.40
WIC Clerk	$ 17.80	$ 37,024.00
Wire EDM Machinist	$ 30.30	$ 63,024.00

	workflow specialist	$	36.13	$ 75,150.40
	Youth Pastor	$	45.00	$ 93,600.00
	Zoning Tech	$	25.86	$ 53,788.80
	(blank)	$	34.65	$ 72,078.98
4				
	1st Class Lineman	$	53.04	$ 110,323.20
	2nd Shift Fabrication Coordinator/Machinist	$	28.00	$ 58,240.00
	2nd Year Apprentice Plumber	$	25.00	$ 52,000.00
	3rd Year Apprentice Electrician	$	28.00	$ 58,240.00
	3rd Year Apprentice Plumber	$	28.75	$ 59,800.00
	4th Year Apprentice Electrician	$	29.00	$ 60,320.00
	4th Year Apprentice Plumber	$	29.00	$ 60,320.00
	6th grade ELA / Social Studies	$	49.55	$ 103,064.00
	6th grade English and Social Studies	$	63.49	$ 132,059.20
	6th grade math and science	$	51.10	$ 106,288.00
	6th grade Science	$	48.00	$ 99,840.00
	8th grade ELA	$	41.81	$ 86,964.80
	8th Science	$	60.39	$ 125,611.20
	Academic Advisor/Military and Veterans Resource Coordinat	$	25.85	$ 53,768.00
	Account Director	$	40.98	$ 85,238.40
	Account Executive	$	31.38	$ 65,270.40
	Account Manager	$	29.45	$ 61,262.93
	Account Rep	$	32.53	$ 67,663.05
	Account Supervisor	$	31.13	$ 64,740.00
	Account Support Representative	$	30.19	$ 62,795.20
	Accountant	$	28.15	$ 58,552.00
	Accountant I	$	28.48	$ 59,238.40
	Accountant II	$	25.00	$ 52,000.00
	Accountant Supervisor, CSEA	$	28.79	$ 59,883.20
	Accountant, DJFS	$	28.02	$ 58,281.60
	Accounting Admin	$	30.66	$ 63,777.42
	Accounting Assistant	$	30.63	$ 63,700.00
	Accounting Clerk	$	26.44	$ 54,995.20
	Accounting Manager	$	47.86	$ 99,543.60
	Accounting Representative	$	25.00	$ 52,000.00
	Accounting Specialist	$	25.87	$ 53,813.76
	Accounting Supervisor	$	50.10	$ 104,214.93
	ACCOUNTS PAYABLE PROCESSOR	$	21.00	$ 43,680.00
	Accounts Payable Representative	$	21.00	$ 43,680.00
	Accounts Payable Specialist	$	25.32	$ 52,665.60
	Adjunct Faculty Criminal Justice- School of Business	$	30.00	$ 62,400.00
	Adjunct Faculty School of Education	$	30.00	$ 62,400.00
	Adjunct Instructor	$	28.00	$ 58,240.00
	Adjunct Professor - English	$	52.00	$ 108,160.00
	Adjunct Professor--Engineering	$	52.00	$ 108,160.00
	Admin assistant	$	24.04	$ 50,003.20
	Admin Asst.	$	40.00	$ 83,200.00
	Admin Coord - Printer Center	$	27.01	$ 56,180.80
	Administative Assistant	$	25.00	$ 52,000.00
	Administration Assistant	$	25.00	$ 52,000.00
	Administrative Assistant	$	24.74	$ 51,452.27
	Administrative Assistant 2	$	32.07	$ 66,710.80
	Administrative Assistant 2, CSEA	$	27.29	$ 56,763.20
	Administrative Assistant Accounting	$	26.29	$ 54,683.20
	Administrative Assistant, Development Office	$	23.20	$ 48,256.00
	Administrative Assistant, Science Department	$	16.00	$ 33,280.00
	Administrative Asst	$	30.00	$ 62,400.00
	Administrative Coordinator	$	30.71	$ 63,873.33
	Administrative Intern	$	19.44	$ 40,435.20
	Administrative Manager	$	28.00	$ 58,240.00
	Administrative Officer	$	41.24	$ 85,779.20
	Administrative Officer, OA	$	39.73	$ 82,638.40
	Administrative Professional	$	33.65	$ 69,992.00
	Administrative Secretary	$	25.50	$ 53,040.00
	Administrative Support II	$	29.82	$ 62,025.60
	Administrative Support III	$	33.45	$ 69,576.00
	Administrative Support Specalist	$	18.42	$ 38,313.60

Administrator	$ 60.59	$ 126,034.13
Administrator - Economic Development	$ 36.16	$ 75,202.40
Administrator Coordinator	$ 31.25	$ 65,000.00
Adminsitrative Officer	$ 37.23	$ 77,438.40
Adminstrative Assistant	$ 25.00	$ 52,000.00
Adminstrative Team Leader	$ 28.05	$ 58,344.00
Advanced Analytics Analyst 1	$ 35.21	$ 73,236.80
Advanced Manufacturing Engineer	$ 65.00	$ 135,200.00
Advancement Research Analyst	$ 27.77	$ 57,761.60
Advertising Specialist	$ 37.46	$ 77,916.80
Afterschool & Summer Nutrition Specialist	$ 20.00	$ 41,600.00
AG Teacher	$ 25.00	$ 52,000.00
Algebra 1	$ 40.26	$ 83,740.80
AmeriCorps Grant Coordinator	$ 25.10	$ 52,208.00
Analist	$ 30.84	$ 64,147.20
Analsit	$ 30.24	$ 62,899.20
Analysist	$ 37.48	$ 77,951.47
Analysit	$ 34.18	$ 71,094.40
Analyst	$ 57.56	$ 119,724.80
Analyst - BOM	$ 31.92	$ 66,393.60
Analyst - Financial II	$ 39.23	$ 81,588.00
Analyst - Marketing	$ 42.01	$ 87,370.40
Analyst - Technical I	$ 45.96	$ 95,596.80
Analytical Services Supervisor	$ 32.80	$ 68,224.00
AP Analyst	$ 22.12	$ 46,009.60
AP CLERK	$ 20.60	$ 42,848.00
AP LEAD	$ 26.50	$ 55,120.00
AP Supervisor	$ 29.45	$ 61,256.00
AP Supervisor 1	$ 29.80	$ 61,984.00
AP Verification Analyst I	$ 23.00	$ 47,840.00
Application Development Manager	$ 64.61	$ 134,378.40
Application Engineer	$ 40.29	$ 83,803.20
Application Manager	$ 22.66	$ 47,132.80
Applications Engineer	$ 41.40	$ 86,101.60
Appraisal Assistant	$ 21.08	$ 43,836.00
Appraiser	$ 29.41	$ 61,172.80
Apprentice	$ 26.03	$ 54,142.40
Apprentice 1	$ 21.83	$ 45,413.33
Apprentice 2	$ 24.03	$ 49,977.67
Apprentice 3	$ 29.21	$ 60,765.71
Apprentice 4	$ 30.25	$ 62,920.00
Apprentice Electrician	$ 24.63	$ 51,220.00
Apprentice Line Tech	$ 33.47	$ 69,617.60
Apprentice Line Technician	$ 41.15	$ 85,583.68
Apprentice Line Worker	$ 39.96	$ 83,115.81
Apprentice Lineman	$ 35.42	$ 73,681.92
Apprentice Lineworker	$ 44.63	$ 92,822.08
Apprentice Technician	$ 21.91	$ 45,570.91
Apps Engineer	$ 49.73	$ 103,438.40
AR Manager	$ 25.00	$ 52,000.00
Architectural Associate	$ 28.85	$ 60,008.00
Archivist	$ 35.00	$ 72,800.00
Area Director of Sales	$ 33.65	$ 69,992.00
Art teacher	$ 45.83	$ 95,326.40
Artist	$ 19.00	$ 39,520.00
Assembler	$ 20.75	$ 43,160.00
Assembly Trainer	$ 34.43	$ 71,614.40
Assembly Worker	$ 31.00	$ 64,480.00
Asset & Investment Analyst	$ 43.27	$ 90,001.60
Asset Coordinator	$ 37.31	$ 77,604.80
Asset Manager	$ 48.07	$ 99,992.53
Assignment Commissioner	$ 26.99	$ 56,139.20
ASSISTANT AUDITOR II U	$ 37.56	$ 78,119.60
ASSISTANT AUDITOR III U	$ 49.50	$ 102,955.84
ASSISTANT AUDITOR IV U	$ 68.17	$ 141,793.60
ASSISTANT AUDITOR V (U)	$ 77.46	$ 161,116.80
Assistant Construction Manager	$ 37.50	$ 78,000.00

Assistant Controller	$ 38.46	$ 79,996.80
Assistant Developer	$ 42.92	$ 89,273.60
Assistant Director EHR	$ 62.59	$ 130,187.20
Assistant Director of Residential Life	$ 23.07	$ 47,985.60
Assistant Director of Social Media and Digital Communicatior	$ 40.69	$ 84,635.20
Assistant Director of Sponsored Research and Projects	$ 30.64	$ 63,731.20
Assistant Director of Student Involvement	$ 23.07	$ 47,985.60
Assistant Director of Student Success	$ 23.80	$ 49,504.00
Assistant Director, Systems and Student Accounts	$ 30.34	$ 63,107.20
Assistant Fiscal Officer	$ 45.00	$ 93,600.00
Assistant Highway Maintenance Superintendent	$ 47.92	$ 99,673.60
Assistant Manager	$ 50.82	$ 105,705.60
Assistant Principal	$ 63.27	$ 131,596.40
Assistant Professor	$ 40.00	$ 83,200.00
Assistant Professor, Accounting	$ 30.03	$ 62,462.40
Assistant Professor, English	$ 47.78	$ 99,382.40
Assistant Professor, Nursing	$ 41.19	$ 85,675.20
Assistant Program Director/Traffic Director	$ 35.13	$ 73,070.40
Assistant Property Manager	$ 32.21	$ 66,996.80
Assistant to the President	$ 29.85	$ 62,088.00
Assistant Township Administrator	$ 42.00	$ 87,360.00
Assistant Vice President Hydroelectric Operations	$ 57.89	$ 120,411.20
Assistant Vice President of Business and Finance	$ 64.00	$ 133,120.00
Associate	$ 28.03	$ 58,292.00
Associate Category Manager	$ 27.01	$ 56,180.80
Associate Dean of Technical Programs	$ 54.18	$ 112,694.40
Associate Director Information Services, Epic	$ 89.25	$ 185,640.00
Associate Marketing Director	$ 47.95	$ 99,736.00
Associate Nursing Programs Administrator	$ 45.28	$ 94,182.40
Associate Product Merchant	$ 40.28	$ 83,782.40
Associate Professor	$ 41.00	$ 85,280.00
Associate Professor Academics	$ 30.00	$ 62,400.00
Associate Professor of Biological Sciences	$ 44.61	$ 92,788.80
Associate Professor, Natural Sciences	$ 34.62	$ 72,009.60
Associate Provost	$ 66.00	$ 137,280.00
Associate Provost - Strategic Initiatives	$ 64.00	$ 133,120.00
Associate Provost for Academic Support	$ 97.62	$ 203,049.60
Associate Regional Business Manager	$ 36.41	$ 75,732.80
Associate Registrar	$ 22.83	$ 47,486.40
Associate Systems Administrator	$ 34.73	$ 72,238.40
Association Manager	$ 53.48	$ 111,238.40
Asst Director of Admissions, Pataskala	$ 26.44	$ 54,995.20
Asst prof behavioral and social sciences	$ 43.61	$ 90,708.80
Asst. Supt	$ 65.00	$ 135,200.00
Automation Engineer	$ 52.13	$ 108,420.00
Automation Systems Engineer I	$ 31.25	$ 65,000.00
Automation Systems Specialist II	$ 23.08	$ 48,006.40
Automation Technician	$ 30.80	$ 64,060.15
Automation Technician II	$ 28.82	$ 59,950.80
Automation Technician III	$ 33.72	$ 70,129.28
Automation Technician Specialist	$ 38.56	$ 80,204.80
Avionics Manager	$ 48.00	$ 99,840.00
AVP IT Operations and Security	$ 57.89	$ 120,411.20
AVP, Innovation & Transformation	$ 57.89	$ 120,411.20
Basic Coatings inspector/Sales	$ 28.00	$ 58,240.00
Battalion Chief	$ 60.35	$ 125,528.00
Behavior Specialist	$ 25.00	$ 52,000.00
Benefits Administrator	$ 38.46	$ 79,996.80
Benefits Analyst	$ 31.62	$ 65,769.60
Benefits Manager, OBBT	$ 57.14	$ 118,851.20
BI Administrator	$ 45.14	$ 93,891.20
BI Business Analyst	$ 51.48	$ 107,078.40
Bidding Cooridnator	$ 27.54	$ 57,283.20
Bilingual CSR	$ 17.59	$ 36,587.20
BIM/VDC Specialist	$ 41.15	$ 85,592.00
Biology Teacher	$ 25.00	$ 52,000.00
Blender Operator	$ 25.62	$ 53,289.60

BOM Analyst	$ 31.92	$ 66,393.60
Brand Ambassador	$ 31.21	$ 64,916.80
BreakFix Tech	$ 20.75	$ 43,160.00
Bridge Engineer	$ 40.25	$ 83,720.00
Bridge Engineer I	$ 45.14	$ 93,891.20
BUDGETARY CLERK 1	$ 25.23	$ 52,478.40
BUDGETARY CLERK 2	$ 23.00	$ 47,840.00
Build Lead	$ 25.00	$ 52,000.00
Building Automation Manager	$ 62.50	$ 130,000.00
Business Administration, Manager, Purchasing	$ 38.59	$ 80,267.20
Business Analyst	$ 48.96	$ 101,838.40
Business Development Manager	$ 35.13	$ 73,075.60
Business Intelligence Analyst	$ 45.48	$ 94,591.47
Business IS Analyst	$ 40.07	$ 83,345.60
Business Operations	$ 33.65	$ 69,992.00
Business Operations Manager	$ 25.00	$ 52,000.00
Business Operations Mgr	$ 35.09	$ 72,987.20
Business Operations Specialist	$ 42.88	$ 89,190.40
Buyer	$ 33.13	$ 68,914.56
Buyer 1	$ 24.63	$ 51,230.40
Buyer Assistant	$ 19.00	$ 39,520.00
Buyer, Machine to Print	$ 33.65	$ 69,992.00
Cable Tech	$ 28.00	$ 58,240.00
CAD Manager	$ 39.97	$ 83,137.60
CAO	$ 132.00	$ 274,560.00
Career Exploration	$ 68.06	$ 141,564.80
Career-Technical Instructor	$ 73.02	$ 151,881.60
Case Manager	$ 26.18	$ 54,453.01
Case Manager SO	$ 26.23	$ 54,558.40
Case Manager Supervisor	$ 32.00	$ 66,554.80
Case Manager, SO	$ 25.19	$ 52,395.20
Category Manager	$ 48.67	$ 101,233.60
CAUV ADMIN/GIS ANALYST/W&M INSP	$ 33.03	$ 68,702.40
CBI Teacher	$ 25.00	$ 52,000.00
CCO- Chief Commercial officer	$ 38.40	$ 79,872.00
CCP Enrollment Navigator/Coordinator	$ 24.69	$ 51,355.20
CEO	$ 78.45	$ 163,167.33
CEO and Leadership Coach	$ 72.12	$ 150,009.60
CEO and owner	$ 47.59	$ 98,987.20
CEO/ Leadership Coach	$ 72.12	$ 150,009.60
Ceramic Technician III	$ 30.33	$ 63,086.40
Certified Operator, Public Works Department	$ 31.70	$ 65,936.00
CFO	$ 68.36	$ 142,192.58
CFO & CAO	$ 90.93	$ 189,134.40
CFO/HR Director	$ 77.08	$ 160,326.40
Chairman	$ 72.12	$ 150,009.60
Chairman and COO	$ 103.99	$ 216,299.20
Chamber Director	$ 26.56	$ 55,244.80
Chemistry Teacher	$ 25.00	$ 52,000.00
Chief Adm to City Attorney	$ 98.28	$ 204,422.40
Chief Administrative Officer	$ 108.00	$ 224,640.00
CHIEF BUDGETARY OFFICER	$ 38.72	$ 80,537.60
Chief Creative Officer	$ 49.35	$ 102,648.00
Chief Development Officer	$ 87.50	$ 182,000.00
Chief Financial Officer	$ 58.12	$ 120,879.20
Chief HR Officer	$ 163.49	$ 340,059.20
Chief Human Resources Officer	$ 66.23	$ 137,758.40
Chief Information Officer	$ 77.27	$ 160,714.67
Chief Legal Officer	$ 154.81	$ 322,004.80
Chief Lending Officer	$ 66.23	$ 137,758.40
Chief Maintenance Officer	$ 108.00	$ 224,640.00
Chief Marketing Officer	$ 108.00	$ 224,640.00
Chief of Staff	$ 64.06	$ 133,244.80
Chief Operating Officer	$ 130.55	$ 271,544.00
Chief Procurement Officer	$ 47.12	$ 97,999.20
Chief Program Officer	$ 50.00	$ 104,000.00
Chief Revenue Officer	$ 108.00	$ 224,640.00

Chief Sales Officer	$ 47.45	$ 98,696.00
Chief Strategy Officer	$ 109.14	$ 227,000.80
Child Welfare Case Worker Supervisor	$ 37.54	$ 78,083.20
Child Welfare Caseworker Supervisor	$ 37.54	$ 78,083.20
CHRO + TALENT SOLUTIONS LEAD	$ 57.69	$ 119,995.20
CI Manager	$ 25.00	$ 52,000.00
CI Trainer	$ 25.00	$ 52,000.00
CI Training Sup.	$ 25.00	$ 52,000.00
CIO	$ 84.13	$ 174,990.40
City Attorney	$ 119.40	$ 248,352.00
Civil Engineer	$ 39.58	$ 82,333.33
Civil Engineer II	$ 49.75	$ 103,480.00
Cleaner	$ 20.00	$ 41,600.00
Clerical	$ 25.00	$ 52,000.00
Clerical Assistant eControl	$ 22.60	$ 47,008.00
Clerk	$ 22.40	$ 46,592.00
Clerk of Council	$ 30.43	$ 63,294.40
Clerk of Courts	$ 30.58	$ 63,606.40
Client Relations & Club 1893 Event Manager	$ 24.03	$ 49,982.40
Client Services Coordinator	$ 27.78	$ 57,782.40
Client Services Manager	$ 18.00	$ 37,440.00
Client Services/Shippimg	$ 20.00	$ 41,600.00
Client Services/Shipping	$ 18.00	$ 37,440.00
Clinical Informatics Application Engineer	$ 61.10	$ 127,088.00
Clinical Site Manager	$ 35.00	$ 72,800.00
Clinical Supervisor	$ 35.00	$ 72,800.00
Cloud Engineer 3	$ 41.45	$ 86,216.00
Cloud Identity & Security Analyst	$ 37.96	$ 78,956.80
Cloud Technician	$ 30.00	$ 62,400.00
CMM Operator	$ 20.68	$ 43,014.40
CNC Programmer	$ 41.96	$ 87,276.80
Coaching Experience	$ 31.50	$ 65,520.00
College and Career Readiness	$ 38.71	$ 80,516.80
Commercial Account Manager	$ 37.00	$ 76,960.00
Common Pleas Court Administrator	$ 35.02	$ 72,841.60
Common Pleas Court Bailiff and Pre-Sentencing Investigator	$ 32.96	$ 68,556.80
Common Pleas Court Judge	$ 8.70	$ 18,096.00
Communications & Volunteer Onboarding Lead	$ 24.00	$ 49,920.00
Communications Manager & Webmaster	$ 47.50	$ 98,800.00
Community Association Manager	$ 36.00	$ 74,880.00
Community Coach Supervisor	$ 25.00	$ 52,000.00
Community Engagement Director	$ 29.81	$ 62,004.80
Community Impact Manager	$ 30.77	$ 64,001.60
Community Outreach Coordinator	$ 25.71	$ 53,476.80
Compensation Benefits Manager	$ 77.64	$ 161,491.20
Compliance Coordinator	$ 27.40	$ 56,992.00
Compliance Manager	$ 26.44	$ 54,995.20
Compliance Representative	$ 32.70	$ 68,007.09
Computational Genomics Group LIMS System Developer II	$ 56.66	$ 117,852.80
Computer Analyst	$ 39.81	$ 82,804.80
Computer Programer	$ 58.30	$ 121,264.00
Computer Programmer	$ 45.40	$ 94,428.10
Computer System Analyst	$ 40.68	$ 84,617.87
Computer Systems Analyst	$ 38.22	$ 79,492.40
Computer/business teacher	$ 58.84	$ 122,387.20
Construction Electrician	$ 31.00	$ 64,480.00
Construction Observer	$ 38.08	$ 79,196.00
Construction Project Engineer 1	$ 41.98	$ 87,318.40
Construction Services Engineer	$ 69.60	$ 144,768.00
Consultant	$ 41.07	$ 85,433.92
Content Developer - Marketing	$ 45.90	$ 95,472.00
Content Developer - Marketing and Comms	$ 45.90	$ 95,472.00
Content Developer II	$ 33.65	$ 69,992.00
Content Developmemt Writer	$ 33.65	$ 69,992.00
Content Development Writer	$ 33.65	$ 69,992.00
Content Marketing Specialist	$ 29.82	$ 62,015.20
Content Strategist	$ 34.66	$ 72,092.80

Continuous Improvement Analyst	$ 37.91	$ 78,848.64
Contract Specialist	$ 29.01	$ 60,340.80
Controller	$ 51.43	$ 106,964.00
Controls Design Engineer I	$ 38.53	$ 80,142.40
Controls Engineer	$ 52.88	$ 109,990.40
Controls Technician	$ 48.07	$ 99,985.60
COO	$ 65.06	$ 135,331.73
cook	$ 13.00	$ 27,040.00
Co-Op	$ 20.05	$ 41,710.93
Cooperative Procurement Specialist	$ 27.54	$ 57,283.20
Coordinator	$ 40.43	$ 84,094.40
Coordinator II	$ 40.19	$ 83,595.20
Coordinator- Special Education	$ 46.00	$ 95,680.00
Corp Office Coordinator	$ 25.00	$ 52,000.00
Corp Risk Mgr	$ 54.33	$ 113,006.40
Corporate Account Manager	$ 55.02	$ 114,441.60
Corporate Accountant 3	$ 40.16	$ 83,532.80
Corporate Accounting Manager	$ 55.02	$ 114,441.60
Corporate Recruiting Manager	$ 44.23	$ 91,998.40
Corporate Trainer	$ 43.03	$ 89,502.40
Corporate Trainer I	$ 29.71	$ 61,796.80
Corporate Travel and Sales Coordinator	$ 29.82	$ 62,015.20
CORSA Claims Representative	$ 28.85	$ 60,008.00
CORSA Membership Services Manager	$ 45.67	$ 94,993.60
Co-Superindendent	$ 67.08	$ 139,526.40
CPA	$ 37.50	$ 78,000.00
CPO	$ 44.71	$ 92,996.80
Creative Marketing Specialist	$ 50.48	$ 104,998.40
Credit and Collectons Generalist	$ 24.75	$ 51,480.00
Crew Leader	$ 57.60	$ 119,808.00
Crime Analyst	$ 34.22	$ 71,177.60
CSR Manager	$ 31.50	$ 65,520.00
CTO	$ 60.00	$ 124,800.00
Curriculum Coordinator	$ 52.09	$ 108,347.20
Curriculum Director	$ 63.74	$ 132,579.20
Curriculum Manager	$ 22.66	$ 47,132.80
Curriculum Specialist Math/Science	$ 46.00	$ 95,680.00
Customer Compliance Coordinator	$ 34.74	$ 72,259.20
Customer Service	$ 22.00	$ 45,760.00
Customer Service Coordinator	$ 27.06	$ 56,284.80
Customer Service Manager	$ 39.22	$ 81,577.60
Customer Service Rep	$ 25.00	$ 52,000.00
Customer Service Representative II	$ 23.73	$ 49,348.00
Customer Support Desk Representative	$ 21.23	$ 44,158.40
Cyber Security Analyst	$ 43.50	$ 90,480.00
Cyber Security Architect	$ 65.86	$ 136,988.80
Cybersecurity Analyst 3	$ 51.49	$ 107,099.20
Cybersecurity Engineer	$ 52.63	$ 109,470.40
CYBERSECURITY TECHNICIAN	$ 39.82	$ 82,825.60
Data & Reporting Manager	$ 30.70	$ 63,856.00
Data Analysis and Accountability Representative	$ 46.37	$ 96,449.60
Data Analyst	$ 38.80	$ 80,707.47
Data Analytics Project Manager	$ 53.85	$ 112,008.00
Data and Analytics Manager	$ 54.55	$ 113,464.00
Data Center Engineer	$ 44.07	$ 91,665.60
DATA CENTER MANAGER	$ 63.94	$ 132,995.20
Data entry for Accounting	$ 17.00	$ 35,360.00
Data Entry Operator 22	$ 18.99	$ 39,499.20
Data Quality Analyst	$ 30.17	$ 62,753.60
Data Scientist	$ 54.23	$ 112,798.40
DATABASE ADMINISTRATOR	$ 51.19	$ 106,471.73
Database Engineer Sr	$ 63.45	$ 131,976.00
Database Manager	$ 34.89	$ 72,571.20
Dean	$ 39.72	$ 82,617.60
Dean of Arts and Sciences	$ 52.88	$ 109,990.40
Dean of Partnerships	$ 41.11	$ 85,508.80
Dean of school of Theology	$ 30.00	$ 62,400.00

Dean of the school of Business	$ 36.00	$ 74,880.00
Dean of the School of Educacation	$ 30.00	$ 62,400.00
Department Associate	$ 22.44	$ 46,675.20
Department Leader, Operations - Inventory Analyst	$ 50.00	$ 104,000.00
Department Leader, Operations Training	$ 46.75	$ 97,240.00
Dept Info Technology Coord	$ 61.06	$ 127,004.80
DEPUTY AUDITOR RE	$ 21.26	$ 44,211.56
Deputy City Attorney	$ 102.15	$ 212,472.00
DEPUTY CITY AUDITOR (U)	$ 119.36	$ 248,268.80
Deputy Director, Workforce	$ 38.86	$ 80,828.80
Design & Technology Research Manager	$ 68.00	$ 141,440.00
Design Engineer	$ 44.29	$ 92,126.67
Design Intern	$ 20.00	$ 41,600.00
Designer	$ 36.24	$ 75,379.20
Desktop Engineer	$ 35.72	$ 74,297.60
Detective	$ 49.42	$ 102,796.57
Detective Bureau Clerk	$ 35.60	$ 74,048.00
Detective Lieutenant	$ 69.38	$ 144,310.40
Detective Sergeant	$ 63.65	$ 132,392.00
Development Coordinator	$ 25.00	$ 52,000.00
Development Manager	$ 36.00	$ 74,880.00
Development Specialist 2	$ 35.48	$ 73,798.40
Digital & Social Media Manager	$ 29.80	$ 61,984.00
Digital Content Creator	$ 22.00	$ 45,760.00
Digital Content Manager	$ 57.89	$ 120,411.20
Digital Coordinator	$ 19.23	$ 39,998.40
Digital Director	$ 29.81	$ 62,004.80
Digital Marketing Specialist	$ 33.65	$ 69,992.00
Digital Workplace Administrator	$ 28.43	$ 59,134.40
Dir, Inside Sales	$ 72.96	$ 151,756.80
Dir, IT Cyber Security	$ 97.60	$ 203,008.00
Dir, Marketing	$ 98.14	$ 204,131.20
Dir, Purchasing	$ 95.19	$ 197,995.20
Director	$ 57.71	$ 120,045.71
Director Curriculum, Instruction, and Technology	$ 63.02	$ 131,081.60
Director for Student Integrity and Community Standards	$ 25.00	$ 52,000.00
Director IT Infrastructure	$ 105.31	$ 219,044.80
Director of Accounting	$ 55.71	$ 115,882.00
Director of Administration Support	$ 37.75	$ 78,520.00
Director of Administrative Services	$ 59.52	$ 123,801.60
Director of Admission Communication	$ 41.32	$ 85,945.60
Director of Asset Management and Quality Assurance	$ 64.95	$ 135,096.00
Director of Business Accountability and Client Experience	$ 26.50	$ 55,120.00
Director of Business Development	$ 74.52	$ 155,001.60
Director of Capital Projects	$ 62.78	$ 130,582.40
Director of Communications	$ 43.84	$ 91,180.27
Director of Community Outreach	$ 37.07	$ 77,105.60
Director of Compliance	$ 46.50	$ 96,720.00
Director of Construction & Customer Accounts	$ 50.48	$ 104,998.40
Director of Continuous Improvement	$ 130.00	$ 270,400.00
Director of Data Strategy	$ 43.27	$ 90,001.60
Director of Decision Support	$ 64.38	$ 133,910.40
Director of Development	$ 50.00	$ 104,000.00
Director of Development & Communication	$ 48.89	$ 101,691.20
Director of Digital Advising	$ 39.42	$ 81,993.60
Director of Economic Development	$ 57.29	$ 119,163.20
Director of Engineering	$ 58.57	$ 121,815.20
Director of ESports	$ 25.00	$ 52,000.00
Director of ETC Operations Accounting	$ 55.35	$ 115,128.00
Director of External Relations	$ 24.04	$ 50,003.20
Director of Field Ops	$ 78.85	$ 164,008.00
Director of Finance	$ 50.00	$ 104,000.00
Director of Finance & Accounting	$ 55.28	$ 114,982.40
Director of Finance Operations	$ 59.13	$ 122,990.40
Director of First Generation Student Success	$ 25.00	$ 52,000.00
Director of Healthcare Policy	$ 52.88	$ 109,990.40
Director of HR	$ 55.91	$ 116,292.80

Director of Human Resources	$ 65.99	$ 137,259.20
Director of Information Technology	$ 54.12	$ 112,559.20
Director of Internal Operations	$ 30.00	$ 62,400.00
Director of IT and Building Services	$ 42.59	$ 88,587.20
Director of Land Surveying	$ 87.02	$ 181,001.60
Director of Lease Administration	$ 75.75	$ 157,560.00
Director of Libraries	$ 55.85	$ 116,168.00
Director of Maintenance	$ 55.00	$ 114,400.00
Director of Marketing	$ 42.56	$ 88,517.87
Director of Marketing and Innovation	$ 48.08	$ 100,006.40
Director of Member Programs and Sustainability	$ 57.89	$ 120,411.20
Director of Municipal Engineering	$ 74.62	$ 155,209.60
Director of Operations	$ 46.21	$ 96,108.48
Director of Operations - University Portfolio	$ 18.00	$ 37,440.00
Director of Operations and Client Services	$ 57.58	$ 119,766.40
Director of Outpatient Services	$ 40.00	$ 83,200.00
Director of Post Acute Travel	$ 75.20	$ 156,416.00
Director of Primary Care	$ 42.18	$ 87,734.40
Director of Product Deployment and Support	$ 73.67	$ 153,233.60
Director of Program and Compliance	$ 39.44	$ 82,035.20
Director of Project Management	$ 77.40	$ 160,992.00
Director of Property Accounting	$ 59.90	$ 124,592.00
Director of Public Works	$ 54.92	$ 114,233.60
Director of Quality	$ 52.00	$ 108,160.00
Director of Quality, Education and Risk Management	$ 57.44	$ 119,475.20
Director of Risk & Internal Controls	$ 57.89	$ 120,411.20
Director of Sales	$ 70.05	$ 145,693.60
Director of Sales and Operations	$ 55.31	$ 115,044.80
Director of Service and Support Administration	$ 51.86	$ 107,868.80
Director of Shared Services	$ 35.00	$ 72,800.00
Director of Smart Manufacturing	$ 71.61	$ 148,948.80
Director of Special Education	$ 62.76	$ 130,540.80
Director of Special Projects	$ 72.79	$ 151,403.20
Director of Specialty Clinics	$ 41.99	$ 87,339.20
Director of Stormwater and Utilities	$ 60.36	$ 125,548.80
Director of Strategic Communications	$ 36.12	$ 75,129.60
Director of Strategic Initiatives	$ 69.33	$ 144,206.40
DIRECTOR OF STUDENT SERVICES	$ 52.07	$ 108,305.60
Director of Taxation	$ 61.63	$ 128,190.40
Director of Teaching and Learning	$ 130.00	$ 270,400.00
Director of Technical Operations	$ 76.92	$ 159,993.60
Director of Technology	$ 63.43	$ 131,924.00
Director of Transformation	$ 83.40	$ 173,472.00
Director, Accountability and School Improvement	$ 75.00	$ 156,000.00
Director, Afterschool and Summer Food Service	$ 30.58	$ 63,606.40
Director, Benefits and Wellness	$ 66.26	$ 137,820.80
Director, Community Outreach	$ 37.07	$ 77,105.60
Director, Development	$ 35.10	$ 73,008.00
Director, E-Commerce	$ 88.68	$ 184,454.40
Director, Economic Development & Tax Policy	$ 43.26	$ 89,980.80
Director, Nurse Practitioners	$ 70.88	$ 147,430.40
Director, Performance	$ 50.00	$ 104,000.00
Directore of Human Resources	$ 54.09	$ 112,507.20
Director-Engineering	$ 25.00	$ 52,000.00
Dir-Ops System Imp	$ 25.00	$ 52,000.00
Disability Services, Access Specialist	$ 25.86	$ 53,788.80
Disability Services, Manager	$ 30.71	$ 63,876.80
Dispatch Manager	$ 21.75	$ 45,240.00
District Instructional Coach	$ 90.00	$ 187,200.00
District Property Manager	$ 49.52	$ 103,001.60
Donor Development Lead	$ 23.00	$ 47,840.00
Donor Relations Specialist	$ 35.00	$ 72,800.00
Downstream Technician	$ 18.08	$ 37,606.40
Downtown Event Coordinator	$ 21.63	$ 44,990.40
Dr Global Program	$ 72.11	$ 149,988.80
Drafter	$ 30.36	$ 63,148.80
Drafting Supervisor	$ 50.43	$ 104,894.40

ECHS Principal	$ 130.00	$ 270,400.00
E-Commerce Coordinator	$ 29.07	$ 60,465.60
ecommerce manager	$ 59.68	$ 124,124.00
eControl Clerical Assistant	$ 22.60	$ 47,008.00
Edgewood Principal	$ 130.00	$ 270,400.00
EDI Analyst	$ 40.17	$ 83,560.53
Education Manager	$ 44.41	$ 92,379.73
Education Specialist	$ 27.47	$ 57,137.60
EHS Specialist	$ 36.05	$ 74,984.00
EL TOSA	$ 46.00	$ 95,680.00
ELA Grade 10	$ 54.20	$ 112,736.00
ELA Grades 7 and 8	$ 54.20	$ 112,736.00
ELA Teacher Grade 6	$ 25.00	$ 52,000.00
Electric Apprentice	$ 23.00	$ 47,840.00
Electrical apprentice	$ 20.86	$ 43,382.86
Electrical Apprentice Level 2	$ 20.00	$ 41,600.00
Electrical Apprentice 4	$ 28.00	$ 58,240.00
Electrical Apprentice Level 2	$ 21.46	$ 44,639.52
Electrical apprentice Level 3	$ 24.80	$ 51,574.15
Electrical Apprentice Level 4	$ 28.30	$ 58,869.63
Electrical Apprentice Lewvel 3	$ 21.00	$ 43,680.00
Electrical Apprentice Year 3	$ 20.00	$ 41,600.00
Electrical Apprentice Year 4	$ 21.00	$ 43,680.00
Electrical Apprentive Level 2	$ 30.00	$ 62,400.00
Electrical Apprentive Level 3	$ 28.00	$ 58,240.00
Electrical Design Engineer	$ 39.42	$ 81,993.60
Electrical Development Engineer 2	$ 49.45	$ 102,856.00
Electrical Drafter	$ 32.62	$ 67,842.67
Electrical Engineer	$ 37.82	$ 78,658.67
Electrical Engineer Aprentice	$ 26.73	$ 55,598.40
Electrical Mainteance Technician	$ 42.61	$ 88,628.80
Electrical Maintenance Technician	$ 42.94	$ 89,322.13
Electrical Maintenance Technician, Weekend	$ 43.11	$ 89,668.80
Electrical Technician	$ 28.39	$ 59,051.20
Electrican	$ 30.00	$ 62,400.00
Electrician	$ 31.70	$ 65,936.59
Electrician Helper	$ 27.00	$ 56,160.00
Electrician Journeyman	$ 27.00	$ 56,160.00
Electriucal Apprentice Level 2	$ 21.00	$ 43,680.00
Electronics Technician	$ 25.64	$ 53,324.27
Elementary Art Teacher	$ 25.00	$ 52,000.00
Elementary History	$ 25.00	$ 52,000.00
Elementary Math Grade 4	$ 25.00	$ 52,000.00
Elementary Math Teacher	$ 25.00	$ 52,000.00
Elementary Music Teacher	$ 25.00	$ 52,000.00
Elementary PE	$ 25.00	$ 52,000.00
Elementary Principal	$ 66.95	$ 139,256.00
Elementary School Principal	$ 55.16	$ 114,732.80
Elementary Science Teacher	$ 25.00	$ 52,000.00
Elementary Social Studies	$ 25.00	$ 52,000.00
EMIS coord.	$ 40.00	$ 83,200.00
EMIS Coordinator/Food Service Director	$ 42.64	$ 88,691.20
Energy Settlement Analyst	$ 57.89	$ 120,411.20
Engineeering	$ 36.50	$ 75,920.00
Engineer	$ 55.65	$ 115,758.93
Engineer I	$ 32.00	$ 66,555.84
Engineer II	$ 44.87	$ 93,334.80
Engineer III	$ 47.66	$ 99,132.80
Engineering	$ 45.36	$ 94,343.35
Engineering (STEM)	$ 66.31	$ 137,924.80
Engineering Coordinator	$ 32.33	$ 67,246.40
Engineering Manager	$ 40.04	$ 83,283.20
Engineering Project Coordinator	$ 38.46	$ 79,996.80
Engineering Support	$ 30.53	$ 63,502.40
Engineering Team Mgr 2	$ 41.34	$ 85,987.20
Engineering Tech	$ 34.00	$ 70,720.00
Engineering Technician 2	$ 34.13	$ 70,990.40

Engineering Technician I	$ 32.11	$ 66,780.48
Engineering Technician II	$ 39.22	$ 81,577.60
English Language Arts	$ 33.45	$ 69,576.00
English Language Arts and Social Studies Teacher	$ 52.65	$ 109,512.00
English Language Arts Teacher	$ 57.29	$ 119,163.20
English Teacher	$ 25.00	$ 52,000.00
Engr Tech	$ 57.65	$ 119,912.00
Enrollment Management, Records Support Specialist	$ 17.12	$ 35,609.60
Environmental Education Specialist	$ 29.76	$ 61,900.80
EPIC Application Analyst	$ 36.04	$ 74,965.80
Epic Manager Trainer	$ 33.63	$ 69,950.40
Epic Principal Trainer	$ 31.51	$ 65,540.80
Epidemiologist	$ 40.26	$ 83,740.80
Equipment Maintenance Shift Leader	$ 48.00	$ 99,840.00
Equipment Maintenance Technician	$ 34.86	$ 72,502.86
Equipment Service Associate	$ 22.45	$ 46,696.00
Equipment Supervisor	$ 52.00	$ 108,160.00
ESTIMATING	$ 50.00	$ 104,000.00
Estimator	$ 48.93	$ 101,766.48
Estimator 3	$ 30.74	$ 63,939.20
ETL Developer	$ 67.03	$ 139,422.40
ETL Developer- Data Warehouse	$ 61.94	$ 128,839.36
ETL Production Support Analyst	$ 45.34	$ 94,314.13
Event Administrator	$ 44.66	$ 92,892.80
Event Coordinator	$ 23.00	$ 47,840.00
Events & Operations Coordinator	$ 27.88	$ 57,990.40
Events Manager and Boards Liason	$ 36.85	$ 76,648.00
EVP of Human Resources	$ 82.93	$ 172,494.40
Exec Asst to the City Attorney	$ 46.12	$ 95,929.60
Exec Director	$ 48.00	$ 99,840.00
Exec Director Ops	$ 42.00	$ 87,360.00
Executive	$ 67.00	$ 139,360.00
Executive Administrative Assistant	$ 26.75	$ 55,640.00
Executive Administrative Assistant to Provost	$ 30.81	$ 64,084.80
Executive Administrative Assistant, Enrollment & Advanceme	$ 24.00	$ 49,920.00
Executive Assistant	$ 35.68	$ 74,209.20
Executive Assistant and Marketing Director	$ 41.67	$ 86,673.60
Executive Assistant to Operations & Outreach	$ 29.92	$ 62,233.60
Executive Director	$ 49.07	$ 102,058.67
Executive Director of Operations	$ 45.00	$ 93,600.00
Executive House Keeper	$ 22.47	$ 46,737.60
Executive Sales Account Rep	$ 26.44	$ 54,995.20
Executive Search Consultant	$ 33.73	$ 70,158.40
Executive Vice President of Rental Operations	$ 108.00	$ 224,640.00
Fabrication & Assembly Supervisor	$ 45.53	$ 94,702.40
Fabrication Area Lead	$ 46.06	$ 95,804.80
Fabrication Manager	$ 37.50	$ 78,000.00
Facilities & Purchasing Manager	$ 36.06	$ 75,004.80
Facilities Building Supervisor	$ 25.31	$ 52,644.80
Facilities Coordinator	$ 29.81	$ 62,004.80
Facilities Engineer	$ 54.72	$ 113,807.20
Facilities Manager	$ 29.63	$ 61,620.00
Facilities/Warehouse Manager	$ 31.25	$ 65,000.00
Family Consumer Science Teacher	$ 25.00	$ 52,000.00
Fare System Admin	$ 39.70	$ 82,576.00
Fare System Admn	$ 40.23	$ 83,678.40
Fare Systems Administrator	$ 39.17	$ 81,473.60
Field Engineer	$ 41.00	$ 85,280.00
Field Executive	$ 61.06	$ 126,994.40
Field Geotechnician	$ 31.70	$ 65,936.00
FIELD OPERATIONS	$ 50.00	$ 104,000.00
Field Operations Manager	$ 43.00	$ 89,440.00
Field Service Engineer	$ 44.06	$ 91,644.80
Field Service Tech	$ 27.00	$ 56,160.00
Field Service Technician	$ 29.67	$ 61,706.67
Field Services	$ 33.67	$ 70,026.67
Field Tech	$ 31.40	$ 65,312.00

Filed Service	$ 23.00	$ 47,840.00
Final Assembler	$ 18.30	$ 38,064.00
Finance & Accounting Business Solutions Leader	$ 51.56	$ 107,244.80
Finance and Admin Support	$ 25.96	$ 53,996.80
Finance and Operations Coordinator	$ 35.00	$ 72,800.00
Finance Manager	$ 43.51	$ 90,500.80
Financial & Payroll Specialist	$ 32.26	$ 67,100.80
Financial Analyst	$ 46.29	$ 96,283.20
Financial Analyst II	$ 37.69	$ 78,395.20
Financial Assistant	$ 25.65	$ 53,352.00
Financial Operations Specialist	$ 38.40	$ 79,872.00
Financial Planning & Analysis Manager	$ 43.70	$ 90,896.00
Financial Reporting and Budgeting Manager	$ 62.50	$ 130,000.00
Financial Reporting Supervisor	$ 33.99	$ 70,699.20
Financial Services Director	$ 43.80	$ 91,093.60
Financial Specialist	$ 22.37	$ 46,529.60
Financial Systems Manager	$ 37.42	$ 77,833.60
Financial Systems Trainer	$ 36.20	$ 75,296.00
Fire Administrative Assistant	$ 30.92	$ 64,313.60
Fire Battalion Chief	$ 43.11	$ 89,668.80
Fire Captain	$ 58.03	$ 120,702.40
Fire Chief	$ 69.71	$ 144,996.80
Fire Inspector	$ 54.24	$ 112,819.20
Fire Lieutenant	$ 39.86	$ 82,908.80
Fire Marshall	$ 60.35	$ 125,528.00
Firmware Engineer	$ 58.65	$ 121,992.00
First Class Lineman	$ 53.04	$ 110,323.20
Fiscal Officer	$ 17.15	$ 35,672.00
Fleet Manager	$ 40.14	$ 83,491.20
FOREMAN	$ 47.53	$ 98,865.37
Founder and CEO	$ 60.00	$ 124,800.00
Founder and COO	$ 60.00	$ 124,800.00
FP&A Manager	$ 42.70	$ 88,816.00
Freight Manager	$ 44.18	$ 91,894.40
French Teacher	$ 35.61	$ 74,068.80
Front Desk Associate	$ 15.00	$ 31,200.00
Front Desk Manager	$ 25.00	$ 52,000.00
Front desk Supervisor	$ 18.62	$ 38,729.60
Frontdesk Manager	$ 13.00	$ 27,040.00
Fund CFO	$ 64.90	$ 134,992.00
Gateway Director-Admissions and Recruitment	$ 28.33	$ 58,926.40
Gateway Director-Advising	$ 34.32	$ 71,385.60
Gateway-Registrar-Curriculum and Scheduling	$ 21.32	$ 44,345.60
General Accountant	$ 29.04	$ 60,392.80
General Counsel	$ 25.00	$ 52,000.00
General Counsel/Director of Operations	$ 35.00	$ 72,800.00
General Manager	$ 56.54	$ 117,598.00
Geomatics Field Coordinator	$ 32.38	$ 67,350.40
Geometry	$ 48.31	$ 100,484.80
Gifted Education Coordinator	$ 46.00	$ 95,680.00
Gifted Education Facilitator	$ 46.00	$ 95,680.00
Gifted Teacher	$ 25.00	$ 52,000.00
GIS & Special Projects Director	$ 46.41	$ 96,532.80
GIS Field Technician	$ 24.25	$ 50,434.06
GIS Manager	$ 40.29	$ 83,794.88
GIS Technician	$ 23.50	$ 48,886.93
Global Manager, Design Engineering	$ 78.00	$ 162,240.00
Grants Manager	$ 28.85	$ 60,008.00
Grants Specialist	$ 32.75	$ 68,120.00
Graphic Designer	$ 32.55	$ 67,704.00
Group Lead, Assembly	$ 36.95	$ 76,856.00
Group Lead, Mechanical Engineering	$ 48.18	$ 100,214.40
Group Lead, Stockroom	$ 37.08	$ 77,126.40
Group Leader 1	$ 36.98	$ 76,910.08
Group Leader 2	$ 40.03	$ 83,262.40
Handler/blaster	$ 31.00	$ 64,480.00
Head of Business Development	$ 59.13	$ 122,990.40

Head of Process Improvement	$ 49.54	$ 103,043.20
Head of Systems	$ 74.55	$ 155,064.00
Help Desk Specialist	$ 34.00	$ 70,720.00
Help Desk Support Specialist	$ 31.97	$ 66,490.67
Helpdesk Specialist	$ 57.89	$ 120,411.20
High School Art	$ 25.00	$ 52,000.00
High School Assistant Principal	$ 54.04	$ 112,403.20
High School English	$ 25.00	$ 52,000.00
High School English Teacher	$ 25.00	$ 52,000.00
High School Government	$ 25.00	$ 52,000.00
High School Math	$ 25.00	$ 52,000.00
High School Principal	$ 63.09	$ 131,216.80
High School Social Studies	$ 25.00	$ 52,000.00
High School Teacher	$ 59.99	$ 124,779.20
High School Tech Teacher	$ 25.00	$ 52,000.00
Highway Maintenance Foreman	$ 41.10	$ 85,494.93
Highway Maintenance Supervisor	$ 40.87	$ 85,009.60
Hilliard Campus Assistant	$ 29.71	$ 61,796.80
Hilliard Campus Pastor	$ 50.48	$ 104,998.40
Hilliard Campus Production Director	$ 31.97	$ 66,497.60
Hilliard Campus Worship Director	$ 44.71	$ 92,996.80
Hilliard Campus Youth Director	$ 27.88	$ 57,990.40
Hilliard Dream Center Director	$ 33.06	$ 68,764.80
Hilliard Kids Director - Rock City Church	$ 27.24	$ 56,659.20
Hilliard Small Groups Director	$ 26.44	$ 54,995.20
History Teacher	$ 56.52	$ 117,551.20
Homestead Specialist	$ 25.36	$ 52,748.80
Hospitality Assistant	$ 13.00	$ 27,040.00
Hospitality Sales Supervisor	$ 38.46	$ 79,996.80
HR Administrator	$ 36.23	$ 75,358.40
HR Analyst	$ 36.09	$ 75,056.80
HR BP	$ 25.00	$ 52,000.00
HR Business Partner - Talent Retention	$ 39.42	$ 81,993.60
HR Coordinator	$ 28.18	$ 58,614.40
HR Director	$ 54.98	$ 114,368.00
HR Generalist	$ 31.46	$ 65,435.41
HR Generalist IV	$ 46.87	$ 97,489.60
HR Generalist-Payroll Specialist	$ 35.70	$ 74,256.00
HR Manager	$ 35.93	$ 74,729.78
HR Operations Manager	$ 37.50	$ 78,000.00
HR Specialist	$ 36.05	$ 74,984.00
HR Supervisor	$ 43.95	$ 91,416.00
HR Team Leader	$ 28.65	$ 59,592.00
HRIS Administrator	$ 37.32	$ 77,625.60
HRIS Manager	$ 47.41	$ 98,612.80
HRIS Specialist	$ 47.05	$ 97,864.00
Human Resouces Manager	$ 37.42	$ 77,833.60
Human Resource Analyst	$ 34.81	$ 72,404.80
Human Resource Generalist	$ 36.07	$ 75,025.60
Human Resources Administration	$ 77.39	$ 160,971.20
Human Resources Analyst	$ 34.34	$ 71,432.40
Human Resources Business Partner	$ 40.76	$ 84,787.73
Human Resources Coordinator	$ 33.09	$ 68,827.20
Human Resources Manager	$ 55.29	$ 115,003.20
Human Resources Officer 2	$ 31.19	$ 64,875.20
Human Resources Officer 2, Recruitment	$ 35.10	$ 73,008.00
HVAC Apprentice	$ 17.25	$ 35,880.00
HVAC Maintenance Technician	$ 23.00	$ 47,840.00
HVAC Service	$ 22.67	$ 47,146.67
I.T. Director	$ 65.03	$ 135,262.40
IAM Manager	$ 42.95	$ 89,336.00
Identity & Access Management Analyst	$ 40.85	$ 84,968.00
IM Case Control Reviewer	$ 30.03	$ 62,462.40
Industrial Engineer	$ 41.39	$ 86,091.20
Industrial Maintenance Manager	$ 61.60	$ 128,128.00
Industrial Tech	$ 57.29	$ 119,163.20
Info Systems Analyst	$ 45.26	$ 94,147.73

Information Security Analyst	$ 48.29	$ 100,443.20
Information Security Officer	$ 30.00	$ 62,400.00
Information Services Enterprise Applications Lead	$ 61.71	$ 128,356.80
Information Services Enterprise Infrastructure Lead	$ 65.34	$ 135,907.20
Information Services Lead Administrator & Architect	$ 49.14	$ 102,211.20
Information Services Lead Server Administrator	$ 48.04	$ 99,923.20
Information Systems Technician & System Integrator	$ 37.40	$ 77,792.00
Infrastructure Asset Technician	$ 33.60	$ 69,888.00
Infrastructure Engineer	$ 47.50	$ 98,800.00
Inside Sales	$ 40.35	$ 83,928.00
Inside Sales Rep	$ 21.63	$ 44,990.40
Inside Sales Representative	$ 22.83	$ 47,486.40
Inside Sales Supervisor	$ 35.93	$ 74,734.40
Inside Sales Tech	$ 21.88	$ 45,500.00
Install Admin Assistant	$ 26.00	$ 54,080.00
Install Field Supervisor	$ 39.26	$ 81,660.80
Installation Administrative Assistant	$ 26.00	$ 54,080.00
Installation Technician	$ 27.45	$ 57,096.00
Institutional Research Analyst	$ 40.40	$ 84,032.00
Instruction Librarian	$ 24.04	$ 50,003.20
Instruction Technologist	$ 31.34	$ 65,187.20
Instructional Coach	$ 86.25	$ 179,400.00
Instructional Designer- Technology Training	$ 46.64	$ 97,011.20
Instructor, Church and Society	$ 28.00	$ 58,240.00
Instructor, Math	$ 39.42	$ 81,993.60
Intake Manager	$ 20.00	$ 41,600.00
Integrator	$ 77.88	$ 161,990.40
Interention Specialist	$ 58.84	$ 122,387.20
Intern	$ 16.00	$ 33,280.00
Intervention	$ 37.16	$ 77,292.80
Intervention Specialist	$ 47.36	$ 98,501.87
Intervention Teacher	$ 52.96	$ 110,146.40
Inventory Analyst	$ 25.00	$ 52,000.00
Inventory Control Senior Manager	$ 52.88	$ 109,990.40
Inventory Expeditor	$ 19.19	$ 39,915.20
Inventory Management Administrator	$ 29.81	$ 62,004.80
Inventory Planner	$ 28.11	$ 58,468.80
Inventory Services Coordinator	$ 36.90	$ 76,752.00
Investment Associate	$ 64.00	$ 133,120.00
IS Architect	$ 81.63	$ 169,790.40
IS Architect- IT Research and Innovation	$ 67.05	$ 139,464.00
IS Architect-Data Warehouse	$ 76.36	$ 158,828.80
IS Business Intelligence Analyst II	$ 45.04	$ 93,683.20
IS Cloud Architect	$ 62.50	$ 130,000.00
IS Customer Service Analyst I	$ 27.99	$ 58,223.36
IS Customer Service Analyst II	$ 29.81	$ 62,004.80
IS Customer Service Analyst II - RIS	$ 31.87	$ 66,289.60
IS Customer Service Analyst II NE	$ 28.06	$ 58,364.80
IS Customer Service Analyst III	$ 40.14	$ 83,491.20
IS Customer Service Analyst IV	$ 42.76	$ 88,940.80
IS Customer Service Team Supervisor	$ 41.58	$ 86,486.40
IS Cybersecurity Engineer	$ 35.67	$ 74,193.60
IS Data Center Technician	$ 32.04	$ 66,632.80
IS Data Center Technician- IS Data Center	$ 32.00	$ 66,560.00
IS Epic Analyst	$ 52.30	$ 108,784.00
IS Epic Application Coordinator	$ 37.81	$ 78,644.80
IS Epic Senior Application Analyst	$ 53.59	$ 111,467.20
IS Epic Senior Application Coordinator	$ 44.67	$ 92,913.60
IS Epic Senior Systems Engineer	$ 62.38	$ 129,755.60
IS Epic Support Analyst	$ 33.19	$ 69,035.20
IS Epic Systems Engineer	$ 51.51	$ 107,140.80
IS Lead Analyst	$ 62.39	$ 129,778.13
IS Manager- Database Administration	$ 90.95	$ 189,176.00
IS Manager I	$ 68.90	$ 143,312.00
IS PMO Portfolio Analyst	$ 62.50	$ 130,000.00
IS Procurement Analyst	$ 27.81	$ 57,844.80
IS Project Coordinator	$ 38.16	$ 79,372.80

IS Project Coordinator- IS Project Management Office	$ 40.75	$ 84,760.00
IS Project Manager	$ 55.93	$ 116,327.47
IS Project Manager Senior	$ 26.51	$ 55,140.80
IS Security & Risk Analyst I	$ 34.69	$ 72,155.20
IS Security & Risk Senior Analyst	$ 65.56	$ 136,364.80
IS Senior Systems Engineer	$ 60.53	$ 125,902.40
IS Senior Systems Programmer	$ 58.10	$ 120,848.00
IS Senior Systems Programmer - IT Research and Innovation	$ 55.30	$ 115,024.00
IS Sr. Process Manager	$ 44.00	$ 91,520.00
IS System Analyst Senior	$ 45.96	$ 95,596.80
IS Systems Analyst	$ 37.31	$ 77,604.80
IS Systems Analyst I	$ 33.66	$ 70,012.80
IS Systems Analyst II	$ 38.05	$ 79,146.60
IS Systems Analyst II -	$ 44.70	$ 92,976.00
IS Systems Analyst Senior	$ 55.91	$ 116,292.80
IS Systems Analyst Senior - IS Applications	$ 60.24	$ 125,299.20
IS Systems Analyst Sr	$ 57.10	$ 118,757.60
IS Systems Engineer	$ 38.68	$ 80,444.00
IS Systems Programmer II IT Research and Innovation	$ 46.29	$ 96,283.20
IT	$ 56.37	$ 117,239.20
IT Analyst	$ 55.95	$ 116,367.68
IT Anayst	$ 75.00	$ 156,000.00
IT Applications Manager	$ 60.54	$ 125,923.20
IT Applications Support Analyst	$ 31.00	$ 64,480.00
IT ASSISTANT	$ 30.09	$ 62,587.20
IT Business Analyst I	$ 38.89	$ 80,891.20
IT Business Manager	$ 57.89	$ 120,411.20
IT Cloud Engineer 3	$ 39.70	$ 82,576.00
IT Coordinator	$ 26.19	$ 54,471.04
IT DESKTOP SUPPORT TECH	$ 24.10	$ 50,134.93
IT Desktop Support Technician	$ 26.40	$ 54,912.00
IT director	$ 63.76	$ 132,620.80
IT End User Support Technician 2	$ 39.22	$ 81,577.60
IT Manager	$ 45.52	$ 94,677.44
IT Network Management Engineer 2	$ 42.31	$ 88,004.80
IT Operations Manager	$ 57.69	$ 119,995.20
IT Project Assistant	$ 30.63	$ 63,710.40
IT Project Mgr 2	$ 44.40	$ 92,352.00
IT Purchasing Analyst 3	$ 33.67	$ 70,033.60
IT Release Mgmt Coordinator	$ 67.41	$ 140,212.80
IT Security Analyst 1	$ 34.15	$ 71,032.00
IT Security Specialist	$ 35.00	$ 72,800.00
IT Specialist	$ 26.00	$ 54,080.00
IT Support Engineer	$ 34.62	$ 71,999.20
IT Support Specialist	$ 26.44	$ 54,995.20
IT Systems Specialist	$ 31.38	$ 65,270.40
IT Tech	$ 25.96	$ 53,986.40
IT Tech Lead	$ 45.67	$ 94,993.60
IT Technician	$ 25.32	$ 52,670.80
Java Developer	$ 45.00	$ 93,600.00
Journeyman	$ 50.30	$ 104,624.00
Journeyman - Line Technician	$ 60.54	$ 125,923.20
Journeyman Electrican	$ 36.00	$ 74,880.00
Journeyman Electrician	$ 30.25	$ 62,928.99
Journeyman Line Worker	$ 53.28	$ 110,820.32
Journeyman Lineworker	$ 52.82	$ 109,871.54
Journeyman Plumber	$ 32.63	$ 67,879.76
Jr. High/High School Health Teacher	$ 25.00	$ 52,000.00
Junior Developer	$ 33.10	$ 68,851.47
Junior High Math Teacher	$ 25.00	$ 52,000.00
Juvenile Court Administrator	$ 20.00	$ 41,600.00
Juvinele Court Bailiff	$ 20.00	$ 41,600.00
Lab Geotechnician	$ 26.50	$ 55,120.00
Lab Manager	$ 27.00	$ 56,160.00
Lab Supervisor	$ 36.05	$ 74,984.00
Lab Tech	$ 25.47	$ 52,977.60
Lab Technician	$ 25.47	$ 52,977.60

Laboratory Assistant	$ 32.00	$ 66,560.00
Lead Account	$ 28.00	$ 58,240.00
Lead Analyst	$ 75.00	$ 156,000.00
LEAD Assistant Manager	$ 34.30	$ 71,344.00
Lead Chaplain	$ 35.54	$ 73,923.20
Lead DevSecOps Engineer	$ 75.48	$ 156,998.40
Lead I.T. Support Technician	$ 25.50	$ 53,040.00
Lead Machinist	$ 28.00	$ 58,240.00
Lead Maintenance Technician	$ 32.63	$ 67,870.40
Lead Network Engineer	$ 31.75	$ 66,040.00
Lead Operator	$ 30.46	$ 63,356.80
Lead Senior Benefits Specialist	$ 44.75	$ 93,080.00
LEAD Senior Technical Specialist	$ 39.42	$ 81,993.60
LEAD Technical Specialist	$ 37.67	$ 78,362.84
Lead Technician	$ 31.50	$ 65,520.00
Lead Welder	$ 28.00	$ 58,240.00
Lead, Digital Workplace	$ 44.08	$ 91,686.40
Lead, Network Engineering	$ 71.54	$ 148,803.20
Learning and Development Manager	$ 43.27	$ 90,001.60
Learning and Development Specialist	$ 32.96	$ 68,556.80
Learning Development Specialist	$ 37.51	$ 78,020.80
Lease Administration Analyst	$ 24.52	$ 51,001.60
Lease Administration Manager	$ 42.27	$ 87,921.60
Lease Administrator	$ 39.13	$ 81,390.40
Leasing Coordinator	$ 26.44	$ 54,995.20
Leasing Specialist	$ 23.62	$ 49,129.60
Legal Administration Manager	$ 38.76	$ 80,620.80
Librarian	$ 50.00	$ 104,000.00
Librarian/Theater	$ 66.58	$ 138,486.40
Lietenant	$ 53.84	$ 111,987.20
Lieutenant	$ 44.09	$ 91,707.20
Lighting Assistant	$ 20.50	$ 42,640.00
LIMS Software Configuration Developer	$ 46.05	$ 95,784.00
Line Operator	$ 23.21	$ 48,276.80
Line Technician A	$ 51.80	$ 107,744.00
Line Technician A (Step 10)	$ 51.80	$ 107,744.00
Line Technician A (Step 9)	$ 46.09	$ 95,867.20
Line Technician B (Step 7)	$ 41.29	$ 85,883.20
Line Technician B (Step 8)	$ 44.79	$ 93,163.20
Line Technician C (Step 6)	$ 37.78	$ 78,582.40
Lineman	$ 50.99	$ 106,048.80
LIS Administrator	$ 60.09	$ 124,987.20
LKCO Lab Tech	$ 19.00	$ 39,520.00
Loan Processer	$ 38.99	$ 81,099.20
Machine Operator	$ 20.76	$ 43,184.00
Machine Shop Apprentice	$ 21.66	$ 45,052.80
Machinist	$ 28.29	$ 58,833.96
Magistrate	$ 45.98	$ 95,638.40
Magistrate Administrator	$ 25.24	$ 52,499.20
Maintenace Tech	$ 29.88	$ 62,140.00
Maintenance	$ 28.12	$ 58,481.94
Maintenance Staff	$ 36.45	$ 75,816.00
Maintenance Team Leader	$ 33.45	$ 69,576.00
Maintenance Associate	$ 24.63	$ 51,220.00
Maintenance Coordinator	$ 28.80	$ 59,904.00
Maintenance Helper	$ 19.71	$ 41,003.73
Maintenance Lead	$ 34.36	$ 71,468.80
Maintenance Manager	$ 42.73	$ 88,882.56
Maintenance Mechanic	$ 32.86	$ 68,348.80
Maintenance Mechanic II	$ 32.24	$ 67,059.20
Maintenance Planning Clerk	$ 30.60	$ 63,648.00
Maintenance Specialist	$ 25.17	$ 52,353.60
Maintenance Staff	$ 32.13	$ 66,837.33
Maintenance Supervisor	$ 38.07	$ 79,185.60
Maintenance Tech	$ 31.79	$ 66,132.11
Maintenance Tech 1	$ 23.43	$ 48,734.40
Maintenance Tech 3	$ 37.00	$ 76,960.00

Maintenance Tech II	$ 29.31	$ 60,971.73
Maintenance Tech IV	$ 30.42	$ 63,273.60
Maintenance Tech V	$ 35.52	$ 73,881.60
Maintenance Technician	$ 27.63	$ 57,461.49
Maintenance Technician II	$ 30.25	$ 62,920.00
Maintenance Technician III	$ 31.70	$ 65,936.00
Mainternance	$ 29.02	$ 60,361.60
Managed Service Lead	$ 38.00	$ 79,040.00
Managed Service Manager	$ 38.00	$ 79,040.00
Managed Services	$ 38.00	$ 79,040.00
Management Analyst I	$ 39.51	$ 82,180.80
Management Analyst II	$ 32.69	$ 67,995.20
Manager	$ 50.80	$ 105,656.80
Manager - Compliance and Data Analytics	$ 36.56	$ 76,044.80
Manager - Supply Chain Ops	$ 60.47	$ 125,777.60
Manager Energy Settlements Quality & Reconcil	$ 57.89	$ 120,411.20
Manager Epic Training	$ 40.00	$ 83,206.93
Manager Information Services II	$ 66.83	$ 139,009.87
Manager Information Services II Research	$ 65.06	$ 135,324.80
Manager of Agile Practices	$ 69.62	$ 144,809.60
Manager of Business Development and OEM Solutions	$ 37.87	$ 78,769.60
Manager of Communications & Publications	$ 57.89	$ 120,411.20
Manager of Cybersecurity	$ 57.89	$ 120,411.20
Manager of Education Programs	$ 27.32	$ 56,825.60
Manager of FP&A	$ 42.70	$ 88,816.00
Manager of Information Technology	$ 57.89	$ 120,411.20
Manager of Marketing/Member Relations	$ 57.89	$ 120,411.20
Manager of Member Engagement	$ 25.96	$ 53,996.80
Manager Operational Services	$ 31.98	$ 66,518.40
Manager Patient Access EHR	$ 39.61	$ 82,388.80
Manager, Ambulatory EHR	$ 39.03	$ 81,182.40
Manager, Application Services	$ 74.64	$ 155,251.20
Manager, Controls Engineering	$ 59.71	$ 124,196.80
Manager, Creative Design	$ 37.50	$ 78,000.00
Manager, Govt Relations and BankPac	$ 48.08	$ 100,006.40
Manager, Human Resources	$ 47.88	$ 99,590.40
Manager, IT Systems	$ 80.00	$ 166,400.00
Manager, Mechanical Engineering	$ 62.50	$ 130,000.00
Manager, Operations & Compliance	$ 55.06	$ 114,524.80
Manager, Sales Support	$ 40.44	$ 84,115.20
Manager, Supply Chain	$ 54.90	$ 114,192.00
Manager, Supply Planning	$ 56.43	$ 117,374.40
Manager, Systems Administration	$ 55.78	$ 116,022.40
Managing Attorney	$ 86.50	$ 179,926.93
Managing Director of Enterprise Services	$ 49.12	$ 102,169.60
Managing Director of Health and Wellness	$ 87.84	$ 182,707.20
Managing Director of IT/Operations	$ 60.10	$ 125,008.00
Managing Director of Policy	$ 66.25	$ 137,800.00
Managing Director of Property and Casualty	$ 92.76	$ 192,940.80
MANAGING PARTNER	$ 50.00	$ 104,000.00
Managing Principal	$ 92.30	$ 191,984.00
Manger, Client Relations, OCHBP	$ 25.65	$ 53,352.00
Manufactoring Manager	$ 46.64	$ 97,011.20
Manufacturing Assistant	$ 24.34	$ 50,616.80
Manufacturing Engineer	$ 43.12	$ 89,689.60
manufacturing Engineer 2	$ 48.97	$ 101,857.60
Manufacturing Instructor	$ 51.25	$ 106,600.00
Manufacturing Process & Asset Specialist	$ 33.40	$ 69,472.00
Manufacturing Supervisor II	$ 44.72	$ 93,017.60
Market Manager	$ 36.25	$ 75,400.00
Marketing	$ 39.82	$ 82,820.40
Marketing & Communications Coordinator	$ 25.48	$ 52,998.40
Marketing & Communications Manager	$ 26.44	$ 54,995.20
Marketing + Events Coordinator	$ 25.00	$ 52,000.00
Marketing Analyst	$ 46.46	$ 96,636.80
Marketing and Communications Coordinator	$ 40.00	$ 83,200.00
Marketing And Digital Specialist	$ 35.02	$ 72,841.60

Marketing and Engagement Coordinator	$ 20.20	$ 42,016.00
Marketing and Event Specialist	$ 38.13	$ 79,310.40
Marketing Campaign Specialist	$ 40.60	$ 84,448.00
Marketing Consultant	$ 28.93	$ 60,181.33
Marketing Coordinator	$ 27.80	$ 57,813.60
Marketing Director	$ 85.97	$ 178,817.60
Marketing Manager	$ 40.87	$ 85,002.67
Marketing Mgr	$ 55.13	$ 114,670.40
Material Coordinator	$ 29.99	$ 62,379.20
Material Handler	$ 21.90	$ 45,552.00
Material Manager	$ 39.70	$ 82,569.07
Materials Manager	$ 38.97	$ 81,057.60
Materials Planner, Production	$ 50.00	$ 104,000.00
Math Teacher	$ 57.48	$ 119,554.24
Mechanic II	$ 29.50	$ 61,360.00
Mechanic Maintenance Tech 1	$ 25.88	$ 53,830.40
Mechanic Maintenance Tech 2	$ 27.81	$ 57,844.80
MECHANIC, MAINTENANCE	$ 38.44	$ 79,955.20
Mechanical Design Engineer I	$ 36.23	$ 75,358.40
Mechanical Designer - Drafting	$ 37.52	$ 78,039.29
Mechanical Engineer	$ 34.67	$ 72,117.76
Mechanical Engineer- Sr.	$ 48.00	$ 99,840.00
Mechanical Technical Lead Engineer	$ 58.75	$ 122,200.00
Medical Assistant	$ 26.50	$ 55,120.00
Member Credit Compliance Analyst	$ 57.89	$ 120,411.20
Mgr, Advanced Analytics	$ 54.90	$ 114,192.00
Mgr, Learning & Development	$ 74.28	$ 154,502.40
Mgr, Purchasing	$ 64.90	$ 134,992.00
Mgr, Technical Services	$ 79.44	$ 165,235.20
Middle School Assistant Principal	$ 47.42	$ 98,633.60
Middle School English Teacher	$ 25.00	$ 52,000.00
Middle School Math & Social Studies	$ 25.00	$ 52,000.00
Middle School Principal	$ 55.92	$ 116,303.20
Middle School Science	$ 25.00	$ 52,000.00
Mill Valley Principal	$ 110.00	$ 228,800.00
Mngr Systems Admin	$ 55.78	$ 116,022.40
Mobike Specialist	$ 110.00	$ 228,800.00
Mobile Specialist	$ 86.25	$ 179,400.00
Mobility Dev Program Dir	$ 71.38	$ 148,470.40
Multi-Craft Technician	$ 40.71	$ 84,676.80
Music /Band Teacher	$ 25.00	$ 52,000.00
National Support Specialist	$ 34.66	$ 72,092.80
Network Administrator	$ 34.80	$ 72,384.00
Network Administrator II	$ 43.63	$ 90,750.40
Network Engineer	$ 58.41	$ 121,499.73
Network Manager	$ 63.99	$ 133,099.20
Network Security Engineer	$ 27.81	$ 57,844.80
Network Support Representative	$ 36.82	$ 76,585.60
Network System Coordinator	$ 44.00	$ 91,520.00
Network Technician	$ 32.51	$ 67,620.80
Nurse Practitioner	$ 60.89	$ 126,658.13
Nurse Practitioner EX	$ 63.36	$ 131,788.80
Office Admin	$ 24.70	$ 51,376.00
Office Administrator	$ 24.63	$ 51,237.33
Office Assistant	$ 22.88	$ 47,594.56
OFFICE ASSISTANT 1	$ 31.92	$ 66,393.60
Office Coordinator	$ 23.79	$ 49,483.20
Office Manager	$ 31.35	$ 65,211.90
On the Job Trainer	$ 39.71	$ 82,596.80
On-Air Personality	$ 32.94	$ 68,504.80
Operation Specialist	$ 23.11	$ 48,068.80
Operations Admin	$ 31.55	$ 65,624.00
Operations Analyst	$ 32.97	$ 68,577.60
Operations Compliance Coordinator	$ 28.56	$ 59,404.80
Operations Coordinator	$ 19.67	$ 40,913.60
OPERATIONS DIRECTOR	$ 50.00	$ 104,000.00
Operations Engineer	$ 35.57	$ 73,985.60

Operations Excellence and Training Lead	$ 48.08	$ 100,006.40
Operations Lead	$ 25.00	$ 52,000.00
Operations Manager	$ 31.74	$ 66,025.70
Operations Officer	$ 37.62	$ 78,249.60
Operations Specialist	$ 36.00	$ 74,880.00
Operations Supervisor	$ 25.00	$ 52,000.00
Operations Support	$ 30.50	$ 63,440.00
Operations Technical Analyst	$ 38.58	$ 80,246.40
Operator 1	$ 22.98	$ 47,798.40
Operator 2	$ 26.24	$ 54,579.20
Operator 3	$ 28.04	$ 58,323.20
Operator 4	$ 35.10	$ 72,997.60
OPERATOR, PROCESS	$ 36.80	$ 76,544.00
Ops Lead	$ 25.00	$ 52,000.00
Ops Supervisor	$ 25.00	$ 52,000.00
Ops System Imp Analyst	$ 25.00	$ 52,000.00
Organizational Development Specialist	$ 32.16	$ 66,892.80
OSM Project Coordinator	$ 33.41	$ 69,492.80
OTJ Trainer	$ 39.71	$ 82,596.80
Outreach and Engagement Coordinator	$ 31.58	$ 65,686.40
Outreach Coordinator	$ 20.40	$ 42,432.00
Outreach Program Assistance	$ 23.74	$ 49,379.20
Outreach Program Assistant	$ 23.74	$ 49,379.20
Outreach Program Coordinator	$ 28.04	$ 58,323.20
Outreach Program Specialist	$ 25.74	$ 53,539.20
Owner	$ 20.00	$ 41,600.00
Owner/Managing Member	$ 18.75	$ 39,000.00
P6 Scheduler	$ 47.12	$ 98,009.60
PAINTER	$ 29.00	$ 60,320.00
Parks & Roads Office Manager	$ 25.96	$ 53,996.80
Parts Administrator	$ 20.00	$ 41,600.00
parts management	$ 27.00	$ 56,160.00
Parts Manager	$ 26.44	$ 54,995.20
Part-time Financial Analyst	$ 66.23	$ 137,758.40
Payroll Analyst	$ 24.07	$ 50,058.67
Payroll Coordinator	$ 24.61	$ 51,188.80
Payroll Manager	$ 39.05	$ 81,224.00
Payroll Manager/Analyst	$ 40.58	$ 84,406.40
Payroll Rep	$ 25.00	$ 52,000.00
Payroll Specialist	$ 25.90	$ 53,877.20
Payroll Support Officer 2, Medical	$ 31.04	$ 64,563.20
PCB Design Engineer	$ 27.74	$ 57,699.20
PE/Health Teacher	$ 39.64	$ 82,451.20
Peer Support Specialist	$ 20.75	$ 43,160.00
Pelletizing Line Operator	$ 20.69	$ 43,035.20
PERFORMANCE SPECIALIST	$ 23.08	$ 48,006.40
Permit Technician	$ 28.57	$ 59,425.60
Phsyician	$ 96.15	$ 199,992.00
Physical Education Teacher	$ 25.00	$ 52,000.00
Physician	$ 91.94	$ 191,238.79
Physician Assistant	$ 60.65	$ 126,141.60
Physician Assistant EX	$ 60.90	$ 126,672.00
Physician Wellbeing Manager	$ 40.54	$ 84,323.20
Plant Electrical Engineer	$ 52.39	$ 108,971.20
Plant Engineer	$ 48.76	$ 101,420.80
Plant Engineering Manager	$ 58.11	$ 120,868.80
Plant Maintenance	$ 26.27	$ 54,647.27
Plant Manager	$ 45.13	$ 93,865.20
Plant Office & People Manager	$ 38.12	$ 79,289.60
Plant Utility	$ 24.46	$ 50,866.40
Plumbing Apprentice Level 2	$ 24.87	$ 51,731.98
Plumbing Apprentice Level 3	$ 25.03	$ 52,052.34
Plumbing Apprentice Level 4	$ 28.33	$ 58,931.95
Plumbing Apprentice, Level 4	$ 19.00	$ 39,520.00
Plumbing Supervisor	$ 34.00	$ 70,720.00
PM	$ 38.46	$ 79,996.80
PMO Portfolio Manager	$ 84.86	$ 176,508.80

Police Chief	$ 57.25	$ 119,080.00
Police Officer/Detective	$ 50.39	$ 104,811.20
Police Sergeant	$ 59.12	$ 122,969.60
Population Health Analyst	$ 38.76	$ 80,620.80
Porject Superintendent	$ 49.52	$ 103,001.60
POS Systems Engineer 3	$ 40.09	$ 83,380.27
Power Supply Planning Engineer I	$ 58.15	$ 120,941.60
Practice Director, Software and Application Integration	$ 79.33	$ 165,006.40
Practice Technology Analytics Manager	$ 64.11	$ 133,338.40
Practice Technology Data Analyst	$ 37.85	$ 78,717.60
PRE-CONSTRUCTION	$ 50.00	$ 104,000.00
President	$ 75.08	$ 156,166.40
President & CEO	$ 131.14	$ 272,771.20
President & COO	$ 84.13	$ 174,990.40
President and COO	$ 96.15	$ 199,992.00
President/CEO	$ 83.13	$ 172,910.40
President-Consultant	$ 62.50	$ 130,000.00
Presidetn/COO	$ 171.88	$ 357,510.40
Press Secretary	$ 31.25	$ 65,000.00
Preventive Maintenance Lead	$ 33.01	$ 68,660.80
Preventive Maintenance Specialist	$ 24.00	$ 49,920.00
PRINCIPAL	$ 77.38	$ 160,955.60
Principal Attorney	$ 67.26	$ 139,900.80
Prject Executive	$ 67.31	$ 140,004.80
Probate Clerk	$ 20.00	$ 41,600.00
Probation Administrator	$ 22.66	$ 47,132.80
Process Tech	$ 35.59	$ 74,027.20
Process Technician	$ 29.45	$ 61,256.00
Procurement Project Lead	$ 44.41	$ 92,372.80
Procurement Specialist, Purchasing	$ 22.52	$ 46,841.60
Product - Marketing Specialist	$ 44.51	$ 92,580.80
PRODUCT ADMINISTRATOR	$ 27.04	$ 56,243.20
Product Designer	$ 47.84	$ 99,507.20
Product Information Management Supervisor	$ 29.22	$ 60,777.60
Product Owner	$ 30.74	$ 63,944.40
Product Trainer	$ 48.97	$ 101,853.44
Production Area Lead	$ 31.36	$ 65,218.40
Production Assembler	$ 22.06	$ 45,884.80
Production Coordinator	$ 23.08	$ 48,006.40
Production Engineer	$ 26.44	$ 54,995.20
Production Intern	$ 19.44	$ 40,435.20
Production Lead	$ 26.11	$ 54,310.75
Production Manager	$ 45.66	$ 94,978.00
Production Planner 1	$ 27.40	$ 56,992.00
Production Planner 2	$ 32.93	$ 68,494.40
Production Staff	$ 25.00	$ 52,000.00
Production Supervisor	$ 30.21	$ 62,836.80
Production Technician	$ 17.48	$ 36,358.40
Production Trainer	$ 29.45	$ 61,256.00
Products & Services Coordinator, OBLBS	$ 30.22	$ 62,857.60
Products & Services Manager, OBLBS	$ 40.66	$ 84,572.80
Professor, English	$ 47.98	$ 99,798.40
Program Administrator	$ 29.00	$ 60,320.00
Program and Office Assistant	$ 24.06	$ 50,037.87
Program Coordinator	$ 21.34	$ 44,387.20
Program Coordinator, Education	$ 19.00	$ 39,520.00
Program Manager	$ 31.25	$ 65,000.00
Program Services Manager	$ 87.84	$ 182,707.20
Programmer	$ 53.00	$ 110,240.00
Programmer Analyst 5, DJFS	$ 38.97	$ 81,057.60
Programmer/Analyst 5, DJFS	$ 38.97	$ 81,057.60
Project Accountant 1	$ 33.65	$ 69,992.00
Project Administrator	$ 22.19	$ 46,155.20
Project Adminstrator	$ 22.19	$ 46,155.20
Project Coordinator	$ 32.54	$ 67,672.80
Project Coordinator & Accounting	$ 32.81	$ 68,244.80
Project Director 1	$ 29.00	$ 60,320.00

Project Director 2	$ 35.09	$ 72,987.20
Project Director 3	$ 42.30	$ 87,984.00
Project Director 4	$ 56.25	$ 117,000.00
Project Engineer	$ 38.49	$ 80,054.47
Project Engineer 1	$ 38.27	$ 79,609.92
Project Engineer 2	$ 40.38	$ 83,990.40
Project Executive	$ 63.76	$ 132,618.72
Project Leader	$ 51.70	$ 107,536.00
Project Manager	$ 50.17	$ 104,347.00
Project Manager 1	$ 53.62	$ 111,529.60
Project Manager 2	$ 58.26	$ 121,170.40
Project Manager/Grant Writer	$ 38.46	$ 79,996.80
Project Professional	$ 41.00	$ 85,280.00
Project Superintendent	$ 52.11	$ 108,378.40
Project Superintendent 2	$ 61.90	$ 128,752.00
Projects Lead	$ 30.44	$ 63,315.20
Promotions Coordinator	$ 18.47	$ 38,407.20
Propertey Manager	$ 28.85	$ 60,008.00
Property Manager	$ 30.45	$ 63,336.00
Proposal Coordinator	$ 26.44	$ 54,995.20
Provider Workforce Support Specialist	$ 25.35	$ 52,728.00
Psychiatric Support	$ 25.00	$ 52,000.00
Public Information Officer	$ 45.35	$ 94,328.00
Public Works Crew Leader	$ 33.17	$ 68,993.60
Public Works Traffic Light Technician	$ 30.45	$ 63,336.00
Purchasing	$ 36.26	$ 75,420.80
Purchasing Agent	$ 36.23	$ 75,358.40
Purchasing Analyst 1	$ 33.65	$ 69,992.00
Purchasing Associate	$ 24.70	$ 51,376.00
Purchasing Buyer	$ 56.84	$ 118,227.20
Purchasing Coordinator	$ 32.20	$ 66,976.00
Purchasing Manager	$ 46.68	$ 97,094.40
Purchasing Supervisor 2	$ 30.76	$ 63,980.80
QA Specialist III	$ 30.00	$ 62,400.00
Quality	$ 50.13	$ 104,260.00
Quality Assurance Analyst	$ 45.00	$ 93,600.00
Quality Assurance Analyst 3	$ 42.67	$ 88,753.60
QUALITY ASSURANCE MANAGER	$ 57.61	$ 119,828.80
Quality Assurance Supervisor	$ 44.48	$ 92,518.40
Quality Engineer	$ 40.82	$ 84,895.20
Quality Engineer 1	$ 36.14	$ 75,171.20
Quality Inspector Lead	$ 25.00	$ 52,000.00
Quality Manager	$ 41.11	$ 85,512.96
Quality Specialist	$ 44.00	$ 91,520.00
Quality Technician	$ 21.28	$ 44,267.60
Radiant App Analyst	$ 67.13	$ 139,630.40
Receptionist	$ 18.00	$ 37,440.00
Records & Information Manager	$ 38.57	$ 80,225.60
Records Supervisor	$ 36.64	$ 76,211.20
Recreation Clerk	$ 18.50	$ 38,480.00
Recreation Operations Supervisor	$ 32.84	$ 68,307.20
Recreation Services Administrator	$ 44.64	$ 92,851.20
Recruiter	$ 30.73	$ 63,922.25
Recruiter / Sourcer	$ 26.60	$ 55,328.00
Recruiter Support Specialist	$ 21.43	$ 44,564.00
Recruiting Manager	$ 44.57	$ 92,705.60
Reentry Social Service Specialist	$ 29.28	$ 60,902.40
Regioinal Training Support Specialist	$ 34.32	$ 71,385.60
Regional Director of Ops	$ 66.78	$ 138,902.40
Regional Manager	$ 44.20	$ 91,936.00
Regional Operations Director	$ 66.23	$ 137,758.40
Regional Performance Manager	$ 59.42	$ 123,593.60
Regional Sales Director	$ 48.08	$ 100,006.40
Registrar	$ 40.00	$ 83,200.00
Remote Systems Administrator	$ 39.21	$ 81,556.80
RENTAL COORDINATOR	$ 27.45	$ 57,096.00
Rep	$ 48.07	$ 99,989.76

Reporting and Visualization Specialis	$ 40.69	$ 84,635.20
Research Engineer	$ 36.89	$ 76,731.20
Research Mineralogist	$ 47.05	$ 97,864.00
Research Scientist	$ 40.40	$ 84,032.00
Residential Life Coordinator	$ 23.07	$ 47,985.60
Residential plan designer	$ 50.00	$ 104,000.00
Resigned	$ 17.48	$ 36,358.40
Resources & Community Engagement Coordinator	$ 25.00	$ 52,000.00
Retail Associate	$ 15.00	$ 31,200.00
Retail Store Manager	$ 20.00	$ 41,600.00
Retail/Equip Floater	$ 17.00	$ 35,360.00
Risk & Compliance Manager	$ 43.27	$ 90,001.60
Road Foreman	$ 36.49	$ 75,899.20
Road Superintendent	$ 45.33	$ 94,286.40
Robotics and Automation Manager	$ 53.63	$ 111,550.40
Rotation Analyst	$ 29.76	$ 61,904.96
Route Planner	$ 28.12	$ 58,489.60
RPG WOSP Development Manager	$ 58.31	$ 121,284.80
S Customer Service Analyst II NE	$ 30.85	$ 64,168.00
Safety Assistant	$ 22.00	$ 45,760.00
Safety Coordinator	$ 28.94	$ 60,195.20
Sales	$ 40.84	$ 84,938.29
Sales & Marketing Manager	$ 30.00	$ 62,400.00
Sales / Recruiter	$ 40.00	$ 83,200.00
Sales / Recruiting	$ 40.00	$ 83,200.00
Sales Engineer	$ 33.00	$ 68,640.00
Sales Manager	$ 56.30	$ 117,098.80
Sales Operations Coordinator	$ 25.48	$ 52,998.40
Sales Representative	$ 31.25	$ 65,000.00
Sales Representative 1	$ 29.80	$ 61,984.00
Sales Representative 3	$ 39.66	$ 82,492.80
SALES STAFF ACCOUNTANT	$ 26.68	$ 55,494.40
Sales Supervisor	$ 47.40	$ 98,592.00
Sales Support Coordinator	$ 29.81	$ 62,004.80
Sales Tech	$ 24.04	$ 50,003.20
Sales/Marketing Director	$ 38.46	$ 79,996.80
SAP Administration Manager	$ 78.31	$ 162,884.80
SAP Business Analyst	$ 56.24	$ 116,979.20
SAP Consultant	$ 40.57	$ 84,385.60
Scheduling Coordinator	$ 30.98	$ 64,438.40
School Improvement Representatiev	$ 38.62	$ 80,329.60
School Improvement Representative	$ 37.37	$ 77,737.92
School Program Manager	$ 30.00	$ 62,400.00
Science	$ 33.45	$ 69,576.00
Science Teacher	$ 51.95	$ 108,061.20
Search - Content Marketing Specialist	$ 34.60	$ 71,968.00
Secondary Assembler	$ 17.49	$ 36,372.27
Security and Network Engineer	$ 61.33	$ 127,566.40
Security Software Engineer	$ 45.32	$ 94,265.60
Senior	$ 43.13	$ 89,710.40
Senior Account Manager	$ 70.28	$ 146,182.40
Senior Accountant	$ 63.63	$ 132,356.64
Senior Accountant and Grants Administrator	$ 40.87	$ 85,009.60
Senior Accounting Specialist	$ 34.54	$ 71,843.20
Senior Admin Assistant	$ 27.46	$ 57,116.80
Senior Administrative Assistant	$ 28.51	$ 59,293.87
Senior Analyst, ABAP Development	$ 64.17	$ 133,473.60
Senior Analyst, Data Governance	$ 38.67	$ 80,433.60
SENIOR ANALYST, IT PERFORMANCE MANAGEMENT	$ 44.65	$ 92,872.00
SENIOR ANALYST, MASTER DATA MANAGEMENT	$ 40.48	$ 84,198.40
Senior Benefits and Leave Administrator	$ 37.50	$ 78,000.00
Senior Civil Engineer	$ 55.78	$ 116,022.40
Senior Consultant	$ 61.21	$ 127,309.00
Senior Consultant Designer Training Instructor	$ 57.69	$ 119,995.20
Senior Consultant Trainer Instruction Designer	$ 69.71	$ 144,996.80
Senior Consultant Training Instructional Design	$ 69.71	$ 144,996.80
Senior Consultant Training Instructor Design	$ 69.71	$ 144,996.80

Senior Consultant Training Instructor Designer	$ 57.69	$ 119,995.20
Senior Consultant Training Instructor/Designer	$ 69.71	$ 144,996.80
Senior Controls Engineer	$ 47.00	$ 97,760.00
Senior Cyber Analyst	$ 57.89	$ 120,411.20
Senior Data Analyst	$ 46.95	$ 97,662.93
Senior Deputy Director Administrative Services	$ 57.29	$ 119,163.20
Senior Developer	$ 70.45	$ 146,544.32
Senior Digital Workplace Administrator	$ 39.15	$ 81,425.07
Senior Director	$ 77.50	$ 161,200.00
Senior Director Medical Services	$ 85.27	$ 177,361.60
Senior Director of Communications	$ 46.62	$ 96,969.60
Senior E-Discovery Project Manager	$ 67.82	$ 141,072.53
Senior Engineer	$ 42.27	$ 87,921.60
Senior Engineering Designer	$ 62.84	$ 130,707.20
Senior Engineering Technician	$ 57.65	$ 119,912.00
SENIOR ESTIMATOR	$ 57.69	$ 119,995.20
Senior Executive Asst to City Attorney	$ 59.32	$ 123,392.53
Senior HR Generalist	$ 35.08	$ 72,966.40
Senior Human Resources Business Partner	$ 51.00	$ 106,080.00
Senior Human Resources Generalist	$ 40.63	$ 84,510.40
Senior Identity & Access Management Engineer	$ 69.00	$ 143,520.00
Senior IT Support and Infrastructure Specialist	$ 39.27	$ 81,681.60
Senior Learning Development Specialist	$ 38.90	$ 80,912.00
Senior Maintenace Tech	$ 39.60	$ 82,368.00
Senior Manager	$ 68.89	$ 143,282.88
Senior Manager - Service Support	$ 71.81	$ 149,364.80
Senior Manager Brand Experience	$ 44.98	$ 93,558.40
Senior Network Engineer	$ 71.95	$ 149,656.00
Senior Operations and Events Specialist	$ 35.00	$ 72,800.00
Senior Plant Office & People Manager	$ 39.42	$ 81,993.60
Senior Practice Technology Data Analyst	$ 51.30	$ 106,704.00
Senior Process Tech	$ 40.00	$ 83,200.00
Senior Production Supervisor	$ 42.05	$ 87,464.00
Senior Program Coordinator	$ 27.23	$ 56,645.33
Senior Program Director	$ 45.41	$ 94,452.80
Senior Project & Enterprise System Manager	$ 58.40	$ 121,472.00
Senior Project Accountant	$ 39.88	$ 82,950.40
Senior Project Manager	$ 70.58	$ 146,814.20
Senior R&D Technician	$ 38.39	$ 79,844.27
Senior R7D Tech	$ 39.10	$ 81,328.00
Senior Recruiter	$ 27.64	$ 57,491.20
Senior Regional Manager	$ 69.86	$ 145,308.80
Senior Sales Engineer	$ 38.76	$ 80,620.80
Senior Software Developer	$ 60.00	$ 124,800.00
Senior Staff Accountant	$ 43.23	$ 89,925.33
Senior Story Director	$ 26.50	$ 55,120.00
Senior Structural Engineer	$ 54.23	$ 112,798.40
Senior Support Services Analyst	$ 40.89	$ 85,051.20
Senior System Administrator	$ 57.89	$ 120,411.20
Senior System Administrator - Infrastructure	$ 57.89	$ 120,411.20
Senior Systems Administrator	$ 55.68	$ 115,814.40
Senior Systems Analyst	$ 43.25	$ 89,950.76
Senior Technician, Service Desk	$ 29.50	$ 61,360.00
Senior Technology Adoption Specialist	$ 49.06	$ 102,044.80
Senior Technology Support Administrator	$ 26.44	$ 54,995.20
Senior Tenant Coordinator	$ 62.50	$ 130,000.00
Senior Vice President of Finance	$ 76.00	$ 158,080.00
Senior VP of People	$ 64.37	$ 133,889.60
Senior VP of Product Development	$ 77.65	$ 161,512.00
SERGEANT	$ 63.65	$ 132,392.00
Service Coordinator	$ 22.66	$ 47,136.27
Service Coordinator Team Lead	$ 27.61	$ 57,428.80
Service Desk	$ 32.80	$ 68,224.00
Service Desk Analyst	$ 29.46	$ 61,285.71
Service Desk Lead	$ 51.68	$ 107,494.40
Service Desk Manager	$ 68.94	$ 143,395.20
SERVICE DIRECTOR	$ 57.00	$ 118,560.00

Service Manager	$ 23.00	$ 47,840.00
Service Technician	$ 39.00	$ 81,120.00
Settlements and Administration Analyst, Team Lead	$ 29.52	$ 61,401.60
Set-Up Mechanic	$ 32.75	$ 68,117.92
Setup Operator (LM Rails)	$ 30.05	$ 62,504.00
Seventh Grade Math	$ 57.29	$ 119,163.20
Shift Lead Mechanic	$ 36.10	$ 75,088.00
Shift Supervisor	$ 26.12	$ 54,321.28
Shipping Manager	$ 18.00	$ 37,440.00
SHOP ASSISTANT	$ 19.42	$ 40,389.44
Site Manager	$ 48.10	$ 100,048.00
SMT Machine Operator	$ 23.80	$ 49,495.68
Social Media Director	$ 22.40	$ 46,592.00
Social Media Manager	$ 25.00	$ 52,000.00
Social Program Administrator 2	$ 36.83	$ 76,606.40
Social Program Developer, FSU	$ 28.76	$ 59,820.80
Social Service Specialist	$ 24.53	$ 51,029.33
Social Services Manager	$ 28.51	$ 59,300.80
Social Studies	$ 52.96	$ 110,156.80
Social Studies Teacher	$ 60.39	$ 125,611.20
Software Consultant	$ 18.46	$ 38,396.80
Software Developer	$ 47.16	$ 98,100.23
Software Developer 1	$ 36.91	$ 76,772.80
Software Engineer	$ 53.07	$ 110,379.53
Software Engineer 3	$ 62.00	$ 128,960.00
Software Programmer	$ 53.00	$ 110,240.00
Solutions Analyst	$ 35.82	$ 74,505.60
Solutions Consultant	$ 52.88	$ 109,990.40
Spanish and College and Career Readiness	$ 57.29	$ 119,163.20
Spanish Teacher	$ 43.47	$ 90,417.60
Spec - Equipment	$ 94.00	$ 195,520.00
Special Education	$ 25.00	$ 52,000.00
Special Education Teacher	$ 25.00	$ 52,000.00
Special Projects Coordinator	$ 52.09	$ 108,347.20
Specialist - Compliance	$ 33.65	$ 69,992.00
Sr Account Executive	$ 26.44	$ 54,995.20
SR Account Representative	$ 40.86	$ 84,988.80
Sr Advanced Analytics Analyst	$ 71.15	$ 147,992.00
Sr Advanced Analytics Mgr	$ 69.95	$ 145,496.00
Sr Client Services	$ 30.00	$ 62,400.00
Sr Database Engineer- Enterprise DB Management	$ 76.98	$ 160,108.00
Sr Director - Infrastructure & Security	$ 90.63	$ 188,510.40
Sr Director, Quality	$ 99.04	$ 206,003.20
Sr Executive Assistant	$ 36.53	$ 75,982.40
Sr HR Generalist	$ 42.95	$ 89,336.00
Sr IT Network Management Engineer 2	$ 68.29	$ 142,043.20
Sr IT Project Mgr 2	$ 66.31	$ 137,924.80
Sr IT Security Engineer 1	$ 68.56	$ 142,604.80
Sr IT Systems Engineer	$ 58.18	$ 121,022.72
SR Manager, Operational Services	$ 46.55	$ 96,824.00
Sr Market Manager	$ 46.38	$ 96,470.40
Sr Marketing Coordinator	$ 35.00	$ 72,800.00
Sr Mgr, Communications	$ 52.50	$ 109,200.00
Sr Mgr, IT Systems	$ 89.13	$ 185,390.40
SR Project & Enterprise System Manager	$ 57.89	$ 120,411.20
Sr Project Manager	$ 75.00	$ 156,000.00
Sr Software Developer	$ 45.00	$ 93,600.00
Sr Supplier Development Manager	$ 52.98	$ 110,198.40
Sr Sys Admnstr	$ 55.40	$ 115,232.00
SR TECH PROJECT MANAGER	$ 70.02	$ 145,641.60
Sr. Account Coordinator	$ 24.83	$ 51,648.71
Sr. Account Executive	$ 26.44	$ 54,995.20
Sr. Account Manager	$ 28.84	$ 59,987.20
Sr. Business Process Analyst	$ 55.00	$ 114,400.00
Sr. Corporate HRBP	$ 69.72	$ 145,007.20
Sr. Demand & Supply Analyst	$ 42.26	$ 87,900.80
Sr. Designer	$ 56.69	$ 117,915.20

Sr. Director Business Systems	$ 57.89	$ 120,411.20
Sr. Director HR Operations	$ 64.00	$ 133,120.00
Sr. ERP Administrator	$ 66.50	$ 138,320.00
Sr. Manufacturing Engineer	$ 57.69	$ 119,995.20
Sr. Network Enginner	$ 52.66	$ 109,532.80
Sr. Product Designer	$ 56.72	$ 117,977.60
Sr. Sales Support Coordinator	$ 74.21	$ 154,356.80
Sr. Solutions Consultant	$ 62.50	$ 130,000.00
Sr. Specialist, IT Projects	$ 44.78	$ 93,142.40
Sr. Supply & Demand Analyst	$ 42.26	$ 87,900.80
Sr. Systems Administrator	$ 58.13	$ 120,910.40
Sr. Systems Security Analyst	$ 57.70	$ 120,016.00
Sr. Technical Designer	$ 46.82	$ 97,385.60
Sr. Technician	$ 31.00	$ 64,480.00
Sr. Treasury & Credit Analyst	$ 50.46	$ 104,956.80
Sr.Recruiting Lead	$ 28.20	$ 58,656.00
Staf Accountant	$ 34.66	$ 72,092.80
Staff Accountant	$ 33.08	$ 68,797.73
Staff Scientist	$ 37.86	$ 78,748.80
Stationary Steam Engineer	$ 28.00	$ 58,240.00
Stormwater Program Coordinator	$ 29.39	$ 61,131.20
Student Activities, Office Coordinator	$ 23.83	$ 49,566.40
Student Engagement Coordinator	$ 46.72	$ 97,177.60
Student Financial Specialist	$ 21.98	$ 45,718.40
Studio & Creative Coordinator	$ 26.91	$ 55,972.80
Superintendent	$ 52.14	$ 108,452.36
Superintendent in another district	$ 64.65	$ 134,472.00
Supervisor	$ 41.45	$ 86,218.97
Supervisor - House Keeping	$ 16.00	$ 33,280.00
Supervisor - Project and Process	$ 46.43	$ 96,574.40
Supervisor (Civilian)	$ 41.73	$ 86,798.40
Supervisor Epic Application Analysts	$ 58.22	$ 121,097.60
Supervisor, Transportation Training	$ 39.26	$ 81,660.80
Supply Chain Manager	$ 38.46	$ 79,996.80
Supply Chain Operator	$ 33.31	$ 69,277.24
Supply Chain Planner	$ 35.65	$ 74,152.00
Supply Chain Projects	$ 50.09	$ 104,187.20
Supply Chain Specialist	$ 32.30	$ 67,184.00
Support Analyst Lead	$ 25.44	$ 52,915.20
Support Officer 2	$ 25.91	$ 53,892.80
Support Services Supervisor	$ 35.00	$ 72,800.00
Support Specialist	$ 35.90	$ 74,672.00
Support Technician	$ 38.37	$ 79,809.60
Surgery Scheduling Coordinator	$ 55.20	$ 114,816.00
Sustainability Officer, Fiscal	$ 21.17	$ 44,033.60
SVP Data Analytics	$ 83.79	$ 174,283.20
SVP Executive Director OBLBS	$ 109.89	$ 228,571.20
SVP Government & External Relations	$ 98.90	$ 205,712.00
System Admin	$ 56.08	$ 116,646.40
System Administrator	$ 35.55	$ 73,937.76
System Administrator - Cyber	$ 57.89	$ 120,411.20
System Administrator - Infrastructure	$ 57.89	$ 120,411.20
System Analyst	$ 25.00	$ 52,000.00
System Analyst I	$ 34.33	$ 71,406.40
System Support Representative	$ 32.10	$ 66,757.60
System Support Specialist	$ 24.65	$ 51,272.00
Systems Admin Manager	$ 55.78	$ 116,022.40
Systems Administrator	$ 37.79	$ 78,609.14
Systems Analyst	$ 44.84	$ 93,258.29
Systems Engineer II and Security Analyst	$ 35.90	$ 74,672.00
Systems Engineer II-Linux Server Infrastructure	$ 48.89	$ 101,691.20
Systems Support Representative	$ 31.53	$ 65,582.40
Systems Support Specialist	$ 24.65	$ 51,272.00
Systems Technician	$ 27.19	$ 56,555.20
Talent Acquisition Manager	$ 34.86	$ 72,498.40
Talent Acquistion Manager	$ 31.30	$ 65,104.00
Talent Advisor	$ 33.80	$ 70,304.00

Talent and Culture Programs Manager	$ 42.01	$ 87,370.40
Taskforce manager - Operations	$ 15.00	$ 31,200.00
Tax Incentive Specialist	$ 28.50	$ 59,280.00
Teacher	$ 50.59	$ 105,221.05
Teacher - Media Specialist	$ 73.41	$ 152,692.80
Teaching and Learning Specialist	$ 27.77	$ 57,761.60
Team Lead Maintenace	$ 27.32	$ 56,825.60
Team Lead Maintenance	$ 30.90	$ 64,272.00
Team Lead, Payroll Specialist	$ 27.35	$ 56,888.00
Team Leader - Quality	$ 33.18	$ 69,014.40
Tech Apprentice	$ 24.00	$ 49,920.00
Tech Engineer	$ 31.73	$ 65,998.40
TECH INSTALLER	$ 36.80	$ 76,544.00
Tech Services Engineer	$ 42.36	$ 88,108.80
Technian	$ 28.00	$ 58,240.00
Technical Analyst	$ 66.23	$ 137,758.40
Technical Business Analyst	$ 45.00	$ 93,600.00
Technical Manager	$ 60.09	$ 124,987.20
Technical Product Owner	$ 58.17	$ 120,993.60
Technical Program Manager	$ 42.00	$ 87,360.00
Technical Services Engineer	$ 43.60	$ 90,681.07
Technical Services Rep	$ 41.78	$ 86,902.40
Technical Support	$ 23.00	$ 47,840.00
Technical Support Lead	$ 38.13	$ 79,310.40
Technical Support Specialist	$ 25.00	$ 52,000.00
Technical Support Specialist II	$ 30.55	$ 63,544.00
Technical Support Specialist III	$ 37.22	$ 77,417.60
Technical Writer	$ 36.67	$ 76,266.67
Technician	$ 34.27	$ 71,285.76
Technician - Applications	$ 35.92	$ 74,713.60
Technician I	$ 24.39	$ 50,731.20
Technician II	$ 27.87	$ 57,969.60
TECHNICIAN, MAINTENANCE LUBRICATION	$ 25.55	$ 53,144.00
Technician, Service Desk	$ 24.45	$ 50,856.00
TECHNOLOGY FIELD SUPERINTENDENT	$ 43.40	$ 90,272.00
Technology Integration Specialist	$ 23.63	$ 49,150.40
Technology Support Administrator	$ 25.32	$ 52,665.60
Tenant Coordinator	$ 54.69	$ 113,755.20
Test Room Team Lead	$ 30.00	$ 62,400.00
Test Technician	$ 20.95	$ 43,576.00
Tester	$ 38.00	$ 79,040.00
Tool and Die Repair	$ 34.50	$ 71,760.00
Tool and Die Trainee	$ 32.44	$ 67,466.88
Tool Maker	$ 23.37	$ 48,609.60
TOSA Educational Technology, Instructional Coach	$ 46.00	$ 95,680.00
TOSA Elementary ELA	$ 46.00	$ 95,680.00
TOSA Secondary English Language Arts	$ 46.00	$ 95,680.00
TOSA Secondary Science	$ 46.00	$ 95,680.00
Township Administrator	$ 49.68	$ 103,334.40
Trainee	$ 19.00	$ 39,520.00
Trainer	$ 44.07	$ 91,655.20
Trainer Customer Service	$ 22.90	$ 47,632.00
Trainer/Doc ENG	$ 30.00	$ 62,400.00
Training & Development Manager	$ 66.85	$ 139,048.00
Training Analsit	$ 67.00	$ 139,360.00
Training Analysit	$ 67.00	$ 139,360.00
Training and Development Coordinator	$ 66.23	$ 137,758.40
Training Center Coordinator	$ 31.37	$ 65,249.60
Training Coord	$ 30.45	$ 63,336.00
Training Coordinator	$ 31.07	$ 64,615.20
Training Director	$ 56.31	$ 117,124.80
Training Officer	$ 28.26	$ 58,780.80
Training Officer 2	$ 34.25	$ 71,240.00
Training Officer 2, HR	$ 31.04	$ 64,563.20
Training Specialist	$ 39.02	$ 81,161.60
Training Specialist Lead	$ 32.85	$ 68,328.00
Training Supervisor	$ 45.73	$ 95,118.40

Traning & Guest Relations Sr Manager	$ 51.54	$ 107,203.20
Transformation Lead	$ 51.84	$ 107,827.20
Transformation Mgr	$ 64.04	$ 133,203.20
Transportation Training Supervisor	$ 39.26	$ 81,660.80
Treasurer	$ 57.79	$ 120,203.20
Treasurer/CFO	$ 45.00	$ 93,600.00
Treasury Manager	$ 45.95	$ 95,576.00
TSS Street	$ 41.67	$ 86,673.60
tutor	$ 18.13	$ 37,710.40
UI/UX Grant Support	$ 19.23	$ 39,998.40
Universal Banker	$ 27.88	$ 57,990.40
User Services Manager	$ 42.44	$ 88,275.20
VDC Intern	$ 20.00	$ 41,600.00
VDC Operator	$ 29.00	$ 60,309.60
Vehicle Specialist	$ 33.94	$ 70,595.20
Vice President	$ 74.52	$ 155,006.22
Vice President of Administrative Services	$ 66.23	$ 137,758.40
Vice President of Compliance & Risk Management	$ 66.23	$ 137,758.40
Vice President of Development	$ 59.73	$ 124,238.40
Vice President of Education	$ 98.00	$ 203,840.00
Vice President of Engineering	$ 60.47	$ 125,777.60
VICE PRESIDENT OF FINANCE	$ 65.62	$ 136,489.60
Vice President of Human Resources	$ 75.48	$ 156,998.40
Vice President of Information Technology	$ 66.23	$ 137,758.40
Vice President of Maintenance Operations	$ 60.00	$ 124,800.00
Vice President of Marketing & Communications	$ 71.58	$ 148,876.00
Vice President of Operations	$ 59.85	$ 124,488.00
Vice President of Patient Services	$ 91.81	$ 190,964.80
Vice President of Rental Operations	$ 55.00	$ 114,400.00
Vice President of Sales and Service	$ 66.23	$ 137,758.40
Vice President, Human Resources & Risk	$ 57.59	$ 119,787.20
Vice President, Industrial Engineer	$ 36.25	$ 75,400.00
Visitor Services Associate	$ 16.67	$ 34,673.60
Visitors Bureau Director	$ 28.85	$ 60,008.00
VLC Coordinator	$ 47.30	$ 98,384.00
VM Trainer	$ 45.05	$ 93,704.00
Vo of Operations	$ 57.69	$ 119,995.20
vocal music	$ 57.29	$ 119,163.20
VP	$ 96.15	$ 199,992.00
VP Construction	$ 50.00	$ 104,000.00
VP Corporate Accounting	$ 87.67	$ 182,353.60
VP Custom Equipment	$ 72.00	$ 149,760.00
VP Finance and Operations	$ 84.63	$ 176,030.40
VP Financial Planning & Settlement Operations	$ 57.89	$ 120,411.20
VP of Accounting	$ 96.20	$ 200,096.00
VP of Business Development	$ 91.62	$ 190,569.60
VP of Business Operations	$ 75.96	$ 157,996.80
VP of Human Resources	$ 99.03	$ 205,982.40
VP of Information Technology	$ 57.89	$ 120,411.20
VP of IT	$ 63.48	$ 132,038.40
VP of Marketing	$ 81.61	$ 169,748.80
VP of Member Engagment & Product Innovation	$ 66.23	$ 137,758.40
VP of Operations	$ 66.57	$ 138,465.60
VP of Programs and Sustainability	$ 57.89	$ 120,411.20
VP of sales	$ 50.00	$ 104,000.00
VP of Sales and Engineering	$ 65.10	$ 135,408.00
VP of Talent and Workplace Experience	$ 75.52	$ 157,081.60
VP Originations	$ 83.01	$ 172,660.80
VP Power Supply Planning	$ 57.89	$ 120,411.20
VP Production	$ 53.00	$ 110,240.00
VP Property Management	$ 79.05	$ 164,424.00
VP, Client Champion	$ 64.90	$ 134,992.00
VP, Digital Transformation, AI & Data Analytics	$ 114.42	$ 237,993.60
VP, Government Affairs	$ 72.11	$ 149,988.80
VP, I.S. & Business Intelligence	$ 137.35	$ 285,688.00
VPof Operations	$ 76.92	$ 159,993.60
Warehouse	$ 27.62	$ 57,439.20

	Warehouse & Facilities Manager	$	31.25	$ 65,000.00
	Warehouse Associate	$	29.68	$ 61,734.40
	Warehouse Lead	$	26.14	$ 54,371.20
	Warehouse Manager	$	39.66	$ 82,492.80
	Warehouse Worker	$	29.13	$ 60,590.40
	Warranty	$	50.00	$ 104,000.00
	Watershed Resource Specialist	$	26.64	$ 55,411.20
	WebMaster & Support Technician	$	52.15	$ 108,472.00
	Website Assistant and Music Teacher	$	18.50	$ 38,480.00
	Welding Engineer	$	35.58	$ 74,006.40
	WMS Application Specialist	$	52.88	$ 109,990.40
	Yard Manager	$	35.97	$ 74,817.60
	Zoning Field Inspector	$	23.00	$ 47,840.00
	Zoning Inspector	$	31.38	$ 65,260.00
	43430	$	36.80	$ 76,544.00
	(blank)	$	40.43	$ 84,094.40
5				
	Access Director	$	41.90	$ 87,152.00
	Accountant	$	22.00	$ 45,760.00
	Accounting Clerk	$	15.60	$ 32,448.00
	Accounting Manager	$	28.00	$ 58,240.00
	Accounting Support Specialist	$	18.20	$ 37,856.00
	Adjunct Professor	$	17.31	$ 36,004.80
	Admin	$	30.00	$ 62,400.00
	Admin assistant	$	20.50	$ 42,640.00
	Administration	$	40.00	$ 83,200.00
	Administrative & Operations Manager	$	34.07	$ 70,865.60
	Administrative Assistant	$	26.08	$ 54,236.00
	Administrative Coordinator	$	25.15	$ 52,312.00
	Administrative Services Associate	$	15.85	$ 32,968.00
	Administrator	$	33.30	$ 69,255.68
	Agricultural Science Teacher through a SCCTC Satellite Agree	$	52.00	$ 108,160.00
	Animal Control Officer	$	19.78	$ 41,142.40
	AOD Counselor	$	27.31	$ 56,804.80
	Application Analyst I	$	25.80	$ 53,653.60
	Application Analyst II	$	34.57	$ 71,912.53
	Architectural Designer	$	28.85	$ 60,008.00
	Assembler IV	$	25.81	$ 53,684.80
	Assistant Controller	$	37.11	$ 77,188.80
	Assistant Maintenance Director	$	8.70	$ 18,096.00
	Assistant Principal	$	52.86	$ 109,957.47
	Assistant Superintendent	$	55.84	$ 116,147.20
	Assistant to the CEO	$	21.50	$ 44,720.00
	Assistant Treasurer- Budgetary	$	25.73	$ 53,518.40
	Assistant Treasurer- Payroll	$	33.17	$ 68,993.60
	Associate Director, Business Management	$	30.35	$ 63,117.60
	Associate Professor	$	32.70	$ 68,005.60
	Associate Professor of Instruction, English	$	36.22	$ 75,337.60
	Associate Professor, Biological Sciences	$	37.48	$ 77,958.40
	Behavioral Health Lead	$	24.50	$ 50,960.00
	Boiler Operator	$	20.00	$ 41,600.00
	Branch Manager	$	51.42	$ 106,943.20
	Business Administrative Assistant	$	27.22	$ 56,617.60
	Business Administrator	$	26.36	$ 54,828.80
	Business Development Manager	$	36.77	$ 76,481.60
	Business Manager	$	35.83	$ 74,531.60
	Buyer	$	49.95	$ 103,896.00
	Captain	$	36.72	$ 76,377.60
	Career Development Coordinator	$	66.61	$ 138,538.40
	Case Manager	$	21.17	$ 44,026.67
	Category Manager	$	30.40	$ 63,232.00
	CFO	$	69.84	$ 145,267.20
	Chief Deputy Clerk	$	34.00	$ 70,720.00
	Chief Deputy Treasurer Hocking County & Land Bank Executiv	$	41.00	$ 85,280.00
	Chief Financial Officer	$	42.00	$ 87,360.00
	Chief PO	$	33.00	$ 68,640.00
	Chief Veterinary Officer	$	80.05	$ 166,504.00

	Classroom aide	$	15.00	$ 31,200.00
	Clerical	$	34.58	$ 71,926.40
	Clinical Educator/Adjunct Professor	$	12.42	$ 25,833.60
	Collections Manager	$	26.32	$ 54,745.60
	Commander, POB	$	30.00	$ 62,400.00
	Communications Coordinator	$	24.12	$ 50,169.60
	Community First Coordinator	$	26.00	$ 54,080.00
	Community First Director	$	26.00	$ 54,080.00
	Compliance Analyst	$	21.26	$ 44,210.40
	Compliance Coordinator/Intervention Specialist	$	30.00	$ 62,400.00
	Compliance Officer	$	38.39	$ 79,851.20
	Controller	$	53.58	$ 111,446.40
	Controls Engineer	$	49.93	$ 103,854.40
	COO	$	69.84	$ 145,267.20
	Coordinator, Rescue Kitchen Program	$	21.63	$ 44,990.40
	Corporate Media Specialist	$	22.50	$ 46,800.00
	Corporate Trainer	$	27.03	$ 56,222.40
	Counselor	$	51.67	$ 107,466.67
	Counselor/Supervisor	$	31.50	$ 65,520.00
	Court Administrator	$	43.55	$ 90,584.00
	Court Administrator/Diversion Coordinator	$	28.61	$ 59,508.80
	Crematory operator / administrative assistant	$	20.00	$ 41,600.00
	Crematory Operator/funeral Assistant	$	20.00	$ 41,600.00
	Custodial Supervisor	$	23.27	$ 48,401.60
	Customer Service Manager	$	33.65	$ 69,992.00
	Customer Service Rep	$	47.80	$ 99,424.00
	Customer Solutions Manager	$	35.20	$ 73,216.00
	D&D Lab Specialist	$	30.44	$ 63,315.20
	Dean, Allied Health & Nursing	$	54.57	$ 113,505.60
	Deputy Clerk	$	25.41	$ 52,852.80
	Deputy Clerk and Court Reporter	$	34.97	$ 72,737.60
	Designer Level II	$	38.95	$ 81,016.00
	Digital Marketing Analyst	$	26.57	$ 55,265.60
	Digital Media Engagement Manager	$	26.49	$ 55,099.20
	Director	$	39.77	$ 82,728.53
	Director of Administration	$	28.68	$ 59,654.40
	Director of Administrative Services/CFO	$	38.47	$ 80,017.60
	Director of Air Division	$	33.83	$ 70,366.40
	Director of Business Operations	$	57.86	$ 120,348.80
	Director of Children and Family Health	$	35.06	$ 72,924.80
	Director of Communications	$	56.10	$ 116,688.00
	Director of Community Health	$	27.09	$ 56,347.20
	Director of Education	$	51.84	$ 107,827.20
	Director of Environmental	$	28.20	$ 58,656.00
	Director of Environmental Health	$	30.50	$ 63,440.00
	Director of Health Promotions and Quality Improvement	$	33.93	$ 70,574.40
	Director of Internships, Trade Programs, and Grant Managem	$	31.25	$ 65,000.00
	Director of Manufacturing	$	51.54	$ 107,203.20
	Director of Marketing	$	50.14	$ 104,291.20
	Director of Mental Health	$	48.00	$ 99,840.00
	Director of Nursing	$	44.87	$ 93,336.53
	Director of Operations	$	22.00	$ 45,760.00
	Director of Operations and Safety	$	33.48	$ 69,638.40
	Director of Public Affairs and Marketing	$	48.08	$ 100,006.40
	Director of Secondary Education	$	60.24	$ 125,288.80
	Director of Special Education	$	55.00	$ 114,400.00
	DIRECTOR OF SPECIAL PROGRAMS	$	63.68	$ 132,454.40
	Director of Store Construction & Manufacturing	$	43.39	$ 90,251.20
	Director of Training	$	46.26	$ 96,220.80
	Director, Anatomy & Physiology/ Nursing Support Lab	$	28.85	$ 60,008.00
	Director, Business Manager, Sunpower	$	97.15	$ 202,072.00
	Director, Communications & English Center for Excellence	$	28.85	$ 60,008.00
	Director, Educational Pathways	$	29.81	$ 62,004.80
	Director, Events and Production	$	26.44	$ 54,995.20
	Director, Food and Beverage	$	34.88	$ 72,550.40
	Director, Human Resources	$	36.06	$ 75,004.80
	Director, Institutional Research	$	34.00	$ 70,709.60

	Director, Learning Management Systems	$	35.55	$ 73,944.00
	Director, Math Support Lab	$	29.71	$ 61,796.80
	Director, Pathway to Prosperity	$	28.85	$ 60,008.00
	Director, Sales & Operations of The Lodge & Conference	$	26.44	$ 54,995.20
	Director, TRIO & Strengthening Institutional Programs	$	35.53	$ 73,902.40
	Disease Intervention Specialist	$	24.26	$ 50,467.73
	District Speech	$	35.00	$ 72,800.00
	Dock and Logistics Manager	$	21.00	$ 43,680.00
	Documentation Coordinator	$	20.76	$ 43,180.80
	Donor Development Coordinator	$	22.26	$ 46,300.80
	Early Intervention Developmental Specialist	$	26.50	$ 55,120.00
	Early Intervention Director	$	33.65	$ 69,992.00
	Early Intervention Registered Nurse	$	40.00	$ 83,200.00
	Early Intervention Service Coordiantor	$	22.00	$ 45,760.00
	Early Intervention Service Coordinator	$	25.00	$ 52,000.00
	Early Intervention SLP	$	50.00	$ 104,000.00
	ECE Teacher	$	39.52	$ 82,201.60
	Education	$	64.37	$ 133,889.60
	Education Director	$	30.00	$ 62,400.00
	Educational Aide	$	30.00	$ 62,400.00
	Educator	$	48.12	$ 100,096.53
	EHS Coordinator	$	44.19	$ 91,915.20
	Electrical Apprentice Level 2	$	20.60	$ 42,848.00
	Electrical apprentice Level 3	$	26.00	$ 54,080.00
	Electrical Apprentice Level 4	$	27.00	$ 56,160.00
	Electrical Engineer Supervisor	$	57.99	$ 120,619.20
	ELECTRICAL TECH	$	44.01	$ 91,540.80
	Elementary Aide	$	15.00	$ 31,200.00
	Elementary Guidance Counselor	$	42.81	$ 89,044.80
	Elementary Principal	$	48.85	$ 101,597.60
	Elementary Teacher	$	35.00	$ 72,800.00
	EMIS/Attendance Coordinator	$	30.00	$ 62,400.00
	Engineer	$	40.92	$ 85,113.60
	Engineering Manager	$	63.68	$ 132,454.40
	Engineering Tech	$	19.60	$ 40,768.00
	Engingeering Manager	$	65.91	$ 137,092.80
	English Teacher	$	39.46	$ 82,076.80
	Enrichment Director	$	41.90	$ 87,152.00
	Environmental Health Director	$	39.76	$ 82,700.80
	Environmental Health Specialist in Training	$	20.50	$ 42,640.00
	Environmental Secretary	$	19.03	$ 39,582.40
	Estimator	$	39.00	$ 81,120.00
	EV Project Manager and Technical Expert	$	48.08	$ 100,006.40
	Events and Marketing	$	16.79	$ 34,923.20
	EVP/Chief Growth Officer	$	63.26	$ 131,580.80
	Executive Assistant	$	24.70	$ 51,376.00
	Executive Assistant to the President	$	33.46	$ 69,596.80
	Executive Assistant to the Superintendent	$	26.35	$ 54,808.00
	Executive Assistant to the Vice Presidents	$	25.61	$ 53,268.80
	Executive Director	$	48.94	$ 101,800.40
	Executive Director of Workforce Development Board	$	42.16	$ 87,692.80
	Executive Director, Institutional Effectiveness & Assessment	$	41.99	$ 87,339.20
	Executive Director, Student Engagement & Success	$	35.38	$ 73,590.40
	Executive Secretary	$	26.97	$ 56,097.60
	F/T Teacher Sub	$	25.00	$ 52,000.00
	Facilities Tenchnician	$	18.01	$ 37,460.80
	Facilities/Fleet/IT Lead	$	26.72	$ 55,577.60
	Facility Manager	$	22.57	$ 46,945.60
	Field Service Support Technician	$	24.89	$ 51,771.20
	Financial Education Director	$	26.44	$ 54,995.20
	Financial Operations Analyst	$	30.01	$ 62,420.80
	Fiscal Administrative Assistant	$	27.22	$ 56,617.60
	Fiscal Officer	$	33.00	$ 68,640.00
	Forestry AmeriCorps Member	$	9.07	$ 18,865.60
	Full-time Substitute Teacher	$	25.00	$ 52,000.00
	Funeral Director Embalmer Apprentice & crematory operator	$	23.00	$ 47,840.00
	General Manager / Master Funeral Director Embalmer & Crem	$	45.00	$ 93,600.00

Graduate Engineer	$ 35.25	$ 73,320.00
Guidance Counselor	$ 47.97	$ 99,777.60
Head Football Coach/ Director of Player Personnel	$ 34.15	$ 71,032.00
Head Start Center Management	$ 30.04	$ 62,483.20
Head Start Center Manager	$ 30.04	$ 62,483.20
Head Start Coordiinator	$ 37.60	$ 78,208.00
Head Start Director	$ 41.38	$ 86,070.40
Head Start Fiscal Assistant	$ 21.28	$ 44,262.40
Head Start Parent Env. Coodinator	$ 19.60	$ 40,768.00
Head Start Teacher	$ 19.99	$ 41,586.13
Head Start Teacher Assistant	$ 15.35	$ 31,928.00
Health Commissioner	$ 44.86	$ 93,308.80
Health Services Coordinator	$ 30.06	$ 62,524.80
Help Me Grow Home Visitor Supervisor	$ 29.05	$ 60,424.00
Help Me Grow Supervisor	$ 35.00	$ 72,800.00
High School Administration	$ 35.00	$ 72,800.00
High School Guidance Counselor	$ 42.41	$ 88,212.80
High School Paraprofessional	$ 20.00	$ 41,600.00
High School Principal	$ 52.13	$ 108,430.40
High School Science Teacher	$ 64.76	$ 134,700.80
High School Teach	$ 35.00	$ 72,800.00
High School Teacher	$ 34.29	$ 71,314.29
Holds Coordinator	$ 19.06	$ 39,644.80
Housing and Community Support Specialist	$ 21.00	$ 43,680.00
Housing Coordinator	$ 22.00	$ 45,760.00
Housing Manager	$ 31.50	$ 65,520.00
Housing Supervisor	$ 24.00	$ 49,920.00
HR / Billing	$ 27.00	$ 56,160.00
HR Coordinator	$ 25.00	$ 52,000.00
HR Generalist	$ 34.18	$ 71,086.08
HR Manager	$ 59.74	$ 124,267.52
HR Specialist	$ 37.50	$ 78,000.00
HS Teacher Assistant	$ 14.33	$ 29,806.40
Human Resources Administrative Assistant	$ 25.00	$ 52,000.00
Human Resources Coordinator	$ 25.00	$ 52,000.00
Human Resources Director	$ 42.80	$ 89,024.00
Human Resources Supervisor	$ 27.24	$ 56,659.20
IATF Coordinator	$ 31.64	$ 65,818.13
Industrial Engineer II	$ 42.51	$ 88,420.80
Industrial Relations Manager	$ 32.18	$ 66,934.40
Instructional Designer	$ 43.62	$ 90,729.60
Interim Dean	$ 72.12	$ 150,009.60
Intern	$ 15.00	$ 31,200.00
Intervention Specialist	$ 45.35	$ 94,333.94
Inventory Clerk	$ 25.23	$ 52,478.40
IOP Case Manager	$ 21.00	$ 43,680.00
IOP Case Manager Lead	$ 29.00	$ 60,320.00
IOP Coordinator	$ 40.00	$ 83,200.00
IT	$ 31.67	$ 65,873.60
IT & Media Specialist	$ 34.95	$ 72,685.60
IT Coordinator	$ 33.73	$ 70,158.40
IT director	$ 40.00	$ 83,200.00
IT Manager	$ 35.00	$ 72,800.00
Judge	$ 78.85	$ 164,008.00
KAPS Consultant	$ 56.23	$ 116,958.40
KAPS Expert	$ 40.80	$ 84,864.00
LCDC III	$ 38.00	$ 79,040.00
Lineman	$ 45.42	$ 94,473.60
Loan Documentation Specialist	$ 23.28	$ 48,422.40
Loan Operations	$ 22.85	$ 47,528.00
Loan Operations Manager	$ 26.44	$ 54,995.20
LPN	$ 29.95	$ 62,296.00
Machinist	$ 27.88	$ 57,980.00
Machinist II	$ 36.87	$ 76,689.60
Magistrate	$ 46.51	$ 96,740.80
MAINT TECH	$ 40.19	$ 83,595.20
Maintenance Admin	$ 32.69	$ 67,995.20

Maintenance Manager	$ 62.43	$ 129,854.40
Maintenance Manger	$ 22.00	$ 45,760.00
Maintenance Tech	$ 38.01	$ 79,066.47
Maintenance Technician	$ 28.42	$ 59,113.60
Makerspace Manager	$ 25.70	$ 53,456.00
Manager, Marketing & Communications	$ 24.04	$ 50,003.20
Manager, Marketing and Communications	$ 24.00	$ 49,920.00
Manager, Residential Life	$ 21.39	$ 44,491.20
Manufacturing Engineer	$ 59.00	$ 122,709.60
Manufacturing Supervisor	$ 32.58	$ 67,766.40
Marketing and Communication	$ 14.00	$ 29,120.00
Marketing Coordinator	$ 32.76	$ 68,140.80
Marketing Manager	$ 28.50	$ 59,280.00
Marketing/Counselor	$ 27.30	$ 56,784.00
Master Scheduler	$ 33.62	$ 69,936.53
Material Team Lead	$ 27.56	$ 57,324.80
Math Teacher	$ 56.90	$ 118,352.00
Mechanical Engineer	$ 34.08	$ 70,876.00
Member Engagement Specialist	$ 19.00	$ 39,520.00
Member Service Representative	$ 22.77	$ 47,361.60
Member Services	$ 20.77	$ 43,201.60
Mental Health Counselor	$ 27.33	$ 56,853.33
Mental Health Therapist	$ 31.25	$ 65,000.00
Mental Health Therapist/Practice Manager	$ 31.25	$ 65,000.00
Middle School Principal	$ 54.67	$ 113,713.60
Native Plant Nursery AmeriCorps	$ 11.28	$ 23,462.40
Native Plant Nursery Manager	$ 25.44	$ 52,915.20
Network Engineer I	$ 29.15	$ 60,632.00
Nurse	$ 26.24	$ 54,579.20
Office Administrator, Workforce Development	$ 20.88	$ 43,430.40
Office Manager	$ 26.59	$ 55,302.00
Office Manager & Guest Group Coordinator	$ 9.13	$ 18,990.40
Office Manager, Natural Resources	$ 27.75	$ 57,720.00
Office Technician	$ 31.57	$ 65,665.60
Operations	$ 24.04	$ 50,003.20
Operations Manager	$ 60.09	$ 124,987.20
Operations Specialst	$ 46.28	$ 96,252.00
Owner	$ 125.00	$ 260,000.00
Paraprofessional	$ 24.83	$ 51,653.33
Payroll	$ 27.83	$ 57,886.40
Payroll/Accounting	$ 37.30	$ 77,584.00
Peer Support	$ 18.00	$ 37,440.00
Peer Support Specialist	$ 19.00	$ 39,520.00
Permit Specialist	$ 24.96	$ 51,906.40
Physical Therapist	$ 54.58	$ 113,526.40
Plant Manager	$ 28.85	$ 60,008.00
Plumbing	$ 32.00	$ 66,560.00
plumbing apprentice	$ 29.67	$ 61,706.67
Pop Shop Coordinator Social Media Manager Graphic Designe	$ 10.00	$ 20,800.00
Preschool Supervisor	$ 30.00	$ 62,400.00
Preschool Teacher	$ 25.78	$ 53,617.78
President	$ 63.46	$ 131,996.80
President and CEO	$ 45.75	$ 95,160.00
PRINCIPAL	$ 50.51	$ 105,050.40
Probation Officer	$ 28.61	$ 59,508.80
Process Engineer	$ 40.89	$ 85,058.13
Production and Maintenance Assistant	$ 18.00	$ 37,440.00
Production Engineering Manager	$ 52.88	$ 109,990.40
Production Manager	$ 24.15	$ 50,232.00
Production Supervisor	$ 38.00	$ 79,040.00
Production Team Memeber	$ 16.00	$ 33,280.00
Production Training Lead	$ 27.32	$ 56,825.60
Program Coordinator	$ 27.11	$ 56,388.80
Program Director	$ 13.00	$ 27,040.00
Program Director, Cyber Security	$ 34.00	$ 70,709.60
Program Director, Film & Video Production	$ 29.80	$ 61,984.00
Program Manager, Fashion Design & Retail Merchandising	$ 33.42	$ 69,513.60

	Program Manager, Music	$	36.25	$ 75,400.00
	Programs Coordinator	$	28.85	$ 60,008.00
	Project Architect	$	62.50	$ 130,000.00
	Project Manager	$	38.00	$ 79,040.00
	Psychologist Aide	$	20.11	$ 41,828.80
	Psychology Assistant	$	18.77	$ 39,041.60
	Public Health Nurse	$	24.00	$ 49,920.00
	QA Inspector I	$	21.91	$ 45,572.80
	QA Inspector II	$	23.78	$ 49,462.40
	QA Inspector III & Project Lead	$	33.35	$ 69,368.00
	QA Inspector Technician 3	$	27.58	$ 57,366.40
	Quality Control Inspector I	$	18.26	$ 37,980.80
	Quality Control Specialist	$	39.81	$ 82,804.80
	Quality Engineer	$	39.54	$ 82,249.44
	Quality Engineering Specialist	$	32.81	$ 68,244.80
	Quality Engineering Technician III	$	29.63	$ 61,637.33
	Quality Manager	$	53.03	$ 110,302.40
	R&D Mechanical Engineer	$	34.28	$ 71,292.00
	Regional Director	$	39.23	$ 81,588.00
	Regional Director for Northeast Ohio	$	62.50	$ 130,000.00
	Regional Director for Southeast Ohio	$	55.29	$ 115,003.20
	Regional Recruitment Manager	$	21.61	$ 44,948.80
	Registered Environmental Health Specialist	$	20.77	$ 43,201.60
	Registrar	$	39.40	$ 81,952.00
	Registrar/Student Services	$	16.50	$ 34,320.00
	Residential Director	$	30.05	$ 62,504.00
	RN	$	31.50	$ 65,520.00
	RSS	$	16.09	$ 33,467.20
	Safety & Training Coordinator	$	22.54	$ 46,883.20
	Safety Grants Manager	$	24.67	$ 51,313.60
	Sales	$	30.49	$ 63,410.29
	Salesman	$	25.00	$ 52,000.00
	School Counselor	$	47.26	$ 98,300.80
	School Nurse	$	30.00	$ 62,400.00
	School Psychologist	$	42.34	$ 88,056.80
	Secondary Office Manager	$	28.83	$ 59,966.40
	Secondary Office Technician	$	27.75	$ 57,720.00
	Secretary	$	44.00	$ 91,520.00
	Senior Architectural Designer	$	37.50	$ 78,000.00
	Senior Coordinator Business Management	$	40.51	$ 84,260.80
	Senior Engineering Technician	$	30.00	$ 62,406.93
	Senior Maint Tech	$	45.61	$ 94,868.80
	Senior Maintenance Supervisor	$	48.16	$ 100,172.80
	Senior Maintenance Tech	$	40.31	$ 83,837.46
	Senior Production Engineer	$	55.00	$ 114,400.00
	Senior Quality Engineer	$	49.12	$ 102,169.60
	SEWING MACHINE OPERATOR	$	17.38	$ 36,140.00
	SEWING TEAM LEAD	$	19.00	$ 39,520.00
	Sheriff of Scioto County	$	44.99	$ 93,579.20
	Shipping Supervisor	$	50.82	$ 105,705.60
	Special Grant Coordinator	$	24.62	$ 51,209.60
	Special Programs Director	$	40.00	$ 83,200.00
	Special Programs Manager	$	38.46	$ 79,996.80
	Special Projects Director	$	40.25	$ 83,720.00
	Specialist, CNC	$	31.82	$ 66,185.60
	Specialist, Eng	$	37.59	$ 78,195.52
	Specialist, Eng Assc	$	32.67	$ 67,953.60
	Speech Language Pathologist	$	30.00	$ 62,400.00
	Speech Pathologist	$	30.00	$ 62,400.00
	Speech Pathologist through Purchased Service Agreement wi	$	50.00	$ 104,000.00
	Speech Therapist	$	30.00	$ 62,400.00
	Sr. Human Resources Generalist	$	31.62	$ 65,769.60
	SSA	$	25.00	$ 52,000.00
	SSA Director	$	35.16	$ 73,132.80
	SSA Lead Supervisor	$	36.55	$ 76,024.00
	SSA Team Lead	$	36.50	$ 75,920.00
	Staff Mechanical Engineer	$	40.61	$ 84,471.77

	Student Services Data Clerk	$ 19.08	$ 39,686.40
	Student Worker	$ 11.00	$ 22,880.00
	Success Advisor	$ 23.01	$ 47,860.80
	Superintendent	$ 59.69	$ 124,151.42
	Supervisor of Career Tech Programs	$ 62.34	$ 129,667.20
	Supervisor of Innovation and Technology	$ 50.02	$ 104,041.60
	Supportive Housing Coordinator	$ 43.50	$ 90,480.00
	Sustainable Forestry AmeriCorps	$ 11.28	$ 23,462.40
	Sustainable Forestry Fellowship Crew Member	$ 13.63	$ 28,340.00
	Sustainable Forestry Program Manager	$ 23.66	$ 49,212.80
	System Engineer I	$ 38.10	$ 79,248.00
	System Engineer III	$ 46.77	$ 97,281.60
	Systems Analyst	$ 33.97	$ 70,657.60
	Teacher	$ 42.76	$ 88,947.79
	Teacher and Academic Support Coordinator	$ 50.00	$ 104,000.00
	Teachers	$ 30.00	$ 62,400.00
	Tech Coordinator	$ 30.00	$ 62,400.00
	Techer	$ 55.46	$ 115,356.80
	Technician	$ 30.97	$ 64,417.60
	Technologist, Eng Assc	$ 32.30	$ 67,184.00
	Technology Assistant	$ 27.00	$ 56,160.00
	Technology Coordinator	$ 37.57	$ 78,152.53
	Technology Director	$ 35.40	$ 73,632.00
	Technology Specialist	$ 29.61	$ 61,588.80
	Teller	$ 18.09	$ 37,627.20
	Trainer	$ 28.35	$ 58,968.00
	Trainer Supervisor	$ 21.51	$ 44,740.80
	Transport and funeral assistant	$ 17.00	$ 35,360.00
	Treasure	$ 30.00	$ 62,400.00
	Treasurer	$ 50.30	$ 104,624.00
	Treasurer/CFO	$ 39.62	$ 82,409.60
	Trio Academic Advisor/Coordinator/Tutor	$ 24.04	$ 50,003.20
	Truancy Diversion Coordinator	$ 28.61	$ 59,508.80
	Vital Statistics Registrar	$ 21.19	$ 44,075.20
	VP of Business Development & International Relations	$ 87.02	$ 181,001.60
	VP of Company Stores	$ 88.82	$ 184,745.60
	VP of Human Resources	$ 50.61	$ 105,268.80
	VP of Legislative & Public Affairs	$ 80.77	$ 168,001.60
	VP of Lending	$ 66.68	$ 138,694.40
	VP of Merchandising	$ 95.67	$ 198,993.60
	VP, Student Experience & Success Support Services	$ 62.89	$ 130,811.20
	Warehouse Supervisor Lead	$ 17.00	$ 35,360.00
	Watershed AmeriCorps	$ 11.28	$ 23,462.40
	Watershed AmeriCorps Member	$ 11.28	$ 23,462.40
	Watershed Outreach Project Manager	$ 25.22	$ 52,457.60
	Watershed Program Manager	$ 25.10	$ 52,208.00
	Watershed Restoration Project Manager	$ 25.44	$ 52,915.20
	Weld Engineer	$ 56.25	$ 117,000.00
	Whole Farm Manager	$ 24.13	$ 50,190.40
	WIC Director	$ 35.65	$ 74,152.00
	(blank)	$ 11.28	$ 23,462.40
6			
	6th Grade Math and Social Studies Teacher	$ 52.27	$ 108,721.60
	Academic Instructor	$ 45.13	$ 93,876.34
	Accountant/Inventory Control	$ 43.07	$ 89,585.60
	Accounting Supervisor	$ 32.00	$ 66,560.00
	Accounting/HR Specialist	$ 23.50	$ 48,880.00
	Admin assistant	$ 20.90	$ 43,461.60
	Admin Coordinator for Advancement & Business Services	$ 22.12	$ 46,009.60
	Administration	$ 100.00	$ 208,000.00
	Administrative Assistant	$ 19.71	$ 40,989.87
	Administrative Assistant MMH Quality	$ 19.58	$ 40,726.40
	Administrative Support Director	$ 35.10	$ 73,008.00
	Administrative Support for the ED of Sales	$ 24.50	$ 50,960.00
	Administrative Supports Director	$ 35.10	$ 73,008.00
	Administrator	$ 59.78	$ 124,332.00
	Adminstrator	$ 25.00	$ 52,000.00

Adult Education Director	$ 39.75	$ 82,680.00
Aide	$ 17.99	$ 37,412.27
Aide/Student Services	$ 25.79	$ 53,643.20
ALA Specialist	$ 23.66	$ 49,212.80
APPLIANCE INSTALLATION	$ 18.00	$ 37,440.00
Apprentice Lineman	$ 39.17	$ 81,472.21
Assessment Supervisor	$ 42.00	$ 87,360.00
Assistant Director	$ 35.60	$ 74,037.60
Assistant Director of Construction Services		$ -
Assistant Principal	$ 54.09	$ 112,507.20
Assistant Project Manager	$ 23.65	$ 49,192.00
Assistant Superintendent	$ 56.84	$ 118,227.20
Assisted Living Waiver Supervisor	$ 43.00	$ 89,440.00
Athletic Director	$ 50.09	$ 104,187.20
Auto Collision Instructor	$ 51.47	$ 107,057.60
Auto Service Instructor	$ 51.90	$ 107,952.00
Automation Controls Engineer II	$ 49.04	$ 102,003.20
Behavioral Support Specialist	$ 24.97	$ 51,937.60
Branch Manager	$ 22.44	$ 46,664.80
Brand and Content Manager	$ 22.00	$ 45,760.00
Business Outreach Specialist	$ 19.50	$ 40,560.00
Business/IT Specialist	$ 26.33	$ 54,766.40
Career Navigator	$ 30.00	$ 62,400.00
Case Manager	$ 19.14	$ 39,811.20
CEO	$ 52.15	$ 108,472.00
CFO	$ 43.51	$ 90,500.80
Chief Communications Officer	$ 37.77	$ 78,561.60
Chief Financial Officer/Treasurer	$ 45.32	$ 94,265.60
Chief Operations Officer	$ 121.15	$ 251,992.00
Chief People Officer	$ 76.92	$ 159,993.60
Chief Student Affairs Officer	$ 43.26	$ 89,980.80
Child & Family Health Development Administrator	$ 44.91	$ 93,412.80
Children's Librarian	$ 17.50	$ 36,400.00
Children's Program Director	$ 32.21	$ 66,996.80
CI Leader	$ 20.00	$ 41,600.00
Class A Lineman	$ 46.85	$ 97,448.00
Classroom aide	$ 22.70	$ 47,216.00
Classroom Para	$ 16.94	$ 35,224.80
CNC Machinist	$ 20.25	$ 42,120.00
CNC MACHINIST APPRENTICE	$ 18.50	$ 38,480.00
College Credit Plus Advisor	$ 19.57	$ 40,705.60
Community & Events Coordinator	$ 19.57	$ 40,705.60
Community Education Specialist	$ 24.52	$ 51,001.60
Community Options Supervisor	$ 40.00	$ 83,200.00
Community Support Director	$ 35.67	$ 74,193.60
Community Support Supervisoire	$ 25.67	$ 53,393.60
Community Supports Director	$ 35.67	$ 74,193.60
Community Supports Supervisor	$ 27.89	$ 58,011.20
Compliance and Oversight Supervisor	$ 40.00	$ 83,200.00
Compliance Manager	$ 32.21	$ 66,996.80
Compliance Transition Supervisor	$ 43.00	$ 89,440.00
Computer Networking Instructor	$ 58.44	$ 121,555.20
Computer Teacher	$ 65.46	$ 136,156.80
Construction Administrator	$ 31.00	$ 64,480.00
Construction Manager	$ 24.00	$ 49,920.00
Continuous Improvement Manager	$ 50.48	$ 104,998.40
Contractor Sales	$ 24.00	$ 49,920.00
Coordinator	$ 24.76	$ 51,500.80
Cosmo Instructor	$ 45.53	$ 94,702.40
Counselor	$ 37.50	$ 78,000.00
CSBG/HEAP Administrator	$ 35.01	$ 72,820.80
CTE Instructor	$ 52.45	$ 109,090.06
Culinary Arts Instructor	$ 57.74	$ 120,099.20
Cultivation Assistant Manager	$ 31.90	$ 66,346.80
Cultivation Manager	$ 32.94	$ 68,504.80
Customer Service - Costing	$ 28.00	$ 58,240.00
Customer Service - Food Safety	$ 23.00	$ 47,840.00

Customer Service Rep	$ 25.25	$ 52,520.00
Data Analytics Coordinator	$ 32.00	$ 66,560.00
Daycare Director	$ 33.83	$ 70,366.40
Dean	$ 48.89	$ 101,691.20
Dental Clinic Administrative Assistant	$ 27.58	$ 57,356.00
Deputy Treasurer	$ 23.37	$ 48,609.60
Developmental Specialist	$ 25.36	$ 52,748.80
Director	$ 58.60	$ 121,894.93
Director of Accounting	$ 53.37	$ 111,009.60
Director Of Construction Services		$ -
Director of Curriculum	$ 56.00	$ 116,480.00
Director of Curriculum, Assessment, Compliance and Sched	$ 28.84	$ 59,987.20
Director of Human Resources	$ 38.46	$ 79,996.80
Director of Information Technology	$ 57.69	$ 119,995.20
Director of Instruction	$ 51.98	$ 108,118.40
Director of Medicaid and Older American's Act	$ 50.00	$ 104,000.00
Director of MyCare and Compliance	$ 45.00	$ 93,600.00
Director of Product Development	$ 43.26	$ 89,980.80
Director of Retail	$ 50.00	$ 104,000.00
Director of Special Data Projects	$ 25.00	$ 52,000.00
Director of Teaching and Learning	$ 59.88	$ 124,550.40
Director of Technology	$ 55.45	$ 115,336.00
DIrector Special Education	$ 46.21	$ 96,116.80
Director Therapy Services	$ 65.78	$ 136,822.40
Early Childhood Service Coordinator	$ 22.75	$ 47,320.00
Early Childhood Specialist	$ 23.41	$ 48,692.80
EHS Manager	$ 20.00	$ 41,600.00
ELA Educator	$ 29.09	$ 60,507.20
ELA Instructor	$ 34.48	$ 71,718.40
Electrical Apprentice Level 2	$ 29.50	$ 61,360.00
Electrical Apprentice Level 4	$ 25.00	$ 52,000.00
Electrical Trades Instructor	$ 54.09	$ 112,507.20
Electrician	$ 21.00	$ 43,680.00
Elementary Art Teacher	$ 55.20	$ 114,816.00
Elementary Music	$ 62.53	$ 130,062.40
Eligibility Specialist	$ 23.53	$ 48,942.40
EMIS Coordinator	$ 23.26	$ 48,380.80
Employment Navigator	$ 22.93	$ 47,694.40
Energy Programs Administrator	$ 41.08	$ 85,446.40
Engineer	$ 30.00	$ 62,400.00
Engineering Teacher/Makerspace Teacher	$ 55.04	$ 114,483.20
Engineering Technician	$ 33.28	$ 69,212.00
Estimator	$ 48.00	$ 99,840.00
Executive Assistant	$ 25.46	$ 52,956.80
Executive Dean Arts & Sciences	$ 45.07	$ 93,745.60
Executive Director	$ 41.75	$ 86,845.20
Executive Director of Construction	$ 72.12	$ 150,009.60
Exercise Physiology Teacher	$ 47.88	$ 99,590.40
Extraction Manager	$ 35.58	$ 74,006.40
Facilities Maint Tech	$ 24.00	$ 49,920.00
Field Engineer	$ 44.99	$ 93,579.20
Finance Accountant	$ 43.07	$ 89,585.60
Finance Director	$ 35.61	$ 74,063.60
Financial Analyst/Accountant II	$ 35.00	$ 72,800.00
Financial Planning & Analysis Manager	$ 49.03	$ 101,982.40
Firefighter	$ 18.08	$ 37,613.33
Fiscal Manager	$ 25.00	$ 52,000.00
Fiscal Officer	$ 24.90	$ 51,792.00
FOREMAN	$ 30.00	$ 62,400.00
Fulltime substitute teacher	$ 25.00	$ 52,000.00
General Labor	$ 17.83	$ 37,093.33
Grants Administrator	$ 68.68	$ 142,854.40
GRIT Career Advisor	$ 19.50	$ 40,560.00
Guidance	$ 30.00	$ 62,400.00
Guidance Counselor	$ 47.88	$ 99,590.40
Head Start Teacher	$ 17.12	$ 35,609.60
Health Services Assistant Administrator	$ 24.94	$ 51,875.20

Health Services LPN	$ 21.34	$ 44,387.20
Health Technologies Instructor	$ 58.44	$ 121,555.20
High School Art Teacher	$ 46.23	$ 96,158.40
High School Counselor	$ 47.71	$ 99,236.80
High School English Teacher	$ 53.01	$ 110,260.80
high school math teacher	$ 49.29	$ 102,519.04
High School MH Teacher	$ 40.22	$ 83,657.60
High School Science Teacher	$ 63.99	$ 133,099.20
High School Social Studies Teacher	$ 38.36	$ 79,788.80
High School Spanish Teacher	$ 61.06	$ 127,004.80
High School Teacher	$ 41.48	$ 86,273.20
HMG Home Visiting Supervisor	$ 25.45	$ 52,936.00
HMG Home Visitor	$ 21.07	$ 43,825.60
Housing Administrator	$ 39.60	$ 82,368.00
HR & Payroll Specialist	$ 34.13	$ 70,990.40
HR / Safety Director	$ 33.40	$ 69,472.00
HR Coordinator	$ 20.00	$ 41,600.00
HR Generalist	$ 36.06	$ 75,004.80
HR Manager	$ 38.67	$ 80,426.67
HR Recruiting Specialist	$ 36.00	$ 74,880.00
Human Resources Manager	$ 34.85	$ 72,488.00
I&E Controls Technician II	$ 30.00	$ 62,400.00
Information Security Specialist	$ 26.00	$ 54,080.00
Instructional Aide	$ 20.00	$ 41,600.00
Insurance Claims Resolution Specialist	$ 32.45	$ 67,496.00
Insurance Claims Resource Specialist	$ 32.45	$ 67,496.00
Interim Chief Academic Officer	$ 62.50	$ 130,000.00
Intervention Specialist	$ 62.28	$ 129,542.40
Inventory Control Manager	$ 31.25	$ 65,000.00
IT director	$ 21.12	$ 43,929.60
IT Director/Engineering Teacher	$ 32.64	$ 67,891.20
Job Shop Engineering Manager	$ 55.00	$ 114,400.00
Journeyman Electrician	$ 30.00	$ 62,400.00
Journeyman Lineman A	$ 51.81	$ 107,754.40
Journeyman Lineman B	$ 45.58	$ 94,806.40
Kiln Techinician	$ 32.72	$ 68,057.60
Lab Instructor	$ 50.07	$ 104,145.60
Lawn & Garden Sales	$ 17.50	$ 36,400.00
Library Clerk	$ 12.76	$ 26,547.04
Library Technology Assistant	$ 14.50	$ 30,160.00
Lineaman Apprentice	$ 41.81	$ 86,964.80
LISW	$ 47.73	$ 99,278.40
Literacy Specialist	$ 58.61	$ 121,898.40
Logistics Secretary	$ 17.75	$ 36,920.00
Maint Tech II	$ 31.13	$ 64,740.00
Maintenance	$ 24.75	$ 51,480.00
Maintenance Manager	$ 42.74	$ 88,899.20
Maintenance Superintendent	$ 20.00	$ 41,600.00
Maintenance Supervisor	$ 39.37	$ 81,894.80
Maintenance Tech II	$ 32.50	$ 67,600.00
Maintenance Training Supervisor	$ 20.00	$ 41,600.00
Makerspace Teacher/Engineering Teacher	$ 55.04	$ 114,483.20
Manager of Strategic Initiatives	$ 37.98	$ 78,998.40
Marketing & Communications Manager	$ 26.44	$ 54,995.20
Marketing Manager	$ 29.00	$ 60,320.00
Math Instructor	$ 55.32	$ 115,065.60
Math Teacher	$ 54.91	$ 114,202.40
Medicaid Services Manager	$ 38.63	$ 80,350.40
Member and Finance Manager	$ 23.69	$ 49,275.20
MES Analyst	$ 20.00	$ 41,600.00
middle and high school band teacher	$ 35.73	$ 74,318.40
Middle School English Teacher	$ 51.48	$ 107,078.40
Middle School Science	$ 51.82	$ 107,785.60
Middle School Teacher	$ 47.54	$ 98,883.20
Mill Operations Secretary	$ 17.85	$ 37,128.00
Millwork Pricing Support	$ 23.20	$ 48,256.00
Millwork Sales	$ 24.50	$ 50,960.00

Molding Warehouse Director	$ 44.85	$ 93,288.00
MUI Coordinator	$ 25.09	$ 52,187.20
Network Systems Technician	$ 31.00	$ 64,480.00
Nurse	$ 50.00	$ 104,000.00
OEM Engineer	$ 39.50	$ 82,160.00
Office Assistant	$ 12.48	$ 25,948.00
Office Clerk	$ 23.26	$ 48,380.80
Office Coordinator	$ 28.84	$ 59,987.20
Office Manager	$ 28.19	$ 58,624.80
Operations Administrative Assistant	$ 26.48	$ 55,078.40
Operations Manager	$ 33.65	$ 69,992.00
Operator	$ 26.00	$ 54,080.00
Order Notification Coordinator	$ 17.85	$ 37,128.00
Owner	$ 31.50	$ 65,520.00
Parapro	$ 15.07	$ 31,345.60
PASSPORT Supervisor	$ 43.33	$ 90,133.33
Pathways to Graduation Coach	$ 72.29	$ 150,363.20
Plant Engineer	$ 38.78	$ 80,652.00
Plant Manager	$ 64.00	$ 133,120.00
Plant Supervisor	$ 33.00	$ 68,640.00
Post Harvest Manager	$ 34.62	$ 72,009.60
Post-Harvest Assistant Manager	$ 29.33	$ 61,006.40
President	$ 82.50	$ 171,600.00
PRINCIPAL	$ 45.89	$ 95,446.25
Process Implementation Engineer	$ 31.25	$ 65,000.00
Processing Manager	$ 33.17	$ 68,993.60
Production Analyst	$ 29.89	$ 62,171.20
Production Coordinator	$ 20.00	$ 41,600.00
Program Coordinator	$ 23.50	$ 48,880.00
Program Director	$ 33.65	$ 69,992.00
Program Specialist	$ 21.00	$ 43,680.00
Project Manager	$ 48.00	$ 99,840.00
Project Manager/Procore Implementation Specialist	$ 38.00	$ 79,040.00
Psychologist	$ 51.94	$ 108,035.20
Purchasing Analyst/Technical Assistance	$ 37.74	$ 78,499.20
Purchasing Manager	$ 42.00	$ 87,360.00
QIDP (Qualified Intellectual Disability Professional)	$ 27.50	$ 57,200.00
Quality Systems Manager	$ 54.00	$ 112,320.00
Receptionist - CSR	$ 23.00	$ 47,840.00
Recruiter	$ 34.13	$ 70,990.40
Refractory/Precast Sales Engineer	$ 54.00	$ 112,320.00
Rental Assistance Case Manager	$ 18.09	$ 37,627.20
Resources Development Officer	$ 40.38	$ 83,990.40
Retail Assistant Manager	$ 26.44	$ 54,995.20
Retail Manager	$ 33.65	$ 69,992.00
Revenue Cycle Coordinator	$ 24.08	$ 50,086.40
Rip Operator	$ 28.00	$ 58,240.00
Ripping Assistant	$ 23.10	$ 48,048.00
Roaster Supervisor	$ 20.00	$ 41,600.00
Safety & Quality Manager	$ 37.98	$ 78,998.40
Sales Manager	$ 56.01	$ 116,500.80
Sales Representative	$ 52.68	$ 109,574.40
Scheduler	$ 28.00	$ 58,240.00
Scheduling	$ 22.50	$ 46,800.00
Scholarship director	$ 21.36	$ 44,428.80
School Age Service Coordinator	$ 25.36	$ 52,748.80
School Counselor	$ 41.00	$ 85,280.00
School to Work Coordinator	$ 38.34	$ 79,747.20
Science Instructor	$ 55.92	$ 116,313.60
Science Teacher	$ 44.27	$ 92,081.60
Secretary	$ 25.00	$ 52,000.00
Senior Center Administrative Assistant	$ 16.23	$ 33,758.40
Senior Center Administrator	$ 33.45	$ 69,576.00
Senior Center Director	$ 33.45	$ 69,576.00
Service Advisor	$ 13.00	$ 27,040.00
Service and Support Director	$ 34.66	$ 72,092.80
Service Coordinator	$ 36.30	$ 75,504.00

	Shelter Program Administrator	$ 25.92	$ 53,913.60
	Shelter Program Director	$ 25.92	$ 53,913.60
	Shipping & Warehouse	$ 31.41	$ 65,332.80
	Shipping Coordinator	$ 20.00	$ 41,600.00
	Shop Technician	$ 32.61	$ 67,828.80
	Site Supervisor/Family Advocate	$ 17.71	$ 36,836.80
	Site Supervisor/Family Services Specialist	$ 18.46	$ 38,396.80
	Social Studies Instructor	$ 41.10	$ 85,488.00
	Social Studies Teacher	$ 65.46	$ 136,156.80
	Special Education Teacher	$ 53.74	$ 111,779.20
	Sr Buyer	$ 20.00	$ 41,600.00
	Sr Maint Tech	$ 39.50	$ 82,160.00
	SSA	$ 21.74	$ 45,225.14
	SSA Assistant	$ 18.95	$ 39,416.00
	SSA Specialist	$ 26.33	$ 54,766.40
	Student Services	$ 50.00	$ 104,000.00
	Substitute Teacher	$ 19.00	$ 39,520.00
	Superintendent	$ 61.31	$ 127,531.73
	Superintendent Secretary	$ 27.67	$ 57,553.60
	Supervisor Therapy	$ 48.95	$ 101,816.00
	Supply Chain & Quality Manager	$ 33.00	$ 68,640.00
	Supply Chain Manager	$ 29.81	$ 62,004.80
	System Engineer	$ 39.07	$ 81,255.20
	Systems Administrator	$ 39.73	$ 82,638.40
	Taecher	$ 26.86	$ 55,868.80
	Talent Acquisition Manager	$ 38.46	$ 79,996.80
	Teacher	$ 41.40	$ 86,103.32
	Teacher's aide	$ 17.61	$ 36,618.40
	Tech Coordinator	$ 57.47	$ 119,537.60
	Tech Specialist	$ 60.00	$ 124,800.00
	Tech Support	$ 25.00	$ 52,000.00
	Techer	$ 52.26	$ 108,700.80
	Technical Engineer	$ 26.00	$ 54,080.00
	Technical Service Manager	$ 47.00	$ 97,760.00
	Technician	$ 20.00	$ 41,600.00
	Technology Coordinator	$ 32.32	$ 67,225.60
	Technology Tech	$ 43.20	$ 89,856.00
	Teracher	$ 30.00	$ 62,400.00
	Therapy Supervisor	$ 48.95	$ 101,816.00
	Tool Sales	$ 23.38	$ 48,620.00
	Tool Sales Secretary	$ 17.00	$ 35,360.00
	Tourism Market Manager	$ 36.06	$ 75,004.80
	Training/Inservice Coordinator	$ 27.66	$ 57,532.80
	Treasurer	$ 53.52	$ 111,311.20
	Treasury Manager	$ 41.83	$ 87,006.40
	Truck Driver	$ 26.00	$ 54,080.00
	UI Customer Service Representative	$ 17.50	$ 36,400.00
	Unemployment Customer Service Representative	$ 19.00	$ 39,520.00
	Vice President Business Development	$ 72.12	$ 150,009.60
	Vice President of Construction	$ 60.10	$ 125,008.00
	Vice President Preconstruction	$ 67.50	$ 140,400.00
	Waiver Specialist	$ 23.42	$ 48,713.60
	Weatherization Program Coordinator	$ 18.38	$ 38,230.40
	Welcome Desk and Testing Center Coordinator	$ 21.63	$ 44,990.40
	Welder	$ 23.02	$ 47,874.67
	Welder/Fabricator	$ 28.00	$ 58,240.00
	Woodshop Supply Secretary	$ 18.75	$ 39,000.00
	(blank)	$ 22.10	$ 45,968.00
7			
	Academic Coach	$ 29.56	$ 61,484.80
	Account Executive	$ 38.46	$ 79,996.80
	Account Manager	$ 38.12	$ 79,286.13
	Account representative	$ 26.58	$ 55,276.00
	Account Specialist	$ 26.47	$ 55,057.60
	Accountant II	$ 33.09	$ 68,827.20
	Accounting	$ 26.25	$ 54,600.00
	Accounting Analyst	$ 29.62	$ 61,609.60

Accounting Clerk	$ 28.76	$ 59,820.80
Accounting Manager	$ 39.96	$ 83,113.83
Accounting Manager I	$ 51.49	$ 107,106.13
Accounting Mgr	$ 60.00	$ 124,800.00
Accounting Reconciliation Analyst	$ 27.86	$ 57,948.80
Accounting Specialist	$ 26.44	$ 54,995.20
Accounting Supervisor	$ 38.02	$ 79,074.67
Accounts Payable Associate	$ 26.91	$ 55,972.80
Accounts Payable Clerk	$ 27.81	$ 57,844.80
Accounts Payable Manager	$ 51.99	$ 108,139.20
Accounts Payable Specialist	$ 23.35	$ 48,568.00
Accounts Payable Staff Accountant	$ 29.13	$ 60,590.40
Accounts Payable Supervisor	$ 34.11	$ 70,948.80
Accounts Receivable Clerk	$ 27.00	$ 56,160.00
Accounts Receivable Manager	$ 42.29	$ 87,963.20
Accounts Receivable Specialist	$ 31.25	$ 65,000.00
Administration	$ 74.56	$ 155,084.80
Administrative Assistant	$ 24.61	$ 51,181.24
Administrative Assistant / Records Specialist	$ 18.91	$ 39,332.80
Administrative Assistant II	$ 26.00	$ 54,080.00
Administrative Coordinator	$ 22.19	$ 46,155.20
Administrative Specialist	$ 35.77	$ 74,391.20
Administrator	$ 61.54	$ 127,994.29
Adminstrative Assistant	$ 28.92	$ 60,153.60
admissions and placement coordinator	$ 24.48	$ 50,918.40
AFS Inspection Technician	$ 36.15	$ 75,192.00
AFS Service Technician	$ 36.90	$ 76,752.00
After School Mentor	$ 15.00	$ 31,200.00
Aftermarket CS/ PC Specialist	$ 25.64	$ 53,331.20
Agency Planner	$ 35.20	$ 73,216.00
Agent	$ 62.00	$ 128,960.00
Aircraft Mechanic	$ 30.00	$ 62,400.00
Analyst Pricing - SO	$ 46.84	$ 97,427.20
Analyst, Wealth and Asset Management Strategy	$ 36.47	$ 75,857.60
AP & Customer Service	$ 23.08	$ 48,006.40
Application Analyst and Developer	$ 40.00	$ 83,200.00
Application Engineer	$ 52.79	$ 109,803.20
Application Engineer Sr	$ 49.39	$ 102,731.20
Application Engineer Sr.	$ 45.85	$ 95,368.00
Application Engineering Consultant	$ 73.78	$ 153,462.40
Application Engineering Specialist	$ 67.90	$ 141,221.60
Application Engineering Team Leader	$ 49.33	$ 102,606.40
Application Sales Technician	$ 40.25	$ 83,713.07
Application Support Manager	$ 44.57	$ 92,705.60
Applications Administrator 1	$ 31.54	$ 65,592.80
Applications Engineer	$ 41.56	$ 86,444.80
Apprentice	$ 25.00	$ 52,000.00
apprentice 4 year level	$ 28.00	$ 58,240.00
Apprentice Electrician	$ 24.25	$ 50,440.00
apprentice level 2	$ 28.00	$ 58,240.00
Apprentice Lineman	$ 34.08	$ 70,886.40
Apprentice Lineworker	$ 36.72	$ 76,370.67
Area Manager	$ 41.75	$ 86,833.07
Art Director	$ 40.50	$ 84,240.00
Asset Manager	$ 58.09	$ 120,827.20
Assistant Controller	$ 49.78	$ 103,542.40
Assistant Controller Corp Acct	$ 39.00	$ 81,120.00
Assistant Director	$ 41.85	$ 87,048.00
Assistant Finance Director	$ 43.92	$ 91,353.60
Assistant Marketing Manager	$ 43.62	$ 90,719.20
Assistant Property Manager	$ 32.78	$ 68,182.40
Assistant Superintendent	$ 76.82	$ 159,789.76
Assistant Supervisor	$ 52.93	$ 110,094.40
Assistant Treasurer	$ 62.70	$ 130,418.97
Assistant Water Distribution Superintendent	$ 40.80	$ 84,864.00
Assoc Director of Manufacturing Operations	$ 70.00	$ 145,600.00
Assoc Director of Manufacturing Ops	$ 70.00	$ 145,600.00

Associate Actuary	$ 74.33	$ 154,606.40
Associate Application Engineer	$ 35.35	$ 73,528.00
Associate Data Architect	$ 40.00	$ 83,200.00
Associate Data Engineer	$ 37.56	$ 78,124.80
Associate Director	$ 50.64	$ 105,331.20
Associate Director, Agility	$ 66.36	$ 138,018.40
Associate Manufacturing Engineer	$ 41.37	$ 86,049.60
Associate Network Operations Specialist	$ 29.81	$ 62,004.80
Associate Principal	$ 52.59	$ 109,387.20
Associate Quality Assurance Analyst	$ 25.15	$ 52,312.00
Associate Sensory Analyst	$ 38.03	$ 79,102.40
Associate Software Engineer	$ 38.33	$ 79,733.33
Associate Software Engineering Manager	$ 40.00	$ 83,200.00
Associate Systems/Network Administrator	$ 36.14	$ 75,171.20
Asst Head Start Director	$ 26.31	$ 54,724.80
Asst OhioMeansJobs Director	$ 24.45	$ 50,856.00
Asst Recycling Director	$ 24.79	$ 51,563.20
Attendance Office	$ 30.00	$ 62,400.00
Attendance Officer	$ 30.00	$ 62,400.00
Audit Data Analytics Analyst II	$ 36.22	$ 75,337.60
Audit Manager	$ 57.75	$ 120,120.00
Back Tender	$ 26.69	$ 55,515.20
Billing & Accounts Specialist	$ 30.00	$ 62,400.00
BIM Coordinator	$ 19.00	$ 39,520.00
Board Liaison	$ 34.67	$ 72,113.60
Body Shop Estimator	$ 21.57	$ 44,872.53
Bookkeeper	$ 29.51	$ 61,380.80
Brand Content & Social Strategy Manager	$ 71.19	$ 148,075.20
Brewer Lead	$ 30.93	$ 64,334.40
Brewing Coordinator	$ 31.26	$ 65,020.80
Bus Sys Analyst I	$ 38.10	$ 79,242.80
Bus Sys Analyst II	$ 29.72	$ 61,817.60
Business Analyst	$ 41.06	$ 85,400.64
Business Analyst II	$ 32.23	$ 67,044.34
Business Analyst III	$ 37.80	$ 78,624.00
Business Controls Associate	$ 43.97	$ 91,457.60
Business Controls Director	$ 98.08	$ 204,006.40
Business Controls Senior Manager	$ 82.94	$ 172,515.20
Business Development Director	$ 47.01	$ 97,787.73
Business Development Manager	$ 40.87	$ 84,999.20
Business Development Specialist	$ 21.63	$ 44,990.40
Business Director	$ 28.88	$ 60,070.40
Business Intelligence Analyst	$ 37.69	$ 78,395.20
Business Intelligence Manager	$ 53.74	$ 111,779.20
Business Operation Manager	$ 48.07	$ 99,985.60
Business Operations Analyst	$ 10.70	$ 22,256.00
Business Operations Manager	$ 48.07	$ 99,985.60
Business Process Analyst	$ 41.95	$ 87,256.00
Business Process Analyst, Business Alignment Group	$ 41.95	$ 87,256.00
Business Process Analyst, Manufacturing & Supply Chain	$ 48.47	$ 100,817.60
Business Process Engineer	$ 54.81	$ 114,004.80
Business Strategy Optimization Analyst	$ 43.56	$ 90,604.80
Business Systems & Continuous Improvement Manager	$ 48.07	$ 99,985.60
CAD Administrator	$ 45.67	$ 94,993.60
Capital Planning Analyst III	$ 40.87	$ 85,009.60
Capsule Validator	$ 29.13	$ 60,590.40
Care Coordinator	$ 23.74	$ 49,374.74
Carpenter	$ 39.63	$ 82,439.31
CELL LEADER	$ 26.00	$ 54,080.00
Cellar Manager	$ 32.45	$ 67,496.00
CEO	$ 120.24	$ 250,094.00
CEO - Seilkop Industries, Inc.	$ 103.02	$ 214,281.60
Certified Medical Assistant	$ 20.18	$ 41,967.47
Certified Medical Assistant/Medical Receptionist	$ 19.25	$ 40,040.00
CFO	$ 92.94	$ 193,315.20
CFO - Seilkop Industries, Inc.	$ 80.29	$ 167,003.20
Chief Accounting Officer	$ 60.00	$ 124,800.00

Chief Engagement Officer	$ 82.89	$ 172,411.20
Chief Enterprise Infrastructure Officer - CEIO	$ 60.09	$ 124,987.20
Chief Executive Officer	$ 144.00	$ 299,520.00
Chief Financial Officer	$ 100.29	$ 208,603.20
Chief Information Security Officer	$ 44.57	$ 92,705.60
Chief of Marketing	$ 48.05	$ 99,944.00
Chief People Officer	$ 79.80	$ 165,973.60
Chief Public Safety Services Officer	$ 52.88	$ 109,990.40
Chief Technology Officer	$ 48.03	$ 99,902.40
Children's Pastor	$ 21.00	$ 43,680.00
Claims manager	$ 52.16	$ 108,492.80
Claims Supervisor	$ 45.91	$ 95,492.80
Client Relationship Manager	$ 36.00	$ 74,880.00
Client Success Specialist	$ 25.01	$ 52,020.80
Client Success Team Manager	$ 40.87	$ 85,009.60
CMM Technician	$ 26.22	$ 54,537.60
CNC Programmer	$ 35.16	$ 73,132.80
CNC Specialist	$ 30.89	$ 64,251.20
College and Career Readiness	$ 20.22	$ 42,057.60
Commercial Coordinator II	$ 33.99	$ 70,699.20
Commercial Coordinator Supervisor	$ 41.83	$ 87,006.40
Commercial Salesman	$ 44.23	$ 91,998.40
Communicaitons Mgr	$ 48.45	$ 100,776.00
Communications and Engagement Specialist	$ 30.19	$ 62,795.20
Communications Coordinator	$ 27.28	$ 56,742.40
Communications Manager	$ 39.89	$ 82,971.20
Communications Services Supervisor	$ 39.62	$ 82,409.60
Compliance Specialist	$ 40.00	$ 83,200.00
Computer Support Technician I	$ 18.52	$ 38,521.60
Computer User Support Specialist	$ 24.28	$ 50,502.40
Configuration Management Services Manager	$ 70.66	$ 146,972.80
Connections Ministry	$ 23.65	$ 49,192.00
Consultant	$ 47.05	$ 97,868.16
Consultant / PM	$ 32.00	$ 66,560.00
Consultant /PM	$ 44.00	$ 91,520.00
Consultant/PM	$ 46.00	$ 95,680.00
Consultant/PM/Team Lead	$ 60.00	$ 124,800.00
Consulting Data Engineer	$ 79.33	$ 165,006.40
Consulting Platform Engineer	$ 85.56	$ 177,964.80
Consulting Product Owner	$ 87.47	$ 181,937.60
Consumer Insights Analyst	$ 32.69	$ 67,995.20
Contract Administrator	$ 29.10	$ 60,528.00
Contract Tolling Manager	$ 56.94	$ 118,435.20
Contracts Administrator	$ 23.17	$ 48,193.60
Contracts Manager	$ 30.89	$ 64,251.20
Contracts Managers	$ 34.62	$ 72,009.60
Control Systems Manager	$ 51.99	$ 108,139.20
Control Systems Technician II	$ 38.11	$ 79,268.80
Controller	$ 68.79	$ 143,082.16
Controls Engineer	$ 49.76	$ 103,500.80
COO	$ 95.60	$ 198,842.80
Co-Op	$ 26.05	$ 54,190.93
Co-op Engineering Department	$ 24.25	$ 50,440.00
Coordination Manager	$ 49.27	$ 102,481.60
Coordinator	$ 51.53	$ 107,182.40
Coordinator/PM	$ 32.16	$ 66,892.80
Copywriter	$ 30.66	$ 63,772.80
Corporate Accountant	$ 50.28	$ 104,582.40
Corporate Attorney	$ 63.51	$ 132,100.80
Corporate DON	$ 88.46	$ 183,996.80
Corporate HR	$ 53.75	$ 111,800.00
Corporate HR Director	$ 60.10	$ 125,008.00
Corporate IT	$ 65.18	$ 135,576.00
Corporate Marketing and Admissions	$ 48.56	$ 101,004.80
Corporate Productivity Improvement	$ 69.25	$ 144,040.00
Corporate Recruiter	$ 34.61	$ 71,988.80
Corporate VP	$ 84.43	$ 175,614.40

Counselor	$ 49.53	$ 103,022.40
Courthouse Technician	$ 27.50	$ 57,200.00
Creative Director	$ 48.00	$ 99,840.00
Creative Manager & Graphic Designer	$ 30.29	$ 63,003.20
Credit Manager	$ 38.52	$ 80,121.60
CTO	$ 150.00	$ 312,000.00
Custom Production Testing Manager	$ 56.66	$ 117,852.80
Customer Excellence Coordinator	$ 26.44	$ 54,995.20
Customer Experience Senior Analyst	$ 38.85	$ 80,808.00
Customer Experience Specialist	$ 19.76	$ 41,100.80
Customer Relations Advisor	$ 19.74	$ 41,059.20
Customer Relations Director	$ 49.52	$ 103,001.60
Customer Relations Manager	$ 32.13	$ 66,837.33
Customer Relations Supervisor	$ 30.31	$ 63,034.40
Customer Relations Supervisory	$ 29.52	$ 61,401.60
Customer Service Manager	$ 36.00	$ 74,880.00
Customer Service Rep	$ 18.83	$ 39,173.33
Customer Service Representative	$ 28.97	$ 60,247.20
Customer Service Specialist	$ 24.07	$ 50,058.67
Customer Solutions Change Management Coordinator	$ 32.75	$ 68,120.00
Customer Support and Planning	$ 48.75	$ 101,400.00
Customer Support Manager	$ 35.89	$ 74,640.80
Cyber Operations Specialist	$ 47.14	$ 98,051.20
Cyber Security Analyst I	$ 31.45	$ 65,405.60
Cyber Security Systems Administrator	$ 33.00	$ 68,640.00
CyberSecurity Advisor	$ 30.00	$ 62,400.00
Data Analyst	$ 39.62	$ 82,399.20
Data Developer	$ 40.00	$ 83,200.00
Data Developer Specialist	$ 40.00	$ 83,200.00
Data Development Manager	$ 40.00	$ 83,200.00
Data Engineer	$ 40.58	$ 84,406.40
Data Engineer I	$ 37.84	$ 78,707.20
Data Engineering Director	$ 87.22	$ 181,417.60
Data Integration Specialist	$ 42.13	$ 87,630.40
Data Management Director	$ 40.00	$ 83,200.00
Data Manager	$ 65.00	$ 135,200.00
Data Reporting Analyst	$ 34.93	$ 72,654.40
Data Reporting Specialist	$ 40.00	$ 83,200.00
Data Storage and Recovery Architect	$ 83.94	$ 174,595.20
DATABASE ADMINISTRATOR	$ 44.93	$ 93,454.40
Dental Assistant/Receptionist	$ 21.00	$ 43,680.00
Deputy Director of Technology Services	$ 74.67	$ 155,313.60
Deputy General Counsel	$ 126.89	$ 263,931.20
Design Engineer	$ 33.00	$ 68,640.00
Design Manager	$ 47.21	$ 98,196.80
Designer	$ 27.31	$ 56,810.00
Desktop Administrator	$ 26.92	$ 55,993.60
Desktop Technician	$ 34.00	$ 70,720.00
Developer	$ 41.00	$ 85,280.00
Development Manager	$ 44.54	$ 92,643.20
Digital and Web Manager	$ 11.00	$ 22,880.00
Digital Marketing Analyst	$ 35.70	$ 74,256.00
Digital Marketing Manager	$ 25.39	$ 52,811.20
Director	$ 36.52	$ 75,966.80
Director - IT â€¢ Digital Technology	$ 77.61	$ 161,428.80
Director - Strategic IT Management Office	$ 92.10	$ 191,568.00
Director Brand Strategy	$ 38.63	$ 80,350.40
Director Community Health	$ 48.45	$ 100,776.00
Director of Accounting	$ 71.06	$ 147,800.64
Director of Administration	$ 50.24	$ 104,499.20
Director of Brand Strategy	$ 57.69	$ 119,995.20
Director of Business Development	$ 60.10	$ 124,997.60
Director of Business Process Management	$ 61.30	$ 127,504.00
Director of Communications	$ 53.04	$ 110,330.13
Director of Culture and Engagement	$ 62.39	$ 129,771.20
Director of Day Services	$ 28.38	$ 59,030.40
Director of Engineering	$ 79.95	$ 166,296.00

Director of Finance	$ 76.45	$ 159,005.60
Director of Graphics	$ 62.50	$ 130,000.00
Director of Hospitality	$ 51.00	$ 106,080.00
Director of Human Resources	$ 77.31	$ 160,804.80
Director of ID	$ 70.00	$ 145,600.00
Director of Information Systems	$ 53.00	$ 110,240.00
Director of Instructions	$ 44.00	$ 91,520.00
Director of Labor Relations	$ 70.54	$ 146,723.20
Director of Learning	$ 67.09	$ 139,547.20
Director of Maketing	$ 28.85	$ 60,008.00
Director of Marketing	$ 64.18	$ 133,484.00
Director of Membership and Engagement	$ 28.85	$ 60,008.00
Director of Motion	$ 57.00	$ 118,560.00
Director of Nursing/Deputy Health Commissioner	$ 41.63	$ 86,590.40
Director of Operations	$ 52.15	$ 108,472.00
Director of Operations Improvements	$ 58.08	$ 120,806.40
director of safety	$ 77.58	$ 161,366.40
Director of Sales	$ 73.31	$ 152,474.40
Director of Sales Ops	$ 56.94	$ 118,435.20
Director of Social Services	$ 40.31	$ 83,844.80
Director of Technology Services	$ 74.67	$ 155,313.60
Director of Training	$ 37.00	$ 76,960.00
Director of Workforce	$ 53.73	$ 111,758.40
Director, Agility	$ 83.48	$ 173,645.33
Director, Customer Service	$ 31.97	$ 66,497.60
Director, Cyber Threat	$ 97.12	$ 202,009.60
Director, Data Engineering	$ 82.72	$ 172,047.20
Director, HR	$ 59.32	$ 123,385.60
Director, Human Resources	$ 52.53	$ 109,262.40
Director, Marketing	$ 55.56	$ 115,564.80
Director, Ops	$ 75.50	$ 157,040.00
Director, Platform Engineering	$ 86.09	$ 179,056.80
Director, PMO	$ 37.00	$ 76,960.00
Director, Software Engineering	$ 96.11	$ 199,908.80
Director, Strategic Integration	$ 44.00	$ 91,520.00
Director, Sweet Flavor Creation	$ 122.13	$ 254,030.40
Director, Technology	$ 57.70	$ 120,016.00
Director, Workforce Planning & Mgmt.	$ 96.49	$ 200,699.20
Dispatcher/Clerk	$ 32.80	$ 68,224.00
Divisional Assistant Vice President - Actuarial	$ 98.18	$ 204,214.40
Divisional Assistant Vice President - Technology	$ 97.05	$ 201,864.00
Divisional Assistant Vice President-Technology	$ 103.61	$ 215,508.80
Document Administrator	$ 24.30	$ 50,540.33
Documentation Administrator	$ 22.83	$ 47,486.40
Documentation Supervisor	$ 38.31	$ 79,684.80
Driver	$ 24.88	$ 51,740.00
Economic Development Director	$ 69.23	$ 143,998.40
EDI Support Supervisor	$ 51.58	$ 107,286.40
Educational Technologist (Teacher)	$ 66.39	$ 138,091.20
EH&S Specialist	$ 31.81	$ 66,164.80
EHS Environmental Scientist	$ 43.27	$ 90,001.60
EHS Environmental Specialist	$ 45.09	$ 93,787.20
Electric Helper	$ 18.00	$ 37,440.00
Electrical apprentice	$ 20.71	$ 43,085.71
Electrical Apprentice Level 2	$ 21.85	$ 45,450.31
Electrical apprentice Level 3	$ 25.29	$ 52,606.67
Electrical Apprentice Level 4	$ 25.83	$ 53,733.33
Electrical Apprentice Year 1	$ 19.00	$ 39,520.00
Electrical Apprenticeship - Year 1	$ 18.00	$ 37,440.00
Electrical Engineer	$ 62.52	$ 130,041.60
Electrical Engineering Technician	$ 28.09	$ 58,427.20
Electrical Helper	$ 19.00	$ 39,520.00
Electrical Maintenance Technician Apprentice	$ 34.54	$ 71,843.20
Electrical Planning Engineer	$ 60.75	$ 126,360.00
Electrical Trainee	$ 17.00	$ 35,360.00
Electrican	$ 36.32	$ 75,545.60
Electrician	$ 30.17	$ 62,746.67

Email Marketing Specialist	$ 38.46	$ 79,996.80
Emergency Response Coordinator/Accreditation Coordinator	$ 20.00	$ 41,600.00
EMIS	$ 43.95	$ 91,416.00
EMIS Services Liaison	$ 32.17	$ 66,913.60
Employee and Labor Relations Administrator	$ 28.94	$ 60,195.20
EMT		$ -
Endpoint Specialist 1	$ 25.36	$ 52,748.80
Endpoint Specialist 2	$ 25.36	$ 52,748.80
Engagement Coordinator, Digital Marketing & Events	$ 25.24	$ 52,499.20
Engineer	$ 40.90	$ 85,069.69
Engineering	$ 48.25	$ 100,360.00
Engineering Lead	$ 37.00	$ 76,960.00
Engineering Manager	$ 72.13	$ 150,030.40
Engineering Specialist	$ 28.13	$ 58,510.40
Engineering Team Lead	$ 63.43	$ 131,934.40
Engineering Team Leader	$ 63.83	$ 132,766.40
Engineering Technician	$ 36.75	$ 76,440.00
English Learner Coordinator	$ 36.66	$ 76,252.80
Enrollment Manager	$ 25.00	$ 52,000.00
Enterprise Architect	$ 40.00	$ 83,200.00
Enterprise Transformation Director	$ 114.68	$ 238,534.40
Environmental Health Specialist II	$ 33.02	$ 68,681.60
Environmental Health Specialist in Training	$ 21.00	$ 43,680.00
Epicor MRP Planner	$ 45.56	$ 94,764.80
ERM Analyst	$ 39.43	$ 82,014.40
Estimator	$ 41.38	$ 86,061.49
Event Manager	$ 21.15	$ 43,992.00
EVP/Information Security Officer	$ 67.02	$ 139,401.60
Exec Director Workforce Innovation	$ 64.99	$ 135,179.20
Executive Administrative	$ 25.99	$ 54,059.20
Executive Administrative	$ 26.00	$ 54,080.00
Executive Administrative Assistant/Customer Support Specia	$ 28.08	$ 58,406.40
Executive Assistant	$ 32.18	$ 66,927.47
Executive Asst/Website Admin	$ 23.74	$ 49,379.20
Executive Director	$ 40.29	$ 83,798.00
Executive Secretary	$ 31.72	$ 65,967.20
Executive Vice President	$ 55.00	$ 114,400.00
Executive Vice President, Sales and Marketing	$ 72.00	$ 149,760.00
Facilities & Maintenance Manager	$ 50.48	$ 104,998.40
Facilities Director	$ 48.57	$ 101,025.60
Facilities Maintenance Tech	$ 27.00	$ 56,160.00
Facilities Supervisor	$ 47.38	$ 98,550.40
Family & Adoptive Liaison	$ 22.56	$ 46,924.80
Family & Community Lead Specialist	$ 26.76	$ 55,660.80
Field Service Technician	$ 38.10	$ 79,248.00
Field Training and Capabilities Specialist	$ 36.37	$ 75,649.60
Finance Director	$ 50.64	$ 105,331.20
Finance Manager	$ 55.63	$ 115,710.40
Finance Reporting Analyst	$ 41.24	$ 85,779.20
Finance Specialist	$ 36.23	$ 75,358.40
Finance Transformation Manager	$ 67.71	$ 140,836.80
Financial Analyst	$ 35.06	$ 72,931.73
Financial Analyst II	$ 38.91	$ 80,932.80
Financial Analyst III	$ 40.27	$ 83,753.28
Financial Crimes Manager	$ 63.12	$ 131,289.60
Financial Manager	$ 34.50	$ 71,760.00
Financial Planning & Analysis Manager	$ 57.91	$ 120,452.80
Financial Shared Services Manager	$ 41.19	$ 85,675.20
Firefighter/Paramedic	$ 38.30	$ 79,664.00
Fiscal Analyst	$ 30.71	$ 63,876.80
Fiscal Services Liaison	$ 33.91	$ 70,532.80
Fiscal Support Liaison	$ 34.37	$ 71,489.60
FOREMAN	$ 49.80	$ 103,584.00
Foreperson	$ 41.00	$ 85,269.60
Founder	$ 50.00	$ 104,000.00
Fourth Hand	$ 22.74	$ 47,292.27
Fourth Hand Operator	$ 23.76	$ 49,420.80

FPA Controller	$ 78.66	$ 163,612.80
Fuel Tax Clerk	$ 23.18	$ 48,214.40
Fuel Tax Coordinator	$ 24.47	$ 50,897.60
Functional Lead Workday	$ 42.12	$ 87,609.60
General Education Classroom Teacher	$ 77.74	$ 161,699.20
General Education Teacher	$ 64.41	$ 133,979.04
General Education Teachers	$ 37.28	$ 77,542.40
General Manager	$ 62.50	$ 130,000.00
Gifted Intervention Specialist	$ 64.78	$ 134,742.40
Graduation Pathways Coordinator	$ 31.83	$ 66,206.40
Grants and Fundraising Leader	$ 37.87	$ 78,769.60
Grants Compliance Manager	$ 41.81	$ 86,964.80
Graphic Design Coordinator	$ 27.00	$ 56,160.00
Group Manager - Product Design	$ 64.69	$ 134,555.20
Group Product Manager	$ 70.52	$ 146,681.60
Groups Administrative Assistant	$ 24.42	$ 50,793.60
Guidance Counselor	$ 41.20	$ 85,696.00
Hamilton County Probate	$ 50.00	$ 104,000.00
Hardware Manager	$ 44.89	$ 93,371.20
HCM Relationship Manager	$ 66.69	$ 138,722.13
Head Start Technology Specialist	$ 18.99	$ 39,499.20
Health Commissioner	$ 43.75	$ 91,000.00
Health Environmental & Safety Coordinator	$ 35.09	$ 72,987.20
Help Desk Technician	$ 27.96	$ 58,156.80
Help Me Grow Administrator	$ 32.62	$ 67,849.60
Helper	$ 24.00	$ 49,920.00
HR Administrator	$ 31.00	$ 64,480.00
HR Administrator I	$ 29.00	$ 60,320.00
HR Analyst	$ 31.50	$ 65,520.00
HR Assistant	$ 23.97	$ 49,857.60
HR Business Partner	$ 40.96	$ 85,196.80
HR Director	$ 42.63	$ 88,677.33
HR Generalist	$ 31.97	$ 66,507.31
HR Manager	$ 45.77	$ 95,209.92
HR Operations Specialist	$ 40.74	$ 84,739.20
HR Specialist	$ 32.68	$ 67,974.40
HR Team Lead/Administrative Assistant	$ 28.01	$ 58,260.80
HR/Marketing Specialist	$ 29.28	$ 60,902.40
Human Resource Manager	$ 38.34	$ 79,747.20
Human Resources & Technology lead	$ 45.96	$ 95,596.80
Human Resources / Technology Lead	$ 45.96	$ 95,596.80
Human Resources Business Partner	$ 40.74	$ 84,739.20
Human Resources Director	$ 49.00	$ 101,920.00
HUMAN RESOURCES GENERALIST	$ 28.84	$ 59,987.20
Human Resources Manager	$ 53.08	$ 110,406.40
HVAC Helper	$ 23.33	$ 48,533.33
IAM Administrator	$ 40.00	$ 83,200.00
Identity and Access Manager	$ 41.52	$ 86,361.60
Import / Export Coordinator	$ 35.62	$ 74,089.60
Improvement Technician V	$ 38.35	$ 79,768.00
Industrial Safety Manager	$ 39.00	$ 81,120.00
InfOhio Lead	$ 41.34	$ 85,987.20
Information Security Analyst	$ 25.00	$ 52,000.00
Information Security Compliance Analyst	$ 33.84	$ 70,387.20
Information Security Engineer II	$ 44.23	$ 91,998.40
Information Security Manager	$ 71.76	$ 149,260.80
Infrastructure Director	$ 89.60	$ 186,368.00
Infrastructure Manager	$ 64.09	$ 133,314.13
Infrastructure Services Analyst 2	$ 34.76	$ 72,300.80
Infrastructure Services Manager	$ 45.67	$ 94,993.60
Infrastructure Services Supervisor	$ 36.06	$ 75,004.80
Infrastructure Supervisor	$ 59.96	$ 124,716.80
Injection Molding Technician	$ 27.02	$ 56,201.60
Innovation Researcher	$ 59.31	$ 123,364.80
Inside Sales	$ 45.67	$ 94,993.60
Inspector, Detail	$ 24.12	$ 50,169.60
Install Project Coordinator	$ 21.50	$ 44,720.00

Installation Assistant Manager	$ 33.21	$ 69,076.80
Instructor	$ 35.50	$ 73,840.00
Interim Communications Supervisor	$ 34.63	$ 72,030.40
Intern	$ 12.00	$ 24,960.00
Internal Auditor	$ 27.73	$ 57,678.40
Intervention Specialist	$ 45.61	$ 94,877.12
Inventory Control Coordinator	$ 25.00	$ 52,000.00
Inventory Controller	$ 25.51	$ 53,060.80
IT Administrative Analyst	$ 29.69	$ 61,755.20
IT Application Administrator	$ 52.07	$ 108,305.60
IT Application Infrastructure Engineer	$ 47.71	$ 99,226.40
IT Business Analyst	$ 40.00	$ 83,200.00
IT Change Specialist	$ 62.00	$ 128,960.00
IT Cybersecurity Analyst	$ 44.78	$ 93,142.40
IT Desktop Support Technician	$ 29.40	$ 61,152.00
IT Developer	$ 34.13	$ 70,990.40
IT Development Manager	$ 51.00	$ 106,080.00
IT Endpoint Engineering Analyst II	$ 30.06	$ 62,524.80
IT Governance Consultant	$ 78.08	$ 162,406.40
IT Governance Principal	$ 72.48	$ 150,751.47
IT Lead Product Owner	$ 62.00	$ 128,960.00
IT Leadership Program Participant	$ 37.91	$ 78,861.71
IT Manager	$ 44.48	$ 92,518.40
IT Operations Analyst	$ 57.00	$ 118,560.00
IT Operations Manager	$ 49.28	$ 102,502.40
IT Portfolio Manager	$ 66.16	$ 137,612.80
IT Product Owner	$ 40.80	$ 84,853.60
IT Service Desk Analyst	$ 25.67	$ 53,386.67
IT Service Desk Engineer II	$ 30.00	$ 62,400.00
IT Sr. Product Owner	$ 60.38	$ 125,590.40
IT Support Specialist	$ 25.53	$ 53,102.40
IT Support Specialist - TAC Team Lead	$ 31.73	$ 65,998.40
IT Support Specialist - Tier 1	$ 25.30	$ 52,624.00
IT Support Specialist - Tier 2	$ 27.09	$ 56,336.80
IT Support Supervisor	$ 56.84	$ 118,216.80
IT Support Tech	$ 28.65	$ 59,592.00
IT Support Technician	$ 27.91	$ 58,052.80
IT Support Technician Team Lead	$ 26.67	$ 55,473.60
IT Systems Admin	$ 49.00	$ 101,920.00
IT Systems Administrator	$ 62.50	$ 130,006.93
IT Talent Development Specialist	$ 53.30	$ 110,864.00
IT Technical Analysis Manager	$ 40.00	$ 83,200.00
Job Captain	$ 32.00	$ 66,560.00
Journeyman	$ 50.63	$ 105,303.47
Journeyman Electrican	$ 28.00	$ 58,240.00
Journeyman Lineman	$ 57.99	$ 120,619.20
Journeyman Lineworker	$ 57.99	$ 120,619.20
Jr Designer	$ 25.00	$ 52,000.00
Junior Business Development Rep	$ 20.19	$ 41,995.20
Junior Developer	$ 26.50	$ 55,120.00
Knowledge Management Lead	$ 64.90	$ 134,992.00
Laborer	$ 23.00	$ 47,840.00
Laminating Manager	$ 31.25	$ 65,000.00
LAN Administrator	$ 39.47	$ 82,090.67
Lead Data Engineer	$ 67.05	$ 139,464.00
Lead Instructor	$ 40.00	$ 83,200.00
Lead Machinist III	$ 36.50	$ 75,920.00
Lead of Welding Department	$ 33.88	$ 70,470.40
Lead Platform Engineer	$ 51.53	$ 107,189.33
Lead Processor	$ 21.63	$ 44,990.40
Lead Product Owner	$ 65.67	$ 136,583.20
Lead Sales Representative	$ 22.28	$ 46,342.40
Lead Software Engineer	$ 75.42	$ 156,873.60
Lead Tax Analyst	$ 50.82	$ 105,712.53
Learning Program Specialist	$ 30.45	$ 63,336.00
Leave Specialist	$ 30.09	$ 62,587.20
LOB Reporting Analyst II	$ 36.78	$ 76,502.40

Local Marketing Manager	$ 26.44	$ 54,995.20
Lube Technician	$ 17.60	$ 36,608.00
Machine Operator	$ 24.70	$ 51,365.60
Machine Operator IV	$ 27.44	$ 57,075.20
Machine Shop Manager	$ 80.54	$ 167,523.20
Machining Supervisor	$ 52.50	$ 109,200.00
Machinist	$ 25.06	$ 52,131.73
Machinist I	$ 26.50	$ 55,120.00
Machinist II	$ 35.80	$ 74,464.00
Maechanic	$ 32.84	$ 68,307.20
Maintenance Lead Technician	$ 37.60	$ 78,208.00
Maintenance Manager	$ 50.95	$ 105,965.60
Maintenance Mechanic	$ 29.98	$ 62,358.40
Maintenance Planner	$ 40.38	$ 83,990.40
Maintenance Sourcing Specialist	$ 27.56	$ 57,324.80
Maintenance Supervisor	$ 43.26	$ 89,980.80
Maintenance Tech I	$ 30.66	$ 63,762.40
Maintenance Tech II	$ 35.60	$ 74,042.80
Maintenance Tech III	$ 38.54	$ 80,156.27
Maintenance Tech IV	$ 35.42	$ 73,673.60
Maintenance Tech V	$ 38.74	$ 80,579.20
Maintenance Technician IV	$ 35.04	$ 72,883.20
Maintenance Technician V	$ 38.61	$ 80,308.80
Maintenance Workforce Development Manager	$ 47.60	$ 99,008.00
Managed Services Sales Administrator	$ 19.23	$ 39,998.40
Managed Services Specialist	$ 27.41	$ 57,002.40
Manager	$ 26.92	$ 55,993.60
MANAGER ACCOUNTS PAYABLE & PAYROLL	$ 48.48	$ 100,838.40
Manager of Security & Technology	$ 51.92	$ 107,993.60
Manager, Childrens Service HUB	$ 28.81	$ 59,924.80
Manager, Community Health	$ 30.29	$ 63,003.20
Manager, Infrastructure Engineering	$ 64.69	$ 134,555.20
Manufacturing Engineer	$ 45.16	$ 93,932.80
Manufacturing Engineering Technician	$ 33.92	$ 70,553.60
Manufacturing Tech II	$ 19.63	$ 40,830.40
Marketing & Communications Officer	$ 28.52	$ 59,321.60
Marketing and Communications Officer	$ 28.52	$ 59,321.60
Marketing and Customer Experience Manager	$ 44.41	$ 92,372.80
Marketing and Proposal Manager	$ 41.34	$ 85,987.20
Marketing Coordinator	$ 27.88	$ 57,990.40
Marketing Coordinator, Demand Generation	$ 29.38	$ 61,110.40
Marketing Copywriter	$ 44.47	$ 92,497.60
Marketing Director	$ 56.35	$ 117,208.00
Marketing Manager	$ 30.05	$ 62,510.93
Marketing Mgr	$ 34.66	$ 72,092.80
Marketing Specialist	$ 34.66	$ 72,092.80
Materials Supervisor	$ 26.18	$ 54,444.00
Mechanic	$ 29.54	$ 61,443.20
Mechanic II	$ 29.03	$ 60,382.40
Mechanic III	$ 32.19	$ 66,946.88
Mechanical Designer	$ 35.43	$ 73,694.40
Mechanical Engineer	$ 38.93	$ 80,964.00
Media & Production Specialist	$ 20.38	$ 42,390.40
Media Specialist	$ 58.03	$ 120,702.40
Medical Assistant	$ 18.85	$ 39,203.84
Medical Assistant Certified	$ 18.21	$ 37,885.12
Mental Health	$ 30.00	$ 62,400.00
Mental Health Therapist	$ 56.44	$ 117,384.80
Middle School Youth Pastor	$ 25.00	$ 52,000.00
Mobile HVAC Technician	$ 40.00	$ 83,200.00
Mobility Manager	$ 21.50	$ 44,720.00
MRO Materials Specialist	$ 26.92	$ 55,993.60
MSP Product Manager	$ 23.56	$ 49,004.80
Multimedia Design Director	$ 26.25	$ 54,600.00
National Contract Specialist	$ 27.40	$ 56,992.00
National Contracts Team Lead	$ 35.42	$ 73,673.60
National Sales Manager	$ 41.83	$ 87,006.40

National Sales Specialist Team Lead	$ 31.64	$ 65,802.88
Neighbor Experience Manager	$ 25.96	$ 53,996.80
Network Administrator	$ 43.51	$ 90,500.80
Network Administrator Technician	$ 37.50	$ 78,000.00
Network Manager	$ 54.94	$ 114,275.20
Network Operations Center Supervisor	$ 42.93	$ 89,301.33
Network Operations Specialist	$ 33.01	$ 68,664.96
Network Specialist	$ 30.38	$ 63,190.40
Network System Engineer	$ 53.07	$ 110,385.60
Network Technician	$ 21.00	$ 43,680.00
NOC Analyst	$ 19.23	$ 39,998.40
NOC Analyst - Tier 3	$ 60.10	$ 125,008.00
Non-MITS System Analyst	$ 35.16	$ 73,132.80
Nurse	$ 45.86	$ 95,378.40
Occupational Therapist	$ 59.10	$ 122,928.00
Office Admin	$ 25.86	$ 53,788.80
Office Clerk	$ 23.69	$ 49,275.20
Office Coordinator	$ 26.00	$ 54,080.00
Office Manager	$ 28.52	$ 59,325.76
OhioMeansJobs Center Specialist	$ 18.50	$ 38,480.00
OhioMeansJobs Information Specialist	$ 20.07	$ 41,745.60
OhioMeansJobs Program Director	$ 36.16	$ 75,212.80
OnBase Developer	$ 40.00	$ 83,200.00
Onboarding Specialist	$ 19.00	$ 39,520.00
Online Learning Coordinator	$ 27.50	$ 57,200.00
Operational Technology Consultant	$ 27.70	$ 57,616.00
Operations and Innovation Mgr.	$ 43.32	$ 90,105.60
OPERATIONS DIRECTOR	$ 53.96	$ 112,236.80
Operations Leadership Associate	$ 27.91	$ 58,045.87
Operations Manager	$ 38.62	$ 80,319.20
Operations Reconciliation Manager	$ 43.66	$ 90,812.80
Operations Specialist	$ 31.75	$ 66,040.00
Operations Support Specialist	$ 46.36	$ 96,428.80
Operator	$ 22.50	$ 46,800.00
Owner	$ 25.91	$ 53,892.80
Packaging Operations Coordinator	$ 30.00	$ 62,400.00
Packer	$ 22.89	$ 47,611.20
Parent and Youth Ambassador	$ 22.57	$ 46,935.20
Payroll & Benefits Specialist	$ 35.43	$ 73,684.00
Payroll Administrator	$ 31.70	$ 65,925.60
Payroll Analyst	$ 31.63	$ 65,783.47
Payroll and Benefits Specialist	$ 34.55	$ 71,864.00
Payroll Clerk	$ 28.88	$ 60,070.40
Payroll Specialist	$ 29.37	$ 61,089.60
Payroll Supervisor	$ 35.10	$ 73,008.00
Payroll/Personnel Analyst	$ 25.61	$ 53,268.80
PC Manager	$ 50.52	$ 105,081.60
PC Specialist	$ 23.00	$ 47,840.00
Performance Marketing Director	$ 56.12	$ 116,729.60
Physical Therapist	$ 57.59	$ 119,787.20
Piping Designer	$ 29.74	$ 61,859.20
Planning & Finance - CAPEX	$ 58.05	$ 120,744.00
Plant Manager	$ 74.85	$ 155,688.00
Police Lieutanent	$ 62.15	$ 129,272.00
POLICE LIEUTENANT	$ 63.20	$ 131,445.60
Police Officer	$ 45.87	$ 95,404.40
Police Specialist	$ 49.29	$ 102,523.20
POS & Merch Inventory Controller	$ 24.20	$ 50,336.00
POS Analyst Help Desk	$ 23.99	$ 49,899.20
Post Closer/Recorder	$ 23.42	$ 48,713.60
PreCon director	$ 87.54	$ 182,083.20
Prepress Operator	$ 30.77	$ 64,001.60
President	$ 76.99	$ 160,135.73
President - EPCOR Foundry	$ 79.37	$ 165,089.60
President & CEO	$ 111.95	$ 232,856.00
PRINCIPAL	$ 62.09	$ 129,147.20
Principal Business Analyst	$ 54.92	$ 114,233.60

Principal Data Engineer	$ 69.36	$ 144,268.80
Principal DevOps Engineer	$ 95.97	$ 199,617.60
Principal Infrastructure Architect	$ 74.00	$ 153,920.00
Principal Platform Engineer	$ 63.24	$ 131,539.20
Principal Product Owner	$ 70.67	$ 146,993.60
Principal Software Engineer	$ 67.59	$ 140,587.20
Principal Technical Engineer	$ 75.51	$ 157,060.80
Private Events Manager	$ 36.05	$ 74,984.00
Private Events Sales Account Manager	$ 31.20	$ 64,896.00
Private Events Sales Representative	$ 25.00	$ 52,000.00
Probate	$ 50.00	$ 104,000.00
Process Development Consultant	$ 47.60	$ 99,008.00
Process Development Engineer Level 1	$ 42.87	$ 89,169.60
Process Engineer	$ 40.83	$ 84,926.40
Process Engineering Manager	$ 55.73	$ 115,918.40
Process Operator II, Capsules	$ 25.37	$ 52,762.67
Process Quality Specialist	$ 49.52	$ 103,001.60
Process Technician, Capsules	$ 28.00	$ 58,240.00
Processor	$ 18.00	$ 37,440.00
Procurement	$ 31.46	$ 65,436.80
Procurement Agent	$ 43.32	$ 90,105.60
Product Analyst	$ 34.25	$ 71,240.00
Product Architect	$ 77.90	$ 162,032.00
Product Development Manager	$ 68.86	$ 143,228.80
Product Engineer	$ 44.83	$ 93,246.40
Product Lead	$ 44.37	$ 92,279.20
Product Manager	$ 49.95	$ 103,885.60
Product Owner	$ 48.56	$ 101,004.80
PRODUCT SPECIALIST	$ 35.92	$ 74,713.60
Production	$ 36.92	$ 76,798.80
Production Admin/System Engineer	$ 28.85	$ 60,008.00
Production Control Manager	$ 37.86	$ 78,748.80
Production Coordinator	$ 24.38	$ 50,710.40
Production Manager	$ 42.16	$ 87,688.64
Production Planner	$ 31.75	$ 66,040.00
Production Planning	$ 45.25	$ 94,120.00
Production Scheduler	$ 45.15	$ 93,912.00
Production Specialist	$ 17.33	$ 36,046.40
Production Supervisor	$ 38.58	$ 80,246.40
Production Support Specialist	$ 19.15	$ 39,832.00
Production Technician	$ 22.84	$ 47,507.20
Production Worker - Welding Department	$ 26.20	$ 54,504.32
Professional Development Support Specialist	$ 21.54	$ 44,803.20
Program Management Office Manager	$ 79.33	$ 165,006.40
Program Manager	$ 39.52	$ 82,201.60
Program Manager I	$ 40.60	$ 84,448.00
Program Manager III	$ 61.88	$ 128,703.47
Program Manager Team Lead	$ 52.54	$ 109,283.20
Program Manager, Culture and Engagement	$ 39.38	$ 81,910.40
Program Supervisor	$ 27.39	$ 56,971.20
Project Assistant	$ 27.24	$ 56,659.20
Project Administrative	$ 30.95	$ 64,376.00
Project Administrator	$ 34.20	$ 71,136.00
Project Adminstrative	$ 27.24	$ 56,659.20
Project Admisitrative	$ 26.44	$ 54,995.20
Project Coordinator	$ 31.90	$ 66,345.07
Project Designer	$ 26.45	$ 55,016.00
Project Engineer	$ 38.78	$ 80,668.34
Project Management Specialist	$ 66.50	$ 138,320.00
Project Manager	$ 48.62	$ 101,138.51
Project Manager Parental Leave Support	$ 14.00	$ 29,120.00
Project Manager/ Field Operations Manager	$ 59.80	$ 124,384.00
Project Mgr	$ 46.85	$ 97,448.00
Provisioning Specialist - Intern	$ 12.00	$ 24,960.00
Prpject Exec	$ 80.77	$ 168,001.60
Psychologist	$ 68.68	$ 142,854.40
Public Health Nurse II	$ 28.65	$ 59,592.00

Public Safety Services Manager	$ 41.35	$ 86,008.00
Purchasing	$ 37.11	$ 77,181.87
Purchasing Agent	$ 34.61	$ 71,988.80
Purchasing Coordinator	$ 30.55	$ 63,533.60
Purchasing Manager	$ 51.92	$ 107,993.60
Purchasing Specialist	$ 29.19	$ 60,715.20
QA Lab Tech II	$ 26.48	$ 55,078.40
QC Lab Supervisor	$ 31.67	$ 65,873.60
QC Lab Tech I	$ 26.12	$ 54,319.20
QC Lab Tech II	$ 25.95	$ 53,976.00
QC Lab Tech III	$ 35.83	$ 74,533.33
Quality and Business Systems Director	$ 67.54	$ 140,483.20
Quality Assurance Analyst	$ 34.93	$ 72,654.40
Quality Assurance Team Lead	$ 52.11	$ 108,388.80
Quality Coordinator	$ 31.03	$ 64,542.40
Quality Engineer	$ 34.33	$ 71,399.47
Quality Engineer III	$ 50.62	$ 105,289.60
Quality Engineer- Toll	$ 38.46	$ 79,996.80
Quality Inspector	$ 26.78	$ 55,699.43
Quality Manager	$ 52.71	$ 109,629.87
Quality Programs Specialist	$ 23.10	$ 48,042.80
Quality Systems Engineer	$ 39.18	$ 81,494.40
Quality Systems Manager	$ 52.45	$ 109,096.00
Quality Tech	$ 24.04	$ 50,003.20
Quality Technician	$ 25.76	$ 53,580.80
Quality Technician - Lead	$ 24.44	$ 50,835.20
Quantitative Analyst I	$ 42.28	$ 87,942.40
Quantitative Analyst II - MRM	$ 44.64	$ 92,840.80
R&D Chemist	$ 37.16	$ 77,292.80
R&D Lab Tech I	$ 25.46	$ 52,956.80
R&D Lab Tech II	$ 25.87	$ 53,809.60
R&D Lead Engineer	$ 51.36	$ 106,828.80
R&D Process Engineer	$ 36.05	$ 74,984.00
R&D Samples Coordinator	$ 27.82	$ 57,865.60
Receiving Manager	$ 31.63	$ 65,790.40
Receptionist/Order Entry	$ 18.50	$ 38,480.00
Records Specialist	$ 18.91	$ 39,332.80
Recruiter	$ 28.91	$ 60,122.40
Refurb Engineer	$ 40.22	$ 83,657.60
Regional Vice President	$ 45.86	$ 95,382.86
Regional VP, Commercial Services	$ 90.26	$ 187,740.80
Regulatory Financial Analyst II	$ 37.69	$ 78,395.20
Regulatory Manager - Ingredients and RM	$ 54.72	$ 113,817.60
Regulatory Managers - Ingredients and RM	$ 54.72	$ 113,817.60
Regulatory Reporting Manager	$ 56.64	$ 117,811.20
Research Scientist	$ 39.38	$ 81,906.50
Resident for River CIty	$ 8.70	$ 18,096.00
Resident trainee at River City	$ 8.70	$ 18,096.00
Residential Sales Rep	$ 18.03	$ 37,502.40
Resource Support - Dedicated Resources	$ 25.00	$ 52,000.00
Revenue Accounting Manager	$ 59.71	$ 124,196.80
Risk Leadership Program Participant	$ 32.93	$ 68,494.40
RN	$ 46.69	$ 97,115.20
Robotic Process Automation Supervisor	$ 64.60	$ 134,368.00
Safety and Environment	$ 37.75	$ 78,520.00
Safety Manager	$ 39.90	$ 82,992.00
Sales Account Manager	$ 44.95	$ 93,496.00
Sales Administrative Assistant	$ 29.25	$ 60,840.00
Sales Engineer	$ 36.86	$ 76,661.87
Sales Executive	$ 40.62	$ 84,489.60
Sales Lead	$ 17.00	$ 35,360.00
Sales Manager	$ 28.64	$ 59,564.27
Sales Office Supervisor	$ 24.15	$ 50,232.00
Sales Processor	$ 16.00	$ 33,280.00
Sales Rep	$ 22.50	$ 46,800.00
Sales Representative	$ 31.25	$ 65,000.00
Sales Support and Information Specialist	$ 29.00	$ 60,320.00

Sales Support Project Specialist	$ 46.15	$ 95,992.00
Scada & Substation Engineer	$ 50.73	$ 105,518.40
Scheduler I	$ 38.92	$ 80,953.60
School Counselor	$ 56.48	$ 117,478.40
School Psychologist	$ 30.00	$ 62,400.00
Scrum Master II	$ 54.74	$ 113,859.20
Scrum Master III	$ 58.77	$ 122,241.60
Secondary Director	$ 70.97	$ 147,617.60
Secretary	$ 26.74	$ 55,608.80
Security Operations Analyst	$ 44.78	$ 93,142.40
Senior Accountant	$ 39.06	$ 81,244.80
Senior Accountant I	$ 36.72	$ 76,370.67
Senior Accountant II	$ 40.70	$ 84,656.00
Senior Accounts Payable Associate	$ 28.38	$ 59,030.40
Senior Accounts Receivables Associate	$ 26.78	$ 55,702.40
Senior Application Engineer	$ 55.81	$ 116,077.87
Senior Application Engineer II	$ 56.46	$ 117,426.40
Senior Business Analyst	$ 46.94	$ 97,635.20
Senior Business Analyst II	$ 47.60	$ 99,008.00
Senior Business Development Representative	$ 25.48	$ 52,998.40
Senior Buyer	$ 40.85	$ 84,968.00
Senior Computer Programmer Analyst	$ 45.17	$ 93,946.67
Senior Computer/Programmer Analyst	$ 47.92	$ 99,673.60
Senior Consultant	$ 45.14	$ 93,891.20
Senior Customer Experience Lead Analyst	$ 49.28	$ 102,502.40
Senior Data Developer	$ 40.00	$ 83,200.00
senior Data Developer 1	$ 40.00	$ 83,200.00
Senior Data Developer I	$ 40.00	$ 83,200.00
Senior Data Developer II	$ 40.00	$ 83,200.00
Senior Data Engineer	$ 49.57	$ 103,110.80
Senior Data Quality Assurance Analyst	$ 40.00	$ 83,200.00
Senior Data Quality Assurance Analyst 1	$ 40.00	$ 83,200.00
Senior Design Project Manager	$ 54.26	$ 112,860.80
Senior Design Project Manager Warehouse Manager	$ 32.69	$ 67,995.20
Senior Designer	$ 37.00	$ 76,960.00
Senior Desktop Technician	$ 40.19	$ 83,595.20
Senior Director	$ 53.23	$ 110,718.40
Senior Director IT Governance	$ 103.47	$ 215,217.60
Senior Director, Customer Success	$ 71.11	$ 147,908.80
Senior Director, Data Engineering	$ 116.41	$ 242,125.87
Senior Director, Digital Assets Management	$ 30.90	$ 64,265.07
Senior Director, IT Service and Infrastructure	$ 106.88	$ 222,310.40
Senior Director, Platform Engineering	$ 116.83	$ 243,006.40
Senior Director, Software Engineering	$ 104.85	$ 218,088.00
Senior Director, Strategic Initiatives	$ 120.75	$ 251,149.60
Senior Electromechanical Engineer	$ 74.36	$ 154,668.80
Senior Executive Director	$ 62.28	$ 129,542.40
Senior Field Sales Training Capability Manager	$ 67.13	$ 139,630.40
Senior Finance Manager	$ 71.90	$ 149,552.00
Senior Financial Analyst	$ 46.13	$ 95,942.08
Senior Floor Support Coordinator	$ 22.05	$ 45,864.00
Senior FPA Analyst	$ 59.42	$ 123,593.60
Senior Group Manager, User Experience	$ 86.46	$ 179,836.80
Senior HR Generalist	$ 41.35	$ 86,008.00
Senior IT Client Support Specialist	$ 42.02	$ 87,401.60
Senior IT Infrastructure Engineer	$ 61.79	$ 128,512.80
Senior IT Systems Admin	$ 55.43	$ 115,294.40
Senior LOB Reporting Analyst	$ 47.77	$ 99,361.60
Senior Manager	$ 75.20	$ 156,416.00
Senior Manager - Communications, Learning & Development	$ 70.37	$ 146,369.60
Senior Manager, Client Service and Support	$ 72.49	$ 150,779.20
Senior Manager, Marketing Operations	$ 40.38	$ 83,990.40
Senior Manager, Sales Operations Program Management	$ 74.21	$ 154,356.80
Senior Manufacturing Engineer	$ 57.69	$ 119,995.20
Senior Marketing Manager	$ 65.38	$ 135,990.40
Senior Payroll Specialist	$ 41.93	$ 87,214.40
Senior Product Category Manager	$ 47.43	$ 98,654.40

Senior Product Engineer	$ 57.75	$ 120,109.60
Senior Product Manager	$ 51.07	$ 106,225.60
Senior Project Engineer	$ 43.26	$ 89,980.80
Senior Project Manager	$ 68.96	$ 143,436.80
Senior Project ManagerÂ	$ 40.00	$ 83,200.00
Senior QA Specialist	$ 22.93	$ 47,694.40
Senior Quality Assurance Analyst	$ 40.00	$ 83,200.00
Senior Quantitative Manager	$ 82.36	$ 171,308.80
Senior Quantitative Manager - MRM	$ 78.08	$ 162,406.40
Senior Regional Vice President	$ 52.50	$ 109,200.00
Senior Risk Reporting Analyst	$ 59.37	$ 123,489.60
Senior Scrum Master	$ 65.39	$ 136,011.20
Senior Security Analyst	$ 40.00	$ 83,200.00
Senior Service Delivery Manager	$ 45.67	$ 94,993.60
Senior Service Desk Specialist	$ 28.34	$ 58,947.20
Senior Software Engineer	$ 40.00	$ 83,200.00
Senior Software Engineer II	$ 40.00	$ 83,200.00
Senior Software Quality Engineer 1	$ 40.00	$ 83,200.00
Senior Solutions Architect	$ 43.27	$ 90,001.60
Senior Solutions Consultant	$ 100.00	$ 208,000.00
Senior Staff Accountant	$ 39.42	$ 81,993.60
Senior System/Network Administrator	$ 48.54	$ 100,963.20
Senior System/Network Engineer	$ 57.33	$ 119,253.33
Senior Technical Analyst	$ 52.92	$ 110,073.60
Senior Technical Infrastructure Project Manager	$ 81.29	$ 169,083.20
Senior Technical Product Manager	$ 48.00	$ 99,840.00
Senior Treasury Analyst	$ 56.81	$ 118,164.80
Senior Treasury Analyst	$ 56.99	$ 118,532.27
Senior Vice President of Strategic Solutions and Developmen	$ 55.00	$ 114,400.00
Senior Workplace Consultant	$ 32.45	$ 67,496.00
Senior Workplace Coordinator	$ 30.39	$ 63,204.27
Senior Workplace Designer	$ 37.74	$ 78,499.20
Senior, IT Client Support Specialist	$ 42.02	$ 87,401.60
Server Systems Manager	$ 48.79	$ 101,483.20
Service Analyst Production Planner	$ 42.57	$ 88,545.60
Service Coordinator	$ 26.02	$ 54,121.60
Service Delivery Director	$ 66.51	$ 138,340.80
Service Delivery Team Lead	$ 26.10	$ 54,288.00
Service Desk Engineer II	$ 35.00	$ 72,800.00
Service Manager	$ 37.12	$ 77,199.20
Service Optimization Supervisor	$ 33.65	$ 69,992.00
Service Planner II	$ 29.71	$ 61,796.80
Service Sales Rep	$ 38.46	$ 79,996.80
Service tech	$ 40.83	$ 84,926.40
Service Technician	$ 25.67	$ 53,383.20
Service/Survey	$ 25.20	$ 52,416.00
Sewer Collection Worker III	$ 31.19	$ 64,875.20
Sewer Collections Superintendent	$ 50.48	$ 104,998.40
Sewer Collections Worker III	$ 30.66	$ 63,779.73
Sewer Maintenance Foreman	$ 37.43	$ 77,854.40
Shipping and Receiving Manager	$ 30.79	$ 64,043.20
Short Range Planning Manager	$ 39.62	$ 82,409.60
Site Reliability Engineer I	$ 34.78	$ 72,342.40
Social Media Assistant Manager	$ 47.28	$ 98,342.40
Social Media Specialist	$ 36.06	$ 75,004.80
Social Worker	$ 44.72	$ 93,007.20
Software Developer I	$ 33.44	$ 69,544.80
Software Developer II	$ 36.69	$ 76,315.20
Software Developer III	$ 60.70	$ 126,256.00
Software Development Manager	$ 69.02	$ 143,552.69
Software Engineer	$ 42.36	$ 88,098.40
Software Engineer Manager	$ 40.00	$ 83,200.00
Software Engineer Specialist	$ 40.00	$ 83,200.00
Software Quality Engineer	$ 40.00	$ 83,200.00
Software Quality Engineering Specialist	$ 40.00	$ 83,200.00
Solutions Analyst	$ 25.00	$ 52,000.00
Solutions Engineer	$ 33.72	$ 70,127.20

Sourcing Category Management	$ 57.69	$ 119,995.20
Sourcing Category Manager	$ 56.65	$ 117,832.00
SPE	$ 38.61	$ 80,308.80
Specialist, CNC	$ 30.89	$ 64,251.20
Specialist, Education Programs	$ 29.09	$ 60,507.20
Specialist, Eng	$ 35.39	$ 73,604.27
Specialist, Eng Assc	$ 31.41	$ 65,332.80
Specialist, Laboratory	$ 34.89	$ 72,571.20
Speech Language Pathologist	$ 59.10	$ 122,928.00
Speech Pathologist	$ 55.62	$ 115,689.60
SQL Developer	$ 45.67	$ 94,993.60
SR Business Intellgence Analyst	$ 43.74	$ 90,979.20
Sr Director - Business Intelligence and Data Science	$ 108.17	$ 224,993.60
Sr Director, Customer Service	$ 40.17	$ 83,553.60
Sr Emergency Response Specialist	$ 32.40	$ 67,392.00
Sr Executive Assistant	$ 41.14	$ 85,571.20
Sr Manager, HR Operations & Workforce Intelligence	$ 45.90	$ 95,472.00
Sr Network Operations Specialist	$ 34.08	$ 70,886.40
Sr Project Engineer	$ 38.84	$ 80,787.20
Sr Project Manager/Team Lead	$ 43.27	$ 90,001.60
Sr Project mgr	$ 69.92	$ 145,426.67
Sr Systems Administrator	$ 57.13	$ 118,830.40
Sr. Account Manager	$ 31.25	$ 65,000.00
Sr. Accounts Payable Associate	$ 28.38	$ 59,030.40
Sr. Audit Associate	$ 42.31	$ 88,004.80
Sr. Client Relationship Manager	$ 45.67	$ 94,993.60
Sr. Consumer Bank Analytics Specialist	$ 39.44	$ 82,035.20
Sr. Customer Service Specialist	$ 32.75	$ 68,120.00
Sr. Data Developer II	$ 40.00	$ 83,200.00
Sr. Data Quality Assurance Analyst	$ 40.00	$ 83,200.00
Sr. Data Reporting Specialist	$ 40.00	$ 83,200.00
Sr. Director of Engineering	$ 113.85	$ 236,808.00
Sr. Director of IT	$ 82.50	$ 171,600.00
Sr. Director of Maintenance Operations	$ 76.38	$ 158,870.40
Sr. Division Manager	$ 52.99	$ 110,219.20
Sr. Finance Transformation Manager	$ 75.43	$ 156,894.40
Sr. FPA Analyst	$ 59.42	$ 123,593.60
Sr. Improvement Technician	$ 41.12	$ 85,529.60
Sr. IT Service Desk Support Technician	$ 32.19	$ 66,955.20
Sr. IT Specialist	$ 57.58	$ 119,766.40
Sr. Maintenance Technician	$ 40.71	$ 84,676.80
Sr. Manager Benefits & Compensation	$ 59.14	$ 123,011.20
Sr. Manager Enterprise Systems	$ 60.67	$ 126,193.60
Sr. Manager Financial Planning & Analysis	$ 60.55	$ 125,944.00
Sr. Manager- OEM R&D	$ 60.64	$ 126,131.20
Sr. Manager of Learning Programs & Design	$ 58.05	$ 120,744.00
Sr. Manager of Procurement	$ 43.96	$ 91,436.80
Sr. Manager of Service Planning and Scheduling	$ 51.92	$ 107,993.60
Sr. Manager of Street Operations and Service Quality	$ 60.20	$ 125,216.00
Sr. Manager of Transit Operations Support Services	$ 60.20	$ 125,216.00
Sr. Manager Workforce Initiatives	$ 42.86	$ 89,148.80
Sr. Manager, Business Intelligence	$ 45.90	$ 95,472.00
Sr. Manager, Contracts & Business Development	$ 45.84	$ 95,347.20
Sr. Manager, Estimating and MIS	$ 39.00	$ 81,120.00
Sr. Manager, Information Security	$ 50.00	$ 104,000.00
Sr. Marketing Specialist	$ 36.05	$ 74,984.00
Sr. Mgr, Contracts & Business Development	$ 47.21	$ 98,196.80
Sr. Network Operations Specialist	$ 34.78	$ 72,342.40
Sr. Procurement Specialist, Raw Materials	$ 37.91	$ 78,842.40
Sr. Production Technician	$ 31.80	$ 66,144.00
Sr. Project Engineer	$ 43.27	$ 90,001.60
Sr. Quality Engineer	$ 40.86	$ 84,988.80
Sr. Scrum Master	$ 40.00	$ 83,200.00
Sr. Software Engineer	$ 40.00	$ 83,200.00
Sr. Software Engineering Manager	$ 76.54	$ 159,203.20
Sr. Software Quality Engineer 1	$ 40.00	$ 83,200.00
Sr. System Administrator 1	$ 40.00	$ 83,200.00

Staff Accountant	$ 31.98	$ 66,510.84
Staff Engineer	$ 39.25	$ 81,629.60
Strategic Director Business Services	$ 41.87	$ 87,089.60
Strategic Director Family & Community Services	$ 38.46	$ 79,996.80
Strategic Managed Services Specialist	$ 40.87	$ 85,009.60
Strategic Relationship Manager	$ 48.07	$ 99,985.60
Strategic Technical Account Manager	$ 37.37	$ 77,719.20
Strategic Technical Account Manager Lead	$ 45.67	$ 94,993.60
Student Services Director	$ 61.83	$ 128,606.40
Student Services Liaison	$ 35.49	$ 73,826.13
Superintendent	$ 44.29	$ 92,116.80
Supervisor	$ 44.24	$ 92,023.36
Supervisor - Finishing	$ 27.00	$ 56,160.00
Supply Chain Specialist	$ 68.75	$ 143,000.00
Support Services	$ 40.00	$ 83,200.00
Support Services Manager	$ 37.60	$ 78,208.00
Support Services Supervisor	$ 30.70	$ 63,856.00
Support Shop Maintenance Manager	$ 45.78	$ 95,222.40
Support Staff	$ 30.64	$ 63,720.80
System Administrator	$ 38.71	$ 80,516.80
System Administrator 2	$ 42.09	$ 87,547.20
System/Network Adminstrator	$ 42.43	$ 88,254.40
Systems Administrator	$ 44.77	$ 93,129.92
Systems Analyst	$ 44.93	$ 93,454.40
Systems Architect	$ 65.25	$ 135,720.00
Systems Integration Specialist	$ 43.27	$ 90,001.60
Systems/Network Administration Consultant	$ 62.72	$ 130,457.60
Systems/Network Administration Specialist	$ 59.18	$ 123,094.40
Systems/Network Administrator	$ 41.77	$ 86,871.20
Systems/Network Engineering Specialist	$ 62.60	$ 130,208.00
Tax Project Manager	$ 61.06	$ 127,004.80
Teacher	$ 56.71	$ 117,960.48
Teaching Pastor	$ 53.27	$ 110,801.60
Team Lead - Warehouse	$ 28.24	$ 58,739.20
Team Leader	$ 29.96	$ 62,316.80
Team Leader, Client Support	$ 48.76	$ 101,420.80
Tech & Security Risk Oversight Manager	$ 61.54	$ 128,003.20
Technical Account Manager	$ 30.09	$ 62,576.80
Technical Analysis Manager	$ 75.22	$ 156,457.60
Technical Coordinator Team Lead	$ 38.46	$ 79,996.80
Technical Product Management Specialist	$ 85.83	$ 178,526.40
Technical Product Manager	$ 46.73	$ 97,198.40
Technical Project Manager	$ 36.83	$ 76,606.40
Technical Supervisor, Powders	$ 48.62	$ 101,129.60
Technical Support Specialist	$ 27.21	$ 56,586.40
Technologist, Eng Assc	$ 32.14	$ 66,851.20
Technology Coordinator	$ 25.00	$ 52,000.00
Technology Project MAnager	$ 35.57	$ 73,985.60
Testing Coordinator	$ 30.00	$ 62,400.00
Third Hand	$ 24.14	$ 50,211.20
Title Processor	$ 19.41	$ 40,372.80
TM Senior Business Analyst	$ 39.00	$ 81,113.07
Trainer / Operator II	$ 31.31	$ 65,124.80
Training & Development Specialist	$ 37.56	$ 78,124.80
Training Coordinator	$ 24.00	$ 49,920.00
Training Director	$ 45.66	$ 94,972.80
Training Manager	$ 38.13	$ 79,300.00
Training Specialist	$ 28.00	$ 58,240.00
Transit Analyst II	$ 31.91	$ 66,372.80
Transition Coordinator	$ 52.15	$ 108,472.00
Treasurer	$ 72.91	$ 151,642.40
Treasurer/CFO	$ 105.81	$ 220,084.80
Treasurer's Assistant	$ 40.00	$ 83,200.00
Treasury Analyst II	$ 37.96	$ 78,956.80
Utility Collections Specialist	$ 31.61	$ 65,748.80
Vice President	$ 53.22	$ 110,697.60
VICE PRESIDENT & COO	$ 113.66	$ 236,412.80

VICE PRESIDENT OF FINANCE	$ 90.31	$ 187,844.80
Vice President of Human Resources	$ 50.00	$ 104,000.00
Vice President of Marketing	$ 45.00	$ 93,600.00
Vice President of Professional Solutions	$ 91.35	$ 190,008.00
Vice President, Maintenance Services	$ 67.31	$ 140,004.80
Vice President, Strategy	$ 67.44	$ 140,275.20
Video Editing & Streaming Specialist	$ 31.92	$ 66,393.60
VLA Coordinator	$ 30.23	$ 62,878.40
Voice & Data Specialist	$ 27.02	$ 56,201.60
Voice and Data Specialist	$ 28.59	$ 59,467.20
VP	$ 89.99	$ 187,179.20
VP Head of Application Development	$ 40.00	$ 83,200.00
VP Human Resources	$ 64.79	$ 134,763.20
VP Innovation and Data Operations	$ 65.00	$ 135,200.00
VP IT	$ 81.13	$ 168,750.40
VP Logistics	$ 53.66	$ 111,612.80
VP Manufacuring and Machinery	$ 96.15	$ 199,992.00
VP of Business Technology	$ 90.14	$ 187,491.20
VP of Channel Partnerships	$ 80.52	$ 167,481.60
VP of Client Services	$ 78.08	$ 162,406.40
VP of Design	$ 81.00	$ 168,480.00
VP of Finance	$ 69.38	$ 144,314.56
VP of Human Resources	$ 75.00	$ 156,000.00
VP Operations	$ 76.92	$ 159,993.60
VP Sales	$ 96.16	$ 200,012.80
VP Technology	$ 78.46	$ 163,196.80
VP, Accounting	$ 93.43	$ 194,334.40
Vp, HR & Workforce Initiatives	$ 66.99	$ 139,339.20
VP, Operations	$ 69.32	$ 144,185.60
VP, Technology	$ 78.46	$ 163,196.80
W&AM Reporting & Analytics Senior Manager	$ 91.12	$ 189,529.60
WAM Senior Business Analyst	$ 38.70	$ 80,496.00
Warehouse & Shipping Associate	$ 23.68	$ 49,254.40
Warehouse & Shipping Associate	$ 23.68	$ 49,254.40
Warehouse Manager	$ 34.25	$ 71,231.68
WAREHOUSE/MATERIALS MANAGER	$ 46.28	$ 96,262.40
Wastewater Superintendent	$ 50.48	$ 104,998.40
Wastewater Treatment Plant Manager	$ 43.48	$ 90,438.40
Water Distribution Foreman	$ 35.62	$ 74,089.60
Water Distribution Superintendent	$ 50.18	$ 104,374.40
Water Treatment Chief Operator	$ 43.27	$ 90,001.60
Water Treatment Plant Manager	$ 49.83	$ 103,646.40
Water Treatment Superintendent	$ 50.48	$ 104,998.40
Web System Administrator	$ 54.82	$ 114,025.60
Welder	$ 27.00	$ 56,160.00
Women's Connection Ministry	$ 29.00	$ 60,320.00
Women's Equipping Ministry	$ 30.52	$ 63,481.60
Workforce Development Coordinator	$ 34.95	$ 72,696.00
Workforce Management Lead	$ 42.38	$ 88,150.40
Workplace Consultant	$ 33.66	$ 70,002.40
Workplace Coordinator	$ 25.89	$ 53,851.20
Workplace Designer	$ 28.85	$ 60,008.00
Worship Director	$ 33.65	$ 69,992.00
(blank)	$ 30.57	$ 63,575.72
Grand Total	**$ 40.67**	**$ 84,521.66**

Average Annual Wages Paid to Positions Statewide

Positions Statewide	Average of Actual Hourly Wage After Credential	Average Annual Wage
1875	$ 72.15	$ 150,072.00
10 & 12 Grade ELA Teacher	$ 55.15	$ 114,712.00
1500 Assembly	$ 20.75	$ 43,160.00
1-8 Teacher	$ 72.52	$ 150,841.60
1st Class Lineman	$ 53.04	$ 110,323.20
1st Grade Teacher	$ 60.31	$ 125,451.73

1st Shift Supervisor	$ 29.93	$ 62,254.40
1st Year Apprentice	$ 16.33	$ 33,966.40
2400 Assembly	$ 19.75	$ 41,080.00
2nd Grade Teacher	$ 53.58	$ 111,453.33
2nd Shift Fabrication Coordinator/Machinist	$ 28.00	$ 58,240.00
2nd Year Apprentice	$ 19.92	$ 41,423.20
2nd Year Apprentice Plumber	$ 25.00	$ 52,000.00
3500 Assembly	$ 21.00	$ 43,680.00
3D Design & Drafting Engineer Technician	$ 31.00	$ 64,480.00
3RD GRADE MATHEMATICS	$ 40.00	$ 83,200.00
3rd grade mathematics teacher	$ 40.00	$ 83,200.00
3rd grade Teacher	$ 50.29	$ 104,603.20
3rd Year Apprentice	$ 26.55	$ 55,230.93
3rd Year Apprentice Electrician	$ 28.00	$ 58,240.00
3rd Year Apprentice Plumber	$ 28.75	$ 59,800.00
4700 Assembly	$ 19.00	$ 39,520.00
4-9 Math Teacher	$ 74.32	$ 154,585.60
4-9 Social Studies Teacher	$ 51.95	$ 108,056.00
4th grade Math Teacher	$ 30.00	$ 62,400.00
4TH GRADE MATHEMATICS TEACHER	$ 40.00	$ 83,200.00
4th grade Science Teacher	$ 25.00	$ 52,000.00
4th Grade Teacher	$ 44.16	$ 91,842.40
4th year Apprentice	$ 27.62	$ 57,442.67
4th Year Apprentice Electrician	$ 29.00	$ 60,320.00
4th Year Apprentice Plumber	$ 29.00	$ 60,320.00
5th grade Science Teacher	$ 39.58	$ 82,316.00
5th grade teacher	$ 66.63	$ 138,590.40
6-12 English Language Arts Teacher	$ 69.55	$ 144,664.00
6th grade ELA / Social Studies	$ 49.55	$ 103,064.00
6th grade English and Social Studies	$ 63.49	$ 132,059.20
6th grade math and science	$ 51.10	$ 106,288.00
6th Grade Math and Social Studies Teacher	$ 52.27	$ 108,721.60
6th grade Science	$ 48.00	$ 99,840.00
6th grade Science Teacher	$ 25.00	$ 52,000.00
6th Grade Teacher	$ 49.64	$ 103,251.20
7-12 Ag Teacher	$ 55.77	$ 116,001.60
7-12 Agriculture Teacher	$ 32.76	$ 68,140.80
7-12 Band Director	$ 32.76	$ 68,140.80
7-12 History Teacher	$ 51.53	$ 107,182.40
7-12 Intervention Teacher	$ 40.29	$ 83,803.20
7-12 Math Teacher	$ 49.08	$ 102,079.47
7-12 Music Teacher	$ 57.45	$ 119,496.00
7-12 Science Teacher	$ 47.45	$ 98,696.00
7-12 Social Studies Teacher	$ 39.12	$ 81,369.60
7th and 8th grade Science Teacher	$ 30.00	$ 62,400.00
7th and 8th Grade Social Studies Teacher	$ 25.00	$ 52,000.00
7th Grade History Teacher	$ 64.66	$ 134,492.80
7th Grade Math Teacher	$ 32.13	$ 66,820.00
7TH GRADE MATHEMATICS TEACHER	$ 45.00	$ 93,600.00
7th Grade Teacher	$ 48.11	$ 100,068.80
8th grade ELA	$ 41.81	$ 86,964.80
8th grade ELA teacher	$ 67.50	$ 140,400.00
8th Grade History	$ 64.66	$ 134,492.80
8th grade math teacher	$ 40.00	$ 83,200.00
8th grade mathematics teacher	$ 40.00	$ 83,200.00
8th Grade Teacher	$ 45.98	$ 95,645.33
8th Science	$ 60.39	$ 125,611.20
9-12 Science Teacher	$ 57.45	$ 119,496.00
9-12 Teacher	$ 51.04	$ 106,163.20
A Maintenance Mechanic	$ 37.34	$ 77,656.80
A+ Maintenance Mechanic	$ 40.90	$ 85,072.00
AAC Consultant	$ 41.48	$ 86,278.40
Academic Advisor II	$ 28.84	$ 59,987.20
Academic Advisor/Military and Veterans Resource Coordinator	$ 25.85	$ 53,768.00
Academic Coach	$ 29.56	$ 61,484.80
Academic Director	$ 40.00	$ 83,200.00
Academic Instructor	$ 45.13	$ 93,876.34

Academic Public Health Manager	$ 30.84	$ 64,147.20
Academic Resource Analyst	$ 25.00	$ 52,000.00
Accesibility Coordinator	$ 21.63	$ 44,990.40
Access Director	$ 41.90	$ 87,152.00
Access to Care Manager	$ 27.78	$ 57,782.40
Accessibility and Inclusion Administrator	$ 21.88	$ 45,510.40
Account Clerk	$ 29.56	$ 61,493.12
Account Clerk 1	$ 26.13	$ 54,350.40
Account Clerk 2	$ 20.17	$ 41,953.60
Account Coordinator	$ 25.44	$ 52,904.80
Account Director	$ 40.98	$ 85,238.40
Account Executive	$ 31.03	$ 64,547.60
Account Manager	$ 29.26	$ 60,862.46
Account Payable Coordinator	$ 23.64	$ 49,171.20
Account Rep	$ 32.53	$ 67,663.05
Account representative	$ 26.58	$ 55,276.00
Account Representative - EES & Foam	$ 39.72	$ 82,617.60
Account Specialist	$ 26.47	$ 55,057.60
Account Supervisor	$ 31.13	$ 64,740.00
Account Support Representative	$ 30.19	$ 62,795.20
Accountant	$ 29.35	$ 61,039.49
Accountant 2	$ 35.15	$ 73,112.00
Accountant I	$ 28.48	$ 59,238.40
Accountant II	$ 34.63	$ 72,022.08
Accountant Supervisor, CSEA	$ 28.79	$ 59,883.20
Accountant, DJFS	$ 28.02	$ 58,281.60
Accountant/Inventory Control	$ 43.07	$ 89,585.60
Accounting	$ 47.98	$ 99,798.40
Accounting - Financial Analyst	$ 25.54	$ 53,123.20
Accounting - Senior Financial Analyst	$ 27.99	$ 58,219.20
Accounting - Senior Plant Controller	$ 67.15	$ 139,661.60
Accounting Admin	$ 30.72	$ 63,899.68
Accounting Administration	$ 22.14	$ 46,051.20
Accounting Administrative Support	$ 20.00	$ 41,600.00
ACCOUNTING ADMINISTRATOR	$ 26.55	$ 55,224.00
ACCOUNTING ADMINISTRATOR- AP	$ 28.05	$ 58,344.00
ACCOUNTING ADMINISTRATOR- PAYROLL	$ 29.01	$ 60,340.80
Accounting Analyst	$ 29.62	$ 61,609.60
Accounting and Billing Supervisor	$ 21.63	$ 44,990.40
Accounting and Data Manager	$ 31.25	$ 65,000.00
Accounting Assistant	$ 24.81	$ 51,602.20
Accounting Associate	$ 28.69	$ 59,666.88
Accounting Clerk	$ 23.78	$ 49,462.40
accounting clerk 1	$ 21.41	$ 44,532.80
Accounting Clerk Auto Parts	$ 20.00	$ 41,600.00
Accounting clerk/Controller	$ 37.02	$ 77,001.60
Accounting Coordinator	$ 23.50	$ 48,880.00
Accounting Intern	$ 20.00	$ 41,600.00
Accounting Lead	$ 31.54	$ 65,603.20
Accounting Manager	$ 43.79	$ 91,092.35
Accounting Manager I	$ 51.49	$ 107,106.13
Accounting Mgr	$ 60.00	$ 124,800.00
Accounting Reconciliation Analyst	$ 27.86	$ 57,948.80
Accounting Representative	$ 25.00	$ 52,000.00
Accounting Specialist	$ 25.14	$ 52,296.67
Accounting Specialist II	$ 26.74	$ 55,619.20
Accounting Supervisor	$ 41.27	$ 85,849.16
Accounting Supervisor of Business Operations	$ 59.35	$ 123,448.00
Accounting Support Specialist	$ 18.20	$ 37,856.00
Accounting Tax Manager	$ 56.23	$ 116,958.40
Accounting/HR Specialist	$ 23.50	$ 48,880.00
Accounts Payable	$ 26.85	$ 55,854.93
Accounts Payable Associate	$ 26.91	$ 55,972.80
Accounts Payable Clerk	$ 22.94	$ 47,715.20
Accounts Payable Coordinator	$ 25.75	$ 53,553.07
Accounts Payable- Finance Coordinator	$ 44.03	$ 91,582.40
Accounts Payable Manager	$ 47.88	$ 99,596.07

ACCOUNTS PAYABLE PROCESSOR	$	21.00	$	43,680.00
Accounts Payable Representative	$	21.00	$	43,680.00
Accounts Payable Specialist	$	24.16	$	50,254.53
Accounts Payable Staff Accountant	$	29.13	$	60,590.40
Accounts Payable Supervisor	$	31.96	$	66,466.40
Accounts Payable Team Lead	$	29.11	$	60,538.40
Accounts Payable Team Leader	$	40.41	$	84,052.80
Accounts Payable/Receiving	$	20.00	$	41,600.00
Accounts Receivable	$	24.29	$	50,530.13
Accounts Receivable Analyst	$	24.03	$	49,982.40
Accounts Receivable Clerk	$	27.76	$	57,740.80
Accounts Receivable Coordinator	$	21.63	$	44,990.40
Accounts Receivable Manager	$	41.18	$	85,661.33
Accounts Receivable Specialist	$	23.85	$	49,611.47
Accreditation Coordinator	$	34.01	$	70,740.80
Accreditation Specialist	$	19.23	$	39,998.40
Activation and Reinforcement Representative	$	26.66	$	55,452.80
Activation and Reinforcement Specalist	$	33.83	$	70,356.00
Activation and Reinforcement Speclaist	$	28.12	$	58,489.60
Activities Director	$	34.66	$	72,092.80
Activities Manager	$	25.25	$	52,520.00
Ad Review Specialist	$	22.75	$	47,320.00
ADAS and Repair Plan Specialist	$	29.00	$	60,320.00
Adjunct Faculty Criminal Justice- School of Business	$	30.00	$	62,400.00
Adjunct Faculty School of Education	$	30.00	$	62,400.00
Adjunct Instructor	$	28.00	$	58,240.00
Adjunct Professor	$	17.31	$	36,004.80
Adjunct Professor - English	$	52.00	$	108,160.00
Adjunct Professor--Engineering	$	52.00	$	108,160.00
Admin	$	29.28	$	60,896.16
Admin assistant	$	25.35	$	52,733.55
ADMIN ASST	$	37.61	$	78,228.80
Admin Asst, ITS	$	28.80	$	59,904.00
Admin Asst.	$	32.74	$	68,099.20
Admin Coord - Printer Center	$	27.01	$	56,180.80
Admin Coordinator for Advancement & Business Services	$	22.12	$	46,009.60
Admin. Dir.	$	27.42	$	57,033.60
Admin. Education Coordinator	$	29.81	$	62,004.80
Administation	$	40.00	$	83,200.00
Administative Assistant	$	25.00	$	52,000.00
Administration	$	49.42	$	102,787.93
Administration Assistant	$	23.71	$	49,306.40
Administrative & Operations Manager	$	34.07	$	70,865.60
Administrative Assistant	$	24.60	$	51,176.22
Administrative Assistant - SSA	$	20.46	$	42,556.80
Administrative Assistant / Records Specialist	$	18.91	$	39,332.80
Administrative Assistant 1 HHS-ADM-IT	$	24.97	$	51,937.60
Administrative Assistant 2	$	32.07	$	66,710.80
Administrative Assistant 2 HHS-ADM-IT	$	25.22	$	52,457.60
Administrative Assistant 2, CSEA	$	27.29	$	56,763.20
Administrative Assistant Accounting	$	26.29	$	54,683.20
Administrative Assistant II	$	30.40	$	63,237.20
Administrative Assistant III	$	23.78	$	49,462.40
Administrative Assistant MMH Quality	$	19.58	$	40,726.40
Administrative Assistant to CNIT	$	15.15	$	31,512.00
Administrative Assistant to the CEO	$	24.00	$	49,920.00
Administrative Assistant, Development Office	$	23.20	$	48,256.00
Administrative Assistant, ITS	$	28.80	$	59,904.00
Administrative Assistant, Science Department	$	16.00	$	33,280.00
Administrative Assistant/Shop helper as needed	$	18.50	$	38,480.00
Administrative Assistant/Superintendent	$	27.44	$	57,075.20
Administrative Asst	$	30.00	$	62,400.00
Administrative Coordinator	$	27.66	$	57,533.96
Administrative Dir.	$	28.42	$	59,113.60
Administrative Director	$	38.26	$	79,573.87
Administrative Education Coordinator	$	29.81	$	62,004.80
Administrative Intern	$	19.44	$	40,435.20

Administrative Manager	$ 28.00	$ 58,240.00
Administrative Officer	$ 41.24	$ 85,779.20
Administrative Officer, OA	$ 39.73	$ 82,638.40
Administrative Operations & Facilities Senior Mgr	$ 50.48	$ 104,998.40
Administrative Professional	$ 31.41	$ 65,332.80
Administrative Secretary	$ 21.81	$ 45,366.88
Administrative Services Associate	$ 15.85	$ 32,968.00
Administrative Specialist	$ 33.26	$ 69,184.96
Administrative Supervisor & Executive Asst	$ 26.80	$ 55,744.00
Administrative Support Analysis & Strategic Comms	$ 26.91	$ 55,972.80
Administrative Support Director	$ 35.10	$ 73,008.00
Administrative Support for the ED of Sales	$ 24.50	$ 50,960.00
Administrative Support II	$ 29.82	$ 62,025.60
Administrative Support III	$ 33.45	$ 69,576.00
Administrative Support Specalist	$ 18.42	$ 38,313.60
Administrative Supports Director	$ 35.10	$ 73,008.00
Administrative Systems Analyst	$ 21.63	$ 44,990.40
Administrator	$ 40.58	$ 84,416.34
Administrator - Economic Development	$ 36.16	$ 75,202.40
ADMINISTRATOR - PRINCIPAL	$ 74.96	$ 155,916.80
Administrator Coordinator	$ 31.25	$ 65,000.00
Administrator Database Systems	$ 37.47	$ 77,937.60
Administrator, FS Treasury Finance	$ 56.27	$ 117,041.60
Adminsitrative Officer	$ 37.23	$ 77,438.40
Adminstrative Assistant	$ 26.96	$ 56,076.80
Adminstrative Professional	$ 21.00	$ 43,680.00
Adminstrative Team Leader	$ 28.05	$ 58,344.00
Adminstrator	$ 25.00	$ 52,000.00
Admissions	$ 33.85	$ 70,408.00
admissions and placement coordinator	$ 24.48	$ 50,918.40
Admissions specialist	$ 26.04	$ 54,163.20
Admninistrator	$ 45.00	$ 93,600.00
Adult Career Mentor	$ 26.44	$ 54,995.20
Adult Community Support Supervisor	$ 23.07	$ 47,985.60
Adult Education Director	$ 39.75	$ 82,680.00
Adult Services Coordinator	$ 31.55	$ 65,624.00
Adult Services Librarian	$ 25.49	$ 53,008.80
Advanced Analytics Analyst 1	$ 35.21	$ 73,236.80
Advanced CMM Programmer	$ 68.46	$ 142,396.80
Advanced Development Engineer	$ 57.25	$ 119,069.60
Advanced Manufacturing Engineer	$ 58.58	$ 121,846.40
Advanced Manufacturing Engineering Manager	$ 67.64	$ 140,691.20
Advanced Systems Engineer	$ 65.29	$ 135,803.20
Advanced Test Methods Lead Engineer	$ 40.00	$ 83,200.00
Advanced Test Methods Principal Engineer	$ 40.00	$ 83,200.00
Advancement Research Analyst	$ 27.77	$ 57,761.60
Advertising Specialist	$ 37.46	$ 77,916.80
AEMT	$ 16.90	$ 35,152.00
Aeration Inspector and Repair	$ 30.00	$ 62,400.00
AFL-CIO Community Liaison	$ 22.00	$ 45,760.00
AFS Inspection Technician	$ 36.15	$ 75,192.00
AFS Service Technician	$ 36.90	$ 76,752.00
After Sales Data Analyst	$ 28.60	$ 59,488.00
After School Mentor	$ 15.00	$ 31,200.00
Aftermarket CS/ PC Specialist	$ 25.64	$ 53,331.20
Aftermarket Manager	$ 46.49	$ 96,699.20
Afterschool & Summer Nutrition Specialist	$ 20.00	$ 41,600.00
AG Teacher	$ 25.00	$ 52,000.00
Agency Planner	$ 35.20	$ 73,216.00
Agent	$ 45.33	$ 94,276.00
Agent Performance & Systems Manager	$ 29.57	$ 61,505.60
Agile Product Owner	$ 37.49	$ 77,979.20
Agricultural Education Teacher	$ 54.67	$ 113,703.20
Agricultural Science Teacher through a SCCTC Satellite Agreement	$ 52.00	$ 108,160.00
Agriculture Teacher	$ 46.00	$ 95,680.00
AI Engineer	$ 75.67	$ 157,393.60
Aide	$ 19.66	$ 40,886.86

Aide/Student Services	$ 25.79	$ 53,643.20
Air Pollution Control Director	$ 40.82	$ 84,905.60
Aircraft Mechanic	$ 30.00	$ 62,400.00
ALA Specialist	$ 23.66	$ 49,212.80
Algebra 1	$ 40.26	$ 83,740.80
Alumni Relations Officer	$ 18.83	$ 39,166.40
AME Engineer	$ 51.30	$ 106,704.00
American Signed Language Teacher	$ 35.66	$ 74,172.80
AmeriCorps Grant Coordinator	$ 25.10	$ 52,208.00
AMES Aircraft Composite Technician	$ 27.50	$ 57,200.00
AMES Avionics Technician	$ 24.00	$ 49,920.00
AMES Licensed Technician	$ 26.82	$ 55,785.60
AMES Structures Technician	$ 28.28	$ 58,812.00
Aministrative Secretary	$ 19.05	$ 39,624.00
Analist	$ 30.84	$ 64,147.20
Analsit	$ 30.24	$ 62,899.20
Analysis Engineer I	$ 35.00	$ 72,800.00
Analysist	$ 37.48	$ 77,951.47
Analysit	$ 34.18	$ 71,094.40
Analyst	$ 45.57	$ 94,775.20
Analyst - BOM	$ 31.92	$ 66,393.60
Analyst - Financial II	$ 39.23	$ 81,588.00
Analyst - Marketing	$ 42.01	$ 87,370.40
Analyst - Technical I	$ 45.96	$ 95,596.80
Analyst & Auditor	$ 34.35	$ 71,437.60
Analyst Pricing - SO	$ 46.84	$ 97,427.20
Analyst, Contract Administration	$ 39.42	$ 81,993.60
Analyst, Information Technology	$ 44.13	$ 91,790.40
Analyst, Senior IT Support	$ 41.40	$ 86,112.00
Analyst, Wealth and Asset Management Strategy	$ 36.47	$ 75,857.60
Analyst,IT Support	$ 33.31	$ 69,284.80
Analyst,Senior IT Support	$ 42.37	$ 88,129.60
Analytical Chemist	$ 38.94	$ 80,995.20
Analytical Scientist II	$ 37.08	$ 77,116.00
Analytical Services Supervisor	$ 32.80	$ 68,224.00
Analytical Zone Coordinator	$ 30.25	$ 62,920.00
Analytics Consulting Engineer	$ 64.38	$ 133,910.40
Animal Control Officer	$ 19.78	$ 41,142.40
Animator / Motion Designer	$ 36.54	$ 76,003.20
AOD Counselor	$ 27.31	$ 56,804.80
AP & Customer Service	$ 23.08	$ 48,006.40
AP Analyst	$ 22.12	$ 46,009.60
AP CLERK	$ 20.88	$ 43,437.33
AP COORDINATOR	$ 22.50	$ 46,800.00
AP LEAD	$ 26.50	$ 55,120.00
AP Supervisor	$ 29.45	$ 61,256.00
AP Supervisor 1	$ 29.80	$ 61,984.00
AP Team Leader	$ 40.41	$ 84,052.80
AP Verification Analyst I	$ 23.00	$ 47,840.00
APCS I	$ 26.44	$ 54,990.58
APCS II	$ 28.49	$ 59,259.20
App Developer	$ 30.00	$ 62,400.00
Appentice tool maker	$ 22.00	$ 45,760.00
Apple Grove Coodinator	$ 19.48	$ 40,518.40
APPLIANCE INSTALLATION	$ 18.00	$ 37,440.00
Application Administrator	$ 36.32	$ 75,535.20
Application Analyst	$ 38.35	$ 79,757.60
Application Analyst and Developer	$ 40.00	$ 83,200.00
Application Analyst I	$ 25.80	$ 53,653.60
Application Analyst II	$ 34.57	$ 71,912.53
Application Architect	$ 41.27	$ 85,841.60
APPLICATION DEVELOPER	$ 37.37	$ 77,734.80
Application Development Manager	$ 64.61	$ 134,378.40
Application Development Project Manager	$ 33.00	$ 68,640.00
Application Engineer	$ 44.99	$ 93,588.65
Application Engineer IV	$ 48.26	$ 100,380.80
Application Engineer Sr	$ 49.39	$ 102,731.20

Application Engineer Sr.	$ 45.85	$ 95,368.00
Application Engineering Consultant	$ 73.78	$ 153,462.40
Application Engineering Specialist	$ 67.90	$ 141,221.60
Application Engineering Team Leader	$ 49.33	$ 102,606.40
Application Engineering Technician	$ 25.19	$ 52,395.20
Application Manager	$ 46.75	$ 97,246.93
Application Optimization Manager	$ 54.47	$ 113,297.60
APPLICATION PROJECT ENGINEERING MANAGER	$ 63.46	$ 131,996.80
Application Sales Technician	$ 40.25	$ 83,713.07
Application Services Mgr	$ 54.23	$ 112,798.40
Application Support Manager	$ 44.57	$ 92,705.60
Application Tech Solution Administrator II	$ 47.31	$ 98,404.80
Applications Administrator 1	$ 31.54	$ 65,592.80
Applications Analyst	$ 36.94	$ 76,835.20
Applications Chemist	$ 73.21	$ 152,276.80
Applications Developer	$ 34.93	$ 72,650.24
APPLICATIONS DEVELOPER MANAGER	$ 55.04	$ 114,483.20
Applications Development Admin.	$ 37.47	$ 77,937.60
Applications Development Manager	$ 61.89	$ 128,731.20
Applications Engineer	$ 44.52	$ 92,605.07
Applications Engineer IV	$ 55.29	$ 115,003.20
Appraisal Assistant	$ 21.08	$ 43,836.00
Appraiser	$ 29.41	$ 61,172.80
Apprenctice	$ 22.00	$ 45,760.00
Apprentice	$ 21.87	$ 45,479.62
Apprentice 1	$ 21.83	$ 45,413.33
Apprentice 1st Year I	$ 28.30	$ 58,864.00
Apprentice 1st Year II	$ 30.87	$ 64,209.60
Apprentice 2	$ 24.03	$ 49,977.67
Apprentice 2nd Year II	$ 36.02	$ 74,921.60
Apprentice 3	$ 29.21	$ 60,765.71
Apprentice 3rd Year I	$ 36.02	$ 74,921.60
Apprentice 3rd Year II	$ 38.59	$ 80,267.20
Apprentice 4	$ 30.25	$ 62,920.00
apprentice 4 year level	$ 28.00	$ 58,240.00
Apprentice 4th Year I	$ 43.73	$ 90,958.40
Apprentice 4th Year II	$ 46.31	$ 96,324.80
Apprentice CNC Setup Operatior	$ 24.31	$ 50,564.80
Apprentice CNC Setup Operator	$ 22.78	$ 47,384.48
Apprentice CNC SetupOperator	$ 22.00	$ 45,760.00
Apprentice EDM tool maker	$ 27.50	$ 57,200.00
Apprentice Electrician	$ 23.83	$ 49,573.33
Apprentice Electrician (Yr 2)	$ 22.00	$ 45,760.00
Apprentice I	$ 22.00	$ 45,760.00
Apprentice II	$ 20.75	$ 43,160.00
Apprentice IV	$ 25.00	$ 52,000.00
apprentice level 2	$ 28.00	$ 58,240.00
Apprentice Line Tech	$ 33.47	$ 69,617.60
Apprentice Line Technician	$ 41.15	$ 85,583.68
Apprentice Line Worker	$ 39.96	$ 83,115.81
Apprentice Lineman	$ 37.40	$ 77,795.52
Apprentice Lineman B	$ 33.76	$ 70,220.80
Apprentice Lineman C	$ 33.76	$ 70,220.80
Apprentice Lineworker	$ 36.54	$ 75,998.00
Apprentice Machine Repairer Maintenance	$ 22.26	$ 46,300.80
Apprentice Machinist	$ 20.00	$ 41,600.00
Apprentice Maintenance	$ 19.36	$ 40,272.00
Apprentice Plumber	$ 23.00	$ 47,840.00
Apprentice Technician	$ 21.50	$ 44,720.00
Apprentice Test Engineer	$ 32.00	$ 66,560.00
Apprentice Tool and Die	$ 19.15	$ 39,832.00
Apprentice tool maker	$ 24.73	$ 51,432.73
Apprentice Year 1	$ 28.98	$ 60,278.40
Apprentices	$ 22.00	$ 45,760.00
Apps Engineer	$ 49.73	$ 103,438.40
Apps Systems Analyst II	$ 47.13	$ 98,030.40
Aquatic Director	$ 23.00	$ 47,840.00

AR Analyst & Leak Administration Specialist	$ 31.25	$ 65,000.00
AR Director	$ 35.65	$ 74,152.00
AR Manager	$ 25.00	$ 52,000.00
AR Specialist	$ 21.74	$ 45,219.20
AR Support Associate	$ 19.50	$ 40,560.00
Architect	$ 49.38	$ 102,710.40
Architectural Associate	$ 28.85	$ 60,008.00
Architectural Designer	$ 29.08	$ 60,476.00
Archivist	$ 35.00	$ 72,800.00
Area Account Manager	$ 44.81	$ 93,204.80
Area Director of Sales	$ 61.29	$ 127,483.20
Area Lead	$ 19.50	$ 40,560.00
Area Manager	$ 40.65	$ 84,552.00
Area Manager - Birds	$ 31.25	$ 65,000.00
Area Manager - Small Mammals	$ 31.25	$ 65,000.00
area manager production	$ 59.00	$ 122,720.00
area manager production 1	$ 59.00	$ 122,720.00
Area Manager Ride Maintenance	$ 50.00	$ 104,000.00
Area Mechanic	$ 45.54	$ 94,723.20
area mgr. production 1	$ 59.00	$ 122,720.00
Art Director	$ 38.87	$ 80,856.53
Art teacher	$ 49.10	$ 102,136.32
Art Therapist	$ 24.83	$ 51,646.40
Art Therapy Resident	$ 21.00	$ 43,680.00
Art/Woodshop Teacher	$ 31.12	$ 64,729.60
Artist	$ 19.00	$ 39,520.00
Artistic Operations Manager	$ 24.04	$ 50,003.20
Arts & Humanities Coordinator	$ 21.00	$ 43,680.00
Asdsociate Director, Institutional Effectiveness	$ 30.40	$ 63,232.00
Assembler	$ 22.21	$ 46,206.40
Assembler - Air Tools	$ 25.75	$ 53,560.00
Assembler IV	$ 25.81	$ 53,684.80
Assembly & Installation Team Leader	$ 44.09	$ 91,707.20
Assembly and Fabrication Supervisor	$ 25.00	$ 52,000.00
Assembly Associate	$ 26.27	$ 54,641.60
Assembly Manager	$ 38.46	$ 79,996.80
Assembly Project Leader	$ 33.94	$ 70,590.00
Assembly Team Leader	$ 36.95	$ 76,856.00
Assembly Tech Level 1	$ 29.35	$ 61,048.00
Assembly Technician	$ 27.98	$ 58,205.33
Assembly Trainer	$ 34.43	$ 71,614.40
Assembly Worker	$ 31.00	$ 64,480.00
Assessment Supervisor	$ 42.00	$ 87,360.00
Asset & Investment Analyst	$ 43.27	$ 90,001.60
Asset Coordinator	$ 37.31	$ 77,604.80
Asset Management	$ 48.08	$ 100,006.40
Asset Management Analyst	$ 47.64	$ 99,091.20
Asset Management Dispositions Manager	$ 54.29	$ 112,912.80
Asset Management Specialist	$ 25.89	$ 53,851.20
Asset Manager	$ 50.08	$ 104,158.08
Assignment Commissioner	$ 26.99	$ 56,139.20
Assist Superintendent	$ 40.00	$ 83,200.00
Assistance Principal	$ 72.56	$ 150,924.80
Assistant	$ 30.29	$ 63,003.20
ASSISTANT AUDITOR II U	$ 37.56	$ 78,119.60
ASSISTANT AUDITOR III U	$ 49.50	$ 102,955.84
ASSISTANT AUDITOR IV U	$ 68.17	$ 141,793.60
ASSISTANT AUDITOR V (U)	$ 77.46	$ 161,116.80
Assistant Branch Manager	$ 26.18	$ 54,454.40
Assistant Chief Engineer	$ 49.93	$ 103,854.40
Assistant Chief of IT	$ 38.88	$ 80,870.40
Assistant CIO	$ 74.10	$ 154,128.00
Assistant Circulation Manager	$ 25.15	$ 52,312.00
Assistant City Manager	$ 66.64	$ 138,611.20
Assistant Communications Manager	$ 30.29	$ 63,003.20
Assistant Computer Technician	$ 26.14	$ 54,371.20
Assistant Construction Manager	$ 37.50	$ 78,000.00

Assistant Controller	$ 49.04	$ 102,008.87
Assistant Controller Corp Acct	$ 39.00	$ 81,120.00
Assistant Customer Service Manager	$ 24.04	$ 50,003.20
Assistant Dean of Students	$ 35.58	$ 74,006.40
Assistant Developer	$ 42.92	$ 89,273.60
Assistant Director	$ 36.11	$ 75,102.86
Assistant Director Business Intel/ Enterprise Reporting	$ 51.45	$ 107,016.00
Assistant Director Digital Learn & Design	$ 26.86	$ 55,868.80
Assistant Director EHR	$ 62.59	$ 130,187.20
Assistant Director of ABA	$ 43.00	$ 89,440.00
Assistant Director of Continuous Quality Improvement	$ 35.00	$ 72,800.00
Assistant Director of Early Care	$ 36.06	$ 75,004.80
Assistant Director of Food Service Operations	$ 29.33	$ 61,006.40
Assistant Director of Park Operations	$ 28.20	$ 58,656.00
Assistant Director of Residential Life	$ 23.07	$ 47,985.60
Assistant Director of Social Media and Digital Communication	$ 40.69	$ 84,635.20
Assistant Director of Sponsored Research and Projects	$ 30.64	$ 63,731.20
Assistant Director of SSA Specialized Services	$ 49.33	$ 102,606.40
Assistant Director of Student Involvement	$ 23.07	$ 47,985.60
Assistant Director of Student Success	$ 23.80	$ 49,504.00
Assistant Director Of Volunteers	$ 24.88	$ 51,750.40
Assistant Director SSA	$ 46.78	$ 97,302.40
Assistant Director SSA Employment Services	$ 36.55	$ 76,024.00
Assistant Director, IT Applications	$ 59.28	$ 123,302.40
Assistant Director, IT Operations	$ 53.00	$ 110,240.00
Assistant Director, IT Systems	$ 63.49	$ 132,059.20
Assistant Director, SSA	$ 49.33	$ 102,606.40
Assistant Director, Strategic Initiatives	$ 40.87	$ 85,009.60
Assistant Director, Systems and Student Accounts	$ 30.34	$ 63,107.20
Assistant Engineer	$ 34.65	$ 72,072.00
Assistant Engineering Manager	$ 55.72	$ 115,897.60
Assistant Facility Manager	$ 43.01	$ 89,460.80
Assistant Finance Director	$ 52.39	$ 108,978.13
Assistant Fiscal Officer	$ 45.00	$ 93,600.00
Assistant Food Safety Manager	$ 37.49	$ 77,979.20
Assistant Foreperson	$ 41.00	$ 85,280.00
Assistant Health Commissioner	$ 60.00	$ 124,800.00
Assistant Highway Maintenance Superintendent	$ 47.92	$ 99,673.60
Assistant HR Director	$ 39.42	$ 81,993.60
Assistant Investment & Cash Management Officer	$ 42.52	$ 88,441.60
Assistant Maintenance Director	$ 8.70	$ 18,096.00
Assistant Manager	$ 31.18	$ 64,857.24
Assistant Manager Quality Control	$ 32.51	$ 67,620.80
Assistant Manager, Communications	$ 30.91	$ 64,292.80
Assistant Manager, Funeral Director and Embalmer	$ 37.00	$ 76,960.00
Assistant Manager3	$ 33.23	$ 69,118.40
ASSISTANT MANAGER7	$ 32.17	$ 66,913.60
Assistant Marketing Manager	$ 43.62	$ 90,719.20
Assistant Men's Basketball Coach	$ 28.98	$ 60,278.40
Assistant Plant Manager	$ 49.82	$ 103,615.20
Assistant Principal	$ 51.86	$ 107,875.20
Assistant Production Manager	$ 60.66	$ 126,172.80
Assistant Professor	$ 53.32	$ 110,905.60
Assistant Professor, Accounting	$ 30.03	$ 62,462.40
Assistant Professor, English	$ 47.78	$ 99,382.40
Assistant Professor, Nursing	$ 41.19	$ 85,675.20
Assistant Program Director	$ 27.40	$ 56,992.00
Assistant Program Director/Traffic Director	$ 35.13	$ 73,070.40
Assistant Project Manager	$ 28.83	$ 59,956.00
Assistant Property Manager	$ 32.50	$ 67,589.60
Assistant Prosecuting Attorney	$ 46.32	$ 96,345.60
Assistant Research Scientist	$ 38.72	$ 80,537.60
Assistant Safety Service Director	$ 59.41	$ 123,572.80
Assistant Scheduler	$ 33.50	$ 69,680.00
Assistant Service Manager	$ 17.35	$ 36,088.00
Assistant Special Education Director	$ 58.35	$ 121,368.00
Assistant SSA Director	$ 46.79	$ 97,323.20

Assistant Staff Engineer	$ 39.95	$ 83,096.00
Assistant Superintendent	$ 63.47	$ 132,014.40
Assistant Supervisor	$ 29.22	$ 60,772.98
Assistant to Provost	$ 79.17	$ 164,673.60
Assistant to the CEO	$ 21.50	$ 44,720.00
Assistant to the City Manager	$ 47.31	$ 98,404.80
Assistant to the President	$ 29.85	$ 62,088.00
Assistant to Treasurer	$ 26.25	$ 54,600.00
Assistant Township Administrator	$ 42.00	$ 87,360.00
Assistant Transportation Manager	$ 29.61	$ 61,588.80
Assistant Treasurer	$ 52.45	$ 109,096.00
Assistant Treasurer- Budgetary	$ 25.73	$ 53,518.40
Assistant Treasurer- Payroll	$ 33.17	$ 68,993.60
Assistant Vice President Hydroelectric Operations	$ 57.89	$ 120,411.20
Assistant Vice President of Business and Finance	$ 64.00	$ 133,120.00
Assistant Water Distribution Superintendent	$ 40.80	$ 84,864.00
Assisted Living Waiver Supervisor	$ 43.00	$ 89,440.00
Assitant Principal	$ 30.00	$ 62,400.00
Assoc Dir, IT	$ 53.11	$ 110,468.80
Assoc Director of Manufacturing Operations	$ 70.00	$ 145,600.00
Assoc Director of Manufacturing Ops	$ 70.00	$ 145,600.00
Assoc. Prof. Physic Astronomy	$ 40.87	$ 85,009.60
Associate	$ 28.03	$ 58,292.00
Associate Actuary	$ 74.33	$ 154,606.40
Associate Analyst, Quality Assurance	$ 32.69	$ 67,995.20
Associate Analytical Scientist	$ 50.00	$ 104,000.00
Associate Application Engineer	$ 35.35	$ 73,528.00
Associate Category Manager	$ 27.01	$ 56,180.80
Associate Chair-Math	$ 27.57	$ 57,345.60
Associate Chemical Engineer	$ 45.00	$ 93,600.00
Associate Chemical Engineer, Polymer Process Development	$ 70.00	$ 145,600.00
Associate Chemist	$ 29.77	$ 61,921.60
Associate Client Director, Client Success	$ 44.71	$ 92,996.80
Associate Consultant	$ 30.29	$ 62,996.27
Associate Controls Engineer	$ 35.41	$ 73,652.80
Associate Curator Of Mammals	$ 31.25	$ 65,000.00
Associate Data Architect	$ 40.00	$ 83,200.00
Associate Data Engineer	$ 43.23	$ 89,918.40
Associate Dean	$ 65.30	$ 135,824.00
Associate Dean of Technical Programs	$ 54.18	$ 112,694.40
Associate Director	$ 43.34	$ 90,138.88
Associate Director Child & Family Development	$ 33.70	$ 70,096.00
Associate Director Clinical Training & Development	$ 43.82	$ 91,145.60
Associate Director Information Services, Epic	$ 89.25	$ 185,640.00
Associate Director Instructional Design & Development	$ 41.97	$ 87,297.60
Associate Director of AAC	$ 28.85	$ 60,008.00
Associate Director of Child & Family Development	$ 32.98	$ 68,588.00
Associate Director of Clinical Compliance	$ 40.87	$ 85,009.60
Associate Director of Support Services	$ 68.60	$ 142,688.00
Associate Director Solutions Delivery	$ 99.92	$ 207,833.60
Associate Director, Agility	$ 66.36	$ 138,018.40
Associate Director, Business Management	$ 30.35	$ 63,117.60
Associate Director, Finance	$ 76.92	$ 159,993.60
Associate Director, Human Resources	$ 80.22	$ 166,857.60
Associate Director, PMO	$ 86.33	$ 179,566.40
Associate Director, QA	$ 95.25	$ 198,120.00
Associate Director, Validation	$ 91.02	$ 189,321.60
Associate DirectorÂ Workforce Training Initiatives	$ 40.39	$ 84,011.20
Associate Electrical Engineer	$ 41.22	$ 85,737.60
Associate Executive Director, Housing and Financial Wellness	$ 48.01	$ 99,860.80
Associate Fiscal Director	$ 36.27	$ 75,441.60
Associate Lecturer	$ 64.91	$ 135,002.40
Associate Manufacturing Engineer	$ 41.37	$ 86,049.60
Associate Marketing Director	$ 47.95	$ 99,736.00
Associate Network Operations Specialist	$ 29.81	$ 62,004.80
Associate Nursing Programs Administrator	$ 45.28	$ 94,182.40
Associate Pastor	$ 33.85	$ 70,408.00

Associate Planner	$	32.32	$	67,225.60
Associate Principal	$	52.59	$	109,387.20
Associate Product Manager, Utility Fiber	$	35.82	$	74,505.60
Associate Product Merchant	$	40.28	$	83,782.40
Associate Professor	$	55.23	$	114,878.40
Associate Professor Academics	$	30.00	$	62,400.00
Associate Professor of Biological Sciences	$	44.61	$	92,788.80
Associate Professor of Instruction, English	$	36.22	$	75,337.60
Associate Professor, Biological Sciences	$	37.48	$	77,958.40
Associate Professor, Natural Sciences	$	34.62	$	72,009.60
Associate Project Manager	$	49.18	$	102,294.40
Associate Provost	$	65.33	$	135,883.43
Associate Provost - Strategic Initiatives	$	64.00	$	133,120.00
Associate Provost for Academic Support	$	97.62	$	203,049.60
Associate Quality Assurance Analyst	$	25.15	$	52,312.00
Associate Regional Business Manager	$	36.41	$	75,732.80
Associate Registrar	$	22.83	$	47,486.40
Associate Relations	$	26.94	$	56,024.80
Associate Sales Assistant/HR	$	35.92	$	74,713.60
Associate Sensory Analyst	$	38.03	$	79,102.40
Associate Software Engineer	$	38.33	$	79,733.33
Associate Software Engineering Manager	$	40.00	$	83,200.00
Associate Success Manager	$	48.17	$	100,193.60
Associate Systems Administrator	$	34.73	$	72,238.40
Associate Systems/Network Administrator	$	36.14	$	75,171.20
Associate, Strategy & Corporate Development	$	38.46	$	79,996.80
Associate,Systems Analyst	$	33.56	$	69,804.80
Associated, EHS	$	82.95	$	172,536.00
Association Manager	$	53.48	$	111,238.40
Assosciate Professor and Director of Prelicensure	$	48.07	$	99,985.60
Asst Dir, Information Technology	$	40.17	$	83,553.60
Asst Director of Admissions, Pataskala	$	26.44	$	54,995.20
ASST FINANCE DIRECTOR	$	41.34	$	85,987.20
ASST FINANCIAL DIRECTOR	$	56.63	$	117,790.40
Asst Head Start Director	$	26.31	$	54,724.80
Asst Manager IT	$	39.00	$	81,120.00
Asst OhioMeansJobs Director	$	24.45	$	50,856.00
Asst Principal	$	60.50	$	125,840.00
Asst prof behavioral and social sciences	$	43.61	$	90,708.80
Asst Recycling Director	$	24.79	$	51,563.20
Asst Service Manager	$	33.83	$	70,356.00
Asst Special Education	$	62.93	$	130,894.40
ASST TO CITY MGR	$	47.31	$	98,404.80
Asst to the EVP, Student Experience	$	43.07	$	89,585.60
Asst to the President and CEO, Board Liaison	$	30.78	$	64,022.40
Asst. Director	$	19.23	$	39,998.40
Asst. Director Digital Learning & Design	$	26.20	$	54,496.00
Asst. Principal	$	30.28	$	62,982.40
Asst. Professor, Exercise Science	$	32.45	$	67,496.00
Asst. Supt	$	65.00	$	135,200.00
Asst. Vice President Financial Aid	$	47.12	$	98,009.60
Assy Cell Core	$	20.32	$	42,265.60
Assy Cell Final	$	19.95	$	41,485.60
Athletic Director	$	41.64	$	86,604.27
ATP	$	38.46	$	79,996.80
Attendance Office	$	30.00	$	62,400.00
Attendance Officer	$	30.00	$	62,400.00
Attendance Secretary for the district	$	21.44	$	44,595.20
Audiovisual Support Technician	$	32.60	$	67,808.00
Audit Data Analytics Analyst II	$	36.22	$	75,337.60
Audit Manager	$	57.75	$	120,120.00
Auditor	$	63.10	$	131,248.00
Auto Collision Instructor	$	51.47	$	107,057.60
Auto Service Instructor	$	51.90	$	107,952.00
Automation CNC Operator 1	$	20.50	$	42,640.00
Automation Controls Engineer II	$	49.04	$	102,003.20
Automation Engineer	$	45.85	$	95,373.55

Automation Engineering Supervisor	$ 47.75	$ 99,320.00
Automation Lead	$ 30.00	$ 62,400.00
Automation Manager	$ 57.69	$ 119,995.20
Automation Project Manager	$ 49.21	$ 102,356.80
Automation Systems Engineer I	$ 31.25	$ 65,000.00
Automation Systems Specialist II	$ 23.08	$ 48,006.40
Automation Tech	$ 21.00	$ 43,680.00
Automation Technician	$ 31.36	$ 65,232.27
Automation Technician II	$ 28.82	$ 59,950.80
Automation Technician III	$ 33.72	$ 70,129.28
Automation Technician Specialist	$ 38.56	$ 80,204.80
Automations Supervisor	$ 22.00	$ 45,760.00
Auxiliary Operator 2	$ 17.82	$ 37,065.60
Avionics Manager	$ 48.00	$ 99,840.00
Avionics Technician	$ 34.50	$ 71,760.00
AVP Institutional Research	$ 69.89	$ 145,371.20
AVP IT Operations and Security	$ 57.89	$ 120,411.20
AVP of Marketing and Business Development	$ 48.89	$ 101,691.20
AVP, Admin & Finance	$ 75.90	$ 157,872.00
AVP, Innovation & Transformation	$ 57.89	$ 120,411.20
AVP, Senior Data Warehouse Engineer	$ 62.31	$ 129,604.80
Azure Architect	$ 46.63	$ 96,990.40
B Maintenance Mechanic	$ 34.07	$ 70,865.60
Back Tender	$ 26.69	$ 55,515.20
Baking Soda Mechanic	$ 34.14	$ 71,011.20
Baking Soda Packaging Mechanic	$ 35.03	$ 72,867.95
Basic Coatings inspector/Sales	$ 28.00	$ 58,240.00
Battalion Chief	$ 39.85	$ 82,896.32
BC & Marketing Manager	$ 50.58	$ 105,206.40
Beginning Maintenance Technician	$ 26.95	$ 56,056.00
Behavior Intervention Specialist	$ 25.00	$ 52,000.00
Behavior Specialist	$ 39.67	$ 82,506.67
Behavioral Health Lead	$ 24.50	$ 50,960.00
Behavioral Support Specialist	$ 24.97	$ 51,937.60
Behvior Specialst	$ 30.00	$ 62,400.00
Benefits Administrator	$ 38.46	$ 79,996.80
Benefits Analyst	$ 31.62	$ 65,769.60
Benefits and Leave Specialist	$ 15.75	$ 32,760.00
Benefits Coordinator	$ 31.86	$ 66,268.80
Benefits Manager, OBBT	$ 57.14	$ 118,851.20
BI Administrator	$ 45.14	$ 93,891.20
BI Analyst	$ 50.65	$ 105,341.60
BI Business Analyst	$ 51.48	$ 107,078.40
BI Developer Sr	$ 58.89	$ 122,491.20
BI Manager	$ 71.31	$ 148,324.80
Bidding Cooridnator	$ 27.54	$ 57,283.20
Bilingual CSR	$ 17.59	$ 36,587.20
Billing & Accounts Specialist	$ 30.00	$ 62,400.00
Billing & Client Lifecycle Manager	$ 50.48	$ 104,998.40
Billing & Sales Tax Analyst	$ 32.60	$ 67,808.00
Billing Analyst	$ 20.64	$ 42,936.40
Billing and Accounts Coordinator	$ 21.82	$ 45,385.60
Billing Associate	$ 24.00	$ 49,920.00
Billing Coordinator	$ 23.44	$ 48,761.14
Billing Manager	$ 33.35	$ 69,368.00
Billing Specialist	$ 24.56	$ 51,091.73
Billing Specialist & Administrative Assistant	$ 19.80	$ 41,184.00
Billing Supervisor	$ 38.22	$ 79,497.60
Billing Systems Specialist	$ 23.52	$ 48,921.60
Billing Team Lead	$ 26.44	$ 54,995.20
BIM Coordinator	$ 19.00	$ 39,520.00
BIM/VDC Specialist	$ 41.15	$ 85,592.00
Bindery - Bindery Operator 2	$ 26.16	$ 54,412.80
Bindery - Bindery Operator 3	$ 29.68	$ 61,734.40
Bindery Material Handler 1	$ 18.61	$ 38,708.80
Bindery Operator 2	$ 23.15	$ 48,156.16
Bindery Operator 3	$ 30.80	$ 64,064.00

Biology Teacher	$ 25.00	$ 52,000.00
Bird Zookeeper	$ 24.80	$ 51,584.00
Blender Operator	$ 25.62	$ 53,289.60
Board Liaison	$ 34.67	$ 72,113.60
Body Shop Estimator	$ 21.57	$ 44,872.53
Body Technician	$ 28.25	$ 58,760.00
Boiler Operator	$ 20.00	$ 41,600.00
BOM Analyst	$ 31.92	$ 66,393.60
Bookkeeper	$ 28.81	$ 59,924.80
Bookkeeper and HR Administrator	$ 30.29	$ 63,003.20
Boring Machine Operator	$ 23.10	$ 48,048.00
Boring Mill Machine Operator	$ 22.00	$ 45,760.00
Brainiac - Tier 4	$ 22.72	$ 47,247.20
Brainiac Tier 3	$ 24.09	$ 50,107.20
Branch Manager	$ 35.85	$ 74,559.68
Branch Manager with MLS	$ 32.84	$ 68,307.20
Branch Manager without MLS	$ 29.05	$ 60,424.00
Branch Operations Manager	$ 36.72	$ 76,367.20
Branch Operations Quality Assurance Associate	$ 30.28	$ 62,982.40
Brand Ambassador	$ 31.21	$ 64,916.80
Brand Ambassador / Marketing Manager	$ 21.84	$ 45,427.20
Brand and Content Manager	$ 22.00	$ 45,760.00
Brand Content & Social Strategy Manager	$ 71.19	$ 148,075.20
Brand Engagement Coordinator	$ 27.33	$ 56,846.40
Brand Manager	$ 17.00	$ 35,360.00
Brand Relations Manager	$ 36.72	$ 76,377.60
Brand Specialist	$ 29.57	$ 61,505.60
BreakFix Tech	$ 20.75	$ 43,160.00
Brewer Lead	$ 30.93	$ 64,334.40
Brewing Coordinator	$ 31.26	$ 65,020.80
Bridge Engineer	$ 40.25	$ 83,720.00
Bridge Engineer I	$ 45.14	$ 93,891.20
Broadband Instillation Technichian	$ 18.75	$ 39,000.00
Broker/Owner	$ 28.85	$ 60,008.00
BRS Technician	$ 33.74	$ 70,179.20
Budget Manager	$ 27.59	$ 57,387.20
BUDGETARY CLERK 1	$ 25.23	$ 52,478.40
BUDGETARY CLERK 2	$ 23.00	$ 47,840.00
Build Lead	$ 25.00	$ 52,000.00
Building Assistant Principal	$ 61.28	$ 127,462.40
Building Automation Manager	$ 62.50	$ 130,000.00
Building Inspector	$ 46.15	$ 95,992.00
Building Manager	$ 24.04	$ 50,003.20
Building Standards Manager	$ 52.36	$ 108,908.80
Building Sub	$ 20.27	$ 42,161.60
Buildings & Facilities Manager	$ 34.71	$ 72,196.80
Burn Table Programmer	$ 28.03	$ 58,292.00
Burr Bench	$ 22.20	$ 46,176.00
Bus Sys Analyst I	$ 38.10	$ 79,242.80
Bus Sys Analyst II	$ 29.72	$ 61,817.60
Business Accreditation Manager	$ 39.12	$ 81,369.60
Business Administration, Manager, Purchasing	$ 38.59	$ 80,267.20
Business Administrative Assistant	$ 27.22	$ 56,617.60
Business Administrator	$ 26.36	$ 54,828.80
Business Analyst	$ 48.37	$ 100,607.10
Business Analyst II	$ 34.30	$ 71,334.76
Business Analyst III	$ 37.80	$ 78,624.00
Business and Brand Development Specialist	$ 24.53	$ 51,022.40
Business Controls Associate	$ 43.97	$ 91,457.60
Business Controls Director	$ 98.08	$ 204,006.40
Business Controls Senior Manager	$ 82.94	$ 172,515.20
Business Data Analyst	$ 34.11	$ 70,948.80
Business Development & Capture Manager	$ 31.50	$ 65,520.00
Business Development Director	$ 47.01	$ 97,787.73
Business Development Manager	$ 36.52	$ 75,963.09
Business Development Representative	$ 17.00	$ 35,360.00
Business Development Specialist	$ 24.76	$ 51,490.40

Business Director	$ 28.88	$ 60,070.40
BUSINESS ENGAGEMENT SPECIALIST	$ 28.63	$ 59,558.72
Business Intelligence Analyst	$ 41.31	$ 85,919.60
Business Intelligence Developer	$ 51.77	$ 107,681.60
Business Intelligence Developer Lead	$ 52.00	$ 108,160.00
Business Intelligence Manager	$ 69.71	$ 145,002.00
Business IS Analyst	$ 40.07	$ 83,345.60
Business Management Supervisor	$ 33.81	$ 70,324.80
Business Manager	$ 36.25	$ 75,402.60
Business Operation Manager	$ 48.07	$ 99,985.60
Business Operations	$ 33.65	$ 69,992.00
Business Operations & Corporate Development	$ 53.07	$ 110,385.60
Business Operations Analyst	$ 10.70	$ 22,256.00
Business Operations and Corporate Development	$ 54.66	$ 113,692.80
Business Operations Coordinator	$ 33.10	$ 68,848.00
Business Operations Manager	$ 40.23	$ 83,675.80
Business Operations Mgr	$ 35.09	$ 72,987.20
Business Operations Specialist	$ 42.88	$ 89,190.40
Business Outreach Specialist	$ 19.50	$ 40,560.00
Business Process Analyst	$ 41.95	$ 87,256.00
Business Process Analyst, Business Alignment Group	$ 41.95	$ 87,256.00
Business Process Analyst, Manufacturing & Supply Chain	$ 48.47	$ 100,817.60
Business Process Automation Specialist	$ 37.75	$ 78,520.00
Business Process Engineer	$ 54.81	$ 114,004.80
Business Process Excellence	$ 85.00	$ 176,800.00
Business Process Leader	$ 49.61	$ 103,188.80
Business Process Owner	$ 85.00	$ 176,800.00
Business Rules Architect	$ 56.43	$ 117,374.40
Business Strategy Optimization Analyst	$ 43.56	$ 90,604.80
Business System Analyst	$ 38.27	$ 79,601.60
Business Systems & Continuous Improvement Manager	$ 48.07	$ 99,985.60
BUSINESS SYSTEMS ANALYST	$ 30.50	$ 63,440.00
Business Systems Analyst 1	$ 30.50	$ 63,440.00
Business Systems Analyst I	$ 35.15	$ 73,112.00
Business Systems Analyst II	$ 32.83	$ 68,276.00
Business Systems Analyst III	$ 55.89	$ 116,254.17
Business Systems Consultant	$ 48.32	$ 100,505.60
Business Systems Engineer	$ 44.18	$ 91,894.40
Business Systems Support Specialist	$ 32.45	$ 67,496.00
Business Teacher	$ 58.56	$ 121,804.80
Business Team Coordinator	$ 30.02	$ 62,441.60
Business Technology Manager	$ 25.00	$ 52,000.00
Business Title Process Improvement Analyst	$ 31.05	$ 64,584.00
Business Title Shared Services Team Lead	$ 28.55	$ 59,384.00
Business Title Unit Manager III	$ 35.39	$ 73,611.20
Business Unit Manager - Motion Control	$ 79.33	$ 165,006.40
Business/ system Analyst	$ 49.64	$ 103,251.20
Business/IT Specialist	$ 26.33	$ 54,766.40
Business/systems analyst	$ 49.64	$ 103,251.20
Buyer	$ 35.65	$ 74,160.67
Buyer 1	$ 24.63	$ 51,230.40
Buyer Assistant	$ 19.00	$ 39,520.00
Buyer I	$ 34.99	$ 72,772.27
Buyer II	$ 41.92	$ 87,183.20
Buyer Specialist	$ 29.09	$ 60,507.20
Buyer, Machine to Print	$ 33.65	$ 69,992.00
Buyer/Planner	$ 35.70	$ 74,256.00
Buyer/Planner Specialist	$ 28.36	$ 58,988.80
C LEVEL TECHNICIAN	$ 26.00	$ 54,080.00
C Maintenance Mechanic	$ 31.82	$ 66,178.67
C TECHNICIAN	$ 24.00	$ 49,920.00
Cabinet Designer	$ 36.06	$ 75,004.80
Cabinet maker	$ 14.50	$ 30,160.00
Cable Tech	$ 28.00	$ 58,240.00
CAD Administrator	$ 45.67	$ 94,993.60
CAD Designer	$ 31.25	$ 65,000.00
CAD Drafter II	$ 28.14	$ 58,531.20

CAD Drafter/Designer	$ 25.00	$ 52,000.00
CAD Manager	$ 39.97	$ 83,137.60
CAD Technician	$ 21.00	$ 43,680.00
CAD Technician II	$ 38.73	$ 80,548.00
CAD/CAD Systems & Tooling Mgr	$ 61.78	$ 128,502.40
Call Center Trainer	$ 25.16	$ 52,326.86
Candidate Engagement Specialist	$ 21.68	$ 45,094.40
CAO	$ 100.59	$ 209,227.20
Capital Planning Analyst III	$ 40.87	$ 85,009.60
Capsule Validator	$ 29.13	$ 60,590.40
Captain	$ 39.18	$ 81,484.00
Card Services Manager	$ 21.00	$ 43,680.00
Care Coordinator	$ 23.57	$ 49,020.40
Care Manager	$ 24.47	$ 50,897.60
Care Navigation Team Lead	$ 36.67	$ 76,273.60
Career Coach	$ 29.32	$ 60,985.60
Career Counselor	$ 50.00	$ 104,000.00
Career Development Coordinator	$ 66.61	$ 138,538.40
Career Exploration	$ 68.06	$ 141,564.80
Career Navigator	$ 30.00	$ 62,400.00
Career Strategist	$ 40.00	$ 83,200.00
Career-Technical Instructor	$ 73.02	$ 151,881.60
Carpenter	$ 36.28	$ 75,452.00
Carpenter Apprentice	$ 22.00	$ 45,760.00
Carpenter Helper	$ 22.66	$ 47,132.80
Carpenter/Laborer/Ironworker	$ 21.50	$ 44,720.00
Carpentry Apprentice	$ 24.50	$ 50,960.00
Case Manager	$ 24.26	$ 50,469.60
Case Manager SO	$ 26.23	$ 54,558.40
Case Manager Supervisor	$ 32.00	$ 66,554.80
Case Manager, SO	$ 25.19	$ 52,395.20
Cash & Payment Coordinator	$ 32.17	$ 66,913.60
Cash Reconciliation Analyst	$ 26.55	$ 55,224.00
Cashier	$ 18.50	$ 38,480.00
Cat Litter Packaging Mechanic	$ 34.14	$ 71,011.20
Catch & Measure Operator	$ 20.50	$ 42,640.00
Category Manager	$ 42.40	$ 88,187.84
Category Manager - BMX	$ 48.07	$ 99,985.60
CAUV ADMIN/GIS ANALYST/W&M INSP	$ 33.03	$ 68,702.40
CBI Teacher	$ 25.00	$ 52,000.00
CCO- Chief Commercial officer	$ 38.40	$ 79,872.00
CCP Enrollment Navigator/Coordinator	$ 24.69	$ 51,355.20
CDL Pumper	$ 31.50	$ 65,520.00
CDPSS	$ 35.99	$ 74,859.20
CELL LEADER	$ 26.00	$ 54,080.00
Cellar Manager	$ 32.45	$ 67,496.00
Center Director	$ 27.42	$ 57,025.80
Center for Nonprofit Excellence	$ 42.31	$ 87,994.40
Central Claims Rep - Senior	$ 24.75	$ 51,480.00
CEO	$ 88.86	$ 184,822.79
CEO - Seilkop Industries, Inc.	$ 103.02	$ 214,281.60
CEO and Leadership Coach	$ 72.12	$ 150,009.60
CEO and owner	$ 47.59	$ 98,987.20
CEO/ Leadership Coach	$ 72.12	$ 150,009.60
CEO/Chief Engineer	$ 48.07	$ 99,985.60
CEO-Executive Director	$ 75.56	$ 157,164.80
Ceramic Lab Tech	$ 25.94	$ 53,955.20
Ceramic Technician III	$ 30.33	$ 63,086.40
Ceramics Lab Tech	$ 28.12	$ 58,489.60
Certification Specialist, Minority Business Assistance Center	$ 32.00	$ 66,560.00
Certified Medical Assistant	$ 20.18	$ 41,967.47
Certified Medical Assistant/Medical Receptionist	$ 19.25	$ 40,040.00
Certified Operator, Public Works Department	$ 31.70	$ 65,936.00
CFD Analysis Advisory Engineer	$ 64.90	$ 134,992.00
CFO	$ 75.12	$ 156,243.88
CFO - Seilkop Industries, Inc.	$ 80.29	$ 167,003.20
CFO & CAO	$ 90.93	$ 189,134.40

CFO/Business Manager	$ 54.57	$ 113,505.60
CFO/HR Director	$ 77.08	$ 160,326.40
Chairman	$ 72.95	$ 151,736.00
Chairman and COO	$ 103.99	$ 216,299.20
Chamber Director	$ 26.56	$ 55,244.80
Change Release Specialist	$ 39.15	$ 81,432.00
Changeover Maintenance Team	$ 38.26	$ 79,580.80
Changeover Tech	$ 31.00	$ 64,480.00
Channel Marketing Specialist	$ 30.61	$ 63,668.80
Chem Process Maintainer	$ 42.80	$ 89,024.00
Chemist	$ 38.28	$ 79,629.33
Chemist II	$ 35.54	$ 73,912.80
Chemistry Teacher	$ 25.00	$ 52,000.00
Chief Academic Officer	$ 31.94	$ 66,435.20
Chief Accounting Clerk	$ 32.42	$ 67,433.60
Chief Accounting Coordinator	$ 41.09	$ 85,467.20
Chief Accounting Officer	$ 60.00	$ 124,800.00
Chief Adm to City Attorney	$ 98.28	$ 204,422.40
Chief Administrative Officer	$ 117.51	$ 244,420.80
Chief Advancement & Communications Officer	$ 69.66	$ 144,892.80
CHIEF BUDGETARY OFFICER	$ 38.72	$ 80,537.60
Chief Business Officer	$ 84.80	$ 176,373.60
Chief Clinical Officer	$ 41.07	$ 85,418.67
Chief Communications Officer	$ 56.22	$ 116,937.60
Chief Community Officer	$ 48.43	$ 100,734.40
Chief Creative Officer	$ 49.35	$ 102,648.00
Chief Curator	$ 60.00	$ 124,800.00
Chief Deputy Auditor/MIS Manager	$ 58.46	$ 121,596.80
Chief Deputy Clerk	$ 34.00	$ 70,720.00
Chief Deputy Treasurer Hocking County & Land Bank Executive Dire	$ 41.00	$ 85,280.00
Chief Development Officer	$ 76.47	$ 159,057.60
Chief Education Officer	$ 47.04	$ 97,843.20
Chief Engagement Officer	$ 82.89	$ 172,411.20
Chief Engineer	$ 56.23	$ 116,948.00
Chief Engineer - Coil Processing	$ 63.87	$ 132,849.60
Chief Enterprise Infrastructure Officer - CEIO	$ 60.09	$ 124,987.20
Chief Executive	$ 48.07	$ 99,985.60
Chief Executive Officer	$ 78.54	$ 163,363.20
Chief Finance and Operations Officer	$ 49.26	$ 102,460.80
Chief Financial Officer	$ 70.07	$ 145,754.16
Chief Financial Officer/Treasurer	$ 45.32	$ 94,265.60
Chief Girl Experience Officer	$ 35.09	$ 72,987.20
Chief HR Officer	$ 163.49	$ 340,059.20
Chief Human Resources Officer	$ 57.16	$ 118,882.40
Chief Information Officer	$ 70.08	$ 145,769.37
Chief Information Security Officer	$ 44.57	$ 92,705.60
Chief Legal Officer	$ 154.81	$ 322,004.80
Chief Lending Officer	$ 66.23	$ 137,758.40
Chief Maintenance Officer	$ 108.00	$ 224,640.00
Chief Marketing Officer	$ 108.00	$ 224,640.00
Chief of Marketing	$ 48.05	$ 99,944.00
Chief of Staff	$ 60.65	$ 126,152.00
Chief of Technology	$ 46.50	$ 96,720.00
Chief Operating Officer	$ 71.67	$ 149,075.49
Chief Operations Officer	$ 121.15	$ 251,992.00
Chief People Officer	$ 85.62	$ 178,081.28
Chief PO	$ 33.00	$ 68,640.00
Chief Procurement Officer	$ 47.12	$ 97,999.20
Chief Program Officer	$ 50.00	$ 104,000.00
Chief Public Safety Services Officer	$ 52.88	$ 109,990.40
Chief Quality & Compliance Officer	$ 42.79	$ 89,003.20
Chief Relationship Officer	$ 96.00	$ 199,680.00
Chief Research Officer	$ 81.71	$ 169,956.80
Chief Revenue Officer	$ 108.00	$ 224,640.00
Chief Sales Officer	$ 47.45	$ 98,696.00
Chief Scientist	$ 41.43	$ 86,174.40
Chief Strategy Officer	$ 109.14	$ 227,000.80

Chief Student Affairs Officer	$ 43.26	$ 89,980.80
Chief Technical Officer	$ 76.92	$ 159,993.60
Chief Technology Officer	$ 48.83	$ 101,561.20
Chief Transformation Officer	$ 110.00	$ 228,800.00
Chief UAS Pilot	$ 39.42	$ 81,993.60
Chief Veterinary Officer	$ 80.05	$ 166,504.00
Chief Volunteer Support and Services Officer	$ 38.85	$ 80,808.00
Child & Family Health Development Administrator	$ 44.91	$ 93,412.80
Child Injury Prevention Coordinator	$ 25.69	$ 53,435.20
Child Welfare Case Worker Supervisor	$ 37.54	$ 78,083.20
Child Welfare Caseworker Supervisor	$ 37.54	$ 78,083.20
Childhood & Youth Wellness Manager	$ 32.07	$ 66,705.60
Children's Librarian	$ 17.50	$ 36,400.00
Children's Ministry Coordinator	$ 12.50	$ 26,000.00
Children's Pastor	$ 21.00	$ 43,680.00
Children's Program Director	$ 32.21	$ 66,996.80
Children's Program Manager	$ 20.84	$ 43,347.20
Childrens Services Manager	$ 35.98	$ 74,838.40
CHRO + TALENT SOLUTIONS LEAD	$ 57.69	$ 119,995.20
Church Relations Manager	$ 21.00	$ 43,680.00
CI Leader	$ 20.00	$ 41,600.00
CI Manager	$ 25.00	$ 52,000.00
CI Trainer	$ 25.00	$ 52,000.00
CI Training Sup.	$ 25.00	$ 52,000.00
CIO	$ 88.35	$ 183,774.93
Circulation Dept. Manager	$ 18.70	$ 38,896.00
Circulation Quality Control Manager	$ 31.53	$ 65,582.40
Circulation Services Manager	$ 35.41	$ 73,652.80
City Administrator	$ 63.12	$ 131,289.60
City Attorney	$ 119.40	$ 248,352.00
City Planner	$ 44.93	$ 93,454.40
Civil Designer	$ 26.50	$ 55,120.00
Civil Engineer	$ 39.58	$ 82,333.33
Civil Engineer II	$ 49.75	$ 103,480.00
Claim Representative	$ 32.54	$ 67,690.13
Claims Director	$ 53.49	$ 111,259.20
Claims manager	$ 50.78	$ 105,617.20
Claims Operations Manager	$ 46.63	$ 96,990.40
Claims Rep	$ 28.13	$ 58,510.40
Claims Supervisor	$ 45.91	$ 95,492.80
Claims Vice President	$ 79.81	$ 166,004.80
Class A Lineman	$ 46.85	$ 97,448.00
Class A Mechanic	$ 30.11	$ 62,623.13
Class A Welder	$ 33.62	$ 69,929.60
Class B Mechanic	$ 26.60	$ 55,325.19
Class C Mechanic	$ 23.92	$ 49,746.67
Classified Supervisor	$ 34.11	$ 70,948.80
Classroom aide	$ 20.78	$ 43,212.00
Classroom Para	$ 16.94	$ 35,224.80
Classroom Teacher	$ 35.99	$ 74,858.43
Cleaner	$ 20.00	$ 41,600.00
Cleanline Operator	$ 21.42	$ 44,553.60
Clerical	$ 31.39	$ 65,284.27
Clerical Assistant eControl	$ 22.60	$ 47,008.00
Clerical Specialist	$ 23.95	$ 49,816.00
Clerical Specialist 1	$ 20.57	$ 42,785.60
Clerical Support Services Supervisor	$ 21.96	$ 45,676.80
Clerk	$ 26.01	$ 54,106.00
Clerk 1	$ 18.09	$ 37,627.20
Clerk Bus Garage	$ 18.38	$ 38,230.40
Clerk Cashier	$ 26.53	$ 55,182.40
Clerk IT	$ 20.67	$ 42,993.60
Clerk Maintenance	$ 18.38	$ 38,230.40
Clerk MUI	$ 18.38	$ 38,230.40
Clerk of Council	$ 39.97	$ 83,144.53
Clerk of Courts	$ 30.58	$ 63,606.40
Clerk SG	$ 18.38	$ 38,230.40

clerk to the board	$ 24.88	$ 51,750.40
Clerk Typist	$ 25.67	$ 53,393.60
Clerk, Bus Garage	$ 18.38	$ 38,230.40
Clerk, IT	$ 21.67	$ 45,073.60
Clerk, Maintenance	$ 18.78	$ 39,062.40
Clerk, MUI	$ 18.38	$ 38,230.40
CLERK/ADMINISTRATIVE ASSISTANT	$ 27.03	$ 56,222.40
Client Advocate	$ 38.77	$ 80,641.60
Client Advocate, Digital Marketing Lead	$ 38.77	$ 80,641.60
Client Care Coordinator	$ 21.00	$ 43,680.00
Client Coordinator	$ 32.56	$ 67,724.80
Client engagement Specialists	$ 22.28	$ 46,342.40
Client Experience Coordinator	$ 20.50	$ 42,640.00
Client Experience Rep	$ 16.50	$ 34,320.00
Client Relations & Club 1893 Event Manager	$ 24.03	$ 49,982.40
Client Relationship Manager	$ 36.00	$ 74,880.00
Client Service Administrator	$ 25.22	$ 52,460.57
Client Service Administrator, Group Benefits	$ 31.25	$ 65,000.00
Client Services and Human Resources Manager	$ 34.00	$ 70,720.00
Client Services Coordinator	$ 27.78	$ 57,782.40
Client Services Director	$ 20.34	$ 42,296.80
Client Services Manager	$ 18.00	$ 37,440.00
Client Services/Shippimg	$ 20.00	$ 41,600.00
Client Services/Shipping	$ 18.00	$ 37,440.00
Client Success Manager	$ 33.84	$ 70,376.80
Client Success Specialist	$ 23.62	$ 49,119.20
Client Success Team Manager	$ 40.87	$ 85,009.60
Client Technologies Technician	$ 25.96	$ 53,996.80
Clinical Analyst I	$ 38.34	$ 79,747.20
Clinical Application Analyst	$ 42.48	$ 88,365.33
Clinical Application Anlayst	$ 41.11	$ 85,508.80
Clinical Coordinator	$ 50.16	$ 104,329.83
Clinical Director	$ 32.72	$ 68,057.60
Clinical Educator	$ 43.99	$ 91,499.20
Clinical Educator/Adjunct Professor	$ 12.42	$ 25,833.60
Clinical Executive Assistant	$ 37.26	$ 77,500.80
Clinical Informaticist	$ 37.51	$ 78,013.87
Clinical Informatics Application Engineer	$ 61.10	$ 127,088.00
Clinical Manager	$ 33.18	$ 69,014.40
Clinical Operations Coordinator/Art Therapist	$ 26.50	$ 55,120.00
Clinical Physician - SHMG	$ 266.76	$ 554,860.80
Clinical Secretary	$ 22.84	$ 47,507.20
Clinical Site Manager	$ 35.00	$ 72,800.00
Clinical Software Technician	$ 39.90	$ 82,992.00
Clinical Supervisor	$ 35.00	$ 72,800.00
Clinical Systems Analyst	$ 44.13	$ 91,790.40
Clinical Team Leader	$ 48.19	$ 100,243.52
CLOUD Engineer	$ 45.00	$ 93,600.00
Cloud Engineer 3	$ 41.45	$ 86,216.00
Cloud Engineering Manager	$ 50.00	$ 104,000.00
Cloud Identity & Security Analyst	$ 37.96	$ 78,956.80
Cloud Technician	$ 30.00	$ 62,400.00
Club Director	$ 32.69	$ 67,995.20
CMM Operator	$ 22.06	$ 45,893.71
CMM Programmer	$ 30.41	$ 63,242.40
CMM Technician	$ 26.22	$ 54,537.60
CNC Engineer	$ 29.57	$ 61,505.60
CNC Floor Lead	$ 29.75	$ 61,880.00
CNC III	$ 30.46	$ 63,356.80
CNC Machine Attendant	$ 20.62	$ 42,879.20
CNC Machine Operator	$ 20.00	$ 41,600.00
CNC Machining Trainee	$ 24.90	$ 51,792.00
CNC Machinist	$ 27.21	$ 56,589.24
CNC MACHINIST APPRENTICE	$ 18.50	$ 38,480.00
CNC Machinist/Automation Technician	$ 33.60	$ 69,888.00
CNC Operator	$ 25.06	$ 52,120.18
CNC Operator 1	$ 17.25	$ 35,880.00

CNC Programmer	$ 39.28	$ 81,702.40
CNC Setup & Operator	$ 27.21	$ 56,596.80
CNC setup operator	$ 22.53	$ 46,866.56
CNC Specialist	$ 30.89	$ 64,251.20
CNC Supervisor	$ 37.90	$ 78,832.00
CNIT Helpdesk Support Technician	$ 18.33	$ 38,126.40
Coach	$ 26.44	$ 54,995.20
Coaching Experience	$ 31.50	$ 65,520.00
COC Coordinator	$ 22.60	$ 47,008.00
COC program specialist	$ 17.43	$ 36,254.40
CODE ENFORCEMENT	$ 28.31	$ 58,884.80
Code Inspector	$ 26.55	$ 55,224.00
COG Director	$ 44.32	$ 92,185.60
COG Dispatch Supervisor	$ 33.70	$ 70,102.93
COG Shift Dispatch Supervisor	$ 32.83	$ 68,286.40
Collections Manager	$ 26.32	$ 54,745.60
Collections Representative	$ 24.73	$ 51,429.49
Collections Reprsentative	$ 24.84	$ 51,667.20
college and career advisor	$ 20.70	$ 43,056.00
College and Career Readiness	$ 29.47	$ 61,287.20
College Credit Plus Advisor	$ 19.57	$ 40,705.60
Collision Repair Tech	$ 30.00	$ 62,400.00
Collision Repair Technician	$ 29.00	$ 60,320.00
Combo Set Up/Operator: Senior	$ 25.93	$ 53,934.40
Combo Technician	$ 20.50	$ 42,640.00
Combo/Set Up Operator	$ 26.00	$ 54,080.00
Combo/Set Up Operator: Senior	$ 27.79	$ 57,803.20
Commander, POB	$ 30.00	$ 62,400.00
Commercial Account Manager	$ 37.00	$ 76,960.00
Commercial Analyst	$ 40.00	$ 83,200.00
COMMERCIAL CONSTRUCTION, DEPT HEAD	$ 43.00	$ 89,440.00
Commercial Coordinator II	$ 33.99	$ 70,699.20
Commercial Coordinator Supervisor	$ 41.83	$ 87,006.40
Commercial Director	$ 43.13	$ 89,710.40
Commercial Sales Manager	$ 23.00	$ 47,840.00
Commercial Salesman	$ 44.23	$ 91,998.40
Commercial Service Estimator	$ 32.00	$ 66,560.00
Commercialization Project Manager	$ 34.28	$ 71,302.40
Commissioning Engineer	$ 33.18	$ 69,004.00
Commodity Manager	$ 57.98	$ 120,598.40
Common Pleas Court Administrator	$ 35.02	$ 72,841.60
Common Pleas Court Bailiff and Pre-Sentencing Investigator	$ 32.96	$ 68,556.80
Common Pleas Court Judge	$ 8.70	$ 18,096.00
Communicaitons Mgr	$ 48.45	$ 100,776.00
Communication and Marketing Specialist	$ 22.00	$ 45,760.00
Communications & Technology Director	$ 56.25	$ 117,000.00
Communications & Volunteer Onboarding Lead	$ 24.00	$ 49,920.00
Communications and Electronic Technician	$ 33.65	$ 69,992.00
Communications and Engagement Specialist	$ 30.19	$ 62,795.20
Communications Associate	$ 33.12	$ 68,889.60
Communications Coordinator	$ 25.60	$ 53,252.16
Communications Director	$ 44.31	$ 92,157.87
Communications Manager	$ 35.94	$ 74,750.00
Communications Manager & Webmaster	$ 47.50	$ 98,800.00
Communications Officer	$ 27.12	$ 56,409.60
Communications Operations Manager	$ 25.25	$ 52,520.00
Communications Services Supervisor	$ 39.62	$ 82,409.60
Communications Specialist	$ 31.18	$ 64,862.72
Communications/HR Manager	$ 42.37	$ 88,129.60
Community & Events Coordinator	$ 19.57	$ 40,705.60
Community Access Team Leader	$ 20.50	$ 42,640.00
Community Administrator	$ 22.54	$ 46,883.20
Community Association Manager	$ 36.00	$ 74,880.00
Community Coach Supervisor	$ 25.00	$ 52,000.00
Community Connections Manager	$ 45.13	$ 93,870.40
Community Development Manager	$ 46.25	$ 96,200.00
Community Education Specialist	$ 24.52	$ 51,001.60

Community Engagement Director	$ 28.87	$ 60,054.80
Community Engagement Specialist	$ 18.04	$ 37,523.20
Community Facility Coordinator	$ 54.13	$ 112,590.40
Community First Coordinator	$ 26.00	$ 54,080.00
Community First Director	$ 26.00	$ 54,080.00
Community Health Worker	$ 23.50	$ 48,880.00
Community Impact Coordinator	$ 24.04	$ 50,003.20
Community Impact Manager	$ 28.22	$ 58,694.13
Community Integration Manager	$ 32.56	$ 67,724.80
Community Manager	$ 24.00	$ 49,920.00
Community Options Supervisor	$ 40.00	$ 83,200.00
Community Outreach Coordinator	$ 29.49	$ 61,339.20
Community Outreach Partner	$ 31.92	$ 66,386.67
Community Outreach Specialist, Therapist	$ 65.00	$ 135,200.00
Community Paramedic Coordinator	$ 50.81	$ 105,684.80
Community Planner	$ 22.28	$ 46,342.40
Community Relations Coordinator	$ 32.35	$ 67,288.00
Community Relations Manager	$ 20.46	$ 42,562.00
Community Resource Coordinator	$ 16.00	$ 33,280.00
Community Risk Reduction Coordinator	$ 35.66	$ 74,172.80
Community Solutions Director	$ 40.58	$ 84,406.40
Community Support Director	$ 35.67	$ 74,193.60
Community Support Supervisoire	$ 25.67	$ 53,393.60
Community Supports Director	$ 35.67	$ 74,193.60
Community Supports Supervisor	$ 27.89	$ 58,011.20
Community Workforce Development Manager	$ 34.86	$ 72,508.80
Community/Government & Business Engagement Director	$ 57.69	$ 119,995.20
Community-Based Services Manager	$ 31.98	$ 66,518.40
Compensation Analyst	$ 41.24	$ 85,779.20
Compensation Benefits Manager	$ 77.64	$ 161,491.20
Compliance Analyst	$ 21.48	$ 44,685.33
Compliance and Oversight Supervisor	$ 40.00	$ 83,200.00
Compliance Coordinator	$ 27.40	$ 56,992.00
Compliance Coordinator/Intervention Specialist	$ 30.00	$ 62,400.00
Compliance Director	$ 55.00	$ 114,400.00
Compliance Manager	$ 28.36	$ 58,995.73
Compliance Officer	$ 38.39	$ 79,851.20
Compliance Representative	$ 32.70	$ 68,007.09
Compliance Specialist	$ 40.00	$ 83,200.00
Compliance Transition Supervisor	$ 43.00	$ 89,440.00
Comptroller	$ 36.64	$ 76,200.80
Computational Genomics Group LIMS System Developer II	$ 56.66	$ 117,852.80
Computer Analyst	$ 39.81	$ 82,804.80
Computer Network Engineer	$ 46.92	$ 97,593.60
Computer Networking Instructor	$ 58.44	$ 121,555.20
Computer Networking Manager	$ 65.10	$ 135,408.00
Computer Operator	$ 38.50	$ 80,080.00
Computer Operator Supervisor	$ 46.74	$ 97,219.20
Computer Programer	$ 58.30	$ 121,264.00
Computer Programmer	$ 45.70	$ 95,056.00
Computer Programmer / Analysist	$ 38.84	$ 80,787.20
Computer Support Helpdesk Analyst	$ 28.21	$ 58,676.80
Computer Support Technician	$ 21.87	$ 45,479.20
Computer Support Technician I	$ 18.52	$ 38,521.60
Computer System Analyst	$ 40.68	$ 84,617.87
Computer System Software Analyst I	$ 27.69	$ 57,595.20
Computer System Technician	$ 25.06	$ 52,124.80
Computer Systems Analyst	$ 38.22	$ 79,492.40
Computer Systems Software Analyst 1	$ 28.11	$ 58,468.80
Computer Systems Software Analyst 2	$ 32.47	$ 67,537.60
Computer Teacher	$ 65.46	$ 136,156.80
Computer Tech	$ 28.85	$ 60,008.00
Computer Tech.	$ 28.85	$ 60,008.00
Computer Technician	$ 22.21	$ 46,196.80
Computer User Support Specialist	$ 24.28	$ 50,502.40
Computer/business teacher	$ 58.84	$ 122,387.20
Configuration Management Services Manager	$ 70.66	$ 146,972.80

Connections Ministry	$ 23.65	$ 49,192.00
Conselor	$ 30.00	$ 62,400.00
Construction Administrator	$ 31.00	$ 64,480.00
Construction Coordinator	$ 25.00	$ 52,000.00
Construction Electrician	$ 31.00	$ 64,480.00
Construction Inspector	$ 28.00	$ 58,240.00
Construction Manager	$ 30.00	$ 62,400.00
Construction Observer	$ 38.08	$ 79,196.00
Construction Operations Manager	$ 52.88	$ 109,990.40
Construction Project Engineer 1	$ 41.98	$ 87,318.40
Construction Services Engineer	$ 69.60	$ 144,768.00
Construction Services Manager	$ 62.50	$ 130,000.00
Construction Trainer	$ 25.50	$ 53,040.00
Consultant	$ 43.14	$ 89,729.31
Consultant & Customer Support Specialist	$ 19.68	$ 40,934.40
Consultant / PM	$ 32.00	$ 66,560.00
Consultant /PM	$ 44.00	$ 91,520.00
Consultant/PM	$ 46.00	$ 95,680.00
Consultant/PM/Team Lead	$ 60.00	$ 124,800.00
Consulting Data Engineer	$ 79.33	$ 165,006.40
Consulting Platform Engineer	$ 85.56	$ 177,964.80
Consulting Product Owner	$ 87.47	$ 181,937.60
Consumer Affairs Specialist	$ 29.67	$ 61,713.60
Consumer Insights Analyst	$ 32.69	$ 67,995.20
Consumer Loan Operations and Compliance Specialist	$ 30.32	$ 63,065.60
Consumer Services Experience Associate	$ 22.34	$ 46,467.20
Cont. Improvement Analyst	$ 39.66	$ 82,492.80
Content Developer - Marketing	$ 45.90	$ 95,472.00
Content Developer - Marketing and Comms	$ 45.90	$ 95,472.00
Content Developer II	$ 33.65	$ 69,992.00
Content Developmemt Writer	$ 33.65	$ 69,992.00
Content Development Writer	$ 33.65	$ 69,992.00
Content Marketing Specialist	$ 29.82	$ 62,015.20
Content Strategist	$ 34.66	$ 72,092.80
Continuous Improvement - Technical Specialist 2	$ 30.21	$ 62,826.40
Continuous Improvement Analyst	$ 37.91	$ 78,848.64
Continuous Improvement Coordinator	$ 30.28	$ 62,982.40
Continuous Improvement Engineer	$ 33.65	$ 69,992.00
Continuous Improvement Manager	$ 43.40	$ 90,265.07
Contract & Purchasing Manager	$ 44.11	$ 91,748.80
Contract Administer	$ 35.66	$ 74,172.80
Contract Administrator	$ 29.10	$ 60,528.00
Contract Analyst	$ 35.04	$ 72,878.00
Contract and Compliance Specialist	$ 46.48	$ 96,678.40
Contract and Purchasing Manager	$ 44.11	$ 91,748.80
Contract Manager	$ 25.32	$ 52,665.60
Contract Monitor	$ 42.11	$ 87,578.40
Contract Specialist	$ 28.51	$ 59,290.40
Contract Tolling Manager	$ 56.94	$ 118,435.20
Contractor Sales	$ 24.00	$ 49,920.00
contracts	$ 44.47	$ 92,497.60
Contracts Administrator	$ 24.34	$ 50,616.80
Contracts Manager	$ 33.25	$ 69,154.80
Contracts Managers	$ 34.62	$ 72,009.60
Control Panel Technician	$ 24.15	$ 50,232.00
Control Systems Manager	$ 51.99	$ 108,139.20
Control Systems Technician II	$ 38.11	$ 79,268.80
Controller	$ 56.08	$ 116,640.16
Controls Design Engineer I	$ 38.53	$ 80,142.40
Controls Engineer	$ 46.57	$ 96,865.60
Controls Eningeer	$ 53.64	$ 111,571.20
Controls Hardware and Fluids, Engineering Electrical MRP	$ 50.00	$ 104,000.00
Controls Technician	$ 41.69	$ 86,722.13
Controls Technician Level 4	$ 57.81	$ 120,244.80
Controls Technologies, Engineering Supervisor	$ 55.12	$ 114,649.60
COO	$ 71.67	$ 149,082.51
cook	$ 13.00	$ 27,040.00

Co-Op	$ 20.28	$ 42,190.93
Co-op Engineering Department	$ 24.25	$ 50,440.00
Cooperative Procurement Specialist	$ 27.54	$ 57,283.20
Cooperative Student - Transportation	$ 21.00	$ 43,680.00
Coordination Manager	$ 49.27	$ 102,481.60
Coordinator	$ 26.07	$ 54,226.96
Coordinator 1	$ 50.41	$ 104,852.80
Coordinator II	$ 40.19	$ 83,595.20
Coordinator of Fund Development	$ 19.73	$ 41,038.40
Coordinator of Volunteer Relations	$ 20.50	$ 42,640.00
Coordinator of Website and IT Helpdesk	$ 20.52	$ 42,681.60
Coordinator- Special Education	$ 46.00	$ 95,680.00
Coordinator, Rescue Kitchen Program	$ 21.63	$ 44,990.40
Coordinator, Scoreboard Operations	$ 25.48	$ 52,998.40
Coordinator/PM	$ 32.16	$ 66,892.80
Co-owner	$ 39.10	$ 81,328.00
Copy Editor and Videographer	$ 32.19	$ 66,955.20
Copywriter	$ 30.66	$ 63,772.80
Core facility manager	$ 29.10	$ 60,528.00
Coroner Investigator	$ 54.31	$ 112,964.80
Corp Office Coordinator	$ 25.00	$ 52,000.00
Corp Risk Mgr	$ 54.33	$ 113,006.40
Corporate Account Manager	$ 55.02	$ 114,441.60
Corporate Accountant	$ 44.68	$ 92,924.00
Corporate Accountant 3	$ 40.16	$ 83,532.80
Corporate Accounting Manager	$ 55.02	$ 114,441.60
Corporate Attorney	$ 63.51	$ 132,100.80
Corporate Brand Manager	$ 46.94	$ 97,635.20
Corporate Controller	$ 67.65	$ 140,701.60
Corporate Counsel	$ 51.21	$ 106,516.80
Corporate DON	$ 88.46	$ 183,996.80
Corporate EHS Engineer	$ 48.77	$ 101,441.60
Corporate HR	$ 53.75	$ 111,800.00
Corporate HR Director	$ 60.10	$ 125,008.00
Corporate IT	$ 65.18	$ 135,576.00
Corporate Lab Director	$ 21.00	$ 43,680.00
Corporate Marketing and Admissions	$ 48.56	$ 101,004.80
Corporate Media Specialist	$ 22.50	$ 46,800.00
Corporate Paralegal	$ 38.00	$ 79,040.00
Corporate Product Engineer	$ 43.85	$ 91,208.00
Corporate Productivity Improvement	$ 69.25	$ 144,040.00
Corporate Recruiter	$ 34.61	$ 71,988.80
Corporate Recruiting Manager	$ 44.23	$ 91,998.40
Corporate Trainer	$ 35.03	$ 72,862.40
Corporate Trainer I	$ 29.71	$ 61,796.80
Corporate Travel and Sales Coordinator	$ 29.82	$ 62,015.20
Corporate VP	$ 114.33	$ 237,806.40
Corrections Officer	$ 32.36	$ 67,308.80
CORSA Claims Representative	$ 28.85	$ 60,008.00
CORSA Membership Services Manager	$ 45.67	$ 94,993.60
Cosmo Instructor	$ 45.53	$ 94,702.40
Cost Accountant	$ 35.48	$ 73,791.47
Cost Specialist	$ 45.58	$ 94,806.40
Costing and Financial Analyst	$ 29.81	$ 62,004.80
Co-Superindendent	$ 67.08	$ 139,526.40
Counselor	$ 43.74	$ 90,983.10
Counselor/Supervisor	$ 31.50	$ 65,520.00
Court Administrator	$ 43.55	$ 90,584.00
Court Administrator/Diversion Coordinator	$ 28.61	$ 59,508.80
Courthouse Technician	$ 27.50	$ 57,200.00
Coworking Coordinator	$ 24.76	$ 51,500.80
CPA	$ 37.50	$ 78,000.00
CPO	$ 44.71	$ 92,996.80
CQI/Infection Control DIrector	$ 47.94	$ 99,715.20
Craftsperson	$ 33.37	$ 69,414.80
Creative Aging Project Manager	$ 23.00	$ 47,840.00
Creative Director	$ 35.69	$ 74,235.20

Creative IT Specialist	$ 29.34	$ 61,027.20
Creative Manager & Graphic Designer	$ 30.29	$ 63,003.20
Creative Marketing Specialist	$ 50.48	$ 104,998.40
Credentialed Trainer	$ 36.48	$ 75,878.40
Credit & Accounts Receivable Manager	$ 50.48	$ 104,998.40
Credit Analyst - Cash Application	$ 26.44	$ 54,995.20
Credit Analyst - Collections	$ 34.28	$ 71,302.40
Credit and Collectons Generalist	$ 24.75	$ 51,480.00
Credit Assistant - Accounts Receivable	$ 27.31	$ 56,804.80
Credit Collector	$ 26.44	$ 54,995.20
Credit Department Manager	$ 66.01	$ 137,300.80
Credit Manager	$ 47.09	$ 97,955.52
Credit Specialist	$ 34.00	$ 70,720.00
Crematory operator / administrative assistant	$ 20.00	$ 41,600.00
Crematory Operator/funeral Assistant	$ 20.00	$ 41,600.00
Crew Leader	$ 55.32	$ 115,065.60
Crime Analyst	$ 34.22	$ 71,177.60
Crisis Infrastructure Specialist	$ 37.25	$ 77,480.00
CRO	$ 76.92	$ 159,993.60
CSBG/HEAP Administrator	$ 35.01	$ 72,820.80
CSR	$ 20.82	$ 43,298.67
CSR Manager	$ 31.50	$ 65,520.00
CSR\AP\AR	$ 19.00	$ 39,520.00
CTE Instructor	$ 52.45	$ 109,090.06
CTO	$ 90.00	$ 187,200.00
CTO and VP of Mergers and Acquisitions	$ 144.23	$ 299,998.40
Culinary Arts Instructor	$ 57.74	$ 120,099.20
Cultivation Assistant Manager	$ 31.90	$ 66,346.80
Cultivation Manager	$ 32.94	$ 68,504.80
Curriculum	$ 50.00	$ 104,000.00
Curriculum & Instruction Support	$ 30.00	$ 62,400.00
Curriculum Coordinator	$ 44.02	$ 91,569.92
Curriculum Director	$ 52.69	$ 109,597.80
Curriculum Director 7-12	$ 60.00	$ 124,800.00
Curriculum Director PreK-6	$ 60.00	$ 124,800.00
Curriculum Manager	$ 22.66	$ 47,132.80
Curriculum Specialist Math/Science	$ 46.00	$ 95,680.00
Curriculum Supervisor	$ 31.50	$ 65,520.00
Cust Quality & Compliance Tech	$ 28.85	$ 60,008.00
Custodial Supervisor	$ 23.27	$ 48,401.60
Custodian I	$ 29.25	$ 60,829.60
Custom Production Testing Manager	$ 56.66	$ 117,852.80
Customer Account Specialist 2	$ 27.00	$ 56,165.94
Customer Compliance Coordinator	$ 34.74	$ 72,259.20
Customer Compliance Lead	$ 37.02	$ 77,001.60
Customer Excellence Coordinator	$ 26.44	$ 54,995.20
Customer Experience manager	$ 25.42	$ 52,873.60
Customer Experience Senior Analyst	$ 38.85	$ 80,808.00
Customer Experience Specialist	$ 22.38	$ 46,550.40
Customer Quality Tech Representative	$ 29.48	$ 61,318.40
Customer Relations Advisor	$ 19.74	$ 41,059.20
Customer Relations Director	$ 49.52	$ 103,001.60
Customer Relations Manager	$ 32.13	$ 66,837.33
Customer Relations Supervisor	$ 30.31	$ 63,034.40
Customer Relations Supervisory	$ 29.52	$ 61,401.60
Customer Service	$ 23.49	$ 48,848.80
Customer Service - Costing	$ 28.00	$ 58,240.00
Customer Service - Customer Account Specialist 2	$ 27.65	$ 57,501.60
Customer Service - Food Safety	$ 23.00	$ 47,840.00
Customer Service & Logistic Rep for WPG	$ 28.05	$ 58,344.00
Customer Service & Logistics Manager	$ 36.54	$ 76,003.20
Customer Service Admin	$ 21.00	$ 43,680.00
Customer Service Aide	$ 21.00	$ 43,680.00
Customer Service and Logistics	$ 26.44	$ 54,995.20
Customer Service Coordinator	$ 37.93	$ 78,894.40
Customer Service Engineer	$ 40.94	$ 85,155.20
Customer Service Manager	$ 40.37	$ 83,971.20

Customer Service Rep	$ 25.20	$ 52,409.07
Customer Service Represenative	$ 17.38	$ 36,150.40
Customer Service Representative	$ 24.92	$ 51,828.87
Customer Service Representative I	$ 17.25	$ 35,880.00
Customer Service Representative II	$ 23.73	$ 49,348.00
Customer Service Specialist	$ 27.03	$ 56,225.37
Customer Service Specialist II	$ 18.94	$ 39,395.20
CUSTOMER SERVICE SUPERVISOR	$ 22.60	$ 47,008.00
Customer Solutions Change Management Coordinator	$ 32.75	$ 68,120.00
Customer Solutions Manager	$ 35.20	$ 73,216.00
Customer Solutions Specialist	$ 22.50	$ 46,800.00
Customer Success Associate	$ 24.00	$ 49,920.00
Customer Support	$ 27.59	$ 57,380.27
Customer Support and Planning	$ 48.75	$ 101,400.00
Customer Support Desk Representative	$ 21.23	$ 44,158.40
Customer Support Manager	$ 39.26	$ 81,669.71
Customer Support Specialist	$ 27.90	$ 58,032.00
Customer Support Supervisor- Entry Doors	$ 45.19	$ 93,995.20
Customer Support Supervisor- Vinyl Products	$ 45.19	$ 93,995.20
Customer Trainer	$ 40.80	$ 84,864.00
CUYAHOGA	$ 30.22	$ 62,857.60
Cyber Operations Specialist	$ 47.14	$ 98,051.20
Cyber Security Administrator	$ 42.72	$ 88,857.60
Cyber Security Analyst	$ 43.50	$ 90,480.00
Cyber Security Analyst I	$ 31.45	$ 65,405.60
Cyber Security Architect	$ 65.86	$ 136,988.80
Cyber Security Engineer	$ 38.76	$ 80,620.80
Cyber Security Specialist	$ 51.92	$ 107,993.60
Cyber Security Systems Administrator	$ 33.00	$ 68,640.00
CyberSecurity Advisor	$ 30.00	$ 62,400.00
Cybersecurity Analyst 3	$ 51.49	$ 107,099.20
Cybersecurity Analyst I	$ 45.56	$ 94,764.80
Cybersecurity Engineer	$ 52.63	$ 109,470.40
Cybersecurity Specialist	$ 31.25	$ 65,000.00
CYBERSECURITY TECHNICIAN	$ 39.82	$ 82,825.60
Cylinder Repair Technician	$ 31.20	$ 64,896.00
D&D Lab Specialist	$ 30.44	$ 63,315.20
Data & Assessment Coordinator	$ 42.18	$ 87,734.40
Data & Reporting Manager	$ 30.70	$ 63,856.00
Data Analysis and Accountability Representative	$ 46.37	$ 96,449.60
Data Analyst	$ 34.55	$ 71,854.82
Data Analyst I	$ 27.78	$ 57,782.40
Data Analyst II	$ 35.59	$ 74,027.20
Data Analytics Coordinator	$ 32.00	$ 66,560.00
Data Analytics Project Manager	$ 53.85	$ 112,008.00
Data Analytics/Purchasing Agent	$ 29.00	$ 60,320.00
Data and Accounting Assistant	$ 21.37	$ 44,449.60
Data and Accounting Manager	$ 32.34	$ 67,267.20
Data and Analytics Manager	$ 54.55	$ 113,464.00
Data and Business Analyst	$ 21.53	$ 44,782.40
Data and Program Analyst	$ 26.44	$ 54,995.20
Data and Strategy Analyst	$ 32.83	$ 68,286.40
Data Business Analyst	$ 34.11	$ 70,948.80
Data Center Engineer	$ 44.07	$ 91,665.60
DATA CENTER MANAGER	$ 63.94	$ 132,995.20
Data Coordinator	$ 24.78	$ 51,535.47
Data Developer	$ 40.00	$ 83,200.00
Data Developer Specialist	$ 40.00	$ 83,200.00
Data Development Manager	$ 40.00	$ 83,200.00
Data Engineer	$ 46.66	$ 97,049.83
Data Engineer I	$ 37.84	$ 78,707.20
Data Engineer Lead	$ 74.30	$ 154,537.07
Data Engineer Senior	$ 62.72	$ 130,447.20
Data Engineering Director	$ 87.22	$ 181,417.60
Data entry for Accounting	$ 17.00	$ 35,360.00
Data Entry Operator 22	$ 18.99	$ 39,499.20
Data Gov Arch and Privacy	$ 95.10	$ 197,808.00

Data Integration Specialist	$ 42.13	$ 87,630.40
Data IT Manager	$ 43.00	$ 89,440.00
Data Management Director	$ 40.00	$ 83,200.00
Data Management Specialist	$ 20.00	$ 41,600.00
Data Manager	$ 50.67	$ 105,386.67
Data Quality Analyst	$ 30.17	$ 62,753.60
Data Quality Specialist	$ 20.27	$ 42,161.60
Data Reporting Analyst	$ 34.93	$ 72,654.40
Data Reporting Specialist	$ 40.00	$ 83,200.00
Data Scientist	$ 49.73	$ 103,445.33
Data Scientist Lead	$ 74.52	$ 155,001.60
Data Specialist	$ 36.06	$ 75,004.80
Data Storage and Recovery Architect	$ 83.94	$ 174,595.20
Data Transformation Specialist	$ 46.13	$ 95,950.40
DATABASE ADMINISTRATOR	$ 49.07	$ 102,056.69
Database Engineer Sr	$ 63.45	$ 131,976.00
Database Manager	$ 28.70	$ 59,685.60
Day Program Director	$ 20.50	$ 42,640.00
Daycare Director	$ 33.83	$ 70,366.40
DC Warehouse Lead	$ 20.90	$ 43,472.00
Dean	$ 62.50	$ 130,000.00
Dean - COBI	$ 144.23	$ 299,998.40
Dean of Academics	$ 42.23	$ 87,838.40
Dean of Arts and Sciences	$ 52.88	$ 109,990.40
Dean of Partnerships	$ 41.11	$ 85,508.80
Dean of school of Theology	$ 30.00	$ 62,400.00
Dean of Students	$ 36.31	$ 75,524.80
Dean of Students/ Middle & High School	$ 61.77	$ 128,481.60
Dean of the College of Arts and Sciences	$ 41.74	$ 86,819.20
Dean of the College of Nursing and Social Sciences	$ 55.29	$ 115,003.20
Dean of the school of Business	$ 36.00	$ 74,880.00
Dean of the School of Educacation	$ 30.00	$ 62,400.00
Dean, Allied Health & Nursing	$ 54.57	$ 113,505.60
Dean, Creative Arts	$ 73.08	$ 152,006.40
DEI Education Specialist	$ 30.35	$ 63,128.00
DEI Manager	$ 36.54	$ 76,003.20
Delivery Director	$ 63.51	$ 132,100.80
Delivery Manager	$ 55.73	$ 115,908.00
Demand Planner	$ 53.72	$ 111,737.60
Demand/Supply Planner	$ 37.50	$ 78,000.00
Demo Coordinator	$ 28.22	$ 58,697.60
Dental Assistant/Receptionist	$ 21.00	$ 43,680.00
Dental Clinic Administrative Assistant	$ 27.58	$ 57,356.00
Dental Practice Manager	$ 27.86	$ 57,948.80
Department Associate	$ 22.44	$ 46,675.20
Department Leader, Operations - Inventory Analyst	$ 50.00	$ 104,000.00
Department Leader, Operations Training	$ 46.75	$ 97,240.00
Deposit Operations Associate	$ 20.00	$ 41,600.00
Deposit Operations Manager	$ 43.26	$ 89,980.80
Deposit Ops Supervisor	$ 28.27	$ 58,801.60
Dept Info Technology Coord	$ 61.06	$ 127,004.80
DEPUTY	$ 43.35	$ 90,170.60
Deputy Auditor	$ 57.29	$ 119,163.20
DEPUTY AUDITOR RE	$ 21.26	$ 44,211.56
Deputy City Attorney	$ 102.15	$ 212,472.00
DEPUTY CITY AUDITOR (U)	$ 119.36	$ 248,268.80
Deputy City Manager	$ 68.28	$ 142,022.40
Deputy Clerk	$ 25.41	$ 52,852.80
Deputy Clerk and Court Reporter	$ 34.97	$ 72,737.60
Deputy Director	$ 53.52	$ 111,311.20
Deputy Director of Administration	$ 61.90	$ 128,752.00
Deputy Director of Technology Services	$ 74.67	$ 155,313.60
Deputy Director, Workforce	$ 38.86	$ 80,828.80
Deputy Finance Director	$ 56.04	$ 116,556.27
DEPUTY FIRE CHIEF	$ 58.13	$ 120,910.40
Deputy Fire Marshall	$ 47.29	$ 98,363.20
Deputy General Counsel	$ 126.89	$ 263,931.20

Deputy Law Director	$ 64.25	$ 133,640.00
Deputy Police Chief	$ 63.30	$ 131,664.00
Deputy Registrar	$ 18.98	$ 39,478.40
Deputy Treasurer	$ 23.37	$ 48,609.60
Deseigner	$ 60.10	$ 125,008.00
Design & Technology Research Manager	$ 68.00	$ 141,440.00
Design Center Manager	$ 48.08	$ 100,006.40
Design Engineer	$ 40.72	$ 84,689.48
Design Intern	$ 21.88	$ 45,500.00
Design Lead	$ 46.58	$ 96,886.40
Design Manager	$ 52.50	$ 109,189.60
Design Professional	$ 27.22	$ 56,617.60
Designer	$ 33.35	$ 69,369.19
Designer Assistant	$ 29.65	$ 61,672.00
Designer III	$ 43.92	$ 91,343.20
Designer Level II	$ 38.95	$ 81,016.00
Designer/Welder/Fabricator	$ 34.85	$ 72,488.00
Desinger	$ 32.14	$ 66,851.20
Desktop & Systems Administrator	$ 32.87	$ 68,369.60
Desktop & Systems Adminstrator	$ 32.58	$ 67,766.40
Desktop Administrator	$ 29.33	$ 60,996.00
Desktop Architect	$ 54.27	$ 112,881.60
Desktop Engineer	$ 40.36	$ 83,951.40
Desktop Security Engineer	$ 51.43	$ 106,974.40
Desktop Support	$ 26.50	$ 55,120.00
Desktop Support Administrator	$ 25.73	$ 53,518.40
Desktop Support Coordinator	$ 30.00	$ 62,400.00
Desktop Support II	$ 29.73	$ 61,838.40
Desktop Support Specialist	$ 29.90	$ 62,192.00
Desktop Support Technician	$ 24.72	$ 51,417.60
Desktop Technician	$ 34.00	$ 70,720.00
Detective	$ 49.42	$ 102,796.57
Detective Bureau Clerk	$ 35.60	$ 74,048.00
Detective Lieutenant	$ 69.38	$ 144,310.40
Detective Sergeant	$ 63.65	$ 132,392.00
Developer	$ 28.97	$ 60,257.60
Development & Community Relations Manager	$ 29.61	$ 61,588.80
Development & Special Events Specialist	$ 27.24	$ 56,659.20
Development and Communications Associate	$ 22.29	$ 46,363.20
Development and Events Assistant	$ 14.78	$ 30,742.40
Development and Events Manager	$ 24.15	$ 50,232.00
Development and Special Events Specialist	$ 28.19	$ 58,635.20
Development Associate and Program Coordinator	$ 19.56	$ 40,684.80
Development Associate/SMART Recovery Coordinator	$ 19.56	$ 40,684.80
Development Center Director	$ 21.00	$ 43,680.00
Development Coordinator	$ 26.25	$ 54,600.00
Development Director	$ 32.82	$ 68,272.53
Development Event Experience Manager	$ 24.03	$ 49,982.40
Development Finance	$ 43.27	$ 90,001.60
Development Finance Manager	$ 60.10	$ 125,008.00
Development Housing Specialist	$ 31.46	$ 65,436.80
Development Manager	$ 33.41	$ 69,487.60
Development Specialist	$ 30.00	$ 62,400.00
Development Specialist 2	$ 35.48	$ 73,798.40
Developmental Specialist	$ 28.81	$ 59,933.71
DevOps Manager	$ 47.04	$ 97,832.80
Die Maintenance / Group Leader A	$ 40.60	$ 84,448.00
Die Maintenance Production Support	$ 26.40	$ 54,912.00
Die Maintenance Tech Support 1	$ 28.11	$ 58,468.80
Die Maker	$ 45.09	$ 93,787.20
Die Setter	$ 22.86	$ 47,543.60
Diesel Technician	$ 43.00	$ 89,440.00
Digital & Social Media Manager	$ 29.80	$ 61,984.00
Digital and Web Manager	$ 11.00	$ 22,880.00
Digital Content Creator	$ 22.00	$ 45,760.00
Digital Content Manager	$ 57.89	$ 120,411.20
Digital Content Specialist	$ 26.41	$ 54,932.80

Digital Coordinator	$ 19.23	$ 39,998.40
Digital Director	$ 29.81	$ 62,004.80
Digital Marketing Analyst	$ 31.14	$ 64,760.80
DIGITAL MARKETING DESIGNER	$ 25.64	$ 53,331.20
Digital Marketing Manager	$ 36.53	$ 75,972.00
Digital Marketing Specialist	$ 30.80	$ 64,058.80
Digital Marketing Strategist	$ 40.72	$ 84,697.60
Digital Media Engagement Manager	$ 26.49	$ 55,099.20
Digital Operator	$ 22.00	$ 45,760.00
Digital Operator/Art Associate	$ 21.00	$ 43,680.00
Digital Solutions Analyst	$ 38.94	$ 80,995.20
Digital Strategist	$ 21.15	$ 43,992.00
Digital Workplace Administrator	$ 28.43	$ 59,134.40
Dir of Project Management	$ 57.75	$ 120,120.00
Dir, Advanced Manufacturing	$ 47.14	$ 98,051.20
Dir, Client Org Effectiveness	$ 46.15	$ 95,992.00
Dir, Clinical Business Informatics	$ 81.28	$ 169,062.40
Dir, Clinical Business Informatics FT/PT	$ 83.72	$ 174,137.60
Dir, Compliance & Risk Mgmt	$ 56.41	$ 117,332.80
Dir, Faculty Professional Development	$ 48.72	$ 101,337.60
Dir, Inside Sales	$ 72.96	$ 151,756.80
Dir, IT Cyber Security	$ 97.60	$ 203,008.00
Dir, Marketing	$ 98.14	$ 204,131.20
Dir, Purchasing	$ 95.19	$ 197,995.20
Dir. of Productivity & Operational Efficiencies	$ 55.28	$ 114,982.40
DIRECOTR OF CUSTOMER SERVICE	$ 65.54	$ 136,323.20
Direct, Continuous Improvement	$ 43.00	$ 89,440.00
Directoe of Facilities and Quality Assurance	$ 25.75	$ 53,560.00
Director	$ 46.66	$ 97,058.23
Director - Analytics	$ 52.89	$ 110,011.20
Director - IT â€¢ Digital Technology	$ 77.61	$ 161,428.80
Director - Strategic IT Management Office	$ 92.10	$ 191,568.00
Director â€“ Engineering and Metallurgy	$ 96.15	$ 199,992.00
Director and Associate Professor, Occupational Therapy	$ 52.88	$ 109,990.40
Director Application Optimization	$ 63.38	$ 131,830.40
Director Brand Strategy	$ 38.63	$ 80,350.40
Director Community Health	$ 48.45	$ 100,776.00
Director Curriculum, Instruction, and Technology	$ 63.02	$ 131,081.60
Director Energy and Water	$ 55.70	$ 115,856.00
Director Engineering Innovations	$ 58.97	$ 122,657.60
Director Environmental Health and Safety	$ 62.50	$ 130,000.00
Director for Student Integrity and Community Standards	$ 25.00	$ 52,000.00
Director Grad Application Management	$ 38.51	$ 80,100.80
DIRECTOR HSEHS BUSINESS SUPPORT	$ 54.61	$ 113,588.80
Director Information Resources	$ 50.00	$ 104,000.00
Director IT	$ 84.88	$ 176,550.40
Director IT Infrastructure	$ 79.67	$ 165,713.60
Director of ABA	$ 49.00	$ 101,920.00
Director of Academics	$ 25.38	$ 52,790.40
Director of Accounting	$ 58.71	$ 122,107.09
Director of Accounting and Building Operations	$ 38.23	$ 79,518.40
Director of Accounting/Finance	$ 46.00	$ 95,680.00
Director of Admin & Finance	$ 67.71	$ 140,836.80
Director of Administration	$ 39.73	$ 82,638.40
Director of Administration and Customer Experience	$ 25.00	$ 52,000.00
Director of Administration and Support Services	$ 56.88	$ 118,310.40
Director of Administration Support	$ 37.75	$ 78,520.00
Director of Administrative Services	$ 58.61	$ 121,898.40
Director of Administrative Services/CFO	$ 38.47	$ 80,017.60
Director of Admission Communication	$ 41.32	$ 85,945.60
Director of Advancement	$ 43.27	$ 90,001.60
Director of Advancment	$ 28.85	$ 60,008.00
Director of Air Division	$ 33.83	$ 70,366.40
Director of Ambulatory Services	$ 59.67	$ 124,113.60
Director of Asset Management and Quality Assurance	$ 64.95	$ 135,096.00
Director of Automation	$ 53.14	$ 110,531.20
Director of Brand Strategy	$ 57.69	$ 119,995.20

Director of Building Science & Arch Services	$	69.52	$	144,601.60
DIRECTOR OF BUSINESS	$	76.92	$	159,993.60
Director of Business Accountability and Client Experience	$	26.50	$	55,120.00
Director of Business Application Systems and Admin	$	63.38	$	131,830.40
Director of Business Development	$	64.90	$	134,998.93
Director of Business Development & Engagement	$	41.59	$	86,507.20
Director of Business Development & Marketing	$	64.15	$	133,432.00
Director of Business Management	$	56.07	$	116,625.60
Director of Business Operations	$	53.62	$	111,529.60
Director of Business Planning	$	44.47	$	92,497.60
Director of Business Process Management	$	61.30	$	127,504.00
Director of Business Sucess	$	36.81	$	76,564.80
Director of Campus Ministry	$	20.04	$	41,683.20
Director of Capital Projects	$	62.78	$	130,582.40
Director of Capital Projects and Enterprise Operations	$	48.08	$	100,006.40
Director of Career Coaching	$	42.19	$	87,755.20
Director of Change Management and Community Engagement	$	44.47	$	92,497.60
Director of Childhood Wellness	$	49.38	$	102,710.40
Director of Children and Family Health	$	35.06	$	72,924.80
Director of Children's Residential Center	$	38.00	$	79,040.00
Director of Client Relations	$	51.93	$	108,014.40
Director of Client Services	$	81.73	$	169,998.40
Director of Clinical Education	$	69.71	$	144,996.80
Director of Clinical Services	$	112.38	$	233,750.40
Director of Code Approvals & Industry	$	82.52	$	171,641.60
Director of Communications	$	47.78	$	99,372.00
Director of Communications and Fund Development	$	42.83	$	89,086.40
Director of Community & Partnerships	$	38.46	$	79,996.80
Director of Community Health	$	27.09	$	56,347.20
Director of Community Impact	$	38.36	$	79,778.40
Director of Community Outreach	$	37.07	$	77,105.60
Director of Compliance	$	46.50	$	96,720.00
Director of Compliance and Provider Relations	$	35.70	$	74,256.00
Director of Construction	$	46.83	$	97,413.33
Director of Construction & Customer Accounts	$	50.48	$	104,998.40
Director of Consumer Services	$	47.12	$	98,009.60
Director of Continuous Improvement	$	130.00	$	270,400.00
Director of Continuous Quality Improvement	$	38.00	$	79,040.00
Director of Corporate Accounting and Assistant Controller	$	58.89	$	122,491.20
Director of Corporate Training	$	41.23	$	85,758.40
Director of Craft Manufacturing	$	55.29	$	115,003.20
Director of Culture and Engagement	$	62.39	$	129,771.20
Director of Curriculum	$	57.62	$	119,844.40
Director of Curriculum and Instruction	$	57.91	$	120,452.80
Director of Curriculum, Assessment, Compliance and Scheduling	$	28.84	$	59,987.20
Director of Customer Service	$	63.64	$	132,371.20
Director of Customer Success	$	60.10	$	125,008.00
Director of Data Strategy	$	43.27	$	90,001.60
Director of Day Camp & Youth Activities	$	25.71	$	53,476.80
Director of Day Services	$	28.38	$	59,030.40
Director of Decision Support	$	64.38	$	133,910.40
Director of Design Engineering	$	70.00	$	145,600.00
Director of Development	$	43.97	$	91,463.54
Director of Development & Communication	$	48.89	$	101,691.20
Director of Development Database Applications	$	34.11	$	70,948.80
Director of Development Operations	$	50.48	$	104,998.40
Director of Dietary Services	$	43.27	$	90,001.60
Director of Digital Advising	$	39.42	$	81,993.60
Director of Digital Marketing	$	45.67	$	94,993.60
Director of Donor Relations	$	47.11	$	97,988.80
Director of Early Intervention & Nursing Services	$	49.06	$	102,044.80
Director of Early Intervention and Nursing	$	49.46	$	102,876.80
Director of Economic Development	$	57.29	$	119,163.20
Director of Education	$	39.72	$	82,610.67
Director of Education & Community Engagement	$	21.34	$	44,387.20
Director of EH	$	49.49	$	102,939.20
Director of Elementary Education	$	52.00	$	108,160.00

Director of Employee Benefits	$	92.11	$	191,588.80
Director of Employee Relations	$	62.50	$	130,000.00
Director of Encourage Foster Care	$	38.00	$	79,040.00
Director of Energy and Water	$	53.81	$	111,924.80
Director of Engagement	$	53.93	$	112,174.40
Director of Engineering	$	74.50	$	154,953.07
Director of Engineering and Construction	$	57.69	$	119,995.20
Director of Enrollment Management	$	29.76	$	61,900.80
Director of Environmental	$	28.20	$	58,656.00
Director of Environmental Health	$	41.77	$	86,888.53
Director of Environmental Health & Safety	$	62.50	$	130,000.00
Director of ERP Implementation	$	57.70	$	120,016.00
Director of ESports	$	25.00	$	52,000.00
Director of Estimating	$	61.30	$	127,504.00
Director of ETC Operations Accounting	$	55.35	$	115,128.00
Director of External Relations	$	24.04	$	50,003.20
Director of Facilities and Individual Supports	$	37.56	$	78,124.80
Director of Facilities and Project Management	$	51.90	$	107,952.00
Director of Facilities and Quality Assurance3	$	25.00	$	52,000.00
Director of Field Operations	$	51.92	$	107,993.60
Director of Field Ops	$	78.85	$	164,008.00
Director of Finanace	$	43.75	$	91,000.00
Director of Finance	$	54.17	$	112,679.72
Director of Finance & Accounting	$	55.28	$	114,982.40
Director of Finance & Administration	$	53.61	$	111,508.80
Director of Finance and Admin	$	50.62	$	105,289.60
Director of Finance and Operations	$	46.04	$	95,763.20
Director of Finance Operations	$	59.13	$	122,990.40
Director of Finance, Operations & Strategic Initiatives	$	55.30	$	115,024.00
Director of Financial Wellness Programs and Services	$	37.33	$	77,646.40
Director of First Generation Student Success	$	25.00	$	52,000.00
Director of Food Service Operations	$	38.88	$	80,870.40
Director of FP&A	$	55.31	$	115,044.80
Director of Government Affairs	$	37.50	$	78,000.00
Director of Grantmaking and Programming	$	45.67	$	94,993.60
DIRECTOR OF GRANTS & SPECIAL PROJECTS	$	40.00	$	83,200.00
Director of Graphics	$	62.50	$	130,000.00
Director of Group Sales	$	27.88	$	57,990.40
Director of Health Informatics & PQI	$	48.08	$	100,006.40
Director of Health Promotions and Quality Improvement	$	33.93	$	70,574.40
Director of Healthcare Policy	$	52.88	$	109,990.40
Director of Heavy Civil Division	$	76.95	$	160,056.00
Director of Hope & Healing	$	24.75	$	51,480.00
Director of Hospice and Palliative Care	$	71.82	$	149,385.60
Director of Hospital Services	$	74.51	$	154,980.80
Director of Hospitality	$	51.00	$	106,080.00
Director of Housing and Community Development	$	27.51	$	57,220.80
Director of HR	$	49.59	$	103,147.20
Director of HR/Payroll	$	90.15	$	187,512.00
Director of Human Resources	$	53.49	$	111,257.31
Director of ID	$	70.00	$	145,600.00
Director of Information Management	$	45.38	$	94,390.40
Director of Information Systems	$	53.00	$	110,240.00
Director of Information Technology	$	56.45	$	117,413.40
Director of Infrastructure and Security	$	27.95	$	58,136.00
Director of Instruction	$	51.98	$	108,118.40
Director of Instructions	$	44.00	$	91,520.00
Director of Internal Operations	$	51.62	$	107,369.60
Director of Internships, Trade Programs, and Grant Management	$	31.25	$	65,000.00
Director of IT	$	56.83	$	118,213.33
DIRECTOR OF IT AND BUSINESS INTEGRATION	$	67.31	$	140,004.80
Director of IT and Building Services	$	42.59	$	88,587.20
DIRECTOR OF IT AND BUSINESS INTEGRATION	$	67.31	$	140,004.80
Director of IT and HIPAA	$	50.85	$	105,768.00
Director of IT for Operations	$	35.82	$	74,495.20
Director of IT for Security	$	33.40	$	69,472.00
Director of Labor Relations	$	70.54	$	146,723.20

Director of Land Development	$ 57.69	$ 119,995.20
Director of Land Surveying	$ 87.02	$ 181,001.60
DIRECTOR OF LEADERSHIP & LEARNING	$ 40.00	$ 83,200.00
Director of Learning	$ 67.09	$ 139,547.20
Director of Lease Administration	$ 75.75	$ 157,560.00
Director of Lending	$ 48.80	$ 101,504.00
Director of Libraries	$ 55.85	$ 116,168.00
Director of Maintenance	$ 55.00	$ 114,400.00
Director of Maintenance and Engineering	$ 40.07	$ 83,345.60
Director of Maketing	$ 28.85	$ 60,008.00
Director of Manufacturing	$ 54.14	$ 112,600.80
Director of Marketing	$ 43.80	$ 91,095.33
Director of Marketing & Communication	$ 29.88	$ 62,150.40
Director of Marketing & Communications	$ 50.26	$ 104,540.80
Director of Marketing & Development	$ 29.04	$ 60,403.20
Director of Marketing and Communication	$ 54.96	$ 114,316.80
Director of Marketing and Communications	$ 43.08	$ 89,606.40
Director of Marketing and Innovation	$ 48.08	$ 100,006.40
Director of Medicaid and Older American's Act	$ 50.00	$ 104,000.00
Director of Medical Bill Processing & Audit	$ 44.46	$ 92,476.80
Director of Medical Services	$ 45.97	$ 95,617.60
Director of Member Programs and Sustainability	$ 57.89	$ 120,411.20
Director of Member Services	$ 29.33	$ 61,006.40
Director of Member/Provider Services	$ 41.03	$ 85,342.40
Director of Membership	$ 24.70	$ 51,376.00
Director of Membership and Engagement	$ 28.85	$ 60,008.00
Director of Mental Health	$ 48.00	$ 99,840.00
Director of Motion	$ 57.00	$ 118,560.00
Director of Municipal Engineering	$ 74.62	$ 155,209.60
Director of MyCare and Compliance	$ 45.00	$ 93,600.00
Director of Nursing	$ 37.90	$ 78,832.00
Director of Nursing/Deputy Health Commissioner	$ 41.63	$ 86,590.40
Director of Operational Excellence	$ 70.00	$ 145,600.00
Director of Operations	$ 51.44	$ 107,000.40
Director of Operations - University Portfolio	$ 18.00	$ 37,440.00
Director of Operations and Client Services	$ 57.58	$ 119,766.40
Director of Operations and Safety	$ 33.48	$ 69,638.40
Director of Operations Improvements	$ 58.08	$ 120,806.40
Director of Operations OH	$ 90.02	$ 187,241.60
Director of Operations Services	$ 61.06	$ 127,004.80
Director of Opertations	$ 38.46	$ 79,996.80
Director of Outpatient Services	$ 40.00	$ 83,200.00
Director of Outreach & Service Expansion	$ 37.50	$ 78,000.00
Director of Outreach and Parent Education	$ 39.15	$ 81,421.60
Director of Patient Care	$ 62.98	$ 130,998.40
Director of Patient Financial Services	$ 30.00	$ 62,400.00
Director of Planning and Regional Development	$ 37.98	$ 78,998.40
Director of Plant Operations	$ 54.00	$ 112,320.00
Director of Post Acute Travel	$ 75.20	$ 156,416.00
Director of Preconstruction	$ 58.33	$ 121,316.00
Director of Preconstruction Services	$ 58.65	$ 121,992.00
Director of Preschool	$ 63.81	$ 132,724.80
Director of Preservation Services and Publications	$ 43.27	$ 90,001.60
Director of Pressure Vessels	$ 49.84	$ 103,667.20
Director of Primary Care	$ 42.18	$ 87,734.40
Director of Process and Quality Improvement	$ 82.69	$ 171,995.20
Director of Procurement	$ 69.54	$ 144,643.20
Director of Product Deployment and Support	$ 73.67	$ 153,233.60
Director of Product Development	$ 57.69	$ 119,984.80
Director of Production	$ 58.90	$ 122,501.60
Director of Professional Development	$ 39.58	$ 82,326.40
Director of Program and Compliance	$ 39.44	$ 82,035.20
Director of Program Quality	$ 26.44	$ 54,995.20
Director of Programs and Partnerships	$ 31.20	$ 64,896.00
Director of Project Management	$ 66.77	$ 138,881.60
Director of Property Accounting	$ 59.90	$ 124,592.00
Director of Property Transitions	$ 45.05	$ 93,704.00

Director of Public Affairs and Marketing	$	48.08	$	100,006.40
Director of Public Finance	$	45.67	$	94,993.60
Director of Public Works	$	54.92	$	114,233.60
Director of QA and Regulatory	$	55.29	$	115,003.20
Director of Quality	$	58.56	$	121,804.80
Director of Quality Assurance	$	60.93	$	126,734.40
Director of Quality, Education and Risk Management	$	57.44	$	119,475.20
Director of Recruitment Services	$	42.30	$	87,984.00
Director of Research	$	50.53	$	105,102.40
Director of Research and Development	$	63.86	$	132,828.80
Director of Resident Services	$	41.14	$	85,571.20
Director of Resource Development	$	38.46	$	79,996.80
Director of Retail	$	50.00	$	104,000.00
Director of Retail Sales	$	54.73	$	113,838.40
Director of Retention	$	51.99	$	108,139.20
Director of Revenue Cycle Management & Fund Development	$	46.87	$	97,489.60
Director of Risk & Internal Controls	$	57.89	$	120,411.20
Director of Risk Management and Compliance	$	44.23	$	91,998.40
director of safety	$	77.58	$	161,366.40
Director of Sales	$	71.21	$	148,108.48
Director of Sales and Market	$	22.00	$	45,760.00
Director of Sales and Operations	$	55.31	$	115,044.80
Director of Sales Ops	$	56.94	$	118,435.20
Director of Sales Strategy	$	35.87	$	74,609.60
Director of Secondary Education	$	57.49	$	119,579.20
Director of Service	$	48.08	$	99,996.00
Director of Service and Support Administration	$	51.86	$	107,868.80
Director of Shared Services	$	35.00	$	72,800.00
Director of Small Business and Member Engagement	$	40.87	$	85,009.60
Director of Smart Manufacturing	$	71.61	$	148,948.80
Director of Social Media Management	$	32.69	$	67,995.20
Director of Social Services	$	40.31	$	83,844.80
Director of Spark	$	29.58	$	61,526.40
Director of Special Data Projects	$	25.00	$	52,000.00
Director of Special Education	$	57.31	$	119,210.00
DIRECTOR OF SPECIAL PROGRAMS	$	63.68	$	132,454.40
Director of Special Projects	$	51.82	$	107,785.60
Director of Special Services	$	30.00	$	62,400.00
Director of Specialty Clinics	$	41.99	$	87,339.20
Director of Specialty Healtchare	$	44.00	$	91,520.00
Director of Staffing Services	$	45.96	$	95,596.80
Director of StaffMatrix	$	42.31	$	88,004.80
Director of Stand Up for YOUth	$	28.16	$	58,572.80
Director of Store Construction & Manufacturing	$	43.39	$	90,251.20
Director of Stormwater and Utilities	$	60.36	$	125,548.80
Director of Strategic Communications	$	36.12	$	75,129.60
Director of Strategic Initiatives	$	58.24	$	121,139.20
Director of Strategic Operations	$	74.59	$	155,147.20
DIRECTOR OF STUDENT SERVICES	$	51.19	$	106,472.23
Director of Systems and Operations	$	47.47	$	98,737.60
Director of Talent & Risk Management	$	35.00	$	72,800.00
Director of Taxation	$	61.63	$	128,190.40
Director of Teaching and Learning	$	69.59	$	144,738.88
Director of Tech Integration	$	52.88	$	109,990.40
Director of Technical Operations	$	76.92	$	159,993.60
Director of Technical Services	$	74.22	$	154,377.60
Director of Technology	$	57.72	$	120,066.51
Director of Technology Services	$	94.16	$	195,859.73
Director of the Federal Division	$	108.17	$	224,993.60
Director of the Office of Teaching and Learning	$	62.01	$	128,980.80
Director of Therapy and Academics	$	44.00	$	91,520.00
Director of Tier Development	$	44.93	$	93,454.40
Director of Trade Resources	$	64.06	$	133,244.80
Director of Training	$	49.00	$	101,909.60
Director of Training & Management Development	$	30.01	$	62,420.80
Director of Transformation	$	83.40	$	173,472.00
Director of Victim Advocacy	$	30.25	$	62,920.00

Director of WIC	$ 36.84	$ 76,627.20
Director of Workforce	$ 53.73	$ 111,758.40
Director People & Culture	$ 51.46	$ 107,036.80
Director Product and Process Development	$ 86.35	$ 179,608.00
Director Professional Developement	$ 39.58	$ 82,326.40
Director Project Operations	$ 90.48	$ 188,198.40
Director Recruitment Services	$ 42.31	$ 88,004.80
Director Reimbursement	$ 84.14	$ 175,011.20
Director School of Business	$ 37.27	$ 77,521.60
DIrector Special Education	$ 46.21	$ 96,116.80
Director Staffing Services	$ 45.96	$ 95,596.80
Director Therapy Services	$ 65.78	$ 136,822.40
Director Warehousing & Distribution	$ 49.02	$ 101,961.60
Director, Quality & Regulatory	$ 63.64	$ 132,371.20
Director, Accountability and School Improvement	$ 75.00	$ 156,000.00
Director, Afterschool and Summer Food Service	$ 30.58	$ 63,606.40
Director, Agility	$ 83.48	$ 173,645.33
Director, AIDS Funding Collaborative	$ 44.17	$ 91,873.60
Director, Anatomy & Physiology/ Nursing Support Lab	$ 28.85	$ 60,008.00
Director, Benefits and Wellness	$ 66.26	$ 137,820.80
Director, BI/Analytics	$ 91.36	$ 190,028.80
Director, Branch Services	$ 39.35	$ 81,848.00
Director, Brand Content	$ 40.90	$ 85,072.00
Director, Business Applications	$ 51.87	$ 107,889.60
Director, Business Manager, Sunpower	$ 97.15	$ 202,072.00
Director, Business Systems and Solutions	$ 55.97	$ 116,417.60
Director, Client Services	$ 61.29	$ 127,483.20
Director, Communications & English Center for Excellence	$ 28.85	$ 60,008.00
Director, Community Development	$ 54.93	$ 114,244.00
Director, Community Engagement & Operations	$ 53.75	$ 111,800.00
Director, Community Outreach	$ 37.07	$ 77,105.60
Director, Community Services	$ 43.52	$ 90,521.60
Director, Consumable R&D, Americas Welding	$ 82.69	$ 171,995.20
Director, Customer Operations	$ 61.04	$ 126,963.20
Director, Customer Service	$ 31.97	$ 66,497.60
Director, Cuyahoga Human Service Chamber	$ 40.72	$ 84,697.60
Director, Cyber Threat	$ 97.12	$ 202,009.60
Director, Data Engineering	$ 82.72	$ 172,047.20
Director, Development	$ 35.10	$ 73,008.00
Director, Digital Learning & Design	$ 38.70	$ 80,496.00
Director, Dining	$ 43.89	$ 91,291.20
Director, E-Commerce	$ 88.68	$ 184,454.40
Director, Economic Development	$ 50.01	$ 104,020.80
Director, Economic Development & Tax Policy	$ 43.26	$ 89,980.80
Director, Educational Pathways	$ 29.81	$ 62,004.80
Director, Engineering & Product Development	$ 62.43	$ 129,854.40
Director, Engineering Projects	$ 117.87	$ 245,169.60
Director, Environmental Health and Safety	$ 60.10	$ 124,997.60
Director, Equity & Inclusion Initiatives	$ 48.16	$ 100,172.80
Director, Equity and Inclusion Initiatives	$ 48.16	$ 100,172.80
Director, Evaluation & Analytics	$ 48.08	$ 100,006.40
Director, Events and Production	$ 26.44	$ 54,995.20
Director, Finance	$ 69.15	$ 143,821.60
Director, Finance & Business Intelligence	$ 79.38	$ 165,110.40
Director, Food and Beverage	$ 34.88	$ 72,550.40
Director, Home Health	$ 63.44	$ 131,955.20
Director, HR	$ 59.32	$ 123,385.60
Director, Human Resources	$ 47.00	$ 97,755.84
Director, Inclusion & Equity	$ 50.48	$ 104,998.40
Director, Information Technology	$ 71.76	$ 149,260.80
Director, Institutional Research	$ 34.00	$ 70,709.60
Director, Integrative Core	$ 32.74	$ 68,099.20
Director, IT	$ 87.38	$ 181,757.33
Director, IT Development	$ 50.48	$ 104,998.40
Director, IT Infrastructure & Operations	$ 55.22	$ 114,857.60
Director, Learning Management Systems	$ 35.55	$ 73,944.00
Director, Library Collections	$ 41.85	$ 87,048.00

Director, Manufacturing - OSD	$ 105.77	$ 220,001.60
Director, Marketing	$ 55.56	$ 115,564.80
Director, Marketing & Communications	$ 38.97	$ 81,047.20
Director, Math Support Lab	$ 29.71	$ 61,796.80
Director, MBA	$ 48.06	$ 99,964.80
Director, Membership Development	$ 43.73	$ 90,958.40
Director, Nurse Practitioners	$ 70.88	$ 147,430.40
Director, Operations	$ 68.41	$ 142,285.87
Director, Ops	$ 75.50	$ 157,040.00
Director, Organizational and Employee Development	$ 50.52	$ 105,081.60
Director, Parks and Recreation	$ 53.53	$ 111,332.00
Director, Pathway to Prosperity	$ 28.85	$ 60,008.00
Director, Performance	$ 50.00	$ 104,000.00
Director, Platform Engineering	$ 86.09	$ 179,056.80
Director, PMO	$ 37.00	$ 76,960.00
Director, Preschool	$ 49.49	$ 102,939.20
Director, Sales & Operations of The Lodge & Conference	$ 26.44	$ 54,995.20
Director, Sales-Mass Market -U.S.	$ 90.62	$ 188,489.60
Director, Small Business Growth & Entrepreneurial Development	$ 36.84	$ 76,627.20
Director, Software Engineering	$ 96.11	$ 199,908.80
Director, SSA	$ 53.27	$ 110,801.60
Director, Strategic Initiatives	$ 48.08	$ 100,006.40
Director, Strategic Integration	$ 44.00	$ 91,520.00
Director, Strategy & Data Analytics	$ 73.32	$ 152,505.60
DIRECTOR, STUDENT & FAMILY SUPPORT	$ 54.59	$ 113,547.20
Director, Supply Chain	$ 79.62	$ 165,609.60
Director, Sweet Flavor Creation	$ 122.13	$ 254,030.40
Director, Synthe6 Materials Accelerator	$ 38.08	$ 79,206.40
Director, Technology	$ 57.70	$ 120,016.00
Director, Therapy	$ 62.40	$ 129,792.00
Director, TRIO & Strengthening Institutional Programs	$ 35.53	$ 73,902.40
Director, Web Strategy and Development	$ 47.21	$ 98,196.80
Director, Workforce Planning & Mgmt.	$ 96.49	$ 200,699.20
Director/Fiscal Officer	$ 48.95	$ 101,816.00
Directore of Human Resources	$ 54.09	$ 112,507.20
Director-Engineering	$ 25.00	$ 52,000.00
Dir-Ops System Imp	$ 25.00	$ 52,000.00
Disability Coordinator	$ 35.09	$ 72,987.20
Disability Services, Access Specialist	$ 25.86	$ 53,788.80
Disability Services, Manager	$ 30.71	$ 63,876.80
Disaster Recovery Coordinator	$ 57.86	$ 120,348.80
Disease Intervention Specialist	$ 24.26	$ 50,467.73
Dispatch Manager	$ 21.75	$ 45,240.00
Dispatcher	$ 30.00	$ 62,400.00
Dispatcher/Clerk	$ 32.80	$ 68,224.00
Dispute Resolution Specialist	$ 17.08	$ 35,526.40
Distribution Center Supervisor	$ 36.05	$ 74,984.00
Distribution Clerk II	$ 23.25	$ 48,360.00
Distribution Clerk III	$ 24.75	$ 51,480.00
Distribution Shipping Agent	$ 22.73	$ 47,278.40
District Administrator	$ 63.38	$ 131,830.40
District Instructional Coach	$ 90.00	$ 187,200.00
District Manager	$ 42.07	$ 87,505.60
District Property Manager	$ 49.52	$ 103,001.60
District Speech	$ 35.00	$ 72,800.00
District Technology Assistant	$ 35.00	$ 72,800.00
Division Manager	$ 50.80	$ 105,668.16
Division Supervisor, COC	$ 30.75	$ 63,960.00
Divisional Assistant Vice President - Actuarial	$ 98.18	$ 204,214.40
Divisional Assistant Vice President - Technology	$ 97.05	$ 201,864.00
Divisional Assistant Vice President-Technology	$ 103.61	$ 215,508.80
DMD Admin. Secretary	$ 19.00	$ 39,520.00
Dock and Logistics Manager	$ 21.00	$ 43,680.00
Document Administrator	$ 24.30	$ 50,540.33
Document Control Admin	$ 27.50	$ 57,200.00
Document Control Administrator	$ 24.62	$ 51,209.60
Document Coordinator	$ 28.50	$ 59,280.00

Document Imaging Specialist	$ 23.24	$ 48,339.20
Document Management Administrator	$ 42.00	$ 87,360.00
Documentation Administrator	$ 22.83	$ 47,486.40
Documentation Coordinator	$ 20.76	$ 43,180.80
Documentation Supervisor	$ 38.31	$ 79,684.80
Domain Architect Sr.	$ 72.11	$ 149,988.80
Donations and Volunteer Coordinator	$ 19.57	$ 40,705.60
Donations Coordinator	$ 18.00	$ 37,440.00
Donor Development Coordinator	$ 22.26	$ 46,300.80
Donor Development Lead	$ 23.00	$ 47,840.00
Donor Manager	$ 22.53	$ 46,862.40
Donor Relations Associate	$ 26.93	$ 56,014.40
Donor Relations Coordinator	$ 18.27	$ 38,001.60
Donor Relations Specialist	$ 35.00	$ 72,800.00
Downstream Technician	$ 18.08	$ 37,606.40
Downtown Event Coordinator	$ 21.63	$ 44,990.40
DP - Production Team Lead	$ 37.01	$ 76,980.80
DP / PA	$ 28.85	$ 60,008.00
Dr Global Program	$ 72.11	$ 149,988.80
Drafter	$ 30.36	$ 63,148.80
Drafter 1	$ 25.00	$ 52,000.00
Drafting Supervisor	$ 50.43	$ 104,894.40
Draftsman	$ 21.88	$ 45,500.00
Draftsperson, entry in engineering	$ 28.85	$ 60,008.00
Driver	$ 21.93	$ 45,621.33
Drone/ Security Manager	$ 21.75	$ 45,240.00
DSP Supervisor	$ 20.60	$ 42,848.00
DTL, Product Development Engineer	$ 46.57	$ 96,865.60
DTL, Scientist Product Development	$ 48.73	$ 101,358.40
Duputy Registrar	$ 30.14	$ 62,691.20
E Commerce Manager	$ 48.09	$ 100,016.80
E&I Manager	$ 65.37	$ 135,969.60
E1 Business Analyst	$ 36.06	$ 74,994.40
Early Childhood Director	$ 26.06	$ 54,204.80
Early Childhood Education Coordinator	$ 25.68	$ 53,404.00
EARLY CHILDHOOD EDUCATION SERVICE MANAGER	$ 38.94	$ 80,995.20
Early Childhood Initiatives Manager	$ 33.18	$ 69,014.40
Early Childhood Program Coordinator	$ 26.81	$ 55,764.80
Early Childhood Regional Coord	$ 38.24	$ 79,539.20
Early Childhood Service Coordinator	$ 22.75	$ 47,320.00
Early Childhood Specialist	$ 25.47	$ 52,967.20
Early Childhood Specialist I	$ 27.81	$ 57,837.87
Early Intervention Administration Assistant	$ 34.00	$ 70,720.00
Early Intervention Administrative Assistant	$ 31.40	$ 65,312.00
Early Intervention Developmental Specialist	$ 29.00	$ 60,320.00
Early Intervention Director	$ 33.65	$ 69,992.00
Early Intervention Nursing Supervisor	$ 36.10	$ 75,088.00
Early Intervention Occupational Therapist	$ 54.00	$ 112,320.00
Early Intervention Physical Therapist	$ 51.08	$ 106,246.40
Early Intervention Provider	$ 34.00	$ 70,720.00
Early Intervention Registered Nurse	$ 37.50	$ 78,000.00
Early Intervention Service Coordiantor	$ 22.00	$ 45,760.00
Early Intervention Service Coordinator	$ 24.38	$ 50,700.00
Early Intervention Service Coordinator Supervisor	$ 28.00	$ 58,240.00
Early Intervention SLP	$ 50.00	$ 104,000.00
Early Intervention Supervisor	$ 43.56	$ 90,604.80
EBM Lead	$ 32.29	$ 67,161.71
EBM Machine OP II	$ 28.88	$ 60,070.40
EBM Production Lead Mechanic	$ 33.90	$ 70,512.00
ECE Teacher	$ 28.99	$ 60,299.20
ECHS Principal	$ 130.00	$ 270,400.00
ECM Systems Analyst	$ 55.86	$ 116,181.87
ECN admin	$ 33.42	$ 69,513.60
eComm Client Advocate	$ 38.77	$ 80,641.60
Ecommerce Analyst	$ 34.66	$ 72,092.80
E-Commerce Coordinator	$ 29.07	$ 60,465.60
eCommerce Designer	$ 32.69	$ 67,995.20

ecommerce manager	$ 59.68	$ 124,124.00
eCommerce Site & UX Manager	$ 63.04	$ 131,123.20
Ecommerce Specialist	$ 17.00	$ 35,360.00
ECONOMIC DEV DIRECTOR	$ 58.13	$ 120,910.40
Economic Development Coordinator	$ 25.00	$ 52,000.00
Economic Development Director	$ 69.23	$ 143,998.40
eControl Clerical Assistant	$ 22.60	$ 47,008.00
Edgewood Principal	$ 130.00	$ 270,400.00
EDI Analyst	$ 40.17	$ 83,560.53
EDI Support Supervisor	$ 51.58	$ 107,286.40
Editor	$ 30.29	$ 62,992.80
Education	$ 64.37	$ 133,889.60
Education and Advocacy Coordinator	$ 25.48	$ 52,998.40
Education and Outreach Director	$ 28.00	$ 58,240.00
Education Coordinator	$ 25.98	$ 54,028.00
Education Director	$ 30.00	$ 62,400.00
Education Manager	$ 44.41	$ 92,379.73
Education Specialist	$ 27.47	$ 57,137.60
Education Supervisor	$ 52.27	$ 108,721.60
EDUCATIONAL / GIFTED CONSULTANT	$ 40.00	$ 83,200.00
Educational Aide	$ 20.85	$ 43,374.24
Educational Assistant	$ 31.67	$ 65,866.67
EDUCATIONAL CONSULTANT	$ 40.00	$ 83,200.00
EDUCATIONAL CONSULTANT/LITERACY/GIFTED CONS	$ 40.00	$ 83,200.00
Educational Technologist	$ 24.51	$ 50,980.80
Educational Technologist (Teacher)	$ 66.39	$ 138,091.20
Educator	$ 40.68	$ 84,608.04
Educator, IT Applications	$ 39.79	$ 82,763.20
EH Supervisor	$ 33.66	$ 70,012.80
EH&S Specialist	$ 31.81	$ 66,164.80
EHS Assistant	$ 21.00	$ 43,680.00
EHS Assit Manager	$ 39.26	$ 81,660.80
EHS Coordinator	$ 40.56	$ 84,371.73
EHS Environmental Scientist	$ 43.27	$ 90,001.60
EHS Environmental Specialist	$ 45.09	$ 93,787.20
EHS Manager	$ 37.42	$ 77,823.20
EHS Specialist	$ 37.93	$ 78,894.40
EI Administrative Assistant	$ 34.00	$ 70,720.00
EI Grant Admin/DS	$ 28.37	$ 59,009.60
EI Manager	$ 33.07	$ 68,785.60
EI Physical Therapist	$ 51.08	$ 106,246.40
EI Provider	$ 34.00	$ 70,720.00
EL TOSA	$ 46.00	$ 95,680.00
ELA Teacher	$ 40.69	$ 84,635.20
ELA Educator	$ 29.09	$ 60,507.20
ELA Grade 10	$ 54.20	$ 112,736.00
ELA Grades 7 and 8	$ 54.20	$ 112,736.00
ELA Instructor	$ 34.48	$ 71,718.40
ELA Teacher	$ 51.18	$ 106,454.40
ELA Teacher Grade 6	$ 25.00	$ 52,000.00
ELA TUTOR	$ 40.00	$ 83,200.00
ELC Director	$ 32.40	$ 67,392.00
Elec Maintainer-GSP Appr 3	$ 31.96	$ 66,466.40
Elec Maintainer-GSP Appr 4	$ 32.08	$ 66,726.40
Elec Maintainer-GSP Appr 5	$ 32.38	$ 67,355.60
Elec Maintainer-GSP Appr 6	$ 32.76	$ 68,147.73
Elec Maintainer-GSP Appr 8	$ 33.52	$ 69,711.20
Electric Apprentice	$ 23.00	$ 47,840.00
Electric Assembly	$ 20.00	$ 41,600.00
Electric Helper	$ 18.00	$ 37,440.00
Electrical & Instrumentation Technician	$ 58.31	$ 121,284.80
Electrical apprentice	$ 24.03	$ 49,974.64
Electrical Apprentice Level 2	$ 20.00	$ 41,600.00
Electrical Apprentice (Yr 2)	$ 22.00	$ 45,760.00
Electrical Apprentice (Yr3)	$ 24.00	$ 49,920.00
Electrical Apprentice (Yr4)	$ 28.00	$ 58,240.00
Electrical Apprentice 4	$ 28.00	$ 58,240.00

Electrical Apprentice Level 2	$ 21.87	$ 45,491.79
Electrical apprentice Level 3	$ 24.97	$ 51,930.04
Electrical Apprentice Level 4	$ 28.39	$ 59,059.38
Electrical Apprentice Lewvel 3	$ 21.00	$ 43,680.00
Electrical Apprentice Trainee	$ 34.70	$ 72,176.00
Electrical Apprentice Year 1	$ 19.00	$ 39,520.00
Electrical Apprentice Year 3	$ 20.00	$ 41,600.00
Electrical Apprentice Year 4	$ 27.30	$ 56,784.00
Electrical Apprenticeship - Year 1	$ 18.00	$ 37,440.00
Electrical Apprentive Level 2	$ 30.00	$ 62,400.00
Electrical Apprentive Level 3	$ 28.00	$ 58,240.00
ELECTRICAL ASSEMBLER	$ 27.52	$ 57,235.66
ELECTRICAL ASSEMBLER APPRENTICE	$ 18.39	$ 38,251.20
Electrical Assembly Team Leader	$ 33.75	$ 70,200.00
Electrical Assembly Technician	$ 31.05	$ 64,584.00
Electrical Assembly Technician Trainee	$ 25.00	$ 52,000.00
Electrical Controls Engineer	$ 65.00	$ 135,200.00
Electrical Controls Specialist	$ 66.00	$ 137,280.00
Electrical COOP	$ 22.00	$ 45,760.00
Electrical Design Engineer	$ 36.85	$ 76,645.03
Electrical Development Engineer 2	$ 49.45	$ 102,856.00
Electrical Drafter	$ 32.62	$ 67,842.67
Electrical Engineer	$ 48.67	$ 101,240.80
Electrical Engineer Aprentice	$ 26.73	$ 55,598.40
Electrical Engineer II	$ 41.56	$ 86,444.80
Electrical Engineer Supervisor	$ 57.99	$ 120,619.20
Electrical Engineer Team Leader	$ 52.51	$ 109,220.80
Electrical Engineering Technician	$ 28.09	$ 58,427.20
Electrical Foreman	$ 36.80	$ 76,544.00
Electrical Helper	$ 23.00	$ 47,840.00
Electrical Journeyman	$ 29.50	$ 61,360.00
Electrical Maintainer A	$ 34.95	$ 72,696.00
Electrical Maintainer App 2	$ 31.53	$ 65,582.40
Electrical Maintainer App 3	$ 31.81	$ 66,164.80
Electrical Maintainer App 4	$ 32.19	$ 66,962.13
Electrical Maintainer App 5	$ 32.52	$ 67,631.20
Electrical Maintainer App 7	$ 32.95	$ 68,536.00
Electrical Maintainer App 8	$ 33.42	$ 69,520.53
Electrical Maintainer C	$ 33.81	$ 70,324.80
Electrical Mainteance Technician	$ 42.61	$ 88,628.80
Electrical Maintenance Apprentice	$ 31.91	$ 66,368.64
Electrical Maintenance Technician	$ 42.94	$ 89,322.13
Electrical Maintenance Technician Apprentice	$ 34.54	$ 71,843.20
Electrical Maintenance Technician, Weekend	$ 43.11	$ 89,668.80
Electrical Material Support - Wire & Cable Focus	$ 31.50	$ 65,520.00
Electrical Planning Engineer	$ 60.75	$ 126,360.00
ELECTRICAL TECH	$ 44.01	$ 91,540.80
Electrical Technician	$ 33.64	$ 69,963.40
Electrical Technician II	$ 36.56	$ 76,044.80
Electrical Trades Instructor	$ 54.09	$ 112,507.20
Electrical Trainee	$ 17.00	$ 35,360.00
Electrican	$ 27.72	$ 57,657.60
Electrician	$ 28.89	$ 60,082.02
Electrician Apprenitce	$ 29.00	$ 60,320.00
Electrician Apprentice	$ 26.28	$ 54,657.78
Electrician Assistant	$ 24.00	$ 49,920.00
Electrician Assitant	$ 24.00	$ 49,920.00
Electrician B	$ 35.20	$ 73,218.60
Electrician Helper	$ 27.00	$ 56,160.00
Electrician Journeyman	$ 27.00	$ 56,160.00
Electrician Salesman	$ 25.00	$ 52,000.00
Electricians Apprentice	$ 22.94	$ 47,710.00
Electriucal Apprentice Level 2	$ 21.00	$ 43,680.00
Electro-Mechanical Technician	$ 40.04	$ 83,283.20
Electronic Commerce Analyst	$ 39.55	$ 82,264.00
Electronic Medical Record Specialist	$ 28.33	$ 58,926.40
Electronic Services Content Analyst	$ 46.50	$ 96,720.00

Electronics Technician	$ 25.64	$ 53,324.27
Elem. Principal	$ 50.00	$ 104,000.00
Elementary Aide	$ 15.00	$ 31,200.00
Elementary Art Teacher	$ 40.10	$ 83,408.00
Elementary Curriculum Director	$ 75.28	$ 156,582.40
Elementary Guidance Counselor	$ 42.81	$ 89,044.80
Elementary History	$ 25.00	$ 52,000.00
Elementary Math Grade 4	$ 25.00	$ 52,000.00
Elementary Math Teacher	$ 25.00	$ 52,000.00
Elementary Music	$ 62.53	$ 130,062.40
Elementary Music Teacher	$ 25.00	$ 52,000.00
Elementary PE	$ 25.00	$ 52,000.00
Elementary Physical Education	$ 30.00	$ 62,400.00
Elementary Principal	$ 52.23	$ 108,646.20
Elementary Principal Grades 3-6	$ 69.82	$ 145,225.60
Elementary Principal PK-2	$ 66.79	$ 138,923.20
Elementary School Principal	$ 55.16	$ 114,732.80
Elementary Science Teacher	$ 25.00	$ 52,000.00
Elementary Social Studies	$ 25.00	$ 52,000.00
Elementary Teacher	$ 36.72	$ 76,384.90
Elementary Technology Integration Coach	$ 47.05	$ 97,864.00
Elementary Technology Teacher	$ 42.00	$ 87,360.00
Eligibility & Billing Specialist	$ 23.67	$ 49,233.60
Eligibility Specialist	$ 23.53	$ 48,942.40
Email Marketing Coordinator	$ 21.44	$ 44,595.20
Email Marketing Lead	$ 25.88	$ 53,830.40
Email Marketing Specialist	$ 38.46	$ 79,996.80
Embroidery Manager	$ 31.36	$ 65,228.80
Emergency Response Coordinator/Accreditation Coordinator	$ 20.00	$ 41,600.00
Emergency Response Planner	$ 34.72	$ 72,217.60
Emerging Tech Engineer	$ 25.96	$ 53,996.80
Emerging Tech Lead Engineer	$ 42.09	$ 87,547.20
Emerging Tech Supervisor	$ 47.04	$ 97,843.20
EMIS	$ 43.95	$ 91,416.00
EMIS coord.	$ 40.00	$ 83,200.00
EMIS Coordinator	$ 23.26	$ 48,380.80
EMIS Coordinator/Admin. Asst.	$ 30.00	$ 62,400.00
EMIS Coordinator/Food Service Director	$ 42.64	$ 88,691.20
EMIS Services Liaison	$ 32.17	$ 66,913.60
EMIS/Attendance Coordinator	$ 30.00	$ 62,400.00
Employee and Labor Relations Administrator	$ 28.94	$ 60,195.20
Employee Benefit & Wellness Manager	$ 38.46	$ 79,996.80
Employee Benefits & Wellness Manager	$ 38.46	$ 79,996.80
Employee Benefits and Wellness Manager	$ 38.46	$ 79,996.80
Employee Benefits Systems Specialist	$ 34.41	$ 71,572.80
Employee Development Specialist	$ 28.96	$ 60,236.80
Employee Services Specialist	$ 25.87	$ 53,809.60
Employment & Family Services Specialist	$ 27.84	$ 57,907.20
Employment Navigator	$ 22.93	$ 47,694.40
EMR Specialist	$ 40.86	$ 84,978.40
EMT	$ 17.62	$ 36,642.67
EMT- Apprentice	$ 15.00	$ 31,200.00
EMT Student	$ 16.00	$ 33,280.00
EMT-Advanced	$ 20.60	$ 42,848.00
EMT-Basic	$ 16.15	$ 33,592.00
End User Technologies Analyst	$ 36.06	$ 75,004.80
Endpoint Specialist 1	$ 25.36	$ 52,748.80
Endpoint Specialist 2	$ 25.36	$ 52,748.80
Energy Programs Administrator	$ 41.08	$ 85,446.40
Energy Settlement Analyst	$ 57.89	$ 120,411.20
ENG MFG	$ 42.75	$ 88,920.00
Engagement & Impact Director	$ 28.00	$ 58,240.00
Engagement Coordinator, Digital Marketing & Events	$ 25.24	$ 52,499.20
Engagement Operations Manager	$ 50.48	$ 104,998.40
ENGAUS	$ 63.24	$ 131,539.20
EngCDPAS	$ 37.26	$ 77,490.40
Engineeering	$ 36.50	$ 75,920.00

Engineer	$ 38.01	$ 79,064.69
Engineer - Associate Manufacturing	$ 35.00	$ 72,800.00
Engineer - Maintenance & Reliability	$ 32.10	$ 66,768.00
Engineer - Manufacturing	$ 30.50	$ 63,440.00
Engineer 1	$ 36.52	$ 75,968.53
Engineer 2	$ 41.66	$ 86,659.73
Engineer 2, Systems - VDS	$ 49.03	$ 101,982.40
Engineer 3	$ 54.06	$ 112,444.80
Engineer 3, Controls Vehicle	$ 51.61	$ 107,348.80
Engineer 3, Product	$ 55.91	$ 116,282.40
Engineer I	$ 32.00	$ 66,555.84
Engineer II	$ 43.91	$ 91,325.24
Engineer II, Manufacturing	$ 41.34	$ 85,987.20
Engineer III	$ 50.29	$ 104,594.88
Engineer III,R+D Cybersecurity	$ 67.46	$ 140,316.80
Engineer Tech - Controls	$ 62.50	$ 130,000.00
Engineer Technicial	$ 23.50	$ 48,880.00
Engineer Technician	$ 31.20	$ 64,896.00
Engineer Tier 1	$ 26.96	$ 56,076.80
Engineer, AME 2	$ 36.36	$ 75,628.80
Engineer, AME 3	$ 43.26	$ 89,980.80
Engineer, Metallurgy 2	$ 39.42	$ 81,993.60
Engineer, Supplier Quality 2	$ 43.26	$ 89,980.80
Engineer/Estimator	$ 41.54	$ 86,403.20
ENGINEER/GROUP LEADER	$ 54.80	$ 113,984.00
Engineering	$ 44.99	$ 93,589.15
Engineering - Engineer 2	$ 42.30	$ 87,984.00
Engineering - Engineer 3	$ 54.06	$ 112,444.80
Engineering (STEM)	$ 66.31	$ 137,924.80
Engineering and Facilities Manager	$ 48.08	$ 100,006.40
Engineering and Quality Manager	$ 84.61	$ 175,988.80
Engineering Construction Manager	$ 60.93	$ 126,734.40
Engineering Coordinator	$ 31.79	$ 66,123.20
Engineering Die Tooling	$ 41.68	$ 86,694.40
Engineering Faculty	$ 78.06	$ 162,371.37
Engineering Instructor	$ 37.50	$ 78,000.00
Engineering Lead	$ 37.00	$ 76,960.00
Engineering Maintenance Technician	$ 30.71	$ 63,876.80
Engineering Manager	$ 60.95	$ 126,780.99
Engineering Manager- NPD Communications	$ 53.24	$ 110,739.20
Engineering Manger	$ 64.42	$ 133,993.60
Engineering Project Coord	$ 43.75	$ 91,000.00
Engineering Project Coordinator	$ 42.10	$ 87,557.60
Engineering Project Manager-Electrical	$ 69.61	$ 144,788.80
Engineering Project Manager-Signals	$ 64.97	$ 135,137.60
Engineering Projects Coordinator	$ 44.69	$ 92,944.80
Engineering R&D	$ 27.86	$ 57,948.80
Engineering Special Project Group	$ 36.06	$ 75,004.80
Engineering Specialist	$ 28.13	$ 58,510.40
Engineering Staff	$ 34.19	$ 71,115.20
Engineering Supervisor	$ 43.51	$ 90,500.80
Engineering Support	$ 30.53	$ 63,502.40
Engineering Teacher/Makerspace Teacher	$ 55.04	$ 114,483.20
Engineering Team Lead	$ 63.43	$ 131,934.40
Engineering Team Leader	$ 63.83	$ 132,766.40
Engineering Team Mgr 2	$ 41.34	$ 85,987.20
Engineering Tech	$ 26.80	$ 55,744.00
Engineering Tech 1	$ 27.04	$ 56,243.20
Engineering Tech 2	$ 35.20	$ 73,216.00
Engineering Tech II	$ 33.23	$ 69,118.40
Engineering Tech III	$ 37.21	$ 77,405.12
Engineering Technician	$ 33.30	$ 69,269.20
Engineering Technician 2	$ 34.13	$ 70,990.40
Engineering Technician I	$ 30.91	$ 64,292.80
Engineering Technician II	$ 34.80	$ 72,382.11
Engineering Technician III	$ 37.44	$ 77,864.80
Engineering Technician IV	$ 28.47	$ 59,217.60

Engineering Technician/Inspector	$ 22.00	$ 45,760.00
Engineering Technologist	$ 29.44	$ 61,235.20
Engineering, Applications Engineer	$ 40.06	$ 83,324.80
Engingeering Manager	$ 65.91	$ 137,092.80
English Language Arts	$ 33.45	$ 69,576.00
English Language Arts and Social Studies Teacher	$ 52.65	$ 109,512.00
English Language Arts Teacher	$ 57.29	$ 119,163.20
English Learner Coordinator	$ 36.66	$ 76,252.80
English Teacher	$ 29.82	$ 62,025.60
ENGMFG	$ 42.96	$ 89,360.96
ENGMFGA	$ 39.46	$ 82,076.80
ENGMFGS	$ 42.88	$ 89,190.40
Engr Tech	$ 57.65	$ 119,912.00
Enrichment Director	$ 41.90	$ 87,152.00
Enrollment Management, Records Support Specialist	$ 17.12	$ 35,609.60
Enrollment Manager	$ 25.00	$ 52,000.00
Enterprise Appl Administrator	$ 52.62	$ 109,449.60
Enterprise Application Administrator	$ 44.67	$ 92,913.60
Enterprise Applications Senior Manger	$ 63.00	$ 131,040.00
Enterprise Architect	$ 46.56	$ 96,853.12
Enterprise Business Systems Team Lead	$ 59.09	$ 122,907.20
Enterprise Platforms Systems	$ 33.65	$ 69,992.00
Enterprise Technologist	$ 24.50	$ 50,960.00
Enterprise Transformation Director	$ 114.68	$ 238,534.40
EnterpriseOne Business Analyst	$ 58.91	$ 122,532.80
EnterpriseOne MRP Analyst	$ 61.90	$ 128,752.00
Entry Level Consultant	$ 25.00	$ 52,000.00
Environmental Education Specialist	$ 29.76	$ 61,900.80
Environmental Health & Safety Coordinator	$ 40.86	$ 84,988.80
Environmental Health & Safety Manager	$ 43.95	$ 91,416.00
Environmental Health and Safety Specialist	$ 41.00	$ 85,269.60
Environmental Health Clerk/Registrar	$ 23.40	$ 48,672.00
Environmental Health Coordinator	$ 25.78	$ 53,622.40
Environmental Health Director	$ 38.29	$ 79,636.27
Environmental Health Specialist II	$ 33.02	$ 68,681.60
Environmental Health Specialist in Training	$ 21.83	$ 45,406.40
Environmental Health Supervisor	$ 33.66	$ 70,012.80
Environmental Secretary	$ 19.03	$ 39,582.40
EPIC Application Analyst	$ 36.04	$ 74,965.80
Epic Manager Trainer	$ 33.63	$ 69,950.40
Epic Principal Trainer	$ 31.51	$ 65,540.80
Epic Senior Application Analyst	$ 45.86	$ 95,388.80
Epic Senior Database Administrator	$ 61.41	$ 127,732.80
Epic Sr Database Administrator	$ 61.41	$ 127,732.80
Epic Sr. Application Analsyt	$ 41.15	$ 85,592.00
Epicor MRP Planner	$ 45.56	$ 94,764.80
Epidemiologist	$ 36.28	$ 75,453.16
Equip/Mech Maintainer App 4	$ 31.72	$ 65,970.67
Equipment and Facilities Manager	$ 91.61	$ 190,548.80
Equipment Maintenance	$ 36.30	$ 75,504.00
Equipment Maintenance Shift Leader	$ 48.00	$ 99,840.00
Equipment Maintenance Technician	$ 34.63	$ 72,020.00
Equipment Operator - Electrical Tech	$ 27.56	$ 57,324.80
Equipment Service Associate	$ 22.45	$ 46,696.00
Equipment Service Supervisor	$ 43.75	$ 91,000.00
Equipment Service Technician	$ 29.90	$ 62,192.00
Equipment Supervisor	$ 49.41	$ 102,772.80
Equipment Technician	$ 30.94	$ 64,362.13
ERM Analyst	$ 39.43	$ 82,014.40
ERP Information Systems Analyst - Fiscal	$ 52.47	$ 109,137.60
ERP Systems Analyst	$ 55.29	$ 115,003.20
ERP Systems Director	$ 73.22	$ 152,297.60
ERSEA Program Manager	$ 38.47	$ 80,017.60
ESG Stamping Prod. Support	$ 25.79	$ 53,643.20
ESG Stamping Production Support	$ 27.61	$ 57,428.80
ESG Stamping Tech 1	$ 32.25	$ 67,080.00
ESG Stamping Tech Support	$ 32.25	$ 67,080.00

ESG Stamping Tech Support 1	$	32.31	$	67,203.81
ESG Stamping Tech Support 4	$	38.47	$	80,017.60
ESG Welding Production Support	$	27.61	$	57,428.80
ESG Welding Tech Entry	$	26.22	$	54,527.20
ESG Welding Tech Support 1	$	32.25	$	67,080.00
ESG Welding Tech Support 2	$	31.05	$	64,573.60
ESL Tutor	$	31.38	$	65,270.40
ESTIMATING	$	50.00	$	104,000.00
Estimating Department Manager	$	28.84	$	59,987.20
Estimating Manager	$	46.89	$	97,531.20
Estimator	$	46.60	$	96,920.20
Estimator 3	$	30.74	$	63,939.20
ETech	$	34.20	$	71,136.00
ETL Developer	$	67.03	$	139,422.40
ETL Developer- Data Warehouse	$	61.94	$	128,839.36
ETL Production Support Analyst	$	45.34	$	94,314.13
EUC Analyst 1	$	29.22	$	60,777.60
EUC Engineering Supervisor	$	73.07	$	151,985.60
Euclid Occupational Nurse	$	42.38	$	88,150.40
EV Project Manager and Technical Expert	$	48.08	$	100,006.40
Event & Hospitality Sales Coordinator	$	21.00	$	43,680.00
Event Administrator	$	44.66	$	92,892.80
Event Coordinator	$	24.32	$	50,575.20
Event Manager	$	21.15	$	43,992.00
Event Operations Coordinator	$	20.00	$	41,600.00
Events & Operations Coordinator	$	27.88	$	57,990.40
Events and Marketing	$	16.79	$	34,923.20
Events and Sales Manager	$	27.88	$	57,990.40
Events Coordinator	$	34.59	$	71,952.40
Events Manager	$	32.31	$	67,204.80
Events Manager and Boards Liason	$	36.85	$	76,648.00
EVP	$	52.88	$	109,990.40
EVP of Human Resources	$	82.93	$	172,494.40
EVP Special Projects	$	78.99	$	164,299.20
EVP/Chief Growth Officer	$	63.26	$	131,580.80
EVP/Information Security Officer	$	67.02	$	139,401.60
Exec Asst to the City Attorney	$	46.12	$	95,929.60
Exec Asst, Provost and VP	$	17.00	$	35,360.00
Exec Dir, Info Technology	$	68.96	$	143,436.80
Exec Director	$	48.00	$	99,840.00
Exec Director Ops	$	42.00	$	87,360.00
Exec Director Workforce Innovation	$	64.99	$	135,179.20
Exec. Admin Coordinator	$	39.06	$	81,244.80
Exec. Director of IT and Chief Information Officer	$	52.88	$	109,990.40
Executive	$	67.00	$	139,360.00
Executive Administrative	$	25.99	$	54,059.20
Executive - VIP Desktop Support Specialist	$	48.18	$	100,214.40
Executive Admin Assistant	$	33.97	$	70,657.60
Executive Administrative	$	26.00	$	54,080.00
Executive Administrative Assistant	$	39.74	$	82,656.23
Executive Administrative Assistant to Provost	$	30.81	$	64,084.80
Executive Administrative Assistant, Enrollment & Advancement	$	24.00	$	49,920.00
Executive Administrative Assistant/Customer Support Specialist	$	28.08	$	58,406.40
Executive Administrator	$	45.00	$	93,600.00
EXECUTIVE ADMINSTRATIVE ASSISTANT	$	40.00	$	83,200.00
Executive and PMO Assistant	$	37.50	$	78,000.00
Executive Assistance	$	41.77	$	86,881.60
Executive Assistant	$	30.65	$	63,746.33
Executive Assistant & EA Manager	$	35.33	$	73,486.40
Executive Assistant and Marketing Director	$	41.67	$	86,673.60
Executive Assistant I	$	28.96	$	60,236.80
Executive Assistant Sales & Operations	$	31.53	$	65,582.40
Executive Assistant to Operations & Outreach	$	29.92	$	62,233.60
Executive Assistant to the President	$	33.46	$	69,596.80
Executive Assistant to the Superintendent	$	26.35	$	54,808.00
Executive Assistant to the Vice Presidents	$	25.61	$	53,268.80
Executive Assistant/Office Manager	$	23.90	$	49,712.00

Executive Assistant/Public Relations Specialist	$	35.16	$	73,132.80
Executive Assitant	$	38.00	$	79,040.00
Executive Asst I	$	26.63	$	55,397.33
Executive Asst II	$	28.87	$	60,054.80
Executive Asst/Website Admin	$	23.74	$	49,379.20
Executive Chef	$	31.25	$	65,000.00
Executive Coordinator	$	27.23	$	56,638.40
Executive Dean Arts & Sciences	$	45.07	$	93,745.60
Executive Director	$	56.51	$	117,533.10
Executive Director Grant Funded Initiatives	$	44.65	$	92,872.00
EXECUTIVE DIRECTOR OF ACHIEVEMENT & LEADERSHI	$	40.00	$	83,200.00
Executive Director of Construction	$	72.12	$	150,009.60
Executive Director of Digital Strategy and Brand	$	63.56	$	132,204.80
Executive Director of Human Resources	$	69.97	$	145,537.60
Executive Director of Human-Centered Leadership and Developmer	$	57.69	$	119,995.20
Executive Director of Marketing	$	56.25	$	117,000.00
Executive Director of Ministry & Community Relations	$	65.41	$	136,052.80
Executive Director of Operations	$	45.00	$	93,600.00
Executive Director of the Lima Area Chamber Fdn	$	52.20	$	108,576.00
Executive Director of Workforce Development Board	$	42.16	$	87,692.80
Executive Director, Institutional Effectiveness & Assessment	$	41.99	$	87,339.20
Executive Director, Student Engagement & Success	$	35.38	$	73,590.40
Executive Finance Assistant	$	30.04	$	62,483.20
Executive House Keeper	$	22.47	$	46,737.60
Executive Officer	$	42.17	$	87,713.60
Executive Recruiter	$	35.60	$	74,054.93
Executive Sales Account Rep	$	26.44	$	54,995.20
Executive Search Consultant	$	33.73	$	70,158.40
Executive Secretary	$	27.15	$	56,477.20
Executive Vice President	$	66.53	$	138,382.40
Executive Vice President of Organizational Excellence and Enterpris	$	72.16	$	150,092.80
Executive Vice President of Rental Operations	$	108.00	$	224,640.00
Executive Vice President of Social Enterprise and Strategy	$	84.13	$	174,990.40
Executive Vice President, Sales and Marketing	$	72.00	$	149,760.00
Executive VP of IT and Operations	$	86.01	$	178,900.80
Executive VP Of Sponsorships	$	95.00	$	197,600.00
Exercise Physiology Teacher	$	47.88	$	99,590.40
EXPRESS TECHNICIAN	$	18.00	$	37,440.00
Expressive Arts Specialist	$	18.00	$	37,440.00
External Affairs Associate	$	29.93	$	62,244.00
Extraction Manager	$	35.58	$	74,006.40
Extrusion Operator	$	28.36	$	58,988.80
F/T Teacher Sub	$	25.00	$	52,000.00
Fab Team Leader	$	29.65	$	61,672.00
FABRICATION	$	29.00	$	60,320.00
Fabrication & Assembly Supervisor	$	45.53	$	94,702.40
Fabrication Area Lead	$	46.06	$	95,804.80
Fabrication Associate	$	27.94	$	58,104.80
Fabrication Development and Operations	$	36.34	$	75,587.20
Fabrication Manager	$	42.79	$	89,003.20
Fabrication Supervisor	$	40.04	$	83,272.80
Fabricator	$	22.00	$	45,760.00
Fabricator/Welder	$	21.50	$	44,720.00
Facilities & Building Manager	$	62.91	$	130,852.80
Facilities & Maintenance Manager	$	50.48	$	104,998.40
Facilities & Purchasing Manager	$	36.06	$	75,004.80
Facilities and Lab Assistant	$	18.82	$	39,145.60
Facilities and Safety Coordinator	$	50.90	$	105,872.00
Facilities Building Supervisor	$	25.31	$	52,644.80
Facilities Coordinator	$	27.95	$	58,136.00
Facilities Director	$	48.57	$	101,025.60
Facilities Engineer	$	54.72	$	113,807.20
Facilities Maint Tech	$	24.00	$	49,920.00
Facilities Maintenance	$	27.13	$	56,420.00
Facilities Maintenance Lead	$	26.22	$	54,537.60
Facilities Maintenance Tech	$	27.00	$	56,160.00
Facilities Manager	$	35.57	$	73,978.67

Facilities ManagerÂ	$ 39.80	$ 82,784.00
Facilities Supervisor	$ 36.71	$ 76,356.80
Facilities Technician	$ 35.01	$ 72,817.33
Facilities Tenchnician	$ 18.01	$ 37,460.80
Facilities/Fleet/IT Lead	$ 26.72	$ 55,577.60
Facilities/Warehouse Manager	$ 31.25	$ 65,000.00
Facility Maintenance Supervisor	$ 39.92	$ 83,033.60
Facility Manager	$ 22.57	$ 46,945.60
Facility Technician	$ 28.90	$ 60,112.00
Faculty	$ 35.82	$ 74,509.38
Family & Adoptive Liaison	$ 22.56	$ 46,924.80
Family & Community Lead Specialist	$ 26.76	$ 55,660.80
Family and Children First Council Service Coordinator	$ 44.42	$ 92,393.60
Family Community Wellness Specialist	$ 24.63	$ 51,230.40
Family Consumer Science Teacher	$ 25.00	$ 52,000.00
Family Engagement Coordinator	$ 22.29	$ 46,363.20
Family Support Specialist	$ 20.32	$ 42,271.54
Family Wealth Strategist	$ 102.56	$ 213,324.80
Fare System Admin	$ 39.70	$ 82,576.00
Fare System Admn	$ 40.23	$ 83,678.40
Fare Systems Administrator	$ 39.17	$ 81,473.60
Fatherhood Project Manager	$ 24.98	$ 51,958.40
FCS Teacher	$ 54.15	$ 112,632.00
FE Maintainer	$ 40.87	$ 85,017.40
Fellow	$ 41.83	$ 87,006.40
Fermentation Technician	$ 26.30	$ 54,710.93
Fiber Optic Technician	$ 42.15	$ 87,672.00
FIELD	$ 29.72	$ 61,822.22
Field Clerk	$ 27.00	$ 56,160.00
Field Engineer	$ 41.19	$ 85,683.52
Field Executive	$ 61.06	$ 126,994.40
Field Geotechnician	$ 31.70	$ 65,936.00
Field HR Specialist	$ 33.70	$ 70,096.00
FIELD OPERATIONS	$ 50.00	$ 104,000.00
Field Operations Manager	$ 43.00	$ 89,440.00
Field Sales Manager	$ 42.52	$ 88,448.53
FIELD SERVICE COORDINATOR	$ 25.90	$ 53,872.00
Field Service Engineer	$ 44.06	$ 91,644.80
FIELD SERVICE MANAGER	$ 49.96	$ 103,906.40
Field Service Support Technician	$ 24.89	$ 51,771.20
Field Service Tech	$ 27.00	$ 56,160.00
Field Service Technician	$ 31.78	$ 66,092.00
Field Services	$ 33.67	$ 70,026.67
Field Services Support Specalist	$ 26.44	$ 54,995.20
Field Services Support Specialist	$ 22.36	$ 46,508.80
Field Superintendent	$ 38.64	$ 80,360.80
Field Supervisor	$ 38.00	$ 79,040.00
Field Tech	$ 31.40	$ 65,312.00
Field Tech Operator	$ 34.70	$ 72,176.00
Field Technician	$ 25.00	$ 52,000.00
Field Technician - Educational Technology - Triway Schools	$ 41.54	$ 86,403.20
Field Technician/MFA Coordinator	$ 29.50	$ 61,360.00
Field Training and Capabilities Specialist	$ 36.37	$ 75,649.60
Filed Service	$ 23.00	$ 47,840.00
Final Assembler	$ 18.30	$ 38,064.00
Finance & Accounting Business Solutions Leader	$ 51.56	$ 107,244.80
Finance Accountant	$ 43.07	$ 89,585.60
Finance and Admin Support	$ 25.96	$ 53,996.80
Finance and Administration Officer	$ 55.35	$ 115,128.00
Finance and Operations Coordinator	$ 34.06	$ 70,850.00
Finance and Systems Officer	$ 36.80	$ 76,544.00
Finance Assistant	$ 20.63	$ 42,900.00
Finance Coordinator	$ 40.64	$ 84,520.80
Finance Director	$ 44.71	$ 92,989.00
Finance Management Apprentice	$ 37.02	$ 77,001.60
Finance Manager	$ 47.62	$ 99,040.15
Finance Manager Accounts Receivable	$ 45.88	$ 95,430.40

Finance Project Coordinator	$ 35.43	$ 73,694.40
Finance Reporting Analyst	$ 41.24	$ 85,779.20
Finance Specialist	$ 38.16	$ 79,365.87
Finance Transformation Manager	$ 67.71	$ 140,836.80
Financial & Payroll Specialist	$ 32.26	$ 67,100.80
Financial Advisor, Minority Business Assistance Center	$ 30.00	$ 62,400.00
Financial Analyst	$ 36.81	$ 76,574.04
Financial Analyst II	$ 35.99	$ 74,864.40
Financial Analyst II â€“ Financial Data Management	$ 41.38	$ 86,070.40
Financial Analyst III	$ 40.27	$ 83,753.28
Financial Analyst/Accountant II	$ 35.00	$ 72,800.00
Financial Assistant	$ 25.65	$ 53,352.00
Financial Counselor	$ 19.15	$ 39,832.00
Financial Crimes Manager	$ 63.12	$ 131,289.60
Financial Database Analyst	$ 38.02	$ 79,081.60
Financial Education Director	$ 26.44	$ 54,995.20
Financial Literacy Teacher	$ 41.50	$ 86,320.00
Financial Manager	$ 49.28	$ 102,502.40
Financial Operations Analyst	$ 30.01	$ 62,420.80
Financial Operations Development Manager	$ 36.00	$ 74,880.00
Financial Operations Specialist	$ 38.40	$ 79,872.00
Financial Planning & Analysis Manager	$ 50.21	$ 104,443.73
Financial Reporting Analyst	$ 41.73	$ 86,798.40
Financial Reporting and Budgeting Manager	$ 62.50	$ 130,000.00
Financial Reporting Supervisor	$ 33.99	$ 70,699.20
Financial Resource Development Director	$ 50.48	$ 104,998.40
Financial Services Director	$ 43.80	$ 91,093.60
Financial Shared Services Manager	$ 41.19	$ 85,675.20
Financial Specialist	$ 22.37	$ 46,529.60
Financial Systems Analyst	$ 52.00	$ 108,160.00
Financial Systems Manager	$ 37.42	$ 77,833.60
Financial Systems Trainer	$ 36.20	$ 75,296.00
Finish/Assembly Associate	$ 21.00	$ 43,680.00
Finish/Assembly Supervisor	$ 32.00	$ 66,560.00
Finishing Painter	$ 21.00	$ 43,680.00
Finishing Specialist	$ 15.00	$ 31,200.00
Finishing Supervisor	$ 28.75	$ 59,800.00
Fire Administrative Assistant	$ 30.92	$ 64,313.60
Fire Battalion Chief	$ 43.11	$ 89,668.80
Fire Captain	$ 58.03	$ 120,702.40
Fire Chief	$ 61.24	$ 127,375.04
Fire Inspector	$ 54.24	$ 112,819.20
Fire Lieutenant	$ 39.86	$ 82,908.80
Fire Marshall	$ 57.87	$ 120,369.60
Firefighter	$ 22.76	$ 47,337.83
Firefighter II/EMTB	$ 18.00	$ 37,440.00
Firefighter/AEMT	$ 16.92	$ 35,188.40
FIREFIGHTER/PARA/EDU	$ 50.81	$ 105,684.80
Firefighter/Paramedic	$ 24.18	$ 50,289.78
Firefighter/Paramedic/Inspector	$ 24.94	$ 51,875.20
FIREMAN	$ 44.29	$ 92,123.20
Firmware Engineer	$ 58.65	$ 121,992.00
First Class Lineman	$ 53.04	$ 110,323.20
Fiscal Admin Assistant	$ 26.15	$ 54,392.00
Fiscal Administrative Assistant	$ 27.22	$ 56,617.60
FISCAL ADMINISTRATOR	$ 41.03	$ 85,342.40
Fiscal Analyst	$ 30.71	$ 63,876.80
Fiscal Assistant	$ 26.36	$ 54,828.80
Fiscal Asst. - Accounts Payable	$ 30.00	$ 62,400.00
Fiscal Asst. - Payroll	$ 30.00	$ 62,400.00
Fiscal Director	$ 42.46	$ 88,316.80
Fiscal Manager	$ 32.77	$ 68,157.44
Fiscal Office Associate	$ 23.83	$ 49,562.93
Fiscal Office Cashier	$ 23.04	$ 47,923.20
Fiscal Officer	$ 33.59	$ 69,873.14
Fiscal Officer & Director of Facilities	$ 54.81	$ 114,004.80
Fiscal Services Liaison	$ 33.91	$ 70,532.80

Fiscal Specialist 2	$ 32.57	$ 67,745.60
Fiscal Support Liaison	$ 34.37	$ 71,489.60
Fitness and Wellness Coordinator	$ 23.03	$ 47,902.40
Fitness and Wellness Manager	$ 32.43	$ 67,454.40
Fitness Coordinator	$ 18.00	$ 37,440.00
Fitness Teacher	$ 41.25	$ 85,800.00
Flat Products Engineering Manager	$ 51.08	$ 106,246.40
Fleet Manager	$ 40.14	$ 83,491.20
Floor Lead	$ 29.75	$ 61,880.00
Floor Supervisor	$ 29.50	$ 61,360.00
Food Rescue Operations Coordinator	$ 23.59	$ 49,067.20
Food Rescue Partnerships Manager	$ 25.64	$ 53,331.20
Food Rescue Program Director	$ 33.33	$ 69,326.40
FOOD SAFETY & QUALITY TECHNICIAN II	$ 24.00	$ 49,920.00
Food Safety Manager	$ 35.00	$ 72,800.00
Food Service Information Coordinator	$ 29.57	$ 61,505.60
Food service manager	$ 21.00	$ 43,680.00
Food Services Manager - Catering	$ 19.23	$ 39,998.40
Foreign Relations Program Coordinator	$ 43.27	$ 90,001.60
FOREMAN	$ 40.04	$ 83,285.18
Foreman in Training	$ 31.50	$ 65,520.00
Foreman, Maintenance - Plant Nutrient	$ 37.77	$ 78,551.20
foreman/ welder	$ 27.00	$ 56,160.00
Foreman-in-Training	$ 31.50	$ 65,520.00
Foreperson	$ 41.00	$ 85,269.60
Foreperson, Ride Mechanic	$ 31.25	$ 65,000.00
Forestry AmeriCorps Member	$ 9.07	$ 18,865.60
Forge Die Technician	$ 39.18	$ 81,494.40
Forklift Operator	$ 20.89	$ 43,441.75
Forklift Operator 2	$ 22.62	$ 47,049.60
Forman	$ 31.67	$ 65,866.67
Formulation Specialist	$ 48.00	$ 99,840.00
Foster Care & Adoption Dir.	$ 30.17	$ 62,753.60
Foster Care & Adoption Director	$ 29.17	$ 60,673.60
Foster Care HUB Program Manager	$ 26.84	$ 55,827.20
Founder	$ 50.00	$ 104,000.00
Founder & Cyber Compliance Wizard	$ 18.91	$ 39,332.80
FOUNDER & LEAD CMMC CONSULTANT	$ 17.19	$ 35,755.20
Founder and CEO	$ 60.00	$ 124,800.00
Founder and COO	$ 60.00	$ 124,800.00
Foundry Supervisor	$ 39.64	$ 82,451.20
Fourth Hand	$ 22.74	$ 47,292.27
Fourth Hand Operator	$ 23.76	$ 49,420.80
FP&A Manager	$ 42.70	$ 88,816.00
FPA Controller	$ 78.66	$ 163,612.80
FPI Level 3	$ 49.51	$ 102,980.80
Freight Manager	$ 44.18	$ 91,894.40
French Teacher	$ 40.31	$ 83,844.80
Front Desk Associate	$ 15.00	$ 31,200.00
Front Desk Coordinator	$ 21.88	$ 45,510.40
Front Desk Manager	$ 25.00	$ 52,000.00
Front desk Supervisor	$ 18.62	$ 38,729.60
Front Line Leader	$ 40.18	$ 83,567.47
Frontdesk Manager	$ 13.00	$ 27,040.00
Fuel Tax Clerk	$ 23.18	$ 48,214.40
Fuel Tax Coordinator	$ 24.47	$ 50,897.60
Fulfillment Coordinator	$ 15.00	$ 31,200.00
Full-Time	$ 25.33	$ 52,693.33
Fulltime substitute teacher	$ 25.00	$ 52,000.00
Full-time Substitute Teacher	$ 25.00	$ 52,000.00
Functional Lead Workday	$ 42.12	$ 87,609.60
Fund Accounting Manager	$ 34.23	$ 71,198.40
Fund CFO	$ 64.90	$ 134,992.00
Funding Manager	$ 42.80	$ 89,013.60
Funding Specialist III	$ 28.16	$ 58,572.80
Funeral Director Embalmer Apprentice & crematory operator	$ 23.00	$ 47,840.00
Gallery Supervisor	$ 23.00	$ 47,840.00

Gateway Director-Admissions and Recruitment	$	28.33	$	58,926.40
Gateway Director-Advising	$	34.32	$	71,385.60
Gateway-Registrar-Curriculum and Scheduling	$	21.32	$	44,345.60
Gen Maint Elect Tech	$	35.20	$	73,216.00
General Accountant	$	32.91	$	68,452.80
General Accounting Manager	$	45.67	$	94,993.60
General Associate	$	22.18	$	46,144.43
General Counsel	$	35.00	$	72,800.00
General Counsel/Director of Operations	$	35.00	$	72,800.00
General Education Classroom Teacher	$	77.74	$	161,699.20
General Education Teacher	$	64.41	$	133,979.04
General Education Teachers	$	37.28	$	77,542.40
General Labor	$	17.83	$	37,093.33
General Maintenance	$	22.28	$	46,342.40
General Maintenance Elect Tech	$	35.20	$	73,216.00
General Manager	$	46.16	$	96,006.23
General Manager - Retail	$	36.81	$	76,564.80
General Manager / Master Funeral Director Embalmer & Crematory	$	45.00	$	93,600.00
General Manager of Engineering	$	65.39	$	136,004.27
General Manager of HR	$	72.23	$	150,238.40
General Manager of Human Resources	$	72.23	$	150,238.40
General Manager of IT	$	78.29	$	162,843.20
General Sales Manager	$	79.26	$	164,860.80
Geomatics Field Coordinator	$	32.38	$	67,350.40
Geometry	$	48.31	$	100,484.80
Geospatial Coordinator	$	36.06	$	75,004.80
Geospatial Technician	$	24.00	$	49,920.00
Gifted & Testing Coordinator	$	40.00	$	83,200.00
Gifted Coordinator	$	52.74	$	109,692.27
Gifted Education Coordinator	$	56.06	$	116,594.40
Gifted Education Facilitator	$	46.00	$	95,680.00
Gifted Intervention Specialist	$	64.78	$	134,742.40
Gifted Supervisor	$	53.62	$	111,529.60
Gifted Teacher	$	35.53	$	73,892.00
GIS & Special Projects Director	$	46.41	$	96,532.80
GIS Analyst	$	40.44	$	84,104.80
GIS Coordinator	$	39.96	$	83,116.80
GIS Field Technician	$	24.25	$	50,434.06
GIS Manager	$	42.70	$	88,805.60
GIS Technician	$	23.87	$	49,639.20
Global Controls Engineer	$	62.49	$	129,979.20
Global Customer Experience Transformation Manager, Supply Chai	$	85.00	$	176,800.00
Global Logistics Manager	$	60.05	$	124,904.00
Global Logistics Specialist	$	42.13	$	87,620.00
Global Manager, Design Engineering	$	78.00	$	162,240.00
Global Process Owner	$	85.00	$	176,800.00
Global Regulatory Affairs Strategy Lead	$	64.18	$	133,494.40
Global Sales Manager	$	59.87	$	124,519.20
Global Senior Demand Planning Manager	$	59.42	$	123,593.60
Global Supply Chain Specialist	$	40.16	$	83,532.80
Gr Education & Research Coordinator	$	30.70	$	63,856.00
Graduate Engineer	$	35.25	$	73,320.00
Graduate Student	$	18.27	$	38,001.60
Graduation Pathways Coordinator	$	31.83	$	66,206.40
Grain adn Hedging Manager	$	43.00	$	89,440.00
Grain Buyer	$	33.00	$	68,640.00
Grant and Fundraising Specialist	$	22.53	$	46,862.40
Grant Coordinator	$	34.58	$	71,926.40
Grant Manager	$	36.17	$	75,223.20
Grant Operations Manager	$	36.00	$	74,880.00
Grants Administrator	$	41.91	$	87,165.87
Grants and Fundraising Leader	$	37.87	$	78,769.60
Grants Compliance Manager	$	41.81	$	86,964.80
Grants Manager	$	32.13	$	66,823.47
Grants Manager and Program Officer	$	29.96	$	62,316.80
Grants Specialist	$	32.75	$	68,120.00
Graphic Design	$	20.00	$	41,600.00

Graphic Design Coordinator	$ 27.00	$ 56,160.00
Graphic Designer	$ 29.78	$ 61,932.00
Graphic Designer II	$ 36.99	$ 76,939.20
Graphics Design Associate	$ 21.00	$ 43,680.00
Graphics Engineer	$ 32.84	$ 68,307.20
Graphics Manager	$ 32.84	$ 68,307.20
Grinder Operator	$ 18.00	$ 37,440.00
GRIT Career Advisor	$ 19.50	$ 40,560.00
Gritblaster	$ 18.25	$ 37,960.00
Groundman	$ 26.33	$ 54,757.49
Group Lead	$ 24.55	$ 51,053.60
Group Lead NYB	$ 29.09	$ 60,507.20
Group Lead, Assembly	$ 36.95	$ 76,856.00
Group Lead, Mechanical Engineering	$ 48.18	$ 100,214.40
Group Lead, Stockroom	$ 37.08	$ 77,126.40
Group leader	$ 26.25	$ 54,600.00
Group Leader 1	$ 36.98	$ 76,910.08
Group Leader 2	$ 40.03	$ 83,262.40
Group Manager - Product Design	$ 64.69	$ 134,555.20
Group Practice Manager	$ 44.23	$ 91,998.40
Group Product Manager	$ 70.52	$ 146,681.60
Groups Administrative Assistant	$ 24.42	$ 50,793.60
Guest Services Manager	$ 29.71	$ 61,796.80
Guidance	$ 30.00	$ 62,400.00
Guidance Counselor	$ 53.00	$ 110,240.00
Guidance Counselor	$ 44.20	$ 91,939.90
Hamilton County Probate	$ 50.00	$ 104,000.00
Handler/blaster	$ 31.00	$ 64,480.00
Hardware Manager	$ 44.89	$ 93,371.20
Hardware/Desktop Specialist	$ 31.95	$ 66,445.60
Hardware/Technician I	$ 29.33	$ 60,996.00
HCM Functional Manager	$ 44.17	$ 91,873.60
HCM Relationship Manager	$ 66.69	$ 138,722.13
HCM Talent Functional Manager	$ 37.16	$ 77,292.80
HCV Coordinator	$ 28.13	$ 58,510.40
Head Custodian	$ 33.98	$ 70,678.40
Head Football Coach/ Director of Player Personnel	$ 34.15	$ 71,032.00
Head Mechanic	$ 37.00	$ 76,960.00
Head of Accounting	$ 76.40	$ 158,912.00
Head of Business Development	$ 59.13	$ 122,990.40
Head of Children's Services	$ 24.99	$ 51,979.20
Head of Engineering + Strategic Technology	$ 89.25	$ 185,640.00
Head of Extension Services/Branch Manager	$ 31.19	$ 64,875.20
Head of Process Improvement	$ 49.54	$ 103,043.20
Head of Sales, Mid-Market	$ 44.71	$ 92,996.80
Head of School	$ 35.00	$ 72,800.00
Head of Systems	$ 74.55	$ 155,064.00
Head Start Center Management	$ 30.04	$ 62,483.20
Head Start Center Manager	$ 30.04	$ 62,483.20
Head Start Coordiinator	$ 37.60	$ 78,208.00
Head Start Director	$ 41.38	$ 86,070.40
Head Start Fiscal Assistant	$ 21.28	$ 44,262.40
Head Start Parent Env. Coodinator	$ 19.60	$ 40,768.00
Head Start Teacher	$ 19.28	$ 40,092.00
Head Start Teacher Assistant	$ 15.35	$ 31,928.00
Head Start Technology Specialist	$ 18.99	$ 39,499.20
Health & Safety Coordinator	$ 35.19	$ 73,195.20
Health & Wellness Manager	$ 42.09	$ 87,547.20
Health Commissioer	$ 55.00	$ 114,400.00
Health Commissioner	$ 47.64	$ 99,094.98
Health Communication Specialist	$ 31.28	$ 65,062.40
Health Educator	$ 30.53	$ 63,502.40
Health Environmental & Safety Coordinator	$ 35.09	$ 72,987.20
Health Information Management Administrator	$ 23.18	$ 48,214.40
Health Information Specialist	$ 21.63	$ 44,990.40
Health Promotion & Planning Director	$ 40.09	$ 83,387.20
Health Promotion and Planning Director	$ 40.10	$ 83,408.00

Health Promotion and Planning Manager	$ 46.08	$ 95,846.40
Health Services Assistant Administrator	$ 24.94	$ 51,875.20
Health Services Coordinator	$ 30.06	$ 62,524.80
Health Services LPN	$ 21.34	$ 44,387.20
Health Teacher	$ 56.73	$ 117,998.40
Health Technologies Instructor	$ 58.44	$ 121,555.20
Healthcare Division Operations Analyst	$ 33.65	$ 69,992.00
Healthy Community Partnership Network Coordinator	$ 24.04	$ 50,003.20
Healthy Start Program Coordinator	$ 37.78	$ 78,582.40
Heat Treat Supervisor	$ 40.87	$ 85,009.60
Heavy Press Operator	$ 29.04	$ 60,403.20
Help Desk Analyst	$ 32.40	$ 67,392.00
Help Desk Coordinator	$ 22.78	$ 47,382.40
Help Desk Specialist	$ 27.37	$ 56,922.67
Help Desk Support Analyst	$ 30.12	$ 62,649.60
Help Desk Support Specialist	$ 31.97	$ 66,490.67
Help Desk Technician	$ 27.96	$ 58,156.80
Help Me Grow Administrator	$ 32.62	$ 67,849.60
Help Me Grow Home Visitor Supervisor	$ 29.05	$ 60,424.00
Help Me Grow Supervisor	$ 35.00	$ 72,800.00
Helpdesk Network Analyst	$ 21.83	$ 45,413.33
Helpdesk Network Anaylst	$ 18.00	$ 37,440.00
Helpdesk Specialist	$ 57.89	$ 120,411.20
Helper	$ 24.00	$ 49,920.00
Heritage Home Program Assistant	$ 17.42	$ 36,233.60
Heritage Home Program Associate	$ 23.77	$ 49,448.53
Heritage Home Program Manager	$ 27.24	$ 56,659.20
HHW Ohio Community Engagement Manager	$ 32.69	$ 67,995.20
HHW Ohio Program Director	$ 44.71	$ 92,996.80
High School Administration	$ 35.00	$ 72,800.00
High School Algebra	$ 40.00	$ 83,200.00
High School Algebra II	$ 40.00	$ 83,200.00
high school and middle school music, choir, steel band teacher	$ 66.59	$ 138,507.20
High School Art	$ 32.50	$ 67,600.00
High School Art Teacher	$ 46.23	$ 96,158.40
high school art teachers	$ 44.54	$ 92,643.20
High School Assistant Principal	$ 52.02	$ 108,201.60
High school business education teacher	$ 70.18	$ 145,974.40
high school CBI teacher/Athletic Director	$ 64.79	$ 134,763.20
High School Counselor	$ 47.71	$ 99,236.80
high school ELA teacher	$ 34.15	$ 71,021.60
high school ELA teachers	$ 55.81	$ 116,084.80
High School English	$ 34.13	$ 70,980.00
High School English Teacher	$ 43.67	$ 90,840.53
High school family consumer science teacher	$ 41.58	$ 86,486.40
High School Geometry	$ 40.00	$ 83,200.00
HIgh School German	$ 40.00	$ 83,200.00
High School Government	$ 25.00	$ 52,000.00
High School Guidance Counselor	$ 42.41	$ 88,212.80
High School History	$ 40.00	$ 83,200.00
high school history and government teachers	$ 65.61	$ 136,468.80
high school intervention specialist	$ 46.35	$ 96,408.00
High School Math	$ 25.00	$ 52,000.00
high school math teacher	$ 49.83	$ 103,655.31
High School Math Teachers	$ 63.00	$ 131,040.00
High School MH Teacher	$ 40.22	$ 83,657.60
High School Paraprofessional	$ 20.00	$ 41,600.00
high school physical education teacher	$ 59.34	$ 123,427.20
High School Principal	$ 55.79	$ 116,033.75
High School Science	$ 40.00	$ 83,200.00
High School Science Teacher	$ 57.47	$ 119,545.92
high school science teachers	$ 60.70	$ 126,256.00
High School Secretary	$ 40.00	$ 83,200.00
High School Social Studies	$ 34.17	$ 71,073.60
High School Social Studies Teacher	$ 49.69	$ 103,348.27
High School Spanish Teacher	$ 62.93	$ 130,884.00
High School Teach	$ 35.00	$ 72,800.00

High School Teacher	$ 40.17	$ 83,543.89
High School Tech Teacher	$ 25.00	$ 52,000.00
High School Trig and Calc	$ 40.00	$ 83,200.00
high school, school counselor	$ 39.40	$ 81,952.00
Highway Maintenance Foreman	$ 41.10	$ 85,494.93
Highway Maintenance Supervisor	$ 40.87	$ 85,009.60
Hilliard Campus Assistant	$ 29.71	$ 61,796.80
Hilliard Campus Pastor	$ 50.48	$ 104,998.40
Hilliard Campus Production Director	$ 31.97	$ 66,497.60
Hilliard Campus Worship Director	$ 44.71	$ 92,996.80
Hilliard Campus Youth Director	$ 27.88	$ 57,990.40
Hilliard Dream Center Director	$ 33.06	$ 68,764.80
Hilliard Kids Director - Rock City Church	$ 27.24	$ 56,659.20
Hilliard Small Groups Director	$ 26.44	$ 54,995.20
Hillsdale 7-12 Principal	$ 63.64	$ 132,371.20
Hillsdale PK-6 Principal	$ 61.71	$ 128,356.80
Hiring & Training Manager	$ 18.00	$ 37,440.00
History Teacher	$ 56.52	$ 117,551.20
HIV & STI Program Manager	$ 33.91	$ 70,532.80
HMG Home Visiting Supervisor	$ 25.45	$ 52,936.00
HMG Home Visitor	$ 21.07	$ 43,825.60
Holds Coordinator	$ 19.06	$ 39,644.80
Home Room Teacher	$ 41.25	$ 85,800.00
Homeownership Manager	$ 26.90	$ 55,952.00
Homestead Specialist	$ 25.36	$ 52,748.80
Horticulture Manager	$ 29.80	$ 61,984.00
Horticulturist	$ 18.35	$ 38,168.00
Hospitality Assistant	$ 13.00	$ 27,040.00
Hospitality Facilitator	$ 19.00	$ 39,520.00
Hospitality Manager	$ 28.00	$ 58,240.00
Hospitality Sales Supervisor	$ 38.46	$ 79,996.80
Housing & Economic Assistance Director	$ 32.71	$ 68,036.80
Housing Administrator	$ 39.60	$ 82,368.00
Housing and Community Support Specialist	$ 21.00	$ 43,680.00
Housing Coordinator	$ 22.00	$ 45,760.00
Housing Director	$ 22.04	$ 45,843.20
Housing Manager	$ 31.50	$ 65,520.00
Housing Monitor	$ 17.33	$ 36,053.33
Housing Monitor Supervisor	$ 21.00	$ 43,680.00
Housing Operations Director	$ 40.87	$ 85,009.60
Housing Supervisor	$ 24.00	$ 49,920.00
HR	$ 27.25	$ 56,680.00
HR & Benefits Specialist	$ 19.00	$ 39,520.00
HR & Payroll Specialist	$ 34.13	$ 70,990.40
HR / Safety Director	$ 33.40	$ 69,472.00
HR / Billing	$ 27.00	$ 56,160.00
HR Administrator	$ 34.92	$ 72,638.80
HR Administrator I	$ 29.00	$ 60,320.00
HR Advisor	$ 15.75	$ 32,760.00
HR Analyst	$ 32.57	$ 67,745.60
HR Assistant	$ 23.35	$ 48,561.07
HR Associate	$ 35.20	$ 73,216.00
HR BP	$ 25.00	$ 52,000.00
HR Business Partner	$ 41.06	$ 85,407.11
HR Business Partner - Talent Retention	$ 39.42	$ 81,993.60
HR BUSINESS PARTNER COORDINATOR	$ 40.07	$ 83,345.60
HR Coordinator	$ 25.70	$ 53,464.67
HR Director	$ 51.69	$ 107,519.20
HR Generalist	$ 32.03	$ 66,619.48
HR Generalist I	$ 27.88	$ 57,990.40
HR Generalist IV	$ 46.87	$ 97,489.60
HR Generalist-Payroll Specialist	$ 35.70	$ 74,256.00
HR Manager	$ 45.60	$ 94,852.99
HR Officer	$ 38.63	$ 80,350.40
HR On-boarding specialist	$ 23.41	$ 48,692.80
HR Operations Manager	$ 37.50	$ 78,000.00
HR Operations Specialist	$ 40.74	$ 84,739.20

HR Project Manager	$ 40.99	$ 85,259.20
HR Recruiting Specialist	$ 36.00	$ 74,880.00
HR Representative	$ 28.38	$ 59,030.40
HR Speacilist	$ 27.50	$ 57,200.00
HR Specialist	$ 34.30	$ 71,342.96
HR Specialist/Deputy Director	$ 41.00	$ 85,280.00
HR Supervisor	$ 43.95	$ 91,416.00
HR Support Partner	$ 43.75	$ 91,000.00
HR Support, Therapist	$ 70.00	$ 145,600.00
HR Team Lead/Administrative Assistant	$ 28.01	$ 58,260.80
HR Team Leader	$ 28.65	$ 59,592.00
HR Training and Development Coordinator	$ 33.01	$ 68,660.80
HR/Marketing Specialist	$ 29.28	$ 60,902.40
HR/Payroll Coordinator	$ 25.00	$ 52,000.00
HRIS Administrator	$ 37.32	$ 77,625.60
HRIS Manager	$ 47.41	$ 98,612.80
HRIS Specialist	$ 47.05	$ 97,864.00
HS ELA teacher	$ 80.00	$ 166,400.00
HS English Teacher	$ 39.52	$ 82,201.60
HS Math Teacher	$ 62.28	$ 129,532.00
HS Principal	$ 61.67	$ 128,273.60
HS Prinicpal	$ 50.00	$ 104,000.00
HS Science	$ 35.78	$ 74,422.40
HS Science Teacher	$ 29.52	$ 61,401.60
HS Social Studies Teacher	$ 57.59	$ 119,787.20
HS Teacher	$ 63.23	$ 131,524.34
HS Teacher Assistant	$ 14.33	$ 29,806.40
Human Resouces Manager	$ 37.42	$ 77,833.60
Human Resource Analyst	$ 34.81	$ 72,404.80
Human Resource Assistant	$ 19.00	$ 39,520.00
Human Resource Director	$ 40.93	$ 85,141.33
Human Resource Generalist	$ 36.07	$ 75,025.60
Human Resource Generalist II	$ 33.92	$ 70,553.60
Human Resource Manager	$ 38.34	$ 79,747.20
Human Resources	$ 44.80	$ 93,190.93
Human Resources - Disability Coordinator	$ 35.10	$ 73,008.00
Human Resources & Technology lead	$ 45.96	$ 95,596.80
Human Resources / Technology Lead	$ 45.96	$ 95,596.80
Human Resources Administration	$ 77.39	$ 160,971.20
Human Resources Administrative Assistant	$ 25.00	$ 52,000.00
Human Resources Administrator	$ 31.10	$ 64,688.00
Human Resources Analyst	$ 34.34	$ 71,432.40
Human Resources Assistant	$ 32.00	$ 66,560.00
Human Resources Associate	$ 30.10	$ 62,614.93
Human Resources Business Partner	$ 40.62	$ 84,489.60
Human Resources Coordinator	$ 31.61	$ 65,745.02
Human Resources Director	$ 42.15	$ 87,665.07
HUMAN RESOURCES GENERALIST	$ 33.46	$ 69,603.73
Human Resources Generalist 2	$ 33.92	$ 70,553.60
Human Resources Manager	$ 49.07	$ 102,059.93
Human Resources Manager 2	$ 57.75	$ 120,120.00
Human Resources Officer	$ 38.63	$ 80,350.40
Human Resources Officer 2	$ 31.19	$ 64,875.20
Human Resources Officer 2, Recruitment	$ 35.10	$ 73,008.00
HUMAN RESOURCES SPECIALIST	$ 25.82	$ 53,705.60
Human Resources Supervisor	$ 27.24	$ 56,659.20
Human Resources Work Study	$ 13.00	$ 27,040.00
Human Trafficking Advocate	$ 20.00	$ 41,600.00
Hunger Relief Program Director	$ 33.33	$ 69,326.40
HVAC Apprentice	$ 20.83	$ 43,316.00
HVAC Helper	$ 23.33	$ 48,533.33
HVAC Installation Technician	$ 38.00	$ 79,040.00
HVAC Installer	$ 20.00	$ 41,600.00
HVAC Maintenance Technician	$ 23.00	$ 47,840.00
HVAC Service	$ 22.67	$ 47,146.67
HVAC Service Tech	$ 28.00	$ 58,240.00
HVAC Service Technician	$ 22.25	$ 46,280.00

HVAC technician	$ 21.64	$ 45,020.44
HVAC Technician - Journeyman	$ 27.00	$ 56,160.00
HVAC Technician apprentice	$ 18.25	$ 37,960.00
HVAC tehcnician apprentice	$ 15.00	$ 31,200.00
Hybrid Technician	$ 15.00	$ 31,200.00
I&E Controls Technician II	$ 30.00	$ 62,400.00
I.T. Director	$ 65.03	$ 135,262.40
IAM Administrator	$ 40.00	$ 83,200.00
IAM Manager	$ 42.95	$ 89,336.00
IATF Coordinator	$ 31.64	$ 65,818.13
Identity & Access Management Analyst	$ 40.85	$ 84,968.00
Identity & Access Mgmt Analyst II	$ 37.87	$ 78,769.60
Identity and Access Manager	$ 41.52	$ 86,361.60
IG TECHNOLOGY ENGINEER/IG PRODUCT MANAGER	$ 52.88	$ 109,990.40
IM Case Control Reviewer	$ 30.03	$ 62,462.40
Implementation Specialist	$ 34.81	$ 72,404.80
Import / Export Coordinator	$ 35.62	$ 74,089.60
Improve Process Engineer	$ 48.53	$ 100,942.40
Improve Process Leader	$ 76.36	$ 158,828.80
Improvement Technician V	$ 38.35	$ 79,768.00
Inbound Specialist	$ 13.00	$ 27,040.00
Incoming Quality Control Lead	$ 21.12	$ 43,929.60
Indirect Purchasing Analyst	$ 45.21	$ 94,036.80
Individual Small Group Instructor	$ 32.78	$ 68,182.40
Industrial Engineer	$ 41.39	$ 86,091.20
Industrial Engineer II	$ 42.51	$ 88,420.80
Industrial Enginerr	$ 38.46	$ 79,996.80
Industrial Maintenance Manager	$ 61.60	$ 128,128.00
Industrial Pre Treatment Coordinator	$ 35.85	$ 74,568.00
Industrial PreTreatment Coordinator	$ 37.28	$ 77,542.40
Industrial Relations Manager	$ 32.18	$ 66,934.40
Industrial Safety Manager	$ 39.00	$ 81,120.00
Industrial Tech	$ 57.29	$ 119,163.20
Info Systems Analyst	$ 45.26	$ 94,147.73
InfOhio Lead	$ 41.34	$ 85,987.20
Informatics Analyst II	$ 43.32	$ 90,105.60
Information & Technology Manager	$ 45.96	$ 95,596.80
INFORMATION ASSURANCE ANALYST	$ 28.99	$ 60,299.20
Information Security Analyst	$ 31.10	$ 64,681.07
Information Security Analyst II	$ 36.06	$ 75,004.80
Information Security Associate Analyst	$ 31.25	$ 65,000.00
Information Security Compliance Analyst	$ 33.84	$ 70,387.20
Information Security Engineer	$ 44.09	$ 91,707.20
Information Security Engineer II	$ 44.23	$ 91,998.40
Information Security Manager	$ 71.76	$ 149,260.80
Information Security Officer	$ 30.00	$ 62,400.00
Information Security Specialist	$ 32.27	$ 67,121.60
Information Services Administrator	$ 31.16	$ 64,812.80
Information Services Enterprise Applications Lead	$ 61.71	$ 128,356.80
Information Services Enterprise Infrastructure Lead	$ 65.34	$ 135,907.20
Information Services Lead Administrator & Architect	$ 49.14	$ 102,211.20
Information Services Lead Server Administrator	$ 48.04	$ 99,923.20
Information Support Specialist	$ 16.40	$ 34,112.00
Information Systems Analyst	$ 52.25	$ 108,669.60
Information Systems Support Specialist	$ 26.40	$ 54,912.00
Information Systems Technician & System Integrator	$ 37.40	$ 77,792.00
Information Technology Intern	$ 21.37	$ 44,449.60
Information Technology Specialist	$ 17.80	$ 37,032.91
Infrastructure Asset Technician	$ 33.60	$ 69,888.00
Infrastructure Director	$ 89.60	$ 186,368.00
Infrastructure Eng II	$ 38.44	$ 79,955.20
Infrastructure Engineer	$ 44.49	$ 92,534.00
Infrastructure Engineer II	$ 44.28	$ 92,102.40
Infrastructure Manager	$ 64.09	$ 133,314.13
Infrastructure Services Analyst 2	$ 34.76	$ 72,300.80
Infrastructure Services Manager	$ 45.67	$ 94,993.60
Infrastructure Services Supervisor	$ 36.06	$ 75,004.80

Infrastructure Supervisor	$ 59.96	$ 124,716.80
Infrastructure Support Engineer	$ 29.86	$ 62,108.80
Injection Molding Technician	$ 27.02	$ 56,201.60
Innovation Eng. Project Specialist	$ 42.60	$ 88,608.00
Innovation Project Manager	$ 48.48	$ 100,838.40
Innovation Researcher	$ 59.31	$ 123,364.80
Inside Sales	$ 36.22	$ 75,337.60
Inside Sales Administrative Assistant	$ 22.11	$ 45,988.80
Inside Sales Associate	$ 28.85	$ 60,008.00
Inside Sales Engineer	$ 38.70	$ 80,496.00
Inside Sales Manager	$ 37.77	$ 78,561.60
Inside Sales Manager/BDM	$ 53.84	$ 111,987.20
Inside Sales Rep	$ 21.63	$ 44,990.40
Inside Sales Representative	$ 28.19	$ 58,628.27
Inside Sales Specialist	$ 37.34	$ 77,667.20
Inside Sales Supervisor	$ 35.93	$ 74,734.40
Inside Sales Tech	$ 21.88	$ 45,500.00
Inside Sales/Proposal	$ 32.72	$ 68,057.60
Inspection & Shipping Manager	$ 31.00	$ 64,480.00
Inspector	$ 23.99	$ 49,897.47
Inspector, Detail	$ 24.12	$ 50,169.60
Install Admin Assistant	$ 26.00	$ 54,080.00
Install Field Supervisor	$ 39.26	$ 81,660.80
Install Project Coordinator	$ 21.50	$ 44,720.00
Install Supervisor	$ 39.00	$ 81,120.00
Installation Administrative Assistant	$ 26.00	$ 54,080.00
Installation Assistant Manager	$ 33.21	$ 69,076.80
Installation Supervisor	$ 32.99	$ 68,608.80
Installation Support Leader	$ 33.65	$ 69,992.00
Installation Technician	$ 27.45	$ 57,096.00
Installer	$ 19.96	$ 41,513.83
Installer/Technician	$ 27.54	$ 57,272.80
Institutional Research Analyst	$ 40.40	$ 84,032.00
Instruction Librarian	$ 24.04	$ 50,003.20
Instruction Technologist	$ 31.34	$ 65,187.20
Instructional Aide	$ 20.00	$ 41,600.00
Instructional Coach	$ 81.09	$ 168,674.13
Instructional Design Clinical Dev Specialist	$ 45.59	$ 94,827.20
Instructional Designer	$ 43.62	$ 90,729.60
Instructional Designer- Technology Training	$ 46.64	$ 97,011.20
Instructional Technology Director	$ 50.00	$ 104,000.00
Instructional Technology Specialist	$ 18.62	$ 38,729.60
Instructor	$ 46.50	$ 96,717.69
Instructor, Church and Society	$ 28.00	$ 58,240.00
Instructor, Math	$ 39.42	$ 81,993.60
Insurance Claims Resolution Specialist	$ 32.45	$ 67,496.00
Insurance Claims Resource Specialist	$ 32.45	$ 67,496.00
Insurance Coordinator	$ 21.00	$ 43,680.00
Intake	$ 18.00	$ 37,440.00
Intake Coordinator	$ 25.00	$ 52,000.00
Intake Lead	$ 23.50	$ 48,880.00
Intake Manager	$ 20.00	$ 41,600.00
Intake Resource Manager	$ 30.40	$ 63,232.00
Intake Supervisor	$ 23.55	$ 48,984.00
Intake Systems Manager	$ 30.40	$ 63,232.00
Integrator	$ 77.88	$ 161,990.40
Intensive Home-Based Services Manager	$ 34.62	$ 72,009.60
Intercompany Specialist	$ 26.44	$ 54,995.20
Interention Specialist	$ 58.84	$ 122,387.20
Interim Accounting Cleak	$ 22.21	$ 46,196.80
Interim Associate Director of The Dragonfly VillageÂ	$ 36.06	$ 75,004.80
Interim Chief Academic Officer	$ 62.50	$ 130,000.00
Interim Communications Supervisor	$ 34.63	$ 72,030.40
Interim Dean	$ 72.12	$ 150,009.60
Interim Director of HCVP	$ 34.62	$ 72,009.60
Interim Medical Director	$ 144.23	$ 299,998.40
Interim Quality Supervisor	$ 25.00	$ 52,000.00

Interm Accounting Cleak	$ 19.16	$ 39,852.80
Intern	$ 20.57	$ 42,788.57
Intern II	$ 20.00	$ 41,600.00
Intern>Oracle Business Analyst I	$ 21.63	$ 44,990.40
Internal Audit Analyst	$ 33.65	$ 69,992.00
Internal Audit Assistant	$ 23.94	$ 49,795.20
Internal Audit Manager	$ 33.89	$ 70,491.20
Internal Auditor	$ 27.73	$ 57,678.40
International Project Specialist	$ 37.51	$ 78,020.80
Internet / GIS Support Specialist	$ 28.24	$ 58,739.20
Internet/GIS Support Specialist	$ 28.24	$ 58,739.20
Internship Coordinator/Art Therapist	$ 26.50	$ 55,120.00
Interpretor	$ 26.63	$ 55,383.47
Intervention	$ 37.16	$ 77,292.80
Intervention Specialist	$ 45.39	$ 94,412.40
Intervention Specialist Assistant - Early Intervention	$ 24.69	$ 51,355.20
Intervention Teacher	$ 52.83	$ 109,879.47
INVENTORY	$ 24.90	$ 51,781.60
Inventory Analyst	$ 26.82	$ 55,775.20
Inventory Clerk	$ 25.23	$ 52,478.40
Inventory Control and Project Manager	$ 30.71	$ 63,876.80
Inventory Control Coordinator	$ 26.76	$ 55,660.80
Inventory Control Coordinator - IT	$ 24.60	$ 51,168.00
Inventory Control Manager	$ 31.25	$ 65,000.00
Inventory Control Senior Manager	$ 52.88	$ 109,990.40
Inventory Control Specialist	$ 28.30	$ 58,853.60
Inventory Controller	$ 25.51	$ 53,060.80
Inventory Coordinator	$ 22.67	$ 47,153.60
Inventory Expeditor	$ 19.19	$ 39,915.20
Inventory Management Administrator	$ 29.81	$ 62,004.80
Inventory Manager	$ 26.92	$ 55,985.28
Inventory Materials ManagerÂ	$ 37.13	$ 77,230.40
Inventory Planner	$ 28.11	$ 58,468.80
Inventory Services Coordinator	$ 36.90	$ 76,752.00
Inventory/Asset Coordinator	$ 28.85	$ 60,008.00
Investigative Agent	$ 33.81	$ 70,324.80
Investment Associate	$ 64.00	$ 133,120.00
IOP Case Manager	$ 21.00	$ 43,680.00
IOP Case Manager Lead	$ 29.00	$ 60,320.00
IOP Coordinator	$ 40.00	$ 83,200.00
IQMS Administrator	$ 31.25	$ 65,000.00
IR Project Manager	$ 51.47	$ 107,057.60
Ironworker	$ 20.67	$ 42,986.67
Ironworker, Welder	$ 30.50	$ 63,440.00
IS Architect	$ 81.63	$ 169,790.40
IS Architect- IT Research and Innovation	$ 67.05	$ 139,464.00
IS Architect-Data Warehouse	$ 76.36	$ 158,828.80
IS Business Intelligence Analyst II	$ 45.04	$ 93,683.20
IS Cloud Architect	$ 62.50	$ 130,000.00
IS Customer Service Analyst I	$ 27.99	$ 58,223.36
IS Customer Service Analyst II	$ 29.81	$ 62,004.80
IS Customer Service Analyst II - RIS	$ 31.87	$ 66,289.60
IS Customer Service Analyst II NE	$ 28.06	$ 58,364.80
IS Customer Service Analyst III	$ 40.14	$ 83,491.20
IS Customer Service Analyst IV	$ 42.76	$ 88,940.80
IS Customer Service Team Supervisor	$ 41.58	$ 86,486.40
IS Cybersecurity Engineer	$ 35.67	$ 74,193.60
IS Data Center Technician	$ 32.04	$ 66,632.80
IS Data Center Technician- IS Data Center	$ 32.00	$ 66,560.00
IS Epic Analyst	$ 52.30	$ 108,784.00
IS Epic Application Coordinator	$ 37.81	$ 78,644.80
IS Epic Senior Application Analyst	$ 53.59	$ 111,467.20
IS Epic Senior Application Coordinator	$ 44.67	$ 92,913.60
IS Epic Senior Systems Engineer	$ 62.38	$ 129,755.60
IS Epic Support Analyst	$ 33.19	$ 69,035.20
IS Epic Systems Engineer	$ 51.51	$ 107,140.80
IS Lead Analyst	$ 62.39	$ 129,778.13

IS Lead Trainer	$ 47.47	$ 98,737.60
IS Manager	$ 60.17	$ 125,153.60
IS Manager- Database Administration	$ 90.95	$ 189,176.00
IS Manager I	$ 68.90	$ 143,312.00
IS PMO Portfolio Analyst	$ 62.50	$ 130,000.00
IS Procurement Analyst	$ 27.81	$ 57,844.80
IS Project Coordinator	$ 38.16	$ 79,372.80
IS Project Coordinator- IS Project Management Office	$ 40.75	$ 84,760.00
IS Project Manager	$ 55.93	$ 116,327.47
IS Project Manager Senior	$ 26.51	$ 55,140.80
IS Security & Risk Analyst I	$ 34.69	$ 72,155.20
IS Security & Risk Senior Analyst	$ 65.56	$ 136,364.80
IS Senior Systems Engineer	$ 60.53	$ 125,902.40
IS Senior Systems Programmer	$ 58.10	$ 120,848.00
IS Senior Systems Programmer - IT Research and Innovation	$ 55.30	$ 115,024.00
IS Sr. Process Manager	$ 44.00	$ 91,520.00
IS System Analyst Senior	$ 45.96	$ 95,596.80
IS Systems Analyst	$ 37.31	$ 77,604.80
IS Systems Analyst I	$ 33.66	$ 70,012.80
IS Systems Analyst II	$ 38.05	$ 79,146.60
IS Systems Analyst II -	$ 44.70	$ 92,976.00
IS Systems Analyst Senior	$ 55.91	$ 116,292.80
IS Systems Analyst Senior - IS Applications	$ 60.24	$ 125,299.20
IS Systems Analyst Sr	$ 57.10	$ 118,757.60
IS Systems Engineer	$ 38.68	$ 80,444.00
IS Systems Programmer II IT Research and Innovation	$ 46.29	$ 96,283.20
ISD Hardware Technician	$ 28.17	$ 58,593.60
IT	$ 45.57	$ 94,793.92
IT - INFORMATION TECH	$ 21.00	$ 43,680.00
IT & Media Specialist	$ 34.95	$ 72,685.60
IT Administrative Analyst	$ 29.69	$ 61,755.20
IT Administrator I	$ 26.00	$ 54,080.00
IT Analyst	$ 44.97	$ 93,545.40
IT Analyst I	$ 35.94	$ 74,755.20
IT Anayst	$ 75.00	$ 156,000.00
IT Application Administrator	$ 52.07	$ 108,305.60
IT Application Infrastructure Engineer	$ 47.71	$ 99,226.40
IT Applications Analyst	$ 36.06	$ 75,004.80
IT Applications Manager	$ 60.54	$ 125,923.20
IT Applications Support Analyst	$ 31.00	$ 64,480.00
IT Apps Programmer	$ 49.19	$ 102,315.20
IT Apps Programmer Assoc	$ 37.30	$ 77,584.00
IT Apps Programmer Consultant	$ 83.36	$ 173,394.00
IT Apps Programmer Ld	$ 69.02	$ 143,563.33
IT Apps Programmer Sr	$ 59.04	$ 122,803.20
IT ASSISTANT	$ 30.09	$ 62,587.20
IT Assoc Project Mgr Sr	$ 50.23	$ 104,478.40
IT Bus Sys Alyt Sr	$ 53.09	$ 110,427.20
IT Business Analysis	$ 35.47	$ 73,777.60
IT Business Analyst	$ 39.42	$ 81,993.60
IT Business Analyst I	$ 38.89	$ 80,891.20
IT Business Coordinator	$ 28.19	$ 58,635.20
IT Business Manager	$ 57.89	$ 120,411.20
IT Business Process Analyst	$ 49.89	$ 103,771.20
IT Business System Analyst	$ 38.27	$ 79,601.60
IT Change & Incident Mgmt Analyst I	$ 45.32	$ 94,265.60
IT Change Specialist	$ 62.00	$ 128,960.00
IT Cloud Engineer 3	$ 39.70	$ 82,576.00
IT Communication & Collaboration Specialist	$ 37.60	$ 78,208.00
IT Consultant	$ 25.00	$ 52,000.00
IT Coordinator	$ 29.42	$ 61,193.60
IT Cybersecurity Analyst	$ 44.78	$ 93,142.40
IT Data Architect Lead	$ 77.69	$ 161,595.20
IT DESKTOP SUPPORT TECH	$ 24.10	$ 50,134.93
IT Desktop Support Technician	$ 27.90	$ 58,032.00
IT Developer	$ 34.13	$ 70,990.40
IT Developer Analyst	$ 39.51	$ 82,180.80

IT Developer I	$ 39.42	$ 81,993.60
IT Development Manager	$ 51.00	$ 106,080.00
IT DevOps Eng Lead	$ 69.55	$ 144,657.07
IT DevOps Eng Senior	$ 63.12	$ 131,279.20
IT director	$ 53.78	$ 111,866.86
IT Director/Engineering Teacher	$ 32.64	$ 67,891.20
IT Domain Architect Consultant	$ 97.84	$ 203,507.20
IT End User Support Technician 2	$ 39.22	$ 81,577.60
IT Endpoint Engineering Analyst II	$ 30.06	$ 62,524.80
IT ENGINEER	$ 35.22	$ 73,267.05
IT Financial Coordinator	$ 27.45	$ 57,096.00
IT Governance Consultant	$ 78.08	$ 162,406.40
IT Governance Principal	$ 72.48	$ 150,751.47
It Helpdesk Tech	$ 25.50	$ 53,040.00
IT Incident Mgmt Analyst	$ 36.30	$ 75,504.00
IT Infrastructure Engineer 1	$ 25.91	$ 53,901.12
IT Lead Product Owner	$ 62.00	$ 128,960.00
IT Leadership Program Participant	$ 37.91	$ 78,861.71
IT Manager	$ 45.19	$ 94,001.89
IT Manager II	$ 68.69	$ 142,882.13
IT Network Administrator	$ 27.60	$ 57,408.00
IT Network Engineer	$ 42.99	$ 89,408.80
IT Network Management Engineer 2	$ 42.31	$ 88,004.80
IT Operations Analyst	$ 57.00	$ 118,560.00
IT Operations Manager	$ 45.66	$ 94,965.87
IT Operations Software Manager	$ 49.65	$ 103,272.00
IT Portfolio Manager	$ 66.16	$ 137,612.80
IT Product Owner	$ 40.80	$ 84,853.60
IT Programer	$ 48.08	$ 100,006.40
IT Programmer	$ 30.79	$ 64,036.27
IT PROJECT ANALYST	$ 26.97	$ 56,097.60
IT Project Assistant	$ 30.63	$ 63,710.40
IT Project Manager	$ 42.80	$ 89,017.07
IT Project Mgr 2	$ 44.40	$ 92,352.00
IT Purchasing Analyst 3	$ 33.67	$ 70,033.60
IT Quality Assur Anlyt Ld	$ 58.75	$ 122,200.00
IT Quality Assur Anlyt Sr	$ 56.89	$ 118,338.13
IT Release Mgmt Coordinator	$ 67.41	$ 140,212.80
IT Report Developer II	$ 47.68	$ 99,174.40
IT Report Developer Senior	$ 55.40	$ 115,232.00
IT Report Developer Sr	$ 48.99	$ 101,899.20
IT Report Developer Sr.	$ 56.20	$ 116,896.00
IT Scrum Master	$ 59.04	$ 122,803.20
IT Security Analyst	$ 31.61	$ 65,741.87
IT Security Analyst 1	$ 34.15	$ 71,032.00
IT Security Director	$ 57.29	$ 119,163.20
IT Security Specialist	$ 35.00	$ 72,800.00
IT Senior Oracle Developer	$ 52.77	$ 109,761.60
It Service Center Specialist	$ 21.63	$ 44,990.40
IT Service Desk	$ 22.00	$ 45,760.00
IT Service Desk Analyst	$ 25.67	$ 53,386.67
IT Service Desk Engineer II	$ 30.00	$ 62,400.00
IT Service Desk Manager	$ 39.00	$ 81,120.00
IT Service Desk Technician II	$ 29.14	$ 60,611.20
IT Services Incident Suppport Tech.	$ 31.25	$ 65,000.00
IT Software Dev Test	$ 50.62	$ 105,289.60
IT Software Dev Test Ld	$ 67.20	$ 139,765.60
IT Software Dev Test Sr	$ 54.09	$ 112,507.20
IT Software Developer	$ 53.93	$ 112,177.00
IT Software Developer Assoc	$ 35.99	$ 74,866.13
IT Software Developer Conslt	$ 90.00	$ 187,189.60
IT Software Developer Consultant	$ 86.40	$ 179,707.84
IT Software Developer Ld	$ 71.99	$ 149,734.21
IT Software Developer Sr	$ 61.58	$ 128,076.00
IT Solution Architect Consult	$ 85.49	$ 177,819.20
IT Solution Architect Lead	$ 79.27	$ 164,873.28
IT Specialist	$ 26.60	$ 55,325.40

IT Specilaist	$ 29.00	$ 60,320.00
IT Sr. Product Owner	$ 60.38	$ 125,590.40
IT Srvc Desk Spec	$ 28.10	$ 58,437.60
IT Supervisor	$ 39.98	$ 83,158.40
IT Support	$ 30.82	$ 64,095.20
IT Support Analyst	$ 26.78	$ 55,702.40
IT SUPPORT ANALYST & ASSISTANT SYSTEMS ADMINISTRATOR	$ 32.24	$ 67,059.20
IT Support and Solutions Technician	$ 32.19	$ 66,955.20
IT Support Engineer	$ 30.61	$ 63,668.80
IT Support Manager	$ 36.68	$ 76,294.40
IT Support Specialist	$ 27.07	$ 56,295.20
IT Support Specialist - TAC Team Lead	$ 31.73	$ 65,998.40
IT Support Specialist - Tier 1	$ 25.30	$ 52,624.00
IT Support Specialist - Tier 2	$ 27.09	$ 56,336.80
IT Support Specialist 1	$ 26.58	$ 55,286.40
IT Support Supervisor	$ 56.84	$ 118,216.80
IT Support Tech	$ 28.65	$ 59,592.00
IT Support Technician	$ 23.30	$ 48,470.93
IT Support Technician Team Lead	$ 26.67	$ 55,473.60
IT Syst Test Eng Ld	$ 65.65	$ 136,552.00
IT Syst Test Eng Sr	$ 51.65	$ 107,432.00
IT Systems & Infrastructure Mg	$ 57.69	$ 119,995.20
IT Systems & Network Analyst	$ 44.28	$ 92,102.40
IT Systems Admin	$ 49.00	$ 101,920.00
IT Systems Administrator	$ 45.34	$ 94,308.42
IT Systems Adminstrator	$ 42.79	$ 89,003.20
IT Systems Analyst I	$ 24.40	$ 50,752.00
IT Systems Analyst Lead	$ 72.50	$ 150,800.00
IT Systems Engineer	$ 44.13	$ 91,790.40
IT Systems Engineer Consultant	$ 83.89	$ 174,496.40
IT Systems Engineer Sr	$ 58.86	$ 122,418.40
IT Systems Manager	$ 71.70	$ 149,136.00
IT Systems Manager Sr.	$ 69.19	$ 143,915.20
IT Systems Specialist	$ 31.38	$ 65,270.40
IT Talent Development Specialist	$ 53.30	$ 110,864.00
IT Tech	$ 27.13	$ 56,430.40
IT Tech Lead	$ 45.67	$ 94,993.60
IT Technical Analysis Manager	$ 40.00	$ 83,200.00
IT Technical Specialist II	$ 28.26	$ 58,780.80
IT Technical Systems Analyst	$ 32.57	$ 67,745.60
IT Technician	$ 27.36	$ 56,907.93
IT&S Applications Trainer II	$ 56.07	$ 116,625.60
IT&S Applications Trainer III Remote	$ 59.45	$ 123,656.00
IT-Business Analyst	$ 40.17	$ 83,560.53
IT-Business Analyst LD	$ 41.46	$ 86,236.80
Item Maintenance Specialist	$ 16.46	$ 34,226.40
ITI General Manager	$ 93.75	$ 195,000.00
ITM & Customer Support Specialist	$ 18.50	$ 38,480.00
ITM Customer Service	$ 18.50	$ 38,480.00
ITM Customer Support Specialist	$ 28.54	$ 59,363.20
JAGFORCE / PERFORMANCE COORDINATOR	$ 32.82	$ 68,265.60
Java Developer	$ 45.00	$ 93,600.00
JCC Director	$ 39.04	$ 81,203.20
JCRC Director	$ 30.33	$ 63,086.40
JFS Director	$ 37.03	$ 77,022.40
Job Captain	$ 32.00	$ 66,560.00
Job Developer	$ 22.00	$ 45,760.00
Job Shop Engineering Manager	$ 55.00	$ 114,400.00
Journeyman	$ 34.19	$ 71,111.47
Journeyman - Line Technician	$ 60.54	$ 125,923.20
Journeyman Carpenter	$ 26.75	$ 55,640.00
Journeyman Editor	$ 29.64	$ 61,651.20
Journeyman Electrican	$ 32.00	$ 66,560.00
Journeyman Electrician	$ 31.38	$ 65,269.95
Journeyman Electrician Team Lead	$ 42.02	$ 87,401.60
Journeyman Electrician/Project Manager	$ 38.00	$ 79,040.00
Journeyman Laborer	$ 33.18	$ 69,014.40

Journeyman Line Worker	$ 53.28	$ 110,820.32
Journeyman Lineman	$ 49.36	$ 102,670.88
Journeyman Lineman A	$ 51.81	$ 107,754.40
Journeyman Lineman B	$ 45.58	$ 94,806.40
Journeyman Lineman I	$ 48.88	$ 101,670.40
Journeyman Lineworker	$ 53.47	$ 111,215.00
Journeyman Plumber	$ 32.60	$ 67,816.91
Journeyperson in Training	$ 44.22	$ 91,977.60
Journeywoman	$ 31.19	$ 64,864.80
Jr Designer	$ 25.00	$ 52,000.00
Jr eCommerce Business Analyst	$ 28.85	$ 60,008.00
Jr. Accountant	$ 26.69	$ 55,515.20
Jr. High/High School Health Teacher	$ 25.00	$ 52,000.00
Jr. Production Planner	$ 21.63	$ 44,990.40
Jr. Program Manager-Supervisor	$ 40.89	$ 85,051.20
JR. Programmer	$ 29.92	$ 62,233.60
Jr. Project Manager	$ 26.00	$ 54,080.00
jscott@ecresourcecenter.org	$ 26.78	$ 55,702.40
Judge	$ 78.85	$ 164,008.00
Junior Assembly Technician	$ 16.50	$ 34,320.00
Junior Assistant of Project Engineer	$ 20.00	$ 41,600.00
Junior Business Development Rep	$ 20.19	$ 41,995.20
Junior Buyers	$ 29.69	$ 61,755.20
Junior Developer	$ 32.59	$ 67,795.20
Junior Engineer	$ 33.30	$ 69,270.93
Junior Estimator	$ 32.69	$ 67,995.20
Junior High Math Teacher	$ 25.00	$ 52,000.00
Junior Maintenance Engineer	$ 26.50	$ 55,120.00
Junior Melt Engineer	$ 37.01	$ 76,980.80
JUNIOR PROJECT MANAGER	$ 30.00	$ 62,400.00
Junior Systems Administrator	$ 28.85	$ 60,008.00
Junior Technician	$ 29.72	$ 61,817.60
Juvenile Court Administrator	$ 20.00	$ 41,600.00
Juvinele Court Bailiff	$ 20.00	$ 41,600.00
K Teacher	$ 30.00	$ 62,400.00
K-12 Music Teacher	$ 37.94	$ 78,915.20
K-12 Spanish Teacher	$ 46.17	$ 96,033.60
K-12 Visual Arts Teacher	$ 67.05	$ 139,464.00
KAPS Consultant	$ 56.23	$ 116,958.40
KAPS Expert	$ 40.80	$ 84,864.00
Kelsey Hunt	$ 47.10	$ 97,968.00
Kerry_Lux@progressive.com	$ 46.92	$ 97,593.60
Kettle Supervisor	$ 42.66	$ 88,732.80
Key Account Customer Service Representative	$ 21.63	$ 44,990.40
Key Accounts Customer Service	$ 21.63	$ 44,990.40
Key Accounts Manager	$ 50.00	$ 104,000.00
Key Accounts Representative	$ 24.00	$ 49,920.00
KidStop Director	$ 21.52	$ 44,761.60
Kiln Techinician	$ 32.72	$ 68,057.60
Kindergarten teacher	$ 67.75	$ 140,920.00
Kitchen and Market Manager	$ 25.75	$ 53,560.00
Knowledge Management Lead	$ 64.90	$ 134,992.00
Lab Analyst II	$ 27.00	$ 56,160.00
Lab Geotechnician	$ 26.50	$ 55,120.00
Lab Instructor	$ 50.07	$ 104,145.60
Lab Manager	$ 33.63	$ 69,957.33
Lab Supervisor	$ 36.28	$ 75,452.00
Lab Tech	$ 22.36	$ 46,501.87
Lab Technician	$ 29.40	$ 61,147.38
Lab Technician II	$ 25.12	$ 52,249.60
Labor Relations Manager	$ 45.18	$ 93,974.40
Laboratory Assistant	$ 32.00	$ 66,560.00
Laboratory Instructional Assistant	$ 27.29	$ 56,763.20
Laboratory Technician	$ 25.08	$ 52,166.40
Laborer	$ 20.44	$ 42,524.44
Lactation Consultant	$ 43.68	$ 90,854.40
Laminating Manager	$ 31.25	$ 65,000.00

LAN Administrator	$ 39.47	$ 82,090.67
Land Development Manager	$ 52.64	$ 109,491.20
Laser Operator	$ 20.00	$ 41,600.00
Laser Programmer	$ 28.65	$ 59,592.00
Law Director	$ 59.69	$ 124,155.20
Lawn & Garden Sales	$ 17.50	$ 36,400.00
LBC Technician	$ 18.53	$ 38,542.40
LCDC III	$ 38.00	$ 79,040.00
Lead	$ 20.00	$ 41,600.00
Lead Account	$ 28.00	$ 58,240.00
Lead Accounts Receivable Specialist	$ 22.71	$ 47,236.80
Lead Analyst	$ 75.00	$ 156,000.00
Lead Analyst, Finance	$ 44.26	$ 92,050.40
Lead Analyst, Finance Data & Analytics	$ 52.94	$ 110,115.20
Lead Analytical Scientist	$ 50.00	$ 104,000.00
LEAD Assistant Manager	$ 34.30	$ 71,344.00
Lead Biller	$ 24.00	$ 49,920.00
Lead Business Data Analyst	$ 55.77	$ 116,001.60
Lead Business Systems Analyst	$ 35.42	$ 73,673.60
Lead Chaplain	$ 35.54	$ 73,923.20
Lead CNC Machinist	$ 41.20	$ 85,696.00
Lead Coder	$ 21.00	$ 43,680.00
Lead Customer Account Specialist	$ 34.06	$ 70,844.80
Lead Customer Service Representative	$ 21.65	$ 45,032.00
Lead Data Engineer	$ 57.56	$ 119,714.40
Lead Designer	$ 47.21	$ 98,199.77
Lead DevSecOps Engineer	$ 75.48	$ 156,998.40
Lead Electrical Assembly Technician	$ 35.00	$ 72,800.00
Lead Engineer	$ 37.98	$ 78,998.40
LEAD ESTIMATOR	$ 38.53	$ 80,150.72
Lead Fiber Optic Technician	$ 44.64	$ 92,851.20
Lead Field Technician	$ 25.50	$ 53,040.00
lead forklift operator	$ 20.89	$ 43,446.00
Lead I.T. Support Technician	$ 25.50	$ 53,040.00
Lead Installer	$ 26.83	$ 55,813.33
Lead Instructor	$ 40.00	$ 83,200.00
Lead Line Maintainer	$ 43.42	$ 90,313.60
Lead Machinist	$ 28.00	$ 58,240.00
Lead Machinist III	$ 36.50	$ 75,920.00
Lead Maintainer	$ 45.11	$ 93,828.80
Lead Maintenance Technician	$ 35.83	$ 74,516.00
Lead Materials Engineer	$ 32.50	$ 67,600.00
Lead Mechanical Service Technician	$ 37.70	$ 78,416.00
Lead Network Engineer	$ 31.75	$ 66,040.00
Lead of Arts and Communications	$ 56.00	$ 116,480.00
Lead of Special Projects	$ 20.00	$ 41,600.00
Lead of Welding Department	$ 33.88	$ 70,470.40
Lead Operator	$ 32.16	$ 66,885.87
Lead Paramedic	$ 18.00	$ 37,440.00
Lead Pastor	$ 45.67	$ 94,993.60
Lead Platform Engineer	$ 51.53	$ 107,189.33
Lead Process Technician	$ 36.91	$ 76,779.73
Lead Processor	$ 21.63	$ 44,990.40
Lead Product Design Engineer	$ 37.50	$ 78,000.00
Lead Product Owner	$ 65.67	$ 136,583.20
Lead Production Trainer	$ 26.46	$ 55,036.80
Lead Proficiency Analyst	$ 35.00	$ 72,800.00
LEAD PROGRAM BUDGET ANALYST	$ 67.79	$ 141,003.20
Lead Project Engineer	$ 45.76	$ 95,180.80
Lead R&D Technician	$ 32.27	$ 67,121.60
Lead Retail Pharmacy Technician	$ 25.61	$ 53,268.80
Lead Sales Representative	$ 22.28	$ 46,342.40
Lead Scientist	$ 64.69	$ 134,555.20
Lead Senior Benefits Specialist	$ 44.75	$ 93,080.00
LEAD Senior Technical Specialist	$ 39.42	$ 81,993.60
Lead Sewer Technician	$ 33.25	$ 69,160.00
Lead Software Engineer	$ 75.42	$ 156,873.60

Lead Solution Architect	$ 77.90	$ 162,032.00
Lead Solutions Architect	$ 55.39	$ 115,211.20
Lead Systems Administrator	$ 41.81	$ 86,964.80
Lead Systems Support Specialist	$ 41.79	$ 86,923.20
Lead Tax Analyst	$ 50.82	$ 105,712.53
LEAD Technical Specialist	$ 37.67	$ 78,362.84
Lead Technician	$ 31.04	$ 64,568.40
Lead Technician Research & Development	$ 35.98	$ 74,838.40
Lead Testing Engineer	$ 30.00	$ 62,400.00
Lead Training Facilitator	$ 42.46	$ 88,316.80
Lead Utility Designer	$ 28.00	$ 58,240.00
Lead Validation Engineer II	$ 63.74	$ 132,579.20
Lead Warehouse Driver	$ 22.63	$ 47,070.40
Lead Welder	$ 28.00	$ 58,240.00
Lead, Digital Workplace	$ 44.08	$ 91,686.40
Lead, Network Engineering	$ 71.54	$ 148,803.20
Leadership Development Administrator	$ 45.97	$ 95,617.60
Lean Leader	$ 62.43	$ 129,854.40
Learning & Development Consultant	$ 32.35	$ 67,288.00
Learning & Development Manager	$ 30.72	$ 63,897.60
Learning & Development Specialist	$ 35.70	$ 74,256.00
Learning and Development Manager	$ 40.53	$ 84,307.60
Learning and Development Specialist	$ 32.96	$ 68,556.80
Learning Design Specialist	$ 19.48	$ 40,508.00
Learning Development Officer	$ 34.03	$ 70,782.40
Learning Development Specialist	$ 37.51	$ 78,020.80
Learning Program Specialist	$ 30.45	$ 63,336.00
Learning Technology Manager	$ 50.48	$ 104,998.40
Lease Administration Analyst	$ 24.52	$ 51,001.60
Lease Administration Manager	$ 42.27	$ 87,921.60
Lease Administrator	$ 39.13	$ 81,390.40
Lease Up & Transition Manager	$ 38.96	$ 81,036.80
Leasing Coordinator	$ 26.44	$ 54,995.20
Leasing Specialist	$ 22.96	$ 47,749.87
Leave Specialist	$ 30.09	$ 62,587.20
Legal Account Clerk 3	$ 27.44	$ 57,064.80
Legal Administration Manager	$ 38.76	$ 80,620.80
Legal Administrator	$ 19.23	$ 39,998.40
Legal Clinic Assistant	$ 18.00	$ 37,440.00
Legal Software Trainer	$ 45.08	$ 93,766.40
Legal Support Specialist	$ 35.81	$ 74,484.80
Legal Systems Administrator	$ 41.59	$ 86,507.20
Librarian	$ 29.83	$ 62,053.33
Librarian/Theater	$ 66.58	$ 138,486.40
Library Clerk	$ 12.76	$ 26,547.04
Library Director	$ 55.35	$ 115,128.00
LIBRARY MEDIA SPECIALIST	$ 59.78	$ 124,342.40
Library Sys and App Analyst	$ 48.86	$ 101,628.80
Library Sys App Specialist	$ 37.05	$ 77,064.00
Library Systems and Applications Analyst	$ 48.47	$ 100,817.60
Library Technology Assistant	$ 14.50	$ 30,160.00
Licensing Operations & Support Director	$ 29.72	$ 61,817.60
Lietenant	$ 53.84	$ 111,987.20
Lieutenant	$ 34.97	$ 72,727.20
Lieutenant Medic	$ 35.68	$ 74,204.00
Lieutenant of Police	$ 42.00	$ 87,360.00
Life Skills	$ 18.09	$ 37,627.20
Life Skills Aide	$ 18.15	$ 37,752.00
Light Equipment Operator 2	$ 20.27	$ 42,167.54
Lighting Assistant	$ 20.50	$ 42,640.00
LIMS Software Configuration Developer	$ 46.05	$ 95,784.00
Line Crew	$ 21.20	$ 44,096.00
Line Operator	$ 29.46	$ 61,266.40
Line Runner	$ 19.50	$ 40,560.00
Line Technician A	$ 51.80	$ 107,744.00
Line Technician A (Step 10)	$ 51.80	$ 107,744.00
Line Technician A (Step 9)	$ 46.09	$ 95,867.20

Line Technician B (Step 7)	$ 41.29	$ 85,883.20
Line Technician B (Step 8)	$ 44.79	$ 93,163.20
Line Technician C (Step 6)	$ 37.78	$ 78,582.40
Lineaman Apprentice	$ 41.81	$ 86,964.80
Lineman	$ 44.23	$ 91,993.78
Lineman II	$ 39.60	$ 82,368.00
Lineman III	$ 35.92	$ 74,711.00
LIS Administrator	$ 60.09	$ 124,987.20
LISW	$ 47.73	$ 99,278.40
Literacy Coach	$ 40.00	$ 83,200.00
Literacy Coordinator	$ 35.00	$ 72,800.00
Literacy Curriculum Leader	$ 61.79	$ 128,523.20
Literacy Specialist	$ 58.61	$ 121,898.40
LKCO Lab Tech	$ 19.00	$ 39,520.00
LMS Coordinator	$ 30.21	$ 62,836.80
Loan Documentation Specialist	$ 23.28	$ 48,422.40
Loan Operations	$ 22.85	$ 47,528.00
Loan Operations Manager	$ 26.44	$ 54,995.20
Loan Processer	$ 38.99	$ 81,099.20
Loan Servicing Manager	$ 41.05	$ 85,384.00
LOB Reporting Analyst II	$ 36.78	$ 76,502.40
Local 310 Union Laborer	$ 34.00	$ 70,720.00
Local Marketing Manager	$ 26.44	$ 54,995.20
Location Manager/Funeral Director/Embalmer	$ 41.59	$ 86,507.20
Logistics / Order Entry & Purchasing Supervisor	$ 23.88	$ 49,670.40
Logistics / Warehouse Supervisor	$ 21.89	$ 45,531.20
Logistics Adminstrator	$ 31.61	$ 65,748.80
Logistics and Procurement Lead	$ 25.37	$ 52,769.60
LOGISTICS -BUILDING DIRECTOR	$ 37.05	$ 77,064.00
Logistics Coordinator	$ 24.02	$ 49,961.60
Logistics Maintenance Support Specialist	$ 23.50	$ 48,880.00
Logistics Manager	$ 29.81	$ 62,004.80
Logistics Secretary	$ 17.75	$ 36,920.00
Long-term Sub Teacher	$ 40.00	$ 83,200.00
LPN	$ 29.95	$ 62,296.00
Lube Tech	$ 17.00	$ 35,360.00
Lube Technician	$ 17.60	$ 36,608.00
Machine Assember	$ 23.40	$ 48,672.00
Machine Assembler	$ 23.40	$ 48,672.00
Machine Assembly Technician	$ 31.07	$ 64,618.67
Machine Operator	$ 21.39	$ 44,496.98
Machine operator and shipping manager	$ 19.00	$ 39,520.00
Machine Operator II	$ 30.10	$ 62,608.00
Machine Operator IV	$ 27.44	$ 57,075.20
Machine Repair JIT (Journeyperson In Training)	$ 42.13	$ 87,627.43
Machine Repair Skilled Trades	$ 36.96	$ 76,876.80
Machine Shop Apprentice	$ 21.66	$ 45,052.80
Machine Shop Manager	$ 63.42	$ 131,913.60
Machine Specialist	$ 22.03	$ 45,812.00
Machinest	$ 27.78	$ 57,785.00
Machining Cell	$ 23.00	$ 47,840.00
Machining Supervisor	$ 43.25	$ 89,960.00
Machining Technican	$ 32.50	$ 67,600.00
Machinist	$ 28.98	$ 60,277.47
Machinist 2	$ 22.00	$ 45,760.00
Machinist 3	$ 28.54	$ 59,363.20
Machinist 3iQ	$ 22.91	$ 47,652.80
Machinist Apprentice	$ 22.04	$ 45,843.20
Machinist Apprentice Year 2	$ 25.83	$ 53,733.33
Machinist Aprrenetice	$ 24.72	$ 51,417.60
Machinist I	$ 26.50	$ 55,120.00
Machinist II	$ 30.85	$ 64,173.20
Machinist Maintenance	$ 23.13	$ 48,110.40
Machinist Trainee	$ 23.29	$ 48,432.80
Machinist/Programmer	$ 44.25	$ 92,040.00
Maechanic	$ 32.84	$ 68,307.20
Magistrate	$ 46.25	$ 96,189.60

Magistrate Administrator	$ 25.24	$ 52,499.20
Mailroom Manager	$ 18.00	$ 37,440.00
MAINT TECH	$ 40.19	$ 83,595.20
Maint Tech II	$ 31.13	$ 64,740.00
Maintainer	$ 41.41	$ 86,132.80
Maintenace Tech	$ 29.88	$ 62,140.00
Maintenace Tech I	$ 22.10	$ 45,968.00
Maintenance	$ 29.65	$ 61,668.39
Maintenance - Equipment Technician 1	$ 26.75	$ 55,640.00
Maintenance - Leve 4	$ 30.87	$ 64,209.60
Maintenance Staff	$ 36.45	$ 75,816.00
Maintenance Team Leader	$ 33.45	$ 69,576.00
Maintenance & Setup Manager	$ 39.50	$ 82,160.00
Maintenance 4	$ 35.45	$ 73,736.00
Maintenance 5	$ 41.13	$ 85,550.40
Maintenance A	$ 33.05	$ 68,744.00
Maintenance Actiity Coordinator	$ 38.00	$ 79,040.00
Maintenance Admin	$ 32.69	$ 67,995.20
Maintenance and Reliability Co-Op	$ 31.93	$ 66,414.40
Maintenance Apprentice	$ 26.48	$ 55,085.60
Maintenance Apprentice Year 3	$ 31.10	$ 64,688.00
Maintenance Apprentice, Electrical	$ 28.09	$ 58,427.20
Maintenance Apprentice, Electrician	$ 24.95	$ 51,896.00
Maintenance AssistantÂ	$ 32.29	$ 67,163.20
Maintenance Associate	$ 24.63	$ 51,220.00
Maintenance Automation and Controls Mechanic	$ 33.15	$ 68,952.00
Maintenance B	$ 30.25	$ 62,920.00
Maintenance B/E Operator	$ 30.45	$ 63,336.00
Maintenance B/E Roundsman	$ 19.95	$ 41,496.00
Maintenance Bldg & Grounds 1	$ 24.72	$ 51,417.60
Maintenance Clerk	$ 28.08	$ 58,406.40
Maintenance Contract Engineer	$ 27.06	$ 56,284.80
Maintenance Controls Tech 2	$ 42.00	$ 87,360.00
Maintenance Coodinator	$ 20.50	$ 42,640.00
Maintenance Coordinator	$ 27.49	$ 57,175.04
Maintenance Craftsperson	$ 31.19	$ 64,868.27
Maintenance Director	$ 63.50	$ 132,080.00
Maintenance Electrical Tech 3	$ 32.35	$ 67,290.97
Maintenance Electrician 1	$ 25.66	$ 53,376.96
Maintenance Electrician/PLC Technician	$ 28.33	$ 58,926.40
Maintenance Engineer I	$ 36.82	$ 76,585.60
Maintenance Facility Technician	$ 19.57	$ 40,705.60
Maintenance Foreman/Work Coordinator	$ 41.88	$ 87,110.40
Maintenance Helper	$ 19.71	$ 41,003.73
Maintenance I	$ 31.21	$ 64,916.80
Maintenance II	$ 30.96	$ 64,396.80
Maintenance III	$ 37.95	$ 78,936.00
Maintenance III/PLC	$ 38.75	$ 80,600.00
Maintenance Journeyman	$ 33.46	$ 69,596.80
Maintenance Lead	$ 36.53	$ 75,989.33
Maintenance Lead Technician	$ 37.60	$ 78,208.00
Maintenance Level 3	$ 25.85	$ 53,768.00
Maintenance Line Lead	$ 31.45	$ 65,416.00
Maintenance lvl 3	$ 25.85	$ 53,768.00
Maintenance Lvl 4	$ 35.99	$ 74,859.20
Maintenance Manager	$ 51.37	$ 106,843.31
Maintenance Manger	$ 22.00	$ 45,760.00
Maintenance Mechanic	$ 27.90	$ 58,036.27
Maintenance Mechanic 1	$ 24.36	$ 50,668.80
Maintenance Mechanic 2	$ 28.69	$ 59,678.67
Maintenance Mechanic B	$ 30.46	$ 63,356.80
Maintenance Mechanic II	$ 32.24	$ 67,059.20
Maintenance Mechanic Trainee	$ 34.70	$ 72,176.00
Maintenance Mechanical Tech 3	$ 28.75	$ 59,800.00
Maintenance Mechanical Tech 3iQ	$ 25.82	$ 53,695.20
Maintenance Mechanical Trainee	$ 34.70	$ 72,176.00
Maintenance Mgr	$ 39.80	$ 82,784.00

Maintenance Operating Planner	$ 21.46	$ 44,636.80
Maintenance Personnel	$ 36.73	$ 76,403.60
Maintenance Personnel- Electrician	$ 36.05	$ 74,984.00
Maintenance Planner	$ 46.49	$ 96,692.27
Maintenance Planning Clerk	$ 30.60	$ 63,648.00
Maintenance Project Manager	$ 33.65	$ 69,992.00
Maintenance Projects Engineer	$ 41.00	$ 85,280.00
Maintenance Rebuild	$ 37.72	$ 78,457.60
Maintenance Repair Tech	$ 23.91	$ 49,732.80
Maintenance SME Lead	$ 52.88	$ 109,990.40
Maintenance Sourcing Specialist	$ 27.56	$ 57,324.80
Maintenance Specialist	$ 25.17	$ 52,353.60
Maintenance Staff	$ 32.13	$ 66,837.33
Maintenance Superintendent	$ 20.00	$ 41,600.00
Maintenance Supervisor	$ 37.00	$ 76,952.39
Maintenance Supervisor Facilities	$ 39.92	$ 83,033.60
Maintenance Team Leader	$ 25.59	$ 53,227.20
Maintenance Tech	$ 31.21	$ 64,913.60
Maintenance Tech 1	$ 26.67	$ 55,463.20
Maintenance Tech 2	$ 33.58	$ 69,846.40
Maintenance Tech 3	$ 37.00	$ 76,960.00
Maintenance Tech Apprentice	$ 30.57	$ 63,592.53
Maintenance Tech I	$ 25.71	$ 53,478.29
Maintenance Tech II	$ 29.60	$ 61,572.80
Maintenance Tech III	$ 33.17	$ 68,999.54
Maintenance Tech IV	$ 32.92	$ 68,473.60
Maintenance Tech Mechanical	$ 28.00	$ 58,240.00
Maintenance Tech V	$ 37.13	$ 77,230.40
maintenance tech.	$ 26.00	$ 54,086.93
Maintenance Techncian	$ 26.00	$ 54,080.00
Maintenance Technician	$ 30.66	$ 63,774.21
Maintenance Technician 1	$ 28.45	$ 59,179.47
Maintenance Technician Apprentice	$ 23.75	$ 49,400.00
Maintenance Technician Assistant	$ 27.50	$ 57,200.00
Maintenance Technician I	$ 23.60	$ 49,077.60
Maintenance Technician II	$ 27.57	$ 57,341.44
Maintenance Technician III	$ 34.64	$ 72,055.36
Maintenance Technician IV	$ 35.04	$ 72,883.20
Maintenance Technician Lead	$ 30.00	$ 62,400.00
Maintenance Technician Manager	$ 39.50	$ 82,160.00
Maintenance Technician V	$ 38.61	$ 80,308.80
Maintenance Technicician	$ 21.10	$ 43,888.00
Maintenance Trainee	$ 30.61	$ 63,668.80
Maintenance Training Supervisor	$ 20.00	$ 41,600.00
Maintenance Workforce Development Manager	$ 47.60	$ 99,008.00
Mainternance	$ 29.02	$ 60,361.60
Maintnenance	$ 30.00	$ 62,400.00
Makerspace Manager	$ 25.70	$ 53,456.00
Makerspace Teacher/Engineering Teacher	$ 55.04	$ 114,483.20
Managed Service Lead	$ 38.00	$ 79,040.00
Managed Service Manager	$ 38.00	$ 79,040.00
Managed Services	$ 38.00	$ 79,040.00
Managed Services Sales Administrator	$ 19.23	$ 39,998.40
Managed Services Specialist	$ 27.41	$ 57,002.40
Management Analyst I	$ 39.51	$ 82,180.80
Management Analyst II	$ 32.69	$ 67,995.20
Management Systems Regional Manager - Americas	$ 64.73	$ 134,638.40
Manager	$ 43.27	$ 90,010.42
Manager - Compliance and Data Analytics	$ 36.56	$ 76,044.80
Manager - Supply Chain Ops	$ 60.47	$ 125,777.60
MANAGER ACCOUNTS PAYABLE & PAYROLL	$ 48.48	$ 100,838.40
Manager Clinical Operations	$ 53.63	$ 111,550.40
Manager Development Program & Events	$ 25.64	$ 53,331.20
Manager Energy Settlements Quality & Reconcil	$ 57.89	$ 120,411.20
Manager Engineering	$ 61.84	$ 128,627.20
Manager Epic Training	$ 40.00	$ 83,206.93
Manager Finance	$ 62.41	$ 129,812.80

MANAGER FOOD SAFETY QUALITY	$	43.26	$	89,980.80
Manager Fund Development & Communications	$	28.85	$	60,008.00
Manager- Human Resources	$	48.39	$	100,644.27
Manager II, Human Resources	$	62.50	$	130,000.00
Manager Information Services II	$	66.83	$	139,009.87
Manager Information Services II Research	$	65.06	$	135,324.80
Manager of Admin Systems & Identity Access	$	26.58	$	55,286.40
Manager of Admin Systems and Identity Access	$	26.58	$	55,286.40
Manager of Administrative Systems & Identity Access	$	26.58	$	55,286.40
Manager of Agile Practices	$	69.62	$	144,809.60
Manager of Analytics	$	57.20	$	118,976.00
Manager of Bereavement Services	$	45.81	$	95,284.80
Manager of Business Development and OEM Solutions	$	37.87	$	78,769.60
Manager of Communications & Publications	$	57.89	$	120,411.20
Manager of Community Services	$	43.27	$	90,001.60
Manager of Continuous Improvement	$	69.71	$	144,996.80
Manager of Customer Care	$	25.26	$	52,540.80
Manager of Cybersecurity	$	57.89	$	120,411.20
Manager of Education & Professional Development	$	76.14	$	158,371.20
Manager of Education Programs	$	27.32	$	56,825.60
Manager of EF Engineering & Sales	$	86.33	$	179,566.40
Manager of FP&A	$	42.70	$	88,816.00
Manager of Human Resources	$	57.69	$	119,995.20
Manager of Information Systems	$	81.51	$	169,540.80
Manager of Information Technology	$	57.89	$	120,411.20
Manager of Laboratory	$	58.66	$	122,012.80
Manager of Learning and Development	$	41.82	$	86,985.60
Manager of Management Information Services	$	56.94	$	118,435.20
Manager of Marketing & Communications	$	30.76	$	63,980.80
Manager of Marketing Services	$	71.63	$	148,990.40
Manager of Marketing/Member Relations	$	57.89	$	120,411.20
Manager of Media Services	$	25.16	$	52,332.80
Manager of Medical Bill Processing	$	25.34	$	52,707.20
Manager of Member Engagement	$	25.96	$	53,996.80
Manager of Network and Security	$	82.91	$	172,452.80
Manager of Office Administration	$	26.40	$	54,912.00
Manager of Operations and Registration	$	21.63	$	44,990.40
Manager of Payroll & Benefits	$	40.17	$	83,553.60
Manager of Power & Way	$	59.74	$	124,259.20
Manager of Production	$	42.57	$	88,545.60
Manager of Provider Compliance	$	32.00	$	66,560.00
Manager of Quality Systems	$	61.75	$	128,440.00
Manager of Security & Technology	$	51.92	$	107,993.60
MANAGER OF SERVERS & STORAGE	$	55.68	$	115,814.40
Manager of Strategic Initiatives	$	37.98	$	78,998.40
Manager of Structural Services	$	47.74	$	99,299.20
Manager of Tax Credit and Financial Analysis	$	53.26	$	110,780.80
Manager of Technical Services Managers	$	40.85	$	84,968.00
Manager of Transplant Services	$	67.31	$	140,004.80
Manager Operational Services	$	31.98	$	66,518.40
Manager Operations	$	41.05	$	85,373.60
Manager Patient Access EHR	$	39.61	$	82,388.80
Manager Payroll and Compensation	$	50.48	$	104,998.40
Manager Project Management Office	$	75.03	$	156,062.40
Manager QI & Data Analytics	$	29.87	$	62,129.60
Manager Quality Control	$	40.87	$	85,009.60
Manager Rehab	$	62.59	$	130,187.20
Manager Talent Acquisition	$	58.20	$	121,056.00
Manager Volunteer and Community Services	$	40.88	$	85,030.40
Manager, A/P & Payroll	$	40.60	$	84,448.00
Manager, Advanced Indoor and Outdoor Test Methods	$	50.00	$	104,000.00
Manager, Advanced Material Characterization	$	50.00	$	104,000.00
Manager, Ambulatory EHR	$	39.03	$	81,182.40
Manager, Analytical	$	59.05	$	122,824.00
Manager, Application Development	$	50.40	$	104,832.00
Manager, Application Services	$	74.64	$	155,251.20
Manager, Business Applications	$	39.81	$	82,804.80

Manager, Business Services	$	51.35	$	106,808.00
Manager, Childrens Service HUB	$	28.81	$	59,924.80
Manager, Civil Division	$	41.81	$	86,964.80
Manager, Community Development	$	51.93	$	108,014.40
Manager, Community Health	$	30.29	$	63,003.20
Manager, Compliance	$	39.95	$	83,096.00
MANAGER, CONTRACT PERFORMANCE	$	44.25	$	92,040.00
Manager, Controls Engineering	$	59.71	$	124,196.80
Manager, Corporate Administration	$	40.87	$	85,009.60
Manager, Cost Accounting	$	62.02	$	129,001.60
Manager, Creative Design	$	37.50	$	78,000.00
Manager, Criminal Division	$	46.30	$	96,297.07
Manager, Data Analytics	$	29.81	$	62,004.80
Manager, Data Services	$	38.38	$	79,830.40
Manager, DevOps	$	50.48	$	104,998.40
Manager, Distribution Center, Logistics & Systems	$	49.46	$	102,876.80
Manager, Early Childhood Services	$	22.73	$	47,278.40
Manager, Engineering	$	76.92	$	159,993.60
Manager, Engineering - VDS	$	77.87	$	161,969.60
Manager, Enterprise Platforms	$	41.68	$	86,694.40
Manager, Environmental Health & Safety (EHS)	$	50.97	$	106,017.60
Manager, Evaluation & Analytics	$	34.86	$	72,508.80
Manager, Facilities	$	57.18	$	118,934.40
Manager, Finance	$	49.92	$	103,840.53
Manager, Finance Data and Analytics	$	62.31	$	129,604.80
Manager, Financial Systems COE	$	53.13	$	110,510.40
Manager, Global Transportation & Logistics	$	63.20	$	131,456.00
Manager, Govt Relations and BankPac	$	48.08	$	100,006.40
Manager, Grant Services	$	38.46	$	79,996.80
Manager, Help Desk	$	38.50	$	80,080.00
Manager, Human Resources	$	49.10	$	102,121.07
Manager, Infrastructure Engineering	$	64.69	$	134,555.20
Manager, Innovation and Research	$	31.63	$	65,790.40
Manager, IT	$	66.40	$	138,112.00
Manager, IT Clinical Applications	$	63.45	$	131,976.00
Manager, IT Support and Operations	$	48.52	$	100,921.60
Manager, IT Systems	$	80.00	$	166,400.00
Manager, JOG East Region	$	38.46	$	79,996.80
Manager, Laboratory	$	51.36	$	106,828.80
Manager, Maintenance Planning Reliability	$	67.76	$	140,940.80
Manager, Manufacturing	$	63.87	$	132,849.60
Manager, Marketing & Communications	$	24.04	$	50,003.20
Manager, Marketing and Communications	$	24.00	$	49,920.00
Manager, Measurement Technology	$	60.09	$	124,987.20
Manager, Mechanical Engineering	$	62.50	$	130,000.00
Manager, Occupational Health	$	48.22	$	100,297.60
Manager, Office Admin & HR	$	35.07	$	72,945.60
MANAGER, OPERATIONS	$	41.03	$	85,342.40
Manager, Operations & Compliance	$	55.06	$	114,524.80
Manager, Plant Engineering	$	57.28	$	119,142.40
Manager, Quality and Compliance	$	63.69	$	132,475.20
Manager, Quality Assurance	$	44.83	$	93,246.40
Manager, Residential Life	$	21.39	$	44,491.20
Manager, Retail Analytics and Category Insights	$	60.10	$	125,008.00
Manager, Sales Operations	$	35.33	$	73,486.40
Manager, Sales Support	$	40.44	$	84,115.20
Manager, Server Based Computing	$	48.22	$	100,297.60
Manager, Service Desk	$	43.07	$	89,585.60
Manager, Software Development	$	76.82	$	159,785.60
Manager, Strategic Procurement	$	56.80	$	118,144.00
MANAGER, SUMMIT COUNTY	$	44.25	$	92,040.00
Manager, Supply Chain	$	54.86	$	114,098.40
Manager, Supply Chain Analysts	$	67.30	$	139,984.00
Manager, Supply Planning	$	56.43	$	117,374.40
Manager, Systems Administration	$	55.78	$	116,022.40
Manager, Talent Development	$	50.48	$	104,998.40
Manager, Training	$	46.87	$	97,479.20

Manager,Agile Product	$ 76.37	$ 158,849.60
Manager,Corporate Logistics	$ 71.23	$ 148,158.40
Manager,Systems Engineering Connectivity	$ 78.28	$ 162,822.40
Manager/Sales	$ 25.00	$ 52,000.00
Managing Attorney	$ 86.50	$ 179,926.93
Managing Director	$ 63.94	$ 132,995.20
Managing Director of Enterprise Services	$ 49.12	$ 102,169.60
Managing Director of Health and Wellness	$ 87.84	$ 182,707.20
Managing Director of IT/Operations	$ 60.10	$ 125,008.00
Managing Director of Policy	$ 66.25	$ 137,800.00
Managing Director of Property and Casualty	$ 92.76	$ 192,940.80
Managing Director, Owner	$ 75.00	$ 156,000.00
MANAGING PARTNER	$ 50.00	$ 104,000.00
Managing Principal	$ 92.30	$ 191,984.00
Managing VP, Finance, Operations and Air Service	$ 141.63	$ 294,590.40
Manger, Client Relations, OCHBP	$ 25.65	$ 53,352.00
Manual Machine Tech	$ 18.00	$ 37,440.00
manual machining	$ 23.00	$ 47,840.00
Manuf Tech PR	$ 42.21	$ 87,796.80
Manuf Tech Senior PR	$ 45.48	$ 94,598.40
Manufactoring Manager	$ 46.64	$ 97,011.20
Manufacturing	$ 37.41	$ 77,812.80
Manufacturing and Quality Engineer	$ 40.79	$ 84,843.20
Manufacturing Assistant	$ 24.34	$ 50,616.80
Manufacturing Cost Engineer	$ 34.63	$ 72,020.00
Manufacturing Engineeer	$ 48.50	$ 100,880.00
Manufacturing Engineer	$ 45.92	$ 95,513.18
manufacturing Engineer 2	$ 48.97	$ 101,857.60
Manufacturing Engineer II	$ 38.66	$ 80,405.87
Manufacturing Engineer Supervisor	$ 61.82	$ 128,585.60
Manufacturing Engineering Manager	$ 50.00	$ 104,000.00
Manufacturing Engineering Technician	$ 27.62	$ 57,444.40
Manufacturing Instructor	$ 51.25	$ 106,600.00
Manufacturing Manager	$ 50.48	$ 104,998.40
Manufacturing Manager 1	$ 36.06	$ 75,004.80
Manufacturing Process & Asset Specialist	$ 33.40	$ 69,472.00
Manufacturing Process Engineer	$ 33.65	$ 69,992.00
Manufacturing Project Director	$ 68.13	$ 141,710.40
Manufacturing Project Manager	$ 52.22	$ 108,617.60
Manufacturing Supervisor	$ 36.83	$ 76,604.09
Manufacturing Supervisor I	$ 32.00	$ 66,560.00
Manufacturing Supervisor II	$ 44.72	$ 93,017.60
Manufacturing Team Lead	$ 37.72	$ 78,457.60
Manufacturing Tech II	$ 19.63	$ 40,830.40
Manufacturing Tech Specialist - Process	$ 35.31	$ 73,444.80
Manufacturing Technician	$ 30.62	$ 63,693.07
Manufacturing Technology Engineer	$ 43.50	$ 90,480.00
Manufacturing Technology Manager	$ 46.59	$ 96,907.20
Manufacturing Technology Specialist Proc	$ 33.46	$ 69,596.80
Manufacturing Trainer	$ 28.07	$ 58,381.44
Manul Machine Operator	$ 18.00	$ 37,440.00
Manzilla Intern	$ 12.00	$ 24,960.00
Mapping Technician	$ 22.20	$ 46,176.00
Market Manager	$ 36.25	$ 75,400.00
Marketing	$ 39.82	$ 82,820.40
Marketing & Communications Coordinator	$ 22.99	$ 47,812.27
Marketing & Communications Manager	$ 28.12	$ 58,484.40
Marketing & Communications Officer	$ 28.52	$ 59,321.60
Marketing & Communications Specialist	$ 31.97	$ 66,487.20
Marketing & Community Engagement Coordinator	$ 20.00	$ 41,600.00
Marketing & Development Coordinator	$ 19.33	$ 40,206.40
Marketing & Graphics Specialist	$ 25.96	$ 53,996.80
Marketing + Events Coordinator	$ 25.00	$ 52,000.00
Marketing Advisor	$ 34.40	$ 71,552.00
Marketing Analyst	$ 38.67	$ 80,423.20
Marketing and Advertising Specialist	$ 26.25	$ 54,600.00
Marketing and Business Development Specialist	$ 34.17	$ 71,073.60

Marketing and Communication	$	14.00	$	29,120.00
Marketing and Communication Specialist	$	24.76	$	51,500.80
Marketing and Communications Coordinator	$	31.33	$	65,166.40
Marketing and Communications Director	$	35.32	$	73,455.20
Marketing and Communications Officer	$	28.52	$	59,321.60
Marketing and Customer Experience Manager	$	44.41	$	92,372.80
Marketing And Digital Specialist	$	35.02	$	72,841.60
Marketing and Engagement Coordinator	$	20.20	$	42,016.00
Marketing and Event Specialist	$	38.13	$	79,310.40
Marketing and Office Coordinator	$	21.63	$	44,990.40
Marketing and Project Manager	$	28.84	$	59,987.20
Marketing and Proposal Manager	$	41.34	$	85,987.20
Marketing and Relationship Coordinator	$	21.52	$	44,761.60
Marketing Assistant	$	21.30	$	44,304.00
Marketing Campaign Specialist	$	40.60	$	84,448.00
Marketing Communication Specialist	$	25.03	$	52,062.40
Marketing Communications Coordinator	$	33.89	$	70,491.20
Marketing Consultant	$	28.93	$	60,181.33
Marketing Content Coordinator	$	36.06	$	75,004.80
Marketing Content Specialist	$	34.66	$	72,092.80
Marketing Coordinator	$	27.65	$	57,504.57
Marketing Coordinator eProducts	$	27.50	$	57,200.00
Marketing Coordinator, Demand Generation	$	29.38	$	61,110.40
Marketing Copywriter	$	44.47	$	92,497.60
Marketing Director	$	54.29	$	112,926.67
Marketing Events Coordinator	$	33.65	$	69,992.00
Marketing Events Manager	$	50.48	$	104,998.40
Marketing Intelligence Analyst	$	34.05	$	70,824.00
Marketing Leader	$	48.00	$	99,840.00
Marketing Manager	$	37.23	$	77,430.74
Marketing Mgr	$	39.78	$	82,737.20
Marketing Program Manager	$	44.57	$	92,705.60
Marketing Project Coordinator	$	21.96	$	45,676.80
Marketing Project Manager	$	24.00	$	49,920.00
Marketing Specialist	$	27.48	$	57,148.00
Marketing Strategist	$	24.00	$	49,920.00
Marketing Support Specialist	$	21.83	$	45,406.40
Marketing/Counselor	$	27.30	$	56,784.00
Masker	$	21.00	$	43,680.00
Master Maintenance	$	35.02	$	72,841.60
Master Production Scheduler	$	42.09	$	87,547.20
Master Scheduler	$	33.62	$	69,936.53
Master Tire Tech	$	18.00	$	37,440.00
Material Control	$	20.89	$	43,440.80
Material Coordinator	$	29.99	$	62,379.20
Material Handler	$	20.88	$	43,430.40
Material Handler Floater	$	19.50	$	40,560.00
Material Manager	$	39.70	$	82,569.07
Material Manager/Scheduler	$	35.52	$	73,881.60
Material Planner	$	41.10	$	85,488.00
Material Planner/Scheduling Outside Processing	$	23.50	$	48,880.00
Material Team Lead	$	27.56	$	57,324.80
Materials - Operations Clerk 3	$	22.60	$	47,008.00
Materials & Process Engineer	$	58.08	$	120,802.24
Materials and Process Engineer	$	62.50	$	130,000.00
Materials Control Specialist	$	23.89	$	49,691.20
Materials Manager	$	47.06	$	97,886.88
Materials Planner	$	26.17	$	54,433.60
Materials Planner, Production	$	50.00	$	104,000.00
Materials Supervisor	$	26.18	$	54,444.00
Math Instructor	$	55.32	$	115,065.60
Math Teacher	$	50.44	$	104,918.17
Mathematics and Drone Teacher	$	62.15	$	129,272.00
Mayor	$	60.10	$	125,008.00
Mech Maintainer-GSP Appr 4	$	32.09	$	66,747.20
Mech Maintainer-GSP Appr 5	$	32.38	$	67,350.40
Mech Maintainer-GSP Appr 6	$	32.61	$	67,832.96

Mech Maintainer-GSP Appr 8	$	33.24	$	69,139.20
Mechanic	$	31.79	$	66,129.32
Mechanic apprentice	$	33.38	$	69,430.40
Mechanic II	$	29.19	$	60,708.27
Mechanic III	$	32.19	$	66,946.88
Mechanic Maintenance Tech 1	$	25.88	$	53,830.40
Mechanic Maintenance Tech 2	$	27.81	$	57,844.80
MECHANIC, MAINTENANCE	$	38.44	$	79,955.20
Mechanical Assembler	$	29.51	$	61,371.09
Mechanical Assembly Technician	$	27.13	$	56,420.00
Mechanical Design Engineer	$	41.33	$	85,963.80
Mechanical Design Engineer I	$	36.23	$	75,358.40
Mechanical Designer	$	37.95	$	78,944.76
Mechanical Designer - Drafting	$	37.52	$	78,039.29
Mechanical Engineer	$	39.65	$	82,475.70
Mechanical Engineer- Sr.	$	48.00	$	99,840.00
Mechanical Engineer Technician	$	25.00	$	52,000.00
Mechanical Engineering Detailer	$	35.12	$	73,049.60
Mechanical Engineering Detailer Supervisor	$	57.98	$	120,598.40
Mechanical Engineering Manager	$	57.21	$	118,996.80
Mechanical Layout Engineer	$	48.52	$	100,921.60
Mechanical Maintainer App 2	$	31.53	$	65,582.40
Mechanical Maintainer App 3	$	31.81	$	66,164.80
Mechanical Maintainer App 4	$	32.24	$	67,048.80
Mechanical Maintainer App 5	$	32.38	$	67,342.08
Mechanical Maintainer App 6	$	32.67	$	67,953.60
Mechanical Maintainer App 8	$	33.24	$	69,139.20
Mechanical Maintainer C	$	33.53	$	69,742.40
Mechanical Maintenance	$	25.40	$	52,827.84
Mechanical Maintenance Apprentice	$	32.86	$	68,338.40
Mechanical Prototype Manager	$	61.63	$	128,190.40
Mechanical Superintendent	$	65.67	$	136,593.60
Mechanical Technical Lead Engineer	$	58.75	$	122,200.00
Mechatronics Apprentice	$	21.00	$	43,680.00
Mechatronics Engineer	$	34.29	$	71,323.20
Med Staff Quality Improv Auditor	$	51.06	$	106,211.73
Media & Production Specialist	$	20.38	$	42,390.40
Media Relations and Community Partnerships Specialist	$	28.10	$	58,448.00
Media Specialist	$	58.03	$	120,702.40
Medicaid Services Manager	$	38.63	$	80,350.40
Medical Art Therapy Resident	$	23.00	$	47,840.00
Medical Assisstant	$	21.84	$	45,427.20
Medical Assistant	$	19.74	$	41,048.80
Medical Assistant Certified	$	18.21	$	37,885.12
Medical Bill Processing Team Lead	$	22.66	$	47,132.80
Medical Interpreter	$	24.40	$	50,752.00
Medical Office Assistant	$	27.68	$	57,574.40
Medical records Tech	$	17.79	$	37,003.20
Medical Services Director	$	36.27	$	75,441.60
Medical Staff Coordinator	$	24.00	$	49,920.00
Medlok Business Development Manager	$	63.76	$	132,620.80
Medlok Outside Sales Representative	$	38.25	$	79,560.00
Meeting & Event Planner	$	27.88	$	57,990.40
Member and Finance Manager	$	23.69	$	49,275.20
Member Credit Compliance Analyst	$	57.89	$	120,411.20
Member Development Team Lead	$	26.04	$	54,163.20
Member Engagement Specialist	$	19.00	$	39,520.00
Member Service Representative	$	22.77	$	47,361.60
Member Services	$	20.77	$	43,201.60
Member/Provider Services Team Lead	$	20.10	$	41,808.00
Membership Coordinator	$	21.38	$	44,470.40
Membership Manager	$	32.00	$	66,560.00
Membership Sales & Service Supervisor	$	20.00	$	41,600.00
Membership Services Associate	$	20.27	$	42,151.20
Mental Health	$	30.00	$	62,400.00
Mental Health Coordinator	$	40.00	$	83,200.00
Mental Health Counselor	$	27.33	$	56,853.33

Mental Health Director	$	34.59	$	71,947.20
Mental Health Therapist	$	48.04	$	99,923.20
Mental Health Therapist/Practice Manager	$	31.25	$	65,000.00
Mentor Occupational Nurse	$	40.88	$	85,030.40
Mertology Production Staff	$	25.78	$	53,622.40
MES Analyst	$	20.00	$	41,600.00
MES Specialist	$	35.52	$	73,881.60
Metrolgy Section Leader	$	31.25	$	65,000.00
Metrology Production Staff	$	28.21	$	58,676.80
Mfg. Design & Tooling Specialist	$	27.46	$	57,116.80
Mfg. Engineer	$	53.03	$	110,302.40
MFGENGS	$	50.71	$	105,476.80
MGR OF SERVERS & STORAGE	$	55.68	$	115,814.40
Mgr Operations Customer Care Quality Control	$	42.78	$	88,982.40
Mgr, Advanced Analytics	$	54.90	$	114,192.00
Mgr, Analysis & Controls	$	55.20	$	114,816.00
Mgr, Data Management & Reporting	$	68.47	$	142,417.60
Mgr, Financial Data Management	$	70.96	$	147,596.80
Mgr, Learning & Development	$	74.28	$	154,502.40
Mgr, Purchasing	$	64.90	$	134,992.00
Mgr, Technical Services	$	79.44	$	165,235.20
Microbiologist	$	27.31	$	56,804.80
Microbiologist II	$	38.47	$	80,017.60
Microsoft Dynamics 365 Tech Specialist	$	34.62	$	72,009.60
middle and high school band teacher	$	34.94	$	72,664.80
middle and high school physical education and health teacher	$	59.41	$	123,572.80
Middle High School Assistant Principal	$	40.00	$	83,200.00
Middle High School Band	$	40.00	$	83,200.00
Middle High School Choir	$	40.00	$	83,200.00
Middle High School Health and PE	$	40.00	$	83,200.00
Middle High School PLTW (Engineering)	$	40.00	$	83,200.00
middle school art teacher	$	42.68	$	88,774.40
Middle School Assistant Principal	$	47.42	$	98,633.60
middle school ELA teacher	$	59.41	$	123,572.80
Middle School English Teacher	$	38.24	$	79,539.20
Middle School History	$	40.00	$	83,200.00
Middle School Intervention Specialist	$	41.89	$	87,131.20
Middle School Math	$	40.00	$	83,200.00
Middle School Math & Social Studies	$	25.00	$	52,000.00
middle school math teacher	$	61.20	$	127,301.20
Middle School Mathematics Teacher	$	45.00	$	93,600.00
Middle School Principal	$	54.15	$	112,629.92
Middle School Science	$	38.94	$	80,995.20
middle school science teacher	$	57.37	$	119,329.60
middle school secretary	$	20.80	$	43,264.00
middle school social studies	$	54.02	$	112,361.60
middle school social studies teacher	$	58.40	$	121,472.00
Middle School Teacher	$	47.54	$	98,883.20
Middle School Youth Pastor	$	25.00	$	52,000.00
middle school, school counselor	$	61.20	$	127,296.00
MidTown Market Manager	$	26.92	$	55,993.60
Mill Helper	$	20.75	$	43,160.00
Mill Operations Secretary	$	17.85	$	37,128.00
Mill Valley Principal	$	110.00	$	228,800.00
Millwork Pricing Support	$	23.20	$	48,256.00
Millwork Sales	$	24.50	$	50,960.00
Millwright	$	34.63	$	72,028.00
Millwright 1st Class	$	36.51	$	75,940.80
Millwright Apprentice	$	29.69	$	61,762.13
Millwright First Class	$	36.51	$	75,940.80
Millwright III	$	28.39	$	59,051.20
MIS Manager	$	23.67	$	49,223.20
MIVI Program Coordinator	$	30.84	$	64,147.20
Mngr Systems Admin	$	55.78	$	116,022.40
Mobike Specialist	$	110.00	$	228,800.00
Mobile Device Engineer	$	46.49	$	96,699.20
Mobile HVAC Technician	$	40.00	$	83,200.00

Mobile Service Coordinator	$ 27.22	$ 56,617.60
Mobile Specialist	$ 86.25	$ 179,400.00
Mobility Dev Program Dir	$ 71.38	$ 148,470.40
Mobility Manager	$ 21.50	$ 44,720.00
Mold Design Engineer	$ 67.78	$ 140,982.40
Mold Maintenance	$ 21.00	$ 43,680.00
Mold Maker	$ 29.92	$ 62,233.60
Mold Repair	$ 35.62	$ 74,089.60
Mold Setter	$ 26.88	$ 55,900.00
Mold Shop Supervisor	$ 21.00	$ 43,680.00
Mold Technician	$ 33.99	$ 70,699.20
Mold Technician /Assistance Supervisor	$ 30.90	$ 64,272.00
Mold/Process Technician	$ 33.99	$ 70,699.20
Molding Technician	$ 30.87	$ 64,209.60
Molding Warehouse Director	$ 44.85	$ 93,288.00
Mortgage Operation Manager	$ 51.05	$ 106,184.00
Mount Operator	$ 20.50	$ 42,640.00
MRO Buyer	$ 35.91	$ 74,692.80
MRO Buyer and Safety Director	$ 27.96	$ 58,156.80
MRO Materials Specialist	$ 26.92	$ 55,993.60
MRO Planner	$ 34.25	$ 71,240.00
MRP Preparation	$ 37.46	$ 77,916.80
MS & Elementary Teacher	$ 30.00	$ 62,400.00
MS 365 Technical Specialist	$ 34.62	$ 72,009.60
MS English Teacher	$ 35.65	$ 74,152.00
MS Math Teacher	$ 54.11	$ 112,548.80
MS Principal	$ 50.00	$ 104,000.00
MS Principal/Technology Coordinator	$ 56.23	$ 116,958.40
MS Social Studies Teacher	$ 42.38	$ 88,150.40
MS/HS Counselor	$ 25.00	$ 52,000.00
MS/HS Teacher	$ 30.00	$ 62,400.00
MSP Product Manager	$ 23.56	$ 49,004.80
MTech Administrator	$ 27.00	$ 56,160.00
MUI Coordinator	$ 25.09	$ 52,187.20
Mulit-Craft Maintenance Technician	$ 35.12	$ 73,049.60
Multi Craft Maintenance	$ 38.48	$ 80,038.40
Multi-Craft Maintenace Technician	$ 38.58	$ 80,246.40
Multi-Craft Maintenance Technician	$ 34.79	$ 72,359.73
Multi-Craft Technician	$ 40.71	$ 84,676.80
Multimedia Coordinator	$ 35.16	$ 73,132.80
Multimedia Design Director	$ 26.25	$ 54,600.00
Multi-Skill Millwright Level 3	$ 37.72	$ 78,451.42
Multi-tiered Support Specialist	$ 41.25	$ 85,800.00
multi-trade maintenance	$ 31.43	$ 65,374.40
Music /Band Teacher	$ 25.00	$ 52,000.00
Music Teacher	$ 44.45	$ 92,450.06
N/A	$ 40.96	$ 85,196.80
National Account Manager	$ 35.95	$ 74,767.09
National Contract Specialist	$ 27.40	$ 56,992.00
National Contracts Team Lead	$ 35.42	$ 73,673.60
National Sales Manager	$ 53.08	$ 110,409.87
National Sales Specialist Team Lead	$ 31.64	$ 65,802.88
National Support Specialist	$ 34.66	$ 72,092.80
Native Plant Nursery AmeriCorps	$ 11.28	$ 23,462.40
Native Plant Nursery Manager	$ 25.44	$ 52,915.20
Natural Areas Technician	$ 26.76	$ 55,650.40
Natural Resources Superintendent	$ 38.80	$ 80,704.00
NDT Level II 2	$ 21.66	$ 45,056.96
NDT Manager	$ 47.66	$ 99,132.80
NDT/CMM Training	$ 24.96	$ 51,916.80
Neighbor Experience Manager	$ 25.96	$ 53,996.80
Neighborhood Opportunity Center Coordinator	$ 25.42	$ 52,866.67
Neighborhood Opportunity Center Coordinator II	$ 27.13	$ 56,430.40
Network & Security Engineer	$ 48.66	$ 101,212.80
Network & Systems Administrator	$ 43.59	$ 90,658.88
Network Administrator	$ 36.91	$ 76,772.80
Network Administrator II	$ 41.90	$ 87,141.60

Network Administrator Technician	$ 37.50	$ 78,000.00
Network Administrator/Developer	$ 42.50	$ 88,400.00
Network Analyst	$ 32.74	$ 68,106.13
Network and System Administrator	$ 40.53	$ 84,302.40
Network and Systems Administrator	$ 42.94	$ 89,315.20
Network and training analyst	$ 26.44	$ 54,995.20
Network Architect	$ 69.34	$ 144,220.27
Network Engineer	$ 46.17	$ 96,033.60
Network Engineer I	$ 29.15	$ 60,632.00
Network Engineer II	$ 49.93	$ 103,844.00
Network Enginneer	$ 36.06	$ 75,004.80
Network Infrastructure Analyst	$ 18.98	$ 39,478.40
Network Manager	$ 61.80	$ 128,535.68
Network Operations Center Analyst 1	$ 32.94	$ 68,515.20
Network Operations Center Supervisor	$ 42.93	$ 89,301.33
Network Operations Engineer	$ 34.49	$ 71,739.20
Network Operations Specialist	$ 33.01	$ 68,664.96
Network Security Administrator	$ 45.99	$ 95,659.20
Network Security Engineer	$ 27.81	$ 57,844.80
Network Services Technician 2	$ 38.79	$ 80,683.20
Network Specialist	$ 30.38	$ 63,190.40
Network Support & Training Analyst	$ 26.44	$ 54,995.20
Network Support Analyst	$ 30.80	$ 64,064.00
Network Support and Training Analyst	$ 26.44	$ 54,995.20
Network Support Representative	$ 36.82	$ 76,585.60
Network Support Training Analyst	$ 26.44	$ 54,995.20
Network System Coordinator	$ 44.00	$ 91,520.00
Network System Engineer	$ 53.07	$ 110,385.60
Network Systems Technician	$ 31.00	$ 64,480.00
Network Technician	$ 31.60	$ 65,723.84
New Model Engineer	$ 29.61	$ 61,588.80
New Model Project Engineer	$ 30.18	$ 62,764.00
New Team Member Ambassador	$ 20.75	$ 43,160.00
Night Shift Supervisor	$ 30.84	$ 64,147.20
NOC Analyst	$ 19.23	$ 39,998.40
NOC Analyst - Tier 3	$ 60.10	$ 125,008.00
NOC Tech	$ 19.00	$ 39,520.00
NOC Tech Supervisor	$ 24.04	$ 50,003.20
Non-Funded Sales Coordinator I	$ 31.27	$ 65,041.60
Non-Funded Sales Coordinator II	$ 35.22	$ 73,257.60
Non-funded Sales Manager	$ 50.03	$ 104,062.40
Non-MITS System Analyst	$ 35.16	$ 73,132.80
NPD Planner II	$ 36.27	$ 75,441.60
NPD Project Manager	$ 28.22	$ 58,697.60
NPI Coordinator	$ 33.00	$ 68,640.00
NPI Manager Supply Chain	$ 52.88	$ 109,990.40
Nurse	$ 39.59	$ 82,347.20
Nurse Office	$ 62.55	$ 130,104.00
Nurse Practitioner	$ 60.89	$ 126,658.13
Nurse Practitioner EX	$ 63.36	$ 131,788.80
Nursing Practice Development Practitioner	$ 43.27	$ 90,001.60
Nursing Professional Dev Specialist	$ 43.47	$ 90,417.60
Nursing Professional Development Specialist	$ 44.89	$ 93,374.17
Nutrition Manager	$ 26.74	$ 55,619.20
Nutrition Supervisor	$ 26.65	$ 55,432.00
Nutritionist	$ 62.00	$ 128,960.00
Occupational Health & Safety Coordinator	$ 21.00	$ 43,680.00
Occupational Therapist	$ 46.68	$ 97,101.33
OCCUPATIONAL THERAPIST ASSISTANT	$ 40.00	$ 83,200.00
Oder Fulfiller 2	$ 18.54	$ 38,563.20
OEM Engineer	$ 39.50	$ 82,160.00
Office	$ 24.75	$ 51,480.00
Office & Marketing Coordinator	$ 25.00	$ 52,000.00
Office accounts receivables	$ 34.61	$ 71,988.80
Office Admin	$ 25.28	$ 52,582.40
Office Administrator	$ 25.13	$ 52,262.84
Office Administrator, Workforce Development	$ 20.88	$ 43,430.40

Office Assistant	$ 20.30	$ 42,231.80
OFFICE ASSISTANT 1	$ 31.92	$ 66,393.60
Office Clerk	$ 23.48	$ 48,828.00
Office Coordinaor	$ 25.75	$ 53,560.00
Office Coordinator	$ 23.82	$ 49,540.71
Office Manager	$ 28.03	$ 58,309.33
Office Manager - Seidman	$ 28.71	$ 59,716.80
Office Manager & Guest Group Coordinator	$ 9.13	$ 18,990.40
Office Manager, Natural Resources	$ 27.75	$ 57,720.00
Office Manager/Bookkeeper	$ 20.00	$ 41,600.00
Office Manger	$ 15.12	$ 31,449.60
Office Specialist	$ 28.46	$ 59,196.80
Office Supervisor	$ 27.32	$ 56,825.60
Office Technician	$ 31.57	$ 65,665.60
Ohio Supervisor	$ 38.11	$ 79,258.40
OhioMeansJobs Center Specialist	$ 18.50	$ 38,480.00
OhioMeansJobs Information Specialist	$ 20.07	$ 41,745.60
OhioMeansJobs Program Director	$ 36.16	$ 75,212.80
On the Job Trainer	$ 39.71	$ 82,596.80
On-Air Personality	$ 32.94	$ 68,504.80
OnBase Developer	$ 40.00	$ 83,200.00
Onboarding and benefits specialist	$ 24.38	$ 50,710.40
Onboarding Specialist	$ 19.00	$ 39,520.00
Online Learning Coordinator	$ 27.50	$ 57,200.00
Operation Specialist	$ 23.11	$ 48,068.80
Operational Controller	$ 68.03	$ 141,502.40
Operational Excellence Specialist	$ 45.28	$ 94,182.40
Operational Technology Consultant	$ 27.70	$ 57,616.00
Operations	$ 44.01	$ 91,540.80
Operations & Data Manager	$ 31.79	$ 66,123.20
Operations & Project Coordinator	$ 20.00	$ 41,600.00
Operations Admin	$ 31.55	$ 65,624.00
Operations Administrative Assistant	$ 26.48	$ 55,078.40
Operations Analyst	$ 31.64	$ 65,816.75
Operations and Grants Administrator	$ 24.04	$ 50,003.20
Operations and Innovation Mgr.	$ 43.32	$ 90,105.60
Operations and Quality Manager	$ 46.48	$ 96,678.40
Operations Clerk 2	$ 22.14	$ 46,051.20
Operations Clerk 3	$ 25.60	$ 53,248.00
Operations Compliance Coordinator	$ 28.56	$ 59,404.80
Operations Coordinator	$ 27.49	$ 57,184.87
OPERATIONS DIRECTOR	$ 55.38	$ 115,185.20
Operations Director for the Wise Product	$ 40.41	$ 84,052.80
Operations Engineer	$ 48.65	$ 101,192.00
Operations Excellence and Training Lead	$ 48.08	$ 100,006.40
Operations Lead	$ 25.00	$ 52,000.00
Operations Lead / Producer	$ 35.10	$ 73,008.00
Operations Lead Operator	$ 35.55	$ 73,944.00
Operations Leadership Associate	$ 27.91	$ 58,045.87
Operations Manageer	$ 25.00	$ 52,000.00
Operations Manager	$ 38.64	$ 80,374.93
Operations Manager III	$ 54.37	$ 113,089.60
OPERATIONS MANAGER-LBP LEASING	$ 55.30	$ 115,024.00
Operations Officer	$ 37.62	$ 78,249.60
Operations Planner	$ 36.08	$ 75,046.40
Operations Planning Team Lead	$ 30.24	$ 62,899.20
Operations Project Manager	$ 25.33	$ 52,686.40
Operations Reconciliation Manager	$ 43.66	$ 90,812.80
Operations Shift Lead	$ 35.56	$ 73,964.80
Operations Specialist	$ 33.06	$ 68,764.80
Operations Specialst	$ 46.28	$ 96,252.00
Operations Superintendent	$ 49.94	$ 103,864.80
Operations Supervisor	$ 25.00	$ 52,000.00
Operations Support	$ 30.50	$ 63,440.00
operations support / quality specialist	$ 28.85	$ 60,008.00
Operations Support Specialist	$ 46.36	$ 96,428.80
Operations Systems Analyst	$ 49.23	$ 102,398.40

Operations Technical Analyst	$ 38.58	$ 80,246.40
Operator	$ 27.44	$ 57,084.65
Operator 1	$ 22.98	$ 47,798.40
Operator 2	$ 26.24	$ 54,579.20
Operator 3	$ 28.04	$ 58,323.20
Operator 4	$ 35.10	$ 72,997.60
Operator I	$ 24.00	$ 49,920.00
OPERATOR, PROCESS	$ 36.80	$ 76,544.00
OpEx Specialist	$ 32.00	$ 66,560.00
Ops Lead	$ 25.00	$ 52,000.00
Ops Supervisor	$ 25.00	$ 52,000.00
Ops System Imp Analyst	$ 25.00	$ 52,000.00
Optical Engineer	$ 43.07	$ 89,585.60
Oracle Business Analyst II	$ 45.16	$ 93,932.80
Oracle Database Architect	$ 72.52	$ 150,841.60
ORBIShield Specialist	$ 33.42	$ 69,513.60
Order Entry Supervisor	$ 34.34	$ 71,427.20
Order Fulfillment	$ 21.10	$ 43,888.00
Order Notification Coordinator	$ 17.85	$ 37,128.00
Organizational Development Instructor	$ 38.76	$ 80,620.80
Organizational Development Specialist	$ 32.16	$ 66,892.80
OSM Project Coordinator	$ 33.41	$ 69,492.80
OTJ Trainer	$ 39.71	$ 82,596.80
Outdoor Girl Experience Coordinator	$ 20.92	$ 43,503.20
Outreach and Engagement Coordinator	$ 31.58	$ 65,686.40
Outreach Coordinator	$ 20.40	$ 42,432.00
Outreach Prevention Supervisor	$ 22.13	$ 46,030.40
Outreach Program Assistance	$ 23.74	$ 49,379.20
Outreach Program Assistant	$ 23.74	$ 49,379.20
Outreach Program Coordinator	$ 28.04	$ 58,323.20
Outreach Program Specialist	$ 25.74	$ 53,539.20
Outreach Services Manager	$ 28.90	$ 60,112.00
Outside Processing Associate	$ 21.00	$ 43,680.00
Outside Sales	$ 23.00	$ 47,840.00
Outside Sales Representative	$ 32.71	$ 68,036.80
Owner	$ 59.60	$ 123,975.28
Owner - Engineering and Process Improvement	$ 71.49	$ 148,699.20
Owner, Lead Product	$ 63.27	$ 131,601.60
Owner, Senior Product	$ 57.94	$ 120,515.20
Owner/Agent	$ 22.42	$ 46,633.60
Owner/Managing Member	$ 18.75	$ 39,000.00
P-3 Teacher	$ 64.27	$ 133,681.60
P6 Scheduler	$ 47.12	$ 98,009.60
Packager	$ 21.25	$ 44,200.00
Packaging Engineer	$ 42.45	$ 88,296.00
Packaging Lead	$ 31.00	$ 64,480.00
Packaging Operations Coordinator	$ 30.00	$ 62,400.00
Packer	$ 22.89	$ 47,611.20
Paint Technician	$ 19.40	$ 40,352.00
PAINTER	$ 27.90	$ 58,026.80
Paralegal	$ 34.03	$ 70,791.31
Paramedic	$ 28.68	$ 59,661.33
Parapro	$ 15.07	$ 31,345.60
Paraprofessional	$ 25.41	$ 52,855.11
Paraprofessional/ Educational Aide	$ 20.61	$ 42,868.80
Parent Ambassador	$ 23.35	$ 48,568.00
Parent and Youth Ambassador	$ 22.57	$ 46,935.20
Parent Partner	$ 21.64	$ 45,011.20
Parent Youth Ambassador	$ 22.67	$ 47,153.60
Park Biologist	$ 30.65	$ 63,752.00
Park Operations Director	$ 54.13	$ 112,590.40
Parks & Roads Office Manager	$ 25.96	$ 53,996.80
PARKS DIRECTOR	$ 38.46	$ 79,996.80
PARPROFESSIONAL	$ 20.00	$ 41,600.00
Part Sales Rep	$ 32.13	$ 66,830.40
Partner	$ 117.18	$ 243,742.72
Partnership & Development Manager	$ 29.05	$ 60,424.00

Partnership Activation Coordinator	$ 21.00	$ 43,680.00
Parts Administrator	$ 20.00	$ 41,600.00
Parts Counter	$ 19.35	$ 40,248.00
Parts Department Supervisor	$ 40.80	$ 84,864.00
parts management	$ 27.00	$ 56,160.00
Parts Manager	$ 30.96	$ 64,396.80
Parts Room Assistant	$ 23.05	$ 47,944.00
Parts Room Coordinator	$ 27.62	$ 57,449.60
Parts Sales Specialist	$ 25.89	$ 53,851.20
Part-time Assistant Principal/Technology Teacher	$ 40.00	$ 83,200.00
Part-time Financial Analyst	$ 66.23	$ 137,758.40
PASSPORT Supervisor	$ 43.33	$ 90,133.33
Pathways to Graduation Coach	$ 72.29	$ 150,363.20
Patient Access Supervisor	$ 34.04	$ 70,803.20
Patient Resources Manager	$ 18.00	$ 37,440.00
Patrol Officer	$ 37.40	$ 77,792.00
Patron Relations & Office Manager	$ 20.23	$ 42,078.40
Pattern Maker	$ 27.00	$ 56,160.00
Pattern Shop Supervisor	$ 43.27	$ 90,001.60
Payment Authorization Specialist	$ 22.29	$ 46,352.80
Payment Authorization Supervisor	$ 37.79	$ 78,603.20
Payroll	$ 25.47	$ 52,981.07
Payroll & Benefits Adminstrator	$ 33.65	$ 69,992.00
Payroll & Benefits Specialist	$ 35.43	$ 73,684.00
Payroll & HRIS Specialist	$ 24.33	$ 50,606.40
Payroll Accountant	$ 29.48	$ 61,318.40
Payroll Administrative Support	$ 22.00	$ 45,760.00
Payroll Administrator	$ 30.77	$ 64,009.92
Payroll Analyst	$ 29.74	$ 61,852.27
Payroll and Benefits Specialist	$ 34.55	$ 71,864.00
Payroll Clerk	$ 29.30	$ 60,944.00
Payroll Coordinator	$ 31.42	$ 65,358.22
Payroll Coordinator & Administrative Supervisor	$ 30.50	$ 63,440.00
Payroll Manager	$ 44.08	$ 91,676.00
Payroll Manager/Analyst	$ 40.58	$ 84,406.40
Payroll Officer	$ 30.29	$ 63,003.20
Payroll Processing Supervisor	$ 38.54	$ 80,163.20
Payroll Rep	$ 25.00	$ 52,000.00
Payroll Specialist	$ 26.62	$ 55,364.98
Payroll Supervisor	$ 35.10	$ 73,008.00
Payroll Support Clerk	$ 23.73	$ 49,348.00
Payroll Support Officer 2, Medical	$ 31.04	$ 64,563.20
Payroll/Accounting	$ 37.30	$ 77,584.00
Payroll/Personnel Analyst	$ 25.61	$ 53,268.80
PC Manager	$ 50.52	$ 105,081.60
PC Specialist	$ 30.53	$ 63,495.47
PC Support Technician	$ 28.09	$ 58,427.20
PCB Design Engineer	$ 27.74	$ 57,699.20
PCT/Unit Secretary	$ 27.51	$ 57,220.80
PE Teacher	$ 40.09	$ 83,387.20
PE/Health Teacher	$ 35.09	$ 72,987.20
Peer Recovery Supporter	$ 20.00	$ 41,600.00
Peer Review Specialist	$ 48.05	$ 99,944.00
Peer Support	$ 18.00	$ 37,440.00
Peer Support Specialist	$ 20.31	$ 42,250.00
Pelletizing Line Operator	$ 20.69	$ 43,035.20
People and Culture Officer	$ 36.06	$ 75,004.80
People Development Officer	$ 34.00	$ 70,720.00
People Engagement Manager	$ 33.17	$ 68,993.60
People Operations Generalist	$ 33.67	$ 70,033.60
Performance Improvement & Accreditation Coordinator	$ 27.00	$ 56,160.00
Performance Marketing Director	$ 56.12	$ 116,729.60
PERFORMANCE SPECIALIST	$ 23.52	$ 48,915.66
Permit Inspector	$ 27.24	$ 56,648.80
Permit Specialist	$ 24.96	$ 51,906.40
Permit Technician	$ 25.71	$ 53,483.73
PERSO OP IV	$ 19.97	$ 41,527.20

Perso OpV	$ 23.51	$ 48,900.80
person management	$ 48.00	$ 99,840.00
Personnel Analyst III	$ 37.07	$ 77,098.67
Personnel Officer	$ 40.30	$ 83,824.00
Personnel Officer 1	$ 27.01	$ 56,180.80
Personnel Officer 2	$ 35.39	$ 73,611.20
Personnel Technician	$ 28.14	$ 58,527.04
PFCE Specialist	$ 26.38	$ 54,870.40
Pharmacist	$ 80.86	$ 168,188.80
Pharmacist IT Systems Analyst	$ 73.79	$ 153,483.20
Philanthropic Services Director	$ 32.50	$ 67,600.00
Phsyician	$ 96.15	$ 199,992.00
Physcial Education Teacher	$ 69.53	$ 144,622.40
Physical Education & Health Teacher	$ 39.30	$ 81,744.00
Physical Education Teacher	$ 45.01	$ 93,620.80
Physical Therapist	$ 56.09	$ 116,656.80
Physician	$ 91.94	$ 191,238.79
Physician Assistant	$ 60.65	$ 126,141.60
Physician Assistant EX	$ 60.90	$ 126,672.00
Physician Wellbeing Manager	$ 40.54	$ 84,323.20
Pipefitter	$ 42.16	$ 87,689.60
Pipefitter Apprentice	$ 38.95	$ 81,005.60
Pipfitter	$ 43.46	$ 90,396.80
Piping Designer	$ 29.74	$ 61,859.20
Planner, Distribution	$ 34.18	$ 71,094.40
Planning - Manufacturing Supervisor	$ 37.39	$ 77,771.20
Planning - Senior Production Scheduler	$ 32.22	$ 67,017.60
Planning & Finance - CAPEX	$ 58.05	$ 120,744.00
Planning Analyst	$ 29.00	$ 60,320.00
Planning and Development Director	$ 51.23	$ 106,558.40
PLANNING DIRECTOR	$ 50.01	$ 104,020.80
Plans & Permits Manager	$ 52.46	$ 109,116.80
Plant Accountant	$ 34.61	$ 71,988.80
Plant Electrical Engineer	$ 52.39	$ 108,971.20
Plant Engineer	$ 44.77	$ 93,113.28
Plant Engineering Manager	$ 58.11	$ 120,868.80
Plant Maintenance	$ 26.27	$ 54,647.27
Plant Manager	$ 53.46	$ 111,189.87
Plant Manager 240/440	$ 65.02	$ 135,241.60
Plant Microbiologist	$ 32.69	$ 67,995.20
Plant Office & People Manager	$ 38.12	$ 79,289.60
Plant Operations Manager	$ 52.93	$ 110,084.00
Plant Operator III	$ 33.14	$ 68,931.20
Plant Supervisor	$ 33.00	$ 68,640.00
Plant Utility	$ 24.46	$ 50,866.40
Plastics Engineer	$ 51.10	$ 106,288.00
Platoon Chief	$ 26.40	$ 54,918.93
PLC Technician	$ 39.00	$ 81,120.00
Plumber Apprentice	$ 21.33	$ 44,373.33
Plumber Technician	$ 22.25	$ 46,280.00
Plumbing	$ 32.00	$ 66,560.00
plumbing apprentice	$ 25.72	$ 53,502.22
Plumbing Apprentice Level 2	$ 24.82	$ 51,634.03
Plumbing Apprentice Level 3	$ 25.11	$ 52,238.25
Plumbing Apprentice Level 4	$ 28.35	$ 58,976.72
Plumbing Apprentice, Level 4	$ 19.00	$ 39,520.00
Plumbing Supervisor	$ 34.00	$ 70,720.00
PM	$ 38.46	$ 79,996.80
PMO Manager	$ 60.05	$ 124,904.00
PMO Portfolio Manager	$ 84.86	$ 176,508.80
Police Chief	$ 58.04	$ 120,730.13
Police Dispatch	$ 31.18	$ 64,854.40
Police Lieutanent	$ 62.15	$ 129,272.00
POLICE LIEUTENANT	$ 60.31	$ 125,437.87
Police Officer	$ 42.18	$ 87,724.69
Police Officer/Detective	$ 50.39	$ 104,811.20
Police Sergeant	$ 59.12	$ 122,969.60

Police Specialist	$ 49.29	$ 102,523.20
Policy Associate	$ 28.46	$ 59,196.80
Policy Director	$ 52.98	$ 110,198.40
Policy Fellow	$ 39.66	$ 82,492.80
Pop Shop Coordinator Social Media Manager Graphic Designer	$ 10.00	$ 20,800.00
Population Health Analyst	$ 38.76	$ 80,620.80
Population Health Strategist	$ 30.00	$ 62,400.00
Porject Superintendent	$ 49.52	$ 103,001.60
Portfolio Manager	$ 47.03	$ 97,822.40
POS & Merch Inventory Controller	$ 24.20	$ 50,336.00
POS Analyst Help Desk	$ 23.99	$ 49,899.20
POS Systems Engineer 3	$ 40.09	$ 83,380.27
Post Closer/Recorder	$ 23.42	$ 48,713.60
Post Harvest Manager	$ 34.62	$ 72,009.60
Postdoctoral Fellow	$ 35.32	$ 73,465.60
Post-Harvest Assistant Manager	$ 29.33	$ 61,006.40
Potts Center Executive Director	$ 23.85	$ 49,608.00
Power Supply Planning Engineer I	$ 58.15	$ 120,941.60
Practice Director, Software and Application Integration	$ 79.33	$ 165,006.40
Practice Manager	$ 34.74	$ 72,248.80
Practice Technology Analyst	$ 57.49	$ 119,568.80
Practice Technology Analytics Manager	$ 64.11	$ 133,338.40
Practice Technology Data Analyst	$ 37.85	$ 78,717.60
Practice Technology Specialist	$ 38.42	$ 79,913.60
Precision Machinist	$ 31.98	$ 66,518.40
PreCon director	$ 87.54	$ 182,083.20
PRE-CONSTRUCTION	$ 50.00	$ 104,000.00
Pre-Construction Coordinator	$ 25.50	$ 53,040.00
Preconstruction Specialist	$ 38.00	$ 79,040.00
Pre-K Teacher	$ 80.76	$ 167,980.80
Prepress Operator	$ 30.77	$ 64,001.60
Prepress Operator 2	$ 24.30	$ 50,544.00
Preschool Administrative Assistant	$ 25.00	$ 52,000.00
Preschool Administrative Assitant	$ 25.00	$ 52,000.00
Preschool Director	$ 49.56	$ 103,084.80
Preschool Intervention Specialist	$ 27.15	$ 56,472.00
Preschool Supervisor	$ 33.81	$ 70,327.77
Preschool Teacher	$ 26.35	$ 54,801.88
President	$ 75.30	$ 156,618.06
President - EPCOR Foundry	$ 79.37	$ 165,089.60
President & CEO	$ 108.76	$ 226,223.57
President & Chief Executive Officer	$ 40.00	$ 83,200.00
President & COO	$ 84.13	$ 174,990.40
President and CEO	$ 97.48	$ 202,758.40
President and COO	$ 96.15	$ 199,992.00
President of Operations/Owner	$ 100.00	$ 208,000.00
President of Sales	$ 240.38	$ 499,990.40
President, FedPro	$ 113.75	$ 236,600.00
President/CEO	$ 67.51	$ 140,410.40
President/Chief Executive Officer	$ 43.00	$ 89,440.00
President/Owner	$ 88.70	$ 184,496.00
President-Consultant	$ 62.50	$ 130,000.00
Presidetn/COO	$ 171.88	$ 357,510.40
Press Operator	$ 21.88	$ 45,504.46
Press Secretary	$ 31.25	$ 65,000.00
Press Weld Operator	$ 26.97	$ 56,097.60
Press Weld Tech Supervisor	$ 37.16	$ 77,292.80
Press Welding Superintendent	$ 56.73	$ 117,998.40
Prevention Services Coordinator	$ 30.53	$ 63,502.40
Preventive Maintenance Lead	$ 33.01	$ 68,660.80
Preventive Maintenance Specialist	$ 24.00	$ 49,920.00
Pricing Specialist	$ 24.00	$ 49,920.00
Primary Operator	$ 31.52	$ 65,561.60
Primary Operator lvl 2	$ 20.67	$ 42,993.60
Primary Operator 2	$ 21.09	$ 43,867.20
PRINCIPAL	$ 49.02	$ 101,960.54
Principal Attorney	$ 67.26	$ 139,900.80

Principal Business Analyst	$ 54.92	$ 114,233.60
Principal Data Engineer	$ 69.36	$ 144,268.80
Principal DevOps Engineer	$ 95.97	$ 199,617.60
Principal Engineer	$ 72.71	$ 151,229.87
Principal Infrastructure Architect	$ 74.00	$ 153,920.00
Principal Platform Engineer	$ 63.24	$ 131,539.20
Principal Product Design Engineer	$ 35.00	$ 72,800.00
Principal Product Owner	$ 70.67	$ 146,993.60
Principal Reliability Engineer	$ 74.99	$ 155,979.20
Principal Scientist	$ 84.14	$ 175,011.20
Principal Security Architect	$ 48.55	$ 100,984.00
Principal Software Engineer	$ 67.59	$ 140,587.20
Principal Technical Engineer	$ 75.51	$ 157,060.80
Printing Specialist	$ 41.38	$ 86,070.40
PRIO 2	$ 21.57	$ 44,865.60
PRIO 3	$ 25.92	$ 53,913.60
Prio2	$ 22.13	$ 46,030.40
Private Events Manager	$ 36.05	$ 74,984.00
Private Events Sales Account Manager	$ 31.20	$ 64,896.00
Private Events Sales Representative	$ 25.00	$ 52,000.00
Prject Executive	$ 67.31	$ 140,004.80
Pro Fee Coding Specialist	$ 26.63	$ 55,384.46
Probate	$ 50.00	$ 104,000.00
Probate Clerk	$ 20.00	$ 41,600.00
Probation Administrator	$ 22.66	$ 47,132.80
Probation Officer	$ 28.61	$ 59,508.80
Process Coordinator	$ 41.87	$ 87,082.67
Process Development Consultant	$ 47.60	$ 99,008.00
Process Development Engineer Level 1	$ 42.87	$ 89,169.60
Process Engineer	$ 42.11	$ 87,585.02
Process Engineer Intern	$ 24.00	$ 49,920.00
Process Engineer Technician	$ 32.26	$ 67,090.40
Process Engineering Manager	$ 51.91	$ 107,962.40
Process Engineering Team Leader	$ 80.42	$ 167,273.60
Process Implementation Engineer	$ 31.25	$ 65,000.00
Process Improvement Analyst	$ 31.05	$ 64,584.00
Process Improvement Engineer	$ 37.08	$ 77,126.40
Process Improvement Technician	$ 45.75	$ 95,160.00
Process Manager	$ 54.47	$ 113,297.60
Process Mechanci	$ 30.61	$ 63,668.80
Process Mechanic	$ 33.83	$ 70,371.60
Process Operator - Powerhouse	$ 40.30	$ 83,824.00
Process Operator II, Capsules	$ 25.37	$ 52,762.67
Process Operator III	$ 42.45	$ 88,296.00
Process Operator III - Relief	$ 42.45	$ 88,296.00
Process Quality Specialist	$ 49.52	$ 103,001.60
Process Safety Engineer	$ 67.31	$ 140,004.80
Process Tech	$ 30.52	$ 63,477.44
Process Technician	$ 38.73	$ 80,559.30
Process Technician, Capsules	$ 28.00	$ 58,240.00
Processing Coordinator	$ 23.00	$ 47,840.00
Processing Manager	$ 33.17	$ 68,993.60
Processing Operator	$ 24.25	$ 50,440.00
Processing Specialist	$ 26.18	$ 54,444.00
Processing Team Lead	$ 29.94	$ 62,275.20
Processor	$ 20.62	$ 42,889.60
Processor II	$ 24.36	$ 50,668.80
Procurement	$ 31.46	$ 65,436.80
Procurement Agent	$ 43.32	$ 90,105.60
Procurement Analyst	$ 85.00	$ 176,800.00
PROCUREMENT BILLING COORDINATOR	$ 31.35	$ 65,208.00
Procurement BPA	$ 34.60	$ 71,968.00
Procurement Coordinator	$ 27.00	$ 56,160.00
Procurement Functional Team Lead	$ 85.00	$ 176,800.00
Procurement Manager	$ 85.00	$ 176,800.00
Procurement Project Lead	$ 44.41	$ 92,372.80
Procurement Specialist, Purchasing	$ 22.52	$ 46,841.60

Procurement/Production Scheduling Manager	$	37.73	$	78,478.40
Prod Inspection	$	22.57	$	46,945.60
Prod Rework	$	23.95	$	49,816.00
Prod Tester	$	20.67	$	42,993.60
producer	$	25.93	$	53,924.00
Product - Marketing Specialist	$	44.51	$	92,580.80
PRODUCT ADMINISTRATOR	$	27.04	$	56,243.20
Product Analyst	$	34.25	$	71,240.00
Product and Compliance Engineer	$	56.65	$	117,832.00
Product and Procurement Manager and Internal IT	$	32.69	$	67,995.20
Product Architect	$	77.90	$	162,032.00
Product Compliance & Testing Manager	$	57.69	$	119,995.20
Product Control Manager	$	40.63	$	84,510.40
Product Design Engineer	$	35.22	$	73,264.53
Product Designer	$	47.84	$	99,507.20
Product Development Engineer	$	55.43	$	115,286.08
Product Development Engineer Manager	$	21.00	$	43,680.00
Product Development Manager	$	72.68	$	151,169.20
Product Development Project Mgr 1	$	31.25	$	65,000.00
Product Development Specialist	$	37.08	$	77,126.40
Product Engineer	$	45.91	$	95,492.80
Product Information Management Supervisor	$	29.22	$	60,777.60
Product Lead	$	44.37	$	92,279.20
Product Licensing & Compliance Analyst	$	33.65	$	69,981.60
Product Lifecycle Mgmt	$	41.97	$	87,297.60
Product Manager	$	49.46	$	102,870.56
Product Manager I	$	38.46	$	79,996.80
Product Manager- OSP Closures	$	43.67	$	90,833.60
Product Owner	$	38.35	$	79,768.00
Product Owner I	$	43.45	$	90,382.93
Product Owner II	$	53.21	$	110,676.80
Product Owner III	$	66.30	$	137,904.00
Product Sourcing Specialist	$	48.55	$	100,984.00
PRODUCT SPECIALIST	$	35.92	$	74,713.60
Product Support Engineer	$	32.76	$	68,140.80
Product Support Engineer II	$	38.57	$	80,225.60
Product Support Engineer III	$	39.03	$	81,182.40
Product Support Specialist	$	34.75	$	72,280.00
Product Trainer	$	48.97	$	101,853.44
PRODUCT/SALES COORDINATOR	$	30.58	$	63,606.40
Production	$	36.92	$	76,798.80
Production Admin/System Engineer	$	28.85	$	60,008.00
Production Analyst	$	29.89	$	62,171.20
Production and Maintenance Assistant	$	18.00	$	37,440.00
Production Area Lead	$	31.36	$	65,218.40
Production Assembler	$	22.06	$	45,884.80
Production Associate 3	$	17.26	$	35,906.00
Production Capacity Control	$	47.50	$	98,800.00
Production Control	$	29.88	$	62,150.40
Production Control Assistant	$	23.00	$	47,840.00
Production Control Manager	$	38.16	$	79,372.80
Production Control Specialist	$	24.00	$	49,920.00
Production Coordinator	$	24.43	$	50,819.60
Production Engineer	$	41.11	$	85,498.40
Production Engineering Manager	$	52.88	$	109,990.40
Production Group Lead	$	29.00	$	60,320.00
Production Group Leader	$	21.00	$	43,680.00
Production Intern	$	19.44	$	40,435.20
Production Lead	$	26.83	$	55,813.13
Production Leader I	$	27.30	$	56,784.00
Production Manager	$	45.52	$	94,688.72
Production Manager Trainee	$	46.00	$	95,680.00
Production Packer	$	18.00	$	37,440.00
Production Planner	$	34.96	$	72,708.80
Production Planner 1	$	27.40	$	56,992.00
Production Planner 2	$	32.93	$	68,494.40
Production Planning	$	45.25	$	94,120.00

Production Planning Team Member	$ 19.80	$ 41,184.00
Production Quality Coordinator	$ 18.50	$ 38,480.00
Production Scheduler	$ 41.98	$ 87,311.47
Production Shift Supervisor	$ 29.00	$ 60,320.00
Production Specialist	$ 17.33	$ 36,046.40
Production Staff	$ 22.77	$ 47,366.80
Production Staffing SpecialistÂ	$ 27.21	$ 56,596.80
Production Supervisor	$ 38.74	$ 80,575.33
Production Supervisor First Shift	$ 29.00	$ 60,320.00
Production Support Specialist	$ 19.15	$ 39,832.00
Production Support Tech	$ 28.00	$ 58,240.00
Production Support Technician	$ 28.00	$ 58,240.00
Production Team Development Manager	$ 48.03	$ 99,902.40
Production Team Lead	$ 23.75	$ 49,400.00
Production Team Memeber	$ 16.00	$ 33,280.00
Production Technician	$ 26.37	$ 54,842.67
Production Trainer	$ 25.40	$ 52,832.00
Production Trainer and Verifier	$ 28.00	$ 58,240.00
Production Training Lead	$ 27.32	$ 56,825.60
Production Worker - Welding Department	$ 26.20	$ 54,504.32
Products & Services Coordinator, OBLBS	$ 30.22	$ 62,857.60
Products & Services Manager, OBLBS	$ 40.66	$ 84,572.80
Professional Development Support Specialist	$ 21.54	$ 44,803.20
PROFESSIONAL ENGINEER	$ 41.25	$ 85,800.00
Professor	$ 115.50	$ 240,240.00
Professor and Associate Dean	$ 102.13	$ 212,420.00
Professor and Chair	$ 65.93	$ 137,134.40
Professor, Education	$ 53.08	$ 110,406.40
Professor, Engineering	$ 49.86	$ 103,708.80
Professor, English	$ 47.98	$ 99,798.40
Professor, World Languages	$ 46.87	$ 97,489.60
Program Accreditation Specialist	$ 33.74	$ 70,179.20
Program Administrator	$ 24.50	$ 50,960.00
Program and Office Assistant	$ 24.06	$ 50,037.87
Program Assistant II	$ 22.84	$ 47,507.20
Program Coordinator	$ 25.17	$ 52,353.60
Program Coordinator, Education	$ 19.00	$ 39,520.00
Program Data Specialist	$ 22.82	$ 47,465.60
Program Director	$ 30.47	$ 63,372.40
Program Director, Cyber Security	$ 34.00	$ 70,709.60
Program Director, Film & Video Production	$ 29.80	$ 61,984.00
Program Management Office Manager	$ 79.33	$ 165,006.40
Program Manager	$ 34.95	$ 72,699.96
Program Manager 3	$ 59.71	$ 124,196.80
Program Manager I	$ 40.60	$ 84,448.00
Program Manager III	$ 61.88	$ 128,703.47
Program Manager of Career & Growth	$ 43.00	$ 89,440.00
Program Manager Team Lead	$ 52.54	$ 109,283.20
Program Manager Workforce Training Adv Manufacturing	$ 37.02	$ 77,001.60
Program Manager Workforce Training Advanced Manufacturing	$ 37.02	$ 77,001.60
Program Manager Workforce Training for Advanced Manufacturing	$ 37.00	$ 76,960.00
Program Manager, Culture and Engagement	$ 39.38	$ 81,910.40
Program Manager, Emergency Preparedness	$ 47.95	$ 99,736.00
Program Manager, Fashion Design & Retail Merchandising	$ 33.42	$ 69,513.60
Program Manager, Music	$ 36.25	$ 75,400.00
Program Manager, Research and Education	$ 36.73	$ 76,398.40
Program Officer	$ 37.17	$ 77,303.20
Program Officer 3	$ 40.05	$ 83,304.00
Program Officer 4	$ 43.14	$ 89,731.20
Program Services Manager	$ 87.84	$ 182,707.20
Program Specialist	$ 21.00	$ 43,680.00
Program Supervisor	$ 28.47	$ 59,217.60
Program Transition Coordinator	$ 23.61	$ 49,108.80
Programmer	$ 40.90	$ 85,066.80
Programmer / Technician	$ 32.00	$ 66,560.00
Programmer Analyst	$ 35.12	$ 73,049.60
Programmer Analyst 5, DJFS	$ 38.97	$ 81,057.60

Programmer Analyst and Team Lead	$	38.25	$	79,560.00
Programmer/Analyst 5, DJFS	$	38.97	$	81,057.60
Programmer/Developer	$	44.26	$	92,060.80
Programming & Creative Coordinator	$	24.00	$	49,920.00
Programs Coordinator	$	28.85	$	60,008.00
Proj Mgr, User & Web Experience	$	35.54	$	73,923.20
Project Assistant	$	27.24	$	56,659.20
Project & Purchasing Manager	$	28.20	$	58,656.00
Project Accountant	$	35.10	$	73,008.00
Project Accountant 1	$	33.65	$	69,992.00
Project Administrative	$	30.95	$	64,376.00
Project Administrator	$	30.20	$	62,809.07
Project Adminstrative	$	27.24	$	56,659.20
Project Adminstrator	$	22.19	$	46,155.20
Project Admisitrative	$	26.44	$	54,995.20
Project Architect	$	62.50	$	130,000.00
Project CAD Designer	$	53.63	$	111,550.40
Project Coordinater	$	22.50	$	46,800.00
Project Coordinator	$	31.66	$	65,842.40
Project Coordinator & Accounting	$	32.81	$	68,244.80
Project Coordinator/Purchaser	$	27.20	$	56,576.00
Project Cost Assistant	$	25.76	$	53,575.60
Project Design Engineer	$	24.51	$	50,980.80
Project Designer	$	26.45	$	55,016.00
PROJECT DEVELOPER	$	45.02	$	93,649.92
Project Development Coordinator	$	31.69	$	65,915.20
Project Director 1	$	29.00	$	60,320.00
Project Director 2	$	35.09	$	72,987.20
Project Director 3	$	42.30	$	87,984.00
Project Director 4	$	56.25	$	117,000.00
Project Engineer	$	40.66	$	84,578.61
Project Engineer 1	$	38.27	$	79,609.92
Project Engineer 2	$	40.38	$	83,990.40
Project Engineer Automation	$	55.00	$	114,400.00
Project Engineer I	$	66.60	$	138,519.09
Project Executive	$	66.15	$	137,598.93
Project Financial Controller	$	46.04	$	95,763.20
Project Group Engineer	$	37.00	$	76,953.07
Project Group Engineer Coordinator	$	52.41	$	109,012.80
Project Group Engineer SSE	$	58.27	$	121,201.60
Project Lead Controls Engineer	$	46.53	$	96,782.40
Project Lead Mechanical Design Engineer	$	46.47	$	96,657.60
Project Leader	$	51.70	$	107,536.00
Project Management Specialist	$	66.50	$	138,320.00
Project Manager	$	46.74	$	97,209.03
Project Manager - Business Analyst	$	67.99	$	141,419.20
Project Manager - Digital Marketing Specialist	$	24.00	$	49,920.00
Project Manager 1	$	53.62	$	111,529.60
Project Manager 2	$	58.26	$	121,170.40
Project Manager II	$	34.62	$	72,009.60
PROJECT MANAGER IN TRAINING	$	29.00	$	60,320.00
Project Manager Intern	$	29.82	$	62,025.60
Project Manager Parental Leave Support	$	14.00	$	29,120.00
PROJECT MANAGER, SPECIAL PROJECTS	$	38.00	$	79,040.00
Project Manager, Strategic Initiatives	$	33.65	$	69,992.00
Project Manager/ Field Operations Manager	$	59.80	$	124,384.00
Project Manager/Grant Writer	$	38.46	$	79,996.80
Project Manager/Journeyman Electrician	$	40.00	$	83,200.00
Project Manager/Procore Implementation Specialist	$	38.00	$	79,040.00
Project Manger	$	58.95	$	122,616.00
Project Mgr	$	46.85	$	97,448.00
Project Professional	$	41.00	$	85,280.00
Project Superintendent	$	52.11	$	108,378.40
Project Superintendent 2	$	61.90	$	128,752.00
Project Surveyor	$	38.22	$	79,497.60
Projects Lead	$	30.44	$	63,315.20
Projects Manager	$	34.13	$	70,990.40

Promotions Coordinator	$	18.47	$	38,407.20
Propertey Manager	$	28.85	$	60,008.00
Property Assistant Manager	$	34.61	$	71,988.80
Property Management Accounting Manager	$	50.84	$	105,747.20
Property Management Generalisr	$	19.81	$	41,204.80
Property Management Generalist	$	20.56	$	42,754.40
Property Manager	$	32.45	$	67,501.20
Proposal Coordinator	$	26.44	$	54,995.20
Proposal Manager	$	40.87	$	85,009.60
Provider Compliance SSA	$	30.83	$	64,126.40
Provider Liaison	$	34.45	$	71,656.00
Provider Workforce Support Specialist	$	25.35	$	52,728.00
Provisioning Specialist - Intern	$	12.00	$	24,960.00
Prpject Exec	$	80.77	$	168,001.60
Psychiatric Support	$	25.00	$	52,000.00
Psychologist	$	55.16	$	114,722.40
Psychologist Aide	$	20.11	$	41,828.80
Psychology Assistant	$	18.77	$	39,041.60
Public Health Nurse	$	25.33	$	52,693.33
Public Health Nurse II	$	28.65	$	59,592.00
Public Information Officer	$	45.35	$	94,328.00
Public Records Clerk	$	15.19	$	31,595.20
Public Safety Services Manager	$	41.35	$	86,008.00
Public Service Fellow	$	24.10	$	50,128.00
Public Services Manager	$	31.53	$	65,582.40
Public Works Crew Leader	$	33.17	$	68,993.60
Public Works Traffic Light Technician	$	30.45	$	63,336.00
Purchasing	$	33.88	$	70,476.07
Purchasing & Inventory Coordinator	$	32.47	$	67,537.60
Purchasing & Material Handler Manager	$	37.50	$	78,000.00
Purchasing & Scheduling Manager	$	37.50	$	78,000.00
Purchasing Agent	$	31.11	$	64,704.64
Purchasing Analyst 1	$	33.65	$	69,992.00
Purchasing Analyst/Technical Assistance	$	37.74	$	78,499.20
Purchasing Assistant	$	29.00	$	60,320.00
Purchasing Associate	$	27.17	$	56,513.60
Purchasing Buyer	$	56.84	$	118,227.20
Purchasing Coordinator	$	31.37	$	65,254.80
Purchasing Manager	$	44.26	$	92,056.18
Purchasing Specialist	$	29.19	$	60,715.20
Purchasing Supervisor 2	$	30.76	$	63,980.80
PV Solar Installer	$	27.97	$	58,177.60
QA Specialist	$	27.60	$	57,408.00
QA Analyst 1	$	27.16	$	56,492.80
QA Associate II	$	36.45	$	75,816.00
QA Coordinator	$	20.09	$	41,787.20
QA Engineer	$	37.00	$	76,960.00
QA Inspector I	$	21.91	$	45,572.80
QA Inspector II	$	23.78	$	49,462.40
QA Inspector III & Project Lead	$	33.35	$	69,368.00
QA Inspector Technician 3	$	27.58	$	57,366.40
QA Lab Tech II	$	26.48	$	55,078.40
QA Manager	$	50.48	$	104,998.40
QA Specialist	$	29.00	$	60,320.00
QA Specialist III	$	30.00	$	62,400.00
QA Supervisor	$	49.63	$	103,230.40
QA Tech	$	22.00	$	45,760.00
QA Technician	$	23.44	$	48,744.80
QAQC Coordinator	$	23.00	$	47,840.00
QC Analyst II - Environmental Monitoring	$	30.52	$	63,481.60
QC Analyst IV	$	48.10	$	100,048.00
QC Chemist I	$	27.30	$	56,773.60
QC Clerk-Quality Clerk	$	20.49	$	42,619.20
QC Inspector	$	23.75	$	49,400.00
QC Lab Supervisor	$	31.67	$	65,873.60
QC Lab Tech I	$	26.12	$	54,319.20
QC Lab Tech II	$	25.95	$	53,976.00

QC Lab Tech III	$ 35.83	$ 74,533.33
QC Manager	$ 39.28	$ 81,702.40
QC Raw Material Compliance Specialist	$ 59.79	$ 124,363.20
QC Specialist V	$ 58.98	$ 122,678.40
QC Specialist VI	$ 60.14	$ 125,091.20
QC Tech	$ 25.30	$ 52,624.00
QC Tech, Foreman	$ 31.00	$ 64,480.00
QC technician	$ 21.33	$ 44,358.08
QI Coordinator	$ 30.84	$ 64,147.20
QIDP (Qualified Intellectual Disability Professional)	$ 27.50	$ 57,200.00
QRC LEad	$ 33.00	$ 68,640.00
QRC Team Leader	$ 33.63	$ 69,940.00
Qualit Inspector	$ 17.00	$ 35,360.00
Quality	$ 50.13	$ 104,260.00
Quality - Quality Inspector 1	$ 20.84	$ 43,347.20
Quality & Compliance Director	$ 31.52	$ 65,561.60
Quality & Continuous Improvement Manager	$ 44.70	$ 92,976.00
Quality & Infection Specialist	$ 34.88	$ 72,550.40
Quality and Business Systems Director	$ 67.54	$ 140,483.20
Quality and CI Manager	$ 76.68	$ 159,494.40
Quality and Compliance Dir.	$ 31.53	$ 65,582.40
Quality and Weld Trainer	$ 31.73	$ 65,998.40
Quality APQP Auditor	$ 24.54	$ 51,043.20
Quality Assurance	$ 23.75	$ 49,400.00
Quality Assurance Analyst	$ 44.39	$ 92,320.80
Quality Assurance Analyst 3	$ 42.67	$ 88,753.60
Quality Assurance Associate	$ 20.00	$ 41,600.00
QUALITY ASSURANCE MANAGER	$ 53.74	$ 111,770.88
Quality Assurance Specialist	$ 34.63	$ 72,037.33
Quality Assurance Supervisor	$ 40.99	$ 85,254.00
Quality Assurance Team Lead	$ 52.11	$ 108,388.80
Quality Assurance Technician	$ 26.32	$ 54,745.60
Quality Auditor	$ 21.14	$ 43,971.20
Quality Control	$ 45.90	$ 95,472.00
Quality Control Associate	$ 20.00	$ 41,600.00
Quality Control Inspector	$ 28.44	$ 59,155.20
Quality Control Inspector I	$ 18.26	$ 37,980.80
Quality Control Manager	$ 54.09	$ 112,507.20
Quality Control Mechanic	$ 26.43	$ 54,981.33
Quality Control Mgr.	$ 37.00	$ 76,960.00
Quality Control Specialist	$ 39.81	$ 82,804.80
Quality Control Supervisor	$ 27.16	$ 56,492.80
Quality Control Technician	$ 23.19	$ 48,228.27
Quality Coordinator	$ 30.52	$ 63,471.20
Quality Engineer	$ 38.87	$ 80,840.93
Quality Engineer 1	$ 36.14	$ 75,171.20
Quality Engineer III	$ 50.62	$ 105,289.60
Quality Engineer- Production & Process Support	$ 26.00	$ 54,080.00
Quality Engineer- Toll	$ 38.46	$ 79,996.80
Quality Engineering Specialist	$ 32.81	$ 68,244.80
Quality Engineering Technician III	$ 29.63	$ 61,637.33
Quality Inspector	$ 24.96	$ 51,924.60
Quality Inspector / Trainer	$ 34.32	$ 71,385.60
Quality Inspector 1	$ 20.84	$ 43,347.20
Quality Inspector 2	$ 22.26	$ 46,300.80
Quality Inspector 3	$ 20.55	$ 42,744.00
Quality Inspector I	$ 27.23	$ 56,638.40
Quality Inspector II	$ 23.46	$ 48,789.87
Quality Inspector Lead	$ 25.00	$ 52,000.00
Quality Manager	$ 46.70	$ 97,141.20
Quality of Life (Coordinator)	$ 20.00	$ 41,600.00
Quality of Life (QOL) Coordinators	$ 20.00	$ 41,600.00
Quality Programs Specialist	$ 23.10	$ 48,042.80
Quality Risk and Compliance Manager	$ 38.94	$ 80,995.20
Quality Specialist	$ 36.18	$ 75,244.00
Quality Specialist/CMM Programmer	$ 28.35	$ 58,968.00
Quality Supervisor	$ 35.40	$ 73,625.76

Quality Systems Engineer	$ 37.98	$ 78,998.40
Quality Systems Manager	$ 53.23	$ 110,708.00
Quality Tech	$ 27.12	$ 56,400.36
Quality Technician	$ 23.76	$ 49,418.57
Quality Technician - Lead	$ 24.44	$ 50,835.20
Quantitative Analyst I	$ 42.28	$ 87,942.40
Quantitative Analyst II - MRM	$ 44.64	$ 92,840.80
Quoter	$ 29.25	$ 60,840.00
R & D Manager	$ 57.76	$ 120,140.80
R&D Analyst	$ 42.01	$ 87,380.80
R&D Chemist	$ 37.16	$ 77,292.80
R&D Director	$ 84.13	$ 174,990.40
R&D Engineer	$ 40.62	$ 84,482.67
R&D ENGINEERING MANAGER	$ 64.09	$ 133,307.20
R&D Lab Tech I	$ 25.46	$ 52,956.80
R&D Lab Tech II	$ 25.87	$ 53,809.60
R&D Lead Engineer	$ 51.36	$ 106,828.80
R&D Manager	$ 47.59	$ 98,987.20
R&D Mechanical Engineer	$ 34.28	$ 71,292.00
R&D Process Engineer	$ 36.05	$ 74,984.00
R&D Samples Coordinator	$ 27.82	$ 57,865.60
R&D Supervisor	$ 51.39	$ 106,891.20
R&D TECH	$ 36.63	$ 76,180.00
R&D TECHNICIAN	$ 41.63	$ 86,590.40
Radiant App Analyst	$ 67.13	$ 139,630.40
Radio Reading Service Manager	$ 26.48	$ 55,078.40
Radiology Informatics Applications & Systems Analyst I	$ 37.37	$ 77,736.53
Radiology Informatics Applications & Systems Analyst II	$ 41.56	$ 86,444.80
Radiology Informatics Applications & Systems Analyst III	$ 47.74	$ 99,299.20
Radiology Informatics Applications & Systems Analyst Lead	$ 49.90	$ 103,792.00
Radiology Informatics Network & Modality Administrator I	$ 44.35	$ 92,248.00
Radiology Informatics Network & Modality Sr Administrator	$ 53.04	$ 110,327.36
Radiology Operations Specialist Lead	$ 31.95	$ 66,456.00
Raw Material Planner	$ 43.71	$ 90,916.80
Raw Supervisor	$ 28.13	$ 58,500.00
Reading Coach	$ 25.00	$ 52,000.00
Reading Intervention Tutor	$ 30.00	$ 62,400.00
Reading Specialist	$ 30.60	$ 63,648.00
Reading/Literacy Coach	$ 30.00	$ 62,400.00
Rebuild Engineer	$ 37.05	$ 77,064.00
Rebuild Engineer Manager	$ 42.80	$ 89,024.00
RECEIVING CLERK	$ 21.00	$ 43,680.00
Receiving Coordinator	$ 26.28	$ 54,662.40
Receiving Manager	$ 31.63	$ 65,790.40
Receiving Supervisor	$ 24.98	$ 51,958.40
Receptionist	$ 20.08	$ 41,766.40
Receptionist - CSR	$ 23.00	$ 47,840.00
Receptionist/Order Entry	$ 18.50	$ 38,480.00
Receptionist/Production Administrator	$ 25.62	$ 53,289.60
Records & Information Manager	$ 38.57	$ 80,225.60
Records Clerk	$ 26.20	$ 54,496.00
Records Specialist	$ 18.86	$ 39,234.00
Records Supervisor	$ 36.64	$ 76,211.20
Recovery Care Coordinator	$ 22.00	$ 45,760.00
Recovery Program Director	$ 25.00	$ 52,000.00
Recreation Clerk	$ 18.50	$ 38,480.00
Recreation Director	$ 48.99	$ 101,899.20
Recreation Operations Supervisor	$ 32.84	$ 68,307.20
Recreation Services Administrator	$ 44.64	$ 92,851.20
Recreation Supervisor	$ 35.05	$ 72,904.00
Recruiter	$ 30.50	$ 63,446.12
Recruiter / Sourcer	$ 26.60	$ 55,328.00
Recruiter Support Specialist	$ 21.43	$ 44,564.00
Recruiting and Sourcing Specialis	$ 28.85	$ 60,008.00
Recruiting Coordinator	$ 21.70	$ 45,136.00
Recruiting Manager	$ 44.57	$ 92,705.60
Recruitment and Retention Specialist	$ 33.02	$ 68,681.60

Recruitment Manage	$ 39.79	$ 82,763.20
Reentry Social Service Specialist	$ 29.28	$ 60,902.40
Reference & Adult Services Manager	$ 37.96	$ 78,956.80
Refill triage nurse	$ 32.32	$ 67,225.60
Refinery Operator	$ 52.74	$ 109,699.20
Refractory/Precast Sales Engineer	$ 54.00	$ 112,320.00
Refurb Engineer	$ 40.22	$ 83,657.60
Regioinal Training Support Specialist	$ 34.32	$ 71,385.60
Regional Controller	$ 59.43	$ 123,614.40
Regional Coordinator	$ 28.14	$ 58,531.20
Regional Director	$ 37.41	$ 77,818.00
Regional Director for Northeast Ohio	$ 62.50	$ 130,000.00
Regional Director for Southeast Ohio	$ 55.29	$ 115,003.20
Regional Director of Ops	$ 66.78	$ 138,902.40
Regional Director, Minority Business Assistance Center	$ 41.00	$ 85,280.00
Regional Manager	$ 36.72	$ 76,370.67
Regional Operations Director	$ 66.23	$ 137,758.40
Regional Operations Manager	$ 45.84	$ 95,347.20
Regional Performance Manager	$ 59.42	$ 123,593.60
Regional Recruitment Manager	$ 21.61	$ 44,948.80
Regional Sales Director	$ 48.08	$ 100,006.40
Regional Sales Manager	$ 54.72	$ 113,817.60
Regional Vice President	$ 45.86	$ 95,382.86
Regional VP, Commercial Services	$ 90.26	$ 187,740.80
Registered Dietitian	$ 33.26	$ 69,180.80
Registered Environmental Health Specialist	$ 20.77	$ 43,201.60
registered health environmental specialist	$ 30.83	$ 64,126.40
Registered Nurse	$ 27.00	$ 56,160.00
Registrar	$ 39.70	$ 82,576.00
Registrar/Student Services	$ 16.50	$ 34,320.00
Regulatory Affairs Specialist	$ 28.22	$ 58,697.60
Regulatory Financial Analyst II	$ 37.69	$ 78,395.20
Regulatory Manager - Ingredients and RM	$ 54.72	$ 113,817.60
Regulatory Managers - Ingredients and RM	$ 54.72	$ 113,817.60
Regulatory Reporting Analyst	$ 46.13	$ 95,950.40
Regulatory Reporting Manager	$ 56.64	$ 117,811.20
REHS	$ 33.26	$ 69,180.80
Related Services Supervisor	$ 53.66	$ 111,612.80
Reliability Engineer	$ 54.55	$ 113,453.60
RELIABILITY PROCESS ENGINEER	$ 43.15	$ 89,752.00
Remote Support Director	$ 32.00	$ 66,560.00
Remote Support Manager	$ 31.25	$ 65,000.00
Remote Systems Administrator	$ 39.21	$ 81,556.80
Rental Assistance Case Manager	$ 18.09	$ 37,627.20
RENTAL COORDINATOR	$ 27.45	$ 57,096.00
Rep	$ 48.07	$ 99,989.76
REPISS	$ 34.93	$ 72,654.40
Report Developer II	$ 49.78	$ 103,542.40
Reporting Analyst	$ 36.36	$ 75,618.40
Reporting and Visualization Specialis	$ 40.69	$ 84,635.20
Research Assistant	$ 24.94	$ 51,868.27
Research Engineer	$ 36.89	$ 76,731.20
Research Engineer Technician II	$ 36.29	$ 75,483.20
Research Fellow	$ 40.31	$ 83,840.64
Research Mineralogist	$ 47.05	$ 97,864.00
Research Scientist	$ 39.44	$ 82,031.53
Research Tech	$ 32.21	$ 66,996.80
Resident for River CIty	$ 8.70	$ 18,096.00
Resident Services Supervisor	$ 25.40	$ 52,832.00
Resident trainee at River City	$ 8.70	$ 18,096.00
Residential Advocate	$ 20.00	$ 41,600.00
Residential Director	$ 34.15	$ 71,032.00
Residential Estimator/Showroom Consultant	$ 21.00	$ 43,680.00
Residential Housing Director	$ 34.86	$ 72,508.80
Residential Life Coordinator	$ 23.07	$ 47,985.60
Residential plan designer	$ 50.00	$ 104,000.00
Residential Sales Rep	$ 18.03	$ 37,502.40

Residential Services Director	$ 31.25	$ 65,000.00
Residential Services Manager	$ 24.00	$ 49,920.00
Resigned	$ 17.48	$ 36,358.40
Resource Coordinator	$ 37.70	$ 78,416.00
Resource Development Director	$ 31.80	$ 66,144.00
Resource Support - Dedicated Resources	$ 25.00	$ 52,000.00
Resources & Community Engagement Coordinator	$ 25.00	$ 52,000.00
Resources Development Officer	$ 40.38	$ 83,990.40
Retail Assistant Manager	$ 26.44	$ 54,995.20
Retail Associate	$ 15.00	$ 31,200.00
Retail Manager	$ 33.65	$ 69,992.00
Retail Office Associate	$ 17.00	$ 35,360.00
Retail Sales Director	$ 54.73	$ 113,838.40
Retail Store Manager	$ 20.00	$ 41,600.00
Retail Support Manager	$ 26.52	$ 55,161.60
Retail/Equip Floater	$ 17.00	$ 35,360.00
Returns Manager	$ 29.80	$ 61,984.00
Rev & Asset Sr Analyst	$ 35.23	$ 73,278.40
Rev Asset Strat Analyst	$ 39.90	$ 82,992.00
Revenue Accounting Manager	$ 59.71	$ 124,196.80
Revenue Coordinator	$ 27.58	$ 57,366.40
Revenue Cycle Coordinator	$ 24.08	$ 50,086.40
Revenue Cycle Lead	$ 22.26	$ 46,300.80
Revenue Cycle Manager	$ 31.16	$ 64,812.80
Revenue Cycle Rep	$ 23.00	$ 47,840.00
Revenue Cycle Supervisor	$ 30.05	$ 62,504.00
Revenue Integrity Analyst	$ 27.00	$ 56,160.00
Ride Mechanic	$ 30.00	$ 62,400.00
Ride Tech Controls	$ 40.60	$ 84,448.00
Rider Service Representative	$ 20.60	$ 42,848.00
Rigger	$ 27.13	$ 56,420.00
Rip Operator	$ 28.00	$ 58,240.00
Ripping Assistant	$ 23.10	$ 48,048.00
Risk & Compliance Manager	$ 43.27	$ 90,001.60
Risk and Compliance Manager	$ 42.68	$ 88,774.40
Risk and Compliance Specialist	$ 27.55	$ 57,304.00
Risk Leadership Program Participant	$ 32.93	$ 68,494.40
Risk Management Senior Adjuster	$ 38.46	$ 79,996.80
Risk Manager	$ 63.18	$ 131,414.40
Risk Manager Property & Casualty	$ 29.81	$ 62,004.80
RN	$ 33.73	$ 70,158.40
RN Clinical Liaison	$ 44.10	$ 91,728.00
Road Foreman	$ 36.49	$ 75,899.20
Road Superintendent	$ 45.33	$ 94,286.40
Roaster Supervisor	$ 20.00	$ 41,600.00
Robot Operator	$ 24.00	$ 49,920.00
Robot Technician	$ 33.94	$ 70,595.20
Robotic Process Automation Supervisor	$ 64.60	$ 134,368.00
Robotics and Automation Manager	$ 53.63	$ 111,550.40
Robotics Engineer	$ 31.50	$ 65,520.00
Robotics/Manufacturing Trainee	$ 18.94	$ 39,395.20
Roll Tender	$ 19.75	$ 41,080.00
Root Cause Analysis Engineer	$ 41.83	$ 87,006.40
Rotation Analyst	$ 29.76	$ 61,904.96
Rotational Program	$ 26.44	$ 54,995.20
Route Planner	$ 28.12	$ 58,489.60
RPG WOSP Development Manager	$ 58.31	$ 121,284.80
RSS	$ 16.09	$ 33,467.20
S Customer Service Analyst II NE	$ 30.85	$ 64,168.00
Safety	$ 27.67	$ 57,553.60
Safety & Prevailing Wage Coordinator	$ 39.80	$ 82,784.00
Safety & Quality Manager	$ 37.98	$ 78,998.40
Safety & Training Coordinator	$ 22.54	$ 46,883.20
Safety and Environment	$ 37.75	$ 78,520.00
Safety Assistant	$ 22.00	$ 45,760.00
Safety Coordinator	$ 34.48	$ 71,725.33
Safety Director	$ 65.36	$ 135,948.80

Safety Grants Manager	$ 24.67	$ 51,313.60
Safety Manager	$ 45.12	$ 93,839.20
Safety Specialist	$ 28.28	$ 58,822.40
Safety Specialist I	$ 20.50	$ 42,640.00
Safety Specialist II	$ 28.00	$ 58,240.00
Safety Supervisor	$ 28.00	$ 58,240.00
Sales	$ 33.13	$ 68,904.85
Sales & Marketing Manager	$ 30.00	$ 62,400.00
Sales / Recruiter	$ 40.00	$ 83,200.00
Sales / Recruiting	$ 40.00	$ 83,200.00
Sales Account Manager	$ 47.72	$ 99,247.20
Sales Account Representative	$ 30.51	$ 63,460.80
Sales Account Specialist	$ 28.76	$ 59,820.80
Sales Administrative Assistant	$ 29.25	$ 60,840.00
Sales Advisor	$ 29.76	$ 61,893.87
Sales Analyst	$ 26.85	$ 55,856.32
Sales and Marketing Associate	$ 36.15	$ 75,192.00
Sales and Marketing Intern	$ 20.00	$ 41,600.00
Sales and Marketing Manager	$ 40.07	$ 83,345.60
Sales and Service Rep.	$ 77.39	$ 160,971.20
Sales Application Engineer	$ 41.76	$ 86,860.80
Sales Associate	$ 30.01	$ 62,410.40
Sales Coordinator	$ 37.71	$ 78,436.80
Sales Data Analyst	$ 29.99	$ 62,379.20
Sales Director	$ 52.11	$ 108,383.60
Sales Enablement Specialist	$ 26.60	$ 55,328.00
Sales Engineer	$ 36.73	$ 76,388.00
Sales Engineet	$ 51.44	$ 106,995.20
Sales Executive	$ 40.62	$ 84,489.60
Sales Lead	$ 17.00	$ 35,360.00
Sales Manager	$ 43.55	$ 90,592.76
Sales Manger	$ 36.06	$ 75,004.80
Sales Marketing Consultant	$ 56.09	$ 116,667.20
Sales Office Supervisor	$ 24.15	$ 50,232.00
Sales Operations Coordinator	$ 25.48	$ 52,998.40
Sales Processor	$ 16.00	$ 33,280.00
Sales Project Manager	$ 32.33	$ 67,246.40
Sales Rep	$ 22.50	$ 46,800.00
Sales Representative	$ 23.21	$ 48,268.80
Sales Representative 1	$ 29.80	$ 61,984.00
Sales Representative 3	$ 39.66	$ 82,492.80
Sales Speacilist	$ 22.11	$ 45,988.80
Sales Specialist	$ 17.56	$ 36,514.40
SALES STAFF ACCOUNTANT	$ 26.68	$ 55,494.40
Sales Supervisor	$ 47.40	$ 98,592.00
Sales Support and Information Specialist	$ 29.00	$ 60,320.00
Sales Support Coordinator	$ 29.81	$ 62,004.80
Sales Support Manager	$ 38.25	$ 79,560.00
Sales Support Project Specialist	$ 46.15	$ 95,992.00
Sales Support Specialist	$ 28.12	$ 58,482.67
Sales Tech	$ 24.04	$ 50,003.20
Sales/Marketing Director	$ 38.46	$ 79,996.80
Salesforce Administrator	$ 37.02	$ 77,001.60
Salesman	$ 28.36	$ 58,988.80
Salon Manager	$ 15.00	$ 31,200.00
Sample Shop Manager & Facilities Supervisor	$ 29.61	$ 61,588.80
Samplemaker	$ 25.48	$ 52,998.40
Sanitarian	$ 31.00	$ 64,480.00
SAP Administration Manager	$ 78.31	$ 162,884.80
SAP Business Analyst	$ 56.24	$ 116,979.20
SAP Consultant	$ 40.57	$ 84,385.60
saperindendent	$ 49.43	$ 102,814.40
SAW OPERATOR	$ 23.95	$ 49,824.32
Saw Supervisor	$ 55.29	$ 115,003.20
Scada & Substation Engineer	$ 50.73	$ 105,518.40
Scheduler	$ 30.00	$ 62,408.32
Scheduler I	$ 38.92	$ 80,953.60

Scheduling	$ 22.50	$ 46,800.00
Scheduling Assistant	$ 24.00	$ 49,920.00
Scheduling Coordinator	$ 26.28	$ 54,669.33
Scheduling Manager	$ 28.61	$ 59,508.80
Scheduling Supervisor	$ 26.91	$ 55,972.80
Scholarship director	$ 21.36	$ 44,428.80
Scholarship Officer	$ 31.95	$ 66,456.00
School Age Service Coordinator	$ 25.36	$ 52,748.80
School Branch Manager	$ 28.50	$ 59,280.00
School Counselor	$ 51.20	$ 106,496.00
School Improvement Representatiev	$ 38.62	$ 80,329.60
School Improvement Representative	$ 37.37	$ 77,737.92
School Nurse	$ 30.00	$ 62,400.00
School Program Manager	$ 30.00	$ 62,400.00
School Psychologist	$ 39.51	$ 82,187.73
School Secretary	$ 31.35	$ 65,208.00
School to Work Coordinator	$ 38.34	$ 79,747.20
schuduling	$ 30.00	$ 62,400.00
Science	$ 33.45	$ 69,576.00
Science Instructor	$ 55.92	$ 116,313.60
Science Teacher	$ 48.00	$ 99,840.00
Scientist II	$ 40.31	$ 83,834.40
Scientist III	$ 43.84	$ 91,176.80
Screen Print Production Manager	$ 41.18	$ 85,654.40
Scrum Master	$ 42.95	$ 89,329.07
Scrum Master II	$ 54.74	$ 113,859.20
Scrum Master III	$ 58.77	$ 122,241.60
Search - Content Marketing Specialist	$ 34.60	$ 71,968.00
Secertary	$ 16.39	$ 34,091.20
Second Shift Supervisor	$ 30.84	$ 64,147.20
Secondary Assembler	$ 17.49	$ 36,372.27
Secondary Director	$ 70.97	$ 147,617.60
Secondary Office Manager	$ 28.83	$ 59,966.40
Secondary Office Technician	$ 27.75	$ 57,720.00
Secondary Technology Integration Coach	$ 70.91	$ 147,492.80
Secretary	$ 33.28	$ 69,232.19
Secretary I	$ 25.28	$ 52,582.40
Secretary Safety/Service	$ 34.30	$ 71,344.00
Section Coordinator - Lab Svcs	$ 43.81	$ 91,124.80
Secure System Administrator	$ 42.00	$ 87,360.00
Security Administrator	$ 31.99	$ 66,539.20
Security Analyst	$ 39.64	$ 82,442.88
Security and Network Engineer	$ 61.33	$ 127,566.40
Security Architect	$ 70.82	$ 147,305.60
Security Engineer	$ 36.54	$ 76,003.20
Security Operations Analyst	$ 44.78	$ 93,142.40
Security Software Engineer	$ 45.32	$ 94,265.60
Security Superviosr	$ 23.83	$ 49,566.40
Security Supervisor	$ 27.98	$ 58,198.40
Security Technician	$ 21.83	$ 45,406.40
Selections Assistant	$ 28.85	$ 60,008.00
Senior	$ 43.13	$ 89,710.40
Senior Account Clerk	$ 35.66	$ 74,172.80
Senior Account Manager	$ 70.28	$ 146,182.40
Senior Accountant	$ 46.41	$ 96,536.96
Senior Accountant and Grants Administrator	$ 40.87	$ 85,009.60
Senior Accountant I	$ 36.72	$ 76,370.67
Senior Accountant II	$ 40.70	$ 84,656.00
Senior Accounting Clerk	$ 24.04	$ 50,003.20
Senior Accounting Specialist	$ 34.54	$ 71,843.20
Senior Accounts Payable Associate	$ 28.38	$ 59,030.40
Senior Accounts Payable Coordinator	$ 28.00	$ 58,240.00
Senior Accounts Receivables Associate	$ 26.78	$ 55,702.40
Senior Admin Assistant	$ 27.46	$ 57,116.80
Senior Administrative Assistant	$ 28.68	$ 59,656.48
Senior Analyst	$ 43.27	$ 90,001.60
Senior Analyst, ABAP Development	$ 64.17	$ 133,473.60

Senior Analyst, Data Governance	$ 38.67	$ 80,433.60
Senior Analyst, Finance Data & Analytics	$ 44.35	$ 92,248.00
SENIOR ANALYST, IT PERFORMANCE MANAGEMENT	$ 44.65	$ 92,872.00
SENIOR ANALYST, MASTER DATA MANAGEMENT	$ 40.48	$ 84,198.40
Senior Analyst, Payment Services	$ 36.83	$ 76,606.40
Senior Analyst, Tax Technology	$ 43.27	$ 90,001.60
Senior Analyst, Technology Process	$ 40.63	$ 84,510.40
Senior Analytical Scientist	$ 40.00	$ 83,200.00
Senior Application Engineer	$ 55.81	$ 116,077.87
Senior Application Engineer II	$ 56.46	$ 117,426.40
Senior Applications Developer	$ 74.81	$ 155,604.80
Senior Applications Engineer	$ 55.77	$ 115,994.67
Senior Aquatic Director	$ 28.00	$ 58,240.00
Senior Architectural Designer	$ 37.50	$ 78,000.00
Senior Artificial Intelligence Engineer	$ 65.39	$ 136,011.20
Senior Asset Manager	$ 52.00	$ 108,160.00
Senior Benefits and Leave Administrator	$ 37.50	$ 78,000.00
Senior Billing Analyst	$ 24.04	$ 50,003.20
Senior Business Analyst	$ 46.08	$ 95,853.33
Senior Business Analyst II	$ 47.60	$ 99,008.00
Senior Business Development Manager	$ 38.46	$ 79,996.80
Senior Business Development Representative	$ 25.48	$ 52,998.40
Senior Business Operations Manager	$ 66.26	$ 137,820.80
Senior Business Systems Specialist	$ 32.82	$ 68,265.60
Senior Buyer	$ 37.98	$ 78,994.93
Senior CAD Manager	$ 32.82	$ 68,265.60
Senior Capture Manager	$ 82.69	$ 171,995.20
Senior Category Management/PD Manager	$ 45.43	$ 94,494.40
Senior Center Administrative Assistant	$ 16.23	$ 33,758.40
Senior Center Administrator	$ 33.45	$ 69,576.00
Senior Center Director	$ 33.45	$ 69,576.00
Senior Civil Engineer	$ 55.78	$ 116,022.40
Senior Claim Representative	$ 46.71	$ 97,156.80
Senior Clerk	$ 25.27	$ 52,561.60
Senior Client Lifecycle Billing Analyst	$ 36.06	$ 75,004.80
Senior Client Service Administrator	$ 29.81	$ 62,004.80
Senior Client Technology	$ 57.44	$ 119,475.20
Senior Clinical Systems Analyst	$ 48.90	$ 101,712.00
Senior Competitive & Market Intelligence Analyst	$ 66.00	$ 137,280.00
Senior Competitive & Market Intelligence Manager	$ 65.00	$ 135,200.00
Senior Computer Programmer Analyst	$ 45.17	$ 93,946.67
Senior Computer/Programmer Analyst	$ 47.92	$ 99,673.60
Senior Consultant	$ 55.63	$ 115,714.30
Senior Consultant Designer Training Instructor	$ 57.69	$ 119,995.20
Senior Consultant Trainer Instruction Designer	$ 69.71	$ 144,996.80
Senior Consultant Training Instructional Design	$ 69.71	$ 144,996.80
Senior Consultant Training Instructor Design	$ 69.71	$ 144,996.80
Senior Consultant Training Instructor Designer	$ 57.69	$ 119,995.20
Senior Consultant Training Instructor/Designer	$ 69.71	$ 144,996.80
Senior Consultatn	$ 52.88	$ 109,990.40
Senior Contract Compliance Officer	$ 40.07	$ 83,345.60
Senior Controller	$ 76.92	$ 159,993.60
Senior Controls Engineer	$ 47.00	$ 97,760.00
Senior Coordinator Business Management	$ 40.51	$ 84,260.80
Senior Cost Analyst	$ 43.26	$ 89,980.80
Senior Cost management coordinator	$ 30.00	$ 62,400.00
Senior Credit Analyst	$ 50.31	$ 104,637.87
Senior Customer Experience Lead Analyst	$ 49.28	$ 102,502.40
Senior Customer Success Manager	$ 69.23	$ 143,998.40
Senior Cyber Analyst	$ 57.89	$ 120,411.20
Senior Cybersecurity Analyst	$ 43.55	$ 90,584.00
Senior Data Analyst	$ 46.95	$ 97,662.93
Senior Data Analyst, Internal Audit	$ 35.41	$ 73,652.80
Senior Data Base Administrator	$ 42.13	$ 87,630.40
Senior Data Developer	$ 40.00	$ 83,200.00
senior Data Developer 1	$ 40.00	$ 83,200.00
Senior Data Developer I	$ 40.00	$ 83,200.00

Senior Data Developer II	$ 40.00	$ 83,200.00
Senior Data Engineer	$ 49.57	$ 103,110.80
Senior Data Quality Assurance Analyst	$ 40.00	$ 83,200.00
Senior Data Quality Assurance Analyst 1	$ 40.00	$ 83,200.00
Senior Data Specialist	$ 36.06	$ 75,004.80
Senior Database Administrator	$ 36.06	$ 75,004.80
Senior Deputy Director Administrative Services	$ 57.29	$ 119,163.20
Senior Design Engineer	$ 53.79	$ 111,891.52
Senior Design Project Manager	$ 54.26	$ 112,860.80
Senior Design Project Manager Warehouse Manager	$ 32.69	$ 67,995.20
Senior Designer	$ 42.23	$ 87,838.40
Senior Desktop Engineer	$ 56.94	$ 118,435.20
Senior Desktop Technician	$ 40.19	$ 83,595.20
Senior Developer	$ 58.90	$ 122,503.09
Senior Development Engineer	$ 41.71	$ 86,746.40
Senior Development Officer	$ 43.58	$ 90,646.40
Senior Development Services Manager	$ 60.91	$ 126,692.80
Senior Digital Solutions Analyst	$ 54.57	$ 113,495.20
Senior Digital Workplace Administrator	$ 39.15	$ 81,425.07
Senior Director	$ 65.37	$ 135,959.20
Senior Director IT Governance	$ 103.47	$ 215,217.60
Senior Director Medical Services	$ 85.27	$ 177,361.60
Senior Director of Business Systems	$ 72.26	$ 150,300.80
Senior Director of Communications	$ 46.62	$ 96,969.60
Senior Director of Community Impact	$ 36.00	$ 74,880.00
Senior Director of Operations and Communication	$ 36.00	$ 74,880.00
SENIOR DIRECTOR of PLANNING and RESEARCH	$ 68.78	$ 143,062.40
Senior Director of The GRIT	$ 40.38	$ 83,990.40
Senior Director of Youth Development	$ 29.00	$ 60,320.00
Senior Director, Customer Service	$ 77.17	$ 160,513.60
Senior Director, Customer Success	$ 71.11	$ 147,908.80
Senior Director, Data Engineering	$ 116.41	$ 242,125.87
Senior Director, Digital Assets Management	$ 30.90	$ 64,265.07
Senior Director, Early Career Exploration	$ 54.47	$ 113,297.60
Senior Director, Enterprise Enabling Technologies	$ 66.69	$ 138,715.20
Senior Director, Information and Support Technology	$ 63.58	$ 132,246.40
Senior Director, IT Service and Infrastructure	$ 106.88	$ 222,310.40
Senior Director, Platform Engineering	$ 116.83	$ 243,006.40
Senior Director, Public Services	$ 55.07	$ 114,545.60
Senior Director, Software Engineering	$ 104.85	$ 218,088.00
Senior Director, Strategic Initiatives	$ 120.75	$ 251,149.60
Senior Director, Strategic Services	$ 61.29	$ 127,483.20
Senior E-Discovery Project Manager	$ 67.82	$ 141,072.53
SENIOR EDUCATION COORDINATOR	$ 39.05	$ 81,224.00
Senior Electrical Engineer	$ 45.67	$ 94,993.60
Senior Electromechanical Engineer	$ 74.36	$ 154,668.80
Senior Engineer	$ 49.84	$ 103,661.26
Senior Engineering Designer	$ 62.84	$ 130,707.20
Senior Engineering Technician	$ 32.77	$ 68,157.44
SENIOR ESTIMATOR	$ 45.54	$ 94,723.20
Senior Executive Advisor	$ 152.00	$ 316,160.00
Senior Executive Asst to City Attorney	$ 59.32	$ 123,392.53
Senior Executive Director	$ 62.28	$ 129,542.40
Senior Field Sales Training Capability Manager	$ 67.13	$ 139,630.40
Senior Finance Associate	$ 31.24	$ 64,979.20
Senior Finance Manager	$ 71.90	$ 149,552.00
Senior Finance specialist	$ 21.26	$ 44,220.80
Senior Financial Analyst	$ 45.83	$ 95,321.94
Senior Financial Systems Analyst	$ 53.80	$ 111,904.00
Senior Floor Support Coordinator	$ 22.05	$ 45,864.00
Senior FPA Analyst	$ 59.42	$ 123,593.60
Senior Graphic Designer	$ 27.00	$ 56,160.00
Senior Group Manager, User Experience	$ 86.46	$ 179,836.80
Senior HR Generalist	$ 39.49	$ 82,130.88
Senior HR Manager	$ 52.88	$ 109,990.40
Senior Human Resources Business Partner	$ 48.84	$ 101,594.13
Senior Human Resources Generalist	$ 40.63	$ 84,510.40

Senior Human Resources Supervisor	$	24.52	$	51,001.60
Senior Identity & Access Management Engineer	$	69.00	$	143,520.00
Senior Infrastructure Engineer	$	84.78	$	176,342.40
Senior IT Client Support Specialist	$	42.02	$	87,401.60
Senior IT Infrastructure Engineer	$	61.79	$	128,512.80
Senior IT Oracle Developer	$	52.77	$	109,761.60
Senior IT Quality Assurance Analyst	$	54.94	$	114,275.20
Senior IT Support Analyst	$	43.25	$	89,960.00
Senior IT Support and Infrastructure Specialist	$	39.27	$	81,681.60
Senior IT Support Specialist	$	27.24	$	56,659.20
Senior IT Systems Admin	$	55.43	$	115,294.40
Senior Lab Technician	$	22.55	$	46,904.00
Senior Learning and Development Partner	$	47.31	$	98,411.73
Senior Learning Development Specialist	$	38.90	$	80,912.00
Senior Lecturer Marketing	$	45.55	$	94,744.00
Senior LOB Reporting Analyst	$	47.77	$	99,361.60
Senior Logistics Coordinator	$	34.79	$	72,363.20
Senior Maint Tech	$	45.61	$	94,868.80
Senior Maintenace Tech	$	39.60	$	82,368.00
Senior Maintenance Supervisor	$	48.16	$	100,172.80
Senior Maintenance Tech	$	40.31	$	83,837.46
Senior Manager	$	66.80	$	138,945.49
Senior Manager - Communications, Learning & Development	$	70.37	$	146,369.60
Senior Manager - Service Support	$	71.81	$	149,364.80
Senior Manager BI	$	46.40	$	96,512.00
Senior Manager Brand Experience	$	44.98	$	93,558.40
Senior Manager HR Operations	$	61.01	$	126,900.80
Senior Manager Nursing	$	60.64	$	126,131.20
Senior Manager of Business Development, Gelok	$	90.32	$	187,865.60
Senior Manager of Safety & Security	$	36.00	$	74,880.00
Senior Manager of Technology	$	45.00	$	93,600.00
Senior Manager, Business Systems and Solutions	$	55.97	$	116,417.60
Senior Manager, Client Service and Support	$	72.49	$	150,779.20
Senior Manager, Community Impact	$	40.95	$	85,176.00
Senior Manager, Corporate Finance	$	76.13	$	158,350.40
Senior Manager, Development	$	40.46	$	84,156.80
Senior Manager, Digital Marketing	$	50.48	$	104,998.40
Senior Manager, Finance EPM	$	67.73	$	140,878.40
Senior Manager, Marketing Analytics	$	52.28	$	108,742.40
Senior Manager, Marketing Content	$	50.48	$	104,998.40
Senior Manager, Marketing Operations	$	40.38	$	83,990.40
Senior Manager, Media Relations	$	50.48	$	104,998.40
Senior Manager, North American Logistics	$	65.99	$	137,259.20
Senior Manager, Product	$	68.41	$	142,292.80
Senior Manager, Sales Operations Program Management	$	74.21	$	154,356.80
Senior Manager, Scoreboard Operations	$	42.12	$	87,609.60
Senior Manager, Supply Planning	$	64.10	$	133,328.00
Senior Manager, Talent Deployment	$	50.48	$	104,998.40
Senior Manager, Talent Development	$	50.48	$	104,998.40
Senior Manufacturing Engineer	$	49.57	$	103,105.60
Senior Marketing Manager	$	63.22	$	131,497.60
Senior Marketing Specialist	$	26.90	$	55,952.00
Senior Material Scientist	$	46.67	$	97,066.67
Senior Materials Engineer	$	50.00	$	104,000.00
Senior Materials Scientist II	$	73.03	$	151,902.40
Senior Mechanical Engineer	$	45.12	$	93,849.60
Senior Network & Systems Administrator	$	49.28	$	102,502.40
Senior Network Administrator	$	53.33	$	110,926.40
Senior Network Engineer	$	63.70	$	132,501.20
Senior Nursing Professional Development Specialist	$	49.75	$	103,469.60
Senior Operations and Events Specialist	$	35.00	$	72,800.00
Senior Operations Manager	$	33.41	$	69,499.73
Senior Oracle Database Administrator	$	58.02	$	120,681.60
Senior Organizational & Employee Development & Training Spec	$	37.15	$	77,272.00
Senior Outreach Specialist	$	23.28	$	48,422.40
Senior Paint Technician	$	35.48	$	73,798.40
Senior Payroll Specialist	$	40.33	$	83,892.34

Senior Personnel Officer	$ 39.80	$ 82,784.00
Senior Plant Office & People Manager	$ 39.42	$ 81,993.60
Senior Practice Technology Data Analyst	$ 51.30	$ 106,704.00
Senior Pricing Specialist	$ 33.00	$ 68,640.00
Senior Process Engineer	$ 65.97	$ 137,217.60
Senior Process Tech	$ 40.00	$ 83,200.00
Senior Product Category Manager	$ 47.43	$ 98,654.40
Senior Product Engineer	$ 57.75	$ 120,109.60
Senior Product Manager	$ 54.14	$ 112,616.40
Senior Production Engineer	$ 55.00	$ 114,400.00
Senior Production Scheduler	$ 32.22	$ 67,017.60
Senior Production Supervisor	$ 42.05	$ 87,464.00
Senior Program Coordinator	$ 27.23	$ 56,645.33
Senior Program Director	$ 52.09	$ 108,354.13
Senior Program Manager	$ 29.00	$ 60,320.00
Senior Program Officer	$ 47.13	$ 98,030.40
Senior Programmer Analyst	$ 35.31	$ 73,442.20
Senior Programmer/Analyst	$ 33.65	$ 69,992.00
Senior Project & Enterprise System Manager	$ 58.40	$ 121,472.00
Senior Project Accountant	$ 39.88	$ 82,950.40
Senior Project Engineer	$ 53.66	$ 111,619.73
Senior Project Manager	$ 58.45	$ 121,577.30
Senior Project Manager - Business Analyst	$ 79.99	$ 166,379.20
Senior Project ManagerÂ	$ 40.00	$ 83,200.00
Senior Projects Engineer	$ 28.00	$ 58,240.00
Senior QA Specialist	$ 22.93	$ 47,694.40
Senior Quality Assurance Analyst	$ 40.00	$ 83,200.00
Senior Quality Engineer	$ 55.56	$ 115,558.86
Senior Quantitative Manager	$ 82.36	$ 171,308.80
Senior Quantitative Manager - MRM	$ 78.08	$ 162,406.40
Senior R&D Technician	$ 38.39	$ 79,844.27
Senior R7D Tech	$ 39.10	$ 81,328.00
Senior Recruiter	$ 29.30	$ 60,935.68
Senior Regional Director	$ 40.38	$ 83,990.40
Senior Regional Manager	$ 69.86	$ 145,308.80
Senior Regional Vice President	$ 52.50	$ 109,200.00
Senior Research Associate	$ 40.38	$ 83,990.40
Senior Research Chemist	$ 57.75	$ 120,120.00
Senior Researcher and Development Officer	$ 38.40	$ 79,872.00
Senior Risk Manager	$ 53.38	$ 111,030.40
Senior Risk Reporting Analyst	$ 59.37	$ 123,489.60
Senior Sales Engineer	$ 38.76	$ 80,620.80
Senior Sales Manager	$ 68.50	$ 142,480.00
Senior Scrum Master	$ 65.39	$ 136,011.20
Senior Security Analyst	$ 40.00	$ 83,200.00
Senior Service Delivery Manager	$ 45.67	$ 94,993.60
Senior Service Desk Specialist	$ 28.34	$ 58,947.20
Senior Software Developer	$ 60.00	$ 124,800.00
Senior Software Engineer	$ 40.00	$ 83,200.00
Senior Software Engineer II	$ 40.00	$ 83,200.00
Senior Software Quality Engineer 1	$ 40.00	$ 83,200.00
Senior Solutions Architect	$ 43.27	$ 90,001.60
Senior Solutions Consultant	$ 100.00	$ 208,000.00
Senior Specialist	$ 28.07	$ 58,385.60
Senior Specialist, IT Support	$ 31.36	$ 65,228.80
Senior Staff Accountant	$ 42.28	$ 87,942.40
Senior Story Director	$ 26.50	$ 55,120.00
Senior Structural Engineer	$ 54.23	$ 112,798.40
Senior Supervisor	$ 24.63	$ 51,220.00
Senior Supervisor, Employment & Family Services	$ 45.30	$ 94,224.00
Senior Support Services Analyst	$ 40.89	$ 85,051.20
Senior Sustaining Engineer	$ 45.59	$ 94,835.52
Senior System Administrator	$ 57.89	$ 120,411.20
Senior System Administrator - Infrastructure	$ 57.89	$ 120,411.20
Senior System Analyst	$ 21.96	$ 45,676.80
Senior System/Network Administrator	$ 48.54	$ 100,963.20
Senior System/Network Engineer	$ 57.33	$ 119,253.33

Senior Systems Administrator	$ 46.43	$ 96,567.47
Senior Systems Analyst	$ 43.09	$ 89,630.67
Senior Systems Engineer	$ 52.11	$ 108,383.60
Senior Technical Analyst	$ 52.92	$ 110,073.60
Senior Technical Infrastructure Project Manager	$ 81.29	$ 169,083.20
Senior Technical Product Manager	$ 48.00	$ 99,840.00
Senior Technical Services Manager	$ 70.72	$ 147,097.60
Senior Technician	$ 28.67	$ 59,642.84
Senior Technician, Laboratory - Ethanol	$ 35.00	$ 72,800.00
Senior Technician, Service Desk	$ 29.50	$ 61,360.00
Senior Technology Adoption Specialist	$ 49.06	$ 102,044.80
Senior Technology Support Administrator	$ 26.44	$ 54,995.20
Senior Tenant Coordinator	$ 62.50	$ 130,000.00
Senior Tool Design Engineer	$ 41.71	$ 86,763.73
Senior Tool Design Engineer Specialist	$ 43.96	$ 91,436.80
Senior Training Officer	$ 35.47	$ 73,777.60
Senior Treasury Analyst	$ 56.81	$ 118,164.80
Senior Treasury Analyst	$ 55.17	$ 114,743.20
Senior Underwriter	$ 47.21	$ 98,196.80
Senior Vice President & COO	$ 99.36	$ 206,668.80
Senior Vice President and CFO	$ 92.69	$ 192,795.20
Senior Vice President of Finance	$ 76.00	$ 158,080.00
Senior Vice President of Strategic Solutions and Development	$ 55.00	$ 114,400.00
Senior Vice President Research & Development	$ 120.19	$ 249,995.20
Senior Vice President, Finance, Operations, and Air Service	$ 141.63	$ 294,590.40
Senior Vice President, Membership Development and Marketing / E>	$ 125.56	$ 261,164.80
Senior Vice President, Strategy and New Initiatives	$ 99.15	$ 206,232.00
Senior Vice President, Talent	$ 102.01	$ 212,180.80
Senior VP of People	$ 64.37	$ 133,889.60
Senior VP of Product Development	$ 77.65	$ 161,512.00
Senior VP, IT&S/CIO	$ 210.46	$ 437,756.80
Senior VP, Membership Development & Marketing	$ 125.56	$ 261,164.80
Senior VP, Strategy & New Initiatives	$ 99.15	$ 206,232.00
Senior Web Developer	$ 54.14	$ 112,611.20
Senior Workplace Consultant	$ 32.45	$ 67,496.00
Senior Workplace Coordinator	$ 30.39	$ 63,204.27
Senior Workplace Designer	$ 37.74	$ 78,499.20
Senior, IT Client Support Specialist	$ 42.02	$ 87,401.60
SERGEANT	$ 53.44	$ 111,152.60
Server Engineer III	$ 50.76	$ 105,580.80
Server Storage Supervisor	$ 65.76	$ 136,780.80
Server Systems Manager	$ 48.79	$ 101,483.20
SERVICE	$ 30.00	$ 62,400.00
Service & Warranty Specialist	$ 22.50	$ 46,800.00
Service Administrator	$ 25.00	$ 52,000.00
Service Advisor	$ 15.18	$ 31,564.00
Service Analyst Production Planner	$ 42.57	$ 88,545.60
Service and Support Administrator	$ 33.47	$ 69,624.53
Service and Support Administrator Supervisor	$ 40.92	$ 85,120.53
Service and Support Director	$ 34.66	$ 72,092.80
Service Coordinator	$ 24.18	$ 50,289.60
Service Coordinator Team Lead	$ 27.61	$ 57,428.80
Service Delivery Director	$ 66.51	$ 138,340.80
Service Delivery Manager	$ 39.04	$ 81,203.20
Service Delivery Team Lead	$ 26.10	$ 54,288.00
Service Desk	$ 32.80	$ 68,224.00
Service Desk Analyst	$ 29.46	$ 61,285.71
Service Desk Engineer II	$ 35.00	$ 72,800.00
Service Desk Lead	$ 51.68	$ 107,494.40
Service Desk Manager	$ 68.94	$ 143,395.20
Service Desk Tech I	$ 24.33	$ 50,606.40
Service Desk Tech II	$ 28.33	$ 58,926.40
Service Desk Tech III	$ 38.41	$ 79,892.80
SERVICE DIRECTOR	$ 49.51	$ 102,987.73
Service Engineer SR.	$ 53.00	$ 110,240.00
Service Engineer SR>	$ 43.00	$ 89,440.00
Service Manager	$ 36.73	$ 76,400.00

Service Optimization Supervisor	$ 33.65	$ 69,992.00
Service Planner II	$ 29.71	$ 61,796.80
service plumber	$ 22.75	$ 47,320.00
Service Rep.	$ 39.32	$ 81,785.60
Service Sales Rep	$ 38.46	$ 79,996.80
Service tech	$ 28.48	$ 59,244.07
Service Technician	$ 29.05	$ 60,424.51
Service Technician Level 3	$ 41.50	$ 86,320.00
Service/Survey	$ 25.20	$ 52,416.00
Set Up Person Secondary Operations	$ 23.55	$ 48,984.00
Set- Up Tech	$ 26.78	$ 55,702.40
Set Up Technician	$ 34.72	$ 72,217.60
Settlements and Administration Analyst, Team Lead	$ 29.52	$ 61,401.60
Set-Up Mechanic	$ 32.75	$ 68,117.92
Set-up operator	$ 35.84	$ 74,547.20
Setup Operator (LM Rails)	$ 30.05	$ 62,504.00
Set-Up Technician	$ 33.76	$ 70,213.87
Seventh Grade Math	$ 57.29	$ 119,163.20
Sevice Technician Level 2	$ 34.00	$ 70,720.00
Sewer Collection Worker III	$ 31.19	$ 64,875.20
Sewer Collections Superintendent	$ 50.48	$ 104,998.40
Sewer Collections Worker III	$ 30.66	$ 63,779.73
Sewer Maintenance Foreman	$ 37.43	$ 77,854.40
Sewer Technician	$ 30.25	$ 62,920.00
SEWING MACHINE OPERATOR	$ 17.38	$ 36,140.00
SEWING TEAM LEAD	$ 19.00	$ 39,520.00
Shared Laboratory Resources Specialist V	$ 46.02	$ 95,721.60
Shared Laboratory Resources V	$ 44.54	$ 92,643.20
SharePoint Specialist	$ 22.00	$ 45,760.00
SHEET METAL ASSISTANT	$ 23.90	$ 49,712.00
Shelter Program Administrator	$ 25.92	$ 53,913.60
Shelter Program Director	$ 25.92	$ 53,913.60
Sheriff Deputy	$ 34.51	$ 71,780.80
Sheriff LE Officer	$ 41.95	$ 87,256.00
Sheriff of Scioto County	$ 44.99	$ 93,579.20
Sheriff's Deputy	$ 41.08	$ 85,441.20
Shift Lead	$ 32.38	$ 67,350.40
Shift Lead Mechanic	$ 36.10	$ 75,088.00
Shift Maintenance	$ 33.45	$ 69,576.00
Shift Maintenance II	$ 30.98	$ 64,428.00
Shift Manager	$ 34.11	$ 70,938.40
Shift Supervisor	$ 26.12	$ 54,321.28
Shift Team Lead	$ 24.00	$ 49,920.00
Shipper I	$ 22.00	$ 45,760.00
Shipping	$ 18.76	$ 39,020.80
Shipping - Manufacturing Supervisor	$ 38.63	$ 80,350.40
Shipping & Receiving Manager	$ 30.00	$ 62,400.00
Shipping & Receiving Technician	$ 20.50	$ 42,640.00
Shipping & Warehouse	$ 31.41	$ 65,332.80
Shipping & Warehouse Manager	$ 36.33	$ 75,566.40
Shipping Administration	$ 25.00	$ 52,000.00
Shipping and Receiving Clerk	$ 23.52	$ 48,921.60
Shipping and Receiving Manager	$ 36.70	$ 76,329.07
Shipping and Receiving Supervisor	$ 32.93	$ 68,494.40
Shipping Clerk	$ 27.73	$ 57,678.40
Shipping Coordinator	$ 24.78	$ 51,532.00
Shipping Director	$ 13.00	$ 27,040.00
Shipping Manager	$ 18.00	$ 37,440.00
Shipping Supervisor	$ 38.50	$ 80,080.00
Shipping, Warehouse & Assembly Manager	$ 37.24	$ 77,459.20
Shipping/Receiving Clerk	$ 21.73	$ 45,198.40
Shipping/Recieving	$ 21.42	$ 44,553.60
SHOP ASSISTANT	$ 19.83	$ 41,255.31
Shop Coordinator	$ 43.19	$ 89,828.27
Shop Manager	$ 31.56	$ 65,637.87
shop mechanic	$ 42.68	$ 88,774.40
Shop Technician	$ 32.61	$ 67,828.80

Short Range Planning Manager	$	39.62	$	82,409.60
Signal Maintainer	$	33.56	$	69,813.47
Signal Technician	$	36.05	$	74,984.00
Site Coordinator	$	43.68	$	90,854.40
Site Manager	$	48.10	$	100,048.00
Site Reliability Engineer I	$	34.78	$	72,342.40
Site Safety Coordinator	$	27.55	$	57,304.00
Site Superintendent	$	42.31	$	87,999.60
Site Superintendnet	$	53.85	$	112,008.00
Site Supervisor	$	53.85	$	112,008.00
Site Supervisor/Family Advocate	$	17.71	$	36,836.80
Site Supervisor/Family Services Specialist	$	18.46	$	38,396.80
Slicing Manager	$	32.00	$	66,560.00
Small Mammals Zookeeper	$	24.80	$	51,584.00
SMT Machine Operator	$	23.80	$	49,495.68
Social Content Creator & PR	$	24.58	$	51,126.40
Social Media	$	18.20	$	37,856.00
Social Media Assistant Manager	$	47.28	$	98,342.40
Social Media Director	$	22.40	$	46,592.00
Social Media Manager	$	24.33	$	50,598.08
Social Media Specialist	$	31.25	$	65,000.00
Social Program Administrator 2	$	36.83	$	76,606.40
Social Program Developer, FSU	$	28.76	$	59,820.80
Social Service Specialist	$	24.53	$	51,029.33
Social Services Manager	$	28.51	$	59,300.80
Social Services Worker 3	$	32.58	$	67,766.40
Social Studies	$	52.96	$	110,156.80
Social Studies Instructor	$	41.10	$	85,488.00
Social Studies Teacher	$	48.85	$	101,599.68
Social Worker	$	38.24	$	79,535.73
Software & Systems Service/Support - Educational Technologist	$	49.06	$	102,044.80
Software & Systems Service/Support - Educational Technologist - Li	$	42.47	$	88,337.60
Software Application Developer	$	36.94	$	76,835.20
Software Consultant	$	18.46	$	38,396.80
Software Developer	$	46.59	$	96,899.47
Software Developer 1	$	36.91	$	76,772.80
Software Developer I	$	33.86	$	70,428.80
Software Developer II	$	45.87	$	95,404.40
Software Developer III	$	59.51	$	123,773.87
Software Development Manager	$	69.02	$	143,552.69
Software Engineer	$	52.78	$	109,777.34
Software Engineer - AI	$	44.23	$	91,998.40
Software Engineer 3	$	62.00	$	128,960.00
Software Engineer I	$	40.38	$	83,990.40
Software Engineer III	$	52.48	$	109,158.40
Software Engineer Manager	$	40.00	$	83,200.00
Software Engineer Specialist	$	40.00	$	83,200.00
SOFTWARE ENGINEERING MANAGER	$	68.75	$	143,000.00
Software Programmer	$	53.00	$	110,240.00
Software Quality Engineer	$	40.00	$	83,200.00
Software Quality Engineering Specialist	$	40.00	$	83,200.00
Software Scientist	$	49.69	$	103,355.20
Software Support Specialist	$	26.92	$	55,993.60
Solar Electrician	$	24.50	$	50,960.00
Solar Foreman	$	31.00	$	64,480.00
Solutions Analyst	$	30.41	$	63,252.80
Solutions Architect	$	46.89	$	97,524.27
Solutions Consultant	$	52.88	$	109,990.40
Solutions Engineer	$	33.72	$	70,127.20
Soup Technical Operator	$	18.38	$	38,230.40
Sourcing Category Management	$	57.69	$	119,995.20
Sourcing Category Manager	$	56.65	$	117,832.00
Sourcing Coordinator	$	21.93	$	45,614.40
Sourcing Engineer	$	39.07	$	81,255.20
Sow Farm Maintenance Technician	$	25.40	$	52,832.00
Sow Farm Manager	$	47.00	$	97,760.00
Spanish and College and Career Readiness	$	57.29	$	119,163.20

Spanish Teacher	$	51.15	$	106,400.32
Spare Part Specialist	$	26.36	$	54,828.80
Spare Parts - Supply Specialist 2	$	23.69	$	49,275.20
Spare Parts Sales	$	30.09	$	62,576.80
Spare Parts Specialist	$	25.89	$	53,840.80
SPARK Summit Supervisor	$	27.49	$	57,179.20
SPE	$	38.61	$	80,308.80
Spec - Equipment	$	94.00	$	195,520.00
Spec, Instructional Design	$	33.33	$	69,326.40
Spec, IT Solutions	$	39.95	$	83,096.00
Spech Therapist	$	30.00	$	62,400.00
Special Ed. Secretary/Adm. Asst.	$	16.24	$	33,779.20
Special Ed. Supervisor	$	55.35	$	115,128.00
Special Ed./Curriculum Supervisor	$	57.21	$	118,996.80
Special Education	$	25.00	$	52,000.00
Special Education Administrator	$	71.81	$	149,364.80
SPECIAL EDUCATION CONSULTANT	$	40.00	$	83,200.00
Special Education Coordinator	$	37.50	$	78,000.00
Special Education Director	$	44.34	$	92,234.13
Special Education Supervisor	$	55.02	$	114,446.80
Special Education Teacher	$	31.09	$	64,672.40
SPECIAL EDUCATION WORKFORCE DEVELOPMENT SPECIALIST	$	27.93	$	58,094.40
Special Grant Coordinator	$	24.62	$	51,209.60
Special Operations Project Manager	$	74.66	$	155,292.80
Special Programs Director	$	40.00	$	83,200.00
Special Programs Manager	$	38.46	$	79,996.80
Special Projects	$	43.50	$	90,480.00
Special Projects Coordinator	$	34.35	$	71,453.20
Special Projects Director	$	40.25	$	83,720.00
SPECIAL PROJECTS, DEPT HEAD	$	40.00	$	83,200.00
Special Services Director	$	45.89	$	95,440.80
Special Services Senior Manager	$	46.88	$	97,510.40
Special Services Supervisor	$	62.30	$	129,584.00
Specialist	$	31.03	$	64,542.40
Specialist - Compliance	$	33.65	$	69,992.00
Specialist, CNC	$	31.59	$	65,702.00
Specialist, Continued Education	$	28.84	$	59,987.20
Specialist, Education Programs	$	29.09	$	60,507.20
Specialist, Eng	$	36.77	$	76,473.80
Specialist, Eng Assc	$	31.83	$	66,206.40
Specialist, Laboratory	$	34.89	$	72,571.20
Specialist, Learning & Information Technology	$	51.21	$	106,516.80
Specialty Products Sales Engineer	$	35.48	$	73,798.40
SPEECH & LANGUAGE PATHOLOGIST	$	40.00	$	83,200.00
Speech Language Pathologist	$	56.37	$	117,242.67
Speech Pathologist	$	42.89	$	89,214.67
Speech Pathologist through Purchased Service Agreement with SCC	$	50.00	$	104,000.00
Speech Therapist	$	30.00	$	62,400.00
SPEECH/LANGUAGE PATHOLOGIST	$	30.00	$	62,400.00
Sports Program Manager	$	51.00	$	106,080.00
SPVP	$	38.44	$	79,955.20
SQL Developer	$	45.67	$	94,993.60
Sr Account Executive	$	26.44	$	54,995.20
SR Account Representative	$	40.86	$	84,988.80
Sr Accounting Manager	$	50.48	$	104,998.40
Sr Accounts Payable Coordinator	$	34.41	$	71,572.80
Sr Activation and Reinforcement Specalist	$	41.75	$	86,840.00
Sr Advanced Analytics Analyst	$	71.15	$	147,992.00
Sr Advanced Analytics Mgr	$	69.95	$	145,496.00
Sr Analytical Scientist I	$	51.06	$	106,204.80
Sr Architect Consultant	$	25.00	$	52,000.00
SR Business Intellgence Analyst	$	43.74	$	90,979.20
Sr Buyer	$	20.00	$	41,600.00
Sr Chemist, Training Coordinator	$	45.43	$	94,494.40
Sr Client Services	$	30.00	$	62,400.00
Sr Clinical Informaticist	$	59.07	$	122,865.60
Sr Computer and Networking Tech	$	37.43	$	77,844.00

Sr Customer Technical Support Specialist	$	30.76	$	63,980.80
Sr Customer Technical Support Specialst	$	31.54	$	65,603.20
Sr Data Analyst	$	33.88	$	70,460.00
Sr Data Specialist	$	45.67	$	94,993.60
Sr Database Engineer- Enterprise DB Management	$	76.98	$	160,108.00
Sr Developer	$	44.02	$	91,569.92
Sr Digital Marketing Strategist	$	50.76	$	105,587.73
Sr Director - Business Intelligence and Data Science	$	108.17	$	224,993.60
Sr Director - Infrastructure & Security	$	90.63	$	188,510.40
Sr Director Data & Strategy	$	52.88	$	109,990.40
Sr Director of Digital Transformation	$	77.00	$	160,160.00
Sr Director, Customer Service	$	40.17	$	83,553.60
Sr Director, Financial Services	$	75.93	$	157,934.40
Sr Director, Global Supply Chain and International Sourcing	$	93.22	$	193,897.60
Sr Director, Quality	$	99.04	$	206,003.20
Sr Emergency Response Specialist	$	32.40	$	67,392.00
Sr Executive Assistant	$	38.84	$	80,776.80
Sr HR Business Partner	$	66.83	$	139,006.40
Sr HR Generalist	$	42.95	$	89,336.00
Sr Integration Developer	$	60.57	$	125,988.57
Sr IT Network Management Engineer 2	$	68.29	$	142,043.20
Sr IT Project Mgr 2	$	66.31	$	137,924.80
Sr IT Security Engineer 1	$	68.56	$	142,604.80
Sr IT Systems Engineer	$	58.18	$	121,022.72
Sr Maint Tech	$	39.50	$	82,160.00
Sr Manager, HR Operations & Workforce Intelligence	$	45.90	$	95,472.00
SR Manager, Operational Services	$	46.55	$	96,824.00
Sr Manager, Procurement Center of Excellence	$	85.00	$	176,800.00
Sr Market Manager	$	46.38	$	96,470.40
Sr Marketing Coordinator	$	35.00	$	72,800.00
Sr Marketing Manager	$	38.46	$	79,996.80
Sr Mgr, Communications	$	52.50	$	109,200.00
Sr Mgr, IT	$	43.53	$	90,542.40
Sr Mgr, IT Systems	$	89.13	$	185,390.40
Sr Network Operations Specialist	$	34.08	$	70,886.40
Sr Nursing Development Specialist	$	53.30	$	110,864.00
Sr Operations Manager	$	31.73	$	65,998.40
Sr Programmer Analyst	$	39.42	$	81,993.60
SR Project & Enterprise System Manager	$	57.89	$	120,411.20
Sr Project Engineer	$	38.84	$	80,787.20
Sr Project Manager	$	64.69	$	134,555.20
Sr Project Manager/Team Lead	$	43.27	$	90,001.60
Sr Project mgr	$	69.92	$	145,426.67
Sr Rider Services Representative	$	24.70	$	51,376.00
Sr Sales Manager	$	62.31	$	129,594.40
SR Service Coordinator	$	24.50	$	50,960.00
Sr Shared Services Operations Specialist	$	24.50	$	50,960.00
Sr Software Developer	$	45.00	$	93,600.00
Sr Strategic Sourcing Specialist	$	45.92	$	95,513.60
Sr Supplier Development Manager	$	52.98	$	110,198.40
Sr Supply Planner	$	40.87	$	85,009.60
Sr Sys Admnstr	$	55.40	$	115,232.00
Sr Systems Administrator	$	57.13	$	118,830.40
SR TECH PROJECT MANAGER	$	70.02	$	145,641.60
Sr Web Developer	$	57.41	$	119,412.80
Sr Web Tech Analyst-SharePoint	$	54.95	$	114,296.00
Sr Website Developer-Marketing Sitecore	$	56.02	$	116,521.60
Sr. Academic IT Client Service Analyst	$	30.07	$	62,545.60
Sr. Account Coordinator	$	24.83	$	51,648.71
Sr. Account Executive	$	26.44	$	54,995.20
Sr. Account Manager	$	29.03	$	60,372.80
Sr. Accountant	$	35.00	$	72,800.00
Sr. Accounts Payable Associate	$	28.38	$	59,030.40
Sr. Accounts Payable Specialist	$	30.02	$	62,441.60
Sr. Accounts Receivable Specailist	$	30.22	$	62,857.60
Sr. Activation and Reinforcement Specalist	$	42.69	$	88,803.52
Sr. Activation and Reinforcement Specalsit	$	44.42	$	92,393.60

Sr. Activation and Reinforcement Specialist	$	42.05	$	87,464.00
Sr. Activation and Reinforcement Speclaist	$	42.63	$	88,660.00
Sr. Actuarial/Data Science Manager	$	81.92	$	170,393.60
Sr. Administrative Assistant	$	32.59	$	67,787.20
Sr. Analytical Chemist	$	46.15	$	95,992.00
Sr. Animator - 2D Team Lead	$	42.30	$	87,984.00
Sr. Applications Developer	$	32.55	$	67,704.00
Sr. Architect Consultant	$	25.00	$	52,000.00
Sr. Audit Associate	$	42.31	$	88,004.80
Sr. Benefits Analyst	$	50.48	$	104,998.40
Sr. Business Process Analyst	$	55.00	$	114,400.00
Sr. Career Counselor	$	32.29	$	67,163.20
Sr. Client Relationship Manager	$	45.67	$	94,993.60
Sr. Consumer Bank Analytics Specialist	$	39.44	$	82,035.20
Sr. Corporate HRBP	$	69.72	$	145,007.20
Sr. Cost Accountant	$	46.39	$	96,491.20
Sr. Customer Care Representative	$	27.44	$	57,075.20
Sr. Customer Service Specialist	$	32.75	$	68,120.00
Sr. Data Analyst	$	39.36	$	81,858.40
Sr. Data Developer II	$	40.00	$	83,200.00
Sr. Data Quality Assurance Analyst	$	40.00	$	83,200.00
Sr. Data Reporting Specialist	$	40.00	$	83,200.00
Sr. Data Scientist	$	65.32	$	135,865.60
Sr. Data Specialist	$	45.67	$	94,993.60
Sr. Demand & Supply Analyst	$	42.26	$	87,900.80
Sr. Designer	$	42.11	$	87,578.40
Sr. Desktop Engineer	$	61.88	$	128,705.20
Sr. Director Business Systems	$	57.89	$	120,411.20
Sr. Director HR Operations	$	64.00	$	133,120.00
Sr. Director Learning and Talent Management	$	79.76	$	165,900.80
Sr. Director of Engineering	$	113.85	$	236,808.00
Sr. Director of HR & Administration	$	55.22	$	114,857.60
Sr. Director of IT	$	82.50	$	171,600.00
Sr. Director of Maintenance Operations	$	76.38	$	158,870.40
Sr. Director, Asset Management	$	76.19	$	158,475.20
Sr. Division Manager	$	52.99	$	110,219.20
Sr. Divisional Director, AAS	$	50.61	$	105,268.80
Sr. Divisional Director, AAS/TT	$	48.20	$	100,256.00
Sr. Editor - Editing Lead	$	37.02	$	77,001.60
Sr. EHS Specialist	$	65.50	$	136,240.00
SR. ELECTRICAL ENGINEER	$	61.30	$	127,504.00
Sr. Engineer	$	57.44	$	119,464.80
Sr. Engineer I	$	65.38	$	135,990.40
Sr. ERP Administrator	$	66.50	$	138,320.00
Sr. Events Coordinator	$	29.81	$	62,004.80
Sr. Finance Transformation Manager	$	75.43	$	156,894.40
Sr. Financial Analyst	$	56.13	$	116,750.40
Sr. FPA Analyst	$	59.42	$	123,593.60
Sr. Gear Engineer	$	56.23	$	116,958.40
Sr. Grant Writer	$	35.01	$	72,820.80
Sr. Human Resource Generalist	$	36.68	$	76,294.40
Sr. Human Resources Generalist	$	31.62	$	65,769.60
Sr. Improvement Technician	$	41.12	$	85,529.60
Sr. Infrastructure Engineer and Integration Developer	$	54.48	$	113,318.40
Sr. Integration Developer	$	60.97	$	126,817.60
Sr. IT Business Analyst	$	48.08	$	99,996.00
Sr. IT Help Desk Technician	$	24.87	$	51,729.60
Sr. IT Project Manager	$	59.00	$	122,720.00
Sr. IT Security Specialist	$	34.76	$	72,300.80
Sr. IT Service Desk Support Technician	$	32.19	$	66,955.20
Sr. IT Specialist	$	57.58	$	119,766.40
Sr. IT Systems Administrator	$	50.13	$	104,270.40
Sr. Lab Specialist	$	33.30	$	69,264.00
Sr. Maintenance Technician	$	41.40	$	86,112.00
Sr. Manager Benefits & Compensation	$	59.14	$	123,011.20
Sr. Manager Enterprise Systems	$	60.67	$	126,193.60
Sr. Manager Financial Planning & Analysis	$	60.55	$	125,944.00

Sr. Manager- OEM R&D	$	60.64	$	126,131.20
Sr. Manager of Learning Programs & Design	$	58.05	$	120,744.00
Sr. Manager of Procurement	$	43.96	$	91,436.80
Sr. Manager of Service Planning and Scheduling	$	51.92	$	107,993.60
Sr. Manager of Street Operations and Service Quality	$	60.20	$	125,216.00
Sr. Manager of Transit Operations Support Services	$	60.20	$	125,216.00
Sr. Manager Supply Chain Integrations and Analytics COE	$	85.00	$	176,800.00
Sr. Manager Workforce Initiatives	$	42.86	$	89,148.80
Sr. Manager, Business Intelligence	$	45.90	$	95,472.00
Sr. Manager, Contracts & Business Development	$	45.84	$	95,347.20
Sr. Manager, Estimating and MIS	$	39.00	$	81,120.00
Sr. Manager, Information Security	$	50.00	$	104,000.00
Sr. Manager, IT	$	54.89	$	114,171.20
Sr. Manager, Validation Development	$	82.56	$	171,724.80
Sr. Manufacturing Engineer	$	57.69	$	119,995.20
Sr. Marketing Manager	$	38.46	$	79,996.80
Sr. Marketing Specialist	$	36.05	$	74,984.00
Sr. Mechanical Engineer	$	44.57	$	92,705.60
Sr. Mfg. Engineer	$	67.32	$	140,025.60
Sr. MGR New Model	$	52.38	$	108,950.40
Sr. Mgr, Contracts & Business Development	$	47.21	$	98,196.80
Sr. Network & Systems Architect	$	49.52	$	103,001.60
Sr. Network Enginner	$	52.66	$	109,532.80
Sr. Network Operations Specialist	$	34.78	$	72,342.40
Sr. NPI Engineer	$	49.29	$	102,512.80
Sr. Nursing Professional Development Specialist	$	53.30	$	110,864.00
Sr. Operations Manager	$	31.73	$	65,998.40
Sr. Planning & Purchasing Manager	$	64.90	$	134,992.00
Sr. Process Analyst	$	47.12	$	98,009.60
Sr. Procurement Specialist, Raw Materials	$	37.91	$	78,842.40
Sr. Product Designer	$	56.72	$	117,977.60
Sr. Product Manager	$	53.79	$	111,872.80
Sr. Production Technician	$	31.80	$	66,144.00
Sr. Programmer/Analyst	$	48.27	$	100,401.60
Sr. Project Engineer	$	43.27	$	90,001.60
Sr. Project Manager & Estimator	$	62.50	$	130,000.00
Sr. Project Specialist	$	63.70	$	132,496.00
Sr. QA Associate I	$	44.04	$	91,592.80
Sr. QA Associate II	$	58.26	$	121,180.80
Sr. QA Associate III	$	69.22	$	143,977.60
Sr. Quality Director	$	39.09	$	81,307.20
Sr. Quality Engineer	$	41.76	$	86,850.40
Sr. Quality Manager	$	74.05	$	154,024.00
Sr. Rider Services Representative	$	25.19	$	52,395.20
Sr. Sales and Marketing Manager	$	43.27	$	90,001.60
Sr. Sales Manager	$	62.30	$	129,584.00
Sr. Sales Support Coordinator	$	74.21	$	154,356.80
Sr. Scheduler	$	37.07	$	77,105.60
Sr. Scrum Master	$	40.00	$	83,200.00
Sr. Software Development Leader	$	84.13	$	174,990.40
Sr. Software Engineer	$	40.00	$	83,200.00
Sr. Software Engineering Manager	$	76.54	$	159,203.20
Sr. Software Quality Engineer 1	$	40.00	$	83,200.00
Sr. Solutions Consultant	$	62.50	$	130,000.00
Sr. Specialist, IT Projects	$	44.78	$	93,142.40
Sr. Staff Accountant	$	45.67	$	94,993.60
Sr. Staff Tooling Engineer	$	30.35	$	63,128.00
Sr. Supply & Demand Analyst	$	42.26	$	87,900.80
Sr. Supply Chain and Materials Manager	$	50.43	$	104,894.40
Sr. Supply Planner	$	40.86	$	84,988.80
Sr. System Administrator 1	$	40.00	$	83,200.00
Sr. Systems Administrator	$	56.20	$	116,885.60
Sr. Systems Analyst III	$	82.83	$	172,286.40
Sr. Systems Security Analyst	$	57.70	$	120,016.00
Sr. TA Specialist - Experienced Hire Recruiting	$	36.06	$	75,004.80
Sr. Technical Designer	$	46.82	$	97,385.60
Sr. Technical Manager	$	81.79	$	170,123.20

Sr. Technician	$	27.83	$	57,886.40
Sr. Tool & Die Maker	$	31.16	$	64,812.80
Sr. Training Instructor	$	40.53	$	84,302.40
Sr. Treasury & Credit Analyst	$	50.46	$	104,956.80
Sr. Vice President	$	62.50	$	130,000.00
Sr. Vice President and CFO	$	133.70	$	278,096.00
Sr. Virtualization Engineer	$	54.80	$	113,984.00
Sr. VP & CFO	$	53.69	$	111,675.20
Sr. Web Developer	$	55.74	$	115,939.20
Sr. Writer - Writing Team Lead	$	37.01	$	76,980.80
Sr.Recruiting Lead	$	28.20	$	58,656.00
SSA	$	22.28	$	46,342.40
SSA Assistant	$	18.95	$	39,416.00
SSA Director	$	38.28	$	79,622.40
SSA Lead Supervisor	$	36.55	$	76,024.00
SSA Specialist	$	26.33	$	54,766.40
SSA Supervisor	$	31.99	$	66,546.13
SSA Team Lead	$	36.50	$	75,920.00
SSA Trainer	$	42.06	$	87,474.40
Stack Off Supervisor	$	25.00	$	52,000.00
Staf Accountant	$	34.66	$	72,092.80
Staff	$	23.30	$	48,455.44
Staff Accountant	$	33.00	$	68,632.25
Staff AccountantII	$	37.16	$	77,292.80
Staff Data & Document Control	$	21.22	$	44,137.60
Staff Engagement Specialist, Therapist	$	68.00	$	141,440.00
Staff Engineer	$	39.25	$	81,629.60
Staff Mechanical Engineer	$	40.61	$	84,471.77
Staff Scientist	$	37.86	$	78,748.80
Staff Software Engineer	$	70.67	$	146,993.60
Staff Supplier Quality Coordinator	$	22.94	$	47,715.20
Staff Trainer	$	32.15	$	66,872.00
Staff Trouble Report Specialist	$	23.90	$	49,712.00
Staff5.50	$	25.50	$	53,040.00
Staffing Coordinator	$	23.00	$	47,840.00
Staffing Specialists	$	25.71	$	53,476.80
Staffmatrix Program manager	$	34.07	$	70,865.60
StaffMatrix Workforce manager	$	37.24	$	77,459.20
Stamping ESG Manager	$	55.70	$	115,856.00
Stamping Maintenance Tech 3	$	35.42	$	73,673.60
Stamping Operator	$	21.38	$	44,474.56
Stationary Steam Engineer	$	28.00	$	58,240.00
Steam Systems Technician	$	34.83	$	72,446.40
STEAM Teacher	$	56.52	$	117,551.20
Steel Lab Technician	$	39.97	$	83,137.60
Stocking Program Manager	$	34.62	$	72,009.60
Stormwater Program Coordinator	$	29.39	$	61,131.20
Strategic Director Business Services	$	41.87	$	87,089.60
Strategic Director Family & Community Services	$	38.46	$	79,996.80
Strategic Managed Services Specialist	$	40.87	$	85,009.60
Strategic Relationship Manager	$	48.07	$	99,985.60
Strategic Technical Account Manager	$	37.37	$	77,719.20
Strategic Technical Account Manager Lead	$	45.67	$	94,993.60
Strategy Research and Data Analyst	$	32.28	$	67,142.40
Structural Body Technician	$	29.00	$	60,320.00
Structural Repair Technician	$	40.00	$	83,200.00
Structural Technician	$	29.00	$	60,320.00
Structures Technician	$	25.00	$	52,000.00
Student	$	16.00	$	33,280.00
Student Activities, Office Coordinator	$	23.83	$	49,566.40
Student Engagement Coordinator	$	46.72	$	97,177.60
Student Financial Specialist	$	21.98	$	45,718.40
STUDENT LEARNING & RECOVERY DIRECTOR	$	40.00	$	83,200.00
Student Services	$	50.00	$	104,000.00
Student Services Counselor	$	25.77	$	53,601.60
Student Services Data Clerk	$	19.08	$	39,686.40
Student Services Director	$	57.09	$	118,740.27

Student Services Liaison	$	35.49	$	73,826.13
Student Worker	$	11.00	$	22,880.00
Student Worker IT	$	12.00	$	24,960.00
Student worker, IT	$	12.00	$	24,960.00
Studio & Creative Coordinator	$	26.91	$	55,972.80
Sub Assembly Foreman	$	35.00	$	72,800.00
Subject Matter Expert - Workforce	$	36.06	$	75,004.80
Subject Matter Expert- Foster and Opportunity Youth	$	28.85	$	60,008.00
Subject Matter Expert, Fair-Chance Adult Populations	$	42.17	$	87,713.60
Substation Maintainer	$	42.15	$	87,672.00
Substitute Teacher	$	21.00	$	43,680.00
Success Advisor	$	23.01	$	47,860.80
Success Coach	$	17.25	$	35,880.00
superindendent	$	48.73	$	101,358.40
Superintedent	$	30.00	$	62,400.00
Superintendent	$	52.94	$	110,112.06
Superintendent in another district	$	64.65	$	134,472.00
Superintendent Secretary	$	27.67	$	57,553.60
Superintendent Secretary/Adm. Asst.	$	26.69	$	55,515.20
Supervisor	$	31.36	$	65,236.79
Supervisor - Finishing	$	27.00	$	56,160.00
Supervisor - Foam	$	32.14	$	66,851.20
Supervisor - House Keeping	$	16.00	$	33,280.00
Supervisor - Project and Process	$	46.43	$	96,574.40
Supervisor (Civilian)	$	41.73	$	86,798.40
Supervisor Authorization	$	35.41	$	73,652.80
Supervisor Clerical Support Services	$	17.24	$	35,859.20
Supervisor Epic Application Analysts	$	58.22	$	121,097.60
Supervisor Food and Nutrition	$	18.36	$	38,188.80
Supervisor- HR	$	31.25	$	65,000.00
Supervisor Investigative Services	$	32.98	$	68,598.40
Supervisor of Career Tech Programs	$	62.34	$	129,667.20
Supervisor of Community and Academic Services	$	45.00	$	93,600.00
Supervisor of Early Intervention and Nursing	$	36.10	$	75,088.00
Supervisor of Innovation and Technology	$	50.02	$	104,041.60
Supervisor of Medical Imaging	$	39.54	$	82,243.20
Supervisor of Production	$	33.73	$	70,158.40
Supervisor Patient Access	$	35.40	$	73,632.00
Supervisor Patient Accounting	$	35.13	$	73,066.24
Supervisor Power & Way	$	50.13	$	104,270.40
Supervisor Revenue	$	35.36	$	73,548.80
Supervisor Social Work	$	44.98	$	93,565.33
Supervisor Telecom	$	25.88	$	53,830.40
Supervisor Therapy	$	48.95	$	101,816.00
Supervisor Traction Power	$	50.99	$	106,059.20
Supervisor, IT Clinical Application	$	57.50	$	119,600.00
Supervisor, Custodial Worker	$	30.50	$	63,440.00
Supervisor, Employment & Family Services	$	39.48	$	82,118.40
Supervisor, Engineering	$	51.08	$	106,236.00
Supervisor, IT Business Applications	$	53.15	$	110,552.00
Supervisor, IT Clinical Applications	$	56.67	$	117,866.67
Supervisor, Logistics	$	41.30	$	85,904.00
Supervisor, Maintenance - Plant Nutrient	$	50.95	$	105,976.00
Supervisor, MDS Logistics	$	40.96	$	85,196.80
Supervisor, Operations - Plant Nutrient	$	39.98	$	83,158.40
Supervisor, Pattern Maker	$	28.37	$	59,009.60
Supervisor, Planning, Scheduling and Analytics	$	43.89	$	91,291.20
Supervisor, Quality Assurance	$	58.43	$	121,534.40
Supervisor, Quality Inspection	$	40.65	$	84,552.00
Supervisor, Radiology Central Navigator	$	34.65	$	72,072.00
Supervisor, Radiology Informatics	$	68.92	$	143,353.60
Supervisor, RTV	$	34.38	$	71,510.40
Supervisor, Social Services	$	44.09	$	91,707.20
Supervisor, Transportation Training	$	39.26	$	81,660.80
Supervisor, Weights & Measures	$	39.03	$	81,182.40
Supervisor, Welding Instructor	$	34.22	$	71,177.60
Supervisor-Clerical & Central Monitoring	$	24.69	$	51,355.20

Supervisor-Set-up weld	$ 35.09	$ 72,987.20
Supplier Development Administrator	$ 29.05	$ 60,424.00
Supplier Development Specialist	$ 43.08	$ 89,606.40
Supplier Engineer	$ 41.04	$ 85,363.20
Supply Chain & Customer Service Associate	$ 36.00	$ 74,880.00
Supply Chain & Quality Manager	$ 33.00	$ 68,640.00
Supply Chain Analyst	$ 37.32	$ 77,625.60
Supply Chain Associate	$ 30.05	$ 62,504.00
Supply Chain Capability & Integration Manager	$ 56.01	$ 116,500.80
SUPPLY CHAIN MANAGEMENT	$ 26.00	$ 54,080.00
Supply Chain Manager	$ 42.86	$ 89,144.64
Supply Chain Operator	$ 33.31	$ 69,277.24
Supply Chain Planner	$ 35.65	$ 74,152.00
Supply Chain Projects	$ 50.09	$ 104,187.20
Supply Chain Specialist	$ 50.53	$ 105,092.00
Supply Production Planner	$ 36.54	$ 76,003.20
Supply Specialist 1	$ 18.50	$ 38,480.00
Supply Specialist 2	$ 23.69	$ 49,275.20
Support	$ 17.00	$ 35,360.00
Support Analyst Lead	$ 25.44	$ 52,915.20
Support Officer	$ 28.21	$ 58,683.73
Support Officer 2	$ 25.91	$ 53,892.80
Support Service Specialist	$ 35.02	$ 72,841.60
Support Services	$ 40.00	$ 83,200.00
Support Services Manager	$ 29.05	$ 60,424.00
Support Services Specialist	$ 34.00	$ 70,720.00
Support Services Supervisor	$ 32.85	$ 68,328.00
Support Shop Maintenance Manager	$ 45.78	$ 95,222.40
Support Specialist	$ 35.90	$ 74,672.00
Support Staff	$ 30.64	$ 63,720.80
Support Technician	$ 38.37	$ 79,809.60
Supportive Housing Coordinator	$ 43.50	$ 90,480.00
Surgery Scheduling Coordinator	$ 55.20	$ 114,816.00
Surgical Clinical Rev	$ 43.68	$ 90,854.40
Sustainability Officer, Fiscal	$ 21.17	$ 44,033.60
Sustainable Development Program Coordinator	$ 38.11	$ 79,268.80
Sustainable Forestry AmeriCorps	$ 11.28	$ 23,462.40
Sustainable Forestry Fellowship Crew Member	$ 13.63	$ 28,340.00
Sustainable Forestry Program Manager	$ 23.66	$ 49,212.80
Sustaining Engineer	$ 35.21	$ 73,236.80
SUTQ Specialist	$ 29.81	$ 62,004.80
SVP Data Analytics	$ 83.79	$ 174,283.20
SVP Executive Director OBLBS	$ 109.89	$ 228,571.20
SVP Government & External Relations	$ 98.90	$ 205,712.00
SVP, Finance and Treasury	$ 125.00	$ 260,000.00
SVP, Operations	$ 114.76	$ 238,700.80
Swine Production Manager	$ 47.00	$ 97,760.00
Swiss Engineer	$ 33.88	$ 70,470.40
Swiss Machinist	$ 31.50	$ 65,520.00
Sys Dir, Info Sys Security-CISO	$ 111.31	$ 231,524.80
System Admin	$ 56.08	$ 116,646.40
System Administrator	$ 36.30	$ 75,497.07
System Administrator - Cyber	$ 57.89	$ 120,411.20
System Administrator - Infrastructure	$ 57.89	$ 120,411.20
System Administrator 2	$ 42.09	$ 87,547.20
System Administrator II	$ 34.85	$ 72,494.93
System Analyst	$ 28.13	$ 58,500.00
System Analyst I	$ 34.33	$ 71,406.40
System Engineer	$ 34.06	$ 70,834.40
System Engineer I	$ 38.10	$ 79,248.00
System Engineer III	$ 46.77	$ 97,281.60
System Software Analyst I	$ 28.11	$ 58,468.80
System Software Analyst I`	$ 28.11	$ 58,468.80
System Support Representative	$ 32.10	$ 66,757.60
System Support Specialist	$ 24.65	$ 51,272.00
System Support Technician	$ 30.23	$ 62,885.33
System/Network Adminstrator	$ 42.43	$ 88,254.40

Systems & Accounting Analyst	$ 50.00	$ 104,000.00
Systems & Payroll Manager	$ 28.00	$ 58,240.00
Systems Admin Manager	$ 55.78	$ 116,022.40
Systems Administrator	$ 38.79	$ 80,686.67
Systems Administrator II	$ 37.34	$ 77,667.20
Systems Analyst	$ 44.03	$ 91,578.24
Systems Analyst Consultant	$ 77.88	$ 161,990.40
Systems Analyst Programmer	$ 28.00	$ 58,240.00
Systems Analyst Senior	$ 50.50	$ 105,040.00
Systems and Infrastructure Architect	$ 51.49	$ 107,092.27
Systems Application Analyst I	$ 43.11	$ 89,668.80
Systems Application Analyst II	$ 51.50	$ 107,113.07
Systems Application Analyst III	$ 58.82	$ 122,335.20
Systems Architect	$ 65.25	$ 135,720.00
Systems Architect and Lead Systems Engineer	$ 46.36	$ 96,428.80
Systems Architect, Microsoft	$ 64.53	$ 134,222.40
Systems Engineer	$ 47.43	$ 98,648.36
Systems Engineer II and Security Analyst	$ 35.90	$ 74,672.00
Systems Engineer II-Linux Server Infrastructure	$ 48.89	$ 101,691.20
Systems Environment Analyst II	$ 52.46	$ 109,116.80
Systems Integration Specialist	$ 43.27	$ 90,001.60
Systems Integraton Analyst	$ 26.35	$ 54,808.00
Systems Manager	$ 60.51	$ 125,860.80
Systems Solution Designer	$ 40.86	$ 84,988.80
Systems Specialist	$ 30.00	$ 62,400.00
Systems Storage Engineer	$ 46.08	$ 95,846.40
Systems Support Representative	$ 31.53	$ 65,582.40
Systems Support Specialist	$ 24.65	$ 51,272.00
Systems Technician	$ 27.19	$ 56,555.20
Systems/Network Administration Consultant	$ 62.72	$ 130,457.60
Systems/Network Administration Specialist	$ 59.18	$ 123,094.40
Systems/Network Administrator	$ 41.77	$ 86,871.20
Systems/Network Engineering Specialist	$ 62.60	$ 130,208.00
T Apps Programmer Ld	$ 68.17	$ 141,793.60
T Software Developer Ld	$ 68.99	$ 143,499.20
TA	$ 15.81	$ 32,880.64
TA Specialist - Campus Recruiting & Programs	$ 36.06	$ 75,004.80
Taecher	$ 26.86	$ 55,868.80
Talent Acquisition & Employment Specialist	$ 38.81	$ 80,724.80
Talent Acquisition Manager	$ 35.58	$ 73,998.08
Talent Acquisition Specialist	$ 36.33	$ 75,566.40
Talent Acquistion Manager	$ 31.30	$ 65,104.00
Talent Advisor	$ 33.80	$ 70,304.00
Talent and Culture Programs Manager	$ 42.01	$ 87,370.40
Talent Attraction & Sourcing Specialist	$ 26.44	$ 54,995.20
Talent Development Specialist	$ 49.43	$ 102,819.60
Talent Operations Specialist	$ 36.06	$ 75,004.80
Talent/HR Manager	$ 37.00	$ 76,960.00
Talented and Gifted Coordinator	$ 59.05	$ 122,824.00
Taskforce manager - Operations	$ 15.00	$ 31,200.00
Tax Incentive Specialist	$ 28.50	$ 59,280.00
Tax Manager	$ 53.85	$ 112,008.00
Tax Project Manager	$ 61.06	$ 127,004.80
TCHAUS	$ 36.87	$ 76,689.60
TCHAUSP	$ 48.08	$ 100,006.40
TCHDP	$ 43.17	$ 89,793.60
TCHMFGP	$ 36.92	$ 76,784.69
TCHMGGP	$ 43.89	$ 91,291.20
TCHMSP	$ 45.13	$ 93,867.43
TCHPRJ	$ 34.89	$ 72,571.20
TCHPRJSP	$ 49.15	$ 102,232.00
Teachae	$ 30.00	$ 62,400.00
teache	$ 40.00	$ 83,200.00
Teacher	$ 42.79	$ 89,010.58
TEACHER - ABRAXAS SCHOOL	$ 40.00	$ 83,200.00
Teacher - Media Specialist	$ 73.41	$ 152,692.80
Teacher and Academic Support Coordinator	$ 50.00	$ 104,000.00

Teacher Tutor	$ 40.00	$ 83,200.00
Teachers	$ 30.00	$ 62,400.00
Teacher's aide	$ 17.61	$ 36,618.40
Teaching and Learning Specialist	$ 27.77	$ 57,761.60
Teaching Pastor	$ 53.27	$ 110,801.60
Team Lead	$ 37.01	$ 76,982.88
TEAM LEAD - ASHLAND	$ 30.77	$ 64,001.60
TEAM LEAD - STARK	$ 30.77	$ 64,001.60
TEAM LEAD - SUMMIT	$ 33.33	$ 69,333.33
Team Lead - Warehouse	$ 28.24	$ 58,739.20
Team Lead Electrical Assembly	$ 32.55	$ 67,704.00
Team Lead Maintenace	$ 27.32	$ 56,825.60
Team Lead Maintenance	$ 30.90	$ 64,272.00
Team Lead Pharmacist	$ 80.86	$ 168,188.80
Team Lead Trust Accounting	$ 27.67	$ 57,553.60
Team Lead, Payroll Specialist	$ 27.35	$ 56,888.00
Team Lead, Res Comp, Data & Cy	$ 40.87	$ 85,009.60
Team Lead, Senior Client Manager, Property & Casualty	$ 57.69	$ 119,995.20
Team Leader	$ 28.38	$ 59,030.40
Team Leader - Quality	$ 33.18	$ 69,014.40
Team Leader, Client Support	$ 48.76	$ 101,420.80
Team Leader, First & CHR-p Programs, Sr. Clinical Consultant for SE	$ 31.49	$ 65,499.20
Teammate Services Specialist	$ 29.88	$ 62,150.40
Tech & Security Risk Oversight Manager	$ 61.54	$ 128,003.20
Tech advisor	$ 36.00	$ 74,880.00
Tech Apprentice	$ 24.00	$ 49,920.00
Tech Coordinator	$ 43.74	$ 90,968.80
Tech Engineer	$ 31.73	$ 65,998.40
TECH INSTALLER	$ 36.80	$ 76,544.00
Tech Services Engineer	$ 42.36	$ 88,108.80
Tech Services Manager	$ 46.39	$ 96,491.20
Tech Specialist	$ 50.00	$ 104,000.00
Tech Support	$ 25.00	$ 52,000.00
Tech Support Lead	$ 29.00	$ 60,320.00
Tech Support Specialist	$ 27.19	$ 56,550.00
TechATQ1	$ 31.30	$ 65,104.00
Techer	$ 53.86	$ 112,028.80
Technian	$ 28.00	$ 58,240.00
Technical Account Manager	$ 33.64	$ 69,960.80
Technical Analysis Manager	$ 75.22	$ 156,457.60
Technical Analyst	$ 66.23	$ 137,758.40
Technical Business Analyst	$ 45.00	$ 93,600.00
Technical Coordinator Team Lead	$ 38.46	$ 79,996.80
Technical Director	$ 68.25	$ 141,966.93
Technical Engineer	$ 25.49	$ 53,019.20
Technical Integration Specialist	$ 26.00	$ 54,080.00
Technical Manager	$ 62.09	$ 129,154.13
Technical Product Management Specialist	$ 85.83	$ 178,526.40
Technical Product Manager	$ 46.73	$ 97,198.40
Technical Product Owner	$ 50.28	$ 104,572.00
Technical Program Manager	$ 42.00	$ 87,360.00
Technical Project Manager	$ 36.83	$ 76,606.40
Technical Publications Writer	$ 27.88	$ 57,990.40
Technical Publishing Writer	$ 31.44	$ 65,395.20
Technical Sales & Marketing Specialist	$ 28.85	$ 60,008.00
Technical Sales Engineer	$ 48.03	$ 99,902.40
Technical Sales Specialist	$ 28.43	$ 59,134.40
Technical Service Manager	$ 47.00	$ 97,760.00
Technical Services Admin	$ 28.87	$ 60,049.60
Technical Services and ILS Manager	$ 34.42	$ 71,593.60
Technical Services Coordator	$ 34.43	$ 71,614.40
Technical Services Coordinator	$ 35.29	$ 73,403.20
Technical Services Engineer	$ 43.60	$ 90,681.07
Technical Services Manager	$ 31.37	$ 65,239.20
Technical Services Rep	$ 41.78	$ 86,902.40
Technical Services Supervisor	$ 32.00	$ 66,560.00
Technical Services Technician	$ 18.00	$ 37,440.00

Technical Supervisor, Powders	$	48.62	$	101,129.60
Technical Support	$	23.00	$	47,840.00
Technical Support Analyst II	$	33.17	$	68,993.60
Technical Support Associate	$	21.00	$	43,680.00
Technical Support Lead	$	38.13	$	79,310.40
Technical Support Manager	$	41.00	$	85,280.00
Technical Support Services Team Lead	$	28.40	$	59,065.07
Technical Support Services Technician	$	25.00	$	52,000.00
Technical Support Services Technician I	$	22.73	$	47,278.40
Technical Support Services Technician II	$	25.25	$	52,520.00
Technical Support Services Technician III	$	25.25	$	52,520.00
Technical Support Speciailist I	$	22.92	$	47,673.60
Technical Support Specialist	$	29.09	$	60,503.73
Technical Support Specialist I	$	22.25	$	46,280.00
Technical Support Specialist II	$	30.55	$	63,544.00
Technical Support Specialist III	$	37.22	$	77,417.60
Technical Support Technician	$	25.00	$	52,000.00
Technical Team Lead - Maintenance	$	33.04	$	68,723.20
Technical Team Lead Maintenance	$	29.93	$	62,254.40
Technical Trainer	$	41.33	$	85,956.00
Technical Writer	$	36.67	$	76,266.67
Technical Writer & Illustrator	$	25.33	$	52,686.40
Technican	$	35.00	$	72,800.00
Technician	$	26.07	$	54,218.32
Technician - Applications	$	35.92	$	74,713.60
Technician - Automation	$	35.23	$	73,268.00
Technician - Engineering Maintenance	$	36.79	$	76,523.20
Technician - Maintenance	$	27.88	$	57,990.40
Technician - Maintenance Electrical	$	31.70	$	65,934.27
Technician - Maintenance Engineer	$	25.00	$	52,000.00
Technician - Manufacturing Engineer	$	25.64	$	53,320.80
Technician - Membrane	$	25.88	$	53,830.40
Technician I	$	26.88	$	55,900.00
Technician I, Laboratory - Ethanol	$	24.92	$	51,833.60
Technician I, Maintenance - Grain	$	26.60	$	55,328.00
Technician I, Maintenance - Plant Nutrient	$	24.49	$	50,939.20
Technician II	$	31.34	$	65,192.40
Technician II, Maintenance - Plant Nutrient	$	26.87	$	55,889.60
Technician III, Mobile Equipment	$	34.00	$	70,720.00
Technician in Training and Stores Administrator	$	36.00	$	74,880.00
TECHNICIAN, MAINTENANCE LUBRICATION	$	25.55	$	53,144.00
Technician, Service Desk	$	24.45	$	50,856.00
Technician,IT Support	$	26.00	$	54,080.00
Technologist, Eng Assc	$	32.25	$	67,073.07
Technology	$	37.50	$	78,000.00
Technology and Innovation Officer	$	97.11	$	201,988.80
Technology and Marketing Manager	$	34.28	$	71,302.40
Technology Assistant	$	22.23	$	46,245.33
Technology Coordinator	$	37.41	$	77,802.40
Technology Director	$	41.63	$	86,588.09
TECHNOLOGY FIELD SUPERINTENDENT	$	43.40	$	90,272.00
Technology Integration Specialist	$	27.19	$	56,555.20
Technology Project MAnager	$	35.57	$	73,985.60
Technology Security Administrator	$	40.29	$	83,803.20
Technology Specialist	$	29.61	$	61,588.80
Technology Support Admin	$	32.85	$	68,328.00
Technology Support Administrator	$	25.32	$	52,665.60
Technology Tech	$	43.20	$	89,856.00
Technology Technician	$	20.00	$	41,600.00
Technology Training and Support Specialist	$	28.82	$	59,945.60
Teen Center Director	$	18.17	$	37,793.60
Teen Director	$	20.92	$	43,513.60
Teen Librarian	$	24.64	$	51,251.20
Teen Services Manager	$	19.27	$	40,081.60
Telecommunications Specialist	$	42.02	$	87,401.60
Telecommunications Specialist and Switchboard Supervisor	$	43.29	$	90,043.20
Teller	$	18.09	$	37,627.20

Temp College Intern	$ 19.00	$ 39,520.00
Tenant Coordinator	$ 54.69	$ 113,755.20
Teracher	$ 30.00	$ 62,400.00
Territory Sales Manager	$ 42.31	$ 88,004.80
TESOL and French Teacher	$ 47.78	$ 99,382.40
Test & Service Engineer	$ 39.51	$ 82,180.80
Test Engineer	$ 26.44	$ 54,995.20
Test Room Team Lead	$ 30.00	$ 62,400.00
Test Technician	$ 20.95	$ 43,576.00
Tester	$ 38.00	$ 79,040.00
Testing Coordinator	$ 28.87	$ 60,039.20
Testing Engineer	$ 40.50	$ 84,240.00
Testing Technician	$ 26.17	$ 54,426.67
Therapist	$ 40.29	$ 83,810.13
Therapist - School Based	$ 25.88	$ 53,830.40
Therapy Supervisor	$ 48.95	$ 101,816.00
Thermal Process Control Technician	$ 42.12	$ 87,609.60
Third Hand	$ 24.14	$ 50,211.20
THRIVE Project Director	$ 37.71	$ 78,436.80
Tier 1 Technology Support Specialist	$ 26.36	$ 54,828.80
Tier I Technician	$ 22.79	$ 47,392.80
Time & Labor Specialist II	$ 29.74	$ 61,859.20
Tire Technician	$ 14.05	$ 29,224.00
Title Clerk	$ 22.67	$ 47,146.67
Title I Teacher	$ 25.00	$ 52,000.00
Title Processor	$ 19.41	$ 40,372.80
Title Teacher	$ 25.00	$ 52,000.00
TL, Product Development Engineer	$ 75.49	$ 157,019.20
TM Senior Business Analyst	$ 39.00	$ 81,113.07
Tool & Die Apprentice	$ 24.91	$ 51,818.35
Tool & Die Maker	$ 30.80	$ 64,068.16
Tool & Die Manager	$ 30.00	$ 62,400.00
TOOL AND DIE APPRENTICE	$ 23.83	$ 49,560.00
Tool and Die Machinist	$ 30.33	$ 63,086.40
Tool and Die Maker	$ 22.89	$ 47,600.80
Tool and Die Maker 3iQ	$ 28.75	$ 59,789.60
Tool and Die Repair	$ 34.50	$ 71,760.00
Tool and Die Trainee	$ 32.44	$ 67,466.88
Tool and Die Worker	$ 25.50	$ 53,040.00
Tool and Diemaker	$ 22.82	$ 47,458.67
Tool Coordinator	$ 36.92	$ 76,793.60
Tool Design Engineer	$ 40.95	$ 85,165.60
Tool Maker	$ 21.66	$ 45,052.80
Tool Room Attendant	$ 21.48	$ 44,678.40
Tool Room Machinist	$ 26.78	$ 55,702.40
Tool Room Technician	$ 27.16	$ 56,492.80
Tool Sales	$ 23.38	$ 48,620.00
Tool Sales Secretary	$ 17.00	$ 35,360.00
Tool Technician	$ 30.51	$ 63,460.80
Toolding Engineer	$ 51.70	$ 107,536.00
Tooling Apprentice	$ 21.49	$ 44,699.20
Tooling Coordinator	$ 24.10	$ 50,128.00
Tooling Engineer	$ 48.62	$ 101,129.60
Tooling Manager	$ 38.46	$ 79,996.80
Tooling Mechanic	$ 29.17	$ 60,673.60
Tooling Supervisor	$ 40.23	$ 83,678.40
Tooling Technician	$ 27.29	$ 56,767.36
Toolmaker	$ 31.59	$ 65,703.73
Toolmaker Apprentice	$ 23.00	$ 47,840.00
Toolroom Supervisor	$ 47.34	$ 98,467.20
TOSA Educational Technology, Instructional Coach	$ 46.00	$ 95,680.00
TOSA Elementary ELA	$ 46.00	$ 95,680.00
TOSA Secondary English Language Arts	$ 46.00	$ 95,680.00
TOSA Secondary Science	$ 46.00	$ 95,680.00
Tourism Market Manager	$ 36.06	$ 75,004.80
Tourism Services Manager	$ 27.88	$ 57,990.40
Tower Technician	$ 24.10	$ 50,118.10

Tower Technicians	$	18.00	$	37,440.00
Township Administrator	$	49.68	$	103,334.40
Trade Compliance Specialist	$	40.80	$	84,864.00
Traffic Syst Design Tech	$	40.54	$	84,323.20
Traffic System Design Tech	$	36.94	$	76,835.20
Traffic Systems Engineer	$	50.29	$	104,603.20
Train Builder	$	25.09	$	52,187.20
Trainee	$	19.00	$	39,520.00
Trainee Machinist	$	21.00	$	43,680.00
Trainee Machinistg	$	18.00	$	37,440.00
Trainer	$	34.64	$	72,042.88
Trainer / Operator II	$	31.31	$	65,124.80
Trainer Customer Service	$	22.90	$	47,632.00
Trainer Manager	$	42.61	$	88,628.80
Trainer Solutions Center	$	28.84	$	59,987.20
Trainer Supervisor	$	21.51	$	44,740.80
Trainer/Doc ENG	$	30.00	$	62,400.00
Training & Development Manager	$	66.85	$	139,048.00
Training & Development Specialist	$	37.56	$	78,124.80
Training Analsit	$	67.00	$	139,360.00
Training Analysit	$	67.00	$	139,360.00
Training and Content Integration Manager	$	51.00	$	106,080.00
Training and Development Coordinator	$	66.23	$	137,758.40
Training and Referral Specialist	$	23.09	$	48,016.80
Training Center Coordinator	$	31.37	$	65,249.60
Training Coord	$	30.45	$	63,336.00
Training Coordinator	$	29.76	$	61,891.56
Training Coordinator Lead	$	25.48	$	52,998.40
Training Coordinator/HR Generalist	$	33.05	$	68,744.00
Training Director	$	50.99	$	106,048.80
Training Lead	$	49.04	$	102,003.20
Training Manager	$	35.97	$	74,807.20
Training Officer	$	28.26	$	58,780.80
Training Officer 2	$	34.25	$	71,240.00
Training Officer 2, HR	$	31.04	$	64,563.20
Training Specialist	$	35.52	$	73,881.60
Training Specialist I	$	31.25	$	65,000.00
Training Specialist II	$	39.30	$	81,744.00
Training Specialist Lead	$	32.85	$	68,328.00
Training Supervisor	$	45.73	$	95,118.40
Training/Inservice Coordinator	$	27.66	$	57,532.80
Traning & Guest Relations Sr Manager	$	51.54	$	107,203.20
Transformation Lead	$	51.84	$	107,827.20
Transformation Mgr	$	64.04	$	133,203.20
Transit Analyst II	$	31.91	$	66,372.80
Transition Coordinator	$	46.08	$	95,836.00
Translator	$	25.75	$	53,553.07
Transport and funeral assistant	$	17.00	$	35,360.00
Transportation Aide	$	19.31	$	40,164.80
Transportation Coordinator	$	20.00	$	41,600.00
Transportation Director	$	40.00	$	83,200.00
Transportation Training Supervisor	$	39.26	$	81,660.80
Transportation/Athletic Director	$	35.00	$	72,800.00
Trauma Nurse Manager	$	60.42	$	125,673.60
Treasure	$	30.00	$	62,400.00
Treasurer	$	54.24	$	112,811.92
Treasurer/CFO	$	74.06	$	154,044.80
Treasurer's Assistant	$	40.00	$	83,200.00
Treasury Analyst	$	49.70	$	103,376.00
Treasury Analyst II	$	37.96	$	78,956.80
Treasury Associate	$	22.77	$	47,361.60
Treasury Manager	$	43.89	$	91,291.20
Trial Program Specialist III	$	27.99	$	58,219.20
Trio Academic Advisor/Coordinator/Tutor	$	24.04	$	50,003.20
Truancy Diversion Coordinator	$	28.61	$	59,508.80
Truck Driver	$	26.00	$	54,080.00
True Partner Solutions Implementation Manager	$	36.06	$	75,004.80

True Partner Solutions Implementation Specialist	$	28.45	$	59,176.00
TSS 1	$	22.61	$	47,028.80
TSS Street	$	41.67	$	86,673.60
tutor	$	25.48	$	53,003.60
TV Production Teacher	$	54.91	$	114,212.80
Tylok Business Development Manager	$	82.16	$	170,892.80
Tylok Outside Sales Representative	$	53.23	$	110,718.40
UAS Lead Remote Pilot	$	35.00	$	72,800.00
UAS Remote Pilot Supervisor	$	42.50	$	88,400.00
UCC Specialist	$	30.30	$	63,024.00
UI Customer Service Representative	$	17.50	$	36,400.00
UI/UX Grant Support	$	19.23	$	39,998.40
Ultrasound Technician	$	33.29	$	69,243.20
UMP Instrument Technician	$	34.70	$	72,176.00
UMP Instrument Technician Trainee	$	33.73	$	70,158.40
UMP Plant Maintenance Electrician	$	33.72	$	70,137.60
UMP Plant Maintenance Technician Electrical	$	33.72	$	70,137.60
UMP Plant Utility Maintenance Person	$	33.72	$	70,137.60
UMP System Utility Maintenance Person	$	36.01	$	74,900.80
Underwriter	$	31.23	$	64,948.00
Underwriting Manager	$	53.37	$	111,009.60
Unemployment Customer Service Representative	$	19.00	$	39,520.00
Union Safety Coordinator	$	35.33	$	73,486.40
Unit Dose Mechanic	$	34.14	$	71,011.20
Unit Manager	$	41.63	$	86,590.40
Unit Manager 2	$	37.18	$	77,334.40
Unit Secretary/PCT	$	22.63	$	47,060.00
Universal Banker	$	27.88	$	57,990.40
Universal Banker I	$	20.96	$	43,596.80
Universal Machines Project Manager	$	54.58	$	113,526.40
User Services Manager	$	42.44	$	88,275.20
Utilities Manager	$	67.86	$	141,148.80
Utility	$	27.04	$	56,243.20
UTILITY BILLING MANAGER	$	37.66	$	78,332.80
UTILITY BILLING SPECIALIST	$	24.72	$	51,417.60
Utility Collections Specialist	$	31.61	$	65,748.80
Utility Designer 1	$	24.25	$	50,440.00
Utility Designer 2	$	25.00	$	52,000.00
Utility Fiber Application Specialist	$	28.85	$	60,008.00
Utility Operator I	$	30.14	$	62,691.20
Utility Support Team Member	$	21.44	$	44,595.20
Utility Tech	$	29.00	$	60,320.00
UX/UI Designer	$	31.05	$	64,584.00
Vaccon Operator	$	35.50	$	73,840.00
Vacuum Assembly	$	21.50	$	44,720.00
Validation Engineer II	$	48.51	$	100,900.80
Value Added Engineering Manager	$	44.23	$	91,998.40
Value Based Care Coordinator	$	32.83	$	68,286.40
Value Stream Manager	$	44.55	$	92,664.00
VAWA Coordinator	$	23.64	$	49,171.20
vCIO	$	47.38	$	98,550.40
VDC Intern	$	20.00	$	41,600.00
VDC Lead MEP Coordinator	$	48.56	$	100,994.40
VDC Lead MEP Coordinator-Electrical	$	48.56	$	101,004.80
VDC MEP Coordinator	$	37.92	$	78,866.67
VDC MEP Coordinator-Electrical	$	43.00	$	89,440.00
VDC MEP Coordinator-Mechanical	$	36.50	$	75,920.00
VDC MEP Detailer	$	30.86	$	64,182.86
VDC MEP Detailer-Mechanical	$	36.00	$	74,880.00
VDC Operator	$	29.00	$	60,309.60
VDC Senior MEP Utility Coordinator	$	62.98	$	130,998.40
VDC Utility Coordinator	$	35.67	$	74,186.67
VDC Utility Detailer	$	30.00	$	62,400.00
VDI System Administrator	$	34.36	$	71,468.80
Vehicle Specialist	$	33.94	$	70,595.20
Veteran Benefits Coordinator	$	33.85	$	70,408.00
Veteran Case Manager VSC	$	32.72	$	68,057.60

Veteran Peer Recovery Supporter	$ 20.00	$ 41,600.00
Vice President	$ 61.91	$ 128,779.73
VICE PRESIDENT & COO	$ 113.66	$ 236,412.80
Vice President & GM	$ 67.92	$ 141,266.67
Vice President and Chief Financial Officer	$ 91.08	$ 189,446.40
Vice President Business Development	$ 72.12	$ 150,009.60
Vice President Construction and Operations	$ 52.88	$ 109,990.40
Vice President Construction and Planning	$ 29.33	$ 61,006.40
Vice President of Administrative Services	$ 66.23	$ 137,758.40
Vice President of Advancement	$ 91.28	$ 189,862.40
VICE PRESIDENT of CHILDREN and FAMILY SERVICES	$ 91.21	$ 189,716.80
Vice President of Commercial Construction	$ 74.52	$ 155,001.60
Vice President of Compliance & Risk Management	$ 66.23	$ 137,758.40
Vice President of Construction	$ 60.10	$ 125,008.00
Vice President of Development	$ 59.92	$ 124,623.20
Vice President of Education	$ 98.00	$ 203,840.00
Vice President of Engineering	$ 60.47	$ 125,777.60
Vice President of Facilities	$ 43.00	$ 89,440.00
VICE PRESIDENT OF FINANCE	$ 73.85	$ 153,608.00
Vice President of Finance & CFO	$ 79.88	$ 166,150.40
Vice President of Grants and Community Initiatives	$ 73.84	$ 153,587.20
Vice President of Growth and Strategy	$ 81.73	$ 169,998.40
Vice President of Housing and Financial Wellness	$ 78.49	$ 163,259.20
Vice President of Human Resources	$ 62.74	$ 130,499.20
Vice President of Information Technology	$ 66.23	$ 137,758.40
Vice President of Kettle Sales	$ 54.19	$ 112,715.20
Vice President of Launch and Operational	$ 93.63	$ 194,750.40
Vice President of Maintenance Operations	$ 60.00	$ 124,800.00
Vice President of Marketing	$ 58.56	$ 121,804.80
Vice President of Marketing & Communications	$ 71.58	$ 148,876.00
Vice President of Multi Family Construction	$ 72.12	$ 150,009.60
Vice President of Operations	$ 50.53	$ 105,102.40
Vice President of Patient Services	$ 91.81	$ 190,964.80
Vice President of Professional Solutions	$ 91.35	$ 190,008.00
Vice President of Programs and Operatins	$ 30.00	$ 62,400.00
Vice President of Programs and Operations	$ 30.00	$ 62,400.00
Vice President of Programs and Regional Impact	$ 55.29	$ 115,003.20
Vice President of Project Management Oversight and Data Strategy	$ 67.31	$ 140,004.80
Vice President of Rental Operations	$ 55.00	$ 114,400.00
Vice President of Ruminant Sales and Nutrition	$ 130.00	$ 270,400.00
Vice President of Sales and Service	$ 66.23	$ 137,758.40
Vice President of Supply Chain	$ 74.51	$ 154,980.80
Vice President of Workforce Development	$ 40.88	$ 85,030.40
Vice President Preconstruction	$ 67.50	$ 140,400.00
Vice President, Customer and Technical Support	$ 101.01	$ 210,100.80
Vice President, Development Finance	$ 82.75	$ 172,120.00
Vice President, Ecosystem Growth	$ 50.39	$ 104,811.20
Vice President, Financial Operations	$ 62.98	$ 130,998.40
Vice President, Human Resources	$ 79.57	$ 165,500.40
Vice President, Human Resources & Risk	$ 57.59	$ 119,787.20
Vice President, Industrial Engineer	$ 36.25	$ 75,400.00
Vice President, Learning and Development	$ 49.52	$ 103,001.60
Vice President, Maintenance Services	$ 67.31	$ 140,004.80
Vice President, Marketing	$ 79.32	$ 164,985.60
Vice President, Membership & HR Services	$ 59.94	$ 124,675.20
Vice President, Membership and Product Development	$ 73.55	$ 152,984.00
Vice President, Sales	$ 83.26	$ 173,180.80
Vice President, Strategy	$ 67.44	$ 140,275.20
Vice President, Talent Solutions	$ 95.76	$ 199,180.80
Vice President, Workforce Development	$ 49.52	$ 103,001.60
Video Editing & Streaming Specialist	$ 31.92	$ 66,393.60
Video Producer	$ 38.46	$ 79,996.80
Virtualization Engineer	$ 46.98	$ 97,718.40
Visitor Services Associate	$ 16.67	$ 34,673.60
Visitors Bureau Director	$ 28.85	$ 60,008.00
Visual Arts Teacher	$ 45.30	$ 94,224.00
Vital Statistics Coordinator	$ 26.85	$ 55,848.00

Vital Statistics Registrar	$ 21.19	$ 44,075.20
VLA Coordinator	$ 30.23	$ 62,878.40
VLC Coordinator	$ 47.30	$ 98,384.00
VM Trainer	$ 45.05	$ 93,704.00
Vo of Operations	$ 57.69	$ 119,995.20
vocal music	$ 57.29	$ 119,163.20
Vocational Agriculture Teacher/FFA Advisor	$ 49.28	$ 102,502.40
Voice & Data Specialist	$ 27.02	$ 56,201.60
Voice and Data Specialist	$ 28.59	$ 59,467.20
Volunteer & Community Engagement Manager	$ 28.21	$ 58,676.80
Volunteer Service Manager	$ 27.16	$ 56,492.80
VP	$ 59.04	$ 122,792.80
VP & COO	$ 43.04	$ 89,523.20
VP Business Development	$ 93.85	$ 195,208.00
VP Business Services	$ 66.35	$ 138,008.00
VP Client engagement	$ 52.00	$ 108,160.00
VP Construction	$ 50.00	$ 104,000.00
VP Corporate Accounting	$ 87.67	$ 182,353.60
VP Custom Equipment	$ 72.00	$ 149,760.00
VP Finance	$ 59.62	$ 124,009.60
VP Finance and Operations	$ 84.63	$ 176,030.40
VP Financial Operations	$ 62.98	$ 130,998.40
VP Financial Planning & Settlement Operations	$ 57.89	$ 120,411.20
VP Global Supply Chain	$ 96.18	$ 200,054.40
VP Head of Application Development	$ 40.00	$ 83,200.00
VP HR	$ 98.37	$ 204,609.60
VP Human Resources	$ 64.79	$ 134,763.20
VP Innovation and Data Operations	$ 65.00	$ 135,200.00
VP IT	$ 81.13	$ 168,750.40
VP Logistics	$ 53.66	$ 111,612.80
VP Maintenance	$ 59.67	$ 124,113.60
VP Manufacuring and Machinery	$ 96.15	$ 199,992.00
VP of Academic Affairs	$ 96.15	$ 199,992.00
VP of Accounting	$ 96.20	$ 200,096.00
VP of Accounting-Operations and Payments	$ 61.06	$ 127,004.80
VP of Advancement	$ 72.11	$ 149,988.80
VP of Branch Administration	$ 67.81	$ 141,044.80
VP of Business Development	$ 68.45	$ 142,369.07
VP of Business Development & International Relations	$ 87.02	$ 181,001.60
VP of Business Operations	$ 75.96	$ 157,996.80
VP of Business Technology	$ 90.14	$ 187,491.20
VP of Channel Partnerships	$ 80.52	$ 167,481.60
VP of Client Development	$ 51.99	$ 108,139.20
VP of Client Services	$ 78.08	$ 162,406.40
VP of Company Stores	$ 88.82	$ 184,745.60
VP of Custom Sales	$ 106.95	$ 222,456.00
VP of Design	$ 81.00	$ 168,480.00
VP of Engineering	$ 86.00	$ 178,880.00
VP of Engineering & IT	$ 76.92	$ 159,993.60
VP OF ENGINEERING AND R&D	$ 137.50	$ 286,000.00
VP of Finance	$ 71.92	$ 149,599.27
VP of Finance/Chief Financial Officer	$ 71.46	$ 148,636.80
VP of Human Resources	$ 61.61	$ 128,153.42
VP of Information Technology	$ 57.89	$ 120,411.20
VP of IT	$ 63.48	$ 132,038.40
VP of Kettle Manufacturing	$ 54.19	$ 112,715.20
VP of Launch and Operational Excellence	$ 93.63	$ 194,750.40
VP of Legislative & Public Affairs	$ 80.77	$ 168,001.60
VP of Lending	$ 66.68	$ 138,694.40
VP of Lending/Chief Lending Officer	$ 76.77	$ 159,681.60
VP OF MAJOR ACCOUNTS	$ 49.04	$ 102,003.20
VP of Manufacturing	$ 90.29	$ 187,803.20
VP of Marketing	$ 67.07	$ 139,498.67
VP of Medical Services	$ 78.10	$ 162,448.00
VP of Member Engagment & Product Innovation	$ 66.23	$ 137,758.40
VP of Merchandising	$ 95.67	$ 198,993.60
VP of Mission and Ministries	$ 40.70	$ 84,656.00

VP of Mission Services	$ 40.41	$ 84,052.80
VP of Multi Family Construction	$ 130.77	$ 272,001.60
VP of Operation	$ 72.12	$ 150,009.60
VP of Operations	$ 90.57	$ 188,376.50
VP of Operations/Chief Operating Officer	$ 77.50	$ 161,200.00
VP of Pre Construction	$ 74.52	$ 155,001.60
VP of PreConstruction	$ 81.73	$ 169,998.40
VP of Product Development	$ 67.55	$ 140,504.00
VP of Programs and Sustainability	$ 57.89	$ 120,411.20
VP of Project Management & Estimating	$ 64.38	$ 133,910.40
VP of sales	$ 78.64	$ 163,578.13
VP of Sales & Marketing	$ 97.75	$ 203,320.00
VP of Sales and Engineering	$ 65.10	$ 135,408.00
VP of Sales and Marketing	$ 86.53	$ 179,982.40
VP OF SALES OPERATIONS	$ 96.15	$ 199,992.00
VP of Supply Chain	$ 91.40	$ 190,112.00
VP of Talent and Workplace Experience	$ 75.52	$ 157,081.60
VP Operations	$ 61.46	$ 127,836.80
VP Originations	$ 83.01	$ 172,660.80
VP Power Supply Planning	$ 57.89	$ 120,411.20
VP Product Development	$ 67.54	$ 140,483.20
VP Production	$ 53.00	$ 110,240.00
VP Property Management	$ 79.05	$ 164,424.00
VP Sales	$ 79.65	$ 165,661.60
VP Technology	$ 78.46	$ 163,196.80
VP, Accounting	$ 93.43	$ 194,334.40
VP, Audit & Analysis	$ 64.90	$ 134,992.00
VP, Business Analytics	$ 88.94	$ 184,995.20
VP, Business Development	$ 95.52	$ 198,681.60
VP, Center for Philanthropy	$ 79.49	$ 165,339.20
VP, Client Champion	$ 64.90	$ 134,992.00
VP, Community Investments	$ 63.42	$ 131,913.60
VP, Digital Transformation, AI & Data Analytics	$ 114.42	$ 237,993.60
VP, Finance	$ 78.25	$ 162,760.00
VP, Government Affairs	$ 72.11	$ 149,988.80
VP, HR	$ 70.00	$ 145,600.00
Vp, HR & Workforce Initiatives	$ 66.99	$ 139,339.20
VP, Human Resources	$ 79.43	$ 165,214.40
VP, I.S. & Business Intelligence	$ 137.35	$ 285,688.00
VP, IT	$ 77.50	$ 161,200.00
VP, Learning & Development Content Developer	$ 38.16	$ 79,372.80
VP, Operations	$ 61.94	$ 128,826.88
VP, Programming	$ 58.94	$ 122,595.20
VP, Quality	$ 91.35	$ 190,008.00
VP, Strategic Projects	$ 59.50	$ 123,760.00
VP, Strategic Services	$ 86.54	$ 180,003.20
VP, Student Experience & Success Support Services	$ 62.89	$ 130,811.20
VP, Talent Management	$ 52.88	$ 109,990.40
VP, Technology	$ 78.46	$ 163,196.80
VP/Business Development Officer	$ 42.15	$ 87,672.00
VP/CIO ITS	$ 110.64	$ 230,131.20
VPof Operations	$ 76.92	$ 159,993.60
VS Administrative Supervisor	$ 25.45	$ 52,936.00
W&AM Reporting & Analytics Senior Manager	$ 91.12	$ 189,529.60
Waiver Specialist	$ 23.42	$ 48,713.60
WAM Senior Business Analyst	$ 38.70	$ 80,496.00
Warehouse	$ 24.05	$ 50,032.91
Warehouse & Shipping Associate	$ 23.68	$ 49,254.40
Warehouse & Equipment Coordinator	$ 26.10	$ 54,288.00
Warehouse & Facilities Manager	$ 31.25	$ 65,000.00
Warehouse & Shipping Associate	$ 23.68	$ 49,254.40
Warehouse Associate	$ 23.76	$ 49,420.80
Warehouse Clerk	$ 22.39	$ 46,571.20
Warehouse Lead	$ 25.56	$ 53,159.60
Warehouse Manager	$ 35.12	$ 73,055.54
Warehouse Supervisor	$ 32.46	$ 67,516.80
Warehouse Supervisor Lead	$ 17.00	$ 35,360.00

Warehouse Team Lead	$ 15.00	$ 31,200.00
Warehouse Team Member	$ 19.00	$ 39,520.00
Warehouse Worker	$ 25.54	$ 53,123.20
WAREHOUSE/INVENTORY MANAGER	$ 35.10	$ 73,008.00
WAREHOUSE/MATERIALS MANAGER	$ 46.28	$ 96,262.40
Warranty	$ 33.26	$ 69,187.73
Warranty Administrator	$ 31.50	$ 65,520.00
Warranty Program Manager	$ 61.89	$ 128,731.20
Waste Water Coordinator	$ 34.66	$ 72,092.80
Wastewater Superintendent	$ 50.48	$ 104,998.40
Wastewater Treatment Plant Manager	$ 43.48	$ 90,438.40
Water Distribution Foreman	$ 35.62	$ 74,089.60
Water Distribution Superintendent	$ 50.18	$ 104,374.40
WATER OPERATOR CREW LEADER	$ 37.20	$ 77,376.00
Water Treatment Chief Operator	$ 43.27	$ 90,001.60
Water Treatment Plant Manager	$ 49.83	$ 103,646.40
Water Treatment Superintendent	$ 50.48	$ 104,998.40
Watershed AmeriCorps	$ 11.28	$ 23,462.40
Watershed AmeriCorps Member	$ 11.28	$ 23,462.40
Watershed Outreach Project Manager	$ 25.22	$ 52,457.60
Watershed Program Manager	$ 25.10	$ 52,208.00
Watershed Resource Specialist	$ 26.64	$ 55,411.20
Watershed Restoration Project Manager	$ 25.44	$ 52,915.20
Wayne Manzilla Intern	$ 13.50	$ 28,080.00
Wayne Manzilla Intern/AI Speciallist	$ 13.50	$ 28,080.00
Weatherization Program Coordinator	$ 18.38	$ 38,230.40
Web Developer	$ 38.46	$ 79,993.33
Web Developer 2	$ 38.27	$ 79,591.20
Web Developer I	$ 35.57	$ 73,992.53
Web Developer II	$ 36.92	$ 76,786.67
Web System Administrator	$ 54.82	$ 114,025.60
WebMaster & Support Technician	$ 52.15	$ 108,472.00
Website and Data Manager	$ 25.00	$ 52,000.00
Website Assistant and Music Teacher	$ 18.50	$ 38,480.00
Website Developer-Marketing Sitecore	$ 39.53	$ 82,222.40
Welcome Desk and Testing Center Coordinator	$ 21.63	$ 44,990.40
Weld Engineer	$ 51.25	$ 106,595.84
Weld Group Leader	$ 27.28	$ 56,732.00
Weld Technician	$ 21.76	$ 45,250.40
Weld Trainer	$ 28.01	$ 58,250.40
Welder	$ 25.22	$ 52,450.43
Welder & Engineer in Training	$ 16.50	$ 34,320.00
Welder I	$ 28.11	$ 58,468.80
Welder II	$ 31.15	$ 64,785.07
Welder II G100	$ 23.53	$ 48,942.40
WELDER TRAINEE	$ 20.00	$ 41,600.00
Welder/Fabricator	$ 25.56	$ 53,160.64
Welding Engineer	$ 49.75	$ 103,480.00
Welding Production Supervisor	$ 60.01	$ 124,820.80
Wellness Consultant	$ 29.46	$ 61,276.80
Whole Farm Manager	$ 24.13	$ 50,190.40
WIC Clerk	$ 17.80	$ 37,024.00
WIC Director	$ 39.46	$ 82,069.87
Wire EDM Machinist	$ 30.30	$ 63,024.00
Wlder	$ 20.00	$ 41,600.00
WMS Application Specialist	$ 52.88	$ 109,990.40
Women's Connection Ministry	$ 29.00	$ 60,320.00
Women's Equipping Ministry	$ 30.52	$ 63,481.60
Woodshop laborer	$ 15.00	$ 31,200.00
Woodshop Supply Secretary	$ 18.75	$ 39,000.00
Workers Comp analyst	$ 43.58	$ 90,646.40
workflow specialist	$ 36.13	$ 75,150.40
Workforce and Data Coordinator	$ 32.75	$ 68,120.00
Workforce Development Coordinator	$ 28.13	$ 58,517.33
Workforce Development Manager	$ 26.44	$ 54,995.20
WORKFORCE DEVELOPMENT SPECIALIST	$ 24.28	$ 50,492.00
Workforce Management Lead	$ 42.38	$ 88,150.40

Workforce Manager	$ 31.02	$ 64,521.60
Workforce Program and Data Coordinator	$ 32.75	$ 68,120.00
Workforce Program Coordinator	$ 26.44	$ 54,995.20
Workplace Consultant	$ 33.66	$ 70,002.40
Workplace Coordinator	$ 25.89	$ 53,851.20
Workplace Designer	$ 28.85	$ 60,008.00
Worship Director	$ 33.65	$ 69,992.00
WP Electrical Engineer 3	$ 52.15	$ 108,472.00
Yard Manager	$ 35.97	$ 74,817.60
Youth & Sports Director	$ 23.00	$ 47,840.00
Youth Advisor	$ 16.67	$ 34,666.67
Youth Pastor	$ 45.00	$ 93,600.00
Zoning Field Inspector	$ 23.00	$ 47,840.00
Zoning Inspector	$ 31.38	$ 65,260.00
Zoning Manager	$ 38.27	$ 79,591.20
Zoning Tech	$ 25.86	$ 53,788.80
Zoo Pal Donor Event Coordinator	$ 21.72	$ 45,177.60
43430	$ 36.80	$ 76,544.00
45390	$ 32.09	$ 66,747.20
Grand Total	**$ 40.75**	**$ 84,762.81**

ORC 122.1711 (A)(1)**(e)** - A list of the microcredentials established by the chancellor of higher education under section 122.178 of the Revised Code categorized by each
Each credential is eligible to be earned in any region and statewide; therefore, a regional breakdown is not applicable.

Credential	Credential Category	Credential Type
(ISC)2 Certified Cloud Security Professional (CCSP)	IoT and Cybersecurity	Certification
(ISC)2 Certified Information Systems Security Professional (CISSP)	IoT and Cybersecurity	Certification
(ISC)2 Information Systems Security Engineering Professional (ISSEP)	IoT and Cybersecurity	Certification
(ISC)2 Systems Security Certified Practitioner (SSCP)	IoT and Cybersecurity	Certification
.NET Development	Information Technology	Certificate
.NET Framework Class Library Fundamentals	Information Technology	Certificate
.NET Web Application Security	IoT and Cybersecurity	Certificate
2020 Software	Business Technology	Certificate
3D Deep Learning	IoT and Cybersecurity	Certificate
3D Foot Orthotic Scanning, Design, and 3D Printing	Healthcare Technology	Certificate
3DEXPERIENCE	Information Technology	Certificate
500W CNC Machine Task	Manufacturing Technology	Certification
5G and Broadband Deployment	Business Technology	Certificate
5G Ecosystem	Business Technology	Certificate
5G Macro Technician	Business Technology	Certificate
600W CNC Machine Task	Manufacturing Technology	Certification
9.2 User Interface - Common Foundation	Business Technology	Certificate
AAH Registered Medical Assistant	Healthcare Technology	Certification
AAMA Certified Medical Assistant	Healthcare Technology	Certification
AAMP- The Association for Materials Protection and Performance Coating Inspector-Level 1	Construction Technology	Certificate
AAMP- The Association for Materials Protection and Performance Coating Inspector-Level 2	Manufacturing Technology	Certification
Abaqus/Complete Abaqus Environment (CAE)	Manufacturing Technology	Certificate
ABB FlexVision	Robotics / Automation	Certificate
ABB IRC5 Electrical Service	Robotics / Automation	Certificate
ABB IRC5 Operations	Robotics / Automation	Certificate
ABB IRC5 Programming	Robotics / Automation	Certificate
ABB IRC5 RobotStudio II	Robotics / Automation	Certificate
ABB IRC5/S4 Programming III	Robotics / Automation	Certificate
ABB Robotics Non-Paint Robotics	Robotics / Automation	Certificate
ABB Robotics Programming 1 for Material Handling	Robotics / Automation	Certificate
Abrasive Fine-Finishing	Manufacturing Technology	Certificate
Absorbent Hygiene	Manufacturing Technology	Certificate
AC Machine Design	Manufacturing Technology	Certificate
AC/DC Electrical Systems	Manufacturing Technology	Certificate
AC/DC Equipment & Controls	Construction Technology	Certificate
AC/DC Machines	Construction Technology	Certificate
Accelerate App Development by using GitHub Copilot	Information Technology	Certificate
Accelerated Programming for Material Handling	Manufacturing Technology	Certificate
Access Programming with VBA	Business Technology	Certificate
Accounting with Microsoft Excel	Business Technology	Certificate
ACE Version 4 Robotic Programming (All levels)	Robotics / Automation	Certificate
ACE:L1 Cloud Novice	IoT and Cybersecurity	Certificate
ACE:L2 Cloud Associate	IoT and Cybersecurity	Certificate
ACE:L3 Cloud Journeyman	IoT and Cybersecurity	Certificate
ACE:L4 Cloud Professional	IoT and Cybersecurity	Certificate
ACE:L5 Cloud Automation	IoT and Cybersecurity	Certificate
ACEWare Systems Student Manager	Information Technology	Certificate
ACI Aggregate Soil Base Testing Technician	Construction Technology	Certificate
ACI Concrete Aggregate Testing Technician - Level 1	Construction Technology	Certification
ACI Concrete Field Testing Technician - Grade I	Construction Technology	Certification
ACI Concrete Laboratory Testing Technician - Level 1	Construction Technology	Certification
ACI Concrete Strength Testing Technician	Construction Technology	Certification
ACI Flatwork Associate, Finisher & Advanced Finisher	Construction Technology	Certification
ACMA Certified Composites Technician (CCT) - Open Molding	Manufacturing Technology	Certification
ACME Multi-Spindle Screw Machine	Manufacturing Technology	Certificate
Active Directory	Information Technology	Certificate
Active Directory 2016 for Support Professionals	Information Technology	Certificate
Active Directory Services with Windows Server	Information Technology	Certificate
Active Workspace	Business Technology	Certificate
Acumatica ERP	Information Technology	Certificate
AD 19 Schematic Training and AD 19 Essentials PCB	Manufacturing Technology	Certificate
Adaptive AI for Proposal Development	Business Technology	Certificate

Additive Manufacturing	Manufacturing Technology	Certificate
Additive Manufacturing for Innovative Design and Production	Manufacturing Technology	Certificate
Additive Manufacturing Technician	Manufacturing Technology	Certificate
Adhesion Science	Manufacturing Technology	Certificate
ADM Field-Programmable Gate Array (FPGA) Design Closure Techniques	Information Technology	Certificate
Administer and Merchandise a B2B Commerce on Classic Store	IoT and Cybersecurity	Certificate
Administer Public Sector Application Solutions	Business Technology	Certificate
Administer, Extend, and Automate Salesforce	Information Technology	Certificate
Administering a SQL Database Infrastructure	Information Technology	Certificate
Administering Cisco Data Center Unified Computing System with Intersight (DCUCAI)	IoT and Cybersecurity	Certificate
Administering Cisco Unified Communications Manager and Unity Connection (ACUCM with A	IoT and Cybersecurity	Certificate
Administering Cisco Unified Communications Workspaces: Advanced Administration for Mu	IoT and Cybersecurity	Certificate
Administering Information Protection and Compliance in Microsoft 365	IoT and Cybersecurity	Certificate
Administering Microsoft Azure SQL Solutions	Information Technology	Certificate
Administering Microsoft Endpoint Configuration Manager	Information Technology	Certificate
Administering Microsoft Exchange Server 2016/2019	Information Technology	Certification
Administering Microsoft Office 365	Business Technology	Certificate
Administering Relational Databases on Microsoft Azure	IoT and Cybersecurity	Certificate
Administering Snowflake	Information Technology	Certificate
Administering System Center Configuration Manager	Information Technology	Certificate
Administering Windows Server	IoT and Cybersecurity	Certificate
Adobe Acrobat DC (All versions)	Business Technology	Certificate
Adobe Analytics Business Practitioner	Business Technology	Certification
Adobe Animate CC	Business Technology	Certificate
Adobe Audition	Business Technology	Certificate
Adobe Captivate	Business Technology	Certificate
Adobe CC Design Tools: Photoshop, Illustrator, and InDesign	Business Technology	Certificate
Adobe Certified Associate (ACA)	Business Technology	Certification
Adobe Certified Expert - Magento Commerce Developer	Business Technology	Certification
Adobe Certified Expert - Photoshop	Business Technology	Certification
Adobe Certified Expert Dreamweaver	Business Technology	Certification
Adobe Certified Professional - Adobe ColdFusion	Business Technology	Certification
Adobe Certified Professional - Digital Video Using Adobe Premiere Pro	Business Technology	Certification
Adobe Certified Professional - Magento Commerce Developer	Business Technology	Certification
Adobe Creative Suite	Business Technology	Certificate
Adobe CS6 Design Tools: Photoshop, Illustrator, and InDesign Illustrated	Business Technology	Certificate
Adobe Illustrator CC	Business Technology	Certificate
Adobe Illustrator CC Professional	Business Technology	Certificate
Adobe InDesign CC	Business Technology	Certificate
Adobe Photoshop	Business Technology	Certificate
Adobe Photoshop CC	Business Technology	Certificate
Adobe Premiere Pro Creative Cloud (CC)	Business Technology	Certificate
Advanced .NET Framework Programming Using VB.NET	Information Technology	Certificate
Advanced Automated Administration with Windows PowerShell	Information Technology	Certificate
Advanced Building Construction Management	Construction Technology	Certificate
Advanced Business Analysis	Business Technology	Certificate
Advanced Business Application Programming (ABAP) (All versions)	Business Technology	Certificate
Advanced Cardiac Life Support (ACLS)	Healthcare Technology	Certification
Advanced Certified Scrum Product Owner (A-CSPO)	Business Technology	Certification
Advanced Data Engineering with Databricks	Information Technology	Certificate
Advanced Driver Assistance System (ADAS) Diagnostics & Service Procedures for Repair Tec	Military and Smart Transportation	Certificate
Advanced Driver Assurance System (ADAS) Readiness for Repair Shops	Military and Smart Transportation	Certificate
Advanced Electrical Troubleshooting	Manufacturing Technology	Certificate
Advanced Electricity	Construction Technology	Certificate
Advanced Emergency Medical Technician (AEMT)	Healthcare Technology	Certificate
Advanced Fluid Power Systems	Manufacturing Technology	Certificate
Advanced Framework for Simulation, Integration and Modeling (AFSIM) Developer	Military and Smart Transportation	Certificate
Advanced Framework for Simulation, Integration, and Modeling (AFSIM) User	Military and Smart Transportation	Certificate
Advanced GD&T	Manufacturing Technology	Certificate
Advanced Grinding	Manufacturing Technology	Certificate
Advanced Industrial Controls	Manufacturing Technology	Certificate
Advanced Junos Security - JNCIP-SEC	Information Technology	Certification
Advanced Machining Processes	Manufacturing Technology	Certificate
Advanced Machining Technology Apprenticeship - Year 1	Manufacturing Technology	Certificate
Advanced Machining Technology Apprenticeship - Year 2	Manufacturing Technology	Certificate
Advanced Machining Technology Apprenticeship - Year 3	Manufacturing Technology	Certificate
Advanced Machining Technology Apprenticeship - Year 4	Manufacturing Technology	Certificate

Advanced Manual Machining	Manufacturing Technology	Certificate
Advanced Manufacturing Systems	Manufacturing Technology	Certificate
Advanced Measuring Probe Heidenhain	Manufacturing Technology	Certificate
Advanced Microsoft Excel 2019/Office 365	Business Technology	Certificate
Advanced Microsoft Power BI	Information Technology	Certificate
Advanced Motion Methods	Business Technology	Certificate
Advanced Moulder Setup & Control Operation	Manufacturing Technology	Certificate
Advanced PCB Layout	Manufacturing Technology	Certificate
Advanced Plane Transformation CYCLE 19/PLANE SPATIAL	Manufacturing Technology	Certificate
Advanced Python 3 Programming	Information Technology	Certificate
Advanced Python Development in an AI World	Information Technology	Certificate
Advanced Python for Data Science	Information Technology	Certificate
Advanced Quality Practices	Business Technology	Certificate
Advanced Robotic Programming	Robotics / Automation	Certificate
Advanced Tableau	Business Technology	Certificate
Advanced Workday Reporting for Financials	Business Technology	Certificate
Advertising and Outreach Specialist	Business Technology	Certificate
AEP Distribution Line Apprentice-D Series	Construction Technology	Certificate
Aerial Outside Plant (OSP) Hardware & Systems Fundamentals	Construction Technology	Certificate
Aerial Telephone Line Placement and Safety	Construction Technology	Certificate
After Effects for Video Editors	Business Technology	Certificate
AgEagle eBee VISION Training	Military and Smart Transportation	Certificate
Agile for Business Analysts	Information Technology	Certificate
Agile for Developers	Information Technology	Certificate
Agile Fundamentals	Construction Technology	Certificate
Agile Project Management	Business Technology	Certificate
Agile Requirements - Writing User Stories and AI Prompting	Information Technology	Certificate
Agile Scrum	Business Technology	Certification
Agile Software Development	Information Technology	Certification
Agile Software Engineering	Information Technology	Certificate
Agilent 5973/5975 GC/MSD Troubleshooting and Maintenance	Healthcare Technology	Certificate
Agilent 7890A/B GC Maintenance & Troubleshooting	Healthcare Technology	Certificate
AHIMA Certified Health Data Analyst	Information Technology	Certification
AI & Data Product Management	IoT and Cybersecurity	Certificate
AI Agents	IoT and Cybersecurity	Certificate
AI Chatbots	IoT and Cybersecurity	Certificate
AI Computer Vision	IoT and Cybersecurity	Certificate
AI Context and Workflow Design	IoT and Cybersecurity	Certificate
AI Engineer using Microsoft Azure	IoT and Cybersecurity	Certificate
AI for Business Analysis	Business Technology	Certificate
AI for Digital Marketing	IoT and Cybersecurity	Certificate
AI for Finance & Accounting Leaders	Business Technology	Certificate
AI for Marketing	IoT and Cybersecurity	Certificate
AI for Project Management	Business Technology	Certificate
AI for the Data Driven Enterprise	IoT and Cybersecurity	Certificate
AI for UX	IoT and Cybersecurity	Certificate
AI Foundations	IoT and Cybersecurity	Certificate
AI in Business: Tools & Techniques	IoT and Cybersecurity	Certificate
AI in Education	IoT and Cybersecurity	Certificate
AI in Microsoft Azure	IoT and Cybersecurity	Certificate
AI Literacy Professional Development for Educators	IoT and Cybersecurity	Certificate
AI Low-Code Agent Development	IoT and Cybersecurity	Certificate
AI Policy Development with Custom GPTs	IoT and Cybersecurity	Certificate
AI Prompt Engineering for Business Strategy and Innovation	IoT and Cybersecurity	Certificate
AI Python	IoT and Cybersecurity	Certificate
AI QuickStart to Prompt Engineering for Everyday Business Users	IoT and Cybersecurity	Certificate
AI Readiness	IoT and Cybersecurity	Certificate
AI That Sounds Like You	IoT and Cybersecurity	Certificate
AI Tool Proficiency and Secure Application	IoT and Cybersecurity	Certificate
AI Tools Introduction and Enterprise Overview	IoT and Cybersecurity	Certificate
AI Workflows	IoT and Cybersecurity	Certificate
AI x Design Thinking	Business Technology	Certificate
AICPA Systems and Organization Controls (SOC) (All engagements)	Business Technology	Certificate
AI-Driven Differentiation	IoT and Cybersecurity	Certificate
AIM Part Design	Manufacturing Technology	Certificate
AIMS Maintenance Technician - Certification Exam	Business Technology	Certification
AI-Powered Analytics: From Data Visualization to Predictive Modeling	Business Technology	Certificate

Air and Water Cooled Screw Chiller Maintenance, Operation & Service	Construction Technology	Certificate
Air Brakes	Military and Smart Transportation	Certificate
Air Conditioning and Refrigeration	Construction Technology	Certificate
Air Leakage Control Installer (ALC)	Construction Technology	Certification
Air-Cooled Engines	Construction Technology	Certificate
Aircraft Electronics Technician (AET)	Construction Technology	Certificate
AKF Architect	Information Technology	Certificate
ALIA CTOL Simulator	Military and Smart Transportation	Certificate
ALIA VTOL Ground	Military and Smart Transportation	Certificate
ALIA VTOL Ground and Simulator	Military and Smart Transportation	Certificate
Altium Designer	Manufacturing Technology	Certificate
Aluminum Finishing	Manufacturing Technology	Certificate
Aluminum GMA (MIG) Welding	Manufacturing Technology	Certificate
AMA Marketing Management Certification	Business Technology	Certification
Amada 3i Bend	Manufacturing Technology	Certificate
Amada AP 100 US Laser	Manufacturing Technology	Certificate
American Diesel Training Centers: Diesel Fundamentals	Military and Smart Transportation	Certification
American Injection Molding Institute (AIM) Molding	Manufacturing Technology	Certificate
American Welding Society (AWS) Certified Gas Tungsten Arc Welding (GTAW) (TIG)	Manufacturing Technology	Certification
American Welding Society (AWS) Certified Welder	Manufacturing Technology	Certificate
Ammonia Refrigeration	Construction Technology	Certificate
AMT Certified Medical Assistant	Healthcare Technology	Certification
An Introduction to R Programming and Basic Statistics	Business Technology	Certificate
Analog Circuits	Construction Technology	Certificate
Analytics and AI Value Framework	IoT and Cybersecurity	Certificate
Analytics Architecture	Information Technology	Certificate
Analytics Modeling	Information Technology	Certificate
Analytics Program & Project Management	Business Technology	Certificate
Analyzing and Visualizing Data with Looker	Information Technology	Certificate
Analyzing Data with Excel	Business Technology	Certificate
Analyzing Data with Microsoft Power BI	Information Technology	Certification
Analyzing Data with SQL Server Reporting Services	Information Technology	Certificate
Analyzing Quality with Minitab	Manufacturing Technology	Certificate
Android Certified Application Developer	IoT and Cybersecurity	Certification
Android Certified Application Engineer	IoT and Cybersecurity	Certification
Angular and TypeScript Development	Information Technology	Certificate
Angular Developer	Information Technology	Certificate
Angular Programming (all levels)	Information Technology	Certificate
ANOVA Linear Regressions and Experimental Design	Information Technology	Certificate
Ansys Maxwell Introduction to Electromagnetic	Manufacturing Technology	Certificate
Ansys Parametric Design Language (APDL)	Information Technology	Certificate
Ansys Workbench Mechanical	Manufacturing Technology	Certificate
Ansys Workbench Mechanical Structural Nonlinearities	Manufacturing Technology	Certificate
Anypoint Platform Architecture: Application Networks	IoT and Cybersecurity	Certificate
Anypoint Platform Architecture: Integration Solutions	Information Technology	Certificate
Anypoint Platform Development: API Design with RAML	Information Technology	Certificate
Anypoint Platform Development: DataWeave	Information Technology	Certificate
Anypoint Platform Development: Production-Ready Development	Information Technology	Certificate
Anypoint Platform Development: Production-Ready Integrations	Information Technology	Certificate
Anypoint Platform Operations: API Management	Information Technology	Certificate
Anypoint Platform Operations: CloudHub	Information Technology	Certificate
Anypoint Platform Operations: Runtime Fabric on Self-Managed Kubernetes	Information Technology	Certificate
Apache Airflow Workflow Management	Business Technology	Certificate
Apache Kafka	Information Technology	Certificate
App Development with Swift: Level 1	IoT and Cybersecurity	Certification
App Development with Swift: Level 2	IoT and Cybersecurity	Certification
Apple Certified iOS Technician (ACiT) 2019	Information Technology	Certification
Apple iPad for Business	Business Technology	Certificate
Apple macOS Support Essentials	Information Technology	Certificate
Apple macOS Support Essentials 10.14	Information Technology	Certification
Apple Service Fundamentals	Information Technology	Certification
Application Design for Web and Desktop	Information Technology	Certificate
Application Development using .NET Core and Blazor	Information Technology	Certificate
Application Development with AI	IoT and Cybersecurity	Certificate
Application Lifecycle and Management Using Visual Studio 2017	Information Technology	Certificate
Application Studio	Information Technology	Certificate
Applications of FTIR & NMR Spectroscopy in Polymer Development	Manufacturing Technology	Certificate

Applied Analytics and Dashboard Storytelling	Information Technology	Certificate
Applied Analytics with R	Business Technology	Certificate
Applied Best Practices for Telecommunications Distribution Design	Business Technology	Certificate
Applied Linear Regression	Information Technology	Certificate
Applied Symmetrical Components	Information Technology	Certificate
Applying AI to Web Security	IoT and Cybersecurity	Certificate
Applying DO-254 for Avionics Hardware Development	Military and Smart Transportation	Certification
Applying Metrics for Predictability	Business Technology	Certificate
Applying Professional Scrum	Business Technology	Certificate
Applying Professional Scrum for Software Development (APS-SD)	Business Technology	Certificate
Apprenticeship in Manufacturing Technology - Manufacturing Skills	Manufacturing Technology	Certificate
Arburg Machine Setting	Manufacturing Technology	Certificate
Arc Flash & Electrical Power Training	Construction Technology	Certificate
ArcGIS Dashboards	Information Technology	Certificate
ArcGIS Online Platform	Information Technology	Certificate
ArcGIS Pro (All levels)	Information Technology	Certificate
ArcGIS Pro Essential Workflows	Information Technology	Certificate
ArcGIS: Making Better Story Maps	Information Technology	Certificate
ArcGIS: ModelBuilder	Information Technology	Certificate
ArcGIS: Web App Builder	Information Technology	Certificate
Architecting CI/CD Pipelines and Automations	Information Technology	Certificate
Architecting on AWS	IoT and Cybersecurity	Certificate
Architecting with Google Compute Engine	IoT and Cybersecurity	Certificate
Architecting with Google Kubernetes Engine (AGKE)	IoT and Cybersecurity	Certification
Architecture and Systems Engineering: Models and Methods to Manage Complex Systems	Business Technology	Certificate
ARDMS Registered Diagnostic Medical Sonographer (RDMS)	Healthcare Technology	Certification
Arial - Trained Solution Engineer (TSE)	Manufacturing Technology	Certification
Arista Cloud Engineer	IoT and Cybersecurity	Certificate
Articulate Rise Software	Business Technology	Certificate
Articulate Storyline	Manufacturing Technology	Certificate
Artificial Intelligence (AI) + Human Ingenuity (HI)	Business Technology	Certificate
Artificial Intelligence and Machine Learning	IoT and Cybersecurity	Certificate
Artificial Intelligence Development & Integration	IoT and Cybersecurity	Certificate
Artificial Intelligence for Business	IoT and Cybersecurity	Certificate
Artificial Intelligence for HR	Business Technology	Certificate
Artificial Intelligence for Marketers	IoT and Cybersecurity	Certificate
Artificial Intelligence Introduction and Application	IoT and Cybersecurity	Certificate
Artificial Intelligence with Google Gemini	IoT and Cybersecurity	Certificate
Artificial Intelligence: Implications for Business Strategy	IoT and Cybersecurity	Certificate
Aruba Advanced Mobility Troubleshooting and Solutions	Information Technology	Certificate
Aruba Advanced Switching Troubleshooting and Solutions	Information Technology	Certificate
Aruba Certified Mobility Associate (ACMA)	IoT and Cybersecurity	Certification
Aruba ClearPass Configuration	Information Technology	Certificate
Aruba ClearPass Essentials	Information Technology	Certificate
Aruba Cloud-Based Networks	Information Technology	Certificate
Aruba Mobility Fundamentals	Information Technology	Certificate
Aruba Networking Central	Information Technology	Certificate
ArubaOS-CX Switching Fundamentals, Rev. 20.21	Information Technology	Certification
ASAPprime	Manufacturing Technology	Certificate
Asbestos Contractor/Supervisor	Construction Technology	Certificate
ASC TAC Adhesive Technology Core	Manufacturing Technology	Certification
ASCM/APICS Certified in Logistics, Transportation and Distribution (CLTD)	Business Technology	Certification
ASE A1 Engine Repair	Military and Smart Transportation	Certification
ASE A2 Automatic Transmission/Transaxle	Military and Smart Transportation	Certification
ASE A3 Manual Drive Train and Axles	Military and Smart Transportation	Certification
ASE A4 Suspension and Steering	Military and Smart Transportation	Certification
ASE A5 Brakes	Military and Smart Transportation	Certification
ASE A6 Electrical Electronics	Military and Smart Transportation	Certification
ASE A7 Heating and Air Conditioning	Military and Smart Transportation	Certification
ASE A8 Engine Performance	Military and Smart Transportation	Certification
ASE A9 Light Vehicle Diesel Engines	Military and Smart Transportation	Certification
ASE B3 Non-Structural Analysis & Damage Repair	Military and Smart Transportation	Certification
ASE B4 Structural Analysis and Damage Repair	Military and Smart Transportation	Certification
ASE B5 Mechanical & Electrical Components	Military and Smart Transportation	Certification
ASE G1 Auto Maintenance and Light Repair	Military and Smart Transportation	Certification
ASE H1 Compressed Natural Gas (CNG) Engines	Military and Smart Transportation	Certification
ASE H2 Diesel Engines	Military and Smart Transportation	Certification

ASE H3 Drive Train	Military and Smart Transportation	Certification
ASE H4 Brakes	Military and Smart Transportation	Certification
ASE H5 Suspension & Steering	Military and Smart Transportation	Certification
ASE H6 Electrical/Electronic Systems	Military and Smart Transportation	Certification
ASE H7 Heating, Ventilation & Air Conditioning	Military and Smart Transportation	Certification
ASE H8 Preventive Maintenance & Inspection	Military and Smart Transportation	Certification
ASE L1 Auto Advanced Engine Performance Specialist	Military and Smart Transportation	Certification
ASE L2 Electronic Diesel Engine Diagnosis Specialist	Military and Smart Transportation	Certification
ASE L3 Light Duty Hybrid/Electric Vehicle Specialist	Military and Smart Transportation	Certification
ASE Medium and Heavy Trucks	Military and Smart Transportation	Certification
Aseptic: Processing and Packaging	Manufacturing Technology	Certificate
ASM Heat Treating	Manufacturing Technology	Certificate
ASM Heat Treating Quality & Inspection	Manufacturing Technology	Certificate
ASM Maintenance of Heat Treating Equipment	Manufacturing Technology	Certificate
ASM Metallurgy for the Non-Metallurgist	Manufacturing Technology	Certificate
ASM Thermal Spray Technologies	Manufacturing Technology	Certificate
ASME B31 Pressure Piping	Manufacturing Technology	Certificate
ASME B31.3 Process Piping Design, Materials, Fabrication	Manufacturing Technology	Certificate
ASME BPV Code, Section IX: Welding & Brazing Qualifications	Manufacturing Technology	Certificate
ASME BPV Code, Section VIII, Division 1: Pressure Vessel	Manufacturing Technology	Certificate
ASME BPV Code, Section VIII, Division 2: Design & Fabrication of Pressure Vessel	Manufacturing Technology	Certificate
ASME Brazing	Manufacturing Technology	Certification
ASME Certified Brazing	Manufacturing Technology	Certification
ASNT NDT - Level 1	Construction Technology	Certification
ASNT NDT - Level 2	Construction Technology	Certification
ASNT NDT - Level 3	Construction Technology	Certification
ASP.Net Core 2 Development	Information Technology	Certificate
ASP.NET Core 3 Development	Information Technology	Certificate
ASP.NET Core 5 Development	Information Technology	Certificate
ASP.NET Core 6 Development	Information Technology	Certificate
ASP.NET Core Web Apps	Information Technology	Certificate
ASP.NET MVC Programming Using C#	Information Technology	Certificate
Aspen HYSYS Process Modeling	Information Technology	Certificate
Asphalt Quality Control Technician	Construction Technology	Certificate
Aspirating Smoke Detection	Construction Technology	Certificate
ASQ Certified Manager of Quality/Organizational Excellence (CMQ/OE)	Business Technology	Certification
ASQ Certified Quality Auditor	Business Technology	Certification
ASQ Certified Quality Technician (CQT)	Business Technology	Certification
Assembly and Fastener Basics	Manufacturing Technology	Certificate
Assembly Fundamentals	Manufacturing Technology	Certificate
Assessing UX Designs Using Proven Principles	Information Technology	Certificate
Asset Reliability Practitioner [ARPE-E]: Reliability Engineer	Construction Technology	Certification
Association for Advancing Automation (A3) Certified Motion Control Professional (CMCP)	Robotics / Automation	Certification
Association for Advancing Automation (A3) Certified Vision Professional (CVP)	Manufacturing Technology	Certificate
Association for Supply Chain Management (ASCM) Certified Supply Chain Professional (CSC	Business Technology	Certificate
Association for Supply Chain Management (ASCM) Supply Chain Planning	Business Technology	Certificate
Association for Supply Chain Management (ASCM) Supply Chain Procurement	Business Technology	Certificate
Association for Supply Chain Management (ASCM) Supply Chain Technology	Construction Technology	Certificate
Association for Supply Chain Management (ASCM) Supply Chain Warehousing	Business Technology	Certificate
Association for Supply Chain Management Certified in Planning and Inventory Management (	Business Technology	Certificate
AUSO Flight	Military and Smart Transportation	Certification
AUSO Ground	Military and Smart Transportation	Certification
AutoCAD 1-Basic 2D	Manufacturing Technology	Certificate
AutoCAD 2018 Certified User	Manufacturing Technology	Certificate
AutoCAD 3D Drawing and Modeling	Manufacturing Technology	Certificate
AutoCAD Advanced Inventor	Manufacturing Technology	Certificate
AutoCAD Electrical	Manufacturing Technology	Certificate
AutoCAD Electrical: Fundamentals with NFPA Standards	Manufacturing Technology	Certificate
AutoCAD Fundamentals	Manufacturing Technology	Certificate
AutoCAD Level 1: Essentials	Manufacturing Technology	Certificate
AutoCAD Level 2: Intermediate	Manufacturing Technology	Certificate
AutoCAD Level 3: Advanced	Manufacturing Technology	Certificate
AutoCAD Plant 3D Essentials	Manufacturing Technology	Certificate
Autodesk 3ds Max	Manufacturing Technology	Certificate
Autodesk Advance Steel	Manufacturing Technology	Certificate
Autodesk Build	Manufacturing Technology	Certificate
Autodesk Certified Professional: AutoCAD for Design and Drafting	Manufacturing Technology	Certification

Autodesk Certified Professional: Inventor for Mechanical Design	Manufacturing Technology	Certification
Autodesk Certified User in AutoCAD	Manufacturing Technology	Certificate
Autodesk Civil 3D (All versions)	Manufacturing Technology	Certificate
Autodesk Construction Cloud (ACC) for Project Managers	Manufacturing Technology	Certificate
Autodesk Dynamo	Manufacturing Technology	Certificate
Autodesk Factor Design Utilities: Essentials	Manufacturing Technology	Certificate
Autodesk FeatureCAM	Manufacturing Technology	Certificate
Autodesk Fusion 360 CAM	Manufacturing Technology	Certificate
Autodesk Fusion 360: Essentials for Existing 3D CAD Users	Manufacturing Technology	Certificate
Autodesk Fusion 360: Parametric Modeling	Manufacturing Technology	Certificate
Autodesk Inventor 2020: Advanced Assembly Modeling	Manufacturing Technology	Certificate
Autodesk Inventor 3D Milling	Manufacturing Technology	Certificate
Autodesk Inventor Advanced Assembly Modeling	Manufacturing Technology	Certificate
Autodesk Inventor Advanced Part Modeling	Manufacturing Technology	Certificate
Autodesk Inventor CAM: Introduction to 2D and 3D Milling	Manufacturing Technology	Certificate
Autodesk Inventor CAM: Post Processor	Manufacturing Technology	Certificate
Autodesk Inventor Nastran: Advanced FEA	Manufacturing Technology	Certificate
Autodesk Inventor Nastran: FEA Fundamentals	Manufacturing Technology	Certificate
Autodesk Inventor: Cable and Harness Design	Manufacturing Technology	Certificate
Autodesk Inventor: Certified User	Manufacturing Technology	Certificate
Autodesk Inventor: Essentials	Manufacturing Technology	Certificate
Autodesk Inventor: iLogic	Manufacturing Technology	Certificate
Autodesk Inventor: Introduction for Experienced 3D CAD Users	Manufacturing Technology	Certificate
Autodesk Inventor: Introduction to Solid Modeling	Manufacturing Technology	Certificate
Autodesk Inventor: Nastran Essentials	Manufacturing Technology	Certificate
Autodesk Inventor: Professional Simulation	Manufacturing Technology	Certificate
Autodesk Inventor: Sheet Metal Design	Manufacturing Technology	Certificate
Autodesk Inventor: Tips, Tricks, and Updates	Manufacturing Technology	Certificate
Autodesk Inventor: Tube and Pipe Design	Manufacturing Technology	Certificate
Autodesk Moldflow	Manufacturing Technology	Certificate
Autodesk Moldflow Insight	Manufacturing Technology	Certificate
Autodesk Navisworks: Fundamentals	Manufacturing Technology	Certificate
Autodesk Navisworks: Project Designers	Manufacturing Technology	Certificate
Autodesk PartMaker	Manufacturing Technology	Certificate
Autodesk PowerMill	Manufacturing Technology	Certificate
Autodesk ReCap	Manufacturing Technology	Certificate
Autodesk Revit (All levels)	Manufacturing Technology	Certificate
Autodesk Revit Architecture: Conceptual Design & Visualization	Manufacturing Technology	Certificate
Autodesk Revit BIM Management: Template and Schedule Creation	Manufacturing Technology	Certificate
Autodesk Revit: Collaboration Tools	Manufacturing Technology	Certificate
Autodesk Revit: Family Creation for Architecture	Manufacturing Technology	Certificate
Autodesk Revit: Family Creation for MEP	Manufacturing Technology	Certificate
Autodesk Revit: For Project Managers	Manufacturing Technology	Certificate
Autodesk Revit: Fundamentals for Architecture	Manufacturing Technology	Certificate
Autodesk Revit: Fundamentals for Electrical	Manufacturing Technology	Certificate
Autodesk Revit: Fundamentals for Interior Design	Manufacturing Technology	Certificate
Autodesk Revit: Fundamentals for Landscape Design	Manufacturing Technology	Certificate
Autodesk Revit: Fundamentals for Mechanical and Plumbing	Manufacturing Technology	Certificate
Autodesk Revit: Fundamentals for MEP	Manufacturing Technology	Certificate
Autodesk Revit: Fundamentals for Structure	Manufacturing Technology	Certificate
Autodesk Revit: Site Planning and Design	Manufacturing Technology	Certificate
Autodesk Revit: Tips, Tricks, and Updates	Manufacturing Technology	Certificate
Autodesk Storm and Sanitary Analysis Fundamentals	Manufacturing Technology	Certificate
Autodesk Vault	Manufacturing Technology	Certificate
Autodesk Vehicle Tracking	Manufacturing Technology	Certificate
AutoGPT: Artificial General Intelligence (AGI)	IoT and Cybersecurity	Certificate
Automated Testing with Selenium WebDriver	Information Technology	Certificate
Automatic Transmission Systems	Military and Smart Transportation	Certificate
Automating Administration with Windows Powershell	Information Technology	Certificate
Automating Fortinet FortiOS & FortiGate with Terraform	IoT and Cybersecurity	Certificate
Automation Basics	Manufacturing Technology	Certificate
Automation Developer Associate	Robotics / Automation	Certificate
Automation Testing with Ruby Cucumber	Information Technology	Certificate
Automotive Brakes	Military and Smart Transportation	Certificate
Automotive Electrical and Accessory Systems	Military and Smart Transportation	Certificate
Automotive Engine Performance I	Military and Smart Transportation	Certificate
Automotive Heating Ventilation & Air Conditioning Systems	Military and Smart Transportation	Certificate

Automotive Internship	Military and Smart Transportation	Certificate
Automotive Maintenance and General Service	Military and Smart Transportation	Certificate
Automotive Natural Gas	Military and Smart Transportation	Certificate
Automotive Steering & Suspension Systems	Military and Smart Transportation	Certificate
Automotive Technical Skills	Military and Smart Transportation	Certificate
AVEVA InTouch HMI	Manufacturing Technology	Certificate
Avixa Certified Technology Specialist - Design (CTS-D)	IoT and Cybersecurity	Certification
Avixa Certified Technology Specialist - Installation (CTS-I)	IoT and Cybersecurity	Certification
Avixa Certified Technology Specialist (CTS)	IoT and Cybersecurity	Certification
Avixa Certified Technology Specialist (CTS-General)	IoT and Cybersecurity	Certification
AWS Business	IoT and Cybersecurity	Certificate
AWS Certified Advanced Networking - Specialty	IoT and Cybersecurity	Certification
AWS Certified AI Practitioner	IoT and Cybersecurity	Certification
AWS Certified Alexa Skill Builder - Specialty	IoT and Cybersecurity	Certification
AWS Certified Big Data - Specialty	IoT and Cybersecurity	Certification
AWS Certified Cloud Practitioner	IoT and Cybersecurity	Certification
AWS Certified Data Analytics - Specialty	IoT and Cybersecurity	Certification
AWS Certified Data Engineer - Associate	IoT and Cybersecurity	Certification
AWS Certified Database - Specialty	IoT and Cybersecurity	Certification
AWS Certified Developer - Associate	IoT and Cybersecurity	Certification
AWS Certified DevOps Engineer - Professional	IoT and Cybersecurity	Certification
AWS Certified Generative AI Developer - Professional	IoT and Cybersecurity	Certification
AWS Certified Machine Learning - Specialty	IoT and Cybersecurity	Certification
AWS Certified Machine Learning Engineer - Associate	IoT and Cybersecurity	Certification
AWS Certified Resistance Welding Technician (CRWT)	Manufacturing Technology	Certification
AWS Certified Robotic Arc Welding (CRAW)	Manufacturing Technology	Certification
AWS Certified Security - Specialty	IoT and Cybersecurity	Certification
AWS Certified Solutions Architect - Associate	IoT and Cybersecurity	Certification
AWS Certified Solutions Architect - Professional	IoT and Cybersecurity	Certification
AWS Certified SysOps Administrator - Associate	IoT and Cybersecurity	Certification
AWS Certified Welding Inspector (CWI)	Manufacturing Technology	Certification
AWS Fundamentals Specialization	IoT and Cybersecurity	Certificate
AWS Migration	Information Technology	Certificate
AWS Security	IoT and Cybersecurity	Certificate
AWS Technical Essentials	IoT and Cybersecurity	Certificate
AWS Welding (All levels)	Manufacturing Technology	Certification
AWS Welding Supervisor	Manufacturing Technology	Certification
AWT Apprenticeship Inspector, Quality Control - Year 1	Manufacturing Technology	Certificate
AWT Apprenticeship Inspector, Quality Control - Year 2	Manufacturing Technology	Certificate
AWT Apprenticeship Mold Maker - Year 1	Manufacturing Technology	Certificate
AWT Apprenticeship Mold Maker - Year 2	Manufacturing Technology	Certificate
AWT Apprenticeship Mold Maker - Year 3	Manufacturing Technology	Certificate
AWT Apprenticeship Mold Maker - Year 4	Manufacturing Technology	Certificate
AWT Apprenticeship Precision Machinist - Year 1	Manufacturing Technology	Certificate
AWT Apprenticeship Precision Machinist - Year 2	Manufacturing Technology	Certificate
AWT Apprenticeship Precision Machinist - Year 3	Manufacturing Technology	Certification
AWT Apprenticeship Precision Machinist - Year 4	Manufacturing Technology	Certificate
AWT Apprenticeship Tool & Die - Year 1	Manufacturing Technology	Certificate
AWT Apprenticeship Tool & Die - Year 2	Manufacturing Technology	Certificate
AWT Apprenticeship Tool & Die - Year 3	Manufacturing Technology	Certificate
AWT Apprenticeship Tool & Die - Year 4	Manufacturing Technology	Certificate
AWT Apprenticeship Tool Programmer/Numerical Control - Year 1	Manufacturing Technology	Certificate
AXIS Camera Station	Business Technology	Certificate
Axis Certified Professional	IoT and Cybersecurity	Certification
Axis Network Video Fundamentals	Business Technology	Certification
Axon Data Governance	Information Technology	Certificate
Axon Installation and Configuration	Information Technology	Certificate
AXOS E7 Specialist	Business Technology	Certification
Azure Container Apps	IoT and Cybersecurity	Certificate
Azure DevOps Engineer	IoT and Cybersecurity	Certification
Azure Security Technologies	IoT and Cybersecurity	Certificate
B2C Commerce Developer with SFRA	Business Technology	Certificate
BackEnd, SQL, and DevOps Developer with Python	Information Technology	Certificate
BAS Startup and Checkout	Information Technology	Certificate
Basic Component Identification/Handling	Manufacturing Technology	Certificate
Basic Electrical Concepts	Construction Technology	Certificate
Basic Electricity	Construction Technology	Certificate

Basic Hydraulics	Manufacturing Technology	Certificate
Basic IMDS Training	Manufacturing Technology	Certification
Basic Machining	Manufacturing Technology	Certificate
Basic Metrology Using the Telescoping Ballbar	Manufacturing Technology	Certificate
Basic Plumbing Concepts	Construction Technology	Certificate
Basic Powder Metallurgy	Manufacturing Technology	Certificate
Basic Robotic Programming	Robotics / Automation	Certificate
Battery Management and Safety	Military and Smart Transportation	Certificate
Battlefield Forensics & Data Acquisition	Information Technology	Certificate
Bearing Fundamentals	Manufacturing Technology	Certificate
Becoming a UX Strategist	Business Technology	Certificate
Becoming an AI Power User: AI Foundations & ChatGPT	IoT and Cybersecurity	Certificate
Beginning API Development with Node.js	Information Technology	Certificate
Beginning Design School - Fire Sprinkler System Drawings	Construction Technology	Certificate
Beginning Modern C# and .Net Development	Information Technology	Certificate
Bench Work	Manufacturing Technology	Certificate
Bend Simulation Programming	Manufacturing Technology	Certificate
Bendix Advanced Technology	Military and Smart Transportation	Certificate
Bentley OpenRoads Designer	Construction Technology	Certificate
Better Process Control School - Acidified Foods	Manufacturing Technology	Certificate
Better Process Control School (BPCS)	Manufacturing Technology	Certificate
BI Publisher	Information Technology	Certificate
BICSI Applied Best Practices for Telecommunications Distribution Design	IoT and Cybersecurity	Certificate
BICSI Applied Intelligent Building Design	IoT and Cybersecurity	Certification
BICSI Applied Outside Plant Design (OSP)	IoT and Cybersecurity	Certificate
BICSI Installer 1	IoT and Cybersecurity	Certification
BICSI Installer 2 Copper	IoT and Cybersecurity	Certification
BICSI Installer 2 Optical Fiber	IoT and Cybersecurity	Certification
BICSI Outside Plant (OSP) Designer	IoT and Cybersecurity	Certification
BICSI Registered Communications Distribution Designer (RCDD)	IoT and Cybersecurity	Certification
BICSI Technician (TECH)	IoT and Cybersecurity	Certification
BICSI Telecommunications Bonding and Grounding	IoT and Cybersecurity	Certificate
BICSI Telecommunications Distribution Design	IoT and Cybersecurity	Certificate
Big Data and Fundamentals of Hadoop	Information Technology	Certificate
Big Data and Spark	Information Technology	Certificate
Big Data Integration	Business Technology	Certificate
Biostatistics in Public Health	Healthcare Technology	Certificate
BizManager User	Information Technology	Certificate
BizManager-Beyond the Basics	Information Technology	Certificate
Blackbaud Altru	Business Technology	Certificate
Blackfox Counterfeit Component Inspection	Military and Smart Transportation	Certificate
Blender Software	Manufacturing Technology	Certificate
Blockchain Fundamentals	Business Technology	Certificate
Blue Yonder WMS and Financial Systems	Information Technology	Certificate
Bluebeam Revu	Information Technology	Certificate
Bluehill Universal Test Method Development	Information Technology	Certificate
Bluehill Universal Testprofiler Method Development	Information Technology	Certificate
Blueprint Reading	Construction Technology	Certificate
Blueprint Reading & Sketching	Construction Technology	Certificate
Blueprint Reading for Machinists	Construction Technology	Certificate
Board Certified - TeleMental Health Provider	Healthcare Technology	Certification
Bobst Machine Function and Die Cutting	Manufacturing Technology	Certificate
Boiler Operations & Maintenance	Construction Technology	Certificate
Boiler Room Essentials	Manufacturing Technology	Certificate
Bolted Joint Basics	Manufacturing Technology	Certificate
BPMN 2.0 and SAP Signavio Process Manager	Information Technology	Certificate
BRAIN + BOT: Training for Success with Artificial Intelligence (AI)	Business Technology	Certificate
Bridge Inspection Nondestructive Evaluation (BINS)	Business Technology	Certificate
BriefCam Installation, Configuration, and Troubleshooting	Construction Technology	Certification
Broadband Fiber & Coax Network Design and Installation	IoT and Cybersecurity	Certificate
Broadband Infrastructure	Information Technology	Certificate
Build a Foundation to Extend Copilot for Microsoft 365	Business Technology	Certificate
Build and Analyze Customer Journeys using Marketing Cloud	IoT and Cybersecurity	Certificate
Build and Customize Journeys using Marketing Cloud	IoT and Cybersecurity	Certificate
Build Application Architect Expertise	Information Technology	Certificate
Build Custom Agents for Microsoft Teams	Business Technology	Certificate
Build Guided Experiences with OmniStudio	Information Technology	Certificate

Build Plugins and Connectors for Microsoft Copilot for Microsoft 365	Business Technology	Certificate
Build Salesforce Hyperautomation Solutions with MuleSoft	Information Technology	Certificate
Build System Architect Expertise	Information Technology	Certificate
Building AI Experiences in Your Product	Business Technology	Certificate
Building Analyst Professional (BA-P)	Construction Technology	Certification
Building Applications and Solutions with Microsoft 365 Core Services	Information Technology	Certificate
Building Automation	Information Technology	Certificate
Building Automation System (BAS) Controls Installer	Construction Technology	Certificate
Building Automation System (BAS) Fundamentals	Construction Technology	Certification
Building Automation Systems (BAS) Installation and Configuration	Information Technology	Certificate
Building Batch Data Analytics Solutions on AWS	IoT and Cybersecurity	Certificate
Building Data Analytics Solutions Using Amazon Redshift	IoT and Cybersecurity	Certificate
Building Data Lakes on AWS	IoT and Cybersecurity	Certificate
Building Electrical & Control Systems	Construction Technology	Certificate
Building Information Management	Information Technology	Certificate
Building JDE Orchestration	Information Technology	Certificate
Building Moisture Thermography (BMT)	Construction Technology	Certificate
Building Operator	Construction Technology	Certification
Building Performance Institute, Inc. Building Analyst Technician (BA-T)	Construction Technology	Certification
Building Web Applications with Blazor	Information Technology	Certificate
Business Activity Query (BAQ)	Information Technology	Certificate
Business Analysis	Business Technology	Certificate
Business Analysis (Analytics) Nanodegree	Business Technology	Certificate
Business Analytics	Business Technology	Certificate
Business Analytics: From Data to Insights	Business Technology	Certificate
Business Automation Systems (BAS) Installation and Configuration	Information Technology	Certificate
Business Intelligence	Information Technology	Certificate
Business Ops and AI	IoT and Cybersecurity	Certificate
Business Process Analysis	Information Technology	Certificate
Business Process Management	Business Technology	Certificate
C Certified Professional Programmer (CLP)	Information Technology	Certification
C Programming for Embedded Systems	Information Technology	Certificate
C# Programming	Information Technology	Certificate
C)PTE: Penetration Testing Engineer	IoT and Cybersecurity	Certification
C++ Certified Associate Programmer (CPA)	Information Technology	Certification
C++ Certified Professional Programmer (CPP)	Information Technology	Certification
C++ Programming	Information Technology	Certificate
CAD Advanced Processes	Healthcare Technology	Certificate
CAD Product Design and Robust Modeling Techniques	Manufacturing Technology	Certificate
CAD/CAM	Manufacturing Technology	Certificate
CADWorx Plant	Construction Technology	Certificate
Calix E7 Active Ethernet Specialist	Business Technology	Certification
Calix E7 Copper Access Specialist	Business Technology	Certification
Calix E7 GPON Specialist	Business Technology	Certification
Calix Ethernet Access Network Specialist	Business Technology	Certification
Calix Wi-Fi Technician Specialist	Business Technology	Certification
CAM Manufacturing Fundamentals	Manufacturing Technology	Certificate
CAM Wire EDM	Manufacturing Technology	Certificate
Camtasia	Information Technology	Certificate
CAMWorks Mill and Turn Essentials	Manufacturing Technology	Certificate
CAMWorks Multi-Axis Milling	Manufacturing Technology	Certificate
CAMWorks Multi-Task Mill-Turn	Manufacturing Technology	Certificate
Can Seamer Teardown/Overhaul	Manufacturing Technology	Certificate
Canva	Business Technology	Certificate
Canva Mastery: The Expert	Business Technology	Certificate
CAOHC Occupational Hearing Conservation Technician	Healthcare Technology	Certification
Carbon and Alloy Steel Materials	Manufacturing Technology	Certificate
Career Enhancement - Blue Chip Ariel Machining	Manufacturing Technology	Certificate
Carehawk CH1000 Life Safety Communications Platform	Construction Technology	Certificate
Carlson Takeoff	Manufacturing Technology	Certificate
Carpet Repair and Reinstallation Technician (RRT)	Construction Technology	Certification
Carrier Centrifugal Chiller	Construction Technology	Certificate
Carrier Comfort System	Construction Technology	Certificate
Carrier Controls Expert: i-Vu System	Construction Technology	Certificate
Carrier Screw & Scroll Chiller	Construction Technology	Certificate
Case Hardening of Steel	Manufacturing Technology	Certificate
Casting Defect Analysis	Manufacturing Technology	Certificate

Casualty Actuarial Society (CAS) Artificial Intelligence for Actuarial Science	IoT and Cybersecurity	Certificate
CAT Hydraulic Systems	Military and Smart Transportation	Certificate
CAT Internal Combustion Engine	Military and Smart Transportation	Certificate
Category 1 Vibration Analyst	Manufacturing Technology	Certification
Cathodic Protection Technician (CP2)	Construction Technology	Certification
Cathodic Protection Tester	Construction Technology	Certificate
CATIA Electrical Librarian and Harness Installation	Manufacturing Technology	Certificate
CATIA V5	Manufacturing Technology	Certificate
CATIA V5-6R2018: Advanced Part Design	Manufacturing Technology	Certificate
CCISO: Certified Chief Information Security Officer	IoT and Cybersecurity	Certification
CCMA Certified Medical Assistant	Healthcare Technology	Certification
C-CURE 9000	Information Technology	Certificate
C-Cure 9000 System Installer/Maintainer	IoT and Cybersecurity	Certificate
CEDIA Jobsite Ready Technician	Construction Technology	Certificate
Celigo Platform	Information Technology	Certificate
Cellebrite Certified Operator (CCO)	Military and Smart Transportation	Certification
Cellebrite Certified Physical Analyst (CCPA)	Military and Smart Transportation	Certification
Cellebrite Mobile Forensic Fundamentals (CMFF)	IoT and Cybersecurity	Certificate
Cellular Master Technician	IoT and Cybersecurity	Certificate
Certificate of Management-Building Information Modeling (CM-BIM)	Construction Technology	Certificate
Certified 3DExperience CATIA Mechanical Design Associate	Manufacturing Technology	Certification
Certified Accounts Payable Practitioner (CAPP)	Business Technology	Certification
Certified Accounts Payable Specialist (CAPS)	Business Technology	Certification
Certified Agile Process Owner (CAPO)	Business Technology	Certification
Certified Agile Service Manager (CASM)	Business Technology	Certification
Certified AI and Sourcing Recruiter (CASR)	IoT and Cybersecurity	Certification
Certified Alarm Technician Level I	IoT and Cybersecurity	Certification
Certified Ambulance Coder (CAC)	Business Technology	Certificate
Certified Application Security Engineer	IoT and Cybersecurity	Certification
Certified Artificial Intelligence Consultant (CAIC)	IoT and Cybersecurity	Certificate
Certified Artificial Intelligence Practitioner (CAIP)	IoT and Cybersecurity	Certification
Certified Artificial Intelligence Scientist (CAIS)	Information Technology	Certification
Certified Backflow Technician	Construction Technology	Certification
Certified Blockchain Developer	Business Technology	Certification
Certified Blockchain Developer - Ethereum (CBDE)	Business Technology	Certification
Certified Blockchain Legal & Regulatory Professional	Business Technology	Certification
Certified Blue Team Junior Security Operations	IoT and Cybersecurity	Certification
Certified Business Analysis Professional (CBAP)	Business Technology	Certification
Certified Business Security Manager (CBSM)	IoT and Cybersecurity	Certification
Certified Cable Test Technician (CCTT)-Copper	Construction Technology	Certification
Certified Cable Test Technician (CCTT)-Fiber	Information Technology	Certification
Certified Cabling Test Technician	Construction Technology	Certification
Certified Calibration Technician	Business Technology	Certification
Certified CMMC Assessor	IoT and Cybersecurity	Certification
Certified CMMC Professional	IoT and Cybersecurity	Certification
Certified Composites Technician-Compression Molding (CCT-CM)	Manufacturing Technology	Certification
Certified Compressed Air System Specialist (CCASS)	Construction Technology	Certification
Certified Crime Scene Analyst (CCSA)	Business Technology	Certification
Certified Cybersecurity Systems Manager C)CSSM)	IoT and Cybersecurity	Certification
Certified Data Centre Professional (CDCP)	Information Technology	Certification
Certified Data Management Professional	IoT and Cybersecurity	Certification
Certified Data Management Professional - Associate	Information Technology	Certification
Certified Digital Marketing Professional	Business Technology	Certification
Certified Digital Sales Professional	Business Technology	Certificate
Certified Energy Manager	Construction Technology	Certification
Certified Ethical Hacker (CEH)	IoT and Cybersecurity	Certification
Certified Fiber Optic Installer (TR-CFI)	Construction Technology	Certification
Certified Fiber Optic Technician (CFOT)	Construction Technology	Certification
Certified Finance Operations Manager (CFOM)	Business Technology	Certification
Certified Forklift Technician (CFT)	Manufacturing Technology	Certification
Certified Horticultural Technician	Business Technology	Certification
Certified HVAC Professional (CHP-5)	Construction Technology	Certification
Certified in Plumbing Design	Construction Technology	Certification
Certified in Risk and Information Systems Control (CRISC)	IoT and Cybersecurity	Certification
Certified Information Privacy Technician (CIPT)	IoT and Cybersecurity	Certification
Certified Information Systems Security Officer (CISSO)	IoT and Cybersecurity	Certificate
Certified Information Technology Professional (CITP)	Information Technology	Certificate

Certified IT Manager (CITM)	Information Technology	Certification
Certified IT Workplace Optimization Specialist (CITWOS)	Business Technology	Certification
Certified Kubernetes Administrator (CKA)	IoT and Cybersecurity	Certification
Certified Kubernetes Application Developer	IoT and Cybersecurity	Certification
Certified LabVIEW Architect (CLA)	Information Technology	Certification
Certified LabVIEW Associate Developer (CLAD)	Information Technology	Certification
Certified LabVIEW Developer (CLD)	Information Technology	Certification
Certified Maintenance and Reliability Professional	Manufacturing Technology	Certification
Certified Network Cable Installer (CNCI)-Copper Cabling	Construction Technology	Certification
Certified Network Defender (CND)	IoT and Cybersecurity	Certification
Certified OnBase Consultant	Business Technology	Certificate
Certified Ophthalmic Assistant	Healthcare Technology	Certification
Certified Passive House Consultant	Construction Technology	Certification
Certified Penetration Testing Professional (CPENT)	IoT and Cybersecurity	Certification
Certified Process Design Engineer (CPDE)	Manufacturing Technology	Certification
Certified Professional in Erosion and Sediment Control (CPESC)	Construction Technology	Certification
Certified Property Manager	Business Technology	Certification
Certified Protégé GX Installer - Level 1	IoT and Cybersecurity	Certification
Certified Quality Engineer (CQE)	Business Technology	Certification
Certified Red Team Professional (CRTP)	IoT and Cybersecurity	Certification
Certified Scrum Developer (CSD)	Business Technology	Certification
Certified Scrum Product Owner (CSPO)	Business Technology	Certification
Certified Secure Web Application Engineer	IoT and Cybersecurity	Certification
Certified Security Leadership Officer (C)SLO	IoT and Cybersecurity	Certification
Certified Security Principles (CSP)	IoT and Cybersecurity	Certification
Certified Site Builder - Drupal 8	Information Technology	Certification
Certified SolidWorks Associate (CSWA)	Manufacturing Technology	Certification
Certified SolidWorks Professional (CSWP)	Manufacturing Technology	Certification
Certified SolidWorks Professional in API	Manufacturing Technology	Certification
Certified Strategic Agility Professional (CSAP)	Business Technology	Certification
Certified Supplier Quality Professional (CSQP)	Business Technology	Certification
Certified Systems Engineering Professional (CSEP)	Construction Technology	Certification
Certified Threat Intelligence Analyst (CTIA)	IoT and Cybersecurity	Certification
Certified Valuation Analyst (CVA)	Business Technology	Certification
Certified Vehicle Rescue Technician	Business Technology	Certification
Certified Vision Professional	Manufacturing Technology	Certification
Certified Windows Security Administrator	IoT and Cybersecurity	Certification
Certified Wireless Network Administrator (CWNA)	Information Technology	Certification
CFD: Single Phase Flow in COMSOL Multiphysics	Manufacturing Technology	Certificate
CFI Certified Financial Modeling & Valuation Analyst	Business Technology	Certification
Charting Data Using VertiGIS Studio Reporting	Information Technology	Certificate
ChatGPT	IoT and Cybersecurity	Certificate
ChatGPT for Excel	Business Technology	Certificate
Check Point Maestro	IoT and Cybersecurity	Certificate
Check Point Security Administrator (CCSA)	Information Technology	Certificate
Chemical Engineering for Operators	Manufacturing Technology	Certificate
Chemical Operator	Manufacturing Technology	Certificate
CI CD with GitLab	Information Technology	Certificate
CIH: Certified Incident Handler	IoT and Cybersecurity	Certification
Circuit Analysis	Manufacturing Technology	Certificate
Circuit Breaker Maintenance	Construction Technology	Certificate
Cisco and NetApp Flex Pod Design Specialist	IoT and Cybersecurity	Certification
Cisco and NetApp Flex Pod Implementation and Administration Specialist	IoT and Cybersecurity	Certification
Cisco Certified Architect (CCAr)	IoT and Cybersecurity	Certification
Cisco Certified Design Expert (CCDE)	IoT and Cybersecurity	Certification
Cisco Certified DevNet Associate	IoT and Cybersecurity	Certification
Cisco Certified DevNet Expert	IoT and Cybersecurity	Certification
Cisco Certified DevNet Professional	IoT and Cybersecurity	Certification
Cisco Certified DevNet Specialist	IoT and Cybersecurity	Certification
Cisco Certified Entry Networking Technician (CCENT)	IoT and Cybersecurity	Certification
Cisco Certified Internetwork Expert Collaboration (CCIE Collaboration)	IoT and Cybersecurity	Certification
Cisco Certified Internetwork Expert Data Center (CCIE Data Center)	IoT and Cybersecurity	Certification
Cisco Certified Internetwork Expert Enterprise Infrastructure (CCIE Enterprise Infrastructure	IoT and Cybersecurity	Certification
Cisco Certified Internetwork Expert Enterprise Wireless (CCIE Enterprise Wireless)	IoT and Cybersecurity	Certification
Cisco Certified Internetwork Expert Routing & Switching (CCIE Routing & Switching)	IoT and Cybersecurity	Certification
Cisco Certified Internetwork Expert Security (CCIE Security)	IoT and Cybersecurity	Certification
Cisco Certified Internetwork Expert Service Provider (CCIE Service Provider)	IoT and Cybersecurity	Certification

Cisco Certified Internetwork Expert Wireless (CCIE Wireless)	IoT and Cybersecurity	Certification
Cisco Certified Network Professional Collaboration (CCNP Collaboration)	IoT and Cybersecurity	Certification
Cisco Certified Network Professional Enterprise (CCNP Enterprise)	IoT and Cybersecurity	Certification
Cisco Certified Professional Data Center (CCNP Data Center)	IoT and Cybersecurity	Certification
Cisco Certified Professional Security (CCNP Security)	IoT and Cybersecurity	Certification
Cisco Certified Professional Service Provider (CCNP Service Provider)	IoT and Cybersecurity	Certification
Cisco Certified Support Technician (CCST)	Information Technology	Certification
Cisco Certified Technician Data Center (CCT Data Center)	IoT and Cybersecurity	Certification
Cisco Certified Technician Routing & Switching (CCT Routing & Switching)	IoT and Cybersecurity	Certification
Cisco Collaboration Applications	IoT and Cybersecurity	Certificate
Cisco Collaboration Cloud and Edge Solutions	IoT and Cybersecurity	Certificate
Cisco Configuring and Troubleshooting Cisco Secure Access Service Edge (SASE)	IoT and Cybersecurity	Certificate
Cisco Cyber Vision	IoT and Cybersecurity	Certificate
Cisco Deploying, Administering, and Troubleshooting Cisco Webex Calling (WEBEX-CALL)	Information Technology	Certificate
Cisco Engineering Cisco Meraki Solutions Part 1 (ECMS1)	Information Technology	Certificate
Cisco Firewall Threat Defense and Intrusion Prevention	IoT and Cybersecurity	Certificate
Cisco Implementing and Administering Cisco Solutions (CCNA)	IoT and Cybersecurity	Certificate
Cisco Implementing Cisco Enterprise Network Core Technologies (ENCOR)	Information Technology	Certification
Cisco Interconnecting Cisco Networking Devices, Part 2 (ICND2) v3.0	Information Technology	Certification
Cisco Network Associate (CCNA)	IoT and Cybersecurity	Certification
Cisco Network Programmability Design and Implementation Specialist	IoT and Cybersecurity	Certification
Cisco Network Programmability Developer Specialist	IoT and Cybersecurity	Certification
Cisco SD-WAN Operation and Deployment (ENSDW)	IoT and Cybersecurity	Certificate
Cisco UCS X-Series Intersight, Deployment, Operations, Troubleshooting (UCSXDOT)	IoT and Cybersecurity	Certificate
Cisco Unified Contact Center Enterprise Specialist	IoT and Cybersecurity	Certification
Cisco Wireless LAN (WLAN)	Information Technology	Certificate
CITCA Qualified Rigger/Hoist/Signaler	Construction Technology	Certificate
Citect SCADA	Information Technology	Certificate
Citrix Certified Associate - Virtualization (CCA-V)	Information Technology	Certification
CITY MULTI Service	Construction Technology	Certificate
Civil Computer Aided Drafting (CAD)	Manufacturing Technology	Certificate
CIW Advanced HTML5 and CSS3 Specialist	IoT and Cybersecurity	Certification
CIW Data Analyst	IoT and Cybersecurity	Certification
CIW Database Design Specialist	IoT and Cybersecurity	Certification
CIW E-Commerce Services Specialist	IoT and Cybersecurity	Certification
CIW E-Commerce Specialist	IoT and Cybersecurity	Certification
CIW Mobile Application Developer	IoT and Cybersecurity	Certification
CIW Multimedia Specialist	IoT and Cybersecurity	Certification
CIW Social Media Strategist	Business Technology	Certificate
CIW User Interface Designer	IoT and Cybersecurity	Certification
CIW Web Design Professional	IoT and Cybersecurity	Certification
CIW Web Development Professional	IoT and Cybersecurity	Certification
CIW Web Security Specialist	IoT and Cybersecurity	Certification
CLA - C Programming Language Certified Associate	Information Technology	Certification
Cleveland Codes Software Developers Academy	Information Technology	Certificate
Client-Server Architecture and RESTful APIs	Information Technology	Certificate
Cloud and DevOps	Information Technology	Certificate
Cloud Computing	Manufacturing Technology	Certificate
Cloud Data and Application Integration	IoT and Cybersecurity	Certification
Cloud Data and Application Integration R34	IoT and Cybersecurity	Certification
Cloud Developing Nanodegree	IoT and Cybersecurity	Certificate
Cloud DevOps Engineer	IoT and Cybersecurity	Certificate
Cloud Native Application Architecture	Manufacturing Technology	Certificate
Cloud Native Security and DevSecOps Automation	IoT and Cybersecurity	Certificate
Cloud Security	IoT and Cybersecurity	Certificate
CM (City Multi) Startup and Service Essentials	Construction Technology	Certification
CMCO Chain and Wire Rope Hoist Technician	Construction Technology	Certification
CMM Manager Basic	Manufacturing Technology	Certificate
CMM Manager Intermediate	Manufacturing Technology	Certificate
CMM Modus Programming	Manufacturing Technology	Certificate
CMM Operator	Manufacturing Technology	Certificate
CMM Software	Manufacturing Technology	Certificate
CMS 3D Metrology - Level 1	Construction Technology	Certification
CNC Coordinate Measure Machine Software	Manufacturing Technology	Certificate
CNC Lathe Programming	Manufacturing Technology	Certificate
CNC Machine Tool Operator	Manufacturing Technology	Certificate
CNC Machining	Manufacturing Technology	Certificate

CNC Machining and Composites Manufacturing	Manufacturing Technology	Certificate
CNC Machining and Metrology	Manufacturing Technology	Certificate
CNC Machinist	Manufacturing Technology	Certificate
CNC Maintenance and Troubleshooting	Manufacturing Technology	Certificate
CNC PLC Troubleshooting	Manufacturing Technology	Certificate
CNC Programming	Manufacturing Technology	Certification
CNC Programming and Operation	Manufacturing Technology	Certificate
CNC Service Engineer	Manufacturing Technology	Certificate
CNC Technical Machine Operator	Manufacturing Technology	Certificate
Coatings Inspector	Manufacturing Technology	Certificate
CODESYS	Manufacturing Technology	Certificate
Cognex In-sight Vision System	Business Technology	Certificate
Cold Forming	Manufacturing Technology	Certificate
Cold Shrink Medium Voltage Termination	Business Technology	Certification
Collision Repair Technician	Military and Smart Transportation	Certificate
Color iMatch Users	Manufacturing Technology	Certificate
Color Repair Technician (CRT)	Business Technology	Certificate
Color Science & Weathering	Manufacturing Technology	Certificate
Color, Color Science, and Weathering	Manufacturing Technology	Certificate
COLT Advanced Electric Utility Apparatus	Construction Technology	Certificate
COLT Distribution Transformers and Circuits	Construction Technology	Certificate
COLT Electric Utility Apparatus and Substations	Construction Technology	Certificate
COLT Electrical Power System	Construction Technology	Certificate
COLT Introduction to Power Linework I	Construction Technology	Certificate
COLT Introduction to Power Linework II	Construction Technology	Certificate
COLT Overhead Line Clearance, Testing, and Grounding	Construction Technology	Certificate
COLT Overhead Powerline Maintenance I	Construction Technology	Certificate
COLT Overhead Powerline Maintenance II	Construction Technology	Certificate
COLT Underground Power Maintenance	Construction Technology	Certificate
COLT Underground Powerline Construction	Construction Technology	Certificate
COmanage Registry	Information Technology	Certificate
Combustion Performance & Carbon Monoxide Safety	Construction Technology	Certificate
Combustion Training	Manufacturing Technology	Certificate
Commercial and Industrial Wiring	Construction Technology	Certificate
Common Electrical and Electronics Architecture	Manufacturing Technology	Certificate
Commvault Professional Foundations	Information Technology	Certification
Compensation Analytics and Insights	Business Technology	Certificate
Composite Coating	Manufacturing Technology	Certificate
Composite Laminate Analysis	Manufacturing Technology	Certificate
Composite Material	Manufacturing Technology	Certificate
Composites Hands-On Training	Manufacturing Technology	Certificate
Composites Technician	Manufacturing Technology	Certificate
Compounding and Testing of Plastics	Manufacturing Technology	Certificate
Compounding with the Twin Screw Extruder	Manufacturing Technology	Certificate
Comprehensive Staking: Phase 1-Basic Power Line Surveying, Overhead Structure Design, U	Construction Technology	Certificate
Compressed Air Systems	Construction Technology	Certificate
Compressor Fundamentals: Positive Displacement	Manufacturing Technology	Certificate
Compressor Troubleshooting	Manufacturing Technology	Certificate
CompTIA A+	Information Technology	Certification
CompTIA A+ Core 2	Information Technology	Certification
CompTIA A+ Hardware	Information Technology	Certification
CompTIA A+ Software	Information Technology	Certification
CompTIA CertMaster A+	Information Technology	Certification
CompTIA Cloud Essentials+	Information Technology	Certification
CompTIA Cloud+	Information Technology	Certification
CompTIA CTT+	Information Technology	Certification
CompTIA CySA+	Information Technology	Certification
CompTIA Data+	Information Technology	Certification
CompTIA DataSys+	Information Technology	Certification
CompTIA IT Fundamentals	Information Technology	Certification
CompTIA Linux Essentials	Information Technology	Certification
CompTIA Linux+	Information Technology	Certification
CompTIA Network+	Information Technology	Certification
CompTIA PenTest+	Information Technology	Certification
CompTIA Project+	Information Technology	Certification
CompTIA Security+	Information Technology	Certification
CompTIA SecurityX	IoT and Cybersecurity	Certification

CompTIA Server+	Information Technology	Certification
CompTIA Tech+	Information Technology	Certification
Computed Tomography	Healthcare Technology	Certification
Computer Aided Three-Dimensional Interactive Application (CATIA)	Manufacturing Technology	Certificate
Computer Apps in Construction Science	Information Technology	Certificate
Computer Hacking Forensic Investigator (CHFI)	IoT and Cybersecurity	Certification
Computer Networking Technology	Information Technology	Certificate
Computer Science	Information Technology	Certificate
Computer Science for Web Programming	IoT and Cybersecurity	Certificate
Computer Skills for the Workplace	Business Technology	Certificate
Computing for Data Analysis	Information Technology	Certificate
COMSOL Multiphysics Modeling Software	Manufacturing Technology	Certificate
Concrete Strength Testing Technician	Construction Technology	Certification
Conduit Bending and Installation	Construction Technology	Certificate
Configure Microsoft Dynamics 365 Customer Experience Model-Driven Apps	Business Technology	Certificate
Configure Secure Access to Your Workloads Using Networking with Azure Virtual Network	Information Technology	Certificate
Configure SIEM Security Operations using Microsoft Sentinel	IoT and Cybersecurity	Certificate
Configuring and Administering Hyper-V in Windows Server	IoT and Cybersecurity	Certificate
Configuring and Operating Microsoft Azure Virtual Desktop	Information Technology	Certificate
Configuring Data Center Networks with Aruba OS CX	Information Technology	Certificate
Configuring Utility Networks in ArcGIS	Information Technology	Certificate
Configuring Windows Server	Business Technology	Certificate
Connector & Conductor	Manufacturing Technology	Certification
Construction Documents Technologist (CDT)	Construction Technology	Certification
Construction Drawings	Construction Technology	Certificate
Construction Equipment Drivetrains	Construction Technology	Certificate
Construction Equipment Hydraulics	Manufacturing Technology	Certificate
Construction Estimating	Construction Technology	Certificate
Construction Inspection	Construction Technology	Certificate
Construction Materials and Testing	Construction Technology	Certificate
Construction Scheduling	Business Technology	Certificate
Construction Specifications, Contracts, and Field Technologies	Construction Technology	Certificate
Containers, Kubernetes, and Red Hat OpenShift Administration	Information Technology	Certificate
Content Strategy and Governance	Information Technology	Certificate
Contentful for Developers	Information Technology	Certificate
Continuous Delivery Using Azure DevOps Service	IoT and Cybersecurity	Certificate
Continuous Integration with Maven, Jenkins and Nexus	Information Technology	Certificate
Control Sequence	Construction Technology	Certificate
Control Techniques SP and M Drive	Manufacturing Technology	Certificate
Control Valve Instrument Maintenance and Calibration	Manufacturing Technology	Certificate
Controller Area Network (CAN) for Vehicle Applications	Manufacturing Technology	Certificate
Cooling Towers & Water Treatment	Construction Technology	Certificate
Coordinate Measurement Machine Manager	Manufacturing Technology	Certificate
Coordinate Measuring Machine (CMM) Calibration	Manufacturing Technology	Certificate
Copado Certified Consultant	Information Technology	Certification
Copado CI/CD	Information Technology	Certificate
Copado Fundamentals	Information Technology	Certification
Coperion K-Tron Control Systems & Feeder Maintenance and Operation	Manufacturing Technology	Certificate
Copilot for Microsoft 365	Business Technology	Certificate
Copilot for Microsoft 365 Interactive Experience for Executives	Business Technology	Certificate
Copilot for Microsoft 365 User Enablement Specialist	Business Technology	Certificate
Copilot Foundations	Business Technology	Certificate
Coping Moulding and Trim	Construction Technology	Certificate
Copper and Gold Wire Bonding	Manufacturing Technology	Certificate
Core & Mold (C+M) - Basic/New User	Manufacturing Technology	Certificate
Core Solutions of Microsoft Exchange Server 2013	Information Technology	Certificate
Craft Effective Prompts for Microsoft 365 Copilot	Business Technology	Certificate
Crane & Hoist Operator	Construction Technology	Certificate
Create and Extend Custom Copilots in Microsoft Copilot Studio	Business Technology	Certificate
Create and Manage Automated Processes by using Microsoft Power Automate	Information Technology	Certificate
Create and Manage Canvas Apps with Power Apps	Business Technology	Certificate
Creating Apps and Automated Workflows with Microsoft Power Platform	Information Technology	Certificate
Creating Dashboards with Splunk (IOD)	Information Technology	Certificate
Creating Reports Using Workday Studio Report Designer (BIRT)	Business Technology	Certificate
Creation and Formatting of Technical Documents in Word	Business Technology	Certificate
Creative Direction	Business Technology	Certificate
Credential of Readiness (CORe)	Business Technology	Certificate

Creo Fundamentals	Information Technology	Certificate
Creo Parametric 3.0 for SolidWorks Users	Manufacturing Technology	Certificate
Creo Parametric Fundamentals	Manufacturing Technology	Certification
Crestron Programmer - Level 1	Information Technology	Certificate
Crestron Technical Institute Core Systems Programming	IoT and Cybersecurity	Certification
Crime Scene Photography	Business Technology	Certificate
CRM for Administrators	Information Technology	Certificate
CrowdStrike Certified Falcon Responder (CCFR)	IoT and Cybersecurity	Certification
CrowdStrike Certified Identity Specialist (CCIS)	IoT and Cybersecurity	Certification
CRX-Series Collaborative Robot Operations and Programming	Robotics / Automation	Certificate
Crystal Reports	Business Technology	Certificate
CSA Certificate of Cloud Security Knowledge (CCSK)	IoT and Cybersecurity	Certification
CSIA Certified Chimney Sweep	Construction Technology	Certification
CSIA Certified Dryer Exhaust Technician (C-DET)	Construction Technology	Certification
CSP: Certified Secure Programmer .NET	IoT and Cybersecurity	Certification
CST Studio Training - Antenna Array and Hybrid Solver	Construction Technology	Certificate
CST Studio Training - Low Frequency	Construction Technology	Certificate
Custom Roof Cutting	Construction Technology	Certificate
Customer Analytics for Growth Using Machine Learning, AI, and Big Data	Information Technology	Certificate
Customer Experience (CX)	Business Technology	Certificate
Cyber Secure Coder (CSC)	IoT and Cybersecurity	Certificate
Cyber Security	IoT and Cybersecurity	Certificate
CyberArk Privileged Access Management (PAM) Administration	IoT and Cybersecurity	Certificate
CyberSec First Responder - Threat Detection and Response	IoT and Cybersecurity	Certification
CyberSec First Responder (CFR)	IoT and Cybersecurity	Certificate
Cybersecurity and Data Privacy	IoT and Cybersecurity	Certificate
Cybersecurity for Water Operators	IoT and Cybersecurity	Certificate
Cybersecurity Foundations	IoT and Cybersecurity	Certificate
Cybersecurity Maturity Model Certification (CMMC)	IoT and Cybersecurity	Certification
Daifuku Basic Maintenance and Troubleshooting	Robotics / Automation	Certificate
Daikin VRV	Construction Technology	Certificate
Daikin VRV Install & Commissioning	Construction Technology	Certificate
Daikin VRV Service & Troubleshooting	Construction Technology	Certificate
Dashboard Designer	Business Technology	Certificate
Data Access - Programming	Information Technology	Certificate
Data Acquisition using NI-DAQmx and LabVIEW	Information Technology	Certificate
Data Analysis and Visualization with Microsoft Excel	Business Technology	Certificate
Data Analysis and Visualization with Microsoft Excel and Power Pivot	Business Technology	Certificate
Data Analysis Fundamentals using Excel	Business Technology	Certificate
Data Analysis Using Power BI Desktop - Level 1 - Report Builder	Information Technology	Certificate
Data Analysis with Google Sheets	Business Technology	Certificate
Data Analysis with Kibana	Information Technology	Certificate
Data Analyst	Business Technology	Certificate
Data Analytics	Information Technology	Certificate
Data Analytics - Applied Business Solutions	Information Technology	Certificate
Data Analytics - Integrated Data Solutions	Information Technology	Certificate
Data Analytics and AI in Manufacturing	IoT and Cybersecurity	Certificate
Data Analytics and Generative AI	IoT and Cybersecurity	Certificate
Data Analytics with Microsoft Fabric	Information Technology	Certificate
Data and Web Analytics	Information Technology	Certificate
Data Architect	Information Technology	Certificate
Data Engineering	Information Technology	Certificate
Data Engineering on Microsoft Azure	IoT and Cybersecurity	Certificate
Data Governance	Information Technology	Certificate
Data Integration for Developers	Information Technology	Certificate
Data Mapping	Information Technology	Certificate
Data Mining	Business Technology	Certificate
Data Model Design Using Power BI	Information Technology	Certificate
Data Modeling	Information Technology	Certificate
Data Modeling for Business Analysts	Business Technology	Certificate
Data Quality	Information Technology	Certificate
Data Quality: Data Quality Management for Developers	Business Technology	Certificate
Data Science	Business Technology	Certificate
Data Science for Business Professionals (DSBIZ)	Business Technology	Certificate
Data Science Specialization	Business Technology	Certificate
Data Scientist Nanodegree	Business Technology	Certificate
Data Stewardship & Quality	Business Technology	Certificate

Data Storytelling	Business Technology	Certificate
Data Structures & Algorithms	Business Technology	Certificate
Data Visualization Principles and Concepts	Business Technology	Certificate
Data Visualization Principles, Storyfinding, and Storytelling	Business Technology	Certificate
Data Visualization with Power BI	Information Technology	Certificate
Data Warehousing on AWS	IoT and Cybersecurity	Certificate
Database Administration	Information Technology	Certificate
Database Integration	Information Technology	Certificate
Database Security	IoT and Cybersecurity	Certificate
Databricks Certified Associate Developer for Apache Spark	Information Technology	Certification
Databricks Certified Professional Data Scientist	Business Technology	Certification
DataOps	Business Technology	Certificate
DAX for Power BI	Manufacturing Technology	Certificate
DC Circuit Analysis	Manufacturing Technology	Certificate
DC Circuits	Construction Technology	Certificate
DC Motor Theory	Manufacturing Technology	Certificate
DC Systems Analysis & Arc Flash Training	Construction Technology	Certificate
Deep Learning	IoT and Cybersecurity	Certificate
Deep Learning Specialization	IoT and Cybersecurity	Certificate
Deep Reinforcement Learning	Information Technology	Certificate
Deep Reinforcement Learning Expert	IoT and Cybersecurity	Certificate
DEFORM 2D / 3D	Manufacturing Technology	Certificate
Dell - PowerSwitch Data Center Implementation and Administration	Information Technology	Certificate
Dell Boomi	Information Technology	Certificate
DELMIAWorks Finite Scheduling	Business Technology	Certificate
DELMIAWorks Maintenance	Business Technology	Certificate
DELMIAWorks Material Requirements Planning (MRP)	Business Technology	Certificate
DELMIAWorks Quality Management Systems (QMS)	Business Technology	Certificate
DELMIAWorks RealTime Machine Monitoring	Business Technology	Certificate
DELMIAWorks RealTime Process Monitoring	Business Technology	Certificate
DELMIAWorks RealTime Production Monitoring	Business Technology	Certificate
DELMIAWorks Supply Chain	Business Technology	Certificate
DELMIAWorks System Administration	Business Technology	Certificate
DeltaV Hardware and Troubleshooting	Manufacturing Technology	Certificate
DeltaV Implementation I	IoT and Cybersecurity	Certificate
Denso Robot Maintenance	Robotics / Automation	Certificate
Denso Robotics	Robotics / Automation	Certificate
Dental Assisting	Healthcare Technology	Certificate
Deploying and Managing Windows Workloads on Google Cloud	Information Technology	Certificate
Desert Aire Certified Service Technician (CST)	Construction Technology	Certification
Design and Administer an OmniStudio Solution	Information Technology	Certificate
Design and Build Integration Solutions on Salesforce Platform	Information Technology	Certificate
Design and Failure of Refractories: Thermomechanical Aspects	Manufacturing Technology	Certificate
Design and Manage Analytics Solution Using Power BI	Information Technology	Certificate
Design Automation DriveWorks Express	Manufacturing Technology	Certificate
Design Automation DriveWorks Pro	Manufacturing Technology	Certificate
Design for BAS Professionals: Submittals and Closeouts	Construction Technology	Certificate
Design for Manufacturability and Assembly (DFM/DFA)	Manufacturing Technology	Certificate
Design of Bolted Flange Joints	Manufacturing Technology	Certificate
Design of Electrical Power Systems	Construction Technology	Certificate
Design of Experiments for Mixtures Using Machine Learning	IoT and Cybersecurity	Certificate
Design of Welded Connections: Steel Weldments	Manufacturing Technology	Certificate
Design of Weldments	Manufacturing Technology	Certificate
Design Systems and Pattern Libraries	Manufacturing Technology	Certificate
Designing and Building AI Products and Services	IoT and Cybersecurity	Certificate
Designing and Deploying Microsoft Exchange Server 2016/2019	Information Technology	Certificate
Designing and Implementing a Data Science Solution on Azure	IoT and Cybersecurity	Certificate
Designing and Implementing a Microsoft Azure AI Solution	IoT and Cybersecurity	Certificate
Designing and Implementing Cloud-Native Applications Using Microsoft Azure Cosmos DB	Information Technology	Certificate
Designing and Implementing Enterprise-Scale Analytics Solutions Using Microsoft Azure and	IoT and Cybersecurity	Certificate
Designing and Implementing Microsoft Azure Networking Solutions	IoT and Cybersecurity	Certification
Designing and Implementing Microsoft DevOps Solutions	Information Technology	Certificate
Designing Cisco Enterprise Wireless Networks	IoT and Cybersecurity	Certificate
Designing Complex Apps for Specialized Domains	Information Technology	Certificate
Designing Effective AI Interactions: From Prompts to Practice	Business Technology	Certificate
Designing Effective Presentations with Google Slides	Business Technology	Certificate
Designing FPGAs Using the Vivado Design - Suite 1	Information Technology	Certificate

Designing FPGAs Using the Vivado Design - Suite 2	Information Technology	Certificate
Designing FPGAs Using the Vivado Design - Suite 3	Information Technology	Certificate
Designing FPGAs Using the Vivado Design - Suite 4	Information Technology	Certificate
Designing Microsoft Azure Infrastructure Solutions	IoT and Cybersecurity	Certificate
Designing with VHDL	Information Technology	Certificate
Desktop/Document Manager	Information Technology	Certificate
Detroit Diesel Heavy Duty Systems	Military and Smart Transportation	Certification
Develop AI Solutions in Azure	IoT and Cybersecurity	Certificate
Develop Custom Copilots with Azure AI Studio	Information Technology	Certificate
Develop Custom Co-pilots with Azure AI Studio	IoT and Cybersecurity	Certificate
Develop Dynamic Reports with Microsoft Power BI	Business Technology	Certificate
Developing and Optimizing of Roll Compacted Granulations for Tablets	Manufacturing Technology	Certificate
Developing Medical Device Software	Healthcare Technology	Certificate
Developing on AWS	IoT and Cybersecurity	Certificate
Developing Salesforce Lightning Web Components	Information Technology	Certificate
Developing Solutions for Microsoft Azure	IoT and Cybersecurity	Certificate
Developing SQL Databases	Information Technology	Certificate
Developing the PMC with FANUC Ladder-III	Robotics / Automation	Certificate
Developing Web Applications Using AngularJS	IoT and Cybersecurity	Certificate
Device Deployment and Management for macOS Sequoia and iOS 18	Information Technology	Certificate
DeviceNet I/O Networks	Manufacturing Technology	Certificate
DevOps Continuous Delivery Architecture (CDA)	Information Technology	Certification
DevOps Continuous Testing Foundation (CTF)	Business Technology	Certification
DevOps Engineering Foundation (DOEF)	Information Technology	Certification
DevOps Engineering on AWS	IoT and Cybersecurity	Certificate
DevOps Executive	Information Technology	Certificate
DevOps Foundation	Information Technology	Certificate
DevOps Implementation	Information Technology	Certificate
DevOps Leader	Information Technology	Certification
DevSecOps	IoT and Cybersecurity	Certificate
Die Cast Problem Solving	Manufacturing Technology	Certificate
Die Casting Defects	Manufacturing Technology	Certificate
Die Design	Manufacturing Technology	Certificate
Die Maintenance & Troubleshooting	Manufacturing Technology	Certificate
Die Maintenance Apprenticeship - Year 1	Manufacturing Technology	Certificate
Die Maintenance Apprenticeship - Year 2	Manufacturing Technology	Certificate
Die Welding	Manufacturing Technology	Certificate
Diesel Engine Diagnosis & Repair	Military and Smart Transportation	Certificate
Diesel Engine Electronic Controls	Military and Smart Transportation	Certificate
Diesel Performance and Diagnosis	Military and Smart Transportation	Certificate
Die-sinking EDM	Manufacturing Technology	Certificate
Digital Accessibility	Business Technology	Certificate
Digital and Social Media Marketing	Business Technology	Certificate
Digital Asset Management	Information Technology	Certificate
Digital Circuits	Construction Technology	Certificate
Digital Communication	Business Technology	Certificate
Digital Design	IoT and Cybersecurity	Certificate
Digital Event Strategist	Business Technology	Certification
Digital Forensics	IoT and Cybersecurity	Certificate
Digital Imaging and Communications in Medicine	Healthcare Technology	Certificate
Digital Literacy and Applications	Information Technology	Certificate
Digital Marketing	Business Technology	Certification
Digital Marketing & E-commerce	Business Technology	Certificate
Digital Marketing Nanodegree	Business Technology	Certificate
Digital Music Production	Manufacturing Technology	Certificate
Digital Signage Certified Expert (DSCE)	Business Technology	Certification
Digital Systems	IoT and Cybersecurity	Certificate
Digital Video	Business Technology	Certificate
Dimensional Measurement with CMMs, Vision, and Form Instruments	Manufacturing Technology	Certificate
Dimensional Metrology Quality	Manufacturing Technology	Certificate
Disaster Recovery Professional	IoT and Cybersecurity	Certificate
Disciplined Agile Scrum Master (DASM)	Business Technology	Certification
Disciplined Agile Senior Scrum Master (DASSM)	Business Technology	Certification
Discover Salesforce Data Cloud Fundamentals	IoT and Cybersecurity	Certificate
Distech Controls Applications & Controllers	Information Technology	Certificate
Distech Controls D-Dexterity	Construction Technology	Certificate
DNS Solutions Basic Mill Operator	Manufacturing Technology	Certificate

DO-178C Training, Software Considerations in Airborne Systems and Equipment	Military and Smart Transportation	Certification
DO-254, Design Assurance Guidance for Airborne Electronic Hardware	Military and Smart Transportation	Certificate
DO-326, Aviation Cyber Security	Military and Smart Transportation	Certification
Docker and Kubernetes	IoT and Cybersecurity	Certificate
Docker Containerization	Information Technology	Certificate
DocuSign CLM	Information Technology	Certificate
Dr.ABE_Bend	Manufacturing Technology	Certificate
Draft, Analyze, and Present with Microsoft Copilot	Business Technology	Certificate
DriveWorks Pro Administrator	Manufacturing Technology	Certificate
Drupal	Information Technology	Certificate
DT12 Diagnostics and Repair	Military and Smart Transportation	Certificate
DTNA Common Electrical and Electronics Architecture (ILT)	Military and Smart Transportation	Certificate
DTNA Finish First	Military and Smart Transportation	Certificate
DTNA G2 Technician	Military and Smart Transportation	Certification
DTNA Total Truck Care (TTC)	Military and Smart Transportation	Certificate
Dynamic Properties of Rubber	Manufacturing Technology	Certificate
EasyPower Hands-On with Arc Flash & Protective Device Coordination / Arc Flash Risk Asses	Construction Technology	Certificate
EC-Council Certified Incident Handler	IoT and Cybersecurity	Certification
EC-Council Certified Secure Computer User (CSCU)	IoT and Cybersecurity	Certification
ECLYPSE Solutions Training	Robotics / Automation	Certification
EcoStruxture Control Expert PLC Programming	Manufacturing Technology	Certificate
eDart System	Manufacturing Technology	Certificate
Eddy Current Theory and Application Level I or II (TIP-A)	Construction Technology	Certificate
Edgecam Level 1 Milling - Essentials	Manufacturing Technology	Certificate
Edgecam Level 1 Milling - Standard	Manufacturing Technology	Certificate
Elastic Certified Engineer	Manufacturing Technology	Certificate
Elastomer Molding Technology	Manufacturing Technology	Certificate
Electric Machines and Drives	Manufacturing Technology	Certificate
Electric Motor Control	Manufacturing Technology	Certificate
Electric Motor Fundamentals	Manufacturing Technology	Certificate
Electric Vehicle Infrastructure Training Program (EVITP)	Military and Smart Transportation	Certification
Electrical and Electronics	Construction Technology	Certificate
Electrical and Refrigeration	Construction Technology	Certificate
Electrical Apprenticeship - Year 1	Construction Technology	Certificate
Electrical Apprenticeship - Year 2	Construction Technology	Certificate
Electrical Apprenticeship - Year 3	Construction Technology	Certificate
Electrical Apprenticeship - Year 4	Construction Technology	Certificate
Electrical Aspects of Fire Investigation	Business Technology	Certificate
Electrical Codes and Prints	Construction Technology	Certificate
Electrical Construction III	Construction Technology	Certificate
Electrical Discharge Machining (EDM)	Manufacturing Technology	Certificate
Electrical for HVAC	Construction Technology	Certificate
Electrical Ladder Diagrams	Construction Technology	Certificate
Electrical Maintenance	Construction Technology	Certificate
Electrical Maintenance Technician	Construction Technology	Certificate
Electrical Power and Control	Construction Technology	Certificate
Electrical Power and Devices	Construction Technology	Certificate
Electrical Power Systems	Construction Technology	Certificate
Electrical Principles, Circuits, Test Equipment, Poles, & Ropes	Construction Technology	Certificate
Electrical Prints	Construction Technology	Certificate
Electrical Systems	Construction Technology	Certificate
Electrical Troubleshooting	Manufacturing Technology	Certificate
Electrical Troubleshooting (ILC)	Manufacturing Technology	Certificate
Electrical Troubleshooting (Non-Paint Robotics)	Manufacturing Technology	Certificate
Electrical Troubleshooting and Preventive Maintenance	Manufacturing Technology	Certificate
Electrical Utilities	Construction Technology	Certificate
Electrical Wiring	Construction Technology	Certificate
Electrician Maintenance Apprenticeship - Year 1	Construction Technology	Certificate
Electricity for HVAC & Buildings	Construction Technology	Certificate
Electrification - Motors and Sensors	Manufacturing Technology	Certificate
Electrocardiography	Healthcare Technology	Certificate
Electrohydraulics - Proportional & Servo Valves	Manufacturing Technology	Certificate
Electroless Deposition	Manufacturing Technology	Certificate
Electromagnetic Simulation-Magnetic and Electric Field Modeling	Manufacturing Technology	Certificate
Electro-Mechanical Engineering Technology	Manufacturing Technology	Certificate
Electronic Controls Specialist (ECS)	Manufacturing Technology	Certification
Electronic Data Interchange (EDI) Mapping	Business Technology	Certificate

Electronic Devices	Manufacturing Technology	Certificate
Electronic Engineering Technology	Manufacturing Technology	Certificate
Electronic Systems	Manufacturing Technology	Certificate
Electronics Assembly	Manufacturing Technology	Certificate
Electronics Technician	Healthcare Technology	Certificate
Electroplating & Surface Finishing	Manufacturing Technology	Certificate
Electro-Pneumatics	Manufacturing Technology	Certificate
Elistair Khronos - Operator, Original Equipment Manufacturer Authorized Training	Military and Smart Transportation	Certificate
Elistair Orion - Operator Original Equipment Manufacturer Authorized Training Certificate	Military and Smart Transportation	Certificate
Ellucian Colleague Web API: Customizing the Colleague Web API	Information Technology	Certificate
eMaint X5 Reports and Dashboards	Business Technology	Certificate
eMaint X5 Work Orders & Preventative Maintenance	Business Technology	Certificate
Embedded System Design for the Zynq UltraScale+MPSoC	Information Technology	Certificate
Embedded Systems Design	Information Technology	Certificate
Embedded Systems Essentials with Arm	Information Technology	Certificate
EMC Fundamentals for Product Design	Manufacturing Technology	Certificate
Emergency Medical Technician (EMT)	Healthcare Technology	Certificate
Emerson's Machinery Health	Information Technology	Certificate
EMI/EMC Design	Manufacturing Technology	Certificate
Emphasys ERP	Business Technology	Certificate
Engine Diagnosis and Major Service	Military and Smart Transportation	Certificate
Engineering Analytics	Information Technology	Certificate
Engineering Cisco Meraki Solutions	Information Technology	Certificate
Engineering Drawings Fundamentals	Construction Technology	Certificate
Engineering Graphics	Manufacturing Technology	Certificate
Engineering of Piping Systems	Construction Technology	Certificate
Engineering Surveying	Construction Technology	Certification
Engineering Technology (ENT 316) Project Management	Business Technology	Certificate
Enhance Endpoint Security with Microsoft Intune and Microsoft Copilot for Security	IoT and Cybersecurity	Certificate
Enhance Security Operations by using Microsoft Security Copilot	IoT and Cybersecurity	Certificate
Enhancing Events with AI	Business Technology	Certificate
Enterprise Modeling and Analysis with the Archi Open Source Tool	Information Technology	Certificate
Enterprise Workflow Automation with Antera Software	IoT and Cybersecurity	Certificate
EntraPass Corporate Security Software	IoT and Cybersecurity	Certificate
Entry Certificate in Business Analysis (IIBA-ECBA)	Business Technology	Certificate
EPA 2010-2013 ISX11.9/12 Qualification	Military and Smart Transportation	Certificate
EPA 2010-2017 ISX15/X15 Engine Mechanical Technician	Military and Smart Transportation	Certification
EPA Cummins 2018 X12 Engine Mechanical Technician	Military and Smart Transportation	Certification
EPA Section 608 Stationary Refrigeration Technician	Construction Technology	Certification
EPA Section 609 Motor Vehicle Air Conditioning Technician	Construction Technology	Certification
Epic Operations	Business Technology	Certificate
Epic Software - Beaker Principal Trainer	Business Technology	Certificate
Epic Software - Benefits Engine	Business Technology	Certificate
Epic Software - Bridges Interface	Business Technology	Certificate
Epic Software - Care Everywhere	Business Technology	Certificate
Epic Software - Charge Router	Business Technology	Certificate
Epic Software - Cheers - Call Management	Business Technology	Certificate
Epic Software - Clinical Informaticist	Healthcare Technology	Certificate
Epic Software - Clinical Workspace Configuration	Business Technology	Certificate
Epic Software - Cogito for the Data Model or Application Admin Certified	Business Technology	Certificate
Epic Software - Cogito Fundamentals	Business Technology	Certificate
Epic Software - Cogito Principal Trainer	Business Technology	Certificate
Epic Software - Configuring the Epic End User	Business Technology	Certificate
Epic Software - Cosmos Administration	Business Technology	Certificate
Epic Software - Data Courier Administration	Business Technology	Certificate
Epic Software - Data Courier Mover	Healthcare Technology	Certificate
Epic Software - EpicCare Ambulatory	Business Technology	Certificate
Epic Software - EpicCare Ambulatory for the Clinically Certified	Business Technology	Certificate
Epic Software - E-Prescribing Badge	Business Technology	Certificate
Epic Software - Healthy Planet & Compass Rose Analytics Build	Business Technology	Certificate
Epic Software - HIM/Identity Principal Trainer	Business Technology	Certificate
Epic Software - Identity	Business Technology	Certificate
Epic Software - Implementing Extension-based Cognitive Computing Models	Business Technology	Certificate
Epic Software - In Basket Configuration	Business Technology	Certificate
Epic Software - Introduction to FHIR and OAuth	Business Technology	Certificate
Epic Software - My Chart Patient Experience	Business Technology	Certificate
Epic Software - MyChart Care Companion	Healthcare Technology	Certificate

Epic Software - MyChart for Ambulatory Care	Business Technology	Certificate
Epic Software - Order Transmittal	Business Technology	Certificate
Epic Software - Patient Access Operations	Business Technology	Certificate
Epic Software - Patient Load in Hyperspace	Business Technology	Certificate
Epic Software - Radiant Principal Trainer	Business Technology	Certificate
Epic Software - Real Time Eligibility	Business Technology	Certificate
Epic Software - Referrals and Authorization	Business Technology	Certificate
Epic Software - Release of Information	Business Technology	Certificate
Epic Software - Resolute Professional Billing Reimbursement Contracts	Business Technology	Certificate
Epic Software - Results Routing	Business Technology	Certificate
Epic Software - Security	Business Technology	Certificate
Epic Software - Security for the Application Analyst	Business Technology	Certificate
Epic Software - Security Post-Live Maintenance	Business Technology	Certificate
Epic Software - SmartForms	Business Technology	Certificate
Epic Software - Training Environment Build	Healthcare Technology	Certificate
Epic Software - Welcome Administration	Business Technology	Certificate
Epic Software - Willow Inventory	Business Technology	Certificate
EPLAN Electric P8	Manufacturing Technology	Certificate
EPLAN Macro and Device Technology	Manufacturing Technology	Certificate
EPLAN Parts and Master Data Creation	Manufacturing Technology	Certificate
EPLAN Preplanning Professional	Manufacturing Technology	Certificate
EPLAN Pro Panel 3D Design	Manufacturing Technology	Certificate
EPTAC IPC/WHMA-A-620 Specialist	Business Technology	Certification
Ericsson LG iPECS	IoT and Cybersecurity	Certification
Espirit Wire EDM	Manufacturing Technology	Certificate
Esprit CNC Machining	Manufacturing Technology	Certificate
Essentials for New Lightning Experience Administrators	Business Technology	Certificate
Essentials for NX Designers	Manufacturing Technology	Certificate
Essentials of Axis Network Audio Systems	IoT and Cybersecurity	Certificate
Essentials of Industrial Ethernet Networks	Business Technology	Certificate
Essentials of Rubber Science & Technology	Manufacturing Technology	Certificate
EST4 Fire Alarm System	Construction Technology	Certificate
ETCP Certified Entertainment Electrician	Construction Technology	Certification
ETCP Certified Rigger - Arena	Construction Technology	Certification
ETCP Certified Rigger - Theatre	Construction Technology	Certification
Ethanol Maintenance 102	Manufacturing Technology	Certificate
EtherNet/IP Configuration and Troubleshooting	Business Technology	Certificate
Ethical Hacking	Information Technology	Certification
Event Data Strategy	Business Technology	Certificate
Evidence-Based Design Accreditation and Certification (EDAC)	Business Technology	Certification
Exact JobBOSS: Quote Processing	Business Technology	Certificate
Exact Synergy Enterprise	Business Technology	Certificate
ExactMark / Weld 230 - Repair and Maintenance	Manufacturing Technology	Certificate
Excel 2019 - Formulas	Business Technology	Certificate
Excel 2019 - VBA Programming	Business Technology	Certificate
Excel 365 Data Analysis	Business Technology	Certificate
Excel Analytics and Applications in the Workforce	Business Technology	Certificate
Excel Charts, Formatting, and Reporting	Business Technology	Certificate
EXIN Information Security Foundation	IoT and Cybersecurity	Certification
Extend Microsoft Copilot for Microsoft 365 with Copilot Studio	Business Technology	Certificate
eXtensible Markup Language (XML)	Information Technology	Certificate
External Visual Inspection per Mil-Std-883 TM 2009	Manufacturing Technology	Certificate
Extreme Fabric - Advanced Configuration	Information Technology	Certificate
Extreme Fabric - Installation and Configuration	Information Technology	Certificate
Extreme Fabric - Management	Information Technology	Certificate
Extreme Fabric - Troubleshooting	Information Technology	Certificate
ExtremeCloud IQ - Site Engine - Installation and Configuration	Information Technology	Certificate
Extron ProDSP Specialist	IoT and Cybersecurity	Certification
Extruder Operation and Control-Single Screw	Manufacturing Technology	Certificate
Extrusion Compounding and Applications in the Food, Medical Devices and Pharmaceutical I	Manufacturing Technology	Certificate
F-3 Fire Pumps and Accessories	Military and Smart Transportation	Certification
F-5 Aerial Fire Apparatus	Military and Smart Transportation	Certification
F5 Networks Administering BIG-IP	Information Technology	Certificate
F5 Networks Configuring BIG-IP LTM: Local Traffic Manager	Information Technology	Certificate
F5 Networks Troubleshooting BIG-IP	Information Technology	Certificate
F-A4 Advanced Electrical Systems	Military and Smart Transportation	Certification
FAA Airframe (A) and Powerplant (P) Licenses	Military and Smart Transportation	Certification

FAA Airframe (A) License	Military and Smart Transportation	Certification
FAA Drone Technology UAS	Military and Smart Transportation	Certificate
FAA Powerplant (P) License	Military and Smart Transportation	Certification
FANUC Advanced TPP Programming	Robotics / Automation	Certificate
FANUC Alpha i Servo System	Robotics / Automation	Certificate
FANUC ArcMate 100iC or M-10iA Robot Disassembly/Reassembly	Robotics / Automation	Certificate
FANUC ArcMate 120 or M-20iD Robot Disassembly/Reassembly	Robotics / Automation	Certificate
Fanuc ArcTool Operation and Programming	Robotics / Automation	Certificate
FANUC Certified Robot Operator	Robotics / Automation	Certification
Fanuc CNC Maintenance	Robotics / Automation	Certificate
FANUC Dual Check Safety V7.50 & Newer	Robotics / Automation	Certificate
FANUC Electrical Maintenance with R-30iA Controller	Robotics / Automation	Certificate
FANUC Electrical Maintenance with R-30iB Controller	Robotics / Automation	Certificate
FANUC Handling Tool Operation and Programming	Robotics / Automation	Certificate
FANUC HandlingPRO Intro PLUS (ROBOGUIDE)	Robotics / Automation	Certificate
FANUC Intensive Maintenance	Robotics / Automation	Certificate
FANUC iRVision	Robotics / Automation	Certificate
FANUC Machining and Turning	Robotics / Automation	Certificate
FANUC Mechanical Disassembly/Reassembly	Robotics / Automation	Certificate
FANUC PalletTool Setup & Programming	Robotics / Automation	Certificate
FANUC PMC	Robotics / Automation	Certificate
FANUC Preventive Maintenance and Lubrication	Robotics / Automation	Certificate
FANUC Robot and PLC System Integration	Robotics / Automation	Certificate
FANUC Robot Disassembly/Reassembly	Robotics / Automation	Certificate
FANUC Robot Operations	Robotics / Automation	Certificate
FANUC Robotics	Robotics / Automation	Certificate
FANUC Setup, Programming, & Machining	Robotics / Automation	Certificate
FANUC SpotTool Operation and Programming w/ Servo Gun	Robotics / Automation	Certificate
FANUC Usage & Maintenance	Robotics / Automation	Certificate
FANUC V-IRVision Operation and Programming	Robotics / Automation	Certificate
FaroArm Portable Measurement Arm	Manufacturing Technology	Certificate
FaroArm with CAM2 Measure 10	Robotics / Automation	Certificate
Fast Lane with Plastic Welding	Manufacturing Technology	Certificate
Fatigue & Fracture with MTS Testsuite	Manufacturing Technology	Certificate
Fatigue and Fracture Mechanics	Construction Technology	Certificate
FB3000 Remote Terminal Unit (RTU) Hardware Configuration	Manufacturing Technology	Certificate
FCC Licensing for General Radiotelephone Operator License/BDA Surecall Radio Systems	IoT and Cybersecurity	Certification
Federated Wireless CBRS Certified Professional Installer	Business Technology	Certification
Feeder Protection Relays	Manufacturing Technology	Certificate
Fe-safe Analysis	Business Technology	Certificate
Festo Industry 4.0 Level 1: Fundamentals	IoT and Cybersecurity	Certificate
Fette Compacting Press Operator	Manufacturing Technology	Certificate
Fiber Broadband Association (FBA) OpTIC Path Level I: Foundation to Fiber Optic Outside Pla	Construction Technology	Certificate
Fiber Broadband Association (FBA) OpTIC Path Level II: Essential Fiber Optic Installation & Sp	Construction Technology	Certificate
Fiber Broadband Association (FBA) OpTIC Path Level III: Fundamentals Fiber Optic Systems,	Construction Technology	Certificate
Fiber Broadband Association (FBA) OpTIC Path Level IV: Proficient Fiber Optic Testing & Troul	Construction Technology	Certificate
Fiber Optic OTDR Testing	IoT and Cybersecurity	Certificate
Fiber Optics	Construction Technology	Certificate
Fiber to Any Antenna (FTAA)	Construction Technology	Certification
Field Data Collection and Management Using ArcGIS	Information Technology	Certificate
Field Programmable Gate Array (FPGA)	Manufacturing Technology	Certificate
Figma	Information Technology	Certificate
Financial Planning and Analysis (FP&A)	Business Technology	Certificate
Finite Element Principles in Linear Dynamic Analysis	Manufacturing Technology	Certificate
Finite Element Principles in Non-Linear Static Analysis	Manufacturing Technology	Certificate
FinOps Certified Practitioner	Business Technology	Certification
Fire Alarm Installation	Construction Technology	Certificate
Fire Alarm Systems Hardware & Software Programming	Information Technology	Certificate
Fire and Smoke Damage Restoration Technician (FSRT)	Business Technology	Certification
Fire Officer I: Technology-Driven Command and Management (NFPA 1021)	Business Technology	Certificate
Fire Officer II: Digital Management and Strategic Technology Implementation (NFPA 1021)	Business Technology	Certificate
FIRST Prepress Operator	Manufacturing Technology	Certification
FIRST Press Operator	IoT and Cybersecurity	Certification
Fisher Control Valve	Manufacturing Technology	Certificate
Fixturing & Advanced CAM	Manufacturing Technology	Certificate
Flexographic Narrow Web Presses	Manufacturing Technology	Certificate
Floor Covering Installation	Construction Technology	Certificate

FLOW-3D HYDRO	Manufacturing Technology	Certificate
FlowPATH and FlowCUT Waterjet Programming	Manufacturing Technology	Certificate
Flowserve Pump and Mechanical Seal	Manufacturing Technology	Certificate
Fluid Power	Manufacturing Technology	Certificate
Fluid Power & Control	Manufacturing Technology	Certificate
Fluid Power Support Associate	Manufacturing Technology	Certificate
Fluke Reliability eMaint Inventory and Purchasing	Business Technology	Certificate
Flux-Core Arc Welding (FCAW)	Manufacturing Technology	Certificate
Flyability Elios 2 Aerial Indoor Inspection Operator	Military and Smart Transportation	Certificate
Flyability Elios 2 Operator	Military and Smart Transportation	Certificate
Foaming Industry Professional (FIP)	Manufacturing Technology	Certificate
Ford Electric Vehicle (EV) Technician	Military and Smart Transportation	Certification
Ford Ranger Overview and Repair Considerations	Military and Smart Transportation	Certificate
Forerunner Operator	Manufacturing Technology	Certificate
Formability	Manufacturing Technology	Certificate
FortiAuthenticator	IoT and Cybersecurity	Certification
FortiClient EMS Administrator	IoT and Cybersecurity	Certificate
FortiGate Administrator	IoT and Cybersecurity	Certificate
FortiManager	IoT and Cybersecurity	Certificate
Fortinet Certified Professional	IoT and Cybersecurity	Certification
Fortinet Certified Solution Specialist	IoT and Cybersecurity	Certification
Forward Edge AI Thought Leader - Policy and Literacy Program	IoT and Cybersecurity	Certificate
Foundation for Analytic Solutions	Business Technology	Certificate
Foundations in Finite Element Principles	Manufacturing Technology	Certificate
Foundations of Crestron Programming	IoT and Cybersecurity	Certification
Foundations of DevOPs - ICAgile	Information Technology	Certification
Fracture Critical Inspection Techniques for Steel Bridges	Construction Technology	Certificate
Fracture Critical Welding	Manufacturing Technology	Certificate
Freestanding Deck Construction	Construction Technology	Certificate
FTTx Advanced Outside Plant Technician	IoT and Cybersecurity	Certificate
FTTx Outside Plant Design	IoT and Cybersecurity	Certificate
FTTx Outside Plant for Installers and Technicians	IoT and Cybersecurity	Certificate
Full Stack Web Developer Nanodegree	Information Technology	Certificate
FullStack Development with Cursor Vibe Coding	IoT and Cybersecurity	Certificate
Full-stack Web Development with Python and Django	Information Technology	Certificate
Fundamental Principles of Machining	Manufacturing Technology	Certificate
Fundamentals of Analytics with Minitab	Business Technology	Certificate
Fundamentals of Electrohydraulics	Manufacturing Technology	Certificate
Fundamentals of Engineering	Construction Technology	Certificate
Fundamentals of Engineering Design with CAD	Manufacturing Technology	Certificate
Fundamentals of Fluid Bed Granulation & Coating Technologies	Manufacturing Technology	Certificate
Fundamentals of Geometric Dimensioning & Tolerancing	Manufacturing Technology	Certificate
Fundamentals of Lithium-Ion Battery Technology: Applications and Advances	Military and Smart Transportation	Certificate
Fundamentals of Machine Learning	IoT and Cybersecurity	Certificate
Fundamentals of SQL Querying	Information Technology	Certificate
Fundamentals of Steam Systems	Construction Technology	Certificate
Fundamentals of Systematic Injection Molding	Manufacturing Technology	Certificate
Furnace Brazing	Manufacturing Technology	Certificate
Fusion 360	Manufacturing Technology	Certificate
G2/G3 Series Basic Robot Operations	Robotics / Automation	Certificate
Gage Calibration and Minor Repair	Manufacturing Technology	Certificate
Gas Metal Arc Welding (GMAW)	Manufacturing Technology	Certificate
Gating and Riser Design	Manufacturing Technology	Certificate
Gauge Reading and Measurement	Manufacturing Technology	Certificate
GD&T Inspection	Manufacturing Technology	Certificate
Gear Dynamics	Manufacturing Technology	Certificate
Gearbox Basic	Manufacturing Technology	Certificate
Generalized Linear Models and Nonparametric Regression	Business Technology	Certificate
Generative AI for Business Transformation	Information Technology	Certificate
Generative AI for Business with Microsoft Azure OpenAI	IoT and Cybersecurity	Certificate
Generative AI in Business: Applications, Challenges, Ethics and Governance	IoT and Cybersecurity	Certificate
Generative Pre-trained Transformers (GPT) & Large Language Models (LLMs)	IoT and Cybersecurity	Certificate
Genetec Security Center: Omnicast Technical	Business Technology	Certification
Genetec Security Center: Synergis Technical	Business Technology	Certification
Geodetic Surveying	Construction Technology	Certification
Geographic Information Science and Applied Geographics	Business Technology	Certificate
Geographic Information Systems (GIS)	Construction Technology	Certificate

Geometric Dimensioning & Tolerancing (GD&T)	Manufacturing Technology	Certificate
Get Started with Communities in Lightning Experience	IoT and Cybersecurity	Certificate
Getting Started with AI in Business: Tools & Techniques	IoT and Cybersecurity	Certificate
GIAC Certified Forensic Analyst (GCFA)	IoT and Cybersecurity	Certification
GIAC Certified Incident Handler	Information Technology	Certification
GIAC Cloud Forensics Responder (GCFR)	IoT and Cybersecurity	Certificate
GIAC Cloud Security Essentials (GCLD)	IoT and Cybersecurity	Certification
GIAC Cloud Threat Detection (GCTD)	IoT and Cybersecurity	Certification
GIAC Critical Controls (GCCC)	IoT and Cybersecurity	Certification
GIAC Defensible Security Architecture (GDSA)	IoT and Cybersecurity	Certification
GIAC Information Security Professional (GISP)	IoT and Cybersecurity	Certification
GIAC Network Forensic Analyst (GNFA)	IoT and Cybersecurity	Certification
GIAC Public Cloud Security (GPCS)	IoT and Cybersecurity	Certification
GIAC Red Team Professional (GRTP)	IoT and Cybersecurity	Certification
GIAC Security Essentials (GSEC)	IoT and Cybersecurity	Certification
GIAC Security Leadership	IoT and Cybersecurity	Certification
GIAC Strategic Planning, Policy, and Leadership (GSTRT)	IoT and Cybersecurity	Certification
GibbsCAM 5-Axis	Manufacturing Technology	Certificate
GibbsCAM Essentials	Manufacturing Technology	Certificate
Git and GitLab	Information Technology	Certificate
Gitlab Certified Associate	Business Technology	Certification
Giza Software	Business Technology	Certificate
Glass Properties	Manufacturing Technology	Certificate
Global Industrial Cyber Security Professional (GICSP)	IoT and Cybersecurity	Certification
GM Master Technician	Military and Smart Transportation	Certification
Google Ads	Business Technology	Certificate
Google Ads Display	Business Technology	Certificate
Google Ads Search	Business Technology	Certificate
Google Ads Shopping Ads	Business Technology	Certificate
Google Ads Video	Business Technology	Certificate
Google Analytics - Foundation	IoT and Cybersecurity	Certificate
Google Analytics Advanced with Tag Manager	IoT and Cybersecurity	Certificate
Google Analytics for Beginners	IoT and Cybersecurity	Certificate
Google Analytics Individual Qualification (IQ)	IoT and Cybersecurity	Certification
Google Angular 6 Essentials	IoT and Cybersecurity	Certificate
Google Certified Associate Android Developer	IoT and Cybersecurity	Certification
Google Certified Mobile Web Specialist	IoT and Cybersecurity	Certification
Google Cloud Certified Associate Cloud Engineer	IoT and Cybersecurity	Certification
Google Cloud Certified G Suite	IoT and Cybersecurity	Certification
Google Cloud Certified Professional Cloud Architect	IoT and Cybersecurity	Certification
Google Cloud Certified Professional Cloud Developer	IoT and Cybersecurity	Certification
Google Cloud Certified Professional Cloud Network Engineer	IoT and Cybersecurity	Certification
Google Cloud Certified Professional Cloud Security Engineer	IoT and Cybersecurity	Certification
Google Cloud Certified Professional Collaboration Engineer	IoT and Cybersecurity	Certification
Google Cloud Certified Professional Data Engineer	IoT and Cybersecurity	Certification
Google Cloud Certified Professional DevOps Engineer	IoT and Cybersecurity	Certification
Google Cloud Digital Leader	Business Technology	Certification
Google Cloud Fundamentals: Core Infrastructure	IoT and Cybersecurity	Certificate
Google Cloud Platform Fundamentals for AWS Professionals	IoT and Cybersecurity	Certificate
Google Cybersecurity	IoT and Cybersecurity	Certificate
Google Data Analytics	Information Technology	Certificate
Google IT Automation with Python	Business Technology	Certificate
Google IT Support Professional	IoT and Cybersecurity	Certificate
Google Project Management	Business Technology	Certificate
Google Prompting Essentials	Information Technology	Certificate
Google Sheets	Business Technology	Certificate
Google Sheets Formulas and Functions	Business Technology	Certificate
Google UX Design	Business Technology	Certificate
Google Workspace	IoT and Cybersecurity	Certificate
Google Workspace Collaboration with Drive, Apps & Meet	IoT and Cybersecurity	Certificate
GOT2000 & GT Works3	Manufacturing Technology	Certificate
Graco 2K Paint Mixer Maintenance	Construction Technology	Certificate
Graphic Design	Business Technology	Certificate
Graphic Design Software Essentials	Business Technology	Certificate
Green Energy Expert	Construction Technology	Certificate
Grinding Fundamentals	Manufacturing Technology	Certificate
Grouper: Core Features	Information Technology	Certificate

GTAW Welding	Manufacturing Technology	Certificate
Haag Certified Inspector-Commercial (HCI-C)	Construction Technology	Certification
Haas CNC Lathe	Manufacturing Technology	Certificate
Haas CNC Mill	Manufacturing Technology	Certificate
HACCP for Managers	Manufacturing Technology	Certificate
Hadoop Architecture and SQL	Information Technology	Certificate
HandyPROBE	Manufacturing Technology	Certificate
Hardware Asset Management	Business Technology	Certificate
Harness Design with Altium 365	Manufacturing Technology	Certificate
Hartman Systems Operator & Maintenance	Manufacturing Technology	Certificate
HCSS Heavy Construction Software Suite	Construction Technology	Certificate
HDD Circuit	Construction Technology	Certificate
HDI Desktop Support Manager	Construction Technology	Certificate
Health Data Analyst	Business Technology	Certificate
Health Level 7 (HL7)	Information Technology	Certificate
Healthcare Information Technology	Healthcare Technology	Certificate
Heat Pumps / WSHP / Geothermal	Construction Technology	Certificate
Heat Treat, Microstructures & Performance of Carbon & Alloy Steels	Manufacturing Technology	Certificate
Heat Treating Processes and Equipment	Manufacturing Technology	Certificate
Heating Systems	Construction Technology	Certificate
Heating, Ventilation, and Air Conditioning (HVAC)	Construction Technology	Certificate
Heating, Ventilation, and Air Conditioning (HVAC) EPA	Construction Technology	Certification
Heating, Ventilation, and Air Conditioning (HVAC) Installation & Practices	Construction Technology	Certificate
Heavy Duty Trucks (ILT)	Military and Smart Transportation	Certificate
Heavy Equipment and Vehicle Integrated Electronics (HEAVIE)	Military and Smart Transportation	Certificate
Helicheck CNC	Manufacturing Technology	Certificate
Helitronic Tool Studio	Manufacturing Technology	Certificate
Helitronic Tool Studio - Basic	Manufacturing Technology	Certificate
Help Desk Certificate	Information Technology	Certificate
Hexagon Radprofile	Manufacturing Technology	Certificate
High Availability Disaster Recovery (HADR)	Information Technology	Certificate
High Intensity Grinding	Manufacturing Technology	Certificate
High Pressure / Ultra High Pressure Liquid Chromatography (HPLC) / (UHPLC) Troubleshooti	Manufacturing Technology	Certificate
High Pressure Boiler Operator and Stationary Steam Licensing	Manufacturing Technology	Certificate
High Pressure Liquid Chromatography (HPLC)	Manufacturing Technology	Certificate
High Voltage Vehicle Body Repair	Military and Smart Transportation	Certificate
High-Pressure Boiler Operator (HPBO)	Manufacturing Technology	Certificate
Highway Construction Inspection: Level I	Construction Technology	Certification
Highway Construction Inspection: Level II	Construction Technology	Certification
Highway Construction Inspection: Level III	Construction Technology	Certification
Highway Construction Inspection: Level IV	Construction Technology	Certification
Hikvision Certified Security Professional (HCSP)	IoT and Cybersecurity	Certification
Hirsch Velocity Installation	Information Technology	Certification
Historical Surveying	Construction Technology	Certification
HMLD Engine Common Core engine Systems	Military and Smart Transportation	Certificate
Holley Electronic Fuel Injection (EFI)	Military and Smart Transportation	Certificate
Homeland Security Certificate	Military and Smart Transportation	Certificate
Honeywell Fire-Lite Software Applications	Information Technology	Certificate
Honeywell Optimizer Suite	Information Technology	Certificate
Honeywell Pro-Watch Certified Installer	Construction Technology	Certification
Honeywell Spyder 7	Information Technology	Certification
Honeywell VESDA Aspirating Smoke Detection (ASD) Systems	Construction Technology	Certificate
Honeywell Xtralis Fire Detection and Alarm Systems	Construction Technology	Certificate
Hot Runner Molding	Manufacturing Technology	Certificate
Hot Runner Troubleshooting & Repair	Manufacturing Technology	Certificate
Hot Sheet and Plate Rolling Fundamentals	Manufacturing Technology	Certificate
House Framing	Construction Technology	Certificate
How to Interpret UX Numbers: Statistics for UX	Business Technology	Certificate
How to Use Manufacturing Critical-path Time (MCT)	Manufacturing Technology	Certificate
HPE ASE - Hybrid IT Solutions Architect V1	Robotics / Automation	Certification
HR Analytics	Business Technology	Certificate
HTML 5 Level 1 for Windows	Information Technology	Certificate
HTML 5 Level 2 for Windows	Information Technology	Certificate
HTML5 Content Authoring	Information Technology	Certificate
HTML5 Content Authoring Fundamentals	Information Technology	Certificate
Human First AI - AI & Culture Integration	Business Technology	Certificate
Human Machine Interface	Manufacturing Technology	Certificate

Human-Computer Interaction (HCI): Interaction Design	Business Technology	Certificate
HVAC Apprenticeship - Year 1	Construction Technology	Certificate
HVAC Apprenticeship - Year 2	Construction Technology	Certificate
HVAC Apprenticeship - Year 3	Construction Technology	Certificate
HVAC Apprenticeship - Year 4	Construction Technology	Certificate
HVAC Commercial Refrigeration	Construction Technology	Certificate
HVAC Design: Level 1 - Essentials	Information Technology	Certificate
HVAC Design: Level 2 - Applications	Information Technology	Certificate
HVAC Diagnostics (ILT)	Construction Technology	Certificate
HVAC Gas Heating	Construction Technology	Certificate
HVAC Loads & Distribution for Small Buildings	Construction Technology	Certificate
HVAC System Diagnostics & Troubleshooting	Construction Technology	Certificate
HVAC Systems with Cooling	Construction Technology	Certificate
HVAC Technology & Controls	Construction Technology	Certificate
HVAC/R Certified Technician	Construction Technology	Certificate
HVAC/R Simulations for Field Technicians	Construction Technology	Certificate
Hydraulic Maintenance	Manufacturing Technology	Certificate
Hydraulic Troubleshooting	Manufacturing Technology	Certificate
Hydraulic/Pneumatic Maintenance	Manufacturing Technology	Certificate
Hydraulics	Manufacturing Technology	Certificate
Hydraulics & Pneumatics	Manufacturing Technology	Certificate
Hydrologic Engineering Center Hydrologic Modeling System (HEC-HMS)	Construction Technology	Certificate
Hydromat Machine Operator	Manufacturing Technology	Certificate
Hydromat Setup	Manufacturing Technology	Certificate
Hydronics	Construction Technology	Certificate
Hydrotech Level 2 Hydraulic - Hydraulic System Maintenance	Manufacturing Technology	Certificate
IAITAM Certified Asset Management Professional (CAMP)	Information Technology	Certification
IAITAM Certified Hardware Asset Management Professional (CHAMP)	Information Technology	Certification
IAITAM Certified Software Asset Manager (CSAM)	Information Technology	Certification
IBM Artificial Intelligence Practitioner	IoT and Cybersecurity	Certificate
IBM Blockchain Practitioner	Business Technology	Certificate
IBM Cognos Analytics	Information Technology	Certificate
IBM Cognos Analytics: Author Reports	Information Technology	Certificate
IBM Cognos Analytics: Author Reports Fundamentals	Information Technology	Certificate
IBM Cognos Analytics: Enterprise Administration	Information Technology	Certificate
IBM Cognos Cube Designer: Design Dynamic Cubes	Information Technology	Certificate
IBM Cognos Framework Manager: Design Metadata Models	Information Technology	Certificate
IBM Cybersecurity Practitioner	IoT and Cybersecurity	Certificate
IBM Data Science Practitioner	Information Technology	Certificate
IBM i (iSeries)	Information Technology	Certificate
IBM i: System Administration and Control	Information Technology	Certificate
IBM WebSphere Application Server Administration	Information Technology	Certificate
IC3 Digital Literacy	IoT and Cybersecurity	Certification
ICAgile Certified Agile Professional in Agile Product Ownership	Information Technology	Certification
ICAgile Certified Professional	Information Technology	Certification
ICAgile Certified Professional in Agile Human Resources (ICP-AHR)	Business Technology	Certification
ICAgile Certified Professional in Agile Test Automation (ICP-ATA)	Information Technology	Certification
ICAgile Certified Professional in Agile Testing (ICP-TST)	Information Technology	Certification
I-CAR MIG Brazing	Military and Smart Transportation	Certification
I-CAR Non-Structural Technician - ProLevel 1	Military and Smart Transportation	Certification
I-CAR Non-Structural Technician - ProLevel 2	Military and Smart Transportation	Certification
I-CAR Non-Structural Technician - ProLevel 3	Military and Smart Transportation	Certification
I-CAR Rivet Bonding	Military and Smart Transportation	Certification
I-CAR Squeeze-Type Resistance Spot Welding	Military and Smart Transportation	Certification
I-CAR Steel Gas Metal Arc (GMA) Welding	Military and Smart Transportation	Certification
I-CAR Steel Sectioning	Military and Smart Transportation	Certification
I-CAR Structural Technician - ProLevel 1	Military and Smart Transportation	Certification
I-CAR Structural Technician - ProLevel 2	Military and Smart Transportation	Certification
I-CAR Structural Technician - ProLevel 3	Military and Smart Transportation	Certification
IdentifyIQ Implementation and Administration: Essentials	Information Technology	Certificate
Identity with Windows Server	Information Technology	Certificate
IdentityIQ Implementation: Rules, Scripts, and API	Information Technology	Certificate
IdentityNow Implementation: Advanced Configurations	Information Technology	Certificate
Idle Stop-Off Switch FEA	Manufacturing Technology	Certificate
IFPS Hydraulic Specialist (HS)	Manufacturing Technology	Certification
IFPS Industrial Hydraulic Mechanic (IHM)	Manufacturing Technology	Certification
IFPS Pneumatic Specialist (PS)	Manufacturing Technology	Certification

IFS Admin - General Administration	Business Technology	Certificate
IFS Admin - Lobby Creation	Business Technology	Certificate
IFS Admin - Security, Permissions, IALS, Print Management	Business Technology	Certificate
IFS Admin - User Administration	Business Technology	Certificate
IFS Build Place	Information Technology	Certificate
IFS Cloud - Accounts Payable	Information Technology	Certificate
IFS Cloud - Accounts Receivable	Information Technology	Certificate
IFS Cloud - Advanced Production and Shop Floor Scheduling	Information Technology	Certificate
IFS Cloud - Aurena Development	Information Technology	Certificate
IFS Cloud - Aurena User Interface/Navigation	Information Technology	Certificate
IFS Cloud - Case Management	Information Technology	Certificate
IFS Cloud - Custom Objects Configurations	Information Technology	Certificate
IFS Cloud - Customizations	Information Technology	Certificate
IFS Cloud - Cycle Counting	Information Technology	Certificate
IFS Cloud - Data Archiving	Information Technology	Certificate
IFS Cloud - Data Migration	Information Technology	Certificate
IFS Cloud - Document Management (DocMan)	Information Technology	Certificate
IFS Cloud - General Ledger	Information Technology	Certificate
IFS Cloud - Lobby Design and Creation	Information Technology	Certificate
IFS Cloud - Quality Management and Control Plans	Information Technology	Certificate
IFS Cloud - Report Designer	Information Technology	Certificate
IFS Cloud - Resource Management	Information Technology	Certificate
IFS Cloud - Warehouse Data Collection (WaDaCo)	Information Technology	Certificate
IFS Cloud - Work Instruction Report	Information Technology	Certificate
IFS Engineering - PDM, Engineering, Prod Structures	Information Technology	Certificate
IFS Human Capital Management	Business Technology	Certificate
IFS Integrations	Information Technology	Certificate
IFS Maintenance - Equipment	Information Technology	Certificate
IFS Manufacturing - Discrete Manufacturing	Business Technology	Certificate
IFS Manufacturing - Material, Production & Capacity	Business Technology	Certificate
IFS Manufacturing - Shop Order, Timeclock & Shop Floor Reporting	Business Technology	Certificate
IFS Migration Toolkit	Information Technology	Certificate
IFS Quality Management	Business Technology	Certificate
IFS Report Development	Business Technology	Certificate
IFS SCM - Customer Order Processing & Shipping	Business Technology	Certificate
IFS SCM - Sourcing, Purchasing & Receiving	Business Technology	Certificate
IFS Service Management - Work/Service Order	Business Technology	Certificate
IFS Technician - Administration and Configuration of IFS Applications	Information Technology	Certificate
IFS Technician - IFS Lobby	Information Technology	Certificate
IMA Adapta	Manufacturing Technology	Certificate
IMPLAN Software	Information Technology	Certificate
Implement a Data Science and Machine Learning Solution for AI with Microsoft Fabric	Information Technology	Certificate
Implement a Data Warehouse with Microsoft Fabric	Information Technology	Certificate
Implement AI Models with Microsoft Power Platform AI Builder	Information Technology	Certificate
Implement and Manage CRM Analytics	Business Technology	Certificate
Implementing a CI/CD Pipeline	Information Technology	Certificate
Implementing a Lakehouse with Microsoft Fabric	Information Technology	Certificate
Implementing AI in Business: Stakeholder Strategies for the Modern Data Driven, Automated	IoT and Cybersecurity	Certificate
Implementing AI in Software Testing	IoT and Cybersecurity	Certificate
Implementing an Agile Project	Business Technology	Certificate
Implementing and Configuring Cisco Identity Services Engine	IoT and Cybersecurity	Certificate
Implementing and Operating Cisco Security Core Technologies (SCOR)	IoT and Cybersecurity	Certificate
Implementing Cisco Collaboration Core Technologies	Information Technology	Certificate
Implementing Cisco Enterprise Routing and Services	IoT and Cybersecurity	Certificate
Implementing Cisco Enterprise Wireless Networks	Information Technology	Certificate
Implementing Cisco HyperFlex	Information Technology	Certificate
Implementing Real Time Analytics with Microsoft Fabric	Information Technology	Certificate
IMSA NEMA Traffic Signal Troubleshooting	Construction Technology	Certificate
IMSA Roadway Lighting Technician - Level I	Construction Technology	Certification
IMSA Traffic Signal Construction Technician - Level II	Construction Technology	Certification
IMSA Traffic Signal Technician - Level I	Construction Technology	Certification
IMSA Traffic Signal Technician 2 Field	Construction Technology	Certificate
In-building Wireless Solutions	Business Technology	Certificate
Incident Evidence Collection and Preservation for Law Enforcement	Military and Smart Transportation	Certificate
Incident Response (IR) Essentials for IT Personnel	IoT and Cybersecurity	Certificate
Incident Response, Threat Hunting, and Digital Forensics	IoT and Cybersecurity	Certificate
InDesign Fundamentals and Tricks	Business Technology	Certificate

Indiana - Kentucky State Backflow Tester	Information Technology	Certificate
Inductive Automation Ignition	Information Technology	Certificate
Inductive Automation Ingition Perspective	Information Technology	Certificate
Inductively Coupled Plasma Mass Spectrometry (ICP-MS)	Healthcare Technology	Certificate
Inductotherm Foundry Safety, Operations, and Maintenance	Manufacturing Technology	Certificate
Industrial & Institutional Utilities	Construction Technology	Certificate
Industrial & Precious Metals Plating	Manufacturing Technology	Certification
Industrial Automation	Manufacturing Technology	Certificate
Industrial Computing	Manufacturing Technology	Certificate
Industrial Control Panels UL 508A & Short Circuit Current Ratings	Manufacturing Technology	Certificate
Industrial Controls	Manufacturing Technology	Certificate
Industrial DC	Construction Technology	Certificate
Industrial Electrical Maintenance and Instrumentation - Level 2	Manufacturing Technology	Certificate
Industrial Electrician Apprenticeship - Year 1	Manufacturing Technology	Certificate
Industrial Electrician Apprenticeship - Year 4	Manufacturing Technology	Certificate
Industrial Electricity	Manufacturing Technology	Certificate
Industrial Electronics	Manufacturing Technology	Certificate
Industrial Ethernet	Business Technology	Certificate
Industrial Hydraulics	Manufacturing Technology	Certificate
Industrial Internet of Things	Manufacturing Technology	Certificate
Industrial Machine Wiring	Manufacturing Technology	Certificate
Industrial Maintenance - Fluid Power & Electrical with PLCs	Manufacturing Technology	Certificate
Industrial Maintenance - Industrial Electrical Controls Fundamentals	Manufacturing Technology	Certificate
Industrial Maintenance Mechanic Apprenticeship - Year 1	Manufacturing Technology	Certificate
Industrial Maintenance Mechanic Apprenticeship - Year 2	Manufacturing Technology	Certificate
Industrial Maintenance Mechanic Apprenticeship - Year 3	Manufacturing Technology	Certificate
Industrial Maintenance Mechanic Apprenticeship - Year 4	Manufacturing Technology	Certificate
Industrial Maintenance Technology	Manufacturing Technology	Certificate
Industrial Mechanics and Maintenance Technology	Manufacturing Technology	Certificate
Industrial Network Communications	Information Technology	Certificate
Industrial Pneumatics	Manufacturing Technology	Certificate
Industrial Process Heating	Construction Technology	Certificate
Industrial Systems	Manufacturing Technology	Certificate
Industrial Technology 3D Printing	Manufacturing Technology	Certificate
Infiltration and Duct Leakage (IDL)	Construction Technology	Certification
Information Architecture	Information Technology	Certificate
Information Protection and Data Loss Prevention using Microsoft Purview	IoT and Cybersecurity	Certificate
Information Security Administrator	IoT and Cybersecurity	Certificate
Information Security for Business	IoT and Cybersecurity	Certificate
Information Systems Security	IoT and Cybersecurity	Certificate
Information Systems Security Architecture Professional (ISSAP)	IoT and Cybersecurity	Certification
Information Technology	Information Technology	Certificate
Information Technology Certified Associate (ITCA)	IoT and Cybersecurity	Certification
Informer - Administration and System Setup	Information Technology	Certificate
Informer - Advanced Flow Steps and Power Scripts	Information Technology	Certificate
Informer - Building Templates	Information Technology	Certificate
Informer - Building Web Queries	Information Technology	Certificate
Informer - Configuring Visuals and Reports	Information Technology	Certificate
Informer - Designing Queries	Information Technology	Certificate
Informer - Interacting with Query Results	Information Technology	Certificate
Informer - JavaScript for Calculated Fields	Information Technology	Certificate
Informer - Query Performance and Scheduling	Information Technology	Certificate
Informer - Understanding User Security	Information Technology	Certificate
Informer - Utilizing Informer's REST API Server	Information Technology	Certificate
Infrared (IR) Spectrometry	Healthcare Technology	Certificate
Infrared Thermographer	Construction Technology	Certificate
Infrared Thermography	Construction Technology	Certificate
Injection Mold Maintenance	Manufacturing Technology	Certificate
Injection Mold Setter	Manufacturing Technology	Certificate
Injection Molding	Manufacturing Technology	Certificate
Injection Molding and 3D Printing	Manufacturing Technology	Certificate
Injection Molding Essentials	Manufacturing Technology	Certificate
Injection Molding Professional	Manufacturing Technology	Certification
Injection Molding Troubleshooting	Manufacturing Technology	Certificate
Innovation Engineering Blue Belt	Business Technology	Certificate
Inspection Fundamentals	Manufacturing Technology	Certificate
Installation and Commissioning of LV Drives	Construction Technology	Certificate

Installation and Repair of Telephone Lines	Information Technology	Certificate
Installation of Windows and Doors	Construction Technology	Certificate
Installation, Storage, and Compute with Windows Server	Information Technology	Certificate
Instructional Design	Business Technology	Certificate
Instructional Design with AI	Business Technology	Certificate
Instrument Landing Systems (ILS) Concepts	Military and Smart Transportation	Certificate
Instrumentation and Process Controls	Manufacturing Technology	Certificate
Integrator and S2 Black Support	IoT and Cybersecurity	Certification
Integrex I 100-400 Mechanical & Electrical Maintenance with Smooth	Manufacturing Technology	Certificate
Integrex i Series Smooth X	Manufacturing Technology	Certificate
intelliGen Refrigeration	Construction Technology	Certificate
Interactive RPG/400 Programming	Information Technology	Certificate
Interior Finish Carpentry	Construction Technology	Certificate
Intermediate Accounting 2	Business Technology	Certificate
Intermediate Angular 10 Programming	IoT and Cybersecurity	Certificate
Intermediate Microsoft Excel 2019/Office 365	Business Technology	Certificate
Intermediate NX Design and Assemblies	Manufacturing Technology	Certificate
Intermediate R	Information Technology	Certificate
Intermediate Rigging	Construction Technology	Certificate
International Association of Accessibility Professionals (IAAP) Web Accessibility Specialist	Information Technology	Certification
International Society of Automation (ISA) Certified Automation Professional (CAP)	Manufacturing Technology	Certification
International Society of Automation (ISA) Certified Control System Technician (CCST)	Robotics / Automation	Certification
International Society of Certified Electronics Technicians (ISCET) Certified Electronics Techn	Business Technology	Certification
Interpretation of Infrared and Raman Spectra	Manufacturing Technology	Certificate
Intro to Statistics with Minitab	Business Technology	Certificate
Introduction and Application of UAS Photogrammetry	Military and Smart Transportation	Certificate
Introduction to Adobe After Effects CC	Business Technology	Certificate
Introduction to Agile and Scrum Methodologies	Business Technology	Certificate
Introduction to Angular 12	Business Technology	Certificate
Introduction to Bluehill Fundamentals and Test Method Development	Information Technology	Certificate
Introduction to Board and CAD Drawing	Manufacturing Technology	Certificate
Introduction to Chillers/CHW Systems	Construction Technology	Certificate
Introduction to Creo Parametric	Manufacturing Technology	Certificate
Introduction to Data Management	Business Technology	Certificate
Introduction to DAX for Excel 2016 Users - Level 3	Information Technology	Certificate
Introduction to DAX for Power BI Desktop Users - Level 3	Information Technology	Certificate
Introduction to Dimensional Gage Calibration	Manufacturing Technology	Certificate
Introduction to Engineering Drafting	Manufacturing Technology	Certificate
Introduction to G-code Programming	Manufacturing Technology	Certificate
Introduction to GIS Using ArcGIS	Information Technology	Certificate
Introduction to Hydraulics	Manufacturing Technology	Certificate
Introduction to Hydronic Testing, Adjusting, & Balancing	Construction Technology	Certificate
Introduction to iMFLUX	Manufacturing Technology	Certificate
Introduction to Jet Engines	Military and Smart Transportation	Certificate
Introduction to Jira	Information Technology	Certificate
Introduction to Machinery Vibrations	Manufacturing Technology	Certificate
Introduction to Manual Machining	Manufacturing Technology	Certificate
Introduction to Mapping with ArcGIS Online and Portal	Information Technology	Certificate
Introduction to Microsoft Azure for IT Professionals	IoT and Cybersecurity	Certificate
Introduction to Microsoft Excel 2019/Office 365	Business Technology	Certificate
Introduction to Microsoft Power BI	Information Technology	Certification
Introduction to MS Access 2019/Office 365 Series	Business Technology	Certificate
Introduction to Networking for Manufacturing	Information Technology	Certificate
Introduction to PC Security	IoT and Cybersecurity	Certificate
Introduction to Printed Circuit Board (PCB) Design	Manufacturing Technology	Certificate
Introduction to Programming Nanodegree	Information Technology	Certificate
Introduction to Programming with ABAP	Information Technology	Certificate
Introduction to R	Information Technology	Certificate
Introduction to React Basics	Information Technology	Certificate
Introduction to Robotics	Robotics / Automation	Certificate
Introduction to Salesforce Analytics - Building Reports & Dashboards	Business Technology	Certificate
Introduction to Salesforce for Marketing	Business Technology	Certificate
Introduction to Simul8	Construction Technology	Certificate
Introduction to Solidworks	Manufacturing Technology	Certificate
Introduction to SQL Databases	Information Technology	Certificate
Introductory ALPHACAM	Manufacturing Technology	Certificate
Introductory Machining Processes	Manufacturing Technology	Certificate

Introductory Welding	Manufacturing Technology	Certificate
Investigation Theory	IoT and Cybersecurity	Certificate
Ion Chromatography System (ICS) + High Pressure Ion Chromatography (HPIC) User Mainten	Healthcare Technology	Certificate
IoT - Applied IoT Solutions	IoT and Cybersecurity	Certificate
IoT - Integrated IoT Solutions	IoT and Cybersecurity	Certificate
IoT Fundamentals	IoT and Cybersecurity	Certificate
IoTBIZ: Internet of Things for Business Professionals	IoT and Cybersecurity	Certificate
IPC Advanced Designer (CID+)	Business Technology	Certification
IPC Certified Interconnect Designer-Basic (CID)	Business Technology	Certification
IPC J Standard CIT	Business Technology	Certification
IPC J-STD-001 Certified IPC Specialist	Business Technology	Certification
IPC/WHMA-A-620 Certified IPC Specialist (CIS)	Business Technology	Certification
IPC-7711 & IPC 7721 Endorsement	Business Technology	Certificate
IPC-A-600 Acceptability of Printed Boards	Business Technology	Certificate
IPC-A-610 Certified IPC Specialist (CIS)	Business Technology	Certification
IPC-A-610 Certified IPC Trainer (CIT)	Business Technology	Certification
IPC-A-620 Certified IPC Trainer (CIT)	Business Technology	Certification
ISACA Certified in Risk and Information Systems Control (CRISC)	IoT and Cybersecurity	Certification
ISACA Certified in the Governance of Enterprise IT (CGEIT)	IoT and Cybersecurity	Certification
ISACA Certified Information Security Manager (CISM)	IoT and Cybersecurity	Certification
ISACA Certified Information Systems Auditor (CISA)	IoT and Cybersecurity	Certification
ISB/ISC/ISL Engine	Military and Smart Transportation	Certificate
ISC2 Governance, Risk and Compliance (CGRC)	IoT and Cybersecurity	Certification
ISTQB Certified Tester-Foundation Level (CTFL)	Information Technology	Certification
ISTQB Foundation Level Agile Tester (CTFL-AT)	Information Technology	Certification
ISX11 9/12 Engine	Military and Smart Transportation	Certificate
IT for Building Automation Systems (BAS)	Information Technology	Certificate
IT Management and Leadership Professional (ITMLP-C)	Information Technology	Certification
ITIL 4 Foundation	Information Technology	Certification
ITIL 4 Specialist: Create, Deliver and Support (CDS)	Information Technology	Certification
ITIL 4 Specialist: High Velocity IT (HVIT)	Information Technology	Certification
ITIL Foundations	Information Technology	Certification
ITIL Intermediate Module - Service Design	Information Technology	Certificate
Jaguar Spectral Dynamics Instrument	Manufacturing Technology	Certificate
Jamf 200	Information Technology	Certificate
Jamf Certified Tech	Information Technology	Certification
Java Coding (All levels)	IoT and Cybersecurity	Certificate
Java Essentials + Spring Framework	Information Technology	Certificate
Java Foundations Certified Junior Associate	Information Technology	Certification
Java Programming (Any certification)	Information Technology	Certification
Java RESTful Services	Information Technology	Certificate
JavaScript and jQuery	Information Technology	Certificate
JavaScript and jQuery Programming	Information Technology	Certificate
JCI Facility Explorer CCT Systems Engineering	Manufacturing Technology	Certificate
JDE Advanced Orchestrator	Information Technology	Certificate
JDE Configure Network Computing (CNC) Administration	Information Technology	Certificate
JDE Manufacturing	Information Technology	Certificate
JDE Orchestrator	Information Technology	Certificate
JDE Sales Order Management	Information Technology	Certificate
JDE Security	IoT and Cybersecurity	Certificate
JDE Workflow	Information Technology	Certificate
JDE Working with User Defined Objects	Information Technology	Certificate
Jensen Academy Flatwork Finishing Technology	Manufacturing Technology	Certificate
Jig & Fixture Design	Manufacturing Technology	Certificate
Jira Foundations	Information Technology	Certificate
JNCIA - Junos Enterprise Routing and Switching Associate	Information Technology	Certification
JNCIS - ENT Enterprise Routing and Switching Specialist	Information Technology	Certification
JobBOSS Synergy Enterprise	Business Technology	Certificate
JobBOSS2 Scheduling	Business Technology	Certificate
Joining Pipe with Mechanical Fittings	Manufacturing Technology	Certificate
jQuery Programming	IoT and Cybersecurity	Certificate
JRP 7100 Overhead Personal Protective Grounding, Safety Manual, Electrical Test Equipmen	Construction Technology	Certificate
JRP 7200 Underground Personal Protective Grounding, Isolation, 200A Term & Splices	Construction Technology	Certificate
JRP 7300 Underground Switching & Troubleshooting, 600A Terminations	Construction Technology	Certificate
JRP 7400 Apparatus, Controls, Switching, & Metering	Construction Technology	Certificate
JRP 7500 Distribution transformer Connections & Troubleshooting	Construction Technology	Certificate
Juki Sewing Machine Setup & Maintenance	Manufacturing Technology	Certificate

Juniper Security	IoT and Cybersecurity	Certificate
Kable Academy AI for Your Sales Team	Information Technology	Certificate
Kafka for C# Developers	Information Technology	Certificate
Kantech Corporate Certified Technician	IoT and Cybersecurity	Certification
Kantech Global Edition	IoT and Cybersecurity	Certification
Kaseya Certified Administrator	Information Technology	Certification
Kawasaki Robots E Operations and Programming	Robotics / Automation	Certificate
Keyboarding	Business Technology	Certificate
Keyence WM Laser Scanning Probe	Manufacturing Technology	Certificate
Kirk-Rudy Machine Operator	Manufacturing Technology	Certificate
Know Your Plant Health Using IBA and ControlLogix	Manufacturing Technology	Certificate
Knowledge Management (KM)	Information Technology	Certificate
KNX Basic	Construction Technology	Certificate
Kubernetes	IoT and Cybersecurity	Certificate
Kubernetes for Developers	IoT and Cybersecurity	Certificate
KUKA Robot Programming (All levels)	Robotics / Automation	Certificate
LabVIEW Software (All levels)	Information Technology	Certificate
Land Development Systems	Construction Technology	Certificate
Laravel 5 Framework	Information Technology	Certificate
Large Assembly Performance for SolidWorks	Manufacturing Technology	Certificate
Large Commercial Rooftops	Construction Technology	Certificate
Laser Operator	Manufacturing Technology	Certificate
Laser Products Industries Laser Templator	Manufacturing Technology	Certificate
Laser Welding	Manufacturing Technology	Certificate
Laser Welding and Materials Processing	Manufacturing Technology	Certificate
LaserFrameWork/VLM Programming	Manufacturing Technology	Certificate
Lathe Essentials	Manufacturing Technology	Certificate
Lathe Main Spindle - XZCY	Manufacturing Technology	Certificate
Layout, Floor and Wall Framing	Construction Technology	Certificate
LCCC Apprenticeship Industrial Maintenance - Year 1	Construction Technology	Certificate
LCCC Apprenticeship Tool & Die - Year 1	Manufacturing Technology	Certificate
LDAR Technician: Level 1 phx42 Repair Technician	Construction Technology	Certificate
Leading SAFe (SA)	Business Technology	Certification
Leading with AI	IoT and Cybersecurity	Certificate
Lean UX and Agile	Business Technology	Certificate
Learning Git and GitHub	Information Technology	Certificate
LECO Analytical Instrument Training	Manufacturing Technology	Certificate
LenelS2 Electronic Security System	Construction Technology	Certificate
LenelS2 NetBox	Construction Technology	Certificate
Level 1 - Thermographic Applications	Construction Technology	Certificate
Level 1: Machine Fundamentals (EX and NX Series Lasers)	Manufacturing Technology	Certificate
Level One Elastomer Specialist	Manufacturing Technology	Certificate
Level Two Elastomer Specialist	Manufacturing Technology	Certificate
Level Zero: Introduction to Automation PLC/HMI/Drives	Robotics / Automation	Certificate
Leveraging AI for Effective Decision-Making	IoT and Cybersecurity	Certificate
Leveraging Generative Artificial Intelligence (Gen AI) Across the Design Process	Business Technology	Certificate
Leviton Certified Installer	Construction Technology	Certification
Licensed Stationary Steam Engineer	Manufacturing Technology	Certification
Light Brigade Splicing	Construction Technology	Certificate
Lightning Protection for Avionics	Military and Smart Transportation	Certificate
Lightning Protection of Aircraft	Military and Smart Transportation	Certificate
LightTable Coordination and Arc Flash	Construction Technology	Certificate
Li-Ion Cells Manufacturing	Military and Smart Transportation	Certificate
Lincoln Authorized Service Facility (LASF) Welding Repair Technician	Manufacturing Technology	Certification
Lincoln/FANUC Robotic Welding with FANUC ArcMate	Robotics / Automation	Certificate
Linux Foundation Certified System Administrator	Information Technology	Certificate
Linux in the Real World	Information Technology	Certificate
Linux Security and Network Essentials	Information Technology	Certificate
Linux Systems Administration	Information Technology	Certificate
Liquid Chromatography/Gas Chromatography (LC/GC)	Healthcare Technology	Certificate
Liquid Chromatography-Mass Spectrometry (LC-MS)	Healthcare Technology	Certificate
Liquid Penetrant - Combined Level I & II	Manufacturing Technology	Certification
Loftware Label Manager	Business Technology	Certificate
Loftware Label Manager Basics	Business Technology	Certificate
LogoTronic	Business Technology	Certificate
Low Pressure Sewer Systems	Construction Technology	Certificate
Low Voltage Systems	Construction Technology	Certificate

LPDC: Level I Software	Manufacturing Technology	Certificate
LPIC-1 : Linux Administrator	Information Technology	Certification
LPIC-2 : Linux Engineer	Information Technology	Certification
LPIC-3 300 : Linux Enterprise Professional - Mixed Environment	Information Technology	Certification
LPIC-3 303 : Linux Enterprise Professional - Security	Information Technology	Certification
LPIC-3 304 : Linux Enterprise Professional - Virtualization and High Availability	Information Technology	Certification
LR Mate 200iD Mechanical Disassembly/Reassembly	Robotics / Automation	Certificate
LRFD and Analysis of Curved Steel Highway Bridges	Construction Technology	Certificate
Lucid Advanced Diagnostics for Automotive Systems	Manufacturing Technology	Certificate
Lucid Air - Mechanical, Electrical, Trim (MET)	Military and Smart Transportation	Certificate
Mac Integration	Information Technology	Certificate
Machine Control Systems	Manufacturing Technology	Certificate
Machine Learning	IoT and Cybersecurity	Certificate
Machine Learning on AWS	IoT and Cybersecurity	Certificate
Machine Learning Specialization	IoT and Cybersecurity	Certificate
Machine Learning with Azure	IoT and Cybersecurity	Certificate
Machine Learning with R	IoT and Cybersecurity	Certificate
Machine Learning: From Data to Decisions	IoT and Cybersecurity	Certificate
Machine Leveling, Alignment, Rigging	Manufacturing Technology	Certificate
Machine Operator Fundamentals	Manufacturing Technology	Certificate
Machine Processes and Intro to CAD	Manufacturing Technology	Certificate
Machine Repair	Manufacturing Technology	Certificate
Machine Tools	Manufacturing Technology	Certificate
Machinery Vibrations	Manufacturing Technology	Certificate
Machining Fundamentals	Manufacturing Technology	Certificate
Machining Workholding	Information Technology	Certificate
Machining: Hole Process	Manufacturing Technology	Certificate
Machining: Surface Process	Manufacturing Technology	Certificate
MadCap Software	Information Technology	Certificate
Magma Gravity	Manufacturing Technology	Certificate
Magma MAGMAiron	Manufacturing Technology	Certificate
MAGMASOFT-Cast Iron	Manufacturing Technology	Certificate
MAGMASOFT-Permanent Mold	Manufacturing Technology	Certificate
Magnetek IMPULSE AC Drives	Construction Technology	Certificate
Magnetic Particle Certified Technician	Manufacturing Technology	Certification
Magnetic Resonance Imaging (MRI)	Healthcare Technology	Certificate
Maintainer/Operator Certificate	Manufacturing Technology	Certificate
Maintenance - Tetra Pak	Robotics / Automation	Certificate
Maintenance and Reliability Technician	Manufacturing Technology	Certificate
Maintenance and Troubleshooting of Pneumatic Systems	Manufacturing Technology	Certificate
Maintenance Fundamentals	Manufacturing Technology	Certificate
Maintenance Planning and Scheduling in E-Business Centers	Manufacturing Technology	Certificate
Maintenance Technician	Manufacturing Technology	Certificate
Maintenance Welding	Manufacturing Technology	Certificate
Making ChatGPT and Generative AI Work for You	IoT and Cybersecurity	Certificate
Making Properties and Profits: Twin Screw Extrusion Seminar	Manufacturing Technology	Certificate
Makino MAS-A5 Software Operations	Manufacturing Technology	Certificate
Makino PRO 6 Operations with Fanuc 310i Control	Robotics / Automation	Certificate
Makino Slim3n PRO S Operations	Manufacturing Technology	Certificate
MALDI Mass Spectrometry Imaging	Healthcare Technology	Certificate
Manage and Extend Microsoft 365 Copilot	Business Technology	Certificate
Manage Digital Transformation with SAP Solution Manager	Information Technology	Certificate
Manage SharePoint and OneDrive in Microsoft 365	Business Technology	Certificate
Management of Compressed Air Systems	Construction Technology	Certificate
Managerial Data Analysis	Business Technology	Certificate
Managing Microsoft Teams	IoT and Cybersecurity	Certificate
Managing Modern Desktops	Information Technology	Certification
Managing Projects Using Azure Board	IoT and Cybersecurity	Certificate
Managing Projects with Microsoft 365	Business Technology	Certificate
Managing Windows Environments with Group Policy	IoT and Cybersecurity	Certificate
Manufacturing Engineering Materials	Manufacturing Technology	Certificate
Manufacturing Engineering Technician	Manufacturing Technology	Certificate
Manufacturing Engineering Technology	Manufacturing Technology	Certificate
Manufacturing ERP	Business Technology	Certificate
Manufacturing Excellence: Data Driven Technology	Business Technology	Certificate
Manufacturing Machine Maintenance	Manufacturing Technology	Certificate
Manufacturing Processes	Manufacturing Technology	Certificate

Manufacturing Technology	Manufacturing Technology	Certificate
Manufacturing Technology: Electrical	Manufacturing Technology	Certificate
Manufacturing Technology: Fluid Systems	Manufacturing Technology	Certificate
Manufacturing Technology: Production Associates - Beginner	Manufacturing Technology	Certificate
Manufacturing Technology: Production Associates - Intermediate	Manufacturing Technology	Certificate
Manufacturing with Silicone Rubber	Manufacturing Technology	Certificate
Manufacturing Works Apprenticeship - CNC Operator & Programmer - Year 1	Manufacturing Technology	Certificate
Manufacturing Works Apprenticeship - CNC Operator & Programmer - Year 2	Manufacturing Technology	Certification
Manufacturing Works Apprenticeship - CNC Operator & Programmer - Year 3	Manufacturing Technology	Certification
Manufacturing Works Apprenticeship - CNC Operator & Programmer - Year 4	Manufacturing Technology	Certificate
Manufacturing Works Apprenticeship - Electrician, Maintenance - Year 1	Manufacturing Technology	Certificate
Manufacturing Works Apprenticeship - Electrician, Maintenance - Year 2	Manufacturing Technology	Certificate
Manufacturing Works Apprenticeship - Electrician, Maintenance - Year 3	Manufacturing Technology	Certificate
Manufacturing Works Apprenticeship - Maintenance Mechanic - Year 1	Manufacturing Technology	Certificate
Manufacturing Works Apprenticeship - Maintenance Mechanic - Year 2	Manufacturing Technology	Certificate
Manufacturing Works Apprenticeship - Maintenance Mechanic - Year 3	Manufacturing Technology	Certificate
Manufacturing Works Apprenticeship - Maintenance Mechanic - Year 4	Manufacturing Technology	Certificate
Manufacturing Works Apprenticeship - Tool & Die Maker - Year 1	Manufacturing Technology	Certificate
Manufacturing Works Apprenticeship - Tool & Die Maker - Year 2	Manufacturing Technology	Certificate
Manufacturing Works Apprenticeship - Tool & Die Maker - Year 3	Manufacturing Technology	Certificate
Manufacturing Works Apprenticeship - Tool & Die Maker - Year 4	Manufacturing Technology	Certificate
Manufacturing Works Apprenticeship - Welding Year 2	Manufacturing Technology	Certificate
Manufacturing Works Apprenticeship - Welding Year 3	Manufacturing Technology	Certificate
Marine Diagnostics	Military and Smart Transportation	Certificate
Marketing AI	Business Technology	Certificate
Marketing Analyst Nanodegree	Business Technology	Certificate
MAS A5 Software Operations	Information Technology	Certificate
Master Data Management (MDM): Multidomain and Hierarchy Configuration	Information Technology	Certificate
Master Data Management (MDM): Project Fundamentals	Information Technology	Certificate
Master Data Management (MDM): Solution Architecture	Information Technology	Certificate
Master Fleet Technician	Military and Smart Transportation	Certificate
Master Passive Intermodulation Measurement (PIM)	Construction Technology	Certificate
Master Rigging	Construction Technology	Certificate
Mastercam 2D Router	Manufacturing Technology	Certificate
MasterCam APlus	Manufacturing Technology	Certificate
Mastercam Lathe	Manufacturing Technology	Certificate
Mastercam Mill 3D	Manufacturing Technology	Certificate
Mastercam Mill 5- Axis	Manufacturing Technology	Certificate
Mastercam Mill Essentials	Manufacturing Technology	Certificate
Mastercam Solids Design	Manufacturing Technology	Certificate
Mastercam Wire	Manufacturing Technology	Certificate
Mastering Mocap	Information Technology	Certificate
Mastering MongoDB	Information Technology	Certificate
Mastering Neo4j	Information Technology	Certificate
Mastering React/React Foundation	Information Technology	Certificate
Mastering Redis	Information Technology	Certificate
Mastering Spiral Staircases: The Art of Curved Staircase Design using Stereotomy	Construction Technology	Certificate
Material Handling	Manufacturing Technology	Certificate
Material Handling and Component Preparation	Manufacturing Technology	Certificate
Material Science	Information Technology	Certificate
Material Science and Machinability of Materials	Manufacturing Technology	Certificate
Materials for Profitable Molding	Manufacturing Technology	Certificate
MATLAB Fundamentals	Business Technology	Certificate
Mazak Horizontal and Vertical Machining Center Maintenance w/Smooth G	Manufacturing Technology	Certificate
MCSI Digital Forensics and Incident Management (MDFIR)	IoT and Cybersecurity	Certification
Measurement and Calibration	Manufacturing Technology	Certificate
Measurement Systems Analysis (MSA)	Manufacturing Technology	Certificate
MeasureMind 3D	Manufacturing Technology	Certificate
Measuring UX and ROI	Business Technology	Certificate
Mechanical Assembly	Manufacturing Technology	Certificate
Mechanical Components	Manufacturing Technology	Certificate
Mechanical Concepts	Manufacturing Technology	Certificate
Mechanical Conveyors	Manufacturing Technology	Certificate
Mechanical Drives	Manufacturing Technology	Certificate
Mechanical Engineering Technology	Manufacturing Technology	Certificate
Mechanical Fasteners	Manufacturing Technology	Certificate
Mechanical Lubrication	Manufacturing Technology	Certificate

Mechanical Machining	Manufacturing Technology	Certificate
Mechanical Maintenance Troubleshooting	Manufacturing Technology	Certificate
Mechanical Power Transmission	Manufacturing Technology	Certificate
Mechanical Print Reading	Construction Technology	Certificate
Mechanical Pump Maintenance	Manufacturing Technology	Certificate
Mechanical Software Technician	Information Technology	Certificate
Mechanical Systems	Manufacturing Technology	Certificate
Mechatronics Technology	Manufacturing Technology	Certificate
Medical Billing and Coding	Healthcare Technology	Certificate
Medium Voltage Cable Splicing	Construction Technology	Certificate
Metal Cutting	Manufacturing Technology	Certificate
Metal Detection & X-Ray Inspection Maintenance	Manufacturing Technology	Certificate
Metal Fatigue Analysis	Manufacturing Technology	Certificate
Metalforming Press Operator	Manufacturing Technology	Certificate
Metallographic Techniques	Manufacturing Technology	Certificate
Metallurgy	Manufacturing Technology	Certificate
Metallurgy & Heat Treating	Manufacturing Technology	Certificate
Metallurgy Materials	Manufacturing Technology	Certificate
MetraSCAN	Manufacturing Technology	Certificate
Metrology	Manufacturing Technology	Certificate
Metrology Using A Laser Interferometer	Manufacturing Technology	Certificate
MG Futura	Manufacturing Technology	Certificate
Microbiology Analyst	Healthcare Technology	Certification
Microcomputers	Manufacturing Technology	Certificate
Microgrid Systems: Foundations	Construction Technology	Certificate
MicroMasters Program in Algorithms and Data Structure	Business Technology	Certificate
Microservices	Information Technology	Certificate
Microservices Engineering	Information Technology	Certificate
Microservices, ASP.NET Core, and Docker	Information Technology	Certificate
Microsimulation Fundamentals	Military and Smart Transportation	Certificate
Microsoft 365	Business Technology	Certificate
Microsoft 365 Administrator	Business Technology	Certificate
Microsoft 365 Certified: Enterprise Administrator Expert	Information Technology	Certification
Microsoft 365 Certified: Messaging Administrator Associate	Information Technology	Certification
Microsoft 365 Certified: Modern Desktop Administrator (MDA)	Information Technology	Certification
Microsoft 365 Certified: Modern Desktop Administrator Associate	Information Technology	Certification
Microsoft 365 Certified: Modern Desktop Administrator Associate (MDAA)	Information Technology	Certification
Microsoft 365 Certified: Modern Desktop Administrator Expert (MDAE)	Information Technology	Certification
Microsoft 365 Certified: Security Administrator Associate	Information Technology	Certification
Microsoft 365 Certified: Teams Administrator Associate	Information Technology	Certification
Microsoft 365 Copilot for Excel	Business Technology	Certificate
Microsoft 365 Endpoint Administrator	Information Technology	Certificate
Microsoft 365 Fundamentals	Business Technology	Certification
Microsoft 365 Identity and Services	Business Technology	Certification
Microsoft 365 Messaging	Business Technology	Certificate
Microsoft 365 Mobility and Security	IoT and Cybersecurity	Certification
Microsoft 365 Security Administration	IoT and Cybersecurity	Certification
Microsoft 365 Teams Administrator	Business Technology	Certificate
Microsoft Access (All levels)	Business Technology	Certificate
Microsoft Access 2016 - Core Database, Management, Manipulation, and Query	Business Technology	Certification
Microsoft Access Expert (Access and Access 2019)	Business Technology	Certification
Microsoft Administering Windows Server Hybrid Core Infrastructure	Information Technology	Certification
Microsoft Advanced Excel, SharePoint & SQL Query	Information Technology	Certificate
Microsoft AI Engineer	IoT and Cybersecurity	Certificate
Microsoft AI for Business Leaders	Business Technology	Certificate
Microsoft Azure	IoT and Cybersecurity	Certificate
Microsoft Azure Administrator	IoT and Cybersecurity	Certificate
Microsoft Azure AI	IoT and Cybersecurity	Certificate
Microsoft Azure and Microsoft Power BI	Information Technology	Certificate
Microsoft Azure Big Data Analytics Solutions	IoT and Cybersecurity	Certificate
Microsoft Azure Cosmos DB NoSQL Development	IoT and Cybersecurity	Certificate
Microsoft Azure Data Analytics	Information Technology	Certificate
Microsoft Azure Data Fundamentals	IoT and Cybersecurity	Certificate
Microsoft Azure DevOps	IoT and Cybersecurity	Certificate
Microsoft Azure DevOps Solutions	IoT and Cybersecurity	Certificate
Microsoft Azure for Beginners	IoT and Cybersecurity	Certificate
Microsoft Azure IoT Developer	IoT and Cybersecurity	Certificate

Microsoft Azure OpenAI	IoT and Cybersecurity	Certificate
Microsoft Azure Security Technologies	IoT and Cybersecurity	Certificate
Microsoft Certified Application Specialist	Information Technology	Certification
Microsoft Certified Solutions Associate (MCSA)	Information Technology	Certification
Microsoft Certified Solutions Associate: SQL 2016 Business Intelligence Development	Information Technology	Certification
Microsoft Certified Solutions Expert (MCSE)	Information Technology	Certification
Microsoft Certified Solutions Expert (MCSE): Server Infrastructure	Information Technology	Certification
Microsoft Certified: Azure Administrator Associate	IoT and Cybersecurity	Certification
Microsoft Certified: Azure AI Engineer Associate	IoT and Cybersecurity	Certificate
Microsoft Certified: Azure AI Fundamentals	Information Technology	Certification
Microsoft Certified: Azure Data Engineer Associate	IoT and Cybersecurity	Certification
Microsoft Certified: Azure Data Fundamentals	IoT and Cybersecurity	Certification
Microsoft Certified: Azure Data Scientist Associate	IoT and Cybersecurity	Certification
Microsoft Certified: Azure Database Administrator Associate	IoT and Cybersecurity	Certification
Microsoft Certified: Azure Developer Associate	IoT and Cybersecurity	Certification
Microsoft Certified: Azure Enterprise Data Analyst Associate	IoT and Cybersecurity	Certification
Microsoft Certified: Azure Fundamentals	IoT and Cybersecurity	Certification
Microsoft Certified: Azure Security Engineer Associate	IoT and Cybersecurity	Certification
Microsoft Certified: Azure Solutions Architect Expert	IoT and Cybersecurity	Certification
Microsoft Certified: Azure Virtual Desktop Specialty	IoT and Cybersecurity	Certification
Microsoft Certified: DevOps Engineer Expert	Information Technology	Certificate
Microsoft Certified: Dynamics 365 Business Central Functional Consultant Associate	Business Technology	Certification
Microsoft Certified: Dynamics 365 Fundamentals (CRM)	Business Technology	Certification
Microsoft Certified: Dynamics 365 Fundamentals (ERP)	Business Technology	Certification
Microsoft Certified: Fabric Data Engineer Associate	Information Technology	Certification
Microsoft Certified: Power BI Data Analyst Associate	Information Technology	Certification
Microsoft Certified: Power Platform App Maker Associate	Information Technology	Certification
Microsoft Certified: Power Platform Developer Associate	Information Technology	Certification
Microsoft Certified: Power Platform Fundamentals	Information Technology	Certification
Microsoft Certified: Power Platform Solution Architect Expert	Information Technology	Certification
Microsoft Certified: Security, Compliance, and Identity Fundamentals	IoT and Cybersecurity	Certification
Microsoft Certified: Windows Server Hybrid Administrator Associate	Business Technology	Certificate
Microsoft Client Operating System	Information Technology	Certificate
Microsoft Copilot for Microsoft Teams	Business Technology	Certificate
Microsoft Copilot for Security	Business Technology	Certificate
Microsoft Cybersecurity Architect	IoT and Cybersecurity	Certificate
Microsoft Defender	IoT and Cybersecurity	Certificate
Microsoft Designing and Implementing a Data Science Solution on Azure	Information Technology	Certification
Microsoft Dynamics 365	Business Technology	Certificate
Microsoft Dynamics 365 Commerce Functional Consultant	Business Technology	Certificate
Microsoft Dynamics 365 Core Finance and Operations	Business Technology	Certificate
Microsoft Dynamics 365 Customer Service Functional Consultant	Business Technology	Certificate
Microsoft Dynamics 365 Finance	Business Technology	Certificate
Microsoft Dynamics 365 for Customer Engagement for Sales	Business Technology	Certificate
Microsoft Dynamics 365 Forms	Business Technology	Certificate
Microsoft Dynamics 365 Marketing Functional Consultant	Business Technology	Certificate
Microsoft Dynamics 365 Sales	Business Technology	Certificate
Microsoft Dynamics 365 Supply Chain Management, Manufacturing	Business Technology	Certificate
Microsoft Dynamics 365 with Teams	Business Technology	Certificate
Microsoft Dynamics for 365 Field Service	Business Technology	Certificate
Microsoft Excel - Advanced Functions and Data Forecasting	Business Technology	Certificate
Microsoft Excel - Analyzing and Presenting Data	Business Technology	Certificate
Microsoft Excel - Dashboards	Business Technology	Certificate
Microsoft Excel - Data Analysis with Pivot Tables	Business Technology	Certificate
Microsoft Excel - Formulas & Charts	Business Technology	Certificate
Microsoft Excel - Pivot Tables	Business Technology	Certificate
Microsoft Excel (All versions)	Business Technology	Certificate
Microsoft Excel 2016/2019 - Data Analysis with Pivot Tables	Business Technology	Certificate
Microsoft Excel 2019 - Data Analysis with Power Pivot	Business Technology	Certificate
Microsoft Excel 2019 Charts	Business Technology	Certificate
Microsoft Excel 365 (All levels)	Business Technology	Certificate
Microsoft Excel Data Analysis (All levels)	Business Technology	Certificate
Microsoft Excel Workbooks, Formulas, and Functions	Business Technology	Certificate
Microsoft Fabric Analytics Engineer	Information Technology	Certificate
Microsoft Identity and Access Administrator	Information Technology	Certificate
Microsoft Information Protection Administrator	IoT and Cybersecurity	Certificate
Microsoft InTune	IoT and Cybersecurity	Certificate

Microsoft Networking	Information Technology	Certificate
Microsoft Office 2016 Value Suite	Business Technology	Certificate
Microsoft Office 365 Administrator	Business Technology	Certificate
Microsoft Office 365 and Teams	Business Technology	Certificate
Microsoft Office 365 Online Productivity Apps	Business Technology	Certificate
Microsoft Office Master 2019/365	Business Technology	Certificate
Microsoft Office Specialist: 2016 Master	Business Technology	Certification
Microsoft Office Specialist: Associate (Office 365 and Office 2019)	Business Technology	Certification
Microsoft Office Specialist: Excel Associate (Excel and Excel 2019)	Business Technology	Certification
Microsoft Office Specialist: Microsoft Excel 2016	Business Technology	Certification
Microsoft Office Specialist: Microsoft Excel Expert (Excel and Excel 2019)	Business Technology	Certification
Microsoft Office Specialist: Microsoft Word Expert (Word and Word 2019)	Business Technology	Certification
Microsoft OneDrive	Business Technology	Certificate
Microsoft OneNote (All versions)	Business Technology	Certificate
Microsoft Outlook (All versions)	Business Technology	Certificate
Microsoft PKI	IoT and Cybersecurity	Certificate
Microsoft Planner	Business Technology	Certificate
Microsoft Power Automate	Information Technology	Certificate
Microsoft Power Automate RPA Developer	Information Technology	Certificate
Microsoft Power Automate/Flow for End Users	Information Technology	Certificate
Microsoft Power BI Data Analysis Practitioner	Information Technology	Certificate
Microsoft Power BI Data Analyst	Information Technology	Certificate
Microsoft Power BI Data Models and DAX Formulas	Information Technology	Certificate
Microsoft Power BI for Excel	Business Technology	Certificate
Microsoft Power BI Interactive Data Visualizations	Information Technology	Certificate
Microsoft Power BI Intermediate	Information Technology	Certificate
Microsoft Power BI: Data Analysis Professional	Information Technology	Certification
Microsoft Power BI: Power BI Series	Information Technology	Certificate
Microsoft Power Platform Developer	Information Technology	Certificate
Microsoft Power Platform Functional Consultant	Information Technology	Certificate
Microsoft Power Platform Fundamentals	Information Technology	Certificate
Microsoft Power Platform Fundamentals: Power BI, Power Apps, Power Automate & Virtual A	Information Technology	Certificate
Microsoft PowerApps	Information Technology	Certificate
Microsoft PowerPoint (All versions)	Business Technology	Certificate
Microsoft Project (All versions)	Business Technology	Certificate
Microsoft Publisher	Business Technology	Certificate
Microsoft Purview Compliance Manager	IoT and Cybersecurity	Certificate
Microsoft Security Copilot	IoT and Cybersecurity	Certificate
Microsoft Security Operations Analyst	IoT and Cybersecurity	Certificate
Microsoft Security, Compliance, and Identity	IoT and Cybersecurity	Certificate
Microsoft Server 2022	IoT and Cybersecurity	Certificate
Microsoft SharePoint - Site Owner with Power Platform	Business Technology	Certificate
Microsoft SharePoint (All versions)	Business Technology	Certificate
Microsoft SharePoint Modern Experience: Advanced Site Owner	Business Technology	Certificate
Microsoft SharePoint Modern Experience: Site User	Business Technology	Certificate
Microsoft Specialist: Programming in C#	Information Technology	Certification
Microsoft Teams	Business Technology	Certificate
Microsoft Teams Administrator Associate	Business Technology	Certification
Microsoft Teams for Power Users	Business Technology	Certificate
Microsoft Teams Voice Engineer	Business Technology	Certificate
Microsoft Technology Associate	Information Technology	Certification
Microsoft Transact-SQL	Information Technology	Certificate
Microsoft Virtual Basic for Excel	Business Technology	Certificate
Microsoft Visual Basic (All levels)	Business Technology	Certificate
Microsoft Windows (all versions)	Business Technology	Certificate
Microsoft Windows 10	Information Technology	Certification
Microsoft Windows Forensic Analysis	IoT and Cybersecurity	Certificate
Microsoft Word (All versions)	Business Technology	Certificate
Microsoft.Net Fundamentals	Information Technology	Certificate
MicroStrategy Analyst (ANL)	Information Technology	Certification
Micro-Vu InSpec - Level I	Manufacturing Technology	Certificate
Micro-Vu InSpec - Level II	Manufacturing Technology	Certificate
Microwave Packaging Technology	Manufacturing Technology	Certificate
midPoint Basics	Information Technology	Certificate
Migrate SQL Workloads to Azure	Information Technology	Certificate
Migrating Application Workloads to Azure	IoT and Cybersecurity	Certificate
Migrating from ArcMap to ArcGIS	Information Technology	Certificate

Migrating to AWS	IoT and Cybersecurity	Certificate
Milestone Certified Design Engineer (MCDE)	Information Technology	Certification
Milestone Certified Integration Engineer (MCIE)	IoT and Cybersecurity	Certification
Milestone Certified Integration Technician (MCIT)	IoT and Cybersecurity	Certification
Milkoscan FT1	Manufacturing Technology	Certificate
Mill Essentials	Manufacturing Technology	Certificate
Miller Welding Automation - Robot Maintenance	Robotics / Automation	Certification
Milling Machinist	Manufacturing Technology	Certificate
Minitab Basics	Manufacturing Technology	Certificate
Minitab Design of Experiments (DOE)	Manufacturing Technology	Certificate
Minster Press Operation and Maintenance	Manufacturing Technology	Certificate
MIT Sloan Generative AI for Business	IoT and Cybersecurity	Certificate
Mitel MiCollab Installation and Maintenance	IoT and Cybersecurity	Certificate
Mitel MiContact Center Business Installation and Maintenance	Information Technology	Certificate
Mitel MiVoice Business Core Installation and Maintenance	Information Technology	Certification
Mitel Performance Analytics	Information Technology	Certificate
Mitsubishi Electric M- and P-Series	Construction Technology	Certificate
Mitsubishi GX Works2 Programming (TRSFT101P)	Manufacturing Technology	Certificate
Mitsubishi GX Works2 Structured Programming (TRSFT104P)	Manufacturing Technology	Certificate
Mitsubishi GX Works3 Programming (TRSFT108P)	Manufacturing Technology	Certificate
Mitsubishi PLC Basics (GX Works2) (TRPLC003B)	Manufacturing Technology	Certificate
Mitsubishi PLC Troubleshooting (MEPLC0-0101)	Manufacturing Technology	Certificate
Mitsubishi Safety Systems iQ-R (TRPLC306P)	Manufacturing Technology	Certificate
Mitsubishi Safety Systems QS/WS (TRPLC303P)	Manufacturing Technology	Certificate
Mitutoyo Contracer	Manufacturing Technology	Certificate
MiVoice Business for MXe Server	Business Technology	Certificate
MiVoice Business Installation and Maintenance	Business Technology	Certificate
MiVoice Business Networking, Clustering, and Resiliency Installation & Maintenance	Business Technology	Certificate
MiVoice Call Recording Installation and Maintenance	Healthcare Technology	Certification
MiVoice Call Recording Installation and Maintenance (I&M)	Business Technology	Certificate
MiVoice Connect Contact Centre Core Part 1: Rel 2.0 Installation & Maintenance	Business Technology	Certificate
MiVoice Connect Contact Centre Core Part 2: Rel 2.0 Installation & Maintenance	Business Technology	Certificate
MiVoice Office 400 Core Installation and Maintenance for Hospitality	Information Technology	Certificate
MiVoice Office Application Suite Installation and Maintenance	Information Technology	Certificate
Mixed-Signal Hardware Design with KiCad	Manufacturing Technology	Certificate
MLOps Engineering on AWS	Information Technology	Certificate
MLX100 Basic Programming with Material Handling	Robotics / Automation	Certificate
MLX200 Basic Programming with Material Handling	Robotics / Automation	Certificate
MLX300 Basic Programming with Material Handling	Robotics / Automation	Certificate
Mobile Application Development	IoT and Cybersecurity	Certificate
Mobile Crane Operator	Construction Technology	Certificate
Mobile Device Application Development	IoT and Cybersecurity	Certificate
Mobile User Experience	Information Technology	Certificate
Model-Based Design for DO-178C/DO-331 Compliance	Information Technology	Certificate
Modern Manufacturing Supervision with SPC & Minitab	Business Technology	Certificate
Mold Design Development	Manufacturing Technology	Certificate
Mold Maintenance and Repair	Manufacturing Technology	Certification
Mold Maintenance, Troubleshooting & Repair	Manufacturing Technology	Certificate
Mold Polishing	Manufacturing Technology	Certificate
Mold Texture Repair	Manufacturing Technology	Certificate
monday Work Management Advanced	Business Technology	Certification
monday Work Management Core	Business Technology	Certification
Motion Control Fundamentals	Manufacturing Technology	Certificate
Motion Controllers	Manufacturing Technology	Certificate
Motor Control & PLC	Manufacturing Technology	Certificate
Motor Control and Troubleshooting	Manufacturing Technology	Certificate
Motor Controls	Manufacturing Technology	Certificate
Motor Troubleshooting Systems	Manufacturing Technology	Certificate
MSSC Certified Production Technician	Manufacturing Technology	Certification
MSSC Certified Production Technician (CPT) 4.0 Instructor Training	Manufacturing Technology	Certification
MT Works 2 Programming	Information Technology	Certificate
MTL/Dream Metrology Software	Information Technology	Certificate
MuleSoft Certified Developer - Level I	Information Technology	Certification
MuleSoft Certified Developer - Level II	Information Technology	Certification
MuleSoft Certified Developer- Integration and API Associate (Mule 3.9)	Information Technology	Certification
MuleSoft Certified Integration Architect - Level 1	Information Technology	Certification
MuleSoft Certified Platform Architect - Level 1	Information Technology	Certification

Multi-axis Laser Cutting	Manufacturing Technology	Certificate
Multi-axis Robot Arm	Robotics / Automation	Certificate
Multi-CAD Design	Manufacturing Technology	Certificate
Multicom 2000 and Quantum IP Communications	Information Technology	Certificate
Multicraft Technician	Manufacturing Technology	Certificate
MULTILIFT Robotics	Robotics / Automation	Certificate
Multiphysics Solutions using COMSOL Multiphysics	Manufacturing Technology	Certificate
MultiPurpose Testware Software	Manufacturing Technology	Certificate
MVMC Machinist Apprenticeship - Year 1	Manufacturing Technology	Certificate
MVMC Machinist Apprenticeship - Year 2	Manufacturing Technology	Certificate
NABCEP Advanced PV + PV Associate	Manufacturing Technology	Certificate
NABCEP Photovoltaic Installation Professional (PVIP)	Construction Technology	Certification
Nachi Robotic Systems - FD Mechanical Maintenance	Robotics / Automation	Certificate
Nachi Robotic Systems FD Operation Programming	Robotics / Automation	Certificate
National Association of Amusement Ride Safety Officials - Inspection	Construction Technology	Certification
National Association of Amusement Ride Safety Officials - Operations	Business Technology	Certification
Natural Gas Operator	Construction Technology	Certificate
Natural Gas Technician	Construction Technology	Certification
Natural Language Understanding	IoT and Cybersecurity	Certificate
Navus Automation Robotics	Manufacturing Technology	Certificate
NCARB (National Council of Architectural Registration Boards) Architect Registration Examin	Construction Technology	Certification
NCCCO Certified Rigger - Level I & II	Construction Technology	Certificate
NCCER Carpentry - Level 1	Construction Technology	Certification
NCCER Carpentry - Level 2	Construction Technology	Certification
NCCER Carpentry - Level 3	Construction Technology	Certification
NCCER Carpentry - Level 4	Construction Technology	Certification
NCCER Core	Construction Technology	Certificate
NCCER Core Curriculum	Construction Technology	Certificate
NCCER Core Curriculum and Electrical - Level 1	Construction Technology	Certificate
NCCER Core Curriculum and Electrical - Level 2	Construction Technology	Certificate
NCCER Electrical - Level 1	Construction Technology	Certification
NCCER Electrical - Level 2	Construction Technology	Certificate
NCCER Electrical - Level 3	Construction Technology	Certificate
NCCER Electrical - Level 4	Construction Technology	Certificate
NCCER Electronic Systems Technician - Level 1	Construction Technology	Certificate
NCCER Electronic Systems Technician - Level 2	Construction Technology	Certificate
NCCER Electronic Systems Technician - Level 3	Construction Technology	Certificate
NCCER Electronic Systems Technician - Level 4	Construction Technology	Certificate
NCCER HVAC - Level 1	Construction Technology	Certificate
NCCER HVAC - Level 2	Construction Technology	Certificate
NCCER HVAC - Level 3	Construction Technology	Certificate
NCCER HVAC - Level 4	Construction Technology	Certificate
NCCER Industrial Maintenance-Construction Technology	Construction Technology	Certificate
NCCER Mobile Crane Operator	Construction Technology	Certification
NCCER Power Industry	Construction Technology	Certificate
NCCER Roofing - Level 1	Construction Technology	Certificate
NCCER Roofing - Level 2	Construction Technology	Certificate
NCCER Sheet Metal - Level 3	Construction Technology	Certificate
NCCER Sheet Metal - Level 4	Construction Technology	Certificate
NCCER Sheetmetal Apprenticeship - Year 1	Construction Technology	Certificate
NCCER Sheetmetal Apprenticeship - Year 2	Construction Technology	Certificate
NCCER Sheetmetal Apprenticeship - Year 4	Construction Technology	Certificate
NCCER Solar Photovoltaics	Construction Technology	Certificate
NCCER Sprinkler Fitting - Level 2	Construction Technology	Certificate
NCCER Welding - Level 1	Manufacturing Technology	Certification
NCCER Welding - Level 2	Manufacturing Technology	Certificate
NCCER Wind Energy	Construction Technology	Certificate
NCEES Fundamentals of Engineering (FE): Civil	Construction Technology	Certification
NCEES Fundamentals of Engineering (FE): Mechanical	Construction Technology	Certification
NCEES Fundamentals of Engineering (FE): Other Disciplines	Construction Technology	Certification
NCEES Fundamentals of Surveying	Construction Technology	Certification
NCEES PE Chemical	Construction Technology	Certification
NCEES PE Civil: Construction	Construction Technology	Certification
NCEES PE Civil: Structural	Construction Technology	Certification
NCEES PE Civil: Transportation	Construction Technology	Certificate
NCEES PE Electrical and Computer: Power	Construction Technology	Certification
NCR Back Office	Business Technology	Certificate

NCTI Installer	Construction Technology	Certificate
NCTI Installer Technician	Construction Technology	Certificate
Nessus Fundamentals	IoT and Cybersecurity	Certificate
NestJS Framework	Information Technology	Certificate
NetSuite (All versions)	Business Technology	Certification
NETTCP Soils & Aggregate Inspector	Construction Technology	Certification
Network Administration	Information Technology	Certificate
Network Administrator	Information Technology	Certificate
Network and Systems Security	Information Technology	Certificate
Network Infrastructure Technologies	Information Technology	Certificate
Network Monitoring and Threat Detection	IoT and Cybersecurity	Certificate
Network Security Analyst: NSE 4, Network Security Professional	Information Technology	Certification
Network Security Analyst: NSE 5	IoT and Cybersecurity	Certification
Network Security Essentials	Information Technology	Certification
Network Security Foundations	Information Technology	Certificate
Networking 4 Voice and Video over IP (VVoIP)	Information Technology	Certificate
Networking with Windows Server	Information Technology	Certificate
Nexia Robotics	Robotics / Automation	Certificate
NFPA 13 Standard for Installation of Sprinkler Systems	Construction Technology	Certificate
NFPA 20 Installation of Stationary Pumps for Fire Protection	Construction Technology	Certificate
NFPA 25: Inspection, Testing, and Maintenance of Water-Based Fire Protection Systems	Construction Technology	Certificate
NFPA 70b - Standard for Electrical Equipment Maintenance	Construction Technology	Certificate
NFPA 72 Fire Alarm and Signaling Code	Construction Technology	Certificate
NFPA 72 Fire Alarms and Detection Equipment	Construction Technology	Certificate
Niagara 4 - Analytics	Information Technology	Certification
Niagara 4 - Developer	Information Technology	Certification
Niagara 4 - Reflow	Information Technology	Certificate
Niagara 4 - Technical	Information Technology	Certification
Niagara 4 Technical	Information Technology	Certificate
NICET Construction Materials Testing - Asphalt - Level II	Construction Technology	Certification
NICET Construction Materials Testing - Concrete - Level I	Construction Technology	Certification
NICET Construction Materials Testing - Concrete - Level II	Construction Technology	Certification
NICET Construction Materials Testing - Soils - Level I	Construction Technology	Certification
NICET Construction Materials Testing - Soils - Level II	Construction Technology	Certification
NICET Fire Alarm Systems - Level I	Construction Technology	Certification
NICET Fire Alarm Systems - Level II	Construction Technology	Certification
NICET Fire Alarm Systems - Level III	Construction Technology	Certification
Nickel and Nickel Alloys	Manufacturing Technology	Certificate
NIMS Assembler	Manufacturing Technology	Certificate
NIMS Basic Hydraulic Systems	Manufacturing Technology	Certificate
NIMS Basic Mechanical Systems	Manufacturing Technology	Certificate
NIMS CAM Milling 1	Manufacturing Technology	Certificate
NIMS CAM Turning 1	Manufacturing Technology	Certificate
NIMS CNC 5-Axis Milling Specialist	Manufacturing Technology	Certificate
NIMS Digital Technology	Manufacturing Technology	Certificate
NIMS EDM II (2 Axis Wire)	Manufacturing Technology	Certificate
NIMS Electrical Machinery	Manufacturing Technology	Certificate
NIMS Electrical Systems	Manufacturing Technology	Certificate
NIMS Electronic Control Systems	Manufacturing Technology	Certificate
NIMS GD&T Trainer	Manufacturing Technology	Certificate
NIMS Industrial Automation Measurements & Toolings Instruments	Manufacturing Technology	Certificate
NIMS Industrial Machine Wiring	Manufacturing Technology	Certificate
NIMS Industrial Technology Maintenance	Manufacturing Technology	Certification
NIMS Inspector	Manufacturing Technology	Certificate
NIMS Introduction to DC & AC Circuits	Manufacturing Technology	Certificate
NIMS Machining - Level 1	Manufacturing Technology	Certificate
NIMS Maintenance Operation	Manufacturing Technology	Certificate
NIMS Maintenance Piping	Manufacturing Technology	Certificate
NIMS OJT Program Analysis	Manufacturing Technology	Certificate
NIMS OJT System Improvement	Manufacturing Technology	Certificate
NIMS Pneumatic Systems	Manufacturing Technology	Certificate
NIMS Process Improvement Analytics	Manufacturing Technology	Certificate
NIMS Process Operator	Manufacturing Technology	Certificate
NIMS Production Technician	Manufacturing Technology	Certificate
NIMS Smart Training Solutions (STS)	Manufacturing Technology	Certificate
NIMS STS Developer	Manufacturing Technology	Certificate
NIMS Welding Technician	Manufacturing Technology	Certificate

Nissei America Plastic Injection Molding	Manufacturing Technology	Certificate
NIST Cyber Security Professional (NCSP)	IoT and Cybersecurity	Certification
NIST Cybersecurity Framework (NCSF)	IoT and Cybersecurity	Certificate
NIST Cybersecurity Framework (NCSF) Practitioner	Information Technology	Certification
NITC Medical Gas Installer 6010	Construction Technology	Certification
No Code AI and Machine Learning: Building Data Science Solutions	IoT and Cybersecurity	Certificate
NOCTI Industrial Maintenance Mechanic	Manufacturing Technology	Certificate
Nondestructive Testing	Manufacturing Technology	Certificate
Nondestructive Testing Ultrasonic Inspection - Level 1 and Level 2	Manufacturing Technology	Certificate
Nonwoven Fabric	Manufacturing Technology	Certificate
NOTIFIER by Honeywell	Business Technology	Certificate
NPCA Master Precaster	Manufacturing Technology	Certificate
NRCA PROCertification: Roof System Installer	Construction Technology	Certification
NSE 4 Network Security Professional	IoT and Cybersecurity	Certification
Nutanix Advanced Administration & Performance Management	IoT and Cybersecurity	Certificate
Nutanix Certified Associate (NCA)	Information Technology	Certification
Nutanix Certified Master - Multicloud Infrastructure (NCM-MCI)	IoT and Cybersecurity	Certification
Nutanix Enterprise Cloud Administration	IoT and Cybersecurity	Certificate
NX CAM Advanced Techniques	Manufacturing Technology	Certificate
NX CAM Manufacturing	Manufacturing Technology	Certificate
NX CAM Turning Manufacturing	Manufacturing Technology	Certificate
NX CAM Turning Operations	Manufacturing Technology	Certificate
NX Customization and Programming using NX Open API	Manufacturing Technology	Certificate
NX Fixed and Multi-Axis Machining	Manufacturing Technology	Certificate
NX Post Building Techniques	Manufacturing Technology	Certificate
NX Post Configurator	Manufacturing Technology	Certificate
NX100 Accelerated Programming	Robotics / Automation	Certificate
NX100 Advanced Programming	Robotics / Automation	Certificate
NX100 Basic Programming	Robotics / Automation	Certificate
NX100 Basic Programming PLUS Ladder Editor	Robotics / Automation	Certificate
NX100 Basic Programming with Material Handling	Robotics / Automation	Certificate
NX100 Maintenance with Programming Overview	Robotics / Automation	Certificate
NX100 Maintenance without Programming Overview	Robotics / Automation	Certificate
NX100 Operator's	Robotics / Automation	Certificate
Objectif Lune (OL) PlanetPress Connect Foundations	Business Technology	Certificate
Object-Oriented Programming	Information Technology	Certificate
OCSMP Accelerator SysML	Manufacturing Technology	Certificate
Odyssey ERP	Manufacturing Technology	Certificate
Offensive Security Certified Professional (OSCP)	IoT and Cybersecurity	Certification
Offensive Security Web Assessor (OSWA)	IoT and Cybersecurity	Certification
OGP Measure X Vision System Software	Information Technology	Certificate
OGP Zone 3	Manufacturing Technology	Certification
Ohio Electrical Contractor	Construction Technology	Certification
Ohio Fire and Emergency Services Instructor Professional (NFPA 1041)	Business Technology	Certificate
Ohio Level I Aggregate Technician	Construction Technology	Certificate
Ohio Level II Aggregate Technician	Construction Technology	Certificate
Ohio Level III Aggregate Technician	Construction Technology	Certification
Ohio Portable Fire Extinguisher	Construction Technology	Certificate
Ohio Registered Professional Surveyor	Construction Technology	Certification
Oil and Gas Technology	Business Technology	Certificate
Oil Seal Fundamentals: Rotary Applications	Manufacturing Technology	Certificate
Okta	IoT and Cybersecurity	Certificate
Okta Certified Professional	Information Technology	Certification
Okuma Lathe Programming	Manufacturing Technology	Certificate
OMG Certified Systems Modeling Professional	Business Technology	Certification
OMG Certified UML Professional 2 (OCUP 2): Foundation Level	Business Technology	Certification
OnBase Certified API Developer	Information Technology	Certification
OnBase Certified System Administrator	Information Technology	Certification
OnBase Certified Workflow Engineer	Information Technology	Certification
OnBase Certified WorkView Developer	Information Technology	Certification
OnBase Forms	Business Technology	Certificate
OnBase Software	Information Technology	Certificate
OnBase Workflow	Business Technology	Certificate
ONESOURCE Tax Provision US Expert User	Business Technology	Certificate
ONESOURCE Tax Provision US Professional Administrator	Business Technology	Certificate
ONESOURCE Tax Provision US Professional User	Business Technology	Certificate
Online Ignition Databases and Scripting	Information Technology	Certificate

Online Marketing Certified Professional (OMCP)	Business Technology	Certification
Open Source Intelligence	IoT and Cybersecurity	Certificate
Open Source Models with Hugging Face	Information Technology	Certificate
OpTIC Path Fiber Optic Technician	IoT and Cybersecurity	Certificate
Optical Alignment Techniques	Manufacturing Technology	Certificate
Optical Emission Spectrometer	Manufacturing Technology	Certificate
Optical Engineering Specialization	Manufacturing Technology	Certificate
Optical System Design	Manufacturing Technology	Certificate
Optigrader Service	Manufacturing Technology	Certificate
Optimization of Powder Properties for Flowability	Manufacturing Technology	Certificate
Optimizing Apache Spark on Databricks	Information Technology	Certificate
Oracle 12c Administrator Certified Professional	Information Technology	Certification
Oracle Advanced Controls Applications 2014 Certified Implementation Specialist	Information Technology	Certification
Oracle Analytics Data Visualisation	Information Technology	Certificate
Oracle Application Express 18: Developer Certified Professional	Information Technology	Certification
Oracle Argus Enterprise Edition 8 Certified Implementation Specialist	Information Technology	Certification
Oracle Big Data 2017 Certified Implementation Specialist	Information Technology	Certification
Oracle Business Intelligence Suite, Enterprise Edition (OBIEE) (All versions)	Information Technology	Certificate
Oracle Certified Associate, Java SE 8 Programmer	Information Technology	Certification
Oracle Certified Associate, Oracle Solaris 11 System Administrator	Information Technology	Certification
Oracle Certified Associate, Oracle WebLogic Server 12c Administrator	Information Technology	Certification
Oracle Certified Expert, Oracle Database 12c: Data Guard Administrator	Information Technology	Certification
Oracle Certified Expert, Oracle Database 12c: RAC and Grid Infrastructure Administrator	Information Technology	Certification
Oracle Certified Expert, Oracle Database 12c: RAC and Grid Infrastructure Administrator (up	Information Technology	Certification
Oracle Certified Expert, Oracle Exadata X5 Administrator	Information Technology	Certification
Oracle Certified Professional, Java EE 7 Application Developer	Information Technology	Certification
Oracle Certified Professional, Java SE 8 Programmer	Information Technology	Certification
Oracle Certified Professional, MySQL 5.7 Database Administrator	Information Technology	Certification
Oracle Certified Professional, MySQL 8.0 Database Administrator	Information Technology	Certification
Oracle Certified Professional, Oracle Linux 8 System Administrator	Information Technology	Certification
Oracle Certified Professional, Oracle Solaris 11 System Administrator	Information Technology	Certification
Oracle Certified Professional, Oracle WebLogic Server 12c Administrator	Information Technology	Certification
Oracle Certified Professional: Java SE 11 Developer	Information Technology	Certification
Oracle Communications Session Border Controller 7 Basic Certified Implementation Specia	Information Technology	Certification
Oracle Communications Session Border Controller Troubleshooting 2017 Certified Impleme	Information Technology	Certification
Oracle Data Integrate 12c Certified Implementation Specialist	Information Technology	Certification
Oracle Database 12c Administrator Certified Associate	Information Technology	Certification
Oracle Database 12c Administrator Certified Master	Information Technology	Certification
Oracle Database 12c Certified Associate	Information Technology	Certification
Oracle Database 12c Certified Implementation Specialist	Information Technology	Certification
Oracle Database 12c Maximum Availability Certified Expert	Information Technology	Certification
Oracle Database 12c Maximum Availability Certified Master	Information Technology	Certification
Oracle Database 19c: Multitenant Architecture	IoT and Cybersecurity	Certificate
Oracle Database Administration 2019 Certified Professional	Information Technology	Certification
Oracle Database Administration 2019 Certified Professional (Upgrade from 10g, 11g,, 12c, 1	Information Technology	Certification
Oracle Database Foundations Certified Junior Associate	Information Technology	Certification
Oracle Database PL/SQL Developer Certified Professional	Information Technology	Certification
Oracle Database SQL Certified Associate	Information Technology	Certification
Oracle GoldenGate 12c Certified Implementation Specialist	Information Technology	Certification
Oracle Hyperion Data Relationship Management Certified Implementation Specialist	Information Technology	Certification
Oracle Hyperion Planning 11 Certified Implementation Specialist	Information Technology	Certification
Oracle MySQL 2019 Certified Implementation Specialist	Information Technology	Certification
Oracle PeopleSoft 9.2 Human Resources Certified Implementation Specialist	Information Technology	Certification
Oracle PeopleSoft People Tools 8.5x Certified Implementation Specialist	Information Technology	Certification
Oracle PL/SQL Developer Certified Associate	Information Technology	Certification
Oracle PL/SQL Developer Certified Associate (JP)	Information Technology	Certification
Oracle PL/SQL Programming	Information Technology	Certificate
Oracle Primavera P6	Information Technology	Certificate
Oracle Utilities Customer Cloud Service 2021 Certified Implementation Specialist	Information Technology	Certification
Oracle VM 3.0 for x86 Certified Implementation Specialist	Information Technology	Certification
Oracle WebLogic Server	Information Technology	Certificate
Oracle WebLogic Server 12c Certified Implementation Specialist	Information Technology	Certification
Oracle ZFS Storage Appliance 2017 Certified Implementation Specialist	Information Technology	Certification
Ortronics Fiber Optics Technician Installer Training	IoT and Cybersecurity	Certificate
Osprey Airflow Air Systems	Manufacturing Technology	Certificate
OSU Fisher College of Business AI-Enabled Sales	Business Technology	Certificate
OSU Fisher Generative AI and the Future of Supply Chain	Business Technology	Certificate

PAC Machine Edition-Controller Logic Developer Programming	Manufacturing Technology	Certificate
Pactiv Evergreen N-200 Filling Equipment	Manufacturing Technology	Certificate
Pad and Trace Repair of Printed Circuit Boards	Manufacturing Technology	Certificate
Palo Alto Networks Certified Cybersecurity Entry-level Technician (PCCET)	IoT and Cybersecurity	Certification
Palo Alto Networks Certified Network Security Engineer (PCNSE)	IoT and Cybersecurity	Certification
Palo Alto Networks Firewall 10.0 Essentials: Configuration and Management	IoT and Cybersecurity	Certificate
Palo Alto Networks Firewall 10.0: Troubleshooting	IoT and Cybersecurity	Certificate
Palo Alto Networks Firewall Essentials: Configuration and Management (All versions)	IoT and Cybersecurity	Certificate
Palo Alto Networks Panorama: NGFW Management	IoT and Cybersecurity	Certificate
Pan Coating & Roller Compaction	Manufacturing Technology	Certificate
Panasonic Connect - Basic Operations	Manufacturing Technology	Certificate
Panasonic Connect - Maintenance	Manufacturing Technology	Certificate
Panorama: Managing Firewalls at Scale	Information Technology	Certificate
Paperless Parts	Information Technology	Certificate
Paramedic	Healthcare Technology	Certificate
Parker Hydraulics	Manufacturing Technology	Certificate
Parrot Anafi USA - Operator, Original Equipment Manufacturer Authorized Training	Military and Smart Transportation	Certificate
Parrot, Anafi and Anafi Thermal - Operator, Original Equipment Manufacturer Authorized Trai	Military and Smart Transportation	Certificate
Part Design Development	Manufacturing Technology	Certificate
Particulate Matter (PM) Parts Compacting/Tooling	Manufacturing Technology	Certificate
Paulson Pro Molder 2	Manufacturing Technology	Certification
Payroll Analytics	Business Technology	Certificate
PBICAL: Introduction to DAX for Power BI Desktop Users-Level 3	Information Technology	Certificate
PC Support	Information Technology	Certificate
PC Technician	Information Technology	Certificate
PC Upgrading and Maintenance	Information Technology	Certificate
PCB Design for Radio Frequency Boards	Manufacturing Technology	Certificate
PCB Design for Signal Integrity	Manufacturing Technology	Certificate
PC-DMIS Coordinate Measuring Machine (CMM)	Manufacturing Technology	Certificate
PC-DMIS for Arms	Manufacturing Technology	Certificate
PC-DMIS GD&T	Manufacturing Technology	Certificate
PC-DMIS Vision	Manufacturing Technology	Certificate
PCNSA: Palo Alto Networks Certified Network Security Administrator	IoT and Cybersecurity	Certification
Pediatric Advanced Life Support	Healthcare Technology	Certificate
People Analytics: Taking Data-Driven Action	Business Technology	Certificate
Performance Tuning and Optimizing SQL Databases	Information Technology	Certificate
Permanent Magnet (PM) Machine	Manufacturing Technology	Certificate
Permanent Magnet Machines and Drives	Manufacturing Technology	Certificate
Personal Computer Applications	Business Technology	Certificate
Personal Computer Applications for Engineering Technology	Business Technology	Certificate
Personas: Turn User Data into User-Centered Design	Business Technology	Certificate
Photography	Business Technology	Certificate
Photoshop	Business Technology	Certificate
Photoshop - Web Graphics	Business Technology	Certificate
Photoshop Creative Cloud (CC) Level 2 for Windows	Business Technology	Certificate
PHP and MySQL Web Development	Information Technology	Certificate
Pipe Welding	Manufacturing Technology	Certificate
Pipe Welding/Uphill	Manufacturing Technology	Certificate
Pipedrive	Information Technology	Certificate
Pipefitting/Plumbing	Construction Technology	Certificate
PIX4Dmapper	Business Technology	Certificate
PlanetPress Connect	Manufacturing Technology	Certificate
Planisware Orchestra Project Portfolio Management (PPM)	Information Technology	Certificate
Planning and Designing Databases on AWS	Information Technology	Certificate
Planning and Execution in SAP S/4HANA TM	Information Technology	Certificate
Planning and Managing Agile Projects	Business Technology	Certificate
Plastic Material Selection and Testing	Manufacturing Technology	Certificate
Plastics 101	Manufacturing Technology	Certificate
Plastics Extrusion Processes and Process Engineering	Manufacturing Technology	Certificate
Plastics Technology	Manufacturing Technology	Certificate
Plastics Technology and Engineering (PTE)	Manufacturing Technology	Certificate
Platform Engineering Certified Architect	Information Technology	Certification
Platform Engineering Certified Practitioner	Information Technology	Certification
Platform Engineering Certified Professional	Information Technology	Certification
Plating Essentials	Manufacturing Technology	Certificate
PLC Ladder Logic	Manufacturing Technology	Certificate
PLC Programming	Manufacturing Technology	Certificate

PLC4 Workcells & Troubleshooting	Manufacturing Technology	Certificate
PLCs - Analog Controls	Manufacturing Technology	Certificate
PLCs - Systems	Manufacturing Technology	Certificate
Plex Enterprise Resource Planning (ERP)	Manufacturing Technology	Certificate
PLS-POLE	Manufacturing Technology	Certificate
Plumbing Apprenticeship - Year 1	Construction Technology	Certificate
Plumbing Apprenticeship - Year 2	Construction Technology	Certificate
Plumbing Apprenticeship - Year 3	Construction Technology	Certificate
Plumbing Apprenticeship - Year 4	Construction Technology	Certificate
PMI Agile Certified Practitioner (PMI-ACP)	Information Technology	Certification
PMI Certified Professional in Managing AI (PMI-CPMAI)	Business Technology	Certification
Pneumatics	Manufacturing Technology	Certificate
Podcast Technology for Industry	Business Technology	Certificate
Polarized Light Microscopy (PLM)	Construction Technology	Certificate
Polymer Chemistry: Principles and Practice	Manufacturing Technology	Certificate
Polymer Film Extrusion: Optimize Process & Raw Materials	Manufacturing Technology	Certificate
Polymer Science for Engineers	Manufacturing Technology	Certificate
Polymers: Injection Molding Process	Manufacturing Technology	Certificate
Polyurethane Technology	Manufacturing Technology	Certificate
Polyworks Inspector	Manufacturing Technology	Certificate
PolyWorks Modeler	Manufacturing Technology	Certificate
PostgreSQL (All levels)	Information Technology	Certificate
PostgreSQL: Backup - Recovery and Replication	Information Technology	Certificate
Powder Coating	Manufacturing Technology	Certificate
Power and Control Electronics	Manufacturing Technology	Certificate
Power and Energy in AC Circuits	Construction Technology	Certificate
Power BI - Business Intelligence	Information Technology	Certificate
Power BI - Dashboard in a Day	Information Technology	Certificate
Power BI (All versions)	Information Technology	Certificate
Power Distribution	Construction Technology	Certificate
Power Electronics Design	Manufacturing Technology	Certificate
Power Platform App Maker	Information Technology	Certificate
Power Platform Solution Architect	Information Technology	Certificate
Power Supplies	Construction Technology	Certificate
Power Systems Application	Construction Technology	Certificate
PowerFlex Drives	Manufacturing Technology	Certificate
PowerMill 5-Axis	Manufacturing Technology	Certificate
PowerMill Essentials/Intermediate	Manufacturing Technology	Certificate
PowerShell for SharePoint Administrators	Information Technology	Certificate
PowerShell for SQL Server Administrators	Information Technology	Certificate
PowerShell for System Center Configuration Manager Administrators	Information Technology	Certificate
Powersports	Military and Smart Transportation	Certificate
PowerStore Implementation and Administration	Information Technology	Certificate
Powertrain Axle & Transfer Case Repair	Manufacturing Technology	Certificate
Practical AI for Product Managers	Business Technology	Certificate
Practical Artificial Intelligence with Power BI	Information Technology	Certificate
Practical Data Science with Amazon SageMaker	Information Technology	Certificate
Practical Interpretation of Microstructures	Manufacturing Technology	Certificate
Practical Optical System Design	Manufacturing Technology	Certificate
Pre Cap Visual Inspection	Manufacturing Technology	Certificate
Pre Terminated Data Center Solutions	Information Technology	Certificate
Precision Cooling & Microprocessor Control Certification	Manufacturing Technology	Certification
Precision Grinding	Manufacturing Technology	Certificate
Precision Leveler and Strand Extensioner Operator	Manufacturing Technology	Certificate
Precision Machine Tool Operator	Manufacturing Technology	Certificate
Precision Machining Operations	Manufacturing Technology	Certificate
Precision Maintenance	Manufacturing Technology	Certificate
Precision Measurement	Manufacturing Technology	Certificate
Precision Press Brake	Manufacturing Technology	Certificate
Predictive Analytics	Manufacturing Technology	Certificate
Prepare Security and Compliance to Support Microsoft 365 Copilot	Business Technology	Certificate
Press Brake Operator	Manufacturing Technology	Certificate
Preventive Maintenance	Manufacturing Technology	Certificate
Principles of Radio Frequency Heat Sealing Technology	Manufacturing Technology	Certificate
Principles of Radio Frequency Vinyl Sealing Technology	Manufacturing Technology	Certificate
Print & Digital Media Publication Using Adobe InDesign CC	Business Technology	Certificate
Print Reading and Tolerances	Construction Technology	Certificate

Print Reading for Industry	Construction Technology	Certificate
Printed Circuit Board (PCB) Test and Troubleshooting	Manufacturing Technology	Certificate
Printed Control Board (PCB) Design	Manufacturing Technology	Certificate
PrintSmith	Business Technology	Certificate
Private Equity	Business Technology	Certificate
Privilege Management	IoT and Cybersecurity	Certificate
Probability Theory: Foundation for Data Science	Business Technology	Certificate
Process Control	Manufacturing Technology	Certificate
Process Engineering	Manufacturing Technology	Certificate
Process Modeling using Aspen Plus	Manufacturing Technology	Certificate
Processes in Procurement	Business Technology	Certificate
Processing for Keba Controls	Manufacturing Technology	Certificate
Produce Pro ERP	Information Technology	Certificate
Product Repair Technician	Manufacturing Technology	Certificate
Production Machine Learning Systems	IoT and Cybersecurity	Certificate
Production Technician	Manufacturing Technology	Certificate
Professional Engineer (PE)	Construction Technology	Certification
Professional Google Workspace Administrator	IoT and Cybersecurity	Certificate
Professional Injection Molder	Manufacturing Technology	Certificate
Professional Scrum Developer (PSD)	Business Technology	Certification
Professional Scrum Master (All levels)	Business Technology	Certification
Professional Scrum Product Owner	Business Technology	Certificate
Professional Scrum Product Owner - Advanced	Business Technology	Certificate
Professional Scrum Product Owner - AI Essentials	Business Technology	Certificate
Professional Scrum Product Owner I	Business Technology	Certificate
Professional Scrum with Kanban	Business Technology	Certification
Professional Scrum with UX	Business Technology	Certificate
PROFINET with Industrial Ethernet	Business Technology	Certificate
Programmable Logic Controllers	Manufacturing Technology	Certificate
Programmable Logic Controllers (All levels)	Manufacturing Technology	Certificate
Programmable Logic Controllers (PLC) & Human Machine Interface (HMI)	Manufacturing Technology	Certificate
Programmatic Development using Apex and Visualforce in Lightning Experience	Information Technology	Certificate
Programming and Data Wrangling with VBA and Excel	Information Technology	Certificate
Programming and Operation, Heidenhain TNC 640	Manufacturing Technology	Certificate
Programming for Data Science with Python	Information Technology	Certification
Programming I for Material Handling	Manufacturing Technology	Certificate
Programming II for Material Handling	Manufacturing Technology	Certificate
Programming III for Material Handling	Manufacturing Technology	Certificate
Programming Logic and Problem Solving	Information Technology	Certificate
Programming with HTML, CSS, or JavaScript	Information Technology	Certificate
Programming with Scala	Information Technology	Certificate
Project Tally	Business Technology	Certificate
Protecting Against Malware Threats with Cisco AMP for Endpoints	IoT and Cybersecurity	Certificate
Protecting Power Systems for Engineers	Business Technology	Certificate
Protection & Coordination and Arc Flash Evaluation	Construction Technology	Certificate
Protective Relays	Manufacturing Technology	Certificate
ProView DS	Manufacturing Technology	Certificate
Proxmox Server Virtual Environment (VE)	IoT and Cybersecurity	Certificate
Proxmox Virtual Environment (VE) Installation and Administration	IoT and Cybersecurity	Certificate
Pump Basics	Construction Technology	Certificate
Pump Operator	Military and Smart Transportation	Certificate
Pumping Systems Hydraulic Design	Construction Technology	Certificate
Pumps	Manufacturing Technology	Certificate
Punch and Die Operations	Manufacturing Technology	Certificate
Purpak Edge Compact Bagger	Manufacturing Technology	Certificate
PV Commissioning & Maintenance Specialist (PVCMS)	Manufacturing Technology	Certification
PV Design Specialist (PVDS)	Manufacturing Technology	Certification
PV Elite	Manufacturing Technology	Certificate
Pyrometry	Manufacturing Technology	Certificate
Python (All levels)	Information Technology	Certificate
Python Certified Associate in Programming (PCAP)	Information Technology	Certification
Python Certified Entry-Level Programmer (PCEP)	Information Technology	Certification
Python Certified Professional in Programming 1	Information Technology	Certification
Python Certified Professional in Programming 2	Information Technology	Certification
Python for ArcGIS Pro	Information Technology	Certificate
Python for Data Analytics	Information Technology	Certificate
Python for Data Science (All levels)	Information Technology	Certificate

Python Machine Learning	IoT and Cybersecurity	Certificate
Python Programming Level 1: Introduction for Programmers	Information Technology	Certificate
PyTorch for Deep Learning	IoT and Cybersecurity	Certificate
Qlik Business Analyst	Business Technology	Certificate
Q-SYS Level 1	Information Technology	Certificate
Q-SYS Level 2	Information Technology	Certificate
Qualified IPC Wire Harness Assembly Operator	Manufacturing Technology	Certificate
Quality Assembler	Manufacturing Technology	Certificate
Quality Engineering (General and Battery-specific)	Military and Smart Transportation	Certificate
Quality Fundamentals	Manufacturing Technology	Certificate
Quality Inspection	Manufacturing Technology	Certificate
Quality Inspector	Manufacturing Technology	Certificate
Quality Management Systems (QMS)	Business Technology	Certificate
Quality Practices and Measurement	Manufacturing Technology	Certificate
Quality Production	Manufacturing Technology	Certificate
Quality Technician Skills for Success	Manufacturing Technology	Certificate
Quantum Computing	IoT and Cybersecurity	Certificate
QuickBooks	Business Technology	Certificate
Quickstart for Relational Database Administrators	Information Technology	Certificate
R, SQL, Tableau	Information Technology	Certificate
R-2000i Mechanical Disassembly/Reassembly	Robotics / Automation	Certificate
RabbitMQ with Java and Spring	Information Technology	Certificate
Radio Frequency Integrated Circuits Engineer	Manufacturing Technology	Certification
Radiographic Inspection - Level I	Manufacturing Technology	Certification
Radiographic Inspection - Level II	Manufacturing Technology	Certification
Radon Mitigation	Construction Technology	Certification
Railway Signal Technician	Construction Technology	Certificate
Raising your Electric IQ in Interpretation of Dielectric Fluid Test Results	Manufacturing Technology	Certificate
RAM EDM Standard Operations (Hyper-I Control)	Manufacturing Technology	Certificate
React Developer Nanodegree	Information Technology	Certificate
React Foundations and React Advanced	Information Technology	Certificate
React JavaScript Programming	Information Technology	Certificate
React using TypeScript	Information Technology	Certificate
Reading Schematics & Symbols	Manufacturing Technology	Certificate
Real-Time Testing with Simulink Real-Time and Speedgoat Hardware	Information Technology	Certificate
Red Bud Industry Leveler Operator	Manufacturing Technology	Certificate
Red Hat Certified Engineer (RHCE)	Information Technology	Certificate
Red Hat Certified System Administrator (RHCSA)	Information Technology	Certification
Red Hat Enterprise Linux Automation with Ansible	Information Technology	Certificate
Red Hat OpenShift	Information Technology	Certificate
Red Hat Security	IoT and Cybersecurity	Certificate
Red Hat System Administration I	Information Technology	Certificate
Red Hat System Administration II	Information Technology	Certificate
Refractory Microstructures	Manufacturing Technology	Certificate
Refractory Technology	Manufacturing Technology	Certificate
Refrigeration and Installation	Construction Technology	Certificate
Registered Communications Distribution Designer (RCDD)	IoT and Cybersecurity	Certification
Registered Polysomnographic Technologist (RPSGT)	Healthcare Technology	Certification
Registered Value Stream Management	Business Technology	Certificate
Regression Analysis in R	Information Technology	Certificate
Relational Database Design	Information Technology	Certificate
Reliable Precision Maintenance (RPM)	Manufacturing Technology	Certificate
Remote Pilot (Unmanned Aircraft)	Military and Smart Transportation	Certificate
Renewable Energy Professional - REP	Construction Technology	Certification
Reporting Fundamentals in Lightning Experience	Information Technology	Certificate
ReportsNow	Business Technology	Certificate
Residential and Commercial Carpet Flooring	Construction Technology	Certification
Residential Electrician	Construction Technology	Certificate
Residential Hardwood and Laminate Flooring	Construction Technology	Certification
Residential Resilient Flooring Certification	Construction Technology	Certification
Resistance Welding	Manufacturing Technology	Certificate
RESNET HERS Modeler	Construction Technology	Certification
Responsible AI for Ohio Professionals	IoT and Cybersecurity	Certificate
Restaurant Technology	Business Technology	Certificate
RESTful Application Programming	Information Technology	Certificate
RESTful Services with Web API using C#	Information Technology	Certificate
RETA Certified Assistant Refrigeration Operator (CARO)	Construction Technology	Certification

RETA Certified Industrial Refrigeration Operator (CIRO)	Construction Technology	Certification
Rheological Properties of Polymers	Manufacturing Technology	Certificate
Rheological Theories and Their Direct Applications in the Polymer Industry	Manufacturing Technology	Certificate
Ribbon Communications - C15 System	IoT and Cybersecurity	Certificate
Rigging & Crane Operator Safety	Construction Technology	Certification
Rigging Fundamentals	Construction Technology	Certificate
RightStart Plastics	Manufacturing Technology	Certificate
RJG Master Molder I	Manufacturing Technology	Certification
RJG Master Molder II	Manufacturing Technology	Certification
RMC Motion Controllers	Manufacturing Technology	Certificate
Roboshot Processing	Manufacturing Technology	Certificate
Robot Operations for Material Handling, Arc Welding, Laser Cutting, Spot Welding	Robotics / Automation	Certificate
Robot Troubleshooting	Manufacturing Technology	Certificate
Robotic Programming (All levels)	Robotics / Automation	Certificate
Robotic Service	Robotics / Automation	Certificate
Robotic Service Technician	Robotics / Automation	Certificate
Robotic Vision	Robotics / Automation	Certificate
Robotics 1	Robotics / Automation	Certificate
Robotics 2	Robotics / Automation	Certificate
Robotics and Automation Technology	Robotics / Automation	Certificate
Robotics Maintenance PM & Networking	Manufacturing Technology	Certificate
Robotics Technician	Robotics / Automation	Certificate
Roboze ARGO 500	Manufacturing Technology	Certificate
Rockwell Automation - AC/DC Motors and Drives	Manufacturing Technology	Certificate
Rockwell Automation - Accelerated Logix5000 Maintainer - Level 1	Manufacturing Technology	Certificate
Rockwell Automation - Accelerated Logix5000 Programmer - Level 1	Manufacturing Technology	Certificate
Rockwell Automation - Advanced Logix5000 Programmer	Manufacturing Technology	Certificate
Rockwell Automation - Ethernet/IP Configuration and Troubleshooting	Manufacturing Technology	Certificate
Rockwell Automation - FactoryTalk View Machine Edition (ME)	Manufacturing Technology	Certificate
Rockwell Automation - FactoryTalk View ME & PanelView Plus Programming	Manufacturing Technology	Certificate
Rockwell Automation - FactoryTalk View Site Edition (SE)	Manufacturing Technology	Certificate
Rockwell Automation - Motion Control Fundamentals using Kinetix 5700 (CIP) Servo Drives	Manufacturing Technology	Certificate
Rockwell Automation - PowerFlex 750: Series Maintenance & Troubleshooting	Manufacturing Technology	Certificate
Rockwell Automation - SLC 500 and RSLogix 500 Maintenance and Troubleshooting	Manufacturing Technology	Certificate
Rockwell Automation - Studio 5000 Designer Level 1: ControlLogix Fundamentals and Troubl	Manufacturing Technology	Certificate
Rockwell Automation - Studio 5000 GuardLogix PLC	Manufacturing Technology	Certificate
Rockwell Automation - Studio 5000 Logix Designer Level 1: CompactLogix Fundamentals and	Manufacturing Technology	Certificate
Rockwell Automation - Studio 5000 Logix Designer Level 1: ControlLogix System Fundamenta	Manufacturing Technology	Certificate
Rockwell Automation - Studio 5000 Logix Designer Level 1: Logix 5000 System Fundamentals	Manufacturing Technology	Certificate
Rockwell Automation - Studio 5000 Logix Designer Level 2: Basic Ladder Logic Programming	Manufacturing Technology	Certificate
Rockwell Automation - Studio 5000 Logix Designer Level 2: ControlLogix Maintenance and Tr	Manufacturing Technology	Certificate
Rockwell Automation - Studio 5000 Logix Designer Level 3: Basic Ladder Logic Interpretation	Manufacturing Technology	Certificate
Rockwell Automation - Studio 5000 Logix Designer Level 3: Project Development	Manufacturing Technology	Certificate
Rockwell Automation - Studio 5000 Logix Designer Level 4: Function Block Programming	Manufacturing Technology	Certificate
Rockwell Automation - Studio 5000 Logix Designer Level 4: Kinetix 5700 (CIP) Programming	Manufacturing Technology	Certificate
Rockwell Automation - Studio 5000 Logix Designer Level 4: Kinetix 6500 (CIP) Programming	Manufacturing Technology	Certificate
Rockwell Automation - Studio 5000 Logix Designer Level 4: Structured Text/Sequential Funct	Manufacturing Technology	Certificate
Rockwell Automation - Studio 5000 Logix Designer Level 5: Advanced Motion Programming	Manufacturing Technology	Certificate
Rockwell Automation FactoryTalk Analytics DataView	Manufacturing Technology	Certificate
Rockwell Automation FactoryTalk Historian Site Edition Configuration and Data Collection	Manufacturing Technology	Certificate
Rockwell Automation FactoryTalk VantagePoint	Manufacturing Technology	Certificate
Rockwell Automation PlantPAx System Configuration Fundamentals	Manufacturing Technology	Certificate
Rockwell Automation QuickStick Intelligent Conveyor System	Manufacturing Technology	Certificate
Roll Form Solutions for Operators	Manufacturing Technology	Certificate
Roll Forming	Manufacturing Technology	Certificate
Roller Compaction	Manufacturing Technology	Certificate
Rosemount 5408 Level Transmitter: Non-Contacting Radar	Manufacturing Technology	Certificate
Rosemount DP Level & Remote Diaphragm Seal Systems	Manufacturing Technology	Certificate
Rotary Fixed Speed Rotary Screw	Manufacturing Technology	Certificate
Rotary Screw Compressor	Manufacturing Technology	Certificate
RPA Testing of Rubber Processability and Durability	Manufacturing Technology	Certificate
RSLogix 5000	Manufacturing Technology	Certificate
Rubber and Plastics Failure Analysis: Physical and Chemical Analysis Techniques	Manufacturing Technology	Certificate
Rubber Compounding for Performance	Manufacturing Technology	Certificate
Rubber Compounding: Materials and Methods	Manufacturing Technology	Certificate
Rubber Extrusion	Manufacturing Technology	Certificate
Rubber Molding Processes: Principles, Troubleshooting & Mold Design	Manufacturing Technology	Certificate

Rubber Technician	Manufacturing Technology	Certificate
SAFe 5 Program Consultant (SPC)	Business Technology	Certification
SAFe for Architects	Business Technology	Certification
SAFe for Teams	Business Technology	Certificate
SAFe Product Owner/Product Manager (POPM)	Business Technology	Certification
SAFe Release Train Engineer	Business Technology	Certification
SAFe Scrum Master (SSM)	Business Technology	Certification
SAFe: Leading SAFe/SAFe Agilist	Business Technology	Certification
Safety Relays and Devices Maintenance and Troubleshooting	Manufacturing Technology	Certificate
Sage Estimating	Construction Technology	Certificate
Salesforce & Force.com for Technology Leaders	Business Technology	Certificate
Salesforce Administer and Maintain Service Cloud	IoT and Cybersecurity	Certificate
Salesforce Administer Intelligent Service Cloud Solutions	IoT and Cybersecurity	Certificate
Salesforce Administration & Configuration in Lightning Experience	Information Technology	Certificate
Salesforce Administrator	Information Technology	Certificate
Salesforce Advanced Field Service Accredited Professional	Information Technology	Certification
Salesforce Certified Administrator	IoT and Cybersecurity	Certification
Salesforce Certified Advanced Administrator	IoT and Cybersecurity	Certification
Salesforce Certified Agentforce Specialist	Business Technology	Certification
Salesforce Certified AI Associate	Business Technology	Certification
Salesforce Certified AI Specialist	Business Technology	Certification
Salesforce Certified Associate	Business Technology	Certification
Salesforce Certified Business Analyst	Business Technology	Certification
Salesforce Certified Community Cloud Consultant	IoT and Cybersecurity	Certification
Salesforce Certified Data Architect	IoT and Cybersecurity	Certification
Salesforce Certified Data Architecture and Management Designer	IoT and Cybersecurity	Certification
Salesforce Certified Data Cloud Consultant	Business Technology	Certification
Salesforce Certified Development Lifecycle and Deployment Architect	IoT and Cybersecurity	Certification
Salesforce Certified Field Service Lightning Consultant	IoT and Cybersecurity	Certification
Salesforce Certified Identity and Access Management Architect	IoT and Cybersecurity	Certification
Salesforce Certified Integration Architecture Designer	IoT and Cybersecurity	Certification
Salesforce Certified JavaScript Developer I	Information Technology	Certification
Salesforce Certified Marketing Cloud Account Engagement Specialist	Business Technology	Certification
Salesforce Certified Marketing Cloud Email Specialist	Business Technology	Certification
Salesforce Certified Marketing Cloud Engagement Administrator	Business Technology	Certification
Salesforce Certified Marketing Cloud Engagement Consultant	Business Technology	Certification
Salesforce Certified Marketing Cloud Engagement Developer	Business Technology	Certification
Salesforce Certified Platform Administrator	Business Technology	Certification
Salesforce Certified Platform Administrator II	IoT and Cybersecurity	Certification
Salesforce Certified Platform App Builder	IoT and Cybersecurity	Certification
Salesforce Certified Platform Developer I	IoT and Cybersecurity	Certification
Salesforce Certified Platform Developer II	IoT and Cybersecurity	Certification
Salesforce Certified Platform Sharing and Visibility Architect	IoT and Cybersecurity	Certification
Salesforce Certified Sales Cloud Consultant	IoT and Cybersecurity	Certification
Salesforce Certified Sales Representative	Business Technology	Certification
Salesforce Certified Service Cloud Consultant	IoT and Cybersecurity	Certification
Salesforce Certified Strategy Designer	Business Technology	Certification
Salesforce Certified Technical Architect	IoT and Cybersecurity	Certification
Salesforce Fundamentals	Information Technology	Certificate
Salesforce Reports & Dashboards in Lightning Experience	Information Technology	Certificate
Salesforce Reports Dashboards in Lightning Experience	Business Technology	Certificate
Samsung DVM S Installation and Start Up	Construction Technology	Certificate
SAP / HANA (All versions)	Information Technology	Certificate
SAP Access Control Implementation and Configuration	Information Technology	Certificate
SAP Analytics Cloud (All versions)	Information Technology	Certificate
SAP Business Technology Platform (BTP)	Information Technology	Certificate
SAP BusinessObjects Web Intelligence	Information Technology	Certificate
SAP Certified Application Associate	Information Technology	Certification
SAP Fiori	Information Technology	Certificate
SAP Governance, Risk and Compliance	Information Technology	Certificate
SAP HANA - 360°	Information Technology	Certificate
SAP Integration	Information Technology	Certificate
SAP S/4HANA (All versions)	Information Technology	Certificate
SAP Solution Manager Configuration for Operations	Information Technology	Certificate
SAP SuccessFactors EC Payroll and LMS Training	Business Technology	Certificate
SAS Programming	Information Technology	Certificate
Scaled Professional Scrum (SPS)	Business Technology	Certificate

Scaling Up - Mastery	Business Technology	Certificate
Scanning Electron Microscopy	Healthcare Technology	Certification
SCHEMA ST4	Information Technology	Certificate
Schematic & PCB Design	Manufacturing Technology	Certificate
Schematics & Wiring Diagrams	Construction Technology	Certificate
Science-Based Power Supply Design	Manufacturing Technology	Certificate
Scientific Molding Professional	Manufacturing Technology	Certification
Scorpion 3D Concrete Printer	Manufacturing Technology	Certificate
Scripting in ArcGIS with Arcade	Information Technology	Certificate
Scrum@Scale Certified Practitioner	Business Technology	Certification
ScrumAlliance Advanced Certified ScrumMaster (A-CSM)	Business Technology	Certification
ScrumAlliance Certified Scrum Professional - ScrumMaster	Business Technology	Certification
ScrumAlliance Certified ScrumMaster (CSM)	Business Technology	Certification
scruminc. Registered Product Owner	Business Technology	Certification
scruminc. Registered Product Owner@Scale (RPO@S)	Business Technology	Certification
scruminc. Registered Scrum Master (RSM)	Business Technology	Certification
scruminc. Registered Scrum Master@Scale (RSM@S)	Business Technology	Certification
scruminc. Registered Scrum@Scale Fundamentals (RS@SF)	Business Technology	Certification
scruminc. Registered Scrum@Scale Practitioner (RS@SP)	Business Technology	Certification
scruminc. Scrum Fundamentals	Business Technology	Certificate
scruminc. Scrum Startup for Teams	Business Technology	Certificate
SCRUMstudy Agile Master Certified (SAMC)	Business Technology	Certification
SCRUMstudy Scrum Master Certified (SMC)	Business Technology	Certification
Search Engine Optimization (SEO)	Business Technology	Certificate
SecturaSOFT Quoting & Estimating	Manufacturing Technology	Certificate
Secure Storage for Azure Files and Azure Blob Storage	Information Technology	Certificate
Secure Web Applications	IoT and Cybersecurity	Certificate
Securing Networks with Cisco Firepower	IoT and Cybersecurity	Certificate
Security and Access Control Systems	IoT and Cybersecurity	Certificate
Security Engineering on AWS	IoT and Cybersecurity	Certificate
Security Foundations	IoT and Cybersecurity	Certificate
SelectTech EH-8 HL - Operator Original Equipment Manufacturer Authorized Training	Military and Smart Transportation	Certificate
Selenium Certification	Information Technology	Certification
Self-Serve Data Enablement & Fluency	Business Technology	Certificate
SenseFly eBee X Operator	Military and Smart Transportation	Certification
Sensor Technology	Manufacturing Technology	Certificate
Sensors & Vision Systems	Manufacturing Technology	Certificate
Sensors: Measurement Concepts	Manufacturing Technology	Certificate
Sentera PHX - Operator Original Equipment Manufacturer Authorized Training	Military and Smart Transportation	Certificate
Sepro Industrial Robotics	Robotics / Automation	Certificate
Sepro Level 1 Basic Operation and Programming	Robotics / Automation	Certificate
Sepro Level 2 Advanced Programming	Robotics / Automation	Certificate
Series 792 Software	Manufacturing Technology	Certificate
Service & Repair - Plumbing	Construction Technology	Certificate
Service Gas and Wood Fireplaces	Business Technology	Certificate
Service Harman Pellet Units	Business Technology	Certificate
Service Provider Routing and Switching, Professional (JNCIP-SP)	Information Technology	Certification
ServiceMax Administration	Information Technology	Certification
ServiceNow Administration	Information Technology	Certification
ServiceNow Application Development	Information Technology	Certification
ServiceNow Certified Application Developer (CAD)	Information Technology	Certification
ServiceNow Certified Implementation Specialist-IT Service Management	Information Technology	Certification
ServiceNow Certified System Administrator	Information Technology	Certification
ServiceNow IT Operations Management (ITOM) Discovery Implementer	Information Technology	Certification
ServiceNow Platform Implementation	Information Technology	Certification
Servo Systems	Information Technology	Certificate
Servos Motors	Manufacturing Technology	Certificate
Session Initiation Protocol (SIP)	Information Technology	Certificate
Shaft Alignment	Manufacturing Technology	Certificate
SharePoint for Office 365 Site Owner	Business Technology	Certificate
SharePoint Online for Administrators	Business Technology	Certificate
SharePoint Server Online Power User	Business Technology	Certificate
Sheet Metal Forming	Manufacturing Technology	Certificate
Sheet Processing and Finishing Lines	Manufacturing Technology	Certificate
Shibboleth Installation	Information Technology	Certificate
Shielded Metal Arc Welding (SMAW) I	Manufacturing Technology	Certificate
Shielded Metal Arc Welding 6" Pipe 2G & 5G Uphill	Manufacturing Technology	Certificate

Shielded Metal Arc Welding Basic	Manufacturing Technology	Certificate
Shielded Metal Arc Welding Structural Advanced	Manufacturing Technology	Certificate
Shift Nudge	Information Technology	Certificate
Shimadzu High Performance Liquid Chromatography (HPLC): Maintenance & Troubleshootin	Manufacturing Technology	Certificate
Shopify B2B: Launch and Customization	Business Technology	Certificate
Shot Peening	Manufacturing Technology	Certificate
SHRM Artificial Intelligence (AI) + Human Ingenuity (HI)	Business Technology	Certificate
SHRM Caltech Advanced Technology	Business Technology	Certificate
SHRM People Analytics	Business Technology	Certification
Siebel 8 Consultant Certified Expert	Information Technology	Certification
Siemens Manage Administration Data	Business Technology	Certificate
Siemens Mold Wizard Fundamental Processes	Manufacturing Technology	Certificate
Siemens NX	Manufacturing Technology	Certificate
Siemens PCS7 System Engineering 1	Manufacturing Technology	Certificate
Siemens PCS7 System Engineering 2	Manufacturing Technology	Certificate
Siemens Post Configurator	Manufacturing Technology	Certificate
Siemens Response Dynamics	Manufacturing Technology	Certificate
Siemens S7 Automation Maintenance 1	Manufacturing Technology	Certificate
Siemens S7 Programming	Manufacturing Technology	Certificate
Siemens S7 Tools & Troubleshooting 1	Manufacturing Technology	Certificate
Siemens S7 Tools & Troubleshooting 2	Manufacturing Technology	Certificate
Siemens S7-300/400 Advanced	Manufacturing Technology	Certificate
Siemens S7-300/400 Introduction	Manufacturing Technology	Certificate
Siemens Solid Edge Fundamentals	Manufacturing Technology	Certificate
Siemens Teamcenter Business Modeler Administration	Business Technology	Certificate
Siemens TIA Portal and Diagnostics	Manufacturing Technology	Certificate
Siemens TIA Portal Programming	Information Technology	Certificate
Siemens TIA Portal Programming 1	Information Technology	Certificate
Siemens TIA Portal Programming 2	Information Technology	Certificate
Siemens TIA Portal Programming 3	Information Technology	Certificate
Siemens TIA Portal SIMATIC Motion Control 1	Information Technology	Certificate
Siemens TIA Portal SIMATIC Motion Control 2	Information Technology	Certificate
Siemens TIA WinCC	Manufacturing Technology	Certificate
Siemens WinC Flexible	Manufacturing Technology	Certificate
SIMATIC PLCs & Languages with Diagnostics	Robotics / Automation	Certificate
Simlat Specto Lite Operator	Military and Smart Transportation	Certificate
Simulation-Based Testing with Simulink	Information Technology	Certificate
SIMULIA 3DEXPERIENCE Material Calibration	Manufacturing Technology	Certificate
SIMULIA 3DEXPERIENCE Mechanical Scenario Creation Essentials	Manufacturing Technology	Certificate
Simulink	Information Technology	Certificate
Simulink Design Verification	Information Technology	Certificate
Simulink Fundamentals	Information Technology	Certificate
Simulink Model Management and Architecture	Information Technology	Certificate
Simulink Simscape Modeling	Information Technology	Certificate
Simulink Simulation-Based Testing	Information Technology	Certificate
Simulink Stateflow for Logic-Driven System Modeling	Information Technology	Certificate
Simulink System Composer for Architecture Modeling	Information Technology	Certificate
Sinamics G120 - Setup and Maintenance	Manufacturing Technology	Certificate
Sinamics S120 Basic Maintenance	Manufacturing Technology	Certificate
Single Page Application Development With React	Information Technology	Certificate
Single-Page Application Development with Vue.js	IoT and Cybersecurity	Certificate
Sinker EDM Machine Fundamentals	Manufacturing Technology	Certificate
Sinker EDM Optimization & Application	Manufacturing Technology	Certificate
Sinumerik 840Dsl Maintenance	Manufacturing Technology	Certificate
Site Master Line Sweep	Business Technology	Certification
Site Reliability Engineering Foundation (SREF)	Information Technology	Certification
Site Reliability Engineering Practitioner (SREP)	Information Technology	Certification
Sitecore Experience 9 Advanced Solution Developer	Information Technology	Certification
Sitecore Experience Solution 9 Developer	Information Technology	Certification
Sitecore XM/XP Developer	Information Technology	Certificate
Sitecore XP 10 for Marketers	Information Technology	Certificate
SkillsTrac - Blue Automation Systems Skills	Manufacturing Technology	Certificate
SkillsTrac - Essential Tool & Die	Manufacturing Technology	Certificate
SkillsTrac - Green Fundamental Skills	Manufacturing Technology	Certificate
SkillsTrac - Green Process Technology	Manufacturing Technology	Certificate
SkillsTrac - Red Industrial Controls Skills	Manufacturing Technology	Certificate
SkillsTrac - White Welding & Machining Skills	Manufacturing Technology	Certificate

SkillsTrac - Yellow Industrial Skills	Manufacturing Technology	Certificate
Small Engine Repair	Military and Smart Transportation	Certificate
Small UAS Safety Certification - Level 1 & 2	Military and Smart Transportation	Certification
Smart Automation Certification Alliance (SACA) Certified Industry 4.0 (All levels)	Manufacturing Technology	Certificate
Smartphone Forensic Analysis In-Depth	Information Technology	Certificate
Smartsheet Core Product	Information Technology	Certification
Smartsheet Product Certified User	Information Technology	Certification
Smartsheet Vendor Contract Management	Business Technology	Certificate
SmartTech Molding	Manufacturing Technology	Certificate
SMAW Theory and Lab	Manufacturing Technology	Certificate
SMCSI Basic CNC Mill Machine Operator including Quality Control/Metrology	Manufacturing Technology	Certification
SME Certified Manufacturing Associate (CmfgA)	Manufacturing Technology	Certification
Snowflake Business User	IoT and Cybersecurity	Certificate
Snowflake Cloud Data	Information Technology	Certificate
Snowflake Data Engineer	Information Technology	Certificate
SnowPro Advanced: Architect	IoT and Cybersecurity	Certification
SnowPro: Core	Information Technology	Certification
Social Media for Business	Business Technology	Certificate
Social Media Marketing	Business Technology	Certificate
Software Application Specialist	Information Technology	Certificate
Software Asset Management (SAM)	Information Technology	Certificate
Software Development Fundamentals	Information Technology	Certificate
Software Product Management Using Agile	Business Technology	Certificate
Soil Scientist	Construction Technology	Certificate
Solar Farm Cleaning & Safety	Construction Technology	Certificate
Solar Photovoltaic	Construction Technology	Certificate
SolarWinds Certified Professional (SCP)	Information Technology	Certificate
SolarWinds Platform	Information Technology	Certificate
Soldering	Manufacturing Technology	Certificate
Solid Edge Advanced Techniques	Manufacturing Technology	Certificate
Solid Edge Fundamentals (Green Belt)	Manufacturing Technology	Certificate
SolidCAM 4 Axis Simultaneous Machining	Manufacturing Technology	Certificate
SolidWorks Administrator	Manufacturing Technology	Certificate
SolidWorks Advanced Part Modeling	Manufacturing Technology	Certificate
SolidWorks Advanced Part Modeling & Assembly Modeling	Manufacturing Technology	Certificate
SolidWorks API (Application Training Interface) - All levels	Manufacturing Technology	Certificate
SolidWorks API Fundamentals	Manufacturing Technology	Certificate
SolidWorks Assembly Modeling	Manufacturing Technology	Certificate
SolidWorks Bill of Materials (BOM)	Manufacturing Technology	Certificate
SolidWorks CAD	Manufacturing Technology	Certificate
SolidWorks CAM CAMWorks 2 Axis Turning	Manufacturing Technology	Certificate
SolidWorks CAM Professional	Manufacturing Technology	Certificate
SolidWorks CAM Standard Essentials\CAMWorks 2.5 Axis Milling	Manufacturing Technology	Certificate
SolidWorks CAM Standard Essentials-Axis Milling	Manufacturing Technology	Certificate
SolidWorks CAM\CAMWorks 2 Axis Turning Essentials	Manufacturing Technology	Certificate
SolidWorks Composer	Manufacturing Technology	Certificate
SolidWorks DraftSight	Manufacturing Technology	Certificate
SolidWorks Drawings	Manufacturing Technology	Certificate
SolidWorks Electrical: 3D	Manufacturing Technology	Certificate
SolidWorks Electrical: Advanced	Manufacturing Technology	Certificate
SolidWorks Electrical: Schematic	Manufacturing Technology	Certificate
SolidWorks Essentials	Manufacturing Technology	Certificate
SolidWorks Essentials for Solidworks CAM CAMWorks Professional	Manufacturing Technology	Certificate
SolidWorks Essentials for Solidworks Electrical Professionals	Manufacturing Technology	Certificate
SolidWorks Essentials: Parts and Assemblies	Manufacturing Technology	Certificate
SolidWorks Extreme Part Modeling	Manufacturing Technology	Certificate
SolidWorks File Management	Manufacturing Technology	Certificate
SolidWorks File Translation Techniques	Manufacturing Technology	Certificate
SolidWorks Flow Simulation	Manufacturing Technology	Certificate
SolidWorks GD&T	Manufacturing Technology	Certificate
SolidWorks Inspection	Manufacturing Technology	Certificate
SolidWorks Large Assembly and Drawing	Manufacturing Technology	Certificate
SolidWorks Model Based Definition (MBD)	Manufacturing Technology	Certificate
SolidWorks Mold Design	Manufacturing Technology	Certificate
SolidWorks Motion	Manufacturing Technology	Certificate
SolidWorks PCB	Manufacturing Technology	Certificate
SolidWorks PDM File Loading	Manufacturing Technology	Certificate

SolidWorks PDM Professional: Administrator	Manufacturing Technology	Certificate
SolidWorks PDM Professional: Advanced Administrator	Manufacturing Technology	Certificate
SolidWorks PDM Professional: IT Administrator	Manufacturing Technology	Certificate
SolidWorks PDM Professional: User	Manufacturing Technology	Certificate
SolidWorks PDM Standard: Administrator	Manufacturing Technology	Certificate
SolidWorks PDM Standard: User	Manufacturing Technology	Certificate
SolidWorks Plastics	Manufacturing Technology	Certificate
SolidWorks Routing/Electrical	Manufacturing Technology	Certificate
SolidWorks Routing: Piping & Tubing	Manufacturing Technology	Certificate
SolidWorks Sheet Metal	Manufacturing Technology	Certificate
SolidWorks Sheet Metal and Weldments	Manufacturing Technology	Certificate
SolidWorks Sheet Metal II	Manufacturing Technology	Certificate
SolidWorks Simulation	Manufacturing Technology	Certificate
SolidWorks Simulation Premium: Dynamics	Manufacturing Technology	Certificate
SolidWorks Simulation Premium: Nonlinear	Manufacturing Technology	Certificate
SolidWorks Simulation Professional	Manufacturing Technology	Certificate
SolidWorks Sketch Like a Pro	Manufacturing Technology	Certificate
SolidWorks Structural Mechanics Engineer	Manufacturing Technology	Certificate
SolidWorks Surface Modeling	Manufacturing Technology	Certificate
SolidWorks Surfacing	Manufacturing Technology	Certificate
SolidWorks TolAnalyst	Manufacturing Technology	Certificate
SolidWorks Translation Techniques	Manufacturing Technology	Certificate
SolidWorks Tune-Up	Manufacturing Technology	Certificate
SolidWorks Visualize	Manufacturing Technology	Certificate
SolidWorks Weldments	Manufacturing Technology	Certificate
SolidWorks: Mastering Parts and Features	Manufacturing Technology	Certificate
Solving Problems in Rubber Compounding and Processing	Manufacturing Technology	Certificate
SonicWall Network Security Administrator (SNSA)	IoT and Cybersecurity	Certification
Sophos Certified Administrator - Central	IoT and Cybersecurity	Certification
Sophos Certified Administrator - XG Firewall v18	IoT and Cybersecurity	Certification
Space and Military Standards for Hybrids and RF Microwave Modules	Military and Smart Transportation	Certificate
Spark Development: Technology-Enabled Onboarding and LMS Implementation	Information Technology	Certificate
Spectral Interpretation for FTIR Spectroscopy	Healthcare Technology	Certificate
Spectrum Payroll Basics and Beyond	Business Technology	Certificate
SPICE Simulation	Information Technology	Certificate
SpinFire Insight	Manufacturing Technology	Certificate
Splunk - Comparing Values	IoT and Cybersecurity	Certificate
Splunk - Core Certified Power User	IoT and Cybersecurity	Certification
Splunk - Correlation Analysis	IoT and Cybersecurity	Certificate
Splunk - Creating Field Extractions	IoT and Cybersecurity	Certificate
Splunk - Creating Knowledge Objects	IoT and Cybersecurity	Certificate
Splunk - Data Models	IoT and Cybersecurity	Certificate
Splunk - Results Modification	IoT and Cybersecurity	Certificate
Splunk - Statistical Processing	IoT and Cybersecurity	Certificate
Splunk - Using Fields	IoT and Cybersecurity	Certificate
Splunk - Working with Time	IoT and Cybersecurity	Certificate
Splunk Certified Architect	IoT and Cybersecurity	Certification
Splunk Fundamentals	IoT and Cybersecurity	Certificate
Spray Finishing	Manufacturing Technology	Certificate
Spraytec Technician	Manufacturing Technology	Certificate
Spring 5 Framework	Information Technology	Certificate
SPSS Statistics	Business Technology	Certificate
SQL (All versions)	Information Technology	Certificate
SQL and Relational Database Management	Information Technology	Certificate
SQL Cross Platform SQL Essentials	Information Technology	Certificate
SQL for Business Analysts	Information Technology	Certificate
SQL Queries (All levels)	Information Technology	Certificate
SQL Server Integration Services	Information Technology	Certificate
SQL Server Reporting Services (SSRS)	Information Technology	Certificate
SSGI Scrum Master	Business Technology	Certificate
Stamping Operations	Manufacturing Technology	Certificate
Standard for Unmanned Aircraft Systems (sUAS) NFPA 2400	Military and Smart Transportation	Certificate
State of Ohio Backflow Tester	Construction Technology	Certification
Static Materials Testing	Manufacturing Technology	Certificate
Statics	Manufacturing Technology	Certificate
Statics and Dynamics	Manufacturing Technology	Certificate
Statistical Inference and Hypothesis Testing in Data Science Applications	Business Technology	Certificate

Statistical Inference for Estimation in Data Science	Business Technology	Certificate
Statistical Process Control	Business Technology	Certificate
Statistics for Data Analytics	Business Technology	Certificate
Steam System Specialist	Construction Technology	Certificate
Steel Detailing	Construction Technology	Certification
Steel Fundamentals	Manufacturing Technology	Certificate
Steel Outer Panel Straightening Techniques	Military and Smart Transportation	Certificate
Stormwater Modeling and Design with HydroCAD	Construction Technology	Certificate
Storytelling to Present UX Work	Business Technology	Certificate
Storytelling with Data 2: Renegades in Excel	Business Technology	Certificate
Storytelling with Data Using Excel	Business Technology	Certificate
Storytelling with Data Using Tableau	Business Technology	Certificate
Stratasys FDM	Information Technology	Certification
Strategic Artificial Intelligence	IoT and Cybersecurity	Certificate
Strategic Artificial Intelligence Leadership for School Districts: Technology-Focused Training	Business Technology	Certificate
Stratix 5200	Business Technology	Certificate
Structural Dynamic Measurements	Manufacturing Technology	Certificate
Structural Engineer	Construction Technology	Certification
Structural Mechanics Solution using COMSOL Multiphysics	Manufacturing Technology	Certificate
Structure and Properties of Metals	Manufacturing Technology	Certificate
Structure/Property Relationships in Polyurethanes	Manufacturing Technology	Certificate
Studio 5000 Logix Designer Level 1: ControlLogix System Fundamentals - Programmable Cor	Information Technology	Certificate
sUAS Inspection	Military and Smart Transportation	Certificate
Submersible Sewage Pumping Systems	Business Technology	Certificate
Substation Design Suite (SDS)	Construction Technology	Certificate
Substation Fundamentals	Construction Technology	Certificate
Substation Maintenance	Construction Technology	Certificate
Substation Maintenance Technician	Construction Technology	Certification
Substation Technician	Construction Technology	Certificate
Success Master SCIEX: Fundamentals of LC-MS	Manufacturing Technology	Certificate
Super Teacher	Business Technology	Certificate
Superalloys	Manufacturing Technology	Certificate
Supply Chain Management	Business Technology	Certificate
Supporting and Troubleshooting Windows	Information Technology	Certificate
Supporting and Troubleshooting Windows 10	Information Technology	Certification
Supporting Cisco Collaboration Devices	Information Technology	Certificate
Supporting OnBase	Information Technology	Certificate
Surface Modeling	Manufacturing Technology	Certificate
Surface Texture	Manufacturing Technology	Certificate
Surface-mount Technology (SMT) High-Volume Production	IoT and Cybersecurity	Certificate
Surfcam Traditional: Advanced	Manufacturing Technology	Certificate
Surfcam Traditional: Fundamentals	Manufacturing Technology	Certificate
Symmetry Security Management System	IoT and Cybersecurity	Certification
System Administration for SAP 2/4HANA and SAP Business Suite	Business Technology	Certificate
System Coordination and Protection for Lineworkers	Construction Technology	Certificate
System Dynamics	Manufacturing Technology	Certificate
System Training-Mach300 and 500 Familiarization	Manufacturing Technology	Certificate
Systems Engineering	Business Technology	Certificate
Systems Operations on AWS	IoT and Cybersecurity	Certificate
SYSTIMAX Copper and Fiber Installation & Maintenance	IoT and Cybersecurity	Certificate
Tableau (All levels)	Business Technology	Certificate
Tableau Analyst	Business Technology	Certificate
Tableau Certified Data Analyst	Business Technology	Certification
Tableau Desktop Certified Associate	Business Technology	Certification
Tableau Desktop III: Advanced	Business Technology	Certificate
Tableau Desktop Specialist	Business Technology	Certification
Tableau for Data Consumers	Business Technology	Certificate
Tableau Intermediate for Analyst	Business Technology	Certificate
Tableau Server Administration	Business Technology	Certificate
Tablet Press Optimization & Maintenance	Manufacturing Technology	Certificate
Tabular	Information Technology	Certificate
TACLANE Encryptor	Information Technology	Certificate
Takaya Flying Probe Fixtureless Tester	Manufacturing Technology	Certificate
Takt Production System	Business Technology	Certificate
Talan Products Tool & Die Registered Apprenticeship - Year 1	Manufacturing Technology	Certificate
TCM Security Practical Junior Penetration Tester (PJPT)	IoT and Cybersecurity	Certification
TCM Security Practical Network Penetration Tester (PNPT)	IoT and Cybersecurity	Certification

TCM Security Practical Web Pentest Associate (PWPA)	IoT and Cybersecurity	Certification
TCM Security Practical Web Pentest Professional (PWPP)	IoT and Cybersecurity	Certification
Teamcenter Product Life Management (PLM)	Business Technology	Certificate
Techniques of HPLC	Manufacturing Technology	Certificate
Technology Tools for Construction	Construction Technology	Certificate
Tek-CARE Technician	IoT and Cybersecurity	Certificate
Telecommunications Tower Technician	Construction Technology	Certification
TensorFlow Developer	Information Technology	Certificate
TensorFlow for Deep Learning	IoT and Cybersecurity	Certificate
Terraform	Information Technology	Certificate
Test Driven Development (TDD) and Refactoring Legacy Code Using C#	Information Technology	Certificate
Test-Driven Development (TDD) and JUnit Essentials	Information Technology	Certificate
Testing and Inspection of Materials	Robotics / Automation	Certificate
Text Mining with R	Information Technology	Certificate
The Lincoln Motor Company Electrical Systems	Military and Smart Transportation	Certificate
The Revenue Engine by Lead Coverage	Business Technology	Certificate
The Society for Protective Coatings Protective Coatings Inspector (PCI) - Level 1	Construction Technology	Certification
The Switch Lab EV	Military and Smart Transportation	Certificate
Thermal Properties of Refractories	Manufacturing Technology	Certificate
Thermoforming and Vacuum Forming	Manufacturing Technology	Certificate
Thermographic Applications	Construction Technology	Certificate
Thermwood 5-Axis Machine	Manufacturing Technology	Certificate
TIA Portal WinCC Comfort/Advanced Panel Configuration	Information Technology	Certificate
Tier 4 Final Engine and After-treatment Systems Diagnostics	Military and Smart Transportation	Certificate
Tier B: Basic Pneumatic & Hydraulics; Metal Handling/Cutting	Manufacturing Technology	Certificate
Tire Safety and Durability	Construction Technology	Certificate
Titanium and Its Alloys	Manufacturing Technology	Certificate
Tmflow Programming	Robotics / Automation	Certificate
TOGAF 9 Foundation	Information Technology	Certification
Tool and Die Making	Manufacturing Technology	Certificate
Tooling & Fixturing - Lubricants & Coolants	Manufacturing Technology	Certificate
Toolmaker Apprenticeship	Manufacturing Technology	Certificate
Totally Integrated Automation Portal (TIA Portal)	Information Technology	Certificate
Tower Dumps and Area Searches (TDAS)	Information Technology	Certificate
TOX Clinching	Manufacturing Technology	Certificate
Toyota Non-Structural Welding and Body Repair Techniques	Military and Smart Transportation	Certificate
TR53 Certified ESD Technician	Manufacturing Technology	Certification
Tradeschool with FileMaker Pro: Advanced	Business Technology	Certificate
Tradeschool with FileMaker Pro: General	Business Technology	Certificate
Traffic Control Technician (TCT)	Construction Technology	Certificate
Traffic Signs & Pavement Markings	Construction Technology	Certificate
Train the Trainer Ambulance Manufacturing	Manufacturing Technology	Certificate
Train the Trainer Blueprint Reading for Welders	Manufacturing Technology	Certificate
Train the Trainer GMAW Pulse Arc	Manufacturing Technology	Certificate
Train the Trainer GTAW Welding	Manufacturing Technology	Certificate
Train the Trainer Oxy-Fuel Cutting/Plasma Cutting/Grinding	Manufacturing Technology	Certificate
Train the Trainer Symbols for Welding	Manufacturing Technology	Certificate
Trane Air Cooled Chiller	Construction Technology	Certificate
Trane CenTraVac System Operation and Maintenance	Construction Technology	Certificate
Trane HVAC Equipment	Construction Technology	Certificate
Trane Precedent	Construction Technology	Certificate
Trane Rotary Chiller	Construction Technology	Certificate
Trane Trace 700 Load	Construction Technology	Certificate
Trane Tracer Ensemble Operation	Construction Technology	Certificate
Trane Tracer Synchrony Operation	Construction Technology	Certificate
Transfer and Progressive Dies	Manufacturing Technology	Certificate
Transforming Business Ops with Cutting-Edge AI Apps	IoT and Cybersecurity	Certificate
Transforming the User Experience through Artificial Intelligence	IoT and Cybersecurity	Certificate
Transmission Control Module (TCM) Maintenance Technician	Military and Smart Transportation	Certificate
Transmission Line and Substation Engineering Design	Construction Technology	Certificate
Transportation Heating Ventilation Air Conditioning	Construction Technology	Certificate
Treatment of Metal Waste Streams	Manufacturing Technology	Certification
Trimble Accubid Anywhere Enterprise Estimating	Business Technology	Certificate
Trimble Accubid Database Management	Business Technology	Certificate
Trimble Accubid Estimating Software	Business Technology	Certificate
Trimble LiveCount featuring Accubid Classic	Business Technology	Certificate
Trimble Total Station	Business Technology	Certificate

Troubleshoot Microsoft Exchange Online	Information Technology	Certificate
Troubleshooting for Building Automation Systems (BAS)	Information Technology	Certificate
Troubleshooting Industrial Controls	Manufacturing Technology	Certificate
Troubleshooting Networks with Wireshark	Information Technology	Certificate
Troubleshooting Rooftop Units	Construction Technology	Certificate
Troubleshooting Using Industrial Hydraulic Schematics	Manufacturing Technology	Certificate
TruLaser 1030/3030/5030 Fiber Modular Operator	Manufacturing Technology	Certificate
TruLaser 3030 Operator	Manufacturing Technology	Certificate
TruLaser Laser Cutting Machine Operator (All machines)	Manufacturing Technology	Certificate
Trumpf Programming TruTops Cell Cutting	Manufacturing Technology	Certificate
Trumpf TruBend CNC Bending	Manufacturing Technology	Certificate
Trumpf TruLaser Cell 7000	Manufacturing Technology	Certificate
Trumpf TruLaser Cell 7000 Mechanical Maintenance	Manufacturing Technology	Certificate
Trumpf TruTops Cell Advanced for TruLaser Cell	Manufacturing Technology	Certificate
Trumpf TruTops Cell Advanced for TruLaser Cell 8030	Manufacturing Technology	Certificate
TruTops Boost Laser Programming	Manufacturing Technology	Certification
Tube Fitting Installation	Manufacturing Technology	Certificate
Tuning Control Loops	Manufacturing Technology	Certificate
Turning Center Machine	Manufacturing Technology	Certificate
Turning Centers Maintenance w/Smooth G	Manufacturing Technology	Certificate
Turning Tool and Process	Manufacturing Technology	Certificate
Turning-Chucking	Manufacturing Technology	Certificate
Twin Screw Extrusion	Manufacturing Technology	Certificate
Twinmotion Fundamentals	Business Technology	Certificate
Two-Dimensional Hydraulic Modeling of Rivers at Highway Encroachments	Construction Technology	Certificate
UA/EPRI Industrial Rigging	Construction Technology	Certification
UAS Remote Imagery/3D Scan	Military and Smart Transportation	Certificate
UCAT-I Ultrasound Analysis	Manufacturing Technology	Certification
UI Flow and Power Automate	Manufacturing Technology	Certificate
UI/UX Design	Information Technology	Certificate
UiPath Advanced RPA Developer v1.0	Robotics / Automation	Certification
UL Certified Functional Safety Professional Training in EIC 61508	IoT and Cybersecurity	Certification
Ultrasonic Phased Array I	Manufacturing Technology	Certificate
Ultrasonic Phased Array II	Manufacturing Technology	Certificate
Ultrasonic Welding	Manufacturing Technology	Certificate
Ultrasonics - Level 1	Manufacturing Technology	Certificate
Ultrasonics - Level 2	Manufacturing Technology	Certificate
Ultrasonics Technology	Manufacturing Technology	Certificate
Understanding Cisco Cybersecurity Operations Fundamentals (CBROPS)	IoT and Cybersecurity	Certificate
UniFi Full Stack Professional (UFSP)	Information Technology	Certificate
Unit Testing and Exception Handling	Information Technology	Certificate
Unit Testing in Visual Studio 2019	Information Technology	Certificate
United Association Union of Plumbers, Fitters, Welders, & Service Techs: Foreman	Construction Technology	Certification
United Grinding Tool Studio Eroding	Manufacturing Technology	Certificate
Universal Robots: Advanced	Robotics / Automation	Certificate
Universal Robots: Core	Robotics / Automation	Certificate
Universal Robots: Core and Advanced Programming	Robotics / Automation	Certificate
Unix/Linux Operating Environment	Information Technology	Certificate
Unmanned Safety Certification	Military and Smart Transportation	Certification
Unreal Engine Foundations	Manufacturing Technology	Certificate
Upgrade to Oracle Database 12c R2 Administration Certified Professional	Information Technology	Certification
Urban Stormwater Management System Design and Construction	Construction Technology	Certificate
US Digital Video	Business Technology	Certificate
US420 IRC5 Programming I	Robotics / Automation	Certificate
Usability Testing	Information Technology	Certificate
Useful Formulas & Functions (Microsoft Excel 2007 & 2010)	Business Technology	Certificate
User Acceptance Testing (UAT) for Business Analysts	Business Technology	Certificate
User Research Methods: From Strategy to Requirements to Design	Business Technology	Certificate
USI sUAS Visual Line of Sight (VSO) Flight	Military and Smart Transportation	Certification
Using and Adopting AI for Proposals	Business Technology	Certificate
Using Phase Diagrams for Industry	Manufacturing Technology	Certificate
UX Basic	Information Technology	Certificate
UX Deliverables	Information Technology	Certificate
Vacuum Furnace Equipment	Construction Technology	Certificate
Vacuum Technology	Manufacturing Technology	Certificate
Valve Technician 1	Manufacturing Technology	Certificate
Valve Trim & Body Maintenance	Manufacturing Technology	Certificate

Vantagepoint CRM	Business Technology	Certificate
VantagePoint Resource Planning	Business Technology	Certification
Variable Frequency Drives	Manufacturing Technology	Certificate
Vates Ignition	Information Technology	Certificate
VBA with Microsoft Excel	Business Technology	Certification
VCAT-I Junior Vibration Analyst	Manufacturing Technology	Certificate
VectorCAST/C++	Information Technology	Certificate
Veeam Certified Architect (VMCA)	Information Technology	Certification
Verifone: Commander	Construction Technology	Certification
Verifone: Ruby/Sapphire/Topaz	Construction Technology	Certification
Verkada Access Control Specialist	Information Technology	Certificate
Verkada Alarms Specialist	Information Technology	Certificate
Verkada Essentials	Information Technology	Certificate
Vertical Mill and Lathe	Construction Technology	Certificate
VertiGIS Studio Mobile	Information Technology	Certificate
VertiGIS Studio Printing	Information Technology	Certificate
VertiGIS Studio Reporting	Information Technology	Certificate
VertiGIS Studio Web	Information Technology	Certificate
VertiGIS Studio Workflow	Information Technology	Certificate
Vibration Analysis (ILT)	Military and Smart Transportation	Certificate
VideoXpert Certified Solutions Specialist	IoT and Cybersecurity	Certification
Viking Engineering Voyager Operations	Manufacturing Technology	Certificate
Virtual Instructional Design	Business Technology	Certificate
Virtualizing Enterprise Desktops and Apps	Business Technology	Certificate
Viscosity Measurement	Manufacturing Technology	Certificate
Visio (All versions)	Business Technology	Certificate
Visual Analytics for Sensemaking	Business Technology	Certificate
Visual Design + Branding	Information Technology	Certificate
Visual Motion Versions 10 and 11 Basics	Manufacturing Technology	Certificate
Visual/Dimension Inspector Essentials	Manufacturing Technology	Certificate
Vitest Testing	Information Technology	Certificate
VMware Certified Associate - Digital Business Transformation (VCA-DBT)	IoT and Cybersecurity	Certification
VMware Certified Professional - Data Center Virtualization	IoT and Cybersecurity	Certification
VMware Horizon 8: Infrastructure Administration	IoT and Cybersecurity	Certificate
VMware Horizon 8: Skills for Virtual Desktop Management	IoT and Cybersecurity	Certificate
VMware Horizon: Deploy and Manage (All versions)	IoT and Cybersecurity	Certificate
VMware vSphere: Design (All versions)	Information Technology	Certificate
Vmware vSphere: Fast Track	Information Technology	Certificate
VMware vSphere: Install, Configure, Manage (All versions)	Information Technology	Certificate
VMware vSphere: Optimize and Scale (All versions)	Information Technology	Certificate
VMware vSphere: Troubleshooting	Information Technology	Certificate
Vmware Workspace ONE	Information Technology	Certificate
VMware Workspace ONE: Deploy and Manage (All versions)	IoT and Cybersecurity	Certificate
Vue.js (All levels)	Information Technology	Certificate
VYKONPro Niagara Enterprise	IoT and Cybersecurity	Certification
Warehouse & Distribution Center Layout	Construction Technology	Certificate
Warehouse Data Collection (WaDaCo)	Information Technology	Certificate
Warehouse Management System	Business Technology	Certificate
WatchGuard Multi-Factor Authentication	Information Technology	Certification
Water Quality Association (WQA) Certified Installer (CI)	Construction Technology	Certification
Water System Modeling using EPA Net	Construction Technology	Certificate
Waterless Geothermal Troubleshooting	Construction Technology	Certificate
Wayne Dispenser/Payment	Construction Technology	Certificate
Web Applications Developer	Information Technology	Certificate
Web Design and Development	IoT and Cybersecurity	Certificate
Web Design and Responsive Layouts with HTML/CSS	Business Technology	Certificate
Web Design and SEO	IoT and Cybersecurity	Certificate
Web Design Fundamentals	IoT and Cybersecurity	Certificate
Web Development	Information Technology	Certificate
Web Handling and Converting	Manufacturing Technology	Certificate
Web Page UX Design	Information Technology	Certificate
Weibull Analysis	Manufacturing Technology	Certificate
Weishaupt Burner Equipment	Manufacturing Technology	Certificate
Welding Processes Survey	Manufacturing Technology	Certificate
Welding Technician AWS Certified Welder	Manufacturing Technology	Certification
Welding Techniques	Manufacturing Technology	Certificate
Welding Technology & Blueprint Reading	Manufacturing Technology	Certificate

Welding Theory I	Manufacturing Technology	Certificate
Welding Theory II	Manufacturing Technology	Certificate
Welding: GTAW and GMAW	Manufacturing Technology	Certificate
Western Star (ILT)	Military and Smart Transportation	Certificate
Wheel Alignment	Military and Smart Transportation	Certificate
Windchill: Fundamentals	Business Technology	Certificate
Windows Forms Programming Using Visual Basic.NET	Business Technology	Certificate
Windows PowerShell Scripting and Toolmaking	Business Technology	Certificate
Windows Server 2019 Hybrid and Azure IaaS	Information Technology	Certificate
Windows Server Administration	Information Technology	Certificate
Wingtra WingtraOne-Operator Original Equipment Manufacturer Authorized Training	Military and Smart Transportation	Certificate
Wintriss Die Protection	Manufacturing Technology	Certificate
Wire EDM Machine Fundamentals	Manufacturing Technology	Certificate
Wire EDM Machine Operation	Manufacturing Technology	Certificate
Wire EDM Optimization & Application Strategies	Manufacturing Technology	Certificate
Wireless Broadband Infrastructures	Business Technology	Certificate
Wisenet Professional	Construction Technology	Certification
WordPress (All versions)	Business Technology	Certificate
Work in Process Training and Financial Data Analytics	Business Technology	Certificate
Work Smarter with AI Using Microsoft Copilot	Business Technology	Certificate
Workday Accounting	Business Technology	Certificate
Workday Adaptive Planning	Business Technology	Certificate
Workday Adaptive Planning: Analyzing with Interactive Dashboards	Business Technology	Certificate
Workday Adaptive Planning: Modeling	Business Technology	Certificate
Workday Adaptive Planning: OfficeConnect	Business Technology	Certificate
Workday Adaptive Planning: Operational Modeling	Business Technology	Certificate
Workday Adaptive Planning: Web Reporting	Business Technology	Certificate
Workday Advanced Configurable Security	IoT and Cybersecurity	Certificate
Workday Benefits for Administrators	Business Technology	Certificate
Workday Business Processes	Business Technology	Certificate
Workday Calculated Fields	Business Technology	Certificate
Workday Composite Reporting	Business Technology	Certificate
Workday Configurable Security	IoT and Cybersecurity	Certificate
Workday Configurable Security Maintenance	IoT and Cybersecurity	Certificate
Workday Creating and Securing Integrations	IoT and Cybersecurity	Certificate
Workday Custom Fields for Administrators	Business Technology	Certificate
Workday Customizing Integrations	Business Technology	Certificate
Workday Financial	Business Technology	Certificate
Workday Financial Management for Administrators	Business Technology	Certificate
Workday HCM Core for Administrators	Business Technology	Certificate
Workday Human Capital Management (HCM)	Business Technology	Certificate
Workday Integration Security	IoT and Cybersecurity	Certificate
Workday Learning for Administrators	Business Technology	Certificate
Workday Learning Fundamentals	Business Technology	Certificate
Workday Payroll	Business Technology	Certificate
Workday Payroll for Administrators	Business Technology	Certificate
Workday Platform for Administrators	Business Technology	Certificate
Workday Prism Analytics for Administrators	Business Technology	Certificate
Workday Project	Business Technology	Certificate
Workday Project Billing	Business Technology	Certificate
Workday Recruiting	Business Technology	Certificate
Workday Report Writer	Business Technology	Certificate
Workday Reporting	Business Technology	Certificate
Workday Reporting and Analytics	Business Technology	Certificate
Workday Reporting for Financials	Business Technology	Certificate
Workday Reporting for HCM	Business Technology	Certificate
Workday Security for Administrators	IoT and Cybersecurity	Certificate
Workday Security Maintenance for Administrators	IoT and Cybersecurity	Certificate
Workday Supplier Contracts	Business Technology	Certificate
Workday Talent for Administrators	Business Technology	Certificate
Workday Time Tracking	Business Technology	Certificate
Workday Worksheets	Business Technology	Certificate
Workforce Development Certificate for Level 1 Mechanical Assembly	Manufacturing Technology	Certificate
Workholding	Manufacturing Technology	Certificate
WorkNC Programming-Advanced and 5-Axis Machining	Manufacturing Technology	Certificate
Write Right Agile User Stories and Acceptance Tests Right	Information Technology	Certificate
Writing Analytical Queries for Business Intelligence	Information Technology	Certificate

Writing Reports with Report Builder and SSRS - Level 1	Business Technology	Certificate
Writing Reports with Report Builder and SSRS - Level 2	Business Technology	Certificate
X3-Sage X3: Expert Workshop: Advanced Web Services Use Case Review & Practice	Information Technology	Certificate
X3-Sage X3: Web Services and Integration	Information Technology	Certificate
Xactware Xactimate	Business Technology	Certificate
Xamarin Cross-Platform Mobile Application Development	Information Technology	Certificate
XML and Web Service	IoT and Cybersecurity	Certificate
Yamato Precision Scales Operation and Troubleshooting	Manufacturing Technology	Certificate
Yaskawa Motoman DX100 Accelerated Programming	Robotics / Automation	Certificate
Yaskawa Motoman DX100 Com-Arc IV Programming	Robotics / Automation	Certificate
Yaskawa Motoman DX100 Coordinated Motion and Multiple Robot Control Programming	Robotics / Automation	Certificate
Yaskawa Motoman DX100 Maintenance with Programming Overview	Robotics / Automation	Certificate
Yaskawa Motoman DX100 Maintenance without Programming Overview	Robotics / Automation	Certificate
Yaskawa Motoman DX100 Operator's	Robotics / Automation	Certificate
Yaskawa Motoman DX200 Accelerated Programming	Robotics / Automation	Certificate
Yaskawa Motoman DX200 Accelerated Programming with Arc Welding	Robotics / Automation	Certificate
Yaskawa Motoman DX200 Advanced Arc Weld Programming	Robotics / Automation	Certificate
Yaskawa Motoman DX200 Advanced Programming	Robotics / Automation	Certificate
Yaskawa Motoman DX200 Basic Programming	Robotics / Automation	Certificate
Yaskawa Motoman DX200 Basic Programming with Arc Welding	Robotics / Automation	Certificate
Yaskawa Motoman DX200 Basic Programming with Coordinated Motion	Robotics / Automation	Certificate
Yaskawa Motoman DX200 Basic Programming with Material Handling	Robotics / Automation	Certificate
Yaskawa Motoman DX200 Com-Arc IV Programming	Robotics / Automation	Certificate
Yaskawa Motoman DX200 Coordinated Motion and Multiple Robot Control Programming	Robotics / Automation	Certificate
Yaskawa Motoman DX200 Functional Safety Unit (FSU) Programming	Robotics / Automation	Certificate
Yaskawa Motoman DX200 Maintenance with Programming Overview	Robotics / Automation	Certificate
Yaskawa Motoman DX200 Operator's	Robotics / Automation	Certificate
Yaskawa Motoman FS100 Basic Programming with Material Handling	Robotics / Automation	Certificate
Yaskawa Motoman Ladder Editor Programming	Robotics / Automation	Certificate
Yaskawa Motoman MotoSight 2D Global Edition Programming	Robotics / Automation	Certificate
Yaskawa Motoman Robotics Programming (All models)	Robotics / Automation	Certificate
Yaskawa Motoman Robotics YRC1000 Advanced Arc Weld Programming	Robotics / Automation	Certificate
Yaskawa Motoman Robotics YRC1000 Basic Programming	Robotics / Automation	Certificate
Yaskawa Motoman Robotics YRC1000 Maintenance with Programming Overview	Robotics / Automation	Certificate
Yaskawa MotomanDX100 Accelerated Programming with Arc Welding	Robotics / Automation	Certificate
Yaskawa MotomanDX100 Advanced Arc Weld Programming	Robotics / Automation	Certificate
Yaskawa MotomanDX100 Advanced Programming	Robotics / Automation	Certificate
Yaskawa MotomanDX100 Basic Programming	Robotics / Automation	Certificate
Yaskawa MotomanDX100 Basic Programming PLUS Ladder Editor	Robotics / Automation	Certificate
Yaskawa MotomanDX100 Basic Programming with Arc Welding	Robotics / Automation	Certificate
Yaskawa MotomanDX100 Basic Programming with Coordinated Motion	Robotics / Automation	Certificate
Yaskawa MotomanDX100 Basic Programming with Material Handling	Robotics / Automation	Certificate
Yaskawa MotoSim EG Off-Line Programming	Robotics / Automation	Certificate
Yaskawa MotoSim EG/VRC Off-Line Programming	Robotics / Automation	Certificate
Yaskawa YRC1000 Accelerated Programming	Robotics / Automation	Certificate
Yaskawa YRC1000 Accelerated Programming with Arc Welding	Robotics / Automation	Certificate
Yaskawa YRC1000 Advanced Programming	Robotics / Automation	Certificate
Yaskawa YRC1000 Basic Programming with Arc Welding	Robotics / Automation	Certificate
Yaskawa YRC1000 Basic Programming with Coordinated Motion	Robotics / Automation	Certificate
Yaskawa YRC1000 Basic Programming with Material Handling	Robotics / Automation	Certificate
Yaskawa YRC1000 ComArc LV Programming	Robotics / Automation	Certificate
Yaskawa YRC1000 Coordinated Motion and Multiple Robot Control Programming	Robotics / Automation	Certificate
Yaskawa YRC1000 Functional Safety Unit (FSU) Programming	Robotics / Automation	Certificate
Yaskawa YRC1000 HC10 FSU and PFL	Robotics / Automation	Certificate
York Air Cooled Chiller	Construction Technology	Certificate
York Centrifugal Chiller	Construction Technology	Certificate
Zapier with AI Integrations	IoT and Cybersecurity	Certificate
Zeiss Calypso Advanced	Manufacturing Technology	Certificate
Zeiss Calypso Basic	Manufacturing Technology	Certificate
Zeiss Calypso Curve	Manufacturing Technology	Certificate
Zeiss CALYPSO Metrology Software	Manufacturing Technology	Certificate
Zeiss CALYPSO Optical Sensor	Manufacturing Technology	Certificate
Zeiss CALYPSO PiWeb Reporting	Manufacturing Technology	Certificate
Zinc Alloy Plating	Manufacturing Technology	Certificate
Zultys Certified System Expert (ZCSE)	Information Technology	Certification

Individual Microcredential Assistance Program (IMAP)

The Individual Microcredential Assistance Program, or IMAP, helps Ohioans who are low income, partially unemployed, or totally unemployed participate in a training program to receive a credential at no cost. IMAP training providers cover all tuition, fees, and additional costs to help the individual learn new skills and earn a credential that can lead to a good job.

Reported information:

Training providers awarded an allocation from the IMAP program are allowed 18 months from the date of the awards to offer credential programs to Ohioans and submit documentation requesting reimbursement. In Fiscal Year 2026, reimbursement requests were processed for 1,840 credentials.

Development distributed a survey to individuals who completed a Microcredential with the assistance of the IMAP program. Among the 115 individuals who responded to the survey upon completion of the credential, the following information was gathered.

- Obtained a job: 24 individuals, or 20.87%, responded yes.
- Obtained a promotion: 13 individuals, or 11.30%, responded yes.
- Obtained a raise: 11 individuals, or 9.57%, responded yes.
- Average wage increase percentage for credential completers: 1.22%
- Average hourly wage for credential completers: $28.89
- Out of 98 credential completers choosing to respond to this optional question, the race analysis is as follows:
  - African American - 23 completers, or 23.47%
  - Asian - 4 completers, or 4.08%
  - Caucasian - 53 completers, or 54.08%
  - Hispanic - 8 completers, or 8.16%
  - Native American – 1 completer, or 1.02%
  - Other - 9 completers, or 9.18%
- Out of 98 credential completers choosing to respond to this optional question, the gender analysis is as follows:
  - Female – 53 completers, or 54.08%
  - Male – 44 completers, or 44.90%
  - Other – 1 completer, or 1.02%
- Credentials earned by region and by county: Refer to the “IMAP Attachment FY’26” document.

Among those who had not yet obtained a job, promotion, or raise, comments that were submitted overwhelmingly indicated that the individuals felt optimistic about the Microcredential positively impacting their future careers. Below are examples of submitted comments:

- Provided me with knowledge and skills with Python coding, data analysis, cybersecurity, and artificial intelligence. This course helped me to improve my grades in school as well as start to position me for an internship at the Cleveland Clinic for Summer 2026.
- There’s no question that the CompTIA Security+ certification is highly valued by U.S. employers. Thanks to Ohio’s IMAP program, I had the incredible opportunity to refresh my cybersecurity knowledge and

sharpen my skills through their structured Security+ training. The program not only reinforced key concepts but also empowered me to apply them more effectively in real-world scenarios. I'm deeply grateful to the Ohio IMAP team for their unwavering support throughout this journey, especially for guiding unemployed professionals and students like me with such dedication. In my experience, this initiative is an invaluable resource, whether you're an experienced professional looking to upskill or someone just starting their cybersecurity career. The training not only builds technical competence but also boosts confidence, making it a fantastic stepping stone for anyone entering this dynamic field.

- This credential enhances my knowledge and by adding that on my resume, I am expecting that potential future employers will value my working experience augmented by this formal training.
- I'm in a better position to seek employment that provides a higher pay scale.
- It helped me get an idea on the career path I'll take after high school with computers.
- Earning this credential as a new HVAC graduate has strengthened my technical knowledge, confidence, and hands-on skills. It has prepared me to work safely and efficiently, improved my problem-solving abilities, and supports my continued growth in the HVAC field.

Among those who were already employed, many comments expressed that earning the Microcredential had strengthened their skills, improved their job performance, or positioned them for future advancement. Below are examples of submitted comments:

- IMAP was incredibly helpful in allowing me to switch into a high demand field with greater long term trajectory. Without this program, I would never have been able to become a data engineer.
- It is possible taking the courses last year may have helped me get a 4% raise for this year.
- It enhanced my professional growth, knowledge of medical terminology and coding, insurance processes and compliance regulations. Also helps me to communicate and collaborate well with healthcare providers and opened doors to career advancement.
- Earning this certification and the entire process has added to my knowledge and helped me upskill which is very beneficial for my current career.
- I will be able to better analyze and present data in my role.
- It rounded out gaps in my knowledge and will help me in my current job.

Diversity Region as Defined in HB 2 Sec. 122.178 (G)

Region 1 - Allen, Crawford, Defiance, Fulton, Hancock, Hardin, Henry, Lucas , Ottawa, Paulding, Putnam, Sandusky, Seneca, Van Wert, Williams, Wood, and Wyandot

Region 2 - Ashland, Ashtabula, Columbiana, Cuyahoga, Erie, Geauga, Huron, Lake , Lorain, Mahoning, Medina, Portage, Richland, Stark, Summit, Trumbull, Tuscarawas, and Wayne

Region 3 - Auglaize, Champaign, Clark, Clinton, Darke, Fayette, Greene, Mercer, Miami, Montgomery, Preble, and Shelby

Region 4 - Delaware, Fairfield, Franklin, Knox, Licking, Logan, Madison, Marion , Morrow, Pickaway, and Union

Region 5 - Adams, Athens, Gallia, Highland, Hocking, Jackson, Lawrence, Meigs , Pike, Ross, Scioto, and Vinton

Region 6 - Belmont, Carroll, Coshocton, Guernsey, Harrison, Holmes, Jefferson , Monroe, Morgan, Muskingum, Noble, Perry, and Washington

Region 7 - Brown, Butler, Clermont, Hamilton, and Warren

Row Labels	Count of Credential
1	**477**
Automotive Technical Skills	4
AWS Certified Solutions Architect - Associate	8
Basic Electricity	34
Bench Work	19
Blueprint Reading & Sketching	6
CAD Advanced Processes	1
CAD/CAM	1
CCMA Certified Medical Assistant	5
CompTIA A+	28
CompTIA Cloud+	8
CompTIA CySA+	4
CompTIA IT Fundamentals	4
CompTIA Linux+	1
CompTIA Network+	34
CompTIA Security+	11
Industrial Electricity	14
Industrial Pneumatics	11
Introduction to Robotics	15
Introductory Welding	19
Manufacturing Machine Maintenance	17
Medical Billing and Coding	33
Motor Controls	9
Pipefitting/Plumbing	13
Programmable Logic Controllers	16
Quality Practices and Measurement	30
Quality Production	47
Supply Chain Management	50
Warehouse & Distribution Center Layout	35
2	**483**
5G and Broadband Deployment	19
Client-Server Architecture and RESTful APIs	11
CompTIA A+	5
Cyber Security	102
Database Integration	11
FAA Drone Technology UAS	28

Gas Metal Arc Welding (MIG)	21
HVAC Diagnostics (ILT)	3
Information Technology	18
Manufacturing Technology	11
Manufacturing Technology: Production Associates - Beginner	116
Microsoft Office 365 and Teams	91
Object-Oriented Programming	3
Programming Basics	3
Programming with HTML, CSS, or JavaScript	10
Single Page Application Development With React	11
SQL and Relational Database Management	5
Unit Testing and Exception Handling	3
Web Design and Responsive Layouts with HTML/CSS	10
Welding Technician AWS Certified Welder	2
3	**121**
Basic Plumbing Concepts	11
Data Analytics	2
Electrical for HVAC	17
EPA Section 608 Technician	16
HVAC Diagnostics (ILT)	16
Motor Troubleshooting Systems	18
NCCER Core	13
NCCER HVAC - Level 1	15
Quality Fundamentals	1
Service & Repair - Plumbing	11
Web Design and SEO	1
4	**373**
Agile Scrum	38
CompTIA A+	55
CompTIA IT Fundamentals	36
CompTIA Network+	5
CompTIA Project+	1
CompTIA Security+	5
DevOps Foundation	65
DevOps Leader	16
Google Cybersecurity	1
Google IT Support Professional	12
Introduction to Agile and Scrum Methodologies	52
ITIL 4 Foundation	47
ITIL 4 Specialist: Create, Deliver and Support (CDS)	4
SCRUMstudy Agile Master Certified (SAMC)	17
SCRUMstudy Scrum Master Certified (SMC)	19
5	**115**
ASE A4 Suspension and Steering	2
AWS Gas Tungsten Arc Welding (GTAW) (TIG)	13
Broadband Infrastructure	15
EPA Section 608 Technician	30
Healthcare Information Technology	43
NCCER Core	12
6	**138**
Artificial Intelligence for Business	87
ASME Brazing	8
CCMA Certified Medical Assistant	8
Certified Fiber Optic Technician (CFOT)	14
Emergency Medical Technician (EMT)	14
EPA Section 608 Technician	7

7	**133**
Angular Programming (all levels)	10
Artificial Intelligence	20
Beginning API Development with Node.js	5
Cloud Computing	1
CompTIA Network+	6
Computer Skills for the Workplace	1
Cybersecurity Foundations	11
Full Stack Web Developer Nanodegree	5
JavaScript and jQuery	10
Machining Fundamentals	10
Mastering React/React Foundation	5
Microsoft Excel (All versions)	8
Microsoft Power BI Data Analyst	1
Programming with HTML, CSS, or JavaScript	10
Security Foundations	11
Yaskawa Motoman DX200 Basic Programming	19
Grand Total	**1840**

Row Labels	Count of Credential
Butler	**29**
Machining Fundamentals	10
Yaskawa Motoman DX200 Basic Programming	19
Clark	**4**
Data Analytics	2
Quality Fundamentals	1
Web Design and SEO	1
Cuyahoga	**142**
Client-Server Architecture and RESTful APIs	11
Database Integration	11
Manufacturing Technology: Production Associates - Beginner	75
Object-Oriented Programming	3
Programming Basics	3
Programming with HTML, CSS, or JavaScript	10
Single Page Application Development With React	11
SQL and Relational Database Management	5
Unit Testing and Exception Handling	3
Web Design and Responsive Layouts with HTML/CSS	10
Franklin	**373**
Agile Scrum	38
CompTIA A+	55
CompTIA IT Fundamentals	36
CompTIA Network+	5
CompTIA Project+	1
CompTIA Security+	5
DevOps Foundation	65
DevOps Leader	16
Google Cybersecurity	1
Google IT Support Professional	12
Introduction to Agile and Scrum Methodologies	52
ITIL 4 Foundation	47
ITIL 4 Specialist: Create, Deliver and Support (CDS)	4
SCRUMstudy Agile Master Certified (SAMC)	17
SCRUMstudy Scrum Master Certified (SMC)	19
Gallia	**53**
ASE A4 Suspension and Steering	2
AWS Gas Tungsten Arc Welding (GTAW) (TIG)	13
Broadband Infrastructure	15
EPA Section 608 Technician	11
NCCER Core	12
Greene	**117**
Basic Plumbing Concepts	11
Electrical for HVAC	17

EPA Section 608 Technician	16
HVAC Diagnostics (ILT)	16
Motor Troubleshooting Systems	18
NCCER Core	13
NCCER HVAC - Level 1	15
Service & Repair - Plumbing	11
Hamilton	**104**
Angular Programming (all levels)	10
Artificial Intelligence	20
Beginning API Development with Node.js	5
Cloud Computing	1
CompTIA Network+	6
Computer Skills for the Workplace	1
Cybersecurity Foundations	11
Full Stack Web Developer Nanodegree	5
JavaScript and jQuery	10
Mastering React/React Foundation	5
Microsoft Excel (All versions)	8
Microsoft Power BI Data Analyst	1
Programming with HTML, CSS, or JavaScript	10
Security Foundations	11
Henry	**177**
Automotive Technical Skills	4
Basic Electricity	34
Bench Work	19
Blueprint Reading & Sketching	6
Industrial Electricity	14
Industrial Pneumatics	11
Introduction to Robotics	15
Introductory Welding	19
Manufacturing Machine Maintenance	17
Motor Controls	9
Pipefitting/Plumbing	13
Programmable Logic Controllers	16
Highland	**62**
EPA Section 608 Technician	19
Healthcare Information Technology	43
Lorain	**47**
5G and Broadband Deployment	19
CompTIA A+	5
Gas Metal Arc Welding (MIG)	21
Welding Technician AWS Certified Welder	2
Mahoning	**143**
Cyber Security	102

Manufacturing Technology: Production Associates - Beginner	41
Morgan	**87**
Artificial Intelligence for Business	87
Seneca	**138**
AWS Certified Solutions Architect - Associate	8
CAD Advanced Processes	1
CAD/CAM	1
CCMA Certified Medical Assistant	5
CompTIA A+	28
CompTIA Cloud+	8
CompTIA CySA+	4
CompTIA IT Fundamentals	4
CompTIA Linux+	1
CompTIA Network+	34
CompTIA Security+	11
Medical Billing and Coding	33
Stark	**151**
FAA Drone Technology UAS	28
HVAC Diagnostics (ILT)	3
Information Technology	18
Manufacturing Technology	11
Microsoft Office 365 and Teams	91
Washington	**51**
ASME Brazing	8
CCMA Certified Medical Assistant	8
Certified Fiber Optic Technician (CFOT)	14
Emergency Medical Technician (EMT)	14
EPA Section 608 Technician	7
Wood	**162**
Quality Practices and Measurement	30
Quality Production	47
Supply Chain Management	50
Warehouse & Distribution Center Layout	35
Grand Total	**1840**

Industry Sector Partnership Grant

In Fiscal Year 2026, the Ohio Department of Development and the Governor's Office of Workforce Transformation provided funding for 22 grants, totaling $5,065,368.46, through the Industry Sector Partnership grant. This program supports partnerships that help ensure Ohioans can participate in the workforce pipeline while meeting the needs of job creators and the local economy. The selected partnerships are located in various regions across Ohio and focus on multiple in-demand industry sectors, including construction, healthcare, information technology, insurance, manufacturing, skilled trades, and transportation.

Reported information:

The following is a list of Industry Sector Partnership grantees for Fiscal Year 2026:

Partnership Name	Award Amount	Grant Type	Diversity Region	Partnership ID
Advanced Manufacturing Consortium Foundation	$250,000.00	Accelerant	1	PP-1044
Advanced Manufacturing Industry Partnership (AMIP)	$250,000.00	Accelerant	7	PP-1054
Building Value Construction Training Program	$250,000.00	Accelerant	7	PP-1075
CareerLaunch of SW Ohio	$250,000.00	Accelerant	7	PP-1055
Central Ohio Manufacturing Partnership	$250,000.00	Accelerant	4	PP-1046
Dayton Region Manufacturing Workforce Partnership	$205,368.46	Accelerant	3	PP-1048
Geauga Healthcare Sector Partnership	$250,000.00	Accelerant	2	PP-1051
Healthcare Sector Partnership	$250,000.00	Accelerant	2	PP-1037
Insuring Ohio Futures	$150,000.00	Accelerant	4	PP-1056
Life Sciences Futures	$250,000.00	Accelerant	2	PP-1080
Mahoning Valley Manufacturers Coalition	$250,000.00	Accelerant	2	PP-1036
Medical Pathways Partnership	$250,000.00	Accelerant	7	PP-1064
Northeast Ohio Talent and Employer Alignment Project | Cleveland Talent Alliance (CTA)	$250,000.00	Accelerant	2	PP-1059
Northeast Ohio Workforce Connect	$250,000.00	Accelerant	2	PP-1058
Paulding and Van Wert Industry Sector Partnership	$100,000.00	Spark	1	PP-1068
Raise The Bar Hancock County	$200,000.00	Accelerant	1	PP-1039
Skilled Trades Industry Sector Partnership	$250,000.00	Accelerant	3	PP-1065
Stark County Manufacturing Workforce Development Partnership	$250,000.00	Accelerant	2	PP-1043
The Health Collaborative Workforce Advisory Council	$250,000.00	Accelerant	7	PP-1038
The Healthcare Career Collaborative of Central Ohio	$200,000.00	Accelerant	4	PP-1049
Workforce Connect Manufacturing Sector Partnership	$250,000.00	Accelerant	2	PP-1076
Workforce Partnership of Putnam County, Inc	$210,000.00	Accelerant	1	PP-1041

For a detailed listing of each industry sector partnership's membership, please refer to the "ISP Membership Rosters FY'26" document for additional details. Memberships are identified by the Partnership ID as indicated in the list above.

Examples of activities of the Industry Sector Partnership grantees in Fiscal Year 2026 include the following:

- Partner with a number of school districts to serve high school students annually in a Recognized Pre-Apprenticeship program registered with ApprenticeOhio.
- Deliver comprehensive services to recruit, train, place, credential, and coach job seekers from a wide variety of backgrounds.
- Create and amplify new narratives and coursework around Advanced Mobility, Artificial Intelligence, and Advanced Manufacturing careers.
- Deliver high-quality, employer-informed work-based learning experiences for students.
- Increase middle and high school students' engagement in manufacturing career exploration activities.
- Launch a Manufacturing Technician Training Academy series to address the region's most critical technical skill gaps using both multi-company and company-based cohort approaches.
- Design and implement a centralized online resource to coordinate and increase visibility of insurance internship and work-based learning opportunities.
- Implement a cohort-based, employer-integrated training model designed to expand net-new talent supply for Ohio's life sciences and biomanufacturing sector.
- Pilot a 12–15-month affinity-based outreach initiative using Findem technology to identify high-skill professionals aligned with focus occupations who demonstrate regional connection indicators.
- Establish structured mentorship teams across healthcare, advanced manufacturing, transportation/logistics, and skilled trades.
- Establish a Credential Priority and Tiering Framework. This framework will evaluate, validate, and prioritize credentials based on demonstrated workplace demand, employer hiring value, advancement potential, and instructional feasibility.
- Host a one-day regional data analytics, storytelling, and artificial intelligence summit to elevate awareness of data-driven competencies.
- Host a regional Healthcare Career Summit providing immersive, employer-led career exploration across six priority healthcare occupations.
- Coordinate short-term, hands-on healthcare career bootcamps designed as on-ramps into education and employer pipelines.
- Recruit and prepare people for careers in manufacturing. Our cornerstone program, ACCESS to Manufacturing, is a three-week, employer-designed training built on the nationally recognized WorkAdvance model.

Partnership Name	Name of industry sector partnership	Name of lead applicant	Name of Fiscal Agent: Account Name	Partner Type	Name of Partner	Name of Partner Representative
PP-1044	Advanced Manufacturing Consortium Foundation	Advanced Manufacturing Consortium Foundation	Advanced Manufacturing Consortium Foundation	Associate Member	Northern Buckeye Education Council	John Mansel-Pleydell
PP-1044	Advanced Manufacturing Consortium Foundation	Advanced Manufacturing Consortium Foundation	Advanced Manufacturing Consortium Foundation	Business	Allied Moulded Products	Sandie Baker
PP-1044	Advanced Manufacturing Consortium Foundation	Advanced Manufacturing Consortium Foundation	Advanced Manufacturing Consortium Foundation	Business	Worthington Steel	Jessica Double
PP-1044	Advanced Manufacturing Consortium Foundation	Advanced Manufacturing Consortium Foundation	Advanced Manufacturing Consortium Foundation	Business	Spangler Candy Co,	Niki Mosier
PP-1044	Advanced Manufacturing Consortium Foundation	Advanced Manufacturing Consortium Foundation	Advanced Manufacturing Consortium Foundation	Business	Haas Door	Angie Salyer
PP-1044	Advanced Manufacturing Consortium Foundation	Advanced Manufacturing Consortium Foundation	Advanced Manufacturing Consortium Foundation	Business	APA Solar	Kim Schumm
PP-1044	Advanced Manufacturing Consortium Foundation	Advanced Manufacturing Consortium Foundation	Advanced Manufacturing Consortium Foundation	Business	Sauder Manufacturing	Megan Schwaiger
PP-1044	Advanced Manufacturing Consortium Foundation	Advanced Manufacturing Consortium Foundation	Advanced Manufacturing Consortium Foundation	Business	Altenloh, Brinck & Co.	Charlene Swank
PP-1044	Advanced Manufacturing Consortium Foundation	Advanced Manufacturing Consortium Foundation	Advanced Manufacturing Consortium Foundation	Business	Reifel Industries	Katie Wells
PP-1044	Advanced Manufacturing Consortium Foundation	Advanced Manufacturing Consortium Foundation	Advanced Manufacturing Consortium Foundation	Business	Custom Agri Systems	Dana Yagel
PP-1044	Advanced Manufacturing Consortium Foundation	Advanced Manufacturing Consortium Foundation	Advanced Manufacturing Consortium Foundation	Business	Sauder Woodworking	Jason Gerencser
PP-1044	Advanced Manufacturing Consortium Foundation	Advanced Manufacturing Consortium Foundation	Advanced Manufacturing Consortium Foundation	Business	Wieland Chase	Mike Tisovic
PP-1044	Advanced Manufacturing Consortium Foundation	Advanced Manufacturing Consortium Foundation	Advanced Manufacturing Consortium Foundation	Business	North Star Bluescope Steel	Kirsten Fruchey
PP-1044	Advanced Manufacturing Consortium Foundation	Advanced Manufacturing Consortium Foundation	Advanced Manufacturing Consortium Foundation	Economic Development	Henry County CIC	Jennifer Arps
PP-1044	Advanced Manufacturing Consortium Foundation	Advanced Manufacturing Consortium Foundation	Advanced Manufacturing Consortium Foundation	Economic Development	Paulding County Economic Development	Tim Copsey
PP-1044	Advanced Manufacturing Consortium Foundation	Advanced Manufacturing Consortium Foundation	Advanced Manufacturing Consortium Foundation	ESC	Northwest Ohio Educational Service Center	Kerri Wier
PP-1044	Advanced Manufacturing Consortium Foundation	Advanced Manufacturing Consortium Foundation	Advanced Manufacturing Consortium Foundation	Local K-12 School District	Liberty Center Schools	Shelley Ahleman
PP-1044	Advanced Manufacturing Consortium Foundation	Advanced Manufacturing Consortium Foundation	Advanced Manufacturing Consortium Foundation	Local K-12 School District	Stryler Local School	Matt Arnos
PP-1044	Advanced Manufacturing Consortium Foundation	Advanced Manufacturing Consortium Foundation	Advanced Manufacturing Consortium Foundation	Local K-12 School District	Archbold Middle School	Allison Bentley
PP-1044	Advanced Manufacturing Consortium Foundation	Advanced Manufacturing Consortium Foundation	Advanced Manufacturing Consortium Foundation	Local K-12 School District	Bryan City Schools	Karyn Cox
PP-1044	Advanced Manufacturing Consortium Foundation	Advanced Manufacturing Consortium Foundation	Advanced Manufacturing Consortium Foundation	Local K-12 School District	Archbold High School	Shawn Grime
PP-1044	Advanced Manufacturing Consortium Foundation	Advanced Manufacturing Consortium Foundation	Advanced Manufacturing Consortium Foundation	Local K-12 School District	Hicksville Schools	Nathan Ferrell
PP-1044	Advanced Manufacturing Consortium Foundation	Advanced Manufacturing Consortium Foundation	Advanced Manufacturing Consortium Foundation	Local K-12 School District	Pike-Delta-York Local School District	Amanda Hoffman

PP-1044	Advanced Manufacturing Consortium Foundation	Advanced Manufacturing Consortium Foundation	Advanced Manufacturing Consortium Foundation	Local K-12 School District	Edgerton Local Schools	Chase McClellan
PP-1044	Advanced Manufacturing Consortium Foundation	Advanced Manufacturing Consortium Foundation	Advanced Manufacturing Consortium Foundation	Local K-12 School District	Defiance City Schools	Bob Morton
PP-1044	Advanced Manufacturing Consortium Foundation	Advanced Manufacturing Consortium Foundation	Advanced Manufacturing Consortium Foundation	Local K-12 School District	Northeastern Local School	Tricia Rinkel
PP-1044	Advanced Manufacturing Consortium Foundation	Advanced Manufacturing Consortium Foundation	Advanced Manufacturing Consortium Foundation	Local K-12 School District	Tinora Middle School	Stacie Schroeder
PP-1044	Advanced Manufacturing Consortium Foundation	Advanced Manufacturing Consortium Foundation	Advanced Manufacturing Consortium Foundation	Local K-12 School District	Holgate Local Schools	Jessica Schuette
PP-1044	Advanced Manufacturing Consortium Foundation	Advanced Manufacturing Consortium Foundation	Advanced Manufacturing Consortium Foundation	Local K-12 School District	Fairview Middle & High Schools	Beverly Singer
PP-1044	Advanced Manufacturing Consortium Foundation	Advanced Manufacturing Consortium Foundation	Advanced Manufacturing Consortium Foundation	Local K-12 School District	Evergreen Local Schools	Dolores Swineford
PP-1044	Advanced Manufacturing Consortium Foundation	Advanced Manufacturing Consortium Foundation	Advanced Manufacturing Consortium Foundation	Local K-12 School District	Pettisville Local Schools	Greg Waidelich
PP-1044	Advanced Manufacturing Consortium Foundation	Advanced Manufacturing Consortium Foundation	Advanced Manufacturing Consortium Foundation	Local K-12 School District	Wauseon High School	Terri Westfall
PP-1044	Advanced Manufacturing Consortium Foundation	Advanced Manufacturing Consortium Foundation	Advanced Manufacturing Consortium Foundation	Ohio Technical Center	Four County Career Center	Jeff Slatery
PP-1054	Advanced Manufacturing Industry Partnership (AMIP)	Advanced Manufacturing Industry Partnership, Inc.	Advanced Manufacturing Industry Partnership, Inc.	Business	Alliant Insurance Services	Matt Richard
PP-1054	Advanced Manufacturing Industry Partnership (AMIP)	Advanced Manufacturing Industry Partnership, Inc.	Advanced Manufacturing Industry Partnership, Inc.	Business	Armor Iimak	Ryan Heitkamp
PP-1054	Advanced Manufacturing Industry Partnership (AMIP)	Advanced Manufacturing Industry Partnership, Inc.	Advanced Manufacturing Industry Partnership, Inc.	Business	AtriCure	John Dreyer
PP-1054	Advanced Manufacturing Industry Partnership (AMIP)	Advanced Manufacturing Industry Partnership, Inc.	Advanced Manufacturing Industry Partnership, Inc.	Business	Barnes Dennig	Chris Perrino
PP-1054	Advanced Manufacturing Industry Partnership (AMIP)	Advanced Manufacturing Industry Partnership, Inc.	Advanced Manufacturing Industry Partnership, Inc.	Business	Benjamin Steel Co.	Josh Kneidl
PP-1054	Advanced Manufacturing Industry Partnership (AMIP)	Advanced Manufacturing Industry Partnership, Inc.	Advanced Manufacturing Industry Partnership, Inc.	Business	Blue Ash Tool & Die	James Siderits
PP-1054	Advanced Manufacturing Industry Partnership (AMIP)	Advanced Manufacturing Industry Partnership, Inc.	Advanced Manufacturing Industry Partnership, Inc.	Business	Brighton Tru-Edge	Adam Laib
PP-1054	Advanced Manufacturing Industry Partnership (AMIP)	Advanced Manufacturing Industry Partnership, Inc.	Advanced Manufacturing Industry Partnership, Inc.	Business	CBT Company	Elise Ring
PP-1054	Advanced Manufacturing Industry Partnership (AMIP)	Advanced Manufacturing Industry Partnership, Inc.	Advanced Manufacturing Industry Partnership, Inc.	Business	Cincinnati Metal Fabricating	Jamie Taylor
PP-1054	Advanced Manufacturing Industry Partnership (AMIP)	Advanced Manufacturing Industry Partnership, Inc.	Advanced Manufacturing Industry Partnership, Inc.	Business	Cincinnati Radiator	Prasenjit Ray
PP-1054	Advanced Manufacturing Industry Partnership (AMIP)	Advanced Manufacturing Industry Partnership, Inc.	Advanced Manufacturing Industry Partnership, Inc.	Business	Clippard Instrument Laboratory, Inc	Ernie Doering
PP-1054	Advanced Manufacturing Industry Partnership (AMIP)	Advanced Manufacturing Industry Partnership, Inc.	Advanced Manufacturing Industry Partnership, Inc.	Business	Cremer NA	Samantha Harper
PP-1054	Advanced Manufacturing Industry Partnership (AMIP)	Advanced Manufacturing Industry Partnership, Inc.	Advanced Manufacturing Industry Partnership, Inc.	Business	Darana Hybrid	Tyler Shinaberry
PP-1054	Advanced Manufacturing Industry Partnership (AMIP)	Advanced Manufacturing Industry Partnership, Inc.	Advanced Manufacturing Industry Partnership, Inc.	Business	Edge Energy	Greg York

PP-1054	Advanced Manufacturing Industry Partnership (AMIP)	Advanced Manufacturing Industry Partnership, Inc.	Advanced Manufacturing Industry Partnership, Inc.	Business	Edward Jones	Mark Hoffman
PP-1054	Advanced Manufacturing Industry Partnership (AMIP)	Advanced Manufacturing Industry Partnership, Inc.	Advanced Manufacturing Industry Partnership, Inc.	Business	Emerge Manufacturing	Cynthia Booth
PP-1054	Advanced Manufacturing Industry Partnership (AMIP)	Advanced Manufacturing Industry Partnership, Inc.	Advanced Manufacturing Industry Partnership, Inc.	Business	Enerfab	Andrew Koenig
PP-1054	Advanced Manufacturing Industry Partnership (AMIP)	Advanced Manufacturing Industry Partnership, Inc.	Advanced Manufacturing Industry Partnership, Inc.	Business	Festo Didactic	Brian Stevens
PP-1054	Advanced Manufacturing Industry Partnership (AMIP)	Advanced Manufacturing Industry Partnership, Inc.	Advanced Manufacturing Industry Partnership, Inc.	Business	Formica	Linda Farfsing
PP-1054	Advanced Manufacturing Industry Partnership (AMIP)	Advanced Manufacturing Industry Partnership, Inc.	Advanced Manufacturing Industry Partnership, Inc.	Business	Forward Technologies	Stephanie Meyers
PP-1054	Advanced Manufacturing Industry Partnership (AMIP)	Advanced Manufacturing Industry Partnership, Inc.	Advanced Manufacturing Industry Partnership, Inc.	Business	Frost Brown Todd	Rob Hudson
PP-1054	Advanced Manufacturing Industry Partnership (AMIP)	Advanced Manufacturing Industry Partnership, Inc.	Advanced Manufacturing Industry Partnership, Inc.	Business	GE Vernova	Dylan Claar
PP-1054	Advanced Manufacturing Industry Partnership (AMIP)	Advanced Manufacturing Industry Partnership, Inc.	Advanced Manufacturing Industry Partnership, Inc.	Business	General Tool Company	Peter Borden
PP-1054	Advanced Manufacturing Industry Partnership (AMIP)	Advanced Manufacturing Industry Partnership, Inc.	Advanced Manufacturing Industry Partnership, Inc.	Business	Ghent, a GMi Company	Char Kemp
PP-1054	Advanced Manufacturing Industry Partnership (AMIP)	Advanced Manufacturing Industry Partnership, Inc.	Advanced Manufacturing Industry Partnership, Inc.	Business	Brighton Tru-Edge	Adam Laib
PP-1054	Advanced Manufacturing Industry Partnership (AMIP)	Advanced Manufacturing Industry Partnership, Inc.	Advanced Manufacturing Industry Partnership, Inc.	Business	Hi-Tek Manufacturing	Jennifer Banks
PP-1054	Advanced Manufacturing Industry Partnership (AMIP)	Advanced Manufacturing Industry Partnership, Inc.	Advanced Manufacturing Industry Partnership, Inc.	Business	Hollaender Manufacturing Company - Cincinnati, OH	Todd Zureick
PP-1054	Advanced Manufacturing Industry Partnership (AMIP)	Advanced Manufacturing Industry Partnership, Inc.	Advanced Manufacturing Industry Partnership, Inc.	Business	Huhtamaki	Addam Drenner
PP-1054	Advanced Manufacturing Industry Partnership (AMIP)	Advanced Manufacturing Industry Partnership, Inc.	Advanced Manufacturing Industry Partnership, Inc.	Business	Huntington Bank	Ryan Reckman
PP-1054	Advanced Manufacturing Industry Partnership (AMIP)	Advanced Manufacturing Industry Partnership, Inc.	Advanced Manufacturing Industry Partnership, Inc.	Business	Huntington Insurance	Chris Owens
PP-1054	Advanced Manufacturing Industry Partnership (AMIP)	Advanced Manufacturing Industry Partnership, Inc.	Advanced Manufacturing Industry Partnership, Inc.	Business	Intrust IT	David Owens
PP-1054	Advanced Manufacturing Industry Partnership (AMIP)	Advanced Manufacturing Industry Partnership, Inc.	Advanced Manufacturing Industry Partnership, Inc.	Business	Kinetic Vision	Jim Topich
PP-1054	Advanced Manufacturing Industry Partnership (AMIP)	Advanced Manufacturing Industry Partnership, Inc.	Advanced Manufacturing Industry Partnership, Inc.	Business	Knox Manufacturing	Greg Knox
PP-1054	Advanced Manufacturing Industry Partnership (AMIP)	Advanced Manufacturing Industry Partnership, Inc.	Advanced Manufacturing Industry Partnership, Inc.	Business	Lincoln Electric / Harris	Kyle Girton
PP-1054	Advanced Manufacturing Industry Partnership (AMIP)	Advanced Manufacturing Industry Partnership, Inc.	Advanced Manufacturing Industry Partnership, Inc.	Business	Melink Solar	Ray Attiyah
PP-1054	Advanced Manufacturing Industry Partnership (AMIP)	Advanced Manufacturing Industry Partnership, Inc.	Advanced Manufacturing Industry Partnership, Inc.	Business	Metalworking Group	Doug Watts
PP-1054	Advanced Manufacturing Industry Partnership (AMIP)	Advanced Manufacturing Industry Partnership, Inc.	Advanced Manufacturing Industry Partnership, Inc.	Business	Meyer Consulting Inc	Amy Meyer
PP-1054	Advanced Manufacturing Industry Partnership (AMIP)	Advanced Manufacturing Industry Partnership, Inc.	Advanced Manufacturing Industry Partnership, Inc.	Business	Milacron	Jenna Newton
PP-1054	Advanced Manufacturing Industry Partnership (AMIP)	Advanced Manufacturing Industry Partnership, Inc.	Advanced Manufacturing Industry Partnership, Inc.	Business	Mitsubishi Electric	John Henry
PP-1054	Advanced Manufacturing Industry Partnership (AMIP)	Advanced Manufacturing Industry Partnership, Inc.	Advanced Manufacturing Industry Partnership, Inc.	Business	Monti	Molly Fender
PP-1054	Advanced Manufacturing Industry Partnership (AMIP)	Advanced Manufacturing Industry Partnership, Inc.	Advanced Manufacturing Industry Partnership, Inc.	Business	Nehemiah Manufacturing	Dan Meyer
PP-1054	Advanced Manufacturing Industry Partnership (AMIP)	Advanced Manufacturing Industry Partnership, Inc.	Advanced Manufacturing Industry Partnership, Inc.	Business	Newfront Insurance	Caroline Melson
PP-1054	Advanced Manufacturing Industry Partnership (AMIP)	Advanced Manufacturing Industry Partnership, Inc.	Advanced Manufacturing Industry Partnership, Inc.	Business	Northbend Pattern Works	Dylan Claar

PP-1054	Advanced Manufacturing Industry Partnership (AMIP)	Advanced Manufacturing Industry Partnership, Inc.	Advanced Manufacturing Industry Partnership, Inc.	Business	Pilot Chemical	Chris Leedy
PP-1054	Advanced Manufacturing Industry Partnership (AMIP)	Advanced Manufacturing Industry Partnership, Inc.	Advanced Manufacturing Industry Partnership, Inc.	Business	Pioneer Glazing	Michelle Futrell
PP-1054	Advanced Manufacturing Industry Partnership (AMIP)	Advanced Manufacturing Industry Partnership, Inc.	Advanced Manufacturing Industry Partnership, Inc.	Business	Prolink	Robert Russell
PP-1054	Advanced Manufacturing Industry Partnership (AMIP)	Advanced Manufacturing Industry Partnership, Inc.	Advanced Manufacturing Industry Partnership, Inc.	Business	Schneider Electric	Vanessa Smith
PP-1054	Advanced Manufacturing Industry Partnership (AMIP)	Advanced Manufacturing Industry Partnership, Inc.	Advanced Manufacturing Industry Partnership, Inc.	Business	Standard Aero	Denise Schinkal
PP-1054	Advanced Manufacturing Industry Partnership (AMIP)	Advanced Manufacturing Industry Partnership, Inc.	Advanced Manufacturing Industry Partnership, Inc.	Business	TechSolve Inc.	Elizabeth Davis
PP-1054	Advanced Manufacturing Industry Partnership (AMIP)	Advanced Manufacturing Industry Partnership, Inc.	Advanced Manufacturing Industry Partnership, Inc.	Business	The Kable Group	Margot McDonald
PP-1054	Advanced Manufacturing Industry Partnership (AMIP)	Advanced Manufacturing Industry Partnership, Inc.	Advanced Manufacturing Industry Partnership, Inc.	Business	Trak Group Cincinnati	Jeff Yund
PP-1054	Advanced Manufacturing Industry Partnership (AMIP)	Advanced Manufacturing Industry Partnership, Inc.	Advanced Manufacturing Industry Partnership, Inc.	Business	VACO	Ben Bernecker
PP-1054	Advanced Manufacturing Industry Partnership (AMIP)	Advanced Manufacturing Industry Partnership, Inc.	Advanced Manufacturing Industry Partnership, Inc.	Business	VEGA Americas	Heather Jackson
PP-1054	Advanced Manufacturing Industry Partnership (AMIP)	Advanced Manufacturing Industry Partnership, Inc.	Advanced Manufacturing Industry Partnership, Inc.	Business	Vyctor Engineering	Justin Volz
PP-1054	Advanced Manufacturing Industry Partnership (AMIP)	Advanced Manufacturing Industry Partnership, Inc.	Advanced Manufacturing Industry Partnership, Inc.	Business	Wells Fargo	Jay Rush
PP-1054	Advanced Manufacturing Industry Partnership (AMIP)	Advanced Manufacturing Industry Partnership, Inc.	Advanced Manufacturing Industry Partnership, Inc.	Business	Universal Robot	William Healy
PP-1054	Advanced Manufacturing Industry Partnership (AMIP)	Advanced Manufacturing Industry Partnership, Inc.	Advanced Manufacturing Industry Partnership, Inc.	Business	Wulco	Jim Wulfeck
PP-1054	Advanced Manufacturing Industry Partnership (AMIP)	Advanced Manufacturing Industry Partnership, Inc.	Advanced Manufacturing Industry Partnership, Inc.	Economic Development	Cincinnati USA Regional Chamber	Audrey Treasure
PP-1054	Advanced Manufacturing Industry Partnership (AMIP)	Advanced Manufacturing Industry Partnership, Inc.	Advanced Manufacturing Industry Partnership, Inc.	Economic Development	European American Chamber of Commerce - Greater Cincinnati	Stacy Hanna
PP-1054	Advanced Manufacturing Industry Partnership (AMIP)	Advanced Manufacturing Industry Partnership, Inc.	Advanced Manufacturing Industry Partnership, Inc.	ESC	HCESC	Donna Lauver
PP-1054	Advanced Manufacturing Industry Partnership (AMIP)	Advanced Manufacturing Industry Partnership, Inc.	Advanced Manufacturing Industry Partnership, Inc.	Higher Education	Cincinnati State	Rita Graf
PP-1054	Advanced Manufacturing Industry Partnership (AMIP)	Advanced Manufacturing Industry Partnership, Inc.	Advanced Manufacturing Industry Partnership, Inc.	Higher Education	Miami University College of Engineering and Computing	Jenni Szolwinski
PP-1054	Advanced Manufacturing Industry Partnership (AMIP)	Advanced Manufacturing Industry Partnership, Inc.	Advanced Manufacturing Industry Partnership, Inc.	Higher Education	Miami University Main	Jenni Szolwinski
PP-1054	Advanced Manufacturing Industry Partnership (AMIP)	Advanced Manufacturing Industry Partnership, Inc.	Advanced Manufacturing Industry Partnership, Inc.	Higher Education	OH College Tech Prep	Rita Graf
PP-1054	Advanced Manufacturing Industry Partnership (AMIP)	Advanced Manufacturing Industry Partnership, Inc.	Advanced Manufacturing Industry Partnership, Inc.	Higher Education	Sinclair College	Chris Hubbard
PP-1054	Advanced Manufacturing Industry Partnership (AMIP)	Advanced Manufacturing Industry Partnership, Inc.	Advanced Manufacturing Industry Partnership, Inc.	Higher Education	University of Cincinnati	Ashley Paz Puente
PP-1054	Advanced Manufacturing Industry Partnership (AMIP)	Advanced Manufacturing Industry Partnership, Inc.	Advanced Manufacturing Industry Partnership, Inc.	Local School District	Butler Tech	Marni Durham
PP-1054	Advanced Manufacturing Industry Partnership (AMIP)	Advanced Manufacturing Industry Partnership, Inc.	Advanced Manufacturing Industry Partnership, Inc.	Local School District	Deer Park Schools	Mindy Robertson
PP-1054	Advanced Manufacturing Industry Partnership (AMIP)	Advanced Manufacturing Industry Partnership, Inc.	Advanced Manufacturing Industry Partnership, Inc.	Local School District	North College Hill Schools	Bridgette Sears

PP-1054	Advanced Manufacturing Industry Partnership (AMIP)	Advanced Manufacturing Industry Partnership, Inc.	Advanced Manufacturing Industry Partnership, Inc.	Local School District	Reading Schools	Mark Edwards
PP-1054	Advanced Manufacturing Industry Partnership (AMIP)	Advanced Manufacturing Industry Partnership, Inc.	Advanced Manufacturing Industry Partnership, Inc.	Workforce Non-Profit	At Work	Walt Tracy
PP-1054	Advanced Manufacturing Industry Partnership (AMIP)	Advanced Manufacturing Industry Partnership, Inc.	Advanced Manufacturing Industry Partnership, Inc.	Workforce Non-Profit	BE NKY Grow Partnership	Kimberly Rossetti
PP-1054	Advanced Manufacturing Industry Partnership (AMIP)	Advanced Manufacturing Industry Partnership, Inc.	Advanced Manufacturing Industry Partnership, Inc.	Workforce Non-Profit	Cincinnati Works	Ross Turpeau
PP-1054	Advanced Manufacturing Industry Partnership (AMIP)	Advanced Manufacturing Industry Partnership, Inc.	Advanced Manufacturing Industry Partnership, Inc.	Workforce Non-Profit	Cincinnati Youth Collaborative	Amy Thompson
PP-1054	Advanced Manufacturing Industry Partnership (AMIP)	Advanced Manufacturing Industry Partnership, Inc.	Advanced Manufacturing Industry Partnership, Inc.	Workforce Non-Profit	Easterseals Redwood	Jill Cates
PP-1054	Advanced Manufacturing Industry Partnership (AMIP)	Advanced Manufacturing Industry Partnership, Inc.	Advanced Manufacturing Industry Partnership, Inc.	Workforce Non-Profit	Equity Center	Ashton Dupler
PP-1054	Advanced Manufacturing Industry Partnership (AMIP)	Advanced Manufacturing Industry Partnership, Inc.	Advanced Manufacturing Industry Partnership, Inc.	Workforce Non-Profit	National Institute for Metalworking Skills (NIMS)	Cathy Metcalf
PP-1054	Advanced Manufacturing Industry Partnership (AMIP)	Advanced Manufacturing Industry Partnership, Inc.	Advanced Manufacturing Industry Partnership, Inc.	Workforce Non-Profit	REDI Cincinnati	Adam Jones
PP-1054	Advanced Manufacturing Industry Partnership (AMIP)	Advanced Manufacturing Industry Partnership, Inc.	Advanced Manufacturing Industry Partnership, Inc.	Workforce Non-Profit	Scouting of America Dan Beard Council	Andy Zahn
PP-1054	Advanced Manufacturing Industry Partnership (AMIP)	Advanced Manufacturing Industry Partnership, Inc.	Advanced Manufacturing Industry Partnership, Inc.	Workforce Non-Profit	VM McMullen LLC	Vickie McMullen
PP-1075	Building Value Construction Training Program	Easter Seals TriState, LLC.	Easter Seals TriState	Business	Journeys Soaring Impact	Ingrid A. Ross, Executive Director
PP-1075	Building Value Construction Training Program	Easter Seals TriState, LLC.	Easter Seals TriState	Business	Messer Construction	Sonya Walton, VP, Economic Inclusion
PP-1075	Building Value Construction Training Program	Easter Seals TriState, LLC.	Easter Seals TriState	Business	Valley Interior Systems, Inc.	Justin Taulbee, President
PP-1075	Building Value Construction Training Program	Easter Seals TriState, LLC.	Easter Seals TriState	Business	Archiable Electric	Michael Schroth, President
PP-1075	Building Value Construction Training Program	Easter Seals TriState, LLC.	Easter Seals TriState	Business	MBJ Consultants, Inc.	Monroe Barnes, President
PP-1075	Building Value Construction Training Program	Easter Seals TriState, LLC.	Easter Seals TriState	Economic Development	BCW/Workforce	Becky Ehling, Executive Director
PP-1075	Building Value Construction Training Program	Easter Seals TriState, LLC.	Easter Seals TriState	Economic Development	Workforce Council of Southwest Ohio	Beth Yoke, Executive Director
PP-1075	Building Value Construction Training Program	Easter Seals TriState, LLC.	Easter Seals TriState	Economic Development	City of Cincinnati Office of Environment & Sustainability	Oliver Kroner, Director
PP-1075	Building Value Construction Training Program	Easter Seals TriState, LLC.	Easter Seals TriState	Education	Elite Welding Academy	Genois Mayer, President
PP-1075	Building Value Construction Training Program	Easter Seals TriState, LLC.	Easter Seals TriState	Local School District	Oakmont Education	Dr. Jerry Farley, VP, Career Tech
PP-1075	Building Value Construction Training Program	Easter Seals TriState, LLC.	Easter Seals TriState	Non-Profit	Wheels Transportation, Inc.	David "Tex" Cho, Executive Director
PP-1075	Building Value Construction Training Program	Easter Seals TriState, LLC.	Easter Seals TriState	Non-Profit	Talbert House	Josh Arnold, President/CEO
PP-1055	CareerLaunch of SW Ohio	Partnership for Innovation in Education	PARTNERSHIP FOR INNOVATION IN EDUCATION	Business	Sparkbright Studio	Rachel Farnsworth
PP-1055	CareerLaunch of SW Ohio	Partnership for Innovation in Education	PARTNERSHIP FOR INNOVATION IN EDUCATION	Business	Bonsai Technologies	Sai Bonthu, PhD
PP-1055	CareerLaunch of SW Ohio	Partnership for Innovation in Education	PARTNERSHIP FOR INNOVATION IN EDUCATION	Business	Michael Baker International (MBI)	Jeffrey Kupko
PP-1055	CareerLaunch of SW Ohio	Partnership for Innovation in Education	PARTNERSHIP FOR INNOVATION IN EDUCATION	Business	Jade Strategies	Kristy Venne

PP-1055	CareerLaunch of SW Ohio	Partnership for Innovation in Education	PARTNERSHIP FOR INNOVATION IN EDUCATION	Business	TPMA Workforce Consulting	Sara Tracey
PP-1055	CareerLaunch of SW Ohio	Partnership for Innovation in Education	PARTNERSHIP FOR INNOVATION IN EDUCATION	Business	LGR Consulting	Lori Ramsey
PP-1055	CareerLaunch of SW Ohio	Partnership for Innovation in Education	PARTNERSHIP FOR INNOVATION IN EDUCATION	Business	Burton Planning Services	Kimberly Burton
PP-1055	CareerLaunch of SW Ohio	Partnership for Innovation in Education	PARTNERSHIP FOR INNOVATION IN EDUCATION	Business	Stanard Design Partners	Cynthia Stanard
PP-1055	CareerLaunch of SW Ohio	Partnership for Innovation in Education	PARTNERSHIP FOR INNOVATION IN EDUCATION	Business	Unmanned Safety Institute	Scott Liston
PP-1055	CareerLaunch of SW Ohio	Partnership for Innovation in Education	PARTNERSHIP FOR INNOVATION IN EDUCATION	Business	TriHealth	Don Owens
PP-1055	CareerLaunch of SW Ohio	Partnership for Innovation in Education	PARTNERSHIP FOR INNOVATION IN EDUCATION	Business	VEX Robotics	Rob Manager
PP-1055	CareerLaunch of SW Ohio	Partnership for Innovation in Education	PARTNERSHIP FOR INNOVATION IN EDUCATION	Business	Dunson & Associates	Crystal Dunson Watson
PP-1055	CareerLaunch of SW Ohio	Partnership for Innovation in Education	PARTNERSHIP FOR INNOVATION IN EDUCATION	Business	TristateIMG	Francis Schlueter MD
PP-1055	CareerLaunch of SW Ohio	Partnership for Innovation in Education	PARTNERSHIP FOR INNOVATION IN EDUCATION	City Economic Development	City of Cinciannti -Office of Environment and Sustainability	Oliver Kroner
PP-1055	CareerLaunch of SW Ohio	Partnership for Innovation in Education	PARTNERSHIP FOR INNOVATION IN EDUCATION	Community Nonprofit	Cincinnati Youth Collaborative	Amy Thompson
PP-1055	CareerLaunch of SW Ohio	Partnership for Innovation in Education	PARTNERSHIP FOR INNOVATION IN EDUCATION	Community Nonprofit	The PAST Foundation	Annalies Corbin, PhD
PP-1055	CareerLaunch of SW Ohio	Partnership for Innovation in Education	PARTNERSHIP FOR INNOVATION IN EDUCATION	Economic Development/ Technical Company	Society of Manufacturing Engineers (ToolingU)	Gretchen Schultz
PP-1055	CareerLaunch of SW Ohio	Partnership for Innovation in Education	PARTNERSHIP FOR INNOVATION IN EDUCATION	Educational Service Center	Educational Service Center of Central Ohio	Tom Goodney
PP-1055	CareerLaunch of SW Ohio	Partnership for Innovation in Education	PARTNERSHIP FOR INNOVATION IN EDUCATION	Independent College/University	Xavier University	Jarrod Humphrey, PhD
PP-1055	CareerLaunch of SW Ohio	Partnership for Innovation in Education	PARTNERSHIP FOR INNOVATION IN EDUCATION	Local School District	Cincinnati Public Schools - Aiken New Tech HS	Matthew Ernst
PP-1055	CareerLaunch of SW Ohio	Partnership for Innovation in Education	PARTNERSHIP FOR INNOVATION IN EDUCATION	Local School District	Cincinnati Public Schools-Career/Academic Adv. Bus. Councils	Michael Turner
PP-1055	CareerLaunch of SW Ohio	Partnership for Innovation in Education	PARTNERSHIP FOR INNOVATION IN EDUCATION	Non-Profit/Technical Center	National Center for Urban Solutions	Erika Simmons
PP-1055	CareerLaunch of SW Ohio	Partnership for Innovation in Education	PARTNERSHIP FOR INNOVATION IN EDUCATION	Non-Profit/Technical Center	YMCA of Greater Cincinnati	Jorge Perez
PP-1055	CareerLaunch of SW Ohio	Partnership for Innovation in Education	PARTNERSHIP FOR INNOVATION IN EDUCATION	State Economic Development	DriveOhio - Ohio Dept. of Transportation, Workforce	Rich Granger
PP-1055	CareerLaunch of SW Ohio	Partnership for Innovation in Education	PARTNERSHIP FOR INNOVATION IN EDUCATION	University/Higher Education (Public)	University of Cincinnati	Arthur Helmicki, PhD
PP-1046	Central Ohio Manufacturing Partnership	Central Ohio Manufacturing Partnership	Central Ohio Manufacturing Partnership	Chamber of Commerce	Columbus Chamber of Commerce	Christine Boucher

PP-1046	Central Ohio Manufacturing Partnership	Central Ohio Manufacturing Partnership	Central Ohio Manufacturing Partnership	Chamber of Commerce	Licking County Chamber of Commerce	Jennifer McDonald
PP-1046	Central Ohio Manufacturing Partnership	Central Ohio Manufacturing Partnership	Central Ohio Manufacturing Partnership	Economic Development	CLC WORKS	Joy Reyes
PP-1046	Central Ohio Manufacturing Partnership	Central Ohio Manufacturing Partnership	Central Ohio Manufacturing Partnership	Economic Development	Grow Licking County	Cameron Garczyk
PP-1046	Central Ohio Manufacturing Partnership	Central Ohio Manufacturing Partnership	Central Ohio Manufacturing Partnership	Economic Development	Heath Newark Licking County Port Authority	Rick Platt
PP-1046	Central Ohio Manufacturing Partnership	Central Ohio Manufacturing Partnership	Central Ohio Manufacturing Partnership	Economic Development	One Columbus	David White
PP-1046	Central Ohio Manufacturing Partnership	Central Ohio Manufacturing Partnership	Central Ohio Manufacturing Partnership	Economic Development	Union County Economic Development	Eric Phillips
PP-1046	Central Ohio Manufacturing Partnership	Central Ohio Manufacturing Partnership	Central Ohio Manufacturing Partnership	Educational Service Center	Educational Service Center of Central Ohio	Robb Gonda
PP-1046	Central Ohio Manufacturing Partnership	Central Ohio Manufacturing Partnership	Central Ohio Manufacturing Partnership	Higher Education-College	Central Ohio Technical College	Marcie Moore
PP-1046	Central Ohio Manufacturing Partnership	Central Ohio Manufacturing Partnership	Central Ohio Manufacturing Partnership	Higher Education-College	Clark State College	Erin Neely
PP-1046	Central Ohio Manufacturing Partnership	Central Ohio Manufacturing Partnership	Central Ohio Manufacturing Partnership	Higher Education-College	Columbus State Community College	Jeffrey Spain
PP-1046	Central Ohio Manufacturing Partnership	Central Ohio Manufacturing Partnership	Central Ohio Manufacturing Partnership	Higher Education-College	Marion Technical College	Mike Augenstein
PP-1046	Central Ohio Manufacturing Partnership	Central Ohio Manufacturing Partnership	Central Ohio Manufacturing Partnership	Higher Education-University	Ohio Manufacturing Institute at OSU	Kathryn Kelley
PP-1046	Central Ohio Manufacturing Partnership	Central Ohio Manufacturing Partnership	Central Ohio Manufacturing Partnership	Higher Education-University	Ohio University Lancaster	Lewatis McNeal
PP-1046	Central Ohio Manufacturing Partnership	Central Ohio Manufacturing Partnership	Central Ohio Manufacturing Partnership	Indpendent College	Hobart Institute of Welding Technology	Chad Schmelzer
PP-1046	Central Ohio Manufacturing Partnership	Central Ohio Manufacturing Partnership	Central Ohio Manufacturing Partnership	Joint Vocational School	Ohio Hi-Point Career Center	Rick Smith
PP-1046	Central Ohio Manufacturing Partnership	Central Ohio Manufacturing Partnership	Central Ohio Manufacturing Partnership	Joint Vocational School/Ohio Technical Center	C-TEC Career And Technology Education Centers of Licking County	Matthew Thompson
PP-1046	Central Ohio Manufacturing Partnership	Central Ohio Manufacturing Partnership	Central Ohio Manufacturing Partnership	Joint Vocational School/Ohio Technical Center	Delaware Area Career Center	Jay Poroda
PP-1046	Central Ohio Manufacturing Partnership	Central Ohio Manufacturing Partnership	Central Ohio Manufacturing Partnership	Joint Vocational School/Ohio Technical Center	Eastland-Fairfield Career and Technical Schools	Todd Hoffman

PP-1046	Central Ohio Manufacturing Partnership	Central Ohio Manufacturing Partnership	Central Ohio Manufacturing Partnership	Joint Vocational School/Ohio Technical Center	Knox County Career Center / Knox Technical Center	Kathy Greenich
PP-1046	Central Ohio Manufacturing Partnership	Central Ohio Manufacturing Partnership	Central Ohio Manufacturing Partnership	Joint Vocational School/Ohio Technical Center	Pickaway-Ross Career & Technology Center	Rhonda Lawless
PP-1046	Central Ohio Manufacturing Partnership	Central Ohio Manufacturing Partnership	Central Ohio Manufacturing Partnership	Joint Vocational School/Ohio Technical Center	Tolles Career and Technical Center	Kevin Prenger
PP-1046	Central Ohio Manufacturing Partnership	Central Ohio Manufacturing Partnership	Central Ohio Manufacturing Partnership	Joint Vocational School/Ohio Technical Center	Tri-Rivers Career Center	Aaron Stewart
PP-1046	Central Ohio Manufacturing Partnership	Central Ohio Manufacturing Partnership	Central Ohio Manufacturing Partnership	K-12 Educational Partner	Battelle Education - Ohio STEM Learning Network	Sandy Guinto
PP-1046	Central Ohio Manufacturing Partnership	Central Ohio Manufacturing Partnership	Central Ohio Manufacturing Partnership	K-12 Educational Partner	Columbus City Schools	Christopher Daniel
PP-1046	Central Ohio Manufacturing Partnership	Central Ohio Manufacturing Partnership	Central Ohio Manufacturing Partnership	K-12 Educational Partner	Groveport Madison Local School District	Mike Morbitzer
PP-1046	Central Ohio Manufacturing Partnership	Central Ohio Manufacturing Partnership	Central Ohio Manufacturing Partnership	Local School District	Lancaster City Schools	Caroline Davis
PP-1046	Central Ohio Manufacturing Partnership	Central Ohio Manufacturing Partnership	Central Ohio Manufacturing Partnership	Local School District	Newark City Schools	Lori Mye
PP-1046	Central Ohio Manufacturing Partnership	Central Ohio Manufacturing Partnership	Central Ohio Manufacturing Partnership	Local School District	Olentangy Local School District	Molly Preston
PP-1046	Central Ohio Manufacturing Partnership	Central Ohio Manufacturing Partnership	Central Ohio Manufacturing Partnership	Local School District	South-Western Career Academy	Travis Lucas
PP-1046	Central Ohio Manufacturing Partnership	Central Ohio Manufacturing Partnership	Central Ohio Manufacturing Partnership	Local School District	Teays Valley High School	Beth Keplar
PP-1046	Central Ohio Manufacturing Partnership	Central Ohio Manufacturing Partnership	Central Ohio Manufacturing Partnership	Local School District	Logan Elm Local School District	Amy Colburn
PP-1046	Central Ohio Manufacturing Partnership	Central Ohio Manufacturing Partnership	Central Ohio Manufacturing Partnership	Local School District	Fredricktown Local School District	Ryan Shoemaker
PP-1046	Central Ohio Manufacturing Partnership	Central Ohio Manufacturing Partnership	Central Ohio Manufacturing Partnership	Non-Profit	Pickaway WORKS	Chuck Reisinger
PP-1046	Central Ohio Manufacturing Partnership	Central Ohio Manufacturing Partnership	Central Ohio Manufacturing Partnership	Non-Profit Specializing in Workforce Training	Makerspace Central	Iddrisu Seidu
PP-1046	Central Ohio Manufacturing Partnership	Central Ohio Manufacturing Partnership	Central Ohio Manufacturing Partnership	OMJ Center	Ohio Means Jobs - Licking County	Kathleen Spahr

PP-1046	Central Ohio Manufacturing Partnership	Central Ohio Manufacturing Partnership	Central Ohio Manufacturing Partnership	OMJ Center	Perry County Job and Family Services	Tammy Goniea
PP-1046	Central Ohio Manufacturing Partnership	Central Ohio Manufacturing Partnership	Central Ohio Manufacturing Partnership	Private-Sector Employer	Cerelia USA Bakery, Inc.	Tiffany McPherson
PP-1046	Central Ohio Manufacturing Partnership	Central Ohio Manufacturing Partnership	Central Ohio Manufacturing Partnership	Private-Sector Employer	Covestro	Rich Rogers
PP-1046	Central Ohio Manufacturing Partnership	Central Ohio Manufacturing Partnership	Central Ohio Manufacturing Partnership	Private-Sector Employer	Diamond Power International LLC	Jimmy Smithberger
PP-1046	Central Ohio Manufacturing Partnership	Central Ohio Manufacturing Partnership	Central Ohio Manufacturing Partnership	Private-Sector Employer	Engineered Profiles	Randy Winkle
PP-1046	Central Ohio Manufacturing Partnership	Central Ohio Manufacturing Partnership	Central Ohio Manufacturing Partnership	Private-Sector Employer	Fluvitex USA	Lindsay McCoy
PP-1046	Central Ohio Manufacturing Partnership	Central Ohio Manufacturing Partnership	Central Ohio Manufacturing Partnership	Private-Sector Employer	Freepoint Eco-Systems LLC	Margaret Zhang
PP-1046	Central Ohio Manufacturing Partnership	Central Ohio Manufacturing Partnership	Central Ohio Manufacturing Partnership	Private-Sector Employer	G&J Pepsi Cola Bottlers	Tom Anderson
PP-1046	Central Ohio Manufacturing Partnership	Central Ohio Manufacturing Partnership	Central Ohio Manufacturing Partnership	Private-Sector Employer	GFS Chemicals	Lindsey Daniels
PP-1046	Central Ohio Manufacturing Partnership	Central Ohio Manufacturing Partnership	Central Ohio Manufacturing Partnership	Private-Sector Employer	Hendrickson	Tina Grove
PP-1046	Central Ohio Manufacturing Partnership	Central Ohio Manufacturing Partnership	Central Ohio Manufacturing Partnership	Private-Sector Employer	Illuminate	Cole Rogers
PP-1046	Central Ohio Manufacturing Partnership	Central Ohio Manufacturing Partnership	Central Ohio Manufacturing Partnership	Private-Sector Employer	Jefferson Industries Corporation	Dallas Love
PP-1046	Central Ohio Manufacturing Partnership	Central Ohio Manufacturing Partnership	Central Ohio Manufacturing Partnership	Private-Sector Employer	MAI-GLA	Billy Vickers
PP-1046	Central Ohio Manufacturing Partnership	Central Ohio Manufacturing Partnership	Central Ohio Manufacturing Partnership	Private-Sector Employer	Marne Plastics LLC	Meghan Fitzsimmons
PP-1046	Central Ohio Manufacturing Partnership	Central Ohio Manufacturing Partnership	Central Ohio Manufacturing Partnership	Private-Sector Employer	Materials Science International, Inc.	John Davis
PP-1046	Central Ohio Manufacturing Partnership	Central Ohio Manufacturing Partnership	Central Ohio Manufacturing Partnership	Private-Sector Employer	Methodical Automation LLC	David Livingston
PP-1046	Central Ohio Manufacturing Partnership	Central Ohio Manufacturing Partnership	Central Ohio Manufacturing Partnership	Private-Sector Employer	MPW Manufacturing Services	Justin Pierce
PP-1046	Central Ohio Manufacturing Partnership	Central Ohio Manufacturing Partnership	Central Ohio Manufacturing Partnership	Private-Sector Employer	Ohio Semitronics, Inc.	Bob Shaw
PP-1046	Central Ohio Manufacturing Partnership	Central Ohio Manufacturing Partnership	Central Ohio Manufacturing Partnership	Private-Sector Employer	Owens Corning	Katie Cobb
PP-1046	Central Ohio Manufacturing Partnership	Central Ohio Manufacturing Partnership	Central Ohio Manufacturing Partnership	Private-Sector Employer	Plaskolite	Timothy Ling

PP-1046	Central Ohio Manufacturing Partnership	Central Ohio Manufacturing Partnership	Central Ohio Manufacturing Partnership	Private-Sector Employer	Ridge Corporation	Sharon Boatwright
PP-1046	Central Ohio Manufacturing Partnership	Central Ohio Manufacturing Partnership	Central Ohio Manufacturing Partnership	Private-Sector Employer	Schwebel Baking Co.	Jessica Rhinehart
PP-1046	Central Ohio Manufacturing Partnership	Central Ohio Manufacturing Partnership	Central Ohio Manufacturing Partnership	Private-Sector Employer	ScottsMiracle-Gro	Kurt Kroplin
PP-1046	Central Ohio Manufacturing Partnership	Central Ohio Manufacturing Partnership	Central Ohio Manufacturing Partnership	Private-Sector Employer	Screen Machine Industries	Cassie Emerson
PP-1046	Central Ohio Manufacturing Partnership	Central Ohio Manufacturing Partnership	Central Ohio Manufacturing Partnership	Private-Sector Employer	THK Manufacturing of America, Inc.	Andrew Lower
PP-1046	Central Ohio Manufacturing Partnership	Central Ohio Manufacturing Partnership	Central Ohio Manufacturing Partnership	Private-Sector Employer	Tigerpoly Manufacturing, Inc.	Kimberly Holstlaw
PP-1046	Central Ohio Manufacturing Partnership	Central Ohio Manufacturing Partnership	Central Ohio Manufacturing Partnership	Private-Sector Employer	Tool Technologies at VanDyke	Steven VanDyke
PP-1046	Central Ohio Manufacturing Partnership	Central Ohio Manufacturing Partnership	Central Ohio Manufacturing Partnership	Private-Sector Employer	Blast One	Todd Bullock
PP-1046	Central Ohio Manufacturing Partnership	Central Ohio Manufacturing Partnership	Central Ohio Manufacturing Partnership	Private-Sector Employer	American Honda Motor Company	Meredith Reffey
PP-1046	Central Ohio Manufacturing Partnership	Central Ohio Manufacturing Partnership	Central Ohio Manufacturing Partnership	Private-Sector Employer	Ariel Corporation	Kent Dubbe
PP-1046	Central Ohio Manufacturing Partnership	Central Ohio Manufacturing Partnership	Central Ohio Manufacturing Partnership	Private-Sector Employer	AutoTool	Bassam Homsi
PP-1046	Central Ohio Manufacturing Partnership	Central Ohio Manufacturing Partnership	Central Ohio Manufacturing Partnership	Private-Sector Employer	Axium Packaging LLC	Debbie Kapes
PP-1046	Central Ohio Manufacturing Partnership	Central Ohio Manufacturing Partnership	Central Ohio Manufacturing Partnership	Private-Sector Employer	Wasserstrom	Adina Neagomir
PP-1046	Central Ohio Manufacturing Partnership	Central Ohio Manufacturing Partnership	Central Ohio Manufacturing Partnership	Private-Sector Employer	Welch Packaging	Joe Chambers
PP-1046	Central Ohio Manufacturing Partnership	Central Ohio Manufacturing Partnership	Central Ohio Manufacturing Partnership	Private-Sector Employer	Worthington Enterprises	Ashlyn Schneider
PP-1046	Central Ohio Manufacturing Partnership	Central Ohio Manufacturing Partnership	Central Ohio Manufacturing Partnership	Private-Sector Employer	Worthington Steel	Lisa Divine
PP-1046	Central Ohio Manufacturing Partnership	Central Ohio Manufacturing Partnership	Central Ohio Manufacturing Partnership	Private-Sector Employer	Tigerpoly Manufacturing, Inc.	Kimberly Holstlaw
PP-1046	Central Ohio Manufacturing Partnership	Central Ohio Manufacturing Partnership	Central Ohio Manufacturing Partnership	STEM Charter High School	Horizon Science Academy Columbus High School	Fatma Aykan
PP-1046	Central Ohio Manufacturing Partnership	Central Ohio Manufacturing Partnership	Central Ohio Manufacturing Partnership	Workforce Development Board	Aspyr Workforce Innovation	Windy Murphy

PP-1046	Central Ohio Manufacturing Partnership	Central Ohio Manufacturing Partnership	Central Ohio Manufacturing Partnership	Workforce Development Board	South Central Ohio Workforce Partnership	Rick Szabrak
PP-1046	Central Ohio Manufacturing Partnership	Central Ohio Manufacturing Partnership	Central Ohio Manufacturing Partnership	Workforce Development Specializing in Workforce Training	NCUS TEC	Kristen Muenster
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	5 Axis Grinding, Inc.	Scott Ameduri
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	A & B Machine, Inc.	Marc Gilardi
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	Abbott	Jenna Regan
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	Accelevation, LLC	Shawn Rubiera
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	Accu-Grind & Mfg. Co., Inc.	Jeff Heisey
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	Adare Pharma Solutions	Daniell Iles
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	Adonai Technologies, LLC	Jennifer Adkins
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	Advanced Industrial Measurement Systems	Dave Delph
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	Advantic Building Group	Rachel Lawson
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	Aesthetic Finishers, Inc.	William Coomer
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	AFC Tool Co., Inc.	Jeff Perry
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	AIDA-America Corp.	Jon Caito
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	Alek Industries, Inc.	Amy Hunt
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	Alfons Haar Inc.	Katie Jones
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	All Ohio Welding, Inc.	Julie Grimes
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	American Heat Treating	Larry Gray

PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	American Quality Fabrication	Dave Minton
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	Anchor Danly	Bobby Reed
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	Avery Dennison Printer Systems	Matt Snyder
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	B & T Welding & Machine Co, Inc.	Scott Brown
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	BasTech, Inc.	Ben Staub
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	Beontag	Madison Stitt
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	BIMAC	Noel Davis
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	Blatchford Inc.	Bill Gwathney
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	Bond Machine Company	Robert Bond
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	Brinkman Tool & Die/Aero	Jacob Moore
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	Bront Machining, Inc.	Brian Warlaumont
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	Buckeye Fabricating Company	Gerad Miller
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	Buckeye Metal Finishing	Laura Fenlon
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	Burrows Packaging (A Novolex Brand)	Angie Shaw
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	C & M Rubber	Daniel Weber
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	Captor Corporation	Ryan Sollmann
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	Cat-Wood Metalworks, Inc.	AJ Rolling
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	CB Manufacturing & Sales Co.	Yolanda Evers
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	Champion GSE Company, The	Paula Herzog

PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	Champion Laser	Tyler Lynch
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	ChemStation IGHQ	Chris Cooley
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	Cleary Machine Co., Inc.	Jake Kasperski
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	Clopay Corporation	Chris Lawrence
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	Collins Aerospace	Ashley Morrell
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	Combined Technologies Group, Inc.	Jodie Daniel
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	Cornerstone Mfg., Inc.	Ron Kutter
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	Cornerstone Research Group	Chrysa Theodore
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	Corrotec Inc.	Ben Stratton
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	Crayex	Jon Alexander
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	Crown Equipment Corporation	Mark Neilson
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	D & E Machine Co.	Kim Coomer
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	D & M Welding	David Barger
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	DARE Electronics, Inc.	Karen Beagle
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	Dayton Coating Technologies	Bethany Paxson
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	Dayton Precision Aerospace	Bob Maurer
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	Dayton Progress Corporation	Matt VonderBrink
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	Dayton-Phoenix Group, Inc.	Nick Frazier
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	Detailed Machining, Inc.	John Bertsch

PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	Digilube Systems	Brandon Hare
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	DixiTech CNC	Devin Flowers
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	DMG Tool & Die	Tom Moreland
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	DRT Mfg. Co.	Jessica Chumbley
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	Duncan Tool, Inc.	David Duncan
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	Dupps Company	Tom Weiss
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	Dysinger Incorporated	David Dysinger, Jr.
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	Electra Form Industries	Hope Schmeling
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	Electro Polish Company	Sean Douple
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	Elliott Tool Technologies	Mike Nemeth
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	Empower Manufacturing	Roxanne DiCristoforo
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	Energizer	Derk Horn
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	Enjet Aero	Amy Boldt
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	Ernst Metal Technologies	Kamie Ruzinsky
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	F & G Tool & Die Co., Inc.	Jeff Johnson
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	Fairborn Cement Company	Sierra Santia
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	Falcon Tool & Machine, Inc.	John Noble
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	First Tool Corporation	Brett Houseman
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	Flex Machine Tools	Don Kemper

PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	Flow Dry Technology	Sonja Crabtree
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	Forre Sports Accessories, Inc.	Eric Yeaple
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	Franklin Brazing & Metal Treating	David Andrews
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	French Oil Mill Machinery Co.	Tayte Lutz
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	G & F Tool Company, Inc.	Chester Shear
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	Gadjets, Inc.	Paul Sutherland
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	GE Aviation - Vandalia	Christopher Lane
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	General Dynamics - Ordnance & Tactical Systems	Tom Lambert
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	Genergy Manufacturing	Alica Irwin
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	Gerstner & Sons, Inc.	Scott Campbell
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	GKS Lifting & Moving Solutions	Maranda Camden
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	Global Gauge Corporation	Bill McCormick
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	Global Packaging & Exports	Lori Mennett-Jordan
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	Gray America Corporation	Lucas Chupka
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	HALEX	David McElveen
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	Harmony Systems & Service, LLC	Cynamyn Clem
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	Hartzell Propeller	Brian Roberts
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	Henny Penny Corp.	Tim Crammer
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	Heroux Devtek, Inc.	Zech Smith

PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	Hofacker Precision Machining, LLC	Jerry Hinshaw
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	Hohman Plating	Kevin Harnish
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	Hyland Machine Company	Dan Hyland
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	IDC Spring	Jodi Boldenow
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	Ideal Image, Inc.	Jeff Webb
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	Industrial Grinding	Marcus Wendling
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	Integral Manufacturing	Marshall Griffin
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	J&I Duct Fab, LLC	Hannah Murray
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	JBK Mfg. and Development	Mindie McCarthy
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	Jena Tool Corporation	Kathy Archer
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	Johnson Electric	Jon Foley
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	Kadant Black Clawson	Keith Muller
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	Komline Custom Machining	Nikki Fogg
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	Komline-FluidQuip	Mark Schneider
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	Lewark Metal Spinning	Pete Hagenbuch
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	Libra Industries	Andrew Williams
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	Lincoln Electric Automation	Chris McHenry
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	LION	Bethany Rice
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	Lochard Inc.	Michael Lochard

PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	LubriSource, Inc.	Angela Morrow
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	LWB Machinery North America	Tim Crites
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	Magellan Aerospace	Doug Wilkes
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	Makers Supply	Clark Manson
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	Mallard Makers, LLC	Will Gillen
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	McGregor & Associates	Daniel Schmidt
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	Mechanical Finishers, Inc.	James Quesenberry
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	Medway Tool Corp.	Jeff Otis
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	Metallus	Abigail Bennett
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	Miami Valley Plastics	Alan Halderman
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	Midmark Corporation	Scott Denman
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	Midwest Precision Tool Company	Isaiah Wilmoth
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	Millat Industries Corp.	Zach Millat
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	Minco Tool & Mold, Inc.	Justin Corradi
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	Modula, Inc.	David Lind
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	Morris Bean & Company	Brian Roos
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	MTM Molded Products Company	Dexter Minneman
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	Nation Coating Systems, Inc.	Patrick Pelzer
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	Nissin Precision North America	Faye Harman

PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	Noble Tool LLC	Jim Bowman
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	Non-Ferrous Casting Co., Inc.	JD Claffey
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	Norwood Medical	Brittany Farmer
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	Numerics Unlimited, LLC.	Derick Simmons
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	NuVasive	April DeJesus
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	Odawara Automation	Brendan O?Connor
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	Oerlikon Friction Systems	Mark Rabe
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	Parker Lord	Allana Purcell
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	PDi Communications	Marisa Vilardo
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	Peak Foods, LLC	Jeff White
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	PFI Precision, Inc.	Sam Battaglia
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	Phillips Tube Group	Angela Phillips
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	Positrol Workholding	David C. Weber
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	Precision Metal Fabrication, Inc.	John Limberg
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	Prime Controls, Inc.	Beth Graves
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	Primient	Donovan Breedon
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	Production Control Units, Inc.	Bill Budde
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	Production Tube Cutting, Inc.	Bruce Benedict
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	Projects Unlimited, Inc.	Lisa Lyons

PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	PSMCo A Division of GMD Industries, LLC	Michael McQuinn
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	PTC Steel	Krista Monday
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	PUI Audio, Inc.	Paul Spain
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	Quality Quartz Engineering	Ryan Kelly
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	R & B Precision, Inc.	Randall Workman, Jr.
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	RAM Precision, Inc.	Rick Mount
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	Ready Technology	Steve Thompson
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	Republic EDM Services, Inc.	Gary Schinder
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	Resonetics	Kevin Hartke
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	Restoration Parts Unlimited, Inc.	Daniel Jenkins
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	Rexarc	Rob Moyer
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	RPG Industries, Inc.	Bob Ginsburg
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	Safe Haven Mfg.	Bill Danishek
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	Sample Machining DBA Bitec	Vera Tangeman
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	Sandvik Coromant	Garry Jankowski
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	SelectTech Services Corp.	Heather Fattah
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	Servatool, Inc.	Kris Jackson
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	Sierra Nevada Corporation	Christopher Kelly
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	Silfex	Kaitlin Kleiner

PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	Silver Tool, Inc.	Martin Gebhardt
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	Solvita	Mark Graham
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	Southpaw Enterprises, Inc.	Amber Stevens
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	Staco Energy Products	Jeff Hoffman
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	Star CNC Machine Tool Corp.	Mike Cahill
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	Starwin Industries, Inc.	Renee Huegele
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	Staub Manufacturing Solutions	Steve Staub
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	Stillwater Technologies, Inc.	Cory Smith
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	Stolle Machinery (Dayton)	Erica Paul
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	Sweet Material Handling	Dawn Pelfrey
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	Swihart Industries, Inc.	Vareena Swihart
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	T & R Welding Systems, Inc.	Mike Bozzo
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	TAC Industries, Inc.	Jim Zahora
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	Tark Thermal Solutions	Megan Bowman
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	Techmetals, Inc.	Phil Brockman
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	TE-CO	Rich Porter
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	Thaler Machine Company, LLC	Tracey Dykes
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	Tom Smith Industries	Tarra Enochs
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	Tool Tech LLC	Kevin Kroos

PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	Toolcraft Products, Inc.	Mark Newton
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	Tooling Zone, Inc.	Steve Iiams
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	Transmet Corporation	Dan Shull
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	Triangle Precision Industries, Inc.	David Schriml
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	Ultra-Met Carbide Technologies	Neil Cordonnier
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	United Alloy	Mary Butts
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	United Grinding North America, Inc.	Jacob Baldwin
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	US Chrome Corp. of Ohio	Curtis Schmiedebusch
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	Valmac Industries, Inc.	Tom Kozak
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	Vulcan Tool Company	Shanna Bennett
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	Weldcraft Products Company	Barb Mitchell
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	Weldments, Inc.	Jim Limberg
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	West Ohio Tool Co.	Kaci King
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	Winston Heat Treating	David Reger
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	Wolf Creek Portable Piping Products	Paul Manfre
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	Wurth Electronics ICS, Inc.	Ken Baker
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	Xerion Advanced Battery Corp	Tim O'Meara
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Manufacturer	Yaskawa America, Motoman Robotics Div.	Doug Burnside
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Supplier	11th Hour Staffing	Carrie Brunello
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Supplier	Abby Ellender, Independent Consultant	Abby Ellender

PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Supplier	Acuren	Jon Schmiedebusch
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Supplier	Advanced Machinery Companies	Matt Allen
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Supplier	Air Force One	Matt Stone
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Supplier	American Testing Services, LTD	Joy Fullenkamp
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Supplier	AMG, Inc.	James Davis
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Supplier	AMPM Employment	?Kiristen Auld
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Supplier	Anderson Financial Strategies	Tim Brown
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Supplier	ATR Automation	Mike Rolfes
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Supplier	Auman, Mahan & Furry	Gary Auman
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Supplier	Back to Business I.T. (The Greentree Group)	Matt Suber
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Supplier	Barnes Dennig	Chad Martin
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Supplier	BELFOR Property Restoration	Mark Swope
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Supplier	Benjamin Steel Co., Inc.	Josh Kneidl
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Supplier	Brady Ware	Jim Kaiser
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Supplier	Brixey & Meyer	Jonathan Trunk
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Supplier	Bruns General Contracting	Brian Ault
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Supplier	Business Furniture + Co.	Kaitlin Hagan
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Supplier	Carr Insurance Agency, Inc.	Greg Carr
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Supplier	CBT Company	Kalle Cole
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Supplier	CertaPro Painters of Dayton	Jacob Banks
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Supplier	CFBank	Doug Compton
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Supplier	CHUBB	Russ Goldner
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Supplier	Cintas	Angel Galbraith
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Supplier	Clark Schaefer Hackett & Co.	David Coomer
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Supplier	Colliers	Andrew Mullen
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Supplier	Component Solutions Group	Ben Linville
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Supplier	Coolidge Wall Co., L.P.A.	Shannon Costello
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Supplier	Crown Personnel Services, Inc.	Thomas Gloady
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Supplier	CyberSure, LLC	Laurence Jones

PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Supplier	Dave Hafenbrack Marketing Consulting	Dave Hafenbrack
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Supplier	Day Air Credit Union	April Walker
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Supplier	Dayton Dragons	Eric Deutsch
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Supplier	Dayton Supply & Tool Company	Bret Slattman
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Supplier	Deanna Nesbit & Associates, Inc., LLC	Deanna Nesbit
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Supplier	EAGLE Certification Group	Jessica Osborne
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Supplier	Edward Jones / Sherri Devlin - Financial Advisor	Sherri Devlin
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Supplier	EFP Industrial Automation	Chris Eberle
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Supplier	ElectroShield, Inc.	Dan Hughes
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Supplier	Ellison Technologies	Tom Nugen
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Supplier	Emergent Hiring	Matthew Scott
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Supplier	Emery Communications Inc	Todd Emery
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Supplier	Employee Management Services	Tammy Stone
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Supplier	EOS Worldwide - Kutter Coaching Services	Ryan Kutter
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Supplier	ERA Group	James Sayer
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Supplier	Eubel Brady & Suttman Investment + Wealth Management	Matthew DiCicco
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Supplier	Express Cut Metals	James Smith
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Supplier	EzKin Company	Maria Perez
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Supplier	Fastlane - MEP@UDRI	Mark McCormick
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Supplier	Federated Insurance	Justin Holliday
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Supplier	Ferguson Construction	Jeff King
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Supplier	Festo Didactic Inc.	Karolyn Ellingson
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Supplier	First Commonwealth Bank	Angie Hoffman
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Supplier	First Financial Bank	Jon Waldo
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Supplier	Flagel Huber Flagel	Brett Vandeman
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Supplier	Focal Point Business Coaching of Dayton	Doug Walker
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Supplier	FocusCFO	Mark Clower
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Supplier	Fully Promoted - Centerville	Michelle Monhollen
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Supplier	G & W Machinery Sales, Inc.	Glenn Osborne

PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Supplier	Gateway Now, LLC	Charles Murphy
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Supplier	GBQ Partners, LLC	Mike Purcell
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Supplier	Ghostwerks LLC	Richard Green
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Supplier	Goldshot, Lamb & Hobbs, Inc.	Jim Hobbs
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Supplier	Gosiger Incorporated	Jeff Murray
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Supplier	Greenpoint Metals Inc.	Mike Caughell
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Supplier	H. R. Holp & Sons, Inc.	Robert Holp
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Supplier	Haas Factory Outlet	Jeff Boulden
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Supplier	Hammerman Graf Hughes CPA	Susan Ramsey-Nash
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Supplier	Hose Team, LLC	Randy Patton
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Supplier	Hughes-Peters	Mark Counts
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Supplier	Huntington National Bank	Scott MacDonald
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Supplier	Hylant	Wayde Lombardo
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Supplier	Industrial Tube & Steel Corp.	Chuck Dryer
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Supplier	Instrument Calibration Solutions	Ty Gray
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Supplier	Jones Machinery	Mike Noufer
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Supplier	Just-In-Time Consulting	Greg Muhlenkamp
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Supplier	Kentner Sellers, LLP, CPAs	Steve Miller
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Supplier	KeyBank	Jeff Bardonaro
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Supplier	Knox Manufacturing Solutions	Greg Knox
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Supplier	Level MB Construction	Brooke Purpus
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Supplier	LJB, Inc.	Jacob Crawford
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Supplier	Mackintosh Tool Company	Brent Mackintosh
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Supplier	Marsh & McLennan Agency, LLC	Jeff Sammons
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Supplier	Mast Logistics	Robert Rausch
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Supplier	McGohan Brabender	Austin Sipe
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Supplier	Mechanical Services & Design Inc.	Michael Workman
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Supplier	Messer Construction Co.	Johanna Hartley Routsong
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Supplier	Metallurgical Solutions, Inc.	Brian Joyce

PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Supplier	Miami Valley Worldwide, Inc.	Renee Francis
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Supplier	Mid Atlantic Machinery	Chase Benjamin
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Supplier	Millennium Metals	Debra Ghysels
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Supplier	Miller-Valentine Construction	Denny Whitehead
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Supplier	Minster Bank	Joel Bopp
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Supplier	MLA Companies	Mike Sander
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Supplier	Modern Office Methods	Andy Peretic
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Supplier	Modern Services	Scott Stanifer
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Supplier	Monaghan Tooling Group	Scott Monaghan
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Supplier	Motion AI	Eric Davidson
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Supplier	NFP Property & Casualty	Bryan Kissinger
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Supplier	Nordstrom Films	Joel Nordstrom
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Supplier	Park National Bank	Carl Puckett
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Supplier	Peerless Steel	Chris Allen
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Supplier	Peoples Bank	Dave Yarborough
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Supplier	Perfection Group	Seth Overton
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Supplier	Personalized Computer Systems, Inc.	Kevin Hurst
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Supplier	Pickrel, Schaeffer & Ebeling Co., LPA	Pam Thomas
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Supplier	PNC Bank	Michelle Kaye
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Supplier	PrideStaff	Jamie Cavallo
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Supplier	ProCare Rx	Barbara Rambo
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Supplier	ProLink	Kevin Henderson
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Supplier	PSC Crane & Rigging	Jake Borchers
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Supplier	Purdy Company	Frank Grove
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Supplier	QuickPro Staffing	Sarah Miller
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Supplier	Reliance Matrix	Sara Willen
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Supplier	ResourceMFG	Nick Ramos
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Supplier	Reynolds Machinery, Inc.	Scott Mays
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Supplier	Rieck Services, LLC	Christopher Marshall

PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Supplier	ROEHR	Jeremy Riddle
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Supplier	RoviSys	Adam Barhorst
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Supplier	RSM US LLP	Jay Moeller
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Supplier	RUSH Transportation/Logistics Inc.	Steve Parker
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Supplier	SafeShip Commercial Products	Mark McCormack
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Supplier	Schooley Mitchell	Sarah Brown
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Supplier	Schupan Aluminum & Plastics	Tina Wertz
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Supplier	Sedgwick	Paul Feck
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Supplier	ServiceMaster by Angler	Geoff Ganz
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Supplier	Skelley & Company, CPAs	Tom Skelley
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Supplier	Spherion Staffing	Jack Pentenburg
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Supplier	Stolly Insurance Group	Daniel Brookman
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Supplier	Strategy3, Inc.	Tony Michael
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Supplier	Sunbelt Business Advisors of Southwest Ohio	Gerry Chadwick
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Supplier	Superior Equipment Solutions	Andy Roeder
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Supplier	Taft Law	Bob Dunlevey
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Supplier	Technical Equipment Sales	Mike Schlater
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Supplier	Thompson Hine LLP	Christine Haaker
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Supplier	TPI Efficiency	Angela Ruggeri
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Supplier	True Focus Media	Jeff Long
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Supplier	U.S. Bank	Niki Robinson
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Supplier	USI Midwest Insurance	Katy Jacomet
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Supplier	VC3	Tim Davis
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Supplier	Wahl Marketing Communications	Jim Wahl
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Supplier	Waibel Energy Systems	Christy Fielding
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Supplier	Wenco Construction Company, LLC	Suzanne Winters
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Supplier	WesBanco Bank, Inc.	Kerrie Smith
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Supplier	Windancer Holdings	Chris Bearden
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Business - Supplier	Wright-Patt Credit Union	Jennifer Baker

PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Community/Other Organizations	Boys and Girls Club of Dayton	Crystal Allen
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Community/Other Organizations	Dayton Foundation/Employers Workforce Coalition	Tony Ponder
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Community/Other Organizations	Junior Achievement	Jeff Brokamp
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Community/Other Organizations	Wright Brothers Institute	Eric Hill
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Economic Development	Coalition for Prosperous America	Nicholas Iacovella
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Economic Development	CityWide Development Corp.	Shane Wilken
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Economic Development	Dayton Area Chamber of Commerce	Chris Kershner
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Economic Development	Dayton Development Coalition	Jeff Hoagland
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Education, Education Related	Clark County Educational Service Center	Daniel Bennett
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Education, Education Related	Clark State College	Erin Neely
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Education, Education Related	Clinton County Educational Service Center	Conner Wyatt
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Education, Education Related	Community STE[A]M Academy Xenia	Jeremy Ervin
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Education, Education Related	Dayton Athletic Vocational Academy	Greg Stone
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Education, Education Related	Dayton Christian School	Matt Baker
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Education, Education Related	Dayton Leadership Academies	Tess Asinjo
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Education, Education Related	Dayton Public Schools	David Andrews
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Education, Education Related	Dayton Regional STEM School	Stephanie Adams Taylor
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Education, Education Related	Do STEM Council	Jessica Short

PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Education, Education Related	Edison State Community College	Chris Spradlin
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Education, Education Related	Fairborn High School	Kelly Gaudett
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Education, Education Related	Greene County Career Center	David Deskins
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Education, Education Related	Greene County Educational Service Center	Amy Baldridge
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Education, Education Related	Hobart Institute of Welding Technology	Tom Funderburg
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Education, Education Related	Horizon Science Academy High School	Ali Kucuker
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Education, Education Related	Kettering Fairmont High School	Brett Jenkins
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Education, Education Related	Lebanon High School	Bunny Brooks
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Education, Education Related	Liberty High School	Jerry Farley
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Education, Education Related	Miami County Educational Service Center	Kristi Voisard
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Education, Education Related	Miami University	Jenni Szolwinski
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Education, Education Related	Miami Valley Career Technology Center	Van Henderson
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Education, Education Related	Montgomery County Educational Service Center	Katie Grouthaus
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Education, Education Related	Montgomery County Youthworks	Roberta Walker
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Education, Education Related	Northridge High School	Josh Roeth
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Education, Education Related	Preble County Educational Service Center	Harold Niehaus
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Education, Education Related	Sinclair Community College	Karl Hess
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Education, Education Related	Sinclair Workforce Development Division	Jeffrey Miller
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Education, Education Related	SOCHE	Cassie Barlow

PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Education, Education Related	Springfield-Clark CTC	Will Nichols
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Education, Education Related	Stebbins High School	David Curley
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Education, Education Related	Upper Valley Career Center	Roger Voisard
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Education, Education Related	Warren County Career Center	Sara Nichollas
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Education, Education Related	WPAFB School Liaison Office	Andrea Edmonds
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Education, Education Related	Wright State University - College of Engineering and Computer Science	Jim Menart
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Government	Clinton County Port Authority	Beth Huber
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Government	Middletown, City of	Lisha Morlan
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Government	Montgomery County Economic Development	Gwen Eberly
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Government	Montgomery County Workforce Investment Board	Karen Bogert
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Government	Preble County Development Partnership	Justin Sommer
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Social Service	Dayton Equity Center	Ashton Dupler
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Social Service	Goodwill Easter Seals	Michelle Feltz
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Social Service	MonDay Community Correctional Institute	Gabriel Livingston
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Social Service	Mongtomery County Metro Library	Ann Crichton
PP-1048	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturing Workforce Partnership	Dayton Region Manufacturers Association, Inc.	Social Service	Opportunities for Ohioans with Disabilities	Cynthia Crews
PP-1051	Geauga Healthcare Sector Partnership	Geauga Growth Partnership, Inc.	Geauga Growth Partnership, Inc.	Business	UH Geauga Medical Center	Jonathan Sague
PP-1051	Geauga Healthcare Sector Partnership	Geauga Growth Partnership, Inc.	Geauga Growth Partnership, Inc.	Business	UH Geauga Medical Center	Valerie Kovacic-Mauer
PP-1051	Geauga Healthcare Sector Partnership	Geauga Growth Partnership, Inc.	Geauga Growth Partnership, Inc.	Business	UH Geauga Medical Center	Bill Rice
PP-1051	Geauga Healthcare Sector Partnership	Geauga Growth Partnership, Inc.	Geauga Growth Partnership, Inc.	Business	UH Geauga Medical Center	Brittany Sustar
PP-1051	Geauga Healthcare Sector Partnership	Geauga Growth Partnership, Inc.	Geauga Growth Partnership, Inc.	Business	Judson Senior Living	Suzanne Bloomfield
PP-1051	Geauga Healthcare Sector Partnership	Geauga Growth Partnership, Inc.	Geauga Growth Partnership, Inc.	Business	Ohman Family Living	Max Knopp
PP-1051	Geauga Healthcare Sector Partnership	Geauga Growth Partnership, Inc.	Geauga Growth Partnership, Inc.	Business	People Architects	Hyle White
PP-1051	Geauga Healthcare Sector Partnership	Geauga Growth Partnership, Inc.	Geauga Growth Partnership, Inc.	Business	The Computer Workshop	Terri Williams-Davy
PP-1051	Geauga Healthcare Sector Partnership	Geauga Growth Partnership, Inc.	Geauga Growth Partnership, Inc.	Business	Sisters of Notre Dame	Caralyn Treharne
PP-1051	Geauga Healthcare Sector Partnership	Geauga Growth Partnership, Inc.	Geauga Growth Partnership, Inc.	Community College	Lakeland Community College	Julie Senita

PP-1051	Geauga Healthcare Sector Partnership	Geauga Growth Partnership, Inc.	Geauga Growth Partnership, Inc.	Community College	Lakeland Community College	Dan Solomon
PP-1051	Geauga Healthcare Sector Partnership	Geauga Growth Partnership, Inc.	Geauga Growth Partnership, Inc.	ESC	Educational Service Center of Northeast Ohio	Nadine Grimm
PP-1051	Geauga Healthcare Sector Partnership	Geauga Growth Partnership, Inc.	Geauga Growth Partnership, Inc.	ESC	Educational Service Center of Northeast Ohio	Paula Kucinic
PP-1051	Geauga Healthcare Sector Partnership	Geauga Growth Partnership, Inc.	Geauga Growth Partnership, Inc.	ESC	Educational Service Center of Western Reserve	Bob Timmons
PP-1051	Geauga Healthcare Sector Partnership	Geauga Growth Partnership, Inc.	Geauga Growth Partnership, Inc.	Government - Barrier Reduction	Area 19 Workforce Development Board	Craig Sernik
PP-1051	Geauga Healthcare Sector Partnership	Geauga Growth Partnership, Inc.	Geauga Growth Partnership, Inc.	Government - Barrier Reduction	OMJ Geauga County	Matthew Blevens
PP-1051	Geauga Healthcare Sector Partnership	Geauga Growth Partnership, Inc.	Geauga Growth Partnership, Inc.	Higher Education	Kent State University - Geauga	Kate Sanguedolce
PP-1051	Geauga Healthcare Sector Partnership	Geauga Growth Partnership, Inc.	Geauga Growth Partnership, Inc.	Higher Education	Kent State University - Geauga	Becki Bierman
PP-1051	Geauga Healthcare Sector Partnership	Geauga Growth Partnership, Inc.	Geauga Growth Partnership, Inc.	Local School District	Berkshire Local Schools	John Stoddard
PP-1051	Geauga Healthcare Sector Partnership	Geauga Growth Partnership, Inc.	Geauga Growth Partnership, Inc.	Local School District	Berkshire Local Schools	Venessa Povozhaev
PP-1051	Geauga Healthcare Sector Partnership	Geauga Growth Partnership, Inc.	Geauga Growth Partnership, Inc.	Local School District	Kenston Schools	Katie Poe
PP-1051	Geauga Healthcare Sector Partnership	Geauga Growth Partnership, Inc.	Geauga Growth Partnership, Inc.	Local School District	West Geauga Schools	Jim Kish
PP-1051	Geauga Healthcare Sector Partnership	Geauga Growth Partnership, Inc.	Geauga Growth Partnership, Inc.	Local School District	Cardinal Local Schools	Jack Cunningham
PP-1051	Geauga Healthcare Sector Partnership	Geauga Growth Partnership, Inc.	Geauga Growth Partnership, Inc.	Non-Profit - Barrier Reduction	TeamNEO	Julie Szeltner
PP-1051	Geauga Healthcare Sector Partnership	Geauga Growth Partnership, Inc.	Geauga Growth Partnership, Inc.	Non-Profit - Barrier Reduction	United Way of Greater Cleveland (Geauga County)	Mark Dorony
PP-1051	Geauga Healthcare Sector Partnership	Geauga Growth Partnership, Inc.	Geauga Growth Partnership, Inc.	Non-Profit - Barrier Reduction	Geauga Metropolitan Housing	Dawn Farrell
PP-1051	Geauga Healthcare Sector Partnership	Geauga Growth Partnership, Inc.	Geauga Growth Partnership, Inc.	Non-Profit - Barrier Reduction	Ravenwood Health	Brittain Paul
PP-1051	Geauga Healthcare Sector Partnership	Geauga Growth Partnership, Inc.	Geauga Growth Partnership, Inc.	Ohio Technical Center	Auburn Career Center	Joe Glavin
PP-1051	Geauga Healthcare Sector Partnership	Geauga Growth Partnership, Inc.	Geauga Growth Partnership, Inc.	Ohio Technical Center	Auburn Career Center	Andrea McKinstry
PP-1051	Geauga Healthcare Sector Partnership	Geauga Growth Partnership, Inc.	Geauga Growth Partnership, Inc.	Regional Partner	The Health Collaborative	Hope Aurther
PP-1037	Healthcare Sector Partnership	Cleveland Center for Arts and Technology	Cleveland Center for Arts and Technology	Economic Development Organization	Greater Cleveland Partnership	Kara Carter

PP-1037	Healthcare Sector Partnership	Cleveland Center for Arts and Technology	Cleveland Center for Arts and Technology	Economic Development Organization	TeamNEO	Julie Szeltner
PP-1037	Healthcare Sector Partnership	Cleveland Center for Arts and Technology	Cleveland Center for Arts and Technology	Independent college/university	Ursuline College	Dr. Patricia Sharpnack
PP-1037	Healthcare Sector Partnership	Cleveland Center for Arts and Technology	Cleveland Center for Arts and Technology	Independent college/university	Bryant & Stratton	Kim Patton Schroeder
PP-1037	Healthcare Sector Partnership	Cleveland Center for Arts and Technology	Cleveland Center for Arts and Technology	Independent college/university	Case Western Reserve University	Dr. Celeste Alfes
PP-1037	Healthcare Sector Partnership	Cleveland Center for Arts and Technology	Cleveland Center for Arts and Technology	Independent college/university	Baldwin Wallace University	Dr. Diane Kocisko
PP-1037	Healthcare Sector Partnership	Cleveland Center for Arts and Technology	Cleveland Center for Arts and Technology	Independent college/university	John Carroll University	Dr. Dawn Boettcher
PP-1037	Healthcare Sector Partnership	Cleveland Center for Arts and Technology	Cleveland Center for Arts and Technology	Independent college/university	Xavier University	Dr. Deanna Jenkins
PP-1037	Healthcare Sector Partnership	Cleveland Center for Arts and Technology	Cleveland Center for Arts and Technology	Independent college/university	Arizona College of Nursing	Dr. Donna Sadler
PP-1037	Healthcare Sector Partnership	Cleveland Center for Arts and Technology	Cleveland Center for Arts and Technology	Independent college/university	Central School of Practical Nursing	Dr. Erin Slay
PP-1037	Healthcare Sector Partnership	Cleveland Center for Arts and Technology	Cleveland Center for Arts and Technology	Independent college/university	Northern Career Institute	Krista Angell
PP-1037	Healthcare Sector Partnership	Cleveland Center for Arts and Technology	Cleveland Center for Arts and Technology	Independent college/university	Polaris Career Center	Raquel Rodriquez
PP-1037	Healthcare Sector Partnership	Cleveland Center for Arts and Technology	Cleveland Center for Arts and Technology	Independent college/university	Ross Medical Education Center	Cynthia Short
PP-1037	Healthcare Sector Partnership	Cleveland Center for Arts and Technology	Cleveland Center for Arts and Technology	Independent college/university	Hondros College of Nursing	Anthony Hibbs
PP-1037	Healthcare Sector Partnership	Cleveland Center for Arts and Technology	Cleveland Center for Arts and Technology	K-12 Institution	Cleveland Metropolitan School District	Angelina Ferguson-Pryor
PP-1037	Healthcare Sector Partnership	Cleveland Center for Arts and Technology	Cleveland Center for Arts and Technology	Nonprofit Organization specializing in workforce training	New Bridge	Bethany Friedlander
PP-1037	Healthcare Sector Partnership	Cleveland Center for Arts and Technology	Cleveland Center for Arts and Technology	Nonprofit Organization specializing in workforce training	Greater Cleveland Career Consortium	David Giesige
PP-1037	Healthcare Sector Partnership	Cleveland Center for Arts and Technology	Cleveland Center for Arts and Technology	Nonprofit Organization specializing in workforce training	Youth Opportunities Unlimited	Craig Dorn

PP-1037	Healthcare Sector Partnership	Cleveland Center for Arts and Technology	Cleveland Center for Arts and Technology	Nonprofit Organization specializing in workforce training	New Growth Group	Chris Spence
PP-1037	Healthcare Sector Partnership	Cleveland Center for Arts and Technology	Cleveland Center for Arts and Technology	Private-Sector Employer	Cleveland Clinic	Lisa Baszynski, EdD and Lisa Minor
PP-1037	Healthcare Sector Partnership	Cleveland Center for Arts and Technology	Cleveland Center for Arts and Technology	Private-Sector Employer	University Hospital Central Market	Kim Shelnick
PP-1037	Healthcare Sector Partnership	Cleveland Center for Arts and Technology	Cleveland Center for Arts and Technology	Private-Sector Employer	University Hospitals East Market	Robyn Strosaker
PP-1037	Healthcare Sector Partnership	Cleveland Center for Arts and Technology	Cleveland Center for Arts and Technology	Private-Sector Employer	MetroHealth	Tiffany Short
PP-1037	Healthcare Sector Partnership	Cleveland Center for Arts and Technology	Cleveland Center for Arts and Technology	Private-Sector Employer	Southwest General	Joni Edwards, EdD
PP-1037	Healthcare Sector Partnership	Cleveland Center for Arts and Technology	Cleveland Center for Arts and Technology	State institution of higher education	Cuyahoga Community College	Michael J. Kenney, Ph.D
PP-1037	Healthcare Sector Partnership	Cleveland Center for Arts and Technology	Cleveland Center for Arts and Technology	State institution of higher education	Lakeland Community College	David Goswick
PP-1037	Healthcare Sector Partnership	Cleveland Center for Arts and Technology	Cleveland Center for Arts and Technology	State institution of higher education	Kent State University (Kent State Ashtabula)	Margaret (Peggy) Shadduck, Ph.D.
PP-1037	Healthcare Sector Partnership	Cleveland Center for Arts and Technology	Cleveland Center for Arts and Technology	State institution of higher education	Stark State College	Andrea Price
PP-1037	Healthcare Sector Partnership	Cleveland Center for Arts and Technology	Cleveland Center for Arts and Technology	State institution of higher education	Cleveland State University	Dr. Mary Lynn Davis-Ajami
PP-1037	Healthcare Sector Partnership	Cleveland Center for Arts and Technology	Cleveland Center for Arts and Technology	State institution of higher education	University of Akron	Dr. Timothy Meyers
PP-1037	Healthcare Sector Partnership	Cleveland Center for Arts and Technology	Cleveland Center for Arts and Technology	State institution of higher education	Lorain County Community College	Mary Grady
PP-1037	Healthcare Sector Partnership	Cleveland Center for Arts and Technology	Cleveland Center for Arts and Technology	Workforce Development Organization	Greater Cleveland Works, OhioMeansJobs Cuyahoga County	Michelle Rose
PP-1037	Healthcare Sector Partnership	Cleveland Center for Arts and Technology	Cleveland Center for Arts and Technology	Workforce Development Organization	Cuyahoga County Workforce Funders Group (City of Cleveland, Cuyahoga County, Cleveland Foundation, Deaconness Foundation, Fund for Our Economic Future, Gund Foundation)	Cathy Belk (Chair)

PP-1056	Insuring Ohio Futures	Ohio Insurance Institute	Ohio Insurance Education and Workforce Alliance	Business	Encova Insurance	Laurie Pomerants, Senior Talent Acquisition Specialist
PP-1056	Insuring Ohio Futures	Ohio Insurance Institute	Ohio Insurance Education and Workforce Alliance	Business	Grange Insurance	Nicole Stone, Senior Recruiter
PP-1056	Insuring Ohio Futures	Ohio Insurance Institute	Ohio Insurance Education and Workforce Alliance	Business	Ohio Mutual Insurance Group	Traci Oswald, Senior Human Resources Manager
PP-1056	Insuring Ohio Futures	Ohio Insurance Institute	Ohio Insurance Education and Workforce Alliance	Business	Sedgwick	Frank Pagnatta, Senior Vice President
PP-1056	Insuring Ohio Futures	Ohio Insurance Institute	Ohio Insurance Education and Workforce Alliance	Business	Westfield	Jon Iannaco, Talent Acquisition Leader
PP-1056	Insuring Ohio Futures	Ohio Insurance Institute	Ohio Insurance Education and Workforce Alliance	Business	The Cincinnati Insurance Company	Corey Watt, University Relations Recruiter
PP-1056	Insuring Ohio Futures	Ohio Insurance Institute	Ohio Insurance Education and Workforce Alliance	Business	Central Insurance	Carly Smith, HR Business Partner
PP-1056	Insuring Ohio Futures	Ohio Insurance Institute	Ohio Insurance Education and Workforce Alliance	Business	National Interstate Insurance	Melissa Kaminski, HR Director
PP-1056	Insuring Ohio Futures	Ohio Insurance Institute	Ohio Insurance Education and Workforce Alliance	Business	Nationwide Insurance	Chad Wilson, VP, Government Relations
PP-1056	Insuring Ohio Futures	Ohio Insurance Institute	Ohio Insurance Education and Workforce Alliance	Business	Western Reserve Group	Jennifer Winter, AVP Human Resources
PP-1056	Insuring Ohio Futures	Ohio Insurance Institute	Ohio Insurance Education and Workforce Alliance	Business Association, Economic Development Organization	Greater Cleveland Partnership	Tom Miller, Senior Director, Early Career Exploration
PP-1056	Insuring Ohio Futures	Ohio Insurance Institute	Ohio Insurance Education and Workforce Alliance	Business Trade Association	Ohio Insurance Agents Association	Brian Lawrence, Director of HR Solutions
PP-1056	Insuring Ohio Futures	Ohio Insurance Institute	Ohio Insurance Education and Workforce Alliance	Business Trade Association - Lead Applicant	Ohio Insurance Institute	Jody Foltyn, Vice President Education and Workforce Development
PP-1056	Insuring Ohio Futures	Ohio Insurance Institute	Ohio Insurance Education and Workforce Alliance	Government	Ohio Department of Insurance	Judith L. French, Director
PP-1056	Insuring Ohio Futures	Ohio Insurance Institute	Ohio Insurance Education and Workforce Alliance	Independent College/University	Ohio Dominican University	Edward Lukco, Instructor of Risk Management and Insurance
PP-1056	Insuring Ohio Futures	Ohio Insurance Institute	Ohio Insurance Education and Workforce Alliance	Industry Organization	InsurTech Ohio	Chris Luiz, CEO
PP-1056	Insuring Ohio Futures	Ohio Insurance Institute	Ohio Insurance Education and Workforce Alliance	IOF membership roster as of February 2026	IOF membership roster as of February 2026	IOF membership roster as of February 2026
PP-1056	Insuring Ohio Futures	Ohio Insurance Institute	Ohio Insurance Education and Workforce Alliance	State Institution of Higher Education	University of Akron	Latoria Hamilton, Director, Risk Management and Insurance Porgram

PP-1056	Insuring Ohio Futures	Ohio Insurance Institute	Ohio Insurance Education and Workforce Alliance	State Institution of Higher Education	Bowling Green State University	Roc Starks, Executive in Residence, Associate Teaching Professor
PP-1056	Insuring Ohio Futures	Ohio Insurance Institute	Ohio Insurance Education and Workforce Alliance	State Institution of Higher Education	Lorain County Community College	Annalise Gatautis, Manager UPRC Outreach Learning Center, School and Community Partnerships
PP-1056	Insuring Ohio Futures	Ohio Insurance Institute	Ohio Insurance Education and Workforce Alliance	State Institution of Higher Education	Owens Community College, School of Business, Hospitality Management and Public Safety	Reti Shutina, Interim Chair, Business Technologies
PP-1056	Insuring Ohio Futures	Ohio Insurance Institute	Ohio Insurance Education and Workforce Alliance	State Institution of Higher Education	University of Cincinnati, Center for Insurance and Risk Management	Annette Hofmann, Academic Director, Great American Insurance Endowed Chair
PP-1056	Insuring Ohio Futures	Ohio Insurance Institute	Ohio Insurance Education and Workforce Alliance	State Institution of Higher Education	Kent State University, College of Applied and Technical Studies	Diauntae Morrow, Insurance Studies Lecturer
PP-1080	Life Sciences Futures	Ohio Life Sciences Institute	Ohio Life Sciences Foundation	Education Service Center	Education Service Center of Central Ohio	Tom Goodney
PP-1080	Life Sciences Futures	Ohio Life Sciences Institute	Ohio Life Sciences Foundation	Higher Education	Columbus State Community College	Scot McLemore
PP-1080	Life Sciences Futures	Ohio Life Sciences Institute	Ohio Life Sciences Foundation	Local School District	London City Schools	Betsy Dennis
PP-1080	Life Sciences Futures	Ohio Life Sciences Institute	Ohio Life Sciences Foundation	Nonprofit specializing in workforce training and placement	Goodwill Columbus	Amanda Lynne
PP-1080	Life Sciences Futures	Ohio Life Sciences Institute	Ohio Life Sciences Foundation	Non-Profit/Community Organization	COSI	Dr. Frederic Bertley
PP-1080	Life Sciences Futures	Ohio Life Sciences Institute	Ohio Life Sciences Foundation	Ohio Technical Center	Delaaware Area Career Center	Tom Dyer
PP-1080	Life Sciences Futures	Ohio Life Sciences Institute	Ohio Life Sciences Foundation	Private-Sector Employer	Amgen	Sandra Rodriguez-Toledo
PP-1080	Life Sciences Futures	Ohio Life Sciences Institute	Ohio Life Sciences Foundation	Private-Sector Employer	Forge Biologics	Liza Lewis
PP-1080	Life Sciences Futures	Ohio Life Sciences Institute	Ohio Life Sciences Foundation	Private-Sector Employer	Resilience	Kimberly Eppert
PP-1080	Life Sciences Futures	Ohio Life Sciences Institute	Ohio Life Sciences Foundation	Private-Sector Employer	Danis	Bryan Benjamin
PP-1080	Life Sciences Futures	Ohio Life Sciences Institute	Ohio Life Sciences Foundation	Private-Sector Employer	STAQ Pharma	Abram Gordon

PP-1036	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturer's Coalition, Inc.	Business	Ajax TOCCO	Krystal Schulz
PP-1036	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturer's Coalition, Inc.	Business	AML Industries Inc.	LG McClellan
PP-1036	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturer's Coalition, Inc.	Business	Amtech Tool and Machine	Fred Cross
PP-1036	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturer's Coalition, Inc.	Business	Ashore Manufacturing Group	Zachary Woods
PP-1036	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturer's Coalition, Inc.	Business	Barclay Machine Inc.	Jeff Cushman
PP-1036	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturer's Coalition, Inc.	Business	Bolt Construction Inc.	Don Orengia
PP-1036	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturer's Coalition, Inc.	Business	Brainard Rivet Co.	Leslie Phillips
PP-1036	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturer's Coalition, Inc.	Business	Brilex Indistries	Mary Ann Billet
PP-1036	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturer's Coalition, Inc.	Business	Butech Bliss	Brian Whitehill
PP-1036	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturer's Coalition, Inc.	Business	City Machine Technologies	Claudia Kovach
PP-1036	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturer's Coalition, Inc.	Business	ClarkDietrich Building Systems	Chris Plant
PP-1036	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturer's Coalition, Inc.	Business	Columbiana Boiler Co., LLC	Michael Koprivnak
PP-1036	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturer's Coalition, Inc.	Business	Commerical Metal Forming	Mike Conglose
PP-1036	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturer's Coalition, Inc.	Business	Compco	Matt Werner
PP-1036	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturer's Coalition, Inc.	Business	Coronado Steel	Zachary Clark
PP-1036	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturer's Coalition, Inc.	Business	Dearing Compressor and Pump Co.	Becky Wall
PP-1036	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturer's Coalition, Inc.	Business	Dinesol Plastics Inc.	Patricia Nichols
PP-1036	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturer's Coalition, Inc.	Business	Dunaway Inc.	Jason Markijohn
PP-1036	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturer's Coalition, Inc.	Business	Ellwood Aluminum	Patrick Callihan
PP-1036	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturer's Coalition, Inc.	Business	Everett Industries, LLC	James Vosmik
PP-1036	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturer's Coalition, Inc.	Business	Falcon Foundry Co.	Gary Slaven
PP-1036	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturer's Coalition, Inc.	Business	Fireline, Inc.	Barb Burley
PP-1036	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturer's Coalition, Inc.	Business	Foxconn EV System, LLC	Thomas Harvey
PP-1036	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturer's Coalition, Inc.	Business	Gasser Chair, Inc.	Mark Gasser
PP-1036	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturer's Coalition, Inc.	Business	General Extrusions, Inc.	Herb Schuler, Jr.
PP-1036	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturer's Coalition, Inc.	Business	Haltec Corporation	Tom Moyer
PP-1036	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturer's Coalition, Inc.	Business	HMC Machining Technologies, Inc.	Bruce Dewey
PP-1036	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturer's Coalition, Inc.	Business	Humtown Products	Mark Lamoncha
PP-1036	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturer's Coalition, Inc.	Business	Hunt Valve Co., Inc.	Peter Bellin

PP-1036	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturer's Coalition, Inc.	Business	Hunter Lift, Ltd.	Doug Verenski
PP-1036	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturer's Coalition, Inc.	Business	Hynes Industries	Ryan Day
PP-1036	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturer's Coalition, Inc.	Business	International Steel and Counterweights	Kristin Wheatley
PP-1036	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturer's Coalition, Inc.	Business	Jaxon	Adam Stryffeler
PP-1036	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturer's Coalition, Inc.	Business	Jet Stream International, Inc.	Patrick Kantz
PP-1036	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturer's Coalition, Inc.	Business	John Cockerill Industry	Tricia Myers
PP-1036	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturer's Coalition, Inc.	Business	Kiraly Tool and Die, Inc.	Kyle Kiraly
PP-1036	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturer's Coalition, Inc.	Business	KTSDI, Inc.	Ken Trimmings
PP-1036	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturer's Coalition, Inc.	Business	Lake Park Tool and Machine	R. J. Fryan
PP-1036	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturer's Coalition, Inc.	Business	Liberty Steel, Inc.	John Weller
PP-1036	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturer's Coalition, Inc.	Business	Livi Steel, Inc.	Don Livi
PP-1036	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturer's Coalition, Inc.	Business	LM Cases	William LaGuardia
PP-1036	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturer's Coalition, Inc.	Business	M7 Technologies	Mike Garvey
PP-1036	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturer's Coalition, Inc.	Business	M&M Industries, Inc.	PJ Sirianni
PP-1036	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturer's Coalition, Inc.	Business	MacPherson and Company	Jane MacPherson
PP-1036	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturer's Coalition, Inc.	Business	Minerva Welding and Fabricating	Jon Gram
PP-1036	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturer's Coalition, Inc.	Business	Marsh Bellofram / Specialty Fab	Joe Colletti, Jr.
PP-1036	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturer's Coalition, Inc.	Business	Novelis	Cristina Pinter
PP-1036	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturer's Coalition, Inc.	Business	Ohio Structures, Inc.	Evan Morrison
PP-1036	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturer's Coalition, Inc.	Business	Panelmatic Building Solutions, Inc.	Brian Angelo
PP-1036	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturer's Coalition, Inc.	Business	Pantheon Innovative Builders	Ryan Kelly
PP-1036	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturer's Coalition, Inc.	Business	Pennex Aluminum Co.	Gary Miller
PP-1036	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturer's Coalition, Inc.	Business	PHD Manufacturing	Deann Davis
PP-1036	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturer's Coalition, Inc.	Business	Quality Switch Inc.	Russell Sewell
PP-1036	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturer's Coalition, Inc.	Business	RBS Manufacturing (Medart Inc.)	Mike Friello
PP-1036	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturer's Coalition, Inc.	Business	REM Electronics Supply Co.	Janet Dyer
PP-1036	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturer's Coalition, Inc.	Business	Roemer Industries, LLC	Jill Palumbo
PP-1036	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturer's Coalition, Inc.	Business	Salem Welding and Supply	Tom Baker
PP-1036	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturer's Coalition, Inc.	Business	Schwebel Baking Co.	Melinda Rombold

PP-1036	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturer's Coalition, Inc.	Business	Shapes Unlimited	John Rhodes
PP-1036	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturer's Coalition, Inc.	Business	Specialty Transformer Components	Jim Kay
PP-1036	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturer's Coalition, Inc.	Business	Starr Manufacturing	Dale Foerster
PP-1036	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturer's Coalition, Inc.	Business	Taylor Winfield Technologies	Brian Benyo
PP-1036	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturer's Coalition, Inc.	Business	Tenaris	Lorena Vichique
PP-1036	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturer's Coalition, Inc.	Business	Thomas Steel Strip Corp.	Dominick Ripoli
PP-1036	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturer's Coalition, Inc.	Business	TTM Technologies	Rita Tustin
PP-1036	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturer's Coalition, Inc.	Business	Trivium Aluminum Packaging	Michael Wood
PP-1036	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturer's Coalition, Inc.	Business	Ultium Cells LLC	Tom Gallagher
PP-1036	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturer's Coalition, Inc.	Business	Uniserv, LLC	Jeremy Kerola
PP-1036	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturer's Coalition, Inc.	Business	United Protective Technologies	Clayton Broxson
PP-1036	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturer's Coalition, Inc.	Business	Vallourec Star	Brian Cornell
PP-1036	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturer's Coalition, Inc.	Business	Venture Plastics Inc.	John Zelina
PP-1036	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturer's Coalition, Inc.	Business	Warren Precision Products	John Condoleon
PP-1036	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturer's Coalition, Inc.	Business	Xaloy LLC	Ashley Woloschak
PP-1036	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturer's Coalition, Inc.	Business	Youngstown Tool and Die (AKA Phoenix)	Allison Martinko
PP-1036	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturer's Coalition, Inc.	Business	The Zidian Group	Michelle Gross
PP-1036	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturer's Coalition, Inc.	Business	717 Credit Union	Dorian Smith
PP-1036	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturer's Coalition, Inc.	Business	Advanced Technology Partners, LLC	Jason White
PP-1036	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturer's Coalition, Inc.	Business	AllStaff	Randi Tucker
PP-1036	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturer's Coalition, Inc.	Business	Aim Transportation Solutions	Trisha Mosser
PP-1036	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturer's Coalition, Inc.	Business	Alcon Mechanical	Brent Carpenter
PP-1036	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturer's Coalition, Inc.	Business	America Makes	Courtney Puhl
PP-1036	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturer's Coalition, Inc.	Business	Balentine Solutions	Tracie Balentine
PP-1036	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturer's Coalition, Inc.	Business	BRITE Energy Innovators	Jing Lyon
PP-1036	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturer's Coalition, Inc.	Business	Cohen & Co.	Marc Mazzella
PP-1036	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturer's Coalition, Inc.	Business	Columbiana County Port Authority	Brittany Smith
PP-1036	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturer's Coalition, Inc.	Business	Executive Computer Management	Shane Nesbitt
PP-1036	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturer's Coalition, Inc.	Business	Enertech Electrical	Domonic Donofrio

PP-1036	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturer's Coalition, Inc.	Business	Farmers National Bank	Pete Noll
PP-1036	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturer's Coalition, Inc.	Business	First National Bank of PA	Denise Georgalas
PP-1036	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturer's Coalition, Inc.	Business	Graft Electric	Larry Burns, III
PP-1036	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturer's Coalition, Inc.	Business	Hill, Barth & King LLC	Jim Dacenzo
PP-1036	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturer's Coalition, Inc.	Business	Houck Agency	Jim Houck
PP-1036	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturer's Coalition, Inc.	Business	Huntington Bank	Sam Huston
PP-1036	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturer's Coalition, Inc.	Business	Kenilworth Steel	Karri Patrick
PP-1036	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturer's Coalition, Inc.	Business	McGohan Barbender	Michael McGrath
PP-1036	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturer's Coalition, Inc.	Business	Mullen Insurance Solutions	Nathan Mullen
PP-1036	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturer's Coalition, Inc.	Business	Neff Automation	Nick Lam
PP-1036	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturer's Coalition, Inc.	Business	Oswald Companies	Joshua Fragoso
PP-1036	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturer's Coalition, Inc.	Business	Paychex Inc.	Mollie DeSocio
PP-1036	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturer's Coalition, Inc.	Business	Pelican3 Consulting LLC	Paul Hugenberg
PP-1036	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturer's Coalition, Inc.	Business	Pixel Leadership Group	Brett Powell
PP-1036	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturer's Coalition, Inc.	Business	PNC Bank	Ryan Pastore
PP-1036	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturer's Coalition, Inc.	Business	Schroedel, Scullin & Bestic, LLC	Janice Jasinski
PP-1036	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturer's Coalition, Inc.	Economic Development	Youngstown Warren Regional Chamber	Guy Coviello
PP-1036	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturer's Coalition, Inc.	Education	Mahoning County Career and Technical Center	John Zehentbauer
PP-1036	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturer's Coalition, Inc.	Education	Trumbull Career and Tech Center	Anina Karlovic
PP-1036	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturer's Coalition, Inc.	Education	Trumbull County ESC	Robert Marino
PP-1036	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturer's Coalition, Inc.	Education	Youngstown City Schools / Choffin Career & Tech Center	Michael Saville
PP-1036	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturer's Coalition, Inc.	Education	Youngstown State University	Jackie Ruller
PP-1036	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturer's Coalition, Inc.	Education	Campbell Schools NEO Impact Academy	Brad Yeager
PP-1036	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturer's Coalition, Inc.	Education	Columbiana County Career & Tech Center	Jeremy Corbisello
PP-1036	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturer's Coalition, Inc.	Education	Columbiana County Educational Service Center	Marie Williams
PP-1036	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturer's Coalition, Inc.	Education	Kent State University- Trumbull Campus	Bill Ayres
PP-1036	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturer's Coalition, Inc.	Education	Northwest State Community College	Matt Kibler
PP-1036	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturer's Coalition, Inc.	Non-Profit	Goodwill Industries	Shelley Murray
PP-1036	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturer's Coalition, Inc.	Non-Profit	Inspiring Minds	Jordan Wilkins

PP-1036	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturer's Coalition, Inc.	Non-Profit	Jobs for Ohio Graduates	Michelle Sawicki
PP-1036	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturer's Coalition, Inc.	Non-Profit	National Center for Urban Solutions	Perry Gregory
PP-1036	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturer's Coalition, Inc.	Non-Profit	Trumbull Neighborhood Partnership	Matt Martin
PP-1036	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturer's Coalition, Inc.	Non-Profit	United Returning Citizens	Dionne Dowdy
PP-1036	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturer's Coalition, Inc.	Non-Profit	YWCA Mahoning Valley	Varada Bhide
PP-1036	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturer's Coalition, Inc.	Non-Profit	Compass Family Services and Couseling	Theresa Berkenyi
PP-1036	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturer's Coalition, Inc.	Non-Profit	Valley Partners	Teresa Miller
PP-1036	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturer's Coalition, Inc.	Non-Profit	Youngstown Area Goodwill Industries	Carol Holmes-Chambers
PP-1036	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturer's Coalition, Inc.	OMJ Center	Mahoning / Columbiana Training Association (MCTA)	Susie Kooser
PP-1036	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturer's Coalition, Inc.	OMJ Center	Trumbull County Workforce Development Board	Kim Barell- Hecker
PP-1036	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturer's Coalition, Inc.	Workforce Development	Mahoning Columbiana Workforce Board	Mary Ann Kochalko
PP-1036	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturers Coalition	Mahoning Valley Manufacturer's Coalition, Inc.	Workforce Development	Mahoning Columbiana Training Association	Cyndy Bresnahan
PP-1064	Medical Pathways Partnership	LEAD Training	LEAD Training	Business	ABC Pediatrics	Patricia Gries
PP-1064	Medical Pathways Partnership	LEAD Training	LEAD Training	Business	Twin Lakes	Lisa Zimmers
PP-1064	Medical Pathways Partnership	LEAD Training	LEAD Training	Business	Otterbein	Wesley Calton
PP-1064	Medical Pathways Partnership	LEAD Training	LEAD Training	Business	UC Health	Jon Paasch
PP-1064	Medical Pathways Partnership	LEAD Training	LEAD Training	Business	BEACON	Shaun Tubbs
PP-1064	Medical Pathways Partnership	LEAD Training	LEAD Training	Business	Mercy Health	Lisa Sweeterman & Rachel Kaplan
PP-1064	Medical Pathways Partnership	LEAD Training	LEAD Training	Business	St. Elizabeth	Lois Post
PP-1064	Medical Pathways Partnership	LEAD Training	LEAD Training	Business	Premier Health (Atrium Medical Center)	Kim Hensley
PP-1064	Medical Pathways Partnership	LEAD Training	LEAD Training	Business	TriHealth	Christian Bradley
PP-1064	Medical Pathways Partnership	LEAD Training	LEAD Training	Business	Athletico	Jason Privett
PP-1064	Medical Pathways Partnership	LEAD Training	LEAD Training	Business	Cincinnati Children's Hospital	Amy Biersack
PP-1064	Medical Pathways Partnership	LEAD Training	LEAD Training	Business	Kettering Health Network	Carrie Kabanov
PP-1064	Medical Pathways Partnership	LEAD Training	LEAD Training	Business	On Our Way Home Inc.	Barb Isemann
PP-1064	Medical Pathways Partnership	LEAD Training	LEAD Training	Business	King Veterinary Hospital	Molly Bowen
PP-1064	Medical Pathways Partnership	LEAD Training	LEAD Training	Business	Salt Run Veterinary Clinic	Donna Proffitt
PP-1064	Medical Pathways Partnership	LEAD Training	LEAD Training	Economic Development	Middletown Chamber of Commerce	Rick Pearce
PP-1064	Medical Pathways Partnership	LEAD Training	LEAD Training	Economic Development	Workforce Development Board (Butler, Clermont, & Warren)	Becky Ehling
PP-1064	Medical Pathways Partnership	LEAD Training	LEAD Training	ESC	Hamilton County ESC	Donna Lauver
PP-1064	Medical Pathways Partnership	LEAD Training	LEAD Training	ESC	Clermont County ESC	Darrell Edwards
PP-1064	Medical Pathways Partnership	LEAD Training	LEAD Training	Higher Education	University of Cincinnati	Pat Achoe
PP-1064	Medical Pathways Partnership	LEAD Training	LEAD Training	Higher Education	Sinclair	Chris Hubbard
PP-1064	Medical Pathways Partnership	LEAD Training	LEAD Training	Independent College	Christ College	Susan Mack
PP-1064	Medical Pathways Partnership	LEAD Training	LEAD Training	Independent College	Nursing Made Easy	Davina Campbell

PP-1064	Medical Pathways Partnership	LEAD Training	LEAD Training	Local School District	St. Rita School of the Deaf	Victoria Flanders
PP-1064	Medical Pathways Partnership	LEAD Training	LEAD Training	Local School District	Kings Local Schools	Matt Freeman
PP-1064	Medical Pathways Partnership	LEAD Training	LEAD Training	Local School District	Monroe Local Schools	Nancy Stratton
PP-1064	Medical Pathways Partnership	LEAD Training	LEAD Training	Local School District	Mariemont City Schools	Brian Sugerman
PP-1064	Medical Pathways Partnership	LEAD Training	LEAD Training	Local School District	Forest Hills School District	Kim Tinsley
PP-1064	Medical Pathways Partnership	LEAD Training	LEAD Training	Local School District	Deer Park Schools	Mindy Robertson
PP-1064	Medical Pathways Partnership	LEAD Training	LEAD Training	Local School District	Milford High School	Liz Emmons
PP-1064	Medical Pathways Partnership	LEAD Training	LEAD Training	Local School District	Cincinnati Public Schools	Michael Turner
PP-1064	Medical Pathways Partnership	LEAD Training	LEAD Training	Local School District	Reading Community Schools	Mark Edwards
PP-1064	Medical Pathways Partnership	LEAD Training	LEAD Training	Local School District	Goshen Local School District	Pat Dubbs
PP-1064	Medical Pathways Partnership	LEAD Training	LEAD Training	Local School District	Fayetteville-Perry High School	April Flowers
PP-1064	Medical Pathways Partnership	LEAD Training	LEAD Training	Local School District	Norwood City School District	Kristina Chesson
PP-1064	Medical Pathways Partnership	LEAD Training	LEAD Training	Local School District	Little Miami High School	Kevin Harleman
PP-1064	Medical Pathways Partnership	LEAD Training	LEAD Training	Local School District	Felicity-Franklin High School	Kristin Baird
PP-1064	Medical Pathways Partnership	LEAD Training	LEAD Training	Local School District	Springboro High School	Beth Holtrey
PP-1064	Medical Pathways Partnership	LEAD Training	LEAD Training	Local School District	Batavia High School	Tara Laudenberger
PP-1064	Medical Pathways Partnership	LEAD Training	LEAD Training	Local School District	Princeton City Schools	Libby Styles
PP-1064	Medical Pathways Partnership	LEAD Training	LEAD Training	Local School District	New Miami High School	Nicole Kidd
PP-1064	Medical Pathways Partnership	LEAD Training	LEAD Training	Local School District	Mason High School	Joe Schroeder

PP-1064	Medical Pathways Partnership	LEAD Training	LEAD Training	Local School District	Clermont Northeastern High School	Shane Hartley
PP-1064	Medical Pathways Partnership	LEAD Training	LEAD Training	Local School District	Franklin City Schools	James McFarland
PP-1064	Medical Pathways Partnership	LEAD Training	LEAD Training	Local School District	Winton Woods City Schools	Adonica Jones-Parks
PP-1064	Medical Pathways Partnership	LEAD Training	LEAD Training	Local School District	Lockland School District	Jenny Bole
PP-1064	Medical Pathways Partnership	LEAD Training	LEAD Training	Local School District	Loveland City School District	Brian Lee
PP-1064	Medical Pathways Partnership	LEAD Training	LEAD Training	Local School District	Indian Hill High School	Ester Hall
PP-1064	Medical Pathways Partnership	LEAD Training	LEAD Training	Nonprofit	Talbert House	Nichol Boberg
PP-1064	Medical Pathways Partnership	LEAD Training	LEAD Training	Nonprofit	EasterSeals	Chelsea Engel
PP-1064	Medical Pathways Partnership	LEAD Training	LEAD Training	Ohio Technical Center	Great Oaks	Harry Snyder
PP-1064	Medical Pathways Partnership	LEAD Training	LEAD Training	Ohio Technical Center	Warren County Career Center	Joel King
PP-1064	Medical Pathways Partnership	LEAD Training	LEAD Training	OMJ	Warren County OhioMeansJobs Center	Josh Hisle
PP-1059	Northeast Ohio Talent and Employer Alignment Project | Cleveland Talent Alliance (CTA)	Greater Cleveland Partnership	GREATER CLEVELAND PARTNERSHIP	Business	Little Jacket	Roger Franks
PP-1059	Northeast Ohio Talent and Employer Alignment Project | Cleveland Talent Alliance (CTA)	Greater Cleveland Partnership	GREATER CLEVELAND PARTNERSHIP	Business	Oswald Companies	Abby McNutt
PP-1059	Northeast Ohio Talent and Employer Alignment Project | Cleveland Talent Alliance (CTA)	Greater Cleveland Partnership	GREATER CLEVELAND PARTNERSHIP	Business	Park Place Technologies	Nina Lafko
PP-1059	Northeast Ohio Talent and Employer Alignment Project | Cleveland Talent Alliance (CTA)	Greater Cleveland Partnership	GREATER CLEVELAND PARTNERSHIP	Business	Sherwin Williams	Julie Manado
PP-1059	Northeast Ohio Talent and Employer Alignment Project | Cleveland Talent Alliance (CTA)	Greater Cleveland Partnership	GREATER CLEVELAND PARTNERSHIP	Business	Swagelok	Malary Sanchez
PP-1059	Northeast Ohio Talent and Employer Alignment Project | Cleveland Talent Alliance (CTA)	Greater Cleveland Partnership	GREATER CLEVELAND PARTNERSHIP	Business	Union Home Mortgage	Paige Shultz
PP-1059	Northeast Ohio Talent and Employer Alignment Project | Cleveland Talent Alliance (CTA)	Greater Cleveland Partnership	GREATER CLEVELAND PARTNERSHIP	Business	Zephyr Connects	Erin Longmoon
PP-1059	Northeast Ohio Talent and Employer Alignment Project | Cleveland Talent Alliance (CTA)	Greater Cleveland Partnership	GREATER CLEVELAND PARTNERSHIP	Business	CBIZ, Inc.	Jerry Grisko
PP-1059	Northeast Ohio Talent and Employer Alignment Project | Cleveland Talent Alliance (CTA)	Greater Cleveland Partnership	GREATER CLEVELAND PARTNERSHIP	Community Organization	Cleveland Neighborhood Progress	Ed Stockhausen
PP-1059	Northeast Ohio Talent and Employer Alignment Project | Cleveland Talent Alliance (CTA)	Greater Cleveland Partnership	GREATER CLEVELAND PARTNERSHIP	Community Organization	Cleveland Foundation	Nicole Rosenbaum

PP-1059	Northeast Ohio Talent and Employer Alignment Project | Cleveland Talent Alliance (CTA)	Greater Cleveland Partnership	GREATER CLEVELAND PARTNERSHIP	Community Organization	The Fund for Our Economic Future	Bethia Burke
PP-1059	Northeast Ohio Talent and Employer Alignment Project | Cleveland Talent Alliance (CTA)	Greater Cleveland Partnership	GREATER CLEVELAND PARTNERSHIP	Community Organization	Cleveland Leadership Center	Becky McMahon
PP-1059	Northeast Ohio Talent and Employer Alignment Project | Cleveland Talent Alliance (CTA)	Greater Cleveland Partnership	GREATER CLEVELAND PARTNERSHIP	Community Organization	Engage! Cleveland	Ashley Basile Oeken
PP-1059	Northeast Ohio Talent and Employer Alignment Project | Cleveland Talent Alliance (CTA)	Greater Cleveland Partnership	GREATER CLEVELAND PARTNERSHIP	Economic Development Organizaiton	Greater Cleveland Partnership	Baiju Shah
PP-1059	Northeast Ohio Talent and Employer Alignment Project | Cleveland Talent Alliance (CTA)	Greater Cleveland Partnership	GREATER CLEVELAND PARTNERSHIP	Economic Development Organizaiton	TeamNEO	Matt Dolan
PP-1059	Northeast Ohio Talent and Employer Alignment Project | Cleveland Talent Alliance (CTA)	Greater Cleveland Partnership	GREATER CLEVELAND PARTNERSHIP	Economic Development Organizaiton	Destination Cleveland	David Gilbert
PP-1059	Northeast Ohio Talent and Employer Alignment Project | Cleveland Talent Alliance (CTA)	Greater Cleveland Partnership	GREATER CLEVELAND PARTNERSHIP	Economic Development Organizaiton	Global Cleveland	Joe Cimperman
PP-1059	Northeast Ohio Talent and Employer Alignment Project | Cleveland Talent Alliance (CTA)	Greater Cleveland Partnership	GREATER CLEVELAND PARTNERSHIP	Economic Development Organizaiton	Jobs Ohio	Alex Conley
PP-1059	Northeast Ohio Talent and Employer Alignment Project | Cleveland Talent Alliance (CTA)	Greater Cleveland Partnership	GREATER CLEVELAND PARTNERSHIP	Economic Development Organizaiton	MAGNET	Aram Nerpouni
PP-1059	Northeast Ohio Talent and Employer Alignment Project | Cleveland Talent Alliance (CTA)	Greater Cleveland Partnership	GREATER CLEVELAND PARTNERSHIP	Economic Development Organizaiton	JumpStart	Lorne Novick
PP-1059	Northeast Ohio Talent and Employer Alignment Project | Cleveland Talent Alliance (CTA)	Greater Cleveland Partnership	GREATER CLEVELAND PARTNERSHIP	Government	Cuyahoga County	Chris Ronayne
PP-1059	Northeast Ohio Talent and Employer Alignment Project | Cleveland Talent Alliance (CTA)	Greater Cleveland Partnership	GREATER CLEVELAND PARTNERSHIP	Independent College/University	John Carroll University	Drew Poppleton
PP-1059	Northeast Ohio Talent and Employer Alignment Project | Cleveland Talent Alliance (CTA)	Greater Cleveland Partnership	GREATER CLEVELAND PARTNERSHIP	Non-Profit	College Now	Dr. Michele Scott Taylor
PP-1059	Northeast Ohio Talent and Employer Alignment Project | Cleveland Talent Alliance (CTA)	Greater Cleveland Partnership	GREATER CLEVELAND PARTNERSHIP	Non-Profit	Ohio Excels	Lisa Gray
PP-1059	Northeast Ohio Talent and Employer Alignment Project | Cleveland Talent Alliance (CTA)	Greater Cleveland Partnership	GREATER CLEVELAND PARTNERSHIP	Ohio Means Jobs Center	Greater Cleveland Works	Michelle Rose
PP-1059	Northeast Ohio Talent and Employer Alignment Project | Cleveland Talent Alliance (CTA)	Greater Cleveland Partnership	GREATER CLEVELAND PARTNERSHIP	State Institution of Higher Education	Cleveland State University	Nigamanth Sridhar, Ph.D.
PP-1058	Northeast Ohio Workforce Connect	ESC of the Western Reserve - Auburn Career Center	EDUCATIONAL SERVICE CENTER OF THE WESTERN RESERVE	Armed Services	U.S. Army	Sergeant Tyler Kelly

PP-1058	Northeast Ohio Workforce Connect	ESC of the Western Reserve - Auburn Career Center	EDUCATIONAL SERVICE CENTER OF THE WESTERN RESERVE	Armed Services	Air Force Reserve	Sergeant Shane Simplot
PP-1058	Northeast Ohio Workforce Connect	ESC of the Western Reserve - Auburn Career Center	EDUCATIONAL SERVICE CENTER OF THE WESTERN RESERVE	Business/Industry	Jemm Construction	Joshua Edgell
PP-1058	Northeast Ohio Workforce Connect	ESC of the Western Reserve - Auburn Career Center	EDUCATIONAL SERVICE CENTER OF THE WESTERN RESERVE	Business/Industry	Home Builders Association of Cleveland	Brenda Callaghan
PP-1058	Northeast Ohio Workforce Connect	ESC of the Western Reserve - Auburn Career Center	EDUCATIONAL SERVICE CENTER OF THE WESTERN RESERVE	Business/Industry	Carpenters Union	Megan Ellsworth
PP-1058	Northeast Ohio Workforce Connect	ESC of the Western Reserve - Auburn Career Center	EDUCATIONAL SERVICE CENTER OF THE WESTERN RESERVE	Business/Industry	JobsOhio - Lake, Geauga, Ashtabula	James Blazey
PP-1058	Northeast Ohio Workforce Connect	ESC of the Western Reserve - Auburn Career Center	EDUCATIONAL SERVICE CENTER OF THE WESTERN RESERVE	Business/Industry	Lake Development Authority	Patrick Mahorcic
PP-1058	Northeast Ohio Workforce Connect	ESC of the Western Reserve - Auburn Career Center	EDUCATIONAL SERVICE CENTER OF THE WESTERN RESERVE	Business/Industry	Team NEO	Julie Szeltner
PP-1058	Northeast Ohio Workforce Connect	ESC of the Western Reserve - Auburn Career Center	EDUCATIONAL SERVICE CENTER OF THE WESTERN RESERVE	Business/Industry	Ordnance Technology Service	Jeff Allenby
PP-1058	Northeast Ohio Workforce Connect	ESC of the Western Reserve - Auburn Career Center	EDUCATIONAL SERVICE CENTER OF THE WESTERN RESERVE	Business/Industry	HC Companies	Jacqueline Auer
PP-1058	Northeast Ohio Workforce Connect	ESC of the Western Reserve - Auburn Career Center	EDUCATIONAL SERVICE CENTER OF THE WESTERN RESERVE	Business/Industry	HC Companies	Brian Cunningham
PP-1058	Northeast Ohio Workforce Connect	ESC of the Western Reserve - Auburn Career Center	EDUCATIONAL SERVICE CENTER OF THE WESTERN RESERVE	Business/Industry	Component Repair Technologies	Emily Caballero
PP-1058	Northeast Ohio Workforce Connect	ESC of the Western Reserve - Auburn Career Center	EDUCATIONAL SERVICE CENTER OF THE WESTERN RESERVE	Business/Industry	Component Repair Technologies	John Gallagher
PP-1058	Northeast Ohio Workforce Connect	ESC of the Western Reserve - Auburn Career Center	EDUCATIONAL SERVICE CENTER OF THE WESTERN RESERVE	Business/Industry	Bloc Digital	Keith Cox
PP-1058	Northeast Ohio Workforce Connect	ESC of the Western Reserve - Auburn Career Center	EDUCATIONAL SERVICE CENTER OF THE WESTERN RESERVE	Business/Industry	Great Lakes Cheese	John Epprecht
PP-1058	Northeast Ohio Workforce Connect	ESC of the Western Reserve - Auburn Career Center	EDUCATIONAL SERVICE CENTER OF THE WESTERN RESERVE	Business/Industry	Tarkett USA, Inc.	Kelly Kehn
PP-1058	Northeast Ohio Workforce Connect	ESC of the Western Reserve - Auburn Career Center	EDUCATIONAL SERVICE CENTER OF THE WESTERN RESERVE	Business/Industry	Lake Development Authority	Myranda Keister
PP-1058	Northeast Ohio Workforce Connect	ESC of the Western Reserve - Auburn Career Center	EDUCATIONAL SERVICE CENTER OF THE WESTERN RESERVE	Business/Industry	DA Surgical	Lynn Keller
PP-1058	Northeast Ohio Workforce Connect	ESC of the Western Reserve - Auburn Career Center	EDUCATIONAL SERVICE CENTER OF THE WESTERN RESERVE	Business/Industry	Mercury Plastics	Suzanne LaRocca
PP-1058	Northeast Ohio Workforce Connect	ESC of the Western Reserve - Auburn Career Center	EDUCATIONAL SERVICE CENTER OF THE WESTERN RESERVE	Business/Industry	Fieldstone Farms	Leslie Mapes

PP-1058	Northeast Ohio Workforce Connect	ESC of the Western Reserve - Auburn Career Center	EDUCATIONAL SERVICE CENTER OF THE WESTERN RESERVE	Business/Industry	Leadership Geauga	Amy Murfello
PP-1058	Northeast Ohio Workforce Connect	ESC of the Western Reserve - Auburn Career Center	EDUCATIONAL SERVICE CENTER OF THE WESTERN RESERVE	Business/Industry	Lubrizol	Patrick Newby
PP-1058	Northeast Ohio Workforce Connect	ESC of the Western Reserve - Auburn Career Center	EDUCATIONAL SERVICE CENTER OF THE WESTERN RESERVE	Business/Industry	Great Lakes Cheese	Becky Oliver
PP-1058	Northeast Ohio Workforce Connect	ESC of the Western Reserve - Auburn Career Center	EDUCATIONAL SERVICE CENTER OF THE WESTERN RESERVE	Business/Industry	Cornerstone IT	Ray Paganini
PP-1058	Northeast Ohio Workforce Connect	ESC of the Western Reserve - Auburn Career Center	EDUCATIONAL SERVICE CENTER OF THE WESTERN RESERVE	Business/Industry	Patterson Farms	Dave Patterson
PP-1058	Northeast Ohio Workforce Connect	ESC of the Western Reserve - Auburn Career Center	EDUCATIONAL SERVICE CENTER OF THE WESTERN RESERVE	Business/Industry	Avery Dennison	Jason Savage
PP-1058	Northeast Ohio Workforce Connect	ESC of the Western Reserve - Auburn Career Center	EDUCATIONAL SERVICE CENTER OF THE WESTERN RESERVE	Business/Industry	Avery Dennison	Erica Scleicher
PP-1058	Northeast Ohio Workforce Connect	ESC of the Western Reserve - Auburn Career Center	EDUCATIONAL SERVICE CENTER OF THE WESTERN RESERVE	Business/Industry	Mercury Plastics	Susan Seger
PP-1058	Northeast Ohio Workforce Connect	ESC of the Western Reserve - Auburn Career Center	EDUCATIONAL SERVICE CENTER OF THE WESTERN RESERVE	Business/Industry	Area 19 NOC COG	Craig Sernik
PP-1058	Northeast Ohio Workforce Connect	ESC of the Western Reserve - Auburn Career Center	EDUCATIONAL SERVICE CENTER OF THE WESTERN RESERVE	Business/Industry	JM Performance	John Stoneback
PP-1058	Northeast Ohio Workforce Connect	ESC of the Western Reserve - Auburn Career Center	EDUCATIONAL SERVICE CENTER OF THE WESTERN RESERVE	Business/Industry	Jeff's Garage	Jeff Tombliin
PP-1058	Northeast Ohio Workforce Connect	ESC of the Western Reserve - Auburn Career Center	EDUCATIONAL SERVICE CENTER OF THE WESTERN RESERVE	Business/Industry	LCOPEDA	Cory Vojack
PP-1058	Northeast Ohio Workforce Connect	ESC of the Western Reserve - Auburn Career Center	EDUCATIONAL SERVICE CENTER OF THE WESTERN RESERVE	Business/Industry	MJM Industries	Eric Wachob
PP-1058	Northeast Ohio Workforce Connect	ESC of the Western Reserve - Auburn Career Center	EDUCATIONAL SERVICE CENTER OF THE WESTERN RESERVE	Business/Industry	Bloc Digital	Mckenna Walker
PP-1058	Northeast Ohio Workforce Connect	ESC of the Western Reserve - Auburn Career Center	EDUCATIONAL SERVICE CENTER OF THE WESTERN RESERVE	Business/Industry	Cabinet Works Group	Halle Wilkerson
PP-1058	Northeast Ohio Workforce Connect	ESC of the Western Reserve - Auburn Career Center	EDUCATIONAL SERVICE CENTER OF THE WESTERN RESERVE	Business/Industry	University Hospitals and Rainbow Babies	April Baratian
PP-1058	Northeast Ohio Workforce Connect	ESC of the Western Reserve - Auburn Career Center	EDUCATIONAL SERVICE CENTER OF THE WESTERN RESERVE	County/State Agency	Lake County Commissioners	John Plecnik
PP-1058	Northeast Ohio Workforce Connect	ESC of the Western Reserve - Auburn Career Center	EDUCATIONAL SERVICE CENTER OF THE WESTERN RESERVE	Economic Development	Lake Development Authority	Patrick Mahorcic
PP-1058	Northeast Ohio Workforce Connect	ESC of the Western Reserve - Auburn Career Center	EDUCATIONAL SERVICE CENTER OF THE WESTERN RESERVE	ESC	ESC of the Western Reserve	Jennifer Felker

PP-1058	Northeast Ohio Workforce Connect	ESC of the Western Reserve - Auburn Career Center	EDUCATIONAL SERVICE CENTER OF THE WESTERN RESERVE	ESC	ESC of the Western Reserve - Workforce	Robert Timmons
PP-1058	Northeast Ohio Workforce Connect	ESC of the Western Reserve - Auburn Career Center	EDUCATIONAL SERVICE CENTER OF THE WESTERN RESERVE	Health Care	University Hospitals	Stephanie Pennza
PP-1058	Northeast Ohio Workforce Connect	ESC of the Western Reserve - Auburn Career Center	EDUCATIONAL SERVICE CENTER OF THE WESTERN RESERVE	Health Care	Ravenwood Health	Kate Gehlfuss
PP-1058	Northeast Ohio Workforce Connect	ESC of the Western Reserve - Auburn Career Center	EDUCATIONAL SERVICE CENTER OF THE WESTERN RESERVE	Health Care	Signature Health	Eric Lewis
PP-1058	Northeast Ohio Workforce Connect	ESC of the Western Reserve - Auburn Career Center	EDUCATIONAL SERVICE CENTER OF THE WESTERN RESERVE	Health Care	Signature Health	Liz Nelson
PP-1058	Northeast Ohio Workforce Connect	ESC of the Western Reserve - Auburn Career Center	EDUCATIONAL SERVICE CENTER OF THE WESTERN RESERVE	Health Care	Ravenwood Health	Brittany Paul
PP-1058	Northeast Ohio Workforce Connect	ESC of the Western Reserve - Auburn Career Center	EDUCATIONAL SERVICE CENTER OF THE WESTERN RESERVE	Health Care	Solid Rock	Tiffany Smetana
PP-1058	Northeast Ohio Workforce Connect	ESC of the Western Reserve - Auburn Career Center	EDUCATIONAL SERVICE CENTER OF THE WESTERN RESERVE	Higher Education	Kent State University - Geauga	Dr. Todd Diacon
PP-1058	Northeast Ohio Workforce Connect	ESC of the Western Reserve - Auburn Career Center	EDUCATIONAL SERVICE CENTER OF THE WESTERN RESERVE	Higher Education	Lakeland Community College	Dr. Sunil Ahuja
PP-1058	Northeast Ohio Workforce Connect	ESC of the Western Reserve - Auburn Career Center	EDUCATIONAL SERVICE CENTER OF THE WESTERN RESERVE	Independent College/University	Lake Erie College	Jennifer N. Schuller
PP-1058	Northeast Ohio Workforce Connect	ESC of the Western Reserve - Auburn Career Center	EDUCATIONAL SERVICE CENTER OF THE WESTERN RESERVE	Local School District	iSTEM	Allen Wilson
PP-1058	Northeast Ohio Workforce Connect	ESC of the Western Reserve - Auburn Career Center	EDUCATIONAL SERVICE CENTER OF THE WESTERN RESERVE	Local School District	Berkshire Local Schools	Dr. John Stoddard
PP-1058	Northeast Ohio Workforce Connect	ESC of the Western Reserve - Auburn Career Center	EDUCATIONAL SERVICE CENTER OF THE WESTERN RESERVE	Local School District	Cardinal Local Schools	Jack Cunningham
PP-1058	Northeast Ohio Workforce Connect	ESC of the Western Reserve - Auburn Career Center	EDUCATIONAL SERVICE CENTER OF THE WESTERN RESERVE	Local School District	Chardon Local Schools	Dr. Michael Hanlon
PP-1058	Northeast Ohio Workforce Connect	ESC of the Western Reserve - Auburn Career Center	EDUCATIONAL SERVICE CENTER OF THE WESTERN RESERVE	Local School District	Crestwood Local Schools	Aireane Curtis
PP-1058	Northeast Ohio Workforce Connect	ESC of the Western Reserve - Auburn Career Center	EDUCATIONAL SERVICE CENTER OF THE WESTERN RESERVE	Local School District	Fairport Harbor Exempted Village Schools	Bill Billington
PP-1058	Northeast Ohio Workforce Connect	ESC of the Western Reserve - Auburn Career Center	EDUCATIONAL SERVICE CENTER OF THE WESTERN RESERVE	Local School District	Kirtland Local Schools	Chad Vanarnhem
PP-1058	Northeast Ohio Workforce Connect	ESC of the Western Reserve - Auburn Career Center	EDUCATIONAL SERVICE CENTER OF THE WESTERN RESERVE	Local School District	Kenston Local Schools	Bruce Willingham
PP-1058	Northeast Ohio Workforce Connect	ESC of the Western Reserve - Auburn Career Center	EDUCATIONAL SERVICE CENTER OF THE WESTERN RESERVE	Local School District	Madison Local Schools	Daniel Rambler

PP-1058	Northeast Ohio Workforce Connect	ESC of the Western Reserve - Auburn Career Center	EDUCATIONAL SERVICE CENTER OF THE WESTERN RESERVE	Local School District	Painesville City Local Schools	Josh Englehart
PP-1058	Northeast Ohio Workforce Connect	ESC of the Western Reserve - Auburn Career Center	EDUCATIONAL SERVICE CENTER OF THE WESTERN RESERVE	Local School District	Perry Local Schools	Todd Porcello
PP-1058	Northeast Ohio Workforce Connect	ESC of the Western Reserve - Auburn Career Center	EDUCATIONAL SERVICE CENTER OF THE WESTERN RESERVE	Local School District	Riverside Local Schools	Christopher Rateno
PP-1058	Northeast Ohio Workforce Connect	ESC of the Western Reserve - Auburn Career Center	EDUCATIONAL SERVICE CENTER OF THE WESTERN RESERVE	Local School District	West Geauga Local Schools	Dr. Nancy Bennincasa
PP-1058	Northeast Ohio Workforce Connect	ESC of the Western Reserve - Auburn Career Center	EDUCATIONAL SERVICE CENTER OF THE WESTERN RESERVE	Non-Profit	Alliance for Working Together	Teresa Simons
PP-1058	Northeast Ohio Workforce Connect	ESC of the Western Reserve - Auburn Career Center	EDUCATIONAL SERVICE CENTER OF THE WESTERN RESERVE	Non-Profit	Geauga Growth Partnership	Kimm Leininger
PP-1058	Northeast Ohio Workforce Connect	ESC of the Western Reserve - Auburn Career Center	EDUCATIONAL SERVICE CENTER OF THE WESTERN RESERVE	Non-Profit	Geauga Growth Partnership	Kimm Leininger
PP-1058	Northeast Ohio Workforce Connect	ESC of the Western Reserve - Auburn Career Center	EDUCATIONAL SERVICE CENTER OF THE WESTERN RESERVE	Non-Profit	Alliance for Working Together	Teresa Simons
PP-1058	Northeast Ohio Workforce Connect	ESC of the Western Reserve - Auburn Career Center	EDUCATIONAL SERVICE CENTER OF THE WESTERN RESERVE	Ohio Technical Center	Auburn Career Center	Dr. Joe Glavan
PP-1058	Northeast Ohio Workforce Connect	ESC of the Western Reserve - Auburn Career Center	EDUCATIONAL SERVICE CENTER OF THE WESTERN RESERVE	OMJ Center	Lake County OMJ	Suzanne Casar
PP-1068	Paulding and Van Wert Industry Sector Partnership	Western Buckeye Educational Service Center	Western Buckeye Educational Service Center	Business	Gorrell Brothers Auctioneers and Real Estate	Zachary Gorrell
PP-1068	Paulding and Van Wert Industry Sector Partnership	Western Buckeye Educational Service Center	Western Buckeye Educational Service Center	Business	Advanced Insurance Group	Aaron Anspach
PP-1068	Paulding and Van Wert Industry Sector Partnership	Western Buckeye Educational Service Center	Western Buckeye Educational Service Center	Business	Flip Tuck Gymnastics	Monica McKeddie
PP-1068	Paulding and Van Wert Industry Sector Partnership	Western Buckeye Educational Service Center	Western Buckeye Educational Service Center	Business	Tri-County Roofing & Home Improvement	Steve Sinn
PP-1068	Paulding and Van Wert Industry Sector Partnership	Western Buckeye Educational Service Center	Western Buckeye Educational Service Center	Business	Woodbridge Campground	Jeff Hunt
PP-1068	Paulding and Van Wert Industry Sector Partnership	Western Buckeye Educational Service Center	Western Buckeye Educational Service Center	Business	HEORR Company	Luke Hanenkratt
PP-1068	Paulding and Van Wert Industry Sector Partnership	Western Buckeye Educational Service Center	Western Buckeye Educational Service Center	Chamber of Commerce	Paulding Area Chamber of Commerce	Jill Strahly
PP-1068	Paulding and Van Wert Industry Sector Partnership	Western Buckeye Educational Service Center	Western Buckeye Educational Service Center	Coop	Paulding Putnam Electric & Internet	Renee Hull
PP-1068	Paulding and Van Wert Industry Sector Partnership	Western Buckeye Educational Service Center	Western Buckeye Educational Service Center	County	Paulding County Commissioners	Lisa McClure
PP-1068	Paulding and Van Wert Industry Sector Partnership	Western Buckeye Educational Service Center	Western Buckeye Educational Service Center	Economic Development	Paulding County ED	Tim Copsey
PP-1068	Paulding and Van Wert Industry Sector Partnership	Western Buckeye Educational Service Center	Western Buckeye Educational Service Center	Economic Development	Van Wert County ED	Brent Stevens
PP-1068	Paulding and Van Wert Industry Sector Partnership	Western Buckeye Educational Service Center	Western Buckeye Educational Service Center	Educational Service Center	Western Buckeye ESC	Missy McClurg
PP-1068	Paulding and Van Wert Industry Sector Partnership	Western Buckeye Educational Service Center	Western Buckeye Educational Service Center	Hospital	Paulding County Hospital	Kim Wannemacher

PP-1068	Paulding and Van Wert Industry Sector Partnership	Western Buckeye Educational Service Center	Western Buckeye Educational Service Center	Local School District	Wayne Trace Local Schools	Paul Jones
PP-1068	Paulding and Van Wert Industry Sector Partnership	Western Buckeye Educational Service Center	Western Buckeye Educational Service Center	Local School District	Antwerp Local Schools	Martin Miller
PP-1068	Paulding and Van Wert Industry Sector Partnership	Western Buckeye Educational Service Center	Western Buckeye Educational Service Center	Non-Profit	Community Health Professionals & Hospice	Alycen Urban
PP-1068	Paulding and Van Wert Industry Sector Partnership	Western Buckeye Educational Service Center	Western Buckeye Educational Service Center	Ohio Technical Center	Vantage Career Center Ohio Technical Center	Angie Fahy
PP-1068	Paulding and Van Wert Industry Sector Partnership	Western Buckeye Educational Service Center	Western Buckeye Educational Service Center	OMJ Center	OMJ of Defiance & Paulding Counties	Tiffany Rockhold
PP-1068	Paulding and Van Wert Industry Sector Partnership	Western Buckeye Educational Service Center	Western Buckeye Educational Service Center	Private Business	HEORR Company	Luke Hanenkratt
PP-1039	Raise The Bar Hancock County	Raise The Bar Hancock County	RAISE THE BAR HANCOCK COUNTY	4-Year Private University	Bluffton University	Kathy Dickson
PP-1039	Raise The Bar Hancock County	Raise The Bar Hancock County	RAISE THE BAR HANCOCK COUNTY	4-Year Private University	Ohio Northern University	Carol Turchick
PP-1039	Raise The Bar Hancock County	Raise The Bar Hancock County	RAISE THE BAR HANCOCK COUNTY	4-Year Private University	University of Northwestern Ohio	Phil Gunder
PP-1039	Raise The Bar Hancock County	Raise The Bar Hancock County	RAISE THE BAR HANCOCK COUNTY	4-Year Public University	Bowling Green State University	Kassie Cooper
PP-1039	Raise The Bar Hancock County	Raise The Bar Hancock County	RAISE THE BAR HANCOCK COUNTY	Business	Advanced Drainage Systems	Ken Lee (Governing Board of Director)
PP-1039	Raise The Bar Hancock County	Raise The Bar Hancock County	RAISE THE BAR HANCOCK COUNTY	Business	Midwest Financial Planning Group	JJ Preston (Governing Board of Director)
PP-1039	Raise The Bar Hancock County	Raise The Bar Hancock County	RAISE THE BAR HANCOCK COUNTY	Business	Blanchard Valley Health System	Eric Proctor (Governing Board of Director)
PP-1039	Raise The Bar Hancock County	Raise The Bar Hancock County	RAISE THE BAR HANCOCK COUNTY	Business	Marathon Petroleum Corporation	Beth Lewandowski (Governing Board)
PP-1039	Raise The Bar Hancock County	Raise The Bar Hancock County	RAISE THE BAR HANCOCK COUNTY	Business	Kreate	Casey Klein (Governing Board of Director)
PP-1039	Raise The Bar Hancock County	Raise The Bar Hancock County	RAISE THE BAR HANCOCK COUNTY	Business	GROB Systems	Mark Reed (Advisory Council)
PP-1039	Raise The Bar Hancock County	Raise The Bar Hancock County	RAISE THE BAR HANCOCK COUNTY	Business	Kirk Corporation	Tammy Spoon (Advisory Council)
PP-1039	Raise The Bar Hancock County	Raise The Bar Hancock County	RAISE THE BAR HANCOCK COUNTY	Business	Hitchings Insurance	Kari Colman (Advisory Council)
PP-1039	Raise The Bar Hancock County	Raise The Bar Hancock County	RAISE THE BAR HANCOCK COUNTY	Business	Valgroup	Tawonne Lawson (Advisory Council)
PP-1039	Raise The Bar Hancock County	Raise The Bar Hancock County	RAISE THE BAR HANCOCK COUNTY	Business	Hixon Zeurcher Capital Management	Chase Rose (Advisory Council)
PP-1039	Raise The Bar Hancock County	Raise The Bar Hancock County	RAISE THE BAR HANCOCK COUNTY	Business	Beltz Home Services	Andy Kleinhans (Advisory Council)
PP-1039	Raise The Bar Hancock County	Raise The Bar Hancock County	RAISE THE BAR HANCOCK COUNTY	Business	DNC Hydraulics	Ken Rood (Advisory Council)
PP-1039	Raise The Bar Hancock County	Raise The Bar Hancock County	RAISE THE BAR HANCOCK COUNTY	Business	Ohio Logistics	Chuck Bills
PP-1039	Raise The Bar Hancock County	Raise The Bar Hancock County	RAISE THE BAR HANCOCK COUNTY	Business	GSW Manufacturing	Annettee Edgington

PP-1039	Raise The Bar Hancock County	Raise The Bar Hancock County	RAISE THE BAR HANCOCK COUNTY	Business	Simona PMC	Chris Marshall
PP-1039	Raise The Bar Hancock County	Raise The Bar Hancock County	RAISE THE BAR HANCOCK COUNTY	Business	The Rowmark Group	Kendra Lenz
PP-1039	Raise The Bar Hancock County	Raise The Bar Hancock County	RAISE THE BAR HANCOCK COUNTY	Business	Garner Transportation	Sheri Garner-Brumbaugh
PP-1039	Raise The Bar Hancock County	Raise The Bar Hancock County	RAISE THE BAR HANCOCK COUNTY	Business	Werk-Brau	Kristina Vanbuskirk
PP-1039	Raise The Bar Hancock County	Raise The Bar Hancock County	RAISE THE BAR HANCOCK COUNTY	Business	Freudenberg-NOK	Ryan Conroy
PP-1039	Raise The Bar Hancock County	Raise The Bar Hancock County	RAISE THE BAR HANCOCK COUNTY	Business	RCR Technology	Kevin Stock
PP-1039	Raise The Bar Hancock County	Raise The Bar Hancock County	RAISE THE BAR HANCOCK COUNTY	Business	Waterford Bank	Lisa Amstutz
PP-1039	Raise The Bar Hancock County	Raise The Bar Hancock County	RAISE THE BAR HANCOCK COUNTY	Business	Fifth Third	Paul Foltz
PP-1039	Raise The Bar Hancock County	Raise The Bar Hancock County	RAISE THE BAR HANCOCK COUNTY	Career Technical Education	Millstream Career Center	Kyle Watts (Governing Board of Director)
PP-1039	Raise The Bar Hancock County	Raise The Bar Hancock County	RAISE THE BAR HANCOCK COUNTY	Economic Development	Findlay-Hancock County Economic Development	Matt Gilroy (Governing Board of Director)
PP-1039	Raise The Bar Hancock County	Raise The Bar Hancock County	RAISE THE BAR HANCOCK COUNTY	Economic Development	Findlay-Hancock Conventions and Visitors Bureau	Alissa Preston (Advisory Council)
PP-1039	Raise The Bar Hancock County	Raise The Bar Hancock County	RAISE THE BAR HANCOCK COUNTY	Education Service Center	Hancock County ESC	Jeff Young (Advisory Council)
PP-1039	Raise The Bar Hancock County	Raise The Bar Hancock County	RAISE THE BAR HANCOCK COUNTY	Government	City of Findlay	Amy Hayslett (Advisory Council)
PP-1039	Raise The Bar Hancock County	Raise The Bar Hancock County	RAISE THE BAR HANCOCK COUNTY	Government	Hancock County ADAMHS	Zach Thomas (Advisory Council)
PP-1039	Raise The Bar Hancock County	Raise The Bar Hancock County	RAISE THE BAR HANCOCK COUNTY	Local School District	Arcadia Local Schools	Dave Golden (Advisory Council)
PP-1039	Raise The Bar Hancock County	Raise The Bar Hancock County	RAISE THE BAR HANCOCK COUNTY	Local School District	Arlington Local Schools	Kevin Haught (Advisory Council)
PP-1039	Raise The Bar Hancock County	Raise The Bar Hancock County	RAISE THE BAR HANCOCK COUNTY	Local School District	Cory-Rawson Local Schools	Molly Hosler (Advisory Council)
PP-1039	Raise The Bar Hancock County	Raise The Bar Hancock County	RAISE THE BAR HANCOCK COUNTY	Local School District	Findlay City Schools	Andy Hatton (Advisory Council)
PP-1039	Raise The Bar Hancock County	Raise The Bar Hancock County	RAISE THE BAR HANCOCK COUNTY	Local School District	Riversdale Local Schools	Greg Rossman (Advisory Council)
PP-1039	Raise The Bar Hancock County	Raise The Bar Hancock County	RAISE THE BAR HANCOCK COUNTY	Local School District	Vanlue Local Schools	Eric Valasek (Advisory Council)
PP-1039	Raise The Bar Hancock County	Raise The Bar Hancock County	RAISE THE BAR HANCOCK COUNTY	Local School District	Van Buren Local Schools	Brian Bratt (Advisory Council)
PP-1039	Raise The Bar Hancock County	Raise The Bar Hancock County	RAISE THE BAR HANCOCK COUNTY	Local School District	McComb Local Schools	Jeremy Herr (Advisory Council)
PP-1039	Raise The Bar Hancock County	Raise The Bar Hancock County	RAISE THE BAR HANCOCK COUNTY	Local School District	Liberty-Benton Local Schools	Bruce Otley (Advisory Council)

PP-1039	Raise The Bar Hancock County	Raise The Bar Hancock County	RAISE THE BAR HANCOCK COUNTY	Local School District	Findlay Digital Academy	Dave Alvarado (Advisory Council)
PP-1039	Raise The Bar Hancock County	Raise The Bar Hancock County	RAISE THE BAR HANCOCK COUNTY	Nonprofit	Habitat for Humanity Financial Opportunity Center	Dustin Fuller and Phil Brock
PP-1039	Raise The Bar Hancock County	Raise The Bar Hancock County	RAISE THE BAR HANCOCK COUNTY	Nonprofit	Hancock Public Health	Lindsay Summit
PP-1039	Raise The Bar Hancock County	Raise The Bar Hancock County	RAISE THE BAR HANCOCK COUNTY	Nonprofit	Habitat for Humanity	Wendy McCormick
PP-1039	Raise The Bar Hancock County	Raise The Bar Hancock County	RAISE THE BAR HANCOCK COUNTY	Nonprofit	Children?s Mentoring Connection	Stacy Shaw
PP-1039	Raise The Bar Hancock County	Raise The Bar Hancock County	RAISE THE BAR HANCOCK COUNTY	Nonprofit	Hope House	Sue Lehman
PP-1039	Raise The Bar Hancock County	Raise The Bar Hancock County	RAISE THE BAR HANCOCK COUNTY	Nonprofit	Family Resource Center of Northwest Ohio	Ginny Williams
PP-1039	Raise The Bar Hancock County	Raise The Bar Hancock County	RAISE THE BAR HANCOCK COUNTY	Nonprofit	Welcome to a New Life	Carla Benjamin
PP-1039	Raise The Bar Hancock County	Raise The Bar Hancock County	RAISE THE BAR HANCOCK COUNTY	Nonprofit	Findlay-Hancock County Public Library	Sarah Clevidence
PP-1039	Raise The Bar Hancock County	Raise The Bar Hancock County	RAISE THE BAR HANCOCK COUNTY	Nonprofit	Family and Children First Council	Peggy Grandbois
PP-1039	Raise The Bar Hancock County	Raise The Bar Hancock County	RAISE THE BAR HANCOCK COUNTY	Nonprofit	Findlay YMCA	Stephanie Parsons and Keri Redman
PP-1039	Raise The Bar Hancock County	Raise The Bar Hancock County	RAISE THE BAR HANCOCK COUNTY	Nonprofit	City Mission	Kathryn Bausman
PP-1039	Raise The Bar Hancock County	Raise The Bar Hancock County	RAISE THE BAR HANCOCK COUNTY	Nonprofit	Legal Aid of Western Ohio	Missy LaRocco
PP-1039	Raise The Bar Hancock County	Raise The Bar Hancock County	RAISE THE BAR HANCOCK COUNTY	Nonprofit	Open Arms Domestic Violence	Ashley Ritz
PP-1039	Raise The Bar Hancock County	Raise The Bar Hancock County	RAISE THE BAR HANCOCK COUNTY	Nonprofit	West Ohio Food Bank	Tommie Harr
PP-1039	Raise The Bar Hancock County	Raise The Bar Hancock County	RAISE THE BAR HANCOCK COUNTY	Nonprofit	HHWP Community Action Commission	Crystal Weitz
PP-1039	Raise The Bar Hancock County	Raise The Bar Hancock County	RAISE THE BAR HANCOCK COUNTY	Nonprofit	Findlay Hancock County Community Foundation	Kimberly Bash
PP-1039	Raise The Bar Hancock County	Raise The Bar Hancock County	RAISE THE BAR HANCOCK COUNTY	Nonprofit	United Way of Hancock County	Kelley McClurkin
PP-1039	Raise The Bar Hancock County	Raise The Bar Hancock County	RAISE THE BAR HANCOCK COUNTY	OMJ Center/Job and Family Services	Hancock County Job and Family Services/OMJ Hancock	Randy Galbraith (Governing Board)
PP-1039	Raise The Bar Hancock County	Raise The Bar Hancock County	RAISE THE BAR HANCOCK COUNTY	Private 4-Year University	University of Findlay	Liz Sabel (Governing Board of Director)
PP-1039	Raise The Bar Hancock County	Raise The Bar Hancock County	RAISE THE BAR HANCOCK COUNTY	Public 2-Year Institution	Owens Community College	Dione Sommerville (Governing Board)
PP-1039	Raise The Bar Hancock County	Raise The Bar Hancock County	RAISE THE BAR HANCOCK COUNTY	State Government	Ohio Department of Transportation	Todd Noirot (Governing Board of Director)
PP-1065	Skilled Trades Industry Sector Partnership	Strategic Ohio Council for Higher Education	Strategic Ohio Council for Higher Education	Business	Cincinnati Air Conditioning Company	Sherry Leadbetter, Workforce Development
PP-1065	Skilled Trades Industry Sector Partnership	Strategic Ohio Council for Higher Education	Strategic Ohio Council for Higher Education	Business	Level MB Construction	Matt Gray, VP
PP-1065	Skilled Trades Industry Sector Partnership	Strategic Ohio Council for Higher Education	Strategic Ohio Council for Higher Education	Business	American Power Boat Association	Dana Potts, Director
PP-1065	Skilled Trades Industry Sector Partnership	Strategic Ohio Council for Higher Education	Strategic Ohio Council for Higher Education	Business	B&J Electrical Co., Inc	Mike Doerger, VP

PP-1065	Skilled Trades Industry Sector Partnership	Strategic Ohio Council for Higher Education	Strategic Ohio Council for Higher Education	Business	Denlinger & Sons Construction	Todd Deninger, President
PP-1065	Skilled Trades Industry Sector Partnership	Strategic Ohio Council for Higher Education	Strategic Ohio Council for Higher Education	Business	Ernst Concrete	Collin Ernst, President
PP-1065	Skilled Trades Industry Sector Partnership	Strategic Ohio Council for Higher Education	Strategic Ohio Council for Higher Education	Economic Development	Dayton Development Coalition	Jocelin Dean
PP-1065	Skilled Trades Industry Sector Partnership	Strategic Ohio Council for Higher Education	Strategic Ohio Council for Higher Education	Economic Development	JosOhio	Dave Brewster
PP-1065	Skilled Trades Industry Sector Partnership	Strategic Ohio Council for Higher Education	Strategic Ohio Council for Higher Education	ESC	Madison-Champaign Educational Service Center	Christina Flowers, Business and School Liaison
PP-1065	Skilled Trades Industry Sector Partnership	Strategic Ohio Council for Higher Education	Strategic Ohio Council for Higher Education	Higher Education	SOCHE member institutions (32 colleges and univesities)	Eric Spina, Board President
PP-1065	Skilled Trades Industry Sector Partnership	Strategic Ohio Council for Higher Education	Strategic Ohio Council for Higher Education	Independent College/University	Clark State College	Jo Alice Blondin, President
PP-1065	Skilled Trades Industry Sector Partnership	Strategic Ohio Council for Higher Education	Strategic Ohio Council for Higher Education	Local School District	Mad River Local School	Chad Wyen, Superintendent
PP-1065	Skilled Trades Industry Sector Partnership	Strategic Ohio Council for Higher Education	Strategic Ohio Council for Higher Education	Local School District	Springfield City School District	Robert Hill, Superintendent
PP-1065	Skilled Trades Industry Sector Partnership	Strategic Ohio Council for Higher Education	Strategic Ohio Council for Higher Education	Non-Profit - Trades	Trades For Life Foundation	Gavin Alexander, Exec Director
PP-1065	Skilled Trades Industry Sector Partnership	Strategic Ohio Council for Higher Education	Strategic Ohio Council for Higher Education	Non-Profit - Workforce	Miami Valley Works, a service of Goodwill Easterseals	Richard Wegmann, Exec Director
PP-1065	Skilled Trades Industry Sector Partnership	Strategic Ohio Council for Higher Education	Strategic Ohio Council for Higher Education	Ohio Technical Center	Greene County Career Center	David Deskins, Superintendent
PP-1065	Skilled Trades Industry Sector Partnership	Strategic Ohio Council for Higher Education	Strategic Ohio Council for Higher Education	Ohio Technical Center	Miami Valley Career Technology Center	Eric Dolan, Director
PP-1065	Skilled Trades Industry Sector Partnership	Strategic Ohio Council for Higher Education	Strategic Ohio Council for Higher Education	OMJ Center	OhioMeansJobs Greene COunty	Amy McKinney
PP-1043	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Business - manufacturer	AmbaFlex	Chad Brady
PP-1043	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Business - manufacturer	Biery Cheese	NATALIE SEESAN
PP-1043	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Business - manufacturer	Canton Drop Forge	Stephanie Robertson
PP-1043	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Business - manufacturer	Central Coated Products, Inc.	Nichole Simmons
PP-1043	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Business - manufacturer	Cherry Blend Coffee Roasters	Terry Miller
PP-1043	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Business - manufacturer	Coastal Pet Products	Kim Stout
PP-1043	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Business - manufacturer	Daimler Truck	Sydney Hill

PP-1043	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Business - manufacturer	Diebold Nixdorf	lindsey.foradas
PP-1043	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Business - manufacturer	Esmet	Michael Waryas
PP-1043	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Business - manufacturer	Fresh Mark	Brittney Moses
PP-1043	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Business - manufacturer	GBS	Kelly McKinney
PP-1043	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Business - manufacturer	Gebauer Company	Kevin Doherty
PP-1043	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Business - manufacturer	Gregory Industries	Chris McAfee
PP-1043	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Business - manufacturer	Harrison Paint	Patrick Lauber
PP-1043	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Business - manufacturer	Hendrickson	Stephanie Janecek
PP-1043	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Business - manufacturer	H-P Products	Sophia Cope
PP-1043	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Business - manufacturer	King Machine & Tool Co.	Bill Kapper
PP-1043	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Business - manufacturer	Knight Materials	Merrie Smith
PP-1043	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Business - manufacturer	Lindsay Precast	Rod Maldonado
PP-1043	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Business - manufacturer	MAC Trailer	Mike Conny
PP-1043	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Business - manufacturer	Marathon Petroleum	Goeff Husted
PP-1043	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Business - manufacturer	Mc Cann Plastics	Nicole Windemuth
PP-1043	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Business - manufacturer	Metallus,	Ben Schroeck
PP-1043	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Business - manufacturer	Miller Weldmaster	Jeff Sponseller
PP-1043	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Business - manufacturer	Minerva Dairy	Venae Watts
PP-1043	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Business - manufacturer	MMPA	Amanda Skinner

PP-1043	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Business - manufacturer	MT Systems	Mark Church
PP-1043	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Business - manufacturer	Myers Controlled Power	Bill Martin
PP-1043	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Business - manufacturer	NFM Welding Engineers	Scott Swallen
PP-1043	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Business - manufacturer	Ohio Gratings,	Mike McKinney
PP-1043	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Business - manufacturer	Olde Wood Limited	Kristy Nebergall
PP-1043	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Business - manufacturer	paarlo.com	Joe Sheridan
PP-1043	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Business - manufacturer	Powell Industries	Beau Gannon
PP-1043	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Business - manufacturer	Premier Building Solutions	Brian Grubb
PP-1043	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Business - manufacturer	Rack Coating	Tom Rack
PP-1043	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Business - manufacturer	RW Screw,	Bill Reeder
PP-1043	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Business - manufacturer	Shearer's Foods	Felicia Roberson
PP-1043	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Business - manufacturer	Solmet Technologies	Beth Hall
PP-1043	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Business - manufacturer	SPZ Machine Co.,Inc.	David Zarkovacki
PP-1043	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Business - manufacturer	Stark Industrial	Jonathan Wilkof
PP-1043	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Business - manufacturer	Stark Truss	Mike Moretta
PP-1043	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Business - manufacturer	Sun America	Nichole Simmons
PP-1043	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Business - manufacturer	Superior Dairy	Amanda Skinner
PP-1043	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Business - manufacturer	The M.K. Morse Company	Andrew Fowler
PP-1043	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Business - manufacturer	The Timken Company	Shanna Ebert

PP-1043	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Business - manufacturer	Union Metal	Heather Cook
PP-1043	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Business - manufacturer	Vail Industries	Benjamin Vail
PP-1043	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Business - manufacturer	westonacllc.com	Andrew Feucht
PP-1043	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Business - manufacturer	Winkle Industries	Nicole Baker
PP-1043	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Business - supports manufacturers	Alliance Industrial Solutions	Tausha Taylor
PP-1043	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Business - supports manufacturers	AllStaff	Brianna Franco
PP-1043	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Business - supports manufacturers	Arrowhead Talent Solutions	Cecily Taylor
PP-1043	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Business - supports manufacturers	Barbara H Bennett Consulting, LLC	Barbara Bennett
PP-1043	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Business - supports manufacturers	CliftonLarsonAllen	daniele.caserta
PP-1043	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Business - supports manufacturers	Employer HCS	Bill Schweizer
PP-1043	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Business - supports manufacturers	Envisio Design Technologies	Jason Hill
PP-1043	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Business - supports manufacturers	Express Employment Professionals	Brandi Pine
PP-1043	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Business - supports manufacturers	greatwork.jobs	Kimberly Davis
PP-1043	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Business - supports manufacturers	Incept	melissa.davis
PP-1043	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Business - supports manufacturers	IntegrityJobs.com	John Oneil

PP-1043	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Business - supports manufacturers	Lumm & Co (Xecutive Recruitment Inc.)	Lucas Lumm
PP-1043	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Business - supports manufacturers	Pivot Staffing	Elizabeth Ann Lee
PP-1043	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Business - supports manufacturers	Safety Resources Company of Ohio	Rebecca Sebolt
PP-1043	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Business - supports manufacturers	SGA ENGINEERS	Jared Singer
PP-1043	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Business - supports manufacturers	SW Consulting	Stephanie Werren
PP-1043	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Business - supports manufacturers	The Karcher Group	Sam Karcher
PP-1043	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Business - supports manufacturers	vegatcgroup.com	Kevin Busto
PP-1043	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Business - supports manufacturers	Veteran Talent Advisors	Bob Thompson
PP-1043	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Business - supports manufacturers	WRL Advertising	Aron Kitzmiller
PP-1043	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Business/Trade Organization	Alliance Chamber of Commerce	Rick Baxter
PP-1043	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Business/Trade Organization	Canton Regional Chamber of Commerce	Jeff Dafler
PP-1043	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Business/Trade Organization	Massillon WestStark Chamber of Commerce	Deborah Busby
PP-1043	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	City School District	North Canton City Schools	Rob White
PP-1043	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Economic Development Organization	Alliance Area Development	Rick Baxter
PP-1043	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Economic Development Organization	Stark Economic Development Board	Stephen MacKenzie

PP-1043	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Economic Development Organization	Strengthening Stark	Kristin D Wray
PP-1043	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Educational Service Center	Stark County Educational Service Center	Dan Lowmiller
PP-1043	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Independent University	University of Mount Union	Chad Korach
PP-1043	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Independent Unversity	Malone University	Eric Young
PP-1043	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Independent Unversity	Walsh University	Stephanie Koontz
PP-1043	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Joint Vocational School	RG Drage	Dan Murphy
PP-1043	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Non-Profit barrier removal	Siffrin	Matt White
PP-1043	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Non-profit career pathways	Stark Education Partnership	Christine Taylor
PP-1043	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Non-profit career pathways	Junior Achievement USA	Susan Koosh
PP-1043	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Non-profit career pathways	MentorStark	Laurie Moline
PP-1043	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Non-profit workforce training	Greater Stark County Urban League	Brandi Pine
PP-1043	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Non-profit workforce training	ICAN Housing	Keith Bialota
PP-1043	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Non-profit workforce training	Jobs for Ohio's Graduates	Terri Peterman
PP-1043	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Non-profit workforce training	MAGNET	Mike O'Donnell
PP-1043	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Non-profit workforce training	National Center for Urban Solutions Tech	Perry Gregory
PP-1043	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Ohio Means Jobs Center	OhioMeansJobs	JoAnn Breedlove
PP-1043	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	State Board	Opportunities for Ohioans with Disabilities	Ron Klonowski
PP-1043	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	State Higher Ed - Community College	Stark State College	Para Jones
PP-1043	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	State Higher Education	Kent State University	Marshall Hill

PP-1043	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Stark County Manufacturing Workforce Development Partnership	Trade Organization	Women in Manufacturing	Bethany Dolak
PP-1038	The Health Collaborative Workforce Advisory Council	The Health Collaborative	The Health Collaborative	Education	Brown & Clermont Adult Campuses	Jennifer Hamblen
PP-1038	The Health Collaborative Workforce Advisory Council	The Health Collaborative	The Health Collaborative	Education	Butler Tech	Ann Rush
PP-1038	The Health Collaborative Workforce Advisory Council	The Health Collaborative	The Health Collaborative	Education	Butler Tech	Sarah Delong
PP-1038	The Health Collaborative Workforce Advisory Council	The Health Collaborative	The Health Collaborative	Education	Career Pathway Success Network - SW Ohio	Katie Bauer
PP-1038	The Health Collaborative Workforce Advisory Council	The Health Collaborative	The Health Collaborative	Education	Career Pathway Success Network - SW Ohio	Marianne Krismer, PhD
PP-1038	The Health Collaborative Workforce Advisory Council	The Health Collaborative	The Health Collaborative	Education	Career Pathway Success Network - SW Ohio	Rita Graf
PP-1038	The Health Collaborative Workforce Advisory Council	The Health Collaborative	The Health Collaborative	Education	Catholic Inner - City Schools Education	Mari Thomas
PP-1038	The Health Collaborative Workforce Advisory Council	The Health Collaborative	The Health Collaborative	Education	Christ College of Nursing	Connie McFadden
PP-1038	The Health Collaborative Workforce Advisory Council	The Health Collaborative	The Health Collaborative	Education	Cincinnati Public Schools	Andrea Newbill Hicks
PP-1038	The Health Collaborative Workforce Advisory Council	The Health Collaborative	The Health Collaborative	Education	Cincinnati Public Schools	Tajha Laflore
PP-1038	The Health Collaborative Workforce Advisory Council	The Health Collaborative	The Health Collaborative	Education	Cincinnati Public Schools	William (PJ) Pope
PP-1038	The Health Collaborative Workforce Advisory Council	The Health Collaborative	The Health Collaborative	Education	Cincinnati State Technical & Community College	Bonnie Smith
PP-1038	The Health Collaborative Workforce Advisory Council	The Health Collaborative	The Health Collaborative	Education	Cincinnati State Technical & Community College	Lisa Lucas
PP-1038	The Health Collaborative Workforce Advisory Council	The Health Collaborative	The Health Collaborative	Education	Cincinnati State Technical Community College	Cheryl Brackman
PP-1038	The Health Collaborative Workforce Advisory Council	The Health Collaborative	The Health Collaborative	Education	Cincinnati State Technical Community College	Robbin Hoopes
PP-1038	The Health Collaborative Workforce Advisory Council	The Health Collaborative	The Health Collaborative	Education	Cincinnati Youth Collaborative	Jimmie Lake
PP-1038	The Health Collaborative Workforce Advisory Council	The Health Collaborative	The Health Collaborative	Education	Deer Park Schools	Mindy Robertson
PP-1038	The Health Collaborative Workforce Advisory Council	The Health Collaborative	The Health Collaborative	Education	Fairfield City Schools	Joe Muhlbert
PP-1038	The Health Collaborative Workforce Advisory Council	The Health Collaborative	The Health Collaborative	Education	Forest Hills School District	Melanie Hartong
PP-1038	The Health Collaborative Workforce Advisory Council	The Health Collaborative	The Health Collaborative	Education	Gateway Community College	Amber Carter
PP-1038	The Health Collaborative Workforce Advisory Council	The Health Collaborative	The Health Collaborative	Education	Gateway Community College	Antoine Smith-Rouse
PP-1038	The Health Collaborative Workforce Advisory Council	The Health Collaborative	The Health Collaborative	Education	Gateway Community College	Meredith Ramler
PP-1038	The Health Collaborative Workforce Advisory Council	The Health Collaborative	The Health Collaborative	Education	Gateway Community College	Christi Godman
PP-1038	The Health Collaborative Workforce Advisory Council	The Health Collaborative	The Health Collaborative	Education	Goshen Local Schools	Patrick Dubbs
PP-1038	The Health Collaborative Workforce Advisory Council	The Health Collaborative	The Health Collaborative	Education	Grant Career Center	Mike Parry
PP-1038	The Health Collaborative Workforce Advisory Council	The Health Collaborative	The Health Collaborative	Education	Great Oaks Career Campuses	Angie Collins
PP-1038	The Health Collaborative Workforce Advisory Council	The Health Collaborative	The Health Collaborative	Education	Great Oaks Career Campuses	Harry Sndyer
PP-1038	The Health Collaborative Workforce Advisory Council	The Health Collaborative	The Health Collaborative	Education	Great Oaks Career Campuses	Jennifer Abel

PP-1038	The Health Collaborative Workforce Advisory Council	The Health Collaborative	The Health Collaborative	Education	Great Oaks Career Campuses	Nicole Hensley
PP-1038	The Health Collaborative Workforce Advisory Council	The Health Collaborative	The Health Collaborative	Education	Great Oaks Career Campuses	Sarah Taylor
PP-1038	The Health Collaborative Workforce Advisory Council	The Health Collaborative	The Health Collaborative	Education	Great Oaks Career Campuses	Stephanie Benson
PP-1038	The Health Collaborative Workforce Advisory Council	The Health Collaborative	The Health Collaborative	Education	Great Oaks Health Professions Academy	Lisa Harrison
PP-1038	The Health Collaborative Workforce Advisory Council	The Health Collaborative	The Health Collaborative	Education	Great Oaks Health Professions Academy	Vicky Thompson
PP-1038	The Health Collaborative Workforce Advisory Council	The Health Collaborative	The Health Collaborative	Education	Greater Cincinnati STEM Collaborative	Sean Kelley
PP-1038	The Health Collaborative Workforce Advisory Council	The Health Collaborative	The Health Collaborative	Education	Hamilton County ESC	Donna Lauver
PP-1038	The Health Collaborative Workforce Advisory Council	The Health Collaborative	The Health Collaborative	Education	Hamilton County ESC	Megan Reed
PP-1038	The Health Collaborative Workforce Advisory Council	The Health Collaborative	The Health Collaborative	Education	Ignite Institute	Chris Bryson
PP-1038	The Health Collaborative Workforce Advisory Council	The Health Collaborative	The Health Collaborative	Education	Loveland Schools	Drews Mitchell
PP-1038	The Health Collaborative Workforce Advisory Council	The Health Collaborative	The Health Collaborative	Education	Miami University	Melissa Gallo
PP-1038	The Health Collaborative Workforce Advisory Council	The Health Collaborative	The Health Collaborative	Education	Miami University	Stephanie Nicely
PP-1038	The Health Collaborative Workforce Advisory Council	The Health Collaborative	The Health Collaborative	Education	Mount St. Joseph University	Melanie Quilla-Deza
PP-1038	The Health Collaborative Workforce Advisory Council	The Health Collaborative	The Health Collaborative	Education	Northern Kentucky Area Health Education Center	Juliana McGuinn
PP-1038	The Health Collaborative Workforce Advisory Council	The Health Collaborative	The Health Collaborative	Education	Northern Kentucky University	Carolyn Noe
PP-1038	The Health Collaborative Workforce Advisory Council	The Health Collaborative	The Health Collaborative	Education	Ohio Health Care Association	Erin Hart
PP-1038	The Health Collaborative Workforce Advisory Council	The Health Collaborative	The Health Collaborative	Education	Purcell Marian	Angie
PP-1038	The Health Collaborative Workforce Advisory Council	The Health Collaborative	The Health Collaborative	Education	Reading Community Schools	Mark Edwards
PP-1038	The Health Collaborative Workforce Advisory Council	The Health Collaborative	The Health Collaborative	Education	Reading Community Schools	Todd Shilling
PP-1038	The Health Collaborative Workforce Advisory Council	The Health Collaborative	The Health Collaborative	Education	Sinclair Community College	James Warden
PP-1038	The Health Collaborative Workforce Advisory Council	The Health Collaborative	The Health Collaborative	Education	Southern Hills Career & Technical Center	Kevin Kratzer
PP-1038	The Health Collaborative Workforce Advisory Council	The Health Collaborative	The Health Collaborative	Education	Southern Hills Career & Technical Center	Melissa Adams
PP-1038	The Health Collaborative Workforce Advisory Council	The Health Collaborative	The Health Collaborative	Education	Southwest Schools	Corinne Hayes
PP-1038	The Health Collaborative Workforce Advisory Council	The Health Collaborative	The Health Collaborative	Education	Southwest Schools	Jennifer Able
PP-1038	The Health Collaborative Workforce Advisory Council	The Health Collaborative	The Health Collaborative	Education	University of Cincinnati, Area Health Education Center	Ella Woody
PP-1038	The Health Collaborative Workforce Advisory Council	The Health Collaborative	The Health Collaborative	Education	University of Cincinnati, Area Health Education Center	Sharron DiMario
PP-1038	The Health Collaborative Workforce Advisory Council	The Health Collaborative	The Health Collaborative	Education	University of Cincinnati, College of Nursing	Alicia Ribar
PP-1038	The Health Collaborative Workforce Advisory Council	The Health Collaborative	The Health Collaborative	Education	University of Cincinnati, College of Nursing	Donna Green
PP-1038	The Health Collaborative Workforce Advisory Council	The Health Collaborative	The Health Collaborative	Education	University of Cincinnati, College of Nursing	Emilie Burdette

PP-1038	The Health Collaborative Workforce Advisory Council	The Health Collaborative	The Health Collaborative	Education	Warren County Career Center	Chad Bridgman
PP-1038	The Health Collaborative Workforce Advisory Council	The Health Collaborative	The Health Collaborative	Education	Warren County Career Center	Joel King
PP-1038	The Health Collaborative Workforce Advisory Council	The Health Collaborative	The Health Collaborative	Education	Warren County Career Center	Yvonne Kaszubowski
PP-1038	The Health Collaborative Workforce Advisory Council	The Health Collaborative	The Health Collaborative	Education	Warren County Career Center at Atrium	Hannah Garen
PP-1038	The Health Collaborative Workforce Advisory Council	The Health Collaborative	The Health Collaborative	Education	Xavier University	Brenda Wiles
PP-1038	The Health Collaborative Workforce Advisory Council	The Health Collaborative	The Health Collaborative	Healthcare Employer	Bon Secours Mercy Health	Deanna Bischoff
PP-1038	The Health Collaborative Workforce Advisory Council	The Health Collaborative	The Health Collaborative	Healthcare Employer	Boymel Family Foundation	Steve Boymel
PP-1038	The Health Collaborative Workforce Advisory Council	The Health Collaborative	The Health Collaborative	Healthcare Employer	Cincinnati Children's Hospital Medical Center	Bria Burse
PP-1038	The Health Collaborative Workforce Advisory Council	The Health Collaborative	The Health Collaborative	Healthcare Employer	Cincinnati Children's Hospital Medical Center	Chantal Weaver
PP-1038	The Health Collaborative Workforce Advisory Council	The Health Collaborative	The Health Collaborative	Healthcare Employer	Cincinnati Children's Hospital Medical Center	Ebony Washington
PP-1038	The Health Collaborative Workforce Advisory Council	The Health Collaborative	The Health Collaborative	Healthcare Employer	Cincinnati Children's Hospital Medical Center	Kim Hull
PP-1038	The Health Collaborative Workforce Advisory Council	The Health Collaborative	The Health Collaborative	Healthcare Employer	Cincinnati Children's Hospital Medical Center	Monica Mitchell
PP-1038	The Health Collaborative Workforce Advisory Council	The Health Collaborative	The Health Collaborative	Healthcare Employer	Cincinnati Childrens Hospital Medical Center	Peter Adebi
PP-1038	The Health Collaborative Workforce Advisory Council	The Health Collaborative	The Health Collaborative	Healthcare Employer	Health Care Management Group	Rachel Wirth
PP-1038	The Health Collaborative Workforce Advisory Council	The Health Collaborative	The Health Collaborative	Healthcare Employer	Health Care Management Group	Nicole Breving
PP-1038	The Health Collaborative Workforce Advisory Council	The Health Collaborative	The Health Collaborative	Healthcare Employer	HealthSource of Ohio	Logan Graham
PP-1038	The Health Collaborative Workforce Advisory Council	The Health Collaborative	The Health Collaborative	Healthcare Employer	Mercy Health	Deanna Bischoff
PP-1038	The Health Collaborative Workforce Advisory Council	The Health Collaborative	The Health Collaborative	Healthcare Employer	Mercy Health	Levi Loverkamp
PP-1038	The Health Collaborative Workforce Advisory Council	The Health Collaborative	The Health Collaborative	Healthcare Employer	The Christ Hospital	Corey Heller
PP-1038	The Health Collaborative Workforce Advisory Council	The Health Collaborative	The Health Collaborative	Healthcare Employer	The Christ Hospital	Jeff Hutchins
PP-1038	The Health Collaborative Workforce Advisory Council	The Health Collaborative	The Health Collaborative	Healthcare Employer	The Christ Hospital	Megan Duwell
PP-1038	The Health Collaborative Workforce Advisory Council	The Health Collaborative	The Health Collaborative	Healthcare Employer	TriHealth	David Akinson
PP-1038	The Health Collaborative Workforce Advisory Council	The Health Collaborative	The Health Collaborative	Healthcare Employer	TriHealth	Joi Lindlau
PP-1038	The Health Collaborative Workforce Advisory Council	The Health Collaborative	The Health Collaborative	Healthcare Employer	TriHealth	Kristen Bagnall
PP-1038	The Health Collaborative Workforce Advisory Council	The Health Collaborative	The Health Collaborative	Healthcare Employer	UC Health	Cassandra Schulman
PP-1038	The Health Collaborative Workforce Advisory Council	The Health Collaborative	The Health Collaborative	Healthcare Employer	UC Health	Diane Cash
PP-1038	The Health Collaborative Workforce Advisory Council	The Health Collaborative	The Health Collaborative	Healthcare Employer	UC Health	Jennifer Hall
PP-1038	The Health Collaborative Workforce Advisory Council	The Health Collaborative	The Health Collaborative	Healthcare Employer	UC Health	Jon Paasch
PP-1038	The Health Collaborative Workforce Advisory Council	The Health Collaborative	The Health Collaborative	Healthcare Employer	UC Health	Laura Fickinger

PP-1038	The Health Collaborative Workforce Advisory Council	The Health Collaborative	The Health Collaborative	Healthcare Employer	UC Health	Margie Zyble
PP-1038	The Health Collaborative Workforce Advisory Council	The Health Collaborative	The Health Collaborative	Healthcare Employer	UC Health	Molli Stephens
PP-1038	The Health Collaborative Workforce Advisory Council	The Health Collaborative	The Health Collaborative	Healthcare Employer	UC Health	Monique Mendez
PP-1038	The Health Collaborative Workforce Advisory Council	The Health Collaborative	The Health Collaborative	Healthcare Employer	UC Health - West Chester	Brittany Bell
PP-1038	The Health Collaborative Workforce Advisory Council	The Health Collaborative	The Health Collaborative	Healthcare Industry Sector Partnership	ConxusNEO	Ameeca Holmes
PP-1038	The Health Collaborative Workforce Advisory Council	The Health Collaborative	The Health Collaborative	Healthcare Industry Sector Partnership	Geauga Growth Partnership	Kimm Leininger
PP-1038	The Health Collaborative Workforce Advisory Council	The Health Collaborative	The Health Collaborative	Healthcare Industry Sector Partnership	Health Career Collaborative of Central Ohio	Becca Alexander
PP-1038	The Health Collaborative Workforce Advisory Council	The Health Collaborative	The Health Collaborative	Healthcare Industry Sector Partnership	Health Career Collaborative of Central Ohio	Kelly Wallace
PP-1038	The Health Collaborative Workforce Advisory Council	The Health Collaborative	The Health Collaborative	Healthcare Industry Sector Partnership	New Bridge	Bethany Friedlander
PP-1038	The Health Collaborative Workforce Advisory Council	The Health Collaborative	The Health Collaborative	Healthcare Industry Sector Partnership	New Bridge	Corbyn Martz
PP-1038	The Health Collaborative Workforce Advisory Council	The Health Collaborative	The Health Collaborative	Healthcare Industry Sector Partnership	Strategic Ohio Council for Higher Education (SOCHE)	Cassie Barlow
PP-1038	The Health Collaborative Workforce Advisory Council	The Health Collaborative	The Health Collaborative	Healthcare Industry Sector Partnership	Strategic Ohio Council for Higher Education (SOCHE)	Patty Buddelmeyer
PP-1038	The Health Collaborative Workforce Advisory Council	The Health Collaborative	The Health Collaborative	Healthcare Industry Sector Partnership	Toledo Chamber of Commerce	Lauryn Vargas
PP-1038	The Health Collaborative Workforce Advisory Council	The Health Collaborative	The Health Collaborative	Hospital Association	Central Ohio Hospital Council	Jeff Klingler
PP-1038	The Health Collaborative Workforce Advisory Council	The Health Collaborative	The Health Collaborative	Hospital Association	Greater Dayton Area Hospital Association	Lisa Rindler
PP-1038	The Health Collaborative Workforce Advisory Council	The Health Collaborative	The Health Collaborative	Hospital Association	Greater Dayton Area Hospital Association	Sarah Hackenbracht
PP-1038	The Health Collaborative Workforce Advisory Council	The Health Collaborative	The Health Collaborative	Hospital Association	Hopsital Council of NW Ohio	Haley Studer
PP-1038	The Health Collaborative Workforce Advisory Council	The Health Collaborative	The Health Collaborative	Hospital Association	WellLink	Brian Lane
PP-1038	The Health Collaborative Workforce Advisory Council	The Health Collaborative	The Health Collaborative	Hospital Association	WellLink	Jodi Mitchell

PP-1038	The Health Collaborative Workforce Advisory Council	The Health Collaborative	The Health Collaborative	Social Service/ Community Organization	BAWAC, Inc.	Jason Ashbrook
PP-1038	The Health Collaborative Workforce Advisory Council	The Health Collaborative	The Health Collaborative	Social Service/ Community Organization	Brighton Center	Melissa Sommer
PP-1038	The Health Collaborative Workforce Advisory Council	The Health Collaborative	The Health Collaborative	Social Service/ Community Organization	Brighton Center, Center for Employment Training	Ellen Bates
PP-1038	The Health Collaborative Workforce Advisory Council	The Health Collaborative	The Health Collaborative	Social Service/ Community Organization	Brighton Center, Center for Employment Training	Lauren Allhands
PP-1038	The Health Collaborative Workforce Advisory Council	The Health Collaborative	The Health Collaborative	Social Service/ Community Organization	Cincinnati Chamber Workforce Innovation Center	Audrey Treasure
PP-1038	The Health Collaborative Workforce Advisory Council	The Health Collaborative	The Health Collaborative	Social Service/ Community Organization	Cincinnati Hamilton County - Community Action Agency	Venus Dothard
PP-1038	The Health Collaborative Workforce Advisory Council	The Health Collaborative	The Health Collaborative	Social Service/ Community Organization	Cincinnati Works	Ross Turpeau
PP-1038	The Health Collaborative Workforce Advisory Council	The Health Collaborative	The Health Collaborative	Social Service/ Community Organization	Easterseals Redwood	Debbie Smith
PP-1038	The Health Collaborative Workforce Advisory Council	The Health Collaborative	The Health Collaborative	Social Service/ Community Organization	Easterseals Redwood	Donna Lindsay-Thomas
PP-1038	The Health Collaborative Workforce Advisory Council	The Health Collaborative	The Health Collaborative	Social Service/ Community Organization	Easterseals Redwood	Erik Thomas
PP-1038	The Health Collaborative Workforce Advisory Council	The Health Collaborative	The Health Collaborative	Social Service/ Community Organization	Easterseals Redwood	Pam Green
PP-1038	The Health Collaborative Workforce Advisory Council	The Health Collaborative	The Health Collaborative	Social Service/ Community Organization	Greater Cincinnati Urban League	D'arrell Brown
PP-1038	The Health Collaborative Workforce Advisory Council	The Health Collaborative	The Health Collaborative	Social Service/ Community Organization	Hamitlon County Office of Re-entry	Trina Jackson
PP-1038	The Health Collaborative Workforce Advisory Council	The Health Collaborative	The Health Collaborative	Social Service/ Community Organization	Health Care Access Now	Ella Thomas

PP-1038	The Health Collaborative Workforce Advisory Council	The Health Collaborative	The Health Collaborative	Social Service/ Community Organization	Junior Achievement of OKI Partners	Jeff Brokamp
PP-1038	The Health Collaborative Workforce Advisory Council	The Health Collaborative	The Health Collaborative	Social Service/ Community Organization	Kentucky Campus Compact	Shellie Baker
PP-1038	The Health Collaborative Workforce Advisory Council	The Health Collaborative	The Health Collaborative	Social Service/ Community Organization	Making A Change Cincy	Candace Jones
PP-1038	The Health Collaborative Workforce Advisory Council	The Health Collaborative	The Health Collaborative	Social Service/ Community Organization	Mercy Neighborhood Ministries	Aimee Shinkle
PP-1038	The Health Collaborative Workforce Advisory Council	The Health Collaborative	The Health Collaborative	Social Service/ Community Organization	Mercy Neighborhood Ministries	Suzanne Kathman
PP-1038	The Health Collaborative Workforce Advisory Council	The Health Collaborative	The Health Collaborative	Social Service/ Community Organization	OhioMeansJobs Cincinnati-Hamilton County	Lynne Riehle
PP-1038	The Health Collaborative Workforce Advisory Council	The Health Collaborative	The Health Collaborative	Social Service/ Community Organization	Talbert House	Benita Spraggins
PP-1038	The Health Collaborative Workforce Advisory Council	The Health Collaborative	The Health Collaborative	Social Service/ Community Organization	Talbert House	Evanda Steele
PP-1038	The Health Collaborative Workforce Advisory Council	The Health Collaborative	The Health Collaborative	Social Service/ Community Organization	Talbert House	Maureen Donnellan
PP-1038	The Health Collaborative Workforce Advisory Council	The Health Collaborative	The Health Collaborative	Social Service/ Community Organization	Talbert House	Tori Turner
PP-1038	The Health Collaborative Workforce Advisory Council	The Health Collaborative	The Health Collaborative	Social Service/ Community Organization	Talbert House - Regional Community Corrections	Tiffany Thomas
PP-1038	The Health Collaborative Workforce Advisory Council	The Health Collaborative	The Health Collaborative	Social Service/ Community Organization	University of Cincinnati, Area Health Education Center	Sharron DiMario
PP-1038	The Health Collaborative Workforce Advisory Council	The Health Collaborative	The Health Collaborative	Social Service/ Community Organization	Urban League	Ebony Young
PP-1038	The Health Collaborative Workforce Advisory Council	The Health Collaborative	The Health Collaborative	Social Service/ Community Organization	Urban League	Meg Corwin
PP-1038	The Health Collaborative Workforce Advisory Council	The Health Collaborative	The Health Collaborative	Workforce Board	NKY Area Development District	Correy Eimer

PP-1038	The Health Collaborative Workforce Advisory Council	The Health Collaborative	The Health Collaborative	Workforce Board	Southeast Indiana Workforce Board	Kurt Kegerreis
PP-1038	The Health Collaborative Workforce Advisory Council	The Health Collaborative	The Health Collaborative	Workforce Board	Workforce Council of Southwest Ohio (prev. SWORWIB)	Beth Yoke
PP-1049	The Healthcare Career Collaborative of Central Ohio	ASPYR	ASPYR	Business	Hunter Marketing	Austi Jasinski
PP-1049	The Healthcare Career Collaborative of Central Ohio	ASPYR	ASPYR	Business	Nationwide Children's Hospital	Dan Massie
PP-1049	The Healthcare Career Collaborative of Central Ohio	ASPYR	ASPYR	Business	OhioHealth	Mindy Sanford
PP-1049	The Healthcare Career Collaborative of Central Ohio	ASPYR	ASPYR	Business	Mount Carmel Health System/Trinity Health	Raquel Foster
PP-1049	The Healthcare Career Collaborative of Central Ohio	ASPYR	ASPYR	Business	The Ohio State University Wexner Medical Center	Tom Poole
PP-1049	The Healthcare Career Collaborative of Central Ohio	ASPYR	ASPYR	Business Association	Central Ohio Hospital Council	Jeff Klingler
PP-1049	The Healthcare Career Collaborative of Central Ohio	ASPYR	ASPYR	Economic Development	Mid-Ohio Regional Planning Commission	David Dixon
PP-1049	The Healthcare Career Collaborative of Central Ohio	ASPYR	ASPYR	Economic Development	One Columbus	David White
PP-1049	The Healthcare Career Collaborative of Central Ohio	ASPYR	ASPYR	Economic Development	Westerville WorkWISE	Stephen Gale
PP-1049	The Healthcare Career Collaborative of Central Ohio	ASPYR	ASPYR	Education	The Ohio State University College of Nursing	Brigid Arace
PP-1049	The Healthcare Career Collaborative of Central Ohio	ASPYR	ASPYR	Education	Ohio College Tech Prep	Carrie Giles
PP-1049	The Healthcare Career Collaborative of Central Ohio	ASPYR	ASPYR	Education	Dublin City Schools	Dr. Julie Blevins
PP-1049	The Healthcare Career Collaborative of Central Ohio	ASPYR	ASPYR	Education	Marion Technical College	Emily Rice
PP-1049	The Healthcare Career Collaborative of Central Ohio	ASPYR	ASPYR	Education	Columbus City Schools	Jennifer Meade
PP-1049	The Healthcare Career Collaborative of Central Ohio	ASPYR	ASPYR	Education	Junior Achievement of Central Ohio	Jim Micciulla
PP-1049	The Healthcare Career Collaborative of Central Ohio	ASPYR	ASPYR	Education	Delaware Area Career Center	Lisa Marie Reinhart
PP-1049	The Healthcare Career Collaborative of Central Ohio	ASPYR	ASPYR	Education	Central Ohio Technical College	Marcie Moore
PP-1049	The Healthcare Career Collaborative of Central Ohio	ASPYR	ASPYR	Education	Westerville City Schools	Matt Misener
PP-1049	The Healthcare Career Collaborative of Central Ohio	ASPYR	ASPYR	Education	Tolles Technical and Career Center	Pegeen Cleary Potts
PP-1049	The Healthcare Career Collaborative of Central Ohio	ASPYR	ASPYR	Education	Ohio University	Rick Hodges
PP-1049	The Healthcare Career Collaborative of Central Ohio	ASPYR	ASPYR	Education	Educational Service Center of Central Ohio	Robb Gonda
PP-1049	The Healthcare Career Collaborative of Central Ohio	ASPYR	ASPYR	Education	Mount Carmel College of Nursing	Sarah Johnson
PP-1049	The Healthcare Career Collaborative of Central Ohio	ASPYR	ASPYR	Education	Licking Heights Local Schools	Tom Holdren
PP-1049	The Healthcare Career Collaborative of Central Ohio	ASPYR	ASPYR	Education	Eastland Fairfield Career Technical Center	Todd Hoffman
PP-1049	The Healthcare Career Collaborative of Central Ohio	ASPYR	ASPYR	ESC	Educational Service Center of Central Ohio	John Hambrick
PP-1049	The Healthcare Career Collaborative of Central Ohio	ASPYR	ASPYR	Higher Education	Columbus State Community College	Tywan Banks

PP-1049	The Healthcare Career Collaborative of Central Ohio	ASPYR	ASPYR	Industry Sector Partnership	Cuyahoga County Healthcare Industry Sector Partnership	Corbyn Martz
PP-1049	The Healthcare Career Collaborative of Central Ohio	ASPYR	ASPYR	Industry Sector Partnership	The Health Collaborative	Hope Arthur
PP-1049	The Healthcare Career Collaborative of Central Ohio	ASPYR	ASPYR	Industry Sector Partnership	Geauga Growth Partnership	Kimm Leininger
PP-1049	The Healthcare Career Collaborative of Central Ohio	ASPYR	ASPYR	Workforce and Service Agency	Central Ohio Workforce Development Network (including 13 community organizations)	Scott Johnson
PP-1049	The Healthcare Career Collaborative of Central Ohio	ASPYR	ASPYR	Workforce Development	Ohio Nurses Association	Anthony Caldwell
PP-1049	The Healthcare Career Collaborative of Central Ohio	ASPYR	ASPYR	Workforce Development	OhioMeansJobs Columbus-Franklin County	Josh Alvarez
PP-1049	The Healthcare Career Collaborative of Central Ohio	ASPYR	ASPYR	Workforce Development	Apprenticeship Resource Hub of Central Ohio	Steve Saunier
PP-1076	Workforce Connect Manufacturing Sector Partnership	Manufacturing Advocacy & Growth Network Inc.	Manufacturing Advocacy & Growth Network, Inc.	Business	AECO	Lee Watson
PP-1076	Workforce Connect Manufacturing Sector Partnership	Manufacturing Advocacy & Growth Network Inc.	Manufacturing Advocacy & Growth Network, Inc.	Business	Aircraft Wheel and Brake by Kaman	Deborah Kusmier
PP-1076	Workforce Connect Manufacturing Sector Partnership	Manufacturing Advocacy & Growth Network Inc.	Manufacturing Advocacy & Growth Network, Inc.	Business	All Ohio Threaded Rod	Darrell Zielenski
PP-1076	Workforce Connect Manufacturing Sector Partnership	Manufacturing Advocacy & Growth Network Inc.	Manufacturing Advocacy & Growth Network, Inc.	Business	Bula Forge	Amy Conrad
PP-1076	Workforce Connect Manufacturing Sector Partnership	Manufacturing Advocacy & Growth Network Inc.	Manufacturing Advocacy & Growth Network, Inc.	Business	Buyers Products	Brian Perry
PP-1076	Workforce Connect Manufacturing Sector Partnership	Manufacturing Advocacy & Growth Network Inc.	Manufacturing Advocacy & Growth Network, Inc.	Business	CDI	Wayne Beadnell
PP-1076	Workforce Connect Manufacturing Sector Partnership	Manufacturing Advocacy & Growth Network Inc.	Manufacturing Advocacy & Growth Network, Inc.	Business	Cleveland-Cliffs	Patrick Dobrowolski
PP-1076	Workforce Connect Manufacturing Sector Partnership	Manufacturing Advocacy & Growth Network Inc.	Manufacturing Advocacy & Growth Network, Inc.	Business	Component Repair Technology	Emily Caraballo
PP-1076	Workforce Connect Manufacturing Sector Partnership	Manufacturing Advocacy & Growth Network Inc.	Manufacturing Advocacy & Growth Network, Inc.	Business	Consolidated Precision Products	Michelle Belviso
PP-1076	Workforce Connect Manufacturing Sector Partnership	Manufacturing Advocacy & Growth Network Inc.	Manufacturing Advocacy & Growth Network, Inc.	Business	Custom Rubber	Charlie Braun
PP-1076	Workforce Connect Manufacturing Sector Partnership	Manufacturing Advocacy & Growth Network Inc.	Manufacturing Advocacy & Growth Network, Inc.	Business	Diamond Metals	Sean Cwynar
PP-1076	Workforce Connect Manufacturing Sector Partnership	Manufacturing Advocacy & Growth Network Inc.	Manufacturing Advocacy & Growth Network, Inc.	Business	E.C. Kitzel	Tom Schumann

PP-1076	Workforce Connect Manufacturing Sector Partnership	Manufacturing Advocacy & Growth Network Inc.	Manufacturing Advocacy & Growth Network, Inc.	Business	Elmet Technologies	Kenneth Wade
PP-1076	Workforce Connect Manufacturing Sector Partnership	Manufacturing Advocacy & Growth Network Inc.	Manufacturing Advocacy & Growth Network, Inc.	Business	Euclid Heat Treat	Shannon Seaber
PP-1076	Workforce Connect Manufacturing Sector Partnership	Manufacturing Advocacy & Growth Network Inc.	Manufacturing Advocacy & Growth Network, Inc.	Business	Federal Metal	Cal Nagusky
PP-1076	Workforce Connect Manufacturing Sector Partnership	Manufacturing Advocacy & Growth Network Inc.	Manufacturing Advocacy & Growth Network, Inc.	Business	Ford	Ann Thompson
PP-1076	Workforce Connect Manufacturing Sector Partnership	Manufacturing Advocacy & Growth Network Inc.	Manufacturing Advocacy & Growth Network, Inc.	Business	Gent Machine	Rich Gent
PP-1076	Workforce Connect Manufacturing Sector Partnership	Manufacturing Advocacy & Growth Network Inc.	Manufacturing Advocacy & Growth Network, Inc.	Business	Hanlon Composites	Larry Fulton
PP-1076	Workforce Connect Manufacturing Sector Partnership	Manufacturing Advocacy & Growth Network Inc.	Manufacturing Advocacy & Growth Network, Inc.	Business	Hose Master	David Gilkey
PP-1076	Workforce Connect Manufacturing Sector Partnership	Manufacturing Advocacy & Growth Network Inc.	Manufacturing Advocacy & Growth Network, Inc.	Business	Hy-Tech	Chris Lutkus
PP-1076	Workforce Connect Manufacturing Sector Partnership	Manufacturing Advocacy & Growth Network Inc.	Manufacturing Advocacy & Growth Network, Inc.	Business	Industrious Group	Chris Pascarella
PP-1076	Workforce Connect Manufacturing Sector Partnership	Manufacturing Advocacy & Growth Network Inc.	Manufacturing Advocacy & Growth Network, Inc.	Business	Jergens	Jack Schron
PP-1076	Workforce Connect Manufacturing Sector Partnership	Manufacturing Advocacy & Growth Network Inc.	Manufacturing Advocacy & Growth Network, Inc.	Business	Kowalski Heat Treating	Stephen Kowalski
PP-1076	Workforce Connect Manufacturing Sector Partnership	Manufacturing Advocacy & Growth Network Inc.	Manufacturing Advocacy & Growth Network, Inc.	Business	Lincoln Electric	Bruce Chantry
PP-1076	Workforce Connect Manufacturing Sector Partnership	Manufacturing Advocacy & Growth Network Inc.	Manufacturing Advocacy & Growth Network, Inc.	Business	Lubrizol	Greg McCullough
PP-1076	Workforce Connect Manufacturing Sector Partnership	Manufacturing Advocacy & Growth Network Inc.	Manufacturing Advocacy & Growth Network, Inc.	Business	Lumitex	Peter Broer
PP-1076	Workforce Connect Manufacturing Sector Partnership	Manufacturing Advocacy & Growth Network Inc.	Manufacturing Advocacy & Growth Network, Inc.	Business	Mace Security International	Sanjay Singh
PP-1076	Workforce Connect Manufacturing Sector Partnership	Manufacturing Advocacy & Growth Network Inc.	Manufacturing Advocacy & Growth Network, Inc.	Business	Martindale Electric	Linas Biliunas
PP-1076	Workforce Connect Manufacturing Sector Partnership	Manufacturing Advocacy & Growth Network Inc.	Manufacturing Advocacy & Growth Network, Inc.	Business	Morrison Products	Connie Kunash
PP-1076	Workforce Connect Manufacturing Sector Partnership	Manufacturing Advocacy & Growth Network Inc.	Manufacturing Advocacy & Growth Network, Inc.	Business	Nordson	Stephen Lovass
PP-1076	Workforce Connect Manufacturing Sector Partnership	Manufacturing Advocacy & Growth Network Inc.	Manufacturing Advocacy & Growth Network, Inc.	Business	Norman Noble	Leslie Smith

PP-1076	Workforce Connect Manufacturing Sector Partnership	Manufacturing Advocacy & Growth Network Inc.	Manufacturing Advocacy & Growth Network, Inc.	Business	Novagard	Scott Hardway
PP-1076	Workforce Connect Manufacturing Sector Partnership	Manufacturing Advocacy & Growth Network Inc.	Manufacturing Advocacy & Growth Network, Inc.	Business	Oatey	Maureen Pansky
PP-1076	Workforce Connect Manufacturing Sector Partnership	Manufacturing Advocacy & Growth Network Inc.	Manufacturing Advocacy & Growth Network, Inc.	Business	OMNI Systems	Danielle Williams
PP-1076	Workforce Connect Manufacturing Sector Partnership	Manufacturing Advocacy & Growth Network Inc.	Manufacturing Advocacy & Growth Network, Inc.	Business	Parker Hannifin	Kristen Way
PP-1076	Workforce Connect Manufacturing Sector Partnership	Manufacturing Advocacy & Growth Network Inc.	Manufacturing Advocacy & Growth Network, Inc.	Business	Presrite	Charles Metcalf
PP-1076	Workforce Connect Manufacturing Sector Partnership	Manufacturing Advocacy & Growth Network Inc.	Manufacturing Advocacy & Growth Network, Inc.	Business	Rockwell Automation	Marzell Brown
PP-1076	Workforce Connect Manufacturing Sector Partnership	Manufacturing Advocacy & Growth Network Inc.	Manufacturing Advocacy & Growth Network, Inc.	Business	Sherwin WIlliams	Michelle Lee
PP-1076	Workforce Connect Manufacturing Sector Partnership	Manufacturing Advocacy & Growth Network Inc.	Manufacturing Advocacy & Growth Network, Inc.	Business	Specialty Products	Michele Winter
PP-1076	Workforce Connect Manufacturing Sector Partnership	Manufacturing Advocacy & Growth Network Inc.	Manufacturing Advocacy & Growth Network, Inc.	Business	Swagelok	Wayne Ostrosky
PP-1076	Workforce Connect Manufacturing Sector Partnership	Manufacturing Advocacy & Growth Network Inc.	Manufacturing Advocacy & Growth Network, Inc.	Business	Talan Products	Adam Snyder
PP-1076	Workforce Connect Manufacturing Sector Partnership	Manufacturing Advocacy & Growth Network Inc.	Manufacturing Advocacy & Growth Network, Inc.	Business	Tremco	Joseph Houk
PP-1076	Workforce Connect Manufacturing Sector Partnership	Manufacturing Advocacy & Growth Network Inc.	Manufacturing Advocacy & Growth Network, Inc.	Business	Universal Metal Products	Matt Rossman
PP-1076	Workforce Connect Manufacturing Sector Partnership	Manufacturing Advocacy & Growth Network Inc.	Manufacturing Advocacy & Growth Network, Inc.	Business	Valtronic	Brett Crane
PP-1076	Workforce Connect Manufacturing Sector Partnership	Manufacturing Advocacy & Growth Network Inc.	Manufacturing Advocacy & Growth Network, Inc.	Business	Viscus Biologics	Robert Priest
PP-1076	Workforce Connect Manufacturing Sector Partnership	Manufacturing Advocacy & Growth Network Inc.	Manufacturing Advocacy & Growth Network, Inc.	Business	Warwick Products	Mike Beverstock
PP-1076	Workforce Connect Manufacturing Sector Partnership	Manufacturing Advocacy & Growth Network Inc.	Manufacturing Advocacy & Growth Network, Inc.	Business	WLS Stamping	Craig Kotnik
PP-1076	Workforce Connect Manufacturing Sector Partnership	Manufacturing Advocacy & Growth Network Inc.	Manufacturing Advocacy & Growth Network, Inc.	Business	Worthington Steel	Robin Ott
PP-1076	Workforce Connect Manufacturing Sector Partnership	Manufacturing Advocacy & Growth Network Inc.	Manufacturing Advocacy & Growth Network, Inc.	Business, trade or industry association	Ohio Manufacturers' Association	Jessica Borza
PP-1076	Workforce Connect Manufacturing Sector Partnership	Manufacturing Advocacy & Growth Network Inc.	Manufacturing Advocacy & Growth Network, Inc.	Business, trade or industry association	Precision Metalforming Association	Connie King

PP-1076	Workforce Connect Manufacturing Sector Partnership	Manufacturing Advocacy & Growth Network Inc.	Manufacturing Advocacy & Growth Network, Inc.	Economic Development	Greater Cleveland Partnership	Baiju Shah
PP-1076	Workforce Connect Manufacturing Sector Partnership	Manufacturing Advocacy & Growth Network Inc.	Manufacturing Advocacy & Growth Network, Inc.	Economic Development	Team NEO	Jacob Duritsky
PP-1076	Workforce Connect Manufacturing Sector Partnership	Manufacturing Advocacy & Growth Network Inc.	Manufacturing Advocacy & Growth Network, Inc.	Funder	Cuyahoga County Workforce Funders Group	Cathy Belk
PP-1076	Workforce Connect Manufacturing Sector Partnership	Manufacturing Advocacy & Growth Network Inc.	Manufacturing Advocacy & Growth Network, Inc.	Government	Adult Parole Authority - Cuyahoga County	Robyn Thomas
PP-1076	Workforce Connect Manufacturing Sector Partnership	Manufacturing Advocacy & Growth Network Inc.	Manufacturing Advocacy & Growth Network, Inc.	Government	Cuyahoga County Juvenile Court	McKenzie Heitmann
PP-1076	Workforce Connect Manufacturing Sector Partnership	Manufacturing Advocacy & Growth Network Inc.	Manufacturing Advocacy & Growth Network, Inc.	Higher Education	Cleveland State University	Nigamanth Sridhar
PP-1076	Workforce Connect Manufacturing Sector Partnership	Manufacturing Advocacy & Growth Network Inc.	Manufacturing Advocacy & Growth Network, Inc.	Higher Education	Cuyahoga Community College	Shana Marbury
PP-1076	Workforce Connect Manufacturing Sector Partnership	Manufacturing Advocacy & Growth Network Inc.	Manufacturing Advocacy & Growth Network, Inc.	Higher Education	Lorain County Community College	Terri Sandu
PP-1076	Workforce Connect Manufacturing Sector Partnership	Manufacturing Advocacy & Growth Network Inc.	Manufacturing Advocacy & Growth Network, Inc.	Nonprofit or community-based organization or intermediary	Boys and Girls Clubs of Northeast Ohio	Courtney Horne
PP-1076	Workforce Connect Manufacturing Sector Partnership	Manufacturing Advocacy & Growth Network Inc.	Manufacturing Advocacy & Growth Network, Inc.	Nonprofit or community-based organization or intermediary	Center for Employment Opportunities	Devon Hickman
PP-1076	Workforce Connect Manufacturing Sector Partnership	Manufacturing Advocacy & Growth Network Inc.	Manufacturing Advocacy & Growth Network, Inc.	Nonprofit or community-based organization or intermediary	CHN Housing Partners	Daniel Widder
PP-1076	Workforce Connect Manufacturing Sector Partnership	Manufacturing Advocacy & Growth Network Inc.	Manufacturing Advocacy & Growth Network, Inc.	Nonprofit or community-based organization or intermediary	Cleveland Neighborhood Progress	Tania Menesse
PP-1076	Workforce Connect Manufacturing Sector Partnership	Manufacturing Advocacy & Growth Network Inc.	Manufacturing Advocacy & Growth Network, Inc.	Nonprofit or community-based organization or intermediary	College Now Greater Cleveland	Michelle Scott Taylor

PP-1076	Workforce Connect Manufacturing Sector Partnership	Manufacturing Advocacy & Growth Network Inc.	Manufacturing Advocacy & Growth Network, Inc.	Nonprofit or community-based organization or intermediary	Cuyahoga County Public Library	Ebony Hogan
PP-1076	Workforce Connect Manufacturing Sector Partnership	Manufacturing Advocacy & Growth Network Inc.	Manufacturing Advocacy & Growth Network, Inc.	Nonprofit or community-based organization or intermediary	Dress for Success	Melony Butler
PP-1076	Workforce Connect Manufacturing Sector Partnership	Manufacturing Advocacy & Growth Network Inc.	Manufacturing Advocacy & Growth Network, Inc.	Nonprofit or community-based organization or intermediary	Dynamic Business Solutions	Aaron Lint
PP-1076	Workforce Connect Manufacturing Sector Partnership	Manufacturing Advocacy & Growth Network Inc.	Manufacturing Advocacy & Growth Network, Inc.	Nonprofit or community-based organization or intermediary	Fairfax Renaissance Community Development Corporation	Denise VanLeer
PP-1076	Workforce Connect Manufacturing Sector Partnership	Manufacturing Advocacy & Growth Network Inc.	Manufacturing Advocacy & Growth Network, Inc.	Nonprofit or community-based organization or intermediary	Family Promise Greater Cleveland	Jacqueline Salter
PP-1076	Workforce Connect Manufacturing Sector Partnership	Manufacturing Advocacy & Growth Network Inc.	Manufacturing Advocacy & Growth Network, Inc.	Nonprofit or community-based organization or intermediary	Fatima Family Center	LeJean Ray
PP-1076	Workforce Connect Manufacturing Sector Partnership	Manufacturing Advocacy & Growth Network Inc.	Manufacturing Advocacy & Growth Network, Inc.	Nonprofit or community-based organization or intermediary	Goodwill Industries of Greater Cleveland & East Central Ohio	Mark Trew
PP-1076	Workforce Connect Manufacturing Sector Partnership	Manufacturing Advocacy & Growth Network Inc.	Manufacturing Advocacy & Growth Network, Inc.	Nonprofit or community-based organization or intermediary	Greater Cleveland FoodBank	Tom Fante
PP-1076	Workforce Connect Manufacturing Sector Partnership	Manufacturing Advocacy & Growth Network Inc.	Manufacturing Advocacy & Growth Network, Inc.	Nonprofit or community-based organization or intermediary	Hard Hatted Women	Kaci Roach

PP-1076	Workforce Connect Manufacturing Sector Partnership	Manufacturing Advocacy & Growth Network Inc.	Manufacturing Advocacy & Growth Network, Inc.	Nonprofit or community-based organization or intermediary	Lutheran Metropolitan Ministries	Autumn Winfield
PP-1076	Workforce Connect Manufacturing Sector Partnership	Manufacturing Advocacy & Growth Network Inc.	Manufacturing Advocacy & Growth Network, Inc.	Nonprofit or community-based organization or intermediary	May Dugan Center	Sarah Edelman
PP-1076	Workforce Connect Manufacturing Sector Partnership	Manufacturing Advocacy & Growth Network Inc.	Manufacturing Advocacy & Growth Network, Inc.	Nonprofit or community-based organization or intermediary	Point of Freedom	John Bailey
PP-1076	Workforce Connect Manufacturing Sector Partnership	Manufacturing Advocacy & Growth Network Inc.	Manufacturing Advocacy & Growth Network, Inc.	Nonprofit or community-based organization or intermediary	Resource Cleveland	Patrick Kearns
PP-1076	Workforce Connect Manufacturing Sector Partnership	Manufacturing Advocacy & Growth Network Inc.	Manufacturing Advocacy & Growth Network, Inc.	Nonprofit or community-based organization or intermediary	Salvation Army Greater Cleveland	Beau Hill
PP-1076	Workforce Connect Manufacturing Sector Partnership	Manufacturing Advocacy & Growth Network Inc.	Manufacturing Advocacy & Growth Network, Inc.	Nonprofit or community-based organization or intermediary	Smart Development	Malaak Rasheed
PP-1076	Workforce Connect Manufacturing Sector Partnership	Manufacturing Advocacy & Growth Network Inc.	Manufacturing Advocacy & Growth Network, Inc.	Nonprofit or community-based organization or intermediary	Stella Maris	Daniel Lettenberger-Klein
PP-1076	Workforce Connect Manufacturing Sector Partnership	Manufacturing Advocacy & Growth Network Inc.	Manufacturing Advocacy & Growth Network, Inc.	Nonprofit or community-based organization or intermediary	Step Forward	Audrey Taylor
PP-1076	Workforce Connect Manufacturing Sector Partnership	Manufacturing Advocacy & Growth Network Inc.	Manufacturing Advocacy & Growth Network, Inc.	Nonprofit or community-based organization or intermediary	The City Mission	Abdul Dollar

PP-1076	Workforce Connect Manufacturing Sector Partnership	Manufacturing Advocacy & Growth Network Inc.	Manufacturing Advocacy & Growth Network, Inc.	Nonprofit or community-based organization or intermediary	Thea Bowman Center	Cheryl Johnson
PP-1076	Workforce Connect Manufacturing Sector Partnership	Manufacturing Advocacy & Growth Network Inc.	Manufacturing Advocacy & Growth Network, Inc.	Nonprofit or community-based organization or intermediary	University Settlement	Richaun Bunton
PP-1076	Workforce Connect Manufacturing Sector Partnership	Manufacturing Advocacy & Growth Network Inc.	Manufacturing Advocacy & Growth Network, Inc.	Nonprofit or community-based organization or intermediary	Urban League Greater Cleveland	Marsha Mockabee
PP-1076	Workforce Connect Manufacturing Sector Partnership	Manufacturing Advocacy & Growth Network Inc.	Manufacturing Advocacy & Growth Network, Inc.	Nonprofit or community-based organization or intermediary	West Side Catholic Center	Frank Johanek
PP-1076	Workforce Connect Manufacturing Sector Partnership	Manufacturing Advocacy & Growth Network Inc.	Manufacturing Advocacy & Growth Network, Inc.	Nonprofit organization specializing in workforce training	Centers for Families and Children	Melissa Russionello
PP-1076	Workforce Connect Manufacturing Sector Partnership	Manufacturing Advocacy & Growth Network Inc.	Manufacturing Advocacy & Growth Network, Inc.	Nonprofit organization specializing in workforce training	OhioGuidestone	Kirsten Watkins
PP-1076	Workforce Connect Manufacturing Sector Partnership	Manufacturing Advocacy & Growth Network Inc.	Manufacturing Advocacy & Growth Network, Inc.	Nonprofit organization specializing in workforce training	Oriana House	Mike Randle
PP-1076	Workforce Connect Manufacturing Sector Partnership	Manufacturing Advocacy & Growth Network Inc.	Manufacturing Advocacy & Growth Network, Inc.	Nonprofit organization specializing in workforce training	Passages Connecting Fathers and Families	Jeremy Langham
PP-1076	Workforce Connect Manufacturing Sector Partnership	Manufacturing Advocacy & Growth Network Inc.	Manufacturing Advocacy & Growth Network, Inc.	Nonprofit organization specializing in workforce training	Reach Success	Janet Cooper
PP-1076	Workforce Connect Manufacturing Sector Partnership	Manufacturing Advocacy & Growth Network Inc.	Manufacturing Advocacy & Growth Network, Inc.	Nonprofit organization specializing in workforce training	Seeds of Literacy	Bonnie Entler

PP-1076	Workforce Connect Manufacturing Sector Partnership	Manufacturing Advocacy & Growth Network Inc.	Manufacturing Advocacy & Growth Network, Inc.	Nonprofit organization specializing in workforce training	Towards Employment	Jill Rizika
PP-1076	Workforce Connect Manufacturing Sector Partnership	Manufacturing Advocacy & Growth Network Inc.	Manufacturing Advocacy & Growth Network, Inc.	Nonprofit organization specializing in workforce training	United Labor Agency	Dave Megenhardt
PP-1076	Workforce Connect Manufacturing Sector Partnership	Manufacturing Advocacy & Growth Network Inc.	Manufacturing Advocacy & Growth Network, Inc.	Nonprofit organization specializing in workforce training	Youth Opportunities Unlimited	Craig Dorn
PP-1076	Workforce Connect Manufacturing Sector Partnership	Manufacturing Advocacy & Growth Network Inc.	Manufacturing Advocacy & Growth Network, Inc.	Ohio Technical Center	Auburn Career Center	Michelle Rodewald
PP-1076	Workforce Connect Manufacturing Sector Partnership	Manufacturing Advocacy & Growth Network Inc.	Manufacturing Advocacy & Growth Network, Inc.	Ohio Technical Center	Cuyahoga Valley Career Center	Marcy Green
PP-1076	Workforce Connect Manufacturing Sector Partnership	Manufacturing Advocacy & Growth Network Inc.	Manufacturing Advocacy & Growth Network, Inc.	Ohio Technical Center	Polaris Career Center	Bill Evans
PP-1076	Workforce Connect Manufacturing Sector Partnership	Manufacturing Advocacy & Growth Network Inc.	Manufacturing Advocacy & Growth Network, Inc.	OhioMeansJobs Center	Greater Cleveland Works	Michelle Rose
PP-1076	Workforce Connect Manufacturing Sector Partnership	Manufacturing Advocacy & Growth Network Inc.	Manufacturing Advocacy & Growth Network, Inc.	School District	Cleveland Metropolitan School District	Dr. Warren G. Morgan
PP-1076	Workforce Connect Manufacturing Sector Partnership	Manufacturing Advocacy & Growth Network Inc.	Manufacturing Advocacy & Growth Network, Inc.	School District	Heights Consortium	Dave Bogner
PP-1041	Workforce Partnership of Putnam County, Inc	Workforce Partnership of Putnam County, Inc	The Workforce Partnership of Putnam County, Inc.	Business	PRO-TEC Coating Company	Brent Rosebrook/Shannon Shartell
PP-1041	Workforce Partnership of Putnam County, Inc	Workforce Partnership of Putnam County, Inc	The Workforce Partnership of Putnam County, Inc.	Business	Edera Motors	Curren Clune
PP-1041	Workforce Partnership of Putnam County, Inc	Workforce Partnership of Putnam County, Inc	The Workforce Partnership of Putnam County, Inc.	Business	Whirlpool Corporation	Kristin Gudakunst
PP-1041	Workforce Partnership of Putnam County, Inc	Workforce Partnership of Putnam County, Inc	The Workforce Partnership of Putnam County, Inc.	Business	Unverferth Manufacturing Company	Open
PP-1041	Workforce Partnership of Putnam County, Inc	Workforce Partnership of Putnam County, Inc	The Workforce Partnership of Putnam County, Inc.	Business	B-K Tool and Desgin	Carleigh Ankerman
PP-1041	Workforce Partnership of Putnam County, Inc	Workforce Partnership of Putnam County, Inc	The Workforce Partnership of Putnam County, Inc.	Business	Nelson Manufacturing	Amy Neise
PP-1041	Workforce Partnership of Putnam County, Inc	Workforce Partnership of Putnam County, Inc	The Workforce Partnership of Putnam County, Inc.	Business	Miller Precision Inc	Brooke Sterling
PP-1041	Workforce Partnership of Putnam County, Inc	Workforce Partnership of Putnam County, Inc	The Workforce Partnership of Putnam County, Inc.	Business	Advanced Drainage Systems	Open
PP-1041	Workforce Partnership of Putnam County, Inc	Workforce Partnership of Putnam County, Inc	The Workforce Partnership of Putnam County, Inc.	Business	Kahle Electric	John Kahle
PP-1041	Workforce Partnership of Putnam County, Inc	Workforce Partnership of Putnam County, Inc	The Workforce Partnership of Putnam County, Inc.	Business	Siglen Plastics	Eric Coyne
PP-1041	Workforce Partnership of Putnam County, Inc	Workforce Partnership of Putnam County, Inc	The Workforce Partnership of Putnam County, Inc.	Business	Verhoff Machine and Weld	Travis Verhoff
PP-1041	Workforce Partnership of Putnam County, Inc	Workforce Partnership of Putnam County, Inc	The Workforce Partnership of Putnam County, Inc.	Business	Kalida Manufacturing Inc	Bryan Neise

PP-1041	Workforce Partnership of Putnam County, Inc	Workforce Partnership of Putnam County, Inc	The Workforce Partnership of Putnam County, Inc.	Business	McElwaine Industries	Brandon Recker
PP-1041	Workforce Partnership of Putnam County, Inc	Workforce Partnership of Putnam County, Inc	The Workforce Partnership of Putnam County, Inc.	Business	H and M Machine	Brian Geise
PP-1041	Workforce Partnership of Putnam County, Inc	Workforce Partnership of Putnam County, Inc	The Workforce Partnership of Putnam County, Inc.	Business	Atalys	Brenda Honigford
PP-1041	Workforce Partnership of Putnam County, Inc	Workforce Partnership of Putnam County, Inc	The Workforce Partnership of Putnam County, Inc.	Business	County Electric	Todd Bidlack
PP-1041	Workforce Partnership of Putnam County, Inc	Workforce Partnership of Putnam County, Inc	The Workforce Partnership of Putnam County, Inc.	Ecomonmic Development	Putnam County Community Investment Corp	Amy Sealts
PP-1041	Workforce Partnership of Putnam County, Inc	Workforce Partnership of Putnam County, Inc	The Workforce Partnership of Putnam County, Inc.	Education	Vantage Career Center	Rick Turner
PP-1041	Workforce Partnership of Putnam County, Inc	Workforce Partnership of Putnam County, Inc	The Workforce Partnership of Putnam County, Inc.	Education	Putnam County ESC	Nick Verhoff
PP-1041	Workforce Partnership of Putnam County, Inc	Workforce Partnership of Putnam County, Inc	The Workforce Partnership of Putnam County, Inc.	Education	Miller City - New Cleveland Local Schools	Kerry Johnson
PP-1041	Workforce Partnership of Putnam County, Inc	Workforce Partnership of Putnam County, Inc	The Workforce Partnership of Putnam County, Inc.	Social Service	Ohio Means Jobs / Jobs and Family Services	John Folk

Appendix 7:

Third Frontier Commission

2026
FISCAL YEAR

Ohio Department of Development

OHIO THIRD FRONTIER - PROGRAM SUMMARY

$2.1 billion initiative to foster the formation, creation and attraction of new technology-based companies and jobs as well as to support existing industries to transform themselves with new, globally competitive products

(Dated December 2025)

Ohio Third Frontier Program	State Funds Awarded	State Funds Expended	Cost Share Reported	Jobs Retained	Jobs Created	Total Jobs Supported	Avg Salary
Advanced Energy Cluster Program	$ 41,499,968	$ 36,695,238	$ 41,725,609	105	269	374	$ 51,486
Advanced Imaging Cluster Program	$ 13,542,470	$ 12,353,382	$ 16,305,580	43	100	143	$ 87,958
Advanced Materials Cluster Program	$ 14,579,672	$ 14,127,132	$ 19,290,463	50	52	102	$ 70,382
Advanced Sensors Cluster Program	$ 8,977,738	$ 8,493,957	$ 10,804,340	57	43	100	$ 57,038
Biomedical Cluster Program	$ 12,960,148	$ 11,652,712	$ 18,607,119	42	135	177	$ 75,881
Biomedical Research Commercialization Program	$ 151,749,921	$ 151,484,869	$ 218,153,264	744	915	1,659	$ 64,908
Broadband Development Grant	$ 905,000	$ 905,000	N/A	N/A	N/A	N/A	N/A
College Tech Internship Program (FKA Diversity & Inclusion Technology Internship Program)	$ 12,338,999	$ 5,558,412	N/A	N/A	N/A	1,665	N/A
Commercial Acceleration Loan Fund	$ 38,700,851	$ 24,874,025	$ 14,414,409	151	187	338	$ 180,860
Engineering Research Commercialization Program	$ 80,677,370	$ 80,250,691	$ 99,854,502	197	420	617	$ 66,516
Entrepreneurial Service Providers Program	$ 453,183,580	$ 376,525,588	$ 450,991,915	N/A	N/A	3,911	$ 79,297
Fuel Cell Cluster Program	$ 50,762,794	$ 42,032,699	$ 40,266,301	125	236	361	$ 59,602
Incubation Program	$ 5,125,000	$ 5,008,182	$ 4,003,221	N/A	N/A	N/A	N/A
Industrial Research & Development Center Program	$ 55,491,954	$ 47,056,749	$ 648,925,635	2,866	1,600	4,466	$ 58,300
Innovation Platform Program	$ 45,458,955	$ 43,340,235	$ 52,411,669	72	609	681	$ 60,360
Ohio Fellowship Grant Program	$ 1,597,371	$ 682,948	N/A	N/A	N/A	N/A	N/A
Ohio Research Commercialization Grant Program	$ 13,327,588	$ 13,267,670	$ 6,566,056	84	202	286	$ 59,946
Ohio Research Scholars Program	$ 137,585,334	$ 115,118,430	$ 150,151,822	400	152	552	$ 72,035
Ohio Third Frontier Internship Program	$ 8,984,315	$ 8,423,446	$ 2,295,722	N/A	N/A	N/A	N/A
ONEFund	$ 2,905,000	$ 2,885,000	N/A	-	259	259	$ 37,195
Open Innovation Incentive	$ 3,864,663	$ 3,128,055	N/A	N/A	N/A	N/A	N/A
Opioid Abuse Prevention and Treatment Technology Initiative	$ 9,991,337	$ 9,633,370	$ 10,317,709	N/A	N/A	N/A	N/A
Opioid Technology Challenge Program	$ 8,000,000	$ 7,815,868	N/A	N/A	N/A	N/A	N/A
Photovoltaics Cluster Program	$ 10,239,702	$ 7,862,153	$ 9,131,921	9	37	46	$ 55,280
Pre-Seed Capitalization Fund	$ 285,558,682	$ 261,991,096	$ 487,945,483	N/A	N/A	2,455	$ 80,363
Targeted Industry Attraction Program	$ 13,105,400	$ 13,020,230	$ 15,105,378	383	435	818	$ 52,016
Technology Asset Grant Program	$ 5,000,000	$ 5,000,000	$ 16,524,299	30	139	169	$ 90,000
Technology Commercialization Centers Program	$ 46,063,143	$ 20,012,204	$ 53,010,821	-	20	20	$ 72,000
Technology Validation & Startup Fund	$ 65,589,648	$ 49,834,447	$ 40,129,574	N/A	N/A	524	$ 97,693
Third Frontier Action Fund	$ 18,582,343	$ 17,463,394	$ 33,284,792	134	294	428	$ 52,152
Wright Centers of Innovation - Biomedical	$ 87,302,967	$ 87,260,522	$ 183,396,072	199	551	750	$ 76,664
Wright Centers of Innovation - Engineering	$ 148,094,300	$ 147,247,726	$ 302,651,415	139	1,333	1,472	$ 61,238
Wright Mega Center of Innovation	$ 47,962,008	$ 47,962,008	$ 206,109,641	-	686	686	$ 79,638
Wright Projects Program	$ 103,571,597	$ 101,474,140	$ 164,721,595	136	641	777	$ 60,321
Grand Totals	**$ 2,003,279,817**	**$ 1,780,441,576**	**$ 3,317,096,328**				

ADVANCED ENERGY CLUSTER PROGRAM
Addressed barriers to commercialization in Ohio for research and development of advanced energy components
(Program Completed June 2017)

Project End Date	Organization	Project Title	State Funds Awarded	State Funds Expended	Cost Share Reported	Jobs Retained	Jobs Created	Total Jobs	Average Salary (All Jobs)
12/31/2011	The Ohio State University	Engineering Clostridia for Economic Production of Biobutanol as a Biofuel	$ 1,000,000	$ 1,000,000	$ 1,138,129	2	11	13	$ 42,000
6/30/2011	Xunlight 26 Solar, LLC	Flexible Thin-Film CdTe Modules	$ 996,924	$ 996,924	$ 535,055	-	5	5	$ 57,000
4/21/2010	Replex Plastics	Concentrated Solar Power	$ 250,000	$ 250,000	$ 175,018	-	1	1	$ 41,111
4/21/2010	The Ohio State University	Concentrated Solar Power-Capital	$ 100,000	$ 99,901					
4/21/2010	Applied Sciences, Inc.	Development of Specialty Carbons for Energy Storage	$ 999,999	$ 999,999	$ 550,070	2	-	2	$ 35,495
4/21/2010	Phycal, LLC	Development of Non-destructive Algal Oil Extraction Process	$ 250,000	$ 250,000	$ 125,000	1	2	3	$ 72,066
4/21/2012	Arisdyne Systems, Inc.	App. of Static, Hydrodynamic Cavit. to Improve Efficiency, Product. & Yld. in t	$ 1,000,000	$ 1,000,000	$ 554,919	-	14	14	$ 62,412
10/21/2011	Ohio University	Facility for the Development & Commercialization of an Ammonia Based Fuel Integr	$ 972,922	$ 972,922	$ 600,853	1	14	15	$ 54,533
4/21/2011	Catacel Corportation	Durability & Performance Evaluation of Catalysts on Metal Foil	$ 255,388	$ 255,388	$ 396,909	5	-	5	$ 40,000
4/21/2010	The University of Toledo	A Novel Cellulosic Biomass Fermentation Process for Ethanol Production	$ 250,000	$ 250,000					
4/21/2010	Inorganic Specialists, Inc.	Manufacturing of Next Generation Lithium Ion Anode	$ 250,000	$ 250,000	$ 126,949	1	1	2	$ 100,000
8/31/2011	The University Of Akron	Novel Polymeric Membranes for Advanced Energy Storage Devices, Batteries, and Fu	$ 250,000	$ 250,000	$ 470,758	-	4	4	$ 20,000
1/31/2011	EBO Group, Inc.	Innovative Oil Cooled Eltrc. Motor Drive Sys. to Enable Adv. Hybrid Eltrc. Drive	$ 1,000,000	$ 979,111	$ 571,029	1	1	2	$ 88,000
4/21/2012	Garland Company, Inc.	Garland Building Integrated Photovoltaic (BIPV) Systems	$ 1,000,000	$ 430,422	$ 445,617	-	1	1	$ 25,000
4/21/2012	Parker-Hannifin Corporation	Sub-Megawatt Class Hydrostatic Wind Turbine Drive Train Commercialization	$ 1,000,000	$ 535,329	$ 346,817	-	-	-	$ 65,000
4/21/2011	The Ohio State University	Carbon Negative Chemical Looping Process for Hydrogen or Liquid Fuel Synthesis	$ 408,801	$ 408,491	$ 210,854	4	-	4	$ 25,486
6/2/2012	Velocys, Inc.	Microchannel Enabled Process for Synthetic Biofuels and Chemicals	$ 1,000,000	$ 1,000,000	$ 2,826,932	2	-	2	$ 97,000
7/31/2010	NexTech Materials, Ltd.	Market Readiness of Hydrogen Sensor for Advanced Energy Applications	$ 549,088	$ 549,088	$ 276,031	3	3	6	$ 61,000
4/21/2011	Youngstown State University	Durability & Performance Evaluation of Catalysts on Metal Foil - Capital	$ 504,114	$ 504,113	$ -	-	-	-	$ -
1/12/2012	EMTEC	Cooling of High Power Electronic Devices	$ 1,000,000	$ 1,000,000	$ 500,000	3	13	16	$ 90,000
7/12/2012	Global Cooling, Inc.	Advanced Commercial Stirling Cooler Development for Integration into Diverse Mar	$ 1,000,000	$ 947,707	$ 3,158,259	12	74	86	$ 39,680
1/12/2012	Hyper Tech Research, Inc.	Wires and Coils for Superconducting Fault Current Limiters	$ 1,000,000	$ 1,000,000	$ 987,653	3	-	3	$ 35,000
1/26/2011	Industrial Railway Switching & Services	Lean & Green Locomotive	$ 450,000	$ 450,000	$ 362,546	8	4	12	$ 35,984
1/12/2012	Parker-Hannifin Corporation	Ohio Wind Turbine Brake Commercilization	$ 1,000,000	$ 273,782	$ 159,950	3	-	3	$ 77,376
1/12/2011	SCI Engineered Materials, Inc.	Rotatable Ceramic Targets for Photovoltaic Solar Cell	$ 708,715	$ 708,715	$ 622,309	-	2	2	$ 31,680
12/31/2011	Suganit Systems, Inc.	Scale Up Of Cellulosic Ethanol	$ 999,900	$ 999,900	$719,427	-	1	1	$ 49,500
8/12/2010	Tremco Incorporated	Building Integrated Photovoltaic (BIPV) Commercilization	$ 1,000,000	$ 141,520	$ 75,425	1	-	1	$ 70,000
1/12/2011	WebCore Technologies, Inc.	TYCOR Composite Material for Wind Turbine Blades	$ 1,000,000	$ 999,171	$ 1,114,709	3	11	14	$ 58,941
1/31/2012	Xunlight Corporation	Roll to Roll Thin Film PV Manufacturing	$ 995,577	$ 995,577	$ 516,453	-	12	12	$ 34,278
2/8/2012	Ershigs, Inc.	Development and Commercialization of Composite Tower for Wind Turbines	$ 1,000,000	$ 206,201	$ 492,916	-	-	-	$ -
2/8/2012	University of Dayton	Development and Commercialization of Composite Towers for Wind Turbines	$ 120,000	$ -					
4/30/2012	RW Beckett Corporation	Develop/Commercialize Residential Energy Storage Technology to Store Power	$ 1,000,000	$ 1,000,000	$ 1,000,000	4	-	4	$ 87,385
1/25/2013	Avtron Industrial Automation, Inc.	Absolute Magnetic Encoder	$ 1,000,000	$ 380,488	$ 429,796	-	1	1	$ 65,000
6/30/2013	Novolyte Technologies, Inc.	Dev and Commercialization of Advanced Electrolyte Materials for Next Generation	$ 1,000,000	$ 1,000,000	$ 1,515,673	1	10	11	$ 44,000
1/25/2013	Case Western Reserve University	Dev and Commercialization of Advanced Electrolyte Materials for Next Generation	$ 123,544	$ 118,988					
7/25/2012	GrafTech International Holdings Inc	Development of Thermal Management Solutions for Lithium Ion Batteries	$ 915,000	$ 741,747	$ 782,481	-	6	6	$ 80,000
1/25/2012	The Ohio State University	Development of Thermal Management Solution for Lithium Ion Batteries	$ 50,000	$ 50,000					
7/25/2013	Quasar Energy Group, LLC	Accelerating Commercialization of Anaerobic Digestion for Bioenergy Production	$ 1,000,000	$ 1,000,000	$ 2,117,296	20	36	56	$ 50,000
7/25/2013	The Ohio State University	Accelerating Comm. of Anaerobic Digestion for BioEnergy Production	$ 1,000,000	$ 986,120					
9/14/2013	Delphi Automotive Systems, LLC	Aluminum Shielded Large Size/Battery Cable Development for Electric/Hybrid Vehic	$ 1,000,000	$ 961,098	$ 2,964,361	2	4	6	$ 68,000
9/30/2013	MesoCoat, Inc.	High Power Density Powder Coating System for Infrastructure	$ 1,000,000	$ 1,000,000	$ 3,689,785	7	5	12	$ 60,000
9/30/2013	University Of Akron	High Power Density Powder Coating System for Infrastructure-CAP	$ 1,000,000	$ 1,000,000					
9/30/2013	Adsorption Research, Inc.	Upgrading Ladfill Gas to Natural Gas via PSA	$ 1,000,000	$ 994,311	$ 965,171	2	3	5	$ 78,090
6/14/2013	Advanced Battery Concepts, LLC	Rapid Commercialization of GreenSeal Advanced High Energy Batteries	$ 1,000,000	$ 869,607	$ 1,074,811	2	3	5	$ 28,350
12/31/2014	Suganit Systems, Inc.	Pilot Scale Demonstration of Ligno-Cellulosic Ethanol	$ 1,000,000	$ 999,983	$ 2,122,927	2	-	2	$ 60,000
12/31/2014	The University of Toledo	Pilot Scale Demonstration of Ligno-Cellulosic Ethanol-CAP	$ 1,000,000	$ 998,096					
9/14/2013	Inorganic Specialists, Inc.	Lithium Ion Material Commercial Demonstration Project	$ 1,000,000	$ 999,983	$ 1,011,120	1	1	2	$ 33,000
11/9/2013	Nanotek Instruments, Inc.	Nano Graphene-Enabled Supercapacitors for Electric Vehicle, Renewable Energy, Mo	$ 999,996	$ 999,996	$ 999,996	3	14	17	$ 57,865
11/30/2013	RES PolyFlow, LLC	Semi-Works Demonstration of Polyflow's Waste to Fuels Processor	$ 1,000,000	$ 1,000,000	$ 2,382,921	-	5	5	$ 50,000
2/14/2014	Youngstown State University	Semi-Works Demonstration of Polyflow's Waste to Fuels Processor-CAP	$ 600,000	$ 599,491					
5/9/2013	AFS Technology	Tire Fuel Delivery System for Cement Kilns with Calciners	$ 150,000	$ 150,000	$ 171,778	4	4	8	$ 52,600
6/30/2013	Gem Energy Management, LLC	LOAN-Modular Integrated Energy Systems for Critical Operations	$ 1,000,000	$ 1,000,000	$ 1,008,631	-	2	2	$ 73,292
9/30/2013	Calgon Carbon Corporation	Development and Commercialization of Advanced Activated Carbons for Energy Stora	$ 1,000,000	$ 796,004	$ 1,428,276	2	1	3	$ 65,000
9/30/2013	Case Western Reserve University	Dev. and Commercialization of Advanced Activated Carbons for Energy Storage Appl	$ 350,000	$ 345,064					

* Program Launched April 2008

ADVANCED IMAGING CLUSTER PROGRAM
Addressed barriers to commercialization in Ohio for medical imaging components and systems
(Program Completed June 2019)

Project End Date	Organization	Project Title	State Funds Awarded	State Funds Expended	Cost Share Reported	Jobs Retained	Jobs Created	Total Jobs	Average Salary (All Jobs)
9/30/2016	The Ohio State University	Multi-Transmit Technology for High and Ultra-High Field MR Imaging	$ 1,739,952	$ 1,739,952	$ 1,800,870	8	-	8	$ 100,000
8/9/2013	Neoprobe Corporation	IMAG-Clinical Study for Lymphosek a Medical Imaging Agent for Sentinel Lymph Nod	$ 1,000,000	$ 1,000,000	$ 1,426,130	4	18	22	$ 121,723
8/9/2014	Philips Medical Systems Corporation	Absolute Myocardial Blood Flow	$ 999,175	$ 887,466	$ 893,887	-	-	-	$ 83,170
8/9/2012	Infrared Imaging Systems, Inc.	Completion of Comm and Relocation of Mfg to Ohio of the INRIS VascularViewer Pro	$ 812,000	$ 812,000	$ 1,121,138	1	5	6	$ 103,675
8/9/2013	Quality ElectroDynamics, LLC	7 Tesla High-Density MRI RF Coil Development & Commercilization	$ 1,000,000	$ 1,000,000	$ 1,083,253	-	39	39	$ 57,614
8/31/2014	USA Instruments, Inc.	MR Imaging and Devices for Pediatric Populations	$ 1,000,000	$ 922,813	$ 1,969,583	1	4	5	$ 80,000
11/30/2013	EXCMR, Inc.	An In-State Multi-Center Evaluation of Treadmill Exercise Stress Cardiac Magneti	$ 999,694	$ 999,694	$ 1,773,736	8	7	15	$ 107,372
8/9/2012	CardioInsight Technologies Inc.	The Atlas Eletrocardiographic Mapping System	$ 1,000,000	$ 1,000,000	$ 2,284,623	11	11	22	$ 118,655
11/22/2012	The Ohio State University	In-State Multi-Center Evaluation of Treadmill Exercise Stress Cardiac Magnetic R	$ 425,000	$ 425,000	$ -	-	-	-	$ -
8/22/2013	Imalux Corporation	Commercilization of an Innovativ Medical Imaging System for Early Cancer Detecti	$ 987,000	$ 803,770	$ 1,077,724	8	1	9	$ 78,500
9/26/2014	Case Western Reserve University	Positron Mammographic Imaging	$ 999,649	$ 719,630	$ 769,846	-	1	1	$ 101,431
10/31/2015	Case Western Reserve University	Cardiac Perfusion With Computed Tomography	$ 1,580,000	$ 1,515,695	$ 1,626,991	2	8	10	$ 50,000
3/26/2015	Quality ElectroDynamics, LLC	Development and Commercilization of a Novel Imaging System to Determine Organ Vi	$ 1,000,000	$ 527,361	$ 477,800	-	6	6	$ 50,350

* Program Launched August 2010

ADVANCED MATERIALS CLUSTER PROGRAM

Addressed barriers to commercialization in Ohio for research and development of polymer and carbon nanomaterials, liquid crystals and bio-based materials

(Program Completed June 2017)

Project End Date	Organization	Project Title	State Funds Awarded	State Funds Expended	Cost Share Reported	Jobs Retained	Jobs Created	Total Jobs	Average Salary (All Jobs)
5/10/2012	Maverick Corporation	Low-Cost Fabrication of High-Temperature Composites	$ 1,000,000	$ 1,000,000	$ 1,153,712	2	11	13	$ 64,689
5/10/2013	Lockheed Martin Corporation	Reduced-Permeability, High-Modulus Film Project for Military Lighter-Than-Air	$ 1,000,000	$ 1,000,000	$ 2,024,038	2	-	2	$ 97,000
10/31/2012	Kent Displays, Inc.	Advanced Liquid Crystalline, Chiral and Dye Materials for Flexible Liquid Crysta	$ 1,000,000	$ 1,000,000	$ 1,334,395	12	6	18	$ 74,814
11/30/2012	Alphamirror, Inc.	Manufacturing of Plastic Liquid Crystal Auto Dimming Mirror	$ 1,000,000	$ 1,000,000	$ 1,063,637	2	1	3	$ 59,202
11/30/2012	Materials Research Institute, LLC	Metalized Nanomaterials	$ 791,000	$ 460,943	$ 479,360	3	-	3	$ 43,993
10/31/2012	Momentive Performance Materials Quartz, Inc.	Optimized Boron Nitride and Production Efficiency for Lower Cost Polymer Composi	$ 918,000	$ 918,000	$ 1,056,005	4	2	6	$ 71,838
7/19/2013	General Nano, LLC	Conductive, Strong, Lighweight Yarn from Long Carbon Nanotubes for Aerospace and	$ 1,000,000	$ 1,000,000	$ 2,762,234	-	5	5	$ 93,800
4/9/2013	University of Cincinnati	Manufacturing Conductive, Strong, Lighweight Yarn from Long Carbon Nanotubes for	$ 946,943	$ 943,796					
12/26/2013	ChemImage Imaging Technology LLC	Mfg. Liquid Crystal Cells to Produce Multi-Conjugate Filters for Hyperspectral I	$ 999,877	$ 986,670	$ 1,286,303	6	-	6	$ 61,769
9/26/2013	Third Millennium Metals, LLC	Parallel Commercialization of Copper Covetics	$ 1,000,000	$ 1,000,000	$ 1,734,144	-	3	3	$ 60,500
1/31/2014	Metamateria Technologies, LLC	Water Purification using Nano-Enabled Solutions	$ 999,998	$ 999,998	$ 1,055,136	1	8	9	$ 57,450
12/31/2012	Iosil Energy Corporation	New Mfg Process for the Production of Low-Cost, High-Purity Polysilicon for Sola	$ 925,500	$ 925,500	$ 1,184,613	13	-	13	$ 92,693
7/31/2014	NuVention Solutions	Accelerating the Comm of a Novel Bio Resource Resin (BR2) for Agricultural, Cons	$ 998,354	$ 898,305	$ 1,255,358	2	-	2	$ 55,000
9/26/2013	Renegade Materials Corporation	Hybrid Composite Materials for Commercial Aerospace Structures	$ 1,000,000	$ 1,000,000	$ 1,837,915	3	13	16	$ 62,032
11/14/2013	Momentive Performance Materials Quartz, Inc.	Advanced TPG Thermal Management Composite	$ 1,000,000	$ 993,919	$ 1,063,615	-	3	3	$ 70,346

* Program Launched May 2010

ADVANCED SENSORS CLUSTER PROGRAM
Addressed barriers to commercialization in Ohio for R&D of sensor components and systems
(Program Completed December 2017)

Project End Date	Organization	Project Title	State Funds Awarded	State Funds Expended	Cost Share Reported	Jobs Retained	Jobs Created	Total Jobs	Average Salary (All Jobs)
6/30/2013	NexTech Materials, Ltd.	Hydrogen Sensor Manufacturing Technology	$ 1,000,000	$ 1,000,000	$ 1,069,289	-	11	11	$ 73,000
5/10/2012	Innova, Inc.	Scalable, Miniaturized, Low Cost Solid State Laser Systems for Sensor Applicatio	$ 848,000	$ 848,000	$ 912,835	16	1	17	$ 44,900
5/10/2012	YSI, Inc.	Advanced Modified Carbon Nanotube Based Nutrient Sensor	$ 998,635	$ 960,857	$ 1,238,632	-	1	1	$ 85,593
10/25/2012	University of Cincinnati	Advanced Modified Carbon Nanotube Based Nutrient Sensor-CAP	$ 129,238	$ 129,238					
5/10/2012	Persistent Surveillance Systems, LLC	Colorization & Resolution Enhancement of Airborne Wide-Area Persistent Surveilla	$ 906,315	$ 906,315	$ 989,458	6	9	15	$ 65,000
5/10/2013	Pressco Technology, Inc.	High Performance Spectroscopy Sensor Applications in High Speed Product Testing	$ 406,000	$ 75,954	$ 178,488	-	-	-	$ -
5/10/2012	L-3 Communications Nova Engineering, Inc.	Sensors and Fusion Enhancement (SAFE) Program	$ 689,550	$ 689,550	$ 1,187,305	7	-	7	$ 140,000
8/22/2014	Stoneridge, Inc.	Dev of a Soot Sensor to Control Emissions of Adv. Combustion Engines	$ 1,000,000	$ 1,000,000	$ 1,000,000	10	12	22	$ 20,800
12/31/2013	Energy Focus, Inc.	Cost-Effective, Real-Time Intelligent Collective Knowledge Enivironmental Transm	$ 1,000,000	$ 984,299	$ 1,075,573	5	3	8	$ 65,000
8/22/2014	Spectre Corporation	Silicon Carbide & Piezo-Resistive Pressure/Temp Sensors for Commercial, Aerospac	$ 1,000,000	$ 899,744	$ 1,734,657	11	4	15	$ 49,236
8/22/2013	Lake Shore Cryotronics, Inc.	Cost-Effective Terahertz-Based Characterization System For Semiconductor Materia	$ 1,000,000	$ 1,000,000	$ 1,418,103	2	2	4	$ 95,191

* Program Launched May 2010

BIOMEDICAL CLUSTER PROGRAM

Addressed barriers to commercialization in Ohio for R&D of biomedical products, particular cardiovascular, regenerative medicine and orthopedics

(Program Completed December 2018)

Project End Date	Organization	Project Title	State Funds Awarded	State Funds Expended	Cost Share Reported	Jobs Retained	Jobs Created	Total Jobs	Average Salary (All Jobs)
8/9/2013	Orthohelix Surgical Designs, Inc.	Mini/Mega MaxLock Extreme Orthopedic Implants	$ 1,000,000	$ 968,115	$ 1,185,662	13	15	28	$ 65,822
8/9/2012	Cardiox Corporation	Validation and Commercialization for Non-invasive Detection of Cardiox Shunts	$ 986,373	$ 986,373	$ 5,771,146	3	14	17	$ 114,700
6/30/2014	Case Western Reserve University	Clinical Development of MultiStem for Treatment of Spinal Cord Injury	$ 1,000,000	$ 1,000,000	$ 1,004,142	-	10	10	$ 55,250
8/9/2013	Spineform, LLC	Clinical Study and Commercialization of an Idiopathic Scoliosis Growth Modulatio	$ 999,250	$ 999,250	$ 1,037,766	1	-	1	$ 90,000
8/31/2014	Atricure, Inc.	Development and Commercialization of a Minimally Invasive Left Appendage Exclusi	$ 1,000,000	$ 790,679	$ 1,645,984	3	26	29	$ 60,500
8/22/2013	United States Endoscopy Group, Inc.	Advanced Urological Diagnostic & Therapeutic Accessories Project	$ 1,000,000	$ 714,856	$ 714,472	-	-	-	$ 70,000
8/22/2013	Bettcher Industries, Inc.	Medical Debridement Technologies	$ 1,000,000	$ 1,000,000	$ 1,007,316		12	12	$ 120,000
8/22/2013	Orthohelix Surgical Designs, Inc.	Pocket Plating System	$ 1,000,000	$ 671,479	$ 923,083	3	21	24	$ 64,084
1/31/2014	Vasostar, Inc.	Vibrating Tip Guidewire System for Penetrating Chronic Occlusions	$ 1,000,000	$ 1,000,000	$ 1,597,667	4	-	4	$ 85,000
2/28/2014	Arteriocyte, Inc.	Development and Commercilization of Hematopoietic Stem Cell Expansion System for	$ 999,969	$ 999,773	$ 1,034,316	12	30	42	$ 75,888
9/30/2014	PercuVision LLC	ODSA-GR-2014 - 10733	$ 1,000,000	$ 561,519	$ 528,981	2	1	3	$ 58,300
8/31/2015	Case Western Reserve University	Development and Commercialization of a Novel BioMaterials Therapy for Stress Uri	$ 982,768	$ 968,880	$ 1,028,691	1	4	5	$ 60,000
3/31/2014	Sironrx Therapeutics, Inc.	SDF-1 Treatment to Induce Vascular and Epithelial Regeneration After Cardiovascu	$ 991,788	$ 991,788	$ 1,127,894	-	2	2	$ 130,394

* Program Launched August 2010

BIOMEDICAL RESEARCH COMMERCIALIZATION PROGRAM
Accelerated the completion of biomedical research projects that sustained new and innovative products
(Program Completed June 2017)

Project End Date	Organization	Project Title	State Funds Awarded	State Funds Expended	Cost Share Reported	Jobs Retained	Jobs Created	Total Jobs	Average Salary (All Jobs)
12/31/2007	The Ohio State University	Cardiovascular Bioengineering Enterprise	$ 6,500,000	$ 6,500,000	$ 10,278,723	145	92	237	$ 50,000
6/30/2008	University of Cincinnati	Genome Research Infrastructure Partnership	$ 9,000,000	$ 9,000,000	$ 23,271,125	238	262	500	$ 50,000
7/31/2007	The Ohio State University	Biomedical Informatics Synthesis Platform	$ 6,000,000	$ 6,000,000	$ 6,571,043	16	23	39	$ 50,000
6/30/2007	Case Western Reserve University	Genetics of Gastrointestinal Cancers	$ 10,200,000	$ 10,200,000	$ 21,230,017	-	43	43	$ 57,363
6/30/2007	Case Western Reserve University	Ohio Neurostimulation and Neuromodulation Partnership	$ 7,868,103	$ 7,868,103	$ 13,587,857	1	35	36	$ 81,068
4/30/2008	Cleveland Clinic Foundation	Brain Neuromodulation Center	$ 7,652,496	$ 7,652,496	$ 8,195,698	1	32	33	$ 130,000
12/31/2008	The Ohio State University	A Comprehensive Program for the Prevention, Detection, and Treatment of Lung Cancer	$ 8,000,042	$ 8,000,042	$ 15,226,121	71	84	155	$ 67,700
6/6/2009	The Ohio State University	A Commercialization Platform of Immunotherapeutics for Multiple Sclerosis	$ 4,250,000	$ 4,250,000	$ 6,731,181	-	8	8	$ 62,756
6/30/2009	Case Western Reserve University	Targeted Nanoparticles for Imaging and Therapeutics	$ 4,000,000	$ 4,000,000	$ 3,999,971	-	42	42	$ 110,162
6/6/2009	Cleveland Clinic Foundation	AMD Initiative for Prevention and Cure	$ 6,000,000	$ 6,000,000	$ 7,404,901	78	25	103	$ 75,000
3/31/2009	Cleveland Clinic Foundation	Clinical Tissue Engineering Center	$ 4,000,000	$ 4,000,000	$ 4,142,740	28	28	56	$ 56,986
2/29/2012	The Ohio State University	Biostructural, Functional and Molecular Imaging	$ 7,878,957	$ 7,878,957	$ 10,427,913	32	8	40	$ 105,250
8/31/2009	Case Western Reserve University	Center for Stem Cell and Regenerative Medicine 2	$ 8,000,000	$ 7,987,434	$ 8,768,490	-	57	57	$ 62,900
5/30/2010	Case Western Reserve University	Ohio Neurostimulation and Neuromodulation Partnership Continuation	$ 7,999,998	$ 7,999,998	$ 9,274,904	25	11	36	$ 96,685
5/12/2009	Chantest, Inc.	Ion Channel Panel Screening for Drug Safety and Discovery	$ 4,728,969	$ 4,728,969	$ 4,751,210	5	12	17	$ 60,772
12/31/2010	The Ohio State University Research Foundation	Advanced Biomedical Devices for Disease Diagnosis and Therapy	$ 3,500,000	$ 3,500,000	$ 3,500,000	-	9	9	$ 92,400
12/31/2012	The Cleveland Clinic Foundation	Rapid Rehabilitation and Return to Function for Amputee Soldiers	$ 2,104,503	$ 2,094,742	$ 2,132,426	-	6	6	$ 34,472
12/31/2011	Diagnostic Hybrids, Inc	Antiviral Resistance Testing and Vaccine Development	$ 5,000,000	$ 4,953,854	$ 7,185,431	8	-	8	$ 72,575
6/26/2013	The Cleveland Clinic Foundation	Breath Analysis: Targeted Sensor Development and Commercialization for Health C	$ 3,783,138	$ 3,783,138	$ 5,047,286	1	4	5	$ 56,155
6/30/2012	Case Western Reserve University	Therapeutic DNA Nanoparticles and Molecular Imaging "TDNMI"	$ 3,976,689	$ 3,972,836	$ 4,203,120	7	5	12	$ 65,978
12/31/2012	The Cleveland Clinic Foundation	Neuroregenerative Therapies	$ 3,000,000	$ 3,000,000	$ 3,556,639	11	2	13	$ 57,653
6/30/2012	The Cleveland Clinic Foundation	Treatment of Acute and Chronic Wounds with Tissue Engineering Strategies	$ 4,977,748	$ 4,789,463	$ 5,032,377	14	35	49	$ 63,850
10/28/2012	Case Western Reserve University	Center for Stem Cell & Regenerative Medicine: Commercial and Clinical Applicati	$ 5,000,000	$ 4,995,852	$ 5,552,536	-	68	68	$ 59,927
4/28/2012	Chantest Corporation	Establishing Dominant CRO for Membrane Transport Services & Reagents	$ 4,831,110	$ 4,831,110	$ 4,939,138	9	3	12	$ 69,217
4/30/2013	The Cleveland Clinic Foundation	Tools to Improve Orthopedic Surgical Outcomes (TIOSO)	$ 3,502,498	$ 3,502,207	$ 3,927,408	-	7	7	$ 64,605
4/28/2014	Arteriocyte, Inc.	Commercilization of Rapid Bedside Stem Cell Therapeutics	$ 4,995,670	$ 4,995,670	$ 5,004,756	17	2	19	$ 74,713
4/28/2013	Viewray Incorporated	Expansion of MRI into Radiotherapy Guidance	$ 5,000,000	$ 4,999,999	$ 14,210,254	37	12	49	$ 142,948

* Program Launched July 2006

BROADBAND DEVELOPMENT GRANT

Collecting data, conducting surveys and engaging communities in facilitating local technology planning to provide support for Broadband Development Grant Projects
(Program Completed December 2019)

Project End Date	Organization	Project Title	State Funds Awarded	State Funds Expended	Cost Share Reported	Jobs Retained	Jobs Created for Profit	Jobs Created Not for Profit	Jobs Total Created/ Retained	Average Salary (All Jobs)
4/1/2019	Connect Ohio Initiatives, LLC	Broadband Data & Planning	$ 905,000	$ 905,000	N/A	N/A	N/A	N/A	N/A	N/A

* Program Launched February 2019

ENGINEERING RESEARCH COMMERCIALIZATION PROGRAM
Accelerated the completion of engineering research projects that sustained new and innovative products
(Program Completed June 2016)

Project End Date	Organization	Project Title	State Funds Awarded	State Funds Expended	Cost Share Reported	Jobs Retained	Jobs Created	Total Jobs	Average Salary (All Jobs)
2/26/2011	The Ohio State University	High-Performance Nano-Tailored Composites	$ 8,000,000	$ 7,988,108	$ 8,073,705	57	57	114	$ 61,810
2/26/2011	University Of Akron Research Foundation	Functional Polymide Films and Nanocomposites	$ 8,000,000	$ 7,859,222	$ 8,606,328	6	41	47	$ 71,625
2/26/2010	Graftech International, Ltd.	Graphite Nanocomposites for Electronic Thermal Management	$ 7,945,465	$ 7,945,465	$ 8,171,885	8	98	106	$ 66,921
2/26/2010	Kent Displays, Inc.	Flexible Liquid Crystal Film Manufacturing	$ 7,992,375	$ 7,992,375	$ 9,726,106	23	29	52	$ 49,911
12/31/2010	Swagelok Company	Commercialization of Low-Temperature Carburization	$ 5,500,611	$ 5,500,611	$ 6,836,684	9	11	20	$ 90,386
11/4/2011	University of Dayton	Protective Integrated Coatings for Extreme Environments	$ 5,000,000	$ 4,989,173	$ 7,043,259	20	25	45	$ 60,000
8/4/2012	Alphamicron, Inc.	Adaptive Windows: Path to Zero-Energy Buildings	$ 5,000,000	$ 5,000,000	$ 7,000,958	4	4	8	$ 54,126
2/4/2012	Xunlight Corporation	Ohio Based Manufacturing of Thin-Film Photovoltaics	$ 4,975,000	$ 4,975,000	$ 5,485,704	6	20	26	$ 50,000
8/4/2011	Echogen Power Systems, LLC	Center for Thermafficient Technology Commercialization: Clean Industrial Waste	$ 4,300,000	$ 4,300,000	$ 5,073,063	8	50	58	$ 106,500
1/31/2013	The Andersons, Inc.	Advanced Materials: Granule-based Delivery Systems	$ 5,000,000	$ 5,000,000	$ 10,099,142	-	32	32	$ 36,739
10/18/2012	Zyvex Performance Materials, Inc.	Advanced Composites: The New Generation of Materials Powered by Nanotechnology	$ 4,996,609	$ 4,733,427	$ 6,083,495	15	6	21	$ 88,061
8/31/2012	Kent Displays, Inc.	Electronically Changeable Color Skins for Consumer Electronics	$ 4,967,310	$ 4,967,310	$ 6,550,303	32	15	47	$ 47,828
5/18/2013	Hyper Tech Research, Inc.	Magnesium Diboride for Next Generation MRI	$ 5,000,000	$ 5,000,000	$ 5,527,751	7	11	18	$ 56,500
4/27/2013	Velocys, Inc.	Microchannel Hydroprocessing for Upgrading Biofuels, Petroleum Feedstock & Chemi	$ 4,000,000	$ 4,000,000	$ 5,576,119	2	21	23	$ 97,000

* Program Launched February 2007

ENTREPRENEURIAL SERVICES PROVIDER PROGRAM

Establishes networks of entrepreneurial assistance services and investment capital within six Ohio geographies to accelerate the growth of early-stage Ohio technology companies

(Dated December 2025)

Project End Date	Organization	Project Title	State Funds Awarded	State Funds Expended	Cost Share Reported	Total Jobs Supported
12/31/2012	Accelerant	Entrepreneurial Signature Program	$ 9,616,770	$ 9,598,631	$ 7,500,000	
6/30/2015	Accelerant	Dayton Region Technology Entrepreneurial Ecosystem	$ 4,000,000	$ 1,834,227	$ 3,979,750	
2/28/2019	Dayton Miami Valley Entrepreneurs Center	West Central Ohio Ecosystem Acceleration Project	$ 2,900,000	$ 2,899,877	$ 3,061,829	
1/31/2020	Dayton Miami Valley Entrepreneurs Center	West Central Ohio ESP Continuity Plan	$ 2,633,006	$ 2,543,449	$ 4,578,300	694
12/31/2021	Dayton Miami Valley Entrepreneurs Center	West Central Ohio ESP Project	$ 10,800,000	$ 10,800,000	$ 11,286,532	
6/30/2025	Dayton Miami Valley Entrepreneurs Center	Entrepreneurial Signature Program	$ 14,919,653	$ 14,415,861	$ 34,020,584	
6/30/2027	Dayton Miami Valley Entrepreneurs Center	OTF Entrepreneurial Signature Program (ESP)	$ 12,240,376	$ 6,586,383	$ 15,836,656	
12/31/2012	CincyTech, LLC (Cincinnati USA Regional Chamber)	Southwest Ohio Entrepreneurial Signature Program	$ 8,800,000	$ 8,800,000	$ 7,421,883	
7/19/2012	CincyTech, LLC (Cincinnati USA Regional Chamber)	Southwest Ohio Signature Program: The Next Generation	$ 2,000,000	$ 2,000,000	$ 2,000,000	
12/31/2012	CincyTech, LLC (Cincinnati USA Regional Chamber)	SW Ohio Continuity Proposal for BIOSTART	$ 1,656,869	$ 1,656,869	$ 272,313	
12/31/2015	CincyTech, LLC (Cincinnati USA Regional Chamber)	Southwest Ohio ESP	$ 5,500,000	$ 5,414,753	$ 5,500,000	
12/31/2016	CincyTech, LLC (CincyTech Fund IV, LLC)	Southwest Ohio ESP 3 ('15)	$ 9,150,000	$ 8,385,126	$ 8,412,426	370
12/31/2019	CincyTech, LLC	Southwest Ohio ESP 3 ('16)	$ 13,875,000	$ 12,698,032	$ 11,912,205	
12/31/2021	CincyTech, LLC	Southwest Ohio Entrepreneurial Services Provider Program	$ 13,500,000	$ 11,720,467	$ 12,618,345	
6/30/2025	CincyTech, LLC	Entrepreneurial Signature Program	$ 13,193,750	$ 12,658,523	$ 26,153,093	
6/30/2027	CincyTech, LLC	OTF Entrepreneurial Signature Program (ESP)	$ 10,555,000	$ 3,579,351	$ 6,829,934	
6/30/2012	JumpStart, Inc. (Northeast Ohio Technology Coalition)	Building Business & Industry From Distinctive Technology	$ 9,000,000	$ 9,000,000	$ 7,033,775	
9/8/2013	Jumpstart, Inc.	EAO Funding	$ 1,000,000	$ 1,000,000	$ 1,132,145	
7/27/2011	Jumpstart, Inc. (Bioenterprise Corporation)	BioMedical Start-Ups in Northeast Ohio	$ 600,000	$ 600,000	$ 900,000	
7/27/2011	Jumpstart, Inc.	JumpStart EAO Success Fund	$ 1,900,000	$ 1,900,000	$ 1,935,000	
7/19/2012	Jumpstart, Inc.	JumpStart Evergreen Fund VIII (EAO/Pre-Seed Combined)	$ 2,000,000	$ 2,000,000	$ 2,000,000	
7/19/2012	Jumpstart, Inc.	Bioscience and the JumpStart Entrepreneurial Network	$ 1,762,050	$ 1,762,050	$ 1,762,050	
7/19/2012	Jumpstart, Inc.	Energy and the JumpStart Entrepreneurial Network	$ 300,000	$ 300,000	$ 300,000	
7/19/2012	Jumpstart, Inc.	The JumpStart and Third Frontier Entrepreneurial Network	$ 865,000	$ 865,000	$ 865,000	1,425
12/31/2012	Jumpstart, Inc.	JumpStart Entrepreneurial Network, the Northeast Ohio Entrepreneurial Signature	$ 10,207,391	$ 10,199,588	$ 6,186,878	
12/31/2014	Jumpstart, Inc.	Northeast Ohio ESP, New, Continuation and Statewide Efforts	$ 12,000,000	$ 11,515,999	$ 12,334,847	
12/31/2016	Jumpstart, Inc.	Northeast Ohio ESP New, Continuity Plus and Continuity Services	$ 19,003,941	$ 17,318,529	$ 17,454,011	
12/31/2019	Jumpstart, Inc.	Northeast Ohio ESP Continuity Plan	$ 28,239,982	$ 26,164,316	$ 24,903,693	
12/31/2021	Jumpstart, Inc.	NEO Entrepreneurial Services Provider Program	$ 26,506,252	$ 20,261,697	$ 20,315,242	
6/30/2025	Jumpstart, Inc.	NEO Entrepreneurial Services Provider Program	$ 33,829,222	$ 31,534,975	$ 60,275,409	
6/30/2027	Jumpstart, Inc.	OTF Entrepreneurial Signature Program (ESP)	$ 31,137,504	$ 13,772,579	$ 21,575,267	
6/30/2013	Ohio University	Rural Acceleration Model	$ 6,650,000	$ 6,650,000	$ 3,325,029	
12/31/2012	Ohio University	TechGrowth Ohio Continuity Program	$ 2,195,500	$ 2,195,498	$ 2,195,499	
2/28/2015	Ohio University	TechGrowth Ohio Services III	$ 3,000,000	$ 2,961,689	$ 3,030,263	
12/31/2016	Ohio University	TechGROWTH Ohio Services IV	$ 3,700,000	$ 3,074,138	$ 3,200,000	15
12/31/2021	Ohio University	TechGROWTH Ohio Services VI	$ 5,050,000	$ 1,808,444	$ 2,460,196	
6/30/2025	Ohio University	Entrepreneurial Signature Program	$ 3,674,313	$ 2,280,448	$ 4,200,994	
6/30/2027	Ohio University	OTF Entrepreneurial Signature Program (ESP)	$ 2,397,000	$ 689,962	$ 1,361,902	
6/30/2012	Rev1 Ventures, Inc.	Central Ohio Entrepreneurial Signature Program	$ 11,850,000	$ 11,850,000	$ 4,600,000	
12/31/2012	Rev1 Ventures, Inc.	TechColumbus Continuity Initiative	$ 2,935,869	$ 2,935,869	$ 1,644,600	
12/31/2014	Rev1 Ventures, Inc.	Central Ohio Entrepreneurial Signature Program 2.0	$ 7,700,000	$ 5,659,491	$ 5,536,733	
12/31/2016	Rev1 Ventures, Inc.	Central Ohio Entrepreneurial Signature Program 2015 - 2016	$ 9,170,000	$ 8,059,636	$ 7,996,036	1,748
12/31/2019	Rev1 Ventures, Inc.	2017-2019 Entrepreneurial Signature Program - Continuity Plan	$ 13,755,000	$ 12,055,769	$ 13,006,904	
12/31/2021	Rev1 Ventures, Inc.	Central Ohio Region ESP 2020 - 2022	$ 14,000,000	$ 13,074,012	$ 14,446,712	
6/30/2025	Rev1 Ventures, Inc.	Entrepreneurial Signature Program	$ 11,666,667	$ 11,646,212	$ 11,596,963	
6/30/2027	Rev1 Ventures, Inc.	OTF Entrepreneurial Signature Program (ESP)	$ 9,333,334	$ 4,100,296	$ 7,033,741	
12/31/2012	Regional Growth Partnership	Northwest Ohio Entrepreneurial Center	$ 9,000,000	$ 8,999,828	$ 5,500,000	
12/31/2012	Rocket Ventures, LLC	Rocket Ventures ESP Continuity	$ 150,000	$ 102,514	$ 102,514	
12/31/2014	Rocket Ventures, LLC	Rocket Ventures Services Continuation	$ 2,000,000	$ 1,093,796	$ 1,093,976	
12/31/2016	Rocket Ventures, LLC	Rocket Ventures Services 2015-2016	$ 4,188,000	$ 3,093,390	$ 3,102,273	62
1/27/2019	ProMedica Health System, Inc.	Northwest Ohio Entrepreneurial Services Program	$ 4,375,000	$ 2,475,326	$ 2,552,231	
12/31/2019	NextTech Ohio	Northwest Ohio ESP	$ 2,000,000	$ 1,577,470	$ 3,138,806	
12/31/2021	Jumpstart, Inc.	NWO Entrepreneurial Services Provider Program	$ 5,650,000	$ 3,538,015	$ 3,608,100	
6/30/2025	Jumpstart, Inc.	NWO Entrepreneurial Services Provider Program	$ 5,051,131	$ 2,817,506	$ 5,901,277	

* Program Launched May 2007 (Still Reporting)

FUEL CELLS CLUSTER PROGRAM
Addressed barriers to commercialization in Ohio for fuel cell components and systems
(Program Completed December 2016)

Project End Date	Organization	Project Title	State Funds Awarded	State Funds Expended	Cost Share Reported	Jobs Retained	Jobs Created	Total Jobs	Average Salary (All Jobs)
12/31/2005	Emtec	Building the Domestic Infrastructure for Solid Oxide Fuel Cell Materials	$ 846,861	$ -	$ 565,346	5	2	7	$ 60,000
9/30/2005	SOFCo-EFS Holdings, LLC	Sulfur-Tolerant Solid Oxide Fuel Cell Power Systems Operating on Distillate Fuel	$ 775,286	$ -	$ 837,914	-	-	-	$ -
11/30/2005	Technology Management, Inc. (TMI)	TMI Solid Oxide Fuel Cell Development and Commercialization	$ 978,767	$ -	$ 2,980,675	-	7	7	$ 55,800
12/31/2005	Vanner, Inc.	Packaging & Comm. of Power Conversion & Distribution Equipment Needed for Vehicl	$ 979,000	$ -	$ 531,598	5	5	10	$ 66,875
12/15/2006	Advanced Energy Technology, Inc.	Volume Manufacturing for Commercialization of Flow Field Plates for PEM Fuel Cel	$ 1,044,226	$ -	$ 1,034,338	1	4	5	$ 75,000
8/31/2006	Metameteria Partners, LLC	Cost-Effective Materials and Components for Solid Oxide Fuel Cells	$ 968,426	$ 968,426	$ 491,907	-	35	35	$ 60,000
12/15/2006	Advanced Energy Technology, Inc.	Commercializing PEM-LITE Systems: a Rapid, Cost-Effective Fuel Cell Tool	$ 781,511	$ -	$ 446,501	-	1	1	$ 100,000
6/24/2007	NexTech Materials, Ltd.	Auxiliary Power for Transportation: High Power Density SOFCs	$ 898,137	$ 898,137	$ -	2	1	3	$ 79,000
12/31/2008	Graftech International, Ltd.	Development of a Unique Natural Graphite Gas Diffusion Layer for PEM Fuel Cells	$ 602,044	$ 602,044	$ 357,296	1	2	3	$ 75,000
1/24/2008	Emtec	Enabling Low Cost MEA Manufacturing for PEM Fuel Cells in Ohio	$ 719,200	$ 688,333	$ 664,267	-	7	7	$ 55,000
12/31/2007	Velocys, Inc.	Microchannel Hydrogen Generator for Fuel Cells	$ 899,068	$ 187,278	$ 862,247	1	-	1	$ 94,060
1/24/2007	Metameteria Partners, LLC	Nanostructured Cathode for High Performance Fuel Cell	$ 346,913	$ -	$ 345,253	-	4	4	$ 54,000
11/30/2007	Mound Technical Solutions, Inc.	DEV Mfg. & Comm. of World-Class Comprehensive Fuel Cell Test Systems in Ohio	$ 600,000	$ 117,479	$ 387,454	2	3	5	$ 40,560
10/31/2008	Hydrogen Corporation	Manufacturing of Air-Cooled Phosphoric Acid Fuel Cells	$ 1,000,000	$ 1,000,000	$ 522,715	-	15	15	$ 60,000
6/30/2008	SOFCo-EFS Holdings, LLC	Advanced Components for Commercially Competitive Solid Oxide Fuel Cell Systems	$ 999,841	$ 999,841	$ 499,617	14	3	17	$ 88,000
10/10/2008	Emtec	Design for Manufacturability of TMI's SOFC System	$ 1,000,000	$ 1,000,000	$ 1,003,645	7	1	8	$ 68,000
4/10/2008	OnPower, Inc.	1MW Solid Oxide Fuel Cell System Package Development, Integration, & Prototyping	$ 919,892	$ 919,892	$ 919,892	-	6	6	$ 42,640
6/30/2008	Pemery Corporation	Polymer Electrolyte Membrane Fuel Cells for Munition	$ 775,300	$ 775,300	$ 566,280	-	1	1	$ 108,000
10/31/2009	Catacel	Low Cost, High Temperature Heat Exchanger and Reactor Platform for Fuel Cell App	$ 751,719	$ 751,719	$ 376,561	2	-	2	$ 70,000
12/31/2008	NexTech Materials, Ltd.	High Efficiency Military Purpose Fuel Cells	$ 999,927	$ 999,927	$ 512,696	1	2	3	$ 85,000
5/31/2011	University of Dayton	Accelerated Testing Demonstration for Market	$ 499,966	$ 483,358	$ 259,223	-	-	-	$ -
9/30/2009	Catacel Corporation	Heat Exchanger Demonstration on TMI Fuel Cell	$ 400,473	$ 400,473	$ 200,371	2	-	2	$ 60,000
5/31/2009	NexTech Materials, Ltd.	H2S Sensor for Solid Oxide Fuel Cell Systems	$ 250,000	$ 250,000	$ 125,000	2	3	5	$ 78,000
5/7/2010	Plug Power, Inc.	Hydrogen Fuel Cells in Industrial Vehicles	$ 500,000	$ 500,000	$ 389,324	1	2	3	$ 100,000
5/7/2009	American Trim, LLC	Fuel Cell Plates via Electromagnetic Forming	$ 1,000,000	$ 1,000,000	$ 546,815	5	2	7	$ 54,140
8/31/2009	Rolls-Royce Fuel Cell Systems (US) Inc.	Subsystem for 1-Megawatt Solid Oxide Fuel Cell System	$ 998,870	$ 998,870	$ 499,833	4	1	5	$ 88,000
12/31/2010	UltraCell Corporation	Fuel Cell Systems for Extended Runtimes	$ 999,125	$ 880,905	$ 464,052	4	-	4	$ 28,735
9/30/2009	Mound Technical Solutions, Inc.	Comprehensive Fuel Cell Test System Products	$ 494,040	$ 494,040	$ 266,571	1	1	2	$ 46,800
12/7/2009	Wellman Products Group, Inc.	Fuel Cell Stack Subassembly Manufacturing	$ 1,000,000	$ 1,000,000	$ 844,795	-	36	36	$ 26,554
6/30/2011	Catacel Corporation	Desulferizer-Embedded Processor for Logistic Fuels	$ 613,457	$ 613,457	$ 308,142	1	-	1	$ 85,000
5/7/2009	Edison Welding Institute, Inc.	Metal Interconnects for Fuel Cells	$ 999,962	$ 999,962	$ 500,000	-	-	-	
5/18/2012	Velocys, Inc.	Michrochannel Hydroprocessing for Upgrading Biofuels, Petroleum Feedstock and Ch	$ 1,000,000	$ 1,000,000	$ 639,265	-	-	-	$ -
5/7/2010	Logos Energy, Inc.	Development of Direct Carbon Fuel Cell Systems	$ 1,000,000	$ 1,000,000	$ 557,944	-	15	15	$ 77,344
4/21/2010	Akron Polymer Systems Inc.	Nanocomposite Proton Exchange Membrane Fuel Cells that Operate at High Temperatu	$ 349,644	$ 349,644	$ 198,139	6	-	6	$ 90,821
10/21/2010	Refractory Specialties, Inc.	High Purity, Robust Kiln Furniture for Low Cost SOFC Manufacturing	$ 400,000	$ 400,000	$ 200,421	4	-	4	$ 32,500
5/19/2010	Kent State University	Third Generation of PEFC Catalytic Layers	$ 299,548	$ 268,608	$ 163,730	-	4	4	$ 22,888
4/30/2011	Graftech International, Ltd.	Commercialization of GRAFCELL Bipolar Plates for Phosphoric Acid Fuel Cell Syste	$ 973,154	$ 973,154	$ 541,130	-	5	5	$ 52,500
4/21/2010	Crown Equipment Corporation	Qualification of Lift Trucks for Battery Replacement Fuel Cells	$ 977,270	$ 977,270	$ 733,708	2	14	16	$ 51,000
4/21/2010	Rolls-Royce Fuel Cell Systems (US) Inc.	Development of a High Pressure Stack Block System for a Fuel Cell Module Overhau	$ 165,374	$ 165,374	$ 1,632,589	4	2	6	$ 87,500
4/21/2010	Stark State College of Technology	Development of a High Pressure Stack Block System for a Fuel Cell Power Module O	$ 834,626	$ 834,626					
4/21/2011	UltraCell Corporation	Increasing Productivity and Reliability of Reformed Methanol Micro Fuel Cells	$ 1,000,000	$ 694,696	$ 470,657	7	2	9	$ 26,915
6/30/2010	Catacel Corporation	High Volume Coating Process for Fuel Cell Catalytic Inserts	$ 445,614	$ 445,614	$ 223,766	2	11	13	$ 52,800
10/21/2010	Energy Technologies, Inc.	Development of a Robust Fuel Cell Generator for Military Applications	$ 1,000,000	$ 999,998	$ 499,998	-	2	2	$ 26,250
7/31/2010	NexTech Materials, Ltd.	Cell Manufacturing for 100+ kW SOFC Power Generation Systems	$ 1,000,000	$ 1,000,000	$ 1,300,051	3	4	7	$ 60,000
4/21/2010	American Trim, LLC	Agile Hybrid Joining of Fuel Cell Bipolar Plates-American Trim	$ 900,000	$ 900,000	$ 793,196	11	3	14	$ 54,000
4/21/2010	The Ohio State University	Agile Hybrid Joining of Fuel Cell Bipolar Plates - OSURF	$ 100,000	$ 100,000					
6/12/2011	Lockheed Martin Corporation	Military SOFC Genset Project	$ 998,393	$ 998,393	$ 512,032	7	1	8	$ 78,500
6/30/2011	Battelle Memorial Institute	Solid Oxide Fuel Cell Power Generator Prototype	$ 1,000,000	$ 999,767	$ 516,347	1	1	2	$ 120,000
1/12/2011	Logos Energy, Inc.	Improved Direct Carbon Fuel Cell (DCFC) Stack Efficiency	$ 350,000	$ 350,000	$ 175,227	-	3	3	$ -
9/30/2011	Energy Technologies, Inc.	Metal Hydride Fuel Cell Stack & Systems	$ 1,000,000	$ 1,000,000	$ 499,999	-	1	1	$ 26,520
1/12/2012	The Ohio State University	Membrane Electrolyte Assembly and Direct Borohydride	$ 350,000	$ 350,000	$ 183,424	-	2	2	$ 29,448
9/30/2011	LG Fuel Cell Systems Inc.	Internal Steam Reformer for 1-MW Solid Oxide Fuel Cell Electric Power System	$ 600,000	$ 600,000	$ 400,800	1	-	1	$ 109,156
9/18/2012	Crown Equipment Corporation	Development of an Integrated Fuel Cell Forklift Truck	$ 1,000,000	$ 999,825	$ 1,188,456	1	-	1	$ 84,000
6/30/2013	Energy Technologies, Inc.	Testing Metal Hydride Fuel Cells	$ 1,000,000	$ 1,000,000	$ 1,243,312	-	1	1	$ 26,520
12/31/2013	LG Fuel Cell Systems, Inc.	Reliability of Fuel Cells for Commercial Megawatt Scale SOFC Power Systems	$ 999,770	$ 999,770	$ 1,020,918	-	3	3	$ 105,000
12/28/2012	NexTech Materials, Ltd.	Improving the Manufacturing Readiness of NexTech's SOFC Stack Technology	$ 1,000,000	$ 1,000,000	$ 1,490,000	-	8	8	$ 50,000
12/28/2012	Hocking Technical College	Improving the Mfg Readiness of NexTech's SOFC Stack Technology	$ 490,000	$ 487,524					
1/25/2012	Carlisle Brake & Friction, Inc.	Phosphoric Fuel Cell Stack Material Cost Reduction	$ 893,252	$ 611,116	$ 897,541	-	1	1	$ 75,000
1/25/2012	Lockheed Martin Corporation	Military SOFC Ruggedization	$ 1,000,000	$ 990,186	$ 1,000,000	6	-	6	$ 78,800

FUEL CELLS CLUSTER PROGRAM
Addressed barriers to commercialization in Ohio for fuel cell components and systems
(Program Completed December 2016)

Project End Date	Organization	Project Title	State Funds Awarded	State Funds Expended	Cost Share Reported	Jobs Retained	Jobs Created	Total Jobs	Average Salary (All Jobs)
1/25/2012	UltraCell Corporation	Transitioning the UltraCell XX55 55-Watt Fuel Cell from Beta Design to Commercia	$ 1,000,000	$ 13,570	$ 99,332	-	-	-	$ -
3/14/2013	LG Fuel Cell Systems, Inc.	Automation and Demonstration of Pilot-Scale Manufacturing of SOFC's	$ 999,875	$ 999,875	$ 999,994	-	6	6	$ 101,000
1/31/2014	American Trim, LLC	Low-Cost Manufacturing System for Fuel Cell Components	$ 994,263	$ 994,263	$ 1,226,423	5	2	7	$ 54,140
10/9/2013	Battelle Memorial Institute	Improving the Manufacturing Readiness of a Solid Oxide Fuel Cell Military Power	$ 1,000,000	$ 999,985	$ 1,347,469	1	1	2	$ 90,000
5/9/2013	Lockheed Martin Corporation	Military SOFC Genset Demonstration	$ 1,000,000	$ 1,000,000	$ 1,200,104	3	-	3	$ 78,900

* Program Launched May 2003

INDUSTRIAL RESEARCH AND DEVELOPMENT CENTER PROGRAM
Establisehed to attract major corporate, non-profit or federal R&D centers to Ohio
(Program Completed December 2021)

Project End Date	Organization	Project Title	State Funds Awarded	State Funds Expended	Cost Share Reported	Jobs Retained	Jobs Created	Total Jobs	Average Salary (All Jobs)
12/31/2016	University of Dayton	Electrical Power Integrated Systems Center (EPISCENTER)	$ 7,612,500	$ 7,593,433	$ 44,136,634	2	57	59	$ 100,000
10/25/2017	Case Western Reserve University	Global Advanced Imaging Innovation Center	$ 5,000,000	$ 5,000,000	$ 36,290,110	2	2	4	$ 86,104
11/22/2015	Stark State College of Technology	Wind Energy Research and Development Center-RDCAP	$ 1,228,417	$ 1,228,417	$ 11,169,176	239	-	239	$ 33,000
12/31/2018	Wright State University	Human Performance Consortium Research & Development Center	$ 5,000,000	$ 5,000,000	$ 33,333,333	-	203	203	$ 99,547
6/13/2017	The Ohio State University	Microwave Assisted Thermal Sterilization-The Wornick Company	$ 1,717,612	$ 931,537	$ 5,180,678	-	2	2	$ 65,000
12/31/2016	Philips Medical Systems Corporation	Philips Global SPECT R&D Hub	$ 5,000,000	$ 2,500,000	$ 37,100,975	-	15	15	$ 98,376
5/21/2018	Parker-Hannifin Corporation	Parflex Advanced Polymer Research & Manufacturing Innovation Center	$ 2,329,087	$ 1,490,396	$ 21,554,256	294	1	295	$ 70,317
6/30/2016	University of Cincinnati	General Electric Aviation Research Center	$ 5,000,000	$ 5,000,000	$ 163,218,037	-	20	20	
12/31/2019	Michelman, Inc.	Advanced Materials Collaboration Center	$ 2,494,892	$ 2,199,546	$ 15,053,301	138	102	240	$ 101,000
12/31/2015	Owens-Brockway Glass Container Inc.	O-I Global Research Center	$ 3,000,000	$ 3,000,000	$ 33,302,345	90	37	127	$ 104,977
1/31/2019	Youngstown State University	TechBelt Additive Manufacturing Innovation Institute (AMII)	$ 2,133,750	$ 2,133,750	$ 23,080,707	299	695	994	$ -
3/25/2018	Cooper Tire & Rubber Company	Formation of Cooper Tire Global Technical Center	$ 2,800,000	$ 2,800,000	$ 38,779,007	133	81	214	$ 87,000
1/27/2021	The Cleveland Clinic Foundation	NIH Center for Accelerated Innovations	$ 1,529,875	$ 1,529,875	$ 10,040,701	-	38	38	$ 130,000
6/30/2020	Edison Welding Institute, Inc.	ALMMII	$ 4,895,821	$ 3,563,539	$ 26,202,443	20	242	262	$ 70,000
12/17/2019	Emerson Climate Technologies, Inc.	HVACR Innovation Center	$ 5,000,000	$ 2,336,256	$ 12,559,248	1,565	15	1,580	$ 70,117
12/17/2019	The General Electric Company	Additive Development Center	$ 750,000	$ 750,000	$ 137,924,683	84	90	174	$ 88,473

* Program Launched June 2010

INNOVATION PLATFORM PROGRAM
Linked corporate and non-profit or federal R&D centers to develop and commercialize new innovations
(Program Completed December 2021)

Project End Date	Organization	Project Title	State Funds Awarded	State Funds Expended	Cost Share Reported	Jobs Retained	Jobs Created	Total Jobs	Average Salary (All Jobs)
5/31/2017	University of Dayton	Advanced Materials for Additive Manufacturing Maturation	$ 2,999,050	$ 2,990,476	$ 4,162,668	7	38	45	$ 80,000
2/29/2016	Kent State University	New Concept Devices Based on Nanoscale Engineering of Polymer-Liquid Crystal Int	$ 3,000,000	$ 2,590,190	$ 4,509,611	28	23	51	$ 54,085
12/31/2016	The Cleveland Clinic Foundation	Products to Improve Orthopaedic Patient Outcomes (PIOPO)	$ 2,763,444	$ 2,684,489	$ 3,174,271	4	34	38	$ 41,000
3/31/2018	The Cleveland Clinic Foundation	Ophthalmic Imaging Center	$ 2,999,709	$ 2,999,709	$ 3,489,562	7	50	57	$ 52,300
6/30/2018	The Ohio State University	PET/MRI, a Next Generation Multi-Modal Molecular Imaging Technology Platform	$ 3,000,000	$ 2,999,997	$ 3,220,654	-	69	69	$ 77,420
3/31/2017	Case Western Reserve University	The OH-Alive Innovator Platform: A Process and Manufacturing Platform for Cell Therapy	$ 2,403,875	$ 2,332,386	$ 2,558,543	-	11	11	$ 56,090
12/31/2018	Case Western Reserve University	Commercialization of an Innvative Neuromodulation and Neurostimulation Technolog	$ 3,000,000	$ 3,000,000	$ 3,778,413	-	28	28	$ 76,286
12/31/2018	Case Western Reserve University	Ohio Platform for Tomorrow's Industrial Medical Imaging Systems and Equipment (O	$ 3,000,000	$ 2,995,687	$ 4,627,747	-	29	29	$ 50,000
6/30/2017	The Ohio State University	Ohio Sensor and Semiconductor Innovation Platform - OSSIP	$ 2,543,494	$ 2,543,494	$ 2,488,310	5	69	74	$ 72,528
12/31/2016	University of Dayton	Trusted Situational Awareness Solutions	$ 3,000,000	$ 2,996,092	$ 4,550,542	14	59	73	$ -
4/30/2017	The Ohio State University	Intelligent Simulation Platform for Project Commercialization	$ 2,999,936	$ 2,701,194	$ 3,138,996	-	19	19	$ 66,000
12/31/2017	The University of Toledo	Innovative Technology Platform for the Development of Spinal Devices of the Future	$ 2,355,319	$ 2,315,032	$ 2,377,507	-	68	68	$ 65,000
3/31/2018	The Ohio State University	Carbon Based Nanomaterials	$ 2,200,000	$ 2,041,857	$ 1,903,698	-	52	52	$ 60,000
3/31/2018	Ohio University	The Ohio Shale Platform: Cost Effective Treatment of Shale Wastewater	$ 1,450,000	$ 536,949	$ 488,098	-	2	2	$ 54,000
6/1/2018	University Of Akron	Akron Functional Materials Center	$ 3,000,000	$ 2,906,914	$ 2,986,973	-	27	27	$ 87,000
4/30/2019	University Of Akron	Smart Sensors and Sensor Systems Design, Development and Commercialization	$ 1,744,192	$ 1,705,833	$ 1,785,205	7	19	26	$ 130,429
12/1/2018	The Cleveland Clinic Foundation	Cleveland Clinic Rodent Imaging Center (CCRIC)	$ 2,999,936	$ 2,999,936	$ 3,170,871	-	12	12	$ 54,433

* Program Launched September 2012

OHIO FELLOWSHIP PROGRAM

Focuses on expanding an intermediary organization to place fellows (college graduates) into Ohio early stage technology or technolgy enabled companies

(Program Completed December 2022)

Project End Date	Organization	Project Title	State Funds Awarded	State Funds Expended	Cost Share Reported	Jobs Retained	Jobs Created	Total Jobs	Average Salary (All Jobs)
12/31/2019	Venture for America, Inc.	Program Expansion	$ 1,597,371	$ 682,948	N/A	N/A	N/A	N/A	N/A

* Program Launched October 2017

OHIO RESEARCH COMMERCIALIZATION GRANT PROGRAM
Established to improve commercial viability of technologies developed through R&D projects
(Program Completed June 2015)

Project End Date	Organization	Project Title	State Funds Awarded	State Funds Expended	Cost Share Reported	Jobs Retained	Jobs Created	Total Jobs	Average Salary (All Jobs)
5/17/2006	NexTech Materials, Ltd.	Commercialization of Planar Solid Oxide Fuel Cell Elements for Ohio's Future	$ 175,000	$ 175,000	$ -	1	-	1	$ 55,000
12/31/2006	Cleveland Medical Devices, Inc.	Emergency Medical Brain Monitor with Telemetry	$ 174,791	$ 174,792	$ 62,135	2	12	14	$ 89,215
12/31/2006	Sierra Lobo, Inc.	Commercialization of the Cryo-Tracker Mass Gauging System	$ 174,965	$ 174,965	$ 67,700	3	3	6	$ 70,000
12/31/2006	Powdermet, Inc.	Commercialization of Two Nanoengineered Powders for Non-Nuclear Markets	$ 175,000	$ 175,000	$ 120,000	12	8	20	$ 63,800
5/17/2007	Biomec, Inc.	Novel Ear Effusion Detection Device	$ 174,983	$ 174,983	$ -	1	2	3	$ 150,000
5/17/2006	Orbital Research, Inc.	Commercialization of In-Cylinder Pressure Sensor for Improved Fuel Economy and Reduced Emission	$ 174,955	$ 174,995	$ -	6	3	9	$ 85,000
5/17/2007	Clifton Labs, Inc.	Real-time Location Systems Using Light	$ 174,705	$ 174,705	$ 17,454	-	1	1	$ 45,000
5/17/2006	Atricure, Inc.	Linear Lesion Ablation Device	$ 175,000	$ 175,000	$ 544,048	-	3	3	$ 85,000
12/31/2006	Cleveland Medical Devices, Inc.	A New Device for Untethered Home Sleep Studies	$ 170,030	$ 170,030	$ 104,213	2	5	7	$ 67,867
12/31/2006	Cleveland Medical Devices, Inc.	Rodent Radio for Neurological Studies	$ 172,090	$ 164,791	$ 96,377	-	-	-	$ -
9/30/2006	Excera Materials Group, Inc.	Creating an Effective Ohio-based Supply Chain for Ballistic Armor Manufacturing	$ 175,000	$ 175,000	$ -	-	7	7	$ 43,712
5/17/2006	NexTech Materials, Ltd.	Commercialization of Tubular Components for Fuel Cells and Oxygen Generators	$ 175,000	$ 175,000	$ -	-	-	-	$ -
4/30/2007	Applied Sciences, Inc.	Low Cost Carbon Nanofiber Production	$ 174,657	$ 174,657	$ 227,074	-	4	4	$ 31,200
4/30/2007	Biomec, Inc.	Commercialization of a New Biomaterial for Blood Pumps	$ 173,802	$ 173,802	$ -	-	3	3	$ 75,000
4/30/2007	Creative Action, LLC	Memory Magic Game	$ 175,000	$ 175,000	$ -	4	3	7	$ 63,064
8/31/2007	Faraday Technology, Inc.	Commercialization of an Advanced Semiconductor	$ 157,475	$ 157,475	$ -	2	-	2	$ 67,815
4/30/2007	Hyper Tech Research, Inc.	Business & Marketing Dvlpmnt for Comm. MgB2 Superconducting Wires for Med, Pwr, & Propulsion	$ 174,756	$ 174,756	$ -	-	4	4	$ 53,511
4/30/2007	Imaging Systems Technology, Inc.	High Volume Sphere Handling Equipment for the Comm. of Large Area Flexible Plasma	$ 175,000	$ 175,000	$ -	2	4	6	$ 60,000
4/30/2007	Mound Laser & Photonics Center, Inc.	Commercialization of Laser-Based Microfabrication Technologies	$ 174,673	$ 174,673	$ -	-	38	38	$ 50,554
9/30/2007	NexTech Materials, Ltd.	Direct Fuel Power Module, A FC for Portable Power Applications	$ 175,000	$ 175,000	$ -	1	1	2	$ 84,000
7/31/2007	Orbital Research, Inc.	Dry Electrodes for Cardiovascular Disease Management and Prevention	$ 174,990	$ 174,990	$ -	2	2	4	$ 54,500
4/30/2008	SRICO INC	Transitioning Homeland Security Sensor System	$ 174,797	$ 174,797	$ -	-	12	12	$ 75,000
4/30/2007	Webcore Technologies, Inc.	Accelerating Ohio's Composite Manufacturing Growth	$ 175,000	$ 175,000	$ -	-	3	3	$ 65,833
12/30/2008	Cleveland Medical Devices, Inc.	ParkinSense: Quantitative Movement Disorder Assessment System	$ 248,193	$ 245,597	$ 95,628	1	3	4	$ 56,812
3/31/2010	AlphaMicron, Inc.	Digital Mirror Commercialization	$ 350,000	$ 350,000	$ -	-	1	1	$ 18,333
12/31/2008	Kent Displays, Inc.	Web Manufacturing of Flexible LCD's	$ 350,000	$ 350,000	$ -	2	-	2	$ 64,000
6/30/2008	Syscom Technology, Inc.	Market Entry and Initial Commercialization of Conductive Metal-clad Polymer Fiber	$ 349,600	$ 349,600	$ -	11	1	12	$ 70,525
6/30/2009	Powdermet, Inc.	Light Weight Syntactic Foam (Synfoam) Product Commercialization and Production Capability Scale Up	$ 350,000	$ 350,000	$ -	2	1	3	$ 58,200
6/30/2010	Wright Materials Research Company	Commercialization for Lightweight Foamed Composites for Ballistic Protection	$ 350,000	$ 350,000	$ 19,175	-	5	5	$ 33,500
12/31/2008	Technology Management, Inc.	Accelerated Business Development for Commercialization of TMI SOFC Systems	$ 349,323	$ 349,323	$ -	1	-	1	$ 105,700
3/31/2011	Metameteria Partners, LLC	Method for Making Porous Ceramic Parts	$ 350,000	$ 350,000	$ -	-	2	2	$ 48,000
6/4/2010	NexTech Materials, Ltd.	Electrochemical Diesel Emission Control	$ 350,000	$ 350,000	$ -	1	-	1	$ 69,000
6/4/2010	Zin Technologies, Inc.	VMetrics - Market Entry, A Biomedical Monitor	$ 344,513	$ 344,513	$ -	7	-	7	$ 68,450
6/4/2010	Frontier Technology, Inc.	Normnet Prognostic Health Management	$ 349,812	$ 349,812	$ -	3	6	9	$ 64,235
6/4/2010	Hyper Tech Research, Inc.	Fault Current Limiter Coils and Components	$ 350,000	$ 350,000	$ -	-	2	2	$ 57,619
6/30/2010	Cornerstone Research Group, Inc.	Shape Memory Polymer Technology	$ 350,000	$ 350,000	$ -	-	22	22	$ 30,000
2/28/2011	Acor Orthopaedic, Inc.	Commercialization of the TrueContour Therapeutic Insole System	$ 350,000	$ 350,000	$ 232,169	1	6	7	$ 34,000
6/2/2010	Think-A-Move, Ltd.	Commercialization of Hands-Free Technology	$ 350,000	$ 350,000	$ -	-	2	2	$ 72,000
12/31/2011	LSP Technologies, Inc.	Commercialization Laser Bond Inspection Technology	$ 350,000	$ 349,719	$ 970,688	-	-	-	$ 70,000
6/2/2010	Spectra Group Limited, Inc.	Market Growth for Advanced Photopolymers	$ 350,000	$ 349,978	$ 72,599	1	4	5	$ 44,088
12/31/2010	L-3 Communications Nova Engineering, Inc.	Handheld Emissions Detector (HED) Commercialization Program	$ 350,000	$ 350,000	$ -	3	-	3	$ 75,000
6/2/2010	Syncro Medical Innovations, Inc.	Commercialization of the Gabriel Magnetically Guided Feeding Tube	$ 350,000	$ 350,000	$ -	-	4	4	$ 71,250
9/30/2011	UES, Inc.	TitanCoat for Automobile Manufacturers	$ 339,588	$ 339,588	$ 311,664	-	3	3	$ 118,165
12/2/2010	FOPAT, LLC	Rapid Commercialization of Advanced Foam Pattern Material	$ 349,992	$ 349,992	$ 2,097,579	5	5	10	$ 37,361
5/18/2012	Force Robots, LLC	Intelligent Robotic Machining	$ 350,000	$ 350,000	$ 250,000	-	1	1	$ 60,000
12/31/2011	Kelly Aerospace Thermal Systems, LLC	Wind Turbine Blad De-Icing System	$ 350,000	$ 300,239	$ 175,759	-	1	1	$ 40,000
5/18/2011	Nanotek Instruments, Inc.	Commercialization of Nano Graphene Composite Electrodes for Lithium Ion Batteries	$ 349,998	$ 349,998	$ 290,941	4	10	14	$ 54,519
5/18/2011	Acme Express, Inc.	Healthcare IT Industry and Healthcare Costs	$ 349,900	$ 349,900	$ 394,811	2	2	4	$ 67,000
5/18/2011	Peformance Polymer Solutions, Inc.	High Temperature Structural Adhesives	$ 350,000	$ 350,000	$ -	-	1	1	$ 46,000
5/18/2012	Brighton Technologies Group, Inc.	Commercialization of Serface Energy Probe	$ 350,000	$ 350,000	$ 416,041	2	2	4	$ 65,000

* Program Launched May 2004

OHIO RESEARCH SCHOLARS PROGRAM
Promoted recruitment of researchers to Ohio's academic institutions
(Program Completed June 2019)

Project End Date	Organization	Project Title	State Funds Awarded	State Funds Expended	Cost Share Reported	Jobs Retained	Jobs Created	Total Jobs	Average Salary (All Jobs)
8/18/2013	Cleveland State University	Molecular Cardiovascular Innovation	$ 900,000	$ 638,388	$ 900,000	4	8	12	$ 44,750
8/18/2014	Kent State University	Research Cluster on Surfaces in Advanced Materials	$ 15,292,382	$ 15,115,095	$ 17,737,278	10	10	20	$ 83,000
6/30/2015	University of Cincinnati	Propulsion & Advanced Life Management Systems	$ 24,992,308	$ 11,545,473	$ 25,565,794	60	19	79	$ 154,509
8/4/2013	The University of Toledo	Innovative Immunosuppressive Therapeutics	$ 3,000,000	$ 2,999,719	$ 6,360,000	13	1	14	$ 51,393
3/30/2015	The University of Toledo	Development and Evaluation of Spinal Implants	$ 4,463,462	$ 1,962,125	$ 4,711,896	25	23	48	$ 60,000
1/31/2015	The University of Toledo	Northwest Ohio Innovators in Thin Film Photovoltaics	$ 8,938,462	$ 8,938,456	$ 8,950,767	49	-	49	$ 33,151
8/31/2014	The Ohio State University	Technology-Enabling and Emergent Materials	$ 16,728,846	$ 16,698,114	$ 16,729,050	14	42	56	$ 54,794
8/31/2014	The Ohio State University	Advanced Energy Systems via Green Industrialization	$ 10,476,924	$ 10,435,643	$ 10,552,462	35	-	35	$ 37,728
9/30/2016	The Ohio State University	Imaging Research & Innovation Network	$ 19,867,308	$ 19,864,498	$ 23,536,863	27	1	28	$ 103,280
4/30/2014	University of Dayton	Ohio Academic Research Cluster for Layered Sensing	$ 24,348,718	$ 24,243,996	$ 30,479,084	49	41	90	$ 68,916
6/30/2015	University of Akron	Orthopaedic Research Cluster of Northast Ohio	$ 8,576,924	$ 2,676,924	$ 4,628,628	114	7	121	$ 54,983

* Program Launched September 2008

OHIO'S NEW ENTREPRENEURS (ONE) FUND
Recruited entrepreneurs to work under guidance of seasoned industry experts and innovators
(Program Completed December 2017)

Project End Date	Organization	Project Title	State Funds Awarded	State Funds Expended	Cost Share Reported	Jobs Retained	Jobs Created	Total Jobs	Average Salary (All Jobs)
4/30/2012	The Ohio State University	2011 One Fund	$ 425,000	$ 425,000	N/A	-	65	65	$ 45,000
12/14/2012	Goldstein Caldwell & Associates, LLC	LaunchHouse Institute Accelerator	$ 200,000	$ 200,000	N/A	-	16	16	$ 20,000
9/26/2012	The Ohio State University	The 10-xelerator (10x)	$ 200,000	$ 180,000	N/A	-	15	15	$ 35,000
10/31/2012	Main Street Ventures	The Brandery	$ 200,000	$ 200,000	N/A	-	119	119	$ 48,600
9/26/2012	Innov8 Form Health, Inc.	Innov8 For Health Accelerator	$ 160,000	$ 160,000	N/A	-	2	2	$ 40,000
12/31/2013	Bizdom U Fund	The Bizdom Accelerator	$ 200,000	$ 200,000	N/A	-	-	-	$ -
12/31/2013	Founders Factory, Ltd.	10-Xelerator	$ 200,000	$ 200,000	N/A	-	-	-	$ -
12/31/2013	Goldstein Caldwell & Associates, LLC	LaunchHouse Accelerator	$ 200,000	$ 200,000	N/A	-	20	20	$ 70,000
12/31/2013	Main Street Ventures	The Brandery Accelerator	$ 200,000	$ 200,000	N/A	-	22	22	$ 65,271
12/31/2014	Bizdom U Fund	Bizdom	$ 240,000	$ 240,000	N/A	-	-	-	$ -
12/31/2014	FlashStarts, Inc.	FlashStart Accelorator	$ 240,000	$ 240,000	N/A	-	-	-	$ -
12/31/2014	Goldstein Caldwell & Associates, LLC	14-1151-LaunchHouse Accelerator	$ 200,000	$ 200,000	N/A	-	-	-	$ -
12/31/2014	Main Street Ventures	Brandery Accelerator	$ 240,000	$ 240,000	N/A	-	-	-	$ -

* Program Launched May 2011

OPEN INNOVATION INCENTIVE
Assisted Ohio middle market companies with in-sourcing of innovations to overcome technical obstacles
(Program Completed December 2018)

Project End Date	Organization	Project Title	State Funds Awarded	State Funds Expended	Cost Share Reported	Jobs Retained	Jobs Created	Total Jobs	Average Salary (All Jobs)
12/31/2015	NineSigma, Inc.	Intermediary Services to Ohio Middle Market Technology Companies	$ 2,097,563	$ 2,097,563	N/A	N/A	N/A	N/A	N/A
12/31/2015	Yet2.Com, Inc.	Services to Ohio Middle Market Technology Companies	$ 1,767,100	$ 1,030,492	N/A	N/A	N/A	N/A	N/A

* Program Launched August 2012

OHIO OPIOID ABUSE PREVENTION AND TREATMENT TECHNOLOGY INITIATIVE

Accelerating the development and commercialization of promising new products in categories of medical devices, diagnostics, pharmaceuticals, and health technology to address the opioid drug crisis

(Program Completed)

Project End Date	Organization	Project Title	State Funds Awarded	State Funds Expended	Cost Share Reported	Jobs Retained	Jobs Created	Total Jobs	Average Salary (All Jobs)
1/22/2020	Sober First, LLC dba Ascent	Ascent Solution V2	$ 464,000	$ 463,535	$ 546,692	N/A	N/A	N/A	N/A
6/22/2022	Elysium Therapeutics, Inc.	Novel Opioid Anagesics That Prevent Oral Abuse and Lethal Oral Overdoses	$ 2,989,159	$ 2,936,789	$ 3,254,984	N/A	N/A	N/A	N/A
1/22/2020	Sollis Therapeutics, Inc.	A Long-Acting Non-Opioid Targeted Delivery Anagesic for Severe Sciatica Pain	$ 2,000,000	$ 2,000,000	$ 2,000,000	N/A	N/A	N/A	N/A
1/22/2020	Innovative Medical Equipment, LLC.	ThermaZone-Thermal Therapy for the Reduction of Opioid Usage	$ 177,500	$ 130,163	$ 130,163	N/A	N/A	N/A	N/A
1/22/2020	Cordata Healthcare Innovations, LLC	Technology Enabled Overdose Intervention, Treatment and Prevention	$ 1,500,000	$ 1,322,637	$ 1,322,637	N/A	N/A	N/A	N/A
1/22/2020	University Of Akron Research Foundation	Post Operative Pain Management Using Therapeutic Meshes	$ 2,000,000	$ 1,919,568	$ 2,206,400	N/A	N/A	N/A	N/A
1/22/2020	DeUmbra, Inc.	Predictive Analytics for Proactive Identification of Opioid Addiction and Overdo	$ 860,678	$ 860,678	$ 856,833	N/A	N/A	N/A	N/A

* Program Launched December 2017

OHIO OPIOID TECHNOLOGY CHALLENGE
Connects the global technology and innovation community and advance solutions to curb drug abuse and addiction
(Program Completed 2021)

Project End Date	Organization	Project Title	State Funds Awarded	State Funds Expended	Cost Share Reported	Jobs Retained	Jobs Created	Total Jobs	Average Salary (All Jobs)
12/31/2021	NineSigma, Inc.	Ohio Opiod Technology Challenge	$ 8,000,000	$ 7,815,868	N/A	N/A	N/A	N/A	N/A

* Program Launched September 2017

PHOTOVOLTAICS CLUSTER PROGRAM
Addressed barriers to commercialization in Ohio of photovoltaics components and systems
(Program Completed December 2016)

Project End Date	Organization	Project Title	State Funds Awarded	State Funds Expended	Cost Share Reported	Jobs Retained	Jobs Created	Total Jobs	Average Salary (All Jobs)
1/25/2012	Five Star Technologies, Inc.	Commercialization of Specialty Electronic Inks for Advances in Photovoltaic Tech	$ 1,000,000	$ -	$ -	-	-	-	$ -
1/25/2012	Glasstech, Inc.	Commercilization of Heat Treating Process to Strengthen Lrge, Thinner Glass Subs	$ 1,000,000	$ -	$ -	-	-	-	$ -
7/31/2012	Ferro Corporation	Advanced Durability Sealing Systems for Solar Cells	$ 1,000,000	$ 1,000,000	$ 1,000,000	2	3	5	$ 60,000
3/28/2013	Replex Mirror Company	Low-Cost Low-Concentration Photovoltaic (LC2PV) Systems for Mid-Northern Latitud	$ 1,000,000	$ 999,999	$ 1,382,438	-	-	-	$ -
3/28/2013	The Ohio State University	Low-Cost Low-Concentration Photovoltaic (LC2PV) Systems for Mid-Northern Latitud	$ 257,500						
7/25/2012	Xunlight Corporation	Next Generation Solar Module Manufacturing Technology	$ 999,271	$ 999,271	$ 1,141,638	-	16	16	$ 30,700
5/29/2013	SCI Engineered Materials, Inc.	Commercialization of Advanced Attachment Technology for Rotatable Ceramic Sputte	$ 775,400	$ 775,400	$ 969,000		1	1	$ 29,702
9/14/2013	Greenfield Solar Corp.	Low Cost Concentrated PV Design	$ 1,000,000	$ 1,000,000	$ 1,254,378	2	-	2	$ 127,500
3/14/2013	Case Western Reserve University	Mirror-Augumented Solar Photovoltaic Systems: Durability and Lifetime Validatio	$ 899,818	$ 876,104	$ 900,578	-	2	2	$ -
5/9/2013	Tom Richards, Inc.	Commercialiazation of InLine Heater for Use In Photovoltaic Solar Cell Manufactu	$ 357,713	$ 357,713	$ 500,619	1	3	4	$ 63,000
9/14/2013	Energy Focus, Inc.	High Efficiency Photovoltaic Enabled Off-Grid System	$ 1,000,000	$ 903,667	$ 1,033,271	4	2	6	$ 45,000
3/14/2013	Dyetec Solar, Inc.	Dye-Sensitized PV Architectural Glass	$ 950,000	$ 950,000	$ 950,000	-	10	10	$ 94,500

* Program Launched January 2010

PRE-SEED FUND CAPITALIZATION PROGRAM

Increases availability of professionally managed capital and associated services to accelerate the growth of early-stage Ohio technology companies

(Dated December 2025)

Project End Date	Organization	Project Title	State Funds Awarded	State Funds Expended	Cost Share Reported	Total Jobs Supported
12/31/2012	Development Projects, Inc.	Accelerant Pre-Seed Funds	$ 6,000,000	$ 6,000,000	$ -	23
6/31/2021	Accelerant Fund I, L.P.	Accelerant Pre-Seed Funds	$ 3,000,000	$ 2,990,836	$ 4,731,800	
6/30/2005	Bioenterprise Corporation	Organizing BioEnterprise Seed Fund I	$ 342,650	$ 342,650	$ 354,448	0
1/24/2012	Blue Chip Venture Company, Ltd.	Blue Chip Early Stage Funds	$ 1,000,000	$ 1,000,000	$ 500,000	99
6/30/2010	Case Western Reserve University	Case Technology Venture	$ 979,000	$ 979,000	$ 1,345,530	50
4/19/2024	Case Western Reserve University	CWRU Pre-Seed Fund	$ 2,000,000	$ -	$ -	
1/24/2012	Cincinnati Children's Hospital Medical Center	Cincy Children's Hospital Medical Center Pre-Seed Funds	$ 500,000	$ 500,000	$ 450,000	506
6/30/2012	Cincinnati Children's Hospital Medical Center	Cincy Children's Hospital Medical Center Pre-Seed Funds	$ 1,000,000	$ 1,000,000	$ 625,000	
3/14/2015	Cincinnati Children's Hospital Medical Center	Cincy Children's Hospital Medical Center Pre-Seed Funds	$ 2,000,000	$ 2,000,000	$ 2,000,000	
12/31/2012	Cincinnati USA Regional Chamber	CincyTech Early Stage Funds	$ 6,000,000	$ 6,000,000	$ 4,370,000	188
3/14/2014	Cincinnati USA Regional Chamber	CincyTech Early Stage Funds	$ 2,000,000	$ 2,000,000	$ 2,399,000	
10/26/2016	CincyTech Fund III	CincyTech Early Stage Funds	$ 5,000,000	$ 5,000,000	$ 5,458,843	
3/22/2021	CincyTech Fund IV, LLC	CincyTech Early Stage Funds	$ 10,000,000	$ 10,000,000	$ 18,052,500	
4/19/2024	Comeback Capital Ohio Pre-Seed Fund I, LLC	Comeback Capital Ohio Pre-Seed Fund	$ 1,500,000	$ 1,346,965	$ 2,693,931	12
1/24/2013	Draper Triangle Partners II, LLC	Draper Triangle Pre-Seed Funds	$ 1,000,000	$ 1,000,000	$ 71,636,364	119
6/1/2002	Early Stage Partners	Early Stage Partners	$ 1,625,000	$ 1,625,000	$ 21,255,315	229
11/20/2018	East Central Ohio Tech Angel Fund II, LLC	ECOTAF Pre-Seed Funds	$ 975,000	$ -	$ -	0
3/8/2014	Emerging Market Fund	Jumpstart Pre-Seed Funds	$ 500,000	$ 500,000	$ 250,000	0
6/30/2006	Entrepreneurs Fund LLC	E-Fund Capitalization Project	$ 1,000,000	$ 1,000,000	$ 1,016,952	10
6/30/2019	Impact Angel Fund, LLC	Impact Angel Pre-Seed Funds	$ 1,000,000	$ 960,616	$ 1,000,000	0
1/24/2008	Jumpstart, Inc.	JumpStart Evergreen Fund 2	$ 500,000	$ 500,000	$ 582,723	572
5/30/2013	Jumpstart, Inc.	JumpStart Evergreen Fund 3	$ 2,000,000	$ 2,000,000	$ 1,000,000	
6/4/2011	Jumpstart, Inc.	JumpStart Evergreen Fund 5	$ 2,000,000	$ 2,000,000	$ 1,162,053	
9/8/2013	Jumpstart, Inc.	JumpStart Evergreen Fund 6	$ 2,000,000	$ 2,000,000	$ 2,000,000	
7/27/2011	Jumpstart, Inc.	JumpStart Evergreen Fund 7	$ 675,000	$ 675,000	$ 337,500	
7/19/2012	Jumpstart, Inc.	JumpStart Evergreen Fund 8	$ 2,000,000	$ 2,000,000	$ 2,000,000	
3/14/2014	Jumpstart, Inc.	JumpStart Evergreen Fund 9	$ 2,000,000	$ 2,000,000	$ 2,000,000	
4/13/2022	Jumpstart, Inc.	JumpStart NEXT Fund (Pre-Seed)	$ 5,000,000	$ 4,894,575	$ 5,000,000	
4/13/2021	Jumpstart, Inc.	JumpStart Evergreen Fund x11	$ 5,000,000	$ 4,979,087	$ 5,000,000	
4/13/2022	Jumpstart, Inc.	JumpStart Inclusion & Diversity Tech Fund	$ 5,000,000	$ 4,775,017	$ 5,000,000	
4/13/2022	Jumpstart, Inc.	JumpStart NEXT Fund (Seed Plus)	$ 2,500,000	$ 2,295,390	$ 7,500,000	
4/5/2026	Jumpstart, Inc.	NEXT II Pre-Seed/Seed Plus Fund	$ 10,000,000	$ 8,022,275	$ 24,586,406	
4/19/2026	Jumpstart, Inc.	Healthcare Collaboration Pre-Seed Fund	$ 4,000,000	$ 3,147,581	$ 6,295,161	
4/19/2024	Jumpstart, Inc.	JumpStart Evergreen Fund III Pre-Seed Fund	$ 5,000,000	$ 4,931,462	$ 4,931,462	
12/14/2020	LaunchDen, LLC	LaunchDen Capital Fund	$ 3,000,000	$ 900,000	$ 900,000	28
4/19/2024	Lightship Capital Ohio Pre-Seed Fund I, LP	Lightship Capital Pre-Seed Fund I Fund	$ 5,000,000	$ 354,053	$ 990,277	0
7/27/2011	Lorain County Community College	Innovation Alliance Fund	$ 1,500,000	$ 1,500,000	$ 1,500,000	154
9/8/2013	Lorain County Community College	Innovation Alliance Fund II	$ 500,000	$ 500,000	$ 500,000	
9/14/2014	Lorain County Community College	Innovation Fund III	$ 2,000,000	$ 2,000,000	$ 2,000,000	
12/30/2017	Lorain County Community College	Northeast Ohio Innovation Fund	$ 2,125,000	$ 2,125,000	$ 1,927,500	
3/30/2021	Innovation Fund America, Inc.	Northeast Ohio Innovation Fund-2	$ 3,000,000	$ 2,878,721	$ 2,400,000	
6/30/2025	Innovation Fund America, Inc.	Northeast Ohio Innovation Pre-Seed Fund	$ 5,000,000	$ 4,692,161	$ 8,834,321	
5/31/2013	NCT Ventures	NCT Ventures Fund I	$ 1,985,921	$ 1,985,921	$ -	17
9/8/2013	NCT Ventures Fund I, L.P.	NCT Ventures Fund II	$ 1,500,000	$ 1,500,000	$ 1,500,000	
9/15/2018	NCT Investment Company, LLC	NCT Ventures Fund III	$ 3,000,000	$ 2,999,999	$ 2,399,999	
8/8/2021	NCT Ventures Fund II, L.P.	NCT Ventures Fund IV	$ 10,000,000	$ 9,869,562	$ 20,000,000	
3/14/2014	NDI Healthcare Fund LLC	NDI Healthcare Pre-Seed Funds	$ 2,000,000	$ 2,000,000	$ 6,335,641	156

PRE-SEED FUND CAPITALIZATION PROGRAM

Increases availability of professionally managed capital and associated services to accelerate the growth of early-stage Ohio technology companies

(Dated December 2025)

Project End Date	Organization	Project Title	State Funds Awarded	State Funds Expended	Cost Share Reported	Total Jobs Supported
6/30/2012	North Coast Angel Fund, LLC	North Coast Angel Fund I	$ 2,000,000	$ 2,000,000	$ 1,000,395	
7/19/2013	North Coast Angel Fund II, LLC	North Coast Angel Fund II	$ 2,000,000	$ 2,000,000	$ 2,000,000	
12/31/2014	North Coast Angel Fund II, LLC	North Coast Angel Fund IIb	$ 2,000,000	$ 2,000,000	$ 2,000,000	
12/31/2019	North Coast Angel Fund III, LLC	North Coast Angel Fund III	$ 3,000,000	$ 3,000,000	$ 2,400,000	226
7/12/2021	North Coast Angel Fund III, LLC	North Coast Angel Fund IIIb	$ 1,650,000	$ 1,650,000	$ 1,320,000	
11/17/2021	North Coast Venture Fund, L.P.	North Coast Venture Fund	$ 3,625,000	$ 2,315,243	$ 8,375,000	
4/5/2024	North Coast Angel Fund III, LLC	North Coast Angel Fund IV Pre-Seed Fund	$ 5,000,000	$ 5,000,000	$ 9,725,000	
4/5/2026	North Coast Venture Fund, L.P.	North Coast Venture Fund II	$ 4,500,000	$ 4,500,000	$ 7,630,689	
12/15/2006	Northeast Ohio Technology Coalition	JumpStart Evergreen Fund 1	$ 1,162,111	$ 1,162,111	$ 1,162,111	524
6/30/2012	Northeast Ohio Technology Coalition	NorTech ESP - Pre-Seed Fund	$ 6,000,000	$ 6,000,000	$ 6,000,000	21
4/19/2024	Ohio Gateway Tech Fund, LLC	Ohio Gateway Tech Pre-Seed Fund	$ 5,000,000	$ 4,538,269	$ 9,076,538	38
1/24/2012	Ohio TechAngel Fund, LLC	OTAF Fund I	$ 1,000,000	$ 1,000,000	$ 1,650,000	49
7/27/2013	Ohio Techangel Fund III, LLC	OTAF Fund IIIa	$ 1,625,000	$ 1,434,635	$ 1,459,635	314
3/31/2014	Ohio Techangel Fund III, LLC	OTAF Fund IIIb	$ 825,000	$ 770,491	$ 735,491	99
12/31/2017	Ohio Techangel Fund III, LLC	OTAF Fund IV	$ 3,660,000	$ 3,157,587	$ 2,762,449	62
12/31/2019	Ohio TechAngel Fund V, LLC	OTAF Fund V	$ 2,500,000	$ 2,500,000	$ 1,959,022	156
6/30/2013	Ohio University	TechGrowth Fund I	$ 3,350,000	$ 3,350,000	$ 1,675,000	
9/14/2014	Ohio University	TechGrowth Fund II	$ 1,000,000	$ 1,000,000	$ 1,000,000	7
12/31/2021	Ohio University	TechGrowth Fund III	$ 2,875,000	$ 2,182,102	$ 2,353,750	
12/31/2006	QCA First Fund, LLC	QCA First Fund I	$ 979,000	$ 979,000	$ 500,000	
7/6/2009	QCA First Fund II, LLC	QCA First Fund II	$ 1,000,000	$ 1,000,000	$ 500,000	
9/8/2013	QCA First Fund III, LLC	QCA First Fund III	$ 2,000,000	$ 2,000,000	$ 2,000,000	74
9/23/2016	Queen City Angels	QCA First Fund IV	$ 4,000,000	$ 4,000,000	$ 3,735,005	
12/31/2019	QCA First Fund, LLC	QCA First Fund V	$ 5,000,000	$ 5,000,000	$ 4,962,000	
4/19/2024	QCA First Fund VI Ohio, LLC	QCA First Fund VI Ohio Pre-Seed Fund	$ 3,500,000	$ 3,500,000	$ 3,509,995	
2/23/2010	Regional Growth Partnership	In4 Early Stage Investments Capital Fund	$ 270,000	$ 270,000	$ 272,857	208
12/31/2013	Reservoir Venture Partners II, LP	Reservoir Venture Partners II	$ 1,150,000	$ 1,150,000	$ 23,850,000	72
6/30/2014	Rev1 Ventures	Reservoir Venture Partners I	$ 1,625,000	$ 1,625,000	$ 18,375,000	
5/22/2013	Rev1 Ventures	TechColumbus Fund I	$ 1,500,000	$ 1,500,000	$ 750,000	
6/30/2012	Rev1 Ventures	OTAF Fund II	$ 3,150,000	$ 3,150,000	$ 2,900,000	
7/27/2011	Rev1 Ventures	TechColumbus Fund II	$ 900,000	$ 900,000	$ 450,000	
1/19/2013	Rev1 Ventures	TechColumbus Fund III	$ 500,000	$ 500,000	$ 500,000	1,567
8/14/2014	Rev1 Ventures	TechColumbus Fund IV	$ 2,000,000	$ 2,000,000	$ 2,000,000	
12/31/2017	Rev1 Ventures	TechColumbus Fund V (Catalyst Fund)	$ 3,500,000	$ 3,435,491	$ 2,968,695	
6/30/2022	Rev1 Fund I, LLC	Rev1 Ventures Fund I (TechColumbus Fund VI)	$ 8,000,000	$ 6,435,389	$ 14,000,000	
12/31/2019	Rev1 NCH Fund I, LLC	Rev1 Ventures Life Sciences Fund	$ 2,750,000	$ 1,864,853	$ 1,517,349	
8/4/2024	Future Value Fund I, LLC	Future Value Pre-Seed Fund	$ 5,000,000	$ 3,617,158	$ 7,233,815	
12/31/2012	Regional Growth Partnership	Rocket Ventures Pre-Seed Funds	$ 6,000,000	$ 6,000,000	$ 2,000,000	37
9/14/2021	Rocket Ventures Fund II, LLC	Rocket Ventures Pre-Seed Funds	$ 3,000,000	$ 2,866,776	$ 2,400,000	
12/31/2007	Science & Technology Campus Corporation	SciTech Technology Validation Fund	$ 350,000	$ 350,000	$ 373,132	19
12/31/2007	Science & Technology Campus Corporation	1st Fifty Validation Fund	$ 1,100,000	$ 1,100,000	$ 550,000	43
6/1/2003	Scitech	Scitech Tech Validation Fund	$ 825,000	$ 832,500	$ 986,327	0
9/1/2005	The Cleveland Clinic Foundation	CCF NovaMedics Technology Validation Fund	$ 1,080,000	$ 1,080,000	$ 1,453,878	
7/27/2011	The Cleveland Clinic Foundation	CCF Ohio BioValidation Fund II	$ 800,000	$ 800,000	$ 3,066,800	
1/24/2012	The Cleveland Clinic Foundation	CCF Ohio BioValidation Fund I	$ 1,000,000	$ 1,000,000	$ 1,000,000	
3/14/2013	The Cleveland Clinic Foundation	CCF Ohio BioValidation Fund IV	$ 2,000,000	$ 2,000,000	$ 2,399,000	
7/19/2013	The Cleveland Clinic Foundation	CCF Ohio BioValidation Fund III	$ 2,000,000	$ 2,000,000	$ 2,000,000	119
6/9/2017	The Cleveland Clinic Foundation	CCF Ohio BioValidation Fund V	$ 5,000,000	$ 5,000,000	$ 4,962,500	
4/11/2020	The Cleveland Clinic Foundation	CCF Ohio BioValidation Fund VI	$ 3,000,000	$ 3,000,000	$ 3,000,000	

PRE-SEED FUND CAPITALIZATION PROGRAM

Increases availability of professionally managed capital and associated services to accelerate the growth of early-stage Ohio technology companies

(Dated December 2025)

Project End Date	Organization	Project Title	State Funds Awarded	State Funds Expended	Cost Share Reported	Total Jobs Supported
2/23/2026	OBVF VII LLC	Ohio BioValidation Fund VII	$ 10,000,000	$ 10,000,000	$ 19,999,999	
4/5/2026	OBVF VIII, LLC	Ohio BioValidation Fund VIII Plus Pre-Seed/Seed Plus Fund	$ 10,000,000	$ 8,449,019	$ 30,694,114	
1/31/2014	University of Cincinnati	Southern Ohio Creates Companies Pre-Seed Fund	$ 1,100,000	$ 1,100,000	$ 550,000	38
1/25/2022	Valley Growth Ventures, LLC	Valley Growth Ventures Fund I	$ 3,000,000	$ 2,154,602	$ 3,377,210	18

* Program Launched December 2000 (Still Reporting)

TARGETED INDUSTRY ATTRACTION PROGRAM
Focused resources and incentives to attract companies to Ohio in targeted growth sectors
(Program Completed December 2020)

Project End Date	Organization	Project Title	State Funds Awarded	State Funds Expended	Cost Share Reported	Jobs Retained	Jobs Created	Total Jobs	Average Salary (All Jobs)
11/11/2011	UltraCell Corporation	Facility Expansion	$ 1,000,000	$ 949,738	$ 931,963	-	-	-	$ -
12/31/2011	Amylin Ohio LLC	New Production Facility	$ 1,500,000	$ 1,500,000	$ 500,000	-	282	282	$ 52,000
1/16/2012	Zyvex Performance Materials, Inc.	Zyvex Relocation	$ 1,000,000	$ 965,092	$ 1,665,472	6	2	8	$ 88,491
4/7/2010	Viewray Incorporated	TIA-ViewRay 09-000	$ 250,000	$ 250,000	$ 900,000	-	-	-	$ -
1/12/2011	Viscus Biologics LLC	Proxy BioMedical Relocation	$ 160,000	$ 160,000	$ 307,943	-	5	5	$ 89,000
12/31/2011	Rolls-Royce Fuel Cell Systems (US) Inc.	Machinery and Equipment Expansion Project	$ 750,000	$ 750,000	$ 250,000	-	-	-	$ -
5/22/2013	The Timken Company	Wind Energy Research and Development Center-TIA	$ 900,000	$ 900,000	$ -	1	1	2	$ -
7/11/2013	ThyssenKrupp Bilstein of America, Inc.	Business Expansion	$ 500,000	$ 500,000	$ -	185	73	258	$ 47,174
8/29/2013	Science Applications International Corp	Creation of a New Research and Development Location-Beavercreek	$ 400,000	$ 400,000	$ 400,000	-	41	41	$ 98,429
8/29/2013	Science Applications International Corp	Creation of a New Research and Development Location-Springfield	$ 150,000	$ 150,000	$ 150,000	11	-	11	$ 107,073
7/9/2013	Honda of America Mfg., Inc.	Restoration and Resurfacing of High Speed Test Track in East Liberty, Ohio, Logan	$ 6,000,000	$ 6,000,000	$ 10,000,000	180	-	180	$ 38,958
11/17/2019	Xerion Advanced Battery Corp.	HQ and Laboratory Relocation	$ 495,400	$ 495,400	$ -	-	31	31	$ 75,336

* Program Launched May 2007

TECHNOLOGY ASSET GRANT PROGRAM
Established specialized infrastructure to accelerate commercialization within targeted industry sectors
(Program Completed December 2020)

Project End Date	Organization	Project Title	State Funds Awarded	State Funds Expended	Cost Share Reported	Jobs Retained	Jobs Created	Total Jobs	Average Salary (All Jobs)
7/31/2019	Columbus Collaboratory	Advanced Analytics and Cybersecurity Center	$ 5,000,000	$ 5,000,000	$ 16,524,299	30	139	169	$ 90,000

* Program Launched March 2014

TECHNOLOGY COMMERCIALIZATION CENTER PROGRAM

Supported the commercialization of research and technologies from Ohio universities, medical centers or nonprofit institutions.

(Program Completed December 2021)

Project End Date	Organization	Project Title	State Funds Awarded	State Funds Expended	Cost Share Reported	Jobs Retained	Jobs Created	Total Jobs	Average Salary (All Jobs)
12/31/2018	Harrington Discovery Institute	Harrington Discovery Institute – Innovation Support Center	$ 24,998,623	$ 10,000,000	$ 30,683,684	-	20	20	$ 72,000
9/14/2019	The Ohio State University	Neurotechnology Innovations Translator (NIT)	$ 21,064,520	$ 10,012,204	$ 22,327,137	-	-	-	$ -

* Program Launched June 2014

TECHNOLOGY VALIDATION & STARTUP FUND

Supports commercialization of protected technologies developed at Ohio research institutions as well as Ohio start-up companies that license these technologies.

(Dated December 2025)

Project End Date	Organization	Project Title	State Funds Awarded	State Funds Expended	Cost Share Reported	Total Jobs Supported	Average Salary (All Jobs)
1/31/2014	Case Western Reserve University	Development of Novel Tools for Health IT - GIENA	$ 50,000.00	$ 50,000.00	$ 50,000.00	1.0	$ 90,000
4/30/2014	Design Flux Technology, LLC	Advanced Battery Management Algorithm Implementation for a Unified Energy Manage	$ 100,000.00	$ 99,985.36	$ -	2.0	$ 10,000
1/23/2014	Eco2 Capture of Ohio, Inc.	Demonstration of Advanced Polymer Membranes for Algal Growth Enhancement	$ 100,000.00	$ 100,000.00	$ -	0.0	$ -
9/30/2013	GraphSQL, Inc.	SuperGraphSQL: A Unified SQL and Graph Analytic Engine For Massive Graph Analys	$ 100,000.00	$ 100,000.00	$ 3,238.71	5.0	$ -
7/23/2013	Kent State University	Controlled Cracking of ITO on Plastic Substrates	$ 48,109.00	$ 48,109.30	$ 48,434.56	1.0	$ 48,000
7/23/2013	Kent State University	Interoperating Medication Controller for Health Management of Chronic Illnesses	$ 50,000.00	$ 50,000.00	$ 55,638.13	2.0	$ -
1/31/2014	Ohio University	Trajectory Tracking Flight Controller by Trajectory Linearization	$ 50,000.00	$ 49,949.99	$ 49,950.01	2.0	$ 76,705
12/31/2013	OsteoDynamics Inc.	Commercial Development of an Osteoporosis Diagnostic Device	$ 100,000.00	$ 99,968.16	$ -	3.0	$ 60,000
7/23/2013	pH Matter, LLC	Commercialization of Cathodes for Electrochemical Application	$ 100,000.00	$ 96,717.93	$ -	3.0	$ 54,773
1/31/2014	University of Akron	Polyisobutylene (PIB) Bsed Elastomeric Polymer Coating for Wound Healing and Clo	$ 50,000.00	$ 46,491.23	$ 47,495.91	0.0	$ -
1/31/2014	University of Akron	Shape Memory Alloy Thermal Energy Harvesting	$ 50,000.00	$ 18,317.87	$ 18,927.87	0.0	$ -
7/23/2013	The University of Toledo	Plasmonic Based Biomarker Sensing Technology	$ 50,000.00	$ 33,886.69	$ 34,324.10	3.0	$ -
3/30/2014	Alpps, Ltd.	Advanced Language Performance Portfolio System - ALPPS	$ 100,000.00	$ 100,000.00	$ -	0.0	$ -
11/30/2015	CGC Ultramarin, Ltd.	Marine Jet Propulsion System	$ 100,000.00	$ 28,478.87	$ -	0.0	$ -
10/15/2014	Cincinnati Children's Hospital Medical Center	Suicide Risk Index (SRI)	$ 50,000.00	$ 50,000.00	$ 50,000.18	0.0	$ -
10/15/2014	Cincinnati Children's Hospital Medical Center	Neonatal Intensive Care Unit Magnetic Resonance Imaging - NISU MRI	$ 50,000.00	$ 50,000.00	$ 56,000.90	1.0	$ -
4/30/2014	Core Quantum Technologies	Next Generation Illuminators for Imaging and Detection Applications	$ 100,000.00	$ 94,287.53	$ -	1.0	$ 75,000
4/15/2014	I-Comet Technologies, Inc.	Portable Concussion Assessment	$ 100,000.00	$ 99,768.73	$ 289,811.65	1.0	$ 190,000
7/15/2014	NGJ	New Low Cost, Small Diameter NGJ Carbon Fibers from NGJ, LLC	$ 100,000.00	$ 100,000.00	$ -	0.0	$ -
12/3/2014	Ohio University	Advcd Catalytic Material & Supercritical Reactor for Treatment of Flowback/Produ	$ 50,000.00	$ 49,999.42	$ 50,000.00	2.0	$ 54,000
6/15/2014	The Cleveland Clinic Foundation	Smart Treatment of ADHD	$ 50,000.00	$ 48,998.38	$ 50,000.00	0.0	$ -
2/28/2014	The Ohio State University	Eletromagnetic Probe for Real-Time ID of Surgical Margins During Removal of Soli	$ 50,000.00	$ 37,698.88	$ 37,605.00	2.0	$ 40,000
12/31/2014	University of Akron	A Highly Selective Pyrophosphate Sensor for Biological Applications	$ 50,000.00	$ 46,244.47	$ 46,244.47	0.0	$ -
6/30/2014	The University of Toledo	Injectable Bone Cement	$ 50,000.00	$ 46,070.62	$ 46,089.42	12.0	$ 50,000
6/30/2015	Acense LLC	Acetylene Gas Sensor	$ 100,000.00	$ 83,603.78	$ -	0.0	$ -
5/31/2014	Kent State University	Lighweight and Biocompatible Soft Piezoelectric Fiber Mats	$ 50,000.00	$ 41,261.76	$ 41,261.56	0.0	$ -
5/31/2014	Kent State University	Active Retarder Films for Glasses-Free 3D TV Technology	$ 38,591.00	$ 38,590.53	$ 38,593.20	0.0	$ -
8/31/2014	Kent State University	Bistable Switchable Liquid Crystal Window	$ 48,981.00	$ 48,981.00	$ 48,981.00	0.0	$ -
12/31/2015	The Ohio State University	CellMarker	$ 50,000.00	$ 29,972.60	$ 29,918.43	0.0	$ -
6/30/2015	The Ohio State University	Magnetic Resonance Elastography	$ 50,000.00	$ 45,207.49	$ 45,204.97	0.0	$ -
12/31/2014	The Ohio State University	Hybrid Air Water Conditioning System	$ 50,000.00	$ 36,958.53	$ 37,017.18	0.0	$ -
7/31/2014	The University of Toledo	Facet Screw System	$ 35,500.00	$ 30,925.38	$ 30,890.94	1.0	$ 50,000
12/31/2014	The University of Toledo	Percutaneous Mechanical Thrombectomy Device	$ 50,000.00	$ 49,501.55	$ 50,227.61	1.0	$ 50,000
6/30/2014	University of Akron	Bio-Inspired Reusable Adhesives Using Scalable Electrospinning Techniques	$ 37,304.00	$ 37,271.49	$ 48,437.82	6.0	$ 60,000
12/31/2015	Analytic Diabetic Systems, Inc	Development of a Web-Based Clinical Support System for Glycemic Control	$ 98,366.00	$ 96,555.07	$ -	0.0	$ -
12/31/2016	Apto Orthopaedics Corporation	Non-Invasively Adjustable Implant for Treatment of Early Onset Scoliosis	$ 100,000.00	$ 98,841.79	$ -	1.0	$ -
6/30/2015	Austen BioInnovation Institute in Akron	Ultra Low Volume Syringe/Pipette	$ 49,250.00	$ 49,250.00	$ 49,250.00	0.0	$ -
6/30/2015	Case Western Reserve University	Image-Based Risk Score for Predicting Response to Therapy for ER+ Breast Cancer	$ 50,000.00	$ 49,994.60	$ 49,995.00	0.0	$ -
3/30/2015	Folio Photonics, LLC	Prototype Development of a Coextruded Multilayer Polymer Film for Optical Data S	$ 100,000.00	$ 100,000.00	$ -	6.0	$ 100,000
9/30/2015	LARAD Inc.	Virus-Like-Particle (VLP) Vaccines	$ 100,000.00	$ 100,000.00	$ -	4.0	$ 41,250
4/30/2015	Lucintech, Inc.	Transparent PV Window Prototypes	$ 100,000.00	$ 100,000.00	$ -	1.0	$ 80,000
9/30/2015	Kent State University	Patterned LC Alignment Layers via Ink-Jet Printing of Metal Nanoparticle & Semic	$ 46,527.00	$ 42,327.80	$ 42,328.36	0.0	$ -
8/31/2015	Kent State University	Fast Electrooptic Switches Based on Liquid Crystals	$ 50,000.00	$ 42,963.94	$ 43,119.49	0.0	$ -
12/31/2014	Nanofiber Solutions, Inc.	Development of a Tissue Engineered Small Instestine	$ 100,000.00	$ 100,000.00	$ 5,854.08	4.0	$ 60,000
6/30/2015	The University of Toledo	Non-toxic Antibacterial Surfactant/Microgel Formulations	$ 44,493.00	$ 24,405.33	$ 24,407.11	2.0	$ 30,000
6/30/2015	The University of Toledo	Nano-BioSensor for Infection in Tissue	$ 25,000.00	$ 44,147.30	$ 44,145.67	1.0	$ 25,587
3/24/2015	The Cleveland Clinic Foundation	Reinforced Extracellular Matrix Device for Ventral Hernia Repair	$ 50,000.00	$ 50,000.00	$ 49,999.99	0.0	$ -
3/24/2015	The Cleveland Clinic Foundation	Endovascular IOPS: Validation of Dual-Modality Registration Markers	$ 50,000.00	$ 45,000.00	$ 45,000.00	2.0	$ 90,000
9/30/2015	Ohio University	Matlab Toolkit for 3D Visualization of Real and Synthetic Flight Data	$ 50,000.00	$ 48,057.33	$ 46,056.84	1.0	$ 59,000
8/31/2015	University of Akron	OXAID: Oxygenated Hydrogel Wound Dressings	$ 50,000.00	$ 44,776.44	$ 44,776.63	3.0	$ 55,000
2/28/2016	University of Akron	Mechanoluminescence (ML) Sensors	$ 50,000.00	$ 48,575.74	$ 48,575.71	0.0	$ -
12/31/2015	University of Akron	Smart Phone Based Universal Water Quality Sensor	$ 50,000.00	$ 39,438.27	$ 39,438.24	0.0	$ -
3/31/2016	University of Akron	Aqueous Biphasic Tumor Spherolds for Drug Discovery	$ 50,000.00	$ 50,000.00	$ 50,000.00	3.0	$ 55,000

TECHNOLOGY VALIDATION & STARTUP FUND

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(Dated December 2025)

Project End Date	Organization	Project Title	State Funds Awarded	State Funds Expended	Cost Share Reported	Total Jobs Supported	Average Salary (All Jobs)
1/31/2016	The Ohio State University	Single-Chain Antibodies for Immunohistochemistry Cancer Diagnosis	$ 50,000.00	$ 49,524.93	$ 49,632.99	4.0	$ -
6/30/2015	Kent State University	End-Effector and Robot Workcell for Automated Assembly of Fuel Cell Stacks Using	$ 26,616.00	$ 15,572.85	$ 15,572.39	0.0	$ -
12/31/2015	Kent State University	Smart Energy-Saving Liquid Crystal Window	$ 35,004.00	$ 34,982.23	$ 34,982.52	0.0	$ -
4/30/2016	The University of Toledo	Ankle Foot Orthosis Using Shape Memory Alloys for Addressing Drop Foot	$ 50,000.00	$ 49,765.67	$ 49,765.69	0.0	$ -
5/31/2016	Case Western Reserve University	Software for Quantification and Visualization of Intravascular Optical Coherence	$ 50,000.00	$ 50,000.00	$ 50,000.00	3.0	$ 50,000
7/31/2015	Simple-Fill, Inc.	Simple-Fill - High Pressure Natural Gas Compression	$ 100,000.00	$ 99,999.74	$ 16,113.04	4.0	$ 102,000
7/31/2015	Eccrine Systems, Inc.	Wearable Blue-Tooth Seat Sensor Prototype	$ 100,000.00	$ 99,610.25	$ -	29.0	$ 84,000
10/31/2015	MicrobeCapture, LLC	Novel Rapid Diagnostic Assay for Influenza	$ 100,000.00	$ -	$ -	0.0	$ -
6/30/2015	IRISense, LLC	IRISense	$ 100,000.00	$ 100,000.00	$ -	0.0	$ -
12/31/2015	ProteoSense	Commercialization of ImmunoFET Sensors for Food Safety Pathogen Detection	$ 100,000.00	$ 100,000.00	$ 52,112.17	4.0	$ 65,250
2/29/2016	Akron Surface Technologies, Inc.	Surface Treatment Platforms	$ 100,000.00	$ 100,000.00	$ -	1.0	$ 24,000
8/31/2016	Spinal Balance, Inc.	Facet Screw	$ 100,000.00	$ 90,000.00	$ -	5.0	$ 70,000
6/30/2015	3Bar Biologics, Inc.	Commercializing Biological Inoculants to Increase Yeild in Production Agricultur	$ 100,000.00	$ 100,000.00	$ -	6.0	$ 82,000
9/28/2015	Case Western Reserve University	Replacing Endoscopic Imaging with Non-Invasive Office Based Screening Test for B	$ 50,000.00	$ 50,000.00	$ 50,000.00	1.0	$ 70,000
9/28/2015	Case Western Reserve University	Software Suite for Diagnostic Imaging of the Retina by Two-Photon Florescence Mi	$ 25,000.00	$ 24,977.52	$ 24,977.55	0.0	$ -
9/28/2015	The Cleveland Clinic Foundation	Coronay Chronic Total Occlusion Gude Wire Family to Treat coronary Artery Diseas	$ 50,000.00	$ 50,000.00	$ 50,000.00	0.0	$ -
3/31/2016	The Cleveland Clinic Foundation	Complex Arrhythmia EP Mapping Catheter	$ 49,000.00	$ 37,522.78	$ 37,522.78	0.0	$ -
1/31/2016	Columbus Technology LLC	DICE	$ 100,000.00	$ 100,000.00	$ 60,238.41	0.0	$ -
4/30/2017	Flexible ITO Solutions	Commercialization of Cracked ITO Substrates for Smart Windows	$ 100,000.00	$ 40,601.52	$ -	0.0	$ -
4/28/2017	Ion-Vac (WoundVac NewCo)	Wound Healing System	$ 100,000.00	$ 82,217.42	$ 23,000.00	0.0	$ -
9/28/2015	Lattice BioTech LLC	Broad Spectrum Anti-Infective Monoclonal Antibody for Chronic Infection Markets	$ 100,000.00	$ 100,000.00	$ 47,000.00	0.0	$ -
4/30/2016	Northeast Ohio Medical University	The Role of Osteoactivin in Bone Regeneration	$ 30,000.00	$ 27,782.12	$ 27,782.17	0.0	$ -
6/30/2016	Ohio University	Versatile LC/MS Interface via Non-Destructive Mass Spectrometric Sensing	$ 50,000.00	$ 31,135.99	$ 31,136.13	1.0	$ 24,000
9/28/2015	Sense Diagnostics, Inc.	Sensor Evaluation of Neurologic Status in Emergencies (SENSE)	$ 100,000.00	$ 91,800.00	$ -	8.0	$ 99,750
9/28/2015	Standard Bariatrics, Inc.	MARC Writing Instrument	$ 100,000.00	$ 66,093.96	$ 5,875.00	14.0	$ 111,900
12/31/2015	TeraProbes Inc.	Non-Contact Probes for High-Frequency Electronic Chip Testing	$ 100,000.00	$ 99,994.87	$ -	1.0	$ 84,645
6/30/2016	The University of Toledo	Flow-Induced Electromagnetic Anti-Fouling Technology (FI-EMAF Technology)	$ 43,653.00	$ 43,626.38	$ 43,626.64	0.0	$ -
12/1/2015	Cincinnati Children's Hospital Medical Center	Human Assisted Needle Delivery System (HANDS)	$ 50,000.00	$ 49,920.00	$ 50,909.00	4.0	$ 115,185
9/30/2016	University of Akron	Rare-Earth-Material-Free Multiphase Electric Machine (FMEM) for Low Power Applic	$ 50,000.00	$ 49,999.90	$ 50,000.10	0.0	$ -
12/1/2015	University of Akron	Integrated Imaging Goggles for Guiding Basal-Cell Carinoma Surgeries	$ 50,000.00	$ 50,000.00	$ 49,999.91	0.0	$ -
3/31/2016	University of Akron	Transparent Conductive Coating for Flexible Eletronics	$ 50,000.00	$ 48,495.50	$ 48,495.35	0.0	$ -
3/31/2016	University of Akron	Additively Manufactured Prosthetic Socket Cooling System	$ 50,000.00	$ 48,525.12	$ 48,525.14	0.0	$ -
6/30/2016	University of Akron	Akron Fast Fourier Transform (FFT)	$ 50,000.00	$ 49,215.07	$ 49,215.07	0.0	$ -
12/1/2015	Kent State University	Polarizing Waveguide Plate for Liquid Crystal Displays	$ 50,000.00	$ 23,588.11	$ 23,590.26	0.0	$ -
12/1/2015	Kent State University	Bistable Light Modulator for Light Extraction in OLED Device Applications	$ 50,000.00	$ 16,973.51	$ 16,973.43	0.0	$ -
8/31/2016	The Cleveland Clinic Foundation	Autism Spectrum Disorder (ASD)	$ 50,000.00	$ 34,294.78	$ 34,294.79	1.0	$ 41,600
12/1/2015	The Ohio State University	KAir Battery	$ 50,000.00	$ 44,772.77	$ 44,935.20	0.0	$ -
9/1/2017	Miach Medical Innovations	Novel, Cost Effective, Smart Feeding Tubes	$ 100,000.00	$ 4,000.00	$ -	1.0	$ 10,000
12/1/2015	iRx Reminder LLC	2-iLidRx: Interoperating Medication Container for mHealth Management of Chronic	$ 100,000.00	$ 100,000.00	$ 100,000.00	3.0	$ 12,000
6/1/2016	Akron Ascent Innovations, LLC	Bio-Inspired Reusable Adhesives Using Scalable Electrospinning Techniques-2	$ 100,000.00	$ 100,000.00	$ -	7.0	$ 60
6/30/2017	QuTel, Inc.	Quantum Tunneling Electronics for Ultra-Low Power Electronics	$ 100,000.00	$ 100,000.00	$ -	2.0	$ -
12/1/2016	OsteoNovus Inc.	Improving Bone Grafting Technology	$ 100,000.00	$ 100,000.00	$ 54,815.14	9.0	$ 40,000
3/1/2016	Rekovo LLC	Synaptic Arts	$ 100,000.00	$ 90,146.69	$ -	2.0	$ -
9/30/2016	Case Western Reserve University	Cardiac Mapping for the Treatment of Atrial Fibrillation	$ 50,000.00	$ 46,003.01	$ 46,003.01	0.0	$ -
10/31/2016	The Cleveland Clinic Foundation	Molecular Imaging of Prostate Cancer	$ 49,845.00	$ 43,789.21	$ 43,789.21	0.0	$ -
10/31/2016	The Cleveland Clinic Foundation	Sleep Apnea	$ 50,000.00	$ 50,000.00	$ 50,000.00	0.0	$ -
10/31/2016	The Cleveland Clinic Foundation	Sim Vitro	$ 50,000.00	$ 49,850.37	$ 68,500.00	1.0	$ 55,000
12/31/2016	The Ohio State University	Technology Validation of Circular Wave Drive-A New Speed Reducer	$ 50,000.00	$ 49,999.98	$ 52,726.86	0.0	$ -
4/30/2016	SUMMA HEALTH	CAMKK1: A Novel Gene Therapy	$ 49,118.00	$ -	$ -	0.0	$ -
10/31/2016	University of Akron	Microfluidic Device for Quantitative Roadside Detection of Cannabinoids in Saliv	$ 50,000.00	$ 44,997.09	$ 44,996.95	0.0	$ -
4/30/2016	Apollo Medical Devices, LLC	A Novel, Low-Cost, Portable, Point-of-Care Blood Analysis System	$ 100,000.00	$ 100,000.00	$ -	7.0	$ 44,286
12/31/2016	Red5 Pharmaceuticals LLC	Diagnostic Kits to Predict patient Response to Chemotherapy	$ 60,000.00	$ 37,026.79	$ -	2.0	$ 60,000
4/30/2016	Centerline Biomedical, Inc.	Endovascular Intra-Operative Positioning System (IOPS)	$ 100,000.00	$ 100,000.00	$ -	8.0	$ 106,000

TECHNOLOGY VALIDATION & STARTUP FUND

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(Dated December 2025)

Project End Date	Organization	Project Title	State Funds Awarded	State Funds Expended	Cost Share Reported	Total Jobs Supported	Average Salary (All Jobs)
5/30/2016	OcuDoc, Inc.	The Eye Scan App (Formerly Mobile Vision Diagnostics)	$ 100,000.00	$ 100,000.00	$ 54,858.21	3.0	$ 85,000
12/31/2016	The Ohio State University	Vaporizing Foil Actuator Welding	$ 50,000.00	$ 49,756.50	$ 49,828.99	3.0	$ 80,000
2/3/2017	The Cleveland Clinic Foundation	Molecular Imaging of Prostate Cancer	$ 49,845.00	$ 7,925.00	$ 7,925.00	0.0	$ -
2/3/2017	The Cleveland Clinic Foundation	The Urocapsule: A Clinical Tool For Home Bladder Monitoring and Improved Diagno	$ 50,000.00	$ 50,000.00	$ 75,000.00	0.0	$ -
2/28/2017	Case Western Reserve University	Injectable Autologous Stem Cell-Based Therapy for Treatment of Critical-Sized Bo	$ 50,000.00	$ 41,716.77	$ 41,716.77	1.0	$ -
8/3/2016	University of Akron	Artificial Tactile Skins Using Hybrid 3D Printing Technologies	$ 50,000.00	$ 50,000.00	$ 50,000.00	0.0	$ -
2/4/2017	The University of Toledo	VALD-Additively Manufactured Patient Specific Implants	$ 50,000.00	$ 50,000.00	$ 50,000.00	1.0	$ 50,000
8/3/2016	Nikola Labs, Inc.	Wireless Mobile Device RF Harvesting Products Technolgoy	$ 100,000.00	$ 99,988.68	$ 99,988.68	0.0	$ -
10/1/2017	ThermoMorph, LLC	QuickFlow PE	$ 150,000.00	$ 150,000.00	$ 150,000.00	1.0	$ 125,000
9/8/2017	The Cleveland Clinic Foundation	Companion Diagnostic Platform for Optimization of Personalized Anticancer Therap	$ 49,960.00	$ 29,864.32	$ 29,864.32	0.0	$ -
5/31/2017	Case Western Reserve University	HemeChip for Point-of-Care Diagnosis of Sickle Cell Disease in Newborns	$ 50,000.00	$ 47,485.24	$ 47,485.24	0.0	$ -
3/8/2018	Northeast Ohio Medical University	Development of a New commercial Kit for Screening Cell Specific Gene Therapy Vec	$ 50,000.00	$ 49,999.00	$ 49,999.00	0.0	$ -
3/2/2018	Case Western Reserve University	Evaluation of Percutaneous Electrodes for Direct Current Nerve Block	$ 50,000.00	$ 40,733.05	$ 40,733.05	0.0	$ -
	The Ohio State University	REZEN	$ 50,000.00	$ -	$ -	0.0	$ -
3/2/2018	Case Western Reserve University	SynthoPlate Technology: Evaluation and Validation	$ 50,000.00	$ 46,087.14	$ 46,087.14	0.0	$ -
12/31/2018	Case Western Reserve University	Low-Cost, Self-Powering Wireless Sensors & Sensor Networks for Enabling Energy-E	$ 50,000.00	$ 50,000.00	$ 50,000.00	0.0	$ -
12/31/2017	Infuseon Therapeutics, Inc.	Commercialization of the Cleveland Multiport Catheter for Delivery of Therapeuti	$ 150,000.00	$ 150,000.00	$ 150,000.00	3.0	$ 125,000
5/31/2017	SpineDynx	Clinical Lumbar Motion Monitor	$ 150,000.00	$ 150,000.00	$ 150,000.00	0.0	$ -
5/31/2017	MatchTX	Cancer Treatment Matching Software for Clinical Trials and Research	$ 125,000.00	$ 125,000.00	$ 125,000.00	2.0	$ -
12/31/2018	O2 RegenTech LLC	OXAID-Oxygenated Hydrogel Dressing for Chronic Wound Healing-2	$ 150,000.00	$ 150,000.00	$ 150,000.00	0.0	$ -
11/16/2017	Case Western Reserve University	NeuroRadVision:Decision Support Toolkit to Reduce Unnecessay Surgical Interventi	$ 50,000.00	$ 47,685.88	$ 47,685.88	0.0	$ -
5/16/2017	Case Western Reserve University	Development of a Vascular Catheter Injection Port Sterilizer	$ 10,000.00	$ 2,854.66	$ 2,854.66	0.0	$ -
2/16/2018	The Ohio State University	A Revolutionary Approach for Correction of Presbyopia	$ 50,000.00	$ 49,863.24	$ 49,863.24	0.0	$ -
5/16/2017	The Ohio State University	Ultrasonic Device and Method for Treating Composites	$ 50,000.00	$ 49,863.24	$ 49,863.24	0.0	$ -
5/16/2017	University of Akron	Smartphone-Based Dual-Modality Microendoscope for Cancer Diagnosis	$ 50,000.00	$ 36,229.04	$ 36,229.04	0.0	$ -
12/31/2017	University of Cincinnati	Novel Therapy for High Grade Gilomas	$ 50,000.00	$ 41,190.17	$ 41,190.17	0.0	$ -
10/16/2017	UNIVERSITY HOSPITALS HEALTH SYSTEM, INC.	EndoSleeve-Accessory Medical Device Introduction Apparatus for Endoscopes	$ 40,000.00	$ -	$ -	0.0	$ -
10/31/2017	The University of Toledo	Scratch and UV Resistant, Light Weight Parts for Automotive Application and Wind	$ 50,000.00	$ 50,000.00	$ 50,000.00	0.0	$ -
1/31/2018	The University of Toledo	Bi-Level Equalizer for Battery Management Systems	$ 50,000.00	$ 25,498.69	$ 25,498.69	0.0	$ -
2/16/2018	ALC Innovations LLC	ALCI Glass Cleaner	$ 100,000.00	$ 100,000.00	$ 100,000.00	0.0	$ -
11/16/2018	EnergyEne Inc.	Plant Guayule Seed and Design and Develop Defoliator	$ 100,000.00	$ 28,211.50	$ 28,211.50	3.0	$ 30,000
8/19/2017	MassMatrix, Inc.	MassMatrix	$ 150,000.00	$ 150,000.00	$ 150,000.00	1.0	$ -
5/16/2018	Neurxstem, Inc.	Commercializing a Neural Organoid Platform to Investigate CNS Disorders	$ 150,000.00	$ -	$ -	1.0	$ 120,000
4/30/2019	The Ureteral Stent Company, Inc.	The Ureteral Stent	$ 150,000.00	$ 150,000.00	$ 150,000.00	2.0	$ 73,000
	IntelliSenze, Inc.	Development of Biosensor for Diagnosis of Infection	$ 150,000.00	$ -	$ -	0.0	$ -
11/10/2022	Kent State University	Universal Tubular Solid Oxide Fuel Cell Testing Kit	$ 37,269.00	$ 26,994.90	$ 37,269.00	0.0	$ -
12/30/2018	The University of Toledo	New Anthelmintic Drugs for Veterinary Medicine	$ 50,000.00	$ 27,773.93	$ 27,773.93	0.0	$ -
2/28/2019	The University Of Akron Research Foundation	Spark Fund - UARF's Technology Acceleration and Commercialization Fund	$ 250,000.00	$ 247,500.00	$ 247,500.00	0.0	$ -
6/30/2019	The Cleveland Clinic Foundation	TVSF-CC	$ 500,000.00	$ 500,000.00	$ 500,000.00	0.0	$ -
7/31/2021	Case Western Reserve University	TVSF Funding - Phase 1	$ 500,000.00	$ 500,000.00	$ 500,000.00	0.0	$ -
12/31/2018	The Research Institute at Nationwide Children's Hospital	Nationwide Children's Hospital TVSF Fund	$ 200,000.00	$ 70,839.00	$ 70,839.00	0.0	$ -
6/30/2019	The Ohio State University	Accelerator Award	$ 500,000.00	$ 499,996.46	$ 499,996.46	0.0	$ -
12/31/2018	University of Cincinnati	University of Cincinnati TVSF Proposal Phase 1 Fund	$ 500,000.00	$ 300,000.00	$ 300,000.00	0.0	$ -
10/31/2019	UNIVERSITY HOSPITALS HEALTH SYSTEM, INC.	University Hospitals Technology Venture Fund (UHTVF)	$ 500,000.00	$ 495,200.00	$ 495,200.00	0.0	$ -
12/31/2017	GlobalFlyte, Inc.	GlobalFlyte: Advanced Situational Awareness Suite of Cloud Services for Actiona	$ 100,000.00	$ 99,999.20	$ 99,999.20	15.0	$ 54,400
6/30/2019	ICBM Medical, Inc.	A Superior Low Cost Screening Device for Prostate Cancer	$ 150,000.00	$ 150,000.00	$ 150,000.00	0.0	$ -
12/31/2017	Med-Compliance IQ, Inc.	WoundWise - Biomedical Technology Solution for Wound Care	$ 150,000.00	$ 150,000.00	$ 150,000.00	0.0	$ -
1/1/2019	eSens LLC	Innovative sensors for faster run times and lower injury risk	$ 100,000.00	$ 99,608.38	$ -	2.0	$ 70,000
8/31/2019	Ohio University	Multi-Channel Copper Heat-Exchangers for High-	$ 67,500.00	$ 67,500.00	$ 67,500.00	0.0	$ -
3/31/2019	The University of Toledo	Laryngeal Mechanical Sensory Device	$ 50,000.00	$ 28,143.51	$ 28,143.51	0.0	$ -
8/31/2018	The University of Toledo	BMP-Replacing Food Additive for Bone Defect Treatment	$ 50,000.00	$ 44,363.91	$ 44,363.91	0.0	$ -
5/31/2019	Cincinnati Children's Hospital Medical Center	Cincinnati Children's Discovery to Impact Initiative	$ 500,000.00	$ 500,000.00	$ 500,000.00	0.0	$ -
9/30/2019	Cleveland State University	CSU and KSU TVSF Phase 1: Track B Application	$ 400,000.00	$ 400,000.00	$ 400,000.00	0.0	$ -

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5/31/2018	GhostWave Inc.	RF Noise Radar for Advanced Driver Assistance Systems	$ 100,000.00	$ 99,983.00	$ 99,983.00	2.5	$ 98,422
9/30/2018	OncoSolutions LLC	OncoSolutions? 3D Tumor Technology for High Throughput Drug Screening	$ 150,000.00	$ 150,000.00	$ 150,000.00	0.0	$ -
12/31/2019	RegenFix, LLC	Additive Manufacture of Stiffness-Matched Skeletal Fixation Hardware	$ 150,000.00	$ 150,000.00	$ 150,000.00	0.0	$ -
5/31/2019	ZeoVation, Inc.	Nano Zeolite for Improved Sunscreen	$ 100,000.00	$ 99,378.86	$ 99,378.86	0.0	$ -
10/16/2019	INNOVATE IP, INC.	Full Featured SaaS Implementation	$ 98,832.00	$ 98,831.97	$ 98,831.97	3.0	$ -
10/16/2019	Noxsano	Power Wound Care Bandage	$ 150,000.00	$ 117,774.23	$ 117,774.23	3.0	$ 100,000
4/16/2020	WAVE# LLC	FastRAM, Hyperspectral Raman Imaging Sustem for Advanced Materials	$ 100,000.00	$ 81,509.27	$ 81,509.27	0.0	$ -
3/22/2020	Case Western Reserve University	Phase 1 - TVSF - Pool of Funds	$ 500,000.00	$ 449,430.00	$ 449,430.00	0.0	$ -
3/22/2020	Ohio University	OU TVSF Phase 1B Program Fund	$ 200,000.00	$ 150,000.00	$ 150,000.00	0.0	$ -
3/22/2021	The Ohio State University	Accelerator Award-2	$ 500,000.00	$ 496,700.00	$ 500,000.00	0.0	$ -
1/22/2019	XII Medical	Hypoglossal Nerve Stimulation Device for Obstructive Sleep Abnea	$ 150,000.00	$ 150,000.00	$ 150,000.00	3.0	$ 100,000
1/22/2019	LENTECHS, LLC	LENTECHS Soft contacts for Presbyopia	$ 150,000.00	$ 149,911.36	$ 149,911.36	3.0	$ 153,333
1/22/2019	S4 Medical Corp.	Esophageal Protection Device	$ 150,000.00	$ 150,000.00	$ 150,000.00	2.0	$ 139,000
7/22/2019	UbiHere, Inc.	Ubihere, Inc. Commercialization Project	$ 100,000.00	$ 100,000.00	$ 100,000.00	9.0	$ 86,641
12/31/2021	OhioHealth Research Institute	Healthcare Technology	$ 200,000.00	$ 200,000.00	$ 200,000.00	0.0	$ -
6/30/2020	The Research Institute at Nationwide Children's Hospital	TVSF Phase 1	$ 200,000.00	$ 177,358.50	$ 177,358.50	0.0	$ -
6/30/2020	UNIVERSITY HOSPITALS HEALTH SYSTEM, INC.	TVSF-1 Round 16	$ 500,000.00	$ 500,000.00	$ 500,000.00	0.0	$ -
6/30/2021	UNIVERSITY OF DAYTON	Phase 1 Application	$ 200,000.00	$ 116,000.00	$ 200,000.00	0.0	$ -
6/30/2019	Deep Lens, Inc.	Augmented Digital Pathology Intelligence	$ 148,600.00	$ 148,600.00	$ 148,600.00	15.0	$ 200,200
6/30/2019	A1Control	Mobile App Technology for Insulin Pump Training	$ 150,000.00	$ 150,000.00	$ 150,000.00	0.0	$ -
12/30/2019	Battle Sight Technologies LLC	MARC Writing Device	$ 100,000.00	$ 100,000.00	$ 100,000.00	6.0	$ 125,833
12/30/2019	Okapi Medical LLC	Wound Closure BioMaterial	$ 150,000.00	$ 148,983.38	$ 148,983.38	0.0	$ -
6/30/2021	smallTalk Technology, Inc.	Sound System to Optimize Learning of Speed Sounds in Preterm Infants	$ 150,000.00	$ 135,778.92	$ -	2.0	$ 118,708
2/28/2020	Unify Medical Inc.	Smart Goggles	$ 150,000.00	$ 149,999.86	$ 149,999.86	0.0	$ -
11/30/2021	Cincinnati Children's Hospital Medical Center	Innovation Ventures Acceleration	$ 500,000.00	$ 500,000.00	$ 500,000.00	0.0	$ -
5/30/2021	University of Cincinnati	Cinn TVSF Phase 1	$ 500,000.00	$ 500,000.00	$ 500,000.00	0.0	$ -
5/31/2020	AwareAbility Technologies, LLC	Alpha-Ion Battery for IoT Devices	$ 100,000.00	$ 99,153.54	$ -	3.3	$ 63,718
11/30/2019	VyrticalXpress LLC	Verificaiton of Rotorwing Long Haul UAVs with VTOL for Medical Transport Service	$ 150,000.00	$ 149,956.78	$ 149,956.78	2.0	$ 151,250
11/30/2019	LittleSeed, Inc.	Clinician Driven VR Platform	$ 150,000.00	$ 150,000.00	$ 64,514.41	3.0	$ 40,355
11/30/2019	MediView XR Inc.	Real-Time, Fused Holographic Visualization for Ablation of Cancerous Tumors	$ 150,000.00	$ 150,000.00	$ 150,000.00	14.0	$ 115,643
11/30/2019	Pressure Safe Inc.	Sit Smart	$ 150,000.00	$ 31,351.12	$ 31,351.12	0.0	$ -
11/30/2019	RedBud SoftWare Inc.	Trellis CMA Management Application	$ 100,000.00	$ 100,000.00	$ 100,000.00	0.0	$ -
4/30/2021	S.A. Wyze, Inc.	Stabilized Antibody Liquid for Infectious Disease Monitoring	$ 150,000.00	$ -	$ -	0.0	$ -
7/28/2020	Bionymer, Inc.	Developing a medical-grade sensing platform for hyponatremia and hyperkalemia.	$ 150,000.00	$ 150,000.00	$ 150,000.00	1.0	$ 31,666
1/28/2021	Hedgemon, Inc.	Hedgehog-Inspirec Impact Protection Liner	$ 150,000.00	$ 150,000.00	$ -	0.0	$ -
1/20/2020	Ignyte Assurance Platform	Cybersecurity Technology Development	$ 100,000.00	$ 100,000.00	$ -	9.0	$ 58,593
1/21/2021	CollaMedix Inc.	CollaSling	$ 150,000.00	$ 150,000.00	$ -	7.5	$ 74,027
12/31/2020	Endo Guidance Technologies, LLC	Allow operating room physicians to visualize and track a flexible surgical instrument?s location a	$ 150,000.00	$ 150,000.00	$ -	0.0	$ -
12/10/2020	Mobikit, Inc.	Integrate vehicle insights into your business workflows	$ 100,000.00	$ 100,000.00	$ -	0.0	$ -
6/10/2020	Strong Plastics LLC	Strong Load-Bearing Plastics	$ 100,000.00	$ 77,000.00	$ -	0.0	$ -
6/10/2020	Bioprinting Laboratories, Inc.	Creating multicellular mini-tissue replicates via ?miniature 3D bioprinting? technology and rapidl	$ 150,000.00	$ 149,993.03	$ -	0.0	$ -
12/10/2021	RoadPrintz Inc	automated fine-scale mapping, design, layout, and execution of cost-effective road and pavemer	$ 100,000.00	$ 100,000.00	$ 80,465.88	5.0	$ 84,000
6/16/2021	RooSense Inc.	A wearable health sensor to optimize practice and performance of athletes	$ 100,000.00	$ 99,969.34	$ -	7.0	$ 38,524
6/16/2021	NeuroTherapia, Inc.	Alzheimer's disease therapeutic platform	$ 150,000.00	$ 150,000.00	$ -	1.0	$ 192,500
6/16/2021	Exotome LLC	Molecular imaging Theranostics agents for image guided therapy	$ 150,000.00	$ -	$ -	0.0	$ -
12/16/2020	Matsaki Technologies Inc.	Diode tech	$ 100,000.00	$ 100,000.00	$ -	0.0	$ -
12/16/2021	Akron PolyEnergy Inc.	Advanced materials for energy related applications	$ 100,000.00	$ 100,000.00	$ 121,824.64	0.0	$ -
12/16/2021	The University of Toledo	TVSF-1 Round 20	$ 200,000.00	$ 20,207.50	$ 40,415.00	0.0	$ -
7/27/2021	Mitria Medical, LLC	Subvalvular Spacer System	$ 150,000.00	$ 150,000.00	$ -	0.0	$ -
7/27/2021	S4 Mobile Laboratories LLC	Finding Clandestine Human Burials via Subsurface Soil Spectroscopy	$ 100,000.00	$ 100,000.00	$ -	3.0	$ 84,263
	Rapidect, Inc	A near real-time analyzer for MRSA and S. aureus	$ 150,000.00	$ -	$ -	0.0	$ -
	ZSense Systems, LLC	Inline Oil Condition Monitoring System	$ 100,000.00	$ -	$ -	0.0	$ -
3/22/2022	Capture Collective, Inc.	CCF Technology Validation and Start Up Fund II (TVSF-CC)	$ 500,000.00	$ 500,000.00	$ 500,000.00	0.0	$ -

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6/1/2022	RooSense Inc.	Cortical Bone Mechanics Technology	$ 150,000.00	$ 149,737.37	$ 75,000.00	0.0	$ -
11/30/2023	NeuroTherapia, Inc.	PneumoCool Commercialization	$ 150,000.00	$ 141,772.46	$ -	1.0	$ 250,000
1/28/2022	Exotome LLC	Phase 1 - Pool of Funds	$ 500,000.00	$ 499,877.50	$ 500,000.00	0.0	$ -
1/28/2023	Matsaki Technologies Inc.	Commercial Scalability of Ultrasonic Processing of Composites	$ 100,000.00	$ 100,000.00	$ -	0.0	$ -
11/10/2022	Akron PolyEnergy Inc.	CCF Technology Validation and Start Up Fund III (TVSF-CC)	$ 500,000.00	$ 499,998.50	$ 500,000.00	0.0	$ -
11/1/2022	IR Medtek LLC	CSU & KSU Technology Validation and Start-Up Fund - the TeCK Fund	$ 300,000.00	$ 290,000.00	$ 300,000.00	0.0	$ -
2/10/2022	OhioHealth Research Institute	Nationwide Children's Hospital TVSF Phase 1	$ 200,000.00	$ 187,388.50	$ 200,000.00	0.0	$ -
4/10/2023	The University of Toledo	Accelerator Awards	$ 500,000.00	$ 499,961.00	$ 500,000.00	0.0	$ -
12/30/2022	Cincinnati Children's Hospital Medical Center	Minimally Invasive Rectal Retractor for Plevic Tumors Radiation Therapy	$ 150,000.00	$ 139,258.68	$ -	0.0	$ -
2/28/2023	Protein Capture Science LLC	Development of a radiation biodosimetry assay	$ 150,000.00	$ 149,999.90	$ -	0.0	$ -
4/30/2022	UNIVERSITY HOSPITALS HEALTH SYSTEM, INC.	Infrared fiber optic probe for skin cancer diagnostics	$ 150,000.00	$ 150,000.00	$ -	0.0	$ -
12/31/2022	Bon Secours Mercy Health Foundation	TVSF-1 Round 20	$ 250,000.00	$ 75,000.00	$ 150,000.00	0.0	$ -
12/31/2023	Parallax Advanced Research	Cincinnati Children's Innovation Ventures Acceleration Program	$ 500,000.00	$ 499,984.00	$ 999,968.00	0.0	$ -
1/27/2022	University of Cincinnati	Protein Purification Platform	$ 150,000.00	$ 150,000.00	$ -	0.0	$ -
4/27/2024	Tasseogen Inc.	UH Tech Venture Fund 2020	$ 500,000.00	$ 450,000.00	$ 900,000.00	0.0	$ -
7/27/2022	PolyLux LLC	BSMH-TVF	$ 200,000.00	$ 200,000.00	$ 400,000.00	0.0	$ -
12/31/2022	RightFlow Medical, LLC	MedTech Launch Fund	$ 200,000.00	$ 129,944.91	$ 259,889.82	0.0	$ -
10/27/2023	Cashel Neural, Inc.	UC TVSF Phase 1 Fund	$ 500,000.00	$ 500,000.00	$ 1,000,000.00	0.0	$ -
4/27/2023	Mitria Medical, LLC	Expert-Powered Clinical Genomics Artificial Intelligence Platform	$ 150,000.00	$ 150,000.00	$ -	0.0	$ -
1/27/2022	The Cleveland Clinic Foundation	AuraPeel	$ 150,000.00	$ 150,000.00	$ -	0.0	$ -
1/27/2023	Haima Therapeutics LLC	FORGE	$ 150,000.00	$ 144,210.00	$ -	10.0	$ 71,119
7/27/2022	Case Western Reserve University	Target Identification promoting Remyelination	$ 144,000.00	$ 144,000.00	$ -	0.0	$ -
7/27/2023	Anemed, Inc.	TVSF-CC Phase 1 Fund	$ 500,000.00	$ 500,000.00	$ 1,206,273.00	0.0	$ -
10/27/2023	Hemaptics, LLC	Pharma: Synthetic platelet for bleeding control	$ 150,000.00	$ 150,000.00	$ -	0.0	$ -
1/27/2023	Three Firefighters LLC	TVSF Phase 1 Pool of Funds 2020	$ 500,000.00	$ 349,531.00	$ 699,062.00	0.0	$ -
1/27/2023	DasiSimulations LLC	Oral Appliance for Sleep Apnea	$ 148,630.00	$ 148,629.60	$ -	0.0	$ -
7/27/2023	S4 Mobile Laboratories LLC	HemaLogiX	$ 150,000.00	$ 143,367.24	$ -	4.0	$ 93,256
4/27/2022	The Ohio State University	First Responder Personnel Accountability	$ 100,000.00	$ 99,962.43	$ -	0.0	$ -
1/27/2022	OuMuam LLC	Personalizing Heart Valve Surgery Using Advanced Predictive Simulations	$ 150,000.00	$ 150,000.00	$ -	1.0	$ -
7/27/2023	Vitranu, Inc.	Accelerator Awards 2020	$ 500,000.00	$ 494,676.79	$ 989,353.58	0.0	$ -
7/26/2022	The Ohio State University	Narrow Pipeline Inspection Robotics System	$ 100,000.00	$ 90,389.53	$ -	0.0	$ -
1/27/2022	Advance Vascular, LLC	Tunable Extended Release Capsule	$ 150,000.00	$ 150,000.00	$ -	0.0	$ -
7/25/2024	ResCon Technologies, LLC	Accelerator Awards	$ 500,000.00	$ 500,000.00	$ 1,000,000.00	4.7	$ 37,234
7/25/2022	Enlighten Mobility LLC	Oxymend Dressing for Chronic Wounds	$ 150,000.00	$ 150,000.00	$ -	0.0	$ -
6/25/2023	A Cubed Healthcare Technologies Inc.	Safer and Smarter sUAS	$ 100,000.00	$ 100,000.00	$ -	0.0	$ -
7/25/2022	Autism Eyes, LLC	NCH 2020-029: General Movements Assessment mat (GMAT)	$ 150,000.00	$ 150,000.00	$ -	0.0	$ -
10/5/2022	Biochip Labs, Inc.	aHEART (Heart health Evaluation Algorithm in Real Time)	$ 150,000.00	$ 89,900.00	$ -	0.0	$ -
4/5/2023	CelerPurus	Autism Eyes Pilot	$ 150,000.00	$ 150,000.00	$ -	0.0	$ -
10/5/2022	LIGHTHOUSE AVIONICS INC.	Endothelialized microfluidic platforms for emerging therapies in sickle cell disease	$ 150,000.00	$ 128,876.50	$ -	6.8	$ 111,664
4/5/2022	Parcell Company	CelerPurus Decontamination Chamber Commercialization	$ 150,000.00	$ 150,000.00	$ -	2.5	$ 54,000
10/5/2022	Rapidect, Inc	FAA Certified Fully Autonomous First Responder Airspace Management and Drone System	$ 100,000.00	$ 100,000.00	$ -	0.0	$ -
4/5/2023	Soil1 LLC	Smart Home Container for Secure Deliveries	$ 101,002.63	$ 100,000.00	$ -	0.0	$ -
2/5/2024	The Research Institute at Nationwide Children's Hospital	Regenerative Agriculture Virtual Agronomist (RAVA)	$ 92,900.00	$ 82,098.93	$ -	0.0	$ -
4/5/2023	Bon Secours Mercy Health Foundation	Research Institute at Nationwide Children's Hospital TVSF Phase 1	$ 200,000.00	$ 34,948.50	$ 69,897.00	0.0	$ -
10/5/2023	Case Western Reserve University	BSMH-TVF #2	$ 350,000.00	$ 300,000.00	$ 600,000.00	0.0	$ -
10/5/2023	Edifice Analytics, Inc.	Case Western Reserve University ? TVSF Phase 1: Pool of Funds Renewal 2021	$ 500,000.00	$ 500,000.00	$ 1,000,000.00	0.0	$ -
5/2/2023	NavaFlex, Inc.	Adding Fault Tolerance and Automated External Links to EDIFES Software Platform	$ 100,000.00	$ 100,000.00	$ -	7.0	$ 77,554
2/2/2023	HuMed Lifesciences Inc.	Flexible Li-ion battery for wearables	$ 100,000.00	$ 99,999.00	$ -	0.0	$ -
2/2/2023	NeoIndicate, LLC	Hybrid Dental Implant	$ 150,000.00	$ 150,000.00	$ -	0.0	$ -
8/2/2022	ValCor Cath, Inc.	Fluorescence-guided resection of tumors with a near-infrared molecular imaging agent	$ 150,000.00	$ 150,000.00	$ -	0.0	$ -
4/2/2023	Zehna Therapeutics, LLC	Cardiac No Exchange Catheter	$ 150,000.00	$ 150,000.00	$ -	0.0	$ -
1/31/2023	Cincinnati Children's Hospital Medical Center	Small Molecule Microbiome Therapeutic	$ 150,000.00	$ 150,000.00	$ -	0.0	$ -
11/8/2023	Cleveland State University	Cincinnati Children's Innovation Ventures Acceleration Program	$ 200,000.00	$ -	$ -	0.0	$ -

TECHNOLOGY VALIDATION & STARTUP FUND

Supports commercialization of protected technologies developed at Ohio research institutions as well as Ohio start-up companies that license these technologies.

(Dated December 2025)

Project End Date	Organization	Project Title	State Funds Awarded	State Funds Expended	Cost Share Reported	Total Jobs Supported	Average Salary (All Jobs)
1/31/2025	The Ohio State University	CSU KSU TVSF Phase 1B Application	$ 300,000.00	$ 300,000.00	$ 450,000.00	0.0	$ -
5/8/2025	University of Cincinnati	Accelerator Awards	$ 500,000.00	$ 499,754.00	$ 999,508.00	0.0	$ -
3/8/2024	Battle Sight Technologies LLC	University of Cincinnati TVSF Phase 1 20215	$ 500,000.00	$ 375,000.00	$ 750,000.00	6.0	$ 135,000
5/30/2023	PointPro	ColdFIRE	$ 100,000.00	$ 100,000.00	$ -	0.0	$ -
11/8/2022	AdopTracell, Inc.	User Interface for Prescriptive Maintenance of Manufacturing Systems	$ 100,000.00	$ 100,000.00	$ -	0.0	$ -
3/7/2023	Ceraxis Health, Inc.	Chimeric Antigen Receptor (CAR) Regulatory T cells (Tregs) to revert autoimmune diabetes	$ 150,000.00	$ 67,759.00	$ -	0.0	$ -
3/7/2023	DasiSimulations LLC	Stylus Platform Clinical Study Readiness	$ 150,000.00	$ 149,925.00	$ -	0.0	$ -
3/7/2023	Datirium, LLC	?Advanced Prediction of Heart Valve Thrombosis Using Rapid Reconstruction and Reduced Order	$ 150,000.00	$ 149,999.97	$ -	2.0	$ 105,739
3/7/2024	DialGuide Inc	Scientitfic Data Analysis Platform	$ 150,000.00	$ 149,999.11	$ -	1.0	$ 24,057
12/31/2023	HDO Health LLC	Automated natural language processing for descriptive language analysis	$ 100,000.00	$ 99,998.92	$ -	0.0	$ -
12/7/2023	Cincinnati Children's Hospital Medical Center	HDO Health	$ 150,000.00	$ 150,000.00	$ -	0.0	$ -
12/23/2025	The Cleveland Clinic Foundation	Cincinnati Children's Innovation Ventures Acceleration Program	$ 1,000,000.00	$ 825,964.99	$ 751,929.98	0.0	$ -
11/23/2025	Collaborative Concepts LLC	Cleveland Clinic Technology Validation and Start-up Fund V (TVSF-CC)	$ 1,000,000.00	$ 998,000.00	$ 2,303,180.00	0.0	$ -
10/23/2024	Desulf-TEK LLC	GPS Training Aid and Antenna	$ 100,000.00	$ 67,378.07	$ -	0.0	$ -
3/23/2024	HyperPath Solutions Inc.	Manufacturing Planning to Unleash Fuel Desulfurizers into the Market	$ 99,795.94	$ 36,054.25	$ -	0.0	$ -
10/31/2023	Ignyte Assurance Platform	HyperPath Solutions Pathology Review Platform (HSPRP)	$ 100,000.00	$ 94,700.59	$ -	6.0	$ 90,325
5/23/2023	The University Of Akron Research Foundation	Cyber Risk Management	$ 100,000.00	$ 100,000.00	$ -	0.0	$ -
5/23/2024	DNA Nanobots, Inc	University of Akron Research Foundation Spark Fund	$ 100,000.00	$ 100,000.00	$ 100,000.00	6.0	$ 120,756
2/29/2024	Corrolytics, Inc.	Nucleic Acid Detection of Bacterial and Viral Diseases	$ 150,000.00	$ 149,866.96	$ -	1.0	$ 90,000
9/29/2024	Myoptechs, Inc.	Corrolytics Test Kit for Detecting and Monitoring MIC	$ 100,000.00	$ 99,993.51	$ -	0.0	$ -
6/30/2024	Neural Ear	Novel Myopia Control	$ 150,000.00	$ 149,973.00	$ 35,015.00	0.0	$ -
3/31/2024	Ulevo Health, Inc.	TVSF Application Neural Ear Phase 2	$ 100,000.00	$ 95,689.26	$ -	0.0	$ -
8/29/2023	VisGate Technologies, Inc.	Ulevo Health	$ 150,000.00	$ 125,850.00	$ -	0.0	$ -
8/29/2023	Screen To Action DBA ScreenU, LLC	VisGate Technology	$ 100,000.00	$ -	$ -	0.0	$ -
2/29/2024	Bon Secours Mercy Health Foundation	Screen To Action, an enterprise motivational wellness screening platform	$ 100,000.00	$ 100,000.00	$ -	0.0	$ -
5/21/2025	Case Western Reserve University	Bon Secours Mercy Health Foundation - Technology Validation Fund #3	$ 250,000.00	$ 225,000.00	$ -	0.0	$ -
11/21/2025	The Ohio State University	Phase 1 - Technology Validation Start-Up Fund - Pool of Funds	$ 1,000,000.00	$ 960,500.00	$ 1,571,000.00	0.0	$ -
11/21/2026	The Research Institute at Nationwide Children's Hospital	Accelerator Awards	$ 1,000,000.00	$ 971,845.50	$ 1,623,591.00	0.0	$ -
12/31/2025	UNIVERSITY HOSPITALS HEALTH SYSTEM, INC.	TVSF Phase 1	$ 200,000.00	$ 200,000.00	$ 200,000.00	0.0	$ -
11/21/2025	Band Connect Inc.	The University Hospitals Technology Venture Fund	$ 500,000.00	$ 234,000.00	$ 288,000.00	2.5	$ 93,000
11/21/2023	Bowerbags LLC	Clinical Validation & Product Development Acceleration	$ 150,000.00	$ 149,402.25	$ -	2.0	$ 37,500
8/21/2024	Hyphen Innovations LLC	Ruck Dock	$ 100,000.00	$ 100,000.00	$ -	7.0	$ 87,100
11/21/2023	MC1R VENTURES LLC	Inherent Damping via Additive Manufacturing Processes for Turbine Engine Rotors	$ 100,000.00	$ 100,000.00	$ -	0.0	$ -
9/24/2025	Nichefire, Inc.	Development of a topically applied tetrapeptide MC1R agonist as a sunless tanning agent	$ 150,000.00	$ 149,898.10	$ -	0.0	$ -
11/21/2023	StormImpact Inc.	Automated natural language processing for descriptive language analysis	$ 100,000.00	$ 99,394.97	$ -	0.0	$ -
5/21/2024	Zvelt Therapeutics, Inc.	StormImpact - Preparing For Growth	$ 100,000.00	$ 100,000.00	$ 36.24	0.0	$ -
5/21/2024	Smart Response Technologies, Inc.	Validation of Dual Cassette Gene Therapy Platform	$ 150,000.00	$ 149,671.00	$ -	1.0	$ 130,261
2/27/2024	The University Of Akron Research Foundation	Delphini	$ 100,000.00	$ 100,000.00	$ -	0.0	$ -
5/23/2025	Enspire DBS Therapy, Inc.	University of Akron Research Foundation Spark Fund	$ 100,000.00	$ 100,000.00	$ -	2.0	$ 78,000
5/22/2024	HydroSmart, LLC	DBS for Stroke Program Optimization System	$ 150,000.00	$ 150,000.00	$ 70,529.00	0.0	$ -
2/23/2025	Mobius Care, Inc.	Innovative Fluid Consumption Measurement and Reporting Solution (HydroSmart)	$ 100,000.00	$ 100,000.00	$ -	0.0	$ -
4/23/2025	Neuright, Inc.	Small Molecule IBD Therapeutics	$ 150,000.00	$ 145,148.00	$ -	0.0	$ -
3/31/2026	S&J NanoChemicals, Inc.	First in human validation of a novel medical diagnostic device for peripheral neuropathy, to supp	$ 150,000.00	$ 136,675.26	$ -	0.0	$ -
8/23/2025	ZSense Systems, LLC	ZincX sustainable nanofertilizers for enhanced crop growth	$ 100,000.00	$ 82,181.78	$ -	0.0	$ -
5/7/2025	Biochip Labs, Inc.	Rapid Hemoglobin-Oxygen Dissociation Assay (RHODA) for red blood cell health and disease	$ 150,000.00	$ 143,541.54	$ -	0.0	$ -
7/31/2026	Genosera, Inc.	Development of GNE gene therapy	$ 150,000.00	$ 45,000.00	$ -	0.0	$ -
2/7/2025	Kilele Health Inc.	Continuous Monitoring for Heart Heath	$ 150,000.00	$ 91,492.97	$ -	4.0	$ 92,336
9/7/2024	Medical Interface Solutions, LLC	Strokenekt AI ?Pre-Hospital Stroke Diagnostic Support App	$ 100,000.00	$ 94,240.00	$ 25.40	0.0	$ -
8/7/2024	NeoIndicate, LLC	PTPmu targeted treatment of invasive cancer	$ 150,000.00	$ 150,000.00	$ -	0.0	$ -
8/7/2024	Neucore Bio, Inc.	Extracellular Vesicle therapeutics for treatment of rare disease	$ 150,000.00	$ 150,000.00	$ 267,077.68	1.0	$ 72,000
6/7/2025	PHope, LLC	PHope?s Novel ECMO Cath and Docking Station	$ 150,000.00	$ 150,000.00	$ -	0.0	$ -
12/31/2024	Raider Technologies, LLC	Low Cost AAM Radar System	$ 100,000.00	$ 100,000.00	$ -	4.5	$ 56,444
11/13/2025	Digital Story Therapies, Inc.	Hear Me Read	$ 100,000.00	$ 100,000.00	$ 1,575.00	0.0	$ -

TECHNOLOGY VALIDATION & STARTUP FUND

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(Dated December 2025)

Project End Date	Organization	Project Title	State Funds Awarded	State Funds Expended	Cost Share Reported	Total Jobs Supported	Average Salary (All Jobs)
5/31/2025	Rescue Ventilation Solutions, LLC	SPIRITUS	$ 150,000.00	$ 150,000.00	$ -	0.0	$ -
5/15/2026	Altered Gravity LLC	Biomimetic Engineered Space Technology (BEST)	$ 200,000.00	$ 136,390.00	$ -	0.0	$ -
3/4/2026	Avani Enterprizes LLC	Value PP: Pioneering Value Creation for Waste Polypropylene by Recycling to Virgin-Grade Plastic	$ 200,000.00	$ 146,158.75	$ -	0.0	$ -
12/31/2025	Sensate Biosystems, LLC	Wearable Lactate Monitoring Patch (Sensate)	$ 200,000.00	$ 59,610.00	$ -	0.0	$ -
9/30/2025	The Science and Engineering Corps, LLC	Acclimate - Smart Thermoregulation and Hydration Technology	$ 200,000.00	$ 200,000.00	$ -	0.0	$ -
12/31/2026	The Research Institute at Nationwide Children's Hospital	Ohio Third Frontier Validation & Start-Up Fund (Round 36)	$ 200,000.00	$ 199,463.00	$ 398,926.00	0.0	$ -
6/3/2026	The University Of Akron Research Foundation	Spark Fund	$ 100,000.00	$ 100,000.00	$ 24,000.00	0.0	$ -
7/3/2025	Reglia Therapeutics, Inc	Astrocyte medicines for neurodegenerative diseases	$ 200,000.00	$ -	$ -	0.0	$ -
6/3/2025	CapV LLC	CapV - A 5G Microelectronics Company	$ 200,000.00	$ 200,000.00	$ -	1.5	$ 66,667
9/25/2025	Nabu Optical Systems, LLC	Anu: An Advanced Manufacturing Unit for Nanofabrication	$ 200,000.00	$ 189,002.38	$ -	1.0	$ 10,000
6/3/2025	Auxilium Health, Inc	Dual Layer Smart Wound Dressing for Chronic Wounds	$ 200,000.00	$ 200,000.00	$ -	4.0	$ 72,086
12/3/2025	Kalix LLC	Intelligent System for Farm Disease Management	$ 200,000.00	$ 183,554.70	$ 4,737.62	0.5	$ 87,638
6/3/2025	NeoIndicate, LLC	Radiotheranostics for Brain Tumors	$ 150,000.00	$ 150,000.00	$ -	0.0	$ -
8/3/2026	Spectrin Inc	Spectrin Inc Cardiovascular Diagnostic	$ 200,000.00	$ 16,600.00	$ -	3.0	$ -
6/3/2025	Afference	Afference: Enabling touch for the spatial computing age	$ 200,000.00	$ 194,433.03	$ -	2.0	$ 176,751
1/31/2027	Visual Detection Systems, LLC (VDS)	Opioid Detecting Wet Wipe	$ 200,000.00	$ 75,864.37	$ -	12.5	$ 8,000
6/30/2026	Argos Advanced Solutions Inc	Heart ID	$ 200,000.00	$ 111,118.24	$ -	0.0	$ -
6/3/2025	Lyceum AI, INC.	AI Teaching Assistant	$ 200,000.00	$ 198,125.50	$ -	2.0	$ 92,500
8/3/2025	Engineered Products of Ohio, LLC	Stealth RFID for Anti-Counterfeit	$ 200,000.00	$ 199,967.68	$ -	6.0	$ 18,914
3/1/2026	Advanced & Innovative Multifunctional Materials LLC	Scale Up for Dye & PFAS Water Treatment Technology	$ 200,000.00	$ 180,326.13	$ -	0.0	$ -
9/9/2025	AxoNeural Therapeutics, Inc.	Neupron: Therapeutic for Spinal Cord Injury	$ 198,000.00	$ 58,000.00	$ -	0.0	$ -
9/9/2025	LAACClamp Inc	Left Atrial Appendage C-Clamp	$ 200,000.00	$ 200,000.00	$ -	1.0	$ -
9/30/2026	LLKD	SkySwatter Counter Drone Tech	$ 200,000.00	$ 40,000.00	$ -	1.0	$ 4,000
9/10/2026	Protein Capture Science LLC	Rapid Biotech Manufacturing with Revolutionary Next Generation of High-Speed iCapTag Techno	$ 200,000.00	$ 51,141.73	$ -	0.0	$ -
5/28/2026	Raider Technologies, LLC	Intelligent Spectrum Access to Enable Smart City Infrastructure	$ 200,000.00	$ 127,000.00	$ -	4.5	$ 56,444
2/9/2026	Scioto AgriTech Inc.	Sustainable Farming with Cell-Penetrating Peptides	$ 200,000.00	$ 162,451.45	$ -	0.0	$ -
12/9/2025	Shark Rescue Systems, LLC	Optionally Piloted Rescue Craft	$ 200,000.00	$ 199,400.42	$ -	0.0	$ -
1/13/2027	Zafer Therapeutics Inc.	IND enabling studies for HXB-319 and MSC-based cell therapy	$ 200,000.00	$ -	$ -	0.0	$ -
11/18/2026	Bon Secours Mercy Health Foundation	Technology Validation Fund #4 - Bon Secours Mercy Health Foundation	$ 225,000.00	$ -	$ -	0.0	$ -
11/18/2027	Case Western Reserve University	Phase 1 - Technology Validation Start-Up Fund - Pool of Funds	$ 1,000,000.00	$ 307,800.00	$ 615,600.00	0.0	$ -
11/18/2026	Cincinnati Children's Hospital Medical Center	Cincinnati Children's Innovation Ventures Acceleration Program	$ 250,000.00	$ 130,000.00	$ 260,000.00	0.0	$ -
8/31/2027	Northeast Ohio Medical University	Validation of Biomedical Technologies at Northeast Ohio Medical University	$ 100,000.00	$ 15,236.71	$ -	0.0	$ -
11/18/2027	The Cleveland Clinic Foundation	Cleveland Clinic Technology Validation and Start-up Fund VI (TVSF-CC 6)	$ 1,000,000.00	$ 164,460.00	$ 328,920.00	0.0	$ -
11/18/2027	The Ohio State University	Accelerator Awards	$ 1,000,000.00	$ 352,591.00	$ 705,182.00	0.0	$ -
11/18/2027	UNIVERSITY HOSPITALS HEALTH SYSTEM, INC.	University Hospitals Technology Venture Fund	$ 1,000,000.00	$ 47,300.00	$ 94,600.00	0.0	$ -
12/31/2027	University of Cincinnati	University of Cincinnati TVSF Phase 1 20248	$ 500,000.00	$ 225,000.00	$ 450,000.00	0.0	$ -
11/18/2025	Astute Signals, Inc.	Astute Signals	$ 200,000.00	$ -	$ -	0.0	$ -
9/30/2026	Bowerbags LLC	Load Distribution System (LDS)	$ 200,000.00	$ 60,000.00	$ -	2.0	$ 37,500
8/1/2026	BrandRank.ai Inc.	Anti-Hallucination Filter for Generative AI Answer Engines	$ 200,000.00	$ 148,482.35	$ -	7.0	$ 62,560
5/31/2026	Dayton Photonics Systems LLC	Fiberless Laser Communication	$ 200,000.00	$ 185,058.17	$ -	3.5	$ 96,927
11/18/2025	DEB Technologies LLC	DEB Technologies, LLC	$ 200,000.00	$ 140,000.00	$ -	0.0	$ -
5/18/2026	Galvanix Inc.	Carbon-free, Domestic Rare Earth Metal Production	$ 200,000.00	$ 117,955.14	$ -	2.0	$ 70,000
11/18/2025	Ignyte Assurance Platform	AI Enabled Cyber Risk Platform	$ 200,000.00	$ -	$ -	6.0	$ 90,325
2/24/2026	Checkmate AI Holdings, Inc.	Improving Elderly Medication Adherence with Checkmate AI	$ 200,000.00	$ 199,800.00	$ -	0.0	$ -
6/30/2026	ComfortCath L.L.C.	Revolutionizing Urinary Retention Care for Women	$ 200,000.00	$ 177,480.76	$ -	0.0	$ -
4/10/2027	Immobileyes Inc.	LUMALERT Personal Safety Device with Unique Tracking Ability	$ 200,000.00	$ -	$ -	5.0	$ 48,248
2/24/2027	MetaMol Theranostics LLC	A New Assessment Tool for Breast Cancer Risk	$ 200,000.00	$ 55,620.70	$ -	0.0	$ -
9/30/2026	Parcell Company	Parcell Integrated Tracking System	$ 200,000.00	$ 179,977.73	$ -	2.5	$ 54,000
2/24/2026	Ravee Optics Inc.	Infrared optics for drone sensing	$ 200,000.00	$ -	$ -	0.0	$ -
2/24/2026	UP Biochemicals LLC	Conversion of Dextrose to Specialty Chemicals	$ 200,000.00	$ -	$ -	0.0	$ -
5/19/2027	Parallax Advanced Research	Parallax TVSF Research Commercialization Fund	$ 100,000.00	$ -	$ -	0.0	$ -
5/19/2027	The University Of Akron Research Foundation	Ohio Third Frontier Technology Validation and Startup Fund Phase 1	$ 100,000.00	$ 79,000.00	$ -	0.0	$ -
4/30/2027	Airtrek Robotics	Autonomous Robot for Airport Debris Cleaning	$ 200,000.00	$ 132,615.44	$ -	0.3	$ 45,848

TECHNOLOGY VALIDATION & STARTUP FUND

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(Dated December 2025)

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5/19/2026	Bisc Therapeutics, Inc.	Oral Therapy for Geographic Atrophy	$ 200,000.00	$ -	$ -	0.0	$ -
5/19/2026	CARTx Therapeutics	Innovating off-the-shelf CRISPR/AAV generated CAR T-cell therapies to treat cancer	$ 200,000.00	$ 7,007.01	$ -	0.0	$ -
5/19/2026	ComHealth Data Solutions LLC	CHW Digital Platform	$ 200,000.00	$ 101,425.15	$ -	0.0	$ -
12/31/2026	NeoIndicate, LLC	Chimeric antibody theranostics for imaging and treatment of cancer	$ 200,000.00	$ 91,900.38	$ -	0.0	$ -
5/19/2026	Pavaka Wound Care LLC	Pavaka Wound Care	$ 200,000.00	$ 40,960.00	$ -	0.0	$ -
5/19/2026	Volynt Aero, Inc.	DCDC Converter for Hybrid Multirotor Aircraft	$ 200,000.00	$ 60,000.00	$ -	0.0	$ -
5/19/2026	Caddis Technologies, Inc.	Field-Scale Validation of Unmanned Surface Vehicle (USV) and COO model for Water Resource M	$ 200,000.00	$ 175,488.79	$ 3,343.50	3.0	$ 8,276
8/25/2026	Auxilium Health, Inc	Anti-biofilm Wound Dressing for Diabetic Foot Ulcers	$ 200,000.00	$ 78,947.62	$ -	4.0	$ 72,086
8/25/2026	RECALL THERAPEUTICS LLC	Definitive Pharmacodynamics for RTX-100 in an Alzhemier?s Disease Mouse Model	$ 192,956.00	$ 107,793.39	$ -	0.0	$ -
8/25/2026	RNA Nanotherapeutics LLC	Overcoming Breast Cancer Treatment Resistance by RNA Nanotherapeutics	$ 200,000.00	$ 39,125.00	$ -	0.0	$ -
8/25/2026	Visano Theranostics Inc.	Nanobubble Imaging and Therapy for Prostate Cancer.	$ 170,000.00	$ 30,000.00	$ -	0.0	$ -
12/15/2026	Carbon Copy Assets Inc.	TapIn	$ 200,000.00	$ -	$ -	2.0	$ 26,925
12/15/2026	LegacyAcres, LLC	LegacyAcres: Cultivating the Future of Farm Succession Planning	$ 200,000.00	$ 128,150.00	$ -	0.0	$ -
12/15/2026	Relantic, Inc.	Relantic	$ 200,000.00	$ 60,000.00	$ -	0.0	$ -
12/15/2026	Saturn Sports LLC	Chin Strap Monitoring System	$ 200,000.00	$ -	$ -	0.0	$ -
12/15/2026	SenseICs Corporation	AltiZoom for Altimetry	$ 200,000.00	$ -	$ -	17.0	$ 828,986
12/15/2026	Shaun Francis LLC	ACNU Dermatology Products	$ 200,000.00	$ -	$ -	0.0	$ -
12/15/2027	The Research Institute at Nationwide Children's Hospital	NCHRI_TVSF Round 42	$ 200,000.00	$ 85,125.00	$ 170,250.00	0.0	$ -
12/15/2026	CYRANNUS INC	Methods and Apparatus for Data Preprocessing	$ 200,000.00	$ -	$ -	0.0	$ -
12/15/2026	ASAKE Biotechnology, LLC	Engineered Probiotic Supplement for Metabolic Health	$ 200,000.00	$ -	$ -	0.0	$ -
8/25/2026	WhichFoodsR	Fecal Test to Monitor and Manage Int	$ 200,000.00	$ -	$ -	0.0	$ -
8/25/2026	Airelon LLC	HelioChain	$ 200,000.00	$ -	$ -	0.0	$ -

* Program Launched July 2012 (Still Reporting)

THIRD FRONTIER ACTION FUND
Established financial incentives to accelerate technolgy-based economic development in Ohio
(Program Completed June 2015)

Project End Date	Organization	Project Title	State Funds Awarded	State Funds Expended	Cost Share Reported	Jobs Retained	Jobs Created	Total Jobs	Average Salary (All Jobs)
6/30/2007	Copernicus Therapeutics, Inc.	Pulmonary Gene Transfer: Aerosol Development	$ 1,085,164	$ 1,085,164	$ 503,088	-	6	6	$ 44,583
9/30/2005	Leadscope, Inc.	Chemical Genomics Discovery Platform with Novel Informatics Methods to Link Gene	$ 721,411	$ 721,411	$ 369,382	14	-	14	$ 77,000
3/31/2005	Hyper Tech Research, Inc.	Development and Commercialization of Low Cost, Long Length Superconductors	$ 800,000	$ 800,000	$ 1,340,578	3	13	16	$ 43,443
1/31/2005	Imalux Corporation	Development of Optical Coherence Tomography in Management of Cervical and Vulvar	$ 542,000	$ 542,000	$ 271,001	-	8	8	$ 95,000
6/30/2005	Gene Express, Inc.	Commercialization of Services and Reagents for Standardized RT-PCR	$ 979,000	$ 979,000	$ 881,868	-	12	12	$ 89,921
6/30/2005	Poly Display, Inc.	Ultra-Thin Full Color Flexible Liquid Crystal Displays	$ 375,725	$ 375,725	$ 202,293	-	2	2	$ 20,000
6/30/2006	University Hospitals of Cleveland	Genetically Eng. Cell Lines for Improving Influenza Vaccine Production & Rapid R	$ 401,390	$ 401,390	$ 219,322	4	4	8	$ 46,000
9/30/2005	Theken Spine, LLC	Spinal Implant Development	$ 713,233	$ 713,233	$ 1,119,834	-	7	7	$ 60,000
12/31/2005	YSI, Inc.	Rapid Detection of Bioterrorism Agents in Water Supplies	$ 904,141	$ 904,141	$ 512,344	2	9	11	$ 70,000
12/15/2005	Western DataCom Company, Inc.	Secure IP Network Project	$ 774,741	$ 774,741	$ 392,000	-	-	-	$ -
12/15/2005	NDI Medical, LLC	Implantable Neuromodulation System for Urinary Incontinence	$ 924,491	$ 924,491	$ 1,332,182	-	39	39	$ 77,654
12/15/2005	Imaging Systems Technology, Inc.	Commercialization of Low Cost Plasma Displays Using Microspheres	$ 622,932	$ 622,932	$ 1,861,194	5	12	17	$ 60,000
12/31/2006	Phylogeny, Inc.	Tissue Microarray Commercialization	$ 1,128,242	$ 1,128,242	$ 759,897	-	7	7	$ 30,000
12/15/2005	Cooling Technologies, Inc.	Market Introduction of Alternative Energy Absorption Cooling for Distributed Gen	$ 483,700	$ 483,700	$ 242,811	-	2	2	$ 87,500
9/30/2008	Superconductive Components, Inc.	Commercialization of Low Cost Ceramic Sputtering Targets for Lithium Thin Batter	$ 1,175,321	$ 117,532	$ 1,350,271	-	2	2	$ 58,480
12/15/2006	Opticast, Inc.	Commercialization of Spectacle Lenses	$ 859,691	$ 859,691	$ 711,462	-	14	14	$ 54,375
12/15/2006	Bioprocessing Innovative Company Inc	Low Cost Bio Chips and Sensors for Medical Diagnostics and Chem/Bioweapons Detec	$ 975,881	$ 975,881	$ 591,543	1	10	11	$ 45,000
6/30/2006	Girindus America Inc.	Oligonucleotide Manufacturing Facility	$ 1,162,111	$ 1,162,111	$ 7,383,230	-	19	19	$ 77,193
3/31/2008	TechSolve	Lean Product Dev. And Innovation	$ 1,886,563	$ 1,860,158	$ 11,042,451	99	93	192	$ 40,000
10/31/2007	MAGNET	Northern Ohio Center of Excellence in Product Development	$ 866,606	$ 866,606	$ 866,606	4	6	10	$ 65,000
6/30/2012	EMTEC	PDQ Center for Accelerated Product Development	$ 1,200,000	$ 1,165,245	$ 1,331,436	2	29	31	$ 40,000

* Program Launched June 2002

WRIGHT CENTERS OF INNOVATION - BIOMEDICAL

Established large-scale, world-class research and technology biomedical development centers to accelerate the pace of commercialization

(Program Completed December 2014)

Project End Date	Organization	Project Title	State Funds Awarded	State Funds Expended	Cost Share Reported	Jobs Retained	Jobs Created	Total Jobs	Average Salary (All Jobs)
1/10/2010	The Ohio State University	The Biomedical Structural, Functional and Molecular Imaging Enterprise	$ 17,114,359	$ 17,114,359	$ 49,854,592	191	183	374	$ 136,600
7/30/2007	Case Western Reserve University	Center for Stem Cell and Regenerative Medicine	$ 19,497,685	$ 19,455,240	$ 30,742,903	-	70	70	$ -
6/15/2009	Cincinnati Children's Hospital Medical Center	Computational Medicine Center	$ 27,701,076	$ 27,701,076	$ 55,874,277	-	223	223	$ -
12/31/2011	The Cleveland Clinic Foundation	Atrial Fibrillation Innovation Center	$ 22,989,847	$ 22,989,847	$ 46,924,301	8	75	83	$ 77,222

* Program Launched December 2003

WRIGHT CENTERS OF INNOVATION - ENGINEERING

Established large-scale, world-class research and technology engineering development centers to accelerate the pace of commercialization

(Program Completed June 2017)

Project End Date	Organization	Project Title	State Funds Awarded	State Funds Expended	Cost Share Reported	Jobs Retained	Jobs Created	Total Jobs	Average Salary (All Jobs)
1/10/2009	Case Western Reserve University	Wright Fuel Cell Group - Capital	$ 18,000,000	$ 17,784,996	$ 35,465,685	-	88	88	$ 75,202
12/6/2008	Case Western Reserve University	Wright Fuel Cell Group - OPERATING	$ 1,665,044	$ 1,665,044	$ 1,696,967				
12/31/2009	Wright State University	daytaOhio - CAPITAL	$ 11,103,750	$ 11,101,797	$ 41,731,936	50	172	222	$ 65,000
6/6/2008	Wright State University	daytaOhio - Operating	$ 1,500,000	$ 1,500,000					
6/15/2007	The Ohio State University	Ohio Center for Advanced Propulsion and Power - CAPITAL	$ 10,880,000	$ 10,880,000	$ 18,776,960	-	179	179	$ 60,000
9/30/2008	The Ohio State University	Ohio Center for Advanced Propulsion and Power - OPERATING	$ 390,000	$ 388,677					
8/30/2013	The Ohio State University	Ohio BioProducts Innovation Center	$ 11,589,847	$ 11,567,909	$ 21,793,895	-	58	58	$ 63,600
9/30/2010	The Ohio State University	Center for Multifunctional Polymer Nanomaterials & Devices	$ 22,489,845	$ 22,468,790	$ 52,123,267	58	29	87	$ 59,022
12/31/2011	University of Dayton	Advanced Sensor Technology	$ 28,000,000	$ 28,000,000	$ 49,834,065	-	325	325	$ 55,000
11/26/2011	The University of Toledo	Photovoltaics Innovation & Commercialization	$ 18,635,238	$ 18,378,616	$ 32,430,102	30	311	341	$ 46,771
3/31/2014	Cleveland State University	Wright Center for Sensor Systems Engineering	$ 23,840,576	$ 23,511,897	$ 48,798,538	1	171	172	$ 91,322

* Program Launched December 2003

WRIGHT MEGA CENTER OF INNOVATION

Established large-scale, world-class research and technology development centers to accelerate the pace of commercialization

(Program Completed December 2020)

Project End Date	Organization	Project Title	State Funds Awarded	State Funds Expended	Cost Share Reported	Jobs Retained	Jobs Created	Total Jobs	Average Salary (All Jobs)
12/30/2019	The Cleveland Clinic Foundation	Cardio Innovation Center	$ 47,962,008	$ 47,962,008	$ 206,109,641	-	686	686	$ 79,638

* Program Launched February 2007

WRIGHT PROJECTS PROGRAM
Established University - Industry partnerships to create research and technology development centers
(Program Completed December 2020)

Project End Date	Organization	Project Title	State Funds Awarded	State Funds Expended	Cost Share Reported	Jobs Retained	Jobs Created	Total Jobs	Average Salary (All Jobs)
7/9/2007	Bowling Green State University	Photoinstrumentation and Photopolymerization Laboratory	$ 2,000,000	$ 2,000,000	$ 2,971,265	-	-	-	$ 30,000
7/10/2007	Kent State University	Flexible Optical and Electronic Device Manufacturing Facility	$ 1,640,000	$ 2,166,788	$ 1,993,791	-	46	46	$ 55,662
4/1/2008	Kent State University	Flexible Optical and Electronic Device Manufacturing Facility: ink jet printing	$ 100,000	$ 100,000	$ 251,839				
7/10/2006	National Center For Composite Systems Technology	Creating Affordable Large-scale Complex Composite Products	$ 2,000,000	$ 2,000,000	$ 4,255,018	-	8	8	$ 50,000
2/7/2008	National Center For Composite Systems Technology	Extension of Creating Affordable Large-Scale Complex Composite Products	$ 100,000	$ 100,000	$ 128,812				
7/9/2007	The Ohio State University	Low Cost Nanocomposite Foams	$ 2,000,000	$ 1,759,430	$ 6,376,111	-	8	8	$ 50,000
7/31/2007	Stark State College of Technology	Advanced Prototyping User Center	$ 2,000,000	$ 1,914,608	$ 2,469,818	40	1	41	$ 88,000
7/10/2006	University of Dayton	Conductive Multifunction Polymer Nanocomposites and Aerospace Composites	$ 1,200,000	$ -	$ -	10	11	21	$ 71,000
7/10/2007	University of Dayton	Development of Arrayed Micro-Optic Elements for Enhanced Infrared Image Detectio	$ 773,589	$ 1,866,389	$ 4,005,119	-	20	20	$ 75,000
4/1/2008	The University of Toledo	Center for Photovoltaic Electricity and Hydrogen	$ 2,000,000	$ 2,000,000	$ 3,628,552	-	62	62	$ 63,000
4/1/2008	The University of Toledo	Center for Photovoltaic Electricity and Hydrogen-Enhanced Activities	$ 99,920	$ -	$ 128,812	19	20	39	$ 48,000
6/15/2007	National Center For Composite Systems Technology	Long Fiber Thermoplastics for Low Cost, Light Weight Transportation	$ 1,000,000	$ 1,000,000	$ 1,463,124				
7/31/2009	University of Dayton	Production of Multifunctional Carbon-Based Materials	$ 2,100,000	$ 2,099,114	$ 4,889,024	-	7	7	$ 65,000
12/31/2009	Rev1 Ventures	Platform Lab via the Third Frontier Network - Ohio Fiberlab Network	$ 1,174,000	$ 1,174,000	$ 3,054,293	4	9	13	$ 50,900
4/1/2009	University of Dayton	Development and Commercialization of Long-Wavelength Infrared Focal Plane Arrays	$ 1,092,800	$ 1,092,800	$ 3,848,675	-	-	-	$ -
10/1/2010	North Central Campus for Emerging Technologies	Commercialization of Piezoelectric Fibers for Energy Storage and Smart Systems	$ 2,038,000	$ 1,845,000	$ 2,534,575	-	1	1	$ 55,000
9/30/2009	Development Research Corporation	RFID Application and Education Center	$ 2,338,000	$ 2,189,562	$ 4,959,900	-	18	18	$ 84,200
6/30/2009	The Ohio State University	Development and Commercialization of an Integrated Biomass to Electricity System	$ 1,500,351	$ 1,500,351	$ 1,503,391	-	12	12	$ 38,759
5/22/2010	University of Dayton	Low-Cost Nanocomposite Tooling for Agile Manufacturing	$ 2,100,000	$ 2,100,000	$ 4,583,945	-	4	4	$ 60,000
11/22/2009	James A. Rhodes State College	Advanced Materials Commercialization Center featuring a Green Physical Vapor Dep	$ 1,384,990	$ 1,384,990	$ 2,626,757	-	20	20	$ 48,000
5/22/2009	National Center For Composite Systems Technology	Nano-enhanced SMC Scale-up for Composite Part Production	$ 1,800,000	$ 1,800,000	$ 2,225,607	7	3	10	$ 77,500
5/22/2009	The Ohio State University	Superconductivity Technology Center	$ 1,152,400	$ 1,152,400	$ 1,152,400	3	3	6	$ 65,000
8/22/2009	The University of Toledo	A New Test Facility for Experimental Development of High-Speed Rotating Componen	$ 1,000,000	$ 1,000,000	$ 1,261,317	3	4	7	$ 50,000
8/4/2011	Case Western Reserve University	Case Center for Surface Engineering	$ 3,000,000	$ 2,998,548	$ 8,465,624	15	29	44	$ 75,000
2/4/2012	Northeast Ohio Medical University	Ohio-based Research & Commercialization of a Real-Time Pathogen Detection Instru	$ 3,000,000	$ 2,959,509	$ 3,774,394	-	15	15	$ 63,000
12/31/2011	James A. Rhodes State College	Advanced Materials Deposition Center	$ 3,000,000	$ 3,000,000	$ 11,863,868	-	64	64	$ 53,200
6/30/2012	Stark State College of Technology	Expansion of Industry/Education Partnerships for Fuel Cell Commercialization	$ 3,000,000	$ 3,000,000	$ 3,028,986	1	-	1	$ 108,500
2/4/2012	Youngstown State University	Center for Excellence in Advanced Materials Analysis	$ 2,115,000	$ 2,107,546	$ 2,117,387	2	4	6	$ 66,372
8/4/2011	Edison Welding Institute, Inc.	Development of a Very High Power Ultrasonic Additive Manufacturing System for Ad	$ 2,511,325	$ 2,511,325	$ 3,084,772	-	4	4	$ 64,000
6/30/2016	The Ohio State University	A Domestic Source of Natural Rubber and New Industry for Ohio and the US	$ 3,000,000	$ 2,994,889	$ 3,176,954	8	1	9	$ 28,402
4/30/2013	University of Dayton	Center for UAV Exploitation	$ 3,000,000	$ 2,894,459	$ 5,144,493	13	67	80	$ 59,675
1/31/2013	The Ohio State University	Bio-Based and Nano-Tailored Composites	$ 2,999,977	$ 2,999,977	$ 3,000,000	1	2	3	$ 90,000
7/27/2013	The Cleveland Clinic Foundation	Nitinol Commercialization Accelerator	$ 497,909	$ 488,575	$ 5,374,635	-	6	6	$ 61,333
7/27/2013	The University of Toledo	Nitinol Commercial Acceler	$ 2,501,000	$ 2,468,504					
7/31/2013	Case Western Reserve University	The Ohio Wind Energy Research and Commercialization Center	$ 2,999,442	$ 2,999,442	$ 4,325,883	-	3	3	$ 40,000
10/31/2014	The Ohio State University	Melecular Imaging SPECT Technology Center	$ 2,999,924	$ 2,999,923	$ 3,371,559	-	4	4	$ 54,440
7/27/2012	The Ohio State University	Electric and Plug-In Hybrid Vehicle Technology	$ 3,000,000	$ 3,000,000	$ 3,120,181	-	9	9	$ 94,683
6/30/2017	University of Cincinnati	Ohio Center for Laser Shock Processing for Advanced Materials and Devices	$ 3,000,000	$ 2,935,542	$ 4,562,930	-	42	42	$ 36,000
7/27/2012	Stark State College of Technology	High Pressure Testing Systems	$ 2,789,975	$ 2,766,397	$ 2,777,751	-	1	1	$ 109,156
5/31/2014	University of Dayton	Hybrid Fabrics for Multifunctional Composites	$ 3,000,000	$ 2,999,035	$ 3,991,245	4	3	7	$ 80,000
6/30/2014	University of Cincinnati	The Ohio Center for Microfluidic Innovation (OCMI)	$ 2,956,675	$ 2,950,929	$ 3,169,649	6	20	26	$ 79,000
7/31/2014	Ohio University(Office Of Financial Aid)	Center for Algal Engineering Research and Commercilization	$ 2,970,063	$ 2,946,179	$ 3,042,324	-	5	5	$ 47,400
3/31/2015	The Ohio State University	Center for High Performance Power Electronics (CHPPE)	$ 3,000,000	$ 2,996,922	$ 6,103,746	-	4	4	$ 51,085
12/31/2014	The Cleveland Clinic Foundation	Clinically Applied Rehabilitation Engineering (CARE)	$ 500,000	$ 482,344	$ 4,142,820	-	2	2	$ 82,500
4/30/2015	Case Western Reserve University	Clinically Applied Rehabilitation Engineering (CARE)-CAP	$ 2,500,000	$ 2,487,186					
10/19/2013	The Ohio State University	Center of Excellence for Energy Storage Technology	$ 3,000,000	$ 2,999,548	$ 3,000,155	-	8	8	$ 74,466
12/31/2013	Case Western Reserve University	Development of a Quantitative Analysis System for Stem Cells	$ 2,100,000	$ 2,093,149	$ 5,612,513	-	33	33	$ 48,982
5/31/2019	The Ohio State University	Heat/Ozone Biomedical Technology to Produce Safe Eggs	$ 2,998,532	$ 1,627,934	$ 2,944,252	-	52	52	$ 48,189
7/11/2014	Case Western Reserve University	Solar-Durability and Lifetime Extension Center	$ 2,884,755	$ 2,883,281	$ 3,550,199	-	1	1	$ 60,000
7/11/2014	Edison Welding Institute, Inc.	Integrated Ultrasonic Additive Mfg & Laser Machining for Realization of Novel Sm	$ 100,983	$ 100,983	$ 1,663,131	-	5	5	$ 75,000
7/11/2014	The Ohio State University	Integrated Ultrasonic Additive Mfg & Laser Machining for Realization of Novel Sm	$ 1,551,987	$ 1,536,581					

* Program Launched July 2003

Appendix 8:

Ohio Job Ready Site Program

2026
FISCAL YEAR

Department of Development

Ohio Job Ready Sites Program
Summary of Approved Projects

Round 1 (FY 06-07)

Fiscal Year	Grantee	Project Name	Location	Grant Amount	Match	Status	Certification Category	Certification Complete	Redevelopment Status	Economically Distressed Area
FY 06-07	Amylin Ohio LLC	Amylin Ohio LLC	West Chester Township, Butler County	$3,500,000.00	$406,500,000.00	Complete	Discretionary	N/A	Complete	N/A
FY 06-07	City of Akron	White Pond Office Park	City of Akron, Summit County	$145,505.00	$0.00	Project Terminated				
FY 06-07	City of Cincinnati	Techsolve Business Park	City of Cincinnati, Hamilton County	$2,130,020.00	$2,201,000.00	Certified	Tech Center/Research Lab	Yes	Complete	N/A
FY 06-07	City of Dublin	US 33/SR 161/Post Road Project	City of Dublin, Franklin and Union Counties	$2,726,400.00	$18,506,962.00	Certified	Tech Center/Research Lab	Yes	Partial Buildout	N/A
FY 06-07	City of Lima	Lima Synthetic Gas Research Center	City of Lima, Allen County	$3,257,400.00	$1,973,300.00	Certified	Tech Center/Research Lab	Yes	Complete	Situation Distressed County
FY 06-07	City of Marysville	Metro Equities Industrial Park	City of Marysville, Union County	$3,568,840.00	$5,767,890.00	Complete	Manufacturing	N/A	Complete	N/A
FY 06-07	City of Middletown	Smart Office @ EastPointe Centre	City of Middletown, Warren County	$2,165,500.00	$6,856,310.00	Certified	Smart Office	Yes	Complete	N/A
FY 06-07	City of Reading	Reading Life Science Complex Expansion	City of Reading, Hamilton County	$2,339,177.00	$1,174,962.00	Certified	Tech Center/Research Lab	Yes	No Activity	N/A
FY 06-07	City of Springfield	Nextedge ARTP-Research/Technical Center	City of Springfield, Clark County	$3,136,800.00	$7,211,183.00	Certified	Tech Center/Research Lab	Yes	Complete	Distressed City
FY 06-07	City of Van Wert	Van Wert Mega Site	City of Van Wert, Van Wert County	$0.00	$0.00	Project Cancelled				
FY 06-07	City of Wapakoneta	West Central Ohio Industrial Center	City of Wapakoneta, Auglaize County	$1,909,833.00	$1,813,960.00	Certified	Manufacturing	Yes	No Activity	N/A
FY 06-07	City of Wooster	BioHio Research Park	City of Wooster, Wayne County	$3,373,600.00	$3,231,190.00	Certified	Tech Center/Research Lab	Yes	Partial Buildout	N/A

Ohio Job Ready Sites Program Summary of Approved Projects										
FY 06-07	Cleveland-Cuyahoga County Port Authority	NASA Plum Brook Station Space Power Facility	Perkins Township, Erie County	$5,000,000.00	$5,000,000.00	Complete	Discretionary	N/A	Complete	N/A
FY 06-07	Fayette County	Fayette County Mega Site	Jefferson/Jasper Townships, Fayette County	$4,352,468.00	$5,055,207.00	Certified	Mega-Manufacturing	Yes	No Activity	N/A
FY 06-07	Licking County	Pataskala Corporate Park	City of Pataskala, Licking County	$3,439,978.00	$12,858,400.00	Certified	Manufacturing	Yes	Partial Buildout	N/A
FY 06-07	Matrix Centennial LLC	1425 Rockwell Avenue	City of Cleveland, Cuyahoga County	$755,920.00	$0.00	Project Terminated				
FY 06-07	Northwestern Water and Sewer District	Eastwood Commerce Center	Troy Township, Wood County	$2,617,066.00	$4,397,942.00	Certified	Manufacturing	Yes	No Activity	N/A
FY 06-07	Science and Technology Campus Corporation	Scitech Campus	City of Columbus, Franklin County	$2,334,992.00	$7,394,140.00	Certified	Tech Center/Research Lab	Yes	Complete	Inner City Distress
FY 06-07	Tuscarawas County CIC	Tolloty Technology Center	City of New Philadelphia, Tuscarawas County	$2,291,122.00	$1,202,000.00	Complete	Smart Office	No	Complete	N/A
FY 06-07	Zanesville-Muskingum County Port Authority	EastPointe Industrial Park	City of Zanesville, Muskingum County	$4,082,668.00	$3,377,727.00	Certified	Manufacturing	Yes	Partial Buildout	Distressed County
			Round 1 Totals	**$53,127,289.00**	**$494,522,173.00**					

Round 2 (FY 08-09)										
Fiscal Year	**Grantee**	**Project Name**	**Location**	**Grant Amount**	**Match**	**Status**	**Certification Category**	**Certification Complete**	**Redevelopment Status**	**Economically Distressed Area**
FY 08-09	City of Cincinnati	Keystone Parke Project	City of Cincinnati, Hamilton County	$1,442,000.00	$97,065,000.00	Complete	Smart Office	N/A	Partial Buildout	N/A
FY 08-09	City of Cleveland	Cuyahoga Valley Industrial Center Project	City of Cleveland, Cuyahoga County	$3,500,000.00	$8,395,000.00	Certified	Manufacturing	Yes	Partial Buildout	Distressed City
FY 08-09	City of Columbus	TechCenter South Project	City of Columbus, Franklin County	$5,000,000.00	$15,493,295.00	Complete	Existing Industrial Building	N/A	Complete	Inner City Distress

Ohio Job Ready Sites Program Summary of Approved Projects										
FY 08-09	City of Dayton	Tech Town Smart Building Project	City of Dayton, Montgomery County	$5,000,000.00	$6,268,000.00	Certified	Smart Office	Yes	Complete	N/A
FY 08-09	City of North Canton	North Canton Hoover Campus Redevelopment Project	City of North Canton, Stark County	$5,000,000.00	$1,670,000.00	Certified	Smart Office	Yes	Partial Buildout	N/A
FY 08-09	City of Springfield	Center City Core Redevelopment Area Project	City of Springfield, Clark County	$5,000,000.00	$19,963,483.60	Certified	Smart Office	Yes	Partial Buildout	N/A
FY 08-09	City of Van Wert	Van Wert Mega Site	City of Van Wert, Van Wert County	$5,000,000.00	$2,325,100.00	Certified	Mega-Manufacturing	Yes	No Activity	N/A
FY 08-09	City of Youngstown	Salt Springs Road Expansion Project	City of Youngstown, Mahoning County	$4,250,000.00	$1,500,000.00	Complete	Discretionary	N/A	Partial Buildout	N/A
FY 08-09	Columbiana County Port Authority	Baard Energy Project	Yellow Creek Township, Columbiana and Jefferson Counties	$500,000.00	$0.00	Complete	Discretionary	N/A	No Activity	Distressed County
FY 08-09	Cooper Tire & Rubber Company	Cooper Tire's Consolidation Project	City of Findlay, Hancock County	$2,000,000.00	$35,514,450.00	Complete	Discretionary	N/A	Complete	N/A
FY 08-09	Erie County	NASA Plum Brook Research and Development Site	Milan and Huron Townships, Erie County	$2,750,000.00	$10,607,142.00	Complete	Tech Center/Research Lab	N/A	Partial Buildout	N/A
FY 08-09	Lucas County	Lake Erie Port Manufacturing and Industrial Center Project	City of Toledo, Lucas County	$5,000,000.00	$2,400,000.00	Certified	Manufacturing	Yes	Complete	N/A
FY 08-09	Ray Fogg Building Methods, Inc.	Bluestone Business Park (Formerly PMX Euclid)	City of Euclid, Cuyahoga County	$3,521,501.00	$3,175,718.00	Certified	Manufacturing	Yes	Partial Buildout	N/A
FY 08-09	Summit County Port Authority	Goodyear Headquarters Development	City of Akron, Summit County	$2,000,000.00	$134,800,000.00	Complete	Discretionary	N/A	Complete	N/A
			Round 2 Totals	**$49,963,501.00**	**$339,177,188.60**					

Ohio Job Ready Sites Program
Summary of Approved Projects

Round 3 (FY 10-11)

Fiscal Year	Grantee	Project Name	Location	Grant Amount	Match	Status	Certification Category	Certification Complete	Redevelopment Status	Economically Distressed Area
FY 10-11	Belmont County Port Authority	Eastern Ohio Regional Industrial Park	Village of Barnesville, Belmont County	$750,000.00	$250,000.00	Complete	Manufacturing	N/A	Partial Buildout	Distressed City
FY 10-11	CASTLO Community Improvement Corporation	CASTLO Manufacturing Site	City of Struthers, Mahoning County	$3,491,000.00	$1,321,704.00	Certified	Manufacturing	Yes	Partial Buildout	Situational Distressed City
FY 10-11	Circleville-Pickaway Community Improvement Corporation dba Pickaway Progress Parntership	Pickaway Progress Park	City of Circleville, Pickaway County	$3,500,000.00	$2,099,158.00	Certified	Manufacturing	No	Under Construction	Distressed City
FY 10-11	City of Dayton	University of Dayton Research Inst. and Innovation Center	City of Dayton, Montgomery County	$3,500,000.00	$6,838,238.00	Complete	Discretionary	N/A	Partial Buildout	N/A
FY 10-11	City of Louisville	Beck Industrial Commerce Park	City of Louisville, Stark County	$3,500,000.00	$1,503,560.00	Complete	Manufacturing	N/A	Complete	N/A
FY 10-11	Community Improvement Corporation of Springfield	PrimeOhio II Corporate Park	City of Springfield, Clark County	$150,000.00	$250,000.00	Complete	Manufacturing	N/A	No Activity	Distressed City
FY 10-11	Guernsey County Port Authority	D.O. Hall Business Center	City of Cambridge, Guernsey County	$750,000.00	$500,000.00	Complete	Manufacturing	N/A	Partial Buildout	Distressed City
FY 10-11	MidTown Cleveland, Inc.	MidTown Tech Park	City of Cleveland, Cuyahoga County	$3,500,000.00	$13,839,832.00	Complete	Discretionary	N/A	Partial Buildout	N/A
FY 10-11	Mound Development Corporation	MATC Technical and Research Complex	City of Miamisburg, Montgomery County	$1,217,000.00	$17,537,307.00	Certified	Tech Center/Research Lab	Yes	Partial Buildout	N/A
FY 10-11	Oxford Community Improvement Corporation	Miami Heritage Technology Park	City of Oxford, Butler County	$0.00	$0.00	Cancelled	Tech Center/Research Lab	Cancelled		
FY 10-11	Port Authority of Northwestern Ohio	Iron Highway Industrial Park	Village of Leipsic, Putnam County	$3,500,000.00	$1,501,600.00	Complete	Manufacturing	No	No Activity	Situational Distressed City
FY 10-11	Southeastern Ohio Port Authority	Ingenuity Center	Marietta Township, Washington Township	$750,000.00	$1,639,970.00	Complete	Manufacturing	N/A	Complete	N/A

Ohio Job Ready Sites Program Summary of Approved Projects										
FY 10-11	Stark County Port Authority	Canton Corrugated Paper Center	City of Canton, Stark County	$750,000.00	$388,200.00	Complete	Existing Industrial Building	N/A	Complete	Distressed City
FY 10-11	Village of Navarre	Prospect Industrial Park	Village of Navarre and Perry Township, Stark County	$1,100,000.00	$3,267,913.00	Completed	Manufacturing	No	No Activity	N/A
			Round 3 Totals	**$26,458,000.00**	**$50,937,482.00**					

Round 4 (FY 12)										
Round 4 Fiscal Year	**Grantee**	**Project Name**	**Location**	**Grant Amount**	**Match**	**Status**	**Certification Category**	**Certification Complete**	**Redevelopment Status**	**Economically Distressed Area**
FY 12	Abbott Laboratories	Abbott Nutrition Manufacturing Plant	City of Tipp City, Miami County	$1,600,000.00	$1,229,190.00	Complete	Discretionary	N/A	Complete	N/A
FY 12	City of Cleveland	East Side Market	City of Cleveland, Cuyahoga County	$500,000.00	$166,700.00	Complete	Discretionary	N/A	No Activity	Distressed City
FY 12	City of Cleveland	Victory Building	City of Cleveland, Cuyahoga County	$1,000,000.00	$7,827,303.00	Certified	Tech Center/Research Lab	Yes	Complete	Distressed City
FY 12	City of Dayton	McCall Building	City of Dayton, Montgomery County	$750,000.00	$625,276.00	Complete	Existing Industrial Building	N/A	No Activity	Distressed City
FY 12	City of Newark	Quality Chemical	City of Newark, Licking County	$0.00	$0.00	Cancelled	Discretionary	N/A		
FY 12	City of Trenton	Trenton Industrial Park Infrastructure	City of Trenton, Butler County	$750,000.00	$706,362.00	Certified	Manufacturing	Yes	Partial Buildout	N/A
FY 12	City of Twinsburg	Cornerstone Business Park	City of Twinsburg, Summit County	$2,200,000.00	$12,161,244.00	Certified	Existing Industrial Building	Yes	Partial Buildout	Situational Distressed City
FY 12	City of Youngstown	V&M Star Salt Springs Road	City of Youngstown, Mahoning County	$500,000.00	$226,604.00	Complete	Discretionary	N/A	Complete	Distressed County
FY 12	Coshocton Port Authority	Steel Ceilings	City of Coshocton, Coshocton County	$700,000.00	$233,400.00	Complete	Discretionary	N/A	No Activity	Distressed County

Ohio Job Ready Sites Program Summary of Approved Projects										
FY 12	Lake County Port Authority	Coe Manufacturing	City of Painesville, Lake County	$1,200,000.00	$400,000.00	Complete	Discretionary	N/A	Partial Buildout	N/A
FY 12	Northwestern Water and Sewer District	Southwood Commerce Center	Henry Township, Wood County	$500,000.00	$19,121,978.00	Complete	Manufacturing	N/A	No Activity	Labor Surplus County
FY 12	Toledo-Lucas County Port Authority	Overland Industrial Park at Jeep Parkway	City of Toledo, Lucas County	$2,800,000.00	$1,000,000.00	Complete	Manufacturing	Yes	Partial Buildout	Labor Surplus City
FY 12	Youngstown Warren Regional Chamber	Ohio Commerce Center	Village of Lordstown, Trumbull	$2,000,000.00	$1,190,000.00	Complete	Manufacturing	N/A	Complete	Distressed County
			Round 4 Totals	**$14,500,000.00**	**$44,888,057.00**					

Summary										
		Number of Projects		**Grant Amount**	**Match**					
	Round 1 Totals:	**20**		**$53,127,289.00**	**$494,522,173.00**					
	Round 2 Totals:	**14**		**$49,963,501.00**	**$339,177,188.60**					
	Round 3 Totals:	**14**		**$26,458,000.00**	**$50,937,482.00**					
	Round 4 Totals:	**13**		**$14,500,000.00**	**$44,888,057.00**					
	Total Rounds Combined:	**61**		**$144,048,790.00**	**$929,524,900.60**					

Appendix 9:

Rural Industrial Park Loan Program

2026
FISCAL YEAR

Ohio Department of Development

RIPL Annual Report 2025

Number of RIPL Loans: 1

RIPL Recipient	Recipient Award Amount
Jefferis Real Estate LLC	$1,125,000.00

Total RIPL Amount: $1,125,000.00

Appendix 10:

Opportunity Zones

2026
FISCAL YEAR

Ohio Department of Development

Ohio Opportunity Zone Tax Credit - July 2025 and January 2026 Application Round - Taxpayer Applicant List						
Beneficiary/Borrower Name: Account Name	**Taxpayer type**	**Program Phase**	**Ohio Qualified Opportunity Fund**	**Program: Program Name**	**Latest Certificate Approval Date**	**Latest Certificate Amount**
1489 Rohr Holding LLC	Pass-Through Entity	Application Com	TCG OCP TIG JV LLC	DEV-TI-2026 - 224005		
	Pass-Through Entity	Application Com	TCG OCP TIG JV LLC	DEV-TI-2026 - 224005		
2003 Broad LLC	Pass-Through Entity	Not Accepted	3654 Arnelle LLC	DEV-TI-2025 - 219298		
3328 Euclid LLC	Pass-Through Entity	Completed	Stockbridge On Euclid LLC	DEV-TI-2025 - 219024	10/6/2025	$7,563.78
643 Capital, LLC	Pass-Through Entity	Completed	Lockard OZ Fund, LLC	DEV-TI-2025 - 219124	10/14/2025	$4,950.00
8820 Investments LLC	Pass-Through Entity	Completed	Benjamin 2 Investor QOF LLC	DEV-TI-2025 - 219134	9/13/2025	$50,000.00
905 Legacy Group, LLC	Pass-Through Entity	Application Com	Mercantile Immersive LLC	DEV-TI-2026 - 224299		
A.J.W Trust	Trust	Completed	JETWAY FLEX OZ FUND LLC	DEV-TI-2025 - 218724	10/15/2025	$23,000.00
Aaron Armstrong	Individual	Completed	CHB Opportunity Fund II-QP LLC	DEV-TI-2025 - 218923	10/14/2025	$6,402.70
Aaron J Hawk Revocable Trust	Trust	Completed	Wren Opportunity Fund LLC	DEV-TI-2026 - 223978	2/23/2026	$20,000.00
Adam Carver	Individual	Completed	JETWAY FLEX OZ FUND LLC	DEV-TI-2025 - 218713	10/6/2025	$10,000.00
Adam Davis	Individual	Completed	Wren Opportunity Fund LLC	DEV-TI-2025 - 219095	10/15/2025	$20,000.00
Adam Limbach	Individual	Completed	CHB Opportunity Fund II-QP LLC	DEV-TI-2025 - 218924	10/15/2025	$10,000.00
Adam Simon	Individual	Completed	OP Development QOF1, LLC	DEV-TI-2026 - 224070	3/19/2026	$127,500.00
Adam Thomarios	Individual	Completed	300 Prospect OZ Investment, LLC	DEV-TI-2025 - 219300	10/15/2025	$4,000.00
Adelbert P. Marous	Individual	Completed	APM Chester 82 Investor Fund LLC	DEV-TI-2026 - 224006	3/27/2026	$96,828.74
African Town Plaza Managing Member LLC	Pass-Through Entity	Completed	ATP QOF LLC	DEV-TI-2025 - 218648	10/15/2025	$174,337.20
Ahimsa Family Trust U/A 4/30/18	Trust	Completed	Parsons OZ Fund LLC	DEV-TI-2026 - 223950	3/19/2026	$207,848.00
AJAPPJR, LLC	Pass-Through Entity	Completed	AJAPPJR QOF I LLC	DEV-TI-2025 - 218654	10/15/2025	$227,500.00
Ale House Manager, Inc.	Other	Completed	3CDC Community Center Investor, LLC	DEV-TI-2025 - 218892	9/13/2025	$273,523.55
Alexander Fischer	Individual	Completed	CHB Opportunity Fund II LLC	DEV-TI-2025 - 219040	10/14/2025	$2,561.10
Almi Investments LLC	Pass-Through Entity	Completed	Almico Opportunity Zone LLC	DEV-TI-2025 - 219272	10/14/2025	$10,714.54

Alvin Magner	Individual	Application Com	1730 Washington Ave Opportunity Fund LLC	DEV-TI-2026 - 224030		
Amanda Mayan Second Amended & Restated Trust, Amanda P Mayan Trustee	Trust	Completed	Rally Enterprises LLC	DEV-TI-2025 - 219246	10/15/2025	$20,097.00
Andrew Christman	Individual	Completed	CHB Opportunity Fund II-QP LLC	DEV-TI-2025 - 218884	9/2/2025	$50,000.00
Andrew Hogan	Individual	Completed	Benjamin 2 Investor QOF LLC	DEV-TI-2025 - 219133	9/13/2025	$10,000.00
Anthony Woodward	Individual	Completed	Lockard OZ Fund, LLC	DEV-TI-2025 - 219168	10/14/2025	$2,475.00
APM Chester 82 LLC	Pass-Through Entity	Completed	APM Chester 82 Developer Fund LLC	DEV-TI-2025 - 219005	9/23/2025	$50,000.00
April Katz	Individual	Completed	Steelton Village OZ Fund 1, LLC	DEV-TI-2025 - 219153	10/14/2025	$10,000.00
April smucker	Individual	Completed	Huron QOF LLC	DEV-TI-2026 - 224061	3/27/2026	$15,000.00
Archpoint Capital LLC	Pass-Through Entity	Completed	777 Milcrest Drive LLC	DEV-TI-2025 - 219230	9/11/2025	$174,019.37
Aron Clymer	Individual	Completed	JETWAY FLEX OZ FUND LLC	DEV-TI-2025 - 218715	10/15/2025	$7,500.00
Ashfaq T Ahmed Revocable Trust U/A DTD 08/21/1997	Trust	Completed	Wren Opportunity Fund LLC	DEV-TI-2025 - 219156	10/15/2025	$15,000.00
Austin McClain	Individual	Completed	MG Estates LLC	DEV-TI-2025 - 219267	9/13/2025	$50,469.48
Barbara A. Smith Family Trust U/A DTD 3/18/97	Trust	Application Com	OP DEVELOPMENT QOF 1, LLC	DEV-TI-2026 - 224071		
Barri Jones	Individual	Completed	CHB Opportunity Fund II-QP LLC	DEV-TI-2025 - 218885	10/14/2025	$20,000.00
BCP Weinland LLC	Pass-Through Entity	Completed	Weinland Development LLC	DEV-TI-2025 - 218861	9/11/2025	$20,000.00
Benjamin 2 Sponsor LLC	Pass-Through Entity	Completed	Benjamin 2 Sponsor QOF LLC	DEV-TI-2025 - 218868	9/13/2025	$1,369,997.00
Bequest Investments LLC	Pass-Through Entity	Completed	Equity Brothers QOF LLC	DEV-TI-2025 - 219256	10/15/2025	$23,500.00
Bernstein TC Group, LLC	Pass-Through Entity	Completed	Philly Partners, LLC	DEV-TI-2025 - 219935	10/15/2025	$16,000.00
Bert Charles LLC	Pass-Through Entity	Completed	CHB Opportunity Fund II LLC	DEV-TI-2025 - 219031	10/6/2025	$10,000.00
	Pass-Through Entity	Completed	Wren Opportunity Fund LLC	DEV-TI-2025 - 219151	10/15/2025	$5,000.00
Blue Chip Homes LLC	Pass-Through Entity	Completed	Blue Chip Homes QOF LLC	DEV-TI-2026 - 224046	2/23/2026	$184,782.91
Bosquet Opportunity, LLC	Pass-Through Entity	Completed	CCA CBD Cincinnati II LLC	DEV-TI-2025 - 218652	10/21/2025	$787,096.05

Brett Stalnaker	Individual	Completed	JETWAY FLEX OZ FUND LLC	DEV-TI-2025 - 218720	10/15/2025	$10,000.00
Brian A Feeney Revocable Trust	Trust	Completed	CHB Opportunity Fund II-QP LLC	DEV-TI-2025 - 218901	10/15/2025	$10,000.00
Brian Hubert	Individual	Completed	Lockard OZ Fund, LLC	DEV-TI-2025 - 219108	10/14/2025	$9,900.00
Brian Hubert Ohio Legacy Trust	Trust	Completed	Lockard OZ Fund, LLC	DEV-TI-2025 - 219110	10/14/2025	$14,850.00
Brian Marsh	Individual	Completed	Benjamin 2 Investor QOF LLC	DEV-TI-2025 - 219129	9/11/2025	$10,000.00
Brian Morris	Individual	Completed	CHB Opportunity Fund II-QP LLC	DEV-TI-2025 - 218921	10/14/2025	$10,000.00
Brian Spear	Individual	Application Com	1730 Washington Ave Opportunity Fund LLC	DEV-TI-2026 - 224034		
Buckeye Hospitality Holding, LLC	Pass-Through Entity	Completed	Buckeye S-GHC QOF, LLC	DEV-TI-2025 - 218782	9/23/2025	$1,812,000.00
Carnell D Tate LLC	Pass-Through Entity	Completed	Benjamin 2 Investor QOF LLC	DEV-TI-2025 - 219217	10/6/2025	$2,000.00
CD Hope LLC	Pass-Through Entity	Completed	Benjamin 2 Investor QOF LLC	DEV-TI-2025 - 219285	10/15/2025	$2,500.00
Ceccano Investments, LLC	Pass-Through Entity	Not Accepted	Huron QOF LLC	DEV-TI-2025 - 218948		
	Pass-Through Entity	Not Accepted	Huron Yards 2 QOF LLC	DEV-TI-2025 - 218948		
Charles A. Bernotas, and his successors in trust, as trustee of the Revocable Trust Created by Charles A. Bernotas, as Amended and Restated on November 20, 2017, as hereinafter amended	Trust	Application Com	OP DEVELOPMENT QOF1, LLC	DEV-TI-2026 - 224072		
Charles Claypool	Individual	Completed	777 Milcrest Drive	DEV-TI-2025 - 219257	10/14/2025	$15,000.00
Charles Jacks	Individual	Application Com	OP DEVELOPMENT QOF1, LLC	DEV-TI-2026 - 224066		
	Individual	Application Com	OP DEVELOPMENT QOF1, LLC	DEV-TI-2026 - 224069		
Charles Love	Individual	Completed	777 Milcrest Drive LLC	DEV-TI-2025 - 219261	10/15/2025	$10,000.00
Chase Buchanan	Individual	Completed	Benjamin 2 Investor QOF LLC	DEV-TI-2025 - 219235	10/14/2025	$10,000.00
Chase Young	Individual	Completed	Wren Opportunity Fund LLC	DEV-TI-2026 - 223996	3/19/2026	$10,000.00
Chillicothe Union Block, LLC	Pass-Through Entity	Completed	Great Seal Opportunity Fund LLC	DEV-TI-2025 - 219232	9/13/2025	$196,691.80

Chirag Shah	Individual	Application Com	1730 Washington Ave Opportunity Fund LLC	DEV-TI-2026 - 224037		
Chisling Childrens Tr FBO Goldie Chisling	Trust	Completed	OP Development QOF1, LLC	DEV-TI-2025 - 219140	10/15/2025	$199,999.75
Chisling Childrens Tr FBO Martin Chisling	Trust	Completed	OP Development QOF1 LLC	DEV-TI-2025 - 219141	9/13/2025	$199,999.75
Chris Goodrich	Individual	Completed	UEOZ Cleveland, LLC	DEV-TI-2025 - 219245	10/14/2025	$5,000.00
Christopher L. Larkins Declaration of Trust U/A DTD 7/28/11	Trust	Completed	Weinland Investor Fund LLC	DEV-TI-2025 - 219105	9/2/2025	$9,998.30
Christopher Martin	Individual	Completed	CHB Opportunity Fund II-QP LLC	DEV-TI-2025 - 218916	9/13/2025	$32,500.00
Christopher Wolff	Individual	Completed	JETWAY FLEX OZ FUND LLC	DEV-TI-2025 - 218718	10/14/2025	$6,000.00
Cincinnati Center City Development Corporation	Other	Completed	3CDC Community Center Investor, LLC	DEV-TI-2025 - 218890	9/23/2025	$1,041,967.12
Cincinnati Equity Fund III, LLC	Other	Completed	Convention Center Garage Holdings, LLC	DEV-TI-2025 - 218737	9/23/2025	$1,062,515.39
	Other	Completed	101 West Fifth OZ Fund, LLC	DEV-TI-2025 - 218737	9/23/2025	
CLEVELAND ACRE BUILDING LLC	Pass-Through Entity	Completed	Cleveland ACRE Project LLC	DEV-TI-2025 - 218662	10/15/2025	$2,000,000.00
Cleveland Public Market Corporation	Other	Completed	WSM Transformation Managing Member Co.	DEV-TI-2025 - 218683	10/15/2025	$476,466.40
CMO Marysville LLC	Pass-Through Entity	Completed	HCMO LLC	DEV-TI-2025 - 218785	9/23/2025	$123,405.38
Colin Chiles	Individual	Completed	CHB Opportunity Fund II-QP LLC	DEV-TI-2025 - 218883	10/14/2025	$10,000.00
Connect Realty LLC	Pass-Through Entity	Completed	CHB Opportunity Fund II-QP LLC	DEV-TI-2025 - 219176	9/13/2025	$66,232.35
	Pass-Through Entity	Completed	CHB Opportunity Fund II LLC	DEV-TI-2025 - 219181	9/13/2025	$66,232.35
	Pass-Through Entity	Completed	Innis Rd CHB Fund LLC	DEV-TI-2025 - 219199	10/15/2025	$70,000.00
	Pass-Through Entity	Completed	Westerville Rd CHB Fund LLC	DEV-TI-2026 - 224020	3/19/2026	$530,000.00
	Pass-Through Entity	Completed	Innis Rd CHB Fund LLC	DEV-TI-2026 - 224021	2/23/2026	$25,000.00
Consortium TC Group, LLC	Pass-Through Entity	Completed	Philly Partners, LLC	DEV-TI-2025 - 219012	10/15/2025	$50,000.00
Cory Fowler	Individual	Completed	Wren Opportunity Fund LLC	DEV-TI-2026 - 223986	3/19/2026	$15,000.00
Craig Mitnick	Individual	Application Com	1730 Washington Ave Opportunity Fund LLC	DEV-TI-2026 - 224029		

Craig S. Arnson Declaration of Trust dated 9/30/2010	Trust	Completed	UEOZ Cleveland, LLC	DEV-TI-2025 - 219254	10/15/2025	$20,000.00
Craig Sochor	Individual	Completed	Equity Brothers QOF LLC	DEV-TI-2025 - 219258	10/14/2025	$2,500.00
Crane Property Holdings, LLC	Pass-Through Entity	Completed	Huron QOF LLC	DEV-TI-2025 - 219252	10/15/2025	$25,000.00
CSI West Side Market HTC Fund, LLC	Other	Completed	WSM Transformation Master Tenant LLC	DEV-TI-2025 - 218731	10/15/2025	$107,322.30
Cynthia Olson	Individual	Completed	Lockard OZ Fund, LLC	DEV-TI-2025 - 219072	10/15/2025	$14,850.00
Cynthia Olson Ohio Legacy Trust	Trust	Completed	Lockard OZ Fund, LLC	DEV-TI-2025 - 219077	10/15/2025	$14,850.00
Daimler Equities LLC	Pass-Through Entity	Completed	Daimler Obetz LLC	DEV-TI-2025 - 218691	9/23/2025	$290,854.41
	Pass-Through Entity	Completed	SP Sponsor LLC	DEV-TI-2026 - 223944	3/27/2026	$180,223.53
Daniel A. Riewald Trust U/A Dtd 11/05/2007	Trust	Completed	Parsons OZ Fund LLC	DEV-TI-2026 - 223943	2/23/2026	$30,000.00
Daniel Bauer	Individual	Application Com	Great Seal Investment Partners LLC	DEV-TI-2026 - 224060		
Daniel Burkons	Individual	Completed	GreyFox425 QOF LLC	DEV-TI-2025 - 218642	10/14/2025	$6,254.94
Daniel Friedman	Individual	Completed	301 Mulberry, LLC	DEV-TI-2025 - 219240	10/15/2025	$10,000.00
Danielle Walton	Individual	Completed	CHB Opportunity Fund II-QP LLC	DEV-TI-2025 - 218960	10/14/2025	$10,000.00
Daniel Roe	Individual	Completed	CHB Opportunity Fund II-QP LLC	DEV-TI-2025 - 218888	10/15/2025	$15,000.00
Daniel Sinclair	Individual	Completed	301 Mulberry, LLC	DEV-TI-2025 - 219260	9/13/2025	$25,000.00
Darin Pangalangan	Individual	Completed	CHB Opportunity Fund II-QP LLC	DEV-TI-2025 - 218933	10/14/2025	$10,000.00
David Broehm	Individual	Completed	CHB Opportunity Fund II-QP LLC	DEV-TI-2025 - 218945	10/14/2025	$10,000.00
David Flaherty	Individual	Completed	Scioto Peninsula 1B FC, LLC	DEV-TI-2025 - 218728	10/14/2025	$69,582.20
David Pemberton	Individual	Completed	CHB Opportunity Fund II LLC	DEV-TI-2025 - 218957	10/14/2025	$5,000.00
David Walton	Individual	Completed	Steelton Village OZ Fund 1, LLC	DEV-TI-2025 - 219220	10/15/2025	$25,000.00
David Zadvinskis	Individual	Completed	301 Mulberry, LLC	DEV-TI-2025 - 219249	10/15/2025	$20,000.00
Davison Igbinosun	Individual	Completed	Benjamin 2 Investor QOF LLC	DEV-TI-2025 - 219216	10/15/2025	$5,000.00
Dawn Gaydosh	Individual	Completed	CHB Opportunity Fund II-QP LLC	DEV-TI-2025 - 219047	10/15/2025	$10,000.00
Delightmore, LLC	Pass-Through Entity	Application Com	Mercantile Immersive, LLC	DEV-TI-2026 - 224084		
Delman Properties, L.P.	Pass-Through Entity	Application Com	Huron Yards 2 QOF LLC	DEV-TI-2026 - 224056		

Dennis McAndrew	Individual	Completed	1730 Washington Ave Opportunity Fund LLC	DEV-TI-2026 - 223977	3/19/2026	$7,079.92
Devin Wilde	Individual	Completed	BREP Scioto QOF LLC	DEV-TI-2025 - 218984	10/15/2025	$15,000.00
Diversified Investments	Pass-Through Entity	Completed	Elyria Block Development LLC	DEV-TI-2025 - 219325	10/15/2025	$11,000.00
Donald Andrew McCallum Revocable Trust U/A DTD 06/19/2015	Trust	Completed	Toledo Metropolitan QOF, LLC	DEV-TI-2025 - 219497	10/15/2025	$92,500.00
	Trust	Completed	Toledo Metropolitan QOF, LLC	DEV-TI-2026 - 223910	3/13/2026	$45,000.00
Donald McCallum	Individual	Completed	Gateway Vistula QOF, LLC	DEV-TI-2025 - 219500	10/14/2025	$11,550.00
Douglas C Leohr 2002 Trust	Trust	Completed	GreyFox425 QOF LLC	DEV-TI-2025 - 218649	10/6/2025	$31,274.69
Douglas Falor	Individual	Completed	JETWAY FLEX OZ FUND LLC	DEV-TI-2025 - 218722	10/14/2025	$10,000.00
Douglas G Bulla Revocable Trust UAD 03/03/09 Douglas G Bulla TTEE AMD 07/10/20	Trust	Completed	25 Montgomery Development	DEV-TI-2026 - 224105	3/13/2026	$9,678.70
Douglas Lindeman	Individual	Application Com	Mercantile Immersive, LLC	DEV-TI-2026 - 224298		
Doug Logeman	Individual	Completed	CHB Opportunity Fund II-QP LLC	DEV-TI-2025 - 219228	9/23/2025	$15,000.00
Dublin Building Systems Company, Inc.	Pass-Through Entity	Completed	JETWAY FLEX OZ FUND LLC	DEV-TI-2025 - 218726	10/15/2025	$10,000.00
Dunham's Business Ventures, Inc	Pass-Through Entity	Application Com	Mercantile Immersive, LLC	DEV-TI-2026 - 224086		
Dylan Barrett	Individual	Application Com	Barrett Family OZ Fund LLC	DEV-TI-2026 - 224077		
East9th Scarlet Holding, LLC	Pass-Through Entity	Completed	Scarlet Funding QOF, LLC	DEV-TI-2025 - 218820	9/23/2025	$1,132,300.00
Edward Pierce	Individual	Completed	CHB Opportunity Fund II LLC	DEV-TI-2025 - 218991	10/15/2025	$975.70
Emmanuel Butch Rivera	Individual	Application Com	Mercantile Immersive LLC	DEV-TI-2026 - 224297		
Equity Brothers LLC	Pass-Through Entity	Completed	Equity Brothers QOF LLC	DEV-TI-2025 - 219231	10/15/2025	$30,100.00
Equity Trust Company FBO Justin Neuwirt	Individual	Completed	777 Milcrest Drive LLC	DEV-TI-2025 - 219282	10/14/2025	$2,500.00
Equity Trust Company FBO Leo Bonaparte	Individual	Completed	777 Milcrest Drive LLC	DEV-TI-2025 - 219263	10/14/2025	$15,000.00

Erica B Goodman Revocable Trust	Trust	Completed	301 Mulberry, LLC	DEV-TI-2025 - 219259	9/2/2025	$25,000.00
Eric R Schertel Trust U/A DTD 09/03/2019	Trust	Completed	CHB Opportunity Fund II-QP LLC	DEV-TI-2025 - 219064	9/13/2025	$37,500.00
Eric Zhai	Individual	Completed	VX 441 Vine Street QOF LLC	DEV-TI-2025 - 219266	10/6/2025	$30,000.00
Esther Industrial, LLC	Pass-Through Entity	Completed	JETWAY FLEX OZ FUND LLC	DEV-TI-2025 - 218714	10/14/2025	$5,000.00
Ethan Temianka	Individual	Completed	GC Broadway QOF LLC	DEV-TI-2025 - 219142	10/14/2025	$110,000.00
Faheem Delane	Individual	Completed	Benjamin 2 Investor QOF LLC	DEV-TI-2025 - 219073	10/15/2025	$5,000.00
FG Capital Solutions LLC	Pass-Through Entity	Completed	F.G. Realty Opportunity Fund LLC	DEV-TI-2025 - 219309	10/15/2025	$112,574.84
First Financial Bank	Other	Completed	45 Erieview MT, LLC	DEV-TI-2025 - 218660	10/6/2025	$1,254,221.72
FischBarr LLC	Pass-Through Entity	Completed	CHB Opportunity Fund II LLC	DEV-TI-2025 - 219042	10/15/2025	$3,201.40
Fosven Capital, LLC	Pass-Through Entity	Completed	RB Scioto QO Fund LLC	DEV-TI-2025 - 218905	10/15/2025	$70,000.00
Friedman & Leavitt Financial Services LLC	Pass-Through Entity	Completed	UEOZ Cleveland, LLC	DEV-TI-2025 - 219251	10/14/2025	$15,000.00
Gary Heinze	Individual	Completed	Wren Opportunity Fund LLC	DEV-TI-2026 - 223975	3/19/2026	$15,000.00
Gary Marcinick	Individual	Completed	CHB Opportunity Fund II-QP LLC	DEV-TI-2025 - 218886	10/15/2025	$4,000.00
GDOT 2022 Opportunity Fund LLC	Pass-Through Entity	Completed	TD 1468 W25th St LLC (wholly owned by TD 1468 W25th St Holding LLC)	DEV-TI-2025 - 219422	10/15/2025	$244,659.00
	Pass-Through Entity	Application Com	TD 1468 W25th St LLC (wholly owned by TD 1468 W25th St Holding LLC)	DEV-TI-2026 - 224040		
Geopines Investors, LLC	Pass-Through Entity	Completed	JETWAY FLEX OZ FUND LLC	DEV-TI-2025 - 218983	8/28/2025	$6,500.00
George H Wolff	Individual	Completed	JETWAY FLEX OZ FUND LLC	DEV-TI-2025 - 218704	10/15/2025	$55,627.00
Grand River Walk APM LLC	Pass-Through Entity	Completed	GRW Investor Fund LLC	DEV-TI-2025 - 218687	8/27/2025	$136,000.00
Grant Lawson	Individual	Completed	777 Milcrest Drive LLC	DEV-TI-2025 - 219264	10/15/2025	$11,000.00
Greenberg 2001 Ft Holdings LLC	Pass-Through Entity	Application Com	1730 Washington Ave Opportunity Fund LLC	DEV-TI-2026 - 224013		
Gregory Brunton	Individual	Completed	Weinland Investor Fund LLC	DEV-TI-2025 - 218725	8/28/2025	$29,998.30
Gregory Hubert	Individual	Completed	Lockard OZ Fund, LLC	DEV-TI-2025 - 219080	10/14/2025	$9,900.00

Gregory Hubert Ohio Legacy Trust	Trust	Completed	Lockard OZ Fund, LLC	DEV-TI-2025 - 219082	10/15/2025	$14,850.00
GRW OZ1 GL LLC	Pass-Through Entity	Completed	GRW Developer Fund LLC	DEV-TI-2025 - 218794	10/6/2025	$1,899,500.00
Gurneet Sandhu	Individual	Completed	OP Development QOF1, LLC	DEV-TI-2026 - 224062	3/27/2026	$25,500.00
H. Richard Duval Reovacable Trust	Trust	Completed	Lockard OZ Fund, LLC	DEV-TI-2025 - 219154	10/14/2025	$2,475.00
Harmanjit Kaur	Individual	Completed	CINCINNATI CREATIVE FUND LLC	DEV-TI-2025 - 219302	10/15/2025	$117,900.00
	Individual	Application Com	Cincinnati Creative Fund, LLC.	DEV-TI-2026 - 224087		
Heritage Farm Land, Ltd.	Pass-Through Entity	Completed	Hocking Fund LLC	DEV-TI-2025 - 218881	9/13/2025	$97,000.00
Hidden Lake Investment Group IV LLC	Pass-Through Entity	Completed	Daimler Obetz LLC	DEV-TI-2025 - 218706	9/13/2025	$31,500.16
Hi-Design Properties, LLC	Pass-Through Entity	Application Com	Mercantile Immersive, LLC	DEV-TI-2026 - 224090		
HSR Real Estate LLC	Pass-Through Entity	Completed	HCMO LLC	DEV-TI-2025 - 218703	10/21/2025	$58,500.00
Ian katz	Individual	Application Com	Huron Yards 2 QOF, LLC	DEV-TI-2026 - 224057		
JAJAM Jetway Investors LLC	Pass-Through Entity	Completed	JETWAY FLEX OZ FUND LLC	DEV-TI-2025 - 218950	10/15/2025	$10,000.00
James C. Wilcox	Individual	Completed	Central Park QOF LLC	DEV-TI-2025 - 218976	9/23/2025	$78,176.60
James Drvostep	Individual	Completed	VX 441 Vine Street QOF LLC	DEV-TI-2025 - 219269	10/14/2025	$40,000.00
James Hyre	Individual	Completed	JETWAY FLEX OZ FUND LLC	DEV-TI-2025 - 218723	10/14/2025	$23,000.00
James Sweeney	Individual	Completed	500 Walnut OZ Fund, LLC	DEV-TI-2025 - 219198	10/15/2025	$5,270.00
	Individual	Completed	500 Walnut OZ Fund, LLC	DEV-TI-2026 - 224017	2/27/2026	$3,680.00
James Wilcox	Individual	Completed	Central Park QOF LLC	DEV-TI-2025 - 219138	9/13/2025	$78,176.60
Jason Butterworth	Individual	Completed	300 Prospect OZ Investments LLC	DEV-TI-2025 - 219295	10/15/2025	$4,000.00
Jason C. Woodard Revocable Trust U/A DTD 11/10/2009	Trust	Completed	CHB Opportunity Fund II-QP LLC	DEV-TI-2025 - 219002	10/15/2025	$10,000.00
JBM Development LLC	Pass-Through Entity	Completed	JBM Obetz LLC	DEV-TI-2025 - 218747	9/23/2025	$53,751.42
JCL OZ FUND I LLC	Pass-Through Entity	Completed	GreyFox425 QOF LLC	DEV-TI-2025 - 218882	10/6/2025	$25,019.75
Jeffrey Backes	Individual	Completed	CHB Opportunity Fund II-QP LLC	DEV-TI-2025 - 218941	9/2/2025	$50,000.00
Jeffrey Bloom	Individual	Completed	777 Milcrest Drive LLC	DEV-TI-2025 - 219262	10/6/2025	$10,000.00
Jeffrey Bruns	Individual	Completed	NDT Investment Partners LLC	DEV-TI-2025 - 219145	10/15/2025	$298,850.00
	Individual	Completed	Van Wert Building LLC	DEV-TI-2025 - 219145	10/15/2025	

Jeffrey J Wolff	Individual	Completed	JETWAY FLEX OZ FUND LLC	DEV-TI-2025 - 218709	10/14/2025	$40,000.00
Jeffrey Martini	Individual	Completed	Lockard OZ Fund, LLC	DEV-TI-2025 - 219160	10/14/2025	$4,950.00
Jeffrey Trotier	Individual	Completed	CHB Opportunity Fund II-QP LLC	DEV-TI-2025 - 218965	10/14/2025	$10,000.00
Jeffrey Uhlenhake	Individual	Completed	CHB Opportunity Fund II-QP LLC	DEV-TI-2025 - 218894	10/15/2025	$10,000.00
Jenna Simon	Individual	Completed	OP Development QOF1, LLC	DEV-TI-2026 - 224067	5/5/2026	$93,535.25
Jennifer Christman Panovski Gift Trust U/A DTD 12/19/2020	Trust	Completed	CHB Opportunity Fund II-QP LLC	DEV-TI-2025 - 219049	10/15/2025	$10,000.00
Jenny Flores	Pass-Through Entity	Not Accepted	SAF HOMES LLC	DEV-TI-2026 - 223973		
	Pass-Through Entity	Not Accepted	SAF PROPERTIES GROUP LLC	DEV-TI-2026 - 223973		
Jeremy Borsky	Individual	Completed	Wren Opportunity Fund LLC	DEV-TI-2026 - 223981	3/19/2026	$5,000.00
Joel Denny	Individual	Application Com	Huron Yards 2 QOF, LLC	DEV-TI-2026 - 224058		
Joel Yakovac	Individual	Completed	JETWAY FLEX OZ FUND LLC	DEV-TI-2025 - 218719	10/14/2025	$23,000.00
John G. Bartels Rev Trust dated 4/20/2015	Trust	Completed	JB Ambler OZ LLC	DEV-TI-2025 - 219209	10/15/2025	$30,000.00
John Gordon	Individual	Completed	CHB Opportunity Fund II-QP LLC	DEV-TI-2025 - 218944	10/14/2025	$25,000.00
John Kiser	Individual	Completed	CHB Opportunity Fund II-QP LLC	DEV-TI-2025 - 218918	10/15/2025	$37,500.00
John Randall Schoedinger	Individual	Completed	CHB Opportunity Fund II LLC	DEV-TI-2025 - 218829	10/14/2025	$8,333.40
John Schuman	Individual	Completed	CHB Opportunity Fund II-QP LLC	DEV-TI-2025 - 218889	10/14/2025	$8,018.60
John Strawser	Individual	Completed	Lockard OZ Fund, LLC	DEV-TI-2025 - 219121	10/14/2025	$4,950.00
Jonathan Dulberg	Individual	Completed	1730 Washington Ave Opportunity Fund LLC	DEV-TI-2026 - 224039	2/23/2026	$6,799.40
Jonathan S Scharfstein Revocable Trust Dated 5/30/1996	Trust	Completed	UEOZ Cleveland, LLC	DEV-TI-2025 - 219169	10/15/2025	$10,000.00
Jonathan Wilcox	Individual	Completed	Central Park QOF LLC	DEV-TI-2025 - 219032	9/13/2025	$73,009.93
Jon Stafford	Individual	Completed	CHB Opportunity Fund II-QP LLC	DEV-TI-2025 - 218964	10/15/2025	$10,000.00
Jordan Frecka	Individual	Completed	Benjamin 2 Investor QOF LLC	DEV-TI-2025 - 219137	10/15/2025	$50,000.00
Joseph Galli	Individual	Completed	Philly Partners, LLC	DEV-TI-2025 - 219933	10/15/2025	$30,000.00
Joseph Wilson	Individual	Completed	CHB Opportunity Fund II LLC	DEV-TI-2025 - 218860	10/14/2025	$975.70

Julia Randles	Individual	Completed	Huron QOF LLC	DEV-TI-2026 - 224053	3/27/2026	$12,500.00
Justin McAllister	Individual	Completed	Steelton Holdings, LLC	DEV-TI-2025 - 219147	9/23/2025	$837,000.00
	Individual	Completed	Steelton Village OZ Fund 1, LLC	DEV-TI-2025 - 219147	9/23/2025	
Karen I. Schneider Revocable Trust dated 12/18/08	Trust	Completed	UEOZ Cleveland, LLC	DEV-TI-2025 - 219242	10/14/2025	$20,000.00
Karli Sells	Individual	Completed	JETWAY FLEX OZ FUND LLC	DEV-TI-2025 - 218712	10/14/2025	$5,000.00
Katherine McAllister	Individual	Completed	Steelton Holdings, LLC	DEV-TI-2026 - 224049	3/19/2026	$34,440.00
Kaveri Investment Management Company LLC	Pass-Through Entity	Completed	VX 441 Vine Street QOF LLC	DEV-TI-2025 - 219270	10/15/2025	$50,000.00
Kellie Ali	Individual	Completed	CHB Opportunity Fund II-QP LLC	DEV-TI-2025 - 218875	10/14/2025	$20,000.00
Kelly Boggs-Lape	Individual	Completed	CHB Opportunity Fund II-QP LLC	DEV-TI-2025 - 219039	10/14/2025	$30,000.00
Kenneth Kaminsky	Individual	Completed	301 Mulberry, LLC	DEV-TI-2025 - 219248	10/14/2025	$20,000.00
Kernan Digital Company LLC	Pass-Through Entity	Completed	Benjamin 2 Investor QOF LLC	DEV-TI-2025 - 219078	10/15/2025	$10,000.00
Kevin Flanigan	Individual	Completed	Elyria Block Development LLC	DEV-TI-2025 - 219937	10/14/2025	$7,500.00
Kevin Neitzel	Individual	Completed	1730 Washington Ave Opportunity Fund LLC	DEV-TI-2026 - 224033	3/19/2026	$9,606.21
Kevin Nels	Individual	Completed	South Neighborhood Opportunity Fund LLC	DEV-TI-2025 - 218796	9/13/2025	$15,600.45
	Individual	Completed	South Neighborhood Opportunity Fund LLC	DEV-TI-2026 - 223930	3/27/2026	$9,344.63
Kimberly Christman Shovlain Gift Trust	Trust	Completed	CHB Opportunity Fund II-QP LLC	DEV-TI-2025 - 219051	10/15/2025	$10,000.00
Kirk W Reinitz Trust Agreement Dated March 11, 2003	Trust	Completed	CHB Opportunity Fund II-QP LLC	DEV-TI-2025 - 219059	10/15/2025	$37,500.00
	Trust	Completed	Wren Opportunity Fund LLC	DEV-TI-2026 - 224002	3/13/2026	$50,000.00
KJR Insurance Trust 2006	Trust	Completed	RJL 2104-2110 SA LLC	DEV-TI-2025 - 219139	10/15/2025	$253,782.75
Kyle Katz	Individual	Completed	Katz Steelton OZ Fund, LLC	DEV-TI-2026 - 224048	3/13/2026	$32,520.00
Kyle Lescoezec	Individual	Completed	Benjamin 2 Investor QOF LLC	DEV-TI-2025 - 219127	10/15/2025	$10,000.00
Laird Ackerson	Individual	Completed	RB Scioto QO Fund LLC	DEV-TI-2025 - 219247	10/15/2025	$12,500.00
Lambros Holdings LLC	Pass-Through Entity	Completed	Benjamin 2 Investor QOF LLC	DEV-TI-2025 - 219125	10/15/2025	$6,000.00

Lance Humble	Individual	Completed	OP Development QOF1, LLC	DEV-TI-2026 - 224064	3/19/2026	$21,250.00
Landon Investments LLC	Pass-Through Entity	Completed	UEOZ Cleveland, LLC	DEV-TI-2025 - 219173	9/13/2025	$39,000.00
Leftovers Associates, LLC	Pass-Through Entity	Completed	Renew AG70 OZ Fund LLC	DEV-TI-2025 - 219213	9/23/2025	$45,360.30
LESFP, Ltd	Pass-Through Entity	Completed	BREP Scioto QOF LLC	DEV-TI-2025 - 218994	10/15/2025	$200,000.00
Lincoln Heights Townhouses OZ LLC	Pass-Through Entity	Completed	Lincoln Heights Townhouses QOF LLC	DEV-TI-2025 - 218738	9/23/2025	$130,000.00
Lisa kang	Individual	Completed	Huron QOF, LLC	DEV-TI-2026 - 224055	4/17/2026	$15,000.00
LKH Investments LLC	Pass-Through Entity	Completed	Benjamin 2 Investor QOF LLC	DEV-TI-2025 - 219131	9/23/2025	$50,000.00
LMBSD Holdings, LLC	Pass-Through Entity	Completed	The Legacy on Medina Square L.P.	DEV-TI-2025 - 218711	9/23/2025	$228,320.65
	Pass-Through Entity	Completed	316 Elmwood Capital L.P.	DEV-TI-2025 - 218711	9/23/2025	
Logan Jones	Individual	Completed	CHB Opportunity Fund II LLC	DEV-TI-2025 - 218951	10/15/2025	$5,000.00
Lucas Nachtrab	Individual	Completed	Gateway Vistula QOF LLC	DEV-TI-2025 - 219523	10/14/2025	$2,990.00
Luke Henry	Individual	Completed	Marion Opportunity Zone Fund, LLC	DEV-TI-2025 - 219280	9/23/2025	$211,237.94
	Individual	Completed	Marion Opportunity Zone Fund, LLC	DEV-TI-2026 - 224047	3/27/2026	$131,397.04
Luke Palmisano	Individual	Completed	W26 OZ Fund 1, LLC	DEV-TI-2025 - 219224	10/15/2025	$20,000.00
LUUMA SPV LLC	Pass-Through Entity	Completed	Stay the Weekend LLC	DEV-TI-2025 - 219180	10/15/2025	$15,309.60
MAG Developments, LLC	Pass-Through Entity	Completed	JETWAY FLEX OZ FUND LLC	DEV-TI-2025 - 218954	10/15/2025	$30,000.00
Marilyn Joy Scripps Revocable Trust DTD 1/13/2001 as Amended	Trust	Completed	Lockard OZ Fund, LLC	DEV-TI-2025 - 219068	10/15/2025	$74,250.00
Mark Bruns	Individual	Completed	NDT Investment Partners LLC	DEV-TI-2025 - 219144	10/14/2025	$298,850.00
	Individual	Completed	Van Wert Building LLC	DEV-TI-2025 - 219144	10/14/2025	
Mark Horvath	Individual	Completed	CHB Opportunity Fund II-QP LLC	DEV-TI-2025 - 218908	9/23/2025	$20,000.00
Mark Swepston	Individual	Completed	Benjamin 2 Investor QOF LLC	DEV-TI-2025 - 219100	9/13/2025	$60,000.00
Mark Valrose	Individual	Completed	Benjamin 2 Investor QOF LLC	DEV-TI-2025 - 219132	9/23/2025	$10,000.00
Mark White	Individual	Completed	Upper Sandusky Health Facilities, LLC	DEV-TI-2025 - 219146	10/6/2025	$1,070,984.29
	Individual	Completed	Upper Sandusky Health Facilities, LLC	DEV-TI-2026 - 224193	3/27/2026	$380,620.54

Martin A. Davidson	Individual	Completed	Weinland Investor Fund LLC	DEV-TI-2025 - 218857	9/11/2025	$5,000.00
Martin Meyers	Individual	Completed	CHB Opportunity Fund II-QP LLC	DEV-TI-2025 - 218887	10/14/2025	$5,000.00
Matthew Beecroft	Individual	Completed	CHB Opportunity Fund II LLC	DEV-TI-2025 - 218962	10/15/2025	$25,000.00
Matthew F Upp 2015 Trust U/A DTD 05/12/2015	Trust	Completed	CHB Opportunity Fund II-QP LLC	DEV-TI-2025 - 218836	10/14/2025	$16,000.00
Matthew J Nachtrab TTEE U/A DTD 12/18/2014	Trust	Completed	Toledo Metropolitan QOF, LLC	DEV-TI-2025 - 219496	10/15/2025	$146,150.00
	Trust	Completed	Toledo Metropolitan QOF, LLC	DEV-TI-2026 - 223911	4/17/2026	$20,000.00
Matthew Johnson	Individual	Completed	JETWAY FLEX OZ FUND LLC	DEV-TI-2025 - 218716	10/15/2025	$1,000.00
Matthew Mundwiler	Individual	Completed	CHB Opportunity Fund II-QP LLC	DEV-TI-2025 - 218927	10/6/2025	$10,000.00
Matthew Panzica Revocable Trust	Trust	Completed	Weinland Investor Fund LLC	DEV-TI-2025 - 218730	9/11/2025	$14,998.30
Matthew Patel	Individual	Completed	CHB Opportunity Fund II-QP LLC	DEV-TI-2025 - 218910	10/15/2025	$10,000.00
Matthew Wilson	Individual	Completed	CHB Opportunity Fund II-QP LLC	DEV-TI-2025 - 218896	10/15/2025	$5,000.00
	Individual	Completed	Wren Opportunity Fund LLC	DEV-TI-2025 - 219098	10/15/2025	$10,000.00
Matt J. McDonald	Individual	Completed	Weinland Investor Fund LLC	DEV-TI-2025 - 218735	8/27/2025	$49,996.60
MCC FFB Historic Equity Fund 1, LLC	Pass-Through Entity	Completed	Annie OZ Fund, LLC	DEV-TI-2025 - 218963	9/23/2025	$96,480.73
Melvin Gravely	Individual	Completed	Lockard OZ Fund, LLC	DEV-TI-2025 - 219234	10/14/2025	$9,900.00
Merc Associates LLC	Pass-Through Entity	Completed	Mercantile OZ, LLC	DEV-TI-2025 - 219274	10/21/2025	$478,878.20
	Pass-Through Entity	Completed	Mercantile Opportunity Fund, LLC	DEV-TI-2025 - 219274	10/21/2025	
Merc Library Partners, LLC	Other	Completed	Mercantile OZ, LLC	DEV-TI-2025 - 219229	10/21/2025	$518,020.71
MG Estates LLC	Pass-Through Entity	Completed	MG OZ Fund LLC	DEV-TI-2026 - 224051	2/23/2026	$36,731.20
Michael Carver	Individual	Completed	JETWAY FLEX OZ FUND LLC	DEV-TI-2025 - 218710	10/14/2025	$25,000.00
Michael C Christman Irrevocable Gift Trust DTD 12/19/2020	Trust	Completed	CHB Opportunity Fund II-QP LLC	DEV-TI-2025 - 219035	9/13/2025	$10,000.00
Michael Comianos	Individual	Completed	Wren Opportunity Fund LLC	DEV-TI-2026 - 223987	3/27/2026	$5,000.00

Michael Fioritto	Individual	Completed	CHB Opportunity Fund II-QP LLC	DEV-TI-2025 - 218903	10/14/2025	$20,000.00
Michael Forgus	Individual	Application Com	Mercantile Immersive, LLC	DEV-TI-2026 - 224088		
Michael McKelvey	Individual	Completed	CHB Opportunity Fund II LLC	DEV-TI-2025 - 218827	10/14/2025	$12,500.00
Michael S. Valencic Revocable Trust	Trust	Completed	Lockard OZ Fund, LLC	DEV-TI-2025 - 219115	10/14/2025	$24,750.00
Michael Strawser	Individual	Completed	Lockard OZ Fund, LLC	DEV-TI-2025 - 219162	10/14/2025	$9,900.00
Michael Trueblood	Individual	Completed	Wren Opportunity Fund LLC	DEV-TI-2025 - 219148	10/14/2025	$10,000.00
Michael Walker	Individual	Completed	CHB Opportunity Fund II-QP LLC	DEV-TI-2025 - 218966	10/6/2025	$10,000.00
Michelle C. Langhammer Irrevocable Family Trust	Trust	Application Com	Mercantile Immersive, LLC	DEV-TI-2026 - 224091		
Mike Nugent 2006 Trust	Trust	Completed	Wren Opportunity Fund LLC	DEV-TI-2026 - 223989	2/23/2026	$10,000.00
Mirabeau Huntsville OZ Fund	Pass-Through Entity	Completed	33 W Fourth Holdings LLC	DEV-TI-2025 - 218818	9/13/2025	$1,403,000.00
Misti Norman	Individual	Completed	Mainspring Collective Fund LLC	DEV-TI-2025 - 218914	10/15/2025	$42,319.57
Moross Limited Partnership	Pass-Through Entity	Completed	CCA CBD Cleveland LLC	DEV-TI-2025 - 218670	9/23/2025	$2,000,000.00
MPD Weinland LLC	Pass-Through Entity	Completed	Weinland Development LLC	DEV-TI-2025 - 218865	8/27/2025	$30,000.00
MPRL Weinland LLC	Pass-Through Entity	Completed	Weinland Investor Fund LLC	DEV-TI-2025 - 219026	9/23/2025	$325,000.00
MSW Investors, LLC	Pass-Through Entity	Completed	JETWAY FLEX OZ FUND LLC	DEV-TI-2025 - 218721	10/14/2025	$15,000.00
MWR Investment Holdings LLC	Pass-Through Entity	Completed	Parsons OZ Fund LLC	DEV-TI-2026 - 223940	3/27/2026	$155,200.00
Namco Realty LTD	Pass-Through Entity	Completed	Public Square Realty LLC	DEV-TI-2025 - 218657	10/14/2025	$291,618.08
	Pass-Through Entity	Completed	Public Square Realty, LLC	DEV-TI-2026 - 223909	3/13/2026	$92,849.37
Nashua VP LLC	Pass-Through Entity	Completed	1100 Superior Ave QOF LLC	DEV-TI-2025 - 223901	3/27/2026	$161,876.95
Neil Viny	Individual	Completed	TDGOZ II, LLC	DEV-TI-2025 - 218867	9/23/2025	$152,133.35
	Individual	Completed	TDGOZ, LLC	DEV-TI-2025 - 218867	9/23/2025	
	Individual	Completed	TDGOZ, LLC	DEV-TI-2026 - 223932	3/27/2026	$371,144.06
	Individual	Completed	TDGOZ II, LLC	DEV-TI-2026 - 223932	3/27/2026	

Nicholas Christoff	Individual	Completed	Christoff Cleveland Townhomes OZ Fund LLC	DEV-TI-2025 - 219114	8/29/2025	$168,236.82
NTCIC 2022 Historic Preservation Fund, LLC	Other	Completed	Mercantile Master Tenant, LLC	DEV-TI-2025 - 219279	10/6/2025	$773,310.30
Ohio OZ Investor Fund II LLC	Pass-Through Entity	Completed	OHIO NRE OB-II, LLC	DEV-TI-2025 - 219076	9/13/2025	$2,000,000.00
OH State TC Fund III, LLC	Pass-Through Entity	Completed	45 Erieview MT, LLC	DEV-TI-2025 - 218661	10/6/2025	$411,443.86
OP Acquisition LLC	Pass-Through Entity	Completed	OP Development QOF2 LLC	DEV-TI-2025 - 218977	10/15/2025	$52,000.00
OSHER INVESTMENT COMPANY LLC	Pass-Through Entity	Completed	UEOZ Cleveland, LLC	DEV-TI-2025 - 219175	10/15/2025	$25,000.00
Peter Coe	Individual	Application Com	301 Mulberry, LLC	DEV-TI-2026 - 224045		
Peter Schiff Revocable Trust	Trust	Application Com	Mercantile Immersive, LLC	DEV-TI-2026 - 224135		
Phillip Lawson	Individual	Completed	777 Milcrest Drive LLC	DEV-TI-2025 - 219265	10/6/2025	$15,000.00
Prim Enterprises LTD	Pass-Through Entity	Completed	CHB Opportunity Fund II LLC	DEV-TI-2025 - 218943	10/14/2025	$15,000.00
PVC Cascade Owner LLC	Pass-Through Entity	Completed	PVC Cascade QOF, LLC	DEV-TI-2025 - 219201	10/15/2025	$285,000.00
R. J. Goodman Living Trust dated 08/11/1998	Trust	Completed	UEOZ Cleveland, LLC	DEV-TI-2025 - 219187	10/14/2025	$10,000.00
Rajan Rehan	Individual	Application Com	1730 Washington Ave Opportunity Fund LLC	DEV-TI-2026 - 224035		
Ramie Schneider	Individual	Completed	UEOZ Cleveland, LLC	DEV-TI-2025 - 219084	10/14/2025	$5,000.00
Raquelle Scott	Individual	Completed	CHB Opportunity Fund II-QP LLC	DEV-TI-2025 - 218919	10/15/2025	$20,000.00
RDI Industrial LLC	Pass-Through Entity	Completed	CHB Opportunity Fund II-QP LLC	DEV-TI-2025 - 219498	10/15/2025	$10,000.00
Related Opportunity Zone Fund II, LP	Pass-Through Entity	Completed	MTP - Bolivar Residences OZBE LLC	DEV-TI-2025 - 218817	10/15/2025	$119,822.18
Renew E. 70th OZ LLC	Pass-Through Entity	Completed	E 70th Developer Fund LLC	DEV-TI-2025 - 218873	10/6/2025	$44,279.40
Renew OZ Partners LLC	Pass-Through Entity	Completed	Agora Developer Fund LLC	DEV-TI-2025 - 218797	9/23/2025	$96,987.60
	Pass-Through Entity	Completed	Agora Developer Fund LLC	DEV-TI-2026 - 223928	3/27/2026	$39,477.43
Renew PT OZ LLC	Pass-Through Entity	Completed	Renew PT Developer LLC	DEV-TI-2025 - 218793	9/23/2025	$53,378.23
Richard B Cross Rev Trust U/A DTD 09 26 2001	Trust	Completed	Parsons OZ Fund LLC	DEV-TI-2026 - 223949	3/19/2026	$50,000.00
Richard Nosan	Individual	Completed	RCinci OZ 1, LLC	DEV-TI-2026 - 223957	2/23/2026	$29,500.00

Rick Simpson	Individual	Completed	Lockard OZ Fund, LLC	DEV-TI-2025 - 219157	10/14/2025	$4,950.00
Riewald Development LLC	Pass-Through Entity	Completed	Riewald Development Partners Parsons OZ Fund LLC	DEV-TI-2026 - 223952	3/19/2026	$986.26
Riewald Development Partners LLC	Pass-Through Entity	Completed	Riewald Development Partners Parsons OZ Fund LLC	DEV-TI-2026 - 223956	2/23/2026	$73,515.11
Ritch Holdings II, LLC	Pass-Through Entity	Completed	Lockard OZ Fund, LLC	DEV-TI-2025 - 219118	10/14/2025	$4,950.00
River Orchard, LLC	Other	Completed	BREP Scioto QOF LLC	DEV-TI-2025 - 218972	10/15/2025	$50,000.00
Robert Carpenter	Individual	Completed	CHB Opportunity Fund II-QP LLC	DEV-TI-2025 - 218880	10/14/2025	$20,000.00
	Individual	Application Com	Innis Rd CHB Fund LLC	DEV-TI-2026 - 223985		
Robert Lamb	Individual	Completed	CHB Opportunity Fund II LLC	DEV-TI-2025 - 218967	9/23/2025	$2,500.00
Robert Meyers Trust U/A DTD 06/07/2017	Trust	Completed	CHB Opportunity Fund II-QP LLC	DEV-TI-2025 - 219057	10/6/2025	$10,000.00
Robert Sabers	Individual	Completed	CHB Opportunity Fund II-QP LLC	DEV-TI-2025 - 218955	10/14/2025	$15,000.00
Robert S Heidt Jr Revocable Trust	Trust	Application Com	Mercantile Immersive, LLC	DEV-TI-2026 - 224089		
Roland Tellis	Individual	Completed	JETWAY FLEX OZ FUND LLC	DEV-TI-2025 - 218717	9/13/2025	$10,000.00
Ronald Leonhardt	Individual	Completed	RJL 2019 Opportunity Fund LLC	DEV-TI-2025 - 219135	10/21/2025	$570,238.59
	Individual	Application Com	RJL 2019 Opportunity Fund LLC	DEV-TI-2026 - 224042		
Roy F. Showman, II, Trustee under the Roy F. Showman, II Declaration of Trust dated August 28, 2013, as amended, or any then acting successor Trustee	Trust	Completed	1730 Washington Ave Opportunity Fund LLC	DEV-TI-2026 - 224043	3/13/2026	$14,894.64
Ryan Sommers	Individual	Completed	GreyFox425 QOF LLC	DEV-TI-2025 - 218651	10/15/2025	$84,888.44
Sally A. Boyer Declaration of Trust	Trust	Completed	CHB Opportunity Fund II-QP LLC	DEV-TI-2025 - 219034	10/15/2025	$25,000.00
Sam Petros	Individual	Completed	W26 OZ Investment Fund LLC	DEV-TI-2025 - 219219	10/15/2025	$100,000.00
Samuel R Beiler Revocable Trust	Trust	Completed	SN OH QOF, LLC	DEV-TI-2025 - 219290	10/15/2025	$359,000.00
	Trust	Completed	SN OH QOF, LLC	DEV-TI-2026 - 224201	3/27/2026	$350,000.00
Sarah Benson Hatcher	Individual	Completed	CHB Opportunity Fund II-QP LLC	DEV-TI-2025 - 218928	10/14/2025	$10,000.00

Scott Everhart	Individual	Completed	CHB Opportunity Fund II-QP LLC	DEV-TI-2025 - 218900	10/14/2025	$37,500.00
	Individual	Application Com	Wren Opportunity Fund LLC	DEV-TI-2026 - 224004		
Scott Humphrys	Individual	Completed	CHB Opportunity Fund II-QP LLC	DEV-TI-2025 - 219101	10/14/2025	$20,000.00
	Individual	Completed	Innis Rd CHB Fund LLC	DEV-TI-2025 - 219206	10/15/2025	$40,000.00
Scott Thompson	Individual	Application Com	OP DEVELOPMENT QOF1, LLC	DEV-TI-2026 - 224065		
Scott Tucker	Individual	Completed	CHB Opportunity Fund II-QP LLC	DEV-TI-2025 - 219060	9/2/2025	$37,500.00
Scott Vosler	Individual	Completed	Vosler QOF LLC	DEV-TI-2025 - 219058	9/2/2025	$300,000.00
Seema Daulat	Individual	Completed	Parsons OZ Fund LLC	DEV-TI-2026 - 223937	3/27/2026	$100,000.00
Series GR of NMS Insurance Company LLC	Pass-Through Entity	Completed	Renew AG70 OZ Fund LLC	DEV-TI-2025 - 218739	8/27/2025	$45,360.30
SOC65 OZ1, LLC	Pass-Through Entity	Completed	RGMB 2 - Developer Fund LLC	DEV-TI-2025 - 218742	9/23/2025	$99,900.00
SP Direct LLC	Pass-Through Entity	Completed	VX 441 Vine Street QOF LLC	DEV-TI-2025 - 219184	10/15/2025	$1,000,000.00
Stay the Weekend LLC	Pass-Through Entity	Application Com	stay the weekend LLC	DEV-TI-2026 - 224274		
Stefan Kershow	Individual	Completed	Philly Partners, LLC	DEV-TI-2025 - 219952	10/14/2025	$10,000.00
Stelzer OZ Partner LLC	Pass-Through Entity	Completed	Stelzer Developer Fund LLC	DEV-TI-2025 - 218969	10/21/2025	$562,779.49
	Pass-Through Entity	Completed	Stelzer Developer Fund LLC	DEV-TI-2026 - 223935	2/23/2026	$235,162.50
Stephen Brumley	Individual	Completed	CHB Opportunity Fund II-QP LLC	DEV-TI-2025 - 218949	10/14/2025	$15,000.00
Stephen Henck	Individual	Completed	CHB Opportunity Fund II-QP LLC	DEV-TI-2025 - 218912	10/15/2025	$15,000.00
Stephen Kappa	Individual	Application Com	Great Seal Investment Partners LLC	DEV-TI-2026 - 224052		
Stephen Lindsay	Individual	Completed	The Columbus Company 4500 QOF LLC	DEV-TI-2025 - 218831	10/15/2025	$615,808.18
Steven Baird	Individual	Completed	CHB Opportunity Fund II-QP LLC	DEV-TI-2025 - 218897	10/14/2025	$10,000.00
Steven Coon	Individual	Completed	JSC Landmark Fund LLC	DEV-TI-2025 - 219009	10/6/2025	$17,516.91
	Individual	Completed	JSC Landmark Fund LLC	DEV-TI-2026 - 223953	2/23/2026	$30,166.66
Steven Demetriou	Individual	Completed	Scythe OZ1 LLC	DEV-TI-2025 - 219226	10/14/2025	$100,000.00
Strategic Property Concepts 8 LLC	Pass-Through Entity	Completed	HCMO LLC	DEV-TI-2025 - 218700	10/14/2025	$15,754.18

Sub & Sons LLC	Pass-Through Entity	Application Com	Mercantile Immersive LLC	DEV-TI-2026 - 224314		
Suede LLC	Pass-Through Entity	Completed	Suede OZ Fund LLC	DEV-TI-2026 - 224044	3/27/2026	$81,607.15
Suraj Sani Trust	Trust	Completed	VX 441 Vine Street QOF LLC	DEV-TI-2025 - 219253	10/15/2025	$30,000.00
Suraj Sujanani	Individual	Completed	VX 441 Vine Street QOF LLC	DEV-TI-2025 - 219268	10/15/2025	$40,000.00
Symonds Family, LLC	Pass-Through Entity	Application Com	1730 Washington Ave Opportunity Fund LLC	DEV-TI-2026 - 224038		
TADS Stelzer LLC	Pass-Through Entity	Completed	Stelzer Developer Fund LLC	DEV-TI-2025 - 218942	9/13/2025	$562,764.48
	Pass-Through Entity	Completed	Stelzer Developer Fund LLC	DEV-TI-2026 - 223934	3/27/2026	$233,350.08
Ten Ducks Holdings Ltd	Pass-Through Entity	Not Accepted	391735938400	DEV-TI-2025 - 219276		
Terry Coyne Properties LLC	Pass-Through Entity	Completed	Coyne OZ Fund LLC	DEV-TI-2025 - 219126	9/2/2025	$51,771.67
	Pass-Through Entity	Completed	Coyne OZ Fund LLC	DEV-TI-2026 - 224041	3/19/2026	$38,492.21
Test Test	Individual	Application in Pr		DEV-TI-2025 - 223902		
The Amended and Restated Ronald A Wilson Family Trust U/A 04/06/17	Trust	Completed	CHB Opportunity Fund II-QP LLC	DEV-TI-2025 - 219061	10/15/2025	$32,066.70
The Columbus Company Ltd.	Pass-Through Entity	Completed	The Columbus Company 4500 QOF LLC	DEV-TI-2025 - 218970	9/23/2025	$2,500.00
The Harry M. and Violet Turner Charitable Trust	Trust	Completed	Wren Opportunity Fund LLC	DEV-TI-2026 - 224080	4/17/2026	$50,000.00
The Igel Business Trust U/A DTD 10/22/2012	Trust	Completed	CHB Opportunity Fund II-QP LLC	DEV-TI-2025 - 219020	10/14/2025	$25,000.00
The J. Chris DeCapua Living Trust U/A DTD 05/27/2011	Trust	Completed	CHB Opportunity Fund II-QP LLC	DEV-TI-2025 - 218961	10/14/2025	$15,000.00
The Jonathan A. Wilcox Amended U/A DTD 07/07/2023	Trust	Completed	Central Park QOF LLC	DEV-TI-2025 - 219033	9/23/2025	$5,166.67
The JSB 2022 Trust	Trust	Completed	BREP Scioto QOF LLC	DEV-TI-2025 - 219027	9/13/2025	$50,000.00
The Michael McEwan Revocable Trust	Trust	Completed	BREP Scioto QOF LLC	DEV-TI-2025 - 219152	10/6/2025	$50,000.00
The MKM Family Trust U/A DTD 08/26/2021	Trust	Completed	CHB Opportunity Fund II-QP LLC	DEV-TI-2025 - 219030	10/15/2025	$10,000.00
The Pier Family Trust	Trust	Completed	CHB Opportunity Fund II-QP LLC	DEV-TI-2025 - 218932	10/15/2025	$15,000.00
	Trust	Completed	Wren Opportunity Fund LLC	DEV-TI-2025 - 219097	9/13/2025	$10,000.00

The Sanchize LLC	Pass-Through Entity	Completed	Benjamin 2 Investor QOF LLC	DEV-TI-2025 - 219172	10/15/2025	$5,000.00
The Wolff Family LLC	Pass-Through Entity	Completed	JETWAY FLEX OZ FUND LLC	DEV-TI-2025 - 218702	10/14/2025	$54,623.00
Thomas Calahan	Individual	Completed	BREP Scioto QOF LLC	DEV-TI-2025 - 218899	10/14/2025	$5,000.00
Thomas Turnwald	Individual	Completed	NDT Investment Partners LLC	DEV-TI-2025 - 219143	10/15/2025	$183,600.00
Timothy Conway	Individual	Completed	JROC Fairfield Member	DEV-TI-2025 - 219119	9/23/2025	$75,000.00
Timothy Crammer	Individual	Completed	Wren Opportunity Fund LLC	DEV-TI-2026 - 223980	2/23/2026	$15,000.00
Timothy Farber	Individual	Completed	CHB Opportunity Fund II-QP LLC	DEV-TI-2025 - 218940	10/15/2025	$30,000.00
Timothy Francis Courtad and Robin Marie Courtad Living Trust Dated November 16, 2020	Trust	Completed	GreyFox425 QOF LLC	DEV-TI-2025 - 218646	10/14/2025	$31,274.69
Timothy Voelkerding	Individual	Completed	Lockard OZ Fund, LLC	DEV-TI-2025 - 219122	10/14/2025	$9,900.00
Todd Voelkerding	Individual	Completed	Lockard OZ Fund, LLC	DEV-TI-2025 - 219123	10/14/2025	$4,950.00
Transwestern Strategic Partners Fund IV LP	Pass-Through Entity	Completed	TCG OCP TIG JV LLC	DEV-TI-2026 - 223992	2/27/2026	$1,250,694.22
Triad Investment Company	Pass-Through Entity	Completed	Elyria Block Development LLC	DEV-TI-2025 - 219787	10/14/2025	$89,973.65
Triple F Investments LLC	Pass-Through Entity	Completed	Benjamin 2 Investor QOF LLC	DEV-TI-2025 - 219136	10/6/2025	$125,000.00
Triversity Construction Company, LLC	Pass-Through Entity	Completed	Lockard OZ Fund, LLC	DEV-TI-2025 - 219238	10/14/2025	$14,850.00
Trowbridge Opportunity, LLC	Pass-Through Entity	Completed	CCA CBD Cincinnati II Holding LLC	DEV-TI-2025 - 218669	10/15/2025	$1,700,000.00
Tudor Copil	Individual	Completed	Midtown Legacy Development LLC	DEV-TI-2026 - 223925	3/27/2026	$4,953.10
Umberto Fedeli	Individual	Completed	UF Quality 2025, LLC	DEV-TI-2025 - 219250	9/11/2025	$250,000.00
V&V Hospitality	Pass-Through Entity	Application Com	Mercantile Immersive, LLC	DEV-TI-2026 - 224092		
Vic Place OZ1 LLC	Pass-Through Entity	Completed	Vic Place QOF LLC	DEV-TI-2025 - 218740	9/23/2025	$1,354,500.00
	Pass-Through Entity	Completed	Vic Place QOF LLC	DEV-TI-2026 - 223927	2/23/2026	$328,678.43
Wango Limited	Pass-Through Entity	Completed	Benjamin 2 Investor QOF LLC	DEV-TI-2025 - 219102	10/15/2025	$20,000.00
Warner and Swasey II LLC	Pass-Through Entity	Completed	Warner and Swasey II QOF LLC	DEV-TI-2025 - 219166	9/13/2025	$98,700.00
Warner and Swasey I LLC	Pass-Through Entity	Completed	Warner and Swasey I QOF LLC	DEV-TI-2025 - 219117	9/11/2025	$179,071.90
WF Opportunity Fund LLC	Pass-Through Entity	Completed	Benjamin 2 Investor QOFLLC	DEV-TI-2025 - 219244	9/11/2025	$100,000.00

William Henniger	Individual	Completed	5CL QOF LLC	DEV-TI-2025 - 219188	10/15/2025	$350,000.00
Windsor WS Owner, LLC	Pass-Through Entity	Completed	Windsor WS QOF, LLC	DEV-TI-2025 - 219241	10/15/2025	$783,468.46
	Pass-Through Entity	Completed	Windsor WS QOF, LLC	DEV-TI-2026 - 224026	3/19/2026	$650,337.09
Xiaoke MAO	Individual	Completed	WNA Capital LLC	DEV-TI-2025 - 218664	9/11/2025	$316,462.43
Yasser Elkilani	Individual	Completed	BLJ Investments, LLC	DEV-TI-2025 - 218869	10/15/2025	$56,400.00
	Individual	Application Com	BLJ investments LLC	DEV-TI-2026 - 224096		
Zoe Guirlinger	Individual	Application Com	Wren Opportunity Fund LLC	DEV-TI-2026 - 223983		
Total						##########

Project Name ↑	Project Street Address	Project Local Jurisdiction	Project Zip Code	Project County	Fund Name	Program Name	Amount of Fund's Investment	Total Amount of TaxPayer Investment	Latest Certificate Amount	Latest Certificate Approval Date	Beneficiary/Borrower Name: Account Name	Taxpayer type	Program Phase
101 West Fifth, LLC	101 W. 5th Street	Cincinnati	45202	Hamilton	101 West Fifth OZ Fund, LLC	DEV-TI-2025 - 218737	$1,499,531.68	$1,499,531.68	$1,062,515.39	9/23/2025	Cincinnati Equity Fund III, LLC	Other	Completed
							$1,946,639.34	$1,946,639.34					
							$551,946.71	$551,946.71					
							$735,000.00	$735,000.00					
							$255,888.21	$255,888.21					
1209 Fairfield, LLC	1111 Fairfield Ave	Cleveland	44113	Cuyahoga	JROC Fairfield Member	DEV-TI-2025 - 219119	$750,000.00	$750,000.00	$75,000.00	9/23/2025	Timothy Conway	Individual	Completed
1730 Washington Ave. LLC													
	1730 Washington Avenue	Washington Court House	43160	Fayette	1730 Washington Ave Opportunity Fund LLC	DEV-TI-2026 - 223977	$42,500.00	$22,050.01	$7,079.92	3/19/2026	Dennis McAndrew	Individual	Completed
							$40.00						
							$1,000,000.00						
							$185,000.00						
							$78,000.00						
							$42,500.00	$49,249.99					
	1730 Washington Avenue	Washington Court House	43160	Fayette	1730 Washington Ave Opportunity Fund LLC	DEV-TI-2026 - 224013		$198,595.19			Greenberg 2001 Ft Holdings LLC	Pass-Through Entity	Application Complete
	1730 Washington Avenue	Washington Court House	43160	Fayette	1730 Washington Ave Opportunity Fund LLC	DEV-TI-2026 - 224030		$99,297.59			Alvin Magner	Individual	Application Complete
	1730 Washington Avenue	Washington Court House	43160	Fayette	1730 Washington Ave Opportunity Fund LLC	DEV-TI-2026 - 224043		$148,946.39	$14,894.64	3/13/2026	Roy F. Showman, II, Trustee under the Roy F. Showman, II Declaration of Trust dated August 28, 2013, as amended, or any then acting successor Trustee	Trust	Completed
	1730 Washington Avenue	Washington Court House	43160	Fayette	1730 Washington Ave Opportunity Fund LLC	DEV-TI-2026 - 224029		$49,648.80			Craig Mitnick	Individual	Application Complete
	1730 Washington Ave	Washington Court House	43160	Fayette	1730 Washington Ave Opportunity Fund LLC	DEV-TI-2026 - 224033		$99,297.59	$9,606.21	3/19/2026	Kevin Neitzel	Individual	Completed
	1730 Washington Ave	Washington Court House	43160	Fayette	1730 Washington Ave Opportunity Fund LLC	DEV-TI-2026 - 224034		$99,297.59			Brian Spear	Individual	Application Complete
	1730 Washington Ave	Washington Court House	43160	Fayette	1730 Washington Ave Opportunity Fund LLC	DEV-TI-2026 - 224035		$74,473.20					
											Rajan Rehan	Individual	Application Complete
	1730 Washington Ave	Washington Court House	43160	Fayette	1730 Washington Ave Opportunity Fund LLC	DEV-TI-2026 - 224037		$99,297.59			Chirag Shah	Individual	Application Complete
	1730 Washington Ave	Washington Court House	43160	Fayette	1730 Washington Ave Opportunity Fund LLC	DEV-TI-2026 - 224038		$99,989.99			Symonds Family, LLC	Pass-Through Entity	Application Complete
								$10.01					
	1730 Washington Ave	Washington Court House	43160	Fayette	1730 Washington Ave Opportunity Fund LLC	DEV-TI-2026 - 224039		$48,000.00	$6,799.40	2/23/2026	Jonathan Dulberg	Individual	Completed
								$20,450.00					
								$24.99					
1912 Trinity LLC	1912 Trinity Ave	Dayton	45409	Montgomery	South Neighborhood Opportunity Fund LLC	DEV-TI-2026 - 223930	$17,354.04	$85,006.30	$9,344.63	3/27/2026	Kevin Nels	Individual	Completed
2003 Broad LLC	2003 W. Broad Street	Columbus	43223	Franklin	3654 Arnelle LLC	DEV-TI-2025 - 219298	$900,000.00	$900,000.00			2003 Broad LLC	Pass-Through Entity	Not Accepted
2168 West 25th Street LLC	2168 West 25th Street	Cleveland	44113	Cuyahoga	AJAPPJR QOF I LLC	DEV-TI-2025 - 218654	$1,905,000.00	$1,900,000.00	$227,500.00	10/15/2025	AJAPPJR, LLC	Pass-Through Entity	Completed

							$100,000.00	$100,000.00					
							$150,000.00	$150,000.00					
							$125,000.00	$125,000.00					
222 W 15TH HOLDING LLC	222 W FIFTEENTH ST	Cincinnati	45202	Hamilton	CINCINNATI CREATIVE FUND LLC	DEV-TI-2025 - 219302	$1,360,000.00	$1,600,000.00	$117,900.00	10/15/2025	Harmanjit Kaur	Individual	Completed
222 W 15th ST HOLDING LLC						DEV-TI-2026 - 224087	$195,000.00	$195,000.00			Harmanjit Kaur	Individual	Application Complete
25 Montgomery Development, LLC	1552 Dixmont Avenue	Cincinnati	45207	Hamilton	25 Montgomery Development	DEV-TI-2026 - 224105	$7,500.00	$94,447.00	$9,678.70	3/13/2026	Douglas G Bulla Revocable Trust UAD 03/03/09 Douglas G Bulla TTEE AMD 07/10/20	Trust	Completed
							$2,325.00						
							$1,750.00						
							$7,500.00						
							$800.00						
							$2,600.00						
	1574 Dixmont Avenue	Cincinnati	45207	Hamilton	25 Montgomery Development		$2,325.00						
							$1,750.00						
							$7,500.00						
							$3,000.00						
							$800.00						
							$2,600.00						
	1576 Dixmont Avenue	Cincinnati	45207	Hamilton	25 Montgomery Development		$2,325.00						
							$1,750.00						
							$7,500.00						
							$3,000.00						
							$800.00						
							$2,600.00						
	1580 Dixmont Avenue	Cincinnati	45207	Hamilton	25 Montgomery Development		$2,325.00						
							$3,000.00						
							$1,750.00						
							$7,500.00						
							$6,250.00						
							$3,000.00						
							$800.00						
	1582 Dixmont Avenue	Cincinnati	45207	Hamilton	25 Montgomery Development		$875.00						
							$7,300.00						
							$3,000.00						
	3616 Clarion Avenue	Cincinnati	45207	Hamilton	25 Montgomery Development		$2,562.00						
2828 Clinton Avenue LLC	2828 Clinton Avenue	Cleveland	44113	Cuyahoga	RJL 2019 Opportunity Fund LLC	DEV-TI-2025 - 219135	$175,000.00	$5,702,385.94	$570,238.59	10/21/2025	Ronald Leonhardt	Individual	Completed
							$1,000,000.00						
2828 Clinton Avenue LLC (whooly owned by TD CV OCO Holding LLC)	2828 Clinton Avenue	Cleveland	44113	Cuyahoga	2828 Clinton Avenue LLC (wholly owned by TD CV OCO Holding LLC)	DEV-TI-2025 - 219422	$160,090.99	$140,000.00	$244,659.00	10/15/2025	GDOT 2022 Opportunity Fund LLC	Pass-Through Entity	Completed
28 Erie LLC	28 North Erie Street	Toledo	43604	Lucas	Huron Yards 2 QOF LLC	DEV-TI-2025 - 218948	$300,000.00	$600,000.00			Ceccano Investments, LLC	Pass-Through Entity	Not Accepted
							$300,000.00						
						DEV-TI-2026 - 224056	$600,000.00	$300,000.00			Delman Properties, L.P.	Pass-Through Entity	Application Complete
						DEV-TI-2026 - 224057		$150,000.00			Ian katz	Individual	Application Complete
						DEV-TI-2026 - 224058		$150,000.00			Joel Denny	Individual	Application Complete
2915 Detroit Ave LLC	2915 Detroit Ave	Cleveland	44113	Cuyahoga	Stay the Weekend LLC	DEV-TI-2025 - 219180	$50,000.00	$50,000.00	$15,309.60	10/15/2025	LUUMA SPV LLC	Pass-Through Entity	Completed
							$50,000.00	$50,000.00					
							$50,000.00	$50,000.00					
							$50,000.00	$50,000.00					
						DEV-TI-2026 - 224274	$237,108.64	$237,108.64			Stay the Weekend LLC	Pass-Through Entity	Application Complete
300 East Prospect, LLC/Weston CMG JV, LLC	300 Prospect Avenue East	Cleveland	44115	Cuyahoga	300 Prospect OZ Investment, LLC	DEV-TI-2025 - 219300	$80,000.00	$40,000.00	$4,000.00	10/15/2025	Adam Thomarios	Individual	Completed
301 Mulberry, LLC	301 N Mulberry St	Mount Vernon	43050	Knox	301 Mulberry, LLC	DEV-TI-2025 - 219240	$1,000,000.00	$100,000.00	$10,000.00	10/15/2025	Daniel Friedman	Individual	Completed
						DEV-TI-2025 - 219248		$200,000.00	$20,000.00	10/14/2025	Kenneth Kaminsky	Individual	Completed
						DEV-TI-2025 - 219249		$200,000.00	$20,000.00	10/15/2025	David Zadvinskis	Individual	Completed
						DEV-TI-2025 - 219259		$250,000.00	$25,000.00	9/2/2025	Erica B Goodman Revocable Trust	Trust	Completed
						DEV-TI-2025 - 219260		$250,000.00	$25,000.00	9/13/2025	Daniel Sinclair	Individual	Completed
						DEV-TI-2026 - 224045	$350,000.00	$350,000.00			Peter Coe	Individual	Application Complete
316 Elmwood OP LLC	316 Elmwood Ave.	Medina	44256	Medina	316 Elmwood Capital L.P.	DEV-TI-2025 - 218711	$624,570.50	$624,570.50	$228,320.65	9/23/2025	LMBSD Holdings, LLC	Pass-Through Entity	Completed
33 Huron LLC	33 North Huron Street	Toledo	43604	Lucas	Huron QOF LLC	DEV-TI-2025 - 218948	$550,000.00	$300,000.00			Ceccano Investments, LLC	Pass-Through Entity	Not Accepted
						DEV-TI-2025 - 219252	$550,000.00	$250,000.00	$25,000.00	10/15/2025	Crane Property Holdings, LLC	Pass-Through Entity	Completed
						DEV-TI-2026 - 224053	$425,000.00	$125,000.00	$12,500.00	3/27/2026	Julia Randles	Individual	Completed
						DEV-TI-2026 - 224055		$150,000.00	$15,000.00	4/17/2026	Lisa kang	Individual	Completed
						DEV-TI-2026 - 224061		$150,000.00	$15,000.00	3/27/2026	April smucker	Individual	Completed
33 W Fourth St LLC	33 West Fourth Street	Cincinnati	45202	Hamilton	33 W Fourth Holdings LLC	DEV-TI-2025 - 218818	$14,030,000.00	$14,030,000.00	$1,403,000.00	9/13/2025	Mirabeau Huntsville OZ Fund	Pass-Through Entity	Completed
410 Kiefaber LLC	410 Kiefaber Street	Dayton	45409	Montgomery	South Neighborhood Opportunity Fund LLC	DEV-TI-2025 - 218796	$50,000.00	$50,000.00	$15,600.45	9/13/2025	Kevin Nels	Individual	Completed
						DEV-TI-2026 - 223930	$7,269.41	$85,006.30	$9,344.63	3/27/2026	Kevin Nels	Individual	Completed
412-414 Kiefaber LLC	412-414 Kiefaber Street	Dayton	45409	Montgomery	South Neighborhood Opportunity Fund LLC	DEV-TI-2026 - 223930	$22,140.78		$9,344.63	3/27/2026	Kevin Nels	Individual	Completed
							$22,140.78		$9,344.63	3/27/2026	Kevin Nels	Individual	Completed
424-426 Lowes LLC	424-426 Lowes Street	Dayton	45409	Montgomery	South Neighborhood Opportunity Fund LLC		$5,850.00		$9,344.63	3/27/2026	Kevin Nels	Individual	Completed
425 Lakeside Investment, LLC	425 W Lakeside Ave.	Cleveland	44113	Cuyahoga	GreyFox425 QOF LLC	DEV-TI-2025 - 218642	$1,787,125.00	$62,549.38	$6,254.94	10/14/2025	Daniel Burkons	Individual	Completed
						DEV-TI-2025 - 218646		$312,746.87	$31,274.69	10/14/2025	Timothy Francis Courtad and Robin Marie Courtad Living Trust Dated November 16, 2020	Trust	Completed
						DEV-TI-2025 - 218649		$312,746.87	$31,274.69	10/6/2025	Douglas C Leohr 2002 Trust	Trust	Completed
						DEV-TI-2025 - 218651		$848,884.38	$84,888.44	10/15/2025	Ryan Sommers	Individual	Completed
						DEV-TI-2025 - 218882		$250,197.50	$25,019.75	10/6/2025	JCL OZ FUND I LLC	Pass-Through Entity	Completed
427 Lowes LLC	427 Lowes Street	Dayton	45409	Montgomery	South Neighborhood Opportunity Fund LLC	DEV-TI-2026 - 223930	$8,025.85				Kevin Nels	Individual	Completed
437 Lowes LLC	437 Lowes Street	Dayton	45409	Montgomery	South Neighborhood Opportunity Fund LLC	DEV-TI-2025 - 218796	$106,004.51	$106,004.51	$15,600.45	9/13/2025	Kevin Nels	Individual	Completed

						DEV-TI-2026 - 223930	$7,651.99				Kevin Nels	Individual	Completed
441 Vine Street QOZB LLC	441 Vine Street	Cincinnati	45202	Hamilton	VX 441 Vine Street QOF LLC	DEV-TI-2025 - 219184	$10,000,000.00	$10,000,000.00	$1,000,000.00	10/15/2025	SP Direct LLC	Pass-Through Entity	Completed
						DEV-TI-2025 - 219253	$300,000.00	$300,000.00	$30,000.00	10/15/2025	Suraj Sani Trust	Trust	Completed
						DEV-TI-2025 - 219266	$250,000.00	$250,000.00	$30,000.00	10/6/2025	Eric Zhai	Individual	Completed
							$50,000.00	$50,000.00					
						DEV-TI-2025 - 219268	$400,000.00	$400,000.00	$40,000.00	10/15/2025	Suraj Sujanani	Individual	Completed
						DEV-TI-2025 - 219269	$400,000.00	$400,000.00	$40,000.00	10/14/2025	James Drvostep	Individual	Completed
						DEV-TI-2025 - 219270	$500,000.00	$500,000.00	$50,000.00	10/15/2025	Kaveri Investment Management Company LLC	Pass-Through Entity	Completed
45 Erieview MT, LLC	45 Erieview Plaza	Cleveland	44114	Cuyahoga	45 Erieview MT, LLC	DEV-TI-2025 - 218660	$9,156,318.97	$9,156,318.97	$1,254,221.72	10/6/2025	First Financial Bank	Other	Completed
							$3,385,898.21	$3,385,898.21					
						DEV-TI-2025 - 218661	$3,896,667.35	$3,896,667.35	$411,443.86	10/6/2025	OH State TC Fund III, LLC	Pass-Through Entity	Completed
							$217,771.22	$217,771.22					
463 Irving LLC	463 Irving Ave	Dayton	45409	Montgomery	South Neighborhood Opportunity Fund LLC	DEV-TI-2026 - 223930	$5,199.40	$85,006.30	$9,344.63	3/27/2026	Kevin Nels	Individual	Completed
500 Walnut OZ Fund, LLC	500 W. Walnut St.	Columbus	43215	Franklin	500 Walnut OZ Fund, LLC	DEV-TI-2026 - 224017	$3,000.00	$3,000.00	$3,680.00	2/27/2026	James Sweeney	Individual	Completed
							$3,000.00	$3,000.00					
							$3,200.00	$3,200.00					
							$5,000.00	$5,000.00					
							$13,000.00	$13,000.00					
							$3,200.00	$3,200.00					
							$3,200.00	$3,200.00					
							$3,200.00	$3,200.00					
500 West Walnut LLC						DEV-TI-2025 - 219198	$35,000.00	$35,000.00	$5,270.00	10/15/2025	James Sweeney	Individual	Completed
							$2,700.00	$2,700.00					
							$3,000.00	$3,000.00					
							$9,000.00	$9,000.00					
							$3,000.00	$3,000.00					
777 Milcrest Drive QOZB LLC	777 Milcrest Drive	Marysville	43040	Union	777 Milcrest Drive LLC	DEV-TI-2025 - 219230	$2,685,193.65	$1,680,193.65	$174,019.37	9/11/2025	Archpoint Capital LLC	Pass-Through Entity	Completed
							$2,685,193.65	$60,000.00					
						DEV-TI-2025 - 219257	$2,685,193.65	$100,000.00	$15,000.00	10/14/2025	Charles Claypool	Individual	Completed
							$2,685,193.65	$50,000.00					
						DEV-TI-2025 - 219261	$2,685,193.65	$100,000.00	$10,000.00	10/15/2025	Charles Love	Individual	Completed
						DEV-TI-2025 - 219262	$2,685,193.65	$100,000.00	$10,000.00	10/6/2025	Jeffrey Bloom	Individual	Completed
						DEV-TI-2025 - 219263	$2,685,193.65	$100,000.00	$15,000.00	10/14/2025	Equity Trust Company FBO Leo Bonaparte	Individual	Completed
							$2,685,193.65	$50,000.00					
						DEV-TI-2025 - 219264	$2,685,193.65	$110,000.00	$11,000.00	10/15/2025	Grant Lawson	Individual	Completed
						DEV-TI-2025 - 219265	$2,685,193.65	$100,000.00	$15,000.00	10/6/2025	Phillip Lawson	Individual	Completed
							$2,685,193.65	$50,000.00					
						DEV-TI-2025 - 219282	$2,685,193.65	$25,000.00	$2,500.00	10/14/2025	Equity Trust Company FBO Justin Neuwirt	Individual	Completed
ACRE University Circle QOZB, LLC	2132 Stokes Blvd	Cleveland	44106	Cuyahoga	Cleveland ACRE Project LLC	DEV-TI-2025 - 218662	$20,000,000.00	$20,000,000.00	$2,000,000.00	10/15/2025	CLEVELAND ACRE BUILDING LLC	Pass-Through Entity	Completed
					Acre University Circle QOZB LLC	DEV-TI-2025 - 218652	$3,961,534.88	$3,961,534.88	$787,096.05	10/21/2025	Bosquet Opportunity, LLC	Pass-Through Entity	Completed
AG RS Partners LLC	5000 Euclid Ave.	Cleveland	44103	Cuyahoga	Agora Developer Fund LLC	DEV-TI-2025 - 218797	$969,876.00	$24,308.76	$96,987.60	9/23/2025	Renew OZ Partners LLC	Pass-Through Entity	Completed
								$249,923.94					
								$37,064.75					
								$1,973.68					
								$100,492.00					
								$40,000.00					
								$43,000.00					
								$319,727.70					
								$83,384.00					
								$70,001.17					
						DEV-TI-2026 - 223928	$82,000.00	$82,000.00	$39,477.43	3/27/2026	Renew OZ Partners LLC	Pass-Through Entity	Completed
							$217,131.99	$217,131.99					
							$95,642.30	$95,642.30					

					Renew AG70 OZ Fund LLC	DEV-TI-2025 - 218739	$69,083.57	$453,603.02	$45,360.30	8/27/2025	Series GR of NMS Insurance Company LLC	Pass-Through Entity	Completed
							$87,100.00						
							$24,000.00						
							$8,400.00						
							$9,150.00						
							$13,380.00						
							$99,000.00						
							$30,100.00						
							$125,000.00						
						DEV-TI-2025 - 219213	$274,991.50	$453,603.01	$45,360.30	9/23/2025	Leftovers Associates, LLC	Pass-Through Entity	Completed
							$47,000.00						
							$120,000.00						
							$69,083.57						
Annie Lofts, LLC	210-218 W. 12 Street	Cincinnati	45202	Hamilton	Annie OZ Fund, LLC	DEV-TI-2025 - 218892	$332,681.79	$164,512.50	$273,523.55	9/13/2025	Ale House Manager, Inc.	Other	Completed
						DEV-TI-2025 - 218963	$332,681.79	$168,169.29	$96,480.73	9/23/2025	MCC FFB Historic Equity Fund 1, LLC	Pass-Through Entity	Completed
							$572,667.30	$740,882.00					
							$55,746.00	$55,746.00					
							$168,214.70	$740,882.00					
Benjamin 2 QOZB, LLC	511-541 W. Town Street	Columbus	43215	Franklin	Benjamin 2 Sponsor QOF LLC	DEV-TI-2025 - 218703	$5,905,000.00	$500,000.00	$58,500.00	10/21/2025	HSR Real Estate LLC	Pass-Through Entity	Completed
						DEV-TI-2025 - 218868	$13,699,970.00	$13,450,000.00	$1,369,997.00	9/13/2025	Benjamin 2 Sponsor LLC	Pass-Through Entity	Completed
								$249,970.00				Pass-Through Entity	Completed
						DEV-TI-2025 - 219073	$5,905,000.00	$50,000.00	$5,000.00	10/15/2025	Faheem Delane	Individual	Completed
						DEV-TI-2025 - 219078		$100,000.00	$10,000.00	10/15/2025	Kernan Digital Company LLC	Pass-Through Entity	Completed
						DEV-TI-2025 - 219100		$600,000.00	$60,000.00	9/13/2025	Mark Swepston	Individual	Completed
						DEV-TI-2025 - 219102		$200,000.00	$20,000.00	10/15/2025	Wango Limited	Pass-Through Entity	Completed
						DEV-TI-2025 - 219125		$60,000.00	$6,000.00	10/15/2025	Lambros Holdings LLC	Pass-Through Entity	Completed
						DEV-TI-2025 - 219127		$100,000.00	$10,000.00	10/15/2025	Kyle Lescoezec	Individual	Completed
						DEV-TI-2025 - 219129		$100,000.00	$10,000.00	9/11/2025	Brian Marsh	Individual	Completed
						DEV-TI-2025 - 219131		$500,000.00	$50,000.00	9/23/2025	LKH Investments LLC	Pass-Through Entity	Completed
						DEV-TI-2025 - 219132		$100,000.00	$10,000.00	9/23/2025	Mark Valrose	Individual	Completed
						DEV-TI-2025 - 219133		$100,000.00	$10,000.00	9/13/2025	Andrew Hogan	Individual	Completed
						DEV-TI-2025 - 219134		$500,000.00	$50,000.00	9/13/2025	8820 Investments LLC	Pass-Through Entity	Completed
						DEV-TI-2025 - 219136		$1,250,000.00	$125,000.00	10/6/2025	Triple F Investments LLC	Pass-Through Entity	Completed
						DEV-TI-2025 - 219137		$500,000.00	$50,000.00	10/15/2025	Jordan Frecka	Individual	Completed
						DEV-TI-2025 - 219172		$50,000.00	$5,000.00	10/15/2025	The Sanchize LLC	Pass-Through Entity	Completed
						DEV-TI-2025 - 219216		$50,000.00	$5,000.00	10/15/2025	Davison Igbinosun	Individual	Completed
						DEV-TI-2025 - 219217		$20,000.00	$2,000.00	10/6/2025	Carnell D Tate LLC	Pass-Through Entity	Completed
						DEV-TI-2025 - 219235		$100,000.00	$10,000.00	10/14/2025	Chase Buchanan	Individual	Completed
						DEV-TI-2025 - 219244		$1,000,000.00	$100,000.00	9/11/2025	WF Opportunity Fund LLC	Pass-Through Entity	Completed
						DEV-TI-2025 - 219285		$25,000.00	$2,500.00	10/15/2025	CD Hope LLC	Pass-Through Entity	Completed
Blue Chip Homes QOZB LLC	164 N. 21st Street	Columbus	43203	Franklin	Blue Chip Homes QOF LLC	DEV-TI-2026 - 224046	$1,847,829.07	$51,166.82	$184,782.91	2/23/2026	Blue Chip Homes LLC	Pass-Through Entity	Completed
								$51,052.73					
	333 Kendall Place	Columbus	43205	Franklin				$125,765.58					
								$161,274.07					
								$59,980.00					
								$101,028.92					
								$77,216.52					
	973-975 Oak Street	Columbus	43205	Franklin				$100,000.00					
								$9,963.88					
								$120,227.60					
								$97,763.14					
								$125,763.18					
								$74,647.95					
								$177,393.00					
	977-979 Oak Street	Columbus	43205	Franklin				$50,000.00					
								$9,963.88					
								$54,095.12					
								$92,000.00					
								$74,647.95					
	983-985 Oak Street	Columbus	43205	Franklin				$81,809.00					
								$10,073.38					
								$98,615.14					
								$43,381.21					
Bourne 2527, LLC	1100 Superior Avenue East	Cleveland	44114	Cuyahoga	1100 Superior Ave QOF LLC	DEV-TI-2025 - 223901	$1,618,769.45	$1,618,769.45	$161,876.95	3/27/2026	Nashua VP LLC	Pass-Through Entity	Completed
Brooklyn OZ Partnership Centre LLC	3804 Pearl Road	Cleveland	44109	Cuyahoga	Almico Opportunity Zone LLC	DEV-TI-2025 - 219272	$107,145.38	$8,500.00	$10,714.54	10/14/2025	Almi Investments LLC	Pass-Through Entity	Completed
								$10,145.38					
								$11,000.00					
								$200.00					
								$7,000.00					
								$500.00					
								$6,500.00					
								$4,000.00					
								$6,000.00					
								$9,000.00					
								$44,300.00					
Bull Investments Ltd	15122 State Route 664	Logan	43138	Hocking	Hocking Fund LLC	DEV-TI-2025 - 218881	$970,000.00	$25,000.00	$97,000.00	9/13/2025	Heritage Farm Land, Ltd.	Pass-Through Entity	Completed
								$50,000.00					
								$50,000.00					
								$25,000.00					
								$50,000.00					
								$770,000.00					

CCA CBD Cincinnati II LLC	1 West 4th Street	Cincinnati	45202	Hamilton	CCA CBD Cincinnati II LLC	DEV-TI-2025 - 218652	$459,425.61	$459,425.61	$787,096.05	10/21/2025	Bosquet Opportunity, LLC	Pass-Through Entity	Completed
							$1,050,000.00	$1,050,000.00					
							$2,400,000.00	$2,400,000.00					
					CCA CBD Cincinnati II Holding LLC	DEV-TI-2025 - 218669	$17,000,000.00	$17,000,000.00	$1,700,000.00	10/15/2025	Trowbridge Opportunity, LLC	Pass-Through Entity	Completed
CCA CBD Cleveland LLC	776 Euclid Avenue	Cleveland	44114	Cuyahoga	CCA CBD Cleveland LLC	DEV-TI-2025 - 218670	$47,569,851.98	$47,569,851.98	$2,000,000.00	9/23/2025	Moross Limited Partnership	Pass-Through Entity	Completed
Central Park QOZB LLC	0 Central Parkway	Heath	43056	Licking	Central Park QOF LLC	DEV-TI-2025 - 218976	$2,345,297.90	$51,666.66	$78,176.60	9/23/2025	James C. Wilcox	Individual	Completed
								$330,099.30					
								$400,000.00					
						DEV-TI-2025 - 219032		$330,099.30	$73,009.93	9/13/2025	Jonathan Wilcox	Individual	Completed
								$400,000.00					
						DEV-TI-2025 - 219033		$51,666.68	$5,166.67	9/23/2025	The Jonathan A. Wilcox Amended U/A DTD 07/07/2023	Trust	Completed
						DEV-TI-2025 - 219138		$51,666.66	$78,176.60	9/13/2025	James Wilcox	Individual	Completed
								$330,099.30					
								$400,000.00					
Chester 82 LLC	1894 E 82nd Street	Cleveland	44103	Cuyahoga	APM Chester 82 Developer Fund LLC	DEV-TI-2025 - 219005	$500,000.00	$500,000.00	$50,000.00	9/23/2025	APM Chester 82 LLC	Pass-Through Entity	Completed
					APM Chester 82 Investor Fund LLC	DEV-TI-2026 - 224006	$968,287.40	$968,287.40	$96,828.74	3/27/2026	Adelbert P. Marous	Individual	Completed
Christoff Cleveland Townhomes LLC	2159 Columbus Road	Cleveland	44113	Cuyahoga	Christoff Cleveland Townhomes OZ Fund LLC	DEV-TI-2025 - 219114	$1,682,368.24	$127,929.50	$168,236.82	8/29/2025	Nicholas Christoff	Individual	Completed
								$256,894.00					
								$332,325.00					
								$290,216.90					
								$252,015.50					
								$422,987.34					
CINCINNATI CAPITAL PARTNERS 578 LLC	1628 WALNUT ST	Cincinnati	45202	Hamilton	CINCINNATI CREATIVE FUND LLC	DEV-TI-2025 - 219302	$1,550,000.00	$1,600,000.00	$117,900.00	10/15/2025	Harmanjit Kaur	Individual	Completed
Connect Housing Blocks	3251 Westerville Road	Columbus	43224	Franklin	CHB Opportunity Fund II LLC	DEV-TI-2025 - 218827	$1,572,796.50	$125,000.00	$12,500.00	10/14/2025	Michael McKelvey	Individual	Completed
						DEV-TI-2025 - 218829		$83,334.00	$8,333.40	10/14/2025	John Randall Schoedinger	Individual	Completed
						DEV-TI-2025 - 218860		$9,757.00	$975.70	10/14/2025	Joseph Wilson	Individual	Completed
						DEV-TI-2025 - 218943		$150,000.00	$15,000.00	10/14/2025	Prim Enterprises LTD	Pass-Through Entity	Completed
						DEV-TI-2025 - 218951		$50,000.00	$5,000.00	10/15/2025	Logan Jones	Individual	Completed
						DEV-TI-2025 - 218957		$50,000.00	$5,000.00	10/14/2025	David Pemberton	Individual	Completed
						DEV-TI-2025 - 218962		$250,000.00	$25,000.00	10/15/2025	Matthew Beecroft	Individual	Completed
						DEV-TI-2025 - 218967		$25,000.00	$2,500.00	9/23/2025	Robert Lamb	Individual	Completed
						DEV-TI-2025 - 218991		$9,757.00	$975.70	10/15/2025	Edward Pierce	Individual	Completed
						DEV-TI-2025 - 219031		$100,000.00	$10,000.00	10/6/2025	Bert Charles LLC	Pass-Through Entity	Completed
						DEV-TI-2025 - 219040		$25,611.00	$2,561.10	10/14/2025	Alexander Fischer	Individual	Completed
						DEV-TI-2025 - 219042		$32,014.00	$3,201.40	10/15/2025	FischBarr LLC	Pass-Through Entity	Completed
						DEV-TI-2025 - 219181		$662,323.50	$66,232.35	9/13/2025	Connect Realty LLC	Pass-Through Entity	Completed
					CHB Opportunity Fund II-QP LLC	DEV-TI-2025 - 218836	$11,147,870.56	$160,000.00	$16,000.00	10/14/2025	Matthew F Upp 2015 Trust U/A DTD 05/12/2015	Trust	Completed
						DEV-TI-2025 - 218875		$200,000.00	$20,000.00	10/14/2025	Kellie Ali	Individual	Completed
						DEV-TI-2025 - 218880		$200,000.00	$20,000.00	10/14/2025	Robert Carpenter	Individual	Completed
						DEV-TI-2025 - 218883		$100,000.00	$10,000.00	10/14/2025	Colin Chiles	Individual	Completed
						DEV-TI-2025 - 218884		$500,000.00	$50,000.00	9/2/2025	Andrew Christman	Individual	Completed
						DEV-TI-2025 - 218885		$200,000.00	$20,000.00	10/14/2025	Barri Jones	Individual	Completed
						DEV-TI-2025 - 218886		$20,000.00	$4,000.00	10/15/2025	Gary Marcinick	Individual	Completed
						DEV-TI-2025 - 218886		$20,000.00					
						DEV-TI-2025 - 218887		$50,000.00	$5,000.00	10/14/2025	Martin Meyers	Individual	Completed
						DEV-TI-2025 - 218888		$150,000.00	$15,000.00	10/15/2025	Daniel Roe	Individual	Completed
						DEV-TI-2025 - 218889		$80,186.00	$8,018.60	10/14/2025	John Schuman	Individual	Completed
						DEV-TI-2025 - 218894		$100,000.00	$10,000.00	10/15/2025	Jeffrey Uhlenhake	Individual	Completed

					DEV-TI-2025 - 218896		$50,000.00	$5,000.00	10/15/2025	Matthew Wilson	Individual	Completed
					DEV-TI-2025 - 218897		$100,000.00	$10,000.00	10/14/2025	Steven Baird	Individual	Completed
					DEV-TI-2025 - 218900		$375,000.00	$37,500.00	10/14/2025	Scott Everhart	Individual	Completed
					DEV-TI-2025 - 218901		$100,000.00	$10,000.00	10/15/2025	Brian A Feeney Revocable Trust	Trust	Completed
					DEV-TI-2025 - 218903		$200,000.00	$20,000.00	10/14/2025	Michael Fioritto	Individual	Completed
					DEV-TI-2025 - 218908		$200,000.00	$20,000.00	9/23/2025	Mark Horvath	Individual	Completed
					DEV-TI-2025 - 218910		$100,000.00	$10,000.00	10/15/2025	Matthew Patel	Individual	Completed
					DEV-TI-2025 - 218910		$100,000.00					
					DEV-TI-2025 - 218912		$150,000.00	$15,000.00	10/15/2025	Stephen Henck	Individual	Completed
					DEV-TI-2025 - 218916		$325,000.00	$32,500.00	9/13/2025	Christopher Martin	Individual	Completed
					DEV-TI-2025 - 218918		$375,000.00	$37,500.00	10/15/2025	John Kiser	Individual	Completed
					DEV-TI-2025 - 218919		$200,000.00	$20,000.00	10/15/2025	Raquelle Scott	Individual	Completed
					DEV-TI-2025 - 218921		$100,000.00	$10,000.00	10/14/2025	Brian Morris	Individual	Completed
					DEV-TI-2025 - 218923		$64,027.00	$6,402.70	10/14/2025	Aaron Armstrong	Individual	Completed
					DEV-TI-2025 - 218924		$100,000.00	$10,000.00	10/15/2025	Adam Limbach	Individual	Completed
					DEV-TI-2025 - 218927		$100,000.00	$10,000.00	10/6/2025	Matthew Mundwiler	Individual	Completed
					DEV-TI-2025 - 218928		$100,000.00	$10,000.00	10/14/2025	Sarah Benson Hatcher	Individual	Completed
					DEV-TI-2025 - 218932		$150,000.00	$15,000.00	10/15/2025	The Pier Family Trust	Trust	Completed
					DEV-TI-2025 - 218933		$100,000.00	$10,000.00	10/14/2025	Darin Pangalangan	Individual	Completed
					DEV-TI-2025 - 218940		$300,000.00	$30,000.00	10/15/2025	Timothy Farber	Individual	Completed
					DEV-TI-2025 - 218941		$500,000.00	$50,000.00	9/2/2025	Jeffrey Backes	Individual	Completed
					DEV-TI-2025 - 218944		$250,000.00	$25,000.00	10/14/2025	John Gordon	Individual	Completed
					DEV-TI-2025 - 218945		$100,000.00	$10,000.00	10/14/2025	David Broehm	Individual	Completed
					DEV-TI-2025 - 218949		$150,000.00	$15,000.00	10/14/2025	Stephen Brumley	Individual	Completed
					DEV-TI-2025 - 218955		$150,000.00	$15,000.00	10/14/2025	Robert Sabers	Individual	Completed
					DEV-TI-2025 - 218960		$100,000.00	$10,000.00	10/14/2025	Danielle Walton	Individual	Completed
					DEV-TI-2025 - 218961		$150,000.00	$15,000.00	10/14/2025	The J. Chris DeCapua Living Trust U/A DTD 05/27/2011	Trust	Completed
					DEV-TI-2025 - 218964		$100,000.00	$10,000.00	10/15/2025	Jon Stafford	Individual	Completed
					DEV-TI-2025 - 218965		$100,000.00	$10,000.00	10/14/2025	Jeffrey Trotier	Individual	Completed
					DEV-TI-2025 - 218966		$100,000.00	$10,000.00	10/6/2025	Michael Walker	Individual	Completed
					DEV-TI-2025 - 219002		$100,000.00	$10,000.00	10/15/2025	Jason C. Woodard Revocable Trust U/A DTD 11/10/2009	Trust	Completed
					DEV-TI-2025 - 219020		$250,000.00	$25,000.00	10/14/2025	The Igel Business Trust U/A DTD 10/22/2012	Trust	Completed
					DEV-TI-2025 - 219030		$100,000.00	$10,000.00	10/15/2025	The MKM Family Trust U/A DTD 08/26/2021	Trust	Completed
					DEV-TI-2025 - 219034		$250,000.00	$25,000.00	10/15/2025	Sally A. Boyer Declaration of Trust	Trust	Completed
					DEV-TI-2025 - 219035		$100,000.00	$10,000.00	9/13/2025	Michael C Christman Irrevocable Gift Trust DTD 12/19/2020	Trust	Completed

						DEV-TI-2025 - 219039		$300,000.00	$30,000.00	10/14/2025	Kelly Boggs-Lape	Individual	Completed
						DEV-TI-2025 - 219047		$100,000.00	$10,000.00	10/15/2025	Dawn Gaydosh	Individual	Completed
						DEV-TI-2025 - 219049		$100,000.00	$10,000.00	10/15/2025	Jennifer Christman Panovski Gift Trust U/A DTD 12/19/2020	Trust	Completed
						DEV-TI-2025 - 219051		$100,000.00	$10,000.00	10/15/2025	Kimberly Christman Shovlain Gift Trust	Trust	Completed
						DEV-TI-2025 - 219057		$100,000.00	$10,000.00	10/6/2025	Robert Meyers Trust U/A DTD 06/07/2017	Trust	Completed
						DEV-TI-2025 - 219059		$375,000.00	$37,500.00	10/15/2025	Kirk W Reinitz Trust Agreement Dated March 11, 2003	Trust	Completed
						DEV-TI-2025 - 219060		$375,000.00	$37,500.00	9/2/2025	Scott Tucker	Individual	Completed
						DEV-TI-2025 - 219061		$320,667.00	$32,066.70	10/15/2025	The Amended and Restated Ronald A Wilson Family Trust U/A 04/06/17	Trust	Completed
						DEV-TI-2025 - 219061		$320,667.00					
						DEV-TI-2025 - 219064		$375,000.00	$37,500.00	9/13/2025	Eric R Schertel Trust U/A DTD 09/03/2019	Trust	Completed
						DEV-TI-2025 - 219101		$200,000.00	$20,000.00	10/14/2025	Scott Humphrys	Individual	Completed
						DEV-TI-2025 - 219176		$662,323.50	$66,232.35	9/13/2025	Connect Realty LLC	Pass-Through Entity	Completed
						DEV-TI-2025 - 219228		$150,000.00	$15,000.00	9/23/2025	Doug Logeman	Individual	Completed
						DEV-TI-2025 - 219498		$100,000.00	$10,000.00	10/15/2025	RDI Industrial LLC	Pass-Through Entity	Completed
Coulter Properties II LLC	400 E 2nd Ave & 440-450 and 460-470 E Starr Ave	Columbus	43201	Franklin	5CL QOF LLC	DEV-TI-2025 - 219188	$3,500,000.00	$3,500,000.00	$350,000.00	10/15/2025	William Henniger	Individual	Completed
	400 E 2nd Ave & 440-450 and 460-470 E Starr Ave	Columbus	43201	Franklin	5CL QOF LLC	DEV-TI-2025 - 219188	$3,500,000.00	$3,500,000.00	$350,000.00	10/15/2025	William Henniger	Individual	Completed
Coyne Mulberry LLC	2424 Mulberry Ave	Cleveland	44113	Cuyahoga	Coyne OZ Fund LLC	DEV-TI-2025 - 219126	$5,000.00	$5,000.00	$51,771.67	9/2/2025	Terry Coyne Properties LLC	Pass-Through Entity	Completed
							$194,000.00	$194,000.00					
							$5,000.00	$5,000.00					
							$30,000.00	$30,000.00					
							$20,000.00	$20,000.00					
							$5,000.00	$5,000.00					
							$11,000.00	$11,000.00					
							$5,716.68	$5,716.68					
							$25,000.00	$25,000.00					
							$10,000.00	$10,000.00					
							$30,000.00	$30,000.00					
							$12,000.00	$12,000.00					
							$5,000.00	$5,000.00					
							$10,000.00	$10,000.00					
							$130,000.00	$130,000.00					
							$20,000.00	$20,000.00					
						DEV-TI-2026 - 224041	$15,000.00	$15,000.00	$38,492.21	3/19/2026	Terry Coyne Properties LLC	Pass-Through Entity	Completed
							$10,000.00	$10,000.00					
							$10,000.00	$10,000.00					
							$10,000.00	$10,000.00					
							$35,000.00	$35,000.00					
							$4,000.00	$4,000.00					
							$0.00	$0.00					
							$25,000.00	$25,000.00					
							$974.37	$974.37					
							$70,000.00	$70,000.00					
							$190,000.00	$190,000.00					
							$14,400.00	$14,400.00					
							$500.00	$500.00					
							$0.00	$0.00					
							$47.68	$47.68					
Dayton CHY Acquisition II LLC	340 East 1st Street	Dayton	45402	Montgomery	Vosler QOF LLC	DEV-TI-2025 - 219058	$3,000,000.00	$3,000,000.00	$300,000.00	9/2/2025	Scott Vosler	Individual	Completed
East9th Scarlet, LLC	2060 E. 9th Street	Cleveland	44115	Cuyahoga	Scarlet Funding QOF, LLC	DEV-TI-2025 - 218820	$11,323,000.00	$5,970,200.00	$1,132,300.00	9/23/2025	East9th Scarlet Holding, LLC	Pass-Through Entity	Completed
								$5,352,800.00					
Elyria Block Development LLC	417 Broad Street	Elyria	44035	Lorain	Elyria Block Development LLC	DEV-TI-2025 - 219325	$1,084,736.50	$110,000.00	$11,000.00	10/15/2025	Diversified Investments	Pass-Through Entity	Completed
						DEV-TI-2025 - 219787	$1,084,736.50	$600,000.00	$89,973.65	10/14/2025	Triad Investment Company	Pass-Through Entity	Completed
								$299,736.50					
						DEV-TI-2025 - 219937		$75,000.00	$7,500.00	10/14/2025	Kevin Flanigan	Individual	Completed
Equity Brothers QOZB LLC	680-682 S. 22nd Street	Columbus	43205	Franklin	Equity Brothers QOF LLC	DEV-TI-2025 - 219231	$561,000.00	$220,000.00	$30,100.00	10/15/2025	Equity Brothers LLC	Pass-Through Entity	Completed
								$20,000.00					

								$15,000.00					
								$15,000.00					
								$20,000.00					
								$5,000.00					
								$6,000.00					
												Pass-Through	
						DEV-TI-2025 - 219256		$235,000.00	$23,500.00	10/15/2025	Bequest Investments LLC	Entity	Completed
						DEV-TI-2025 - 219258		$25,000.00	$2,500.00	10/14/2025	Craig Sochor	Individual	Completed
Euclid Office Campus LLC	26250-26300 Euclid Avenue	Euclid	44132	Cuyahoga	Rally Enterprises LLC	DEV-TI-2025 - 219246	$203,000.00	$200,970.00	$20,097.00	10/15/2025	Amanda Mayan Second Amended & Restated Trust, Amanda P Mayan Trustee	Trust	Completed
F.G. Realty Holdings LLC	1452 W 25th Street	Cleveland	44113	Cuyahoga	F.G. Realty Opportunity Fund LLC	DEV-TI-2025 - 219309	$1,125,748.38	$1,125,748.38	$112,574.84	10/15/2025	FG Capital Solutions LLC	Pass-Through Entity	Completed
Findlay Community Center, LLC	1811 Vine St, & 1829 Vine St	Cincinnati	45202	Hamilton	3CDC Community Center Investor, LLC	DEV-TI-2025 - 218890	$419,671.23	$419,671.23	$1,041,967.12	9/23/2025	Cincinnati Center City Development Corporation	Other	Completed
							$10,000,000.00	$10,000,000.00					
						DEV-TI-2025 - 218892	$2,570,723.00	$2,570,723.00	$273,523.55	9/13/2025	Ale House Manager, Inc.	Other	Completed
Flats at Greystone LLC	V/L Lockbourne Rd (PPN: 152-002168-00)	Obetz	43207	Franklin	Daimler Obetz LLC	DEV-TI-2025 - 218691	$185,000.00	$77,083.39	$290,854.41	9/23/2025	Daimler Equities LLC	Pass-Through Entity	Completed
							$80,000.00	$33,333.00					
							$65,000.00	$27,083.00					
							$65,000.00	$27,083.00					
							$30,000.00	$12,500.00					
							$45,000.00	$18,750.00					
												Pass-Through	
						DEV-TI-2025 - 218706	$185,000.00	$107,916.61	$31,500.16	9/13/2025	Hidden Lake Investment Group IV LLC	Entity	Completed
							$80,000.00	$46,667.00					
							$65,000.00	$37,917.00					
							$65,000.00	$37,917.00					
							$30,000.00	$17,500.00					
							$45,000.00	$26,250.00					
							$20,000.00	$11,667.00					
							$50,000.00	$29,167.00					
						DEV-TI-2026 - 223944	$40,000.00	$40,000.00	$180,223.53	3/27/2026	Daimler Equities LLC	Pass-Through Entity	Completed
					JBM Obetz LLC	DEV-TI-2025 - 218747	$185,000.00	$185,000.00	$53,751.42	9/23/2025	JBM Development LLC	Pass-Through Entity	Completed
							$265,000.00	$80,000.00					
							$65,000.00	$65,000.00					
							$65,000.00	$65,000.00					
							$72,514.23	$27,514.23					
							$45,000.00	$45,000.00					
							$70,000.00	$70,000.00					
GC Broadway QOZB 1 LLC	3952 Broadway	Grove City	43123	Franklin	GC Broadway QOF LLC	DEV-TI-2025 - 219142	$1,100,000.00	$1,100,000.00	$110,000.00	10/14/2025	Ethan Temianka	Individual	Completed
GC Broadway QOZB 2 LLC	3920 Broadway	Grove City	43123	Franklin	GC Broadway QOF LLC	DEV-TI-2025 - 219142	$1,100,000.00	$1,100,000.00	$110,000.00	10/14/2025	Ethan Temianka	Individual	Completed
Grand River Walk LLC	Vacant Land in Downtown Painesville on N. St. Clair St., Main SL and N. Park Pl.	Painesville	44024	Lake	GRW Investor Fund LLC	DEV-TI-2025 - 218687	$1,360,000.00	$1,360,000.00	$136,000.00	8/27/2025	Grand River Walk APM LLC	Pass-Through Entity	Completed
	V/L N. St. Clair St., Main St. and N. Park Pl.	Painesville	44077	Lake	GRW Developer Fund LLC	DEV-TI-2025 - 218794	$18,995,000.00	$18,995,000.00	$1,899,500.00	10/6/2025	GRW OZ1 GL LLC	Pass-Through Entity	Completed
Great Seal Office Partners LLC	0 River Rd (Parcel no. 14011012000)	Chillicothe	45601	Ross	Great Seal Investment Partners LLC	DEV-TI-2026 - 224052	$560,000.00	$200,000.00			Stephen Kappa	Individual	Application Complete
						DEV-TI-2026 - 224060		$360,000.00			Daniel Bauer	Individual	Application Complete
					Barrett Family OZ Fund LLC	DEV-TI-2026 - 224077	$200,000.00	$200,000.00			Dylan Barrett	Individual	Application Complete
HCMO Apartments LLC	0 Columbus Ave	Marysville	43040	Union	HCMO LLC	DEV-TI-2025 - 218700	$1,476,595.56	$157,541.81	$15,754.18	10/14/2025	Strategic Property Concepts 8 LLC	Pass-Through Entity	Completed
						DEV-TI-2025 - 218703		$85,000.00	$58,500.00	10/21/2025	HSR Real Estate LLC	Pass-Through Entity	Completed
						DEV-TI-2025 - 218785		$1,234,053.75	$123,405.38	9/23/2025	CMO Marysville LLC	Pass-Through Entity	Completed
Hooper Cincy, LLC	151 W 4th St	Cincinnati	45202	Hamilton	Philly Partners, LLC	DEV-TI-2025 - 219012	$1,060,000.00	$50,000.00	$50,000.00	10/15/2025	Consortium TC Group, LLC	Pass-Through Entity	Completed
								$250,000.00					
								$150,000.00					
								$50,000.00					
						DEV-TI-2025 - 219933		$300,000.00	$30,000.00	10/15/2025	Joseph Galli	Individual	Completed
						DEV-TI-2025 - 219935		$160,000.00	$16,000.00	10/15/2025	Bernstein TC Group, LLC	Pass-Through Entity	Completed
						DEV-TI-2025 - 219952		$100,000.00	$10,000.00	10/14/2025	Stefan Kershow	Individual	Completed
Innis Rd CHB Development LLC	3377 Westerville Rd & 2270 Innis Rd	Columbus	43224	Franklin	Innis Rd CHB Fund LLC	DEV-TI-2025 - 219199	$700,000.00	$700,000.00	$70,000.00	10/15/2025	Connect Realty LLC	Pass-Through Entity	Completed
						DEV-TI-2025 - 219206	$400,000.00	$400,000.00	$40,000.00	10/15/2025	Scott Humphrys	Individual	Completed
						DEV-TI-2026 - 223985	$500,000.00	$500,000.00			Robert Carpenter	Individual	Application Complete
						DEV-TI-2026 - 224021	$250,000.00	$250,000.00	$25,000.00	2/23/2026	Connect Realty LLC	Pass-Through Entity	Completed
J.S.C. Properties, LLC	108 Cherry Ave NE	Canton	44702	Stark	JSC Landmark Fund LLC	DEV-TI-2025 - 219009	$40,000.00	$40,000.00	$17,516.91	10/6/2025	Steven Coon	Individual	Completed
							$68,192.44	$68,192.44					
							$25,499.08	$25,499.08					
							$41,477.60	$41,477.60					
						DEV-TI-2026 - 223953	$46,618.00	$46,618.00	$30,166.66	2/23/2026	Steven Coon	Individual	Completed
							$49,670.00	$49,670.00					
							$14,304.50	$14,304.50					

							$191,074.12	$191,074.12					
JETWAY FLEX LLC	1905 AND 1931 JETWAY BLVD	COLUMBUS	43219	Franklin	JETWAY FLEX OZ FUND LLC	DEV-TI-2025 - 218702	$900,000.00	$500,000.00	$54,623.00	10/14/2025	The Wolff Family LLC	Pass-Through Entity	Completed
							$250,000.00	$46,230.00					
							$227,500.00	$46,230.00					
						DEV-TI-2025 - 218704	$900,000.00	$400,000.00	$55,627.00	10/15/2025	George H Wolff	Individual	Completed
							$227,500.00	$18,177.00					
						DEV-TI-2025 - 218709	$400,000.00	$150,000.00	$40,000.00	10/14/2025	Jeffrey J Wolff	Individual	Completed
								$250,000.00					
						DEV-TI-2025 - 218710	$800,000.00	$200,000.00	$25,000.00	10/14/2025	Michael Carver	Individual	Completed
							$750,000.00	$50,000.00					
						DEV-TI-2025 - 218712	$750,000.00	$50,000.00	$5,000.00	10/14/2025	Karli Sells	Individual	Completed
						DEV-TI-2025 - 218713	$800,000.00	$100,000.00	$10,000.00	10/6/2025	Adam Carver	Individual	Completed
						DEV-TI-2025 - 218714	$250,000.00	$50,000.00	$5,000.00	10/14/2025	Esther Industrial, LLC	Pass-Through Entity	Completed
						DEV-TI-2025 - 218715	$800,000.00	$75,000.00	$7,500.00	10/15/2025	Aron Clymer	Individual	Completed
						DEV-TI-2025 - 218716	$475,000.00	$10,000.00	$1,000.00	10/15/2025	Matthew Johnson	Individual	Completed
						DEV-TI-2025 - 218717	$800,000.00	$100,000.00	$10,000.00	9/13/2025	Roland Tellis	Individual	Completed
						DEV-TI-2025 - 218718	$250,000.00	$60,000.00	$6,000.00	10/14/2025	Christopher Wolff	Individual	Completed
						DEV-TI-2025 - 218719	$475,000.00	$230,000.00	$23,000.00	10/14/2025	Joel Yakovac	Individual	Completed
						DEV-TI-2025 - 218720	$250,000.00	$100,000.00	$10,000.00	10/15/2025	Brett Stalnaker	Individual	Completed
						DEV-TI-2025 - 218721	$750,000.00	$150,000.00	$15,000.00	10/14/2025	MSW Investors, LLC	Pass-Through Entity	Completed
						DEV-TI-2025 - 218722	$800,000.00	$100,000.00	$10,000.00	10/14/2025	Douglas Falor	Individual	Completed
							$475,000.00	$100,000.00					
						DEV-TI-2025 - 218723	$800,000.00	$230,000.00	$23,000.00	10/14/2025	James Hyre	Individual	Completed
						DEV-TI-2025 - 218724	$475,000.00	$230,000.00	$23,000.00	10/15/2025	A.J.W Trust	Trust	Completed
						DEV-TI-2025 - 218726	$750,000.00	$100,000.00	$10,000.00	10/15/2025	Dublin Building Systems Company, Inc.	Pass-Through Entity	Completed
						DEV-TI-2025 - 218950	$750,000.00	$100,000.00	$10,000.00	10/15/2025	JAJAM Jetway Investors LLC	Pass-Through Entity	Completed
						DEV-TI-2025 - 218954	$750,000.00	$300,000.00	$30,000.00	10/15/2025	MAG Developments, LLC	Pass-Through Entity	Completed
						DEV-TI-2025 - 218983	$227,500.00	$65,000.00	$6,500.00	8/28/2025	Geopines Investors, LLC	Pass-Through Entity	Completed
						DEV-TI-2025 - 218704	$227,500.00	$138,093.00	$55,627.00	10/15/2025	George H Wolff	Individual	Completed
JSAACC LLC	7515 Cedar Avenue	Cleveland	44103	Cuyahoga	ATP QOF LLC	DEV-TI-2025 - 218648	$351,720.00	$350,372.00	$174,337.20	10/15/2025	African Town Plaza Managing Member LLC	Pass-Through Entity	Completed
							$1,393,000.00	$1,393,000.00					
Kevin Nels LLC	1904/1906/1908 Trinity Ave	Dayton	45409	Montgomery	South Neighborhood Opportunity Fund LLC	DEV-TI-2026 - 223930	$2,679.53	$85,006.30	$9,344.63	3/27/2026	Kevin Nels	Individual	Completed
Legacy Hotel of Medina LLC	245 - 257 S Court Street	Medina	44256	Medina	The Legacy on Medina Square L.P.	DEV-TI-2025 - 218711	$1,658,636.00	$1,658,636.00	$228,320.65	9/23/2025	LMBSD Holdings, LLC	Pass-Through Entity	Completed
Lincoln Heights Townhouses LLC	V/L Located on Lamoille Ct.	Cleveland	44113	Cuyahoga	Lincoln Heights Townhouses QOF LLC	DEV-TI-2025 - 218738	$1,300,000.00	$1,300,000.00	$130,000.00	9/23/2025	Lincoln Heights Townhouses OZ LLC	Pass-Through Entity	Completed
Lockard, LLC	1450 Walnut	Cincinnati	45202	Hamilton	Lockard OZ Fund, LLC	DEV-TI-2025 - 219068	$2,574,000.00	$742,500.00	$74,250.00	10/15/2025	Marilyn Joy Scripps Revocable Trust DTD 1/13/2001 as Amended	Trust	Completed
						DEV-TI-2025 - 219072		$148,500.00	$14,850.00	10/15/2025	Cynthia Olson	Individual	Completed
						DEV-TI-2025 - 219077		$148,500.00	$14,850.00	10/15/2025	Cynthia Olson Ohio Legacy Trust	Trust	Completed
						DEV-TI-2025 - 219080		$99,000.00	$9,900.00	10/14/2025	Gregory Hubert	Individual	Completed
						DEV-TI-2025 - 219082		$148,500.00	$14,850.00	10/15/2025	Gregory Hubert Ohio Legacy Trust	Trust	Completed
						DEV-TI-2025 - 219108		$99,000.00	$9,900.00	10/14/2025	Brian Hubert	Individual	Completed
						DEV-TI-2025 - 219110		$148,500.00	$14,850.00	10/14/2025	Brian Hubert Ohio Legacy Trust	Trust	Completed
						DEV-TI-2025 - 219115		$247,500.00	$24,750.00	10/14/2025	Michael S. Valencic Revocable Trust	Trust	Completed
						DEV-TI-2025 - 219118		$49,500.00	$4,950.00	10/14/2025	Ritch Holdings II, LLC	Pass-Through Entity	Completed
						DEV-TI-2025 - 219121		$49,500.00	$4,950.00	10/14/2025	John Strawser	Individual	Completed
						DEV-TI-2025 - 219122		$99,000.00	$9,900.00	10/14/2025	Timothy Voelkerding	Individual	Completed
						DEV-TI-2025 - 219123		$49,500.00	$4,950.00	10/14/2025	Todd Voelkerding	Individual	Completed
						DEV-TI-2025 - 219124		$49,500.00	$4,950.00	10/14/2025	643 Capital, LLC	Pass-Through Entity	Completed
						DEV-TI-2025 - 219154		$24,750.00	$2,475.00	10/14/2025	H. Richard Duval Reovacable Trust	Trust	Completed
						DEV-TI-2025 - 219157		$49,500.00	$4,950.00	10/14/2025	Rick Simpson	Individual	Completed
						DEV-TI-2025 - 219160		$49,500.00	$4,950.00	10/14/2025	Jeffrey Martini	Individual	Completed
						DEV-TI-2025 - 219162		$99,000.00	$9,900.00	10/14/2025	Michael Strawser	Individual	Completed
						DEV-TI-2025 - 219168		$24,750.00	$2,475.00	10/14/2025	Anthony Woodward	Individual	Completed
						DEV-TI-2025 - 219234		$99,000.00	$9,900.00	10/14/2025	Melvin Gravely	Individual	Completed
						DEV-TI-2025 - 219238		$148,500.00	$14,850.00	10/14/2025	Triversity Construction Company, LLC	Pass-Through Entity	Completed
Lowes Townhouses LLC	441/443/445 Irving Ave	Dayton	45409	Montgomery	South Neighborhood Opportunity Fund LLC	DEV-TI-2026 - 223930	$17,275.30	$85,006.30	$9,344.63	3/27/2026	Kevin Nels	Individual	Completed
Mainspring Collective LLC	973-975 Mt. Vernon Avenu	Columbus	43203	Franklin	Mainspring Collective Fund LLC	DEV-TI-2025 - 218914	$440,000.00	$440,000.00	$42,319.57	10/15/2025	Misti Norman	Individual	Completed
Main Street Reimagined II LLC	172 S Main St	Marion	43302	Marion	Marion Opportunity Zone Fund, LLC	DEV-TI-2025 - 219280	$1,322,655.15	$2,112,379.40	$211,237.94	9/23/2025	Luke Henry	Individual	Completed
						DEV-TI-2026 - 224047	$698,990.35	$1,313,970.35	$131,397.04	3/27/2026	Luke Henry	Individual	Completed
Main Street Reimagined LLC	144-150 W Center St	Marion	43302	Marion	Marion Opportunity Zone Fund, LLC	DEV-TI-2025 - 219280	$789,724.25	$2,112,379.40	$211,237.94	9/23/2025	Luke Henry	Individual	Completed
						DEV-TI-2026 - 224047	$614,980.00	$1,313,970.35	$131,397.04	3/27/2026	Luke Henry	Individual	Completed
MCA Center, LLC	414 Walnut Street and 115 E. 5th Street	Cincinnati	45202	Hamilton	Mercantile OZ, LLC	DEV-TI-2025 - 219229	$489,362.75	$489,362.75	$518,020.71	10/21/2025	Merc Library Partners, LLC	Other	Completed
							$106,888.02	$106,888.02					
							$1,384,641.11	$1,384,641.11					
							$1,384,641.11	$1,384,641.11					
							$1,814,674.11	$1,814,674.11					
					Mercantile Master Tenant, LLC	DEV-TI-2025 - 219279	$7,733,103.00	$7,733,103.00	$773,310.30	10/6/2025	NTCIC 2022 Historic Preservation Fund, LLC	Other	Completed
					Mercantile OZ, LLC	DEV-TI-2025 - 219274	$2,000,000.00	$2,000,000.00	$478,878.20	10/21/2025	Merc Associates LLC	Pass-Through Entity	Completed
							$1,251,957.00	$1,251,957.00					
					Mercantile Opportunity Fund, LLC		$42,988.80	$42,988.80					
							$91,907.35	$91,907.35					
							$318,286.93	$318,286.93					
							$153,677.54	$153,677.54					
							$243,274.62	$243,274.62					
							$153,682.50	$153,682.50					
							$533,007.25	$533,007.25					
Mercantile Immersive, LLC	120 E 4th St	Cincinnati	45202	Hamilton	Mercantile Immersive, LLC	DEV-TI-2026 - 224084	$77,264.00	$77,264.00			Delightmore, LLC	Pass-Through Entity	Application Complete
						DEV-TI-2026 - 224086	$24,197.00	$24,197.00			Dunham's Business Ventures, Inc	Pass-Through Entity	Application Complete

						DEV-TI-2026 - 224088	$145,181.00	$145,181.00			Michael Forgus	Individual	Application Complete
						DEV-TI-2026 - 224089	$138,267.00	$138,267.00			Robert S Heidt Jr Revocable Trust	Trust	Application Complete
						DEV-TI-2026 - 224090	$19,574.00	$193,574.00			Hi-Design Properties, LLC	Pass-Through Entity	Application Complete
						DEV-TI-2026 - 224091	$96,787.00	$96,787.00			Michelle C. Langhammer Irrevocable Family Trust	Trust	Application Complete
						DEV-TI-2026 - 224092	$96,787.00	$96,787.00			V&V Hospitality	Pass-Through Entity	Application Complete
						DEV-TI-2026 - 224135	$96,787.00	$96,787.00			Peter Schiff Revocable Trust	Trust	Application Complete
						DEV-TI-2026 - 224297	$17,500,000.00	$87,500.00			Emmanuel Butch Rivera	Individual	Application Complete
						DEV-TI-2026 - 224298	$48,394.00	$48,394.00			Douglas Lindeman	Individual	Application Complete
						DEV-TI-2026 - 224299	$24,197.00	$24,197.00			905 Legacy Group, LLC	Pass-Through Entity	Application Complete
						DEV-TI-2026 - 224314	$96,787.00	$96,787.00			Sub & Sons LLC	Pass-Through Entity	Application Complete
MG Estates LLC	794 E Deshler Ave	Columbus	43206	Franklin	MG Estates LLC	DEV-TI-2025 - 219267	$504,694.75	$504,694.75	$50,469.48	9/13/2025	Austin McClain	Individual	Completed
	650 E 3rd Ave	Columbus	43201	Franklin									
MG OZ Business LLC	1359 N Fourth St and 650 E Third Ave	Columbus	43201	Franklin	MG OZ Fund LLC	DEV-TI-2026 - 224051	$367,312.04	$367,312.04	$36,731.20	2/23/2026	MG Estates LLC	Pass-Through Entity	Completed
MTP - Bolivar Residences Propco, LLC	1060 Bolivar Road	Cleveland	44115	Cuyahoga	MTP - Bolivar Residences OZBE LLC	DEV-TI-2025 - 218817	$1,198,221.75	$1,198,221.75	$119,822.18	10/15/2025	Related Opportunity Zone Fund II, LP	Pass-Through Entity	Completed
NDT Residential LLC	1189 Grill Rd	Van Wert	45891	Van Wert	NDT Investment Partners LLC	DEV-TI-2025 - 219143	$3,600,000.00	$1,836,000.00	$183,600.00	10/15/2025	Thomas Turnwald	Individual	Completed
						DEV-TI-2025 - 219144		$882,000.00	$298,850.00	10/14/2025	Mark Bruns	Individual	Completed
						DEV-TI-2025 - 219145		$882,000.00	$298,850.00	10/15/2025	Jeffrey Bruns	Individual	Completed
Ohio NRE OB-II, LLC	1900 East 6th Street	Cleveland	44114	Cuyahoga	OHIO NRE OB-II, LLC	DEV-TI-2025 - 219076	$20,000,000.00	$20,000,000.00	$2,000,000.00	9/13/2025	Ohio OZ Investor Fund II LLC	Pass-Through Entity	Completed
Olentangy C-Bus Buckeye, LLC	3031 Olentangy River Road	Columbus	43202	Franklin	Buckeye S-GHC QOF, LLC	DEV-TI-2025 - 218782	$18,120,000.00	$5,620,000.00	$1,812,000.00	9/23/2025	Buckeye Hospitality Holding, LLC	Pass-Through Entity	Completed
								$12,500,000.00					
OP Development Phase 1, LLC	3360 Olentangy River Road	Columbus	43202	Franklin	OP Development QOF1, LLC	DEV-TI-2025 - 218977	$520,000.00	$520,000.00	$52,000.00	10/15/2025	OP Acquisition LLC	Pass-Through Entity	Completed
						DEV-TI-2025 - 219140	$3,999,995.00	$1,999,997.50	$199,999.75	10/15/2025	Chisling Childrens Tr FBO Goldie Chisling	Trust	Completed
						DEV-TI-2025 - 219141		$1,999,997.50	$199,999.75	9/13/2025	Chisling Childrens Tr FBO Martin Chisling	Trust	Completed
						DEV-TI-2026 - 224062	$5,100,000.00	$255,000.00	$25,500.00	3/27/2026	Gurneet Sandhu	Individual	Completed
						DEV-TI-2026 - 224064		$212,500.00	$21,250.00	3/19/2026	Lance Humble	Individual	Completed
						DEV-TI-2026 - 224065		$212,500.00			Scott Thompson	Individual	Application Complete
						DEV-TI-2026 - 224066		$850,000.00			Charles Jacks	Individual	Application Complete
						DEV-TI-2026 - 224067		$1,275,000.00	$93,535.25	5/5/2026	Jenna Simon	Individual	Completed
						DEV-TI-2026 - 224069		$850,000.00			Charles Jacks	Individual	Application Complete
						DEV-TI-2026 - 224070		$1,275,000.00	$127,500.00	3/19/2026	Adam Simon	Individual	Completed
						DEV-TI-2026 - 224071		$85,000.00			Barbara A. Smith Family Trust U/A DTD 3/18/97	Trust	Application Complete
						DEV-TI-2026 - 224072		$85,000.00			Charles A. Bernotas, and his successors in trust, as trustee of the Revocable Trust Created by Charles A. Bernotas, as Amended and Restated on November 20, 2017, as hereinafter amended	Trust	Application Complete
Painesville Tower LLC	30 South Park Place	Painesville	44077	Lake	Renew PT Developer LLC	DEV-TI-2025 - 218793	$533,782.30	$118,364.00	$53,378.23	9/23/2025	Renew PT OZ LLC	Pass-Through Entity	Completed
								$115,038.10					
								$150,000.00					
								$150,380.20					
Parsons OZ Development LLC	860-870 Parsons Ave. & 563 E. Columbus St.,	Columbus	43206	Franklin	Parsons OZ Fund LLC	DEV-TI-2026 - 223937	$5,430,480.00	$1,000,000.00	$100,000.00	3/27/2026	Seema Daulat	Individual	Completed
						DEV-TI-2026 - 223940		$1,552,000.00	$155,200.00	3/27/2026	MWR Investment Holdings LLC	Pass-Through Entity	Completed
						DEV-TI-2026 - 223943		$300,000.00	$30,000.00	2/23/2026	Daniel A. Riewald Trust U/A Dtd 11/05/2007	Trust	Completed
						DEV-TI-2026 - 223949		$500,000.00	$50,000.00	3/19/2026	Richard B Cross Rev Trust U/A DTD 09 26 2001	Trust	Completed
						DEV-TI-2026 - 223950		$2,078,480.00	$207,848.00	3/19/2026	Ahimsa Family Trust U/A 4/30/18	Trust	Completed
					Riewald Development Partners Parsons OZ Fund LLC	DEV-TI-2026 - 223952	$745,013.64	$9,862.63	$986.26	3/19/2026	Riewald Development LLC	Pass-Through Entity	Completed
						DEV-TI-2026 - 223956		$100,000.00	$73,515.11	2/23/2026	Riewald Development Partners LLC	Pass-Through Entity	Completed
						DEV-TI-2026 - 223956		$144,383.67					
						DEV-TI-2026 - 223956		$99,795.35					
						DEV-TI-2026 - 223956		$354,324.91					
						DEV-TI-2026 - 223956		$36,647.08					
Public Square Realty, LLC	200 Public Square	Cleveland	44102	Cuyahoga	Public Square Realty, LLC	DEV-TI-2026 - 223909	$110,108.05	$110,108.05	$92,849.37	3/13/2026	Namco Realty LTD	Pass-Through Entity	Completed

							$405,527.38	$405,527.38					
							$143,891.25	$143,891.25					
							$52,946.21	$52,946.21					
							$57,241.20	$57,241.20					
							$158,779.56	$158,779.56					
						DEV-TI-2025 - 218657	$833,095.03	$833,095.03	$291,618.08	10/14/2025	Namco Realty LTD	Pass-Through Entity	Completed
							$447,987.02	$447,987.02					
							$68,200.31	$68,200.31					
							$1,066,191.78	$1,066,191.78					
							$95,115.30	$95,115.30					
							$83,088.44	$83,088.44					
							$297,503.04	$297,503.04					
							$25,000.00	$25,000.00					
PVC Cascade One, LLC	1 Cascade Plaza	Akron	44308	Summit	PVC Cascade QOF, LLC	DEV-TI-2025 - 219201	$2,878,788.00	$2,850,000.00	$285,000.00	10/15/2025	PVC Cascade Owner LLC	Pass-Through Entity	Completed
RB Scioto Holdings LLC	77 Belle St	Columbus	43215	Franklin	RB Scioto QO Fund LLC	DEV-TI-2025 - 218905	$825,000.00	$700,000.00	$70,000.00	10/15/2025	Fosven Capital, LLC	Pass-Through Entity	Completed
						DEV-TI-2025 - 219247		$125,000.00	$12,500.00	10/15/2025	Laird Ackerson	Individual	Completed
RGMB 2 LLC	1831 Brevier Avenue (vacant land)	Cleveland	44113	Cuyahoga	RGMB 2 - Developer Fund LLC	DEV-TI-2025 - 218742	$999,000.00	$999,000.00	$99,900.00	9/23/2025	SOC65 OZ1, LLC	Pass-Through Entity	Completed
RJL 2104-2110 SA LLC	2104-2110 Superior Avenue	Cleveland	44114	Cuyahoga	RJL 2019 Opportunity Fund LLC	DEV-TI-2025 - 219135	$5,702,385.94	$5,702,385.94	$570,238.59	10/21/2025	Ronald Leonhardt	Individual	Completed
					RJL 2104-2110 SA LLC	DEV-TI-2025 - 219139	$344,947.29	$2,862,879.78	$253,782.75	10/15/2025	KJR Insurance Trust 2006	Trust	Completed
							$592,603.00						
							$40,000.00						
							$31,656.17						
							$95,487.69						
							$528,710.99						
							$18,671.93						
							$52,401.79						
							$19,465.00						
							$261,795.80						
							$81,667.42						
							$368,088.11						
							$18,666.33						
							$83,666.00						
							$431,541.51						
RJL 2230 SA LLC	2230 Superior Avenue	Cleveland	44114	Cuyahoga	RJL 2019 Opportunity Fund LLC	DEV-TI-2025 - 219135	$167,500.00	$5,702,385.94	$570,238.59	10/21/2025	Ronald Leonhardt	Individual	Completed
							$500,000.00						
RJL 2230 SA LLC (wholly owned by RJL 2230 SA Holding LLC)					RJL 2230 SA LLC (wholly owned by RJL 2230 SA Holding LLC)	DEV-TI-2025 - 219422	$2,668,707.23	$2,446,589.99	$244,659.00	10/15/2025	GDOT 2022 Opportunity Fund LLC	Pass-Through Entity	Completed
SAF HOMES LLC	90 NORTH OHIO AVENUE	COLUMBUS	43203	Franklin	SAF HOMES LLC	DEV-TI-2026 - 223973	$262,085.00	$1,239,256.75			Jenny Flores	Pass-Through Entity	Not Accepted
	841 SOUTH 22ND STREET	COLUMBUS	43206	Franklin			$219,232.50						
	1056 CAMPBELL AVENUE	COLUMBUS	43233	Franklin			$100,833.00						
	960 STUDER AVENUE	COLUMBUS	43206	Franklin			$233,530.50						
	176 NORTH GARFIELD AVENUE	COLUMBUS	43203	Franklin			$70,969.75						
	1060 CAMPBELL AVENUE	COLUMBUS	43233	Franklin			$100,833.00						
	957 LINWOOD AVENUE	COLUMBUS	43206	Franklin			$251,773.00						
SAF PROPERTIES GROUP LLC	696/698 SOUTH 22ND STREET	COLUMBUS	43205	Franklin	SAF PROPERTIES GROUP LLC		$342,367.00	$342,367.00					
Scioto Peninsula 1B FC, LLC	336 Rush Alley	Columbus	43215	Franklin	Scioto Peninsula 1B FC, LLC	DEV-TI-2025 - 218728	$695,822.00	$695,822.00	$69,582.20	10/14/2025	David Flaherty	Individual	Completed
					BREP Scioto QOF LLC	DEV-TI-2025 - 218899	$3,750,000.00	$50,000.00	$5,000.00	10/14/2025	Thomas Calahan	Individual	Completed
						DEV-TI-2025 - 218972		$500,000.00	$50,000.00	10/15/2025	River Orchard, LLC	Other	Completed
						DEV-TI-2025 - 218984		$150,000.00	$15,000.00	10/15/2025	Devin Wilde	Individual	Completed
						DEV-TI-2025 - 218994		$2,000,000.00	$200,000.00	10/15/2025	LESFP, Ltd	Pass-Through Entity	Completed
						DEV-TI-2025 - 218899		$50,000.00	$5,000.00	10/14/2025	Thomas Calahan	Individual	Completed
						DEV-TI-2025 - 219152		$500,000.00	$50,000.00	10/6/2025	The Michael McEwan Revocable Trust	Trust	Completed
						DEV-TI-2025 - 219027		$500,000.00	$50,000.00	9/13/2025	The JSB 2022 Trust	Trust	Completed
SEY HOMES, LLC	768 Ridgeway Ave	Cincinnati	45229	Hamilton	BLJ Investments, LLC	DEV-TI-2025 - 218869	$11,000.00	$11,000.00	$56,400.00	10/15/2025	Yasser Elkilani	Individual	Completed
							$6,000.00	$6,000.00					
							$4,500.00	$4,500.00					
							$70,000.00	$70,000.00					
							$90,184.00	$90,184.00					
							$193,000.00	$193,000.00					
							$190,000.00	$190,000.00					
						DEV-TI-2026 - 224096	$17,000.00	$17,000.00			Yasser Elkilani	Individual	Application Complete
							$25,000.00	$25,000.00			Yasser Elkilani	Individual	Application Complete
SG at 70th LLC	2024 E. 70th St.	Cleveland	44103	Cuyahoga	E 70th Developer Fund LLC	DEV-TI-2025 - 218873	$300,000.00	$300,000.00	$44,279.40	10/6/2025	Renew E. 70th OZ LLC	Pass-Through Entity	Completed
							$142,793.97	$142,793.97					
SP Office LLC	330 Rush Alley	Columbus	43215	Franklin	SP Sponsor LLC	DEV-TI-2025 - 218691	$312,711.66	$312,711.66	$290,854.41	9/23/2025	Daimler Equities LLC	Pass-Through Entity	Completed
							$800,000.00	$800,000.00					
							$800,000.00	$800,000.00					
							$800,000.00	$800,000.00					
						DEV-TI-2026 - 223944	$800,000.00	$800,000.00	$180,223.53	3/27/2026	Daimler Equities LLC	Pass-Through Entity	Completed
							$572,258.33	$572,258.33					
							$389,977.00	$389,977.00					
Spooky Nook Sports Ohio, LLC	601 North B Street	Hamilton	45013	Butler	SN OH QOF, LLC	DEV-TI-2025 - 219290	$2,465,000.00	$2,465,000.00	$359,000.00	10/15/2025	Samuel R Beiler Revocable Trust	Trust	Completed
							$1,125,000.00	$1,125,000.00					
						DEV-TI-2026 - 224201	$2,500,000.00	$2,500,000.00	$350,000.00	3/27/2026	Samuel R Beiler Revocable Trust	Trust	Completed
							$1,000,000.00	$1,000,000.00					
Steelton Gateway, LLC	2101-2140 South High St	Columbus	43207	Franklin	Steelton Holdings, LLC	DEV-TI-2025 - 219147	$120,000.00	$120,000.00	$837,000.00	9/23/2025	Justin McAllister	Individual	Completed
					Steelton Village OZ Fund 1, LLC		$8,600,000.00	$8,250,000.00					
						DEV-TI-2025 - 219153		$100,000.00	$10,000.00	10/14/2025	April Katz	Individual	Completed
						DEV-TI-2025 - 219220		$250,000.00	$25,000.00	10/15/2025	David Walton	Individual	Completed
					Katz Steelton OZ Fund, LLC	DEV-TI-2026 - 224048	$325,200.00	$325,200.00	$32,520.00	3/13/2026	Kyle Katz	Individual	Completed
					Steelton Holdings, LLC	DEV-TI-2026 - 224049	$344,400.00	$344,400.00	$34,440.00	3/19/2026	Katherine McAllister	Individual	Completed

Stelzer Retreat LLC	1881 Stelzer Road & 2103 Citygate Road	Columbus	43219	Franklin	Stelzer Developer Fund LLC	DEV-TI-2025 - 218942	$11,255,439.56	$1,007,601.76	$562,764.48	9/13/2025	TADS Stelzer LLC	Pass-Through Entity	Completed
								$1,024,226.79					
								$776,148.51					
								$953,088.77					
								$1,020,557.08					
								$846,021.86					
						DEV-TI-2025 - 218969		$1,007,626.76	$562,779.49	10/21/2025	Stelzer OZ Partner LLC	Pass-Through Entity	Completed
								$1,024,251.79					
								$776,173.51					
								$953,113.78					
								$1,020,582.08					
								$846,046.87					
						DEV-TI-2026 - 223934	$4,703,150.04	$877,727.04	$233,350.08	3/27/2026	TADS Stelzer LLC	Pass-Through Entity	Completed
								$579,833.21					
								$397,791.98					
								$165,152.90					
								$109,439.12					
								$221,555.75					
						DEV-TI-2026 - 223935		$877,752.04	$235,162.50	2/23/2026	Stelzer OZ Partner LLC	Pass-Through Entity	Completed
								$579,858.22					
								$397,816.99					
								$165,152.91					
								$109,464.12					
								$221,605.76					
Stockbridge On Euclid LLC	3328 Euclid Ave.	Cleveland	44115	Cuyahoga	Stockbridge On Euclid LLC	DEV-TI-2025 - 219024	$117,340.00	$17,952.17	$7,563.78	10/6/2025	3328 Euclid LLC	Pass-Through Entity	Completed
								$5,601.21	$7,563.78	10/6/2025	3328 Euclid LLC	Pass-Through Entity	Completed
								$3,996.62	$7,563.78	10/6/2025	3328 Euclid LLC	Pass-Through Entity	Completed
								$259.16	$7,563.78	10/6/2025	3328 Euclid LLC	Pass-Through Entity	Completed
								$47,984.05	$7,563.78	10/6/2025	3328 Euclid LLC	Pass-Through Entity	Completed
Suede OZ Business LLC	3621-3633 Connor Street	Grove City	43123	Franklin	Suede OZ Fund LLC	DEV-TI-2026 - 224044	$816,071.48	$816,071.48	$81,607.15	3/27/2026	Suede LLC	Pass-Through Entity	Completed
TCG OCP TIG JV LLC	1489 Rohr Road	Columbus	43137	Franklin	TCG OCP TIG JV LLC	DEV-TI-2026 - 223992	$7,631,042.27	$7,631,041.17	$1,250,694.22	2/27/2026	Transwestern Strategic Partners Fund IV LP	Pass-Through Entity	Completed
							$46,098.05	$46,098.05					
							$2,465,762.95	$1,743,266.88					
							$3,715,306.66	$3,086,536.08					
						DEV-TI-2026 - 224005	$2,465,762.95	$198,818.47			1489 Rohr Holding LLC	Pass-Through Entity	Application Complete
							$3,715,306.66	$342,948.44					
TD 1387 E24th St LLC	1387-1425 East 24th Street	Cleveland	44114	Cuyahoga	RJL 2019 Opportunity Fund LLC	DEV-TI-2025 - 219135	$409,888.50	$5,702,385.94	$570,238.59	10/21/2025	Ronald Leonhardt	Individual	Completed
							$12,000.00	$5,702,385.94					
TD 1387 E24th Street LLC (wholly owned by TD 1387 E24th St Holding LLC)	1387-1425 East 24th Street	Cleveland	44114	Cuyahoga	TD 1387 E24th Street LLC (wholly owned by TD 1387 E24th St Holding LLC)	DEV-TI-2025 - 219422	$409,888.50	$409,888.50	$244,659.00	10/15/2025	GDOT 2022 Opportunity Fund LLC	Pass-Through Entity	Completed
							$0.00	$0.00					
TD 1468 W25th St LLC (wholly owned by TD 1468 W25th St Holding LLC)	1468 W 25th St	Cleveland	44113	Cuyahoga	RJL 2019 Opportunity Fund LLC	DEV-TI-2025 - 219135	$588,035.92	$5,702,385.94	$570,238.59	10/21/2025	Ronald Leonhardt	Individual	Completed
							$88,989.96	$5,702,385.94					
					TD 1468 W25th St LLC (wholly owned by TD 1468 W25th St Holding LLC)	DEV-TI-2025 - 219422	$590,347.17	$590,347.17	$244,659.00	10/15/2025	GDOT 2022 Opportunity Fund LLC	Pass-Through Entity	Completed
							$37,668.32	$88,000.00					
							$63,575.00	$88,000.00					
						DEV-TI-2026 - 224040	$52,883.89	$50,000.00			GDOT 2022 Opportunity Fund LLC	Pass-Through Entity	Application Complete
					RJL 2019 Opportunity Fund LLC	DEV-TI-2026 - 224042	$50,000.00	$105,000.00			Ronald Leonhardt	Individual	Application Complete
TD 2100 Random Rd Acquisition LLC (wholly owned by TD 2100 Random Rd Holding LLC)	3100 Random Road	Cleveland	44106	Cuyahoga	TD 2100 Random Rd Acquisition LLC (wholly owned by TD 2100 Random Rd Holding LLC)	DEV-TI-2025 - 219422	$1,126.84	$1,126.84	$244,659.00	10/15/2025	GDOT 2022 Opportunity Fund LLC	Pass-Through Entity	Completed
TD 2100 Random Rd Aquisition LLC	2100 Random Road	Cleveland	44106	Cuyahoga	RJL 2019 Opportunity Fund LLC	DEV-TI-2025 - 219135	$25,000.00	$5,702,385.94	$570,238.59	10/21/2025	Ronald Leonhardt	Individual	Completed
TD 2249 Payne LLC	2249 Payne Avenue	Cleveland	44114	Cuyahoga	RJL 2019 Opportunity Fund LLC	DEV-TI-2025 - 219135	$15,000.00	$5,702,385.94	$570,238.59	10/21/2025	Ronald Leonhardt	Individual	Completed
TD 2249 Payne LLC (wholly owned by 2249 Payne Holding LLC)					TD 2249 Payne LLC (wholly owned by 2249 Payne Holding LLC)	DEV-TI-2025 - 219422	$2,668,707.23	$2,446,589.99	$244,659.00	10/15/2025	GDOT 2022 Opportunity Fund LLC	Pass-Through Entity	Completed
TD 2331 SA LLC	2331 Superior Avenue	Cleveland	44114	Cuyahoga	RJL 2019 Opportunity Fund LLC	DEV-TI-2025 - 219135	$65,000.00	$5,702,385.94	$570,238.59	10/21/2025	Ronald Leonhardt	Individual	Completed
							$87,500.00	$5,702,385.94					
TD 2331 SA LLC (wholly owned by TD 2331 SA Holding LLC)	2331 Superior Avenue	Cleveland	44114	Cuyahoga	TD 2331 SA LLC (wholly owned by TD 2331 SA Holding LLC)	DEV-TI-2025 - 219422	$68,959.88	$65,000.00	$244,659.00	10/15/2025	GDOT 2022 Opportunity Fund LLC	Pass-Through Entity	Completed
							$59,760.00	$83,755.92					
							$23,995.92	$83,755.92					
TD 2435 SA LLC (wholly owned by TD 2345 SA Holding LLC)	2435 Superior Avenue	Cleveland	44114	Cuyahoga	RJL 2019 Opportunity Fund LLC	DEV-TI-2025 - 219135	$644,131.55	$5,702,385.94	$570,238.59	10/21/2025	Ronald Leonhardt	Individual	Completed
					TD 2435 SA LLC (wholly owned by TD 2345 SA Holding LLC)	DEV-TI-2025 - 219422	$644,131.55	$644,131.55	$244,659.00	10/15/2025	GDOT 2022 Opportunity Fund LLC	Pass-Through Entity	Completed
					RJL 2019 Opportunity Fund LLC	DEV-TI-2026 - 224042	$35,000.00	$105,000.00			Ronald Leonhardt	Individual	Application Complete
TD 2435 SA LLC (wholly owned by TD 2435 SA Holding LLC)	2435 Superior Avenue	Cleveland	44114	Cuyahoga	TD 2435 SA LLC (wholly owned by TD 2435 SA Holding LLC)	DEV-TI-2026 - 224040	$38,320.00	$35,000.00			GDOT 2022 Opportunity Fund LLC	Pass-Through Entity	Application Complete
TD 2501 SA LLC (wholly owned by TD 2501 SA Holding LLC)	2501 Superior Avenue	Cleveland	44114	Cuyahoga	RJL 2019 Opportunity Fund LLC	DEV-TI-2025 - 219135	$424,340.01	$5,702,385.94	$570,238.59	10/21/2025	Ronald Leonhardt	Individual	Completed

					TD 2501 SA LLC (wholly owned by TD 2501 SA Holding LLC)	DEV-TI-2025 - 219422	$424,340.01	$424,340.01	$244,659.00	10/15/2025	GDOT 2022 Opportunity Fund LLC	Pass-Through Entity	Completed
					RJL 2019 Opportunity Fund LLC	DEV-TI-2026 - 224042	$20,000.00	$105,000.00			Ronald Leonhardt	Individual	Application Complete
TDG Franklin North LLC	3118 Franklin Blvd.	Cleveland	44113	Cuyahoga	TDGOZ II, LLC	DEV-TI-2026 - 223932	$256,267.61	$256,267.61	$371,144.06	3/27/2026	Neil Viny	Individual	Completed
					TDGOZ II, LLC		$74,990.57	$74,990.57					
					TDGOZ II, LLC		$380,028.03	$380,028.03					
TDG Franklin Realty, LLC	3105 Franklin Blvd.	Cleveland	44113	Cuyahoga	TDGOZ, LLC		$335,893.24	$335,893.24					
					TDGOZ, LLC		$307,694.72	$307,694.72					
					TDGOZ, LLC		$485,591.50	$485,591.50					
					TDGOZ, LLC		$745,542.16	$745,542.16					
					RCinci OZ 1, LLC	DEV-TI-2026 - 223957	$295,000.00	$295,000.00	$29,500.00	2/23/2026	Richard Nosan	Individual	Completed
					TDGOZ, LLC	DEV-TI-2026 - 223932	$1,125,432.74	$1,125,432.74	$371,144.06	3/27/2026	Neil Viny	Individual	Completed
					TDGOZ, LLC	DEV-TI-2025 - 218867	$662,336.02	$662,336.02	$152,133.35	9/23/2025	Neil Viny	Individual	Completed
					TDGOZ, LLC		$425,000.00	$425,000.00					
					TDGOZ, LLC		$33,723.25	$33,723.25					
					TDGOZ, LLC		$50,000.00	$50,000.00					
TDGOZ Franklin II, LLC	3118 Franklin Blvd	Cleveland	44113	Cuyahoga	TDGOZ II, LLC		$326,906.11	$326,906.11					
					TDGOZ II, LLC		$23,368.00	$23,368.00					
Ten Ducks Holdings, Ltd	124 - 130 N Sandusky Ave	Upper Sandusky	43351	Wyandot	391735938400	DEV-TI-2025 - 219276	$614,685.40	$1,074,210.31			Ten Ducks Holdings Ltd	Pass-Through Entity	Not Accepted
	138 & 138 1/2 N Sandusky Ave						$449,274.91						
	134 N Sandusky Ave						$5,125.00						
	132 N Sandusky Ave						$5,125.00						
The Columbus Company 4500 LLC	4500 Groves Road; 2124 & 2145 S. Hamilton Road	Columbus	43232	Franklin	The Columbus Company 4500 QOF LLC	DEV-TI-2025 - 218831	$6,183,081.82	$6,133,081.82	$615,808.18	10/15/2025	Stephen Lindsay	Individual	Completed
								$25,000.00					
						DEV-TI-2025 - 218970		$25,000.00	$2,500.00	9/23/2025	The Columbus Company Ltd.	Pass-Through Entity	Completed
The Foulke Block, Ltd	422 S Paint Street	Chillicothe	45601	Ross	Great Seal Opportunity Fund LLC	DEV-TI-2025 - 219232	$1,966,918.01	$1,966,918.01	$196,691.80	9/13/2025	Chillicothe Union Block, LLC	Pass-Through Entity	Completed
The Residency LLC	7707 Carnegie	Cleveland	44103	Cuyahoga	Midtown Legacy Development LLC	DEV-TI-2026 - 223925	$51,031.00	$49,550.00	$4,953.10	3/27/2026	Tudor Copil	Individual	Completed
Toledo Metropolitan Development, LLC	915 N Summit St.	Toledo	43604	Lucas	Toledo Metropolitan QOF, LLC	DEV-TI-2025 - 219496	$3,700,000.00	$1,850,000.00	$146,150.00	10/15/2025	Matthew J Nachtrab TTEE U/A DTD 12/18/2014	Trust	Completed
	322 Locust St.	Toledo	43604	Lucas									
	902 N Superior St.	Toledo	43604	Lucas									
	937 Ostrich Ln.	Toledo	43604	Lucas									
						DEV-TI-2025 - 219497		$1,850,000.00	$92,500.00	10/15/2025	Donald Andrew McCallum Revocable Trust U/A DTD 06/19/2015	Trust	Completed
						DEV-TI-2026 - 223910	$450,000.00	$450,000.00	$45,000.00	3/13/2026	Donald Andrew McCallum Revocable Trust U/A DTD 06/19/2015	Trust	Completed
						DEV-TI-2026 - 223911	$200,000.00	$200,000.00	$20,000.00	4/17/2026	Matthew J Nachtrab TTEE U/A DTD 12/18/2014	Trust	Completed
University East, LLC	11328 Euclid Ave.	Cleveland	44106	Cuyahoga	UEOZ Cleveland, LLC	DEV-TI-2025 - 219084	$2,662,122.78	$50,000.00					
						DEV-TI-2025 - 219169		$100,000.00	$10,000.00	10/15/2025	Jonathan S Scharfstein Revocable Trust Dated 5/30/1996	Trust	Completed
						DEV-TI-2025 - 219173		$390,000.00	$39,000.00	9/13/2025	Landon Investments LLC	Pass-Through Entity	Completed
						DEV-TI-2025 - 219175		$250,000.00	$25,000.00	10/15/2025	OSHER INVESTMENT COMPANY LLC	Pass-Through Entity	Completed
						DEV-TI-2025 - 219187		$100,000.00	$10,000.00	10/14/2025	R. J. Goodman Living Trust dated 08/11/1998	Trust	Completed
						DEV-TI-2025 - 219242		$200,000.00	$20,000.00	10/14/2025	Karen I. Schneider Revocable Trust dated 12/18/08	Trust	Completed
						DEV-TI-2025 - 219245		$50,000.00	$5,000.00	10/14/2025	Chris Goodrich	Individual	Completed
						DEV-TI-2025 - 219251		$150,000.00	$15,000.00	10/14/2025	Friedman & Leavitt Financial Services LLC	Pass-Through Entity	Completed
						DEV-TI-2025 - 219254		$200,000.00	$20,000.00	10/15/2025	Craig S. Arnson Declaration of Trust dated 9/30/2010	Trust	Completed
Upper Sandusky Health Facilities 2, LLC	850 Marseilles Avenue	Upper Sandusky	43351	Wyandot	Upper Sandusky Health Facilities, LLC	DEV-TI-2025 - 219146	$10,709,842.86	$10,709,842.86	$1,070,984.29	10/6/2025	Mark White	Individual	Completed
						DEV-TI-2026 - 224193	$3,806,205.36	$3,806,205.36	$380,620.54	3/27/2026	Mark White	Individual	Completed
Vic Place LLC	100 S. Park Place	Painesville	44077	Lake	Vic Place QOF LLC	DEV-TI-2025 - 218740	$35,000.00	$35,000.00	$1,354,500.00	9/23/2025	Vic Place OZ1 LLC	Pass-Through Entity	Completed
							$10,000.00	$10,000.00					
							$13,500,000.00	$13,500,000.00					
						DEV-TI-2026 - 223927	$1,660,266.45	$1,660,266.45	$328,678.43	2/23/2026	Vic Place OZ1 LLC	Pass-Through Entity	Completed
							$254,224.05	$254,224.05					
							$677,365.56	$677,365.56					
							$513,849.58	$513,849.58					
							$181,078.64	$181,078.64					
Vistula OZ Partners, LLC	907 N Superior St.	Toledo	43604	Lucas	Gateway Vistula QOF, LLC	DEV-TI-2025 - 219496	$4,773,000.00	$1,461,500.00	$146,150.00	10/15/2025	Matthew J Nachtrab TTEE U/A DTD 12/18/2014	Trust	Completed
	913 N Superior St.	Toledo	43604	Lucas									
						DEV-TI-2025 - 219500	$231,000.00	$115,500.00	$11,550.00	10/14/2025	Donald McCallum	Individual	Completed
						DEV-TI-2025 - 219523	$59,800.00	$29,900.00	$2,990.00	10/14/2025	Lucas Nachtrab	Individual	Completed
V W Leasing LLC	1189 Grill Rd	Van Wert	45891	Van Wert	Van Wert Building LLC	DEV-TI-2025 - 219144	$4,213,500.00	$2,106,500.00	$298,850.00	10/14/2025	Mark Bruns	Individual	Completed
						DEV-TI-2025 - 219145		$2,106,500.00	$298,850.00	10/15/2025	Jeffrey Bruns	Individual	Completed
W 26th Partners, LLC	2120 W 26th Street	Cleveland	44113	Cuyahoga	JB Ambler OZ LLC	DEV-TI-2025 - 219209	$300,000.00	$300,000.00	$30,000.00	10/15/2025	John G. Bartels Rev Trust dated 4/20/2015	Trust	Completed
					W26 OZ Fund 1, LLC	DEV-TI-2025 - 219224	$200,000.00	$200,000.00	$20,000.00	10/15/2025	Luke Palmisano	Individual	Completed
					Scythe OZ1 LLC	DEV-TI-2025 - 219226	$1,000,000.00	$1,000,000.00	$100,000.00	10/14/2025	Steven Demetriou	Individual	Completed

					UF Quality 2025, LLC	DEV-TI-2025 - 219250	$2,500,000.00	$2,500,000.00	$250,000.00	9/11/2025	Umberto Fedeli	Individual	Completed
					W26 OZ Investment Fund LLC	DEV-TI-2025 - 219219	$1,000,000.00	$1,000,000.00	$100,000.00	10/15/2025	Sam Petros	Individual	Completed
Warner and Swasey II QOZB LLC	5701 Carnegie Avenue	Cleveland	44103	Cuyahoga	Warner and Swasey II QOF LLC	DEV-TI-2025 - 219166	$987,000.00	$987,000.00	$98,700.00	9/13/2025	Warner and Swasey II LLC	Pass-Through Entity	Completed
Warner and Swasey I QOZB LLC					Warner and Swasey I QOF LLC	DEV-TI-2025 - 219117	$1,790,719.00	$1,790,719.00	$179,071.90	9/11/2025	Warner and Swasey I LLC	Pass-Through Entity	Completed
Weinland Partners LLC	200 E Fifth Ave.	Columbus	43201	Franklin	Weinland Investor Fund LLC	DEV-TI-2025 - 218725	$299,983.00	$299,983.00	$29,998.30	8/28/2025	Gregory Brunton	Individual	Completed
						DEV-TI-2025 - 218730	$324,966.00	$149,983.00	$14,998.30	9/11/2025	Matthew Panzica Revocable Trust	Trust	Completed
						DEV-TI-2025 - 218735	$499,966.00	$324,983.00	$49,996.60	8/27/2025	Matt J. McDonald	Individual	Completed
						DEV-TI-2025 - 218857	$50,000.00	$50,000.00	$5,000.00	9/11/2025	Martin A. Davidson	Individual	Completed
						DEV-TI-2025 - 218861	$500,000.00	$200,000.00	$20,000.00	9/11/2025	BCP Weinland LLC	Pass-Through Entity	Completed
						DEV-TI-2025 - 218865	$500,000.00	$300,000.00	$30,000.00	8/27/2025	MPD Weinland LLC	Pass-Through Entity	Completed
						DEV-TI-2025 - 218735	$499,966.00	$174,983.00	$49,996.60	8/27/2025	Matt J. McDonald	Individual	Completed
						DEV-TI-2025 - 219026	$3,250,000.00	$1,600,000.00	$325,000.00	9/23/2025	MPRL Weinland LLC	Pass-Through Entity	Completed
								$1,550,000.00					
								$100,000.00					
						DEV-TI-2025 - 219105	$99,983.00	$99,983.00	$9,998.30	9/2/2025	Christopher L. Larkins Declaration of Trust U/A DTD 7/28/11	Trust	Completed
Westerville Rd CHB Development LLC	Westerville Road (Parcel No.: 190-005139 & 130-011917)	Columbus	43224	Franklin	Westerville Rd CHB Fund LLC	DEV-TI-2026 - 224020	$3,500,000.00	$3,500,000.00	$530,000.00	3/19/2026	Connect Realty LLC	Pass-Through Entity	Completed
							$1,000,000.00	$1,000,000.00					
							$800,000.00	$800,000.00					
Weston CMG JV, LLC	300 Prospect Avenue East	Cleveland	44115	Cuyahoga	300 Prospect OZ Investments LLC	DEV-TI-2025 - 219295	$80,000.00	$41,000.00	$4,000.00	10/15/2025	Jason Butterworth	Individual	Completed
Whex Garage, LLC	212 W 4th Street	Cincinnati	45202	Hamilton	Convention Center Garage Holdings, LLC	DEV-TI-2025 - 218737	$5,245,000.00	$5,636,148.00	$1,062,515.39	9/23/2025	Cincinnati Equity Fund III, LLC	Other	Completed
							$391,148.00						
Windsor WS Flats, LLC	112 Webster St	Dayton	45402	Montgomery	Windsor WS QOF, LLC	DEV-TI-2025 - 219241	$909,722.30	$909,722.30	$783,468.46	10/15/2025	Windsor WS Owner, LLC	Pass-Through Entity	Completed
							$1,937,133.90	$1,937,133.90					
							$394,762.00	$394,762.00					
							$1,151,773.10	$1,151,773.10					
							$1,033,399.05	$1,033,399.05					
							$2,327,005.25	$2,327,005.25					
							$80,889.00	$80,899.00					
						DEV-TI-2026 - 224026	$938,343.80	$938,343.80	$650,337.09	3/19/2026	Windsor WS Owner, LLC	Pass-Through Entity	Completed
							$519,180.11	$519,180.11					
							$744,787.97	$744,787.97					
							$99,761.04	$99,761.04					
							$1,078,175.94	$1,078,175.94					
							$99,761.04	$99,761.04					
							$1,598,057.82	$1,598,057.82					
							$663,038.33	$663,038.33					
							$665,721.85	$665,721.85					
							$96,542.95	$96,542.95					
WNA Holdings LLC	3960 Groves Rd	Columbus	43232	Franklin	WNA Capital LLC	DEV-TI-2025 - 218664	$2,669,624.00	$3,164,624.00	$316,462.43	9/11/2025	Xiaoke MAO	Individual	Completed
							$90,000.00						
							$405,000.00						
Wren Building Partners LLC	31-37 E High Street	Springfield	45502	Clark	Wren Opportunity Fund LLC	DEV-TI-2025 - 219095	$700,000.00	$200,000.00	$20,000.00	10/15/2025	Adam Davis	Individual	Completed
						DEV-TI-2025 - 219097	$700,000.00	$100,000.00	$10,000.00	9/13/2025	The Pier Family Trust	Trust	Completed
						DEV-TI-2025 - 219098	$700,000.00	$100,000.00	$10,000.00	10/15/2025	Matthew Wilson	Individual	Completed
						DEV-TI-2025 - 219148	$700,000.00	$100,000.00	$10,000.00	10/14/2025	Michael Trueblood	Individual	Completed

						DEV-TI-2025 - 219151	$700,000.00	$50,000.00	$5,000.00	10/15/2025	Bert Charles LLC	Pass-Through Entity	Completed
						DEV-TI-2025 - 219156	$700,000.00	$150,000.00	$15,000.00	10/15/2025	Ashfaq T Ahmed Revocable Trust U/A DTD 08/21/1997	Trust	Completed
						DEV-TI-2026 - 223975	$150,000.00	$150,000.00	$15,000.00	3/19/2026	Gary Heinze	Individual	Completed
						DEV-TI-2026 - 223978	$300,000.00	$200,000.00	$20,000.00	2/23/2026	Aaron J Hawk Revocable Trust	Trust	Completed
						DEV-TI-2026 - 223980	$750,000.00	$150,000.00	$15,000.00	2/23/2026	Timothy Crammer	Individual	Completed
						DEV-TI-2026 - 223981	$50,000.00	$50,000.00	$5,000.00	3/19/2026	Jeremy Borsky	Individual	Completed
						DEV-TI-2026 - 223983	$750,000.00	$100.00			Zoe Guirlinger	Individual	Application Complete
								$99,900.00			Zoe Guirlinger	Individual	Application Complete
						DEV-TI-2026 - 223986	$250,000.00	$150,000.00	$15,000.00	3/19/2026	Cory Fowler	Individual	Completed
						DEV-TI-2026 - 223987	$50,000.00	$50,000.00	$5,000.00	3/27/2026	Michael Comianos	Individual	Completed
						DEV-TI-2026 - 223989	$100,000.00	$100,000.00	$10,000.00	2/23/2026	Mike Nugent 2006 Trust	Trust	Completed
						DEV-TI-2026 - 223996	$300,000.00	$100,000.00	$10,000.00	3/19/2026	Chase Young	Individual	Completed
						DEV-TI-2026 - 224002	$500,000.00	$500,000.00	$50,000.00	3/13/2026	Kirk W Reinitz Trust Agreement Dated March 11, 2003	Trust	Completed
						DEV-TI-2026 - 224004	$100,000.00	$100,000.00			Scott Everhart	Individual	Application Complete
						DEV-TI-2026 - 224080	$750,000.00	$500,000.00	$50,000.00	4/17/2026	The Harry M. and Violet Turner Charitable Trust	Trust	Completed
WSM Transformation, LLC	1979 W 25th Street	Cleveland	44113	Cuyahoga	WSM Transformation Managing Member Co.	DEV-TI-2025 - 218683	$4,661,484.00	$4,764,664.00	$476,466.40	10/15/2025	Cleveland Public Market Corporation	Other	Completed
					WSM Transformation Master Tenant LLC	DEV-TI-2025 - 218731	$1,073,223.00	$1,073,223.00	$107,322.30	10/15/2025	CSI West Side Market HTC Fund, LLC	Other	Completed
WSM Transformation Master Tenant LLC					WSM Transformation Managing Member Co.	DEV-TI-2025 - 218683	$103,180.00	$4,764,664.00	$476,466.40	10/15/2025	Cleveland Public Market Corporation	Other	Completed
Total							$1,360,386,654.43	$552,413,460.34	$50,000,000.00				

Appendix 11:

Assistance to Women Owned Business

2026
FISCAL YEAR

Ohio Department of Development

Assistance to Women Owned Business

WBE Loans		
13	Approved	$3,347,345

Micro Loans with WBE Certification		
21	Approved	$892,300

MDL Loans with WBE Certification		
0	Approved	$0

Appendix 12:

Commercial Driver's License (CDL) Training Program

2026
FISCAL YEAR

Ohio Department of Development

CDL Training Program - Tax Credits Issued FY26						
Funding Round	**Beneficiary Name \Investor**	**County**	**Number of Employees Trained**	**Program Phase**	**Program Detail Phase**	**Tax Credit Issued**
2	Cigno CDL Training and Services	Hamilton	4	Completed	Tax Certificate Issued	$25,000
2	H. A. Dorsten, Inc	Auglaize	2	Completed	Tax Certificate Issued	$3,927
2	Sofo Foods, LLC	Lucas	17	Completed	Tax Certificate Issued	$25,000
2	Talon Group, Inc	Defiance	2	Completed	Tax Certificate Issued	$4,995
			25			**$58,922**

Appendix 13:

Transformational Mixed-Use Development Tax Credits

2026
FISCAL YEAR

Ohio Department of Development

Funding Round	Project Code Name	Beneficiary/Borrower Name: Account Name	Site Address	Local Jurisdiction	Site Zip	Start Date	Period End Date	Award Amount	Eligible Expenditures Incurred to Date	Eligible Expenditures Remaining
FY2022	Downtown Elyria Redevelopment	Elyria Block Development LLC	7 Kersetter Way (Vics), 100 Washington (Vics), 401-415 Broad (Robinson), 417-425 Broad (Dixon), and 381 and 371 Broad (Mussey)	Elyria	44035	4/1/2022	10/31/2026	$3,414,100.00	$7,860,763.00	$13,685,009.00
	CC Superior Redevelopment	CC Superior Holding LLC	2104 Superior Ave; 2110 Superior Ave; 2140 Superior Ave; 2152-2160 Superior Ave; 2202 Superior Ave; 2230 Superior Ave	Cleveland	44114	4/1/2021	4/30/2027	$8,562,068	$51,430,073.00	$34,190,610.10
	Uptown Mentor	Uptown Mentor LLC	8677 Mentor Avenue	Mentor	44060	2/27/2023	6/1/2027	$1,158,577.00	$583,039.66	$17,453,384.34
	Connect Housing Block	3251 Westerville Rd LLC	3251 Westerville Rd	Columbus	43224	3/1/2022	12/31/2027	$7,100,000.00	$36,050,768.00	$34,949,232.00
	The Centennial	HH Cleveland Huntington LP	909-925 Euclid Avenue, 1100-1102 Chester Avenue	Cleveland	44115	8/1/2024	10/1/2029	$40,000,000.00	$3,107,564.00	$460,607,931.00
	Renkert Building	Century Plaza Hotel LLC	306 Market Avenue N	Canton	44702	12/1/2022	12/31/2027	$4,208,950.00	$4,793,507.00	$48,518,636.00
FY2023	Mercantile + Traction Block Redevelopment	MCA Center, LLC	414 Walnut Street, 115 East 5th Street, and 432 Walnut Street	Cincinnati	45202	9/30/2022	9/30/2027	$11,713,348.00	$87,776,076.30	$99,437,463.00
	Erieview Tower	Erieview Tower, LLC	1301 East 9th Street	Cleveland	44114	1/23/2023	12/31/2027	$13,089,149.90	$12,919,651.27	$143,682,950.19
	Hall of Fame Village	HOF Village Newco, LLC	2014 Blake Avenue	Canton	44718	9/1/2015	3/31/2027	$15,886,612.00	$56,902,713.68	$101,963,414.32
	The Merchant Building, also known as the North Market Mixed-Use Project	NM Developer LLC	59 Spruce Street	Columbus	43215	11/29/2022	12/18/2026	$34,000,000.00	$204,660,074.00	$231,900,510.00
	Van Wert Forward II	Van Wert County Foundation	Multiple; please refer to Address Summary in Verification of ownership exhibit.	Van Wert	45891	2/1/2022	4/30/2026	$896,134.00	$14,008,433.00	$1,464,098.00
	Downtown Painesville to Grand River Corridor	Vic Place LLC	257 Main Street; 177 Main Street; 113 Main Street; and 100 South Park Place	Painesville	44077	7/14/2023	3/31/2027	$5,449,076.30	$12,823,272.05	$41,876,185.95
	Wren Lofts	Wren Building Partners LLC	21 - 37 E High St., 113 - 115 S Limestone Ave.	Springfield	45502	9/1/2022	10/31/2026	$2,820,736.00	$22,148,878.00	$9,602,498.00
FY2024	Assembly	Half Baked Holdings, LLC	427-457 Cleveland Avenue	Columbus	43215	1/22/2024	6/30/2028	$3,500,000.00	$8,333,573.84	$131,640,351.00
	The Lostro Building	Lostro Ventures LLC	63 South Court Street	Athens	45701	7/29/2024	12/31/2025	$1,000,000.00	$11,489,138.00	$2,269,862.00
	Valor Acres Phase I	VA LAND, LLC	NW Corner of the Intersection of Miller Road and Brecksville Road	Brecksville	44141	9/21/2021	12/1/2027	$10,000,000.00	$67,785,246.00	$80,843,547.00
	Central Park	Heath CP Dev, LLC	West of intersection of Hebron Road and Central Parkway. Address to be assigned. Development site located within 298.38 acres of vacant land.	Heath	43056	10/29/2024	11/30/2027	$4,137,311.00	$4,301,022.64	$92,148,977.36
	Water Street District Phase II	DELCO RESIDENTIAL, LLC	340 E 1ST ST 1ST ST 1ST ST & Patterson ST 140 Monument ST E 312 PATTERSON BLVD N 405 Water Street 537 Monument AVE E 507 1st ST E 329 E 1st ST E 405 Water ST 521 Water ST 418 1st ST E 305 Monument AVE E	Dayton	45402	12/27/2021	12/31/2027	$4,319,000.00	$31,946,394.00	$11,246,812.00
	Cincinnati Convention Hotel	Portman Holdings, LLC	251 W Fifth St. (Hotel)	Cincinnati	45202	1/27/2025	1/29/2029	$40,000,000.00	$14,416,083.00	$400,783,917.00
	The Silos	Connect Realty LLC	409 North Main Street	Marysville	43040	4/1/2024	12/30/2028	$8,000,000.00	$5,504,089.00	$75,927,310.00
	Dayton Arcade District	Dayton Arcade Partners LLC	Intersection of S Main Street and W Fourth Street	Dayton	45202	4/27/2023	11/1/2027	$13,977,940.00	$63,250,250.00	$125,621,940.00
	The Thompson Building	CE-Thompson Building, LP	522 Market Street	East Liverpool	43920	12/13/2024	8/31/2026	$212,950.00	$558,029.00	$1,571,470.00
	Salvation Army Site Redevelopment	Sunset Ridge Associates Limited Partnership	340 Lake Street	Delaware	43015	10/1/2023	8/1/2027	$4,850,000.00	$30,412,050.57	$58,745,527.60
	Fairfield Shoe Factory	Historic Fairfield Shoe Factory, LLC	219 North Columbus Street	Lancaster	43130	10/2/2023	4/1/2026	$2,000,000.00	$14,057,035.00	$8,121,427.00
	8 Main	8 Main LLC	8-12 Main St.	Zanesville	43701	12/15/2024	12/31/2027	$804,237.00	$1,102,125.00	$6,940,250.00
	Carew Tower	441 Vine Street Owner LLC	441 Vine Street (aka 35 W. 5th Street)	Cincinnati	45202	1/15/2024	12/31/2027	$4,250,000.00	$27,400,000.00	$147,750,000.00
FY2025	Cuyahoga Riverfront Development Phase 1	Huron Holdings LLC	351 Canal Road, W 3 St, and Huron Road	Cleveland	44113	1/1/2025	7/1/2029	$9,112,011.00	$108,260,933.00	$113,534,418.00
	The Galaxy at Polaris	The Galaxy at Polaris Phase I, LLC	8870 Galaxy Way	Columbus	43240	1/1/2016	12/31/2027	$7,387,989.00	$40,134,157.15	$34,033,589.85
	Heath Central Park Phase II	Ashford at Heath CP, LLC	771 S 30th Street	Heath	43056	10/1/2025	12/30/2027	$5,809,819.00	$3,093,839.14	$63,018,480.86
	Mahoning County Bank	22 Market Street Ohio LLC	26 Market Street	Youngstown	44503	1/2/2025	12/31/2026	$1,390,181.00	$3,200,000.00	$12,800,000.00
	West End Mixed Use Development Project Phase 2	West End Development, LLC, DBA of FC Cincinnati Holdings, LLC	1599 Central Parkway	Cincinnati	45202	7/4/2025	12/30/2028	$26,000,000.00	$14,905,795.20	$313,707,990.80
	Hocking Hills Complex	Fox Holdings-Hocking, LLC	13210 State Route 664	Falls Township	43138	1/2/2025	12/31/2030	$5,200,000.00	$143,293.76	$51,921,706.24
	Liberty Center Apartments	Liberty Center LLC	Corner of Niederman Way and Gibson Street	Liberty Township	45069	1/15/2025	4/30/2028	$7,600,000.00	$3,232,108.00	$73,002,934.00
	The Estrella	RICO 199 LLC	175 Rich Street, 183-189 Rich Street, 199 Rich Street	Columbus	43215	3/21/2025	6/30/2030	$4,500,000.00	$811,950.23	$121,793,049.77
FY2026	Bridge North	Bridge North LandCo LLC	6720 Riverside Drive and 4500 John Shields Parkway	Dublin	43017	3/1/2027	7/1/2030	$15,000,000.00		$247,071,900.00
	1 West Federal Street	FNB Youngstown LLC	1 West Federal Street	Youngstown	44503	7/1/2026	10/1/2027	$2,000,000.00		$20,382,655.00
	Downtown Mansfield Forward - B	Engwiller Properties Inc.	147 N Diamond Street	Mansfield	44902	8/31/2026	8/31/2028	$600,000.00		$6,105,957.63
	Project Scarlet	EAST9TH SCARLET, LLC	2060 E 9 ST	Cleveland	44115	8/3/2026	12/31/2027	$7,000,000.00		$78,154,106.00

	Bridge Park YBlock	Bridge Park YBlock Holdings LLC	THE SOUTHEAST QUADRANT OF WEST DUBLIN GRANVILLE ROAD AND RIVERSIDE DRIVE, GRANVILLE ROAD AND RIVERSIDE DRIVE	City of Dublin	43017	3/1/2027	3/1/2030	$20,000,000.00		$203,826,713.15
	Marysville East	Kirks Landing 1, LLC	0 US-36 Marysville	Marysville	43040	7/6/2026	10/29/2027	$6,068,288.00		$60,682,880.00
	NCR Upper Arlington	National Church Residences	2245 North Bank Drive, Columbus, Ohio	Upper Arlington	43220	11/1/2027	10/1/2030	$4,600,000.00		$54,214,648.00
	Battery Park Sandusky	Battery Park Sandusky LLC	701 E. Water Street	Sandusky	44870	8/1/2026	10/2/2030	$20,000,000.00		$220,555,583.00
	Great Seal Medical Campus	CohenOrthopedic, LLC	0 Vacant Land River Road	Green Township	45601	7/27/2026	7/27/2028	$5,000,000.00		$56,000,000.00
	The Hearth and Forge Hotel	116 Park Avenue West LLC	116 Park Avenue West	Mansfield	44902	9/1/2026	6/1/2027	$528,220.00		$5,282,220.00
	4th and Walnut Center	Supreme Bright Cincinnati II, LLC	105 East Fourth Street	Cincinnati	45202	2/5/2027	2/2/2029	$14,805,242.60		$148,052,426.00
	Atrium I Mixed Use Project	Atrium Tower One LP	201 E Fourth Street	Cincinnati	45202	1/1/2027	12/31/2028	$7,500,000.00		$76,017,763.00
	Valor Acres Phase 2	VA LAND, LLC	Miller Road and Brecksville Road	Brecksville	44141	6/2/2026	6/30/2028	$7,000,000.00		$126,293,359.00

Transformational Mixed-Use Development Program

Ohio Department of Development

Ohio Transformational Mixed-Use Development Program

Construction Progress Report

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Project Information	
Project Title	8 Main
Lead Allocatee	8 Main LLC - Justin Wagner Manager
Program Name	8 Main Baker Brothers Wholesale Grocery TMUD

Project Completion Progress Status

☐ Not Started ☑ 25% Complete ☐ 50% Complete ☐ 75% Complete ☐ 100% Complete

Anticipated Construction Completion Date	12/31/2027
Tax Credit Eligible Expenditures Incurred to Date	$ 1,102,125.00
Tax Credit Eligible Expenditures Remaining to Complete Project	$[redacted]
Total Project Financing Closed/Secured to Date	$[redacted]
Project Square Feet Completed to Date	2,525

Project Schedule Status	Status	Date Completed/ Anticipated Completion
Land Acquisition	Completed	1/1/2017
Building Acquisition	Completed	1/1/2017
Site Plan(s) Approval	Completed	4/1/2025
Site Construction Permit	In-Progress	5/1/2025
Demolition Permit(s)	In-Progress	5/1/2025
Building Permit(s)	In-Progress	4/1/2025
Project Financing Complete	In-Progress	12/31/2025
Construction Commencement	In-Progress	12/15/2026
Construction Completion	In-Progress	7/31/2027
Notice of Sale/Transfer of Tax Credits	Not Started	7/31/2027
Temporary Certificate of Occupancy	Not Started	8/1/2027
Certificate of Occupancy	Not Started	9/1/2027
Construction Completion Report w/ CPA Report Submission	Not Started	9/2/2027

Notes/Comments Regarding Progress on Project

We have started demolition and have completed the demo on the 4th floor. We've started demo on the 3rd floor. We've worked with and engineer to create drawings and a plan to replace the roof and began planning for the construction of the new roof. Our financing partners that we counted on were not able to move forward and we've been seeking other financing since last year. We plan to have new financing in place by 7/31/2026.

Attach one or any combination of the following support documentation to demonstrate progress:

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- **F. Financing**: Project financing completed for the Project as indicated in the Project Schedule above.

Click to Attach Supporting Documents

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Lead Allocatee Authorized Representative's Name: Justin Wagner

Lead Allocatee Authorized Representative's Title: Manager

Lead Allocatee Authorized Representative's Signature:

Date:

Ohio Transformational Mixed-Use Development Program

Construction Progress Report

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Project Information	
Project Title	Assembly
Lead Allocatee	Half Baked Holdings, LLC
Program Name	DEV -- 2024 - 207101

Project Completion Progress Status

☐ Not Started ☑ 25% Complete ☐ 50% Complete ☐ 75% Complete ☐ 100% Complete

Anticipated Construction Completion Date	1/22/2024
Tax Credit Eligible Expenditures Incurred to Date	$ 8,333,573.84
Tax Credit Eligible Expenditures Remaining to Complete Project	[redacted]
Total Project Financing Closed/Secured to Date	[redacted]
Project Square Feet Completed to Date	40,000

Project Schedule Status	**Status**	**Date Completed/ Anticipated Completion**
Land Acquisition	Completed	3/2/2020
Building Acquisition	Completed	3/2/2020
Site Plan(s) Approval	Completed	2/14/2024
Site Construction Permit	In-Progress	3/31/2025
Demolition Permit(s)	Completed	1/15/2024
Building Permit(s)	In-Progress	8/1/2025
Project Financing Complete	In-Progress	3/31/2026
Construction Commencement	Completed	1/22/2024
Construction Completion	In-Progress	6/30/2028
Notice of Sale/Transfer of Tax Credits	Not Started	7/31/2028
Temporary Certificate of Occupancy	Not Started	3/31/2028
Certificate of Occupancy	Not Started	6/30/2028
Construction Completion Report w/ CPA Report Submission	Not Started	7/31/2028

Notes/Comments Regarding Progress on Project

The project has commenced construction and is expected to be completed by July 2028. The brownfield remediation process was completed in 2025 and the closeout with Ohio EPA has taken longer than expected.

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Click to Attach Supporting Documents

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Lead Allocatee Authorized Representative's Name: Brent Sobczak

Lead Allocatee Authorized Representative's Title: President

Lead Allocatee Authorized Representative's Signature: Brent Sobczak Digitally signed by Brent Sobczak Date: 2025.12.31 11:58:28 -05'00'

Date:

Ohio Transformational Mixed-Use Development Program

Construction Progress Report

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Project Information	
Project Title	Carew Tower
Lead Allocatee	441 Vine Street Owner LLC
Program Name	Ohio Transformational Mixed-Use Development Program

Project Completion Progress Status

☐ Not Started ☑ 25% Complete ☐ 50% Complete ☐ 75% Complete ☐ 100% Complete

Anticipated Construction Completion Date	12/31/2027
Tax Credit Eligible Expenditures Incurred to Date	$ 27,400,000.00
Tax Credit Eligible Expenditures Remaining to Complete Project	[redacted]
Total Project Financing Closed/Secured to Date	[redacted]
Project Square Feet Completed to Date	0

Project Schedule Status	**Status**	**Date Completed/ Anticipated Completion**
Land Acquisition	Completed	8/31/2022
Building Acquisition	Completed	8/31/2022
Site Plan(s) Approval	N/A	
Site Construction Permit	N/A	
Demolition Permit(s)	Completed	10/9/2024
Building Permit(s)	In-Progress	
Project Financing Complete	------	
Construction Commencement	Completed	1/15/2024
Construction Completion	In-Progress	7/1/2028
Notice of Sale/Transfer of Tax Credits	Not Started	7/1/2028
Temporary Certificate of Occupancy	N/A	
Certificate of Occupancy	In-Progress	7/1/2028
Construction Completion Report w/ CPA Report Submission	Not Started	7/1/2028

Notes/Comments Regarding Progress on Project

Current work in progress includes facade improvements, elevator modernization, interior demolition/abatement, HVAC and electric upgrades, and other activities. After completion of these items, work will focus on build out of apartment units. Estimated final completion updated to Dec 2027 due to additional time coordinating state and local incentive programs ahead of start of construction and increased allowance for timeline of apartment unit buildout.

$27.4M of work completed to date. Additional work ongoing.

Phase I (work-to-date highlights)
- Facade improvements: [redacted] performed to date
  - [redacted] of other facade related investment (A&E, construction management, etc.)
- Elevator modernization: [redacted] performed to date
- Interior demolition/abatement: [redacted] performed to date
- HVAC procurement: [redacted] performed to date

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Click to Attach Supporting Documents

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Lead Allocatee Authorized Representative's Name: Chris Braatz

Lead Allocatee Authorized Representative's Title: Principal

Lead Allocatee Authorized Representative's Signature: Christopher Braatz Digitally signed by Christopher Braatz Date: 2025.12.29 20:00:43 -06'00'

Date: 12/29/25

Ohio Transformational Mixed-Use Development Program

Construction Progress Report

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Project Information	
Project Title	CC Superior Redevelopment
Lead Allocatee	CC Superior Holding LLC
Program Name	CC Superior Redevelopment

Project Completion Progress Status

☐ Not Started ☐ 25% Complete ☒ 50% Complete ☐ 75% Complete ☐ 100% Complete

Anticipated Construction Completion Date	4/30/2027
Tax Credit Eligible Expenditures Incurred to Date	$51,430,073.00
Tax Credit Eligible Expenditures Remaining to Complete Project	[redacted]
Total Project Financing Closed/Secured to Date	[redacted]
Project Square Feet Completed to Date	80,000

Project Schedule Status	**Status**	**Date Completed/ Anticipated Completion**
Land Acquisition	Complete	12/31/2021
Building Acquisition	Complete	12/31/2021
Site Plan(s) Approval	N/A	
Site Construction Permit	N/A	
Demolition Permit(s)	N/A	
Building Permit(s)	In-Progress	1/31/2026
Project Financing Complete	Complete	12/30/2025
Construction Commencement	Started	11/01/2024
Construction Completion	In-Progress	04/30/2027
Notice of Sale/Transfer of Tax Credits	Not Started	06/30/2027
Temporary Certificate of Occupancy	In-Progress	05/01/2027
Certificate of Occupancy	In-Progress	06/01/2027
Construction Completion Report w/ CPA Report Submission	Not Started	06/01/2027

Notes/Comments Regarding Progress on Project

The sites 2202 -2230 Superior Avenue closed financing on 12/30/2025. Exterior began in 2024, interior construction to begin in 2026 with completion in 2027.

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Click to Attach Supporting Documents

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Lead Allocatee Authorized Representative's Name: Andrew Wollschleger

Lead Allocatee Authorized Representative's Title: CFO

Lead Allocatee Authorized Representative's Signature: 

Date: 12/30/2025

Ohio Transformational Mixed-Use Development Program

Construction Progress Report

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Project Information	
Project Title	Central Park
Lead Allocatee	Heath CP Dev, LLC
Program Name	Ohio Transformational Mixed-Use Development Program

Project Completion Progress Status

☐ Not Started ☑ 25% Complete ☐ 50% Complete ☐ 75% Complete ☐ 100% Complete

Anticipated Construction Completion Date	11/30/2027
Tax Credit Eligible Expenditures Incurred to Date	$ 4,301,022.64
Tax Credit Eligible Expenditures Remaining to Complete Project	$ [redacted]
Total Project Financing Closed/Secured to Date	$ [redacted]
Project Square Feet Completed to Date	30,000

Project Schedule Status	**Status**	**Date Completed/ Anticipated Completion**
Land Acquisition	Completed	7/31/2024
Building Acquisition	N/A	
Site Plan(s) Approval	Completed	6/1/2024
Site Construction Permit	Completed	7/2/2025
Demolition Permit(s)	N/A	
Building Permit(s)	In-Progress	10/31/2025
Project Financing Complete	In-Progress	11/14/2025
Construction Commencement	Completed	10/29/2024
Construction Completion	In-Progress	11/30/2027
Notice of Sale/Transfer of Tax Credits	Not Started	12/15/2027
Temporary Certificate of Occupancy	Not Started	1/29/2027
Certificate of Occupancy	Not Started	11/30/2027
Construction Completion Report w/ CPA Report Submission	Not Started	12/31/2027

Notes/Comments Regarding Progress on Project

See letter attached

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Click to Attach Supporting Documents

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Lead Allocatee Authorized Representative's Name: Michael DiCarlantonio

Lead Allocatee Authorized Representative's Title: Vice President

Lead Allocatee Authorized Representative's Signature: Michael DiCarlantonio

Digitally signed by Michael DiCarlantonio
Date: 2025.09.10 14:35:23 -04'00'

Date: 9/10/25

Ohio Transformational Mixed-Use Development Program

Construction Progress Report

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Project Information	
Project Title	Cincinnati Convention Hotel
Lead Allocatee	Portman Holdings, LLC
Program Name	Transformational Mixed Use Development Tax Credit

Project Completion Progress Status

☐ Not Started ☑ 25% Complete * ☐ 50% Complete ☐ 75% Complete ☐ 100% Complete

Anticipated Construction Completion Date	1/29/2029
Tax Credit Eligible Expenditures Incurred to Date	$ 14,416,083.00
Tax Credit Eligible Expenditures Remaining to Complete Project	[redacted]
Total Project Financing Closed/Secured to Date	[redacted]
Project Square Feet Completed to Date	0

Project Schedule Status	Status	Date Completed/ Anticipated Completion
Land Acquisition	In-Progress	2/27/2026
Building Acquisition	N/A	
Site Plan(s) Approval	In-Progress	2/27/2026
Site Construction Permit	Completed	12/22/2025
Demolition Permit(s)	N/A	
Building Permit(s)	In-Progress	3/1/2026
Project Financing Complete	In-Progress	2/27/2026
Construction Commencement	Completed	1/27/2025
Construction Completion	Not Started	1/29/2029
Notice of Sale/Transfer of Tax Credits	In-Progress	2/27/2026
Temporary Certificate of Occupancy	Not Started	9/1/2028
Certificate of Occupancy	Not Started	11/1/2028
Construction Completion Report w/ CPA Report Submission	Not Started	1/29/2029

*Note regarding Project Completion Progress Status: 25% Complete has been checked as the nearest rounded up estimate of progress.

Notes/Comments Regarding Progress on Project

Progress is continuing on the Cincinnati Convention Hotel from its construction start in January 2025. The focus of the work this year has been site preparation, coordination with existing and surrounding structures to prepare for future structural tie-ins associated with the skybridge system, Ohio Voluntary Action Plan ("Ohio VAP") environmental process progression, and the removal of existing orphaned underground storage tanks in accordance with the Bureau of Underground Storage Tank Regulations program ("BUSTR"). Additional project activities have included permitting, value engineering and design progression, coordination with utility providers, and other necessary steps to deliver the project. The work that occurred during this year remained consistent with the information communicated in the Start of Construction Report in that the primary focus of the work ongoing in 2025 was to address existing conditions at the site and remediate areas in advance of foundation installations to support the ultimate vertical construction.

Permitting, Planning, and Municipal Approvals: A key milestone reached during the year was the approval of the foundation permit on 12/22/25 for the project that can allow major sitework and construction to commence. The project is utilizing a phased approach to permitting and the process is progressing as intended to secure necessary permits based

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Click to Attach Supporting Documents

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Lead Allocatee Authorized Representative's Name: Reid Scott

Lead Allocatee Authorized Representative's Title: Authorized Signatory

Lead Allocatee Authorized Representative's Signature: Reid Scott

Digitally signed by Reid Scott
DN: C=US, E=rscott@portmanholdings.com, O=Portman Holdings, OU="VP, Development", CN=Reid Scott
Reason: I am approving this document
Date: 2025.12.30 13:30:12-05'00'

Date: 12/30/25

Ohio Transformational Mixed-Use Development Program

Construction Progress Report

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Project Information	
Project Title	Connect Housing Blocks
Lead Allocatee	3251 Westerville Rd LLC
Program Name	Transformational Mixed-Use Development Program

Project Completion Progress Status

☐ Not Started ☐ 25% Complete ☑ 50% Complete ☐ 75% Complete ☐ 100% Complete

Anticipated Construction Completion Date	12/31/2027
Tax Credit Eligible Expenditures Incurred to Date	
Tax Credit Eligible Expenditures Remaining to Complete Project	[redacted]
Total Project Financing Closed/Secured to Date	$[redacted]
Project Square Feet Completed to Date	630,000

Project Schedule Status	**Status**	**Date Completed/ Anticipated Completion**
Land Acquisition	Completed	3/3/2020
Building Acquisition	Completed	3/3/2020
Site Plan(s) Approval	In-Progress	4/1/2026
Site Construction Permit	In-Progress	4/1/2026
Demolition Permit(s)		
Building Permit(s)	In-Progress	5/1/2026
Project Financing Complete	In-Progress	6/1/2026
Construction Commencement	In-Progress	3/1/2026
Construction Completion	In-Progress	12/1/2026
Notice of Sale/Transfer of Tax Credits	In-Progress	12/1/2026
Temporary Certificate of Occupancy	In-Progress	12/1/2026
Certificate of Occupancy	In-Progress	12/4/2026
Construction Completion Report w/ CPA Report Submission	In-Progress	12/22/2026

Notes/Comments Regarding Progress on Project

The electronically updated submission reflects Phase 1. Phase 2, which includes the apartment components, has been scanned and uploaded as an attachment. The project is beyond 50% completion. The factory is approximately 95% complete, Alvis's space is finished, and the second-floor office space is complete. We have 186 people employed at the factory.

Apartment Building Update:

The project plans for the apartment units have been updated to align with current market conditions and meet partner needs. The Westerville Rd Apartments is a 52-unit development intended to expand housing opportunities for lower income individuals. This project is in for review with Franklin County, with final OLIHTC sign off planned for Q1 2026. The Innis project is a 72-unit apartment development planned to support the needs identified by the Community Shelter Board. The site plan and project concept have been submitted to the area commission for review.

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Lead Allocatee Authorized Representative's Name: Bob Lamb

Lead Allocatee Authorized Representative's Title: EVP of Development

Lead Allocatee Authorized Representative's Signature: Bob Lamb Digitally signed by Bob Lamb Date: 2025.12.24 15:07:07 -05'00'

Date: 12/24/25

Department of Development

Ohio Transformational Mixed-Use Development Program

Start of Construction Report

This Start of Construction Report must be submitted to the Ohio Department of Development ("Development") evidencing that construction of the approved Transformational Mixed-Use Development ("TMUD") Project has commenced. **This report is due within twelve (12) months of the date a project is certified by the Tax Credit Authority (TCA). Failure to provide this Start of Construction Report by the deadline, or failure of the Project to commence construction by the deadline, will result in the recission of the tax credit by the TCA per Ohio Revised Code Section 122.09(D).**

For purposes of this report "construction commencement" is defined to include events undertaken by the general contractor or company contracted for project construction. For purposes of determining the actions that evidence construction commencement, the TCA will consider the following actions:

- Demolition of existing structures on the project site;
- Excavation of the project site;
- Construction of new structures; and/or
- Development of private roadways within the project site.

Public utility work or work implemented by the local jurisdiction and/or county will not meet the commencement of construction requirement.

Reports must be submitted via email to transformational@development.ohio.gov and identified in the subject line as "(Project Name) Start of Construction Report". Please note, if a "Project" is a phase or phases of a larger Development, only the information associated with the "Project" should be included in this report.

Project Information	
Project Title	
Lead Allocatee	
Program Name	

Project Completion Progress Status

☐ Not Started ☑ 25% Complete ☐ 50% Complete ☐ 75% Complete ☐ 100% Complete

Construction Start Date	01/01/2025
Anticipated Construction Completion Date	07/01/2029
Tax Credit Eligible Expenditures Incurred to Date	$ 108,260,933.00
Tax Credit Eligible Expenditures Remaining to Complete Project	[redacted]
Total Project Financing Closed/Secured to Date	[redacted]
Project Square Feet Completed to Date	224,258

Project Schedule Status	Status	Date Completed/ Anticipated Completion
Land Acquisition	Completed	
Building Acquisition	NA	
Site Plan(s) Approval	In-progress	12/31/2026
Site Construction Permit	In-progress	12/31/2026
Demolition Permit(s)	NA	
Building Permit(s)	In-progress	12/31/2026
Project Financing Complete	In-progress	12/31/2026
Construction Commencement	In-progress	01/01/2025
Construction Completion	In-progress	07/01/2029
Notice of Sale/Transfer of Tax Credits	Not started	07/01/2029
Temporary Certificate of Occupancy	Not started	07/01/2029
Certificate of Occupancy	Not started	07/01/2029
Construction Completion Report w/ CPA Report Submission	Not started	07/01/2029

Notes/Comments Regarding Progress on Project

Property owners own the property. The TMUD Project is made up of 3 buildings. The new Cleveland Cavaliers, Cleveland Clinic Global Peak Performance Center (GPPC) was under construction as of January 2025 and the shell was completed in December 2025. Construction has moved to interior of the building. It is anticipated to open in Q1.2027. The GPPC is approved and entitled, and site work began in October 2024 and was completed in 2025. The third mixed-use building will be entitled with site work beginning in Q4.2026. The mixed use venue is anticipated to be completed by Q2.2029. We are happy to answer questions regarding our progress made.

Attach one or any combination of the following support documentation to demonstrate progress:

The support documentation must demonstrate construction has started. Identify/name document as using naming conventions below. Combined documents under the same attachment categories below. Additional documentation may be requested at any time by the Ohio Department of Development.

A. Payroll Report: Payroll reports for site workers at the Project site.
B. Pay Request: Pay request from the contractor evidencing construction work done at the Project site.
C. Photos: Send no more than five dated photos as JPEG files to evidence construction progress at the Project site.
D. Contracts: Contracts confirming the start date of work or completion of work at the Project site.
E. Approvals: Permits/approvals completed for the Project as indicated in the Project Schedule above.
F. Financing: Project financing completed for the Project as indicated in the Project Schedule above.

Upload Documents

By signing below, I hereby attest that the information I have provided in this report is, to the best of my knowledge, correct. The project has commenced as outlined in the approved application, Tax Credit Allocation Agreement, and any approved agreement amendments.

Lead Allocatee Authorized Representative's Name: Deb Janik

Lead Allocatee Authorized Representative's Title: Sr. Vice President, Business Develop

Lead Allocatee Authorized Representative's Signature: Debra M Janik

Digitally signed by Debra M Janik
Date: 2026.01.26 10:00:09 -05'00'

Date:

Ohio Transformational Mixed-Use Development Program

Construction Progress Report

A construction progress report must be submitted annually after the start of the construction report until the project is complete or as may be requested by the director. **Reports are due no later than December 31 in subsequent calendar years following submission of the start of construction report, or as identified in a request by the director.**

Reports must be submitted via email to transformational@development.ohio.gov and identified in the subject line as "(Project Name) Annual Construction Progress Report". Please note, if a "Project" is a phase or phases of a larger Development, only the information associated with the "Project" should be included in this report.

Project Information	
Project Title	Dayton Arcade District
Lead Allocatee	SP Rotunda, LLC
Program Name	Transformational Mixed Use Development

Project Completion Progress Status

☐ Not Started ☐ 25% Complete ☑ 50% Complete ☐ 75% Complete ☐ 100% Complete

Anticipated Construction Completion Date	11/1/2027
Tax Credit Eligible Expenditures Incurred to Date	$ 63,250,250.00
Tax Credit Eligible Expenditures Remaining to Complete Project	[redacted]
Total Project Financing Closed/Secured to Date	[redacted]
Project Square Feet Completed to Date	103,451

Project Schedule Status	**Status**	**Date Completed/ Anticipated Completion**
Land Acquisition	In-Progress	3/2/2026
Building Acquisition	In-Progress	3/2/2026
Site Plan(s) Approval	N/A	
Site Construction Permit	N/A	
Demolition Permit(s)	N/A	
Building Permit(s)	In-Progress	2/2/2026
Project Financing Complete	In-Progress	3/2/2026
Construction Commencement	Completed	7/7/2025
Construction Completion	In-Progress	11/1/2027
Notice of Sale/Transfer of Tax Credits	N/A	
Temporary Certificate of Occupancy	Not Started	10/1/2027
Certificate of Occupancy	Not Started	11/1/2027
Construction Completion Report w/ CPA Report Submission	Not Started	2/1/2028

Notes/Comments Regarding Progress on Project

The Arcade District Development is comprised of four separate Projects all with varying timelines. The North Arcade was completed in June of 2025. The South Arcade Phase II was completed in Fall 2025 multiple COs). Their completions are documented in the attached exhibits and corresponding dates are not reflected in the table above. The Centre City Building and Air City Garage Projects are underway with a full financial closing expected in March 2026. Their schedules are simultaneous. The dates associated with those projects are reflected in the table above.

Attach one or any combination of the following support documentation to demonstrate progress:

The support documentation must demonstrate progress annually. Identify/name document as using naming conventions below. If documents are combined, use a cover page to list each document included in a single pdf (preferred). Do not resubmit documents submitted in the Start of Construction or in a previously submitted Annual Progress Report. Additional documentation may be requested at any time by the Ohio Department of Development.

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- **B. Pay Request**: Pay request from the contractor evidencing construction work done at the Project site.
- **C. Photos**: Send no more than five dated photos as JPEG files to evidence construction progress at the Project site.
- **D. Contracts**: Contracts confirming the start date of work or completion of work at the Project site.
- **E. Approvals**: Permits/approvals completed for the Project as indicated in the Project Schedule above.
- **F. Financing**: Project financing completed for the Project as indicated in the Project Schedule above.

Click to Attach Supporting Documents

By signing below, I hereby attest that the information I have provided in this report is, to the best of my knowledge, correct. The project has commenced as outlined in the approved application, Tax Credit Allocation Agreement, and any approved agreement amendments.

Lead Allocatee Authorized Representative's Name: Joseph Summers

Lead Allocatee Authorized Representative's Title: Chief Financial Officer

Lead Allocatee Authorized Representative's Signature:

Date: 1/9/26

Ohio Transformational Mixed-Use Development Program

Construction Progress Report

A construction progress report must be submitted annually after the start of the construction report until the project is complete or as may be requested by the director. **Reports are due no later than December 31 in subsequent calendar years following submission of the start of construction report, or as identified in a request by the director.**

Reports must be submitted via email to transformational@development.ohio.gov and identified in the subject line as "(Project Name) Annual Construction Progress Report". Please note, if a "Project" is a phase or phases of a larger Development, only the information associated with the "Project" should be included in this report.

Project Information	
Project Title	Downtown Elyria Redevelopment
Lead Allocatee	Elyria Block Development LLC
Program Name	Ohio TMUD

Project Completion Progress Status

☐ Not Started ☑ 25% Complete ☐ 50% Complete ☐ 75% Complete ☐ 100% Complete

Anticipated Construction Completion Date	10/31/2026
Tax Credit Eligible Expenditures Incurred to Date	$ 7,860,763.00
Tax Credit Eligible Expenditures Remaining to Complete Project	[redacted]
Total Project Financing Closed/Secured to Date	[redacted]
Project Square Feet Completed to Date	67,000

Project Schedule Status	**Status**	**Date Completed/ Anticipated Completion**
Land Acquisition	Completed	10/21/2020
Building Acquisition	Completed	10/21/2020
Site Plan(s) Approval	Completed	2/23/2023
Site Construction Permit	Completed	2/23/2023
Demolition Permit(s)	Completed	2/4/2025
Building Permit(s)	Completed	2/4/2025
Project Financing Complete	Completed	8/27/2025
Construction Commencement	Completed	8/30/2022
Construction Completion	In-Progress	10/31/2026
Notice of Sale/Transfer of Tax Credits	Not Started	12/31/2027
Temporary Certificate of Occupancy	Not Started	9/30/2026
Certificate of Occupancy	Not Started	12/31/2026
Construction Completion Report w/ CPA Report Submission	Not Started	12/31/2026

Notes/Comments Regarding Progress on Project

We are including a recent construction progress report prepared for the senior lender of the project which contains pictures, pay requests and other commentary as well as the senior lenders draw cover sheet that outlines the majority of project costs.

As previously shared with ODOD, the project commenced several years ago; however, during interior demolition additional structural defects/issues were discovered which caused the project to go through a redesign and updated HTC approvals from a design perspective. The project also had to manage a prevailing wage dispute and the very unexpected death of its CFO.

Despite the challenges, the project continued to invest and complete exterior structural improvements and site work until a full financial closing occurred in August of 2025.

The project reported on represents a smaller investment and scope of work that originally contemplated in the TMUD

Attach one or any combination of the following support documentation to demonstrate progress:

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- **D. Contracts**: Contracts confirming the start date of work or completion of work at the Project site.
- **E. Approvals**: Permits/approvals completed for the Project as indicated in the Project Schedule above.
- **F. Financing**: Project financing completed for the Project as indicated in the Project Schedule above.

Click to Attach Supporting Documents

By signing below, I hereby attest that the information I have provided in this report is, to the best of my knowledge, correct. The project has commenced as outlined in the approved application, Tax Credit Allocation Agreement, and any approved agreement amendments.

Lead Allocatee Authorized Representative's Name: Stephanie Mercado

Lead Allocatee Authorized Representative's Title: Consultant

Lead Allocatee Authorized Representative's Signature: Stephanie Mercado Digitally signed by Stephanie Mercado Date: 2025.12.31 10:11:53 -05'00'

Date: 12/31/25

Ohio Transformational Mixed-Use Development Program

Construction Progress Report

A construction progress report must be submitted annually after the start of the construction report until the project is complete or as may be requested by the director. **Reports are due no later than December 31 in subsequent calendar years following submission of the start of construction report, or as identified in a request by the director.**

Reports must be submitted via email to transformational@development.ohio.gov and identified in the subject line as "(Project Name) Annual Construction Progress Report". Please note, if a "Project" is a phase or phases of a larger Development, only the information associated with the "Project" should be included in this report.

Project Information	
Project Title	Downtown Painesville to Grand River Corridor
Lead Allocatee	Vic Place LLC
Program Name	TMUD FY23

Project Completion Progress Status

☐ Not Started ☐ 25% Complete ☑ 50% Complete ☐ 75% Complete ☐ 100% Complete

Anticipated Construction Completion Date	3/31/2027
Tax Credit Eligible Expenditures Incurred to Date	$ 12,823,272.05
Tax Credit Eligible Expenditures Remaining to Complete Project	[redacted]
Total Project Financing Closed/Secured to Date	[redacted]
Project Square Feet Completed to Date	36,422

Project Schedule Status	**Status**	**Date Completed/ Anticipated Completion**
Land Acquisition	Completed	6/21/2023
Building Acquisition	Completed	6/29/2023
Site Plan(s) Approval	Completed	8/23/2024
Site Construction Permit	Completed	8/23/2024
Demolition Permit(s)	Completed	11/17/2023
Building Permit(s)	Completed	9/5/2024
Project Financing Complete	Completed	6/20/2025
Construction Commencement	Completed	11/22/2023
Construction Completion	In-Progress	3/31/2027
Notice of Sale/Transfer of Tax Credits	Not Started	6/30/2027
Temporary Certificate of Occupancy	Not Started	3/31/2027
Certificate of Occupancy	Not Started	4/30/2027
Construction Completion Report w/ CPA Report Submission	Not Started	5/31/2027

Notes/Comments Regarding Progress on Project

The Victoria Place portion of the Project is 95% complete with demolition, a new roof has been installed, and they have a framed model unit.

The Grand River Walk portion of the Project has completed all off-site utilities and grading. Full vertical construction has commenced on the framed structure. Grand River Walk LLC is under contract with a restaurant operator to occupy the 4,700 square feet of ground floor restaurant space.

The 36,422 square foot CLE Group portion of this TMUD Project is now complete. Last year the Applicant uploaded the documentation evidencing completion of that portion of the TMUD Project.

Attach one or any combination of the following support documentation to demonstrate progress:

The support documentation must demonstrate progress annually. Identify/name document as using naming conventions below. If documents are combined, use a cover page to list each document included in a single pdf (preferred). Do not resubmit documents submitted in the Start of Construction or in a previously submitted Annual Progress Report. Additional documentation may be requested at any time by the Ohio Department of Development.

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- **F. Financing**: Project financing completed for the Project as indicated in the Project Schedule above.

Click to Attach Supporting Documents

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Lead Allocatee Authorized Representative's Name: Shawn Neece

Lead Allocatee Authorized Representative's Title: Manager

Lead Allocatee Authorized Representative's Signature: Shawn Neece Digitally signed by Shawn Neece Date: 2025.12.16 11:10:08 -05'00'

Date: 12/16/25

Ohio Transformational Mixed-Use Development Program

Construction Progress Report

A construction progress report must be submitted annually after the start of the construction report until the project is complete or as may be requested by the director. **Reports are due no later than December 31 in subsequent calendar years following submission of the start of construction report, or as identified in a request by the director.**

Reports must be submitted via email to transformational@development.ohio.gov and identified in the subject line as "(Project Name) Annual Construction Progress Report". Please note, if a "Project" is a phase or phases of a larger Development, only the information associated with the "Project" should be included in this report.

Project Information	
Project Title	Erieview Tower
Lead Allocatee	Erieview Tower, LLC
Program Name	Erieview Tower

Project Completion Progress Status

☐ Not Started ☒ 25% Complete ☐ 50% Complete ☐ 75% Complete ☐ 100% Complete

Anticipated Construction Completion Date	12/31/2027
Tax Credit Eligible Expenditures Incurred to Date	$12,919,651.27
Tax Credit Eligible Expenditures Remaining to Complete Project	[redacted]
Total Project Financing Closed/Secured to Date	[redacted]
Project Square Feet Completed to Date	20,000

Project Schedule Status	**Status**	**Date Completed/ Anticipated Completion**
Land Acquisition	Completed	08/01/2018
Building Acquisition	Completed	08/01/2018
Site Plan(s) Approval	N/A	
Site Construction Permit	N/A	
Demolition Permit(s)	Completed	11/01/2024
Building Permit(s)	In-Progess	04/01/2026
Project Financing Complete	Complete	12/31/2024
Construction Commencement	Complete	11/01/2024
Construction Completion	In-Progress	12/31/2027
Notice of Sale/Transfer of Tax Credits	Not Started	04/30/2028
Temporary Certificate of Occupancy	Not Started	01/01/2028
Certificate of Occupancy	Not Started	01/31/2028
Construction Completion Report w/ CPA Report Submission	Not Started	02/28/2028

Notes/Comments Regarding Progress on Project

Demolition is complete on Residential and 60% complete on the Hotel.

See attached schedules for Residential Construction and Hotel Construction.

Attach one or any combination of the following support documentation to demonstrate progress:

The support documentation must demonstrate progress annually. Identify/name document as using naming conventions below. If documents are combined, use a cover page to list each document included in a single pdf (preferred). Do not resubmit documents submitted in the Start of Construction or in a previously submitted Annual Progress Report. Additional documentation may be requested at any time by the Ohio Department of Development.

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- **D. Contracts**: Contracts confirming the start date of work or completion of work at the Project site.
- **E. Approvals**: Permits/approvals completed for the Project as indicated in the Project Schedule above.
- **F. Financing**: Project financing completed for the Project as indicated in the Project Schedule above.

Click to Attach Supporting Documents

By signing below, I hereby attest that the information I have provided in this report is, to the best of my knowledge, correct. The project has commenced as outlined in the approved application, Tax Credit Allocation Agreement, and any approved agreement amendments.

Lead Allocatee Authorized Representative's Name: Andy Wollschleger

Lead Allocatee Authorized Representative's Title: CFO

Lead Allocatee Authorized Representative's Signature: 

Date: 12/18/2025

Ohio Transformational Mixed-Use Development Program

Construction Progress Report

A construction progress report must be submitted annually after the start of the construction report until the project is complete or as may be requested by the director. **Reports are due no later than December 31 in subsequent calendar years following submission of the start of construction report, or as identified in a request by the director.**

Reports must be submitted via email to transformational@development.ohio.gov and identified in the subject line as "(Project Name) Annual Construction Progress Report". Please note, if a "Project" is a phase or phases of a larger Development, only the information associated with the "Project" should be included in this report.

Project Information	
Project Title	Fairfield Shoe Factory
Lead Allocatee	Historic Fairfield Shoe Factory LLC
Program Name	TMUD

Project Completion Progress Status

☐ Not Started ☐ 25% Complete ☐ 50% Complete ☑ 75% Complete ☐ 100% Complete

Anticipated Construction Completion Date	4/1/2026
Tax Credit Eligible Expenditures Incurred to Date	$ 14,057,035.00
Tax Credit Eligible Expenditures Remaining to Complete Project	[redacted]
Total Project Financing Closed/Secured to Date	[redacted]
Project Square Feet Completed to Date	0

Project Schedule Status	Status	Date Completed/ Anticipated Completion
Land Acquisition	Completed	8/3/2023
Building Acquisition	Completed	8/3/2023
Site Plan(s) Approval	Completed	10/10/2023
Site Construction Permit	N/A	
Demolition Permit(s)	N/A	
Building Permit(s)	Completed	7/6/2024
Project Financing Complete	Completed	3/7/2024
Construction Commencement	Completed	10/2/2023
Construction Completion	In-Progress	4/1/2026
Notice of Sale/Transfer of Tax Credits	Not Started	11/1/2026
Temporary Certificate of Occupancy	Not Started	2/1/2026
Certificate of Occupancy	Not Started	4/1/2026
Construction Completion Report w/ CPA Report Submission	Not Started	11/1/2026

Notes/Comments Regarding Progress on Project

Attach one or any combination of the following support documentation to demonstrate progress:

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E. Approvals: Permits/approvals completed for the Project as indicated in the Project Schedule above.

F. Financing: Project financing completed for the Project as indicated in the Project Schedule above.

Click to Attach Supporting Documents

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Lead Allocatee Authorized Representative's Name: Nicholas Schilling

Lead Allocatee Authorized Representative's Title: Treasurer

Lead Allocatee Authorized Representative's Signature:

Date: 12/10/25

Ohio Transformational Mixed-Use Development Program

Construction Progress Report

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Project Information	
Project Title	Hall of Fame Village
Lead Allocatee	
Program Name	

Project Completion Progress Status

☐ Not Started ☐ 25% Complete ☑ 50% Complete ☐ 75% Complete ☐ 100% Complete

Anticipated Construction Completion Date	3/31/2027
Tax Credit Eligible Expenditures Incurred to Date	$ 56,902,713.68
Tax Credit Eligible Expenditures Remaining to Complete Project	$ [redacted]
Total Project Financing Closed/Secured to Date	$ [redacted]
Project Square Feet Completed to Date	110,000

Project Schedule Status	**Status**	**Date Completed/ Anticipated Completion**
Land Acquisition	Completed	1/1/2020
Building Acquisition	Completed	1/1/2020
Site Plan(s) Approval	Completed	10/27/2021
Site Construction Permit	Completed	10/27/2021
Demolition Permit(s)	Completed	11/18/2022
Building Permit(s)	Completed	11/18/2022
Project Financing Complete	In-Progress	5/31/2026
Construction Commencement	Completed	11/11/2022
Construction Completion	In-Progress	6/30/2027
Notice of Sale/Transfer of Tax Credits		
Temporary Certificate of Occupancy	Not Started	6/30/2027
Certificate of Occupancy	Not Started	6/30/2027
Construction Completion Report w/ CPA Report Submission	Not Started	6/30/2027

Notes/Comments Regarding Progress on Project

[redacted]

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F. Financing: Project financing completed for the Project as indicated in the Project Schedule above.

Click to Attach Supporting Documents

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Lead Allocatee Authorized Representative's Name: Eric Hess

Lead Allocatee Authorized Representative's Title: Interim Principal Financial Officer

Lead Allocatee Authorized Representative's Signature: Eric W Hess

Date: 12/24/2025

Department of Development

Ohio Transformational Mixed-Use Development Program

Start of Construction Report

This Start of Construction Report must be submitted to the Ohio Department of Development ("Development") evidencing that construction of the approved Transformational Mixed-Use Development ("TMUD") Project has commenced. **This report is due within twelve (12) months of the date a project is certified by the Tax Credit Authority (TCA). Failure to provide this Start of Construction Report by the deadline, or failure of the Project to commence construction by the deadline, will result in the recission of the tax credit by the TCA per Ohio Revised Code Section 122.09(D).**

For purposes of this report "construction commencement" is defined to include events undertaken by the general contractor or company contracted for project construction. For purposes of determining the actions that evidence construction commencement, the TCA will consider the following actions:

- Demolition of existing structures on the project site;
- Excavation of the project site;
- Construction of new structures; and/or
- Development of private roadways within the project site.

Public utility work or work implemented by the local jurisdiction and/or county will not meet the commencement of construction requirement.

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Project Information	
Project Title	
Lead Allocatee	
Program Name	

Project Completion Progress Status

☐ Not Started ☑ 25% Complete ☐ 50% Complete ☐ 75% Complete ☐ 100% Complete

Construction Start Date	08/27/2025
Anticipated Construction Completion Date	12/30/2027
Tax Credit Eligible Expenditures Incurred to Date	$ 3,093,839.14
Tax Credit Eligible Expenditures Remaining to Complete Project	$[redacted]
Total Project Financing Closed/Secured to Date	$[redacted]
Project Square Feet Completed to Date	10,000

Project Schedule Status	Status	Date Completed/ Anticipated Completion
Land Acquisition	Completed	12/26/2025
Building Acquisition	NA	
Site Plan(s) Approval	Completed	01/21/2025
Site Construction Permit	In-progress	03/01/2026
Demolition Permit(s)	NA	
Building Permit(s)	In-progress	03/31/2026
Project Financing Complete	In-progress	06/01/2026
Construction Commencement	In-progress	09/27/2025
Construction Completion	In-progress	01/30/2028
Notice of Sale/Transfer of Tax Credits	Not started	10/01/2028
Temporary Certificate of Occupancy	Not started	12/01/2027
Certificate of Occupancy	Not started	01/30/2028
Construction Completion Report w/ CPA Report Submission	Not started	02/15/2028

Notes/Comments Regarding Progress on Project

The Heath Central Park Phase II is composed of three separate projects: an assisted living facility developed by Wallick Communities, an active adult ranch-style development by Wilcox Communities, and public improvements developed by Ciminello Land Company.

The Assisted Living Facility developed by Wallick is under final engineering approval by the City of Heath and financial closing, which comprises of Low Income Housing Tax Credits and OHFA issued tax exempt bonds. The draft inducement resolution is attached and is to be approved at the February 19th OHFA Board Meeting. The LIHTC Equity for the project has been secured as evidenced in the LIHTC Purchase Letter. The project site began construction due diligence activity consisting of survey, geo-technical investigations, and environmental testing.

The active adult ranch-style community developed by Wilcox is also under final stages of design and engineering approval via the City of Heath. This project component has already gone through City planning and has been approved. This site has also began construction activity consisting of survey, staking, geo-technical investigations, and environmental testing.

The public infrastructure improvements performed by Ciminello Land Company have been fully reviewed and approved by the City of Heath, which commences construction in conjunction with financial closing of the Assisted Living Facility

Attach one or any combination of the following support documentation to demonstrate progress:

The support documentation must demonstrate construction has started. Identify/name document as using naming conventions below. Combined documents under the same attachment categories below. Additional documentation may be requested at any time by the Ohio Department of Development.

A. Payroll Report: Payroll reports for site workers at the Project site.
B. Pay Request: Pay request from the contractor evidencing construction work done at the Project site.
C. Photos: Send no more than five dated photos as JPEG files to evidence construction progress at the Project site.
D. Contracts: Contracts confirming the start date of work or completion of work at the Project site.
E. Approvals: Permits/approvals completed for the Project as indicated in the Project Schedule above.
F. Financing: Project financing completed for the Project as indicated in the Project Schedule above.

Upload Documents

By signing below, I hereby attest that the information I have provided in this report is, to the best of my knowledge, correct. The project has commenced as outlined in the approved application, Tax Credit Allocation Agreement, and any approved agreement amendments.

Lead Allocatee Authorized Representative's Name: Michael DiCarlantonio

Lead Allocatee Authorized Representative's Title: Vice President

Lead Allocatee Authorized Representative's Signature: Michael DiCarlantonio Digitally signed by Michael DiCarlantonio Date: 2026.01.27 17:03:45 -05'00'

Date:

Department of Development

Ohio Transformational Mixed-Use Development Program

Start of Construction Report

This Start of Construction Report must be submitted to the Ohio Department of Development ("Development") evidencing that construction of the approved Transformational Mixed-Use Development ("TMUD") Project has commenced. **This report is due within twelve (12) months of the date a project is certified by the Tax Credit Authority (TCA). Failure to provide this Start of Construction Report by the deadline, or failure of the Project to commence construction by the deadline, will result in the recission of the tax credit by the TCA per Ohio Revised Code Section 122.09(D).**

For purposes of this report "construction commencement" is defined to include events undertaken by the general contractor or company contracted for project construction. For purposes of determining the actions that evidence construction commencement, the TCA will consider the following actions:

- Demolition of existing structures on the project site;
- Excavation of the project site;
- Construction of new structures; and/or
- Development of private roadways within the project site.

Public utility work or work implemented by the local jurisdiction and/or county will not meet the commencement of construction requirement.

Reports must be submitted via email to transformational@development.ohio.gov and identified in the subject line as "(Project Name) Start of Construction Report". Please note, if a "Project" is a phase or phases of a larger Development, only the information associated with the "Project" should be included in this report.

Project Information	
Project Title	Hocking Hills Complex
Lead Allocatee	Fox Holdings-Hocking, LLC
Program Name	Transformational Mixed-Use Development Program

Project Completion Progress Status

☐ Not Started ☑ 25% Complete ☐ 50% Complete ☐ 75% Complete ☐ 100% Complete

Construction Start Date	09/01/2025
Anticipated Construction Completion Date	12/31/2030
Tax Credit Eligible Expenditures Incurred to Date	$ 143,293.76
Tax Credit Eligible Expenditures Remaining to Complete Project	$[redacted]
Total Project Financing Closed/Secured to Date	$[redacted]
Project Square Feet Completed to Date	0

Project Schedule Status	Status	Date Completed/ Anticipated Completion
Land Acquisition	Completed	06/30/2023
Building Acquisition	NA	
Site Plan(s) Approval	In-progress	09/01/2026
Site Construction Permit	Completed	10/02/2025
Demolition Permit(s)	Completed	12/11/2025
Building Permit(s)	Not started	06/15/2026
Project Financing Complete	Not started	
Construction Commencement	Completed	09/01/2025
Construction Completion	In-progress	12/31/2030
Notice of Sale/Transfer of Tax Credits	Not started	12/31/2030
Temporary Certificate of Occupancy	Not started	11/30/2030
Certificate of Occupancy	Not started	12/31/2030
Construction Completion Report w/ CPA Report Submission	Not started	03/30/2031

Notes/Comments Regarding Progress on Project

The Hocking Hills Complex project has commenced construction. The company is acting as the general contractor for this part of the project and has engaged with a vendor to install the driveway entrance and a retention pond at the project site. Additionally, trees and stumps have been removed from the driveway entrance in preparation for the driveway work.

The project has been using existing capital to fund the improvements to date. The project is less than 25% complete, however, the "Project Completion Progress Status" on page 1 only includes 25% completion as the lowest level of project completion after commencement.

Attach one or any combination of the following support documentation to demonstrate progress:

The support documentation must demonstrate construction has started. Identify/name document as using naming conventions below. Combined documents under the same attachment categories below. Additional documentation may be requested at any time by the Ohio Department of Development.

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E. Approvals: Permits/approvals completed for the Project as indicated in the Project Schedule above.
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Upload Documents

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Lead Allocatee Authorized **Representative's Name:** RJ Edwards

Lead Allocatee Authorized Representative's Title: Owner/Principal Broker

Lead Allocatee Authorized Representative's Signature:

Date: 1/23/26

Department of Development

Ohio Transformational Mixed-Use Development Program

Start of Construction Report

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- Demolition of existing structures on the project site;
- Excavation of the project site;
- Construction of new structures; and/or
- Development of private roadways within the project site.

Public utility work or work implemented by the local jurisdiction and/or county will not meet the commencement of construction requirement.

Reports must be submitted via email to transformational@development.ohio.gov and identified in the subject line as "(Project Name) Start of Construction Report". Please note, if a "Project" is a phase or phases of a larger Development, only the information associated with the "Project" should be included in this report.

Project Information	
Project Title	Liberty Center Apartments
Lead Allocatee	Liberty Center LLC
Program Name	Transformational Mixed Use Development program

Project Completion Progress Status

☐ Not Started ☑ 25% Complete ☐ 50% Complete ☐ 75% Complete ☐ 100% Complete

Construction Start Date	11/04/2024
Anticipated Construction Completion Date	04/30/2028
Tax Credit Eligible Expenditures Incurred to Date	$ 3,232,108.00
Tax Credit Eligible Expenditures Remaining to Complete Project	[redacted]
Total Project Financing Closed/Secured to Date	[redacted]
Project Square Feet Completed to Date	8,674

Project Schedule Status	Status	Date Completed/ Anticipated Completion
Land Acquisition	Completed	10/29/2014
Building Acquisition	NA	
Site Plan(s) Approval	Completed	06/06/2023
Site Construction Permit	In-progress	08/31/2026
Demolition Permit(s)	NA	
Building Permit(s)	In-progress	08/31/2026
Project Financing Complete	NA	
Construction Commencement	Completed	11/04/2024
Construction Completion	In-progress	04/30/2028
Notice of Sale/Transfer of Tax Credits	Not started	12/31/2027
Temporary Certificate of Occupancy	In-progress	12/31/2027
Certificate of Occupancy	In-progress	04/30/2028
Construction Completion Report w/ CPA Report Submission	Not started	07/30/2028

Notes/Comments Regarding Progress on Project

Liberty Center LLC has commenced construction on the Liberty Center Apartment Project. The building permit for the out parcel building (Building 18 in the TMUD Application) was received on November 13, 2024. Permits for the multi-family section are anticipated to be received by August 31, 2026.

Construction on the Project began in November 2024 and out parcel building #18 is substantially complete with [redacted] open and operating and [redacted] scheduled to open in December 2025. The total Project is approximately 4% complete, however, the "Project Completion Project Status" section on page 1 of this report only offers a choice of 25% as the lowest percentage complete after the project has commenced.

Attach one or any combination of the following support documentation to demonstrate progress:

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Upload Documents

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Lead Allocatee Authorized Representative's Name: Jeffrey Horowitz

Lead Allocatee Authorized Representative's Title: Vice President

Lead Allocatee Authorized Representative's Signature: See signature page

Date: See signature page

Department of Development

Ohio Transformational Mixed-Use Development Program

Start of Construction Report

This Start of Construction Report must be submitted to the Ohio Department of Development ("Development") evidencing that construction of the approved Transformational Mixed-Use Development ("TMUD") Project has commenced. **This report is due within twelve (12) months of the date a project is certified by the Tax Credit Authority (TCA). Failure to provide this Start of Construction Report by the deadline, or failure of the Project to commence construction by the deadline, will result in the recission of the tax credit by the TCA per Ohio Revised Code Section 122.09(D).**

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- Construction of new structures; and/or
- Development of private roadways within the project site.

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Reports must be submitted via email to transformational@development.ohio.gov and identified in the subject line as "(Project Name) Start of Construction Report". Please note, if a "Project" is a phase or phases of a larger Development, only the information associated with the "Project" should be included in this report.

Project Information	
Project Title	Mahoning National Bank
Lead Allocatee	22 Market Street Ohio LLC
Program Name	Ohio Transformational Mixed-Use Development Program (TMUD)

Project Completion Progress Status

☐ Not Started ☑ 25% Complete ☐ 50% Complete ☐ 75% Complete ☐ 100% Complete

Construction Start Date	07/01/2024
Anticipated Construction Completion Date	12/31/2026
Tax Credit Eligible Expenditures Incurred to Date	$ 3,200,000.00
Tax Credit Eligible Expenditures Remaining to Complete Project	[redacted]
Total Project Financing Closed/Secured to Date	[redacted]
Project Square Feet Completed to Date	30,000

Project Schedule Status	Status	Date Completed/ Anticipated Completion
Land Acquisition	NA	
Building Acquisition	Completed	12/15/2022
Site Plan(s) Approval	Completed	12/12/2022
Site Construction Permit	Completed	10/21/2024
Demolition Permit(s)	Completed	04/25/2024
Building Permit(s)	Completed	10/21/2024
Project Financing Complete	In-progress	01/15/2026
Construction Commencement	Completed	07/01/2024
Construction Completion	In-progress	12/31/2026
Notice of Sale/Transfer of Tax Credits	Not started	02/01/2026
Temporary Certificate of Occupancy	Not started	12/31/2026
Certificate of Occupancy	Not started	12/31/2026
Construction Completion Report w/ CPA Report Submission	Not started	12/31/2026

Notes/Comments Regarding Progress on Project

Construction of the Project has commenced. The lower commercial floors have substantially completed construction. Demolition of existing office improvements on the upper nine floors has been completed in preparation for residential conversion. Interior demolition work is evidenced by on-site contractor activity, dated construction photographs, and approved Mahoning County permits. Vertical residential construction is forthcoming. Based on the current phase of work completed to date, the Project is approximately 25% complete, with approximately $3.2 million in tax credit eligible expenditures incurred to date. Project financing is being completed in phases. Approximately [redacted] of project financing has been closed and secured to date. Additional project financing, [redacted] is anticipated to close in mid-January 2026. The Project remains fully capitalized and construction is proceeding consistent with the approved development schedule.

Attach one or any combination of the following support documentation to demonstrate progress:

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Upload Documents

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Lead Allocatee Authorized Representative's Name: Israel Ostreicher

Lead Allocatee Authorized Representative's Title: Managing Member

Lead Allocatee Authorized Representative's Signature: Isl ostr

Date: 01/14/2026

Ohio Transformational Mixed-Use Development Program

Construction Progress Report

A construction progress report must be submitted annually after the start of the construction report until the project is complete or as may be requested by the director. **Reports are due no later than December 31 in subsequent calendar years following submission of the start of construction report, or as identified in a request by the director.**

Reports must be submitted via email to transformational@development.ohio.gov and identified in the subject line as "(Project Name) Annual Construction Progress Report". Please note, if a "Project" is a phase or phases of a larger Development, only the information associated with the "Project" should be included in this report.

Project Information	
Project Title	Mercantile + Traction Block Redevelopment
Lead Allocatee	MCA Center, LLC
Program Name	Transformational Mixed Use Development (TMUD) Program

Project Completion Progress Status

☐ Not Started ☐ 25% Complete ☑ 50% Complete ☐ 75% Complete ☐ 100% Complete

Anticipated Construction Completion Date	9/30/2027
Tax Credit Eligible Expenditures Incurred to Date	$ 87,776,076.30
Tax Credit Eligible Expenditures Remaining to Complete Project	[redacted]
Total Project Financing Closed/Secured to Date	[redacted]
Project Square Feet Completed to Date	358,168

Project Schedule Status	**Status**	**Date Completed/ Anticipated Completion**
Land Acquisition	N/A	
Building Acquisition	Completed	3/31/2022
Site Plan(s) Approval	N/A	
Site Construction Permit	N/A	
Demolition Permit(s)	N/A	
Building Permit(s)	Completed	8/15/2025
Project Financing Complete	In-Progress	3/31/2026
Construction Commencement	In-Progress	4/6/2026
Construction Completion	In-Progress	9/30/2027
Notice of Sale/Transfer of Tax Credits	N/A	
Temporary Certificate of Occupancy	In-Progress	9/30/2027
Certificate of Occupancy	In-Progress	9/30/2027
Construction Completion Report w/ CPA Report Submission	Not Started	12/31/2027

Notes/Comments Regarding Progress on Project

As detailed in our original application and subsequent updates, the Mercantile + Traction Block Project includes rehabilitation of three historic buildings in Downtown Cincinnati: 414 Walnut Street (Mercantile Library Building), 115 E. 5th Street (Mercantile Center "MCA" Building), and 432 Walnut Street (Traction Building). This initiative represents a unique development partnership between MCA Center, LLC, a Model Group-owned entity, and Traction Partners, LLC, and continues the tradition of historic preservation and positive community transformation in Cincinnati's urban core.

The Mercantile reached major close-out milestones in 2025. Following temporary certificates of occupancy in late 2024, full Certificates of Occupancy were achieved in May 2025, marking the completion of construction across all residential, commercial, and shared amenity spaces. The Walnut Street skywalk was successfully demolished, and associated façade restoration and streetscape improvements were completed, enhancing pedestrian visibility and connectivity. Both the Mercantile Library and Formica buildings received NPS Part 3 historic approvals this fall. Lease-up has progressed steadily, and the property is now [redacted] with occupancy continuing to climb.

Attach one or any combination of the following support documentation to demonstrate progress:

The support documentation must demonstrate progress annually. Identify/name document as using naming conventions below. If documents are combined, use a cover page to list each document included in a single pdf (preferred). Do not resubmit documents submitted in the Start of Construction or in a previously submitted Annual Progress Report. Additional documentation may be requested at any time by the Ohio Department of Development.

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Click to Attach Supporting Documents

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Lead Allocatee Authorized Representative's Name: Robert L Maly

Lead Allocatee Authorized Representative's Title: CEO, Model Group / President, MCA Center LLC

Lead Allocatee Authorized Representative's Signature: Robert L Maly Digitally signed by Robert L Maly Date: 2025.12.30 16:25:51 -05'00'

Date: 12/30/25

Transformational Mixed-Use Development Program

Department of Development

Ohio Transformational Mixed-Use Development Program
Construction Progress Report

A construction progress report must be submitted annually after the start of the construction report until the project is complete or as may be requested by the director. **Reports are due no later than December 31 in subsequent calendar years following submission of the start of construction report, or as identified in a request by the director.**

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Project Information	
Project Title	Renkert Building
Lead Allocatee	Century Plaza Hotel LLC
Program Name	TMUD FY22

Project Completion Progress Status

☐ Not Started ☑ 25% Complete ☐ 50% Complete ☐ 75% Complete ☐ 100% Complete

Anticipated Construction Completion Date	12/31/2027
Tax Credit Eligible Expenditures Incurred to Date	$ 4,793,507.00
Tax Credit Eligible Expenditures Remaining to Complete Project	$ [redacted]
Total Project Financing Closed/Secured to Date	$ [redacted]
Project Square Feet Completed to Date	0

Project Schedule Status	**Status**	**Date Completed/ Anticipated Completion**
Land Acquisition	Completed	10/12/2022
Building Acquisition	Completed	10/12/2022
Site Plan(s) Approval	In-Progress	3/31/2026
Site Construction Permit	N/A	
Demolition Permit(s)	N/A	
Building Permit(s)	In-Progress	5/31/2026
Project Financing Complete	In-Progress	6/1/2026
Construction Commencement	In-Progress	12/1/2022
Construction Completion	In-Progress	12/31/2027
Notice of Sale/Transfer of Tax Credits	Not Started	3/31/2028
Temporary Certificate of Occupancy	Not Started	9/30/2027
Certificate of Occupancy	Not Started	12/31/2027
Construction Completion Report w/ CPA Report Submission	Not Started	2/29/2028

Notes/Comments Regarding Progress on Project

The Renkert Building team has been working with the design and construction team to refine the scope of work and reduce cost where possible, in an effort to counter widespread and significant construction cost increases and higher interest rates on financing. As previously described in the approved TMUD scope amendment approved by the Tax Credit Authority on February 24, 2025, the adjacent new addition was removed from the scope of work to focus on redevelopment of the existing building. The design for the existing building was also revised to accommodate additional hotel rooms and increase revenues. As you know, the project's OHPTC award was rescinded in June 2025, a major setback that has further delayed the financial closing. House Bill 184 will allow the owner to request restoration of the previous OHPTC award to complete the entirety of the capital stack. The owner was awarded a new OHPTC award in Round 35, and is preparing to restart the construction closing process once the remainder of the lost funds are replaced. The owner will be proceeding with exterior repairs and improvements while approaching the final closing, which together with the substantial investment already made in hazardous materials abatement and interior demolition, is preparing the project to move quickly through the remaining construction once that financing is closed.

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Click to Attach Supporting Documents

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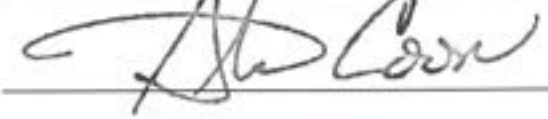
Lead Allocatee Authorized Representative's Name: Steve Coon

Lead Allocatee Authorized Representative's Title: Managing Member

Lead Allocatee Authorized Representative's Signature: 

Date: 12/30/25

Ohio Transformational Mixed-Use Development Program

Construction Progress Report

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Reports must be submitted via email to transformational@development.ohio.gov and identified in the subject line as "(Project Name) Annual Construction Progress Report". Please note, if a "Project" is a phase or phases of a larger Development, only the information associated with the "Project" should be included in this report.

Project Information	
Project Title	Salvation Army Site Redevelopment
Lead Allocatee	Sunset Ridges Associates LP, Flats at Sugar Run LLC, Greenwood Commons Apartments LLC (assignment completed)
Program Name	TMUD

Project Completion Progress Status

☐ Not Started ☐ 25% Complete ☑ 50% Complete ☐ 75% Complete ☐ 100% Complete

Anticipated Construction Completion Date	8/1/2027
Tax Credit Eligible Expenditures Incurred to Date	$ 30,412,050.57
Tax Credit Eligible Expenditures Remaining to Complete Project	[redacted]
Total Project Financing Closed/Secured to Date	
Project Square Feet Completed to Date	0

Project Schedule Status	Status	Date Completed/ Anticipated Completion
Land Acquisition	Completed	5/2/2022
Building Acquisition	Completed	5/2/2022
Site Plan(s) Approval	Completed	5/23/2022
Site Construction Permit	Completed	3/1/2024
Demolition Permit(s)	Completed	11/1/2023
Building Permit(s)	Completed	3/1/2025
Project Financing Complete	Completed	7/28/2025
Construction Commencement	Completed	10/1/2023
Construction Completion	In-Progress	8/1/2027
Notice of Sale/Transfer of Tax Credits	In-Progress	8/1/2027
Temporary Certificate of Occupancy	In-Progress	8/1/2027
Certificate of Occupancy	In-Progress	8/1/2027
Construction Completion Report w/ CPA Report Submission	In-Progress	8/1/2027

Notes/Comments Regarding Progress on Project

Sub-area A and Sub-area B are advancing substantially. We have secured financing for both components. Sub-area B is going vertical and expecting partial occupancy and move-ins in early 2026 and Sub-Area A will start to bring occupancy online in the few months thereafter with construction steadily progressing and advancing. Final completion of all buildings is set to be complete 2027. The project experienced a force-majeure delay due to a utility crossing under the Norfolk Southern railroad line, whereby Norfolk Southern had to provide "flagging" for the utility crossing and Norfolk Southern could not provide this flagging for an extended period of time- causing an extreme delay out of our control. This has now been resolved and we remain making substantial progress, and do not foresee any other delays.

I have attached updated General Contractor pay applications AIA forms [redacted] I have also attached updated photos of Sub-area B and Sub-area A, additional financing for Sub-Area A, which shows vertical and horizontal construction progress. Payroll report is not applicable to this project. Building permit approvals are also attached. Any other info necessary can be provided upon request and please let us know if you have any questions.

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Click to Attach Supporting Documents

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Lead Allocatee Authorized Representative's Name: RJ Sabatino

Lead Allocatee Authorized Representative's Title: Managing Member

Lead Allocatee Authorized Representative's Signature:

Date: 12/22/25

Ohio Transformational Mixed-Use Development Program

Construction Progress Report

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Reports must be submitted via email to transformational@development.ohio.gov and identified in the subject line as "(Project Name) Annual Construction Progress Report". Please note, if a "Project" is a phase or phases of a larger Development, only the information associated with the "Project" should be included in this report.

Project Information	
Project Title	The Centennial
Lead Allocatee	HH Cleveland Huntington L.P.
Program Name	Transformational Mixed-Use Development Tax Credit

Project Completion Progress Status

☐ Not Started ☑ 25% Complete ☐ 50% Complete ☐ 75% Complete ☐ 100% Complete

Anticipated Construction Completion Date	10/1/2029
Tax Credit Eligible Expenditures Incurred to Date	$ 3,107,564.00
Tax Credit Eligible Expenditures Remaining to Complete Project	[redacted]
Total Project Financing Closed/Secured to Date	[redacted]
Project Square Feet Completed to Date	0

Project Schedule Status	**Status**	**Date Completed/ Anticipated Completion**
Land Acquisition	Completed	5/4/2018
Building Acquisition	Completed	5/4/2018
Site Plan(s) Approval	Completed	10/7/2021
Site Construction Permit	N/A	
Demolition Permit(s)	Completed	6/2/2022
Building Permit(s)	Completed	6/2/2022
Project Financing Complete	In-Progress	3/31/2027
Construction Commencement	Completed	8/1/2022
Construction Completion	In-Progress	10/1/2029
Notice of Sale/Transfer of Tax Credits	Not Started	12/1/2029
Temporary Certificate of Occupancy	Not Started	10/1/2028
Certificate of Occupancy	Not Started	10/1/2029
Construction Completion Report w/ CPA Report Submission	Not Started	12/1/2029

Notes/Comments Regarding Progress on Project

Construction activities in 2025 were primarily focused on high-priority repairs and maintenance to preserve the property in preparation for full-scale construction, as well as limited selective demolition for exploratory purposes.

Progress was stalled as the property was being considered as a location for a new Cuyahoga County Courthouse, with discussions continuing throughout 2025 in hopes of securing a commitment. However, the County has since decided (in April 2026) to retain and improve their existing courthouse facilities, so that is no longer being considered for Centennial.

Meanwhile, we have continued to pursue a mixed-use development, and a new opportunity has recently emerged that builds on and significantly enhances our plans for the property. The proposed program is changing accordingly and proceeding rapidly, as detailed in the TMUD Modified Scope of Work Request Form submitted in April 2026. Documentation of the existing Design Review (2021) and Building Permit (2022) approvals are attached. Please refer to the April 2026 Modified Scope of Work Request for the latest financing documentation and additional support.

Attach one or any combination of the following support documentation to demonstrate progress:

The support documentation must demonstrate progress annually. Identify/name document as using naming conventions below. If documents are combined, use a cover page to list each document included in a single pdf (preferred). Do not resubmit documents submitted in the Start of Construction or in a previously submitted Annual Progress Report. Additional documentation may be requested at any time by the Ohio Department of Development.

- **A. Payroll Report**: Payroll reports for site workers at the Project site.
- **B. Pay Request**: Pay request from the contractor evidencing construction work done at the Project site.
- **C. Photos**: Send no more than five dated photos as JPEG files to evidence construction progress at the Project site.
- **D. Contracts**: Contracts confirming the start date of work or completion of work at the Project site.
- **E. Approvals**: Permits/approvals completed for the Project as indicated in the Project Schedule above.
- **F. Financing**: Project financing completed for the Project as indicated in the Project Schedule above.

Click to Attach Supporting Documents

By signing below, I hereby attest that the information I have provided in this report is, to the best of my knowledge, correct. The project has commenced as outlined in the approved application, Tax Credit Allocation Agreement, and any approved agreement amendments.

Lead Allocatee Authorized Representative's Name: Frank T. Sinito

Lead Allocatee Authorized Representative's Title: Managing Member

Lead Allocatee Authorized Representative's Signature:  Digitally signed by Frank T. Sinito Date: 2026.04.30 09:25:28 -04'00'

Date: 4/30/26

Department of Development

Ohio Transformational Mixed-Use Development Program

Start of Construction Report

This Start of Construction Report must be submitted to the Ohio Department of Development ("Development") evidencing that construction of the approved Transformational Mixed-Use Development ("TMUD") Project has commenced. **This report is due within twelve (12) months of the date a project is certified by the Tax Credit Authority (TCA). Failure to provide this Start of Construction Report by the deadline, or failure of the Project to commence construction by the deadline, will result in the recission of the tax credit by the TCA per Ohio Revised Code Section 122.09(D).**

For purposes of this report "construction commencement" is defined to include events undertaken by the general contractor or company contracted for project construction. For purposes of determining the actions that evidence construction commencement, the TCA will consider the following actions:

- Demolition of existing structures on the project site;
- Excavation of the project site;
- Construction of new structures; and/or
- Development of private roadways within the project site.

Public utility work or work implemented by the local jurisdiction and/or county will not meet the commencement of construction requirement.

Reports must be submitted via email to transformational@development.ohio.gov and identified in the subject line as "(Project Name) Start of Construction Report". Please note, if a "Project" is a phase or phases of a larger Development, only the information associated with the "Project" should be included in this report.

Project Information	
Project Title	THE ESTRELLA
Lead Allocatee	RICO 199 LLC & RICH STREET PROPCO LLC
Program Name	START OF CONSTRUCTION REPORT

Project Completion Progress Status

☐ Not Started ☐ 25% Complete ☐ 50% Complete ☐ 75% Complete ☐ 100% Complete

Construction Start Date	December 19, 2025
Anticipated Construction Completion Date	June 30, 2030
Tax Credit Eligible Expenditures Incurred to Date	$811,950.23
Tax Credit Eligible Expenditures Remaining to Complete Project	[redacted]
Total Project Financing Closed/Secured to Date	[redacted]
Project Square Feet Completed to Date	NONE - In Demolition Phase

Project Schedule Status	Status	Date Completed/ Anticipated Completion
Land Acquisition	----- Completed	Jan 30, 2025
Building Acquisition	----- Completed	Jan 30, 2025
Site Plan(s) Approval	----- In Progress	May 30, 2026
Site Construction Permit	----- In Progress	Jun 30, 2026
Demolition Permit(s)	----- In Progress	Jun 30, 2026
Building Permit(s)	----- In Progress	Dec 15, 2026
Project Financing Complete	----- In Progress	Nov 30, 2026
Construction Commencement	----- In Progress	Jan 1, 2027
Construction Completion	----- In Progress	Jun 30, 2030
Notice of Sale/Transfer of Tax Credits	----- In Progress	TBD
Temporary Certificate of Occupancy	----- In Progress	Jun 30, 2030
Certificate of Occupancy	----- In Progress	Jun 30, 2030
Construction Completion Report w/ CPA Report Submission	----- In Progress	July 31, 2030

Notes/Comments Regarding Progress on Project

Please see attached detailed report on the Project Status Report: The Estrella Project.

Attach one or any combination of the following support documentation to demonstrate progress:

The support documentation must demonstrate construction has started. Identify/name document as using naming conventions below. Combined documents under the same attachment categories below. Additional documentation may be requested at any time by the Ohio Department of Development.

A. Payroll Report: Payroll reports for site workers at the Project site.
B. Pay Request: Pay request from the contractor evidencing construction work done at the Project site.
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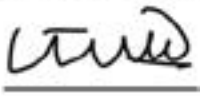
E. Approvals: Permits/approvals completed for the Project as indicated in the Project Schedule above.
F. Financing: Project financing completed for the Project as indicated in the Project Schedule above.

Upload Documents

By signing below, I hereby attest that the information I have provided in this report is, to the best of my knowledge, correct. The project has commenced as outlined in the approved application, Tax Credit Allocation Agreement, and any approved agreement amendments.

Lead Allocatee Authorized Representative's Name: STANLEY LAN

Lead Allocatee Authorized Representative's Title: PRESIDENT & CEO

Lead Allocatee Authorized Representative's Signature: 

Date: Jan 26, 2026

Department of Development

Ohio Transformational Mixed-Use Development Program

Start of Construction Report

This Start of Construction Report must be submitted to the Ohio Department of Development ("Development") evidencing that construction of the approved Transformational Mixed-Use Development ("TMUD") Project has commenced. **This report is due within twelve (12) months of the date a project is certified by the Tax Credit Authority (TCA). Failure to provide this Start of Construction Report by the deadline, or failure of the Project to commence construction by the deadline, will result in the recission of the tax credit by the TCA per Ohio Revised Code Section 122.09(D).**

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- Demolition of existing structures on the project site;
- Excavation of the project site;
- Construction of new structures; and/or
- Development of private roadways within the project site.

Public utility work or work implemented by the local jurisdiction and/or county will not meet the commencement of construction requirement.

Reports must be submitted via email to transformational@development.ohio.gov and identified in the subject line as "(Project Name) Start of Construction Report". Please note, if a "Project" is a phase or phases of a larger Development, only the information associated with the "Project" should be included in this report.

Project Information	
Project Title	The Galaxy at Polaris
Lead Allocatee	The Galaxy at Polaris Phase I, LLC
Program Name	Transformational Mixed-Use Development program

Project Completion Progress Status

☐ Not Started ☐ 25% Complete ☑ 50% Complete ☐ 75% Complete ☐ 100% Complete

Construction Start Date	01/01/2016
Anticipated Construction Completion Date	12/31/2027
Tax Credit Eligible Expenditures Incurred to Date	$ 40,134,157.15
Tax Credit Eligible Expenditures Remaining to Complete Project	[redacted]
Total Project Financing Closed/Secured to Date	
Project Square Feet Completed to Date	595,568

Project Schedule Status	Status	Date Completed/ Anticipated Completion
Land Acquisition	Completed	05/24/2023
Building Acquisition	NA	
Site Plan(s) Approval	Completed	05/10/2023
Site Construction Permit	Completed	11/08/2023
Demolition Permit(s)	NA	
Building Permit(s)	Completed	11/08/2023
Project Financing Complete	Completed	09/29/2023
Construction Commencement	Completed	01/01/2016
Construction Completion	In-progress	12/31/2027
Notice of Sale/Transfer of Tax Credits	Not started	11/30/2027
Temporary Certificate of Occupancy	In-progress	11/01/2027
Certificate of Occupancy	In-progress	12/31/2027
Construction Completion Report w/ CPA Report Submission	Not started	03/30/2028

Notes/Comments Regarding Progress on Project

The residential portion of building S2 is 100% complete and [redacted] The parking garage (building S3) is also complete. The commercial portion of building S2 is in a warm, dark shell condition. Leases have been signed on the commercial space portion and tenant build out has commenced on several spaces.

Attach one or any combination of the following support documentation to demonstrate progress:

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Upload Documents

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Lead Allocatee Authorized Representative's Name: Franz Geiger

Lead Allocatee Authorized Representative's Title: Vice President

Lead Allocatee Authorized Representative's Signature:

Date: 12/17/2025

Ohio Transformational Mixed-Use Development Program

Construction Progress Report

A construction progress report must be submitted annually after the start of the construction report until the project is complete or as may be requested by the director. **Reports are due no later than December 31 in subsequent calendar years following submission of the start of construction report, or as identified in a request by the director.**

Reports must be submitted via email to transformational@development.ohio.gov and identified in the subject line as "(Project Name) Annual Construction Progress Report". Please note, if a "Project" is a phase or phases of a larger Development, only the information associated with the "Project" should be included in this report.

Project Information	
Project Title	The Lostro
Lead Allocatee	David Kozar
Program Name	TMUD

Project Completion Progress Status

☐ Not Started ☐ 25% Complete ☐ 50% Complete ☑ 75% Complete ☐ 100% Complete

Anticipated Construction Completion Date	12/31/2025
Tax Credit Eligible Expenditures Incurred to Date	11489138
Tax Credit Eligible Expenditures Remaining to Complete Project	[redacted]
Total Project Financing Closed/Secured to Date	
Project Square Feet Completed to Date	28000

Project Schedule Status	**Status**	**Date Completed/ Anticipated Completion**
Land Acquisition	Completed	8/25/2023
Building Acquisition	Completed	8/25/2023
Site Plan(s) Approval	Completed	1/02/2024
Site Construction Permit	Completed	1/2/2024
Demolition Permit(s)	Completed	10/23/2023
Building Permit(s)	Completed	7/11/2024
Project Financing Complete	Completed	10/25/2024
Construction Commencement	Completed	7/29/2024
Construction Completion	In-Progress	3/1/2026
Notice of Sale/Transfer of Tax Credits	N/A	4/1/2026
Temporary Certificate of Occupancy	In-Progress	12/23/2025
Certificate of Occupancy	In-Progress	12/23/2025
Construction Completion Report w/ CPA Report Submission	In-Progress	3/1/2026

Notes/Comments Regarding Progress on Project

Can provide additional project status updates, documents and photos upon request. We previously submitted a start of construction report and annual progress report in December 2024. Please advise if I will need to submit and attached any additional documents - the "Click to Attach Supporting Documents" link below is not allowing me to attach any documents and seems to be a broken link. Thank you.

Attach one or any combination of the following support documentation to demonstrate progress:

The support documentation must demonstrate progress annually. Identify/name document as using naming conventions below. If documents are combined, use a cover page to list each document included in a single pdf (preferred). Do not resubmit documents submitted in the Start of Construction or in a previously submitted Annual Progress Report. Additional documentation may be requested at any time by the Ohio Department of Development.

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- **F. Financing**: Project financing completed for the Project as indicated in the Project Schedule above.

Click to Attach Supporting Documents

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Lead Allocatee Authorized Representative's Name: David Kozar

Lead Allocatee Authorized Representative's Title: Owner

Lead Allocatee Authorized Representative's Signature: David Kozar

Date: 12/13/25

Ohio Transformational Mixed-Use Development Program

Construction Progress Report

A construction progress report must be submitted annually after the start of the construction report until the project is complete or as may be requested by the director. **Reports are due no later than December 31 in subsequent calendar years following submission of the start of construction report, or as identified in a request by the director.**

Reports must be submitted via email to transformational@development.ohio.gov and identified in the subject line as "(Project Name) Annual Construction Progress Report". Please note, if a "Project" is a phase or phases of a larger Development, only the information associated with the "Project" should be included in this report.

Project Information	
Project Title	The Merchant Building, also known as The North Market Mixed-Use Project
Lead Allocatee	NM Developer LLC
Program Name	Transformational Mixed-Use Development Program

Project Completion Progress Status

☐ Not Started ☐ 25% Complete ☑ 50% Complete ☐ 75% Complete ☐ 100% Complete

Anticipated Construction Completion Date	12/18/2026
Tax Credit Eligible Expenditures Incurred to Date	$ 204,660,074.00
Tax Credit Eligible Expenditures Remaining to Complete Project	[redacted]
Total Project Financing Closed/Secured to Date	
Project Square Feet Completed to Date	

Project Schedule Status	**Status**	**Date Completed/ Anticipated Completion**
Land Acquisition	Completed	8/24/2023
Building Acquisition	N/A	
Site Plan(s) Approval	Completed	11/23/2022
Site Construction Permit	Completed	11/23/2022
Demolition Permit(s)	Completed	9/1/2023
Building Permit(s)	Completed	9/1/2023
Project Financing Complete	Completed	12/14/2023
Construction Commencement	Completed	1/20/2023
Construction Completion	In-Progress	12/18/2026
Notice of Sale/Transfer of Tax Credits	Not Started	3/24/2027
Temporary Certificate of Occupancy	Not Started	12/18/2026
Certificate of Occupancy	Not Started	3/24/2027
Construction Completion Report w/ CPA Report Submission	Not Started	3/24/2027

Notes/Comments Regarding Progress on Project

Since the last Construction Progress Report was submitted, the building celebrated its topping out, with concrete superstructure complete through all 32 floors. Partial window wall installations have been achieved up to floor 27, and MEP rough-in and blocking on floors 15 through 18 have been completed as well. In addition, structural steel is being erected for the North Market expansion.

Attach one or any combination of the following support documentation to demonstrate progress:

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D. Contracts: Contracts confirming the start date of work or completion of work at the Project site.

E. Approvals: Permits/approvals completed for the Project as indicated in the Project Schedule above.

F. Financing: Project financing completed for the Project as indicated in the Project Schedule above.

Click to Attach Supporting Documents

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Lead Allocatee Authorized Representative's Name: Ben Pierson

Lead Allocatee Authorized Representative's Title: Managing Director

Lead Allocatee Authorized Representative's Signature: Ben Pierson Digitally signed by Ben Pierson Date: 2025.12.16 14:14:58 -05'00'

Date: 12/16/25

Ohio Transformational Mixed-Use Development Program

Construction Progress Report

A construction progress report must be submitted annually after the start of the construction report until the project is complete or as may be requested by the director. **Reports are due no later than December 31 in subsequent calendar years following submission of the start of construction report, or as identified in a request by the director.**

Reports must be submitted via email to transformational@development.ohio.gov and identified in the subject line as "(Project Name) Annual Construction Progress Report". Please note, if a "Project" is a phase or phases of a larger Development, only the information associated with the "Project" should be included in this report.

Project Information	
Project Title	Water & Light District (The Silos)
Lead Allocatee	There's Something About Marysville LLC
Program Name	Ohio Transformational Mixed-Use Development Program

Project Completion Progress Status

☐ Not Started ☑ 25% Complete ☐ 50% Complete ☐ 75% Complete ☐ 100% Complete

Anticipated Construction Completion Date	12/30/2028
Tax Credit Eligible Expenditures Incurred to Date	$ 5,504,089.00
Tax Credit Eligible Expenditures Remaining to Complete Project	[redacted]
Total Project Financing Closed/Secured to Date	[redacted]
Project Square Feet Completed to Date	0

Project Schedule Status	**Status**	**Date Completed/ Anticipated Completion**
Land Acquisition	Completed	12/31/2024
Building Acquisition	Completed	9/9/2024
Site Plan(s) Approval	Completed	12/2/2024
Site Construction Permit	In-Progress	1/16/2026
Demolition Permit(s)	Completed	3/15/2024
Building Permit(s)	In-Progress	3/1/2026
Project Financing Complete	In-Progress	6/30/2026
Construction Commencement	Completed	9/1/2025
Construction Completion	In-Progress	12/30/2028
Notice of Sale/Transfer of Tax Credits	In-Progress	12/31/2026
Temporary Certificate of Occupancy	In-Progress	6/1/2028
Certificate of Occupancy	In-Progress	12/30/2028
Construction Completion Report w/ CPA Report Submission	In-Progress	2/28/2029

Notes/Comments Regarding Progress on Project

I am writing to provide an update on the status of the There's Something about Marysville (The Silo's) project in Marysville, Union County, Ohio. The project continues to advance with significant milestones being tackled.

We have continued to make significant progress on the project over the past several months. To date, we have already secured our Ohio Historic Tax Credits ($3,000,000) and been awarded our Brownfield Grant from the Union County Land bank (approximately $1,300,000-this occurred on December 18th, 2025.)

Our design team has been navigating multiple parallel permit processes at the City of Marysville – for all on-site construction – and the State of Ohio – for the factory-built industrialized units being incorporated into the project. Industrialized unit designs for the project are also under review at the State of Ohio. On December 10th, 2025 the City of Marysville Design Review Board approved our phase 1 development plan. This has allowed us to proceed with the southside development of the project. We will begin site work in February of 2026.

Attach one or any combination of the following support documentation to demonstrate progress:

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- **F. Financing**: Project financing completed for the Project as indicated in the Project Schedule above.

Click to Attach Supporting Documents

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Lead Allocatee Authorized Representative's Name: Bob Lamb

Lead Allocatee Authorized Representative's Title: EVP of Development

Lead Allocatee Authorized Representative's Signature: Bob Lamb Digitally signed by Bob Lamb Date: 2025.12.24 11:58:23 -05'00'

Date: 12/24/25

Ohio Transformational Mixed-Use Development Program

Construction Progress Report

A construction progress report must be submitted annually after the start of the construction report until the project is complete or as may be requested by the director. **Reports are due no later than December 31 in subsequent calendar years following submission of the start of construction report, or as identified in a request by the director.**

Reports must be submitted via email to transformational@development.ohio.gov and identified in the subject line as "(Project Name) Annual Construction Progress Report". Please note, if a "Project" is a phase or phases of a larger Development, only the information associated with the "Project" should be included in this report.

Project Information	
Project Title	The Thompson Building
Lead Allocatee	CE-Thompson Building, LP
Program Name	Ohio Transformational Mixed-Use Development Program

Project Completion Progress Status

☐ Not Started ☐ 25% Complete ☑ 50% Complete ☐ 75% Complete ☐ 100% Complete

Anticipated Construction Completion Date	8/31/2026
Tax Credit Eligible Expenditures Incurred to Date	$ 558,029.00
Tax Credit Eligible Expenditures Remaining to Complete Project	[redacted]
Total Project Financing Closed/Secured to Date	[redacted]
Project Square Feet Completed to Date	4,000

Project Schedule Status	**Status**	**Date Completed/ Anticipated Completion**
Land Acquisition	N/A	
Building Acquisition	Completed	12/6/2024
Site Plan(s) Approval	N/A	
Site Construction Permit	N/A	
Demolition Permit(s)	N/A	
Building Permit(s)	In-Progress	1/31/2026
Project Financing Complete	Completed	6/1/2025
Construction Commencement	Completed	12/13/2024
Construction Completion	In-Progress	8/31/2026
Notice of Sale/Transfer of Tax Credits	Not Started	8/31/2026
Temporary Certificate of Occupancy	Not Started	7/1/2026
Certificate of Occupancy	Not Started	8/31/2026
Construction Completion Report w/ CPA Report Submission	Not Started	10/31/2026

Notes/Comments Regarding Progress on Project

New roof work complete, windows have been restored/rebuilt, turret on corner of building has been restored, plans have been finalized and expect permits shortly for build-out, working with structural engineer to reinforce masonry on one corner of building, working to [redacted]

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D. Contracts: Contracts confirming the start date of work or completion of work at the Project site.

E. Approvals: Permits/approvals completed for the Project as indicated in the Project Schedule above.

F. Financing: Project financing completed for the Project as indicated in the Project Schedule above.

Click to Attach Supporting Documents

By signing below, I hereby attest that the information I have provided in this report is, to the best of my knowledge, correct. The project has commenced as outlined in the approved application, Tax Credit Allocation Agreement, and any approved agreement amendments.

Lead Allocatee Authorized Representative's Name: Zachary Ryman

Lead Allocatee Authorized Representative's Title: Managing Director

Lead Allocatee Authorized Representative's Signature: Zachary Ryman Digitally signed by Zachary Ryman Date: 2025.12.31 12:19:12 -05'00'

Date: 12/31/25

Ohio Transformational Mixed-Use Development Program

Construction Progress Report

A construction progress report must be submitted annually after the start of the construction report until the project is complete or as may be requested by the director. **Reports are due no later than December 31 in subsequent calendar years following submission of the start of construction report, or as identified in a request by the director.**

Reports must be submitted via email to transformational@development.ohio.gov and identified in the subject line as "(Project Name) Annual Construction Progress Report". Please note, if a "Project" is a phase or phases of a larger Development, only the information associated with the "Project" should be included in this report.

Project Information	
Project Title	Uptown Mentor
Lead Allocatee	Uptown Mentor LLC
Program Name	TMUD FY22

Project Completion Progress Status

☐ Not Started ☑ 25% Complete ☐ 50% Complete ☐ 75% Complete ☐ 100% Complete

Anticipated Construction Completion Date	6/1/2027
Tax Credit Eligible Expenditures Incurred to Date	$ 583,039.66
Tax Credit Eligible Expenditures Remaining to Complete Project	[redacted]
Total Project Financing Closed/Secured to Date	[redacted]
Project Square Feet Completed to Date	15,840

Project Schedule Status	**Status**	**Date Completed/ Anticipated Completion**
Land Acquisition	Completed	10/27/2021
Building Acquisition	Completed	10/27/2021
Site Plan(s) Approval	Completed	9/16/2025
Site Construction Permit	In-Progress	1/15/2026
Demolition Permit(s)	In-Progress	2/17/2026
Building Permit(s)	In-Progress	2/17/2026
Project Financing Complete	In-Progress	3/16/2026
Construction Commencement	Not Started	3/17/2026
Construction Completion	Not Started	6/1/2027
Notice of Sale/Transfer of Tax Credits	Not Started	9/1/2027
Temporary Certificate of Occupancy	Not Started	6/1/2027
Certificate of Occupancy	Not Started	7/1/2027
Construction Completion Report w/ CPA Report Submission	Not Started	8/2/2027

Notes/Comments Regarding Progress on Project

Since the most recent Construction Progress Report, the site has been re-zoned to accommodate the uses that were approved by the Tax Credit Authority on April 28, 2025 in the TMUD Modified Scope Request. Additionally, both the Mentor City Planning Commission and the Mentor City Council have since approved the modified site plan that corresponds to the uses set forth in the TMUD Modified Scope Request. Moreover, the Mentor City Planning Commission and Mentor City Council have approve the planned infill development zoning designation specifically for the Project. Furthermore, Uptown Mentor LLC has authorized the completion of all construction drawings for the new mixed-use building portion of the Project, and those construction drawings have been completed. Finally, all aspects of work associated with the existing building located at 8715 Mentor Avenue have been completed, including renovation of the interior of that building, Brownfield remediation work, and landscaping and other site improvements. That parcel will form the eastern gateway to the newly established Uptown Mentor District.

Attach one or any combination of the following support documentation to demonstrate progress:

The support documentation must demonstrate progress annually. Identify/name document as using naming conventions below. If documents are combined, use a cover page to list each document included in a single pdf (preferred). Do not resubmit documents submitted in the Start of Construction or in a previously submitted Annual Progress Report. Additional documentation may be requested at any time by the Ohio Department of Development.

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C. Photos: Send no more than five dated photos as JPEG files to evidence construction progress at the Project site.

D. Contracts: Contracts confirming the start date of work or completion of work at the Project site.

E. Approvals: Permits/approvals completed for the Project as indicated in the Project Schedule above.

F. Financing: Project financing completed for the Project as indicated in the Project Schedule above.

Click to Attach Supporting Documents

By signing below, I hereby attest that the information I have provided in this report is, to the best of my knowledge, correct. The project has commenced as outlined in the approved application, Tax Credit Allocation Agreement, and any approved agreement amendments.

Lead Allocatee Authorized Representative's Name: Alison Sikora

Lead Allocatee Authorized Representative's Title: President of Uptown Mentor LLC

Lead Allocatee Authorized Representative's Signature:

Date:

Ohio Transformational Mixed-Use Development Program

Construction Progress Report

A construction progress report must be submitted annually after the start of the construction report until the project is complete or as may be requested by the director. **Reports are due no later than December 31 in subsequent calendar years following submission of the start of construction report, or as identified in a request by the director.**

Reports must be submitted via email to transformational@development.ohio.gov and identified in the subject line as "(Project Name) Annual Construction Progress Report". Please note, if a "Project" is a phase or phases of a larger Development, only the information associated with the "Project" should be included in this report.

Project Information	
Project Title	Valor Acres Phase 1
Lead Allocatee	VA Land, LLC
Program Name	TMUD - DEV -- 2024 - 207094

Project Completion Progress Status

☐ Not Started ☐ 25% Complete ☑ 50% Complete ☐ 75% Complete ☐ 100% Complete

Anticipated Construction Completion Date	9/1/2021
Tax Credit Eligible Expenditures Incurred to Date	$ 135,772,696.00
Tax Credit Eligible Expenditures Remaining to Complete Project	[redacted]
Total Project Financing Closed/Secured to Date	
Project Square Feet Completed to Date	359,700

Project Schedule Status	**Status**	**Date Completed/ Anticipated Completion**
Land Acquisition	Completed	4/1/2018
Building Acquisition	N/A	
Site Plan(s) Approval	------	1/1/2019
Site Construction Permit	Completed	6/1/2019
Demolition Permit(s)	Completed	6/1/2018
Building Permit(s)	In-Progress	4/1/2026
Project Financing Complete	In-Progress	4/1/2026
Construction Commencement	Completed	1/1/2021
Construction Completion	In-Progress	12/1/2027
Notice of Sale/Transfer of Tax Credits	Not Started	12/31/2027
Temporary Certificate of Occupancy	Not Started	12/1/2027
Certificate of Occupancy	Not Started	12/1/2027
Construction Completion Report w/ CPA Report Submission	Not Started	1/15/2028

Notes/Comments Regarding Progress on Project

Significant progress was made at Valor Acres Phase 1 in 2025. The Canvas apartments are fully leased. The new office building is completed and [redacted] The garage is completed. The mixed-use apartment buildings are fully framed. [redacted] for Building H of [redacted] this year. The hotel is about to close on financing and commence construction in Q2 2026. Please let us know if you have questions or need further clarification regarding our significant construction progress in 2025.

Attach one or any combination of the following support documentation to demonstrate progress:

The support documentation must demonstrate progress annually. Identify/name document as using naming conventions below. If documents are combined, use a cover page to list each document included in a single pdf (preferred). Do not resubmit documents submitted in the Start of Construction or in a previously submitted Annual Progress Report. Additional documentation may be requested at any time by the Ohio Department of Development.

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- **D. Contracts**: Contracts confirming the start date of work or completion of work at the Project site.
- **E. Approvals**: Permits/approvals completed for the Project as indicated in the Project Schedule above.
- **F. Financing**: Project financing completed for the Project as indicated in the Project Schedule above.

Click to Attach Supporting Documents

By signing below, I hereby attest that the information I have provided in this report is, to the best of my knowledge, correct. The project has commenced as outlined in the approved application, Tax Credit Allocation Agreement, and any approved agreement amendments.

Lead Allocatee Authorized Representative's Name: Mackenzie Makepeace

Lead Allocatee Authorized Representative's Title: Director of Mixed-Use Development

Lead Allocatee Authorized Representative's Signature: 

Date: 12/30/25

Ohio Transformational Mixed-Use Development Program

Construction Progress Report

A construction progress report must be submitted annually after the start of the construction report until the project is complete or as may be requested by the director. **Reports are due no later than December 31 in subsequent calendar years following submission of the start of construction report, or as identified in a request by the director.**

Reports must be submitted via email to transformational@development.ohio.gov and identified in the subject line as "(Project Name) Annual Construction Progress Report". Please note, if a "Project" is a phase or phases of a larger Development, only the information associated with the "Project" should be included in this report.

Project Information	
Project Title	Van Wert Forward II
Lead Allocatee	Van Wert County Foundation
Program Name	Transformational Mixed-Use Tax Credit

Project Completion Progress Status

☐ Not Started ☐ 25% Complete ☐ 50% Complete ☑ 75% Complete ☐ 100% Complete

Anticipated Construction Completion Date	12/23/2025
Tax Credit Eligible Expenditures Incurred to Date	$ 14,008,533.00
Tax Credit Eligible Expenditures Remaining to Complete Project	[redacted]
Total Project Financing Closed/Secured to Date	
Project Square Feet Completed to Date	6,000

Project Schedule Status	**Status**	**Date Completed/ Anticipated Completion**
Land Acquisition	N/A	
Building Acquisition	Completed	
Site Plan(s) Approval	Completed	
Site Construction Permit	Completed	
Demolition Permit(s)	Completed	
Building Permit(s)	Completed	
Project Financing Complete	Completed	
Construction Commencement	Completed	
Construction Completion	In-Progress	4/30/2026
Notice of Sale/Transfer of Tax Credits	In-Progress	6/30/2026
Temporary Certificate of Occupancy	In-Progress	4/30/2026
Certificate of Occupancy	In-Progress	4/30/2026
Construction Completion Report w/ CPA Report Submission	In-Progress	6/30/2026

Notes/Comments Regarding Progress on Project

The project closed on all permanent financing in March 2024 and is continuing through the construction phase. Construction is expected to be completed in spring 2026.

Attach one or any combination of the following support documentation to demonstrate progress:

The support documentation must demonstrate progress annually. Identify/name document as using naming conventions below. If documents are combined, use a cover page to list each document included in a single pdf (preferred). Do not resubmit documents submitted in the Start of Construction or in a previously submitted Annual Progress Report. Additional documentation may be requested at any time by the Ohio Department of Development.

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D. Contracts: Contracts confirming the start date of work or completion of work at the Project site.

E. Approvals: Permits/approvals completed for the Project as indicated in the Project Schedule above.

F. Financing: Project financing completed for the Project as indicated in the Project Schedule above.

Click to Attach Supporting Documents

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Lead Allocatee Authorized Representative's Name: Dave Roberts

Lead Allocatee Authorized Representative's Title: Chief Development Officer

Lead Allocatee Authorized Representative's Signature: David Roberts

Digitally signed by David Roberts
DN: C=US, E=drobdc78@gmail.com, CN=David Roberts
Date: 2025.12.30 12:18:06-05'00'

Date: 12/30/25

Ohio Transformational Mixed-Use Development Program

Construction Progress Report

A construction progress report must be submitted annually after the start of the construction report until the project is complete or as may be requested by the director. **Reports are due no later than December 31 in subsequent calendar years following submission of the start of construction report, or as identified in a request by the director.**

Reports must be submitted via email to transformational@development.ohio.gov and identified in the subject line as "(Project Name) Annual Construction Progress Report". Please note, if a "Project" is a phase or phases of a larger Development, only the information associated with the "Project" should be included in this report.

Project Information	
Project Title	Water Street District Phase II
Lead Allocatee	Delco Residential, LLC
Program Name	Transformational Mixed-Use Development Program

Project Completion Progress Status

☐ Not Started ☐ 25% Complete ☐ 50% Complete ☑ 75% Complete ☐ 100% Complete

Anticipated Construction Completion Date	12/31/2027
Tax Credit Eligible Expenditures Incurred to Date	$ 31,946,394.00
Tax Credit Eligible Expenditures Remaining to Complete Project	[redacted]
Total Project Financing Closed/Secured to Date	[redacted]
Project Square Feet Completed to Date	407,388

Project Schedule Status	**Status**	**Date Completed/ Anticipated Completion**
Land Acquisition	Completed	9/1/2019
Building Acquisition	Completed	9/1/2019
Site Plan(s) Approval	Completed	5/24/2022
Site Construction Permit	Completed	5/24/2022
Demolition Permit(s)	N/A	
Building Permit(s)	Completed	5/24/2022
Project Financing Complete	Completed	5/23/2023
Construction Commencement	Completed	12/27/2021
Construction Completion	In-Progress	12/31/2027
Notice of Sale/Transfer of Tax Credits	Not Started	2/29/2028
Temporary Certificate of Occupancy	Completed	11/1/2024
Certificate of Occupancy	Completed	6/1/2024
Construction Completion Report w/ CPA Report Submission	Not Started	2/29/2028

Notes/Comments Regarding Progress on Project

Land/ Building Acquisition- Developer has had building under control since September 2019. In May of 2023 the project was divided into three condominium units, and transferred to the current owners, for the purpose of financing the multifamily, commercial and public garage components of the project.
Notice of Sale/ Transfer of Tax Credits- Assumed to be approximately 60 days after construction completion report is completed.
Construction Completion Report- Assumed to be approximately 60 days after project completion.
Project Financing- [redacted] to finance the construction of the project.
Multifamily/ Residential- The multifamily component of the project is complete and is [redacted] occupied as of December 2025.
Garage- The garage opened in June 2024 and is in full use. Commercial- [redacted] of the commercial office space is leased and the build out will commence in December 2025. The total cost to complete the work is [redacted] with the first draws to be submitted in December 2025. The tenant is expected to take occupancy in Q2 2026. The commercial leasing team is [redacted] The remainder of the commercial space is

Attach one or any combination of the following support documentation to demonstrate progress:

The support documentation must demonstrate progress annually. Identify/name document as using naming conventions below. If documents are combined, use a cover page to list each document included in a single pdf (preferred). Do not resubmit documents submitted in the Start of Construction or in a previously submitted Annual Progress Report. Additional documentation may be requested at any time by the Ohio Department of Development.

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- **E. Approvals**: Permits/approvals completed for the Project as indicated in the Project Schedule above.
- **F. Financing**: Project financing completed for the Project as indicated in the Project Schedule above.

Click to Attach Supporting Documents

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Lead Allocatee Authorized Representative's Name: David Cornich

Lead Allocatee Authorized Representative's Title: SVP Finance

Lead Allocatee Authorized Representative's Signature: David Cornich

Date: 12/18/25

Department of Development

Ohio Transformational Mixed-Use Development Program

Start of Construction Report

This Start of Construction Report must be submitted to the Ohio Department of Development ("Development") evidencing that construction of the approved Transformational Mixed-Use Development ("TMUD") Project has commenced. **This report is due within twelve (12) months of the date a project is certified by the Tax Credit Authority (TCA). Failure to provide this Start of Construction Report by the deadline, or failure of the Project to commence construction by the deadline, will result in the recission of the tax credit by the TCA per Ohio Revised Code Section 122.09(D).**

For purposes of this report "construction commencement" is defined to include events undertaken by the general contractor or company contracted for project construction. For purposes of determining the actions that evidence construction commencement, the TCA will consider the following actions:

- Demolition of existing structures on the project site;
- Excavation of the project site;
- Construction of new structures; and/or
- Development of private roadways within the project site.

Public utility work or work implemented by the local jurisdiction and/or county will not meet the commencement of construction requirement.

Reports must be submitted via email to transformational@development.ohio.gov and identified in the subject line as "(Project Name) Start of Construction Report". Please note, if a "Project" is a phase or phases of a larger Development, only the information associated with the "Project" should be included in this report.

Project Information	
Project Title	West End Mixed Use Development Project Phase 2
Lead Allocatee	West End Development, LLC
Program Name	Transformational Mixed-Use Development Program

Project Completion Progress Status

☐ Not Started ☑ 25% Complete ☐ 50% Complete ☐ 75% Complete ☐ 100% Complete

Construction Start Date	01/09/2025
Anticipated Construction Completion Date	12/30/2028
Tax Credit Eligible Expenditures Incurred to Date	$ 14,905,795.20
Tax Credit Eligible Expenditures Remaining to Complete Project	[redacted]
Total Project Financing Closed/Secured to Date	[redacted]
Project Square Feet Completed to Date	0

Project Schedule Status	Status	Date Completed/ Anticipated Completion
Land Acquisition	Completed	
Building Acquisition	NA	
Site Plan(s) Approval	Completed	12/21/2025
Site Construction Permit	Not started	07/08/2026
Demolition Permit(s)	Completed	09/18/2025
Building Permit(s)	Not started	09/10/2026
Project Financing Complete	In-progress	07/01/2026
Construction Commencement	Completed	01/09/2025
Construction Completion	In-progress	12/30/2028
Notice of Sale/Transfer of Tax Credits	Not started	12/30/2028
Temporary Certificate of Occupancy	In-progress	11/30/2028
Certificate of Occupancy	In-progress	12/30/2028
Construction Completion Report w/ CPA Report Submission	Not started	03/29/2029

Notes/Comments Regarding Progress on Project

The project has started demolition and excavation of the site and has commenced construction of the retaining walls required to support the project site improvements. The project is approximately 7% complete, however, the "Project Completion Progress Status" section only allows a selection of 25% as the lowest percentage complete after construction has commenced.

Attach one or any combination of the following support documentation to demonstrate progress:

The support documentation must demonstrate construction has started. Identify/name document as using naming conventions below. Combined documents under the same attachment categories below. Additional documentation may be requested at any time by the Ohio Department of Development.

A. Payroll Report: Payroll reports for site workers at the Project site.
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Upload Documents

By signing below, I hereby attest that the information I have provided in this report is, to the best of my knowledge, correct. The project has commenced as outlined in the approved application, Tax Credit Allocation Agreement, and any approved agreement amendments.

Lead Allocatee Authorized Representative's Name: Chad Munitz

Lead Allocatee Authorized Representative's Title: Chief Revenue Officer

Lead Allocatee Authorized Representative's Signature: 

Date: Jan 23, 2026

Ohio Transformational Mixed-Use Development Program

Construction Progress Report

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Project Information	
Project Title	Wren Lofts
Lead Allocatee	Wren Building Partners, LLC
Program Name	Transformational Mixed-Use Development Program

Project Completion Progress Status

☐ Not Started ☐ 25% Complete ☑ 50% Complete ☐ 75% Complete ☐ 100% Complete

Anticipated Construction Completion Date	5/30/2026
Tax Credit Eligible Expenditures Incurred to Date	$ 10,252,671.00
Tax Credit Eligible Expenditures Remaining to Complete Project	[redacted]
Total Project Financing Closed/Secured to Date	
Project Square Feet Completed to Date	30,142

Project Schedule Status	**Status**	**Date Completed/ Anticipated Completion**
Land Acquisition	Completed	9/29/2017
Building Acquisition	Completed	3/30/2017
Site Plan(s) Approval	Completed	6/24/2025
Site Construction Permit	Completed	8/1/2025
Demolition Permit(s)	Completed	11/30/2023
Building Permit(s)	Completed	8/13/2025
Project Financing Complete	Completed	12/19/2025
Construction Commencement	Completed	11/30/2023
Construction Completion	In-Progress	5/30/2026
Notice of Sale/Transfer of Tax Credits	In-Progress	5/30/2026
Temporary Certificate of Occupancy	In-Progress	3/31/2026
Certificate of Occupancy	In-Progress	6/5/2026
Construction Completion Report w/ CPA Report Submission	In-Progress	7/31/2026

Notes/Comments Regarding Progress on Project

We have begun stacking units on site. All modular units, including roof units, have been fully produced at the factory. On-site stacking is underway, and interior work within the historic building is currently in progress. Overall, the project is significantly past 50% completion but has not yet reached 75%.

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Click to Attach Supporting Documents

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Lead Allocatee Authorized Representative's Name: Bob Lamb

Lead Allocatee Authorized Representative's Title: EVP of Development

Lead Allocatee Authorized Representative's Signature: Bob Lamb Digitally signed by Bob Lamb Date: 2025.12.24 10:29:11 -05'00'

Date: 12/24/25

Project name: FNB Youngstown

Project address: 1 West Federal Steet, Youngstown, Mahoning County, Ohio 44503

Applicant legal name: FNB Youngstown LLC

TMUD application ID #: 0035370

Economic impact consultant name and firm: Dennis McAndrew, Silverlode Consulting, LLC

Submitted date and version #: 4/22/2026, version #1

Economic Impact Statement Narrative Report

Transformational Mixed-Use Development Program, Fiscal Year 2026

SILVERLODE CONSULTING

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The contents of this report are confidential and shall not be communicated to any third party without the express written permission of Silverlode Consulting, LLC.

Silverlode Consulting | A GBX Group Company | 216 263 9000
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Contact Information

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michelle@silverlodeconsulting.com
2101 Superior Avenue, Cleveland, Ohio 44114

TMUD applicant:
Patrick Ciccone
Owner's Representative
FNB Youngstown LLC
(646) 483-4563
patrickwciccone@gmail.com

Introduction

Silverlode Consulting ("Silverlode") was engaged by the applicant ("Developer") to estimate the economic impact and increase in state and local tax collections associated with the proposed mixed-use development (the "Project"). This Economic Impact Statement Narrative Report (EIS) was prepared to support the Developer's application to the Ohio Department of Development ("ODOD") for consideration for an award of Ohio Transformational Mixed-Use Development ("TMUD") tax credits.

This EIS demonstrates the Project's eligibility for the TMUD program as described in Section 122.09(B)(6 and 7) of the Ohio Revised Code ("ORC"). As set forth in this report, the estimated increase in tax collections at the Project site, during the Project's construction period and through the fifth anniversary of the day the project is completed ("Completion Period") is estimated to exceed 10% of TMUD eligible expenditures. This EIS provides the economic impact data and supporting information requested by ODOD for considering TMUD eligibility, based upon ODOD's guidance as of the date of this report.

Portions of this report are considered trade secrets and are denoted as such.

Project Overview

Project Overview	
Project Square Feet	90,824
Development costs	$20,382,655
10% of development costs	$2,038,266
TMUD tax credit request	$2,000,000
Construction commencement	7/1/2026
Construction completion	10/1/2027

Project Uses		
Use	Gross Square Feet	Units
Residential	65,932	70
Office	12,250	
Retail	4,953	
Other (common areas, building services)	7,689	
Total building square feet	**90,824**	

EIS Workbook

ODOD provided the standardized EIS Workbook, a required file to be submitted with the TMUD application as a component of the EIS. The EIS Workbook utilizes ODOD-provided standard parameters, default wage benchmarks, locked formulas and calculation procedures along with applicant inputs (highlighted in green) to produce the construction period impacts, completion period impacts, and total direct impacts of the Project per the TMUD FY26 EIS Framework. Key portions of the EIS Workbook are included in this report. Supporting documentation, data sources and citations for applicant inputs can be found in Appendix A of this report.

Applicant & Project Information

Project Name	FNB Youngstown
Project Site Address (Street, City, County, ZIP)	1 West Federal Steet, Youngstown, Ohio 44503
Applicant Legal Name / Property Owner	FNB Youngstown LLC
TMUD Application ID (if assigned)	0035370
Economic Impact Consultant (Name / Firm)	Silverlode Consulting
Construction Start Date	7/1/2026
Project Completion Date	10/1/2027
Project Geography Type	General TMUD
Project MSA	Youngstown-Warren, OH

Parameters (Department-Provided + Applicant-Provided)

Table 1 — Department-Provided Standardized Parameters (Do Not Edit)		
Parameter	**Value**	**Notes**
Annual Construction Inflation Rate (PPI 10-year average)	3.28%	Department-provided. Applicants may not change.
Annual Revenue Inflation Rate (CPI 10-year average)	2.94%	Department-provided. Applicants may not change.
Annual Wage Growth Rate (ECI 10-year average)	3.21%	Department-provided. Applicants may not change.
FTE Hours per Year	2080	Department-provided fixed standard (2,080 hours/year). Applicants may not change.
Table 2 — Applicant-Provided Parameters (ENTER CURRENT TAX RATES FOR PROJECT LOCATION)		
Effective State Income Tax Rate (decimal)	2.25%	Applicant must enter current applicable rate for the project location; varies by geography and time.
Effective Local Income Tax Rate (decimal)	2.75%	Applicant must enter current applicable rate for the project location; varies by geography and time.
State Sales Tax Rate (decimal)	5.75%	Applicant must enter current applicable rate for the project location; varies by geography and time.
Local Sales Tax Rate (decimal)	1.75%	Applicant must enter current applicable rate for the project location; varies by geography and time.
Lodging Tax Rate (decimal)		Applicant must enter current applicable rate for the project location; varies by geography and time.
State + Local Effective Mill Rate per $1,000	$65.25	Applicant must enter current applicable rate for the project location; varies by geography and time.

Table 3 — Department-Provided Measurements (Can be modified with valid justification)			Override	Applicant Provided Value	Justification
General Office Use Average Annual Wage	$64,410	SOC 13-0000 Median Wage for MSA/State of Ohio	☐		
Medical Office Use Average Annual Wage	$74,310	SOC 29-0000 Median Wage for MSA/State of Ohio	☐		
Retail Use Average Annual Wage	$30,870	SOC 41-0000 Median Wage for MSA/State of Ohio	☐		
Food & Beverage Use Average Annual Wage	$28,010	SOC 35-0000 Median Wage for MSA/State of Ohio	☐		
Hospitality & Lodging Use Average Annual Wage	$28,450	SOC 39-0000 Median Wage for MSA/State of Ohio	☐		
Entertainment Use Average Annual Wage	$43,860	SOC 27-0000 Median Wage for MSA/State of Ohio	☐		
Property Management & Building Operations Use Average Annual Wage	$31,750	SOC 37-0000 Median Wage for MSA/State of Ohio	☐		
Plaza Operations Average Annual Wage	$31,750	SOC 37-0000 Median Wage for MSA/State of Ohio	☐		
Institutional Use Average Annual Wage	$64,410	SOC 13-0000 Median Wage for MSA/State of Ohio	☐		
Industrial Use Average Annual Wage	$45,170	SOC 51-0000 Median Wage for MSA/State of Ohio	☐		
Parking Use Average Annual Wage	$37,740	SOC 53-0000 Median Wage for MSA/State of Ohio	☐		
Construction Average Annual Wage	$57,730	SOC 47-0000 Median Wage for MSA/State of Ohio	☐		
Regional Purchase Coefficient	50%	Percent of construction materials purchased within the state of ohio	☐		

Construction Period Inputs (Applicant Inputs)

Eligible expenditures (post-certification only)

Item	Amount
Land acquisition costs (eligible if post-certification)	[redacted]
Hard construction costs	
Soft construction costs	
Professional services and eligible fees	
Taxable business fixtures cost (if applicable)	
Other eligible costs (describe in Notes tab)	

Total Eligible Expenditures	**$20,382,655**

Construction employment & payroll assumptions

Assumption	Value	Units
Estimated share of eligible construction costs attributable to labor (%)	55%	%
Primary construction average annual wage ($/yr)	$57,730	$
Construction period length (months)	15	months

Construction Expenditures Timeline

Year From Project Start Date	Percent of Expenditures
Year 1	80%
Year 2	20%
Year 3	0%
Year 4	0%
Year 5+	0%
Total	**100%**

Property Value

Item	Value
Property value prior to development	$1,298,120
Estimated property value post development	$11,409,782

Completion Period Inputs (5-Year Completion Period)

Enter ANNUAL stabilized, project-site-only operating assumptions for a typical stabilized year during the 5-year Completion Period (NOT five-year totals and NOT year-by-year projections). Use Baseline columns to report pre-project on-site activity; the workbook will subtract baseline to compute net new impacts.

Use Type / Component (On-Site)	Total Operating Square Footage	Stabilized Occupancy / Utilization (%)	Staffing Ratio (FTE per Sq Foot), Stabilized	Avg Annual Wage ($ per FTE, Stabilized)	Annual Stabilized Taxable Sales/Revenue per Sq Foot ($)	Baseline On-Site Payroll ($/year)	Baseline On-Site Taxable Sales/Revenue ($/year)
Office							
General Office	12250	[redacted]	0.003	$64,410			
Medical Office				$74,310			
Retail	4053	[redacted]	0.001	$30,870			
Restaurant				$28,010			
Hotel, Hospitality							
Hotel				$28,450			
Hospitality				$28,450			
Entertainment				$43,890			
Industrial				$45,170			
Institutional				$64,410			
Residential	65832	[redacted]	0.000	$31,750			
Plaza				$31,750			
Parking				$37,740			
Recreation				$28,450			

Construction Period Calculations (Locked)

Derived results from Construction Period Inputs.

Metric	Value
Inflation Adjusted Eligible Expenditures	$20,516,365
Construction labor share	55.00%
Avg annual wage (construction)	$57,730
Implied hourly wage	$28
Total labor cost (proxy for payroll)	$11,284,001
Implied labor hours	406360.23
Construction FTE (labor hours / 2,080)	195.46
State income tax on construction payroll	$253,890
Hard construction costs + business fixtures	[redacted]
Sales tax on hard construction costs + business fixtures	$610,717
Total construction-period tax impacts	$864,607

Completion Period Calculations (Locked)

Calculates annual stabilized direct impacts and removes baseline (project-site only).

Use Type	Annual FTE (stabilized)	Annual Payroll	Annual Taxable Sales/Revenue	Baseline Payroll	Baseline Sales	Net Payroll	Net Sales
General Office	40.83	$2,630,075	$0	$0	$0	$2,630,075	$0
Medical Office	0.00	$0	$0	$0	$0	$0	$0
Retail	6.50	$200,655	$0	$0	$0	$200,655	$0
Restaurant	0.00	$0	$0	$0	$0	$0	$0
Hotel	0.00	$0	$0	$0	$0	$0	$0
Hospitality	0.00	$0	$0	$0	$0	$0	$0
Entertainment	0.00	$0	$0	$0	$0	$0	$0
Industrial	0.00	$0	$0	$0	$0	$0	$0
Institutional	0.00	$0	$0	$0	$0	$0	$0
Residential	8.20	$260,442	$0	$0	$0	$260,442	$0
Plaza	0.00	$0	$0	$0	$0	$0	$0
Parking	0.00	$0	$0	$0	$0	$0	$0
Recreation	0.00	$0	$0	$0	$0	$0	$0
TOTAL	**55.54**	**$3,091,172**	**$0**	**$0**	**$0**	**$3,091,172**	**$0**

Tax Calculations (Locked)

Calculates annual and 5-year completion-period tax impacts (net of baseline) using Department parameters.

Tax Category	Annual Net Base	Rate	Annual Tax	5-Year Total (escalated)
Revenue Escalation factor (5 years)	5.3028			
Wage Escalation factor (5 years)	5.3315			
State income tax (payroll)	$3,091,172	0.0225	$69,551	$370,811
Local income tax (payroll)	$3,091,172	0.0275	$85,007	$453,214
State + local sales tax (taxable sales)	$0	0.0750	$0	$0
Lodging tax (hotel revenue)	$0	0.0000	$0	$0
Property tax (annual)	$3,539,082	65.2484	$230,919	$1,224,513
Total completion-period tax increase (5-year)				**$2,048,537**

Statutory 10% Test (Locked)

Completion-period tax increase must be ≥ 10% of eligible expenditures.

Item	Amount
Eligible Expenditures	$20,382,655
10% Threshold	$2,038,266
Construction + Completion-Period Tax Increase (5-year)	$2,913,145
PASS/FAIL	**PASS**

Summary Outputs

These outputs should be used to populate the EIS

Metric	Value
Total Eligible Construction Expenditures	$20,382,655
Total Construction-Period Tax Impacts	$864,607
Total Completion-Period Tax Increase (5-Year)	$2,048,537
Total Tax Increase	$2,913,145
Fifth Year Payroll	$3,507,602
Total Sales Subject to Sales Tax	$16,285,799
10% Test Result (PASS/FAIL)	PASS
Application Type	General TMUD

Appendix A: Supporting Documentation, Data Sources and Citations

Project Budget & Stabilized Annual Operating Proforma (TRADE SECRET)

1 West Federal Street, Youngstown Ohio

Uses - Building		
Acquisition (full building)	[redacted]	neligible for TMUD
Hard Costs		
Soft Costs		
Financing Costs		
Construction Period Holding Costs		neligible for TMUD
Construction Period RE Taxes		neligible for TMUD
Contingency		
Deferred Development Fee		
Total Development Costs		

TMUD Eligible Expenses	**$**	**20,382,655**

Sources - Building - First Phase		
Equity	[redacted]	10% of TDC
Federal HTC		
State HTC		
TMUD		
Senior Debt		
Deferred Development Fee		
Total		

Historic QRES		
Eligible	$	20,382,655
Total	**$**	**20,382,655**

Income	
Gross Residential (Annual)	[redacted]
Additional Fees	
Vacancy Loss	
Other Commercial and Flex Spaces + CAM	
Utilities (by owner - apartments by tenants)	
Repairs and Maintenance	
Other OPEX (inc. accounting, advertising, admin, elevators, trash, snow)	
Insurance (Buildingwide)	
Management Fee	
Real Estate Tax Annual	
NOI	
Margin	

Sensitivity	
Residential rent PSF (monthly)	[redacted]
Average apt rent	
Additional fees per unit (annual)	
FNB lease (annual with CAM)	
Other COMMERCIAL (annual)	
Vacancy Loss	
Real Estate Tax (Post-Rehab)	
Annual	
Full taxes	

Data Sources

Data Sources and Key Inputs

The Developer's Project budget and stabilized annual operating proforma, which we understand are being provided to other third parties such as potential lenders, and thus are assumed to be reliable, were the source of most project information.

ODOD provided the EIS Workbook Excel file ("Workbook") submitted with this EIS Narrative Report. The Workbook contains ODOD required parameters and calculations of economic impact. The results presented in this EIS narrative report were generated using the Workbook.

The IMPLAN model, which is described in the About IMPLAN section, was a source of key inputs. IMPLAN data from 2024, the most recent year for which data is currently available, was used for this analysis.

Where necessary, we also relied on independent third-party data and established real estate industry data sources.

Throughout the modeling, Silverlode also employed professional conservatism to ensure that the inputs and assumptions were reasonable. Silverlode reviewed information provided by the Developer for reasonableness but did not validate such information.

Portions of this report are considered trade secrets and are denoted as such.

EIS Workbook, Documentation and Notes Table

EXAMPLE ENTRIES — FOR ILLUSTRATION ONLY (DO NOT DELETE IN TEMPLATE VERSION)				
Workbook Section / Tab	**Input or Assumption**	**Value Used**	**Data Source**	**Notes / Justification (Why this is reasonable)**
Completion Period Inputs – Retail	Retail sales per square foot	$375 per SF (annual, stabilized)	ICSC 2024 Midwest Retail Benchmark Report	Consistent with Class A neighborhood retail in comparable Midwest
Completion Period Inputs – Office	Average annual wage	$78,000 (median)	BLS OEWS, Cincinnati MSA, Major SOC Group 13-0000 (2024)	Median wage used per EIS guidance to avoid overstating payroll
Completion Period Inputs – Hotel	ADR and occupancy	$155 ADR; 70% stabilized occupancy	Project operating pro forma; STR Midwest regional averages	Reflects stabilized operations after ramp-up period
Parameters – Applicant-Provided	Local sales tax rate	1.25%	Ohio Department of Taxation, county sales tax rate table (2025)	Rate applicable to project address as of submission date
Completion Period Inputs – Baseline	Existing on-site retail sales	$1,500,000 annually	Current tenant rent roll and sales disclosures	Represents pre-project activity removed to calculate net new impacts
Parameters – Applicant-Provided	Effective State Income Tax Rate	2.25%	https://tax.ohio.gov/individual/resources/annual-tax-rates	For taxable years beginning in 2025, tax of $342 + plus 2.75% tax on the portion of income from $26,051-$100,000, and 3.125% tax on the portion of income over $100,000. Given the range in income levels for the Project, an effective rate of 2.25% was assumed.
Parameters – Applicant-Provided	Effective Local Income Tax Rate	2.75%	https://youngstownohio.gov/finance	Local income tax rate is published by the City
Parameters – Applicant-Provided	State Sales Tax Rate	5.75%	https://tax.ohio.gov/business/sales-and-use-tax	State sales tax rate is published by the state.
Parameters – Applicant-Provided	Local Sales Tax Rate	1.75%	https://dam.assets.ohio.gov/image/upload/tax.ohio.gov/tax_analysis/tax_data_series/sales_and_use/Salestaxmap.pdf	1.5% Mahoning County sales tax + 0.25% transit tax rate.
Parameters – Applicant-Provided	State + Local Effective Mille Rate per $1,000	65.248394	Mahoning County Auditor	2025 effective millage for Project parcels

Construction Period Inputs - Eligible	Land Acquisition Costs	0	Project budget	No land acquisition after Project certification date
Construction Period Inputs - Eligible	Hard Construction Costs	16179660	Project budget	Construction contractor's estimate
Construction Period Inputs - Eligible	Soft Construction Costs	3503395	Project budget	
Construction Period Inputs - Eligible	Professional Services and Eligible Fees	863600	Project budget	
Construction Period Inputs - Eligible	Taxable Business Fixtures Cost	0	Project budget	
Construction Period Inputs - Eligible	Other Eligible Costs	0	Project budget	
Construction Period Inputs - Construction Employment & Payroll Assumptions	Estimated Share of Eligible Construction Costs Attributable to Labor	55%	Construction contractor's estimate	Construction contractor's labor cost estimates as a percentage of construction contractor's hard cost estimate
Construction Period Inputs - Construction Expenditures Timeline	Percent of Expenditures	80%, 20%	Straight-line over estimated 15 month construction period	
Construction Period Inputs - Property Value	Property Value Prior to Development	1298120	Mahoning County Auditor	2025 values for parcels
Construction Period Inputs - Property Value	Estimated Property Value Post Development	11409782.39	Developer proforma	Income approach using NOI and 7% capitalization rate
Completion Period Inputs	Total Operating Square Footage	All values in column	Architect letter	
Completion Period Inputs	Stabilized year by use	All uses	Developer Proforma	
Completion Period Inputs	Stabilized Occupancy / Utilization	All values in column	Developer Proforma	100% committed commercial tenants, 10% vacancy assumed for residential tenants
Completion Period Inputs	Staffing Ratio Stabilized - General Office	0.003333333	Youngstown Redevelopment Code	FTEs for committed office tenants were included at the rate of 300 SF per job, in line with Youngstown redevelopment code for minimum parking requirements for office space.
Completion Period Inputs	Staffing Ratio Stabilized - Retail	0.001312336	https://blog.dbsi.com/branch-transformation-blog/5-benefits-of-	Average bank branch staffing 5-8 FTEs. 6.5 FTE assumed.
Parameters - Department Provided Measures	SOC code MSA median wages for various uses and RPC value	Various	Utilized department provided values	Utilized department provided values

Residential (Operations) Staffing Per Square Foot

Job Functions	SF per FTE	Acres per FTE	Units per FTE	FTEs per SF	Project SF	Project Units/Acres	Project FTEs	Source/ Notes
Residential Property Management FTE			61	0.00002	65,932	70.00	1.15	National Apartment Association*
Commericial Property Management FTE	75,000			0.00001	24,892		0.33	Facilities.net**
Maintenance FTE	50,000			0.00002	90,824		1.82	Facilities.net**
Janitorial FTE	28,000			0.00004	90,824		3.24	Facilities.net**
Landscape FTE	1,306,800	30		0.00000	4,965.8	0.11	0.00	Facilities.net**
Security FTE	15,000			0.00007	24,892		1.66	Facilities.net**
Operations FTE Total for Project - entered in EIS Workbook under Residential Use							**8.20**	
Project FTE Analysis								
Residential SF of Project	65,932		Included in the Residential line; utilize residential SF to calculate total operations jobs per residential SF					
Occupancy	90.00%							
Total Project Operations FTEs per residential SF	**0.00014**							

Additional Sources/Notes:

* National Apartment Association (https://naahq.org/news/changing-paradigm-staffing-ratios) assumption: 1 FTE per 61 units

**Facilities.net (https://www.facilitiesnet.com/facilitiesmanagement/article/Facility-Staffing-Levels-Maintenance-Custodial-and-Grounds-Care--17471)

***Square footage per security FTE includes commercial building square feet (except parking) to avoid overstating)

About IMPLAN

IMPLAN (IMpact analysis for PLANning), one of the most well-respected and widely used methodologies for assessing regional economic impacts, was used for parts of this study. IMPLAN is a general input-output model initially developed by the U.S. Forest Service in the 1970s and is used by more than 1,000 universities, government agencies, and consultants to estimate the economic and fiscal impacts of investments and/or changes in one or more industries. 2024 IMPLAN data, the most current data available at the time, was used for this study. Data underlying the IMPLAN model is updated annually using thousands of data points from over 90 sources. The main sources of this data include:

- U.S. Bureau of Labor Statistics (BLS) Quarterly Census of Employment and Wages (QCEW)
- U.S. Bureau of Economic Analysis (BEA) Regional Economic Accounts (REA)
- U.S. Census Bureau County Business Patterns (CBP)
- U.S. Bureau of Economic Analysis National Income and Product Accounts (NIPA)

About Silverlode Consulting

Silverlode Consulting was founded in 2002 by two former leaders from EY and PwC's consulting practices. As a national leader in economic impact analysis, Silverlode has supported hundreds of organizations, from nonprofit arts groups to multinational corporations, in quantifying their contributions to their communities and effectively communicating those impacts to key stakeholders. Through rigorous analysis and clear communication of findings, our work has helped clients secure funding, obtain regulatory approvals, and positively influence public perception. To learn more about our firm and our expertise in economic impact analysis, please visit http://www.silverlodeconsulting.com

4th and Walnut Center

Project Site Address: 105 E 4th Street, Cincinnati, Hamilton County, 45202

Applicant/Property Owner: Supreme Bright Cincinnati II, LLC

TMUD Application ID:

Economic Impact Consultants: Megan Heare and Brad Evans

Economic Impact Firm: Alpaugh Family Economics Center at the University of Cincinnati

Date: April 21, 2026

Version: 1

The Alpaugh Family ECONOMICS CENTER

Contact Information

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Executive Summary

The 4th and Walnut Center Project is a 519,815-square foot proposed mixed-use development in downtown Cincinnati that will drive substantial economic activity. The 4th and Walnut Center Project is anticipated to start construction in 2027 and complete construction in 2029. The 4th and Walnut Center Project will encompass a mix of general office, restaurant, hotel, residential, and parking uses.

Eligible expenditures for the 4th and Walnut Center Project total $170,897,409, which means a minimum of $17,089,741 in taxes must be generated to meet the 10.00 percent threshold. Construction period taxes total $5,928,513, while completion period taxes over the five-year period total $29,215,056. This means that the 4th and Walnut Center Project will increase taxes by a total of $35,143,569. Additionally, net payroll in the fifth year of the completion period totals $6,730,806, while net taxable sales during the construction and completion periods total $142,584,885. The taxes generated for the 4th and Walnut Center Project exceed the 10.00 percent threshold, as detailed in Table 1.

Table 1: Summary Output

Metric	Value
Total Eligible Expenditures	$170,897,409
Total Construction Period Taxes	$5,928,513
Total Completion Period Taxes (5-Year)	$29,215,056
Total Tax Increase	$35,143,569
Fifth Year Completion Period Payroll	$6,730,806
Total Taxable Sales	$142,584,885
10% Threshold	$17,089,741
Pass/Fail	**Pass**

Source: Output from the Economic Impact Statement Workbook.

Introduction

The 4th and Walnut Center Project is a proposed mixed-use development in downtown Cincinnati that will drive substantial economic activity. The 4th and Walnut Center Project is anticipated to start construction in 2027 and complete construction in 2029. With a mix of general office, restaurant, hotel, residential, and parking uses, the 4th and Walnut Center Project will encompass a total of 519,815 square feet.

This report details the impact of the 4th and Walnut Center Project on sales, full-time equivalent (FTE) employment, payroll, and taxes during the construction period as well as during the completion period. The construction period refers to the period after project certification until project completion, whereas the completion period refers to the five-year period after project completion.

Construction Period Impacts

Inputs

Table 2 details the eligible project expenditures for the 4th and Walnut Center Project. Based on the Project Budget detailed in Appendix C, the total eligible expenditures for the 4th and Walnut Center Project total $170,897,409. This is comprised of $[redacted] in land acquisition costs (post-certification), $[redacted] in hard construction costs, $[redacted] in soft construction costs, and $[redacted] in professional services and eligible fees. Additionally, construction labor is assumed to account for [redacted] percent of hard construction costs, which equates to [redacted] percent of the total eligible construction costs for the 4th and Walnut Center Project.

Table 2: Eligible Project Expenditures

Item	Total
Land Acquisition Costs (post-certification)	$[redacted]
Hard Construction Costs	$[redacted]
Soft Construction Costs	$[redacted]
Professional Services and Eligible Fees	$[redacted]
Taxable Business Fixtures Costs	$[redacted]
Other Eligible Costs	$[redacted]
Total Eligible Expenditures	**$170,897,409**

Source: Project Budget (Appendix C).

Table 3 details the construction expenditures timeline for 4th and Walnut Center Project. According to the Project Timeline detailed in Appendix B, construction will begin on February 5, 2027, and is expected to be completed by February 2, 2029. Approximately 31.19 percent of eligible construction expenditures will occur in year 1 (2027), 34.10 percent will occur in year 2 (2028), and 34.72 percent will occur in year 3 (2029).

Table 3: Construction Expenditures Timeline

Year	Percent of Eligible Expenditures
Year 1 – 2027	31.19%
Year 2 – 2028	34.10%
Year 3 – 2029	34.72%
Total Eligible Expenditures	**100.00%**

Source: Project Budget (Appendix C).

According to the Hamilton County Auditor, the current total market value for the 4th and Walnut Center Project (parcel ID 083-0001-0197-00) is $10,266,700. It is estimated that the property value post development will equal [redacted] Therefore, the estimated property value post development for the 4th and Walnut Center Project will be $121,200,941.

Employment and Payroll

Given the Ohio Department of Development's standardized assumptions for inflation, the inflation-adjusted eligible construction expenditures for the 4th and Walnut Center Project total $176,764,702. To estimate construction payroll, the estimated share of eligible construction costs attributable to labor was applied to the total inflation-adjusted eligible construction expenditures. It was assumed that labor costs represent 38.95 percent of the total eligible construction expenditures for the 4th and Walnut Center Project. This results in total labor costs of $68,845,718, which serves as a proxy for total construction payroll.

The total labor costs were divided by the average annual wage of construction workers to estimate the total construction FTE. According to average annual wage data provided by the Ohio Department of Development, the average annual wage for construction jobs in the Cincinnati Metropolitan Statistical Area (MSA) is $60,900. This indicates that 4th and Walnut Center will support 1,130.47 construction FTE, as detailed in Table 4.

Table 4: Construction Employment and Payroll

Metric	Value
Inflation-Adjusted Eligible Expenditures	$176,764,702
Construction Labor Share	38.95%
Total Construction Labor Cost (Payroll)	**$68,845,718**
Construction Average Annual Wage	$60,900
Total Construction FTE	**1,130.47**

Source: Output from the Economic Impact Statement Workbook.

Taxes

The total labor costs of the 4th and Walnut Center Project are $68,845,718, which serves as a proxy for total construction payroll. The effective state income tax rate for the 4th and Walnut Center Project is 2.11 percent, which will result in total state income tax revenue of $1,453,541.

Given the Ohio Department of Development's standardized assumptions for inflation, the inflation-adjusted hard construction costs and taxable business fixtures total $114,742,863 for the 4th and Walnut Center Project. The standardized regional purchase coefficient represents the share of construction materials purchased with the State of Ohio. The Ohio Department of Development's standardized regional purchase coefficient is 50.00 percent. This means that $57,371,432 of inflation-

adjusted hard construction costs and taxable business fixtures are subject to sales tax. The state sales tax rate is 5.75 percent, and the local sales tax rate for Hamilton County is 2.05 percent. Therefore, taxable construction expenditures will result in $4,474,972 in sales tax revenue. As detailed in Table 5, the 4th and Walnut Center Project will generate a total of $5,928,513 in tax revenue during the construction period.

Table 5: Construction Taxes

Tax Category	Annual Net Base	Tax Rate	Total Tax
State Income Tax	$68,845,718	2.11%	$1,453,541
State and Local Sales Tax	$57,371,432	7.80%	$4,474,972
Total Completion Period Tax Impact	**N/A**	**N/A**	**$5,928,513**

Source: Output from the Economic Impact Statement Workbook.

Completion Period Impacts

Inputs

The 4th and Walnut Center Project will include 18,810 square feet of general office space, 18,830 square feet of restaurant space, 201,735 square feet of hotel space with [redacted] rooms, 160,770 square feet of residential space with [redacted] units, and 119,670 square feet of parking space. As detailed in Table 6, the 4th and Walnut Center Project encompasses a total of 519,815 square feet.

Table 6: Mixed-Use Breakdown

Use Type	Square Footage	Units/Rooms
General Office	18,810 square feet	
Restaurant	18,830 square feet	
Hotel	201,735 square feet	[redacted] rooms
Residential	160,770 square feet	[redacted] units
Parking	119,670 square feet	
Total	**519,815 square feet**	

Source: Project Matrix (Appendix D).

Table 7 details the stabilized occupancy by use type of the 4th and Walnut Center Project during the completion period. The stabilized occupancy level for the hotel occurs in year 3 and is detailed in the operating pro forma. The general office space is currently occupied, reflecting full occupancy. The restaurant space reflects one tenant space, which will be occupied upon project completion. Stabilized occupancy levels for the residential and parking spaces were provided by the applicant and detailed in Appendix F.

Table 7: Completion Period Stabilized Occupancy by Use Type

Use Type	Stabilized Occupancy
General Office	[redacted]
Restaurant	[redacted]
Hotel	[redacted]
Residential	[redacted]
Parking	[redacted]

Source: Occupancy Assumptions (Appendix F)

Table 8 details the stabilized staffing ratio by use type for the 4th and Walnut Center Project. The stabilized staffing ratio for the general office and restaurant uses were estimated using the U.S. Energy Information Administration's Commercial Buildings Energy Consumption Survey.[1] Total stabilized FTE for the hotel use is based on assumptions provided by the applicant and detailed in Appendix E. The total stabilized FTE was converted to a stabilized staffing ratio based on the square footage and stabilized occupancy. The stabilized staffing ratio for the residential use reflects an average of estimates from two sources, which detail a similar range of residential units per FTE.[2] The stabilized staffing ratio for the parking use reflects an average of the staffing ratios for five different facilities.[3]

Table 8: Completion Period Stabilized Staffing Ratio by Use Type

Use Type	Stabilized Staffing Ratio (FTE per SQFT)
General Office	$1\ FTE\ per\ 3{,}237\ SQFT = \frac{1\ FTE}{3{,}237\ SQFT} = 0.000309$
Restaurant	$1\ FTE\ per\ 480\ SQFT = \frac{1\ FTE}{480\ SQFT} = 0.002083$
Hotel	$101.5\ FTE = [redacted] = 0.000671$
Residential	$1\ FTE\ per\ [redacted]\ units = [redacted] = 0.000010$
Parking	$1\ FTE\ per\ 35{,}657\ SQFT = \frac{1\ FTE}{35{,}657\ SQFT} = 0.000028$

Source: U.S. Energy Information Administration (2022), Operating Pro Forma (Appendix E), National Apartment Association (2022), Urban Settlements (n.d.), and International Facility Management Association (2010).

Table 9 details the stabilized average annual wage per FTE for the 4th and Walnut Center Project. The general office space for the project is currently occupied by a tenant for their office and chilled water loop plant. The stabilized average annual wage per FTE for the general office was updated to reflect the median wage for office and administrative support occupations (SOC 43-0000) to better reflect the current tenant. The stabilized average annual wage per FTE for the hotel use is based on assumptions provided by the applicant and detailed in Appendix E. For the restaurant, residential, and parking uses, the stabilized average annual wage per FTE reflects the standardized values provided by the Ohio Department of Development for the Cincinnati MSA.

[1] (U.S. Energy Information Administration 2022)
[2] (National Apartment Association 2022); (Urban Settlements n.d.)
[3] (International Facility Management Association 2010)

Table 9: Completion Period Stabilized Average Annual Wage per FTE by Use Type

Use Type	Stabilized Average Annual Wage per FTE
General Office	$45,820
Restaurant	$30,320
Hotel	$44,911
Residential	$36,000
Parking	$42,920

Source: Ohio Department of Development average annual wages for the Cincinnati MSA, U.S. Bureau of Labor Statistics, Operating Pro Forma (Appendix E).

Table 10 details the stabilized taxable sales/revenue per square foot by use type for the 4th and Walnut Center Project. Based on the operating pro forma, the stabilized taxable sales/revenue in year 3 are $[redacted] for the restaurant space and $[redacted] for the hotel space.[4] Given that the operating pro forma accounts for occupancy levels, the total taxable sales/revenue were divided by the square footage multiplied by the occupancy for each use type to determine the taxable sales/revenue per square foot. The general office, residential, and parking uses will not generate taxable sales/revenue.

Table 10: Completion Period Stabilized Taxable Sales/Revenue per SQFT by Use Type

Use Type	Stabilized Taxable Sales/Revenue per SQFT
General Office	$0
Restaurant	[redacted] les [redacted] = $371.75
Hotel	[redacted] les [redacted] = $117.61
Residential	$0
Parking	$0

Source: Operating Pro Forma (Appendix E).

The 4th and Walnut Center Project currently has one tenant occupying the 18,810 square feet of general office space for their office and chilled water loop plant, reflecting full occupancy of the general office space. Based on the U.S. Energy Information Administration's Commercial Buildings Energy Consumption Survey, the median square feet per worker for refrigerated warehouse and storage buildings is 3,237.[5] This equates to a staffing ratio of 0.000309 FTE per square foot, or 5.81 FTE. The stabilized average annual wage per FTE for the general office is $45,820, which reflects the median wage for office and administrative support occupations (SOC 43-0000). Therefore, baseline payroll for the general office space totals $266,257. Additionally, it was assumed that the current tenant does not generate taxable sales/revenue.

[4] The taxable sales/revenue for the restaurant also include the food and beverage revenue for the banquet and room service of the hotel.
[5] (U.S. Energy Information Administration 2022)

Employment and Payroll

Table 11 details the stabilized annual FTE and payroll by use type for the 4th and Walnut Center Project during the completion period. The 4th and Walnut Center Project will have stabilized annual FTE of 151.07 with associated annual payroll totaling $6,197,968. However, baseline annual payroll totals $266,257, which results in total net annual payroll of $5,931,711.

Table 11: Completion Period Stabilized Annual FTE and Payroll by Use Type

Use Type	Stabilized FTE	Stabilized Annual Payroll	Baseline Annual Payroll	Net Annual Payroll
General Office	[redacted]	$266,257	$266,257	$0
Restaurant	[redacted]	$1,189,428	$0	$1,189,428
Hotel	[redacted]	$4,558,480	$0	$4,558,480
Residential	[redacted]	$54,162	$0	$54,162
Parking	[redacted]	$129,641	$0	$129,641
Total	**151.07**	**$6,197,968**	**$266,257**	**$5,931,711**

Source: Output from the Economic Impact Statement Workbook.

Taxable Sales/Revenue

Table 12 details the stabilized annual taxable sales/revenue by use type for the 4th and Walnut Center Project during the completion period. The 4th and Walnut Center Project will have stabilized annual taxable sales/revenue totaling $24,795,000. There are no baseline taxable sales/revenue to account for with the 4th and Walnut Center Project.

Table 12: Completion Period Stabilized Annual Taxable Sales/Revenue by Use Type

Use Type	Net Stabilized Annual Taxable Sales/Revenue
General Office	$0
Restaurant	$7,000,000
Hotel	$17,795,000
Residential	$0
Parking	$0
Total	**$24,795,000**

Source: Output from the Economic Impact Statement Workbook.

Taxes

Table 13 details the annual and 5-year total tax impact for the completion period of the 4th and Walnut Center Project. The tax types included in this analysis include state and local income tax, state and local sales tax, lodging tax, and property tax. Payroll is the base for income tax calculations, taxable sales are the base for the sales tax calculations, hotel sales are the base for the lodging tax calculations, and the property value pre- and post-development are the base for the property tax calculations.

Net annual payroll totals $5,931,711, which results in annual state income tax revenue of $125,236 and annual local income tax revenue of $106,771. Annual net taxable sales total $24,795,000, which results in annual state and local sales tax revenue of $1,934,010. Annual hotel sales total $17,795,000, which

results in lodging tax revenue of $2,046,425. The difference in the post- and pre-development assessed value of the property is $38,826,984. The 4th and Walnut Center Project will have a property tax abatement agreement that results in an estimated property tax payment of $1,295,696. Therefore, the adjusted property tax millage rate equates to 33.3710 per $1,000. Given the Ohio Department of Development's standardized assumptions for inflation, the 4th and Walnut Center Project will generate $29,215,056 in inflation-adjusted tax revenue during the completion period.

Table 13: Completion Period Taxes

Tax Category	Annual Net Base	Tax Rate	Annual Tax	5-Year Total (Escalated)
State Income Tax	$5,931,711	2.11%	$125,236	$667,694
Local Income Tax	$5,931,711	1.80%	$106,771	$569,245
State and Local Sales Tax	$24,795,000	7.80%	$1,934,010	$10,255,613
Lodging Tax	$17,795,000	11.50%	$2,046,425	$10,851,724
Property Tax	$38,826,984	33.3710	$1,295,696	$6,870,780
Total Completion Period Tax Impact	**N/A**	**N/A**	**$5,508,138**	**$29,215,056**

Source: Output from the Economic Impact Statement Workbook.

Summary

With a mix of general office, restaurant, hotel, residential, and parking space, the 4th and Walnut Center Project is a proposed mixed-use development in downtown Cincinnati that will drive substantial economic activity. Eligible expenditures for the 4th and Walnut Center Project total $170,897,409, which means a minimum of $17,089,741 in taxes must be generated to meet the 10.00 percent threshold. Construction period taxes total $5,928,513, while completion period taxes over the five-year period total $29,215,056. This means that the 4th and Walnut Center Project will increase taxes by a total of $35,143,569. Additionally, net payroll in the fifth year of the completion period totals $6,730,806, while net taxable sales during the construction and completion periods total $142,584,885. The taxes generated for the 4th and Walnut Center Project exceed the 10.00 percent threshold, as detailed in Table 14.

Table 14: Summary Output

Metric	Value
Total Eligible Expenditures	$170,897,409
Total Construction Period Taxes	$5,928,513
Total Completion Period Taxes (5-Year)	$29,215,056
Total Tax Increase	$35,143,569
Fifth Year Completion Period Payroll	$6,730,806
Total Taxable Sales	$142,584,885
10% Threshold	$17,089,741
Pass/Fail	**Pass**

Source: Output from the Economic Impact Statement Workbook.

References

International Facility Management Association. 2010. "Facility Management Staffing Report: Research Report #33." *International Facility Management Association.* https://knowledgelibrary.ifma.org/download-file/?file=0&record_id=rec9IE7C7KZMWGWAz.

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Appendix A: Data Sources and Assumptions

Table 15: Data Sources and Assumptions

Workbook Section	Input or Assumption	Value Used	Data Source	Justification
Applicant & Project Information	Construction Start Date	2/5/2027	Project Timeline (Appendix B)	Current construction start date.
Applicant & Project Information	Project Completion Date	2/2/2029	Project Timeline (Appendix B)	Current construction completion date.
Parameters – Table 2	Effective State Income Tax Rate	2.11%	Ohio Department of Taxation See Table 17	Ohio has a graduated state income tax rate. The estimated taxes for each use type were calculated and then weighted based on net new FTE to arrive at the effective rate for the project.
Parameters – Table 2	Effective Local Income Tax Rate	1.8%	City of Cincinnati, Income Taxes (https://www.cincinnati-oh.gov/finance/income-taxes/)	Current rate applicable to project address as of submission date.
Parameters – Table 2	State Sales Tax Rate	5.75%	Ohio Department of Taxation	Current rate applicable to project address as of submission date.
Parameters – Table 2	Local Sales Tax Rate	2.05%	Hamilton County, Sales Tax (https://www.hamiltoncountyohio.gov/government/departments/budget_and_strategic_initiatives/sales_tax.php)	Current rates applicable to project address as of submission date, comprised of: • 0.5% - riverfront sales tax • 0.75% - general operations • 0.8% - regional transit authority

Parameters – Table 2	Lodging Tax Rate	11.5%	Hamilton County, Hotel Lodging Tax (https://www.hamiltoncountyohio.gov/government/departments/budget_and_strategic_initiatives/hotel_lodging_tax/index.php) City of Cincinnati, Transient Occupancy Tax (https://www.cincinnati-oh.gov/finance/transient-occupancy-tax-hotel-tax/tax-return/)	Current rates applicable to project address as of submission date, comprised of: • 3.0% - Cincinnati USA Convention and Visitors Bureau • 3.5% - Renovation and expansion of Duke Energy Convention Center and Sharonville Convention Center • 1.0% - Convention-related facilities • 4.0% - City of Cincinnati
Parameters – Table 2	State + Local Effective Mill Rate per $1,000	33.371018	Hamilton County Auditor, 2026 Rate of Taxation by Tax District Summary, Tax District 001 (https://www.hamiltoncountyauditor.org/pdf/retax/RateOfTaxation/Tax_Year_2025_Tax_Rate_Sheet.pdf)	The current effective commercial/industrial rate applicable to the project as of submission date is 82.840948. A property tax abatement agreement is anticipated that will result in an annual tax liability of $1,295,696. This represents an abatement of approximately 59.72 percent. The effective rate has been reduced by 59.72 percent to reflect the anticipated abatement.
Parameters – Table 3	General Office Use Average Annual Wage	$45,820	U.S. Bureau of Labor Statistics, Occupational Employment and Wage Statistics (OEWS), Cincinnati MSA, Major SOC Group 43-0000, May 2024	Current tenant of the general office space is a chilled water loop plant with offices. Major SOC Group 43-0000 includes office and administrative support occupations.
Parameters – Table 3	Hospitality and Lodging Use Average Annual Wage	$44,911	Operating Pro Forma – Hotel (Appendix E)	Reflects average annual wage of hotel staff per the hotel staffing plan included with the operating pro forma for the hotel.

Construction Period Inputs	Eligible Expenditures	Land acquisition = [redacted] Hard construction = [redacted]1 Soft construction = [redacted] Professional services = [redacted] Total eligible expenditures = $170,897,409	Project Budget – Sources and Uses (Appendix C)	Current eligible expenditures by item for the project as of submission date.
Construction Period Inputs	Share of Eligible Expenditures Attributable to Labor	38.95%	Bridgit, Labor vs Material Cost in Construction: What Contractors Actually Control (https://gobridgit.com/blog/labor-vs-material-cost-in-construction-6-things-to-keep-in-mind/)	The project assumes that construction labor accounts for 60% of hard costs, which equates to 38.95% of total costs. This assumption is consistent with labor share representing between 20% and 40% of total project costs.
Construction Period Inputs	Construction Expenditures Timeline	Year 1=31.19% Year 2=34.10% Year 3=34.72%	Project Budget – Costs by Year (Appendix C)	Current timeline of expenditures for the project as of submission date.
Construction Period Inputs	Property Value Prior to Development	$10,266,700	Hamilton County Auditor, Property Search (https://wedge3.hcauditor.org/)	Current total market value (parcel ID 083-0001-0197-00).
Construction Period Inputs	Estimated Property Value Post Development	$121,200,941	N/A	[redacted]
Completion Period Inputs	Total Operating Square Footage	General Office = 18,810 Restaurant = 18,830 Hotel = 201,735 Residential = 160,770	Project Matrix (Appendix D)	Reflects the current square footage by use for the project as of submission date.

		Parking = 119,670 Total = 519,815		
Completion Period Inputs	General Office Stabilized Occupancy	100%	Occupancy Assumptions – Cool [redacted] (Appendix F)	Reflects one tenant space, which is currently occupied.
Completion Period Inputs	Restaurant Stabilized Occupancy	100%	Operating Pro Forma – Hotel (Appendix E)	Reflects one tenant space, which will be occupied upon project completion.
Completion Period Inputs	Hotel Stabilized Occupancy	[redacted]	Operating Pro Forma – Hotel (Appendix E) Occupancy Assumptions – Hotel Occupancy Memo (Appendix F)	Reflects stabilized occupancy beginning in year 3.
Completion Period Inputs	Residential Stabilized Occupancy	[redacted]	Occupancy Assumptions – Residential and Parking (Appendix F)	Reflects current occupancy estimate given Model Group's urban portfolio.
Completion Period Inputs	Parking Stabilized Occupancy	[redacted]	Occupancy Assumptions – Residential and Parking (Appendix F)	Reflects current occupancy estimate given Model Group's urban portfolio.
Completion Period Inputs	General Office Stabilized Staffing Ratio	0.000309 FTE per SQFT	U.S. Energy Information Administration, 2018 Commercial Buildings Energy Consumption Survey Table B16 (https://www.eia.gov/consumption/commercial/data/2018/#b11-b14)	Median square feet per worker for refrigerated warehouse and storage buildings is 3,237.
Completion Period Inputs	Restaurant Stabilized Staffing Ratio	0.002083 SQFT per FTE	U.S. Energy Information Administration, 2018 Commercial Buildings Energy Consumption Survey Table B16	Median square feet per worker for restaurant or cafeteria buildings is 480.

			(https://www.eia.gov/consumption/commercial/data/2018/#b11-b14)	
Completion Period Inputs	Hotel Stabilized Staffing Ratio	[redacted] FTE	Operating Pro Forma – Hotel (Appendix E)	Reflects the estimated FTE for the hotel based on the hotel staffing plan included in the operating pro forma for the hotel.
Completion Period Inputs	Residential Stabilized Staffing Ratio	0.000016 FTE per SQFT	National Apartment Association, Changing the Paradigm of Staffing Ratios (https://naahq.org/news/changing-paradigm-staffing-ratios) Urban Settlements, Managing Multifamily Apartments: The Need for Multiple Property Managers (https://www.urbansettlements.com/blog/5a768662-2626-474e-a2e3-c47da123b59c/efficient-multifamily-management-are-multiple-managers-essential)	The range of residential units per FTE is similar for multiple sources. The midpoint of the two ranges was calculated and then averaged to determine the number of units per FTE. • National Apartment Association: 1 FTE per 45-61 units • Urban Settlements: 1 FTE per 40-50 units • Average: 1 FTE per 49 units The project has 127 residential units.
Completion Period Inputs	Parking Stabilized Staffing Ratio	0.000028 FTE per SQFT	International Facility Management Association, Facility Management Staffing Report #33, Staffing by Facility (https://knowledgelibrary.ifma.org/download-file/?file=0&record_id=rec9IE7C7KZMWGWAz)	The square feet per facility management work for five different facilities was averaged, and then the inverse was taken to arrive at the FTE per SQFT. • Facility #1: 1 FTE per 42,439 SQFT • Facility #2: 1 FTE per 30,441 SQFT • Facility #3: 1 FTE per 32,666 SQFT

				• Facility #4: 1 FTE per 31,388 SQFT • Facility #5: 1 FTE per 41,351 SQFT • Average = 1 FTE per 35,657 SQFT
Completion Period Inputs	General Office Stabilized Annual Taxable Sales per SQFT	$0 per SQFT	Ohio Department of Taxation, Services Not Taxable (https://tax.ohio.gov/business/sales-and-use-tax/taxability)	Professional, personal, and insurance services are not taxable when any tangible item transferred is incidental and not separately charged.
Completion Period Inputs	Restaurant Stabilized Annual Taxable Sales per SQFT	$[redacted] per SQFT	Operating Pro Forma – Hotel (Appendix E)	Hotel occupancy will stabilize in [redacted] Per the operating pro forma, food and beverage revenue will total $[redacted] in year 3. This equates to $[redacted] in sales per square foot.
Completion Period Inputs	Hotel Stabilized Annual Taxable Sales per SQFT	$[redacted] per SQFT	Operating Pro Forma – Hotel (Appendix E)	Hotel occupancy will stabilize in [redacted] Per the operating pro forma, room revenue will total $[redacted] in year [redacted] This equates to $[redacted] in sales per square foot.
Completion Period Inputs	Residential Stabilized Annual Taxable Sales per SQFT	$0 per SQFT	N/A	Ohio sales tax does not apply to long-term residential rent
Completion Period Inputs	Parking Stabilized Annual Taxable Sales per SQFT	$0 per SQFT	Ohio Department of Taxation, Archived - ST 2003-11 - H.B. 95 - Storage - July 31, 2003; Revised April 2025 (https://tax.ohio.gov/business/ohio-business-taxes/sales-and-use/information-releases/st200311-archive#:~:text=Transactions%20where%20the%20tangible%20personal,whic	Transactions whereby parking, as distinguished from storage, for a motor vehicle is provided are not taxable.

			h%20no%20fee%20is%20charged.)	
Completion Period Inputs	General Office Baseline On-Site Payroll	$266,257	U.S. Energy Information Administration, 2018 Commercial Buildings Energy Consumption Survey Table B16 (https://www.eia.gov/consumption/commercial/data/2018/#b11-b14) U.S. Bureau of Labor Statistics, Occupational Employment and Wage Statistics (OEWS), Cincinnati MSA, Major SOC Group 43-0000, May 2024	[redacted] 18,810 square feet. Median square feet per worker for refrigerated warehouse and storage buildings is 3,237. Current tenant of the general office space is a [redacted] with offices. Major SOC Group 43-0000 includes office and administrative support occupations.
Completion Period Inputs	General Office Baseline On-Site Taxable Sales/Revenue	$0	Ohio Department of Taxation, Services Not Taxable (https://tax.ohio.gov/business/sales-and-use-tax/taxability)	Professional, personal, and insurance services are not taxable when any tangible item transferred is incidental and not separately charged.

Ohio has a graduated state income tax rate, as detailed in Table 16. Tax rates for 2025 reflect the most recently published as of submission date.

Table 16: Ohio Individual Income Tax Rates, 2025

Ohio Taxable Income	Tax Calculation
$0 - $26,050	$0
$26,050 - $100,000	$342 + 2.75% of excess over $26,050
$100,000 and up	$2,394.32 + 3.125% of excess over $100,000

The state income tax revenue per FTE was calculated based on the average annual wage for each use type using the 2025 state income tax rates. The state income tax revenue per FTE was multiplied by the net new FTE by use type to estimate the total state income tax revenue generated by the 4th and Walnut Center Project. The total state income tax revenue was divided by the total net new payroll to arrive at the effective state income tax rate, as detailed in Table 17.

Table 17: Effective State Income Tax Rate Calculation

Use Type	Average Annual Wage	State Income Tax Revenue per FTE	Net New FTE	Net New Payroll	Total State Income Tax Revenue
Construction	$60,900	$1,300	1,130.47	$68,845,718	$1,470,035
General Office	$45,820	$886	0.00	$0	$0
Restaurant	$30,320	$459	39.23	$1,189,428	$18,023
Hotel	$44,911	$861	101.50	$4,558,480	$87,359
Residential	$36,000	$616	1.50	$54,162	$926
Parking	$42,920	$806	3.02	$129,641	$2,434
Total	**N/A**	**N/A**	**1,275.72**	**$74,777,429**	**$1,578,777**
			Effective State Income Tax Rate		**2.11%**

4th and Walnut Center Key Milestones

Milestone	Start	Completion
ODOD TMUD Application Submission	March 1, 2026	April 22, 2026
TMUD Award	June 30, 2026 - *Anticipated*	
100% Design Development Drawings	March 1, 2026	August 14, 2026
85% Construction Drawings	August 17, 2026	November 6, 2026
Permit Application Submission	November 9, 2026	
100% Construction Drawing	November 9, 2026	January 8, 2027
Permit Received	February 2, 2027	
Project Financial Closing	February 3, 2027	
Construction Commencement	February 5, 2027	
Pre-Leasing Commencement	[redacted]	
Construction Completion	February 2, 2029	
Stabilization	[redacted]	

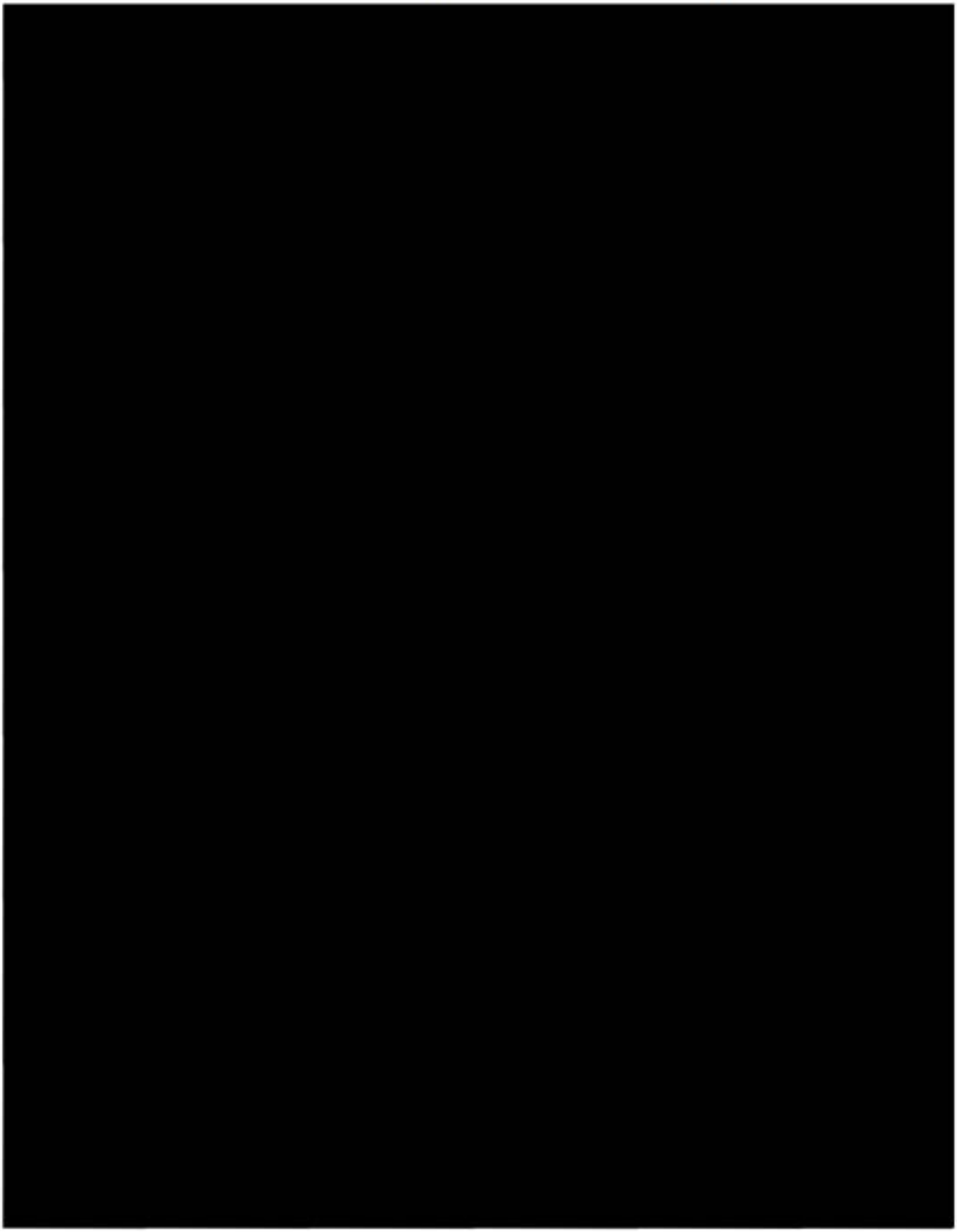
Appendix C: Project Budget - Sources and Uses

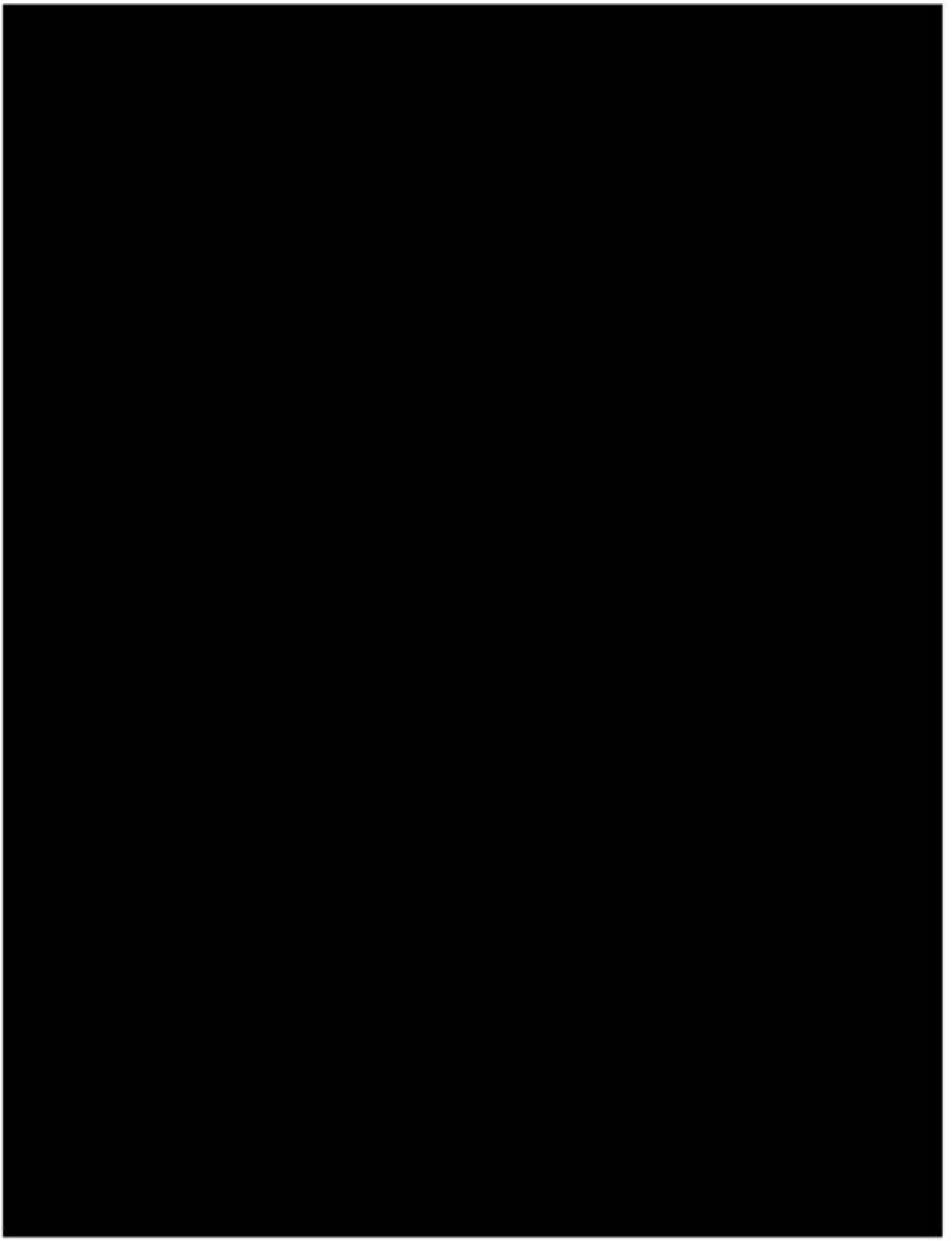
4th and Walnut

Sources & Uses of Funds

4/21/2026







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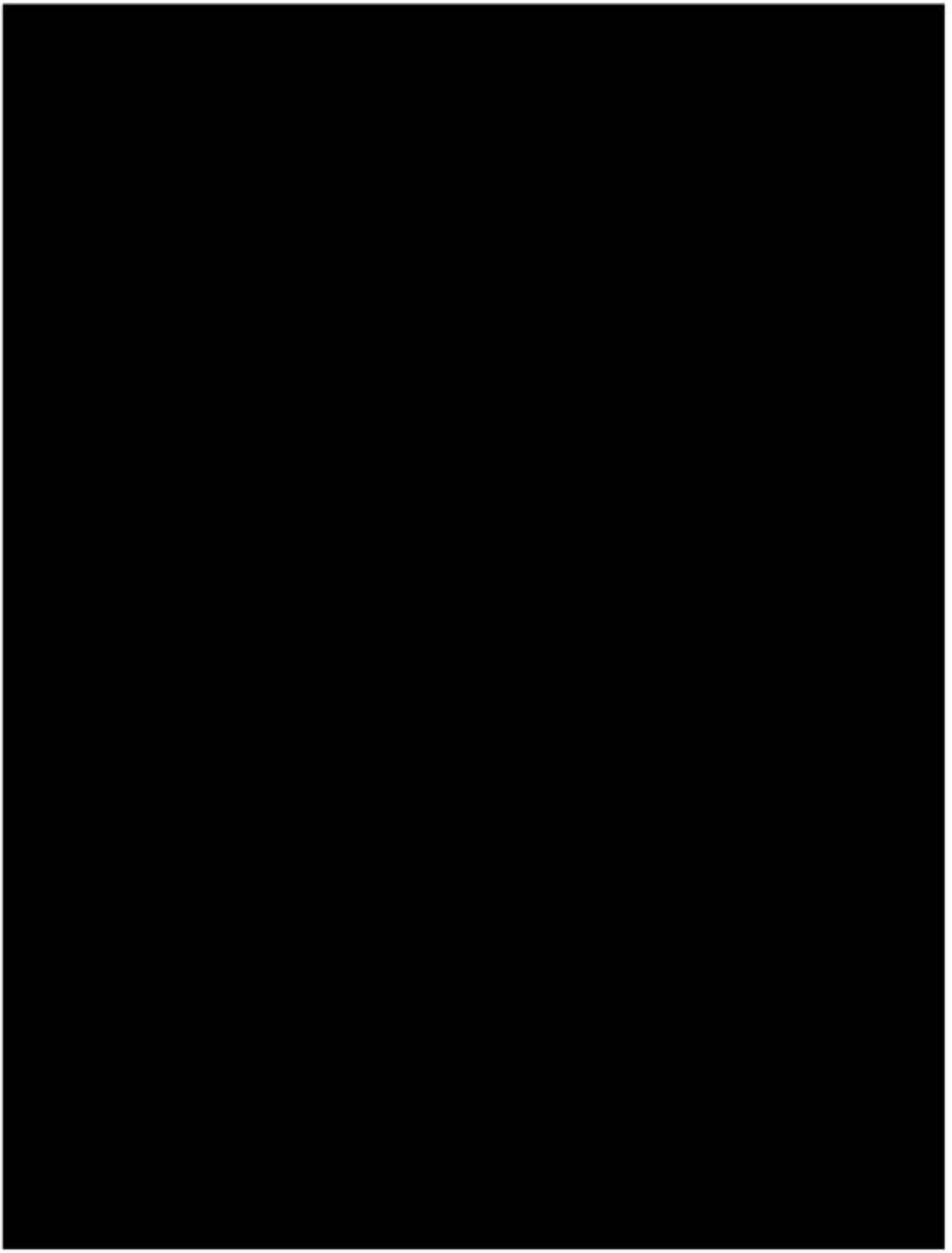

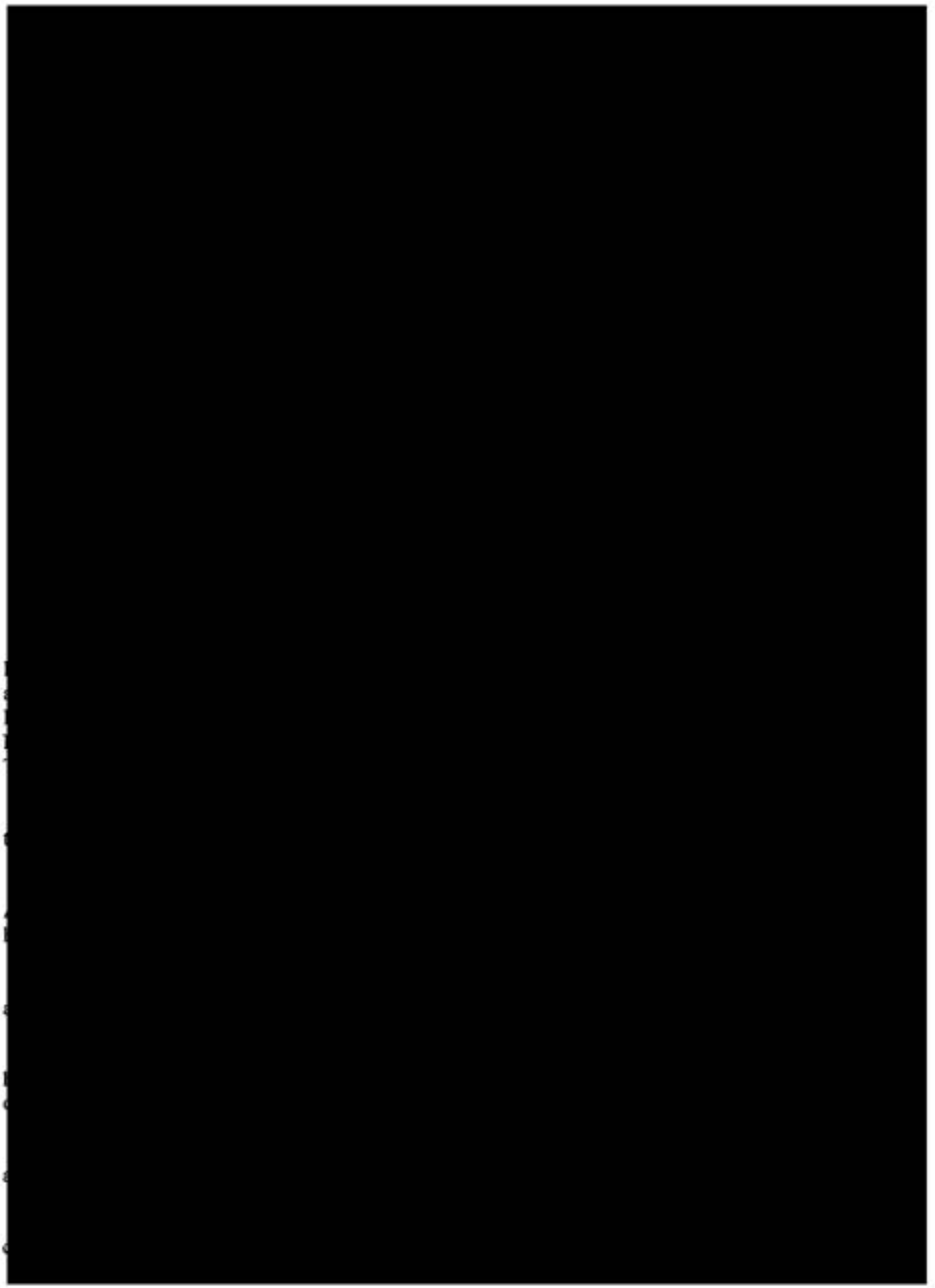

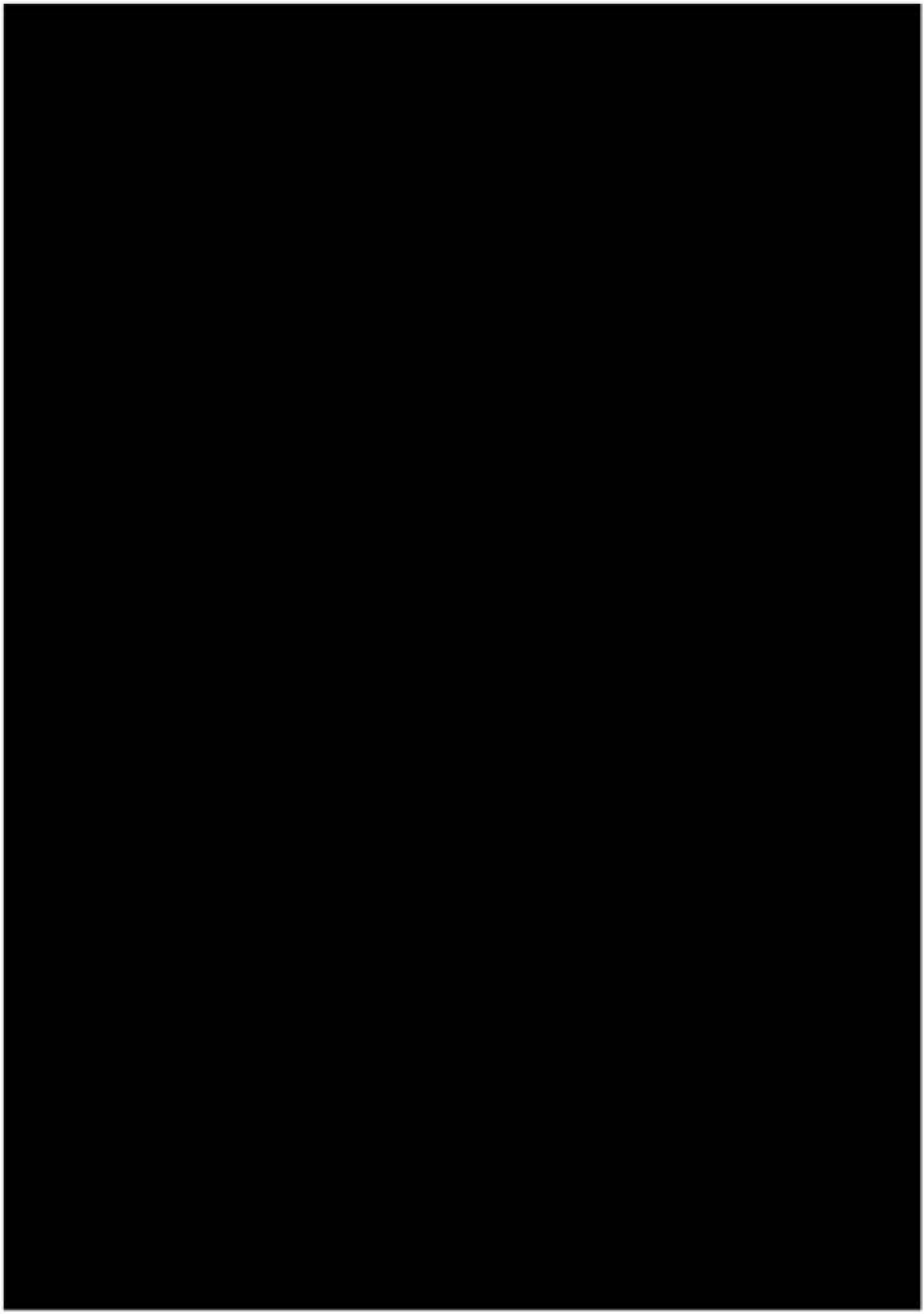

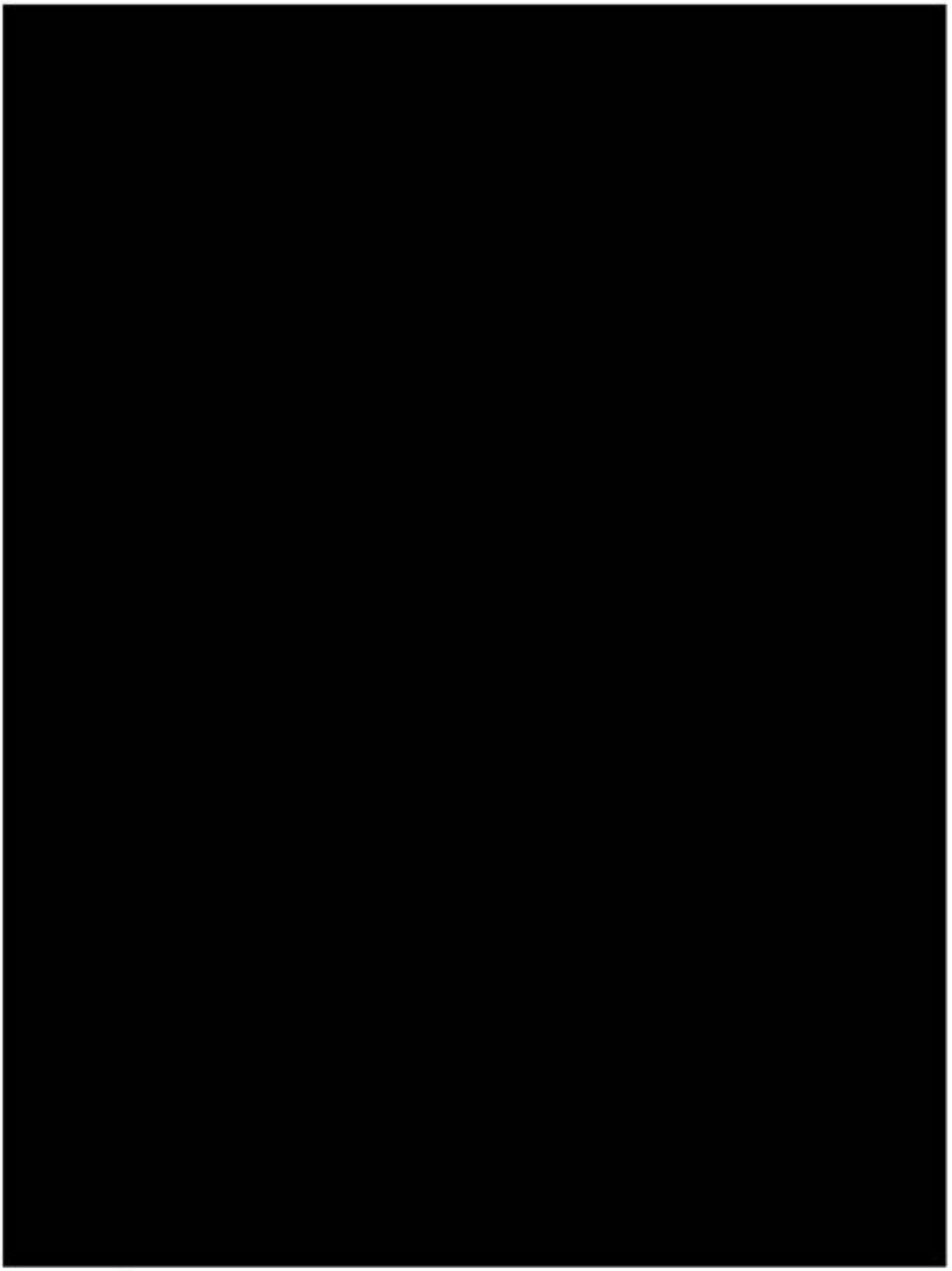



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EXHIBIT A



EXHIBIT B



Appendix C: Project Budget - Costs by Year

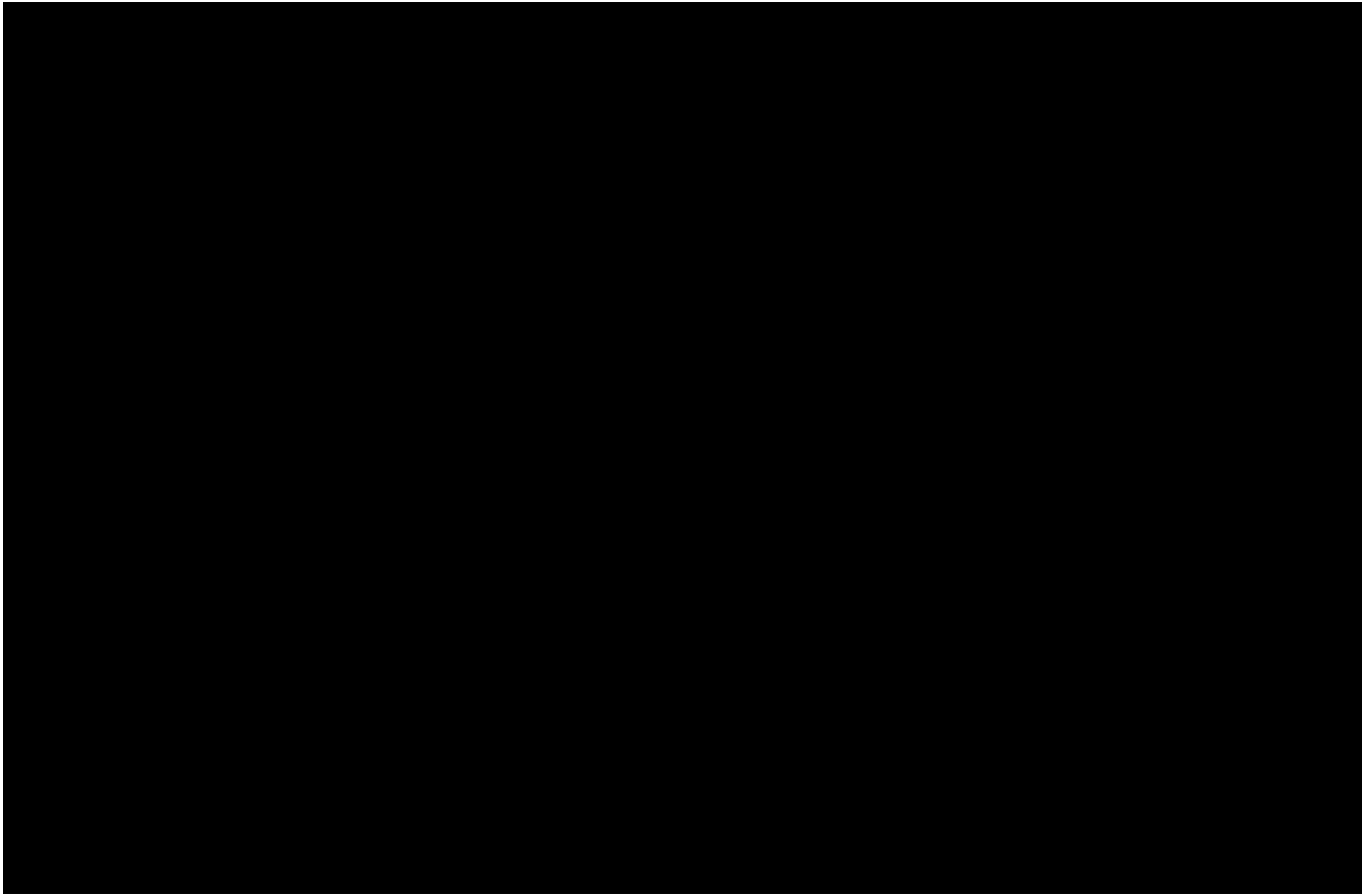


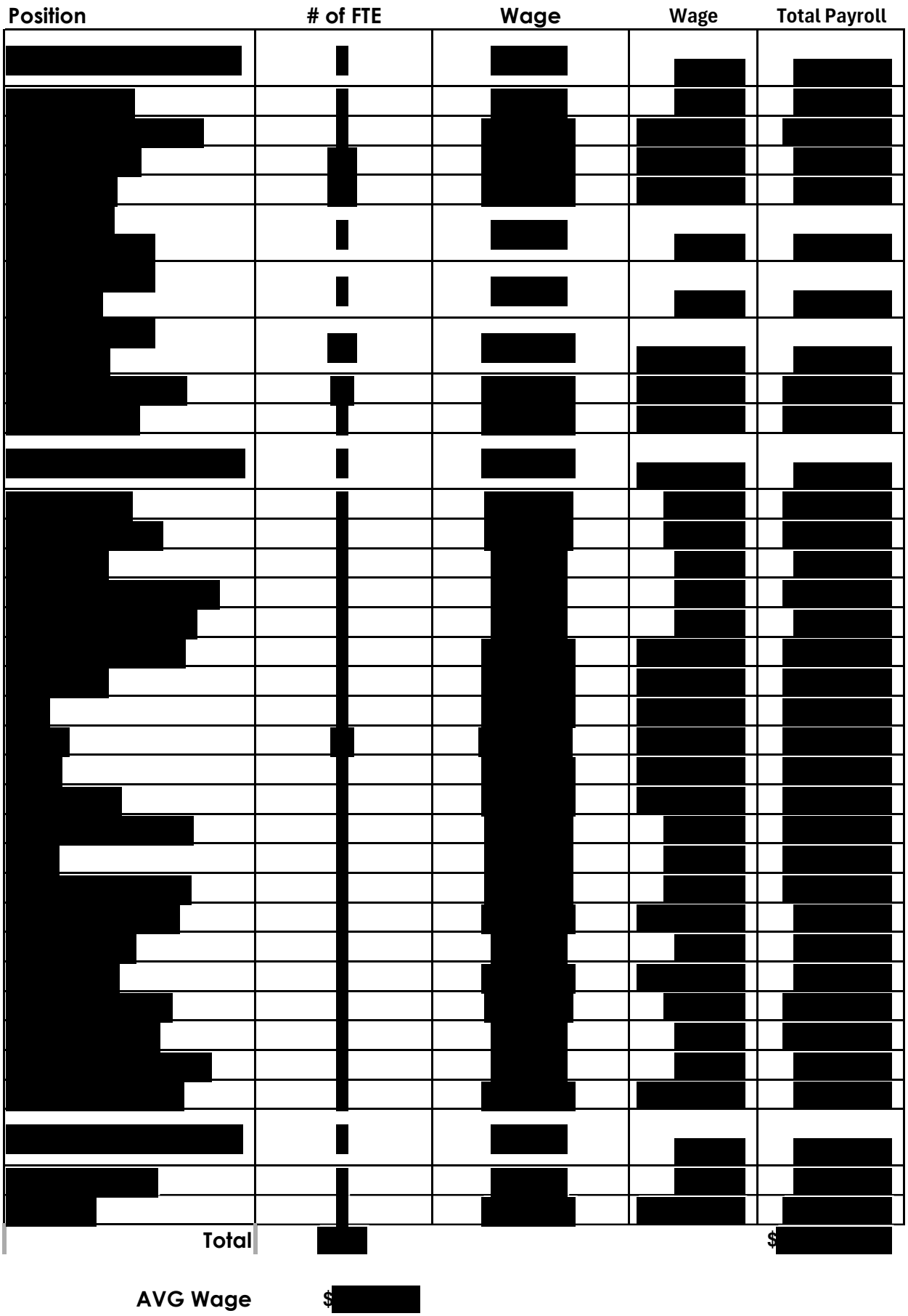
	Current Gross Bldg. Areas				
	Hotel	Residence	Leased	Parking	Total
Upper PH					480sf
Lower PH Roof					2,710sf
Level 19					13,135sf
Level 18					13,135sf
Level 17					13,135sf
Level 16					13,135sf
Level 15					13,135sf
Level 14					13,135sf
Level 13					13,135sf
Level 12					13,195sf
Level 11					13,195sf
Level 10					13,195sf
Level 09					13,195sf
Level 08					15,455sf
Level 07					16,995sf
Level 06					37,320sf
Level 05					37,705sf
Level 04					42,320sf
Level 03					42,320sf
Level 02					39,225sf
Level 01					45,825sf
Level 00G					46,435sf
Level 00B					48,300sf
Totals:	**201,735sf**	**160,770sf**	**37,640sf**	**119,670sf**	**519,815sf**
	38.81%	30.93%	7.24%	23.02%	100.00%

4th and Walnut

Preliminary Operating Pro Forma






Position
# of FTE
Wage
Wage
Total Payroll
Total
$
AVG Wage
$

[redacted]

Rick Demmon
Ohio Development of Development
77 South High Street, 28th Floor
Columbus, OH 43215

RE: 4th and Walnut Center – Hotel Occupancy Memo

Dear Mr. Demmon,

NewcrestImage, the parent company of Supreme Bright Cincinnati II, LLC, is a premier hotel investment firm headquartered in Grapevine, Texas, with a robust background in hotel development, acquisitions, and management. While the firm's origins trace back to 1977, NewcrestImage was established in its current form in 2013 through the merger of two, family companies. Still privately owned and family led, the company has amassed an impressive track record of over 270 hospitality transactions valued at more than $2.7 billion. Notably, NewcrestImage excels in adaptive reuse projects for historic buildings, having successfully revitalized six such structures. With a recent surge in growth, the company has acquired over 75 hotels in the last year alone, reinforcing its industry leadership and forward-looking approach in hospitality.

In our professional experience a product of this brand standard operates at a [redacted] occupancy in markets similar to size, population, attractions and amenities as Cincinnati.

Sincerely,



Mital Patel
Managing Partner

April 22, 2026

Alpaugh Family Economics Center
RE: Megan Heare, Assistant Director of Research
225 Calhoun Street, Suite 370, Cincinnati, OH 45219

RE: Fourth and Walnut Center – Residential and Parking Occupancy

Ms. Heare:

The Model Group is an experienced developer and mixed-use property manager throughout Ohio, Kentucky, and Indiana with a heavy focus in the Central Business District and Over-the-Rhine neighborhoods of Cincinnati.

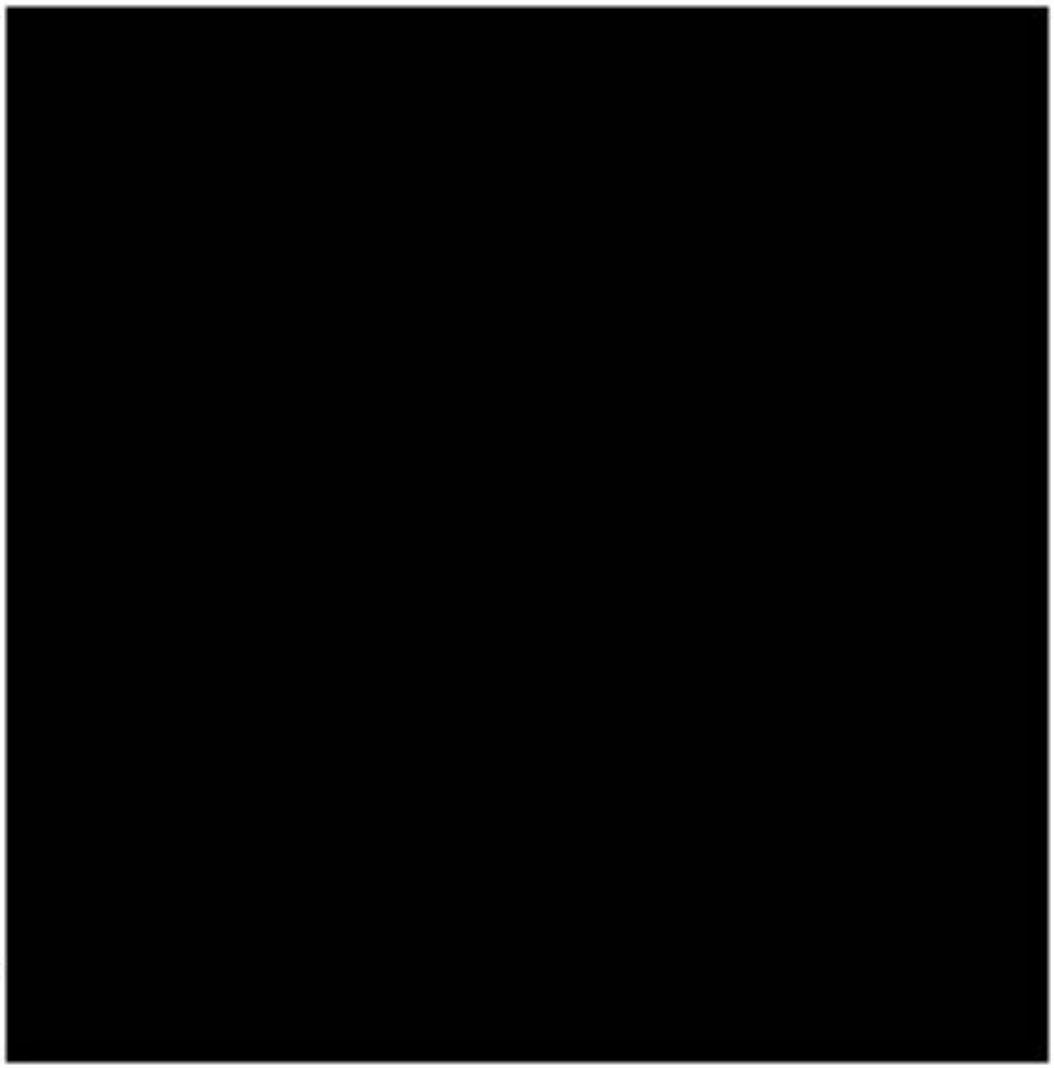
Throughout our urban portfolio, we are experiencing a [redacted] stabilized occupancy and feel strongly the residential units in the 4th and Walnut Center will perform at a similar level.

We are also experiencing a sharp demand for parking in our urban portfolio. The residential parking component of our recently constructed Mercantile Library project was [redacted] leased within [redacted]. We feel strongly that both qualitative and quantitative data suggests the need for more residential and transient parking options in Downtown Cincinnati.

We are proud to be a part of this development. If you have any questions, please contact me at 513.559.5854 or bmaly@modelgroup.net.



modelgroup



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LEASE AGREEMENT

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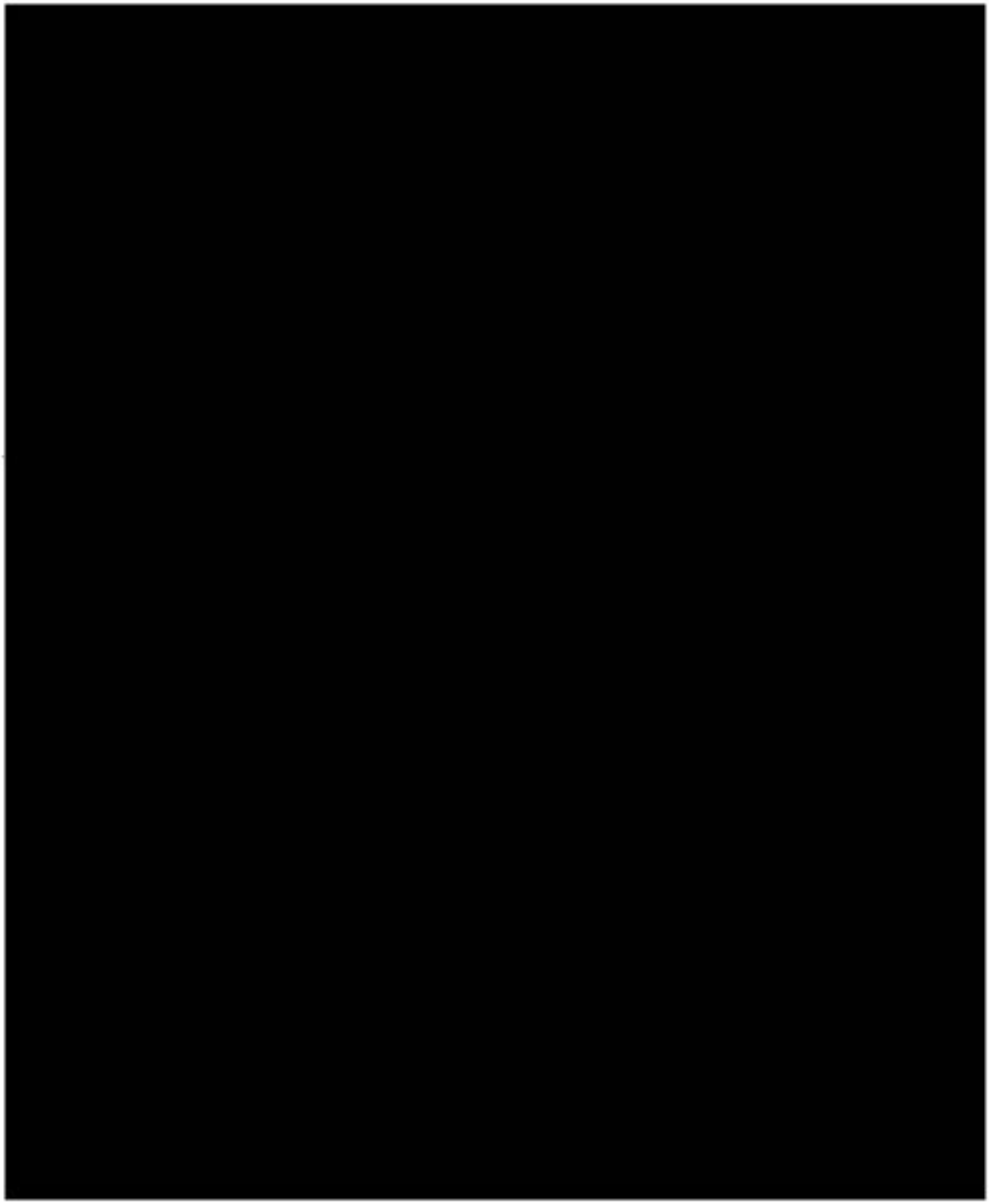

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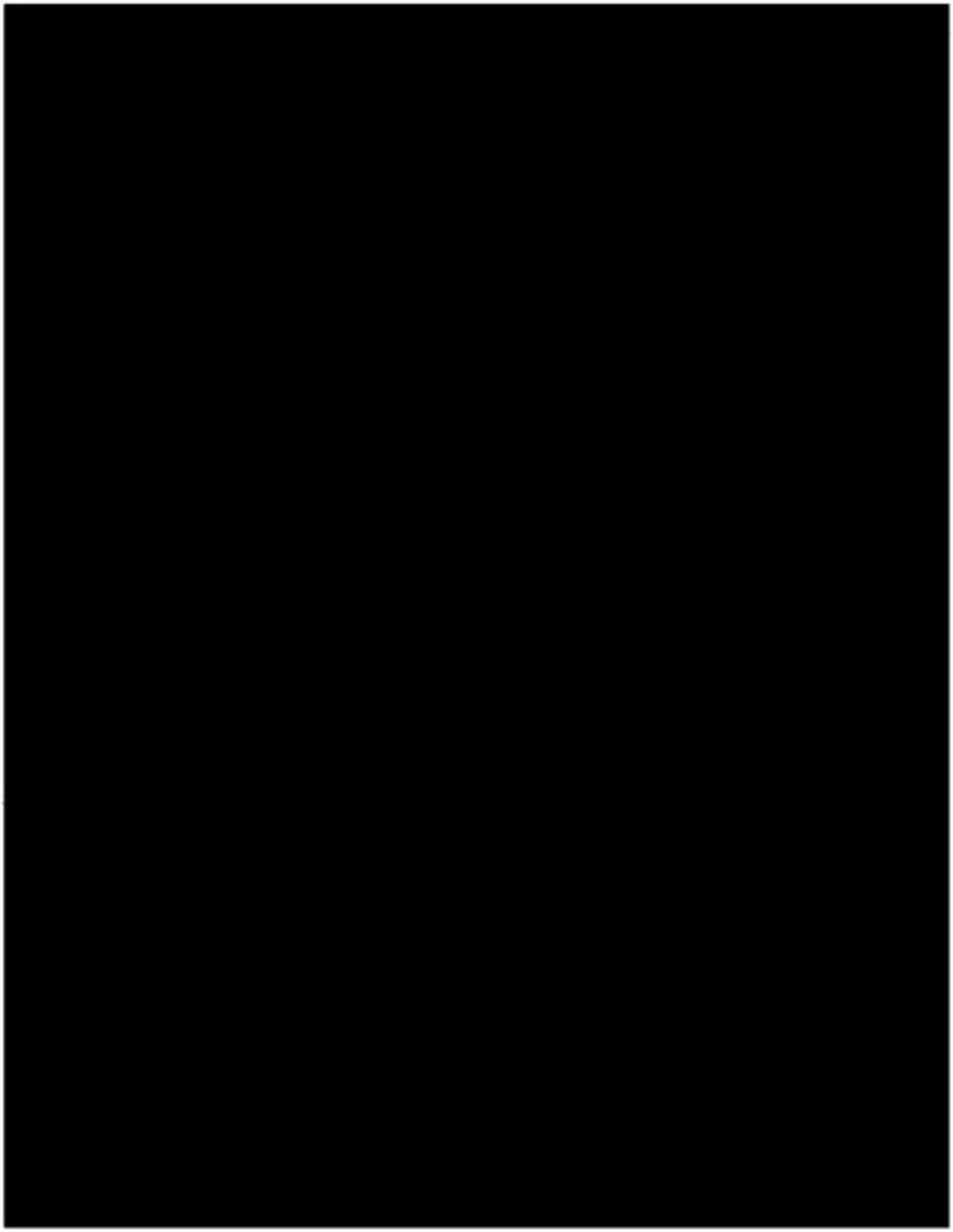

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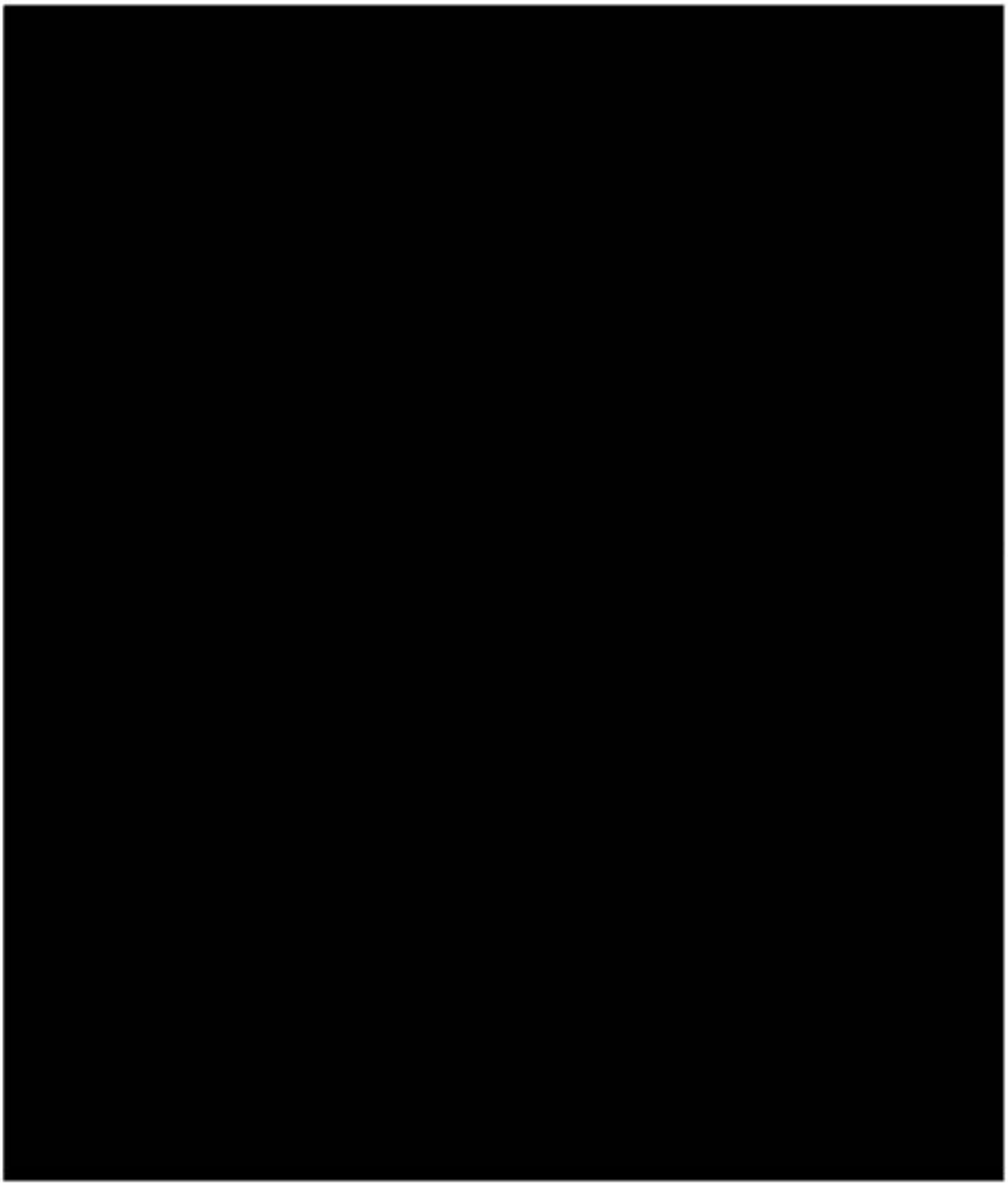

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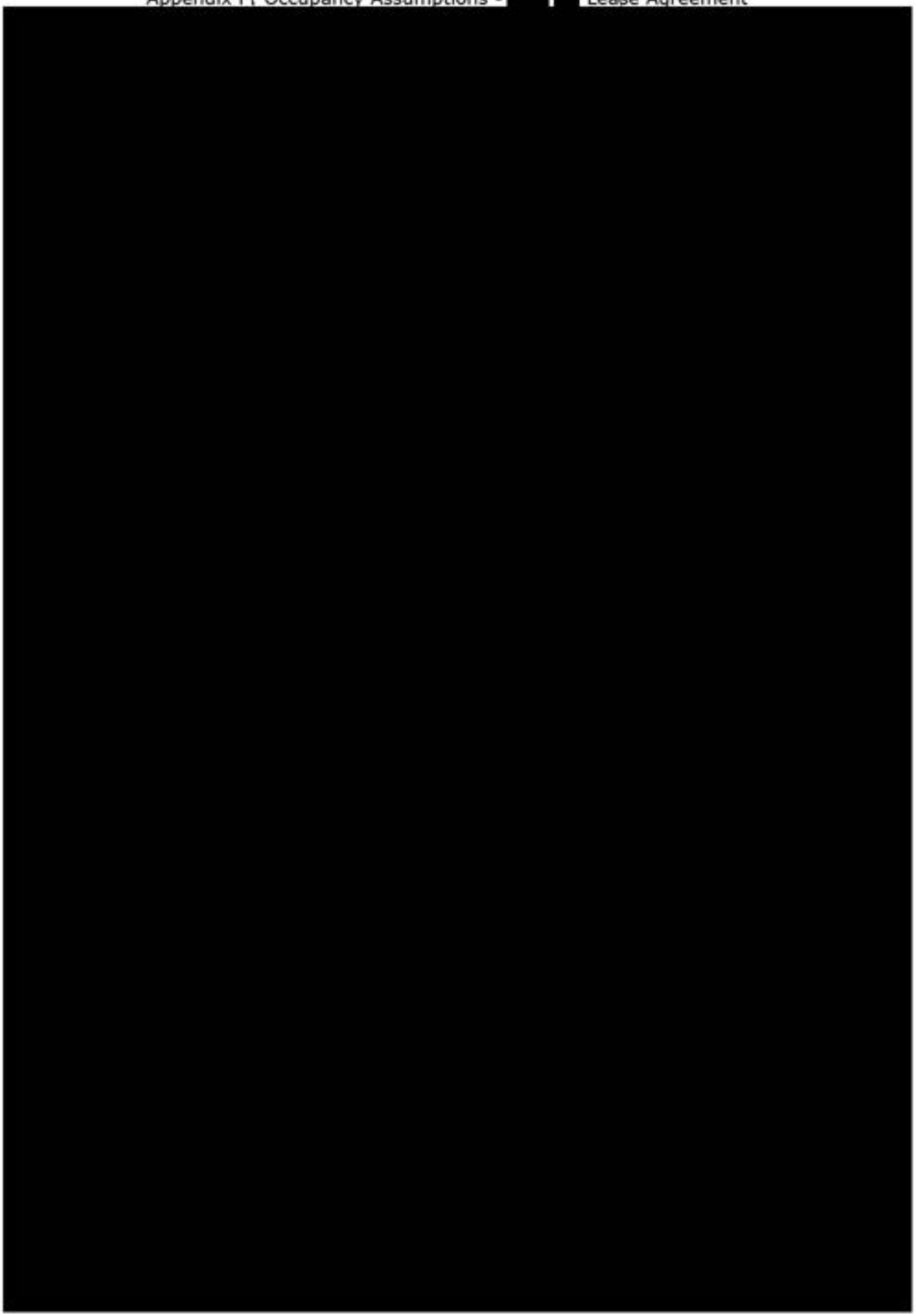


[redacted]

[redacted]

EXHIBIT A

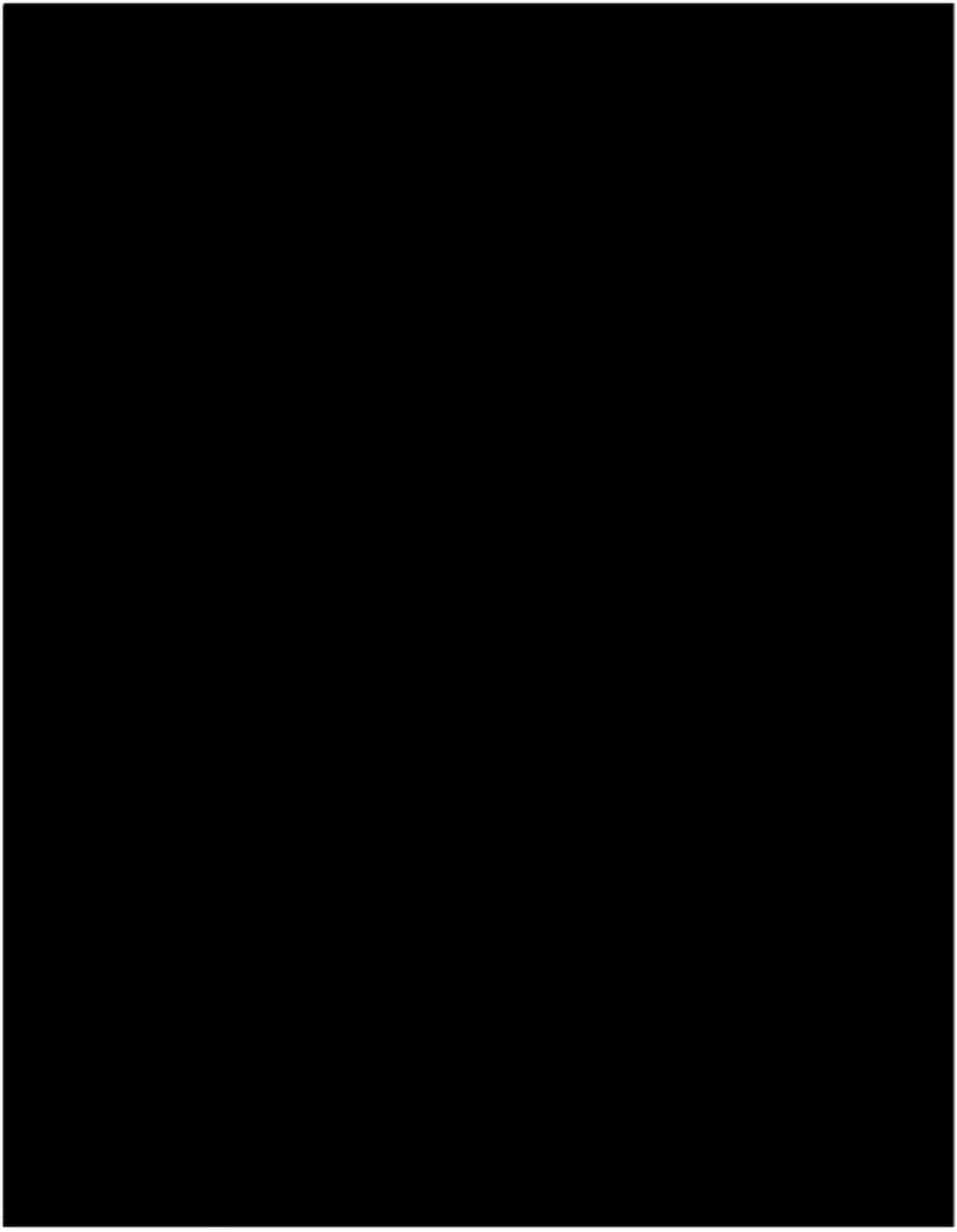
Appendix F(Occupancy Assumptions - [redacted] Lease Agreement

[redacted]

[redacted]

EXHIBIT A

Appendix F(Occupancy Assumptions - [redacted] Lease Agreement



Appendix F(Occupancy Assumptions - [redacted] Lease Agreement

EXHIBIT B

[redacted]

Appendix F(Occupancy Assumptions - [redacted] Lease Agreement

[redacted]

Appendix F(Occupancy Assumptions - [redacted] Lease Agreement

EXHIBIT G

[redacted]

Appendix F(Occupancy Assumptions - [redacted] Lease Agreement

[redacted]

Appendix F (Occupancy Assumptions - [redacted] Lease Agreement



EXHIBIT B



Atrium I Mixed Use Project

Project Site Address: 201 E Fourth St, Cincinnati, Hamilton County, 45202

Applicant/Property Owner: Atrium Tower One LP

TMUD Application ID:

Economic Impact Consultants: Megan Heare and Brad Evans

Economic Impact Firm: Alpaugh Family Economics Center at the University of Cincinnati

Date: April 22, 2026

Version: 1

The Alpaugh Family ECONOMICS CENTER

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Executive Summary

The Atrium I Mixed Use Project is a 769,009-square foot proposed mixed-use development in downtown Cincinnati that will drive substantial economic activity. The Atrium I Mixed Use Project is anticipated to start construction in 2027 and complete construction in 2028. The Atrium I Mixed Use Project will encompass a mix of general office, retail, restaurant, institutional, residential, plaza, and parking uses.

Eligible expenditures for the Atrium I Mixed Use Project total $76,017,763, which means a minimum of $7,601,776 in taxes must be generated to meet the 10.00 percent threshold. Construction period taxes total $2,883,984, while completion period taxes over the five-year period total $12,424,995. This means that the Atrium I Mixed Use Project will increase taxes by a total of $15,308,979. Additionally, net payroll in the fifth year of the completion period totals $19,964,545, while net taxable sales during the construction and completion periods total $56,742,635. The taxes generated for the Atrium I Mixed Use Project exceed the 10.00 percent threshold, as detailed in Table 1.

Table 1: Summary Output

Metric	Value
Total Eligible Expenditures	$76,017,763
Total Construction Period Taxes	$2,883,984
Total Completion Period Taxes (5-Year)	$12,424,995
Total Tax Increase	$15,308,979
Fifth Year Completion Period Payroll	$19,964,545
Total Taxable Sales	$56,742,635
10% Threshold	$7,601,776
Pass/Fail	**Pass**

Source: Output from the Economic Impact Statement Workbook.

Introduction

The Atrium I Mixed Use Project is a proposed mixed-use development in downtown Cincinnati that will drive substantial economic activity. The Atrium I Mixed Use Project is anticipated to start construction in 2027 and complete construction in 2028. With a mix of general office, retail, restaurant, institutional, residential, plaza, and parking uses, the Atrium I Mixed Use Project will encompass a total of 769,009 square feet.

This report details the impact of the Atrium I Mixed Use Project on sales, full-time equivalent (FTE) employment, payroll, and taxes during the construction period as well as during the completion period. The construction period refers to the period after project certification until project completion, whereas the completion period refers to the five-year period after project completion.

Construction Period Impacts

Inputs

Table 2 details the eligible project expenditures for the Atrium I Mixed Use Project. Based on the Project Budget detailed in Appendix C, the total eligible expenditures for the Atrium I Mixed Use Project total $76,017,763. This is comprised of $[redacted] in hard construction costs, $[redacted] in soft construction costs, $[redacted] in professional services and eligible fees, and $[redacted] in taxable business fixtures costs. Additionally, construction labor is assumed to account for 60.00 percent of hard construction costs, which equates to 42.73 percent of the total eligible construction costs for the Atrium I Mixed Use Project.

Table 2: Eligible Project Expenditures

Item	Total
Land Acquisition Costs (post-certification)	$[redacted]
Hard Construction Costs	$[redacted]
Soft Construction Costs	$[redacted]
Professional Services and Eligible Fees	$[redacted]
Taxable Business Fixtures Costs	$[redacted]
Other Eligible Costs	$[redacted]
Total Eligible Expenditures	**$76,017,763**

Source: Project Budget (Appendix C).

Table 3 details the construction expenditures timeline for Atrium I Mixed Use Project. According to the Project Schedule detailed in Appendix B, construction will begin on January 1, 2027, and is expected to be completed by December 31, 2028. Approximately 50.00 percent of eligible construction expenditures will occur in year 1 (2027), and 50.00 percent will occur in year 2 (2028).

Table 3: Construction Expenditures Timeline

Year	Percent of Eligible Expenditures
Year 1 – 2027	50.00%
Year 2 – 2028	50.00%
Total Eligible Expenditures	**100.00%**

Source: Project Schedule (Appendix B).

In December 2025, the underlying parcel (083-0003-0010-00) of the Property was administratively reconfigured by the Hamilton County Auditor as part of a ground lease-related conveyance, resulting in the creation of three new parcel identification numbers (083-0003-0133-00, 083-0003-0134-00, and 083-0003-0135-00). All three parcels are considered part of the Property and are under Atrium Tower One LP's control, via deed and the perpetual ground lease.

According to the Hamilton County Auditor, the current total market value for parcel 083-0003-0010-00 is $29,450,270. It is estimated that the property value post development will equal [redacted]. Therefore, the estimated property value post development for the Atrium I Mixed Use Project will be $83,587,596.

Employment and Payroll

Given the Ohio Department of Development's standardized assumptions for inflation, the inflation-adjusted eligible construction expenditures for the Atrium I Mixed Use Project total $77,264,454. To estimate construction payroll, the estimated share of eligible construction costs attributable to labor was applied to the total inflation-adjusted eligible construction expenditures. It was assumed that labor costs represent 42.73 percent of the total eligible construction expenditures for the Atrium I Mixed Use Project. This results in total labor costs of $33,015,107, which serves as a proxy for total construction payroll.

The total labor costs were divided by the average annual wage of construction workers to estimate the total construction FTE. According to average annual wage data provided by the Ohio Department of Development, the average annual wage for construction jobs in the Cincinnati Metropolitan Statistical Area (MSA) is $60,900. This indicates that the Atrium I Mixed Use Project will support 542.12 construction FTE, as detailed in Table 4.

Table 4: Construction Employment and Payroll

Metric	Value
Inflation-Adjusted Eligible Expenditures	$77,264,454
Construction Labor Share	42.73%
Total Construction Labor Cost (Payroll)	**$33,015,107**
Construction Average Annual Wage	$60,900
Total Construction FTE	**542.12**

Source: Output from the Economic Impact Statement Workbook.

Construction Taxes

The total labor costs of the Atrium I Mixed Use Project are $33,015,107, which serves as a proxy for total construction payroll. The effective state income tax rate for the Atrium I Mixed Use Project is 2.16 percent, which will result in total state income tax revenue of $712,237.

Given the Ohio Department of Development's standardized assumptions for inflation, the inflation-adjusted hard construction costs and taxable business fixtures total $[redacted] for the Atrium I Mixed Use Project. The standardized regional purchase coefficient represents the share of construction materials purchased within the State of Ohio. The Ohio Department of Development's standardized regional purchase coefficient is 50.00 percent. This means that $[redacted] of inflation-adjusted hard construction costs and taxable business fixtures are subject to sales tax. The state sales tax rate is 5.75 percent, and the local sales tax rate for Hamilton County is 2.05 percent. Therefore, taxable construction expenditures will result in $2,171,748 in sales tax revenue. As detailed in Table 5, the Atrium I Mixed Use Project will generate a total of $2,883,984 in tax revenue during the construction period.

Table 5: Construction Taxes

Tax Category	Annual Net Base	Tax Rate	Total Tax
State Income Tax	$[redacted]	2.16%	$712,237
State and Local Sales Tax	$[redacted]	7.80%	$2,171,748
Total Completion Period Tax Impact	**N/A**	**N/A**	**$2,883,984**

Source: Output from the Economic Impact Statement Workbook.

Completion Period Impacts

Inputs

The Atrium I Mixed Use Project will include 264,141 square feet of general office space, 735 square feet of retail space, 4,218 square feet of restaurant space, 17,804 square feet of institutional space for an early learning center, 252,867 square feet of residential space encompassing [redacted] units, 87,797 square feet of public outdoor plaza space and common areas throughout the property, and 141,447 square feet of parking space encompassing 286 parking spaces. As detailed in Table 6, the Atrium I Mixed Use Project encompasses a total of 769,009 square feet.

Table 6: Mixed-Use Breakdown

Use Type	Square Footage	Units/Rooms
General Office	264,141 square feet	
Retail	735 square feet	
Restaurant	4,218 square feet	
Institutional	17,804 square feet	
Residential	252,867 square feet	[redacted] units
Plaza	87,797 square feet	
Parking	141,447 square feet	286 spaces
Total	**769,009 square feet**	

Source: Project Scope (Appendix D).

Table 7 details the stabilized occupancy by use type for the Atrium I Mixed Use Project during the completion period. The retail and restaurant spaces are currently occupied by one tenant each, reflecting full occupancy. The institutional space reflects one leasable space, which will be occupied at project completion. The stabilized occupancy level for the plaza is assumed to be [redacted] percent since it reflects public outdoor space and common areas throughout the property. Stabilized occupancy levels for the

general office, residential, and parking spaces were provided by the applicant and detailed in the operating pro forma.

Table 7: Completion Period Stabilized Occupancy by Use Type

Use Type	Stabilized Occupancy
General Office	[redacted]
Retail	[redacted]
Restaurant	[redacted]
Institutional	[redacted]
Residential	[redacted]
Plaza	[redacted]
Parking	[redacted]

Source: Operating Pro Forma (Appendix E).

Table 8 details the stabilized staffing ratio by use type for the Atrium I Mixed Use Project. The stabilized staffing ratio for the general office, retail, restaurant, and institutional uses were estimated using the U.S. Energy Information Administration's Commercial Buildings Energy Consumption Survey.[1] Total stabilized FTE for the residential use is based on assumptions provided by the applicant. The total stabilized FTE was converted to a stabilized staffing ratio based on the square footage and stabilized occupancy. The stabilized staffing ratio for the plaza and parking use reflects an average of the staffing ratios for five different facilities.[2]

Table 8: Completion Period Stabilized Staffing Ratio by Use Type

Use Type	Stabilized Staffing Ratio (FTE per SQFT)
General Office	$1\ FTE\ per\ 609\ SQFT = \frac{1\ FTE}{609\ SQFT} = 0.001642$
Retail	$1\ FTE\ per\ 1{,}000\ SQFT = \frac{1\ FTE}{1{,}000\ SQFT} = 0.001000$
Restaurant	$1\ FTE\ per\ 480\ SQFT = \frac{1\ FTE}{480\ SQFT} = 0.002083$
Institutional	$1\ FTE\ per\ 444\ SQFT = \frac{1\ FTE}{444\ SQFT} = 0.002252$
Residential	$\left([redacted]\right) = 0.000021$
Plaza	$1\ FTE\ per\ 35{,}657\ SQFT = \frac{1\ FTE}{35{,}657\ SQFT} = 0.000028$
Parking	$1\ FTE\ per\ 35{,}657\ SQFT = \frac{1\ FTE}{35{,}657\ SQFT} = 0.000028$

Source: U.S. Energy Information Administration (2022), and International Facility Management Association (2010).

Table 9 details the stabilized average annual wage per FTE for the Atrium I Mixed Use Project. The retail space for the project is currently occupied by a [redacted] while the institutional space will be occupied by an [redacted]. The stabilized average annual wage per FTE for the retail and institutional

[1] (U.S. Energy Information Administration 2022)
[2] (International Facility Management Association 2010)

spaces was updated to reflect the median wage for personal care and service occupations (SOC 39-0000) to better reflect the current/anticipated tenants. For the general office, restaurant, residential, plaza, and parking uses, the stabilized average annual wage per FTE reflects the standardized values provided by the Ohio Department of Development for the Cincinnati MSA.

Table 9: Completion Period Stabilized Average Annual Wage per FTE by Use Type

Use Type	Stabilized Average Annual Wage per FTE
General Office	$77,640
Retail	$31,200
Restaurant	$30,320
Institutional	$31,200
Residential	$36,000
Plaza	$36,000
Parking	$42,920

Source: Ohio Department of Development average annual wages for the Cincinnati MSA, and U.S. Bureau of Labor Statistics.

Table 10 details the stabilized taxable sales/revenue per square foot by use type for the Atrium I Mixed Use Project. According to Bloom Intelligence, the sales per square range from $250 to $325 for full-service restaurants and $300 to $400 for limited-service restaurants, assuming a marginal profit.[3] The midpoints for the two ranges were averaged to determine the overall sales per square foot for the restaurant space. The general office, retail, institutional, residential, plaza, and parking uses will not generate taxable sales/revenue.

Table 10: Completion Period Stabilized Taxable Sales/Revenue per SQFT by Use Type

Use Type	Stabilized Taxable Sales/Revenue per SQFT
General Office	$0
Retail	$0
Restaurant	$318.75
Institutional	$0
Residential	$0
Plaza	$0
Parking	$0

Source: Bloom Intelligence (n.d.).

Table 11 details the baseline activity by use type for the Atrium I Mixed Use Project. Currently, approximately 43.07 percent of the office space is occupied, or 113,762 square feet. The retail and restaurant spaces reflect one leasable space each, which are both currently occupied. The overall property's occupancy is approximately [redacted] percent. Therefore, [redacted] percent of the plaza and parking spaces were assumed to be occupied for the baseline activity. The staffing ratios detailed in Table 8, the average annual wages detailed in Table 9, and the taxable sales/revenue per square foot detailed in

[3] (Bloom Intelligence n.d.)

Table 10 were utilized to determine the baseline FTE, annual payroll, and taxable sales/revenue. Although the restaurant space is fully occupied, it was assumed that baseline staffing levels and taxable sales/revenue more accurately reflect [redacted] percent of the industry standards, given the overall occupancy for the property is approximately [redacted] percent. In total, baseline activity at the Atrium I Mixed Use accounts for 187,488 square feet, 192.03 FTE, $14,681,221 in annual payroll, and $403,346 in annual taxable sales/revenue.

Table 11: Baseline Activity by Use Type

Use Type	Baseline Occupied Square Footage	Baseline FTE	Baseline Annual Payroll	Baseline Annual Taxable Sales/Revenue
General Office	[redacted]	[redacted]	[redacted]	[redacted]
Retail	[redacted]	[redacted]	[redacted]	[redacted]
Restaurant	[redacted]	[redacted]	[redacted]	[redacted]
Institutional	[redacted]	[redacted]	[redacted]	[redacted]
Residential	[redacted]	[redacted]	[redacted]	[redacted]
Plaza	[redacted]	[redacted]	[redacted]	[redacted]
Parking	[redacted]	[redacted]	[redacted]	[redacted]
Total	**187,488**	**192.10**	**$14,683,787**	**$403,346**

Source: Staffing ratios detailed in Table 8, average annual wages detailed in Table 9, and taxable sales/revenue per square foot detailed in Table 10.

Employment and Payroll

Table 12 details the stabilized annual FTE and payroll by use type for the Atrium I Mixed Use Project during the completion period. The Atrium I Mixed Use Project will have stabilized annual FTE of 451.21 with associated annual payroll totaling $32,278,100. However, baseline annual payroll totals $14,683,787, which results in total net annual payroll of $17,594,313.

Table 12: Completion Period Stabilized Annual FTE and Payroll by Use Type

Use Type	Stabilized FTE	Stabilized Annual Payroll	Baseline Annual Payroll	Net Stabilized Annual Payroll
General Office	[redacted]	[redacted]	[redacted]	[redacted]
Retail	[redacted]	[redacted]	[redacted]	[redacted]
Restaurant	[redacted]	[redacted]	[redacted]	[redacted]
Institutional	[redacted]	[redacted]	[redacted]	[redacted]
Residential	[redacted]	[redacted]	[redacted]	[redacted]
Plaza	[redacted]	[redacted]	[redacted]	[redacted]
Parking	[redacted]	[redacted]	[redacted]	[redacted]
Total	**451.21**	**$32,278,100**	**$14,683,787**	**$17,594,313**

Source: Output from the Economic Impact Statement Workbook.

Taxable Sales/Revenue

Table 13 details the stabilized annual taxable sales/revenue by use type for the Atrium I Mixed Use Project during the completion period. The Atrium I Mixed Use Project will have stabilized annual taxable

sales/revenue totaling $1,344,488. However, baseline annual taxable sales/revenue total $403,346, which results in total net annual taxable sales/revenue of $941,141.

Table 13: Completion Period Stabilized Annual Taxable Sales/Revenue by Use Type

Use Type	Annual Stabilized Taxable Sales/Revenue	Baseline Annual Taxable Sales/Revenue	Net Annual Stabilized Taxable Sales/Revenue
General Office	[redacted]	[redacted]	[redacted]
Retail	[redacted]	[redacted]	[redacted]
Restaurant	[redacted]	[redacted]	[redacted]
Institutional	[redacted]	[redacted]	[redacted]
Residential	[redacted]	[redacted]	[redacted]
Plaza	[redacted]	[redacted]	[redacted]
Parking	[redacted]	[redacted]	[redacted]
Total	**$1,344,488**	**$403,346**	**$941,141**

Source: Output from the Economic Impact Statement Workbook.

Taxes

Table 14 details the annual and 5-year total tax impact for the completion period of the Atrium I Mixed Use Project. The tax types included in this analysis include state and local income tax, state and local sales tax, lodging tax, and property tax. Payroll is the base for income tax calculations, taxable sales are the base for the sales tax calculations, hotel sales are the base for the lodging tax calculations, and the property value pre- and post-development are the base for the property tax calculations.

Net annual payroll totals $17,594,313, which results in annual state income tax revenue of $379,563 and annual local income tax revenue of $316,698. Annual net taxable sales total $941,141, which results in annual state and local sales tax revenue of $73,409. The difference in the post- and pre-development assessed value of the property is $18,948,064, which will result in an annual property tax payment of $1,569,676. Given the Ohio Department of Development's standardized assumptions for inflation, the Atrium I Mixed Use Project will generate $12,424,995 in inflation-adjusted tax revenue during the completion period.

Table 14: Completion Period Taxes

Tax Category	Annual Net Base	Tax Rate	Annual Tax	5-Year Total (Escalated)
State Income Tax	$17,594,313	2.16%	$379,563	$2,023,629
Local Income Tax	$17,594,313	1.80%	$316,698	$1,688,464
State and Local Sales Tax	$941,141	7.80%	$73,409	$389,271
Lodging Tax	$0	11.50%	$0	$0
Property Tax	$18,948,064	82.8409	$1,569,676	$8,323,631
Total Completion Period Tax Impact	**N/A**	**N/A**	**$2,339,346**	**$12,424,995**

Source: Output from the Economic Impact Statement Workbook.

Summary

With a mix of general office, retail, restaurant, institutional, residential, plaza, and parking space, the Atrium I Mixed Use Project is a proposed mixed-use development in downtown Cincinnati that will drive substantial economic activity. Eligible expenditures for the Atrium I Mixed Use Project total $76,017,763, which means a minimum of $7,601,776 in taxes must be generated to meet the 10.00 percent threshold. Construction period taxes total $2,883,984, while completion period taxes over the five-year period total $12,424,995. This means that the Atrium I Mixed Use Project will increase taxes by a total of $15,308,979. Additionally, net payroll in the fifth year of the completion period totals $19,964,545, while net taxable sales during the construction and completion periods total $56,742,635. The taxes generated for the Atrium I Mixed Use Project exceed the 10.00 percent threshold, as detailed in Table 15.

Table 15: Summary Output

Metric	Value
Total Eligible Expenditures	$76,017,763
Total Construction Period Taxes	$2,883,984
Total Completion Period Taxes (5-Year)	$12,424,995
Total Tax Increase	$15,308,979
Fifth Year Completion Period Payroll	$19,964,545
Total Taxable Sales	$56,742,635
10% Threshold	$7,601,776
Pass/Fail	**Pass**

Source: Output from the Economic Impact Statement Workbook.

References

Bloom Intelligence. n.d. *Restaurant Benchmarks.* Bloom Intelligence.

U.S. Energy Information Administration. 2022. "Table B16. Building activity subcategories: total and medians of floorspace, number of workers, and hours of operation, 2018." *Commercial Buildings Energy Consumption Survey (CBECS).* December. https://www.eia.gov/consumption/commercial/data/2018/bc/pdf/b16.pdf.

Appendix A: Data Sources and Assumptions

Table 16: Data Sources and Assumptions

Workbook Section	Input or Assumption	Value Used	Data Source	Justification
Applicant & Project Information	Construction Start Date	1/1/2027	Project Schedule (Appendix B)	Current construction start date.
Applicant & Project Information	Project Completion Date	12/31/2028	Project Schedule (Appendix B)	Current construction completion date.
Parameters – Table 2	Effective State Income Tax Rate	2.16%	Ohio Department of Taxation See Table 18	Ohio has a graduated state income tax rate. The estimated taxes for each use type were calculated and then weighted based on net new FTE to arrive at the effective rate for the project.
Parameters – Table 2	Effective Local Income Tax Rate	1.8%	City of Cincinnati, Income Taxes (https://www.cincinnati-oh.gov/finance/income-taxes/)	Current rate applicable to project address as of submission date.
Parameters – Table 2	State Sales Tax Rate	5.75%	Ohio Department of Taxation	Current rate applicable to project address as of submission date.
Parameters – Table 2	Local Sales Tax Rate	2.05%	Hamilton County, Sales Tax (https://www.hamiltoncountyohio.gov/government/departments/budget_and_strategic_initiatives/sales_tax.php)	Current rates applicable to project address as of submission date, comprised of: • 0.5% - riverfront sales tax • 0.75% - general operations • 0.8% - regional transit authority
Parameters – Table 2	Lodging Tax Rate	11.5%	Hamilton County, Hotel Lodging Tax (https://www.hamiltoncountyohio.gov/government/departme	Current rates applicable to project address as of submission date, comprised of:

			nts/budget_and_strategic_initiatives/hotel_lodging_tax/index.php) City of Cincinnati, Transient Occupancy Tax (https://www.cincinnati-oh.gov/finance/transient-occupancy-tax-hotel-tax/tax-return/)	• 3.0% - Cincinnati USA Convention and Visitors Bureau • 3.5% - Renovation and expansion of Duke Energy Convention Center and Sharonville Convention Center • 1.0% - Convention-related facilities • 4.0% - City of Cincinnati
Parameters – Table 2	State + Local Effective Mill Rate per $1,000	82.840948	Hamilton County Auditor, 2026 Rate of Taxation by Tax District Summary, Tax District 001 (https://www.hamiltoncountyauditor.org/pdf/retax/RateOfTaxation/Tax_Year_2025_Tax_Rate_Sheet.pdf)	Current effective commercial/industrial rate applicable to project address as of submission date. No property tax abatement agreement is in place.
Parameters – Table 3	Retail Use Average Annual Wage	$31,200	U.S. Bureau of Labor Statistics, Occupational Employment and Wage Statistics (OEWS), Cincinnati MSA, Major SOC Group 39-0000, May 2024	Current tenant of the retail space is a barbershop. Major SOC Group 39-0000 includes barbers.
Parameters – Table 3	Institutional Use Average Annual Wage	$31,200	U.S. Bureau of Labor Statistics, Occupational Employment and Wage Statistics (OEWS), Cincinnati MSA, Major SOC Group 39-0000, May 2024	Tenant of the institutional space will be an early learning center/childcare center. Major SOC Group 39-0000 includes child care workers.
Construction Period Inputs	Eligible Expenditures	Hard construction = $[redacted] Soft construction = $[redacted]	Project Budget – Sources and Uses (Appendix C)	Current eligible expenditures by item for the project as of submission date.

		Professional services = $[redacted] Taxable business fixtures = $[redacted] Total eligible expenditures = $76,017,763		
Construction Period Inputs	Share of Eligible Expenditures Attributable to Labor	42.73%	Bridgit, Labor vs Material Cost in Construction: What Contractors Actually Control (https://gobridgit.com/blog/labor-vs-material-cost-in-construction-6-things-to-keep-in-mind/)	The project assumes that construction labor accounts for 60% of hard costs, which equates to 42.73% of total costs. This assumption is consistent with labor share representing between 40% and 50% of total project costs for renovation/tenant improvement projects.
Construction Period Inputs	Construction Expenditures Timeline	Year 1=50.00% Year 2=50.00%	Project Schedule (Appendix B)	Current timeline of expenditures for the project as of submission date.
Construction Period Inputs	Property Value Prior to Development	$29,450,270	Hamilton County Auditor, Property Search (https://wedge3.hcauditor.org/)	In December 2025, the underlying parcel (083-0003-0010-00) of the Property was administratively reconfigured by the Hamilton County Auditor as part of a ground lease-related conveyance, resulting in the creation of three new parcel identification numbers (083-0003-0133-00, 083-0003-0134-00, and 083-0003-0135-00). All three parcels are considered part of the Property and are

				under Atrium Tower One LP's control, via deed and the perpetual ground lease. According to the Hamilton County Auditor, the current total market value for parcel 083-0003-0010-00 is $29,450,270.
Construction Period Inputs	Estimated Property Value Post Development	$83,587,596	N/A	[redacted]
Construction Period Inputs	Total Operating Square Footage	General Office = 264,141 Retail = 735 Restaurant = 4,218 Institutional = 17,804 Residential = 252,867 Plaza = 87,797 Parking = 141,447 Total = 769,009	Project Scope (Appendix D)	Reflects the current square footage by use for the project as of submission date.
Completion Period Inputs	General Office Stabilized Occupancy	[redacted]	Operating Pro Forma (Appendix E)	Current occupancy assumption.
Completion Period Inputs	Retail Stabilized Occupancy	[redacted]	Operating Pro Forma (Appendix E)	Reflects one tenant space that is currently occupied.
Completion Period Inputs	Restaurant Stabilized Occupancy	[redacted]	Operating Pro Forma (Appendix E)	Reflects one tenant space that is currently occupied.
Completion Period Inputs	Institutional Stabilized Occupancy	[redacted]	Operating Pro Forma (Appendix E)	Reflects one tenant space with a tenant already committed.
Completion Period Inputs	Residential Stabilized Occupancy	[redacted]	Operating Pro Forma (Appendix E)	Current occupancy assumption.
Completion Period Inputs	Plaza Stabilized Occupancy	[redacted]	Operating Pro Forma (Appendix E)	Reflects public outdoor space and common space of the building (e.g. public

				lobby, mechanical, shafts, etc.).
Completion Period Inputs	Parking Stabilized Occupancy	[redacted]	Operating Pro Forma (Appendix E)	Current occupancy assumption.
Completion Period Inputs	General Office Stabilized Staffing Ratio	0.001642 SQFT per FTE	U.S. Energy Information Administration, 2018 Commercial Buildings Energy Consumption Survey Table B16 (https://www.eia.gov/consumption/commercial/data/2018/#b11-b14)	Median square feet per worker for all office buildings is 609.
Completion Period Inputs	Retail Stabilized Staffing Ratio	0.001000 SQFT per FTE	U.S. Energy Information Administration, 2018 Commercial Buildings Energy Consumption Survey Table B16 (https://www.eia.gov/consumption/commercial/data/2018/#b11-b14)	Median square feet per worker for other service buildings is 1,000.
Completion Period Inputs	Restaurant Stabilized Staffing Ratio	0.002083 SQFT per FTE	U.S. Energy Information Administration, 2018 Commercial Buildings Energy Consumption Survey Table B16 (https://www.eia.gov/consumption/commercial/data/2018/#b11-b14)	Median square feet per worker for restaurant or cafeteria buildings is 480.
Completion Period Inputs	Institutional Stabilized Staffing Ratio	0.002252 SQFT per FTE	U.S. Energy Information Administration, 2018 Commercial Buildings Energy Consumption Survey Table B16 (https://www.eia.gov/consumption/commercial/data/2018/#b11-b14)	Median square feet per worker for preschool or daycare buildings is 444.

Completion Period Inputs	Residential Stabilized Staffing Ratio	5 FTE	N/A	Applicant anticipates 5 FTE comprised of: 
Completion Period Inputs	Plaza Stabilized Staffing Ratio	0.000028 FTE per SQFT	International Facility Management Association, Facility Management Staffing Report #33, Staffing by Facility (https://knowledgelibrary.ifma.org/download-file/?file=0&record_id=rec9IE7C7KZMWGWAz)	The square feet per facility management work for five different facilities was averaged, and then the inverse was taken to arrive at the FTE per SQFT. • Facility #1: 1 FTE per 42,439 SQFT • Facility #2: 1 FTE per 30,441 SQFT • Facility #3: 1 FTE per 32,666 SQFT • Facility #4: 1 FTE per 31,388 SQFT • Facility #5: 1 FTE per 41,351 SQFT • Average = 1 FTE per 35,657 SQFT
Completion Period Inputs	Parking Stabilized Staffing Ratio	0.000028 FTE per SQFT	International Facility Management Association, Facility Management Staffing Report #33, Staffing by Facility (https://knowledgelibrary.ifma.org/download-file/?file=0&record_id=rec9IE7C7KZMWGWAz)	The square feet per facility management work for five different facilities was averaged, and then the inverse was taken to arrive at the FTE per SQFT. • Facility #1: 1 FTE per 42,439 SQFT • Facility #2: 1 FTE per 30,441 SQFT • Facility #3: 1 FTE per 32,666 SQFT • Facility #4: 1 FTE per 31,388 SQFT • Facility #5: 1 FTE per 41,351 SQFT • Average = 1 FTE per 35,657 SQFT

Completion Period Inputs	General Office Stabilized Annual Taxable Sales per SQFT	$0 per SQFT	Ohio Department of Taxation, Services Not Taxable (https://tax.ohio.gov/business/sales-and-use-tax/taxability)	Professional, personal, and insurance services are not subject to sales tax when any tangible item transferred is incidental and not separately charged.
Completion Period Inputs	Retail Stabilized Annual Taxable Sales per SQFT	$0 per SQFT	Ohio Department of Taxation, Taxable Services (https://tax.ohio.gov/business/sales-and-use-tax/taxability)	The existing tenant is a [redacted] are not subject to sales tax.
Completion Period Inputs	Restaurant Stabilized Annual Taxable Sales per SQFT	$318.75 per SQFT	Bloom Intelligence, Restaurant Benchmarks (https://info.bloomintelligence.com/hubfs/Miscellaneous%20Downloads/Restaurant%20Benchmarks.pdf)	The midpoint of the sales per square foot for full-service and limited-service restaurants was calculated and then averaged to determine the overall sales per square foot for restaurants. • Full-service: $250-$325 sales per SQFT • Limited-service: $300-$400 sales per SQFT • Average = $318.75
Completion Period Inputs	Institutional Stabilized Annual Taxable Sales per SQFT	$0 per SQFT	Ohio Department of Taxation, Taxable Services (https://tax.ohio.gov/business/sales-and-use-tax/taxability)	The committed tenant is an early learning center/childcare center. Childcare services are not subject to sales tax.
Completion Period Inputs	Residential Stabilized Annual Taxable Sales per SQFT	$0 per SQFT	Ohio Department of Taxation, Taxable Services (https://tax.ohio.gov/business/sales-and-use-tax/taxability)	Long-term residential rent is not subject to sales tax.
Completion Period Inputs	Plaza Stabilized Annual	$0 per SQFT	N/A	No goods or services are sold in the public outdoor space or

	Taxable Sales per SQFT			common areas of the property.
Completion Period Inputs	Parking Stabilized Annual Taxable Sales per SQFT	$0 per SQFT	Ohio Department of Taxation, Archived - ST 2003-11 - H.B. 95 - Storage - July 31, 2003; Revised April 2025 (https://tax.ohio.gov/business/ohio-business-taxes/sales-and-use/information-releases/st200311-archive#:~:text=Transactions%20where%20the%20tangible%20personal,which%20no%20fee%20is%20charged.)	Transactions whereby parking, as distinguished from storage, for a motor vehicle is provided are not taxable.
Completion Period Inputs	General Office Annual Baseline Payroll	$14,503,254	U.S. Energy Information Administration, 2018 Commercial Buildings Energy Consumption Survey Table B16 (https://www.eia.gov/consumption/commercial/data/2018/#b11-b14)	113,762 SQFT of existing, occupied general office space, according to applicant. Median square feet per worker for all office buildings is 609. Department provided average annual wage for Major SOC Group 13-0000 is $77,640.
Completion Period Inputs	Retail Annual Baseline Payroll	$22,932	U.S. Energy Information Administration, 2018 Commercial Buildings Energy Consumption Survey Table B16 (https://www.eia.gov/consumption/commercial/data/2018/#b11-b14)	735 SQFT of existing, occupied retail space, according to applicant. Median square feet per worker for other service buildings is 1,000. Current tenant of the retail space is a barbershop. Major

			U.S. Bureau of Labor Statistics, Occupational Employment and Wage Statistics (OEWS), Cincinnati MSA, Major SOC Group 39-0000, May 2024	SOC Group 39-0000 includes barbers. The average annual wage for Major SOC Group 39-0000 is $31,200.
Completion Period Inputs	Restaurant Annual Baseline Payroll	$79,931	U.S. Energy Information Administration, 2018 Commercial Buildings Energy Consumption Survey Table B16 (https://www.eia.gov/consumption/commercial/data/2018/#b11-b14)	4,218 SQFT of existing, occupied restaurant space, according to applicant. Median square feet per worker for restaurant or cafeteria buildings is 480. Overall property occupancy is 30%. It was assumed that baseline payroll reflects 30% of post-renovation payroll for the restaurant space. Department provided average annual wage for Major SOC Group 35-0000 is $30,320.
Completion Period Inputs	Plaza Annual Baseline Payroll	$26,592	International Facility Management Association, Facility Management Staffing Report #33, Staffing by Facility (https://knowledgelibrary.ifma.org/download-file/?file=0&record_id=rec9IE7C7KZMWGWAz)	87,797 SQFT of plaza space. The square feet per facility management work for five different facilities was averaged, and then the inverse was taken to arrive at 1 FTE per 35,657 SQFT. Overall property occupancy is 30%. It was assumed that

				baseline payroll reflects 30% of post-renovation payroll for the plaza space. Department provided average annual wage for Major SOC Group 37-0000 is $36,000.
Completion Period Inputs	Parking Annual Baseline Payroll	$51,078	International Facility Management Association, Facility Management Staffing Report #33, Staffing by Facility (https://knowledgelibrary.ifma.org/download-file/?file=0&record_id=rec9IE7C7KZMWGWAz)	141,447 SQFT of parking space. The square feet per facility management work for five different facilities was averaged, and then the inverse was taken to arrive at 1 FTE per 35,657 SQFT. Overall property occupancy is 30%. It was assumed that baseline payroll reflects 30% of post-renovation payroll for the parking space. Department provided average annual wage for Major SOC Group 53-0000 is $42,920.
Completion Period Inputs	General Office Baseline Annual Taxable Sales	$0	Ohio Department of Taxation, Services Not Taxable (https://tax.ohio.gov/business/sales-and-use-tax/taxability)	Professional, personal, and insurance services are not subject to sales tax when any tangible item transferred is incidental and not separately charged.
Completion Period Inputs	Retail Annual Baseline Taxable Sales	$0	Ohio Department of Taxation, Taxable Services (https://tax.ohio.gov/business/sales-and-use-tax/taxability)	The existing tenant is a barbershop. Haircuts, coloring, and styling are not subject to sales tax.

Completion Period Inputs	Restaurant Annual Baseline Taxable Sales	$403,346	Bloom Intelligence, Restaurant Benchmarks (https://info.bloomintelligence.com/hubfs/Miscellaneous%20Downloads/Restaurant%20Benchmarks.pdf)	4,218 SQFT of existing, occupied restaurant space, according to applicant. The midpoint of the sales per square foot for full-service and limited-service restaurants was calculated and then averaged to determine the overall sales per square foot for restaurants. • Full-service: $250-$325 sales per SQFT • Limited-service: $300-$400 sales per SQFT • Average = $318.75 Overall property occupancy is 30%. It was assumed that baseline annual taxable sales/revenue reflects 30% of post-renovation taxable sales/revenue for the restaurant space.
Completion Period Inputs	Plaza Baseline Annual Taxable Sales	$0	N/A	No goods or services are sold in the public outdoor space or common areas of the property.
Completion Period Inputs	Parking Baseline Annual Taxable Sales	$0	Ohio Department of Taxation, Archived - ST 2003-11 - H.B. 95 - Storage - July 31, 2003; Revised April 2025 (https://tax.ohio.gov/business/ohio-business-	Transactions whereby parking, as distinguished from storage, for a motor vehicle is provided are not taxable.

			taxes/sales-and-use/information-releases/st200311-archive#:~:text=Transactions%20where%20the%20tangible%20personal,which%20no%20fee%20is%20charged.)	

Ohio has a graduated state income tax rate, as detailed in Table 17.

Table 17: Ohio Individuals Income Tax Rates, 2025

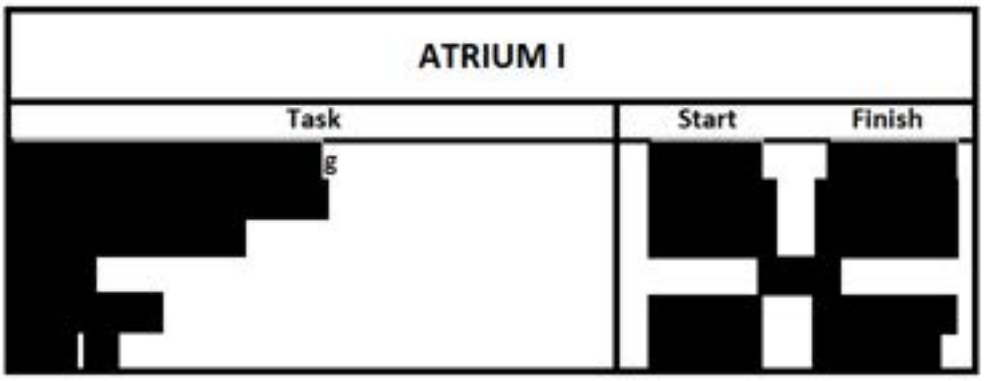
Ohio Taxable Income	Tax Calculation
$0 - $26,050	$0
$26,050 - $100,000	$342 + 2.75% of excess over $26,050
$100,000 and up	$2,394.32 + 3.125% of excess over $100,000

The state income tax revenue per FTE was calculated based on the average annual wage for each use type using the 2025 state income tax rates. The state income tax revenue per FTE was multiplied by the net new FTE by use type to estimate the total state income tax revenue generated by the Atrium I Mixed Use Project. The total state income tax revenue was divided by the total net new payroll to arrive at the effective state income tax rate, as detailed in Table 18.

Table 18: Effective State Income Tax Rate Calculations

Use Type	Average Annual Wage	State Income Tax Revenue per FTE	Net New FTE	Net New Payroll	Total State Income Tax Revenue
Construction	$60,900	$1,300	542.12	$33,015,107	$704,959
General Office	$77,640	$1,761	203.55	$15,803,998	$358,404
Retail	$31,200	$484	0.00	$0	$0
Restaurant	$30,320	$459	6.15	$186,506	$2,826
Institutional	$31,200	$484	40.10	$1,251,092	$19,393
Residential	$36,000	$616	5.00	$180,000	$3,078
Plaza	$36,000	$616	1.72	$62,049	$1,061
Parking	$42,920	$806	2.58	$110,668	$2,078
Total	-	-	**801.23**	**$50,609,420**	**$1,091,800**
			Effective State Income Tax Rate		**2.16%**

Atrium I Mixed Use Project Schedule



Atrium One Housing

Sources & Uses of Funds



Atrium One - Construction Budget

Trade	Amount
[redacted]	[redacted]

ATRIUM 1 RESIDENCES - LEVELS 5-14

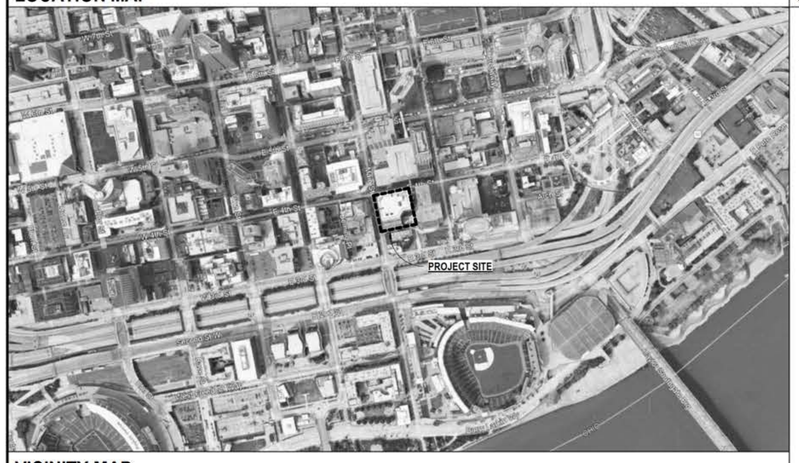
201 E 4TH ST, CINCINNATI, OH 45202

SCHEMATIC DESIGN SUBMITTAL - 03.06.2026

OWNER	ARCHITECT, M.E.P. ENGINEER	INTERIOR DESIGNER	GENERAL CONTRACTOR	PROJECT SQUARE FOOTAGE
ACABAY INC. Premier Office Space 100-105 WEST VIEW ROAD COLCHESTER, VT 05446 P: (802) 444.6066	elevar DESIGN GROUP 555 CARR ST. CINCINNATI, OH 45203 P: (513) 721.0600	CRIMSON 825 GRANDVIEW AVENUE COLUMBUS, OHIO 43215 P: (614) 444.3743	model group 1826 RACE STREET CINCINNATI, OH 45202 P: (513) 559.0048	

FLOOR:	TOTAL GROSS SQ. FT.:	
18 (AKA 20)	32,125	
17 (AKA 19)	33,375	
16 (AKA 18)	30,689	
15 (AKA 17)	31,939	
14 (AKA 16)	32,019	
13 (AKA 15)	37,125	ATRIUM
12 (AKA 14)	33,830	
11	33,575	
10	32,365	ATRIUM
9	37,300	
8	34,800	
7	34,800	ATRIUM
6	34,800	
5	37,300	
4	34,800	
3	34,800	ATRIUM
2	34,800	
1.5 (MEZZ.)	10,920	
1	36,200	
B1	47,149	GARAGE
B2	47,149	
B3	47,149	
TOTAL:	769,009	

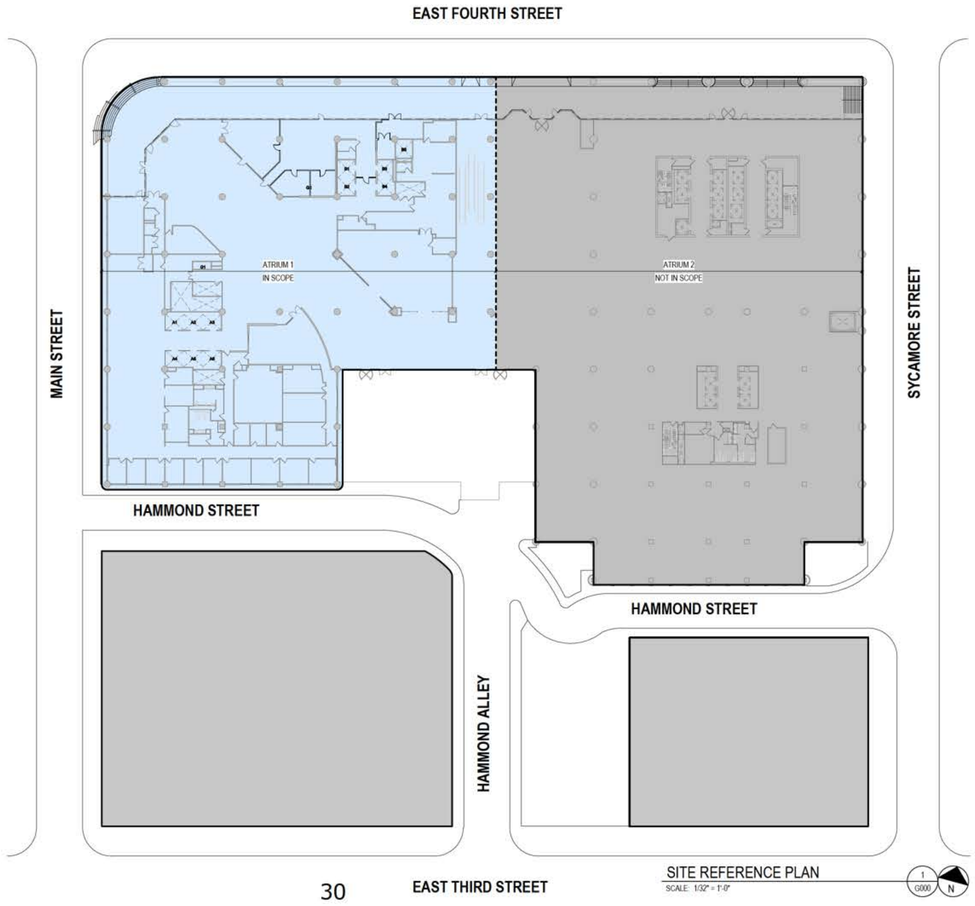
LOCATION MAP



VICINITY MAP



SITE PLAN



SITE REFERENCE PLAN
SCALE: 1/32" = 1'-0"

[redacted]

elevar DESIGN GROUP
555 CARR ST. - CINCINNATI, OH 45203 | P: (513) 721-0600 F: (513) 721-0611

ACABAY INC.

ATRIUM 1 RESIDENCES - LEVELS 5-14
201 E 4TH ST. CINCINNATI, OH 45202
ACABAY INC.
100-105 WEST VIEW ROAD, COLCHESTER, VT 05446

NOT FOR CONSTRUCTION

ISSUED	DATE
SD SUBMITTAL	03/06/2026

SHEET TITLE
TITLE SHEET

SHEET SIZE	COMM. No.
30" x 42"	E-12864
DRAWN BY	DATE
JTO	03/06/2026

SHEET #
G000

2027 elevar DESIGN GROUP Inc.
THIS DRAWING IS PART OF A SET

Atrium One Full Project

Preliminary Operating Pro Forma



Project name: Battery Park Sandusky

Project address: 701 East Water Street, Sandusky, Erie County, Ohio 44870

Applicant legal name: Battery Park Sandusky, LLC

TMUD application ID #: 0035334

Economic impact consultant name and firm – Dennis McAndrew, Silverlode Consulting, LLC

Submitted date and version #: 4/22/2026, version #1

Economic Impact Statement Narrative Report

Transformational Mixed-Use Development Program, Fiscal Year 2026

SILVERLODE CONSULTING

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Authorized Agent
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38119 Stevens Blvd., Willoughby, OH 44094

Introduction

Silverlode Consulting ("Silverlode") was engaged by the applicant ("Developer") to estimate the economic impact and increase in state and local tax collections associated with the proposed mixed-use development (the "Project"). This Economic Impact Statement Narrative Report (EIS) was prepared to support the Developer's application to the Ohio Department of Development ("ODOD") for consideration for an award of Ohio Transformational Mixed-Use Development ("TMUD") tax credits.

This EIS demonstrates the Project's eligibility for the TMUD program as described in Section 122.09(B)(6 and 7) of the Ohio Revised Code ("ORC"). As set forth in this report, the estimated increase in tax collections at the Project site, during the Project's construction period and through the fifth anniversary of the day the project is completed ("Completion Period") is estimated to exceed 10% of TMUD eligible expenditures. This EIS provides the economic impact data and supporting information requested by ODOD for considering TMUD eligibility, based upon ODOD's guidance as of the date of this report.

Portions of this report are considered trade secrets and are denoted as such.

Project Overview

Project Overview	
Project square feet	781,376
TMUD eligible expenditures	$220,555,583
10% of TMUD eligible expenditures	$22,056,000
Construction commencement	8/1/2026
Construction completion	10/2/2030

Project Uses			
Use	Building Square Feet	Units	Public Plaza
Residential	301,035	[redacted]	
Office	-		
Hotel	77,955	[redacted]	
Retail	19,892		
Restaurant	34,854		
Other (parking, common areas, building services)	337,439	[redacted]	
Marina retail	10,201		
Public Plaza			209,587
Total square feet	**781,376**		**209,587**

EIS Workbook

ODOD provided the standardized EIS Workbook, a required file to be submitted with the TMUD application as a component of the EIS. The EIS Workbook utilizes ODOD-provided standard parameters, default wage benchmarks, locked formulas and calculation procedures along with applicant inputs (highlighted in green) to produce the construction period impacts, completion period impacts, and total direct impacts of the Project per the TMUD FY26 EIS Framework. Key portions of the EIS Workbook are included in this report. Supporting documentation, data sources and citations for applicant inputs can be found in Appendix A of this report.

Applicant & Project Information

Project Name	Battery Park Sandusky
Project Site Address (Street, City, County, ZIP)	701 East Water Street, Sandusky, Erie County, Ohio 44870
Applicant Legal Name / Property Owner	Battery Park Sandusky, LLC
TMUD Application ID (if assigned)	0035334
Economic Impact Consultant (Name / Firm)	Dennis McAndrew, Silverlode Consulting
Construction Start Date	8/1/2026
Project Completion Date	10/2/2030
Project Geography Type	General TMUD
Project MSA	Sandusky, OH

Parameters (Department-Provided + Applicant-Provided)

Table 1 — Department-Provided Standardized Parameters (Do Not Edit)		
Parameter	**Value**	**Notes**
Annual Construction Inflation Rate (PPI 10-year average)	3.28%	Department-provided. Applicants may not change.
Annual Revenue Inflation Rate (CPI 10-year average)	2.94%	Department-provided. Applicants may not change.
Annual Wage Growth Rate (ECI 10-year average)	3.21%	Department-provided. Applicants may not change.
FTE Hours per Year	2080	Department-provided fixed standard (2,080 hours/year). Applicants may not change.
Table 2 — Applicant-Provided Parameters (ENTER CURRENT TAX RATES FOR PROJECT LOCATION)		
Effective State Income Tax Rate (decimal)	2.25%	Applicant must enter current applicable rate for the project location; varies by geography and time.
Effective Local Income Tax Rate (decimal)	1.25%	Applicant must enter current applicable rate for the project location; varies by geography and time.
State Sales Tax Rate (decimal)	5.75%	Applicant must enter current applicable rate for the project location; varies by geography and time.
Local Sales Tax Rate (decimal)	1.50%	Applicant must enter current applicable rate for the project location; varies by geography and time.
Lodging Tax Rate (decimal)	8.00%	Applicant must enter current applicable rate for the project location; varies by geography and time.
State + Local Effective Mill Rate per $1,000	$57.65	Applicant must enter current applicable rate for the project location; varies by geography and time.

Table 3 — Department-Provided Measurements (Can be modified with valid justification)			Override	Applicant Provided Value	Justification
General Office Use Average Annual Wage	$69,240	SOC 13-0000 Median Wage for MSA/State of Ohio	☐		
Medical Office Use Average Annual Wage	$69,570	SOC 29-0000 Median Wage for MSA/State of Ohio	☐		
Retail Use Average Annual Wage	$31,890	SOC 41-0000 Median Wage for MSA/State of Ohio	☐		
Food & Beverage Use Average Annual Wage	$28,920	SOC 35-0000 Median Wage for MSA/State of Ohio	☐		
Hospitality & Lodging Use Average Annual Wage	$31,100	SOC 39-0000 Median Wage for MSA/State of Ohio	☐		
Entertainment Use Average Annual Wage	$36,780	SOC 27-0000 Median Wage for MSA/State of Ohio	☐		
Property Management & Building Operations Use Average Annual Wage	$34,460	SOC 37-0000 Median Wage for MSA/State of Ohio	☐		
Plaza Operations Average Annual Wage	$34,460	SOC 37-0000 Median Wage for MSA/State of Ohio	☐		
Institutional Use Average Annual Wage	$69,240	SOC 13-0000 Median Wage for MSA/State of Ohio	☐		
Industrial Use Average Annual Wage	$47,580	SOC 51-0000 Median Wage for MSA/State of Ohio	☐		
Parking Use Average Annual Wage	$40,790	SOC 53-0000 Median Wage for MSA/State of Ohio	☐		
Construction Average Annual Wage	$58,540	SOC 47-0000 Median Wage for MSA/State of Ohio	☐		
Regional Purchase Coefficient	50%	Percent of construction materials purchased within the state of ohio	☐		

Construction Period Inputs (Applicant Inputs)

Eligible expenditures (post-certification only)

Item	Amount
Land acquisition costs (eligible if post-certification)	[redacted]
Hard construction costs	
Soft construction costs	
Professional services and eligible fees	
Taxable business fixtures cost (if applicable)	
Other eligible costs (describe in Notes tab)	

Total Eligible Expenditures	**$220,555,583**

Construction employment & payroll assumptions

Assumption	Value	Units
Estimated share of eligible construction costs attributable to labor (%)	55%	%
Primary construction average annual wage ($/yr)	$58,540	$
Construction period length (months)	50	months

Construction Expenditures Timeline

Year From Project Start Date	Percent of Expenditures
Year 1	8%
Year 2	17%
Year 3	35%
Year 4	16%
Year 5+	23%
Total	**100%**

Property Value

Item	Value
Property value prior to development	$2,229,430
Estimated property value post development	$186,519,108

Completion Period Inputs (5-Year Completion Period)

Enter ANNUAL stabilized, project-site-only operating assumptions for a typical stabilized year during the 5-year Completion Period (NOT five-year totals and NOT year-by-year projections). Use Baseline columns to report pre-project on-site activity; the workbook will subtract baseline to compute net new impacts.

Use Type / Component (On-Site)	Total Operating Square Footage	Stabilized Occupancy / Utilization (%)	Staffing Ratio (FTE per Sq Foot), Stabilized	Avg Annual Wage ($ per FTE, Stabilized)	Annual Stabilized Taxable Sales/Revenue per Sq Foot ($)	Baseline On-Site Payroll ($/year)	Baseline On-Site Taxable Sales/Revenue ($/year)
Office							
General Office				$69,240			
Medical Office				$69,570			
Retail	19892	85.00%	0.005	$31,690	$1,223.00		
Restaurant	34854	85.00%	0.009	$28,920	$991.00		
Hotel, Hospitality							
Hotel	71240	67.00%	0.001	$31,100	$151.72		
Hospitality	6715	100.00%	0.002	$31,100	$164.04		
Entertainment				$36,780			
Industrial				$47,580			
Institutional				$69,240			
Residential	301035	95.00%	0.000	$34,460			
Plaza	209587	100.00%	0.001	$34,460	$89.68		
Parking	337439	70.00%	0.000	$40,790	$6.25		
Recreation	10201	100.00%	0.003	$31,100	$1,819.44	$266,389.78	$1,348,653.00

Construction Period Calculations (Locked)

Derived results from Construction Period Inputs.

Metric	Value
Inflation Adjusted Eligible Expenditures	$237,704,278
Construction labor share	55.00%
Avg annual wage (construction)	$58,540
Implied hourly wage	$28
Total labor cost (proxy for payroll)	$130,737,353
Implied labor hours	4645262.97
Construction FTE (labor hours / 2,080)	2233.30
State income tax on construction payroll	$2,941,590
Hard construction costs + business fixtures	$186,064,533
Sales tax on hard construction costs + business fixtures	$6,744,839
Total construction-period tax impacts	$9,686,430

Completion Period Calculations (Locked)

Calculates annual stabilized direct impacts and removes baseline (project-site only).

Use Type	Annual FTE (stabilized)	Annual Payroll	Annual Taxable Sales/Revenue	Baseline Payroll	Baseline Sales	Net Payroll	Net Sales
General Office	0.00	$0	[redacted]	$0	$0	$0	[redacted]
Medical Office	0.00	$0		$0	$0	$0	
Retail	84.49	$2,677,479		$0	$0	$2,677,479	
Restaurant	276.39	$7,993,147		$0	$0	$7,993,147	
Hotel	51.88	$1,613,375		$0	$0	$1,613,375	
Hospitality	12.69	$375,844		$0	$0	$375,844	
Entertainment	0.00	$0		$0	$0	$0	
Industrial	0.00	$0		$0	$0	$0	
Institutional	0.00	$0		$0	$0	$0	
Residential	64.47	$2,221,492		$0	$0	$2,221,492	
Plaza	131.10	$4,517,691		$0	$0	$4,517,691	
Parking	3.92	$160,060		$0	$0	$160,060	
Recreation	26.83	$834,467		$265,390	$1,348,653	$569,077	
TOTAL	**651.16**	**$20,393,555**	**$97,213,382**	**$265,390**	**$1,348,653**	**$20,128,166**	**$95,864,729**

Tax Calculations (Locked)

Calculates annual and 5-year completion-period tax impacts (net of baseline) using Department parameters.

Tax Category	Annual Net Base	Rate	Annual Tax	5-Year Total (escalated)
Revenue Escalation factor (5 years)	5.3028			
Wage Escalation factor (5 years)	5.3315			
State income tax (payroll)	$20,128,166	0.0225	$452,884	$2,414,536
Local income tax (payroll)	$20,128,166	0.0125	$251,602	$1,341,409
State + local sales tax (taxable sales)	$96,864,729	0.0725	$6,950,193	$36,855,284
Lodging tax (hotel revenue)	$7,241,196	0.0800	$579,296	$3,071,873
Property tax (annual)	$64,501,387	57.6494	$3,718,469	$19,718,192
Total completion-period tax increase (5-year)				**$63,401,294**

Statutory 10% Test (Locked)

Completion-period tax increase must be ≥ 10% of eligible expenditures.

Item	Amount
Eligible Expenditures	$220,555,583
10% Threshold	$22,055,558
Construction + Completion-Period Tax Increase (5-year)	$73,087,723
PASS/FAIL	**PASS**

Summary Outputs

These outputs should be used to populate the EIS

Metric	Value
Total Eligible Construction Expenditures	$220,555,583
Total Construction-Period Tax Impacts	$9,686,430
Total Completion-Period Tax Increase (5-Year)	$63,401,294
Total Tax Increase	$73,087,723
Fifth Year Payroll	$22,839,748
Total Sales Subject to Sales Tax	$293,709,940
10% Test Result (PASS/FAIL)	PASS
Application Type	General TMUD

Anticipated Completion Period Sales – Online Application Portal

The below table provides the answer to the following question in the online TMUD application: "From the Economic Impact Statement, provide the anticipated total sales from Retail, Entertainment, and Dining operations generated at the Project site during the completion period," as this number does not appear in the EIS Workbook.

	Sales Taxable Sales Base	Construction Inflation Rate (Annual)/5-Year Revenue Escalation Factor	Sales Taxable Sales	Source
Construction Period	$ 172,641,283	3.28%	$ 186,064,533	EIS Workbook - Construction Period Calculation
Completion Period	$ 95,864,729	5.3028	$ 508,351,485	EIS Workbook - Tax Calculations
Total			**$ 694,416,018**	

Appendix A: Supporting Documentation, Data Sources and Citations

Project Budget & Stabilized Annual Operating Proforma (TRADE SECRET)



Data Sources

Data Sources and Key Inputs

The Developer's Project budget and stabilized annual operating proforma, which we understand are being provided to other third parties such as potential lenders, and thus are assumed to be reliable, were the source of most project information.

ODOD provided the EIS Workbook Excel file ("Workbook") submitted with this EIS Narrative Report. The Workbook contains ODOD required parameters and calculations of economic impact. The results presented in this EIS narrative report were generated using the Workbook.

The IMPLAN model, which is described in the About IMPLAN section, was a source of key inputs. IMPLAN data from 2024, the most recent year for which data is currently available, was used for this analysis.

Where necessary, we also relied on independent third-party data and established real estate industry data sources.

Throughout the modeling, Silverlode also employed professional conservatism to ensure that the inputs and assumptions were reasonable. Silverlode reviewed information provided by the Developer for reasonableness but did not validate such information.

Portions of this report are considered trade secrets and are denoted as such.

EIS Workbook, Documentation and Notes Table

EXAMPLE ENTRIES — FOR ILLUSTRATION ONLY (DO NOT DELETE IN TEMPLATE VERSION)				
Workbook Section / Tab	**Input or Assumption**	**Value Used**	**Data Source**	**Notes / Justification (Why this is reasonable)**
Completion Period Inputs – Retail	Retail sales per square foot	$375 per SF (annual, stabilized)	ICSC 2024 Midwest Retail Benchmark Report	Consistent with Class A neighborhood retail in comparable Midwest
Completion Period Inputs – Office	Average annual wage	$78,000 (median)	BLS OEWS, Cincinnati MSA, Major SOC Group 13-0000 (2024)	Median wage used per EIS guidance to avoid overstating payroll
Completion Period Inputs – Hotel	ADR and occupancy	[redacted]	Project operating pro forma; STR Midwest regional averages	Reflects stabilized operations after ramp-up period
Parameters – Applicant-Provided	Local sales tax rate	1.25%	Ohio Department of Taxation, county sales tax rate table (2025)	Rate applicable to project address as of submission date
Completion Period Inputs – Baseline	Existing on-site retail sales	[redacted]	Current tenant rent roll and sales disclosures	Represents pre-project activity removed to calculate net new impacts
Parameters – Applicant-Provided	Effective State Income Tax Rate	2.25%	https://tax.ohio.gov/individual/resources/annual-tax-rates	For taxable years beginning in 2025, tax of $342 + plus 2.75% tax on the portion of income from $26,051-$100,000, and 3.125% tax on the portion of income over $100,000. Given the range in income levels for the Project, an effective rate of 2.25% was assumed.
Parameters – Applicant-Provided	Effective Local Income Tax Rate	1.25%	https://cityofsandusky.com/government/department/finance/taxes.php	Local income tax rate is published by the City
Parameters – Applicant-Provided	State Sales Tax Rate	5.75%	https://tax.ohio.gov/business/sales-and-use-tax	State sales tax rate is published by the state.

Parameters – Applicant-Provided	Local Sales Tax Rate	1.50%	https://dam.assets.ohio.gov/image/upload/tax.ohio.gov/tax_analysis/tax_data_series/sales_and_use/Salestaxmap.pdf	1% Erie County sales tax + 0.5% additional sales tax expected from the city of Sandusky through an NCA agreement as noted in the Development Agreement included in the application.
Parameters – Applicant-Provided	Lodging Tax Rate	8.00%	auditor.eriecounty.gov, City of Sandusky Codified Ordinance Chapter 193 Transient Occupancy Tax	Erie County lodging tax rate=4%, City of Sandusky lodging tax rate =3%, 1% City of Sandusky lodging tax through an NCA agreement as noted in the Development Agreement included in the application.
Parameters – Applicant-Provided	State + Local Effective Millie Rate per $1,000	57.649444	Erie County Auditor	2025 effective millage for Project parcels
Construction Period Inputs - Eligible	Land Acquisition Costs	[redacted]	Project budget	No land acquisition after Project certification date
Construction Period Inputs - Eligible	Hard Construction Costs	[redacted]	Project budget	Construction contractor estimate
Construction Period Inputs - Eligible	Soft Construction Costs	[redacted]	Project budget	
Construction Period Inputs - Eligible	Professional Services and Eligible Fees	[redacted]	Project budget	
Construction Period Inputs - Eligible	Taxable Business Fixtures Cost	[redacted]	Project budget	
Construction Period Inputs - Eligible	Other Eligible Costs	[redacted]	Project budget	
Construction Period Inputs - Construction Employment & Payroll Assumptions	Estimated Share of Eligible Construction Costs Attributable to Labor	55%	Construction contractor estimate	
Construction Period Inputs - Construction Expenditures Timeline	Percent of Expenditures	Various	Construction contractor estimate	
Construction Period Inputs - Property Value	Property Value Prior to Development	2229430	Erie County Auditor	2025 values for parcels

Construction Period Inputs - Property Value	Estimated Property Value Post Development	186519108	Developer Project Budget & Developer Project Stabilized Annual Operating Proforma , Sandusky CRA Guidelines, Developer	[redacted]
Completion Period Inputs	Total Operating Scuare Footage	All values in column	Architect letter with architectural and engineering documents	
Completion Period Inputs	Staoilized year by use	All uses	Developer Proforma	
Completion Period Inputs	Stabilized Occupancy / Utilization	All values in column	Developer Proforma	Hotel room occupancy is estimated to be [redacted] but hospitality and recreation uses have committed tenants for 100% of space
Completion Period Inputs	Staffing Ratio Stabilized	Various uses	IMPLAN 2024 data for the MSA	See the Staffing Ratio Chart in the EIS Narrative Appendix
Completion Period Inputs	Staffing Ratio Stabilized	Project Operations and Parking FTEs/SF	National Apartment Association, FMLink, International Parking Institute	Operations and Parking FTE table in EIS Narrative Appendix
Completion Period Inputs	Staffing Ratio Stabilized - Restaurant	0.009329277	Public company 10Ks, 10Qs and other public sources	See Restaurant and Retail Sales Per Square Foot and Staffing Ratios table in the EIS narrative Appendix
Completion Period Inputs	Staffing Ratio Stabilized - Retail	0.004998967	Public company 10Ks, 10Qs and other public sources	See Restaurant and Retail Sales Per Square Foot and Staffing Ratios table in the EIS narrative Appendix
Completion Period Inputs	Annual Stabilized Taxable Sales/Revenue Per Sq Foot - Retail	1223	Public company 10Ks, 10Qs and other public sources	See Restaurant and Retail Sales Per Square Foot and Staffing Ratios table in the EIS narrative Appendix

Completion Period Inputs	Annual Stabilized Taxable Sales/Revenue Per Sq Foot - Restaurant	991	Public company 10Ks, 10Qs and other public sources	See Restaurant and Retail Sales Per Square Foot and Staffing Ratios table in the EIS narrative Appendix. Average sales per square foot were increased by 5% to account for outdoor patio space (10% of constructed space) being open half of the year (10% x 50%=5%)
Completion Period Inputs	Annual Stabilized Taxable Sales/Revenue Per Sq Foot - Hotel	[redacted]	Developer Proforma	[redacted]
Completion Period Inputs	Annual Stabilized Taxable Sales/Revenue Per Sq Foot - Hospitality	[redacted]	Developer Proforma	Total food, beverage, event, and other non-room revenue divided by the event center square feet
Completion Period Inputs	Annual Stabilized Taxable Sales/Revenue Per Sq Foot - Public plaza	[redacted]	Developer detailed event schedule for public plaza space with attendance estimates and on-site spending estimates.	Detailed annual calendar of recurring, seasonal and special events for public plaza space was used to calculate expected attendees per event and estimated on-site spending outside of Project buildings for retail, food and beverage and entertainment.
Completion Period Inputs	Annual Stabilized Taxable Sales/Revenue Per Sq Foot - Parking	[redacted]	Developer proforma revenue for daily parking fees, subject to the City of Sandusky parking tax (8%)	[redacted] https://cityofsandusky.com/government/department/finance/taxes.php

Completion Period Inputs	Annual Stabilized Taxable Sales/Revenue Per Sq Foot - Recreation	[redacted]	Developer Proforma	Marina SF shown on Recreation line in the EIS Workbook, but is part of retail SF in the application, and separated out for purposes of the EIS due to it's unique occupancy, sales and staffing rates compared to other retail uses. The Marina operator's revenue per the proforma of [redacted] marina includes the marina services retail sales and net slip rental revenue [redacted] Additional sales taxable sales include [redacted] in annual boat sales estimated by a committed on-site boat brokerage tenant. Total sales of [redacted] vided by marina services retail building square feet yields taxable sales per square foot. Marina retail sales and boat sales are subject to sales tax. The City of
Completion Period Inputs	Baseline On-Site Payroll	[redacted]	Marina 2025 income statement	
Completion Period Inputs	Baseline On-Site Taxable Sales/Revenue	[redacted]	Marina 2025 income statement	Marina revenue divided by marina services retail building square feet yields taxable sales per square foot. Marina retail sales are subject to sales tax. The City of Sandusky levies a dock tax, as well (https://cityofsandusky.com/government/department/finance/taxes.php.
Parameters - Department Provided Measures	SOC code MSA median wages for various uses and RPC value	Various	Utilized department provided values	Utilized department provided values

Residential (Operations) Staffing Per Square Foot

Operations and Parking Full-Time Employees (FTEs) per Square Foot (SF)

Job Functions	SF per FTE	Acres per FTE	Units per FTE	FTEs per SF	Project SF	Project Units/Acres/ Spaces	Project FTEs	Source/ Notes
Residential Property Management FTEs			[redacted]	0.00001	301,035	[redacted]	4.25	National Apartment Association*
Commercial Property Management FTEs	75,000			0.00001	480,341		6.40	Facilities.net**
Maintenance FTEs	50,000			0.00002	781,376		15.63	Facilities.net**
Janitorial FTEs	28,000			0.00004	781,376		27.91	Facilities.net**
Landscape FTEs	1,306,800	[redacted]		0.00000	986,329	[redacted]	0.75	Facilities.net**
Security FTEs***	15,000			0.00007	142,902		9.53	Facilities.net**
Operations FTEs Total for Project							**64.47**	Entered in EIS Workbook under Residential Use
Project FTEs Analysis								
Residential SF of Project				301,035				Included in the EIS Workbook Residential Staffing Ratio; utilize residential SF to calculate total operations jobs per residential SF
Occupancy				[redacted]				
Total Project Operations FTEs per residential SF				**0.00023**				
Parking								
Parking FTE			[redacted]	0.00001	337,439	[redacted]	3.92	International Parking Institute (blend of Spaces per FTE for various parking use types applicable)
Occupancy				[redacted]				
Total Project Parking FTEs per parking SF				**0.00002**				

Additional Sources/Notes:

* National Apartment Association (https://naahq.org/news/changing-paradigm-staffing-ratios) assumption: 1 FTE per 61 units

**Facilities.net (https://www.facilitiesnet.com/facilitiesmanagement/article/Facility-Staffing-Levels-Maintenance-Custodial-and-Grounds-Care--17471)

***Square footage per security FTE includes commercial building square feet (except parking) to avoid overstating)

Retail Sales and Staffing Per Square Foot (TRADE SECRET)

[redacted]

*Excludes online sales.

Sources Retail Sales and Staffing Per Square Foot (TRADE SECRET)



Sources Retail Sales and Staffing Per Square Foot (TRADE SECRET)



Other Uses – Staffing Per Square Foot (TRADE SECRET)

Based on the Project's sales per square foot and IMPLAN data for the MSA, the below analysis calculates the staffing per square foot for the Project's Hotel, Hospitality (hotel event center), Plaza (public activated outdoor event space) and Recreation (marina operations and marina retail) uses. Boat broker tenant staffing was estimated separately at 2 FTEs and included in the total calculation of FTEs for the Recreation space:

Use	IMPLAN Industry #	IMPLAN Industry Description	Output (Sales) per SF	Output (Sales) per Job	Jobs per SF	FTEs per Job	FTEs per SF	SF per FTE
[redacted]								

About IMPLAN

IMPLAN (IMpact analysis for PLANning), one of the most well-respected and widely used methodologies for assessing regional economic impacts, was used for parts of this study. IMPLAN is a general input-output model initially developed by the U.S. Forest Service in the 1970s and is used by more than 1,000 universities, government agencies, and consultants to estimate the economic and fiscal impacts of investments and/or changes in one or more industries. 2024 IMPLAN data, the most current data available at the time, was used for this study. Data underlying the IMPLAN model is updated annually using thousands of data points from over 90 sources. The main sources of this data include:

- U.S. Bureau of Labor Statistics (BLS) Quarterly Census of Employment and Wages (QCEW)
- U.S. Bureau of Economic Analysis (BEA) Regional Economic Accounts (REA)
- U.S. Census Bureau County Business Patterns (CBP)
- U.S. Bureau of Economic Analysis National Income and Product Accounts (NIPA)

About Silverlode Consulting

Silverlode Consulting was founded in 2002 by two former leaders from EY and PwC's consulting practices. As a national leader in economic impact analysis, Silverlode has supported hundreds of organizations, from nonprofit arts groups to multinational corporations, in quantifying their contributions to their communities and effectively communicating those impacts to key stakeholders. Through rigorous analysis and clear communication of findings, our work has helped clients secure funding, obtain regulatory approvals, and positively influence public perception. To learn more about our firm and our expertise in economic impact analysis, please visit http://www.silverlodeconsulting.com

Project name: Bridge North

Project address: 6720 Riverside Drive and 4500 John Shields Parkway, Dublin, Franklin County, Ohio 43017

Applicant legal name: Bridge North Landco LLC

TMUD application ID #: 0035338

Economic impact consultant name and firm – Dennis McAndrew, Silverlode Consulting, LLC

Submitted date and version #: 4/22/2026, version #1

Economic Impact Statement Narrative Report

Transformational Mixed-Use Development Program, Fiscal Year 2026

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Introduction

Silverlode Consulting ("Silverlode") was engaged by the applicant ("Developer") to estimate the economic impact and increase in state and local tax collections associated with the proposed mixed-use development (the "Project"). This Economic Impact Statement Narrative Report (EIS) was prepared to support the Developer's application to the Ohio Department of Development ("ODOD") for consideration for an award of Ohio Transformational Mixed-Use Development ("TMUD") tax credits.

This EIS demonstrates the Project's eligibility for the TMUD program as described in Section 122.09(B)(6 and 7) of the Ohio Revised Code ("ORC"). As set forth in this report, the estimated increase in tax collections at the Project site, during the Project's construction period and through the fifth anniversary of the day the project is completed ("Completion Period") is estimated to exceed 10% of TMUD eligible expenditures. This EIS provides the economic impact data and supporting information requested by ODOD for considering TMUD eligibility, based upon ODOD's guidance as of the date of this report.

Portions of this report are considered trade secrets and are denoted as such.

Project Overview

Project Overview	
Project Square Feet	826,067
TMUD eligible expenditures	$247,071,900
10% of TMUD eligible expenditures	$24,707,000
TMUD tax credit request	$15,000,000
Construction commencement	3/1/2027
Construction completion	7/31/2030

Project Uses			
Use	Building Square Feet	Units	Outdoor Plaza - Public
Residential	320,021	[redacted]	
Office	71,585		
Hotel	92,321	[redacted]	
Retail	64,458		
Restaurant	24,480		
Parking	221,066	[redacted]	
Plaza - Public	32,136		77,000
Total building square feet	**826,067**		**77,000**

EIS Workbook

ODOD provided the standardized EIS Workbook, a required file to be submitted with the TMUD application as a component of the EIS. The EIS Workbook utilizes ODOD-provided standard parameters, default wage benchmarks, locked formulas and calculation procedures along with applicant inputs (highlighted in green) to produce the construction period impacts, completion period impacts, and total direct impacts of the Project per the TMUD FY26 EIS Framework. Key portions of the EIS Workbook are included in this report. Supporting documentation, data sources and citations for applicant inputs can be found in Appendix A of this report.

Applicant & Project Information

Project Name	Bridge North
Project Site Address (Street, City, County, ZIP)	Bridge North Landco LLC
Applicant Legal Name / Property Owner	6720 Riverside Drive and 4500 John Shields Parkway, Dublin, Franklin County, Ohio 43017
TMUD Application ID (if assigned)	0035338
Economic Impact Consultant (Name / Firm)	Dennis McAndrew, Silverlode Consulting
Construction Start Date	3/1/2027
Project Completion Date	7/31/2030
Project Geography Type	Major City TMUD
Project MSA	Columbus, OH

Parameters (Department-Provided + Applicant-Provided)

Table 1 — Department-Provided Standardized Parameters (Do Not Edit)		
Parameter	**Value**	**Notes**
Annual Construction Inflation Rate (PPI 10-year average)	3.28%	Department provided. Applicants may not change.
Annual Revenue Inflation Rate (CPI 10 year average)	2.94%	Department provided. Applicants may not change.
Annual Wage Growth Rate (ECI 10 year average)	3.21%	Department provided. Applicants may not change.
FTE Hours per Year	2080	Department provided fixed standard (2,080 hours/year). Applicants may not change.

Table 2 — Applicant-Provided Parameters (ENTER CURRENT TAX RATES FOR PROJECT LOCATION)		
Effective State Income Tax Rate (decimal)	2.25%	Applicant must enter current applicable rate for the project location; varies by geography and time.
Effective Local Income Tax Rate (decimal)	2.00%	Applicant must enter current applicable rate for the project location; varies by geography and time.
State Sales Tax Rate (decimal)	5.75%	Applicant must enter current applicable rate for the project location; varies by geography and time.
Local Sales Tax Rate (decimal)	2.75%	Applicant must enter current applicable rate for the project location; varies by geography and time.
Lodging Tax Rate (decimal)	11.00%	Applicant must enter current applicable rate for the project location; varies by geography and time.
State + Local Effective Mill Rate per $1,000	$91.30	Applicant must enter current applicable rate for the project location; varies by geography and time.

Table 3 — Department-Provided Measurements (Can be modified with valid justification)			Override	Applicant Provided Value	Justification
General Office Use Average Annual Wage	$78,500	SOC 13-0000 Median Wage for MSA/State of Ohio	■	[redacted]	Committed office tenant provided stabilized staffing and payroll
Medical Office Use Average Annual Wage	$81,500	SOC 29-0000 Median Wage for MSA/State of Ohio	□		
Retail Use Average Annual Wage	$36,550	SOC 41-0000 Median Wage for MSA/State of Ohio	□		
Food & Beverage Use Average Annual Wage	$31,030	SOC 35-0000 Median Wage for MSA/State of Ohio	□		
Hospitality & Lodging Use Average Annual Wage	$31,200	SOC 39-0000 Median Wage for MSA/State of Ohio	□		
Entertainment Use Average Annual Wage	$60,980	SOC 27-0000 Median Wage for MSA/State of Ohio	□		
Property Management & Building Operations Use Average Annual Wage	$36,510	SOC 37-0000 Median Wage for MSA/State of Ohio	□		
Plaza Operations Average Annual Wage	$36,510	SOC 37-0000 Median Wage for MSA/State of Ohio	□		
Institutional Use Average Annual Wage	$78,500	SOC 13-0000 Median Wage for MSA/State of Ohio	□		
Industrial Use Average Annual Wage	$46,640	SOC 51-0000 Median Wage for MSA/State of Ohio	□		
Parking Use Average Annual Wage	$43,880	SOC 53-0000 Median Wage for MSA/State of Ohio	□		
Construction Average Annual Wage	$63,350	SOC 47-0000 Median Wage for MSA/State of Ohio	□		
Regional Purchase Coefficient	50%	Percent of construction materials purchased within the state of ohio	□		

Construction Period Inputs (Applicant Inputs)

Eligible expenditures (post-certification only)

Item	Amount
Land acquisition costs (eligible if post-certification)	[redacted]
Hard construction costs	
Soft construction costs	
Professional services and eligible fees	
Taxable business fixtures cost (if applicable)	
Other eligible costs (describe in Notes tab)	
Total Eligible Expenditures	**$247,071,900**

Construction employment & payroll assumptions

Assumption	Value	Units
Estimated share of eligible construction costs attributable to labor (%)	55%	%
Primary construction average annual wage ($/yr)	$63,350	$
Construction period length (months)	41	months

Construction Expenditures Timeline

Year From Project Start Date	Percent of Expenditures
Year 1	17%
Year 2	60%
Year 3	22%
Year 4	1%
Year 5+	
Total	**100%**

Property Value

Item	Value
Property value prior to development	$3,058,200
Estimated property value post development	$244,012,000

Completion Period Inputs (5-Year Completion Period)

Enter ANNUAL stabilized, project-site-only operating assumptions for a typical stabilized year during the 5-year Completion Period (NOT five-year totals and NOT year-by-year projections). Use Baseline columns to report pre-project on-site activity; the workbook will subtract baseline to compute net new impacts.

Use Type / Component (On-Site)	Total Operating Square Footage	Stabilized Occupancy / Utilization (%)	Staffing Ratio (FTE per Sq Foot), Stabilized	Avg Annual Wage ($ per FTE, Stabilized)	Annual Stabilized Taxable Sales/Revenue per Sq Foot ($)	Baseline On-Site Payroll ($/year)	Baseline On-Site Taxable Sales/Revenue ($/year)
Office							
General Office	71585		0.004	$130,266			
Medical Office				$81,590			
Retail	45981		0.005	$36,550			
Restaurant	24480		0.009	$31,030			
Hotel, Hospitality							
Hotel	92321		0.001	$31,200			
Hospitality				$31,200			
Entertainment				$50,980			
Industrial				$46,840			
Institutional				$78,500			
Residential	320021		0.000	$36,510			
Plaza	77000		0.001	$36,510			
Parking	221066		0.000	$43,880			
Recreation				$31,200			

Construction Period Calculations (Locked)

Derived results from Construction Period Inputs.

Metric	Value
Inflation Adjusted Eligible Expenditures	$255,809,675
Construction labor share	55.00%
Avg annual wage (construction)	$63,350
Implied hourly wage	$30
Total labor cost (proxy for payroll)	$140,695,321
Implied labor hours	4619514.89
Construction FTE (labor hours / 2,080)	2220.92
State income tax on construction payroll	$3,165,645
Hard construction costs + business fixtures	[redacted]
Sales tax on hard construction costs + business fixtures	$8,158,350
Total construction-period tax impacts	$11,323,994

Completion Period Calculations (Locked)

Calculates annual stabilized direct impacts and removes baseline (project-site only).

Use Type	Annual FTE (stabilized)	Annual Payroll	Annual Taxable Sales/Revenue	Baseline Payroll	Baseline Sales	Net Payroll	Net Sales
General Office	292.00	$38,037,665	$0	$0	$0	$38,037,665	[redacted]
Medical Office	0.00	$0	$0	$0	$0	$0	
Retail	206.79	$7,558,138	$50,611,287	$0	$0	$7,558,138	
Restaurant	205.54	$6,377,987	$21,833,712	$0	$0	$6,377,987	
Hotel	68.77	$2,145,572	$10,860,743	$0	$0	$2,145,572	
Hospitality	0.00	$0	$0	$0	$0	$0	
Entertainment	0.00	$0	$0	$0	$0	$0	
Industrial	0.00	$0	$0	$0	$0	$0	
Institutional	0.00	$0	$0	$0	$0	$0	
Residential	76.80	$2,803,864	$0	$0	$0	$2,803,864	
Plaza	38.86	$1,418,779	$3,850,000	$0	$0	$1,418,779	
Parking	2.44	$107,067	$0	$0	$0	$107,067	
Recreation	0.00	$0	$0	$0	$0	$0	
TOTAL	891.20	$58,449,072	$87,155,742	$0	$0	$58,449,072	$87,155,742

Tax Calculations (Locked)

Calculates annual and 5-year completion-period tax impacts (net of baseline) using Department parameters.

Tax Category	Annual Net Base	Rate	Annual Tax	5-Year Total (escalated)
Revenue Escalation factor (5 years)	5.3028			
Wage Escalation factor (5 years)	5.3315			
State income tax (payroll)	$58,449,072	0.0225	$1,315,104	$7,011,439
Local income tax (payroll)	$58,449,072	0.0200	$1,168,981	$6,232,390
State + local sales tax (taxable sales)	$87,155,742	0.0850	$7,408,238	$39,284,193
Lodging tax (hotel revenue)	[redacted]	0.1100	$1,194,682	$6,335,124
Property tax (annual)	$84,333,830	91.3040	$7,700,014	$40,831,413
Total completion-period tax increase (5-year)				**$99,694,559**

Statutory 10% Test (Locked)

Completion-period tax increase must be ≥ 10% of eligible expenditures.

Item	Amount
Eligible Expenditures	$247,071,900
10% Threshold	$24,707,190
Construction + Completion-Period Tax Increase (5-year)	$111,018,553
PASS/FAIL	**PASS**

Summary Outputs

These outputs should be used to populate the EIS

Metric	Value
Total Eligible Construction Expenditures	$247,071,900
Total Construction-Period Tax Impacts	$11,323,994
Total Completion-Period Tax Increase (5-Year)	$99,694,559
Total Tax Increase	$111,018,553
Fifth Year Payroll	$66,323,087
Total Sales Subject to Sales Tax	$289,827,350
10% Test Result (PASS/FAIL)	PASS
Application Type	Major City TMUD

Anticipated Completion Period Sales – Online Application Portal

The below table provides the answer to the following question in the online TMUD application: "From the Economic Impact Statement, provide the anticipated total sales from Retail, Entertainment, and Dining operations generated at the Project site during the completion period," as this number does not appear in the EIS Workbook.

	Sales Taxable Sales Base	Construction Inflation Rate (Annual)/5-Year Revenue Escalation Factor	Sales Taxable Sales	Source
Construction Period	$ 185,404,285	3.28%	$ 191,961,166	EIS Workbook - Construction Period Calculation
Completion Period	$ 87,155,742	5.3028	$ 462,169,469	EIS Workbook - Tax Calculations
Total			**$ 654,130,635**	

Appendix A: Supporting Documentation, Data Sources and Citations

Project Budget & Stabilized Annual Operating Proforma (TRADE SECRET)

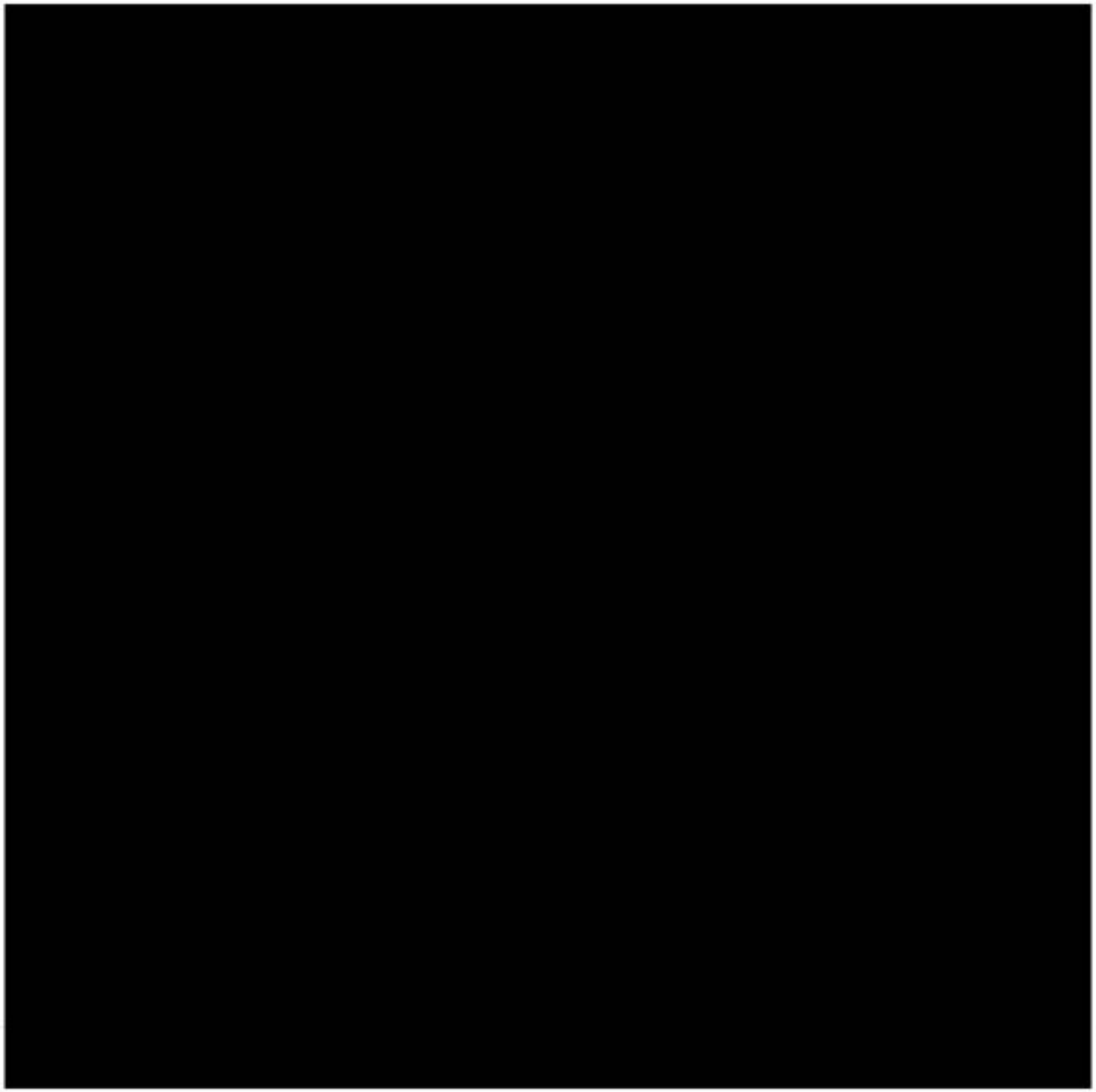
Bridge North Proforma Analysis

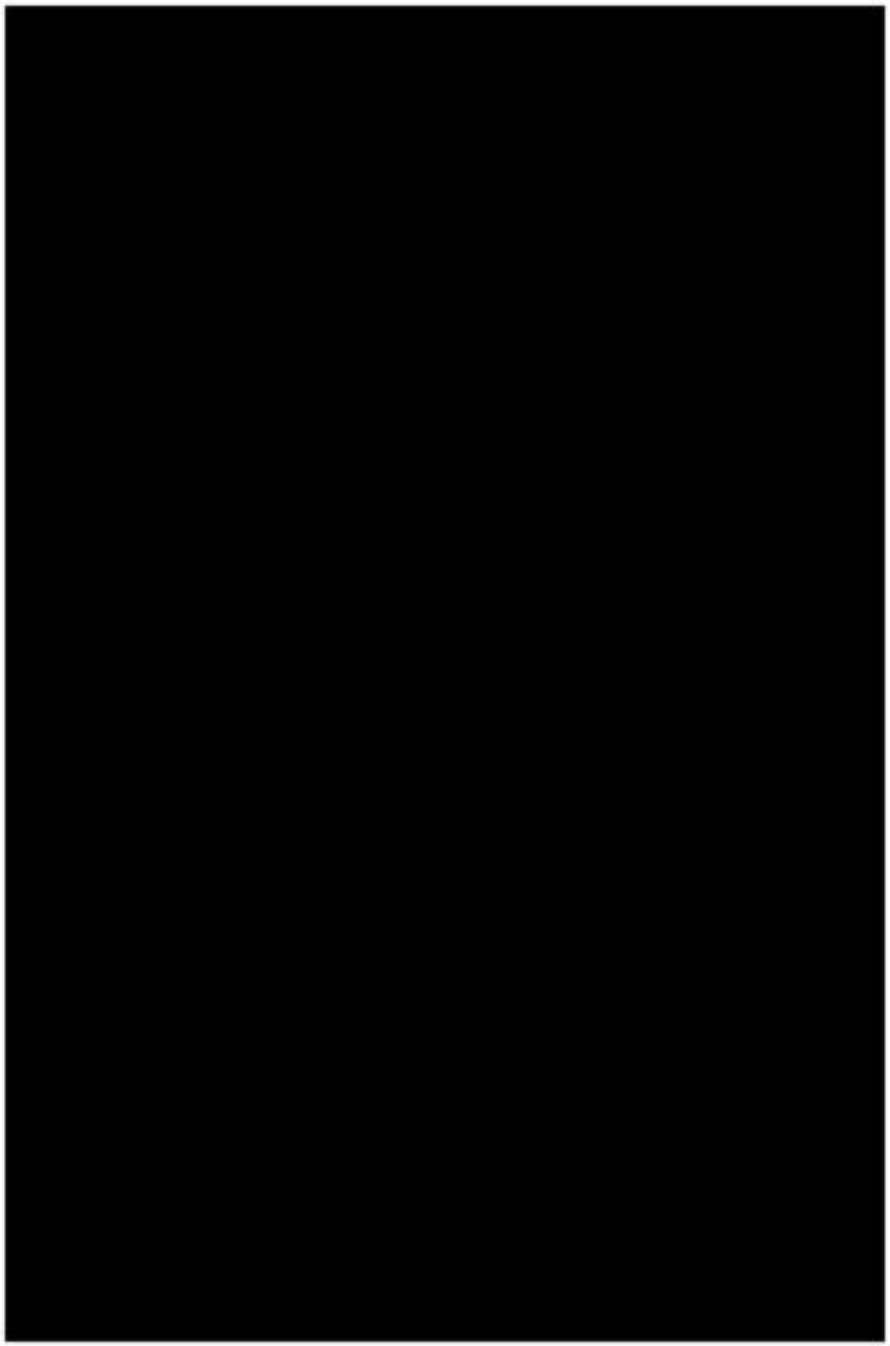
[redacted]

SOURCES AND USES

[redacted]

*sources and uses of funds for only tax credit eligible expenditures





Data Sources

Data Sources and Key Inputs

The Developer's Project budget and stabilized annual operating proforma, which we understand are being provided to other third parties such as potential lenders, and thus are assumed to be reliable, were the source of most project information.

ODOD provided the EIS Workbook Excel file ("Workbook") submitted with this EIS Narrative Report. The Workbook contains ODOD required parameters and calculations of economic impact. The results presented in this EIS narrative report were generated using the Workbook.

The IMPLAN model, which is described in the About IMPLAN section, was a source of key inputs. IMPLAN data from 2024, the most recent year for which data is currently available, was used for this analysis.

Where necessary, we also relied on independent third-party data and established real estate industry data sources.

Throughout the modeling, Silverlode also employed professional conservatism to ensure that the inputs and assumptions were reasonable. Silverlode reviewed information provided by the Developer for reasonableness but did not validate such information.

Portions of this report are considered trade secrets and are denoted as such.

EIS Workbook, Documentation and Notes Table

EXAMPLE ENTRIES — FOR ILLUSTRATION ONLY (DO NOT DELETE IN TEMPLATE VERSION)				
Workbook Section / Tab	**Input or Assumption**	**Value Used**	**Data Source**	**Notes / Justification (Why this is reasonable)**
Completion Period Inputs - Retail	Retail sales per square foot	$375 per SF (annual, stabilized)	ICSC 2024 Midwest Retail Benchmark Report	Consistent with Class A neighborhood retail in comparable Midwest
Completion Period Inputs - Office	Average annual wage	$78,000 (median)	BLS OEWS, Cincinnati MSA, Major SOC Group 13-0000 (2024)	Median wage used per EIS guidance to avoid overstating payroll
Completion Period Inputs - Hotel	ADR and occupancy	[redacted]	Project operating pro forma; STR Midwest regional averages	Reflects stabilized operations after ramp-up period
Parameters - Applicant-Provided	Local sales tax rate	1.25%	Ohio Department of Taxation, county sales tax rate table (2025)	Rate applicable to project address as of submission date
Completion Period Inputs - Baseline	Existing on-site retail sales	[redacted]	Current tenant rent roll and sales disclosures	Represents pre-project activity removed to calculate net new impacts
Parameters - Applicant-Provided	Effective State Income Tax Rate	2.25%	https://tax.ohio.gov/individual/resources/annual-tax-rates	For taxable years beginning in 2025, tax of $342 + plus 2.75% tax on the portion of income from $26,051-$100,000, and 3.125% tax on the portion of income over $100,000. Given the range in income levels for the Project, an effective rate of 2.25% was assumed.
Parameters - Applicant-Provided	Effective Local Income Tax Rate	2.00%	https://dublinohiousa.gov/taxation/	Local income tax rate is published by the City.
Parameters - Applicant-Provided	State Sales Tax Rate	5.75%	https://tax.ohio.gov/business/sales-and-use-tax	State sales tax rate is published by the state.
Parameters - Applicant-Provided	Local Sales Tax Rate	2.75%	https://dam.assets.ohio.gov/image/upload/tax.ohio.gov/tax_analysis/tax_data_series/sales_and_use/Salestaxmap.pdf	Franklin County 1.25%, Transit Tax 1.0% and Bridge Park NCA 0.5%

Parameters – Applicant-Provided	Lodging Tax Rate	11.00%	https://columbusconventions.com/about/about-the-fccfa/, https://dublinohiousa.gov/taxation/hotel-motel-tax/, City of Dublin ordinance 39-25	4% Franklin County, 6% City of Dublin, and 1% Bridge Park NCA lodging tax
Parameters – Applicant-Provided	State + Local Effective Mille Rate per $1,000	91.303974	Franklin County Auditor	2025 effective millage for Project parcels
Parameters - Department Provided Measures	SOC code MSA median wages for various uses and RPC value	Various	Utilized department provided values with the exception of office use, override described below.	Utilized department provided values with the exception of office use, override described below.
Parameters - Department Provided Measures	General office use average annual wage	[redacted]	Override of office use wages per LOI from single committed tenant that will occupy entire office space for [redacted]	[redacted]
Construction Period Inputs - Eligible Expenditures	Land Acquisition Costs	[redacted]	Project budget	
Construction Period Inputs - Eligible Expenditures	Hard Construction Costs	[redacted]	Project budget	Construction contractor estimate
Construction Period Inputs - Eligible Expenditures	Soft Construction Costs	[redacted]	Project budget	
Construction Period Inputs - Eligible Expenditures	Professional Services and Eligible Fees	[redacted]	Project budget	
Construction Period Inputs - Eligible Expenditures	Taxable Business Fixtures Cost	[redacted]	Project budget	
Construction Period Inputs - Eligible Expenditures	Other Eligible Costs	[redacted]	Project budget	
Construction Period Inputs - Construction Employment & Payroll Assumptions	Estimated Share of Eligible Construction Costs Attributable to Labor	0.55	Construction contractor estimate	
Construction Period Inputs - Construction Expenditures Timeline	Percent of Expenditures	Various	Developer construction draw schedule	

Construction Period Inputs - Property Value	Property Value Prior to Development	3058200	Franklin County Auditor	2025 values for currently taxable parcels
Construction Period Inputs - Property Value	Estimated Property Value Post Development	244012000	Developer budget and proforma	[redacted]
Completion Period Inputs	Total Operating Square Footage	All values in column	Architect letter	Retail GSF of 64,456 per the architect letter was reduced to tenant rentable SF of 45,981, which excludes common/mechanical areas for purposes of estimating tenant retail revenue.
Completion Period Inputs	Stabilized year by use	All uses	Developer Proforma	
Completion Period Inputs	Stabilized Occupancy / Utilization	All values in column	Developer Proforma	Hotel restaurant space has a committed tenant so 100% occupancy is assumed. 90% occupancy is assumed for other retail/restaurant space.
Completion Period Inputs	Staffing Ratio Stabilized - General office	[redacted]	LOI from identified tenant for entire office space	[redacted]
Completion Period Inputs	Staffing Ratio Stabilized - Retail	0.004996967	Public company 10Ks, 10Qs and other public sources	See Restaurant and Retail Sales Per Square Foot and Staffing Ratios table in the EIS narrative Appendix
Completion Period Inputs	Staffing Ratio Stabilized - Restaurant	0.009209277	Public company 10Ks, 10Qs and other public sources	See Restaurant and Retail Sales Per Square Foot and Staffing Ratios table in the EIS Narrative Report Appendix
Completion Period Inputs	Staffing Ratio Stabilized	Various uses	IMPLAN 2024 data for the MSA	See the Staffing Ratio Chart in the EIS Narrative Appendix

Completion Period inputs	Staffing Ratio Stabilized	Project Operations and Parking FTEs/SF	National Apartment Association, FMLink, International Parking Institute	See the Operations and Parking FTE table in EIS Narrative Appendix
Completion Period inputs	Annual Stabilized Taxable Sales/Revenue Per Sq Foot - Retail	1273	Public company 10Ks, 10Qs and other public sources	See the Restaurant and Retail Sales Per Square Foot and Staffing Ratios table in the EIS Narrative Appendix. This revenue per SF was applied to the net rentable retail SF of 45,891, rather than the gross SF per the architect letter of 64,458.
Completion Period inputs	Annual Stabilized Taxable Sales/Revenue Per Sq Foot - Restaurant	991	Public company 10Ks, 10Qs and other public sources	See the Restaurant and Retail Sales Per Square Foot and Staffing Ratios table in the EIS Narrative Report Appendix
Completion Period inputs	Annual Stabilized Taxable Sales/Revenue Per Sq Foot - Hotel	[redacted]	Developer Proforma, Costar Report, revenue of a existing comparable hotel in Bridge North development	[redacted]
Completion Period inputs	Annual Stabilized Taxable Sales/Revenue Per Sq Foot - Public plaza	50	Outdoor plaza retail sales are estimated at 4% of building retail sales per square foot.	Outdoor public plaza space will be the site of recurring, seasonal and special events that produce on-site sales taxable retail, food and beverage and entertainment revenue over and above permanent tenant sales. Regular planned street closure and designation by the City of Columbus as a Designated Outdoor Refreshment Area (DORA) support the use of this outdoor space to produce

Residential (Operations) and Parking Staffing Per Square Foot

Job Function	SF/FTE	Acres/FTE	Units/FTE	FTEs/SF	Project SF	Project Units / Acres / Spaces	Project FTEs	Source/ Notes
Residential Property Management FTE			[redacted]	0.00002	320,021	[redacted]	4.85	National Apartment Association*
Commericial Property Management FTE	75,000			0.00001	506,046		6.75	Facilities.net**
Maintenance FTE	50,000			0.00002	826,067		16.52	Facilities.net**
Janitorial FTE	28,000			0.00004	826,067		29.50	Facilities.net**
Landscape FTE	1,306,800	[redacted]		0.00000	228,690	[redacted]	0.18	Facilities.net**
Security FTE***	15,000			0.00007	284,980		19.00	Facilities.net**
Operations FTE Total for Project - entered in EIS Workbook under Residential Use							**76.80**	
Project FTEs Analysis								
Residential SF of Project				320,021				Included in the EIS Workbook Residential Staffing Ratio, so utilize residential SF to calculate total operations jobs per residential SF
Occupancy				[redacted]				
Total Project Operations FTEs per residential SF				0.00025				
Parking								
Parking FTE			[redacted]	0.00001	221,066	[redacted]	2.44	International Parking Institute (blend of Spaces per FTE for various parking use types applicable)

Additional Sources/Notes:

* National Apartment Association (https://naahq.org/news/changing-paradigm-staffing-ratios) assumption: 1 FTE per 61 units

**Facilities.net (https://www.facilitiesnet.com/facilitiesmanagement/article/Facility-Staffing-Levels-Maintenance-Custodial-and-Grounds-Care--17471)

***Square footage per security FTE includes commercial building square feet (except parking) to avoid overstating)

Retail Sales and Staffing Per Square Foot (TRADE SECRET)

The Project is expected to attract high-performing, upscale restaurants and retail stores that have sales per square foot well above broad industry sales per square foot averages. To develop the per square foot sales and staffing estimates used in this analysis, the below information was compiled from publicly traded restaurant and retail companies that represent the types of commercial tenants that would be appropriate for the Project. The information below was primarily obtained from SEC filings and was supplemented where necessary with other industry sources. The sources for the individual pieces of information in the table below are identified in the section that follows.

Because activated/programmed outdoor spaces are a significant component of the Project, most of the Project's restaurant spaces will have outdoor patios. While these patios increase the revenue-generating space of these restaurants, their square footage is not included in this analysis. Accordingly, the average restaurant sales in the below table ($[redacted] has been increased by 5% to $[redacted] This adjustment reflects the fact that patios are expected to increase the revenue-generating space of the restaurants by approximately 10% for approximately half of the year (10% x 50% = 5%).

Category	Company Name	Ticker Symbol	Company-Owned Locations (Sources Below)	Annual Revenue From Company-Owned Locations* (Sources Below)	Annual Revenue Per Company-owned Location (Calculated)	Square Feet Per Location-Low (Sources Below)	Square Feet Per Location-High (Sources Below)	Square Feet Per Location-Midpoint (Calculated)	Annual Revenue Per SF (Calculated)	Average Employees Per Location (Sources Below)	FTE Per Job (IMPLAN)	FTE Per Location (Calculated)	SF Per FTE (Calculated)	FTE Per SF (Calculated)
[redacted]														

*Excludes online sales.

Sources Retail Sales and Staffing Per Square Foot (TRADE SECRET)



Sources Retail Sales and Staffing Per Square Foot (TRADE SECRET)



Other Uses – Staffing Per Square Foot (TRADE SECRET)

Based on the Project's sales per square foot and IMPLAN data for the MSA, the below analysis calculates the staffing per square foot for the Project's Hotel and Plaza (public activated outdoor event space) uses:

Staffing Ratios (Full-Time Employee per Square Foot), Stabilized
Columbus MSA - IMPLAN 2024 Data

Use	IMPLAN Industry #	IMPLAN Industry Description	Output (Sales) per SF	Output (Sales) per Job	Jobs per SF	FTEs per Job	FTEs per SF	SF per FTE
Hotel	489	Hotels and motels, including casino hotels		[redacted]				
Plaza	486	Other amusement and recreation industries						
Sources			*EIS Workbook*	*Columbus MSA, 2024 region data for IMPLAN industry listed*	*Calculation (Output/SF)/ (Output/Job)*	*2024 IMPLAN data for industry listed*	*Calculation (Jobs/SF)* (FTEs/Job)*	*Calculation 1/(FTEs/SF)*

About IMPLAN

IMPLAN (IMpact analysis for PLANning), one of the most well-respected and widely used methodologies for assessing regional economic impacts, was used for parts of this study. IMPLAN is a general input-output model initially developed by the U.S. Forest Service in the 1970s and is used by more than 1,000 universities, government agencies, and consultants to estimate the economic and fiscal impacts of investments and/or changes in one or more industries. 2024 IMPLAN data, the most current data available at the time, was used for this study. Data underlying the IMPLAN model is updated annually using thousands of data points from over 90 sources. The main sources of this data include:

- U.S. Bureau of Labor Statistics (BLS) Quarterly Census of Employment and Wages (QCEW)
- U.S. Bureau of Economic Analysis (BEA) Regional Economic Accounts (REA)
- U.S. Census Bureau County Business Patterns (CBP)
- U.S. Bureau of Economic Analysis National Income and Product Accounts (NIPA)

About Silverlode Consulting

Silverlode Consulting was founded in 2002 by two former leaders from EY and PwC's consulting practices. As a national leader in economic impact analysis, Silverlode has supported hundreds of organizations, from nonprofit arts groups to multinational corporations, in quantifying their contributions to their communities and effectively communicating those impacts to key stakeholders. Through rigorous analysis and clear communication of findings, our work has helped clients secure funding, obtain regulatory approvals, and positively influence public perception. To learn more about our firm and our expertise in economic impact analysis, please visit http://www.silverlodeconsulting.com

Bridge Park YBlock

Economic Impact Statement Narrative

LOCATED ON THE SOUTHEAST QUADRANT OF WEST DUBLIN GRANVILLE ROAD AND RIVERSIDE DRIVE, DUBLIN, OHIO 43017

Applicant: Bridge Park Y Block Holdings LLC

Application ID: 0035362

Author: VISTA SITE SELECTION

Filing Date: 4/22/2026

Version #: 1

Author Contact Information

Primary Contact:	Chris Magill
Title & Organization:	Senior Managing Director & Partner, Vista Site Selection, LLC
Phone #:	614-464-6295
Email Address:	cjmagill@vistasiteselection.com
Mailing Address:	52 E. Gay Street, Columbus, Ohio 43215

Summary Outputs

Table 1 describes the summary outputs of the Project. These results are constructed using the Ohio Department of Development ("ODOD") EIS Workbook which also documents the applicant's inputs used to create the figures below. It is worth noting that all impacts and calculation in this EIS Narrative are direct, occurring at the Project Site.

In summary, this project includes **$203 million** in total eligible construction expenditures supporting **$5 million** in Construction Period taxes. The resulting Completion Period, which is the five years following the completion of construction, generates an additional **$93 million** in taxes based on **$141 million** in total taxable sales and **$57 million** in annual payroll by the Completion Period's fifth year. This results in a total of **$98 million** in new taxes.

Based on these results, this project **passes** the 10% test result for a General TMUD application. In subsequent tables, the applicant describes these results in detail.

Table 1: Summary Outputs

Metric	Value
Total Eligible Construction Expenditures	**$203,826,713**
Total Construction-Period Tax Impacts	**$5,048,698**
Total Completion-Period tax increase (5-year)	**$93,049,376**
Total Tax Increase	**$98,098,075**
Fifth Year Payroll	**$57,341,314**
Total Sales Subject to Sales Tax	**$141,208,385**
10% Test Result (Pass/Fail)	**Pass**
Application Type	**Major City TMUD**

Construction Period Impact Analysis

In this section, the applicant's capital investment generates new full-time equivalent (FTE) jobs, new payroll and taxable sales during the Construction Period.

Table 2 summarizes Construction Period calculations for this project based on the Department's EIS workbook which also documents the applicant's inputs for these figures.

Direct impacts of construction for this project total **$207.1 million** with roughly half (50%, or **$103.5 million**) of this figure slated for construction labor. There, labor impacts support a living wage of **$30 per hour** and **1,635 FTE** jobs (**3.4 million hours**). Hard construction costs and business fixtures for this project are estimated at **$**[redacted]

The Construction Period contributes valuable tax impacts. In sum, total construction-period tax impacts for this project are **$5.3 million.** This includes **$**[redacted] in hard construction/fixture sales taxes.

Table 2: Construction Period Impact Analysis

Metric	Amount
Inflation adjusted eligible expenditures	**$211,030,717**
Construction labor share	**42.34%**
Average annual wage (construction)	**$63,350**
Implied hourly wage	**$30**
Total labor cost (proxy for payroll)	**$89,350,405**
Implied labor hours	**2,933,683**
Construction FTE (labor hours/2,080)	**1,410.42**
State income tax on construction payroll	**$1,911,857**
Hard construction costs + business fixtures	**$**[redacted]
Sales tax on hard construction costs + business fixtures	**$3,136,841**
Total construction-period impacts	**$5,048,698**

Input Assumptions

The **Appendix includes the file *1 – Project Budget and Construction Hard Costs*,** prepared by a licensed professional that overviews the costs associated with the Project and the Tax-credit Eligible Expenditures associated with it. Below is the methodology for removing ineligible expenditures from the overall Project Budget:

Table 3: Construction Cost Estimates		
Item	**Amount**	**Source:**
Project Budget	$[redacted]	Developer Construction Estimates – Provided by Licensed Contractor
Remaining Investment	$[redacted]	Reflects the Project budget removing land categories ($[redacted]
Tax Credit Eligible Investment	**$203,826,713**	Reflects the Remaining Investment with the removal of the publicly-funded garage.

Schedule of Key Construction Milestones and Cost Timing:

The **Appendix includes the file *2 - Milestone Schedule*** that details all of the Project's planning and construction milestones. Below is a summary of the Construction Milestones:

Table 4: Construction Milestones	
Site Enablement Work:	**10/2026**
Garage, Condo Building and Hotel Construction Start	**3/2027**
Office Construction Start	**3/2028**
Garage, Condo Building and Hotel Construction Finish	**3/2030**
Office Construction Finish	**3/2030**
Office Occupancy	**3/2030**
Condo/Garage Occupancy	**3/2030**
Hotel Occupancy	**4/2030**

The estimated percent of costs per year is based on the various timeframes of each asset:

- 2027/2028 (Hotel, Condo and Garage Under Constriction) – 28.94%
- 2028/2029 (Hotel, Condo, Garage and Office Under Construction) – 35.53%
- 2029/2030 (Hotel, Condo, Garage and Office Under Construction) – 35.53%

Construction Labor, Wage and Employment Estimates

The steps below overview the methodology in estimating construction employment and wages. For estimations of FTEs and wages, the project hard cost budget was modeled in IMPLAN to understand the estimated percentage of labor and materials. This helped us understand the total wage amount for the construction period. Further, IMPLAN was able to estimate labor hours worked for a given construction cost. This model used the State of Ohio direct construction impacts as geography and event.

For an example construction project in Ohio, a construction cost of $30,529,788 results in 348,024 labor hours which, when divided by 2,080 hours, results in 167.32 FTEs. While this Project includes a different total cost from the example, this methodology allows construction employment and FTE metrics to be applied on a per square foot basis.

1. ***Employment Estimations:*** Vista converted the 167.32 FTEs into a per square foot basis resulting in 1 FTE per 1,095 sf. The resulting total FTEs for the project's 523,371 sf is 477 FTEs. *For tax calculations, however, Vista defers to the method employed by the Ohio Department if Development's EIS Workbook in estimating Construction FTE Labor hours, which utilizes a different method.*

2. ***Eligible Construction Costs Attributable to Labor:*** The percentage of cost dedicated to labor income in IMPLAN is 42.34%. This was used as a basis for estimated share of eligible construction costs attributable to labor.

Completion Period Impact Analysis

In this section, the applicant establishes new full-time equivalent (FTE) jobs and new payroll generated during the Completion Period. Additionally, this section establishes new taxable sales and output across applicable categories.

Table 3 summarizes completion period calculations for this project based on the Department's EIS workbook which also documents the applicant's inputs for these figures.

There is no current economic activity occurring on the Project site and as such, the economic activity and tax revenues generated from the Project will all be net new (a baseline figure is not deducted from totals).

Annual FTE figures in this table range from 1-36 across five categories (general office, retail, restaurant, hotel, hospitality and entertainment), totaling the creation of **795 FTEs** supporting **$50.5 million** in annual payroll. Project completion creates **$55.9 million** in annual taxable sales/revenue.

Property Valuation

Property value estimates were conducted by utilizing the Franklin County Auditor current market value to reflect the property value prior to development ($2,858,100) and the following method was utilized from the pro forma to estimate the property value post-development. The Appendix includes file ***3 – Bridge Park YBlock Proformas*.** Capitalization rates provided by Crawford Hoying Development Partners:



Wage and Payroll Assumptions

Table 5: Wage and Payroll Measure and Sources by Use		
Use	**Measure**	**Source**
Office Building	**$78,500; Median Salary – Columbus MSA**	SOC 13-0000 Median Wage for MSA/State of Ohio – from EIS Workbook
*Retail	**$54,462; Median Salary – Columbus MSA** **$3,535,596 Tenant-provided Payroll**	Lightcast Occupational Report for "Spa Massage Therapists" Columbus MSA; Q1 – 2026; Sourced from Federal Data Set "Class of Worker" QCEW Employees, Non-QCEW Employees, and Self-Employed. *See Appendix file **4 – Columbus MSA Spa Massage Therapists Wages; 3 – Bridge Park YBlock Proforma (tenant payroll page)***
Restaurant (in Office)	**$39,319; Median Salary – Dublin Zip Code 43017**	Lightcast Occupational Report for "Wait Staff ("Waiters and Waitresses") Dublin Zip Code 43017; Q1 – 2026; Sourced from Federal Data Set "Class of Worker" QCEW Employees, Non-QCEW Employees, and Self-Employed. *See Appendix file* **5 – Dublin Ohio Wait Staff Wage Report**
Restaurants (in Hotel)	[redacted]	Provided by [redacted] – Hotel Operator, Restaurant Tenant; Project Operating Pro Forma. *See Appendix file **3 – Bridge Park YBlock Expense Proformas.*** Expense percentages of payroll confirmed by [redacted].
Hotel	**$31,200; Median Salary – Columbus MSA**	SOC 39-0000 Median Wage for MSA/State of Ohio – from EIS Workbook
Entertainment	[redacted]	Provided by [redacted]; Project Operating Pro Forma. **See Appendix 3 – Bridge Park YBlock Expense Proformas.** Expense percentages of payroll confirmed by C[redacted]
Residential	**N/A**	**N/A**
Parking	**$43,880; Median Wage – Columbus MSA**	SOC 53-0000 Median Wage for MSA/State of Ohio – from EIS Workbook

**Wage Deviation from Standard EIS Workbook Assumption*

1. ***Retail –*** the non-restaurant retail is specific to a singular industry and particular operation, which is a luxury spa. Spa massage therapists are specialized and it would be an underrepresentation of the wage rate to use an average wage of all retail uses ($36,550).
2. ***Restaurant –*** the Columbus region has a significant depth and variety of restaurants while Bridge Park has a history of a higher-end product. Further, Food & Beverage at the 2-digit SOC Level includes a variety of food service types such as Fast Food Cooks (35-2011), Fast Food Counter Workers (35-3041), Cafeteria Cooks (35-2012), Short Order Cooks (35-2015) and Non-restaurant Food Servers (35-3041), which are not indicative of a higher-end restaurant (revenue estimates over $5 million) synonymous with the brands provided. Secondly, using the same Lightcast Data Source referenced above, the median salary at the Columbus Region for SOC 35-000 ($31,828) are not representative of wage rates in Dublin ($33,470). As such the following methodology deviations were made:
    i. *Reduce Geography to Dublin Zip Code*
    ii. *Specify the Occupation as 35-3031 "Waiters and Waitresses"*
3. ***Hotel, Hospitality and Entertainment –*** the Project consists of a reputable, experienced Hotel (and Restaurant/Event/Food & Beverage Operator (, who provided payroll data for the Developer's Pro forma. The Pro forma cites the data as coming directly from the tenants and tenants have confirmed figures in the Pro forma via attached letters in the **Appendix files: *3 –***

Occupancy/Stabilization Assumptions

Occupancy and stabilization rates are reflected in the pro forma for each land use component. The uses all expect to be at expected occupancy levels by 2030 (upon project completion), except the hotel rooms, which will be roughly occupancy the first year and fully stabilized at its expected occupancy by The **Appendix file *3 – Bridge Park YBlock Proformas*** includes pro formas for the Hotel, which includes the non-office Restaurants, Hospitality ( ) and Entertainment (event space). Due to the public nature of the parking garage, it is expected to be fully stabilized with parkers upon completion.

Table 6: Stabilized Occupancy		
Use Type	Stabilized Occupancy	Stabilized Period (Years)
Office Building		
*Retail		
Restaurant (in Office Building)		
Restaurants (in Hotel)		
Hotel		
Hospitality		
Entertainment		
Residential		
Parking		

Sales, Revenue and Output Assumptions

Below is a summary of estimated sales and sales per square foot by use type:

Use Component	SF	Sales	Taxable Sales/SF
Office	87,705	$	$
Retail	17,578	$	$
Restaurant	27,354	$	$
Hotel	110,597	$	$
Hospitality	9,068	$	$
Entertainment	10,829	$	$
Residential	114,748	$	$
Parking	145,492	$	$
Totals	**523,371**	**$55,915,934**	**$106.84**

The table below details the metrics utilized to calculate taxable sales for each use. Taxable sales for purposes of this section are specific to estimated taxable revenues. Annual expenses/purchases by each use are not quantified in this EIS.

Table 7: Sales, Revenue and Output Assumptions		
Use Type	**Metric**	**Value**
Office Building	**N/A**	N/A
*Retail	Annual sales provided by Panacea (Spa Tenant); ***Appendix file 3 – Bridge Park YBlock Proformas***	$[redacted]/sf
Restaurant (in Office Building)	Sales per square foot based on Leverage Buying Group's 2024 Restauranteur Benchmarking Guide; assumes high end of sales/sf for casual dining ($250/sf-$350/sf range) given upper scale-upscale brands at Bridge Park; **See Appendix: 9 - Restaurant Sales: 2024-Restaurateur-Benchmark-Guide-FINAL-10-21**	$[redacted]/sf
Restaurants (in Hotel)	Annual restaurant sales provided by [redacted] (Signature Restaurant Operator) **Appendix file *3 – Bridge Park YBlock Proformas***	$[redacted]/sf.
Hotel	Annual sales provided by [redacted] (Hotel Operator). **Appendix file *3 – Bridge Park YBlock Proformas***	$[redacted]/sf. The projected room revenue assumes $[redacted] ADR and $[redacted] RevPAR at [redacted] occupancy. The resulting figure of $14,918,272 is divided into the square footage allocated to the guest rooms and guest services space of 110,597 sf.
Hospitality	Annual sales provided by [redacted] Restaurants of the Rooftop Pool Deck Area, which includes food and beverage sales and pool membership options. **Appendix file *3 – Bridge Park YBlock Proformas***	$[redacted]/sf
Entertainment	Annual sales provided by [redacted] based on event space programming and food and beverage sales **Appendix file *3 – Bridge Park YBlock Proformas***	$[redacted]/sf
Residential/Parking	**N/A**	N/A

Estimated Retail, Dining and Entertainment Sales

The proposed hotel at Bridge Park, together with the [redacted] a [redacted] signature restaurant, and an integrated hotel conference and event facility, operates as a coordinated economic driver that generates on-site dining, retail, and entertainment sales through discretionary, experience-based consumer activity. The hotel's primary demand is derived from leisure guests, wellness travelers, corporate meetings, weddings, and regional events—visitation segments that are inherently entertainment-oriented and that exhibit high per-capita spending on food and beverage, personal services, and experiential offerings. Unlike stand-alone lodging, the co-location of spa, restaurant, bar, and event uses converts overnight stays into multi-channel spending events, capturing expenditures that would otherwise disperse outside the district or not occur at all.

This integrated programmatic mix increases visitor dwell time, concentrates consumer spending within Bridge Park, and elevates the district's overall economic productivity. Conferences, social events, and destination dining activity hosted within the hotel generate direct food-and-beverage and service revenue on site, while simultaneously reinforcing demand for adjacent retail, entertainment venues, and public spaces throughout Bridge Park. In aggregate, the hotel, spa, restaurant, and event facilities function as a self-reinforcing economic ecosystem that monetizes Bridge Park's role as a regional entertainment destination within Dublin and Central Ohio. Accordingly, sales generated by these uses represent entertainment-driven economic activity rather than basic lodging transactions and are appropriately classified as dining, retail, and entertainment sales.

The sales estimates from the methodology detailed above produce $296 million in direct retail, dining and entertainment sales during the completion period. The annual estimates are as follows:

Inflation	2.94%	*Inflation Rate from Department-provided Workbook*				
Completion Period Year	1	2	3	4	5	Total
Retail	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Dining	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Entertainment	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Total	$[redacted]	$[redacted]	$[redacted]	$[redacted]	$[redacted]	$296,509,416

Employment Density and Staffing Assumptions

Employment density was calculated based on data inputs from two sources:

1) Tenant-provided employment and square footage and
2) CoStar calculations, which include:
    a. **Office Uses:** from CoStar properties within a half-mile radius from the Project Site. CoStar reports are attached in the Appendix file ***10 - CoStar Office Density - Dublin .5 Mile Radius Office Uses CoStar.***
    b. **Restaurant Uses:** from CoStar comparables within Bridge Park, based on the assumption that the next restaurant tenant will follow similar patterns of the existing Bridge Park tenant base. In this instance, three restaurants were used that fell between 5,000 and 10,000 sf (Kitchen Social – 6,000 square feet, Local Cantina – 6,000 square feet and Fado Pub & Kitchen – 5,000 square feet). The total square footage of 17,000 divided by employment of 160, results in 106 square feet per employee. However, when adjusting for full-time equivalency, the 160 employees were reduced by a factor of 60% to arrive at 96 total FTEs. The 60% FTE adjustment was based on a figure comes from BLS CES Table B-7a, which reports average weekly hours of production and nonsupervisory employees on private nonfarm payrolls by industry sector. In the Food Services and Drinking Places industry, the average hours worked is 24 hours per week (24/40 = 60%). The final result is 17,000 square feet divided by 96 employees, resulting in 177.08 square feet per employee. See Appendix file ***11 - CoStar Bridge Park Restaurant Comps.***

Staffing Ratio Summary

Use	Project Component	SF	FTEs	Staffing Ratio
Office	Office Building	87,705	498.32	0.0056818182
Retail	Spa	17,578	64.92	0.0036931725
Restaurant	Sig Restaurant, Speakeasy, Lobby/Bar/Cafe	27,354	211.68	0.0077386776
Hotel	Hotel Rooms	119,665	30.00	0.0002506999
Hospitality	Pool Deck Rooftop Bar	-	-	0.0000000000
Entertainment	Event/Conference Space	10,829	28.04	0.0025897933
Residential	Condos	114,748	-	0.0000000000
Parking	Parking Garage	145,492	-	0.0000000000
Totals		**523,371**	**833**	**0.0015915500**

Calculation details contributing to the Staffing Ratio Summary above can be found on Table 8 on the following page.

Table 8: Employment Density and Staffing Assumptions		
Use Type	**Metric**	**Value**
Office Building	**Square Feet per Employee and Employees per Square Foot**	175/sf per employee; based on the average of CoStar Office Tenant spaces within a .5 mile radius of the Project Site. Properties with Null values in employment or square footage were removed. The resulting 93 properties represented 663,132 square feet of occupied space and 3,777 employees. 663,132/3,777 = 175/sf per employee. This translates to .0056818 employees per square foot for entry into the EIS Workboo. **See Appendix: *10 - CoStar Office Density - Dublin .5 Mile Radius Office Uses CoStar.***
Hotel	[redacted]	Tenant-provided estimate (Shaner Hotels); See: ***3 - Bridge Park YBlock Proformas***
Restaurant (in Office Building)	**Square Feet per Employee and Employees per Square Foot** **FTE conversion of 60%**	177/sf per employee; based on three comparable Bridge Park restaurants The resulting 3 properties represented 17,000 square feet of occupied space and 96 FTEs. 17,000/96 = 177/sf per employee. This translates to .0056472 employees per square foot for entry into the EIS Workbook. *See Appendix:* ***11 - CoStar Bridge Park Restaurant Comps*** The 60% FTE adjustment was based on a figure comes from BLS CES Table B-7a, which reports average weekly hours of production and nonsupervisory employees on private nonfarm payrolls by industry sector. In the Food Services and Drinking Places industry, the average hours worked is 24 hours per week (24/40 = 60%).
Spa	**Tenant-Provided Payroll / MSA Wage Rate = Employment**	[redacted] (see Table 5 Retail Assumptions for Spa wage rates and payroll) / [redacted] = [redacted]
Restaurants (in Hotel) and Speakeasy	**Tenant-Provided Payroll / MSA Wage Rate = Employment**	[redacted] (see Table 5 Restaurants (in Hotel) Assumptions for Restaurant wage rates and payroll) / [redacted] = [redacted]
Lobby/Restaurant/Cafe	**Tenant-Provided Payroll / MSA Wage Rate = Employment**	[redacted] (see Table 5 Retail Assumptions for Spa employment and payroll) / [redacted] = [redacted]
Event Center	**Tenant-Provided Payroll / MSA Wage Rate = Employment**	[redacted] (see Table 5 Retail Assumptions for Spa employment and payroll) / [redacted] = [redacted]
Residential	**N/A**	N/A
Parking	**N/A**	N/A

Table 9: Completion Period Impact Analysis

Use Type	Annual FTE	Annual Payroll	Annual Taxable Sales/ Revenue	Baseline Payroll	Baseline Sales	Net Payroll	Net Sales
General Office	463.44	$36,380,017	$[redacted]	$0	$0	$36,380,017	[redacted]
Medical Office	0	$0	$[redacted]	$0	$0	$0	
Retail	64.92	$3,535,622	$[redacted]	$0	$0	$3,535,622	
Restaurant	211.68	$8,323,195	$[redacted]	$0	$0	$8,323,195	
Hotel	27.73	$865,072	$[redacted]	$0	$0	$865,072	
Hospitality	0	$0	$[redacted]	$0	$0	$0	
Entertainment	28.04	$1,429,728	$[redacted]	$0	$0	$1,429,728	
Industrial	0	$0	$[redacted]	$0	$0	$0	
Institutional	0	$0	$[redacted]	$0	$0	$0	
Residential	0	$0	$[redacted]	$0	$0	$0	
Plaza	0	$0	$[redacted]	$0	$0	$0	
Parking	0	$0	[redacted]	$0	$0	$0	
Recreation	0	$0	$[redacted]	$0	$0	$0	
TOTAL	**795.81**	**$43,644,059**	**$55,915,936**	**$0**	**$0**	**$43,644,059**	**$55,915,936**

Tax Impacts

In this section, the applicant establishes new state and local tax collections (including income, sales, lodging, and property) as a result of this project. Additionally, this section documents the total increase in tax collections during the five-year completion period to support evaluation of the statutory 10% Test.

Table 4 summarizes tax impact calculations for this project based on the Department's EIS workbook which also documents the applicant's inputs for these figures. In summary, this project supports **$93 million** in taxation over a five-year post-completion period.

Table 10: Tax Impact Analysis

Tax Category	Annual Net Base	Rate	Annual Tax	5-year Total
Revenue Escalation Factor (5 years)	**5.3028**	-	-	-
Wage Escalation factor (5 years)	**5.3315**	-	-	-
State income tax (payroll)	**$50,533,634**	**0.0214**	**$1,081,283**	**$5,764,830**
Local income tax (payroll)	**$50,533,634**	**0.0200**	**$1,010,673**	**$5,388,372**
State + local sales tax (taxable sales)	**$[redacted]**	**0.0800**	**$4,473,275**	**$23,720,754**
Lodging tax (hotel revenue)	**$[redacted]**	**0.1090**	**$1,626,092**	**$8,622,794**
Property tax (annual)	**$102,351,214**	**91.30**	**$9,344,666**	**$49,552,627**
Total completion-period tax increase (5-year)	-	-	-	**$93,049,376**

Rates of Taxation

Table 11: Tax Rate Methodology		
Tax Type	**Rate**	**Source**
Effective State Income Tax Rate	**2.22%**	Based on 2025 Ohio Income Tax Withholdings Tables through the Ohio Department of Taxation's Website and referenced in Ohio Department of Development TMUD 2026 FAQs. Calculated from blended salary of entire project, where resulting figure was divided back into salary to obtain effective rate.
Effective Local Income Tax Rate	**2.00%**	Ohio Department of Taxation "The Finder" *Tax District Summary* – Project Address.
State Sales Tax Rate	**5.75%**	Ohio Department of Taxation "The Finder" Tax District Summary – Project Address.
Local Sales Tax Rate	**2.00%**	Ohio Department of Taxation "The Finder" Tax District Summary – Project Address.
Lodging Tax Rate	**10.90%**	From the Ohio Department of Taxation's Tax Data Series website page – Sales & Use Tax - *S-4: Lodging Tax - Amounts Collected by Local Governments* – 2024 File
State + Local Effective Mill Rate per $1,000	**$91.30**	The current millage rate on the Project parcels as state in the Franklin County Auditor's website and in the Franklin County Auditor's "Tax Rates for 2025" rate sheet: City of Dublin – Wash Twp – Dublin (District 273)

Ohio Withholding Tax Calculation

2025 Brackets

$0-$26,050 0.000% of Ohio taxable nonbusiness income

$26,050 - $100,000 $342.00 + 2.75% of excess over $26,050

>$100,000 $2,394.32 + 3.125% of excess over $100,000

Project Blended Wage

$73,182

Tax Calculation

Salary Bracket	Fixed Tax	Excess Rate	Fixed Base	Excess Tax	Total Tax	Effective Rate
0	$0.00	0.00%				
$26,050.01	$342.00	2.750%	$26,500			
$100,000.01	$2,394.32	3.125%	$100,000			
Effective Rate Calculation						
$63,373	$342.00	2.75%	$26,500	$1,014	$1,356	**2.13973%**

Treatment of Abatements, Exemptions and Special Revenues

The Project includes a series of property based, municipal finance tools, including a New Community Authority (Special Charge), Community Reinvestment Area (Abatement) and Tax Increment Financing PILOT Payments (Payments in Lieu of Taxes).

All properties are subject to a 100% CRA Tax Abatement and subject to a .41 TIF, that generates revenue when the CRA expires, but in the interim, properties will require minimum service payments annually.

In addition to the service payments, all properties are in a New Community Authority that is levying community development charges on the following:

- A charge on the valuation of real property, which also provides for a valuation floor based on certain values per square foot by use.
- Sales of retailers and the hotel.

While the Community Reinvestment Area abates property taxes, the New Community Authority and PILOT Payments pays the equivalent 91.3 mills that otherwise would have been received through property taxes.

As a result, no adjustments were made to the effective millage rate for estimating property tax collections, as TMUD Program Guidelines provide that tax collections may include an *"alternative method, such as through tax increment financing agreements, payments in lieu of taxes, and new community authority development charges."*

Appendix

1 - Project Budget and Construction Hard Costs

2 - Milestone Schedule

3 - Bridge Park YBlock Proformas and Tenant Payroll

4 - Columbus MSA Spa Massage Therapists Wages

5 - Dublin Ohio Wait Staff Wage Report

6 - Restaurant - F&B - Event Space - [redacted] Proforma Affirmation Letter

7 - Spa Tenant [redacted] Proforma Affirmation Letter

8 - Hotel Tenant [redacted] Proforma Affirmation Letter

9 - Restaurant Sales: 2024-Restaurateur-Benchmark-Guide-FINAL-10-21

10 - CoStar Office Density - Dublin .5 Mile Radius Office Uses CoStar

11 - CoStar Bridge Park Restaurant Comps

Downtown Mansfield Forward B

Economic Impact Statement Narrative

BUILDING 22 LOCATED ON 147 N. DIAMOND ST, MANSFIELD, OHIO 44902

Applicant:	**Engwiller Properties Inc.**
Application ID:	**0035376**
Author:	VISTA SITE SELECTION
Filing Date:	**04/20/26**
Version #:	1

Author Contact Information

Primary Contact:	Chris Magill
Title & Organization:	Senior Managing Director & Partner, Vista Site Selection, LLC
Phone #:	(614) 464-6295
Email Address:	cjmagill@vistasiteselection.com
Mailing Address:	52 E. Gay Street, Columbus, Ohio 43215

Summary Outputs

Table 1 describes the summary outputs of the Project. These results are constructed using the Ohio Department of Development ("ODOD") EIS Workbook which also documents the applicant's inputs used to create the figures below.

In summary, this project includes **$6.1 million** in total eligible construction expenditures supporting **$228,140** in Construction Period taxes. The resulting Completion Period, which is the five years following the completion of construction, generates an additional **$849,276** in taxes based on **$6.5 million** in total taxable sales and **$1.0 million** in annual payroll by the Completion Period's fifth year. This results in a total of **$1.0 million** in new taxes.

Based on these results, this project **passes** the 10% test result for a General TMUD application. In subsequent tables, the applicant describes these results in detail.

Table 1: Summary Outputs

Metric	Value
Total Eligible Construction Expenditures	**$6,105,957**
Total Construction-Period Tax Impacts	**$228,140**
Total Completion-Period tax increase (5-year)	**$849,276**
Total Tax Increase	**$1,077,416**
Fifth Year Payroll	**$1,043,089**
Total Sales Subject to Sales Tax	**$6,579,314**
10% Test Result (Pass/Fail)	**Pass**
Application Type	**General TMUD**

Construction Period Impact Analysis

In this section, the applicant's capital investment generates new full-time equivalent (FTE) jobs, new payroll and taxable sales during the Construction Period.

Table 2 summarizes Construction Period calculations for this project based on the ODOD's EIS workbook which also documents the applicant's inputs for these figures.

Direct impacts of construction for this project total **$6.2 million** with roughly half (42.34%, or **$2.6 million**) of this figure slated for construction labor. There, labor impacts support a living wage of **$27 per hour** and **46 FTE** jobs (**97,616 hours**). Hard construction costs and business fixtures for this project are estimated at **$[redacted]**

The Construction Period contributes valuable tax impacts. In sum, total construction-period tax impacts for this project are **$228,140,** which includes **$176,885** in hard construction/fixture sales taxes and **$51,255** in state income tax on construction payroll.

Table 2: Construction Period Impact Analysis

Metric	Amount
Inflation adjusted eligible expenditures	**$6,206,095**
Construction labor share	**42.34%**
Average annual wage (construction)	**$55,990**
Implied hourly wage	**$27**
Total labor cost (proxy for payroll)	**$2,627,660**
Implied labor hours	**97,616.25**
Construction FTE (labor hours/2,080)	**46.93**
State income tax on construction payroll	**$51,255**
Hard construction costs + business fixtures	**$[redacted]**
Sales tax on hard construction costs + business fixtures	**$176,885**
Total construction-period tax impacts	**$228,140**

Input Assumptions

The **Appendix includes a Project Budget** prepared by a licensed professional that overviews the costs associated with the Project and the Tax-credit Eligible Expenditures associated with it. Table 3 notes the methodology for removing ineligible expenditures from the overall Project Budget.

Table 3: Construction Cost Estimates		
Item	**Amount**	**Source:**
Project Budget	**$6,105,957**	Developer Construction Estimates – Provided by Licensed Contractor
Remaining Investment	**$[redacted]**	Reflects the Project budget removing land acquisition costs paid to date ($0)
Tax Credit Eligible Investment	**$6,105,957**	Reflects the Remaining Investment

Schedule of Key Construction Milestones:

The **Appendix includes a Milestone Schedule** that details all of the Project's planning and construction milestones. Below in Table 4 is a summary of the Construction Milestones.

Table 4: Construction Milestones	
Milestone	Anticipated Date
Construction starts	August 2026
Construction completion	August 2028
~100% Commercial tenant space rented or under LOI	August 2028
Stabilization of residential components	August 2029

Construction Labor, Wage and Employment Estimates

The steps below overview the methodology in estimating construction employment and wages. For estimations of FTEs and wages, the project hard cost budget was modeled in IMPLAN to understand the estimated percentage of labor and materials. This helped us understand the total wage amount for the construction period. Further, IMPLAN was able to estimate labor hours worked for a given construction cost. This model used the State of Ohio direct construction impacts as geography and event. For an example construction project in Ohio, a construction cost of $30,529,788 results in 348,024 labor hours which, when divided by 2,080 hours, results in 167.32 FTEs.

1. Employment Estimations: Vista converted the 167.32 FTEs into a per square foot basis resulting in 1 FTE per 1,095sf. The resulting total FTEs for the project's 28,660 sf are 26.17 FTEs.
2. Eligible Construction Costs Attributable to Labor: The percentage of cost dedicated to labor income in IMPLAN is 42.34%. This was used as a basis for estimated share of eligible construction costs attributable to labor.

Completion Period Impact Analysis

In this section, the applicant establishes new full-time equivalent (FTE) jobs and new payroll generated during the Completion Period. Additionally, this section establishes new taxable sales and output across applicable categories.

Table 5 summarizes completion period calculations for this project based on the ODOD's EIS workbook which also documents the applicant's inputs for these figures.

Annual FTE figures in this table include activity across two categories (general office, retail,), totaling **19 FTEs** and **$919,257** in annual payroll. This includes **19 new FTEs**, **$919,257 in new payroll**, and **$1.3 million in new sales**. Project completion supports **$1.3 million** in total annual taxable sales/revenue.

Table 5: Completion Period Impact Analysis

Use Type	Annual FTE	Annual Payroll	Annual Taxable Sales/ Revenue	Baseline Payroll	Baseline Sales	Net Payroll	Net Sales
General Office	9.00	$581,667	[redacted]	$0	$0	$581,667	[redacted]
Medical Office	0.00	$0		$0	$0	$0	
Retail	10.00	$337,584		$0	$0	$337,584	
Restaurant	0.00	$0		$0	$0	$0	
Hotel	0.00	$0		$0	$0	$0	
Hospitality	0.00	$0		$0	$0	$0	
Entertainment	0.00	$0		$0	$0	$0	
Industrial	0.00	$0		$0	$0	$0	
Institutional	0.00	$0		$0	$0	$0	
Residential	0.00	$0		$0	$0	$0	
Plaza	0.00	$0		$0	$0	$0	
Parking	0.00	$0		$0	$0	$0	
Recreation	0.00	$0		$0	$0	$0	
TOTAL	19.00	$919,251	$1,358,500	$0	$0	$919,251	$1,358,500

Wage and Payroll Assumptions

Table 6: Wage and Payroll Measure and Sources by Use		
Use	**Measure**	**Source**
Office Building	**Median Wage –MSA/ State of Ohio**	SOC 13-0000 Median Wage for MSA/State of Ohio – from EIS Workbook
***Retail**	**Market: Provided by Retail Operators and Developer**	Completion phase tenant survey data; Project Operating Pro Forma
Residential	**N/A**	N/A

**Wage Deviation from Standard EIS Workbook Assumption*

1. ***Retail –*** Retail payroll is based on survey of future retailers with an LOI for this location. The tenant features investment services which, per tenant survey, includes a higher average retail salary ($33,758.40) than the generalized retail salary ($30,550) provided by the ODOD tables.

Occupancy/Stabilization Assumptions

Occupancy and stabilization rates are reflected in the pro forma for each land use component. All use types expect to be at expected occupancy levels by [redacted] ([redacted]), supported by existing businesses remaining in place. The Appendix includes pro formas for the project.

Table 7: Stabilized Occupancy		
Use Type	**Stabilized Occupancy**	**Stabilized Period (Years)**
Office Building	[redacted]	[redacted]
Retail	[redacted]	[redacted]
Residential	[redacted]	[redacted]

Sales, Revenue and Output Assumptions

The table below details the metrics utilized to calculate taxable sales for each use. Taxable sales for purposes of this section are specific to estimated taxable revenues. Annual expenses/purchases by each use are not quantified in this EIS.

Table 8: Sales, Revenue and Output Assumptions		
Use Type	**Metric**	**Value**
Office Building	**N/A**	N/A
Retail	**Annual sales provided by tenant survey**	$[redacted]/sf
Residential	**N/A**	N/A

Dining, Entertainment and Retail Sales

Further, the sales estimates from the methodology detailed above produce $**7.2 million** in direct retail, dining and entertainment sales during the completion period.

Inflation	2.94%	*Inflation Rate from ODOD-provided Workbook*				
Completion Period Year	1	2	3	4	5	Total
Retail	$[redacted]	$[redacted]	$[redacted]	$[redacted]	$[redacted]	$7,203,814
Dining	$0	$0	$0	$0	$0	$0
Entertainment	$0	$0	$0	$0	$0	$0
Total	$[redacted]	$[redacted]	$[redacted]	$[redacted]	$[redacted]	$7,203,814

Employment Density and Staffing Assumptions

Employment density was calculated based on data inputs from tenant-provided employment and square footage.

Table 9: Employment Density and Staffing Assumptions

Use Type	Metric	Value
Office Building	**Square Feet per Employee and Employees per Square Foot**	773.66sf per employee based on 9 employees and 6,603sf office space. This translates to 0.001363017 employees per square foot for entry into the EIS Workbook
Retail	**Square Feet per Employee and Employees per Square Foot**	583.10sf per employee based on 10 employees and 5,831sf across five tenants. This translates to 0.001714972 employees per square foot for entry into the EIS Workbook
Residential	**N/A**	**N/A**

Property values

Pre and post-completion property values for this study are established using the following sources.

A. Pre-completion - $18,090

The (current) property values are determined by appraisal report, Richland County.

B. Post-completion - $4,226,740

The Developer's preferred method for estimating future property value is [redacted]

[redacted]

Tax Impacts

In this section, the applicant establishes new state and local tax collections (including income, sales, and property) as a result of this project. Additionally, this section documents the total increase in tax collections during the five-year completion period to support evaluation of the statutory 10% Test.

Table 10 summarizes tax impact calculations for this project based on the ODOD 's EIS workbook which also documents the applicant's inputs for these figures. In summary, this project supports **$849,276** in taxation over a five-year post-completion period. This includes **$205,870** in state and local payroll taxes, **$504,267** in sales taxes, and **$139,140** in property taxes over five years.

The future appraised value of the property was calculated by dividing the year five net operating income of the project by the five percent fully stabilized cap rate as reflected in the pro forma.

Table 10: Tax Impact Analysis

Tax Category	Annual Net Base	Rate	Annual Tax	5-year Total
Revenue Escalation Factor (5 years)	5.3028	-	-	-
Wage Escalation factor (5 years)	5.3315	-	-	-
State income tax (payroll)	$919,251	0.0195	$17,931	$95,598
Local income tax (payroll)	$919,251	0.0225	$20,683	$110,272
State + local sales tax (taxable sales)	[redacted]	0.0700	$95,095	$504,267
Lodging tax (hotel revenue)	$0	0.0875	$0	$0
Property tax (annual)	$1,473,028	17.8130	$26,239	$139,140
Total completion-period tax increase (5-year)	-	-	-	$849,276

Rates of Taxation

Table 11: Tax Rate Methodology		
Tax Type	**Rate**	**Source**
Effective State Income Tax Rate	**1.95%**	Based on 2025 Ohio Income Tax Withholdings Tables through the Ohio Department of Taxation's Website and referenced in Ohio Department of Development TMUD 2026 FAQs. Calculated from blended salary of entire project, where resulting figure was divided back into salary to obtain effective rate.
Effective Local Income Tax Rate	**2.25%**	Ohio Department of Taxation "The Finder" *Tax District Summary* – Project Address.
State Sales Tax Rate	**5.75%**	Ohio Department of Taxation "The Finder" Tax District Summary – Project Address.
Local Sales Tax Rate	**1.25%**	Ohio Department of Taxation "The Finder" Tax District Summary – Project Address.
Lodging Tax Rate	**8.75%**	From the Ohio Department of Taxation's Tax Data Series website page – Sales & Use Tax - *S-4: Lodging Tax - Amounts Collected by Local Governments* – 2024 File
State + Local Effective Mill Rate per $1,000	**$17.81**	The current millage rate on the Project parcels as stated in the Richland County Auditor's website and in the Richland County Auditor's "Tax Rates for 2025" rate sheet. The City of Mansfield Executed Development Agreement includes support for adjusting this figure. (Section 3 Addressing community reinvestment area abatement)

Ohio Withholding Tax Calculation

2025 Brackets

$0-$26,050 0.000% of Ohio taxable nonbusiness income

$26,050 - $100,000 $342.00 + 2.75% of excess over $26,050

>$100,000 $2,394.32 + 3.125% of excess over $100,000

Project Blended Wage

$48,379.70

Tax Calculation

Salary Bracket	Fixed Tax	Excess Rate	Fixed Base	Excess Tax	Total Tax	Effective Rate
0	$0.00	0.00%				
$26,050.01	$342.00	2.750%	$26,500			
$100,000.01	$2,394.32	3.125%	$100,000			
Effective Rate Calculation						
$48,379.70	**$342.00**	**2.75%**	**$26,500**	**$602**	**$944**	**1.95059**

Treatment of Abatements, Exemptions and Special Revenues

Below is a detail of the TIF/PILOT/NCA Structure:

The project includes a Community Reinvestment Area tax abatement for all of the project parcels to the amount of 75% for twelve years. As a result, the millage rate was multiplied by 25% to reflect the estimate abated property taxes. The millage was reduced from 71.2523 to 17.8130.

Supporting Documentation List (Required)

Construction Period Assumption Documentation

- Construction Budget
- Labor and Wage Assumptions
- Construction Schedule
- Current Property Assessment

Completion Period Assumption Documentation

- Project Cost Estimates
- Operating Pro formas
- Tenant or Use-type Assumptions

Great Seal Medical Campus
aka OZ Surgery Center

Economic Impact Statement Narrative

UNPLATTED PROPERTY LOCATED AT 0 RIVER ROAD, CHILLICOTHE, OH 45601

Applicant: **Great Seal Medical Campus**

Application ID: **035365**

Author: VISTA SITE SELECTION

Filing Date: **04/22/26**

Version #: 1

Author Contact Information

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Mailing Address:	52 E. Gay Street, Columbus, Ohio 43215

Summary Outputs

Table 1 describes the summary outputs of the Project. These results are constructed using the Ohio Department of Development ("ODOD") EIS Workbook which also documents the applicant's inputs used to create the figures below. It is worth noting that all outputs in this EIS are direct and occurring at the Project site.

In summary, this project includes **$44.2 million** in total eligible construction expenditures supporting **$1.6 million** in Construction Period taxes. The resulting Completion Period, which is the five years following the completion of construction, generates an additional **$17.2 million** in taxes based on **$43.8 million** in total taxable sales and **$22.5 million** in annual payroll by the Completion Period's fifth year. This results in a total of **$18.9 million** in new taxes.

Based on these results, this project **passes** the 10% test result for a General TMUD application. In subsequent tables, the applicant describes these results in detail.

Table 1: Summary Outputs

Metric	Value
Total Eligible Construction Expenditures	**$44,261,946**
Total Construction-Period Tax Impacts	**$1,652,087**
Total Completion-Period tax increase (5-year)	**$17,273,287**
Total Tax Increase	**$18,925,374**
Fifth Year Payroll	**$22,523,716**
Total Sales Subject to Sales Tax	**$43,849,990**
10% Test Result (Pass/Fail)	**Pass**
Application Type	**General TMUD**

Construction Period Impact Analysis

In this section, the applicant's capital investment generates new full-time equivalent (FTE) jobs, new payroll and taxable sales during the Construction Period.

Table 2 summarizes Construction Period calculations for this project based on the ODOD's EIS workbook which also documents the applicant's inputs for these figures.

Direct impacts of construction for this project total **$45.7 million** with roughly half (42.34%, or **$19.3 million**) of this figure slated for construction labor. There, labor impacts support a living wage of **$30 per hour** and **305 FTE** jobs (**635,696 hours**). Hard construction costs and business fixtures for this project are estimated at **$33.4 million**.

The Construction Period contributes valuable tax impacts. In sum, total construction-period tax impacts for this project are **$1.6 million,** which includes **$1.2 million** in hard construction/fixture sales taxes and **$438,505** in state income tax on construction payroll.

Table 2: Construction Period Impact Analysis

Metric	Amount
Inflation adjusted eligible expenditures	**$45,728,023**
Construction labor share	**42.34%**
Average annual wage (construction)	**$63,350**
Implied hourly wage	**$30**
Total labor cost (proxy for payroll)	**$19,361,245**
Implied labor hours	**635,696.76**
Construction FTE (labor hours/2,080)	**305.62**
State income tax on construction payroll	**$438,505**
Hard construction costs + business fixtures	**$**
Sales tax on hard construction costs + business fixtures	**$1,213,582**
Total construction-period tax impacts	**$1,652,087**

Input Assumptions

The **Appendix includes a Project Budget** prepared by a licensed professional that overviews the costs associated with the Project and the Tax-credit Eligible Expenditures

associated with it. Table 3 notes the methodology for removing ineligible expenditures from the overall Project Budget.

Table 3: Construction Cost Estimates		
Item	**Amount**	**Source:**
Project Budget	**$56,000,000**	Developer Construction Estimates – Provided by Licensed Contractor
Remaining Investment	**$[redacted]**	Reflects the Project budget removing land acquisition costs paid to date ($0)
Tax Credit Eligible Investment	**$56,000,000**	Reflects the Remaining Investment

Schedule of Key Construction Milestones:

The **Appendix includes a Milestone Schedule** that details all of the Project's planning and construction milestones. Below is a summary of the Construction Milestones:

Table 4: Construction Milestones	
Milestone	Anticipated Date
Planning (Preconstruction) Elements End	July 2026
Construction on medical center begins	July 2026
Construction on medical center ends	December 2027
Restaurant construction begins	March 2027
Restaurant construction ends	May 2028
Hotel construction begins	March 2027
Hotel construction ends	August 2028

Construction Labor, Wage and Employment Estimates

The steps below overview the methodology in estimating construction employment and wages. For estimations of FTEs and wages, the project hard cost budget was modeled in IMPLAN to understand the estimated percentage of labor and materials. This helped us understand the total wage amount for the construction period. Further, IMPLAN was able to estimate labor hours worked for a given construction cost. This model used the State of Ohio direct construction impacts as geography and event. For an example construction project in Ohio, a construction cost of $30,529,788 results in 348,024 labor hours which,

when divided by 2,080 hours, results in 167.32 FTEs. While this Project includes a different total cost from the example, this methodology allows construction employment and FTE metrics to be applied on a per square foot basis.

1. Employment Estimations: Vista converted the 167.32 FTEs into a per square foot basis resulting in 1 FTE per 1,095 sf. The resulting total FTEs for the project's 142,500 sf is 130.13 FTEs. *For tax calculations, however, Vista defers to the method employed by the Ohio Department if Development's EIS Workbook in estimating Construction FTE Labor hours, which utilizes a different method.*
2. Eligible Construction Costs Attributable to Labor: The percentage of cost dedicated to labor income in IMPLAN is 42.34%. This was used as a basis for estimated share of eligible construction costs attributable to labor.

Completion Period Impact Analysis

In this section, the applicant establishes new full-time equivalent (FTE) jobs and new payroll generated during the Completion Period. Additionally, this section establishes new taxable sales and output across applicable categories.

Table 5 summarizes completion period calculations for this project based on the ODOD's EIS workbook which also documents the applicant's inputs for these figures.

Annual FTE figures in this table include activity across two categories (general office, retail,), totaling **249 FTEs** and **$19.8 million** in annual payroll. Project completion also supports **$9.2 million** in total annual taxable sales/revenue.

The table on the following page overviews the Completion Period Impacts.

Table 5: Completion Period Impact Analysis

Use Type	Annual FTE	Annual Payroll	Annual Taxable Sales/ Revenue	Baseline Payroll	Baseline Sales	Net Payroll	Net Sales
General Office	0	$0.00	[redacted]	$0.00	$0.00	$0.00	[redacted]
Medical Office	194	$17,699,998		$0.00	$0.00	$17,699,998	
Retail	0	$0.00		$0.00	$0.00	$0.00	
Restaurant	35	$1,499,651		$0.00	$0.00	$1,499,651	
Hotel	20	$650,005		$0.00	$0.00	$650,005	
Hospitality	0	$0.00		$0.00	$0.00	$0.00	
Entertainment	0	$0.00		$0.00	$0.00	$0.00	
Industrial	0	$0.00		$0.00	$0.00	$0.00	
Institutional	0	$0.00		$0.00	$0.00	$0.00	
Residential	0	$0.00		$0.00	$0.00	$0.00	
Plaza	0	$0.00		$0.00	$0.00	$0.00	
Parking	0	$0.00		$0.00	$0.00	$0.00	
Recreation	0	$0.00		$0.00	$0.00	$0.00	
TOTAL	249	$19,849,654	$9,236,777	$0.00	$0.00	$19,849,654	$9,236,777

Wage and Payroll Assumptions

Table 6: Wage and Payroll Measure and Sources by Use		
Use	**Measure**	**Source**
***Medical Office**	**Market: Provided by Developer using data from future tenants**	**Payroll and FTE figures from future tenant**
***Restaurant**	**Market: Provided by Developer using data from future tenants**	**Payroll and FTE figures from future tenant**
***Hotel**	**Market: Provided by Developer using data from future tenants**	**Payroll and FTE figures from future tenant**

**Wage Deviation from Standard EIS Workbook Assumption*

1. ***Medical Office*** **–** Medical office payroll is based on developer data from future medical practitioner tenants with an LOI or other agreement for this location. This includes a high number of clinicians and administrators beyond what might be found in a typical medical format and includes a higher average salary ($91,237) than the generalized medical office salary ($81,590) provided by the ODOD tables.

2. ***Restaurant:*** Restaurant payroll is based on developer data for an upscale restaurant onsite. This includes a higher average salary ($42,847) than the more generalized restaurant salary ($31,030) provided by the ODOD tables.

3. ***Hotel:*** Hotel payroll is based on developer data from the tenant for a major chain hotel onsite. This includes a somewhat higher average salary ($32,500) than the more generalized restaurant salary ($31,200) provided by the ODOD tables.

Occupancy/Stabilization Assumptions

Occupancy and stabilization rates are reflected in the pro forma for each land use component. All uses expect to be at expected occupancy levels by [redacted] ([redacted]), supported by existing businesses remaining in place. The Appendix includes pro formas for the medical project, while the restaurant and hotel have future tenants under contract.

Table 7: Stabilized Occupancy		
Use Type	**Stabilized Occupancy**	**Stabilized Period (Years)**
Medical Facility	[redacted]	[redacted]
Restaurant	[redacted]	[redacted]
Hotel	[redacted]	[redacted]

Sales, Revenue and Output Assumptions

The table below details the metrics utilized to calculate taxable sales for each use. Taxable sales for purposes of this section are specific to estimated taxable revenues. Annual expenses/purchases by each use are not quantified in this EIS.

Table 8: Sales, Revenue and Output Assumptions		
Use Type	**Metric**	**Value**
Medical Facility	**NA**	N/A
Restaurant	**Annual sales provided by developer data on future tenant**	$[redacted]/sf
Hotel	**Annual sales provided by developer data on future tenant**	$[redacted]/sf

Employment Density and Staffing Assumptions

Employment density was calculated based on data inputs from tenant-provided employment and square footage.

Table 9: Employment Density and Staffing Assumptions		
Use Type	**Metric**	**Value**
Medical Facility	**Square Feet per Employee and Employees per Square Foot**	335.05sf per employee based on 194 employees and 65,000 sf medical office space. This translates to 0.00058462 employees per square foot for entry into the EIS Workbook
Restaurant	**Square Feet per Employee and Employees per Square Foot**	157.14sf per employee based on 35 employees and 5,500sf restaurant space. This translates to 0.00636364 employees per square foot for entry into the EIS Workbook
Hotel	**Square Feet per Employee and Employees per Square Foot**	3,600.00sf per employee based on 20 employees and 72,000sf hotel space. This translates to

		0.00027778 employees per square foot for entry into the EIS Workbook

Dining, Entertainment and Retail Sales

Further, the sales estimates from the methodology detailed above produce **$22.6 million** in direct retail, dining, and entertainment sales during the completion period.

Inflation	2.94%	*Inflation Rate from ODOD-provided Workbook*				
Completion Period Year	1	2	3	4	5	Total
Dining	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	$22,679,598
Total	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	$22,679,598

Baseline

There are no baseline figures included in this study as no businesses currently operate on the project property.

Property Value

Current property value: $194,380

The developer is using the current Ross County appraisal for the current property value.

Post-completion property value: $87,120,000

The developer is using the following valuations to establish the post-completion property value, and these files are included in the appendix.

- [redacted]
- [redacted]
- [redacted]

Tax Impacts

In this section, the applicant establishes new state and local tax collections (including income, sales, and property) as a result of this project. Additionally, this section documents the total increase in tax collections during the five-year completion period to support evaluation of the statutory 10% Test.

Table 10 summarizes tax impact calculations for this project based on the ODOD's EIS workbook which also documents the applicant's inputs for these figures. In summary, this project supports **$17.2 million** in taxation over a five-year post-completion period. This includes **$2.3 million** in state payroll taxes, **$2.1 million** in local payroll taxes, **$3.5 million** in sales taxes, **$2.6 million** in lodging taxes, and **$6.5 million** in property taxes over five years.

Table 10: Tax Impact Analysis

Tax Category	Annual Net Base	Rate	Annual Tax	5-year Total
Revenue Escalation Factor (5 years)	**5.3028**	-	-	-
Wage Escalation factor (5 years)	**5.3315**	-	-	-
State income tax (payroll)	**$19,849,654**	**0.0226**	**$449,567**	**$2,396,853**
Local income tax (payroll)	**$19,849,654**	**0.0200**	**$396,993**	**$2,116,554**
State + local sales tax (taxable sales)	[redacted]	**0.0725**	**$669,666**	**$3,551,087**
Lodging tax (hotel revenue)	[redacted]	**0.1025**	**$508,384**	**$2,695,844**
Property tax (annual)	**$30,423,967**	**40.3700**	**$1,228,216**	**$6,512,946**

Total completion-period tax increase (5-year)	-	-	-	**$17,273,946**

Rates of Taxation

Table 11: Tax Rate Methodology

Tax Type	Rate	Source
Effective State Income Tax Rate	**2.26%**	Based on 2025 Ohio Income Tax Withholdings Tables through the Ohio Department of Taxation's Website and referenced in Ohio Department of Development TMUD 2026 FAQs. Calculated from blended salary of entire project, where resulting figure was divided back into salary to obtain effective rate.
Effective Local Income Tax Rate	**2.00%**	Page 17 of the Joint Economic Development District between Chillicothe and Green Township.
State Sales Tax Rate	**5.75%**	Ohio Department of Taxation "The Finder" Tax District Summary – Project Address.
Local Sales Tax Rate	**1.50%**	Ohio Department of Taxation "The Finder" Tax District Summary – Project Address.
Lodging Tax Rate	**10.25%**	From the Ohio Department of Taxation's Tax Data Series website page – Sales & Use Tax - *S-4: Lodging Tax - Amounts Collected by Local Governments* – 2024 File
State + Local Effective Mill Rate per $1,000	**$40.37**	The current millage rate on the Project parcels as stated in the County Auditor's website and in the Auditor's "Tax Rates for 2025" rate sheet.

Ohio Withholding Tax Calculation

2025 Brackets

$0-$26,050 0.000% of Ohio taxable nonbusiness income

$26,050 - $100,000 $342.00 + 2.75% of excess over $26,050

>$100,000 $2,394.32 + 3.125% of excess over $100,000

Project Blended Wage

$79,719

Tax Calculation

Salary Bracket	Fixed Tax	Excess Rate	Fixed Base	Excess Tax	Total Tax	Effective Rate
0	$0.00	0.00%				
$26,050.01	$342.00	2.750%	$26,500			
$100,000.01	$2,394.32	3.125%	$100,000			
Effective Rate Calculation						
$79,719	**$342.00**	**2.75%**	**$26,500**	**$1,464**	**$1,806**	**2.26486%**

Treatment of Abatements, Exemptions and Special Revenues

The Project is subject to a Joint Economic Development District between the City of Chillicothe and Green Township, which have levied a 2% income tax, which serves as the local income tax rate.

The property is also subject to a Tax Increment Financing incentive, however due to the structure, property taxes will in effect be fully collected, therefore millage rates were not adjusted. Green Township approved a Township-level Tax Increment Financing (TIF) under Ohio Revised Code §§ 5709.73–5709.75 to support development of the Great Seal Medical Campus (parcel no. 140110120000, approx. 46.47 acres). The TIF exempts 100% of the

increase in assessed value attributable to new improvements and captures that value through service payments in lieu of taxes (PILOTs) to fund public infrastructure and reimburse the developer. School districts (Zane Trace LSD and Pickaway-Ross JVSD) are held harmless through compensation agreements. The owner(s) must make service payments equal to the full amount of real property taxes that would otherwise be due on the exempted improvement value. In effect, this is a 100% TIF capture of the incremental property tax value generated by new construction. The term will start the first tax year in which new improvements appear on the tax list, or year 2040 and will last for 30 years.

TIF revenues are used as follows:

- Service payments are deposited into the Green Township Public Improvement Tax Increment Equivalent Fund.
- After required school compensation:
    - 100% of the net service payments are paid to the Developer to reimburse eligible public infrastructure improvements (roads, utilities, sewer, stormwater, interchange access, site prep, etc.).
- Payments to school districts and the JVSD take priority over developer reimbursement.

Supporting Documentation List (Required)

Construction Period Assumption Documentation

- Construction Budget
- Labor and Wage Assumptions
- Construction Schedule
- Current Property Assessment

Completion Period Assumption Documentation

- Project Cost Estimates
- Operating Pro Formas
- Tenant Use-type Assumptions

Kirk’s Landing/Marysville Marketplace aka Marysville East

Economic Impact Statement Narrative

Located at State Route 36 and Allenby Dr, Marysville, Ohio

Applicant: **Kirk’s Landing 1, LLC**

Application ID: **0035369**

Author: VISTA SITE SELECTION

Filing Date: **4/22/2026**

Version #: **1**

Author Contact Information

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Mailing Address:	52 E. Gay Street, Columbus, Ohio 43215

Summary Outputs

Table 1 describes the summary outputs of the Project. These results are constructed using the Ohio Department of Development ("ODOD") EIS Workbook which also documents the applicant's inputs used to create the figures below. It is worth noting that all impacts and calculation in this EIS Narrative are direct, occurring at the Project Site.

In summary, this project includes **$60.6 million** in total eligible construction expenditures supporting **$2.1 million** in Construction Period taxes. The resulting Completion Period, which is the five years following the completion of construction, generates an additional **$22.9 million** in taxes based on **$96.7 million** in total taxable sales and **$6.7 million** in annual payroll by the Completion Period's fifth year. This results in a total of **$25 million** in new taxes.

Based on these results, this project **passes** the 10% test result for a General TMUD application. In subsequent tables, the applicant describes these results in detail.

Table 1: Summary Outputs

Metric	Value
Total Eligible Construction Expenditures	**$60,682,881**
Total Construction-Period Tax Impacts	**$2,125,501**
Total Completion-Period tax increase (5-year)	**$22,905,967**
Total Tax Increase	**$25,031,468**
Fifth Year Payroll	**$6,702,001**
Total Sales Subject to Sales Tax	**$96,711,257**
10% Test Result (Pass/Fail)	**Pass**
Application Type	**General TMUD**

Construction Period Impact Analysis

In this section, the applicant's capital investment generates new full-time equivalent (FTE) jobs, new payroll and taxable sales during the Construction Period.

Table 2 summarizes Construction Period calculations for this project based on the ODOD's EIS workbook which also documents the applicant's inputs for these figures.

Direct impacts of construction for this project total **$60.6 million** with roughly half (42.34%, or **$25.6 million**) of this figure slated for construction labor. There, labor impacts support a living wage of **$30 per hour** and **405 FTE** jobs (**843,594 hours**). Hard construction costs and business fixtures for this project are estimated at **$**[redacted]

The Construction Period contributes valuable tax impacts. In sum, total construction-period tax impacts for this project are **$2.1 million.** This includes **$1.7 million** in hard construction/fixture sales taxes.

Table 2: Construction Period Impact Analysis	
Metric	**Amount**
Inflation adjusted eligible expenditures	**$60,682,881**
Construction labor share	**42.34%**
Average annual wage (construction)	**$63,350**
Implied hourly wage	**$30**
Total labor cost (proxy for payroll)	**$25,693,132**
Implied labor hours	**843,594**
Construction FTE (labor hours/2,080)	**405.57**
State income tax on construction payroll	**$406,972**
Hard construction costs + business fixtures	**$**[redacted]
Sales tax on hard construction costs + business fixtures	**$1,718,530**
Total construction-period tax impacts	**$2,125,501**

Input Assumptions

The **Appendix includes a Project Budget** prepared by a licensed professional that overviews the costs associated with the Project and the Tax-credit Eligible Expenditures associated with it. Table 3 describes the methodology for removing ineligible expenditures from the overall Project Budget.

Table 3: Construction Cost Estimates		
Item	**Amount**	**Source:**
Project Budget	**$[redacted]**	Developer Construction Estimates – Provided by Licensed Contractor
Remaining Investment	**$[redacted]**	[redacted]
Tax Credit Eligible Investment	**$60,682,881**	[redacted]

Schedule of Key Construction Milestones:

The **Appendix includes a Milestone Schedule** that details all of the Project's planning and construction milestones. Below is a summary of the Construction Milestones:

Table 4: Construction/Project Milestones	
Project Approvals: Building Design, Planning, Zoning and Design Review Board	**10/2025**
Permitting: Engineering and Permitting Complete	**6/2026**
Site Development: Utilities, infrastructure, building pads, and earth moving.	**7/2027**
Vertical Building Construction Retail	**8/2026**
Vertical Building Construction Residential	**12/2026**
Retail Construction Completion	**7/2027**
Retail Building Occupancy	**10/2027**
Residential Building Deliveries	**11/2027**
Residential Occupancy	**1/2028**

Construction Labor, Wage and Employment Estimates

The steps below overview the methodology in estimating construction employment and wages. For estimations of FTEs and wages, the project hard cost budget was modeled in IMPLAN to understand the estimated percentage of labor and materials. This helped us understand the total wage amount for the construction period. Further, IMPLAN was able to estimate labor hours worked for a given construction cost. This model used the State of Ohio direct construction impacts as geography and event.

For an example construction project in Ohio, a construction cost of $30,529,788 results in 348,024 labor hours which, when divided by 2,080 hours, results in 167.32 FTEs. While this

Project includes a different total cost from the example, this methodology allows construction employment and FTE metrics to be applied on a per square foot basis.

1. ***Employment Estimations:*** Vista converted the 167.32 FTEs into a per square foot basis resulting in 1 FTE per 1,095 sf. The resulting total FTEs for the project's 340,463 sf is 310.9 FTEs.
2. ***Eligible Construction Costs Attributable to Labor:*** The percentage of cost dedicated to labor income in IMPLAN is 42.34%. This was used as a basis for estimated share of eligible construction costs attributable to labor.

Completion Period Impact Analysis

In this section, the applicant establishes new full-time equivalent (FTE) jobs and new payroll generated during the Completion Period. Additionally, this section establishes new taxable sales and output across applicable categories.

Table 5 summarizes completion period calculations for this project based on the ODOD's EIS workbook which also documents the applicant's inputs for these figures.

There is no current economic activity occurring on the Project site and as such, the economic activity and tax revenues generated from the Project will all be net new (a baseline figure is not deducted from totals).

Annual FTE figures in this table range from 1-36 across five categories (general office, retail, restaurant, hotel, hospitality and entertainment), totaling the creation of **178 FTEs** supporting **$5.9 million** in annual payroll. Project completion creates **$42.3 million** in annual taxable sales/revenue.

Table 5: Completion Period Impact Analysis							
Use Type	**Annual FTE**	**Annual Payroll**	**Annual Taxable Sales/ Revenue**	**Baseline Payroll**	**Baseline Sales**	**Net Payroll**	**Net Sales**
General Office	0	$0	[redacted]	$0	$0	$0	[redacted]
Medical Office	0	$0		$0	$0	$0	
Retail	68.99	$2,521,681		$0	$0	$2,521,681	
Restaurant	109.08	$3,384,644		$0	$0	$3,384,644	
Hotel	0	$0		$0	$0	$0	
Hospitality	0	$0		$0	$0	$0	
Entertainment	0	$0		$0	$0	$0	
Industrial	0	$0		$0	$0	$0	
Institutional	0	$0		$0	$0	$0	
Residential	0	$0		$0	$0	$0	
Plaza	0	$0		$0	$0	$0	
Parking	0	$0		$0	$0	$0	
Recreation	0	$0		$0	$0	$0	
TOTAL	**178.07**	**5,906,625**		**$0**	**$0**	**$5,906,325**	**$42,399,937**

Property Valuation

Property value estimates were conducted by utilizing data from the Union County Auditor. The current market value of the property is **$804,320** based on the current appraised values from the Union County Auditor for each of the four subject parcels.

Future market value of the project was obtained by [redacted]. In order to accomplish this, [redacted].

[redacted]

[redacted]

[redacted]				
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]		[redacted]	[redacted]	[redacted]
[redacted]		[redacted]	[redacted]	[redacted]
[redacted]		[redacted]	[redacted]	[redacted]
[redacted]		[redacted]	[redacted]	[redacted]
[redacted]		[redacted]	[redacted]	[redacted]

[redacted]

[redacted]

[redacted]				
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]		[redacted]	[redacted]	[redacted]
[redacted]		[redacted]	[redacted]	[redacted]

[redacted]

[redacted]

[redacted]

[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]

In conclusion, the estimated value of the property post development of **$46,000,000** is used for the Project.

Wage and Payroll Assumptions

The national brands that will be occupying the site are protective over the utilization of their employee wages in public documents. As such, the ODOD-Provided Measurements in the EIS Workbook are sufficient in estimating the wages of Restaurant and Retail uses. Further, more detailed SOC codes were analyzed for the Marysville market and the wages provided by ODOD are consistent with such wages.

Table 10: Wage and Payroll Measure and Sources by Use

Use	Measure	Source
Restaurant Uses	**$31,030**	SOC 41-0000 Median Wage for MSA/State of Ohio – from EIS Workbook
Retail Uses	**$36,550**	SOC 41-0000 Median Wage for MSA/State of Ohio – from EIS Workbook
Residential Uses	**Not measured**	The Developer is based in close proximity to the site, and as such, the number of residential employees projected to operate the residential portion of the project on site would be insignificant for this analysis.

Occupancy/Stabilization Assumptions

Occupancy and stabilization rates are reflected in the pro forma for each land use component. The uses all expect to be at expected occupancy levels by the end of 2027 (upon project completion), as the uses are national retail brands that are operating at full capacity upon opening (retail stores, restaurant chains). The Appendix includes detailed pro formas for both the multifamily portion and the retail portion which reflect occupancy levels below. The multifamily portion is expected to realize [redacted] occupancy in the first full operating year [redacted] which represents the stabilized amount.

Table 11: Stabilized Occupancy

Use Type	Stabilized Occupancy	Stabilized Period (Years)

Residential Building	[redacted]	[redacted]
*Retail	[redacted]	[redacted]
Restaurant (in Office Building)	[redacted]	[redacted]

Sales, Revenue and Output Assumptions

The national brands that have committed to occupy the project uses are protective in providing estimated sales figures in a public document, as such, the median store sales for each brand within Central Ohio (MSA) locations were obtained from *placer.ai's* retail sales database, for the period of Calendar Year 2025, to estimate sales for each store. Given the sample size varied from 1 store ([redacted] to 10 stores ([redacted] using the median is appropriate for smaller samples sizes.

The **appendix** includes a report titled "Supplemental Jobs, Sales and Payroll Analysis Support" which details the sales pulled from each location, including the summary calculation. Summary calculations are also provided here:

Table 12: Placer.ai Figures

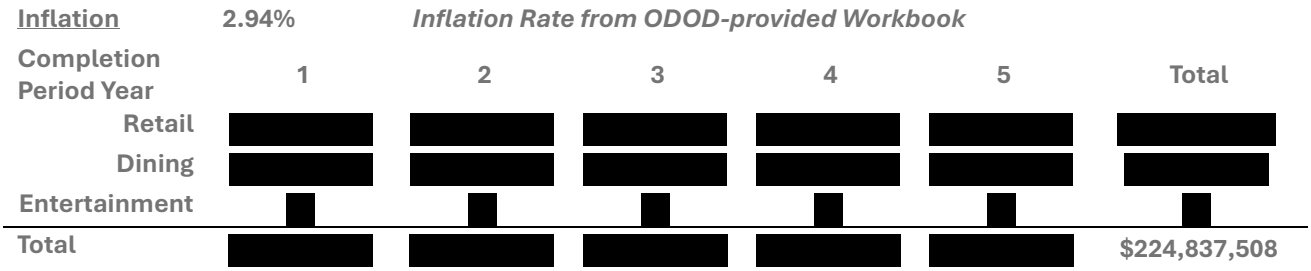
Tenant	Planned Project SF	Average Sales/Sf	Median Sales per Store
[redacted]	[redacted]	[redacted]	[redacted]
Summary			
Tenant	Planned Project SF	Average	Median Sales per Store
Blended	**79,850**	$531	**$42,400,000**
Retail	***62,550***	*$509.99*	*$31,900,000*
Restaurant	***17,300***	*$606.94*	*$10,500,000*

Table 13: Sales, Revenue and Output Assumptions

Use Type	Metric	Value
Restaurant	**Placer.ai Median Store Sales for Project Brands – Columbus MSA – CY 2025**	$606.94
*Retail	**Placer.ai Median Store Sales for Project Brands – Columbus MSA – CY 2025**	$509.99
Residential	**N/A**	N/A

Dining, Entertainment and Retail Sales

Further, the sales estimates from the methodology detailed above produce $224.8 million in direct retail, dining and entertainment sales during the completion period.



Employment Density and Staffing Assumptions

Employment density was calculated by obtaining the average employees per square foot for each retail store brand utilizing CoStar data for both the Columbus MSA, or when the sample size was not sufficient for tenant employment, the State of Ohio (this was the case for [redacted] and [redacted]. In circumstances where the CoStar tenant property result had a null value in square footage or employment, both fields were deleted to ensure not to skew the data. A SF/Job figure was obtained by dividing the total square footage for each property (after removing those with null values) by the total employment, to obtain a weighted average SF/job figure). Because CoStar's employment is based on headcount and not FTEs, information in how employment was converted to FTEs is detailed below.

The **appendix** includes a report titled "Supplemental Jobs, Sales and Payroll Analysis Support" which details the employment and square footage pulled from each location, including the summary calculation. Summary calculations are also provided here (this summary also includes wage rates and payroll estimates:

Table 14: Density and Staffing Assumptions

Tenant	Market Comps Jobs	SF/Job	Jobs/SF	Market Comps SF	Estimated FTEs	Wage Rate	Payroll
Olive [redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Summary							
Tenant	**Market Comps Jobs**	**SF/Job**	**Jobs/SF**	**Market Comps SF**	**Estimated Employment**	**Wage Rate**	**Payroll**
Blended	**3,749**	**539.8**	**0.0022**	**2,023,595**	**178.0**	**$33,168**	**$5,905,393**
Retail	*2,193*	*1,133.7*	*0.001103*	*1,875,805*	*69*	*36,550*	*$2,520,831*
Restaurant	*1,556*	*158.6*	*0.006305*	*147,790*	*109*	*31,030*	*$3,384,562*

Table 15: Employment Density and Staffing Assumptions

Use Type	Metric	Value
Retail	**Square Feet per Employee and Employees per Square Foot – from CoStar Comparable Locations of Project Tenants in the Columbus MSA or State of Ohio (in the case of [redacted] and [redacted]**	SF/Job: 906.9 Jobs/SF: 0.001103
Restaurant	**Square Feet per Employee and Employees per Square Foot – from CoStar Comparable Locations of Project Tenants in the Columbus MSA or State of Ohio (in the case of [redacted] and [redacted])**	SF/Job: 158.6 Jobs/SF: 0.006305
Recreational Space	**No jobs will be housed at the Site in maintaining this space.**	N/A

FTE Conversions

FTEs were converted by using the average weekly hours worked for the industry compared to a full-time 40 hour work week (which annualizes to 2,080 hours), then multiplying the percentage by the number of headcount positions obtained from the CoStar analysis above:

Average Weekly Hours — Restaurants / Food Services

(Restaurants fall under Leisure and Hospitality, NAICS 72 / 722)

The same federal CES dataset reports: Average weekly hours, Leisure and Hospitality (March 2026): ~25.3 hours

Source: Bureau of Labor Statistics via FRED – Average Weekly Hours of All Employees, Leisure and Hospitality

FTE conversion (restaurants): 25 ÷ 40.0 = **0.60 FTE per job**

Average Weekly Hours — Retail Trade (NAICS 44–45)

The BLS Current Employment Statistics (CES) survey reports the following: Average weekly hours, Retail Trade (March 2026): ~30.0 hours

Source: Bureau of Labor Statistics via FRED – Average Weekly Hours of All Employees, Retail Trade

FTE conversion (restaurants): 30.0÷40.0 = **0.75 FTE per job**

The FTE per job ratios were multiplied by the jobs calculated by CoStar.

Example: 7,900 *Tenant SF* ÷ *70.37*[redacted] sf/job *(from CoStar)* = 112 jobs

112 jobs * .60 FTE per Job = 67.4 FTEs.

Tax Impacts

In this section, the applicant establishes new state and local tax collections (including income, sales, lodging, and property) as a result of this project. Additionally, this section documents the total increase in tax collections during the five-year completion period to support evaluation of the statutory 10% Test.

Table 16 summarizes tax impact calculations for this project based on the ODOD's EIS workbook which also documents the applicant's inputs for these figures. In summary, this project supports **$22.9 million** in taxation over a five-year post-completion period.

Table 16: Tax Impact Analysis

Tax Category	Annual Net Base	Rate	Annual Tax	5-year Total
Revenue Escalation Factor (5 years)	**5.3028**	**-**	**-**	**-**
Wage Escalation factor (5 years)	**5.3315**	**-**	**-**	**-**
State income tax (payroll)	**$5,906,325**	**0.0156**	**$93,554**	**$498,783**
Local income tax (payroll)	**$5,906,325**	**0.0150**	**$88,595**	**$472,341**
State + local sales tax (taxable sales)	[redacted]	**0.0700**	**$2,967,996**	**$15,738,602**
Lodging tax (hotel revenue)	**$0**	**0.0600**	**$0**	**$0**
Property tax (annual)	**$15,818,488**	**73.8687**	**$1,168,491**	**$6,196,241**
Total completion-period tax increase (5-year)	**-**	**-**	**-**	**$22,905,967**

Rates of Taxation

Table 17: Tax Rate Methodology		
Tax Type	**Rate**	**Source**
Effective State Income Tax Rate	**1.58%**	Based on 2025 Ohio Income Tax Withholdings Tables through the Ohio Department of Taxation's Website
Effective Local Income Tax Rate	**1.50%**	Ohio Department of Taxation "The Finder" Tax District Summary – Project Address.
State Sales Tax Rate	**5.75%**	Ohio Department of Taxation "The Finder" Tax District Summary – Project Address.
Local Sales Tax Rate	**1.25%**	Ohio Department of Taxation "The Finder" Tax District Summary – Project Address.
Lodging Tax Rate	**6.00%**	From the Ohio Department of Taxation's Tax Data Series website page – Sales & Use Tax - S-4: Lodging Tax - Amounts Collected by Local Governments – 2024 File
State + Local Effective Mill Rate per $1,000	**$73.87**	"From the document UNION COUNTY 2024 PROPERTY TAX RATES – Tax Year 2024 / Collection Year 2025" published by the Union County Treasurer: Paris Township – Marysville EVSD / Marysville Corp

Ohio Withholding Tax Calculation

2025 Brackets

$0-$26,050 0.000% of Ohio taxable nonbusiness income

$26,050 - $100,000 $342.00 + 2.75% of excess over $26,050

>$100,000 $2,394.32 + 3.125% of excess over $100,000

Project Blended Wage

$33,168

Tax Calculation

Salary Bracket	**Fixed Tax**	**Excess Rate**	**Fixed Base**	**Excess Tax**	**Total Tax**	**Effective Rate**
0	$0.00	0.00%				

$26,050.01	$342.00	2.750%	$26,500			
$100,000.01	$2,394.32	3.125%	$100,000			
Effective Rate Calculation						
$33,168	$342.00	2.75%	$26,500	$183	$525	**1.58397%**

Treatment of Abatements, Exemptions and Special Revenues

The Project does not include any property tax abatements. The City of Marysville has committed to providing local financial support through agreeing to the creation of a New Community Authority in its Development Agreement, which will not negatively impact property tax collections.

Appendix/Supporting Documentation List

Construction Period Assumption Documentation

- Construction Budget
- Labor and Wage Assumptions (provided within this document)
- Construction Schedule

Completion Period Assumption Documentation

- Project Cost Estimates
- Operating Pro formas
- Supplemental Jobs, Sales and Payroll Analysis Support
    - Includes:
        - Detailed lists of sales and employment by comparable properties
        - Estimated sales calculation detail
        - Estimated employment calculation detail
        - Tenant or Use-type Assumptions
- Property Valuation Support (list of analyzed properties)

NCR Upper Arlington

Economic Impact Statement Narrative

LOCATED ON THREE PARCELS AT 2245 NORTH BANK DRIVE, COLUMBUS OHIO 43220

Applicant: National Church Residences

Application ID: 0035357

Author: VISTA SITE SELECTION

Filing Date: 4/20/2026

Version #: 1

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Summary Outputs

Table 1 describes the summary outputs of the Project. These results are constructed using the Ohio Department of Development ("ODOD") EIS Workbook which also documents the applicant's inputs used to create the figures below.

In summary, this project includes **$54.2 million** in total eligible construction expenditures supporting **$2.3 million** in Construction Period taxes. The resulting Completion Period, which is the five years following the completion of construction, generates an additional **$17.8 million** in taxes based on **$43.3** million in total taxable sales and **$49.7** million in annual payroll by the Completion Period's fifth year. In all, this results in a total of **$20.1 million** in taxes.

Based on these results, this project **passes** the 10% test result for a Major City TMUD application. In subsequent tables, the applicant describes these results in detail.

Table 1: Summary Outputs

Metric	Value
Total Eligible Construction Expenditures	**$54,214,648**
Total Construction-Period Tax Impacts	**$2,342,333**
Total Completion-Period tax increase (5-year)	**$17,805,513**
Total Tax Increase	**$20,147,846**
Fifth Year Payroll	**$49,792,715**
Total Sales Subject to Sales Tax	**$43,387,423**
10% Test Result (Pass/Fail)	**Pass**
Application Type	**Major City TMUD**

Construction Period Impact Analysis

In this section, the applicant's capital investment generates new full-time equivalent (FTE) jobs, new payroll and taxable sales during the Construction Period.

Table 2 summarizes Construction Period calculations for this project based on the ODOD's EIS workbook which also documents the applicant's inputs for these figures.

Direct impacts of construction for this project total **$56.0 million** with roughly half (42.34%, or **$23.7 million**) of this figure slated for construction labor. There, labor impacts support a living wage of **$30 per hour** and **374 FTE** jobs (**778,655 hours**). Hard construction costs and business fixtures for this project are estimated at [redacted].

The Construction Period contributes valuable tax impacts. In sum, total construction-period tax impacts for this project are **$2.3 million.** This includes **$1.7 million** in hard construction/fixture sales taxes and **$606,836** in income tax on construction payroll.

Table 2: Construction Period Impact Analysis

Metric	Amount
Inflation adjusted eligible expenditures	**$56,011,553**
Construction labor share	**42.34**
Average annual wage (construction)	**$63,350**
Implied hourly wage	**$30**
Total labor cost (proxy for payroll)	**$23,715,291**
Implied labor hours	**778,655.19**
Construction FTE (labor hours/2,080)	**374.35**
State income tax on construction payroll	**$606,836**
Hard construction costs + business fixtures	**$[redacted]**
Sales tax on hard construction costs + business fixtures	**$1,735,497**
Total construction-period impacts	**$2,342,333**

Input Assumptions

The **Appendix includes a Project Budget** prepared by a licensed professional that overviews the costs associated with the Project and the Tax-credit Eligible Expenditures associated with it. Below, Table 3 describes the methodology for removing ineligible expenditures from the overall Project Budget.

Table 3: Construction Cost Estimates		
Item	**Amount**	**Source:**
Project Budget	**$** [redacted]	Developer Construction Estimates – Provided by Licensed Architect
Remaining Investment	**$** [redacted]	[redacted]
Tax Credit Eligible Investment	**$54,214,648**	[redacted]

Schedule of Key Construction Milestones:

The Appendix includes a schedule which details the Project's planning and construction milestones. Below is a summary of the Construction Milestones:

Table 4: Construction Milestones	
Office Construction Start	**Nov 2027**
Office Construction Complete	**May 2028**
Residential Construction Start	**March 2028**
Residential Construction Complete	**June 2029**
Office Occupancy	**May 2029**
Resident Occupancy	**Oct 2030**

Construction Labor, Wage and Employment Estimates

The steps below overview the methodology in estimating construction employment and wages. For estimations of FTEs and wages, the project hard cost budget was modeled in IMPLAN to understand the estimated percentage of labor and materials. This helped us understand the total wage amount for the construction period. Further, IMPLAN was able to estimate labor hours worked for a given construction cost. This model used the State of Ohio direct construction impacts as geography and event. For an example construction project in Ohio, a construction cost of $30,529,788 results in 348,024 labor hours which, when divided by 2,080 hours, results in 167.32 FTEs.

1. Employment Estimations: Vista converted the 167.32 FTEs into a per square foot basis resulting in 1 FTE per 1,095sf. The resulting total FTEs for the project's 153,218 sf is 139.92 FTEs.
2. Eligible Construction Costs Attributable to Labor: The percentage of cost dedicated to labor income in IMPLAN is 42.34%. This was used as a basis for estimated share of eligible construction costs attributable to labor.

Completion Period Impact Analysis

In this section, the applicant establishes new full-time equivalent (FTE) jobs and new payroll generated during the Completion Period. Additionally, this section establishes new taxable sales and output across applicable categories.

Table 5 summarizes completion period calculations for this project based on the ODOD's EIS workbook which also documents the applicant's inputs for these figures.

There is no current economic activity occurring on the Project site and as such, the economic activity and tax revenues generated from the Project will all be net new (a baseline figure is not deducted from totals).

Annual FTE figures in this table include **340 FTEs** supporting **$43.8 million** in annual payroll.

Table 5: Completion Period Impact Analysis							
Use Type	**Annual FTE**	**Annual Payroll**	**Annual Taxable Sales/ Revenue**	**Baseline Payroll**	**Baseline Sales**	**Net Payroll**	**Net Sales**
General Office	340	$43,881,220	$0	$0	$0	$43,881,220	$0
Medical Office	0	$0	$0	$0	$0	$0	$0
Retail	0	$0	$0	$0	$0	$0	$0
Restaurant	0	$0	$0	$0	$0	$0	$0
Hotel	0	$0	$0	$0	$0	$0	$0
Hospitality	0	$0	$0	$0	$0	$0	$0
Entertainment	0	$0	$0	$0	$0	$0	$0
Industrial	0	$0	$0	$0	$0	$0	$0
Institutional	0	$0	$0	$0	$0	$0	$0
Residential	0	$0	$0	$0	$0	$0	$0
Plaza	0	$0	$0	$0	$0	$0	$0
Parking	0	$0	$0	$0	$0	$0	$0
Recreation	0	$0	$0	$0	$0	$0	$0
TOTAL	**340**	**$43,881,220**	**$0**	**$0**	**$0**	**$43,881,220**	**$0**

Wage and Payroll Assumptions

Table 6: Wage and Payroll Measure and Sources by Use		
Use	**Measure**	**Source**
*Office Building	**Median office wage with scheduled bonuses**	General office payroll uses planned average salary figures for tenant in stabilized year [redacted] These include specialized services beyond a general office job which justify the adjustment. This also includes adjustments for annual planned bonuses.
Residential	**N/A**	**N/A**

**Wage Deviation from Standard EIS Workbook Assumption*

1. *General Office*: For this figure, the applicant has provided their expected office annual salary including scheduled annual bonuses ($129,059). This figure is higher than the general office salary provided by the ODOD ($78,500) as the applicant offers a specialized service with a higher wage than this generalized figure.

Occupancy/Stabilization Assumptions

Occupancy and stabilization rates are reflected in the pro forma for each land use component. The uses all expect to be at expected occupancy levels by [redacted] ([redacted]). Residences include a [redacted] vacancy rate while offices will be [redacted] occupied. The Appendix includes pro formas for the relevant land uses.

Table 7: Stabilized Occupancy		
Use Type	**Stabilized Occupancy**	**Stabilized Period (Years)**
Office Building	[redacted]	[redacted]
Residence	[redacted]	[redacted]

Sales, Revenue and Output Assumptions

The table below details the metrics utilized to calculate taxable sales for each use. Taxable sales for purposes of this section are specific to estimated taxable revenues. Annual expenses/purchases by each use are not quantified in this EIS.

Table 8: Sales, Revenue and Output Assumptions		
Use Type	**Metric**	**Value**
Office Building	N/A	N/A
Residential	N/A	N/A

Employment Density and Staffing Assumptions

Employment density was calculated based on data inputs from one source:

1) Tenant-provided employment and square footage

Table 9: Employment Density and Staffing Assumptions		
Use Type	**Metric**	**Value**
Office Building	**Square Feet per Employee and Employees per Square Foot**	162/sf per employee based on 340 employees and 55,304 square feet. This translates to .006148 employees per square foot for entry into the EIS Workbook
Residential	**N/A**	**N/A**

Pre and post-completion property values

Pre and post-completion property values for this study are established using the following sources.

A. Pre-completion (current) property values: $3,070,000
Professional appraisal report included in Appendix.

B. Post-completion (future) property values: $41,995,512

[redacted]

[redacted]

Dining, Entertainment and Retail Sales

This study estimates there are no retail, dining and entertainment sales during the completion period.

Baseline Assumptions

There are no baseline activities occurring in this project, including baseline payroll and baseline sales.

Tax Impacts

In this section, the applicant establishes new state and local tax collections (including income, sales, lodging, and property) as a result of this project. Additionally, this section documents the total increase in tax collections during the five-year completion period to support evaluation of the statutory 10% Test.

Table 10 summarizes tax impact calculations for this project based on the ODOD's EIS workbook which also documents the applicant's inputs for these figures. In summary, this project supports **$17.8 million** in taxation over a five-year post-completion period. Taxes include **$5.9 million** in state income taxes, **$5.8 million** in local income tax, and **$5.9 million** in property taxes.

Table 10: Tax Impact Analysis

Tax Category	Annual Net Base	Rate	Annual Tax	5-year Total
Revenue Escalation Factor (5 years)	**5.3028**	-	-	-
Wage Escalation factor (5 years)	**5.3315**	-	-	-
State income tax (payroll)	**$43,881,220**	**0.0256**	**$1,122,850**	**$5,986,444**
Local income tax (payroll)	**$43,881,220**	**0.0250**	**$1,097,031**	**$5,848,786**
State + local sales tax (taxable sales)	**$0**	**0.0800**	**$0**	**$0**
Lodging tax (hotel revenue)	**$0**	**0.1090**	**$0**	**$0**
Property tax (annual)	**$13,623,929**	**82.6399**	**$1,125,880**	**$5,970,284**
Total completion-period tax increase (5-year)	-	-	-	**$17,805,513**

Rates of Taxation

Table 11: Tax Rate Methodology		
Tax Type	**Rate**	**Source**
Effective State Income Tax Rate	**2.56%**	Based on 2025 Ohio Income Tax Withholdings Tables through the Ohio Department of Taxation's Website and referenced in Ohio Department of Development TMUD 2026 FAQs. Calculated from blended salary of entire project, where resulting figure was divided back into salary to obtain effective rate. Adjusted to address different taxation rate for scheduled bonuses.
Effective Local Income Tax Rate	**2.50**	Ohio Department of Taxation "The Finder" *Tax District Summary* – Project Address.
State Sales Tax Rate	**5.75**	Ohio Department of Taxation "The Finder" Tax District Summary – Project Address.
Local Sales Tax Rate	**2.25**	Ohio Department of Taxation "The Finder" Tax District Summary – Project Address.
Lodging Tax Rate	**10.90%**	From the Ohio Department of Taxation's Tax Data Series website page – Sales & Use Tax - *S-4: Lodging Tax - Amounts Collected by Local Governments* – 2024 File
State + Local Effective Mill Rate per $1,000	**$82.64**	The current millage rate on the Project parcels as state in the County Auditor's website and in the County Auditor's "Tax Rates for 2025" rate sheet.

Ohio Withholding Tax Calculation

Table 12: Tax Rate Calculations						
Salary Bracket	Fixed Tax	Excess Rate	Fixed Base	Excess Tax	Total Tax	Effective Rate
0	$0.00	0.00%				
$26,050.01	$342.00	2.750%	$26,500			
$100,000.01	$2,394.32	3.125%	$100,000			
$119,946	$2,394.32	3.13%	$100,000	$623	$3,018	2.51583%
Bonus Amount per Person	Tax Rate	Total Tax				
$9,113	3.13%	$284.78				
Effective Rate Calculation						
Salary plus Bonus	Salary plus Bonus Taxes					Effective Rate
$129,059	**$3,302.41**					**2.55884%**

Treatment of Abatements, Exemptions and Special Revenues

The Project includes Tax Increment Financing ("TIF") as detailed in the executed Development Agreement with the City of Upper Arlington. TIF revenues are generated based on the current millage rate and require no adjustment to the millage rate utilized in the EIS Workbook for property tax calculations, as TMUD Program Guidelines provide that tax collections may include an "alternative method, such as through tax increment financing agreements, payments in lieu of taxes, and new community authority development charges."

The TIF is structured as follows:

- 100% rate, 30-year term
- Revenues from the TIF are paid in the following priority:
    1. A "Base Compensation" amount to the School District in the amount of 20% of the effective millage rate.
    2. TIF Bond payments known as "Annual Amounts" due in each tax year for principal and interest of the TIF bonds and other TIF expenses

3. 50% of the remaining service payments (after Base Compensation and Annual Amounts payments) to a Turbo Payment for that year, which is applied to the redemption if TIF Bonds.
4. Remaining Service Payments (after Items #1-#3) paid to the School District (70%) and the City (30%).

Supporting Documentation List (Required)

Construction Period Assumption Documentation

- Construction Budget
- Labor and Wage Assumptions
- Construction Schedule
- Current Property Assessment

Completion Period Assumption Documentation

- Project Cost Estimates
- Operating Pro Formas
- Tenant Use-type Assumptions

Economic Impact Statement

Project Name: **Project Scarlet**

Project Site Address: **2060 E. 9th Street in Cleveland, Ohio, 44115**

Applicant: **EAST9TH SCARLET, LLC**

TMUD Application ID: **0035336**

Date of Submission: **April 22, 2026**

Version Number: **1**

Prepared by:



CONTACT INFORMATION

The following individual serves as the primary point of contact for this Economic Impact Statement and will respond to Department inquiries, clarification requests, and supplemental documentation needs.

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Applicant:

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Cover Letter

April 22, 2026
Bhavin Patel
EAST9TH SCARLET, LLC
1500 W. 3rd Street, Suite 300
Cleveland, OH 44113

Re: Project Scarlet - Transformational Mixed-Use Development – Economic Impact Statement

Dear Mr. Patel:

At your request, Project Management Consultants, LLC has performed an Economic Impact Statement for Project Scarlet, located at 2060 E. 9th Street in Cleveland, Ohio, utilizing inputs provided by your team, direct calculations, conservative assumptions, and State-provided assumptions. We have not examined the Client-provided data or the assumptions underlying such data in accordance with the standards prescribed by the AICPA, USPAP, or other standards, and, accordingly, do not express an opinion or any other form of assurance on the data estimates obtained for use in our economic impact statement. Further, this analysis is subject to the Assumptions and Limiting Conditions found in Appendix D of this report.

This report contains, to the fullest extent possible and practical, explanations of the data, reasoning, and analyses that were used to develop the opinions contained herein. The depth of discussion contained in the report is specific to the needs of the client.

EAST9TH SCARLET, LLC is the Client in this engagement and intended user of this report. As our client, EAST9TH SCARLET, LLC owns this report and permission must be granted from them before another third party can use this document. We assume that by reading this report another third party has accepted the terms of the original engagement letter including scope of work and limitations of liability. We are prepared to modify this document to meet any specific needs of the potential user under a separate agreement.

The Stated Purpose of this assignment is to assist with projections of job, tax, and wage information for application to the State of Ohio Transformational Mixed-Use Development Program. You agree not to use this report other than for the Stated Purpose, and you agree to indemnify us for any claims, damages, or losses that we may incur as the result of your use of the Report for other than the Stated Purpose. Without limiting the general applicability of this paragraph, under no circumstances may the Report be used in advertisements, solicitations and/or any form of securities offering.

The authors of this report certify that, while we represent the project in other capacities, we are not part of the development team, nor are we affiliated with any member of the development team. Please do not hesitate to contact us if there are any questions regarding the report or if Project Management Consultants, LLC can be of further assistance. It has been our pleasure to assist you with this project.

Sincerely,



Ryan P. Sommers, CPA
Managing Director of Financial Services
Project Management Consultants, LLC

PROJECT MANAGEMENT CONSULTANTS (PMC) EXPERIENCE

	Name	TMUD Experience & Background
	**Ryan P. Sommers, CPA** Managing Director of Financial Services	Ryan Sommers has an extensive background working with various tax credit programs and complex private and public finance structuring. Ryan's experience with tax credits includes Historic Tax Credits, New Markets Tax Credits, and Opportunity Zone Tax Credits. Ryan recognizes the critical value-add of the Transformational Mixed-Use Development ("TMUD") tax credit program. Since the program's inception he has become an expert on the program. He advises clients on project eligibility, economic impacts, tax credit monetization, and chances of application success. As managing director of financial services, Ryan identifies, secures and manages private and public financing opportunities for business expansion projects and real estate development. Ryan is currently managing a team responsible for 50+ projects throughout the country with $3 billion in development value including $600 million in public financing for public-private partnerships. He has helped his clients obtain over $200 million in state and federal Historic Tax Credits and over $100 million in New Markets Tax Credits. Ryan also created PMC's direct tax impact analysis models which help demonstrate exact tax estimates for a Project or Development site on the surrounding area, including income taxes, sales taxes, bed taxes and property taxes. Ryan has worked on this modeling for a decade. These outputs help demonstrate the ROI of a project to various government entities and provide him with experience needed to complete economic impact statements as complicated as those required for TMUD applications.
	**Kenneth S. Kalynchuk** Director and Principal	Ken Kalynchuk leads PMC's financial analyst and economic impact analysis team. Ken has conducted twenty economic impact statements (EIS reports) for Rounds 1 through 4 of the TMUD program, with emphasis on conservative estimates and common sense for whether projects can be considered catalyzed or not. Ken helps clients navigate the predevelopment stage of their projects through incentive, land use, and market research; pro forma development; feasibility analyses; economic impact analyses; and property tax analyses. Prior to joining the firm, Ken was a graduate research assistant with the Center for Economic Development at Cleveland State University, where he evaluated economic development programs and best practices in economic development policy, performed studies on Historic Preservation Tax Credit funding and rental markets, and wrote case studies and employment/demographic impact analyses. During his time at Cleveland State Ken learned IMPLAN software and economic impact techniques. These skills have helped clients at PMC, where Ken has helped generate economic impact reports and tax estimates for more than 9 years.

	Name	TMUD Experience & Background
	**Alexander Previts, MAcc, CPA, DFCP** Development Finance Manager	As Development Finance Manager, Alex provides strategic insights and innovative solutions that continue to drive success for clients across diverse industries. For over 7 years at PMC, Alex has honed his technical skills by developing new and building on existing financial modeling to enhance the quality and readability of PMC's products, primarily focusing on economic impact analyses for public partners and integrating tax-related incentives into clients' financial models. Alex works with clients through the finance structuring process by first identifying the needs and gap of the project and assessing the tools available for the project's financing at the local, regional and state level. Alex directs clients through the nuances of the predevelopment stage of their projects through incentive, land use, and market research; pro forma development; feasibility analyses; economic impact analyses; and property tax analyses. He focuses on structuring tax incentives, including tax increment financing (TIF), and monetizing TIF structures through bank and bond financing. Alex's complex financing modeling skills are instrumental in the preparation of these EIS reports.
	**Cassie Slansky** Project Director	In her role as Project Director, Cassie overseas project management from intake through closing and compliance for PMC's projects. Cassie's decade of public and private experience in economic development and with complex public financing tools provides unique insight into structuring complex capital stacks for projects. Cassie works as PMC's Project Director for the Project Scarlet TMUD application and assisted Alex with the EIS.
	**Maximus Morgan** Financial Analyst	In his role as Financial Analyst, Maximus supports the research, modeling, and organization of applications for financing for complex mixed—use real estate projects.

A. Executive Summary

Purpose

This Economic Impact Statement ("EIS") has been prepared for the Transformational Mixed-Use Development (TMUD) program as required under Ohio Revised Code ("ORC") Section 122.09. This narrative report, together with the accompanying standardized EIS Workbook (Excel), constitutes the complete impact analysis for the proposed project.

The purpose of this EIS is to provide a standardized, transparent assessment of the direct economic and fiscal impacts attributable solely to the Project. Indirect and induced impacts are not permitted under this methodology and have not been included in this analysis. Specifically, this EIS is intended to:

1. Quantify the direct economic impact generated by the Project during construction and during the statutory five-year completion period;
2. Estimate the increase in state and local tax collections attributable to the Project within the project site;
3. Provide a standardized basis for determining whether the Project satisfies the statutory 10% Test, which requires that new tax revenues during the completion period equal or exceed 10% of eligible expenditures; and
4. Support a consistent, transparent review process for all TMUD applications.

This EIS Narrative Report is prepared in accordance with the EIS Framework and Methodology (the "Framework") issued by the Ohio Department of Development (the "Department"). All impacts presented in this narrative are limited to direct economic activity occurring within the project site. Indirect and induced impacts are excluded in accordance with the EIS Framework. All calculations have been performed within the standardized EIS Workbook using the Department-provided formulas, locked calculation logic, and standardized parameters. No formulas, protected cells, worksheets, or Workbook structure have been modified.

Economic impacts ("Impacts") measured in terms of output, employment, labor income, and taxes were estimated using Department-provided standardized parameters, except as identified under Appendix B in this report. Supporting Documentation is submitted for all Applicant-provided inputs used in this report.

This EIS considers the one-time direct Impacts resulting from the construction of the Project ("Construction Period Impacts"), as well as the direct permanent Impacts resulting from the ongoing activities associated with the Project ("Completion Period Impacts").

The impacts of the two components that are analyzed – Construction Period Impacts and Completion Period Impacts – are presented individually and as a whole in the Total Direct Impact Summary. Construction Period and Completion Period Impacts are presented in annual terms.

Project Management Consultants collaborated with EAST9TH SCARLET, LLC to gather necessary data for the Project and to establish assumptions where needed. All assumptions were verified by the developer to the highest degree of reasonableness.

Project Overview

Project Management Consultants LLC (PMC) was engaged by EAST9TH SCARLET, LLC (the "Company") to analyze the economic impacts of the Company's proposed Project Scarlet (the "Project") which is located at 2060 E. 9th Street in Cleveland, Ohio.

The Project consists of [redacted] proposed residential units, a [redacted] hotel, approximately 7,265 square feet ("SF") of ground floor restaurant, and 15,554 SF of office space. The development costs for the Project total [redacted] of anticipated investment. Construction is expected to commence in August 2026 with Project Completion expected by December 31st, 2027. The Project scope is described fully within the TMUD application, and the definition of the Project Site is provided in the following section.

Project Site Parcels and Current Property Value

The Project is located within the Cleveland, OH Metropolitan Statistical Area ("MSA"), as determined by the most recent Metropolitan and Micropolitan Statistical Area Delineation Files published by the U.S. Census Bureau. All impacts included in this EIS are strictly limited to economic activity occurring within the Project Site.

The Project Site consists of approximately 1.122 acres on one parcel with a total tax market value of $12,727,500 per the Cuyahoga County Fiscal Office. The following table summarizes the size and tax market value of parcel included in the Project Site:

Table A-1

Parcel Number	Size	Land Value	Improvement Value	Total Market Value
PPN: 101-27-012	1.122 Acres	$5,867,400	$6,860,100	**$12,727,500**

Tax Treatments and Exemptions

This section provides clarification on treatment of certain tax incentives that are not directly identified or addressed in the EIS Workbook - Sales Tax Exemption, Tax Abatement, and Tax Increment Financing.

Sales Tax Exemption (Entire Project Site)

The Applicant is pursuing a capital lease structure through the Cleveland Port Authority that will allow for sales tax exemption on construction material purchases. The FAQs (released 3/23/2026) indicate "the Workbook should reflect actual expected tax generation" and exempted sales taxes should be excluded from the 10% Test calculation.

The EIS Workbook uses the same applicant-provided inputs for "Hard Cost Construction" and "Taxable Business Fixtures Cost" (See Construction Period Inputs) to calculate construction period sales tax impacts that it uses to calculate completion period sales tax impacts. The EIS Workbook does not have a separate input for sales tax exemption.

Therefore, to omit exempted sales tax from construction period impacts and reflect actual expected sales tax generation at the site, all hard construction costs and taxable business fixtures that are expected to be eligible for sales tax exemption are excluded from their specified categories in the EIS Workbook and re-allocated to "Other Eligible Costs." This re-allocation allows for accurate construction and completion period sales tax impacts without omitting eligible expenditures from the 10% Test calculation.

CRA Tax Abatement (Multifamily Residential Only)

The Project is pursuing 15-Year, 100% property tax abatement on the residential multifamily portion ("Residential Project") of the project through the City of Cleveland's (the "City") Community Reinvestment Area ("CRA") Tax Abatement Program. The FAQs indicate "applicants must reflect the abatement in their estimates" and "property tax revenues should be reduced accordingly during the abatement period." The EIS uses the difference between the applicant-provided inputs for "Property Value Prior to Development" and "Estimated Property Value Post Development" (See Construction Period Inputs) as the basis to calculate completion period property tax impacts. The EIS Workbook does not provide separate input for abated real estate taxes ("abated taxes").

Therefore, to omit abated taxes from completion period property tax impacts, the increase in market value from the Residential Project ("Residential Incremental Value") is excluded from the applicant-provided

inputs for "Estimated Property Value Post Development" and from the estimated Incremental Market Value detailed later in this report.

TAX INCREMENT FINANCING (ENTIRE PROJECT SITE)

The Project is also pursuing a 30-Year, Non-School Tax Increment Financing (TIF) District encompassing the entire Project Site. Over the course of the 30-Year TIF term, all non-abated improvement value[1] at the Project Site will be exempted from taxation and payments are made at the same time and in an amount equal to the non-abated real estate taxes that would have been due if not for the TIF exemption ("Payments-In-Lieu-of-Taxes" or "PILOTs"). In other words, 100% of the non-abated revenue generated by the increase in property tax value will be PILOTs. The FAQs state "PILOT payments do not flow through to the 10% Test calculation for this application cycle." The EIS Workbook does not have a separate input for PILOTs.

Therefore, to omit PILOTs from completion period property tax impacts, the applicant-provided input for "State + Local Effective Mill Rate" ("Property Tax Rate") equals zero in the EIS. This input for Property Tax Rate omits the PILOTs generated by the non-abated increase in market value from the 10% Test calculation in accordance with the FAQs. However, omitting 100% of PILOTs understates the fiscal public benefit generated by the PILOTs. A Non-School TIF re-distributes to the School District their full levied share of real estate taxes in the form of PILOTs. The remaining "Non-School" PILOTs are allocated to the Developer or the Project.

As of Tax Year 2025, the Cleveland Municipal School District (the "School District") collects 63.686 (rounded) mills, equal to approximately 6.369% of commercial assessed property value, or 2.229% of commercial *market* value[2]. Based on Tax Year 2025 millage rates, the Schools would collect 2.229% of the non-abated increase in commercial market property value at the Project Site in the form of PILOTs. During the abatement period, the non-abated portion of the Project is estimated to increase the commercial market property value at the Project Site by $18,625,094 (See "Property Value" under section B. Construction Period Analysis), which would generate approximately $415,155 in annual PILOTs to the School District that are not counted towards the 10% Test Calculation and should be considered when evaluating the ROI for application scoring purposes.

[1] Excludes 100% of the Residential Project improvement value during the 15-year tax abatement period
[2] In Ohio, Assessed Value is estimated as 35% of the property's Market Value as appraised by the County auditor or fiscal office.

Occupancy and Stabilization Assumptions

All leasable Project SF is committed and will either be occupied by tenants or the property owner. Project Impacts assume [redacted] occupancy for the general office, restaurant, hospitality, and residential spaces. The hotel assumes [redacted] average occupancy. The occupancy and stabilization assumptions reflect the Applicant's internal underwriting.

The following table summarizes the project's Use Type as reflected in the Department-provided EIS Workbook:

Table A-2

Use Type	SF/ Units	Occupancy Assumption	Stabilization Period
General Office	15,554 SF	[redacted]	[redacted]
Restaurant	7,265 SF	[redacted]	[redacted]
Hotel	58,407 SF 121 Rooms	[redacted]	[redacted]
Hospitality	59,056 SF	[redacted]	[redacted]
Residential	265,007 SF 156 Units	[redacted]	[redacted]
Total	405,289 SF [redacted] Rooms [redacted] Units		[redacted]

B. Construction Period Impact Analysis

Construction Period Inputs

Eligible Construction Expenditures

Eligible expenditures include only post-certification construction-related expenditures directly attributable to the TMUD project, including land acquisition costs as defined by ORC § 122.09. The following categories have been excluded:

- Ineligible pre-certification expenditures (except architectural or engineering fees and due diligence costs paid or incurred in connection with the Project); and
- Costs not directly attributable to the TMUD project.

Total Eligible expenditures constitute the denominator for the statutory 10% Test and are consistent with ORC § 122.09. The following table summarizes the Project's projected Eligible expenditures as reflected in the Department-provided EIS Workbook:

Table B-1

Eligible expenditures (post-certification)	Amount
Land Acquisition Costs (eligible if post-certification)	$[redacted]
Hard Construction Costs[1]	$[redacted]
Soft Construction Costs[2]	$[redacted]
Professional Services and Eligible Fees	$[redacted]
Taxable Business Fixtures Cost[3]	$[redacted]
Other Eligible Costs[4]	$[redacted]
Total Eligible Expenditures	**$78,154,106**

[1] Input is $0 to reflect sales tax exemption; Hard Cost Construction amount re-allocated to Other Eligible Costs. See Appendix B for more detail on Hard Cost Construction.
[2] Includes costs related to demolition, sitework, and other soft costs related to the construction contract. Costs not yet incurred as of 4/22/2026.
[3] Input is $0 to reflect sales tax exemption, Taxable Business Fixtures Cost amount re-allocated to Other Eligible Costs. See Appendix B for more detail on Taxable Business Fixtures Cost.
[4] Includes all budgeted architectural or engineering fees and due diligence costs in connection with the Project. Hard Cost Construction and Taxable Business Fixtures Cost also included to reflect sales tax exemption in the EIS Workbook.

The following table summarizes the project's expenditures that were NOT eligible and therefore are not reflected in the Department-provided EIS Workbook:

Table B-2	
Ineligible expenditures	**Amount**
Land Acquisition Costs (prior to 4/22/2026)	[redacted]
Hard Construction Costs (prior to 4/22/2026)	[redacted]
Soft Construction Costs (prior to 4/22/2026)	[redacted]
Professional Services and Eligible Fees (prior to 4/22/2026)	[redacted]
Taxable Business Fixtures Cost (prior to 4/22/2026)	[redacted]
Other Ineligible Costs[1]	[redacted]
Total Ineligible Expenditures	[redacted]

Construction Employment and Payroll

The following table summarizes the Project's projected construction employment and payroll estimated over the duration of the construction period as reflected in the Department-provided EIS Workbook.

Table B-3	
Metric	**Value**
Eligible Expenditures	$78,154,106
Est. Share of Eligible Construction Costs Attributable to Labor	**37.0317%**
Labor Cost[2]	$28,941,796
Primary construction average annual wage[3]	$62,520
Construction period length	17 Months

Construction Expenditures Timeline

The following table summarizes the % of construction completion by construction year as reflected in the Department-provided EIS Workbook.

Table B-4	
Construction Expenditures Timeline	**% of Expenditures**
Year 1 – Beginning 8/3/2026 (5 Months)	29.412%
Year 2 – Ending 12/31/2027 (12 Months)	70.588%
Year 3	0%
Year 4	0%
Year 5	0%
Total	**100.000%**

[1] Includes all incurred and projected other finance and other softs costs that are not directly attributable to the TMUD project, including costs incurred before 4/22/2026

[2] Estimated as 55% of Hard Cost Construction. See Appendix B for more detail.

[3] Based on SOC codes and median wages for the Project's MSA as reflected in the department-provided measurements in the standardized EIS Workbook.

PROPERTY VALUE

Upon Stabilization, the total Project is estimated to generate approximately $42,097,158 in new market value (Incremental Market Value). The Incremental Market Value reflects the increase in sale price of the property if it were to be sold on the market. [redacted] Please see Appendix B for detailed calculation[2].

However, as referenced in prior section (A), there is an anticipated 15-Year, 100% CRA Tax Abatement on Residential Incremental Value, and an anticipated 30-Year Non-School TIF on the entire Project Site. The FAQs dictate that tax abatement should be reflected and "PILOT payments do not flow through to the 10% Test calculation for this application cycle." Since the EIS Workbook does not include separate inputs to exclude abatement or PILOTs from the 10% Test calculation, the Project's EIS workbook reflects a $0.00 State + Local Effective Mill Rate to prevent any Incremental Market Value from generating revenues that would flow to the 10% Test calculation and other outputs.

This report estimated the amount of the non-abated Incremental Market Value as $18,625,094 for purposes of documenting non-abated PILOTs as project-generating revenues. The non-abated Incremental Market Value would generate approximately $674,297 in total PILOTs, $415,156 of which would be disbursed to the School District to make them whole. The non-abated Incremental Market Value is calculated by subtracting the Residential Project's Incremental Market Value ($23,472,064) from the total Project's Incremental Market Value ($42,097,158).

The following table and corresponding footnotes include the assumptions and steps to calculate the values reflected in the Department-provided EIS Workbook:

TABLE B-5

Metric	Value
Property Value Prior to Development	**$12,727,500**
Incremental Market Value – Total Project[3]	$42,097,158
(100% Tax Abatement – Residential Incremental Market Value)[4]	($23,472,064)
Non-abated Incremental Market Value	$18,625,094
Estimated Property Value Post Development[5]	**$31,352,594**

[1] Based on PMC's experience with new construction projects in strong suburban markets within Cuyahoga County.
[2] For purposes of calculating Incremental Market Value, Hard Construction Costs includes hard construction costs that were re-allocated to Other Eligible Costs under Eligible Expenditures.
[3] Incremental Market Value is estimated as 80% of total Hard Construction Costs (Net of Sales Tax). Estimated Incremental Market Value of Total Project = (80% * $52,621,448) = $42,097,158
[4] Assumes Incremental Market Value on Residential Hard Construction Cost Only. Estimated Incremental Market Value of Residential Project = (80% * $29,340,080) = $23,472,064
[5] In accordance with the guidance in the recently released FAQ's, property tax rates are input as $0.00 to avoid any abated taxes or PILOT revenues to flow to the 10% Test.

Construction Period Impacts

This section quantifies the direct economic activity generated during the project's construction period, defined as the period after project certification through project completion, based on the assumptions provided in the prior section.

In accordance with section 2.2.3 of the Framework, this analysis applies the Department's standardized Regional Purchase Coefficient (RPC) of 50% to taxable construction-related purchases. This assumes that 50% of taxable construction-period purchases are sourced within the Study Area and therefore subject to applicable state and local sales tax.

The following table summarizes the Construction-period tax impacts as reflected in the Department-provided EIS Workbook:

Table B-6

Metric	Amount
Inflation Adjusted Eligible Expenditures[1]	$79,963,603
Construction Labor Share	37.03%
Average annual wage (construction)	$62,520
Implied hourly wage	$30
Total labor Cost (proxy for payroll)	$29,611,884
Implied labor hours	985,168.25
Construction FTE (labor hours / 2080)	473.64
State income tax on construction payroll	**$629,568**
Hard construction costs + business fixtures	$0
Sales Tax on hard construction costs + business fixtures	**$0**
Total Construction-Period Tax Impacts	**$629,568**

[1] Estimated based on the Department-Provided Standardized Parameters for Annual Construction Inflation Rate, which is embedded and locked within the EIS Workbook. See Appendix A for Department-Provided Standardized Parameters.

C. Completion Period Impact Analysis

Completion Period Inputs

This section describes the assumptions used in the EIS Workbook for required Applicant-Provided Inputs and provides justification for any over-ridden Department-Provided Measurements related to Completion Period Impacts.

Stabilized On-Site Employment and Payroll by Use Type / Component:

At stabilization, ongoing activities at the Project Site are anticipated to generate approximately 93 total new on-site FTE jobs and generate approximately $4.4 million in new on-site annual labor income.

The following table summarizes the Project's gross projected permanent operational employment and payroll by Use Type.

Table C-1

Use Type	Operating SF/ Rooms/ Units	Staffing Ratio (FTE Jobs PSF), Stabilized[1]	SOC Code/ Other Wage Source[2]	Average Annual Wage	Stabilized Annual Payroll
General Office	15,554 SF	0.001285843	Provided by Tenant	$107,500	$2,150,000
Restaurant	7,265 SF	0.002083333	41-0000	$29,980	$453,760
Hotel	58,407 SF [redacted] Rooms	0.000596164	39-0000	$30,330	$728,706
Hospitality	59,056 SF	0.000411353	39-0000	$30,330	$738,803
Residential	265,007 SF [redacted] Units	0.000035848	37-0000	$36,070	$342,665
Total	405,289 SF [redacted] Rooms [redacted] Units				**$4,411,934**

[1] The EIS Workbook calculates Staffing Ratio as FTE Jobs per SF by default; Staffing Ratio inputs in the EIS Workbook reflect the job density assumptions further detailed in Appendix B.

[2] SOC Code and corresponding Median Wage reflect the Department-provided measurements for the Project MSA except for the Tenant-Provided Annual Average Wage for the General Office Space.

Net Operational employment summary – Baseline Adjustments:

All EIS calculations must reflect only the net new economic activity attributable to the TMUD project. There is no pre-existing payroll at the project site. Therefore, Stabilized Annual Payroll is equal to Net Payroll as reflected in the Department-provided EIS Workbook.

Table C-2

Use Type	Stabilized FTE Jobs	Baseline FTE Jobs	Net Jobs	Stabilized Annual Payroll	Baseline Payroll	Net Payroll
Gen. Office	20.00 Jobs	N/A	20.00 Jobs	$2,150,000	N/A	$2,150,000
Restaurant	15.14 Jobs	N/A	15.14 Jobs	$453,760	N/A	$453,760
Hotel	24.03 Jobs	N/A	24.03 Jobs	$728,706	N/A	$728,706
Hospitality	24.29 Jobs	N/A	24.29 Jobs	$736,803	N/A	$736,803
Residential	9.50 Jobs	N/A	9.50 Jobs	$342,665	N/A	$342,665
Total	**92.95 Jobs**	**0.00 Jobs**	**92.95 Jobs**	**$4,411,934**	**$0**	**$4,411,934**

Annual Stabilized Taxable Sales/Revenue summary by use Type:

The following table summarizes the Project's projected gross annual stabilized taxable sales/revenue by Use Type.

Table C-3

Use Type	Occupancy (%)	Metric[1]	Gross Annual Revenue
General Office	[redacted]	N/A	[redacted]
Restaurant	[redacted]	$[redacted] PSF	[redacted]
Hotel	[redacted]	$[redacted] PSF	[redacted]
Hospitality	[redacted]	$[redacted] PSF	[redacted]
Residential	[redacted]	N/A	[redacted]
Total Annual Taxable Sales/Output			**$12,364,449**

[1] See Appendix B for data sources and details on Use Type revenue assumptions.

NET ANNUAL STABILIZED TAXABLE SALES/REVENUE SUMMARY – BASELINE ADJUSTMENTS:

All EIS calculations must reflect only the net new economic activity attributable to the TMUD project. There are no pre-existing taxable sales/revenues at the project site. Therefore, Gross Annual Revenue will be equal to Net Sales as reflected in the Department-provided EIS Workbook.

Table C-4

Use Type	Gross Annual Sales/Revenue	Baseline Sales	Net Sales (Gross LESS Baseline)
General Office	$[redacted]	$0	$[redacted]
Retail	$[redacted]	$0	$[redacted]
Hotel	$[redacted]	$0	$[redacted]
Hospitality	$[redacted]	$0	$[redacted]
Residential	$[redacted]	$0	$[redacted]
Total	**$12,364,449**	**$0**	**$12,364,449**

Completion Period Impacts

This section quantifies the direct operational impacts occurring within the project site during the statutory five-year completion period, which begins the day after project completion as defined in ORC 122.09. The Project is estimated to generate approximately $10.36 million in new sales and income taxes over the five-year completion period as reflected in the following table.

Table C-5

Tax Category	Annual Net Base	Rate	Annual Tax	5-Year Total
State Income Tax	$4,411,934	2.13%	$93,877	$500,095
Local Income Tax	$4,411,934	2.50%	$110,298	$558,052
State & Local Sales Tax	$[redacted]	8.00%	$989,156	$5,245,268
Lodging Tax	$[redacted]	9.50%	$758,494	$4,022,121
Property Tax	$6,518,783	0.00	$0	**$0**
			Total Annual Tax Impact	**$10,355,536**

D. Total Direct Impact Summary

This section presents the combined direct economic impacts for both the construction period and the five-year completion period.

The EIS Workbook captures $10,985,104 of the combined new tax revenues the Project is anticipated to generate for the State of Ohio and the local entities over the construction and 5-year completion period.

The following table reflects the Project's Summary Outputs generated by the Department-provided EIS Workbook.

Table D-1

Metric	Value
Total Eligible Construction Expenditures	$78,154,106
Total Construction Period Tax Impacts	$629,568
Total Completion Period Tax Increase (5-Year)	$10,355,536
Total Tax Increase	**$10,985,104**
Fifth Year Payroll	$5,006,291
Total Sales Subject to Sales Tax	$13,883,898
10% Test Result (PASS/FAIL)	**PASS**
Application Type	Major City TMUD

Statutory 10% Test Calculation

Under ORC 122.09(B)(7) and (A)(6), the increase in tax collections generated during the construction and completion periods must equal or exceed 10% of the project's total eligible construction expenditures. The Project is anticipated to generate $10,985,104 in combined new tax revenues for the State of Ohio and the local entities over the construction and 5-year completion period. The standardized EIS Workbook automatically performs this calculation reflected in the table below.

Table D-2

Item	Amount
Total Eligible Construction Expenditures (A)	$78,154,106
Total Increase in Tax Collections — Construction Period (B)	$629,568
Total Increase in Tax Collections — Completion Period (C)	$10,355,536
Total Increase in Tax Collections (B + C)	**$10,985,104**
10% of Eligible Expenditures (A x 10%)	**$7,815,411**
Result: PASS / FAIL	**PASS**

APPENDIX A – DEPARTMENT-PROVIDED STANDARDIZED PARAMETERS

The following standardized parameters are provided by the Department, embedded in the EIS Workbook, and have not been modified:

1. **Annual Construction-Period Inflation Rate ("ACPIR") (PPI 10-year average): 3.28%** - Applied automatically to the eligible expenditures identified in the EIS Workbook to estimate Inflation Adjusted Eligible Expenditures in the Construction Period Calculation tab.
2. **Completion-Period Inflation (CPI 10-Year Average): 2.94%** - Automatically applied annually to the completion period taxable sales and revenues identified in the EIS Workbook to estimate the 5-year total completion period tax generation from taxable sales and revenues.
3. **Annual Wage Growth Rate (ECI 10-Year Average): 3.21%** - Automatically applied annually to the completion period payroll estimates identified in the EIS Workbook to estimate the 5-year total completion period tax generation from payroll.
4. **FTE Conversion Standard: 2,080 hours per year**, applied to all employment calculations.

APPENDIX B
DOCUMENTATION & NOTES TAB

Appendix B – Documentation & Notes tab

Workbook Section/Tab	Input or Assumption	Value Used	Data Source (Appendix C)	Notes / Justification (Why this is reasonable)
1. Parameters – Applicant-Provided	Effective State Income Tax Rate (decimal)	2.1260648817094%	**1.** Ohio Revised Code Section 5747.02 | Tax Rates	The EIS Workbook does not properly account for progressive tax brackets and applies the same Effective State Income Tax Rate to construction and completion period payroll, so a blended rate was estimated to generate approximately the same state income tax as if the 2025 Ohio annual income tax rates were used. The blended rate was calculated by estimating the blended Ohio income tax on the average base annual wage across both construction and completion periods (Combined Average Wage), then dividing the estimated blended Ohio income tax by the Combined Average Wage. Combined Average Wage was calculated as total construction and completion period payroll divided by total construction and completion period FTE jobs.
2. Parameters – Applicant-Provided	Effective Local Income Tax Rate (decimal)	0.025	**2.** Central Collection Agency Municipal Income Tax	Rate applicable to project address as of submission date
3. Parameters – Applicant-Provided	State Sales Tax Rate	0.0575	**3.** Ohio Department of Taxation, Sales & Use Tax Rate Map (3/31/2026)	Rate applicable to project address as of submission date
4. Parameters – Applicant-Provided	Local sales tax rate	0.0225	**4.** Ohio Department of Taxation, Sales & Use Tax Rate Map (3/31/2026)	Rate applicable to project address as of submission date
5. Parameters – Applicant-Provided	Lodging Tax Rate (decimal	0.095	**5.** Cuyahoga County Fiscal Office; City of Cleveland, Code of Ordinances	State & Local rates applicable to project address as of submission date
6. Parameters – Applicant-Provided	State + Local Effective Mill Rate pet $1,000	0	**6.** Cuyahoga County Fiscal Office – Property Record PPN 101-27-012; Email from ODOD	Effective Mill Rate for the Project site is 103.439132. However, Input is $0 to ensure that the non-abated property value that is subject to TIF does not generate revenues that would flow to the 10% Test calculation per FAQ's and guidance from ODOD.

7. Construction Period Inputs - Applicant Inputs	Hard Construction Costs	0	**7.** Contractor Line-Item budget – Hard Construction Costs	Input is $0 to reflect the expected Sales Tax Exemption on Construction Materials. Estimated Hard Construction Costs of $[redacted] (Net of Sales Tax Exemption) are reflected in the Other Eligible Costs category to allow for the eligible expenditure amount to flow to the 10% Test but avoid flowing to the construction period sales tax calculation. Sales Tax Exemption assumes 40% of Hard Construction Costs are eligible/taxable materials and applies the combined 8% state and local sales tax rate. See calculation in identified source.
8. Construction Period Inputs - Applicant Inputs	Soft Construction Costs	[redacted]	**8.** Contractor Line-Item budget – Soft Construction Costs	Includes all demolition, sitework, and soft construction costs from the contractor.
9. Construction Period Inputs - Applicant Inputs	Taxable business fixtures cost	0	**9.** Franchise Agreement	Input is $0 to reflect the expected Sales Tax Exemption on Construction Materials. Taxable Business Fixtures cost (Estimated Hotel F, F, & E spend to satisfy needs outlined in the Franchise Agreement) in the amount of $[redacted] (Net of Sales Tax Exemption) are reflected in the Other Eligible Costs category to allow for the eligible expenditure amount to flow to 10% Test but avoid flowing to the construction period sales tax calculation. Sales Tax Exemption assumes 40% of Applicant's anticipated $[redacted] in total F, F, & E costs are eligible/taxable materials and applies the combined 8% state and local sales tax rate. 40% of $6,937,565 = $[redacted] (Est. Eligible Construction Materials). 8.00% of $[redacted] = $[redacted] (Est. Sales Tax Exemption). Taxable business fixtures cost (Net of Sales Tax Exemption) = $[redacted] LESS $[redacted] = $[redacted]
10. Construction Period Inputs - Applicant Inputs	Other Eligible Costs	$[redacted]	**10.** Contractor Line-Item budget – Other Eligible Costs – A&E + Pre-development Costs	Includes all Architectural & Engineering (A&E) and Predevelopment (Due Diligence) costs, incurred before and after application submittal. Also includes costs that would have been allocated to Hard Construction Costs and Taxable Business Fixtures Cost if not for the Port sales tax exemption. See source and justification for Applicant Inputs for Hard Construction Costs and Taxable Business Fixtures Cost above.
11. Construction Period Inputs - Applicant Inputs	Estimated share of eligible construction costs attributable to labor (%)	37.0317031403415%	**11.** Provided by Project's Owner's Representative via email	In the EIS Workbook, the estimated share of eligible construction costs attributable to labor (%) is calculated as construction labor cost divided by the total TMUD eligible expenditures input into the EIS Workbook by the Applicant. Applicant's Owner's Representative indicated that labor cost is estimated to be 55% of hard construction cost. Therefore, labor cost is estimated to be 55% of Hard Cost Construction (Actual amount reflected in the Notes/Justification for Hard Construction Costs), or $[redacted] $[redacted] divided by $[redacted] equals 37.0317031403415%.
12. Construction Period Inputs - Applicant Inputs	Construction Expenditures Timeline	100% over construction period	**12.** Project Schedule	Assumes 5 months (out of 17-month period) of expenditures completed in Year 1, remaining 12 months of expenditures completed in Year 2.

13. Construction Period Inputs - Applicant Inputs	Property value prior to development	12727500	**13.** Cuyahoga County Fiscal Office – Property Record PPN 101-27-012	Existing tax market value
Construction Period Inputs - Applicant Inputs	Estimated property value post development	31352594	N/A	[redacted]
14. Completion Period Inputs - General Office	1) Stabilized Occupancy / Utilization (%); 2) Staffing Ratio, stabilized; 3) Avg Annual Wage ($ per FTE, Stabilized)	1) [redacted] 2) 0.00128584287000129: 3) $[redacted] (Override)	**14.** 1) Per signed Lease; 2+3) Provided by Tenant, see email correspondence in Appendix C;	[redacted]
15. Completion Period Inputs - Restaurant	1) Stabilized Occupancy / Utilization (%);2) Staffing Ratio, stabilized;3) Annual Stabilized Taxable Sales/Revenue PSF ($)	1) [redacted] 2) 0.00208333333333333; 3) $[redacted]	**15.** Development Commitment Letter; 2) CEBC Estimates (2018) – Mean square feet per worker – Food Service; 3) Project Operating pro forma	1) [redacted] will occupy [redacted] of the restaurant SF; 2) Calculated as 1 food service job per 480 SF based on CBECS Estimates 3) Reflects Food and Beverage revenues at stabilization
16. Completion Period Inputs - Hotel	1) Stabilized Occupancy / Utilization (%); 2) Staffing Ratio, stabilized; 3) Annual Stabilized Taxable Sales/Revenue PSF ($)	1) [redacted] 2) 0.00059616427902872 9; 3) $[redacted]	**16.** 1) Ramp Up Project Operating pro forma; 2) CEBC Estimates (2018) – Mean square feet per worker – Lodging; 3) Stabilized Hotel, Hospitality, and Restaurant Project	1) Reflects stabilized operations after [redacted] ramp-up period; 2) Calculated as 1 lodging job per 2,431 SF based on CBECS Estimates, then divided by the stabilized occupancy to counteract the reduction in jobs due to the EIS' Workbooks application of utilization (%) in the Completion Period Calculations. In effect, the number of jobs equals 1 job per 2,431 SF. 3) Calculated as: A. Projected $[redacted] Average Daily Rate (ADR) per room multiplied by 365 days equals Annual Gross Potential Revenue per room, B. Annual Gross Potential Revenue per room multiplied by [redacted] rooms equals Estimated Total Annual Gross Room Revenue, C. Estimated Total Annual Gross Room Revenue divided by Total Hotel Operating Square Footage equals Annual Stabilized Taxable Revenue PSF before the Occupancy rate is applied.

			Operating pro forma;	
17. Completion Period Inputs - Hospitality	Stabilized Occupancy / Utilization (%); Staffing Ratio, stabilized; 3) Annual Stabilized Taxable Sales/Revenue PSF ($)	1) [redacted] 2) 0.00041135335252982 3; 3) [redacted]	**17.** 1) Ramp Up Project Operating pro forma; 2) CEBC Estimates (2018) – Mean square feet per worker – Lodging; 3) Stabilized Hotel, Hospitality, and Restaurant Project Operating pro forma;	1) Reflects stabilized operations after 6 Month ramp-up period; 2) Calculated as 1 lodging job per 2,431 SF based on CBECS Estimates; 3) Calculated as (Other Operated + Miscellaneous revenues in Stab. Project Pro Forma) / Hospitality SF.
18. Completion Period Inputs - Residential	Stabilized Occupancy / Utilization (%); Staffing Ratio, stabilized;	1) [redacted] 2) 0.00003584810967257 47	**18.** 1) Self-Operating Letter; 2) Project Operating pro forma	1) [redacted] of residential SF will be operated by Applicant; 2) Residential Pro Forma reflects $343,200 for Annual Payroll/Salaries, which translates to roughly 9.5 FTE jobs using Department-provided annual wage.
19. Completion Period Inputs - General Office	Avg Annual Wage ($ per FTE, Stabilized)	$107,500 (Override)	**19.** Tenant-Provided via email	Tenant indicated that 20 FTE hotel management company employees would utilize the leased office space with an estimated $2,150,000 in annual payroll ($107,500 per FTE).

APPENDIX C
DATA SOURCES & SUPPORTING DOCUMENTATION

AUTHENTICATED,
OHIO LEGISLATIVE SERVICE
COMMISSION
DOCUMENT #467288

Ohio Revised Code

Section 5747.02 Tax rates.

Effective: September 30, 2025

Legislation: House Bill 96 - 136th General Assembly

(A) For the purpose of providing revenue for the support of schools and local government functions, to provide relief to property taxpayers, to provide revenue for the general revenue fund, and to meet the expenses of administering the tax levied by this chapter, there is hereby levied on every individual, trust, and estate residing in or earning or receiving income in this state, on every individual, trust, and estate earning or receiving lottery winnings, prizes, or awards pursuant to Chapter 3770. of the Revised Code, on every individual, trust, and estate earning or receiving winnings on casino or sports gaming, and on every individual, trust, and estate otherwise having nexus with or in this state under the Constitution of the United States, an annual tax measured as prescribed in divisions (A)(1) to (4) of this section.

(1) In the case of trusts, the tax imposed by this section shall be measured by modified Ohio taxable income under division (C) of this section and levied in the same amount as the tax is imposed on estates as prescribed in division (A)(2) of this section.

(2) In the case of estates, the tax imposed by this section shall be measured by Ohio taxable income. If the estate has not more than twenty-six thousand fifty dollars of such income, the tax shall be levied on such income at the rate of 1.38462% for taxable years beginning in 2024, 1.31287% for taxable years beginning in 2025, and 1.27448% for taxable years beginning in 2026 and thereafter. If the estate has income in excess of that amount, the tax shall be levied at the same rates prescribed in division (A)(3) of this section for individuals.

(3) In the case of individuals, the tax imposed by this section on income other than taxable business income shall be measured by Ohio adjusted gross income, less taxable business income and less an exemption for the taxpayer, the taxpayer's spouse, and each dependent as provided in section 5747.025 of the Revised Code. If the balance thus obtained is equal to or less than twenty-six thousand fifty dollars, no tax shall be imposed on that balance. If the balance thus obtained is greater than twenty-six thousand fifty dollars, the tax is hereby levied as follows:

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(a) For taxable years beginning in 2024:

OHIO ADJUSTED GROSS INCOME LESS TAXABLE BUSINESS INCOME AND EXEMPTIONS (INDIVIDUALS) OR MODIFIED OHIO TAXABLE INCOME (TRUSTS) OR OHIO TAXABLE INCOME (ESTATES)	TAX
More than $26,050 but not more than $100,000	$360.69 plus 2.75% of the amount in excess of $26,050
More than $100,000	$2,394.32 plus 3.5% of the amount in excess of $100,000

(b) For taxable years beginning in 2025:

OHIO ADJUSTED GROSS INCOME LESS TAXABLE BUSINESS INCOME AND EXEMPTIONS (INDIVIDUALS) OR MODIFIED OHIO TAXABLE INCOME (TRUSTS) OR OHIO TAXABLE INCOME (ESTATES)	TAX
More than $26,050 but not more than $100,000	$342.00 plus 2.75% of the amount in excess of $26,050
More than $100,000	$2,394.32 plus 3.125% of the amount in excess of $100,000

(c) For taxable years beginning in 2026 and thereafter, $332.00 plus 2.75% of the amount in excess of $26,050.

(4)(a) In the case of individuals, the tax imposed by this section on taxable business income shall equal three per cent of the result obtained by subtracting any amount allowed under division (A)(4)(b) of this section from the individual's taxable business income.

(b) If the exemptions allowed to an individual under division (A)(3) of this section exceed the taxpayer's Ohio adjusted gross income less taxable business income, the excess shall be deducted from taxable business income before computing the tax under division (A)(4)(a) of this section.

(5) Except as otherwise provided in this division, in August of each year, the tax commissioner shall make a new adjustment to the income amounts prescribed in divisions (A)(2) and (3) of this section by multiplying the percentage increase in the gross domestic product deflator computed that year

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under section 5747.025 of the Revised Code by each of the income amounts resulting from the adjustment under this division in the preceding year, adding the resulting product to the corresponding income amount resulting from the adjustment in the preceding year, and rounding the resulting sum to the nearest multiple of fifty dollars. The tax commissioner also shall recompute each of the tax dollar amounts to the extent necessary to reflect the new adjustment of the income amounts. To recompute the tax dollar amount corresponding to the lowest tax rate in division (A)(3) of this section, the commissioner shall multiply the tax rate prescribed in division (A)(2) of this section by the income amount specified in that division and as adjusted according to this paragraph. The rates of taxation shall not be adjusted.

The adjusted amounts apply to taxable years beginning in the calendar year in which the adjustments are made and to taxable years beginning in each ensuing calendar year until a calendar year in which a new adjustment is made pursuant to this division. The tax commissioner shall not make a new adjustment in any year in which the amount resulting from the adjustment would be less than the amount resulting from the adjustment in the preceding year.

(B)(1) The tax imposed by this section on a trust shall be computed by multiplying the Ohio modified taxable income of the trust by the rates prescribed by division (A) of this section.

(2) A resident trust may claim a credit against the tax computed under division (B) of this section equal to the lesser of (a) the tax paid to another state or the District of Columbia on the resident trust's modified nonbusiness income, other than the portion of the resident trust's nonbusiness income that is qualifying investment income as defined in section 5747.012 of the Revised Code, or (b) the effective tax rate, based on modified Ohio taxable income, multiplied by the resident trust's modified nonbusiness income other than the portion of the resident trust's nonbusiness income that is qualifying investment income. The credit applies before any other applicable credits.

(3) Any credit authorized against the tax imposed by this section applies to a trust subject to division (B) of this section only if the trust otherwise qualifies for the credit. To the extent that the trust distributes income for the taxable year for which a credit is available to the trust, the credit shall be shared by the trust and its beneficiaries. The tax commissioner and the trust shall be guided by applicable regulations of the United States treasury regarding the sharing of credits.

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(C) For the purposes of this section, "trust" means any trust described in Subchapter J of Chapter 1 of the Internal Revenue Code, excluding trusts that are not irrevocable as defined in division (I)(3)(b) of section 5747.01 of the Revised Code and that have no modified Ohio taxable income for the taxable year, charitable remainder trusts, qualified funeral trusts and preneed funeral contract trusts established pursuant to sections 4717.31 to 4717.38 of the Revised Code that are not qualified funeral trusts, endowment and perpetual care trusts, qualified settlement trusts and funds, designated settlement trusts and funds, and trusts exempted from taxation under section 501(a) of the Internal Revenue Code.

(D) Nothing in division (A)(3) of this section shall prohibit an individual with an Ohio adjusted gross income, less taxable business income and exemptions, of twenty-six thousand fifty dollars or less from filing a return under this chapter to receive a refund of taxes withheld or to claim any refundable credit allowed under this chapter.

Tax Rates

2026 | 2025 | 2024 | 2023 | 2022 | 2021 | 2020

Municipality	Must File	Tax Rate	Tax Credit	Credit Limit
Burton	Yes	1.00%	50%	0.50%
Burton Vil / Twp JEDD**	Yes	1.00%	--	--
Cleyton	Yes	2.50%	100%	2.50%
Cleyton / Clay Twp JEDD**	Yes	1.50%	--	--
Cle/Wam Hts Tremco**	Yes	2.50%	--	--
Cleveland	Yes	2.50%	100%	2.50%
Dalton	Yes	1.50%	100%	1.50%
Edon	Yes	1.75%	100%	1.75%
Elida	Yes	0.75%	0%	0%
Emerald Park**	Yes	2.50%	--	--
Gateway Or Other Specific Company**	Yes	2.50%	--	--
Geneva-on-the-Lake	Yes	1.50%	*	1.00%
Grand Rapids	Yes	1.00%	50%	0.50%
Grand River	Yes	2.00%	100%	2.00%
Highland Hills	Yes	2.50%	100%	2.50%
Highland Hills JEDZ **, ***	Yes	2.50%	--	--
Is Center**	Yes	2.50%	--	--
Linndale	Yes	2.00%	100%	2.00%
Marble Cliff	Yes	2.00%	100%	2.00%
Mentor-on-the-Lake	Yes	2.00%	100%	2.00%
Montpelier	Yes	1.80%	100%	1.80%
Munroe Falls	Yes	2.25%	100%	2.25%
New Carlisle	Yes	1.50%	0%	0%
New Madison	Yes	1.00%	100%	1.00%
New Miami	Yes	1.75%	100%	1.75%
New Paris	Yes	1.00%	*	0.50%
North Baltimore	Yes	1.00%	0%	0%
North Baltimore / Henry Township JEDD**	Yes	1.00%	--	--
North Randall	Yes	2.75%	100%	2.75%
Oakwood (Paulding County)	Yes	1.00%	100%	1.00%
Obetz	No	2.50%	100%	2.50%
Orwell	Yes	1.50%	100%	1.50%
Paulding	Yes	1.00%	0%	0%
Phillipsburg	Yes	1.50%	*	1.00%
Pisburg	Yes	1.00%	0%	0.00%
Prairie Obetz JEDZ**	Yes	2.50%	--	--
Riverside	Yes	2.50%	100%	2.50%
Rock Creek	Yes	1.00%	100%	1.00%
Russells Point	Yes	1.00%	0%	0%
Seville	Yes	1.00%	0%	0%
Shaker Square**	Yes	2.50%	--	--
Shreve	Yes	1.00%	*	0.50%
Somerset	Yes	1.00%	0%	0%
South Russell	Yes	1.25%	75%	0.94%
Union	Yes	1.50%	100%	1.50%
West Milton	Yes	1.50%	0%	0%

* When work is outside resident city, the residence tax credit is limited to a maximum of the credit limit percent listed.
** These rates apply to companies located in these districts/zones or that have revenue sharing agreements with the City of Cleveland. If you are unsure whether your company should use one of these rates, please contact the Compliance Department at (216) 664-3070.
*** Highland Hills JEDZ withholding must be split based on the new employees at the site.

Quick Links

- If you received an Audit Notice
- Taxpayers' Rights & Responsibilities
- About CCA
- Annual Reports
- Resource Links
- Penalty and Interest Rates

Department of Taxation
Tax Analysis
Tax.Ohio.gov

Sales and Use Tax Rate Map

March 31, 2026

State and Permissive (Local) Sales and Use Tax Rates in Effect as of October 2025 by County

This map displays all Ohio counties and the sales tax rate in that county. The map is followed by a table which lists the rates in each county.

As of October 2025, the total sales tax rate in each county ranged from 6.50 percent to 8.0 percent. Counties with the highest sales tax rates (7.30 percent or higher) are colored black. Counties with tax rates in the middle (between 7.05 percent and 7.25 percent) are colored grey. Counties with the lowest tax rates (7.0 percent or lower) are colored white.

There are seven counties with rates of 7.30 percent or higher. The highest tax rate of 8.0 percent is found in Cuyahoga and Franklin Counties. Other counties with rates above 7.30 percent include Hamilton County (7.80 percent), Lucas County (7.75 percent), Coshocton County (7.75 percent), Montgomery County (7.50 percent), and Mahoning County (7.50 percent).

There are 31 lower rate counties, with rates between 6.50 percent and 7.0 percent. These counties are mostly located in the northeastern and southwestern parts of the state, as well as around the Columbus and Toledo metro areas (Franklin and Lucas Counties). The lowest rate of 6.50 percent is found in Butler, Lorain, Stark, and Wayne Counties.

The other 50 counties in the state all have a tax rate of 7.25 percent.

Portions of Delaware, Fairfield, Licking, & Union counties assess a transit authority sales tax levy of 1.00 percent and portions of Wood County assess a transit authority sales tax levy of 0.50 percent, which are not reflected on the map.

Percentages shown in this publication are from internal records of the Ohio Department of Taxation.

Total State and Local Sales Tax Rates, by County, Effective October 2025



Newest Rate Change:
Brown County tax rate 1.25% (previously 1.50%)

* Portions of Delaware, Fairfield, Licking & Union counties assess a transit authority sales tax levy of 1.00% (not reflected on this map.)
** The City of Rossford in Wood County assesses a 0.50% transit tax effective April 1, 2022; the total sales and use tax rate for that municipality is 7.25% (not reflected on this map).

Department of Taxation

Tax Analysis

Tax.Ohio.gov

State and Permissive Sales Tax Rates, by County, October 2025

County	County Permissive Tax Rate	Transit Tax Rate	Total State & Local Tax Rate
Adams	1.50%	N/A	7.25%
Allen	1.00%	0.10%	6.85%
Ashland	1.25%	N/A	7.00%
Ashtabula	1.00%	N/A	6.75%
Athens	1.50%	N/A	7.25%
Auglaize	1.50%	N/A	7.25%
Belmont	1.50%	N/A	7.25%
Brown	1.25%	N/A	7.00%
Butler	0.75%	N/A	6.50%
Carroll	1.00%	N/A	6.75%
Champaign	1.50%	N/A	7.25%
Clark	1.50%	N/A	7.25%
Clermont	1.00%	N/A	6.75%
Clinton	1.50%	N/A	7.25%
Columbiana	1.50%	N/A	7.25%
Coshocton	2.00%	N/A	7.75%
Crawford	1.50%	N/A	7.25%
Cuyahoga	1.25%	1.00%	8.00%
Darke	1.50%	N/A	7.25%
Defiance	1.00%	N/A	6.75%
Delaware [note 1]	1.25%	N/A	7.00%
Erie	1.00%	N/A	6.75%
Fairfield [note 1]	1.00%	N/A	6.75%
Fayette	1.50%	N/A	7.25%
Franklin	1.25%	1.00%	8.00%
Fulton	1.50%	N/A	7.25%
Gallia	1.50%	N/A	7.25%
Geauga	1.00%	N/A	6.75%
Greene	1.00%	N/A	6.75%
Guernsey	1.50%	N/A	7.25%
Hamilton	1.25%	0.80%	7.80%
Hancock	1.00%	N/A	6.75%
Hardin	1.50%	N/A	7.25%
Harrison	1.50%	N/A	7.25%
Henry	1.50%	N/A	7.25%
Highland	1.50%	N/A	7.25%
Hocking	1.50%	N/A	7.25%
Holmes	1.25%	N/A	7.00%
Huron	1.50%	N/A	7.25%
Jackson	1.50%	N/A	7.25%
Jefferson	1.50%	N/A	7.25%
Knox	1.50%	N/A	7.25%
Lake	1.00%	0.50%	7.25%
Lawrence	1.50%	N/A	7.25%
Licking [note 1]	1.50%	N/A	7.25%
Logan	1.50%	N/A	7.25%
Lorain	0.75%	N/A	6.50%
Lucas	1.50%	0.50%	7.75%
Madison	1.25%	N/A	7.00%
Mahoning	1.50%	0.25%	7.50%
Marion	1.50%	N/A	7.25%
Medina	1.00%	N/A	6.75%
Meigs	1.50%	N/A	7.25%
Mercer	1.50%	N/A	7.25%
Miami	1.25%	N/A	7.00%
Monroe	1.50%	N/A	7.25%
Montgomery	1.25%	0.50%	7.50%
Morgan	1.50%	N/A	7.25%
Morrow	1.50%	N/A	7.25%
Muskingum	1.50%	N/A	7.25%
Noble	1.50%	N/A	7.25%
Ottawa	1.25%	N/A	7.00%
Paulding	1.50%	N/A	7.25%
Perry	1.50%	N/A	7.25%
Pickaway	1.50%	N/A	7.25%
Pike	1.50%	N/A	7.25%
Portage	1.00%	0.25%	7.00%
Preble	1.50%	N/A	7.25%
Putnam	1.25%	N/A	7.00%
Richland	1.25%	N/A	7.00%
Ross	1.50%	N/A	7.25%
Sandusky	1.50%	N/A	7.25%
Scioto	1.50%	N/A	7.25%
Seneca	1.50%	N/A	7.25%
Shelby	1.50%	N/A	7.25%
Stark	0.50%	0.25%	6.50%
Summit	0.50%	0.50%	6.75%
Trumbull	1.00%	N/A	6.75%
Tuscarawas	1.00%	N/A	6.75%
Union [note 1]	1.25%	N/A	7.00%
Van Wert	1.50%	N/A	7.25%
Vinton	1.50%	N/A	7.25%
Warren	1.00%	N/A	6.75%
Washington	1.50%	N/A	7.25%
Wayne	0.75%	N/A	6.50%
Williams	1.50%	N/A	7.25%
Wood [note 2]	1.00%	N/A	6.75%
Wyandot	1.50%	N/A	7.25%

[note 1] Municipalities whose boundaries extend both within and beyond Franklin County assess a COTA rate of 1.00% in addition to the posted state and county sales tax rate. Delaware's COTA rate covers the portions of the Cities of Columbus and Westerville located in Delaware County; Fairfield's COTA rate covers the portions of the Cities of Columbus and Reynoldsburg in Fairfield County; Licking County's COTA rate covers the portion of the City of Reynoldsburg located in Licking County, and Union's COTA rate covers the portion of the City of Dublin located in Union County.
[note 2] The City of Rossford in Wood County enacted a 0.50% transit tax effective April 1, 2022; the total sales and use tax rate for that municipality is 7.25%.
[note 3] The current state rate is 5.75%.

An official website of the Cuyahoga County government. Here's how you know

Lodging Occupancy Tax

Online Bed Tax System

MUNIREVS Powered by GovOS

Cuyahoga County property owners can register their short-term rental via an easy-to-use online portal. The GovOS / MuniRevs online portal provides the county with a detailed account of the short-term rental landscape and simplifies the application and renewal process for registration. The portal also facilitates the lodging tax collection process for the county's 6.5% bed tax.

Register your lodging establishments and complete your registration (https://cuyahogacounty.munirevs.com/)

Registration forms must be completed before you can file.
After registration and approval, you can file your Bed Tax Returns using the online portal.

Contact Us

Lodging Tax Office -
Cuyahoga County Fiscal Office
2079 East Ninth St., 3rd Floor 121-E
Cleveland, OH 44115(https://goo.gl/maps/Ma6LTQNEnSdsSXP98)

Phone: 216-443-7140

Fax: 216-443-2094

The County Fiscal Officer acts as an agent for Cuyahoga County with respect to the collection and disposition of the Cuyahoga County excise tax on lodging of transient guests. The department that handles these varied duties and responsibilities is the Lodging Occupancy Tax Office.

The powers and duties of this department are defined by the Cuyahoga County Code of Regulations. A copy of this Code of Regulations is attached to this Home Page. The Lodging Occupancy Tax Office is located on the third floor of the Cuyahoga County Fiscal Office. All general questions or concerns can easily be directed and/or handled by calling 216-698-2540.

The main purpose of this department is to collect the 6.5% County bed tax which will then be disbursed to Medical Mart, Municipalities, and Destination Cleveland.

In order to regulate the checks and balances for the above-mentioned County bed tax, the Lodging Occupancy Tax Office conducts countywide audits to approximately 186 current establishments. Our services are often called upon to answer questions regarding the most accurate ways to monitor the tax responsibilities at these establishments.

Forms & Regulations

Register your lodging establishments and complete your registration (https://cuyahogacounty.munirevs.com/)

- Code of Regulations for Transient Guests (https://cuyahogacms.blob.core.windows.net/home/docs/default-source/fiscal-library/code-of-regulations-for-transient-guests.pdf?sfvrsn=967c5f2b_2)
- Management Accountant Responsibility (https://cuyahogacms.blob.core.windows.net/home/docs/default-source/fiscal-library/management-accountant-responsibility.pdf?sfvrsn=1a8968d2_1)
- Supporting Documents for Exemptions and Adjustments (https://cuyahogacms.blob.core.windows.net/home/docs/default-source/fiscal-library/supporting-documents-for-exemptions-and-adjustments.pdf?sfvrsn=6d61ead8_1)
- Tax Exemption Report (https://cuyahogacms.blob.core.windows.net/home/docs/default-source/fiscal-library/tax-exemption-report.xlsx?sfvrsn=a9148fd8_1)

Lodging Occupancy Tax FAQ's

Expand all

- What is the County bed tax?
- Who must file County bed taxes?
- When is the County bed tax filed?
- Are Bed and Breakfast or House/Room facilities required to collect Lodging Tax?
- Does each city within Cuyahoga County collect their own bed tax or does the County impose the only bed tax?
- Is there a specific form to be used by the Lodging establishment in determining the amount of tax to be paid to the County? How often is the tax paid to the County?
- Where does a lodging establishment send their tax each month?
- New lodging establishment?
- To whom is the check made payable for the Lodging occupancy taxes?

§ 193.01 Intent of Tax

It is the intent of the City to levy the excise tax of three percent (3%) on transactions by which lodging is or is to be furnished by a hotel to transient guests as referred to and authorized by RC 5739.02(C). Accordingly, this chapter shall be construed to effectuate that purpose and so as to be consistent with any requirement of law, compliance with which is a prerequisite to the validity of the tax intended to be levied hereby.

(Ord. No. 252-A-83. Passed 6-15-83, eff. 6-16-83)

§ 193.02 Definitions

As used in this chapter:

(a) "Administrator" means the Commissioner of Assessments and Licenses or his or her authorized representative.

(b) "Booking agent" means any person or entity that facilitates reservations or collects payment for hotel accommodations on behalf of or for a vendor. Merely publishing an advertisement for accommodations does not make the publisher a booking agent.

(c) "Hotel" means every establishment kept, used, maintained, advertised, or held out to the public to be a place where lodging is offered to guests in one (1) or more rooms, regardless of use of keyed entry, whether such rooms are in one (1) or several structures, and whether the rooms are located in different structures or on different parcels of land if the structures are not identified in advertisements of the accommodations as distinct establishments.

(d) "Transaction price" means the total amount of consideration, including money or any other value, paid, or to be paid, or given by, or on behalf of, a transient guest to a hotel or booking agent in exchange for lodging. The transaction price is the amount advertised or published to the public inclusive of any fees built into the advertised or published price; however, service fees or booking fees, if separately stated, shall not be included in the transaction price.

(e) "Transient guest" or "transient guests" means a person or persons occupying a room or rooms for lodging for less than thirty (30) consecutive days.

(f) "Vendor" means the person who is the owner or operator of the hotel and who furnishes the lodging.

(Ord. No. 30-16. Passed 6-6-16, eff. 7-1-16)

§ 193.03 Purpose, Rate and Application of Tax

(a) There is hereby levied an excise tax of three percent (3%) on transactions by which lodging by a hotel is, or is to be, furnished to transient guests.

(b) The excise tax levied under this chapter shall provide revenue for the purposes of general municipal operations, procurement of fixed assets or permanent improvements, payment of debt charges, the elimination of deficits in City funds and for all other lawful purposes. To carry out such purposes, the receipts of the tax levied under this chapter shall be deposited to the credit of the General Fund.

(c) The tax, which shall be known as the transient occupancy tax, applies and is collectible at the time the lodging is furnished, regardless of the time when the price is paid. The tax shall not apply to transactions by which lodging is furnished to:

(1) the Federal government, the State or any of its political subdivisions; or

(2) a person maintaining occupancy for a period of thirty (30) or more consecutive days; provided, however, that except in the case of employees of the same employer, no occupancy may be used in combination with the occupancy of another, regardless of the source of payment, to exempt a transaction under this division.

(d) For the purpose of the proper administration of this chapter and to prevent the evasion of the tax, it shall be presumed that all lodging furnished by hotels in the City to transient guests is subject to the tax until the contrary is established.

(Ord. No. 597-13. Passed 5-20-13, eff. 7-1-13)

Data Source #6. Parameters - State + Local Effective Mill Rate per $1,000 - Property Record PPN 101-27-012 & Email from ODOD

CUYAHOGA COUNTY, Ohio
MyPlace

Please be advised that the Fiscal Office identified a clerical error that was submitted to the State of Ohio. This error resulted in an incorrect tax rate calculation for Class II properties only (Commercial/Industrial) for Tax Year 2024/Collection Year 2025. The Fiscal Office worked with the State of Ohio to correct the error. The correction will appear on tax bills due in February 2026 as an omitted tax.

THIS DOES NOT AFFECT RESIDENTIAL PROPERTY
For questions, please call 216-443-7425, Option 3 (Appraisal Department).

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Primary Owner	EASTSIX SCARLET LLC
Property Address	887 PROSPECT AVE CLEVELAND,OH 44115
Tax Mailing Address	EASTSIX SCARLET LLC PO BOX 333 MARION, OH 43301
Description	107 108 S/L 6 TO 8 ALL 007 1.95A 10127013
Property Class	OFFICE BUILDINGS - 3 OR MORE STORIES (ELEVATOR)
Parcel Number	101-27-012
Taxset	Cleveland
Tax Year	2025 Pay 2026

PAY BY E-CHECK OR CREDIT/DEBIT CARD

Summary By Tax Year 2025 Pay 2026

Please use the Pay Your Taxes Online to pay your tax bill for the current tax year.

Taxable Assessed Values

Land Value	$2,953,590
Building Value	$2,401,040
Total Value	$4,454,630

Taxable Market Values

Land Value	$8,867,400
Building Value	$6,860,100
Total Value	$12,727,500

Flags

Owner Occupancy Credit	N
Homestead Reduction	N
Foreclosure	N
Cert. Pending	N
Cert. Sold	N
Payment Plan	N

First Half Year Charge Amounts

Gross Tax	$305,934.44
Less 920 Reduction	$75,262.91
Sub Total	$230,391.53
Nonbusiness Credit	$.00
Owner Occupancy Credit	$.00
Homestead Reduction	$.00
Total Assessments	$11,264.98
Half Year Net Taxes	$241,656.51

Second Half Year Charge Amounts

Gross Tax	$305,934.44
Less 920 Reduction	$75,262.91
Sub Total	$230,391.53
Nonbusiness Credit	$.00
Owner Occupancy Credit	$.00
Homestead Reduction	$.00
Total Assessments	$11,264.98
Half Year Net Taxes	$241,656.51

Rates

Full Rate	107.29
920 Reduction Rate	.246191
Effective Rate	103.439152

Escrow

Escrow	N
Payment Amount	$.00

Tax Balance Summary	Charges	Payments	Balance Due
	$484,076.04	$242,420.43	$241,656.51

2025 (pay in 2026) Charge and Payment Detail

Taxset	Charge Type	Charges	Payments	Balance Due
Cleveland				
	1st omitted tax	$753.92	$753.92	$.00
	1st half tax	$230,891.53	$230,891.53	$.00
	1ST HALF BALANCE	$231,755.45	$231,755.45	$.00
	2nd half tax	$230,891.53	$.00	$230,891.53
	2ND HALF BALANCE	$230,891.53	$.00	$230,891.53
M0103328-DOWNTOWN CLEVELAND IMPVT 26 -				
	1st half tax - 2025	$11,153.45	$11,153.45	$.00
	1st half SPA fee - 2025	$111.53	$111.53	$.00
	1ST HALF BALANCE	$11,264.98	$11,264.98	$.00
	2nd half tax - 2025	$11,153.45	$.00	$11,153.45
	2nd half SPA fee - 2025	$111.53	$.00	$111.53
	2ND HALF BALANCE	$11,264.98	$.00	$11,264.98
Total Balance		Charges $484,076.04	Payments $242,420.43	Balance Due $241,656.51

PAY BY E-CHECK OR CREDIT/DEBIT CARD
View Map

Disclaimer: Cuyahoga County provides the geographic data and related tabular records as a free public service and as "as is" basis. Cuyahoga County makes no guarantee(s) or warranty(ies) as to the accuracy, completeness, or timeliness of the information contained herein, and said information is not intended to be used as a conclusive or official public record of Cuyahoga County. Any user of the data contained herein is cautioned to compare it with public records for official records of the public office or agency from which they were compiled and/or for official record of any such public office or agency. By accessing, viewing or using any part of the site, you expressly acknowledge you have read, agree to and consent to be bound by all of the terms and conditions listed on this site. Routine maintenance is performed on Fridays and disruptions may occur. We apologize for any inconvenience.

WATER DEPARTMENT OFFICIALS: AS OF JANUARY 1, 2021 PLEASE UTILIZE THE TRANSFER TAB ON THE MYPLACE SITE TO DETERMINE OWNERSHIP FOR CREATING OR CLOSING ACCOUNTS. PARCEL DATA ON PROPERTY TRANSFERS ARE UPDATED DAILY. THEREFORE, YOU CAN NOW RELY ON THIS SITE FOR ACCURATE REAL PROPERTY OWNERSHIP. YOU ARE ALSO WELCOME TO ACCEPT COPIES OF RECORDED DEEDS FROM OUR OFFICE.

THANK YOU

Previts, Alex

From: Kalynchuk, Ken - about PMC
Sent: Tuesday, April 21, 2026 11:23 AM
To: Previts, Alex - about PMC
Subject: FW: PILOTs - TMUD EIS Round 5

From: Transformational@development.ohio.gov <Transformational@development.ohio.gov>
Sent: Monday, April 20, 2026 3:51 PM
To: Kalynchuk, Ken - about PMC <Ken.Kalynchuk@aboutPMC.com>; Transformational@development.ohio.gov
Cc: Previts, Alex - about PMC <Alexander.Previts@aboutPMC.com>
Subject: RE: PILOTs - TMUD EIS Round 5

CAUTION EXTERNAL EMAIL

From my understanding, the third-party reviewer wants to see the full property value post development with adjustments to tax revenues made via the tax rate inputs. I believe the workbook is designed to only capture the increase in tax revenues, so if there will be no increase in property tax revenues, this could be reflected by having a zero property tax rate.

We will review each application and EIS along with the third-party to ensure that TIF/PILOT/Abatement procedures are applied consistently for all projects.

Thanks,

Ohio Department of Development

Rick Demmon
Senior Business Incentives Administrator
Office of Tax Incentives
77 South High Street
Columbus, Ohio 43215
D: 1-614-387-2110
Richard.Demmon@development.ohio.gov

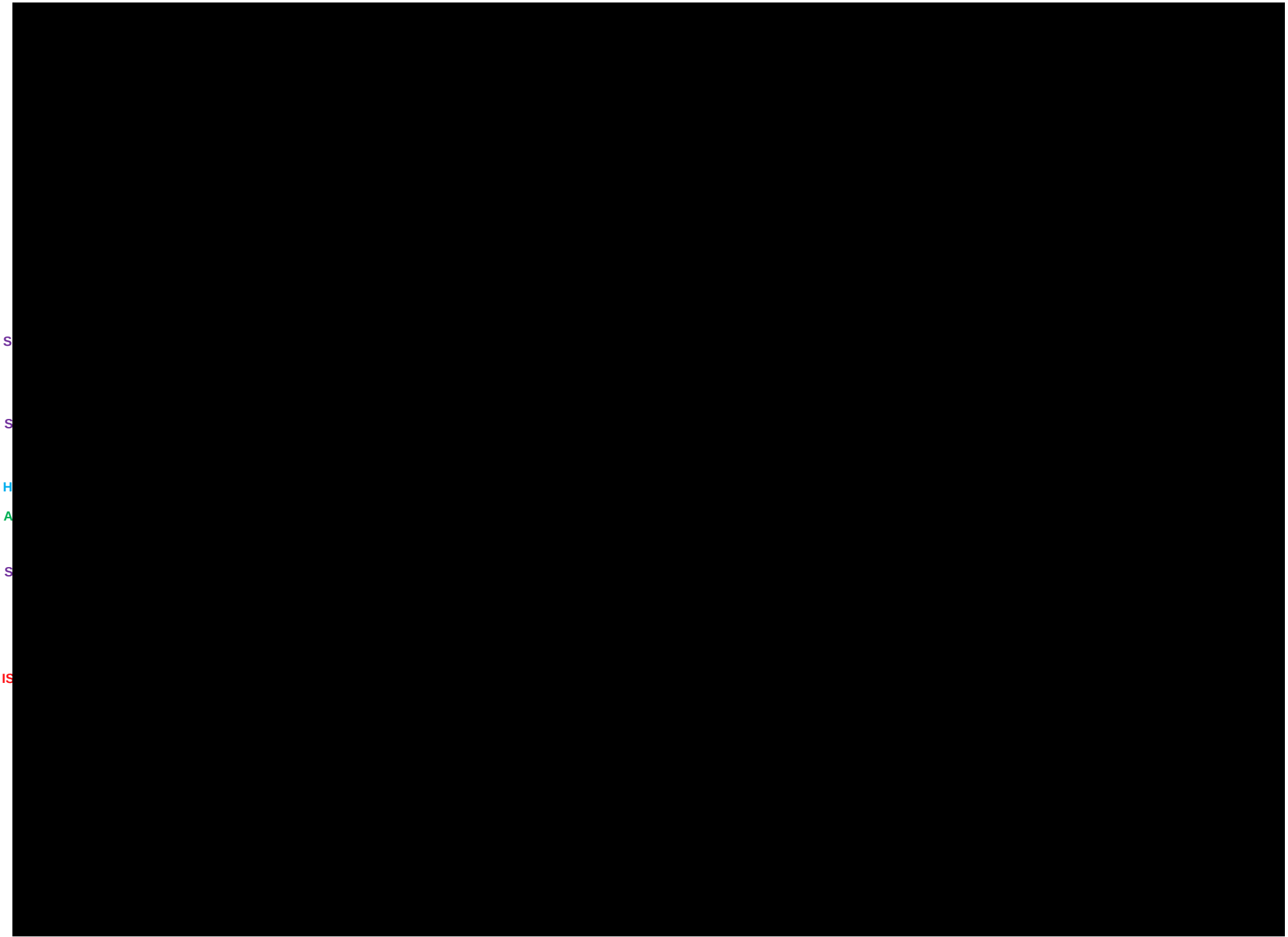
Empowering Communities to Succeed

Email to and from the Ohio Department of Development is open to public inspection under Ohio's public record law. Unless a legal exemption applies, this message and any response to it will be released if requested.

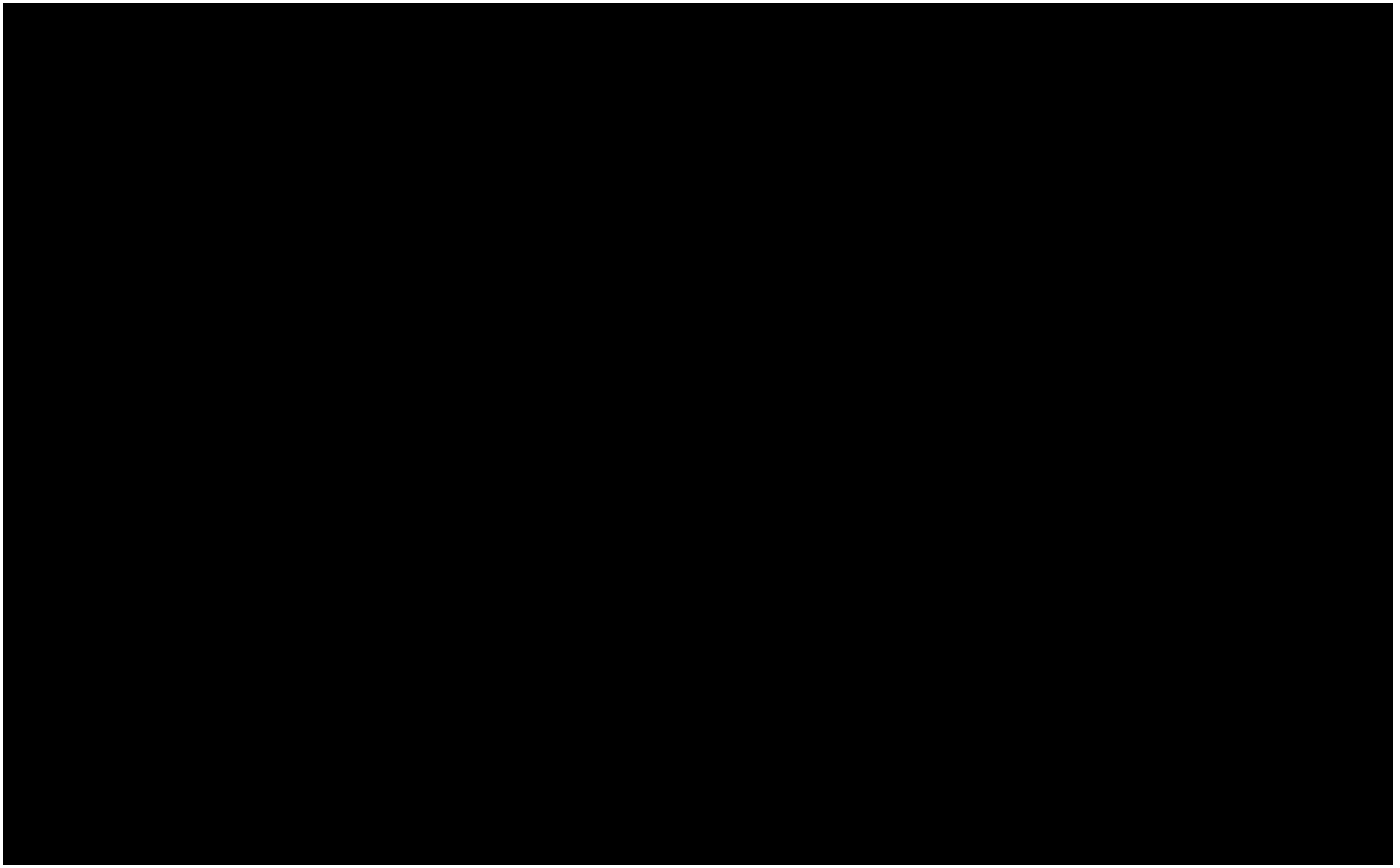
The State of Ohio is an Equal Opportunity Employer and Provider of ADA Services.

From: Kalynchuk, Ken - about PMC <Ken.Kalynchuk@aboutPMC.com>
Sent: Monday, April 20, 2026 3:07 PM
To: DEV Transformational <Transformational@development.ohio.gov>

BUDGET SUMMARY



BUDGET SUMMARY



Previts, Alex

From: Brenden Shea <bshea@nxtgc.com>
Sent: Monday, April 13, 2026 8:19 PM
To: Kalynchuk, Ken - about PMC; Slansky, Cassie
Cc: Previts, Alex - about PMC
Subject: Re: Scarlet - TMUD Application Needs

CAUTION EXTERNAL EMAIL

Ken - 55% feels like a reasonable and supportable assumption for Scarlet and TMUD purposes.

Let me know if you need anything else. Thanks.

Brenden Shea
VP Real Estate Development and Owner's Representation

Next Generation Construction
4317 Chester Ave. | Cleveland, OH 44103
c: 440.781.8669 | e: bshea@nxtgc.com

From: Kalynchuk, Ken - about PMC <Ken.Kalynchuk@aboutPMC.com>
Sent: Monday, April 13, 2026 8:05:30 PM
To: Brenden Shea <bshea@nxtgc.com>; Slansky, Cassie <Cassie.Slansky@aboutpmc.com>
Cc: Previts, Alex - about PMC <Alexander.Previts@aboutPMC.com>
Subject: RE: Scarlet - TMUD Application Needs

External

Brenden – of the hard costs for Project Scarlet, what % should we attribute to direct labor expense? 55% for a rehab project? A different number? If you don't know please confirm with Cleveland Construction what assumption to use tomorrow. Thank you

Ken

Ken Kalynchuk | **Director and Principal** | **Project Management Consultants LLC**
3900 Key Center, 127 Public Square | Cleveland, Ohio 44114-1291
M: 216.390.3701 | Ken.Kalynchuk@aboutPMC.com

www.aboutPMC.com

From: Brenden Shea <bshea@nxtgc.com>
Sent: Monday, March 30, 2026 7:28 PM

Project Scarlet

Summary Development Schedule

[redacted]

Revision Date: 4/22/2026

Data Source #13. Construction Period Applicant Input - Property Value Prior to Development - Property Record PPN 101-27-012

CUYAHOGA COUNTY, Ohio
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Primary Owner	EASTSIDE SCARLET LLC
Property Address	887 PROSPECT AVE CLEVELAND,OH 44115
Tax Mailing Address	EASTSIDE SCARLET LLC PO BOX 333 MARION, OH 43301
Description	107 108 S/L 6 TO 8 ALL 007 1.95A 101270
Property Class	OFFICE BUILDINGS - 5 OR MORE STORIES (ELEVATOR)
Parcel Number	101-27-012
Taxset	Cleveland
Tax Year	2025 Pay 2026

PAY BY E-CHECK OR CREDIT/DEBIT CARD

Summary By Tax Year 2025 Pay 2026

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Full Rate	107.29
920 Reduction Rate	.246191
Effective Rate	103.439192

Escrow

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Payment Amount	$.00

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2025 (pay in 2026) Charge and Payment Detail

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	1ST HALF BALANCE	$231,755.45	$231,755.45	$.00
	2nd half tax	$230,891.53	$.00	$230,891.53
	2ND HALF BALANCE	$230,891.53	$.00	$230,891.53
0015555B-DOWNTOWN CLEVELAND IMPVT 26 -				
	1st half tax - 2025	$11,153.45	$11,153.45	$.00
	1st half SPA fee - 2025	$111.53	$111.53	$.00
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Total Balance		Charges $484,076.04	Payments $242,420.43	Balance Due $241,656.51

PAY BY E-CHECK OR CREDIT/DEBIT CARD

View Map

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THANK YOU

Previts, Alex

From: Nate Felker <nfelker@ghc-lp.com>
Sent: Thursday, April 16, 2026 2:04 PM
To: Previts, Alex - about PMC; Brenden Shea
Cc: Kalynchuk, Ken - about PMC
Subject: Re: Scarlet - TMUD Application Needs

CAUTION EXTERNAL EMAIL

Hey, Alex. I'm working on updating the lease this afternoon. Below are the economic terms for the lease along with the FTE calc we can use (consistent with what we did back in 2024).

[redacted]

[redacted] 2)

[redacted]

[redacted]

CONFIDENTIALITY NOTICE: This e-mail message and accompanying communication and/or document(s) are intended for the exclusive and confidential use of the individual or entity to which this message is addressed. This e-mail message may contain information which is legally privileged and/or contain confidential company/client communication or be protected or exempt from disclosure under applicable law or by agreement, and/or it may be party to settlement negotiations upon which no party is entitled to rely. If the reader of this message is not the intended recipient, or the employee or agent responsible for delivering the message to the intended recipient, you are hereby notified that any review, disclosure,

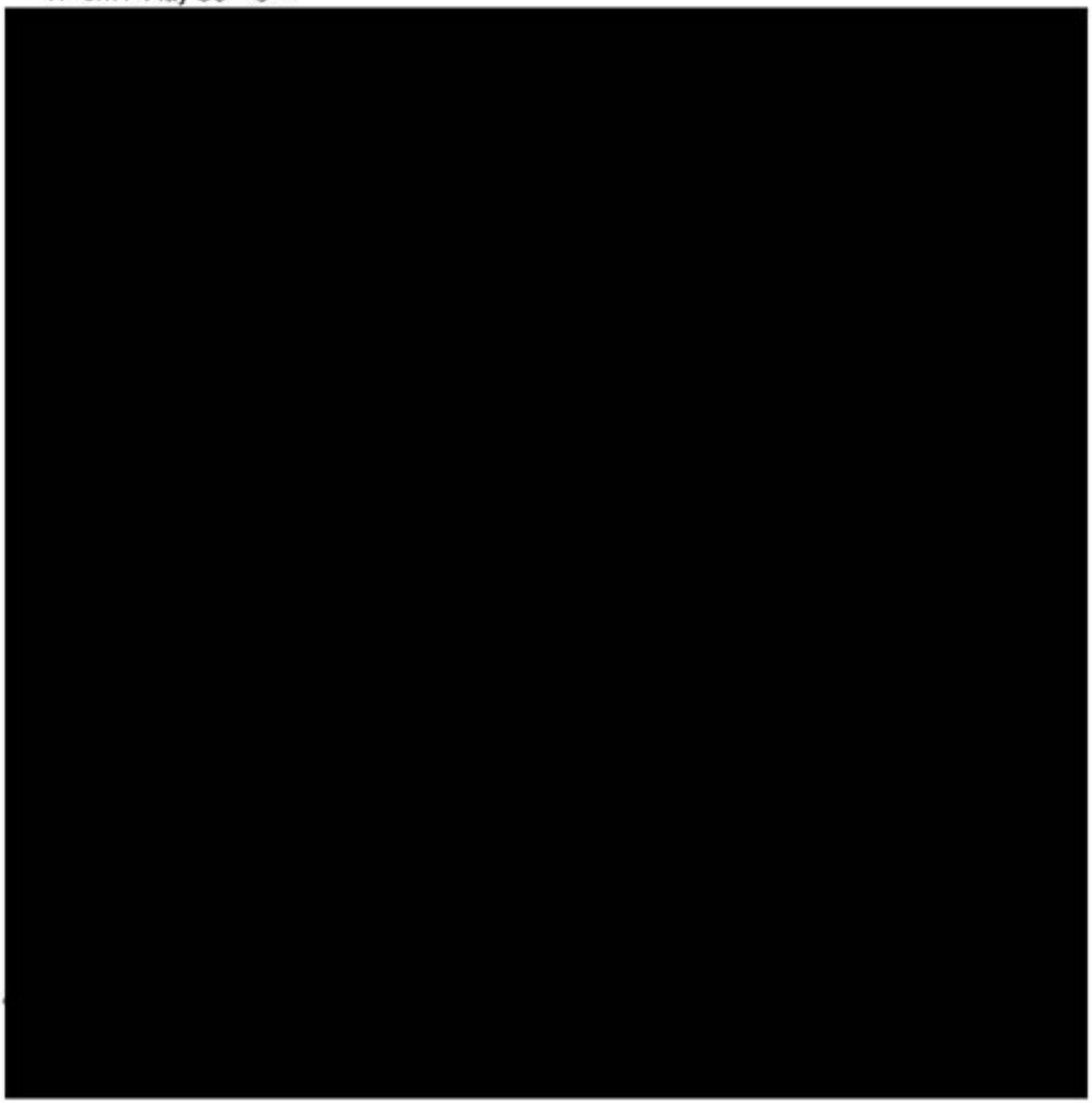
Data Source #15. Completion Period - Restaurant - Stab Occupancy, Staffing Ratio, Sales PSF - Self-Operating Letter, CBECS Estimates (2018), & Pro For

Apri 2 2026

Oh'o Depa men of e p
O ı of Gran s a d Tax l c ' es
77 Sou h 'g St e
ol s, O 43 1

: Projec Sca le velo r o i r

W om l May Co e ·

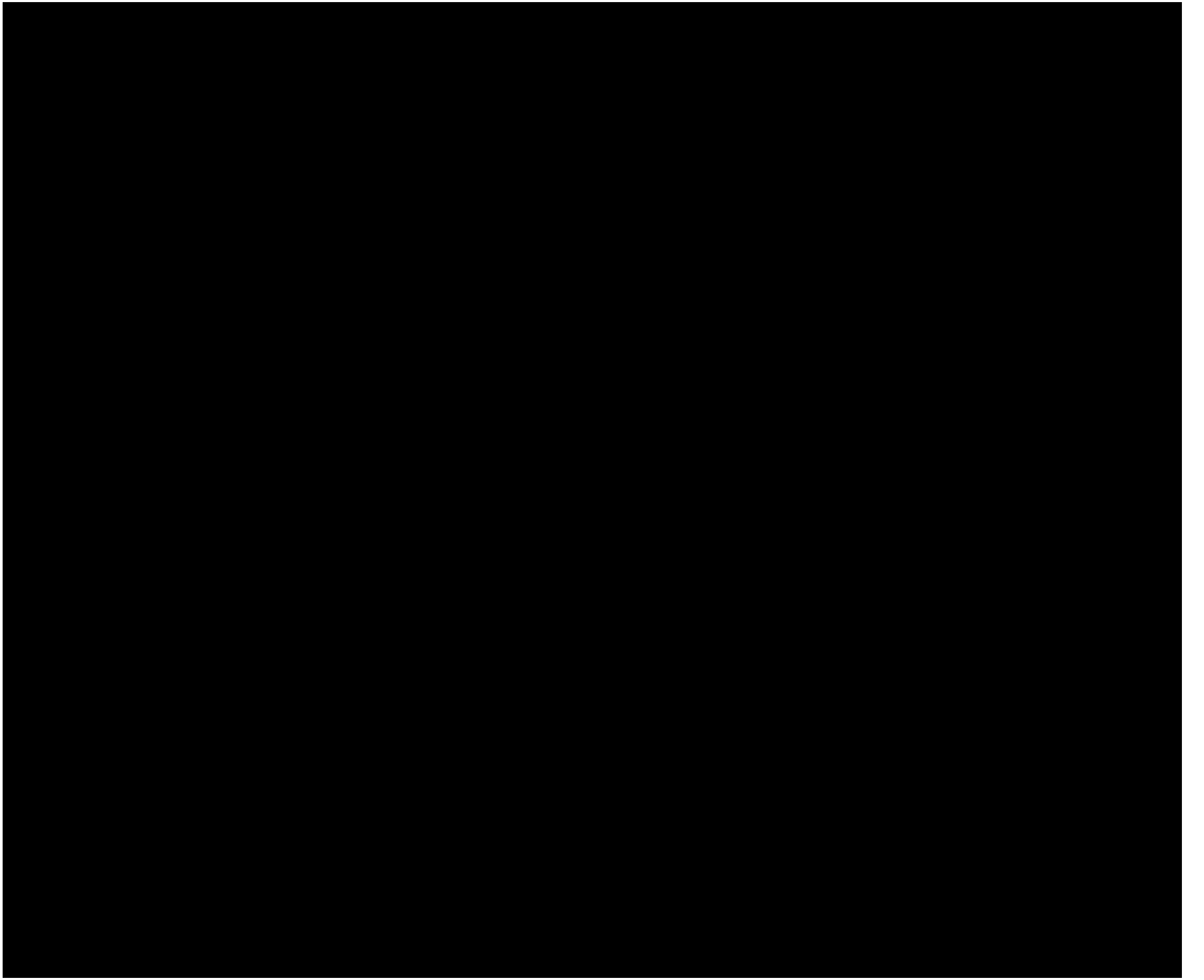


Release date: September 2021
Revised date: December 2022

Table B1. Summary table: total and means of floorspace, number of workers, and hours of operation, 2018

	Number of buildings (thousand)	Total floorspace (million square feet)	Total workers (thousand)	Mean square feet per building (thousand)	Mean square feet per worker[a]	Mean operating hours per week
All buildings	5,918	96,423	85,796	16.3	1,072	62
Building floorspace (square feet)						
1,001 to 5,000	2,833	8,025	9,717	2.8	676	57
5,001 to 10,000	1,359	10,204	9,085	7.5	982	61
10,001 to 25,000	981	15,838	12,244	16.1	1,225	65
25,001 to 50,000	386	13,957	10,744	36.2	1,279	78
50,001 to 100,000	218	15,302	12,846	70.3	1,165	79
100,001 to 200,000	93	13,003	11,428	140.2	1,123	84
200,001 to 500,000	40	11,776	10,508	293.9	1,109	96
Over 500,000	9	8,317	9,224	947.6	897	115
Principal building activity						
Education	437	13,623	10,370	31.1	1,314	51
Food sales	163	1,006	917	6.2	1,097	110
2) Food service Retail (F&B) Staffing Ratio	286	1,385	2,884	4.8	480	81
Health care	137	4,018	6,656	29.3	604	60
Inpatient	9	2,259	3,597	264.8	628	168
Outpatient	129	1,760	3,059	13.7	575	52
Lodging	207	6,976	2,764	33.7	2,431	165
Mercantile	517	10,781	8,882	20.9	1,214	64
Retail (other than mall)	350	5,193	3,251	14.8	1,597	66
Enclosed and strip malls	167	5,588	5,631	33.5	992	61
Office	970	16,662	32,843	17.2	507	54
Public assembly	488	7,192	3,338	14.7	2,082	51
Public order and safety	81	1,538	1,587	18.9	954	131
Religious worship	439	5,471	1,948	12.5	2,656	28
Service	867	6,240	4,736	7.2	1,243	53
Warehouse and storage	1,004	17,483	7,081	17.4	2,222	71
Other	113	2,435	1,598	21.5	1,360	82
Vacant	208	1,612	Q	7.8	Q	5
Year constructed						
Before 1920	329	3,600	2,731	10.9	1,222	43
1920 to 1945	379	5,646	5,304	14.9	1,023	54
1946 to 1959	517	6,937	5,487	13.4	1,202	53
1960 to 1969	685	10,360	8,481	15.1	1,161	60
1970 to 1979	831	13,061	10,822	15.7	1,171	59
1980 to 1989	794	13,465	14,755	17.0	878	61
1990 to 1999	921	15,535	13,504	16.9	1,087	65
2000 to 2009	924	17,500	15,696	18.9	1,063	67
2010 to 2018	537	10,319	9,017	19.2	1,082	82

Data Source #16. Completion Period - Hotel - Stab Occupancy, Staffing Ratio, Rev PSF - Rampup Pro Forma, CBECS Estimates (2018), & Stab. Pro Forma



Data Source #16. Completion Period - Hotel - Stab Occupancy, Staffing Ratio, Rev PSF - Rampup Pro Forma, CBECS Estimates (2018), & Stab. Pro Forma

Release date: September 2021
Revised date: December 2022

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100,001 to 200,000	93	13,003	11,428	140.2	1,123	84
200,001 to 500,000	40	11,776	10,508	293.9	1,109	96
Over 500,000	9	8,317	9,224	947.6	897	115
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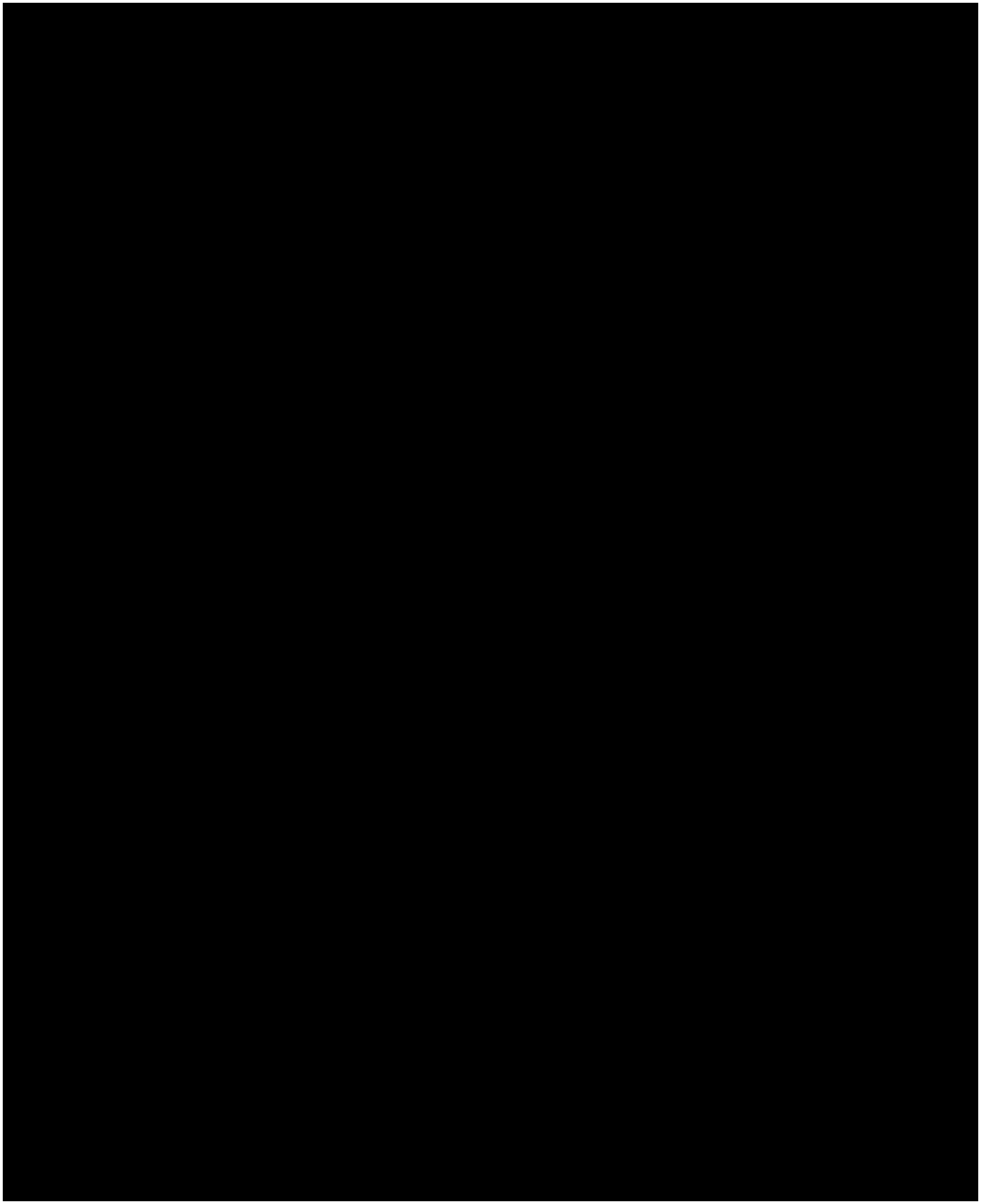
Retail (other than mall)	350	5,193	3,251	14.8	1,597	66
Enclosed and strip malls	167	5,588	5,631	33.5	992	61
Office	970	16,662	32,843	17.2	507	54
Public assembly	488	7,192	3,338	14.7	2,082	51
Public order and safety	81	1,538	1,587	18.9	954	131
Religious worship	439	5,471	1,948	12.5	2,656	28
Service	867	6,240	4,736	7.2	1,243	53
Warehouse and storage	1,004	17,483	7,081	17.4	2,222	71
Other	113	2,435	1,598	21.5	1,360	82
Vacant	208	1,612	Q	7.8	Q	5
Year constructed						
Before 1920	329	3,600	2,731	10.9	1,222	43
1920 to 1945	379	5,646	5,304	14.9	1,023	54
1946 to 1959	517	6,937	5,487	13.4	1,202	53
1960 to 1969	685	10,360	8,481	15.1	1,161	60
1970 to 1979	831	13,061	10,822	15.7	1,171	59
1980 to 1989	794	13,465	14,755	17.0	878	61
1990 to 1999	921	15,535	13,504	16.9	1,087	65
2000 to 2009	924	17,500	15,696	18.9	1,063	67
2010 to 2018	537	10,319	9,017	19.2	1,082	82



Data Source #17. Completion Period - Hospitality - Stab Occupancy, Staffing Ratio, Rev PSF - Rampup Pro Forma, CBECS Estimates (2018), & Stab. Pro Forma



Release date: September 2021
Revised date: December 2022

Table B1. Summary table: total and means of floorspace, number of workers, and hours of operation, 2018

	Number of buildings (thousand)	Total floorspace (million square feet)	Total workers (thousand)	Mean square feet per building (thousand)	Mean square feet per worker[a]	Mean operating hours per week
All buildings	5,918	96,423	85,796	16.3	1,072	62
Building floorspace (square feet)						
1,001 to 5,000	2,833	8,025	9,717	2.8	676	57
5,001 to 10,000	1,359	10,204	9,085	7.5	982	61
10,001 to 25,000	981	15,838	12,244	16.1	1,225	65
25,001 to 50,000	386	13,957	10,744	36.2	1,279	78
50,001 to 100,000	218	15,302	12,846	70.3	1,165	79
100,001 to 200,000	93	13,003	11,428	140.2	1,123	84
200,001 to 500,000	40	11,776	10,508	293.9	1,109	96
Over 500,000	9	8,317	9,224	947.6	897	115
Principal building activity						
Education	437	13,623	10,370	31.1	1,314	51
Food sales	163	1,006	917	6.2	1,097	110
Food service	286	1,385	2,884	4.8	480	81
Health care	137	4,018	6,656	29.3	604	60
Inpatient	9	2,259	3,597	264.8	628	168
Outpatient	129	1,760	3,059	13.7	575	52
2) Lodging Hotel & Hospitality - Staffing Ratio	207	6,976	2,764	33.7	2,431	165
Mercantile	517	10,781	8,882	20.9	1,214	64
Retail (other than mall)	350	5,193	3,251	14.8	1,597	66
Enclosed and strip malls	167	5,588	5,631	33.5	992	61
Office	970	16,662	32,843	17.2	507	54
Public assembly	488	7,192	3,338	14.7	2,082	51
Public order and safety	81	1,538	1,587	18.9	954	131
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Vacant	208	1,612	Q	7.8	Q	5
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Before 1920	329	3,600	2,731	10.9	1,222	43
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1990 to 1999	921	15,535	13,504	16.9	1,087	65
2000 to 2009	924	17,500	15,696	18.9	1,063	67
2010 to 2018	537	10,319	9,017	19.2	1,082	82

April 21, 2026

Ohio Department of Development
Office of Grants and Tax Incentives
77 South High Street
Columbus, OH 43215

RE: Project Scarlet- Developer Commitment Letter

To Whom It May Concern:

[redacted]

Previts, Alex

From: Nate Felker <nfelker@ghc-lp.com>
Sent: Thursday, April 16, 2026 2:04 PM
To: Previts, Alex - about PMC; Brenden Shea
Cc: Kalynchuk, Ken - about PMC
Subject: Re: Scarlet - TMUD Application Needs

CAUTION EXTERNAL EMAIL

Hey, Alex. I'm working on updating the lease this afternoon. Below are the economic terms for the lease along with the FTE calc we can use (consistent with what we did back in 2024).

[redacted]

[redacted]

CONFIDENTIALITY NOTICE: This e-mail message and accompanying communication and/or document(s) are intended for the exclusive and confidential use of the individual or entity to which this message is addressed. This e-mail message may contain information which is legally privileged and/or contain confidential company/client communication or be protected or exempt from disclosure under applicable law or by agreement, and/or it may be party to settlement negotiations upon which no party is entitled to rely. If the reader of this message is not the intended recipient, or the employee or agent

APPENDIX D
ASSUMPTIONS AND LIMITING CONDITIONS

APPENDIX D - ASSUMPTIONS AND LIMITING CONDITIONS

1. The economic impact analysis contained herein relies on data, analysis, and formulas provided by Ohio Department of Development and its consultants. As a result, we believe the information provided is a reliable basis to use in developing the economic impacts for the Project. However, we have not examined the formulas or the assumptions underlying such data in accordance with the standards prescribed by the AICPA, USPAP, or other standards, and, accordingly, do not express an opinion or any other form of assurance on the data estimates obtained for use in our economic impact analysis.
2. All information contained in the report which was furnished by others was assumed to be true, correct, and reliable. A reasonable effort was made to verify such information, but the author assumes no responsibility for its accuracy.
3. The report was made assuming responsible ownership and capable management of the project and no unusual macroeconomic or microeconomic conditions impacting the outcomes.
4. Possession of the report, or a copy thereof, does not carry with it the right of publication, nor may it be reproduced in whole or in part, in any manner, by any person, without the prior written consent of Project Management Consultants LLC. Neither all nor any part of the report or copy thereof shall be disseminated to the general public by the use of advertising, public relations, news, sales, or other media for public communication without the prior written consent and approval of Project Management Consultants LLC.
5. The author of this report is not required to give testimony or attendance in legal or other proceedings relative to this report or to the Subject unless satisfactory additional arrangements are made prior to the need for such services.
6. The opinions contained in this report are those of the author and no responsibility is accepted by the author for the results of actions taken by others based on information contained herein.
7. Acceptance of and/or use of this report constitutes acceptance of all assumptions and the above conditions.

Economic Impact Statement

Project Name: Hearth and Forge Hotel

Project Site Address: 116 Park Avenue West, Mansfield, Richland, OH 44903

Applicant Legal Name / Property Owner: 116 Park Avenue West LLC

TMUD Application ID: Not assigned

Economic Impact Consultant Name and Firm: Bill LaFayette, Ph.D., Regionomics LLC

Date of Submission and Version Number: April 22, 2026 Version 1

Applicant

Primary point of contact: Jay Goyal
Title and organization: 116 Park Avenue West LLC
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Email address: jay.goyal@gmail.com
Mailing address: 145 Industrial Dr, Lexington, OH 44904

Consultant

Primary point of contact: Bill LaFayette, Ph.D.
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Email address: info@regionomicsllc.com
Mailing address: 4926 Crestbrook Dr., Lockbourne, OH 43137

Project Overview

This project will rehabilitate a landmark hotel in downtown Mansfield, Richland County, Ohio. The hotel opened in 1984 as a full-service Holiday Inn with 160 guest rooms, restaurant, lounge, and more than 5,000 square feet of meeting and banquet space. Those spaces were the site of many memorable events in the hotel's early years. The restaurant and lounge have closed, and an entire floor has been gutted, reducing the room count to 102. Meeting space is still being leased, but meeting revenue is minimal.

Construction is expected to begin in August 2026 and conclude after nine months, in May 2027. The developer expects to construct [redacted] guest suites on the gutted fourth floor after about one year, bringing the room count to [redacted] These costs are not included in the application, but the higher room count is used to model stabilized revenues during the five-year operating period.

Results of the 10% test are in Table 1. This development earns a passing grade.

Table 1: 10% Test for the Hearth and Forge Hotel Development

Item	Amount
Eligible expenditures	$3,962,220
10% threshold	$396,222
Construction & completion period tax increase (5-year)	$3,462,657
PASS/FAIL	**PASS**

Parameters

Effective state income tax rate. Calculating an average state tax rate must reflect income-dependent deductions and exemptions and the lower rate for income less than $26,050 (in 2025). To address this problem, tax liability is calculated for employee headcount of construction and each of the projected uses through the Ohio personal income tax form. In practice, taxable income is reduced by deductions based on specific conditions or activities, while an array of specific credits impacts tax liability. These are irrelevant for the taxes arising from construction and operating activities, though, so they are ignored.

The workbook gives full-time equivalent construction employment of 23.58, which must be converted to headcount. This is accomplished by dividing FTEs by the percentage of full-time worked by these employees. Average weekly hours in construction in 2025 are obtained from the Bureau of Employment Statistics' Current Employment Statistics (CES) survey. National data are used to improve reliability and maximize data availability here and elsewhere. This weekly average is 39.1 hours per week, or 97.75% of full time. This yields an average headcount over the construction period of 24.

Total employment for each activity is weighted by the length of the total 69 months (construction period plus the five-year completion period) that each group of workers will

be employed. The construction worker headcount is multiplied by 9 divided by 69, or 0.1304, while the headcounts of completion period workers are multiplied by 60 divided by 69, or 0.8696.

The personal dependent exemption is subtracted from total income to yield the tax base. This is $2,400 for incomes less than or equal to $40,000, $2,150 for incomes greater than $40,000 up to and including $80,000, and $1,900 for incomes greater than $80,000. The Census Bureau's American Community Survey (Table S1101) reports an average household size of 2.35 for Richland County/the Mansfield MSA. This is multiplied by the relevant exemption amount to determine the average exemption total.

Tax liability before credits for an Ohio tax base less than $26,050 (in 2025) is zero. For tax bases greater than $26,050, tax liability is $342 plus 2.75% of income greater than $26,050. This gives an effective tax rate of 1.31% for the lower income of taxpayers subject to tax. The one relevant credit is the exemption credit. This is $20 per exemption for those with tax base less than $30,000 and zero for higher tax bases. Tax liability before credits less the exemption credit equals the state tax. This is divided by average income to give an effective tax rate for workers in each activity. The overall average is derived by weighting the individual tax rates by the time-adjusted headcounts to give the overall average tax rate, 0.32%. The results of these calculations are in Table 2.

Table 2: State Tax Rate Calculation

	Construction	Office	Hotel & hospitality	Restaurant & bar
Occupation code	47-0000	13-0000	39-0000	35-0000
Headcount	24	4	27	14
Time-adjusted headcount	3.13	3.48	23.48	11.94
Average wage/Ohio AGI	63,350	78,500	31,200	31,030
Personal/dependent exemptions	5,053	5,053	5,640	5,640
Ohio tax base	58,298	73,448	25,560	25,390
Tax liability before credits	1,229	1,645	0	0
Exemption credit	0	0	49	49
Tax less exemption credit	1,229	1,645	0	0
Average tax rate	1.94%	2.10%	0.00%	0.00%
Overall average tax rate				**0.32%**

Effective local income tax rate. The Mansfield income tax rate is 2.25%, obtained from the Mansfield municipal website.[1]

[1] Regional Income Tax Agency. (2026). Tax rates table. https://www.ritaohio.com/TaxRatesTable

State and local sales tax rates. The state tax rate of 5.75% and Richland County's 1.25% are obtained from the Department of Taxation's Sales Tax Rate Map.[2]

Lodging tax rate. The total lodging tax rate is 6%, including 3% for Richland County and 3% for the city of Mansfield. This is from the Ohio Department of Taxation's Table S-4[3].

Effective property tax millage. The Richland County Auditor reported a 2025 rate payable in 2026 of 18.2943 mills for class 2 property in Mansfield. However, given the applicant's application for a 15-year, 75% abatement, a rate of 25% of 18.2943, or 4.573575 is used in the calculation.

Annual median wages. Occupational group median wages were verified equal to the May 2024 estimates for the Mansfield MSA reported by the Bureau of Labor Statistics. Thus, no overrides are necessary.

Construction Period Inputs

Expenditures. Property closing is expected to occur in May, so the acquisition cost is not eligible for inclusion. The allocation of construction costs among hard costs, soft costs, professional fees, fixtures, and ineligible/not included costs is in Appendix Table A-1. Note that labor costs and sales taxes are eligible expenditures, but these are calculated internally. To include them as eligible costs would thus result in double-counting.

Estimated share of eligible construction costs attributable to labor. This is 33.3147%, obtained directly from the developer's proforma.

Construction expenditures timeline. The construction period is less than a year, so all construction costs (other than the planned construction to reopen the fourth floor) will occur in the first year.

Property values before and after development. Pre-development property value is the total being paid by the developer to acquire the property, $2.5 million. (This value is included among the ineligible costs in Table A-1.)

Three approaches are available to estimate a property value post-development.[4] The first is the sales comparison approach, which relies on sales of comparable properties. Sales of

---

[2] Ohio Department of Taxation. (2026). Sales tax rate map. https://dam.assets.ohio.gov/image/upload/v1755101156/tax.ohio.gov/tax_analysis/tax_data_series/sales_and_use/Sales%20Tax%20Maps/October_2025_sales_tax_rate_map.pdf

[3] Ohio Department of Taxation. (2025, November 5). Lodging tax: Amounts collected by local governments and tax rates, calendar year 2024. Downloaded from https://tax.ohio.gov/researcher/tax-analysis/tax-data-series/tds1

[4] This discussion is derived from Commons Capital. (2025, October 4). How to value commercial real estate: A comprehensive guide [Weblog post]. https://www.commonsllc.com/insights/how-to-value-commercial-

hotel properties in the Mansfield area are not common, and it can be argued that this property's downtown location and potential to become a high-end hotel make it unique. The cost approach values a building based on the cost to reproduce it. This is a more than 40-year-old property featuring attributes that would be difficult to reproduce today, so this approach, too, is inappropriate.

The third approach, the income capitalization approach, discounts annual net operating income (NOI) by a capitalization rate (cap rate) based on market conditions and (when available) comparable properties. The developer's proforma includes NOI from only the hotel. As will be discussed, the property when fully developed will also include a restaurant, event center, leased offices, and a bar. The revenues from these activities are discussed later, while the NOI percentages are market averages from a variety of sources. The hotel NOI is derived from the proforma for the hotel developed by Hotel R&D LLC.[5] [redacted] This results in a projected post-development property value of approximately $19.6 million. These calculations are displayed in Table 3.

---

real-estate and The Robert Weiler Company. (n.d.). How to value commercial property: Expert methods revealed [step-by-step guide]. https://rweiler.com/blog/how-to-value-commercial-property/#:~:text=Calculate%20the%20property

[5] Hotel R&D. (n.d.) Hotel market overview and feasibility summary for the conversion of the Quality Inn hotel downtown, Mansfield, Ohio.

[6] BusinessDojo. (2026). Restaurant: average revenue, profit and margins. https://dojobusiness.com/blogs/news/tool-revenue-restaurant

[7] BusinessDojo. (2026). Event venue: average revenue, profit and margins. https://dojobusiness.com/blogs/news/tool-revenue-event-venue

[8] Finmodelslab.com. (2026). 7 Critical KPIs for Commercial Office Building Performance. https://financialmodelslab.com/blogs/kpi-metrics/commercial-office-building

[9] Investguiding.com. (2026). Are bars profitable? 10 average bar profit margin facts. https://investguiding.com/article/are-bars-profitable-10-average-bar-profit-margin-facts

[10] MMCG Invest, LLC. (2026). U.S. Hotel Cap Rates in 2025: Trends, Drivers, and Segment Analysis. https://www.mmcginvest.com/post/u-s-hotel-cap-rates-in-2025-trends-drivers-and-segment-analysis

Table 3: Estimate of Post-Development Property Value for Hearth & Forge Hotel

Activity	Revenue	NOI percentage	NOI
[redacted]	[redacted]	[redacted]	[redacted]

Results of the construction period calculation are in Table 4.

Table 4: Construction Period Calculations

Item	Amount
Inflation-adjusted eligible expenditures	$3,962,220
Construction labor share	33.31%
Average annual wage (construction)	$55,990
Implied hourly wage	$27
Total labor cost (proxy for payroll)	$1,320,002
Implied labor hours	49,037.39
Construction FTE (labor hours/2,080)	23.58
State income tax on construction payroll	$3,696
Hard construction costs and business fixtures	$[redacted]
Sales tax on hard construction costs and business fixtures	$107,979
Total construction period tax impacts	$111,675

Completion Period Inputs

General office. The developer has a lease commitment for 650 square feet of office space for [redacted]. At 150 square feet per person,[11] this space would accommodate four employees, translating to 0.005615385 per square foot. Because these services are not taxable, taxable sales are zero. Baseline payroll and sales are zero, given the lack of office space currently.

Data sources for remaining uses. The remaining activities' staffing ratios and sales rely primarily on Data Axle Reference Solutions. Data Axle provides a wide array of information, including location headcount and modeled sales, on more than 18 million U.S. businesses. Data are verified regularly via phone. Recently verified comparable businesses in Richland and other north central Ohio counties are used to develop average total employment and sales, with square feet of the benchmark establishments obtained from County Auditor websites.

[11] LoopNet. (2025). Office space calculator. https://www.loopnet.com/cre-explained/tools/office-space-calculator/

Restaurant. A full-service restaurant is planned for 4,000 square feet and a bar for 2,200 square feet. Staffing information for 24 full-service restaurants in Richland County was collected from Data Axle. The median headcount per 1,000 square feet of these restaurants was 2.43, implying a headcount of 10. CES reports 2025 U.S. average working hours of 25.1, or 62.75% of full-time, for employees of full-service restaurants. This results in full-time employment of 6.106.

Data Axle models full-service restaurant sales per employee as constant county-specific averages. For Richland County this is $[redacted] Multiplying this by the headcount of 10 gives total sales of $[redacted] However, only meals eaten on the premises are taxable. Statista reported that these account for 70% to 80% of total sales at full-service restaurants.[12] Taking the midpoint of 75%, estimated taxable sales are $[redacted] or $[redacted] per square foot.

The bar is 2,200 square feet. Data Axle's employment in north central Ohio bars averages 1.93 per 1,000 square feet, implying a headcount of four here. Given a weekly average of 20.9 hours, or 52.25% of full time, for workers in drinking places (alcoholic beverages), FTE employment is 2.09, or 0.00095 per square foot.

Combined restaurant and bar figures are in Table 5.

Table 5: Combined Restaurant Estimates

	Restaurant	Bar	Restaurant total
Square footage	4,000	2,200	6,200
Headcount	10	4	14
Total sales per headcount	[redacted]	[redacted]	[redacted]
Total sales	[redacted]	[redacted]	[redacted]
Taxable sales	[redacted]	[redacted]	[redacted]
Taxable sales per square foot	[redacted]	[redacted]	[redacted]
FTE	6.11	2.09	8.20
FTE per square foot	0.001526448	0.00095	0.001321902

Because no restaurant or bar is currently operating in the property, baseline totals are zero.

Hotel. As previously discussed, the hotel currently has 102 guest rooms, with [redacted] suites to be added on the abandoned fourth floor, giving a total of [redacted] A 10-year cash flow projection was produced for the developer by Hotel R&D LLC.[13] This proforma is based on only the current [redacted] rooms, so the totals in the proforma are grossed up by multiplying them by [redacted]. (This is conservative because it is likely that the suites will command higher rates than the other rooms.)

---

[12] Statista. (2026). Food service industry in the U.S. - statistics & facts. https://www.statista.com/topics/4476/restaurant-and-foodservice-industry-in-the-us/

[13] Hotel R&D LLC. (n.d.). *Ibid.*

The Hotel R&D analysis identified six Richland County hotels at the same upper midscale level as the Hearth & Forge hotel after redevelopment. These hotels average 0.63 employees per 1,000 square feet, based on Data Axle employment totals. The 26,485 square-foot Hearth & Forge hotel is thus expected to employ 17, not including those staffing other activities. At average hours of 30.3 per week, or 75.75% of full-time, FTE employment is 12.88, or 0.000486219 per square foot. The 2025 payroll of the current facility was $213,584.09. The current operator also received meeting room revenue in 2025. The related payroll could not be separated from the overall total, however.

The proforma assumes a gradual increase from [redacted]. To present stabilized non-inflated revenue, this [redacted] occupancy for [redacted] rooms is applied to the projected 2027 ADR of $[redacted] The result is total revenue of [redacted], or [redacted] per occupied square foot. This total is reduced by the 2025 room revenue of the current facility, $[redacted]

Hospitality. The Hearth & Forge plan envisions rehabilitating the meeting and banquet areas to create 11,050 square feet of event space. No occupancy rate is available, so the same [redacted] that is projected for the hotel is assumed.

To estimate the revenue, the necessary support staff, and wages, data on 11 event centers in north central Ohio were collected from Data Axle, with square footages from county auditor data. The result is a median employment of 1.44 per square foot. This implies event headcount of 16. The CES reports average weekly hours not for event centers but only for the broader industry group – arts and sports promoters and agents and managers for public figures. This is an average of 24.3 hours per week, yielding FTE of 9.72, or 0.000879638 per square foot. As stated above, the current facility rents meeting space but the related staff hours and payroll cannot be separated from the hotel total.

Each of the benchmarked hotels includes a conference center, so their employment is comparable to both the hotel and conference center of the Hearth & Forge property.

Event center services are fully taxable. Revenue per employee in the Data Axle sample averages $[redacted] implying $[redacted] million annual revenue for the 11,050 square feet of event space. This translates to taxable revenue per square foot of $[redacted] This is reduced by 2025 meeting room revenue of $[redacted]

Completion period calculations. The estimates above yield 26.53 total FTEs for the development. Annual payroll totals $885,920, and taxable sales are $[redacted]

Completion period tax revenues are in Table 6.

Table 6: Completion Period Tax Revenues

Tax category	Annual net base	Rate	Annual tax	5-year total (escalated)
State income tax (payroll)	$672,336	0.0028	$1,883	$10,037
Local income tax (payroll)	$672,336	0.0225	$15,128	$80,652
State & local sales tax (taxable sales)	$[redacted]	0.0700	$378,603	$2,007,643
Lodging tax (hotel revenue)	$[redacted]	0.0600	$208,425	$1,105,230
Property tax (annual)	$5,997,623	4.5736	$27,431	$145,458
Total completion-period tax increase (5-year)				**$3,349,020**

APPENDIX

Table A-1: Construction Cost Allocation

Category	Item	Amount	Subtotal
[redacted]	[redacted]	[redacted]	
	[redacted]	[redacted]	
	[redacted]	[redacted]	

Table A-1: Construction Cost Allocation (continued)

Category	Item	Amount	Subtotal
[redacted]	[redacted]	[redacted]	
	[redacted]	[redacted]	
	[redacted]	[redacted]	
	[redacted]	[redacted]	
	[redacted]	[redacted]	
	[redacted]	[redacted]	
	[redacted]	[redacted]	
	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	
	[redacted]	[redacted]	
	[redacted]	[redacted]	
	[redacted]	[redacted]	
	[redacted]	[redacted]	
	[redacted]	[redacted]	
	[redacted]	[redacted]	

Economic Impact Statement

Project Name: **Valor Acres Phase 2**

Project Site Address: **Miller Road & Brecksville Road, Brecksville, Ohio, 44141**

Applicant: **VA Land LLC and VA Current LLC**

TMUD Application ID: **0035325**

Date of Submission: **April 22, 2026**

Version Number: **1**

Prepared by:



CONTACT INFORMATION

The following individual serves as the primary point of contact for this Economic Impact Statement and will respond to Department inquiries, clarification requests, and supplemental documentation needs.

EIS Consultant:

Primary Point of Contact:	Ken Kalynchuk
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Phone Number:	216.566.7887
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Mailing Address:	3900 Key Center, 127 Public Square Cleveland, OH 44114

Applicant:

Primary Point of Contact:	Mackenzie Makepeace
Title and Organization:	Managing Director
Phone Number:	(216) 224-2967
Email Address:	mmakepeace@digeronimocompanies.com
Mailing Address:	5720 Independence Drive, Suite 400, Brecksville, OH 44141

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Cover Letter

April 22, 2026
Mackenzie Makepeace
VA Land LLC and VA Current LLC
5720 Independence Drive, Suite 400,
Brecksville, OH 44141

Re: Valor Acres Phase 2 - Transformational Mixed-Use Development – Economic Impact Statement

Dear Ms. Makepeace:

At your request, Project Management Consultants LLC has performed an Economic Impact Statement for Valor Acres Phase 2, located at Miller Road & Brecksville Road, Brecksville, Ohio, utilizing inputs provided by your team, direct calculations, conservative assumptions, and State-provided assumptions. We have not examined the Client-provided data or the assumptions underlying such data in accordance with the standards prescribed by the AICPA, USPAP, or other standards, and, accordingly, do not express an opinion or any other form of assurance on the data estimates obtained for use in our economic impact statement. Further, this analysis is subject to the Assumptions and Limiting Conditions found in Appendix D of this report.

This report contains, to the fullest extent possible and practical, explanations of the data, reasoning, and analyses that were used to develop the opinions contained herein. The depth of discussion contained in the report is specific to the needs of the client.

VA Land LLC and VA Current LLC are collectively the Client in this engagement and intended user of this report. As our client, VA Land LLC and VA Current LLC own this report and permission must be granted from them before another third party can use this document. We assume that by reading this report another third party has accepted the terms of the original engagement letter including scope of work and limitations of liability. We are prepared to modify this document to meet any specific needs of the potential user under a separate agreement.

The Stated Purpose of this assignment is to assist with projections of job, tax, and wage information for application to the State of Ohio Transformational Mixed-Use Development Program. You agree not to use this report other than for the Stated Purpose, and you agree to indemnify us for any claims, damages, or losses that we may incur as the result of your use of the Report for other than the Stated Purpose. Without limiting the general applicability of this paragraph, under no circumstances may the Report be used in advertisements, solicitations and/or any form of securities offering.

The authors of this report certify that, while we represent the project in other capacities, we are not part of the development team, nor are we affiliated with any member of the development team. Please do not

hesitate to contact us if there are any questions regarding the report or if Project Management Consultants, LLC can be of further assistance. It has been our pleasure to assist you with this project.

Sincerely,



Ryan P. Sommers, CPA
Managing Director of Financial Services
Project Management Consultants, LLC

PROJECT MANAGEMENT CONSULTANTS (PMC) EXPERIENCE

	Name	TMUD Experience & Background
	**Ryan P. Sommers, CPA** Managing Director of Financial Services	Ryan Sommers has an extensive background working with various tax credit programs and complex private and public finance structuring. Ryan's experience with tax credits includes Historic Tax Credits, New Markets Tax Credits, and Opportunity Zone Tax Credits. Ryan recognizes the critical value-add of the Transformational Mixed-Use Development ("TMUD") tax credit program. Since the program's inception he has become an expert on the program. He advises clients on project eligibility, economic impacts, tax credit monetization, and chances of application success. As managing director of financial services, Ryan identifies, secures and manages private and public financing opportunities for business expansion projects and real estate development. Ryan is currently managing a team responsible for 50+ projects throughout the country with $3 billion in development value including $600 million in public financing for public-private partnerships. He has helped his clients obtain over $200 million in state and federal Historic Tax Credits and over $100 million in New Markets Tax Credits. Ryan also created PMC's direct tax impact analysis models which help demonstrate exact tax estimates for a Project or Development site on the surrounding area, including income taxes, sales taxes, bed taxes and property taxes. Ryan has worked on this modeling for a decade. These outputs help demonstrate the ROI of a project to various government entities and provide him with experience needed to complete economic impact statements as complicated as those required for TMUD applications.
	**Kenneth S. Kalynchuk** Director and Principal	Ken Kalynchuk leads PMC's financial analyst and economic impact analysis team. Ken has conducted twenty economic impact statements (EIS reports) for Rounds 1 through 4 of the TMUD program, with emphasis on conservative estimates and common sense for whether projects can be considered catalyzed or not. Ken helps clients navigate the predevelopment stage of their projects through incentive, land use, and market research; pro forma development; feasibility analyses; economic impact analyses; and property tax analyses. Prior to joining the firm, Ken was a graduate research assistant with the Center for Economic Development at Cleveland State University, where he evaluated economic development programs and best practices in economic development policy, performed studies on Historic Preservation Tax Credit funding and rental markets, and wrote case studies and employment/demographic impact analyses. During his time at Cleveland State Ken learned IMPLAN software and economic impact techniques. These skills have helped clients at PMC, where Ken has helped generate economic impact reports and tax estimates for more than 9 years.

	Name	TMUD Experience & Background
	**Alexander Previts, MAcc, CPA, DFCP** Development Finance Manager	As Development Finance Manager, Alex provides strategic insights and innovative solutions that continue to drive success for clients across diverse industries. For over 7 years at PMC, Alex has honed his technical skills by developing new and building on existing financial modeling to enhance the quality and readability of PMC's products, primarily focusing on economic impact analyses for public partners and integrating tax-related incentives into clients' financial models. Alex works with clients through the finance structuring process by first identifying the needs and gap of the project and assessing the tools available for the project's financing at the local, regional and state level. Alex directs clients through the nuances of the predevelopment stage of their projects through incentive, land use, and market research; pro forma development; feasibility analyses; economic impact analyses; and property tax analyses. He focuses on structuring tax incentives, including tax increment financing (TIF), and monetizing TIF structures through bank and bond financing. Alex's complex financing modeling skills are instrumental in the preparation of these EIS reports.
	**Cassie Slansky** Project Director	In her role as Project Director, Cassie overseas project management from intake through closing and compliance for PMC's projects. Cassie's decade of public and private experience in economic development and with complex public financing tools provides unique insight into structuring complex capital stacks for projects. Cassie works as PMC's Project Director for the Project Scarlet TMUD application and assisted Alex with the EIS.
	**Maximus Morgan** Financial Analyst	In his role as Financial Analyst, Maximus supports the research, modeling, and organization of applications for financing for complex mixed—use real estate projects.

A. Executive Summary

Purpose

This Economic Impact Statement ("EIS") has been prepared for the Transformational Mixed-Use Development (TMUD) program as required under Ohio Revised Code (“ORC”) Section 122.09. This narrative report, together with the accompanying standardized EIS Workbook (Excel), constitutes the complete impact analysis for the proposed project, Valor Acres Phase 2.

The purpose of this EIS is to provide a standardized, transparent assessment of the direct economic and fiscal impacts attributable solely to the Project. Indirect and induced impacts are not permitted under this methodology and have not been included in this analysis. Specifically, this EIS is intended to:

1. Quantify the direct economic impact generated by the Project during construction and during the statutory five-year completion period;
2. Estimate the increase in state and local tax collections attributable to the Project within the project site;
3. Provide a standardized basis for determining whether the Project satisfies the statutory 10% Test, which requires that new tax revenues during the completion period equal or exceed 10% of eligible expenditures; and
4. Support a consistent, transparent review process for all TMUD applications.

This EIS Narrative Report is prepared in accordance with the EIS Framework and Methodology (the “Framework”) issued by the Ohio Department of Development (the "Department"). All impacts presented in this narrative are limited to direct economic activity occurring within the project site. Indirect and induced impacts are excluded in accordance with the EIS Framework. All calculations have been performed within the standardized EIS Workbook using the Department-provided formulas, locked calculation logic, and standardized parameters. No formulas, protected cells, worksheets, or Workbook structure have been modified.

Economic impacts (“Impacts”) measured in terms of output, employment, labor income, and taxes were estimated using Department-provided standardized parameters, except as identified under Appendix B in this report. Appendix B contains all data sources and justifications identified in the EIS Workbook and narrative. Appendix C contains supporting documentation submitted for all Applicant-provided inputs used in this report.

This EIS considers the one-time direct Impacts resulting from the construction of the Project ("Construction Period Impacts"), as well as the direct permanent Impacts resulting from the ongoing activities associated with the Project ("Completion Period Impacts").

The impacts of the two components that are analyzed – Construction Period Impacts and Completion Period Impacts – are presented individually and as a whole in the Total Direct Impact Summary. Construction Period and Completion Period Impacts are presented in annual terms.

Project Management Consultants collaborated with the Applicant to gather necessary data for the Project and to establish assumptions where needed. All assumptions were verified by the developer to the highest degree of reasonableness.

Project Overview

Project Management Consultants LLC (PMC) was engaged by VA Land LLC and VA Current LLC (the "Company") to analyze the economic impacts of the Company's proposed Valor Acres Phase 2 (the "Project") which is located at Miller Road & Brecksville Road, Brecksville, Ohio.

The Project proposes the new construction of three large single-tenant buildings, including 1) a 292,021 total square foot ("SF") lab testing facility with 76,646 SF of general office space and 192,745 SF of industrial (lab) space ("Building 1"); 2) a 62,000 total SF private recreation fitness center with 59,000 SF of recreation space and 3,000 SF square feet of retail space ("Building 2"); and 3) a 65,830 SF medical office building ("Building 3"). The development costs for the Project total [redacted] of anticipated investment. Construction is expected to commence on approximately June 2nd, 2026 with Project Completion expected by approximately June 30, 2028. The Project scope is described fully within the TMUD application, and the definition of the Project Site is provided in the following section.

Project Site Parcels and Current Property Value

The Project is located within the Cleveland, OH Metropolitan Statistical Area ("MSA"), as determined by the most recent Metropolitan and Micropolitan Statistical Area Delineation Files published by the U.S. Census Bureau. All impacts included in this EIS are strictly limited to economic activity occurring within the Project Site.

The Project Site consists of approximately 28.3 acres of land spanning over portions of two contiguous land parcels, PPN 604-09-017 and 604-09-026 (the "Project Parcels"). 12.229 acres of land of the total 40.529 acres that make up the Project Parcels are excluded from the TMUD Project scope and are therefore excluded from the Project Site for purposes of this EIS. For simplicity, the "Property Value Prior to Development" (as identified under Construction Period Inputs) is equal to the total taxable market value of the full size of the Project Parcels. According to the Cuyahoga County Fiscal Office,

the Project Parcels have an market land value of $1,691,550 in Tax Year 2025. The Property Value Prior to Development does not generate any Impact in the EIS Workbook.

The following table reflects the actual size of the parcels, the size of the Project Site by parcel, and the Total Market Value of the Project Parcels and Project Site.:

TABLE A-1			
Parcel Number	**Total Parcel Size (In Acres)[1]**	**Project Site Size (In Acres)**	**Total Market Value**
PPN: 604-09-017	21.139	~20.300	$897,050
PPN: 604-09-026[2]	19.390	~8.000	$794,500
Total Project Parcels	**40.529**	**28.300**	**$1,691,550**

TAX TREATMENTS AND EXEMPTIONS

This section provides clarification on treatment of certain tax incentives that are not directly identified or addressed in the EIS Workbook - Sales Tax Exemption and Tax Increment Financing.

SALES TAX EXEMPTION (BUILDING #1 ONLY)

Building #1 has an approved capital lease structure agreement with the Cleveland Port Authority that will allow for sales tax exemption on construction material purchases for the scope of Building #1's Project. The FAQs indicate "the Workbook should reflect actual expected tax generation" and exempted sales taxes should be excluded from the 10% Test calculation.

The EIS Workbook uses the same applicant-provided inputs for "Hard Cost Construction" and "Taxable Business Fixtures Cost" (See Construction Period Inputs) to calculate construction period sales tax impacts that it uses to calculate completion period sales tax impacts. The EIS Workbook does not have a separate input for sales tax exemption.

Therefore, to omit exempted sales tax from construction period impacts and reflect actual expected sales tax generation at the site, all hard construction costs and taxable business fixtures that are expected to be eligible for sales tax exemption are excluded from their specified categories in the EIS Workbook and re-allocated to "Other Eligible Costs." This re-allocation allows for accurate construction and completion period sales tax impacts without omitting eligible expenditures from the 10% Test calculation.

[1] Acreage reflects the total size of the Project Parcels
[2] Parcel is retired; new parcel information can be provided when available upon request.

TAX INCREMENT FINANCING (ENTIRE PROJECT SITE)

The City of Brecksville (the "City") City Council passed Ordinance No. 5346 on October 6, 2020, creating a Tax Increment Financing (TIF) District encompassing the entire Project Site. Over the course of the 30-Year TIF term, all improvement value at the Project Site will be exempted from taxation payments are made at the same time and in an amount equal to the real estate taxes that would have been due if not for the TIF exemption ("Payments-In-Lieu-of-Taxes" or "PILOTs"). In other words, 100% of the revenue generated by the increase in property tax value will be PILOTs. The FAQs state "PILOT payments do not flow through to the 10% Test calculation for this application cycle."

The EIS uses the difference between the applicant-provided inputs for "Property Value Prior to Development" and "Estimated Property Value Post Development" (See Construction Period Inputs) as the basis to calculate completion period property tax impacts. The EIS Workbook does not have a separate input for PILOTs.

Therefore, to omit PILOTs from completion period property tax impacts, the applicant-provided input for "State + Local Effective Mill Rate" ("Property Tax Rate") equals zero in the EIS. This input for Property Tax Rate omits PILOTs from the 10% Test calculation in accordance with the FAQs. However, omitting 100% of PILOTs understates the fiscal public benefit generated by the PILOTs.

The Brecksville-Broadview Heights City School District (the "School District") entered into a compensation agreement with the City that provided for priority disbursements out of the PILOTs to the School District and Cuyahoga Valley Joint Vocational School District (Collectively, "the Schools") in the amount of 25% of the Schools' levied share (if not for TIF). The remainder of PILOTs are allocated to the Developer or the Project.

As of Tax Year 2025, the Schools collect 46.863 (rounded) mills, equal to approximately 4.686% of commercial assessed property value, or 1.640% of commercial *market* value[1]. Assuming Tax Year 2025 millage rates, the Schools would collect 0.410% of the increase in commercial market property value at the Project Site as PILOTs. The Project is estimated to increase the commercial market property value at the Project Site by $67,406,061 (See "Property Value" under section B. Construction Period Analysis), which would generate approximately $276,402 in annual PILOTs to the School District that are not counted towards the 10% Test Calculation and should be considered when evaluating the ROI for application scoring purposes.

Occupancy and Stabilization Assumptions

All leasable Project square footage is committed as evidenced by the submitted tenant LOI's. Therefore, all Project Impacts assume [redacted] occupancy for all uses and a [redacted] Stabilization Period.

The following table summarizes the Project's square footage and stabilization period by Use Type as reflected in the Department-provided EIS Workbook for built square footage which has economic impacts (it excludes the 180,774 square feet of public plaza/recreation space which has no direct tax or economic impacts at the project site):

Table A-3

Use Type	Square Footage / Units	Occupancy Assumption	Stabilization Period
General Office	76,646 SF	[redacted]	[redacted]
Medical Office	65,830 SF	[redacted]	[redacted]
Retail	3,000 SF	[redacted]	[redacted]
Industrial	192,745 SF	[redacted]	[redacted]
Recreation	59,000 SF	[redacted]	[redacted]
Total	**419,851 SF**	[redacted]	[redacted]

[1] In Ohio, Assessed Value is estimated as 35% of the property's Market Value as appraised by the County auditor or fiscal office.

B. Construction Period Impact Analysis

Construction Period Inputs

This section provides describes the assumptions used in the "Construction Period Inputs" section of the standardized EIS Workbook.

Eligible Construction Expenditures

Eligible expenditures include only post-certification construction-related expenditures directly attributable to the TMUD project, including land acquisition costs as defined by ORC § 122.09. The following categories have been excluded:

- Ineligible pre-certification expenditures (except architectural or engineering fees and due diligence costs paid or incurred in connection with the Project); and
- Costs not directly attributable to the TMUD project.

Total Eligible expenditures constitute the denominator for the statutory 10% Test and are consistent with ORC § 122.09. The following table summarizes the Project's projected Eligible expenditures as reflected in the Department-provided EIS Workbook:

Table B-1

Eligible expenditures (post-certification)	Amount
Land Acquisition Costs (eligible if post-certification)	[redacted]
Hard Construction Costs[1]	
Soft Construction Costs[2]	
Professional Services and Eligible Fees	
Taxable Business Fixtures Cost[3]	
Other Eligible Costs[4]	
Total Eligible Expenditures	**$126,293,359**

[1] Includes contractor-estimated hard construction costs related to Building #2 and Building #3. Excludes Building #1 to reflect sales tax exemption. Does not include sitework, demolition, or other soft construction costs. Costs not yet incurred as of 4/22/2026.

[2] Includes costs related to sitework, impact fees, quality control testing, builder's risk, leasing commissions, real estate taxes during construction, and other soft construction costs included in the construction budget. Costs not yet incurred as of 4/22/2026.

[3] Includes furniture, fixtures, and equipment. Costs not yet incurred as of 4/22/2026).

[4] Includes all budgeted architectural or engineering fees and due diligence costs in connection with the Project, plus estimated hard construction costs related to Building #1 expected to be eligible for sales tax exemption.

The following table summarizes the project's expenditures that were NOT eligible and therefore are not reflected in the Department-provided EIS Workbook:

Table B-2	
Ineligible expenditures	**Amount**
Land Acquisition Costs (prior to 4/22/2026)	[redacted]
Hard Construction Costs (prior to 4/22/2026)	
Soft Construction Costs (prior to 4/22/2026)	
Professional Services and Eligible Fees (prior to 4/22/2026)	
Taxable Business Fixtures Cost (prior to 4/22/2026)	
Other Ineligible Costs[1]	
Total Ineligible Expenditures	

Construction Employment and Payroll

The following table summarizes the Project's projected construction employment and payroll estimated over the duration of the construction period as reflected in the Department-provided EIS Workbook.

Table B-3					
Metric	**Building #1**	**Building #2**	**Building #3**	**Building #4 (Public Space)**	**Total**
Eligible Expenditures	$84,945,086	$10,910,334	$28,353,554	$2,084,385	**$126,293,359**
Est. Share of Eligible Costs Attributable to Labor	32.2561%	30.8892%	33.9496%	0.0000%	**31.9859%**
Labor Cost	27,400,000	$3,370,118	$9,625,914	$0	**$40,396,032**
Primary construction average annual wage[2]	$62,520	$62,520	$62,520	$62,520	**$62,520**
Construction period length	24 Months	9 Months	17 Months	3 Months	**24 Months**

[1] Includes all incurred and projected other finance and softs costs that are not directly attributable to the TMUD project
[2] Based on SOC codes and median wages for the Project's MSA as reflected in the department-provided measurements in the standardized EIS Workbook (see Appendix A).

CONSTRUCTION EXPENDITURES TIMELINE

Eligible expenditures are expected to be spent in line with the submitted construction schedules of each of the three proposed new buildings. The following table summarizes the % of construction completion by construction year as reflected in the Department-provided EIS Workbook.

TABLE B-4

Construction Expenditures Timeline	% of Expenditures
Year 1 – Construction Start est. 6/2/2026	25%
Year 2	55%
Year 3 – Project Completion est. 6/30/2028	20%
Year 4	%
Year 5	%
Total	**100%**

PROPERTY VALUE

Upon Stabilization, the Project is estimated to generate approximately $67,406,061 in new market value (Incremental Market Value), which would generate approximately $1,848,696 in new annual real estate taxes before TIF is considered. The Incremental Market Value reflects the increase in sale price of the property if it were to be sold on the market. Incremental Market Value, for purposes of this application, is estimated conservatively to be equal to 80% of Hard Construction Costs[1]. Please see Appendix B for detailed Hard Cost Construction calculation[2].

However, as referenced in the prior section (A), there is an approved 30-Year TIF on the entire Project Site and the FAQ's (released 3/23/2026) dictate "PILOT payments do not flow through to the 10% Test calculation for this application cycle." Since the EIS Workbook does not include a separate input to exclude TIF PILOTs from the 10% Test calculation, the Property Tax Rate is set to $0.00 to prevent any revenues generated by the increase in market value from flowing to the 10% Test calculation.

[1] Based on PMC's experience with new construction projects in strong suburban markets within Cuyahoga County.
[2] For purposes of calculating Incremental Market Value, Hard Construction Costs includes Building #1 hard construction costs that were re-allocated to Other Eligible Costs under Eligible Expenditures.

The following table and corresponding footnotes include the assumptions and steps to calculate the values reflected in the Department-provided EIS Workbook:

TABLE B-5	
Metric	**Value**
Property Value Prior to Development	**$4,833,000**
Incremental Market Value[1]	$67,406,061
Estimated Property Value Post Development[2]	**$72,239,062**

[1] [redacted]

[2] In accordance with the guidance in the recently released FAQ's, property tax rates are input as $0.00 to prevent any PILOT revenues from flowing to the 10% Test.

CONSTRUCTION PERIOD IMPACTS

This section quantifies the direct economic activity generated during the project's construction period, defined as the period after project certification through project completion, based on the assumptions provided in the prior section.

In accordance with section 2.2.3 of the Framework, this analysis applies the Department's standardized Regional Purchase Coefficient (RPC) of 50% to taxable construction-related purchases. This assumes that 50% of taxable construction-period purchases are sourced within the Study Area and therefore subject to applicable state and local sales tax.

The following table summarizes the Construction-period tax impacts as reflected in the Department-provided EIS Workbook:

TABLE B-6

Metric	Amount
Inflation Adjusted Eligible Expenditures[1]	$130,255,834
Construction Labor Share	31.99%
Average annual wage (construction)	$62,520
Implied hourly wage	$30
Total labor Cost (proxy for payroll)	$41,663,464
Implied labor hours	1,386,116.53
Construction FTE (labor hours / 2,080)	666.40
State income tax on construction payroll	**$948,273**
Hard construction costs + business fixtures	[redacted]
Sales Tax on hard construction costs + business fixtures	**$982,017**
Total Construction-Period Tax Impacts	**$1,930,290**

[1] Estimated based on the Department-Provided Standardized Parameters for Annual Construction Inflation Rate, which is embedded and locked within the EIS Workbook. See Appendix A for Department-Provided Standardized Parameters.

C. Completion Period Impact Analysis

Completion Period Inputs

This section describes the assumptions used in the EIS Workbook for required Applicant-Provided Inputs and provides justification for any over-ridden Department-Provided Measurements related to Completion Period Impacts.

Stabilized On-Site Employment and Payroll by Use Type / Component:

Since each new building will be leased to a single entity, assumptions for Jobs and Payroll were provided for each building/tenant, not for each use as the standardized EIS is formatted. To provide the best possible estimate while maintaining the integrity of the EIS Workbook, the Input assumptions related to each tenant were allocated to each Use in the EIS as follows:

Table C-1

Building	Use Type (Actual)	Operating SF	Use Type in EIS Workbook	FTE Jobs Assumption Source	Payroll/Wage Assumption Source
Building #1	General Office	76,646 SF	Industrial Only	Included in Industrial	
	Industrial	192,745 SF		Based on new jobs & payroll and retained jobs reflected in JobsOhio Publicly Reported Metrics for the Project as Agreed to Between Tenant and JobsOhio. Retained jobs average annual wage is assumed to be $96,000 based on tenant-provided project scope. All new and retained jobs and payroll will be new to the Project Site.	
Building #2	Retail	3,000 SF	Recreation Only	Included in Recreation	
	Recreation	59,000 SF		FTE jobs calculated based on payroll provided by tenant divided by the Default Average Annual Wage in EIS Workbook for Recreation jobs	Total annual payroll provided by Tenant
Building #3	Medical Office	65,830 SF	Medical Office	Total employment and wages provided by Tenant to Applicant.	
Total	**Total**	**419,851 SF**			

At stabilization, ongoing activities at the Project Site are anticipated to generate approximately 495 total new on-site FTE jobs and generate approximately $49.7 million in new on-site annual labor income.

The following table summarizes the Project's gross projected permanent on-site employment and payroll by Use Type.

TABLE C-2

Use Type	Operating SF	Staffing Ratio, Stabilized[1]	SOC Code[2]	Average Wage[3]	Stabilized Annual Payroll
General Office[4]	76,646 SF	Included in Industrial			
Medical Office	65,830 SF	0.00259304268570561	Applicant-Provided	$117,165	$20,000,000
Retail[5]	3,000 SF	Included in Recreation			
Industrial	192,745 SF	0.00140622824523135	Applicant-Provided	$95,899	$29,057,306
Recreation	59,000 SF	0.000348706600278295	37-0000	$30,330	$624,000
Total	**419,851 SF**				**$49,681,306**

NET OPERATIONAL EMPLOYMENT SUMMARY – BASELINE ADJUSTMENTS:

All EIS calculations reflect only the net new economic activity attributable to the TMUD project. The Project consists solely of new construction and there is no pre-existing payroll at the project site. Therefore, Stabilized Annual Payroll is equal to Net Payroll as reflected in the Department-provided EIS Workbook.

Table C-3

Use Type	Stabilized FTE Jobs	Baseline FTE Jobs	Net Jobs	Stabilized Annual Payroll	Baseline Payroll	Net Payroll
General Office	-	N/A	-	-	N/A	-
Medical Office	170.70 Jobs	N/A	170.70 Jobs	$20,000,000	N/A	$20,000,000
Retail	-	N/A	-	-	N/A	-
Industrial	303.00 Jobs	N/A	303.00 Jobs	$29,057,306	N/A	$29,057,306
Recreation	20.57 Jobs	N/A	20.57 Jobs	$624,000	N/A	$624,000
Total	**494.27 Jobs**	**0.00 Jobs**	**494.27 Jobs**	**$49,681,306**	**N/A**	**$49,681,306**

[1] The EIS Workbook calculates Staffing Ratio as FTE Jobs per SF by default; Staffing Ratio inputs in the EIS Workbook reflect the Applicant-provided inputs needed to generate the FTE Jobs that are estimated using other methodologies. See Appendix B for additional details.
[2] Median Wage reflects the Department-provided SOC Codes for the Project MSA unless indicated otherwise.
[3] See Appendix B for data sources and additional details on average wage override assumptions for Medical Office and Industrial jobs.
[4] 100% of the General Office and Industrial SF will be occupied by the same tenant.
[5] 100% of the Retail and Recreation SF will be occupied by the same tenant.

ANNUAL STABILIZED TAXABLE SALES/REVENUE SUMMARY BY USE TYPE:

The following table summarizes the Project's projected gross annual stabilized taxable sales/revenue by Use Type.

Table C-4

Use Type	Occupancy (%)	Metric	Gross Annual Sales/Revenue
General Office	[redacted]	N/A	-
Medical Office	[redacted]	N/A	-
Retail	[redacted]	[redacted]	[redacted]
Industrial	[redacted]	N/A	-
Recreation	[redacted]	N/A	-
Total Annual Taxable Sales/Output			[redacted]

NET ANNUAL STABILIZED TAXABLE SALES/REVENUE SUMMARY – BASELINE ADJUSTMENTS:

All EIS calculations must reflect only the net new economic activity attributable to the TMUD project. The Project consists solely of new construction and there are no pre-existing taxable sales/revenues at the project site. Therefore, Gross Annual Revenue will be equal to Net Sales as reflected in the Department-provided EIS Workbook.

Table C-5

Use Type	Gross Annual Sales/Revenue	Baseline Sales	Net Sales (Gross LESS Baseline)
General Office	-	N/A	-
Medical Office	-	N/A	-
Retail	[redacted]	[redacted]	[redacted]
Industrial	-	N/A	-
Recreation	-	N/A	-
Total	[redacted]	[redacted]	[redacted]

[1] See Appendix B for data sources and assumptions for retail sales PSF

Completion Period Impacts

This section quantifies the direct operational impacts occurring within the project site during the statutory five-year completion period, which begins the day after project completion as defined in ORC 122.09. The Project is estimated to generate $11.74 million in new sales and income taxes over the five-year completion period as reflected in the following table.

Table C-6

Tax Category	Annual Net Base	Rate	Annual Tax	5-Year Total
State Income Tax	$49,681,306	2.28%	$1,130,762	$6,028,624
Local Income Tax	$49,681,306	2.00%	$993,626	$5,297,488
State & Local Sales Tax	[redacted]	8.00%	$78,000	$413,616
Lodging Tax	N/A	9.50%	N/A	N/A
Property Tax	$0	78.3608	$0	$0
			Total Annual Tax Impact	**$11,739,729**

D. Total Direct Impact Summary

This section presents the combined direct economic impacts for both the construction period and the five-year completion period.

The EIS Workbook captures $13,670,019 of the combined new tax revenues the Project is anticipated to generate for the State of Ohio and the local entities over the construction and 5-year completion period.

The following table reflects the Project's Summary Outputs generated by the Department-provided EIS Workbook.

Table D-1

Metric	Value
Total Eligible Construction Expenditures	$126,293,359
Total Construction Period Tax Impacts	$1,930,290
Total Completion Period Tax Increase (5-Year)	$11,739,729
Total Tax Increase	**$13,670,019**
Fifth Year Payroll	$56,374,164
Total Sales Subject to Sales Tax	$25,645,238
10% Test Result (PASS/FAIL)	**PASS**
Application Type	Major City TMUD

Statutory 10% Test Calculation

Under ORC 122.09(B)(7) and (A)(6), the increase in tax collections generated during the construction and completion periods must equal or exceed 10% of the project's total eligible construction expenditures. The standardized EIS Workbook automatically performs this calculation reflected in the table below.

Table D-2

Item	Amount
Total Eligible Construction Expenditures (A)	$126,293,359
Total Increase in Tax Collections — Construction Period (B)	$1,930,290
Total Increase in Tax Collections — Completion Period (C)	$11,739,729
Total Increase in Tax Collections (B + C)	**$13,670,019**
10% of Eligible Expenditures (A x 10%)	**$12,629,336**
Result: PASS / FAIL	**PASS**

APPENDIX A – DEPARTMENT-PROVIDED STANDARDIZED PARAMETERS

The following standardized parameters are provided by the Department, embedded in the EIS Workbook, and have not been modified:

1. **Annual Construction-Period Inflation Rate ("ACPIR") (PPI 10-year average): 3.28%** - Applied automatically to the eligible expenditures identified in the EIS Workbook to estimate Inflation Adjusted Eligible Expenditures in the Construction Period Calculation tab
2. **Completion-Period Inflation (CPI 10-Year Average): 2.94%** - Automatically applied annually to the completion period taxable sales and revenues identified in the EIS Workbook to estimate the 5-year total completion period tax generation from taxable sales and revenues.
3. **Annual Wage Growth Rate (ECI 10-Year Average): 3.21%** - Automatically applied annually to the completion period payroll estimates identified in the EIS Workbook to estimate the 5-year total completion period tax generation from payroll.
4. **FTE Conversion Standard: 2,080 hours per year,** applied to all employment calculations.

APPENDIX B
DOCUMENTATION & NOTES TAB

Appendix B – Documentation & Notes tab

Workbook Section/Tab	Input or Assumption	Value Used	Data Source (Appendix C)	Notes / Justification (Why this is reasonable)
Parameters – Applicant-Provided	Effective State Income Tax Rate (decimal)	2.27603113358971%	**1.** Ohio Revised Code Section 5747.02 | Tax Rates	The EIS Workbook does not properly account for progressive tax brackets and applies the same Effective State Income Tax Rate to construction and completion period payroll, so a blended rate was estimated to generate the same state income tax as if the 2025 Ohio annual income tax rates were used. The blended rate was calculated by estimating the blended Ohio income tax on the average base annual wage across both construction and completion periods (Combined Average Wage), then dividing the estimated blended Ohio income tax by the Combined Average Wage. Combined Average Wage was calculated as total construction and completion period payroll divided by total construction and completion period FTE jobs.
Parameters – Applicant-Provided	Effective Local Income Tax Rate (decimal)	2.00%	**2.** Regional Income Tax Authority (RITA) Summary for Brecksville, OH	Rate applicable to project address as of submission date
Parameters – Applicant-Provided	State Sales Tax Rate	0.0575	**3.** Ohio Department of Taxation, Sales & Use Tax Rate Map (3/31/2026)	Rate applicable to project address as of submission date
Parameters – Applicant-Provided	Local sales tax rate	0.0225	**4.** Ohio Department of Taxation, Sales & Use Tax Rate Map (3/31/2026)	Rate applicable to project address as of submission date
Parameters – Applicant-Provided	State + Local Effective Mill Rate per $1,000	0	**5.** Email from ODOD	Effective Mill Rate for the Project site is 78.360754. However, Input is $0 to reflect ensure that the non-abated property value that is subject to TIF does not generate revenues that would flow to the 10% Test calculation per FAQ's and guidance from ODOD.

Construction Period Inputs - Applicant Inputs	Land Acquisition Costs	[redacted]	N/A	[redacted]
Construction Period Inputs - Applicant Inputs	Hard Construction Costs	[redacted]	**6.** Line-Item budgets provided by Contractor	[redacted]
Construction Period Inputs - Applicant Inputs	Soft Construction Costs	[redacted]	**7.** Line-Item budgets provided by Contractor; Internal Estimates	[redacted]
Construction Period Inputs - Applicant Inputs	Taxable business fixtures cost	[redacted]	Conservative Internal Estimate	Includes estimated Furniture, Fixtures, & Equipment to be incurred after application submittal
Construction Period Inputs - Applicant Inputs	Other eligible costs	[redacted]	**8.** Line-Item Budget provided by Contractor; Internal Estimates	[redacted] Cost calculation.
Construction Period Inputs - Applicant Inputs	Estimated share of eligible construction costs attributable to labor (%)	31.9858718130351%	**9.** Contractor Wage Letters	Wage letters reflect estimated labor cost for each new building ($40,396,032 total). Blended rate is estimated at the total provided labor cost divided by estimated total eligible expenditures.

Construction Period Inputs - Applicant Inputs	Construction Expenditures Timeline	100% over construction period	**10.** Project Schedules for each Building;	See Table in EIS Narrative
Construction Period Inputs - Applicant Inputs	Property value prior to development	4833000	**11.** Cuyahoga County Fiscal Office Property Records	Existing tax market value of Project parcels updated as explained in the EIS narrative to reflect proportionate value of acreage beneath project site today.
Construction Period Inputs - Applicant Inputs	Estimated property value post development	72239061.5	Internal Estimate	[redacted]
Completion Period Inputs - General Office	Stabilized Occupancy / Utilization (%); Staffing Ratio, stabilized;	[redacted]	N/A	Per LOI, Stabilized Occupancy/Utilization is [redacted] For purposes of the EIS all Building 1 (CSA) jobs were manually added under Industrial jobs, although 76,646 SF of the building is classified as office space. The impacts are not double counted. Assumptions
Completion Period Inputs - Medical Office	Stabilized Occupancy / Utilization (%); Staffing Ratio, stabilized; Average Annual Wage; Baseline Payroll	[redacted] $20,000,000 payroll; 170.7 FTE jobs; 0.00259304268570561 Jobs per SF; [redacted].	**12.** Attachment: Completion Period Input – Medical Office	[redacted]

Completion Period Inputs - Retail	Stabilized Occupancy / Utilization (%); Sales per Square Foot;	[redacted] $[redacted]/SF	**13.** Attachment: Completion Period Input – Retail	[redacted]
Completion Period Inputs - Industrial	Stabilized Occupancy / Utilization (%); Staffing Ratio, stabilized; Average Annual Wage (overridden);	[redacted] 0.00140622824523135; $[redacted]	**14.** Single tenant leasing the full building upon construction completion; Attachment: Industrial Retained & relocated jobs - Average Salary Estimate; Attachment: JobsOhio Metric Report (Feb 2026)	[redacted]
Completion Period Inputs - Recreational	Stabilized Occupancy / Utilization (%); Staffing Ratio, stabilized;	[redacted] 0.000348706600278295	**15.** Total estimated payroll emailed from tenant provided by Applicant	The square footage of this space is included in plans submitted with the application. The retail jobs for Building #3 are included in this section as noted in the EIS Narrative. Total payroll was provided by tenant, the number of jobs was calculated using the department-provided SOC code for recreation jobs.
Pro Forma	Pro Forma Assumptions	N/A	**16.** Developer Pro Forma By Building	The EIS Framework indicates developer pro forma is required. Please find in this attachment the highly confidential and trade secret pro formas of estimated expenses and revenues for the 3 buildings in the Project.

APPENDIX C
DATA SOURCES & SUPPORTING DOCUMENTATION

AUTHENTICATED,
OHIO LEGISLATIVE SERVICE
COMMISSION
DOCUMENT #467288

Ohio Revised Code

Section 5747.02 Tax rates.

Effective: September 30, 2025

Legislation: House Bill 96 - 136th General Assembly

(A) For the purpose of providing revenue for the support of schools and local government functions, to provide relief to property taxpayers, to provide revenue for the general revenue fund, and to meet the expenses of administering the tax levied by this chapter, there is hereby levied on every individual, trust, and estate residing in or earning or receiving income in this state, on every individual, trust, and estate earning or receiving lottery winnings, prizes, or awards pursuant to Chapter 3770. of the Revised Code, on every individual, trust, and estate earning or receiving winnings on casino or sports gaming, and on every individual, trust, and estate otherwise having nexus with or in this state under the Constitution of the United States, an annual tax measured as prescribed in divisions (A)(1) to (4) of this section.

(1) In the case of trusts, the tax imposed by this section shall be measured by modified Ohio taxable income under division (C) of this section and levied in the same amount as the tax is imposed on estates as prescribed in division (A)(2) of this section.

(2) In the case of estates, the tax imposed by this section shall be measured by Ohio taxable income. If the estate has not more than twenty-six thousand fifty dollars of such income, the tax shall be levied on such income at the rate of 1.38462% for taxable years beginning in 2024, 1.31287% for taxable years beginning in 2025, and 1.27448% for taxable years beginning in 2026 and thereafter. If the estate has income in excess of that amount, the tax shall be levied at the same rates prescribed in division (A)(3) of this section for individuals.

(3) In the case of individuals, the tax imposed by this section on income other than taxable business income shall be measured by Ohio adjusted gross income, less taxable business income and less an exemption for the taxpayer, the taxpayer's spouse, and each dependent as provided in section 5747.025 of the Revised Code. If the balance thus obtained is equal to or less than twenty-six thousand fifty dollars, no tax shall be imposed on that balance. If the balance thus obtained is greater than twenty-six thousand fifty dollars, the tax is hereby levied as follows:

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DOCUMENT #467288

(a) For taxable years beginning in 2024:

OHIO ADJUSTED GROSS INCOME LESS TAXABLE BUSINESS INCOME AND EXEMPTIONS (INDIVIDUALS) OR MODIFIED OHIO TAXABLE INCOME (TRUSTS) OR OHIO TAXABLE INCOME (ESTATES)	TAX
More than $26,050 but not more than $100,000	$360.69 plus 2.75% of the amount in excess of $26,050
More than $100,000	$2,394.32 plus 3.5% of the amount in excess of $100,000

(b) For taxable years beginning in 2025:

OHIO ADJUSTED GROSS INCOME LESS TAXABLE BUSINESS INCOME AND EXEMPTIONS (INDIVIDUALS) OR MODIFIED OHIO TAXABLE INCOME (TRUSTS) OR OHIO TAXABLE INCOME (ESTATES)	TAX
More than $26,050 but not more than $100,000	$342.00 plus 2.75% of the amount in excess of $26,050
More than $100,000	$2,394.32 plus 3.125% of the amount in excess of $100,000

(c) For taxable years beginning in 2026 and thereafter, $332.00 plus 2.75% of the amount in excess of $26,050.

(4)(a) In the case of individuals, the tax imposed by this section on taxable business income shall equal three per cent of the result obtained by subtracting any amount allowed under division (A)(4)(b) of this section from the individual's taxable business income.

(b) If the exemptions allowed to an individual under division (A)(3) of this section exceed the taxpayer's Ohio adjusted gross income less taxable business income, the excess shall be deducted from taxable business income before computing the tax under division (A)(4)(a) of this section.

(5) Except as otherwise provided in this division, in August of each year, the tax commissioner shall make a new adjustment to the income amounts prescribed in divisions (A)(2) and (3) of this section by multiplying the percentage increase in the gross domestic product deflator computed that year

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DOCUMENT #467288

under section 5747.025 of the Revised Code by each of the income amounts resulting from the adjustment under this division in the preceding year, adding the resulting product to the corresponding income amount resulting from the adjustment in the preceding year, and rounding the resulting sum to the nearest multiple of fifty dollars. The tax commissioner also shall recompute each of the tax dollar amounts to the extent necessary to reflect the new adjustment of the income amounts. To recompute the tax dollar amount corresponding to the lowest tax rate in division (A)(3) of this section, the commissioner shall multiply the tax rate prescribed in division (A)(2) of this section by the income amount specified in that division and as adjusted according to this paragraph. The rates of taxation shall not be adjusted.

The adjusted amounts apply to taxable years beginning in the calendar year in which the adjustments are made and to taxable years beginning in each ensuing calendar year until a calendar year in which a new adjustment is made pursuant to this division. The tax commissioner shall not make a new adjustment in any year in which the amount resulting from the adjustment would be less than the amount resulting from the adjustment in the preceding year.

(B)(1) The tax imposed by this section on a trust shall be computed by multiplying the Ohio modified taxable income of the trust by the rates prescribed by division (A) of this section.

(2) A resident trust may claim a credit against the tax computed under division (B) of this section equal to the lesser of (a) the tax paid to another state or the District of Columbia on the resident trust's modified nonbusiness income, other than the portion of the resident trust's nonbusiness income that is qualifying investment income as defined in section 5747.012 of the Revised Code, or (b) the effective tax rate, based on modified Ohio taxable income, multiplied by the resident trust's modified nonbusiness income other than the portion of the resident trust's nonbusiness income that is qualifying investment income. The credit applies before any other applicable credits.

(3) Any credit authorized against the tax imposed by this section applies to a trust subject to division (B) of this section only if the trust otherwise qualifies for the credit. To the extent that the trust distributes income for the taxable year for which a credit is available to the trust, the credit shall be shared by the trust and its beneficiaries. The tax commissioner and the trust shall be guided by applicable regulations of the United States treasury regarding the sharing of credits.

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(C) For the purposes of this section, "trust" means any trust described in Subchapter J of Chapter 1 of the Internal Revenue Code, excluding trusts that are not irrevocable as defined in division (I)(3)(b) of section 5747.01 of the Revised Code and that have no modified Ohio taxable income for the taxable year, charitable remainder trusts, qualified funeral trusts and preneed funeral contract trusts established pursuant to sections 4717.31 to 4717.38 of the Revised Code that are not qualified funeral trusts, endowment and perpetual care trusts, qualified settlement trusts and funds, designated settlement trusts and funds, and trusts exempted from taxation under section 501(a) of the Internal Revenue Code.

(D) Nothing in division (A)(3) of this section shall prohibit an individual with an Ohio adjusted gross income, less taxable business income and exemptions, of twenty-six thousand fifty dollars or less from filing a return under this chapter to receive a refund of taxes withheld or to claim any refundable credit allowed under this chapter.

Data Source #2. Parameters - Effective Local Income Tax Rate - RITA Summary

Brecksville

Cuyahoga County

http://www.brecksville.oh.us

RITA Start Date: 01/01/1972

Recent Tax and Credit History

From Date	Thru Date	Tax Rate	Credit Factor (Tax Credit)	Credit Rate (Credit Limit)
01/01/2021	current	2.000%	100.000%	2.000%
01/01/2020	12/31/2020	2.000%	87.500%	2.000%

* History displayed for the past 7 years.

Special Notes and Tax Documents

RULES & REGULATIONS View Document

TAX ORDINANCE View Document

2106 BUSINESS EXPENSES
The unreimbursed employee expense (2106) deduction is eliminated for federal income tax purposes for most employees.

AGE EXEMPTION Individuals under 18 years of age are exempt from paying municipal income tax.

BALANCE DUE/OVERPAYMENT INFORMATION
Amounts under $10.01 will not be collected or refunded. The $10.01 de minimis threshold does not apply to amounts required to be withheld by employers.

ESTIMATED PAYMENT REQUIREMENTS
Quarterly payments of estimated tax are required if the anticipated amount due is $200 or more.

LOTTERY/GAMBLING WINNINGS
Lottery and gambling winnings are taxable - no minimum. Gambling losses may not offset gambling winnings unless the taxpayer is a professional gambler per IRS regulations.

NET OPERATING LOSS
Beginning with losses incurred in 2017 and thereafter, a net operating loss may be carried forward for 5 years. For taxable years beginning in 2018, 2019, 2020, 2021 and 2022, losses are subject to a 50% phase-in limitation. The amount of net operating loss carry forward that may be utilized in tax years 2018 through 2022 is limited to the lesser of 50% of the carried forward loss or 50% of that year's income. For taxable years beginning in 2023 and thereafter, a net operating loss is no longer limited to a 50% phase-in limitation and the full loss may be used.

S-CORPS S-Corp distributive shares that do not represent wages are generally not taxable and should not be reported on Form 37.

WITHHOLDING FILING FREQUENCY
If withholding amount is $2,400 or more in the immediately preceding calendar year or more than $200 in any one month of the preceding calendar quarter, file monthly - due date is the 15th day of the following month. All employers not required to file monthly, file quarterly - due date is the last day of the month following the end of the quarter.

Department of Taxation
Tax Analysis

Tax.Ohio.gov

Sales and Use Tax Rate Map

March 31, 2026

State and Permissive (Local) Sales and Use Tax Rates in Effect as of October 2025 by County

This map displays all Ohio counties and the sales tax rate in that county. The map is followed by a table which lists the rates in each county.

As of October 2025, the total sales tax rate in each county ranged from 6.50 percent to 8.0 percent. Counties with the highest sales tax rates (7.30 percent or higher) are colored black. Counties with tax rates in the middle (between 7.05 percent and 7.25 percent) are colored grey. Counties with the lowest tax rates (7.0 percent or lower) are colored white.

There are seven counties with rates of 7.30 percent or higher. The highest tax rate of 8.0 percent is found in Cuyahoga and Franklin Counties. Other counties with rates above 7.30 percent include Hamilton County (7.80 percent), Lucas County (7.75 percent), Coshocton County (7.75 percent), Montgomery County (7.50 percent), and Mahoning County (7.50 percent).

There are 31 lower rate counties, with rates between 6.50 percent and 7.0 percent. These counties are mostly located in the northeastern and southwestern parts of the state, as well as around the Columbus and Toledo metro areas (Franklin and Lucas Counties). The lowest rate of 6.50 percent is found in Butler, Lorain, Stark, and Wayne Counties.

The other 50 counties in the state all have a tax rate of 7.25 percent.

Portions of Delaware, Fairfield, Licking, & Union counties assess a transit authority sales tax levy of 1.00 percent and portions of Wood County assess a transit authority sales tax levy of 0.50 percent, which are not reflected on the map.

Percentages shown in this publication are from internal records of the Ohio Department of Taxation.

Data Source #3 + 4. Parameters - State & Local Sales Tax Rate - Ohio Sales Tax Map - Rates by County

Total State and Local Sales Tax Rates, by County, Effective October 2025



Newest Rate Change:
Brown County tax rate 1.25% (previously 1.50%)

* Portions of Delaware, Fairfield, Licking & Union counties assess a transit authority sales tax levy of 1.00% (not reflected on this map.)
** The City of Rossford in Wood County assesses a 0.50% transit tax effective April 1, 2022; the total sales and use tax rate for that municipality is 7.25% (not reflected on this map).

Department of Taxation

Tax Analysis

Tax.Ohio.gov

State and Permissive Sales Tax Rates, by County, October 2025

County	County Permissive Tax Rate	Transit Tax Rate	Total State & Local Tax Rate
Adams	1.50%	N/A	7.25%
Allen	1.00%	0.10%	6.85%
Ashland	1.25%	N/A	7.00%
Ashtabula	1.00%	N/A	6.75%
Athens	1.50%	N/A	7.25%
Auglaize	1.50%	N/A	7.25%
Belmont	1.50%	N/A	7.25%
Brown	1.25%	N/A	7.00%
Butler	0.75%	N/A	6.50%
Carroll	1.00%	N/A	6.75%
Champaign	1.50%	N/A	7.25%
Clark	1.50%	N/A	7.25%
Clermont	1.00%	N/A	6.75%
Clinton	1.50%	N/A	7.25%
Columbiana	1.50%	N/A	7.25%
Coshocton	2.00%	N/A	7.75%
Crawford	1.50%	N/A	7.25%
Cuyahoga	1.25%	1.00%	8.00%
Darke	1.50%	N/A	7.25%
Defiance	1.00%	N/A	6.75%
Delaware [note 1]	1.25%	N/A	7.00%
Erie	1.00%	N/A	6.75%
Fairfield [note 1]	1.00%	N/A	6.75%
Fayette	1.50%	N/A	7.25%
Franklin	1.25%	1.00%	8.00%
Fulton	1.50%	N/A	7.25%
Gallia	1.50%	N/A	7.25%
Geauga	1.00%	N/A	6.75%
Greene	1.00%	N/A	6.75%
Guernsey	1.50%	N/A	7.25%
Hamilton	1.25%	0.80%	7.80%
Hancock	1.00%	N/A	6.75%
Hardin	1.50%	N/A	7.25%
Harrison	1.50%	N/A	7.25%
Henry	1.50%	N/A	7.25%
Highland	1.50%	N/A	7.25%
Hocking	1.50%	N/A	7.25%
Holmes	1.25%	N/A	7.00%
Huron	1.50%	N/A	7.25%
Jackson	1.50%	N/A	7.25%
Jefferson	1.50%	N/A	7.25%
Knox	1.50%	N/A	7.25%
Lake	1.00%	0.50%	7.25%
Lawrence	1.50%	N/A	7.25%
Licking [note 1]	1.50%	N/A	7.25%
Logan	1.50%	N/A	7.25%
Lorain	0.75%	N/A	6.50%
Lucas	1.50%	0.50%	7.75%
Madison	1.25%	N/A	7.00%
Mahoning	1.50%	0.25%	7.50%
Marion	1.50%	N/A	7.25%
Medina	1.00%	N/A	6.75%
Meigs	1.50%	N/A	7.25%
Mercer	1.50%	N/A	7.25%
Miami	1.25%	N/A	7.00%
Monroe	1.50%	N/A	7.25%
Montgomery	1.25%	0.50%	7.50%
Morgan	1.50%	N/A	7.25%
Morrow	1.50%	N/A	7.25%
Muskingum	1.50%	N/A	7.25%
Noble	1.50%	N/A	7.25%
Ottawa	1.25%	N/A	7.00%
Paulding	1.50%	N/A	7.25%
Perry	1.50%	N/A	7.25%
Pickaway	1.50%	N/A	7.25%
Pike	1.50%	N/A	7.25%
Portage	1.00%	0.25%	7.00%
Preble	1.50%	N/A	7.25%
Putnam	1.25%	N/A	7.00%
Richland	1.25%	N/A	7.00%
Ross	1.50%	N/A	7.25%
Sandusky	1.50%	N/A	7.25%
Scioto	1.50%	N/A	7.25%
Seneca	1.50%	N/A	7.25%
Shelby	1.50%	N/A	7.25%
Stark	0.50%	0.25%	6.50%
Summit	0.50%	0.50%	6.75%
Trumbull	1.00%	N/A	6.75%
Tuscarawas	1.00%	N/A	6.75%
Union [note 1]	1.25%	N/A	7.00%
Van Wert	1.50%	N/A	7.25%
Vinton	1.50%	N/A	7.25%
Warren	1.00%	N/A	6.75%
Washington	1.50%	N/A	7.25%
Wayne	0.75%	N/A	6.50%
Williams	1.50%	N/A	7.25%
Wood [note 2]	1.00%	N/A	6.75%
Wyandot	1.50%	N/A	7.25%

[note 1] Municipalities whose boundaries extend both within and beyond Franklin County assess a COTA rate of 1.00% in addition to the posted state and county sales tax rate. Delaware's COTA rate covers the portions of the Cities of Columbus and Westerville located in Delaware County; Fairfield's COTA rate covers the portions of the Cities of Columbus and Reynoldsburg in Fairfield County; Licking County's COTA rate covers the portion of the City of Reynoldsburg located in Licking County, and Union's COTA rate covers the portion of the City of Dublin located in Union County.
[note 2] The City of Rossford in Wood County enacted a 0.50% transit tax effective April 1, 2022; the total sales and use tax rate for that municipality is 7.25%.
[note 3] The current state rate is 5.75%.

An official website of the Cuyahoga County government. Here's how you know

CUYAHOGA COUNTY, Ohio
MyPlace

Please be advised that the Fiscal Office identified a clerical error that was submitted to the State of Ohio. This error resulted in an incorrect tax rate calculation for Class II properties only (Commercial/ Industrial) for Tax Year 2024/Collection Year 2025. The Fiscal Office worked with the State of Ohio to correct the error. The correction will appear on tax bills due in February 2026 as an omitted tax.

THIS DOES NOT AFFECT RESIDENTIAL PROPERTY

For questions, please call 216-443-7420, Option 3 (Appraisal Department).

Search

City: Entire County

Search By: ○ Owner ◉ Parcel ○ Address

60409017

View Map

PROPERTY DATA

- General Information
- Transfers
- Values
- Land
- Building Information
- Building Sketch
- Other Improvements
- Permits
- Property Summary Report

[redacted]-09-017

VA CURRENT, LLC
BRECKSVILLE RD
BRECKSVILLE, OH. 44141

Value History

Tax year: 2025 - Total Value: $2,563,000

	Tax	Exempt	Abated	TIF	Certified Total
Land	$	$2,563,000	$	$	$2,563,000
Building	$	$	$	$	$
Total	$	$2,563,000	$	$	$2,563,000

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THIS DOES NOT AFFECT RESIDENTIAL PROPERTY
For questions, please call 216-443-7420, Option 3 (Appraisal Department).

Search
City: Entire County | Search By: Owner / Parcel / Address | 60409026

View Map

PROPERTY DATA
- General Information
- Transfers
- Values
- Land
- Building Information
- Building Sketch
- Other Improvements
- Permits
- Property Summary Report

TAXES
- Tax By Year
- Pay Your Taxes Online

LEGAL RECORDINGS
- Get a Document List

ACTIVITY
- Informal Reviews
- Board of Revisions Cases

Primary Owner	VA LAND, LLC
Property Address	MILLER RD BRECKSVILLE,OH 44141
Tax Mailing Address	VA LAND, LLC 5720 E SCHAAF RD INDEPENDENCE, OH 44131
Description	PARCEL 2A2 AFN 202411070452
Property Class	COMMERCIAL VACANT LAND
Parcel Number	[redacted]
Taxset	Brecksville
Tax Year	2025 Pay 2026

PAY BY E-CHECK OR CREDIT/DEBIT CARD

Summary By Tax Year 2025 Pay 2026

Please use the Pay Your Taxes Online to pay your tax bill for the current tax year

Taxable Assessed Values

Land Value	$794,500
Building Value	$
Total Value	$794,500

Taxable Market Values

Land Value	$2,270,000
Building Value	$
Total Value	$2,270,000

Flags

Owner Occupancy Credit	N
Homestead Reduction	N
Foreclosure	N
Cert. Pending	N
Cert. Sold	N
Payment Plan	N

First Half Year Charge Amounts

Gross Tax	$47,380.01
Less 920 Reduction	$16,251.20
Sub Total	$31,128.81
Non-business Credit	$.00
Owner Occupancy Credit	$.00
Homestead Reduction	$.00
Total Assessments	$5,863.97
Half Year Net Taxes	$36,992.78

Second Half Year Charge Amounts

Gross Tax	$47,380.01
Less 920 Reduction	$16,251.20
Sub Total	$31,128.81
Non-business Credit	$.00
Owner Occupancy Credit	$.00
Homestead Reduction	$.00
Total Assessments	$5,863.97
Half Year Net Taxes	$36,992.78

Rates

Full Rate	119.27
920 Reduction Rate	.342997
Effective Rate	78.360754

Escrow

Escrow	N
Payment Amount	$.00

Tax Balance Summary	Charges	Payments	Balance Due
	$73,985.56	**$36,992.78**	**$36,992.78**

2025 (pay in 2026) Charge and Payment Detail

Taxset	Charge Type	Charges	Payments	Balance Due
Brecksville				
	1st half tax	$31,128.81	$31,128.81	$.00
	1ST HALF BALANCE	$31,128.81	$31,128.81	$.00
	2nd half tax	$31,128.81	$.00	$31,128.81
	2ND HALF BALANCE	$31,128.81	$.00	$31,128.81
C100075C-Sewer Maintenance				
	1st half tax - 2025	$3,186.94	$3,186.94	$.00
	1ST HALF BALANCE	$3,186.94	$3,186.94	$.00
	2nd half tax - 2025	$3,186.94	$.00	$3,186.94
	2ND HALF BALANCE	$3,186.94	$.00	$3,186.94
C100075S-SEWER MAINTENANCE				
	1st half tax - 2025	$2,677.03	$2,677.03	$.00
	1ST HALF BALANCE	$2,677.03	$2,677.03	$.00
	2nd half tax - 2025	$2,677.03	$.00	$2,677.03
	2ND HALF BALANCE	$2,677.03	$.00	$2,677.03
		Charges	Payments	Balance Due
Total Balance		**$73,985.56**	**$36,992.78**	**$36,992.78**

PAY BY E-CHECK OR CREDIT/DEBIT CARD

View Map

Updated: 04/21/2026 02:59:02 AM

Disclaimer: Cuyahoga County provides this geographic data and related analytical results as a free public service on an "as is" basis. Cuyahoga County makes no guarantee(s) or warranty(ies) as to the accuracy, completeness, or timeliness of the information contained herein, and said information is not intended to, nor does it, constitute an official public record of Cuyahoga County. While much of the data contained herein is compiled from public records, the official records of the public office or agency from which they were compiled remains the official record of any such public office or agency. **By accessing, viewing or using any part of the site, you expressly acknowledge you have read, agree to and consent to be bound by all of the terms and conditions listed on this site. Routine maintenance is performed on Fridays and disruptions may occur. We apologize for any inconvenience.**

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THANK YOU

Previts, Alex

From: Kalynchuk, Ken - about PMC
Sent: Tuesday, April 21, 2026 11:23 AM
To: Previts, Alex - about PMC
Subject: FW: PILOTs - TMUD EIS Round 5

From: Transformational@development.ohio.gov <Transformational@development.ohio.gov>
Sent: Monday, April 20, 2026 3:51 PM
To: Kalynchuk, Ken - about PMC <Ken.Kalynchuk@aboutPMC.com>; Transformational@development.ohio.gov
Cc: Previts, Alex - about PMC <Alexander.Previts@aboutPMC.com>
Subject: RE: PILOTs - TMUD EIS Round 5

CAUTION EXTERNAL EMAIL

From my understanding, the third-party reviewer wants to see the full property value post development with adjustments to tax revenues made via the tax rate inputs. I believe the workbook is designed to only capture the increase in tax revenues, so if there will be no increase in property tax revenues, this could be reflected by having a zero property tax rate.

We will review each application and EIS along with the third-party to ensure that TIF/PILOT/Abatement procedures are applied consistently for all projects.

Thanks,

Ohio Department of Development

Rick Demmon
Senior Business Incentives Administrator
Office of Tax Incentives
77 South High Street
Columbus, Ohio 43215
D: 1-614-387-2110
Richard.Demmon@development.ohio.gov

Empowering Communities to Succeed

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The State of Ohio is an Equal Opportunity Employer and Provider of ADA Services.

From: Kalynchuk, Ken - about PMC <Ken.Kalynchuk@aboutPMC.com>
Sent: Monday, April 20, 2026 3:07 PM
To: DEV Transformational <Transformational@development.ohio.gov>

An official website of the Cuyahoga County government. Here's how you know

CUYAHOGA COUNTY, Ohio
MyPlace

Please be advised that the Fiscal Office identified a clerical error that was submitted to the State of Ohio. This error resulted in an incorrect tax rate calculation for Class II properties only (Commercial/ Industrial) for Tax Year 2024/Collection Year 2025. The Fiscal Office worked with the State of Ohio to correct the error. The correction will appear on tax bills due in February 2026 as an omitted tax.

THIS DOES NOT AFFECT RESIDENTIAL PROPERTY

For questions, please call 216-443-7420, Option 3 (Appraisal Department).

Search

City: Entire County

Search By: ○ Owner ◉ Parcel ○ Address

60409017

View Map

PROPERTY DATA

- General Information
- Transfers
- Values
- Land
- Building Information
- Building Sketch
- Other Improvements
- Permits
- Property Summary Report

604-09-017

VA CURRENT, LLC
BRECKSVILLE RD
BRECKSVILLE, OH. 44141

Value History

Tax year: 2025 - Total Value: $2,563,000

	Tax	Exempt	Abated	TIF	Certified Total
Land	$	$2,563,000	$	$	$2,563,000
Building	$	$	$	$	$
Total	$	$2,563,000	$	$	$2,563,000

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MyPlace

Please be advised that the Fiscal Office identified a clerical error that was submitted to the State of Ohio. This error resulted in an incorrect tax rate calculation for Class II properties only (Commercial/ Industrial) for Tax Year 2024/Collection Year 2025. The Fiscal Office worked with the State of Ohio to correct the error. The correction will appear on tax bills due in February 2026 as an omitted tax.

THIS DOES NOT AFFECT RESIDENTIAL PROPERTY
For questions, please call 216-443-7420, Option 3 (Appraisal Department).

Search
City: Entire County | Search By: Owner | Parcel | Address | 60409026

View Map

PROPERTY DATA
- General Information
- Transfers
- Values
- Land
- Building Information
- Building Sketch
- Other Improvements
- Permits
- Property Summary Report

TAXES
- Tax By Year
- Pay Your Taxes Online

LEGAL RECORDINGS
- Get a Document List

ACTIVITY
- Informal Reviews
- Board of Revisions Cases

Primary Owner	VA LAND, LLC
Property Address	MILLER RD BRECKSVILLE,OH 44141
Tax Mailing Address	VA LAND, LLC 5720 E SCHAAF RD INDEPENDENCE, OH 44131
Description	PARCEL 2A2 AFN 202411070452
Property Class	COMMERCIAL VACANT LAND
Parcel Number	[redacted]
Taxset	Brecksville
Tax Year	2025 Pay 2026

PAY BY E-CHECK OR CREDIT/DEBIT CARD

Summary By Tax Year 2025 Pay 2026

Please use the Pay Your Taxes Online to pay your tax bill for the current tax year

Taxable Assessed Values	
Land Value	$794,500
Building Value	$
Total Value	$794,500

First Half Year Charge Amounts	
Gross Tax	$47,380.01
Less 920 Reduction	$16,251.20
Sub Total	$31,128.81
Non-business Credit	$.00
Owner Occupancy Credit	$.00
Homestead Reduction	$.00
Total Assessments	$5,863.97
Half Year Net Taxes	$36,992.78

Taxable Market Values	
Land Value	$2,270,000
Building Value	$
Total Value	$2,270,000

Second Half Year Charge Amounts	
Gross Tax	$47,380.01
Less 920 Reduction	$16,251.20
Sub Total	$31,128.81
Non-business Credit	$.00
Owner Occupancy Credit	$.00
Homestead Reduction	$.00
Total Assessments	$5,863.97
Half Year Net Taxes	$36,992.78

Flags	
Owner Occupancy Credit	N
Homestead Reduction	N
Foreclosure	N
Cert. Pending	N
Cert. Sold	N
Payment Plan	N

Rates	
Full Rate	119.27
920 Reduction Rate	.342997
Effective Rate	78.360754

Escrow	
Escrow	N
Payment Amount	$.00

Tax Balance Summary	Charges	Payments	Balance Due
	$73,985.56	**$36,992.78**	**$36,992.78**

2025 (pay in 2026) Charge and Payment Detail

Taxset	Charge Type	Charges	Payments	Balance Due
Brecksville				
	1st half tax	$31,128.81	$31,128.81	$.00
	1ST HALF BALANCE	$31,128.81	$31,128.81	$.00
	2nd half tax	$31,128.81	$.00	$31,128.81
	2ND HALF BALANCE	$31,128.81	$.00	$31,128.81
C100075C-Sewer Maintenance				
	1st half tax - 2025	$3,186.94	$3,186.94	$.00
	1ST HALF BALANCE	$3,186.94	$3,186.94	$.00
	2nd half tax - 2025	$3,186.94	$.00	$3,186.94
	2ND HALF BALANCE	$3,186.94	$.00	$3,186.94
C100075S-SEWER MAINTENANCE				
	1st half tax - 2025	$2,677.03	$2,677.03	$.00
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	2nd half tax - 2025	$2,677.03	$.00	$2,677.03
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Updated: 04/21/2026 02:59:02 AM

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THANK YOU

Kalynchuk, Ken - about PMC

From: Haney, Amy <ahaney@digeronimocompanies.com>
Sent: Friday, April 10, 2026 11:06 AM
To: Kalynchuk, Ken - about PMC; Previts, Alex - about PMC
Subject: Fw: FTE Breakout Valor

CAUTION EXTERNAL EMAIL

From: Zerr, Lindsey <ZERRL@ccf.org>
Sent: Tuesday, April 7, 2026 11:04 AM
To: Haney, Amy <ahaney@digeronimocompanies.com>
Cc: Kolonick, Renee <KOLONIR@ccf.org>
Subject: Re: FTE Breakout Valor

CAUTION! EXTERNAL EMAIL – **Think Before You Click!** Report anything suspicious to help@digcoit.com.

Hi Amy!

I just spoke wit Brendan, and he advised that the high level payroll assumption would be $20M. Does this help?

Lindsey D. Zerr, MBA
Program Manager III, Ambulatory Operations
Cleveland Clinic | 5001 Rockside Road / IN70 | Independence, OH 44131
(216) 513-0561 | zerrl@ccf.org

Book time to meet with me

From: Zerr, Lindsey <ZERRL@ccf.org>
Sent: Wednesday, April 1, 2026 1:35 PM
To: Haney, Amy <ahaney@digeronimocompanies.com>
Cc: MacRaild, Matthew <MACRAIM@ccf.org>; Kolonick, Renee <KOLONIR@ccf.org>
Subject: Re: FTE Breakout Valor

Hi Amy!

I am going to loop in Renee as I do not want to provide any incorrect information. Renee, please see below and advise.

Thank you,
Lindsey

Lindsey D. Zerr, MBA
Program Manager III, Ambulatory Operations
Cleveland Clinic | 5001 Rockside Road / IN70 | Independence, OH 44131
(216) 513-0561 | zerrl@ccf.org

Book time to meet with me

From: Haney, Amy <ahaney@digeronimocompanies.com>
Sent: Wednesday, April 1, 2026 1:14 PM
To: Zerr, Lindsey <ZERRL@ccf.org>
Cc: MacRaild, Matthew <MACRAIM@ccf.org>
Subject: [EXT] Re: FTE Breakout Valor

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Lindsey, this is great! Is there any way to share payroll information as well?

[redacted]

[redacted]

From: Zerr, Lindsey <ZERRL@ccf.org>
Sent: Wednesday, April 1, 2026 1:05 PM
To: Haney, Amy <ahaney@digeronimocompanies.com>
Cc: MacRaild, Matthew <MACRAIM@ccf.org>
Subject: FTE Breakout Valor

CAUTION! EXTERNAL EMAIL – **Think Before You Click!** Report anything suspicious to help@digcoit.com.

Hi Amy!

Please see the attached that you requested earlier. Let me know if you need anything else!

Data Source #13. Completion Period Input - Retail

U.S. National Sales Productivity and Occupancy Costs by Category (Rolling 12-Month July 2023 - June 2024)						
	ANNUALIZED SALES PSF					OCCUPANCY COST PERCENTAGE*
Category	Rolling 12 (July 2023 - June 2024)	YOY % over same period of prior year (July 2023 - June 2024)	Calendar Year 2021	Calendar Year 2022	Calendar Year 2023	Rolling 12-month average (July 2023 - June 2024)
Apparel	$276	4.1%	$282	$265	$273	8.9%
Beauty Supplies	$928	17.5%	$563	$709	$865	4.8%
Craft	$119	-14.1%	$153	$144	$132	12.8%
Department Store	$304	-5.1%	$305	$312	$337	5.0%
Dollar Store	$134	-8.0%	$152	$147	$142	8.5%
Drug Store	$330	-5.9%	$411	$380	$339	6.7%
Fast Food	$772	3.4%	$668	$720	$759	6.4%
Fitness	$122	7.6%	$87	$107	$116	19.4%
Hair	$307	9.2%	$232	$272	$290	13.3%
Home Improvement	$329	4.9%	$294	$303	$313	3.7%
Movie Theater	$104	6.8%	$59	$90	$113	25.0%
Pet Supplies	$324	-11.8%	$305	$322	$372	7.7%
Restaurant	$643	0.4%	$581	$624	$648	6.7%
Salon	$442	5.0%	$402	$430	$419	10.2%
Services	$478	12.4%	$441	$433	$459	9.1%
Shoes	$272	-0.1%	$273	$274	$271	9.9%
Specialty Food	$563	1.6%	$532	$553	$560	10.2%
Specialty Restaurant	$203	5.3%	$167	$197	$200	13.9%
Specialty Retail	$419	-7.4%	$422	$466	$423	7.4%
Sporting Goods	$397	4.9%	$405	$381	$383	2.2%

Source: Datex Property Solutions

Category descriptions: Hair—Retailers that principally cut and/or blow-dry hair. Salon—Retailers that do massage, eyelashes, waxing and nails. Specialty Food—Inclusive of juices, ice cream, yogurt and donuts. Fast Food—Quick serve and takeaway-focused meals. Restaurant—Principally sit-down dining focused. Specialty Restaurant—Dining with an integral experience component. Fitness—Gym, yoga and workout facilities. Services—A standalone category capturing all other service retailers including check cashing, insurance, dental, copy/print, weight loss, shipping and wireless. Craft—Retailers focused on arts, crafts and making. Specialty Retail—Specifically focused on a narrow vertical such as books, parties, backpacking or devices.

* Occupancy cost percentage consists of base rent plus triple net.

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BY DTIQ | 4 MIN READ

How to Measure and Boost Average Retail Sales Per Square Foot

How do you know how well your retail space is performing? One key metric that helps retailers assess this efficiency is Retail Store Sales Per Square Foot. This post will help you understand what this metric means, why it's vital, how to calculate sales per square foot, and strategies to improve it.

The Importance of Sales Per Square Foot

Retail Store Sales Per Square Foot is a critical key performance indicator (KPI) that measures how effectively a retail space generates revenue. By understanding, tracking, and optimizing this metric, you can make more informed, data-driven decisions about your store layout, inventory management, and overall business strategy.

What Is Average Retail Sales Per Square Foot?

Definition: This metric calculates the average revenue generated for every square foot of retail space.

Significance: It provides insights into space utilization, helps identify underperforming areas, and

- **Big Box Stores**: Costco reports about $1,638/sq. ft., Walmart around $574/sq. ft., and Target approximately $300/sq. ft.
- **Convenience Stores**: Average around $330/sq. ft.
- **National Average**: Approximately $325/sq. ft. across all retail segments.

How to Calculate Sales Per Square Foot

Formula:

Sales Per Square Foot = (Total Sales) / (Total Square Footage of Retail Space)

Example:

If a store generates $1,000,000 in annual sales and has 2,000 square feet of selling space:

$1,000,000 / 2,000 sq. ft. = $500/sq. ft.

Considerations:

- Exclude non-selling areas like stockrooms or offices.
- Use consistent time frames (monthly, quarterly, annually) for comparison.
- Use tools such as Calculator Academy's Sales Per Square Foot Calculator to check for accuracy.

Why Sales Per Square Foot Is a Crucial Retail KPI

Knowing your sales per square foot can benefit your retail operations in multiple ways.

- **Inventory Efficiency**: Helps you identify and prioritize the products with high sales density that generate the most revenue relative to the space they occupy.
- **Space Utilization**: Highlights underperforming areas to guide layout decisions and adjustments.
- **Performance Benchmarking**: Allows comparison with industry standards and your competitors.
- **Profitability Insight**: Reveals relationships between space usage and profit margins.
- **Operational Adjustments**: Inform your strategic marketing, merchandising, and staffing

improve your overall performance. Leading contributors include the following.

- **Product Assortment**: Offering high-demand, high-margin products can boost sales density.
- **Store Layout**: Efficient, engaging, and attractive layouts improve customer flow and product visibility.
- **Pricing Strategies**: Competitive and strategic pricing and well-priced promotions can increase average transaction values.
- **Staffing and Customer Service**: Knowledgeable, personable, well-trained staff enhance customer experience and drive sales.
- **Technology**: Modern point-of-sale (POS) systems, self-service options, and analytics tools can streamline operations and provide valuable insights.

Strategies to Boost Sales Per Square Foot

Just as multiple factors contribute to your sales per square foot, there are numerous things you can do to boost your performance of this critical KPI.

- **Optimize Your Store Layout**. Design intuitive pathways and strategically place high-margin items and promotional displays to encourage purchases.
- **Improve Your Inventory Management**. Regularly assess product performance and adjust your stock levels accordingly.
- **Enhance Your Customers' Experiences**. Offer personalized services, loyalty programs, and interactive displays.
- **Incorporate Upselling and Cross-Selling**. Train your staff to suggest complementary products to your customers and ensure your self-service options make similar offers.
- **Leverage Digital Tools**. Utilize data analytics to understand customer behavior and preferences.
- **Make Seasonal Adjustments**. Tailor your product offerings and promotions to seasonal trends and events.

Tools and Technologies to Track Sales Per Square Foot

The more accurate, comprehensive, and timely your sales per square foot information, the more

- **Foot Traffic Analytics**: Use sensors and AI to monitor customer movement and optimize store layout.
- **Inventory Management Tools**: Ensure optimal stock levels and reduce carrying costs.

Case Study: Improving Sales Per Square Foot

- **Initial Challenge**: A retail store had a sales per square foot of $250, below the industry average. The store decided to implement strategic changes to enhance its performance of this critical KPI.
- **Actions Taken**:
  - Redesigned store layout to improve customer flow.
  - Introduced high-margin products and removed underperforming items.
  - Trained staff on upselling techniques.
  - Implemented a modern POS system for real-time data analysis.
- **Results**: Within 12 months, sales per square foot increased to $342, marking a 40% growth.

Common Pitfalls to Avoid When Measuring Sales Per Square Foot

As you pursue your journey to improved sales per square foot, there are three potential impediments you must make every effort to avoid.

Don’t overlook seasonal variations. Failing to account for seasonal sales fluctuations can skew your sales data and lead to inaccurate analysis.

Don’t ignore your customers’ experiences. Focusing solely on metrics without considering and enhancing customer satisfaction can cause you to make sub-optimal, inadequately informed decisions.

Don’t rely on inaccurate data. Incorrect measurements of sales levels or square footage can result in misleading conclusions.

Conclusion: Take Charge of Your Retail Store Sales

growth, and sustainability. By proactively managing and enhancing your Retail Store Sales Per Square Foot, you're investing in your retail business's long-term success and resilience. DTiQ's 360iQ platform gives you the insights you need into customer behavior and store performance. To learn more, visit our website.

To learn more about how DTiQ can help you drive loyalty and customer satisfaction

Get in touch with our team

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Data Source #14. Completion Input - Industrial - Occupancy, Jobs & Payroll

Monthly Executed Grants and Loans Report: **February 2026**

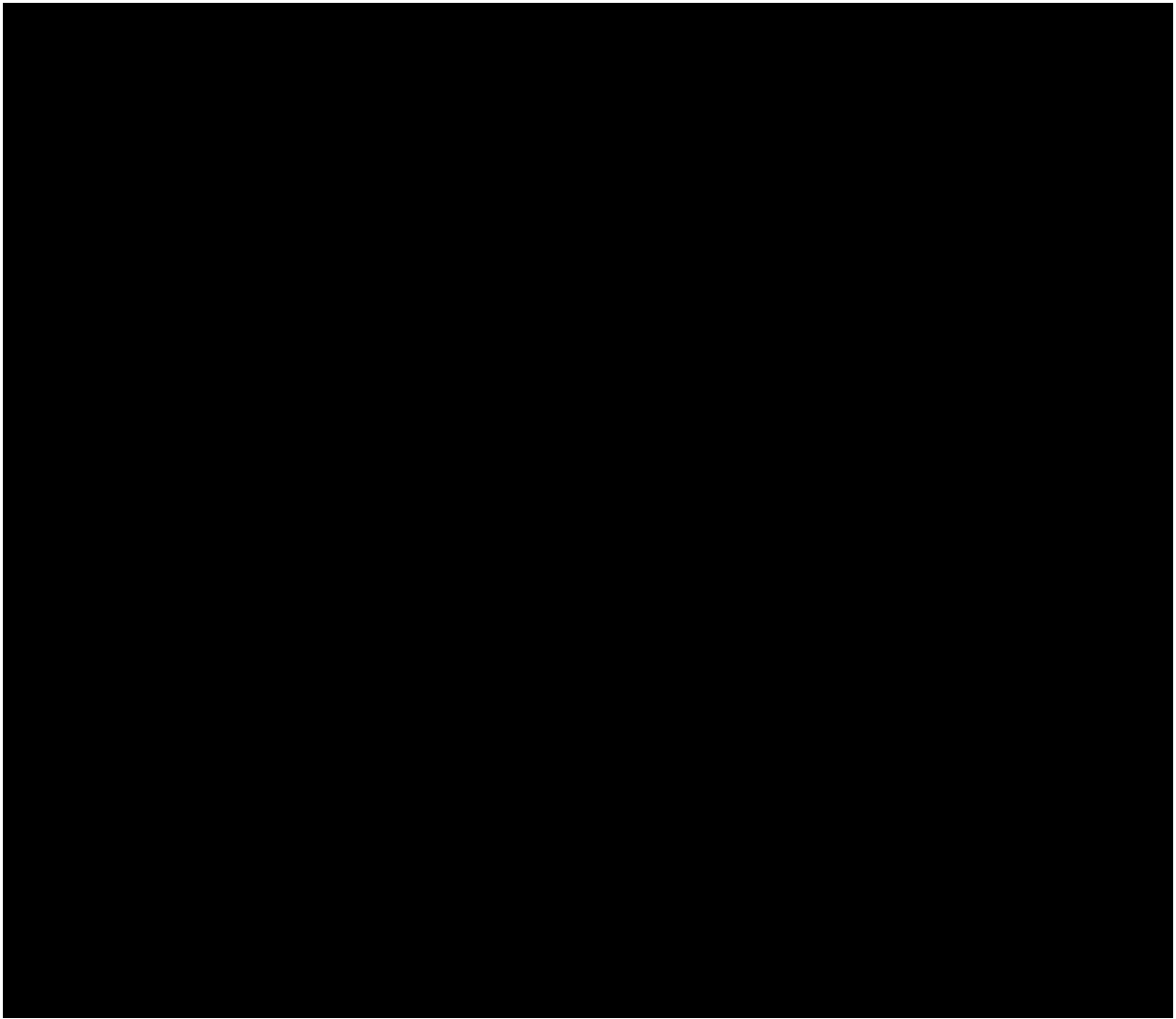
Below is a list of JobsOhio-funded projects with fully executed agreements during February 2026

All retained jobs are assumed to relocate to the Project Site upon completion

Company	County	Region	Industry	Jobs Created	Jobs Created Payroll	Jobs Retained	Fixed Asset Investment	Program Type	Program Value
Benmit Pipe and Tubing Services, Inc.	Stark	Northeast	Advanced Manufacturing	5	$225,000	26	$243,000	JobsOhio Small Business Grant	$25,000
Brodbeck Ironworks LLC	Hamilton	Southwest	Advanced Manufacturing	2	$105,000	1	$100,000	JobsOhio Small Business Grant	$25,000
Brushville Supply, LLC	Columbiana	Eastern	Advanced Manufacturing	3	$150,000	2	$183,089	JobsOhio Small Business Grant	$50,000
Children's Hospital Medical Center	Hamilton	Southwest	Healthcare	100	$10,000,000	2182	$4,390,883	JobsOhio Revitalization Grant	$3,000,000
CSA America Testing & Certification LLC	Cuyahoga	Northeast	Other	97	$9,281,306	206	$25,000,000	JobsOhio Economic Development Grant	$400,000
Danone North America Public Benefit Corporation	Auglaize	Western	Food and Agribusiness	30	$1,950,000	440	$166,000,000	JobsOhio Economic Development Grant	$400,000
Dutchman Hospitality Group, Inc.	Holmes	Southeast	Other	10	$720,791	33	$4,194,025	JobsOhio Economic Development Grant	$100,000
G. J. Burkhart, Inc.	Hamilton	Southwest	Logistics and Distribution	10	$625,000	36	$3,200,000	JobsOhio Economic Development Grant	$50,000
Global Gauge Corporation	Montgomery	Western	Advanced Manufacturing	6	$375,000	18	$1,337,000	JobsOhio Revitalization Grant	$115,000
Goodlevel Enterprises, LLC	Huron	Northeast	Advanced Manufacturing	8	$365,617	74	$2,000,000	JobsOhio Small Business Grant	$50,000
Imasen Bucyrus Technology, Inc.	Crawford	Northwest	Automotive	170	$7,779,200	228	$15,300,000	JobsOhio Economic Development Grant	$250,000
Microcosm Publishing, LLC	Cuyahoga	Northeast	Logistics and Distribution	3	$124,800	6	$44,546	JobsOhio Small Business Grant	$50,000
Newman Technology, Inc.	Richland	Northeast	Automotive	70	$3,552,062	627	$74,000,000	JobsOhio Economic Development Grant	$150,000
Pro Kleen Industrial Services, Inc.	Fairfield	Central	Other	25	$1,267,000	168	$8,500,000	JobsOhio Economic Development Grant	$100,000
Rooted Grounds Coffee Company, LLC	Warren	Southwest	Advanced Manufacturing	4	$205,000	15	$250,000	JobsOhio Small Business Grant	$50,000
Rupes USA, Inc.	Cuyahoga	Northeast	Advanced Manufacturing	53	$2,633,191	0	$15,016,000	JobsOhio Economic Development Grant	$100,000
Stewart Glass, LLC	Hocking	Southeast	Advanced Manufacturing	105	$8,293,485	0	$9,641,200	JobsOhio Revitalization Grant	$400,000
Stewart Glass, LLC	Hocking	Southeast	Advanced Manufacturing	105	$8,293,485	0	$9,641,200	JobsOhio Economic Development Grant	$600,000
The Bowling Green Community Development Foundation	Wood	Northwest	TBD	10	$492,176	0	$989,850	JobsOhio Vibrant Community Grant	$487,000
TRAD1TION INVESTMENTS, LLC	Stark	Northeast	TBD	5	$225,000	0	$620,173	JobsOhio Vibrant Community Grant	$300,000
Trumbull Foundry and Alloy Inc.	Trumbull	Eastern	Advanced Manufacturing	6	$224,640	55	$0	JobsOhio Small Business Grant	$25,000

NOTE:
1. For projects to be included in this report there must be an executed agreement between JobsOhio and the company. If more than one program is part of the project, those will be reported out as the individual agreements are executed.
2. These metrics reflect commitments made by companies and are subject to change per possible project modifications.
3. This report does not include any public funds or incentives awarded to a company for the projects listed.
4. *For the Ohio Sites Infrastructure Program (OSIP), the Fixed Asset Investment represents the Total Project Investment

Data Source #14. Completion Input - Industrial - Occupancy, Jobs & Payroll



Outlook

Re: TMUD Call with Eric at ODOD

From Kern, Bill <wkern@digeronimocompanies.com>
Date Wed 3/18/2026 8:24 AM
To Haney, Amy <ahaney@digeronimocompanies.com>; Makepeace, Mackenzie <mmakepeace@digeronimocompanies.com>; Lord, Emily <elord@ind-con.com>

More from AJ

[redacted]

[redacted]

[redacted]

[redacted]

[redacted]

[redacted]

[redacted]

> On Mar 18, 2026, at 8:16 AM, Kern, Bill <wkern@digeronimocompanies.com> wrote:
>
> From AJ: (I've asked for an estimated payroll)
>
> [redacted]

APPENDIX D
ASSUMPTIONS AND LIMITING CONDITIONS

APPENDIX D - ASSUMPTIONS AND LIMITING CONDITIONS

1. The economic impact analysis contained herein relies on data, analysis, and formulas provided by Ohio Department of Development and its consultants. As a result, we believe the information provided is a reliable basis to use in developing the economic impacts for the Project. However, we have not examined the formulas or the assumptions underlying such data in accordance with the standards prescribed by the AICPA, USPAP, or other standards, and, accordingly, do not express an opinion or any other form of assurance on the data estimates obtained for use in our economic impact analysis.
2. All information contained in the report which was furnished by others was assumed to be true, correct, and reliable. A reasonable effort was made to verify such information, but the author assumes no responsibility for its accuracy.
3. The report was made assuming responsible ownership and capable management of the project and no unusual macroeconomic or microeconomic conditions impacting the outcomes.
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6. The opinions contained in this report are those of the author and no responsibility is accepted by the author for the results of actions taken by others based on information contained herein.
7. Acceptance of and/or use of this report constitutes acceptance of all assumptions and the above conditions.

Economic Impact Statement of
Cuyahoga Riverfront Development

Prepared by:



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October 4, 2024

Deb Janik
Bedrock Cleveland
250 W. Huron Rd.
Cleveland, OH 44113

Re: Cuyahoga Riverfront Development Transformational Mixed-Use Development – Economic Impact Statement

Dear Ms. Janik:

At your company's request, Project Management Consultants, LLC has performed an Economic Impact Statement for the Cuyahoga Riverfront Development Transformational Mixed-Use Development (TMUD) project, which is located at the 351 Canal Road, West 3rd Street and Huron Road in Cleveland, OH, utilizing inputs provided by your team, direct calculations, conservative assumptions, and the "IMPLAN" software and data produced by IMPLAN Group, LLC. We have not examined the Client-provided data or the assumptions underlying such data in accordance with the standards prescribed by the AICPA, USPAP, or other standards, and, accordingly, do not express an opinion or any other form of assurance on the data estimates obtained for use in our economic impact statement. Further, this analysis is subject to the Assumptions and Limiting Conditions found in Appendix E of this report.

This report contains, to the fullest extent possible and practical, explanations of the data, reasoning, and analyses that were used to develop the opinions contained herein. The depth of discussion contained in the report is specific to the needs of the client.

Bedrock Cleveland is the Client in this engagement and intended user of this report. As our client, Bedrock Cleveland owns this report and permission must be granted from them before another third party can use this document. We assume that by reading this report another third party has accepted the terms of the original engagement letter including scope of work and limitations of liability. We are prepared to modify this document to meet any specific needs of the potential user under a separate agreement.

The Stated Purpose of this assignment is to assist with projections of job, tax, and wage information for application to the State of Ohio Transformational Mixed-Use Development Program. You agree not to use this report other than for the Stated Purpose, and you agree to indemnify us for any claims, damages, or losses that we may incur as the result of your use of the Report for other than the Stated Purpose. Without limiting the general applicability of this

paragraph, under no circumstances may the Report be used in advertisements, solicitations and/or any form of securities offering.

The authors of this report certify that, while we represent the project in other capacities, we are not part of the development team, nor are we affiliated with any member of the development team. Please do not hesitate to contact us if there are any questions regarding the report or if Project Management Consultants, LLC can be of further assistance. It has been our pleasure to assist you with this project.

Sincerely,



Ryan P. Sommers, CPA
Managing Director of Financial Services
Project Management Consultants, LLC

PROJECT MANAGEMENT CONSULTANTS (PMC) EXPERIENCE

	Name	TMUD Experience & Background
	**Nora Walsh** Senior Analyst	In her almost four years with Project Management Consultants, Nora has worked with the PMC team to complete TMUD applications and economic impact analyses and has supported over a dozen clients on submitting comprehensive applications in Rounds 1,2 and 3 of the program. Nora leads the Economic Impact Statement (EIS) analysis process in collaboration with the team and has thus far conducted thirteen EIS reports for the TMUD program. Nora brought her economic impact analysis and report writing skills from her experience with the Center for Economic Development at Cleveland State University where she analyzed economic impacts and compiled narratives around those impacts. Since joining PMC, Nora has become an expert in the IMPLAN analysis software and led the economic impact report analysis and writing processes in Rounds 1, 2 and 3 for PMC clients, including PMC's three Round 2 winners and three Round 3 winners.
	**Ryan P. Sommers, CPA** Managing Director of Financial Services	Ryan Sommers has an extensive background working with various tax credit programs and complex private and public finance structuring. Ryan's experience with tax credits includes Historic Tax Credits, New Markets Tax Credits, and Opportunity Zone Tax Credits. Ryan recognizes the critical value-add of the Transformational Mixed-Use Development ("TMUD") tax credit program. Since the program's inception he has become an expert on the program. He advises clients on project eligibility, economic impacts, tax credit monetization, and chances of application success. As managing director of financial services, Ryan identifies, secures and manages private and public financing opportunities for business expansion projects and real estate development. Ryan is currently managing a team responsible for 50+ projects throughout the country with $3 billion in development value including $600 million in public financing for public-private partnerships. He has helped his clients obtain over $200 million in state and federal Historic Tax Credits and over $100 million in New Markets Tax Credits. Ryan also created PMC's direct tax impact analysis models which help demonstrate exact tax estimates for a Project or Development site on the surrounding area, including income taxes, sales taxes, bed taxes and property taxes. Ryan has worked on this modeling for a decade. These outputs help demonstrate the ROI of a project to various government entities and provide him with experience needed to complete economic impact statements as complicated as those required for TMUD applications.

	Name	TMUD Experience & Background
	**Kenneth S. Kalynchuk** Director and Principal	Ken Kalynchuk leads PMC's financial analyst and economic impact analysis team. Ken has conducted thirteen economic impact statements (EIS reports) for Rounds 1, 2 and 3 of the TMUD program, with emphasis on conservative estimates and common sense for whether projects can be considered catalyzed or not. Ken helps clients navigate the predevelopment stage of their projects through incentive, land use, and market research; pro forma development; feasibility analyses; economic impact analyses; and property tax analyses. Prior to joining the firm, Ken was a graduate research assistant with the Center for Economic Development at Cleveland State University, where he evaluated economic development programs and best practices in economic development policy, performed studies on Historic Preservation Tax Credit funding and rental markets, and wrote case studies and employment/demographic impact analyses. During his time at Cleveland State Ken learned IMPLAN software and economic impact techniques. These skills have helped clients at PMC, where Ken has helped generate economic impact reports and tax estimates for more than 7 years.
	**Alexander Previts, CPA** Development Finance Manager	In his role as development finance manager, Alex assists in identifying, securing and managing public and private financing opportunities for development and construction projects. Alex specializes in helping corporate clients with headquarters relocation projects. In addition, he works with developers to repurpose vacant facilities and develop greenfield sites into productive reuse by utilizing property tax, local and state incentives. Alex has also worked with clients to pair their projects with Qualified Opportunity Zone investments and incentives. Alex works with clients through the finance structuring process by first identifying the needs and gap of the project and assessing the tools available for the project's financing at the local, regional and state level. Alex directs clients through the nuances of the predevelopment stage of their projects through incentive, land use, and market research; pro forma development; feasibility analyses; economic impact analyses; and property tax analyses. He focuses on structuring tax incentives, including tax increment financing (TIF), and monetizing TIF structures through bank and bond financing. His significant knowledge on TIF structures, property tax valuations, and property tax modeling are utilized in the TMUD EIS analyses.

EXECUTIVE SUMMARY

Project Management Consultants LLC (PMC) was engaged by Bedrock Cleveland (the "Company") to analyze the economic and fiscal impacts of the Company's proposed Cuyahoga Riverfront Development transformational mixed-use development project located at 351 Canal Road, West 3rd Street and Huron Road in Cleveland, OH. The Cuyahoga Riverfront Development is a transformational development planned along Cleveland's eastern Cuyahoga River riverfront. This catalytic development will publicly connect Downtown Cleveland on its bluff to the Flats and the banks of the Cuyahoga River in this stretch for the first time in in over a century. The Development will simultaneously provide public access to 3,000 linear feet of the Cuyahoga River to the public for the first time in this section's history, connect Tower City, Public Square, and the Gateway Districts of Downtown Cleveland together, and improve the lives of thousands of Clevelanders in the process through the private development activities planned.

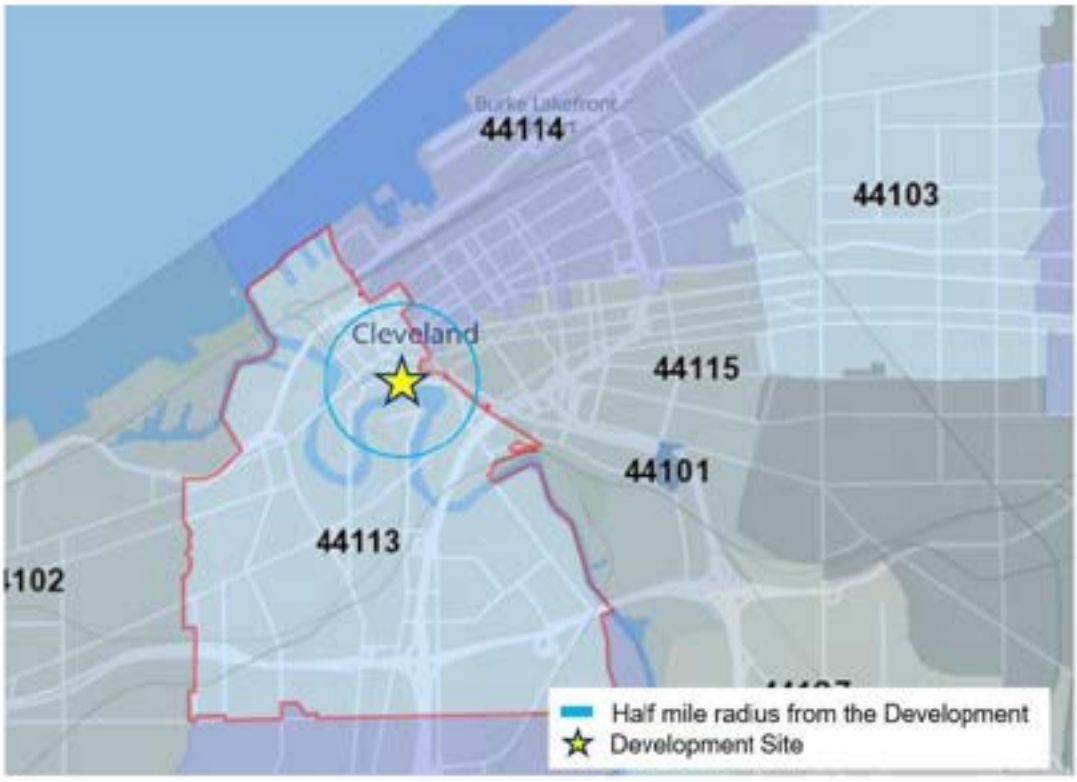
This 3,000-foot stretch of Cuyahoga riverfront has long been an industrial and shipping node for the City of Cleveland, inaccessible to Cleveland residents. For the last several decades the development site has been used as private parking lots for office workers, Tower City shoppers, and Gateway District visitors. Through the vision of Bedrock Cleveland and its partners the project is taking a bold step to transform this area into a neighborhood connecting Cleveland's core to its river shore. This analysis was developed to support the Company's application for Ohio Transformational Mixed-Use Development ("TMUD") tax credits from the fourth round of the program in fiscal year 2025.

Within the TMUD application and this Economic Impact Statement, the Development plan is defined as being completed in multiple phases. Therefore, this report will consider impacts of the "Project" ("Phase I"), and the "Development" ("Phase II") separately. The Construction period for purposes of the report runs from the TMUD application date (October 4, 2024) through the completion of the Project and expected certification of potential TMUD tax credits by the Ohio Tax Credit Authority (December 31, 2028).

The Project (Phase I) consists of a 190 key hotel, a 6,100-seat entertainment venue, a 98,208 square foot sports training facility and 55,120 square foot sports medicine facility and 384 structured parking spaces across three buildings. To date, the Project has incurred approximately $[redacted] in development costs. The remaining investment to complete the Project represents an estimated $470,408,473 of the total $488,708,473 anticipated Project investment.

The Development (Cuyahoga Riverfront Development - Phase II) consists of 729 proposed residential units, 80,219 square feet of restaurant space, 80,219 square feet of new retail space, the redevelopment of Tower City which will create 198,737 square feet of new retail space, approximately 1.5 million square feet of office space and 1,620 structured parking spaces. The total estimated Development costs of Phase II are approximately $1,419,793,266. The estimated timeline of construction commencement and completion begins January 2026 through December 2031, depending on the structure.

Economic and fiscal impacts ("Impacts") measured in terms of output, employment, labor income, and taxes were estimated primarily using the IMPLAN input-output model based on 2022 data, which is the most accurate data available and adjusted to reflect 2029 dollars, the first year of the 5-year completion period. Per requirements of the TMUD program defining the project's surrounding area, the impacts are presented at the local ZIP code level for the project ZIP codes in Ohio, 44113 (the Project) and 44114 and 44115 within a half mile radius of the site.



This report considers the one-time direct economic and fiscal impacts resulting from the construction of the Project, Development and Surrounding Area (indirect) ("Construction

Period Impacts"), as well as the permanent economic and fiscal impacts, direct and indirect, resulting from the ongoing activities associated with the Project, Development and Surrounding Area ("Completion Period Impacts").

The impacts of the two components that are analyzed -- Construction Period Impacts and Completion Period Impacts are presented individually and as a whole in the Total Impacts section. Construction Period and Completion Period Impacts are presented in annual terms.

Project Management Consultants collaborated with Huron Holdings LLC to gather necessary data for both the Project and Development and to establish assumptions where needed. For detailed assumptions please find the Construction Period Impact Assumptions in Appendix A, Completion Period Impact Assumptions of the Project in Appendix B, Completion Period Impact Assumptions of the Development in Appendix C and Completion Period Impact Assumptions of the Surrounding Area in Appendix D. Assumptions and Limiting Conditions can be found in Appendix E. Project Management Consultants used zip-code level data to collect employment, wage, and tax information. All tax impacts include State, County and local level tax estimates via IMPLAN analysis as well as direct analysis completed by PMC. All assumptions were verified by the Company to the highest degree of reasonableness.

The table below provides a quick reference of definitions for the items included in the economic impact statement summary tables that follow (pages 10-30). Additional information about terms and the methodology used in this study can be found in the Glossary and Methodology on page 31 through 32.

	Direct	Indirect
Jobs	Individuals directly involved in the redevelopment Project or working at the building upon completion of the redevelopment.	Multiplier-effect jobs at the industry level, such as suppliers, service providers, etc. (indirect).
Earnings or Labor Income	Wages and benefits paid to direct jobs.	Total wages and benefits associated with the indirect jobs.
Taxes	An estimate of all taxes and fees collected by state, county, municipal or other government entities, including, but not limited to property taxes, income taxes, sales taxes, and lodging taxes.	

Construction Period Impacts

Construction Project Impacts

The Project is anticipated to involve a direct investment of more than $488 million to be completed over a four-year Construction Period from 2024 through December 31, 2028. During the Construction Period, the Project is anticipated to create a total of 2,944 direct construction jobs with $192.1 million in labor income. The Project is also estimated to generate $9.03 million in new income taxes during the Construction Period. Please note that the estimates in the tables below represent annual impacts over the Construction Period.

Estimated Construction Impacts of the Project

- **2,944 Direct Jobs with $192.1 million in Direct Payroll total over the Construction Period**
- **$9.03 million in new income taxes over the Construction Period**

Construction Jobs and Payroll Impacts of the Project

During the Construction Period, the Project is expected to create 2,944 total direct construction jobs and $192,111,205 in direct labor income (Total payroll varies slightly compared to the total payroll shown in Appendix A due to the averaging of the hourly wage and the multiple decimal points that are not shown in the tables). The average hourly wage for construction jobs in year 2028 is estimated at $31.37. Average hourly wages were calculated using the labor income per year estimated by IMPLAN for the industry divided by the number of jobs and then divided by 2,080 hours of work per year. (Construction job estimates are shown in the table below).

Construction Project Impacts: Jobs			
Year	Full-Time Equivalents	Average Hourly Wage ($)	TOTAL Projected Payroll
2024	145	$31.37	$9,487,959
2025	588	$31.37	$38,374,168
2026	914	$31.37	$59,611,836
2027	645	$31.37	$42,084,461
2028	652	$31.37	$42,552,778

Construction Tax Impacts Of The Project

The Construction Period of the Project is anticipated to generate significant new tax revenues at the project site and within the surrounding area.

This report focuses on the direct and indirect taxes generated over the Construction Period, as calculated by IMPLAN software and PMC utilizing the hard construction cost impacts outlined in Appendix A. This input data was provided by the client based on their construction cost budget for the Project.

The table below illustrates the direct income tax estimates analyzed by PMC using local tax rates to calculate direct taxes for the Construction Period. Income taxes were estimated using the appropriate local and state income tax rates (2.5% for Cleveland and state income tax varied based on income bracket). Over the Construction Period, the Project is estimated to generate a total of $9,038,527 in direct local and state income taxes. It is assumed that the Project will utilize sales tax exemption on construction materials through the Cleveland-Cuyahoga County Port Authority and so sales taxes were not included in this analysis.

Construction Project Impacts: Sales, Income, Lodging and Property Taxes					
Year	Projected Sales Tax ($)	Projected Income Tax ($)	Projected Lodging Tax ($)	Projected Property Tax ($)	TOTAL Projected Taxes
2024	$-	$446,393	$-	$-	$446,393
2025	$-	$1,805,443	$-	$-	$1,805,443
2026	$-	$2,804,642	$-	$-	$2,804,642
2027	$-	$1,980,007	$-	$-	$1,980,007
2028	$-	$2,002,040	$-	$-	$2,002,040

Construction Development Impacts

The Development is anticipated to involve a direct investment of over $1.4 billion to be completed over a six-year Construction Period from 2026 through 2031. Years 2029-2031 of the Construction Impacts for the Development were included in the Completion Period Impacts section because these impacts will occur during the five-year Completion Period. During the Construction Period, the Development is anticipated to create a total of 3,973 in direct construction jobs with $249.2 million in labor income. The Development is also estimated to generate $11.7 million in new income taxes during the Construction Period. Please note that the estimates in the tables below represent annual impacts over the Construction Period.

Estimated Construction Impacts of the Development

- **3,973 Direct Jobs with 249.2 million in Direct Payroll total over the Construction Period**
- **$11.7 million in new income taxes over the Construction Period**

Construction Jobs and Payroll Impacts of the Development

During the Construction Period, the Development is expected to create 3,973 total direct construction jobs and $249,177,765 in direct labor income (Total payroll varies slightly compared to the total payroll shown in Appendix A due to the averaging of the hourly wage and the multiple decimal points that are not shown in the tables). The average hourly wage for construction jobs in year 2028 is estimated at $30.02. Average hourly wages were calculated using the labor income per year estimated by IMPLAN for the industry divided by the number of jobs and then divided by 2,080 hours of work per year. (Construction job estimates are shown in the table below).

Construction Development Impacts: Jobs			
Year	Full-Time Equivalents	Average Hourly Wage ($)	TOTAL Projected Payroll
2024	0	$-	$-
2025	0	$-	$-
2026	360	$30.72	$23,006,321
2027	728	$30.38	$46,012,642
2028	2,885	$30.02	$180,158,801

Construction Tax Impacts Of The Development

The Construction Period of the Development is anticipated to generate significant new tax revenues at the project site and within the surrounding area.

This report focuses on the direct and indirect taxes generated over the Construction Period, as calculated by IMPLAN software and PMC utilizing the hard construction cost impacts outlined in Appendix A. This input data was provided by the client based on their construction cost budget for the Development.

The table below illustrates the direct income tax estimates analyzed by PMC using local tax rates to calculate direct taxes for the Construction Period. Income taxes were estimated using the appropriate local and state income tax rates (2.5% for Cleveland and state income tax varied based on income bracket). Over the Construction Period, the Development is estimated to generate a total of $11,654,083 in direct local and state income taxes. It is assumed that the Project will utilize sales tax exemption on construction materials through the Cleveland-Cuyahoga County Port Authority and so sales taxes were not included in this analysis. Additionally, since the Development will have construction through 2031, the remaining construction impacts were included in the Completion Period impacts.

Construction Development Impacts: Sales, Income, Lodging and Property Taxes					
Year	Projected Sales Tax ($)	Projected Income Tax ($)	Projected Lodging Tax ($)	Projected Property Tax ($)	TOTAL Projected Taxes
2024	$-	$-	$-	$-	$-
2025	$-	$-	$-	$-	$-
2026	$-	$1,076,009	$-	$-	$1,076,009
2027	$-	$2,152,018	$-	$-	$2,152,018
2028	$-	$8,426,055	$-	$-	$8,426,055

Construction Surrounding Area Impacts

During the Construction Period, the Project is anticipated to create a total of approximately 80 indirect construction jobs with $7,911,428 in indirect labor income in the surrounding area. The surrounding area is also estimated to generate $1,610,069 in new indirect property, sales and income taxes over the Construction Period (2024-2028). Surrounding area impacts were estimated using indirect impacts of the Project in IMPLAN. It is possible that the impacts are much greater in the surrounding area due to the catalytic nature of this development.

Construction Jobs and Payroll Impacts of the Surrounding Area

During the Construction Period, it is expected that 80 total indirect jobs will be created in the surrounding area due to construction activities on the site. The average hourly wage for these jobs in year 2028 is estimated at $47.91. Average hourly wages were calculated using the labor income per year estimated by IMPLAN for the industry divided by the number of jobs and then divided by 2,080 hours of work per year. (Construction job estimates are shown in the table below).

Construction Surrounding Area Impacts: Jobs			
Year	Full-Time Equivalents	Average Hourly Wage ($)	TOTAL Projected Payroll
2024	2	$47.44	$167,746
2025	7	$47.48	$678,452
2026	15	$47.48	$1,447,939
2027	16	$47.57	$1,543,439
2028	41	$47.91	$4,073,851

Construction Tax Impacts Of The Surrounding Area

During the Construction Period, the development is anticipated to generate significant new tax revenues within the surrounding area.

This surrounding area impacts identify the indirect taxes generated by the project over the Construction Period, as calculated by IMPLAN software utilizing the hard construction costs outlined in Appendix A. This input data was provided by the client based on their construction cost budget for the Project and Development.

The table below illustrates the indirect and sales, income, lodging and property tax estimates generated in IMPLAN. Over the Construction Period, the Project is estimated to generate

$1,610,069 in new taxes within the surrounding area. Of these taxes, it is expected that $1,251,521 new indirect sales taxes will be generated in the surrounding area as a result of this development project.

Construction Surrounding Area Impacts: Sales, Income, Lodging and Property Taxes					
Year	Projected Sales Tax ($)	Projected Income Tax ($)	Projected Lodging Tax ($)	Projected Property Tax ($)	TOTAL Projected Taxes
2024	$26,359	$606	$-	$6,984	$33,950
2025	$106,687	$2,459	$-	$28,317	$137,464
2026	$230,267	$5,261	$-	$60,588	$296,117
2027	$247,525	$5,612	$-	$64,637	$317,775
2028	$640,680	$14,708	$-	$169,371	$824,759

Indirect income taxes were estimated using IMPLAN. The table above shows the indirect income tax estimated impacts. Over the Construction Period, it is estimated that within the surrounding area a total of $28,648 in indirect local and state income taxes will be generated.

Property taxes were estimated based on client-provided data that was then input into IMPLAN. The table above shows the indirect property tax estimated impacts. Over the Construction Period, the surrounding area is expected to generate a total of $329,899 in indirect property taxes.

Construction Surrounding Area Impacts - Retail, Entertainment and Dining Sales				
Year	Projected Retail Sales ($)	Projected Entertainment Sales ($)	Projected Dining Sales ($)	TOTAL Projected Sales/Year
2024	$-	$-	$[redacted]	$[redacted]
2025	$-	$-	$[redacted]	$[redacted]
2026	$-	$-	$[redacted]	$[redacted]
2027	$-	$-	$[redacted]	$[redacted]
2028	$-	$-	$[redacted]	$[redacted]

The Project is expected to generate $11,331,390 in new sales revenues in the surrounding area over the construction period, as shown in the table above. It was assumed that a portion of construction workers purchased a lunch in the surrounding area at an average price of $14, 3 times a week each year.

Construction Catalyzed Project Impacts

The Cuyahoga Riverfront Development Transformational Mixed-Use Development will have a catalytic impact on economic growth in Downtown Cleveland. Specific catalyzed projects of scale were not identified as of the writing of this Economic Impact Statement for inclusion in this report.

Completion Period Impacts

Project Impacts

Upon Project construction completion, the Project will have a significant ongoing annual impact on the State and local economy. This impact will come in the form of activities to support the maintenance and operation of the buildings, as well as from businesses that will locate operations at the development site as tenants. Once the buildings reach full occupancy, these ongoing activities are anticipated to support approximately 548 total direct jobs and generate $225.7 million of direct annual labor income in 2033.

The Project is also estimated to generate $150.7 million in new property, sales, lodging and income taxes over the five-year completion period as defined by Ohio Department for Development, which for this project is 2029 through 2033. In addition, the Project is expected to generate approximately $1.1 billion in retail, dining, and entertainment sales over the completion period.

Estimated Completion Period Impacts of the Project

- **548 Direct Jobs with $225.7 million in Direct Payroll in 2033**
- **$150.7 million in new property, sales and income taxes over the 5-year completion period**
- **$1.1 billion in retail, dining, and entertainment sales over completion period**

Permanent (Annual) Jobs and Payroll Impacts of the Project

Upon completion of construction, the Project is expected to create 548 total jobs, 15 of which will be jobs to support maintenance and operations of the buildings and commercial parking, 533 of which will be commercial tenant jobs. In year 2033, the 15 Operations jobs are expected to generate $893,248 in direct labor income with an average hourly wage of $28.63. (Operations job estimates are shown in the table below).

Project Impacts: Operational Jobs			
Year	Full-Time Equivalents	Average Hourly Wage ($)	TOTAL Projected Payroll
2029	15	$25.44	$793,640
2030	15	$26.20	$817,449
2031	15	$26.99	$841,972
2032	15	$27.80	$867,231
2033	15	$28.63	$893,248

In year 2033, the Project Tenant jobs are expected to generate a total of $224,827,411 in direct labor income (Total payroll varies slightly compared to the total payroll shown in Appendix B

due to the averaging of the hourly wage and the multiple decimal points that are not shown in the tables). In 2033, Tenant jobs are expected to have an average hourly wage of $202.84. Average hourly wages were calculated using the labor income per year estimated by IMPLAN for the industry divided by the number of jobs and then divided by 2,080 hours of work per year. (Table below displays the Tenant job estimates).

Project Impacts: Tenant Jobs			
Year	Full-Time Equivalents	Average Hourly Wage ($)	TOTAL Projected Payroll
2029	533	$180.22	$199,756,243
2030	533	$185.63	$205,748,930
2031	533	$191.20	$211,921,398
2032	533	$196.93	$218,279,040
2033	533	$202.84	$224,827,411

Permanent (Annual) Tax and Sales Impacts Of The Project

The Project is expected to be completed prior to calendar year 2029 following construction years 2024 through 2028. Based on TMUD application requirements, a completion period was set for calendar years 2029 through 2033, when the Project will experience its first five years of operations. During this period, the Project is anticipated to generate significant new tax revenues at the project site and within the surrounding area.

This report focuses on the direct and indirect taxes generated by the project starting in 2029, as calculated by IMPLAN software and PMC utilizing the operations, commercial tenant, and resident spending impacts outlined in Appendix B. This input data was provided by the client based on planned tenants, operations wages and staffing, and resident income requirements for the apartment units.

The table below illustrates the permanent direct sales, income, lodging and property tax estimates analyzed by PMC using local tax rates to calculate direct taxes. Over the 5-year impact period, the Project is estimated to generate a total of $55,154,417 in direct local, county and state sales taxes within the Project site and surrounding area. Sales taxes were calculated using an 8% total tax rate for Cuyahoga County.

Project Impacts - Sales, Income, Lodging and Property Taxes					
Year	Projected Sales Tax ($)	Projected Income Tax ($)	Projected Lodging Tax ($)	Projected Property Tax ($)	TOTAL Projected Taxes
2029	$10,388,586	$2,897,072	$1,719,306	$11,675,766	$26,680,731
2030	$10,700,244	$2,983,984	$1,770,885	$13,791,946	$29,247,061
2031	$11,021,251	$3,073,504	$1,824,011	$15,188,557	$31,107,325
2032	$11,351,889	$3,165,709	$1,878,732	$15,188,557	$31,584,888
2033	$11,692,445	$3,260,680	$1,935,094	$15,188,557	$32,076,778

Income taxes were estimated using the appropriate local and state income tax rates (2.5% for Cleveland and state income tax varied based on income bracket). The table above shows the direct permanent income tax estimated impacts. Over the 5-year completion period, the Project is estimated to generate a total of $15,380,953 in direct local and state income taxes.

Lodging taxes were estimated using a combined tax rate of 9.5% (6.5% for Cuyahoga County and 3% for Cleveland). The table above shows the direct permanent lodging tax estimated impacts that will be generated by the hotel on site. Over the 5-year completion period, the Project is estimated to generate a total of $9,128,029 in direct lodging taxes.

Property taxes were estimated based on client-provided value estimates of the completed project. The table above shows the permanent incremental property tax estimated impacts. Over the 5-year impact period, the Project is expected to generate a total of $71,033,386 in direct incremental property taxes.

Project Impacts - Retail, Entertainment and Dining Sales				
Year	Projected Retail Sales ($)	Projected Entertainment Sales ($)	Projected Dining Sales ($)	TOTAL Projected Sales/Year
2029	$-	[redacted]	$-	[redacted]
2030	$-	[redacted]	$-	[redacted]
2031	$-	[redacted]	$-	[redacted]
2032	$-	[redacted]	$-	[redacted]
2033	$-	[redacted]	$-	[redacted]

The Project is expected to generate $1,110,239,844 in new sales revenues in the area over the 5-year completion period, as shown in the table above. These estimates were pulled from the direct sales calculated at the project site found in Appendix B.

Development Impacts

Upon construction completion of the overall development, the Development will have a significant ongoing annual impact on the State and local economy. This impact will come in the form of activities to support the maintenance and operation of the buildings, as well as from businesses that will locate operations at the development site as tenants. Once the buildings reach full occupancy, these ongoing activities are anticipated to support approximately 3,121 total direct jobs and generate $224.3 million of direct annual labor income in 2033.

The Development is also estimated to generate $220.1 million in new property, sales, lodging and income taxes over the five-year completion period as defined by Ohio Department for Development, which for this project is 2029 through 2033. In addition, the Project is expected to generate approximately $516.9 million in retail, dining, and entertainment sales over the completion period.

Estimated Completion Period Impacts of the Development

- **3,121 Direct Jobs with $224.3 million in Direct Payroll in 2033**
- **$220.1 million in new property, sales and income taxes over the 5-year completion period**
- **$516.9 million in retail, dining, and entertainment sales over completion period**

Permanent (Annual) Jobs and Payroll Impacts of the Development

Upon completion of construction, the Development is expected to create 3,121 total jobs, 40 of which will be jobs to support maintenance and operations of the buildings and commercial parking, 3,081 of which will be commercial tenant jobs. In year 2033, the 40 Operations jobs are expected to generate $2,289,999 in direct labor income with an average hourly wage of $27.52. (Operations job estimates are shown in the table below).

Development Impacts: Operational Jobs			
Year	Full-Time Equivalents	Average Hourly Wage ($)	TOTAL Projected Payroll
2029	0	$-	$-
2030	40	$25.19	$2,095,673
2031	40	$25.94	$2,158,543
2032	40	$26.72	$2,223,300
2033	40	$27.52	$2,289,999

In year 2033, the Development Tenant jobs are expected to generate a total of $222,011,319 in direct labor income (Total payroll varies slightly compared to the total payroll shown in Appendix C due to the averaging of the hourly wage and the multiple decimal points that are

not shown in the tables). In 2033, Tenant jobs are expected to have an average hourly wage of $34.64. Average hourly wages were calculated using the labor income per year estimated by IMPLAN for the industry divided by the number of jobs and then divided by 2,080 hours of work per year. (Table below displays the Tenant job estimates).

Development Impacts: Tenant Jobs			
Year	Full-Time Equivalents	Average Hourly Wage ($)	TOTAL Projected Payroll
2029	0	$-	$-
2030	2,776	$33.45	$193,173,692
2031	2,776	$34.46	$198,968,903
2032	3,081	$33.63	$215,544,970
2033	3,081	$34.64	$222,011,319

Because construction of the Development will continue into 2031, construction jobs and payroll for years 2029 through 2031 should be considered in this section. In construction years 2029 through 2031 5,535 construction jobs with $341,084,902 in payroll are expected to be created.

Permanent (Annual) Tax and Sales Impacts Of The Development

The Development is expected to be completed prior to calendar year 2032 following construction years 2026 through 2031. Based on TMUD application requirements, a completion period was set for calendar years 2029 through 2033, when the Project will experience its first five years of operations. Because construction of the Development will continue into 2031, which happens during the Completion Period, construction sales and income taxes for Years 2029-2031 were included in this section's estimates.

This report focuses on the direct and indirect taxes generated by the project starting in 2029, as calculated by IMPLAN software and PMC utilizing the operations, commercial tenant, and resident spending impacts outlined in Appendix C. This input data was provided by the client based on planned tenants, operations wages and staffing, and resident income requirements for the apartment units.

The table below illustrates the permanent direct sales, income, lodging and property tax estimates analyzed by PMC using local tax rates to calculate direct taxes. Over the 5-year impact period, the Development is estimated to generate a total of $41,240,113 in direct local, county and state sales taxes within the Project site and surrounding area. Sales taxes were calculated using an 8% total tax rate for Cuyahoga County.

Development Impacts - Sales, Income, Lodging and Property Taxes					
Year	Projected Sales Tax ($)	Projected Income Tax ($)	Projected Lodging Tax ($)	Projected Property Tax ($)	TOTAL Projected Taxes
2029	$-	$9,931,363	$-	$-	$9,931,363
2030	$8,956,436	$12,562,187	$-	$16,395,501	$37,914,125
2031	$9,225,129	$12,848,734	$-	$32,654,294	$54,728,158
2032	$11,415,122	$10,518,278	$-	$35,268,787	$57,202,187
2033	$11,643,424	$10,833,826	$-	$37,883,280	$60,360,531

Income taxes were estimated using the appropriate local and state income tax rates (2.5% for Cleveland and state income tax varied based on income bracket). The table above shows the direct permanent income tax estimated impacts. Over the 5-year completion period, the Development is estimated to generate a total of $56,694,390 in direct local and state income taxes.

Property taxes were estimated based on client-provided value estimates of the completed project. The table above shows the permanent incremental property tax estimated impacts. Over the 5-year impact period, the Development is expected to generate a total of $122,201,863 in direct incremental property taxes.

Development Impacts - Retail, Entertainment and Dining Sales				
Year	Projected Retail Sales ($)	Projected Entertainment Sales ($)	Projected Dining Sales ($)	TOTAL Projected Sales/Year
2029	$-	$-	$-	$-
2030	$[redacted]	$-	$[redacted]	$[redacted]
2031	$[redacted]	$-	$[redacted]	$[redacted]
2032	$[redacted]	$-	$[redacted]	$[redacted]
2033	$[redacted]	$-	$[redacted]	$[redacted]

In total the Development is expected to generate $516,928,304 in new retail, entertainment and dining sales revenues in the area over the 5-year completion period, as shown in the table above. These estimates were pulled from the direct sales calculated at the project site found in Appendix C.

Surrounding Area Impacts

Upon construction completion of the entire development, the project will have a significant ongoing annual impact on the State and local economy. This impact will be an indirect result of activities to support the maintenance and operation of buildings and potential tenants that will come to the surrounding area. Once the Project reaches full occupancy, the surrounding area is anticipated to support approximately 286 total indirect jobs and generate approximately $24.9 million of indirect labor income annually.

The surrounding area is also estimated to generate $7,018,050 in new indirect property, sales, and income taxes over the five-year completion period as defined by Ohio Department for Development, which for this project is 2029 through 2033. Surrounding area impacts were estimated using indirect impacts of the Project in IMPLAN. It is possible that the impacts are much greater in the surrounding area due to the catalytic nature of this development.

Permanent (Annual) Jobs and Payroll Impacts of the Surrounding Area

Upon completion of construction of the overall development, it is expected that approximately 286 indirect jobs will be created in the surrounding area, 4.37 of which will be jobs to support maintenance and operations of buildings and commercial parking, and 281.34 of which will be commercial tenant jobs. Upon full occupancy of the development, in 2033 the 4.37 Operations jobs are expected to generate $344,067 in indirect labor income with an average hourly wage of $37.85 (Operations job estimates are shown in the table below)

Surrounding Area Impacts: Operational Jobs			
Year	Full-Time Equivalents	Average Hourly Wage ($)	TOTAL Projected Payroll
2029	1.19	$34.40	$85,159
2030	4.37	$34.64	$314,870
2031	4.37	$35.68	$324,317
2032	4.37	$36.75	$334,046
2033	4.37	$37.85	$344,067

In 2033, the surrounding area Tenant jobs are expected to generate a total of $24,632,719 in indirect labor income. Tenant jobs are expected to have an average hourly wage of $42.09. Average hourly wages were calculated using the labor income per year divided by the number

of jobs and then divided by 2,080 hours of work per year. (Table below displays the Tenant job estimates).

Surrounding Area Impacts: Tenant Jobs			
Year	Full-Time Equivalents	Average Hourly Wage ($)	TOTAL Projected Payroll
2029	18	$37.76	$1,428,529
2030	279	$39.65	$23,008,151
2031	279	$40.84	$23,698,395
2032	281	$40.87	$23,915,261
2033	281	$42.09	$24,632,719

Permanent (Annual) Tax and Sales Impacts Of The Surrounding Area

During the five-year completion period, the overall development is anticipated to generate significant new tax revenues within the surrounding area.

The surrounding area impacts identify the indirect taxes generated by the project starting in 2029, as calculated by IMPLAN software utilizing the operations, commercial tenant, and resident spending impacts outlined in Appendix D. This input data was provided by the client based on planned tenants, operations wages and staffing, and resident income requirements for the apartment units.

The table below illustrates the permanent indirect sales, income, lodging and property tax estimates generated in IMPLAN. Over the five-year completion period, it is expected that $4,743,754 in new indirect sales taxes will be generated in the surrounding area as a result of this development project.

Surrounding Area Impacts - Sales, Income, Lodging and Property Taxes					
Year	Projected Sales Tax ($)	Projected Income Tax ($)	Projected Lodging Tax ($)	Projected Property Tax ($)	TOTAL Projected Taxes
2029	$697,933	$19,149	$-	$186,949	$904,031
2030	$997,075	$86,916	$-	$385,400	$1,469,391
2031	$1,023,849	$89,478	$-	$396,434	$1,509,762
2032	$997,485	$85,970	$-	$460,811	$1,544,268
2033	$1,027,410	$88,549	$-	$474,636	$1,590,596

Indirect income taxes were estimated using IMPLAN. The table above shows the indirect income tax estimated impacts. Over the 5-year completion period, it is estimated that within

the surrounding area a total of $370,064 in indirect local and state income taxes will be generated.

Property taxes were estimated based on client-provided data that was then input into IMPLAN. The table above shows the indirect property tax estimated impacts. Over the 5-year impact period, the overall development will generate a total of $1,904,232 in indirect property taxes.

Surrounding Area Impacts - Retail, Entertainment and Dining Sales				
Year	Projected Retail Sales ($)	Projected Entertainment Sales ($)	Projected Dining Sales ($)	TOTAL Projected Sales/Year
2029	$-	$-	[redacted]	[redacted]
2030	[redacted]	[redacted]	[redacted]	[redacted]
2031	[redacted]	[redacted]	[redacted]	[redacted]
2032	[redacted]	[redacted]	[redacted]	[redacted]
2033	[redacted]	[redacted]	[redacted]	[redacted]

The surrounding area is expected to generate significant new sales revenues in the area which will include $34,218,783 in total retail, dining and entertainment sales over the 5-year completion period, as shown in the table above. These estimates were generated in IMPLAN using a Household Spending analysis which shows only induced impacts.

Catalyzed Project Impacts

The Cuyahoga Riverfront Development Transformational Mixed-Use Development will have a catalytic impact on economic growth in Downtown Cleveland. Specific catalyzed projects of scale were not identified as of the writing of this Economic Impact Statement for inclusion in this report.

TOTAL IMPACTS

TOTAL ECONOMIC IMPACTS

Total Economic Impacts – Construction Period Impacts + Completion Period Impacts				
	TOTAL Projected FTEs	TOTAL Projected Payroll	Total Projected Sales	TOTAL Projected Taxes
Construction Period Impacts	6,997.53	$449,200,399	$11,331,389	$22,302,679
Completion Period Impacts	3,954.59	$2,001,298,491	$1,661,386,932	$377,851,202
TOTAL	10,952.12	$2,450,498,890	$1,672,718,321	$400,153,881

TOTAL CONSTRUCTION PERIOD IMPACTS

Total Construction Period Impacts: Construction Jobs		
Year	Full-Time Equivalents	TOTAL Projected Payroll
2024	147	$9,655,706
2025	595	$39,052,621
2026	1,288	$84,066,097
2027	1,388	$89,640,543
2028	3,578	$226,785,430

Total Construction Period Impacts - Retail, Entertainment and Dining Sales				
Year	Projected Retail Sales ($)	Projected Entertainment Sales ($)	Projected Dining Sales ($)	TOTAL Projected Sales/Year
2024	$-	$-	[redacted]	[redacted]
2025	$-	$-	[redacted]	[redacted]
2026	$-	$-	[redacted]	[redacted]
2027	$-	$-	[redacted]	[redacted]
2028	$-	$-	[redacted]	[redacted]

Total Construction Period Impacts: Sales, Income, Lodging and Property Taxes					
Year	Projected Sales Tax ($)	Projected Income Tax ($)	Projected Lodging Tax ($)	Projected Property Tax ($)	TOTAL Projected Taxes
2024	$26,359	$447,000	$-	$6,984	$480,344
2025	$106,687	$1,807,903	$-	$28,317	$1,942,908
2026	$230,267	$3,885,912	$-	$60,588	$4,176,768
2027	$247,525	$4,137,638	$-	$64,637	$4,449,801
2028	$640,680	$10,442,804	$-	$169,371	$11,252,855

Total Completion Period Impacts: Operational Jobs		
Year	Full-Time Equivalents	TOTAL Projected Payroll
2029	16.19	$878,799
2030	59.37	$3,227,994
2031	59.37	$3,324,833
2032	59.37	$3,424,578
2033	59.37	$3,527,316

Total Completion Period Impacts: Tenant Jobs		
Year	Full-Time Equivalents	TOTAL Projected Payroll
2029	551.07	$201,184,773
2030	3587.89	$421,930,774
2031	3587.89	$434,588,697
2032	3895.22	$457,739,272
2033	3895.22	$471,471,450

Total Completion Period Impacts - Retail, Entertainment and Dining Sales				
Year	Projected Retail Sales ($)	Projected Entertainment Sales ($)	Projected Dining Sales ($)	TOTAL Projected Sales/Year
2029	[redacted]	[redacted]	[redacted]	[redacted]
2030	[redacted]	[redacted]	[redacted]	[redacted]
2031	[redacted]	[redacted]	[redacted]	[redacted]
2032	[redacted]	[redacted]	[redacted]	[redacted]
2033	[redacted]	[redacted]	[redacted]	[redacted]

Total Completion Period Impacts - Sales, Income, Lodging and Property Taxes					
Year	Projected Sales Tax ($)	Projected Income Tax ($)	Projected Lodging Tax ($)	Projected Property Tax ($)	TOTAL Projected Taxes
2029	$11,086,519	$12,847,584	$1,719,306	$11,862,715	$37,516,126
2030	$20,653,755	$15,633,088	$1,770,885	$30,572,848	$68,630,578
2031	$21,270,230	$16,011,717	$1,824,011	$48,239,286	$87,345,245
2032	$23,764,497	$13,769,958	$1,878,732	$50,918,156	$90,331,344
2033	$24,363,281	$14,183,056	$1,935,094	$53,546,474	$94,027,906

PROJECTS CATALYZED – NARRATIVE

The Cuyahoga Riverfront Development Transformational Mixed-Use Development will have a catalytic impact on economic growth in Downtown Cleveland. Specific catalyzed projects of scale were not identified as of the writing of this Economic Impact Statement for inclusion in this report.

PROJECT RETURN ON INVESTMENT

In Year 5 (2033), the total Operations and Tenant jobs for the Project are expected to generate $225,720,659 in new direct payroll. It is possible that upon completion of the Project that significantly more payroll will be generated due to local factors within the Project site's surrounding area.

The Project, Development and Surrounding Area are anticipated to generate $400,153,881 in combined new tax revenues for the State of Ohio and the local entities over the construction and 5-year completion period. Over the construction and 5-year completion period, the Project, Development and Surrounding Area are estimated to generate $1,672,718,321 in retail, dining and entertainment sales revenues. It is possible that upon completion of the Project that significantly more tax and sales revenues will be generated due to local factors and tax rates within the Project site's surrounding area. This Project will generate significant benefits for the City of Cleveland and the State of Ohio and will catalyze additional development in Cleveland and the surrounding area.

Year 5 Operational Payroll of the Project:	**$893,248**
Year 5 Tenant Payroll of the Project:	**$224,827,411**
Total Year 5 Payroll of the Project:	**$225,720,659**

Total New Taxes Generated (Over Construction and 5-Year Completion Period):	**$400,153,881**
Total New Retail, Dining and Entertainment Sales Generated (Over Construction and 5-Year Completion Period):	**$1,672,718,321**

Tax Credit Requested	**$40,000,000**

GLOSSARY

Direct Jobs – Direct jobs comprise those individuals employed in the redevelopment of the building, its future operation, or involved in the operation of a business located at the Project (tenant) site upon redevelopment.

Direct Earnings/Labor Income – The labor income (wages and benefits) associated with the direct jobs.

Hard Construction Costs for IMPLAN Impact Analysis - Only Hard Construction Costs (including Architecture and Engineering costs, as prescribed by IMPLAN software modeling instructions for construction projects) were entered into IMPLAN. Costs such as acquisition, site work, soft costs, financing costs, and FF&E were excluded from this Direct Development Cost number.

Indirect Jobs – Jobs supported by industries purchasing from industries. For example, purchases of construction materials and other supplies from vendors within the study area. Those vendors employ workers to meet the demand of the Project (and other customers). This cycle may have many iterations between different industry sectors, and the coefficients associated with each industry are calculated within the IMPLAN model. See below for more information about IMPLAN.

Indirect Earnings/Labor Income – The earnings associated with the indirect jobs. This amount can include both wages and benefits paid to workers as well as income earned by business owners. Indirect earnings are calculated using the IMPLAN model.

Retail, Entertainment and Dining Sales – Sales were analyzed using a Household Income impact analysis in IMPLAN using the industry codes listed in Appendix D. This analysis uses only induced impacts to show how new households will impact sales and spending in the area using IMPLAN's estimates. These estimates were then combined with direct dining, entertainment and retail sales generated within the overall development site.

Taxes – This includes all taxes and fees collected by federal, state, county, municipal, or other government entities, including, but not limited to property taxes, income taxes, sales, taxes, license and registration fees, etc.

METHODOLOGY

This analysis was completed using the IMPLAN economic impact model, adjusted for 2027 dollars as well as for actual tax rates. IMPLAN is an input-output model that is used by many universities and government agencies to estimate economic and fiscal impacts. Input-output modeling describes commodity flows from producers to consumers. The value of commodities produced is equal to total industry purchases of commodities, services, employment compensation, value added, and imports.

An IMPLAN impact analysis involves specifying a series of expenditures or other changes and applying them to the region's economic multipliers. The expenditures are identified in terms of the sectoring scheme for the model, in producer prices, and in historical and current dollars with the year the analysis is conducted in as the base year. Only the dollars spent within the region are applied to the model.

The notion of a multiplier rests upon the difference between the initial effect of a change in final demand and the total effects of that change. Total effects can be calculated either as direct and indirect effects, or as direct, indirect, and induced effects. Direct effects are production changes associated with the immediate effects or final demand changes. Indirect effects are production changes in backward-linked industries caused by the changing input needs of directly affected industries (for example, additional purchases to produce additional output). Induced effects are the changes in regional household spending patterns caused by changes in household income generated from the direct and indirect effects.

Purchases for final use (final demand) drive the model. Industries producing goods and services for final demand purchase goods and services from other producers. These other producers, in turn, purchase goods and services. This buying of goods and services (indirect purchases) continues until leakage from the region (imports and value added) stops the cycle.

Creating a regional input-output model requires a tremendous amount of data. The costs of surveying industries within each region to derive a list of commodity purchases (production functions) are prohibitive. IMPLAN was developed as a cost-effective means to develop regional input-output models. The IMPLAN accounts closely follow the accounting conventions used in the "Input-Output Study of the U.S. Economy" by the Bureau of Economic Analysis (1980) and the rectangular format recommended by the United Nations.

(Source for much of this description: Olson, Doug and Scott Lindall, "IMPLAN Professional Software, Analysis, and Data Guide"; Minnesota IMPLAN Group, Inc., 1725 Tower Drive West, Suite 140, Stillwater, MN 55082).

APPENDIX A - CONSTRUCTION ASSUMPTIONS

Cuyahoga Riverfront Development- Phase 1 (Project) - Construction Cost Assumptions							
Commodity Input	**Construction Year - 2024**	**Construction Year - 2025**	**Construction Year - 2026**	**Construction Year - 2027**	**Construction Year - 2028**	**Total Construction Costs**	**IMPLAN Code**
Construction of new commercial structures, including farm structures	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	347,559,551	55
TOTAL	$[redacted]	$[redacted]	$[redacted]	$[redacted]	$[redacted]	**$347,559,551**	

Cuyahoga Riverfront Development – Phase 1 (Project) - Construction Job Assumptions			
Year	**Number of Jobs**	**Payroll**	**Average Hourly Wage**
2024	145	$9,487,960	$31.37
2025	588	$38,374,169	$31.37
2026	914	$59,611,837	$31.37
2027	645	$42,084,461	$31.37
2028	652	$42,552,778	$31.37
TOTAL	**2,944**	**$192,111,205**	
City of Cleveland Income Tax Rate – 2.5%, State Income Tax Rate varies dependent upon income tax bracket.			

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Cuyahoga Riverfront Development – Phase 2 (Development) - Construction Cost Assumptions								
Commodity Input	Construction Year - 2026	Construction Year - 2027	Construction Year - 2028	Construction Year - 2029*	Construction Year - 2030	Construction Year - 2031	Total Construction Costs	IMPLAN Code
Construction of new multifamily residential structures	$[redacted]	$[redacted]	$[redacted]	$[redacted]	$[redacted]	$[redacted]	$[redacted]	58
Construction of new commercial structures, including farm structures	$[redacted]	$[redacted]	$[redacted]	$[redacted]	$[redacted]	$[redacted]	$[redacted]	55
TOTAL	$[redacted]	$[redacted]	$[redacted]	$[redacted]	$[redacted]	$[redacted]	**$1,062,544,591**	

Development - Construction Job Assumptions			
Year	Number of Jobs	Payroll	Average Hourly Wage
2026	360	$23,006,321	$30.72
2027	728	$46,012,643	$30.38
2028	2885	$180,158,801	$30.02
2029*	3434	$212,344,022	$29.73
2030	1045	$64,370,440	$29.62
2031	1056	$64,370,440	$29.29
TOTAL	**9,509**	**$590,262,668**	

City of Cleveland Income Tax Rate – 2.5%, State Income Tax Rate varies dependent upon income tax bracket.

*2029-2031 Construction Impacts of the Development were included in the Completion Period Impacts of the Development because they fall within the Completion Period

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APPENDIX B - PROJECT ASSUMPTIONS

Cuyahoga Riverfront Development – Phase 1 (Project) – Sales Tax Estimates

Cuyahoga County
Sales Tax Rate 8.00%

	Area SF	Est. Sales	Gross Yearly Sales	Sales Tax
Entertainment*	155,775	$[redacted] PSF	$[redacted]	$15,577,500
Hotel			$[redacted]	$1,447,837
Entertainment Parking			$[redacted]	$1,152,000

*Assumes 50% of sales taxes are new to the surrounding area

Cuyahoga Riverfront Development – Phase 1 (Project) Job Assumptions

Building/Use	SF/Keys	Job Assumption	Number of Jobs	Category	Payroll	Average Hourly Wage
Facilities Operations		15	15	Operations	$793,640	$25.44
Parcel 16 - [redacted]	190 Key	1 Job Per 3 Keys	63	Tenant	$3,011,610	$22.86
Parcel 16 - [redacted]	155,775	2 Jobs Per 1,000 SF	312	Tenant	$16,695,872	$25.76
Parcel 17 - Relocated Jobs*	98,208	Publicly sourced data	20	Tenant	$172,743,542	$4,152.49
Parcel 18 - New Jobs	55,120	2.5 Jobs Per 1,000 SF	138	Tenant	$7,305,220	$25.45
TOTAL			**548**		**$200,549,884**	**$175.98**

City of Cleveland Income Tax Rate - 2.5%, State Income Tax Rate varies dependent upon income tax bracket.
*Assumes no new payroll to the State, total payroll $172,743,542, assuming $65,000,000 of payroll is new to surrounding area

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Total Effective Tax Rate	**3.496%**
School Portion	58.7123%
Non-School Portion	41.2877%

$42,405,600	Current Market Value of Development Property:
$1,404,379,111	Future Anticipated Development Property Value:
$377,011,465	Future Anticipated Project Property Value

Cuyahoga Riverfront Development – Phase 1 (Project) – Property Tax Estimates

	Values
Est. Building Improvement Value	[redacted]
Phase I Current Value	42,405,600
Total Phase I Current Value	**42,405,600**
Total Est. Hard Construction Costs	[redacted]
Net Incremental Value	[redacted]
Estimated Taxes Per Year	**13,178,451**

Component	SF
Residential	0 SF
Office	0 SF
Retail	0 SF
Hotel	117,200 SF
Parking	325,555 SF
Other	309,103 SF
Recreational	69,607 SF
Total Phase I SF	**821,465 SF**

#	Year Payable	Value	Total Taxes Paid	Base Taxes	Total Taxes Generated
	2026	[redacted]	1,482,290	174,161	**1,308,128**
	2027	[redacted]	3,621,338	174,161	**3,447,176**
	2028	[redacted]	8,664,223	174,161	**8,490,062**
1	2029	[redacted]	11,849,927	174,161	**11,675,766**
2	2030	[redacted]	13,966,108	174,161	**13,791,947**
3	2031	[redacted]	15,362,719	174,161	**15,188,558**
4	2032	[redacted]	15,362,719	174,161	**15,188,558**
5	2033	[redacted]	15,362,719	174,161	**15,188,558**
	2034	[redacted]	15,362,719	174,161	**15,188,558**
		-	-	-	

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Cuyahoga Riverfront Development – Phase 1 - Project Cleveland, Ohio Lodging Tax Estimates

Average Daily Rate	$326		
Rooms	190	Cuyahoga County Tax Rate	6.50%
Occupancy	80%	City of Cleveland Tax Rate	3%
Rev PAR (Year 1)	[redacted]		

	Room Rev	Total County Bed Tax	Total Cleveland Bed Tax
Year 1	[redacted]	1,176,367	542,939
Year 2	[redacted]	1,211,658	559,227
Year 3	[redacted]	1,248,008	576,004
Year 4	[redacted]	1,285,448	593,284
Year 5	[redacted]	1,324,012	611,082
		6,245,494	2,882,536

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APPENDIX C - DEVELOPMENT ASSUMPTIONS

Cuyahoga Riverfront Development – Phase 2 (Development) –
Sales Tax Estimates
Cuyahoga County
Sales Tax Rate 8.00%

	Area SF	Est. Sales	Gross Yearly Sales	Sales Tax
Restaurant	80,219	$[redacted] PSF	$[redacted]	$2,887,884
Retail	80,219	$[redacted] PSF	$[redacted]	$2,246,132
Tower City Retail	198,737	$[redacted] PSF	$[redacted]	$5,008,172

Cuyahoga Riverfront Development – Phase 2 (Development) - Job Assumptions

Building/Use	SF/Keys	Job Assumption	Number of Jobs	Category	Payroll	Average Hourly Wage
Facilities Operations	729 Units	40	40	Operations	$2,223,300	$25.19
Parcel 16 - [redacted]	18,850	4 Jobs Per 1,000 SF	75	Tenant	$2,525,326	$15.18
Parcel 16 - [redacted]	18,850	3 Jobs Per 1,000 SF	57	Tenant	$2,196,004	$17.60
Parcel 14 - Office	273,632	2.5 Jobs Per 1,000 SF	684	Tenant	$61,459,832	$40.71
Parcel 14 - Restaurant	16,096	4 Jobs Per 1,000 SF	64	Tenant	$2,154,945	$15.17
Parcel 14 - Retail	16,096	3 Jobs Per 1,000 SF	48	Tenant	$1,849,266	$17.35
Parcel 15 - Retail	3,990	3 Jobs Per 1,000 SF	12	Tenant	$462,317	$17.50
Tower City - Retail**	198,737	Assumes 198,737 of SF is newly leased - 3 Jobs Per 1,000 SF	596	Tenant	$22,961,726	$17.45
Office Tower***	1,290,803	40% of Jobs New to Surrounding Area and State - 3 Jobs Per 1,000 SF (80% of Total SF)	1239	Tenant	$111,328,555	$40.71
Office Tower - Retail	25,000	3 Jobs Per 1,000 SF	75	Tenant	$2,889,479	$17.46
Office Tower - Restaurant	25,000	4 Jobs Per 1,000 SF	100	Tenant	$3,367,101	$15.26
Parcel 10 - Restaurant	16,283	4 Jobs Per 1,000 SF	65	Tenant	$2,047,677	$15.11
Parcel 10 - Retail	16,283	3 Jobs Per 1,000 SF	49	Tenant	$1,798,700	$17.70
Parcel 11 - Restaurant	3,990	4 Jobs Per 1,000 SF	16	Tenant	$504,043	$15.18
TOTAL			**3121**		**$217,768,271**	

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City of Cleveland Income Tax Rate - 2.5%, State Income Tax Rate varies dependent upon income tax bracket.
*Assumes 80% of square footage is leasable, 20% of jobs are new to the surrounding area and state
**Assumes 198,737 as newly leasable space with jobs new to the surrounding area and state
***Assumes 80% of square footage is leasable, 20% of jobs are new to the surrounding area and state

Total Effective Tax Rate	**3.496%**
School Portion	58.7123%
Non-School Portion	41.2877%

$42,405,600	Current Market Value of Development Property:
$1,404,379,111	Future Anticipated Development Property Value:
$377,011,465	Future Anticipated Project Property Value

Cuyahoga Riverfront Development – Phase 2 (Development) – Property Tax Estimates

	Values
Est. Building Improvement Value	1,027,367,646
Phase II Current Value	
Total Phase II Current Value	-
Total Est. Hard Construction Costs	1,027,367,646
Net Incremental Value	**1,027,367,646**
Estimated Taxes Per Year	**35,911,679**

Component	SF
Residential	731,804 SF
Office	1,614,435 SF
Retail	619,545 SF
Hotel	0 SF
Parking	727,740 SF
Other	0 SF
Total Phase II SF	**3,693,524 SF**

#	Year Payable	Value	Total Taxes Paid	Base Taxes	Total Taxes Generated
	2026	-	-	-	-
	2027	[redacted]	796,027	-	**796,027**
	2028	[redacted]	3,413,039	-	**3,413,039**
1	2029	[redacted]	5,719,774	-	**5,719,774**
2	2030	[redacted]	16,395,501	-	**16,395,501**
3	2031	[redacted]	32,654,294	-	**32,654,294**

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4	2032	[redacted]	35,268,787	-	**35,268,787**
5	2033	[redacted]	37,883,280	-	**37,883,280**
	2034	[redacted]	39,190,527	-	**39,190,527**
		-	-	-	

Resident Income Tax Rate Estimates - Residential (Apartments) DEVELOPMENT	
City	**Cleveland, OH**
Number of Housing Units	153
Average Monthly Rent	$2,193
% Gross Income Spent on Rent	30%
Estimated Total Household Income	$13,421,160
Occupancy % Estimate	95%
Percent of Households "New" to Surrounding Area	85%
New Household Income To Area - Used for Induced Spending	**$10,837,587**
Work-From Home Employees	
Percent of Households working from home and taxed at local income tax rate	20%
Estimated Household Income Subject to Local W-2 Income Tax	$2,167,517
Local Income Tax Rate	2.50%
Estimated Local W-2 Income Tax Per Year	$54,188
Estimated Inflation Increase Per Year	3.00%

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Resident Income Tax Rate Estimates - Residential (Apartments) DEVELOPMENT	
City	**Cleveland, OH**
Number of Housing Units	576
Average Monthly Rent	$2,193
% Gross Income Spent on Rent	30%
Estimated Total Household Income	$50,526,720
Occupancy % Estimate	95%
Percent of Households "New" to Surrounding Area	85%
New Household Income To Area - Used for Induced Spending	**$40,800,326**
Work-From Home Employees	
Percent of Households working from home and taxed at local income tax rate	20%
Estimated Household Income Subject to Local W-2 Income Tax	$8,160,065
Local Income Tax Rate	2.50%
Estimated Local W-2 Income Tax Per Year	$204,002
Estimated Inflation Increase Per Year	3.00%

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APPENDIX D – SURROUNDING AREA ASSUMPTIONS

Induced Spending - Dining, Retail and Entertainment Sales	
Dining	
509	Full-service restaurants
510	Limited-service restaurants
Entertainment	
106	Breweries
107	Wineries
108	Distiller
420	Scenic and sightseeing transportation and support activities for transportation
421	Couriers and messengers
430	Sound recording industries
431	Radio and television broadcasting
432	Cable and other subscription programming
447	Other real estate
474	Travel arrangement and reservation services
496	Performing arts companies
497	Commercial Sports Except Racing
499	Independent artists, writers, and performers
500	Promoters of performing arts and sports and agents for public figures
501	Museums, historical sites, zoos, and parks
502	Amusement parks and arcades
504	Other amusement and recreation industries
511	All other food and drinking places
Retail	
152	Printing
392	Wholesale - Motor vehicle and motor vehicle parts and supplies
393	Wholesale - Professional and commercial equipment and supplies
394	Wholesale - Household appliances and electrical and electronic goods
395	Wholesale - Machinery, equipment, and supplies
396	Wholesale - Other durable goods merchant wholesalers
397	Wholesale - Drugs and druggists' sundries

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398	Wholesale - Grocery and related product wholesalers
399	Wholesale - Petroleum and petroleum products
400	Wholesale - Other nondurable goods merchant wholesalers
401	Wholesale - Wholesale electronic markets and agents and brokers
402	Retail - Motor vehicle and parts dealers
403	Retail - Furniture and home furnishings stores
404	Retail - Electronics and appliance stores
405	Retail - Building material and garden equipment and supplies stores
406	Retail - Food and beverage stores
407	Retail - Health and personal care stores
408	Retail - Gasoline stores
409	Retail - Clothing and clothing accessories stores
410	Retail - Sporting goods, hobby, musical instrument and book stores
411	Retail - General merchandise stores
412	Retail - Miscellaneous store retailers
413	Retail - Nonstore retailers
423	Newspaper publishers
429	Motion picture and video industries
437	News syndicates, libraries, archives and all other information services
451	General and consumer goods rental except video tapes and discs
466	Photographic services
467	Veterinary services
477	Landscape and horticultural services
493	Individual and family services
505	Fitness and recreational sports centers
512	Automotive repair and maintenance, except car washes
513	Car washes
514	Electronic and precision equipment repair and maintenance
516	Personal and household goods repair and maintenance
517	Personal care services
518	Death care services
519	Dry-cleaning and laundry services
520	Other personal services
Sales from the Sales Tax Estimates table were included in Induced Spending in they fell within these categories based on the Job Assumptions table.	

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APPENDIX E

ASSUMPTIONS AND LIMITING CONDITIONS

1. The economic impact analysis contained herein relies on databases and software developed by IMPLAN Group LLC. MIG Inc. has been developing complex localized databases since 1993 and is an industry recognized leader in input-output databases and data modeling. As a result, we believe the information provided is a reliable basis to use in developing the economic impacts for the Project (s). However, we have not examined the data or the assumptions underlying such data in accordance with the standards prescribed by the AICPA, USPAP, or other standards, and, accordingly, do not express an opinion or any other form of assurance on the data estimates obtained for use in our economic impact analysis.
2. All information contained in the report which was furnished by others was assumed to be true, correct, and reliable. A reasonable effort was made to verify such information, but the author assumes no responsibility for its accuracy.
3. The report was made assuming responsible ownership and capable management of the Project.
4. Possession of the report, or a copy thereof, does not carry with it the right of publication, nor may it be reproduced in whole or in part, in any manner, by any person, without the prior written consent of Project Management Consultants, LLC. Neither all nor any part of the report or copy thereof shall be disseminated to the general public by the use of advertising, public relations, news, sales, or other media for public communication without the prior written consent and approval of Project Management Consultants, LLC.
5. The author of this report is not required to give testimony or attendance in legal or other proceedings relative to this report or to the Subject unless satisfactory additional arrangements are made prior to the need for such services.
6. The opinions contained in this report are those of the author and no responsibility is accepted by the author for the results of actions taken by others based on information contained herein.
7. Acceptance of and/or use of this report constitutes acceptance of all assumptions and the above conditions.

Heath Central Park Phase II

Transformational Mixed-Use Tax Credit

Economic Impact Statement

Authored by:

VISTA SITE SELECTION

Introduction

This study is prepared by Vista Site Selection, LLC ("Vista"), a third-party entity, on behalf of an application for the Ohio Transformational Mixed-Use Tax Development Credit Program ("TMUD"). This study accomplishes two primary objectives:

1) To verify that increased tax collections resulting from the project will exceed 10% of the estimated eligible project costs and,

2) To articulate the economic impacts of the Project and/or larger Development to the Project Site and Surrounding Area during both the Construction Period, which is the time period in which the Project is being constructed and the Completion Period, which is the 5 years after Project construction is completed.

In accomplishing these objectives, this document will assess the following categories:

- ***Employment*** **-** The projected number of construction, operational, and tenant jobs created as a result of the Project and the average hourly wages for each job type.
- ***Revenue*** **-** Annual revenue projections generated from retail, entertainment, and dining sales.
- ***Tax Revenues*** **-** Annual revenue projections generated from sales tax, income tax, lodging tax, and property tax.

Economic impacts will be calculated utilizing IMPLAN software and the following methodology:

INPUTS

1. Provided by Developer
2. Calculated by Vista using market assumptions and data support

ECONOMIC OUTPUTS

1. Calculated utilizing IMPLAN software
2. Calculated by Vista utilizing IMPLAN and complementary data sources either publicly available, indexed/created by Vista or subscribed to by Vista.

TAX CALCULATIONS

1. Direct taxes calculated by Vista using state and local tax rates.
2. Indirect taxes calculated by Vista from indirect outputs, with some categories calculated using IMPLAN tax estimates and rates.

EIS Framework Categories and Sections

This study illustrates the transformational mixed use development's impact on the development site and surrounding area in terms of retail, entertainment and dining sales, job creation, property values, connectivity, and revenue from sales, income, lodging, and property taxes, as referenced in Ohio Revised Code 122.09(C)(1). The framework in this study will cover this in three major sections: 1) Construction Impacts, 2) Completion Period Impacts and 3) Total Impacts.

	1. Construction Impacts	2. Project Completion Period Impacts
Project	The direct economic impacts of the new construction and/or renovation and rehabilitation of structures included in the Project on the Project site during the construction period.	The direct and indirect economic impacts of the Project as defined in the application in the five years after completion of construction of the Project.
Development (if applicable)	The direct economic impacts of the construction and/or renovation and rehabilitation of structures included in the Development as defined in the application during the construction period. Does not include the Construction Project Impacts described above. If the Project is not part of a larger planned Development, this section is not applicable.	The direct and indirect economic impacts of the Development as defined in the application in the five years after completion of construction of the Project, exclusive of the impacts of the Project as identified above. If the Project is not part of a larger planned Development, this section is not applicable.
Surrounding Area Impacts	The indirect economic impacts caused by the new construction and/or renovation and rehabilitation of structures included in the Project in the surrounding area during the completion period of the Project, excluding any impacts specifically identified below in the Construction Catalyzed Project Impacts section.	The direct and indirect economic impacts caused by the Project in the surrounding area in the five years after completion of construction of the Project, excluding any catalyzed projects specifically identified below in the Catalyzed Project Impacts section.
Catalyzed Projects (if applicable)	The direct and indirect economic impacts from construction of the defined projects in the surrounding area that are directly caused or accelerated by the Project/Development during the completion period of the Project.	The direct and indirect economic impacts of other proposed, defined projects in the surrounding area that are directly caused or accelerated by the Project/Development in the five years after completion of construction of the Project.
	3. Total Impacts (1. Construction Impacts + 2. Project Completion Impacts)	

Project Geography

The Economic Impact geography is referred to as the Surrounding Area, which includes any zip code covered in whole or in part encompassed within a perimeter starting from the transformational mixed used development boundary and extending one-half miles out from that boundary.

The 2-mile radius from the Project boundary, which is located outside of 10 miles of a City with population of at least 100,000 residents includes the following zip codes:

1. **43056**
2. **43025**
3. **43023**
4. **43055**

Taxes & Rate Methodology

For simplicity, the Project, Development, Surrounding Area and Catalyzed Projects follow the same tax rates which are based on the **City of Heath, Licking County**, **Heath City School District** and State of Ohio rates. It is worth noting that there may be small variations in the actual tax amounts, compared to these estimated amounts, based on per-parcel levies, other school districts and numerous factors particularly when factoring in the Surrounding Area and Catalyzed Project impacts.

Sales Taxes – sales taxes are calculated using sales and purchases of building tenants, purchases from residents and tourists within the Surrounding Area and hotel room stays. In order to account for exemptions, the exemption list provided in the Ohio Department of Taxation Annual Report was utilized and an additional **20%** reduction was applied to sales to ensure exempted activities are not counted. Indirect Sales taxes were calculated based off of Development resident expenditures and estimates of economic output provided by IMPLAN. The combined State and Local rate is **7.25%** in the **project address** (with **5.75%** to the State of Ohio and **1.50%** to **Licking County**). Sales tax data can be found utilizing the Ohio Department of Taxation's The Finder tax district lookup tool for the project address. **It is worth noting that the subject project includes New Community Authority Sales Charges on sales of tenants (NCA Sales Charges) that are treated as sales tax collections for purposes of this study.**

Income Taxes – income taxes are calculated as a percentage of employee compensation of direct employment within the project and indirect employment caused by the project. Income taxes are collected by the State of Ohio (Ohio Withholding Tax). Ohio Withholding Taxes utilize a bracketed rate structure based on salary (for this project it is assumed to be **2.35%,** based on the Ohio Department of Taxation's bracketed calculation method) and the **City of Heath** at **2.00% on the taxable income of every person residing in and/or earing wages in the City.**

Lodging Taxes – lodging taxes are collected from room sales of guests staying less than 30 days for each stay. Lodging taxes collected by **Licking County** at a rate of **3% and the City of Heath at 3%, for a total rate of 6%.** Lodging rates can be found utilizing the Ohio Department of Taxation's tax analysis data series.

Property Taxes – property taxes are collected by various units of government and published by the County Auditor. Property taxes are assessed at 35% of the market value of the property, then an effective tax rate is applied and distributed to the local government taxing units. The effective tax rate of the property's assessed value is **5.38%. The subject project does include a series of New Community Authority charges (NCA Charges) and Payments in Lieu of Taxes (PILOTS) that for purposes of this study are calculated as property tax collections.**

Application of Growth Rates and Inflation – annual growth is assumed for revenue streams calculated within this document which includes property value, sales growth and wage growth. An examination of the Consumer Price Index for all Urban Consumers for calendar years 2021, 2022 and 2023 was utilized in which each half-year rate was averaged, arriving at a total rate of **5.5%.** This figure was reduced to **5%** under anticipation that the CPI and inflation will drop.

Construction Period Impacts

Input Methodology

Project/Development Impacts

The value entered in Industry Output for construction represents full cost of the structure as provided by the Developer, and only the structure. Construction cost data was provided by the Developer in all circumstances (each building). This includes hard costs and soft costs. IMPLAN calculates employment based on the number of employees it would take to support the dollar value and type of a given economic event, using a combination of data sources including Census County Business Patterns (CBP), Bureau of Labor Statistics Covered Employment and Wages (CEW) and Bureau of Economic Analysis Regional Economic Accounts (REA) as the basis for its calculation. Further, IMPLAN uses additional data sources to classify its employment estimates into hours worked, headcount and compensation by specific occupation. Occupational source data used by IMPLAN includes Bureau of Labor Statistics (BLS) Occupational Employment Survey (OES), BLS Employment Projections national industry by occupation matrix, Census Bureau American Community Survey (ACS) Public Use Microdata Sample (PUMS) and O*NET™ which is a trademark of the U.S. Department of Labor, Employment and Training Administration. Employees are converted to Full-time equivalent employees (FTEs) by dividing the estimated number of hours of compensation for the job, as calculated by IMPLAN, by 2,080. There are no direct impacts to retail, entertainment and dining as these are not direct construction expenditures, but rather Surrounding Area effects. **It is important to note that Central Park Heath Phase 1 was awarded for a Transformational Mixed-Use Development Tax Credit and as a result, the impacts from the awarded Project are not included in this study, which only applies to Phase 2.**

Surrounding Area Impacts

Surrounding Area impacts during the Construction Period were calculating utilizing IMPLAN. In IMPLAN, the project was modeled as **$60 million** in Output under the industry 55 - Construction of New Commercial Structures, Including Farm Structures. Construction cost calculations were provided using costs provided by the Developer. Outputs resulting from the construction inputs in IMPLAN were filtered in IMPLAN only to show indirect effects of Project Construction. These impacts were categorized by use, to understand specific impacts to Retail, Entertainment and Dining. In this circumstance, the Surrounding Area's presence of significant entertainment, retail and dining establishments (professional sports stadiums, full-service restaurants, limited services restaurants, bars and shopping) create a higher degree of construction worker spending. Additional categories were created and aggregated if they were sales-taxable transactions. Lodging taxes follow a similar rate, as many construction workers travel to larger areas given the overall labor shortage of construction workers. Those who travel and stay overnight are typically provided lodging and meal per diems. Given IMPLAN captures dining expenditures, the lodging per diem method is utilized to get a more accurate picture of construction spending. A typical per-day per diem is $138 for lower cost areas and $222 for higher cost areas. Given the lack of nearby construction labor however, a higher Per Diem of $222 figure is utilized (per diem rates provided by *PBMares CPAs and Consultants Guidance for Contractors Who Use Per Diem, 2022)*. Further it is assumed 15% of workers will travel as part of this arrangement during 30% of the annual weekdays per year. Lodging taxes are calculated off of estimated lodging expenditures.

Catalyzed Project Impacts

Catalyzed Project construction was calculated differently than Project Construction, as detailed information for Catalyzed Projects is not typically available, as such, costs were provided by the catalyzed project developers or estimated based off of square footage data gathered from available project information. In calculating construction impacts, costs were calculated on a per-square foot basis by analyzing comparable building sizes on the **Ohio** County Auditor's website, costs of recent developments in the area and the size/scale of the project. In all cases, construction costs assumed 60% labor and 40% materials costs, and for purposes of estimating employment, a cost-per-worker of $136,000 was used, the rate provided by IMPLAN for the **Project Surrounding Area** zip codes referenced in Page 4. Lastly, average salaries for the area were calculated using IMPLAN employee compensation figures for **the Project Surrounding Area** zip codes, estimated at **$54,000**. There is further detail on Catalyzed Project methodology later on in this document.

Construction Project Impacts

CONSTRUCTION	Project Construction		
	Year 1	Year 2	Totals
Property Value	$33,000,000	$33,000,000	**$66,000,000**
Labor	288	288	**575**
Materials	$13,200,000	$13,200,000	**$26,400,000**
Wages	$19,800,000	$19,800,000	**$39,600,000**

DIRECT	Const. 1	Const. 2	Total
Sales Tax	$957,000	$957,000	**$1,914,000**
Income Tax	$862,230	$862,230	**$1,724,459**
Lodging Tax	$0	$0	**$0**
Property Tax	$0	$0	**$0**
Total	**$1,819,230**	**$1,819,230**	**$3,638,459**

Any construction occurring prior to the Completion Period is not included in this calculation.

Construction Development Impacts

This section is intentionally left blank as Phase 1 received Transformational Mixed Use Development Project tax credits in Round 3, thus all impacts of the awarded Transformational Mixed Use Development Project are omitted from the calculations.

Construction Surrounding Area Impacts

SURROUNDING AREA	Surrounding Area Construction Impacts		
	Year 1	Year 2	Const. Total
FTEs	33.00	33.00	**66.00**
Payroll	$2,065,602	$2,065,602	**$4,131,204**
Retail	[redacted]	[redacted]	[redacted]
Entertainment	[redacted]	[redacted]	[redacted]
Dining	[redacted]	[redacted]	[redacted]
INDIRECT	**Const. 1**	**Const. 2**	
Sales Basis	[redacted]	[redacted]	[redacted]
Income Basis	[redacted]	[redacted]	[redacted]
Lodging Basis	[redacted]	[redacted]	[redacted]
Property Basis	[redacted]	[redacted]	[redacted]
Sales Tax	$129,195	$133,071	**$262,266**
Income Tax	$89,951	$89,951	**$179,901**
Lodging Tax	$44,977.48	$44,977	**$89,955**
Property Tax	$207,052	$207,052	**$414,104**
Total	**$471,175**	**$475,051**	**$946,226**

Construction Catalyzed Project Impacts

CATALYZED PROJECTS	Catalyzed Project Construction		
	Year 1	Year 2	Total
TOTALS			
Construction Cost Basis	$564,693,720	$564,693,720	**$564,693,720**
Construction Materials	$112,938,744	$112,938,744	**$112,938,744**
FTEs	2,076	2,076	**4,152**
Payroll	$128,716,951	$128,716,951	**$257,433,902**
Retail	[redacted]	[redacted]	[redacted]
Entertainment	[redacted]	[redacted]	[redacted]
Dining	$[redacted]	[redacted]	[redacted]
DIRECT & INDIRECT	**Const. 1**	**Const. 2**	**Construction Totals**
Sales Tax	$9,027,937	$9,027,937	**$18,055,874**
Income Tax	$5,605,230	$5,605,230	**$11,210,460**
Lodging Tax	$332,104	$332,104	**$664,208**
Property Tax	$2,823,469	$2,823,469	**$5,646,937**
Total	$17,788,740	$17,788,740	**$35,577,479**

Timeline for Phases

This section is intentionally left blank.

Completion Period Impacts

Methodology

Project and Development Impacts

In calculating the Project, the Developer provided data related to project costs, square footage, residential units, residential rents, building and tenant information to serve as inputs. Vista calculated employment, wages, sales and office purchases from these figures. In circumstances where tenant sales were not provided by the Developer, they were calculate by Vista utilizing Lightcast 2023 area sales per square foot data and estimates provided from CoStar estimates for specific tenants. Office and retail supplies purchases are estimated using a percentage of payroll based (5%-25% of payroll, **25%** being used for supplies needed for theatre operations). Other metrics, such as household incomes of the residents and resident spending in the Surrounding Area were calculated by Vista. Resident expenditures were calculated using averages from the *2022 Consumer Expenditure Survey – Shares of Annual Aggregate expenditures and sources of income*. Household income assumptions were calculated by assuming renters will spend **25%** of their income toward rent, there for the monthly rent price was divided by **25%,** then multiplied x 12 (months) to arrive at the household income rate for that particular unit grouping. Each consumer expenditure category was assigned an "absorption rate" to account for any expenditures that cannot be made within the Surrounding Area. Estimated wages and jobs use CoStar jobs per square foot metrics and wages utilize average wage for the specific tenant use staffing pattern provided by Lightcast, sourced by the Bureau of Labor Statistics. For hotels that include conference space, it is assumed that space is programmed **226** days of the year with a mix of weddings, weekday conference, weekend conventions and 1-day ticketed events. Metrics for these events was based on comparable events which include the Ohio Tax Conference, Monroe Pop Fest, NAIOP Commercial Breakfast and typical wedding pricing. Lastly, once the building renovation is complete the Project will expect to generates significant visitor spending activity which will directly benefit the Surrounding Area. Vista calculated visitor activity using *Placer.ai* foot-traffic data to calculate expected visitors, which estimates annual visits, annual visitors and visitor locations both before and after arriving at the Project facility, providing a basis for Surrounding Area spending. The effects of visitors generated from the Project are reflected in Surrounding Area impacts.

Surrounding Area Impacts

Surrounding Area impacts were calculated utilizing three primary methods: 1) Indirect Impacts calculated by IMPLAN from Project inputs, including spending in Dining, Entertainment and Retail in the Surrounding Area, 2) Indirect effects to business from tourist spending, through increased sales and indirect jobs created and 3) Indirect property value impacts from the project. IMPLAN calculates indirect impacts from Project activity, by industry, which is then aggregated into Retail, Entertainment and Dining sales. Tourist spending utilizes *US Travel and Tourism Satellite Accounts* and Average Spending Rates for overnight visitors produced by the *Regional Tourism and Visitors Bureau*, which assume overnight visitors spend **$276** per day and non-overnight visitors spend **$110** per day. The Project includes a major pedestrian plaza pavilion will generate considerable foot traffic and programming into the retail and commercial uses in the Surrounding Area. This plaza was modeled after the Lancaster Boulevard in Lancaster California, and will replicate qualities of this boulevard through frequent public programming, vendor activity, festivals, gathering space and connection points to the existing retail and commercial uses. In order to estimate the economic activity of this asset, Vista examined cell phone activity through placer.ai to better understand the plaza's impact on retail and commercial visitation, examining the visitation of the plaza and the tenants along the plaza (over 2,834,266 visitors consume locations on and along the boulevard annually) and CoStar was used to gather the Boulevard's surrounding use square footage. The resulting figure was approximately 12.1 visits per square foot of retail and commercial development. This figure was multiplied by the existing retail and commercial footprint that would surround the Plaza to arrive at a figure of 373,000 visits annually. The Resident sales and visitation sales from tourists were deducted from Project and Development sales to prevent double-counting, given the volume of uses in the Development. Lastly, property value impacts were calculated based on home values within the Surrounding Area, and extracting the Development's share of projected growth based on historical Surrounding Area growth and the Project's projected economic GDP impact relative to the Surrounding Area's total GDP after the Project is complete.

Catalyzed Project Impacts

Catalytic projects follow a different method, given the prospective nature of the developments and lack of detail beyond planned square footage and uses. Projects were identified by the Developer with assistance from Vista, as either caused or accelerated by the project, including what year during the Project's Completion period each project would come online. Square footage was applied to a standard rate table be use and resulting figures were calculated into a series of tables for each project. In instances where these effects include the construction of certain public buildings, a separate set of factors to account for tax-exempt status in certain circumstances related to property and sales. This document elaborates on the methods and rates in later sections.

Project Inputs

INPUTS	Sales	FTEs	Hourly	Payroll	Residents	Resident Incomes	Resident Spending
Residential Units	$0	13	$21.63	$606,420	199	$23,880,000	$4,238,650
Office (Nursing Staff and Medical)	$[redacted]	50	$48.08	$5,000,000	0	$0	$0
Entertainment	$[redacted]	158	$21.63	$7,110,000	0	$0	$0
Event Space (from Public Plaza)	$[redacted]	150	$21.63	$6,750,000	0	$0	$0

Entertainment and Event Space employment was calculated by IMPLAN as the number of anticipated employment needed to support the estimated sales of both uses. Entertainment uses include the Project's significant open space that will house athletic fields that include soccer fields and an ice rink, among other recreational facility and event uses. This includes but is not limited to operations, tournaments and other typical recreational activities. The Event Space (from Public Plaza) represents the anticipated programmed events that will be housed at the public plaza from events, throughout the year, which is expected to fill significant unmet demand for event space in the Surrounding Area (*according to IMPLAN Commodity Data, the Surrounding Area represents approximately $45 million in unmet demand for event and entertainment uses*).

Development Inputs

INPUTS	Sales	FTEs	Hrly	Payroll	Residents	Resident Incomes	Resident Spending
Residential Units	n/a	13	$21.63	$573,750	2,170	$260,400,000	$46,220,454
Restaurant	$[redacted]	50	$14.42	$1,500,000	0	$0	$0
Retail	$[redacted]	68	$16.83	$2,383,655	0	$0	$0
Hotel	$0	0	$0.00	$0	0	$0	$0
Office	$0	0	$0.00	$0	0	$0	$0
Entertainment	$[redacted]	1067	$21.63	$47,998,502	0	$0	$0
Event Space (from Venue)	$[redacted]	100	$21.63	$4,500,000	0	$0	$0
Totals	**$475,731,788**	**1,297**	**21.10**	**$56,955,907**	**2,170**	**$260,400,000**	**$46,220,454**

Project Impacts

PROJECT	Post-Construction Completion Period					
	Year 1	Year 2	Year 3	Year 4	Year 5	Total
FTEs	376	376	376	376	376	**376**
Operations FTEs (37, 43, 49)	51	51	51	51	51	**51**
Tenant FTEs	325	325	325	325	325	**325**
Payroll	$19,466,420	$20,439,741	$21,461,728	$22,534,814	$23,661,555	**$23,661,555**
Operations Payroll	$2,472,235	$2,595,847	$2,725,639	$2,861,921	$3,005,018	**$3,005,018**
Tenant Payroll	$16,994,185	$17,843,894	$18,736,089	$19,672,893	$20,656,538	**$20,656,538**
Retail	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Entertainment	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Dining	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
DIRECT	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**Total**
Sales Basis	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Income Basis	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Lodging Basis	$0	$0	$0	$0	$0	**$0**
Property Basis	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Sales Tax	$2,161,235	$2,269,297	$2,382,762	$2,501,900	$2,626,995	**$11,942,188**
Income Tax	$1,060,095	$1,113,100	$1,168,755	$1,227,193	$1,288,553	**$5,857,696**
Lodging Tax	$0	$0	$0	$0	$0	**$0**
Property Tax	$2,489,616	$1,307,049	$1,372,401	$1,441,021	$1,513,072	**$8,123,159**
Total	**$5,710,947**	**$4,689,446**	**$4,923,918**	**$5,170,114**	**$5,428,619**	**$25,923,043**

An annual growth factor of 5% was applied to payroll, sales and property growth based on an examination of the last three years of the 12-month percentage change in the Consumer Price Index (*BLS – 12 Month Change- All items in U.S. city average, all urban consumers, not seasonally adjusted).* Each half-year 12-month ending percent change was averaged to arrive at 5.50%.

Development Impacts

This section is intentionally left blank as Phase 1 received Transformational Mixed Use Development Project tax credits in Round 3, thus all impacts of the awarded Transformational Mixed Use Development Project are omitted from the calculations.

Surrounding Area Impacts

SURROUNDING AREA	Year 1	Year 2	Year 3	Year 4	Year 5	Total
FTEs	64	80	100	125	156	**156**
Payroll	$2,650,804	$3,313,505	$4,141,881	$5,177,352	$6,471,689	**$6,471,689**
Retail	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Entertainment	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Dining	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
INDIRECT	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**Total**
Sales Basis	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Income Basis	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Lodging Basis	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Property Basis	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Sales Tax	$4,835,551	$5,077,328	$5,331,194	$5,597,754	$5,877,642	**$26,719,469**
Income Tax	$115,434	$121,206	$127,266	$133,630	$140,311	**$637,848**
Lodging Tax	$337,490	$354,365	$372,083	$390,687	$410,221	**$1,864,846**
Property Tax	$1,418,520	$1,773,150	$2,216,438	$2,770,547	$3,463,184	**$11,641,840**
Total	**$6,706,995**	**$7,326,049**	**$8,046,982**	**$8,892,618**	**$9,891,359**	**$40,864,003**

Surrounding Area Visitor Spending from Project

The section below overviews anticipated visitations based on the utilization of Placer.ai on the building complex for current performances. Placer.ai. tracks cellular phone activity to create an accurate and recent picture of foot traffic. Below is a calculation of the indirect spending impact of visitors once the Project is fully complete. In order to estimate overnight visitors, Placer tracks both 1) the origin of the visitor to understand distance traveled and 2) if the visitor visited a hotel before and after the event. This provided a basis of estimation that 8.3% of visitors stayed overnight.

Project Visits		**373,882**	***Placer.ai estimate from comparable locations***	
Rates			**PROJECT**	**DEVELOPMENT**
Stay Visitor per Day	$204.30	$ per	**37,145**	
Lodging	42%	$150.00	$5,571,820	
F&B	29%	$58.38	$2,168,609	
Retail	15%	$29.63	$1,100,488	
Entertainment	6%	$20.00	$742,909	
Transportation	9%	$18.22	$676,800	
Drive Visitor per Day	$75.00	$ per	**336,736**	
Lodging	0%	$0.00	$0	
F&B	64%	$47.87	$16,118,402	
Retail	18%	$13.68	$4,605,258	
Entertainment	9%	$6.84	$2,302,629	
Transportation	9%	$6.62	$2,228,945	

Development (Phase 1) Visitation was omitted from estimates and calculations for purposes of this Economic Impact Statement

Per-visitor rates based on US Travel and Tourism Satellite Accounts, tracking typical visitor spending, however increased to account for estimated ticket prices.

Surrounding Area Property Value Analysis

The section overviews the Project's effect on property value increases to the Surrounding Area. This analysis utilizes Census 2023 data and PolicyMap software as the source for 5-year change in Single Family Median Home Value and Median Single Family Home Values and number of Single Family Homes (2018-2023) by Zip Code. Median value was multiplied by the number of current Single Family homes to establish a baseline home value. The 5-year Single Family Home Value growth rate was annualized and projected moving forward. A "Development and Project Share" was then calculated which uses the Development's total economic impact GDP impact as a percentage of total Surrounding Area GDP, both provided by IMPLAN, resulting in a share of **1.7%.** The GDP share was used as a barometer for projecting forward the Development's share of home value growth going forward.

Property taxes were applied to the increment of Single-Family home values to estimate tax impacts as home value impacts were added to the "Property Value" basis on the prior Surrounding Area impacts summary on page 18.

PROPERTY VALUE IMPACT CALCULATION

Zips	Households	Population	Median Real Estate Tax	Property Value Per	Total Property Value	Project Share of Incremental Residential Value
43056	7,154	18,276	$2,739	$111,796	$799,788,000	**$13,836,332**
43025	2,631	6,404	$3,149	$128,531	$338,164,041	**$5,850,238**
43023	4,686	14,558	$6,205	$253,265	$1,186,801,224	**$20,531,661**
43055	25,439	61,873	$1,948	$79,510	$2,022,660,082	**$34,992,019**

Catalyzed Project Impacts

The Catalytic Effect the Project is quantified in this section. The projects catalyzed in this section all fall within Project's half-mile radius and are planned to be placed into series after this Project is complete. Each project was identified as being caused or accelerated by the Project as noted in Appendix A. Further, project impacts are captured during the five-year completion period in each project's corresponding table. The assumptions below were used to calculate impacts from development square footage programs of each catalyzed project. The following page overviews how these were calculated into FTES, Payroll, Sales and Taxes.

Catalyzed Project Rates	SF/Jobs	Salary	Sales/SF	Room Sales/SF	Rent/SF	Methodology
Apartment	15,000	$35,000	$31	$0	$15	Uses comparable market data within the County, Ohio Region, data provided by Developer and Rent.com rent estimates.
Hotel	700	$30,000	$100	$100	$0	Uses comparable hotel sales data for large cities.
Industrial	750	$55,000	$0	$0	$0	US Energy Administration Commercial Buildings Energy Survey, BLS/Lightcast
Office	350	$75,000	$25	$0	$0	Lightcast & BLS Data for Surrounding Area for Business Occupations
Restaurant	600	$25,000	$350	$0	$0	US Energy Administration Commercial Buildings Energy Survey, BLS/Lightcast
Retail	450	$30,000	$300	$0	$0	US Energy Administration Commercial Buildings Energy Survey, BLS/Lightcast
Arena/Events	750	$55,000	$95	$0	$0	Based on comparable arena construction data
	Operations Rate	**Construction Rate**				
% Jobs Dedicated to Operations	15%					Uses typical mix or type and area supported by IMPLAN
Indirect Retail Sales Rate	5%	2%				Uses typical mix or type and area supported by IMPLAN
Indirect Entertainment Sales Rate	7%	3%				Uses typical mix or type and area supported by IMPLAN
Indirect Dining Sales	10%	4%				Uses typical mix or type and area supported by IMPLAN
Construction Output/Worker		$136,000				Uses typical mix or type and area supported by IMPLAN
EC/Worker		$62,000				Uses typical mix or type and area supported by IMPLAN
% Cost Related to Construction Materials		40%				Typical method utilzied by RSMeans Construction Data
Sales Taxable Purchases	95%	100%				Analyzed exempt uses in relation to project from OTAX
Lodging Impact	2%	2%				Uses US Tourism Sattelite Accounts to estimate lodging impact of activity
Property Impact	12.5%	0.5%				Assumes typical indirect property value impact based on IMPLAN data
Value at Cost	85%	85%				Assumes market value based on hard costs from analysis of Auditor data
Renter HH Income	$65,100					Utilizes Census/ACS and HUD Data to Assume Area Family Incomes
Renters per SF	600					Calculated based on typical SF needed per renter from sample projects
Lodging Per-Diem		$227				PBMares CPAs and Consultant's Guidance for Contractors Who Use Per Diems
Worker Travel %		15%				Based on analysis of Lightcast inbound commuter data to the Surrounding Area
Worker Annual Weekdays		78.3				Assumes 30% of the weekdays "travel workers" commute to work and use a Per-Di

Catalyzed Project List

Catalyzed Projects within a half-mile Radius of the Playhouse Square Project, City of Cleveland										
Project	Address	Placed Into Service	SF	Apartment	Hotel	Industrial	Office	Restaurant	Retail	Cost
Data Centers		2027	500,000			500,000				$225,000,000
Wilcox Residential		2027	162,796	122,421						$30,524,250
Wallick Residential		2027	581,863	581,863						$146,034,320
Ciminello Mixed-Use		2028	650,000	500,000			50,000	50,000	50,000	$163,135,150
Totals			1,894,659	1,204,284	-	500,000	50,000	50,000	50,000	$564,693,720

Catalyzed Project Impacts

Each Catalytic Project is calculated utilizing the following methodology in correspondence with the rates from the previous page:

Category	Methodology
FTEs/Payroll	Calculates FTEs per SF by use and payroll using BLS wage data for each overarching use.
Operations FTEs/Payroll	Assumes the 15% of FTES are dedicated to operations, based on IMPLAN's typical mix of operations occupation categories, which includes two-level SIC code categories 37, 43 and 49.
Tenant FTEs/Payroll	Assumes the 75% of FTES are tenants, which is based off of a typical IMPLAN mix for the area, removing two-level SIC code categories 37, 43 and 49.
Retail	Assumes a standard calculation for each project which assumes that a percentage of total sales are re-spent to retail uses by indirect economic activity. The percentages were used analyzing a sample of IMPLAN indirect impacts for industries aggregated into a Retail category. Further, residential projects include 2020 Consumer Expenditure Survey – Shares of Annual Aggregate expenditures and sources of income to calculate retail spending for residents.
Entertainment	Assumes a standard calculation for each project which assumes that a percentage of total sales are re-spent to retail uses by indirect economic activity. The percentages were used analyzing a sample of IMPLAN indirect impacts for industries aggregated into a Entertainment category. Further, residential projects include 2020 Consumer Expenditure Survey – Shares of Annual Aggregate expenditures and sources of income to calculate entertainment spending for residents.
Dining	Assumes a standard calculation for each project which assumes that a percentage of total sales are re-spent to retail uses by indirect economic activity. The percentages were used analyzing a sample of IMPLAN indirect impacts for industries aggregated into a Dining category. Further, residential projects include 2020 Consumer Expenditure Survey – Shares of Annual Aggregate expenditures and sources of income to calculate dining spending for residents.

Catalyzed Project List

Catalyzed Project: Data Centers

Location: 75 Thornwood Dr., Heath, Ohio

Summary: Microsoft will be panning a series of data centers that will begin completion in early 2028. For purposes of scaling, it is assumed that 100,000 in data centers will be completed each year.

The Project is expected to provide desirable housing with an in an urban-suburban mixed use feel with significant recreation and public space that employees of the data centers can consume. The workforce housing options will be priced at rents affordable to those making data center wages, providing a critical amenity that expedites the desirability of the work location to attract talent, accelerating the delivery of the project.

Data Centers	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**Year 6**	**Year 7**
Value Table	**$0**	**$0**	**$0**	**$225,000,000**	**$225,000,000**	**$225,000,000**	**$225,000,000**
Placed Into Service				1	1	1	1
Construction Costs	$225,000,000	$225,000,000					
Apartment							
Hotel							
Industrial				100,000	100,000	100,000	100,000
Office							
Restaurant							
Retail			-				
Construction FTEs	827	827	0	0	0	0	0
Construction Payroll	$51,286,765	$51,286,765	$0	$0	$0	$0	$0
Construction Purchases	[redacted]	[redacted]	$0	$0	$0	$0	$0
Retail	[redacted]	[redacted]	$0.0	$0.0	$0.0	$0.0	$0.0
Entertainment	[redacted]	[redacted]	$0.0	$0.0	$0.0	$0.0	$0.0
Dining	[redacted]	[redacted]	$0.0	$0.0	$0.0	$0.0	$0.0
Sales Tax	$3,597,146	$3,597,146	$0	$0	$0	$0	$0
Income Tax	$2,233,382	$2,233,382	$0	$0	$0	$0	$0
Lodging Tax	$132,326	$132,326	$0	$0	$0	$0	$0
Property Tax	$1,125,000	$1,125,000	$0	$0	$0	$0	$0
Total	**$7,087,854**	**$7,087,854**	**$0**	**$0**	**$0**	**$0**	**$0**
FTEs	-	-	-	133	133	133	133
Operations FTEs (37, 43, 49)	-	-	-	20	20	20	20
Tenant FTEs	-	-	-	113	113	113	113
Payroll	$0	$0	$0	$7,333,333	$7,333,333	$7,333,333	$7,333,333
Operations Payroll	$0	$0	$0	$1,100,000	$1,100,000	$1,100,000	$1,100,000
Tenant Payroll	$0	$0	$0	$6,233,333	$6,233,333	$6,233,333	$6,233,333
Retail	$0	$0	$0	$0	$0	$0	$0
Entertainment	$0	$0	$0	$0	$0	$0	$0
Dining	$0	$0	$0	$0	$0	$0	$0
Sales Basis	$0	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]
Income Basis	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Lodging Basis	$0	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]1
Property Basis	$0	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]
Sales Tax	$0	$0	$0	$725,000	$761,250	$799,313	$839,278
Income Tax	$0	$0	$0	$352,077	$369,681	$388,165	$407,573
Lodging Tax	$0	$0	$0	$13,230	$14,586	$16,081	$17,729
Property Tax	$0	$0	$0	$4,474,945	$4,698,693	$4,933,627	$5,180,309
Total	**$0**	**$0**	**$0**	**$5,565,252**	**$5,844,210**	**$6,137,186**	**$6,444,889**

Catalyzed Project List

Catalyzed Project: Wilcox Residential

Location: Parcel #030-088344-00

Summary: Wilcox Communities, the development partner on the Heath Central Park Phase II Project, is planning to develop 122,421 square feet of residential units adjacent to the Project property. The Developer has attested that without the Project being built, this Residential project will not occur, as the Project's planned leasing success and significant gathering and recreational space will create demand for Wilcox to move forward with additional units.

Wilcox Residential	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**Year 6**	**Year 7**
Value Table	**$0**	**$0**	**$30,524,250**	**$30,524,250**	**$30,524,250**	**$30,524,250**	**$30,524,250**
Placed Into Service			1	1	1	1	1
Construction Costs	$30,524,250	$30,524,250					
Apartment			122,421	122,421	122,421	122,421	122,421
Hotel							
Industrial							
Storage							
Restaurant							
Retail							
Construction FTEs	112	112	0	0	0	0	0
Construction Payroll	$6,957,733	$6,957,733	$0	$0	$0	$0	$0
Construction Purchases	[redacted]	[redacted]	$0	$0	$0	$0	$0
Retail	[redacted]	[redacted]	$0.0	$0.0	$0.0	$0.0	$0.0
Entertainment	[redacted]	[redacted]	$0.0	$0.0	$0.0	$0.0	$0.0
Dining	[redacted]	[redacted]	$0.0	$0.0	$0.0	$0.0	$0.0
Sales Tax	$488,001	$488,001	$0	$0	$0	$0	$0
Income Tax	$302,988	$302,988	$0	$0	$0	$0	$0
Lodging Tax	$17,952	$17,952	$0	$0	$0	$0	$0
Property Tax	$152,621	$152,621	$0	$0	$0	$0	$0
Total	**$961,562**	**$961,562**	**$0**	**$0**	**$0**	**$0**	**$0**
FTEs	-	-	8	8	8	8	8
Operations FTEs (37, 43, 49)	-	-	1	1	1	1	1
Tenant FTEs	-	-	7	7	7	7	7
Payroll	$0	$0	$28,565	$28,565	$28,565	$28,565	$28,565
Operations Payroll	$0	$0	$4,285	$4,285	$4,285	$4,285	$4,285
Tenant Payroll	$0	$0	$24,280	$24,280	$24,280	$24,280	$24,280
Retail	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Entertainment	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Dining	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Sales Basis	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Income Basis	$0	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]7
Lodging Basis	$0	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Property Basis	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Sales Tax	$0	$0	$713,020	$748,671	$786,104	$825,409	$866,680
Income Tax	$0	$0	$134,133	$134,198	$134,267	$134,339	$134,414
Lodging Tax	$0	$0	$12,392	$13,662	$15,062	$16,606	$18,308
Property Tax	$0	$0	$578,177	$607,086	$637,440	$669,312	$702,778
Total	**$0**	**$0**	**$1,437,721**	**$1,503,617**	**$1,572,873**	**$1,645,667**	**$1,722,180**

Catalyzed Project List

Catalyzed Project: Wallick Residential

Location: Parcel # 030-088338
Summary: Wallick Communities, the development partner on the Heath Central Park Phase II Project, is planning to develop 581,863 square feet of residential units adjacent to the Project property. The Developer has attested that without the Project being built, this Residential project will not occur, as the Project's planned leasing success and significant gathering and recreational space will create demand for Wallick to move forward with additional units.

Wallick Residential	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**Year 6**	**Year 7**
Value Table	**$0**	**$0**	**$146,034,320**	**$146,034,320**	**$146,034,320**	**$146,034,320**	**$146,034,320**
Placed Into Service			1	1	1	1	1
Construction Costs	$146,034,320	$146,034,320					
Apartment			581,863	581,863	581,863	581,863	581,863
Hotel							
Industrial							
Office							
Restaurant							
Retail							
Construction FTEs	537	537	0	0	0	0	0
Construction Payroll	$33,287,235	$33,287,235	$0	$0	$0	$0	$0
Construction Purchases	$29,206,864	$29,206,864	$0	$0	$0	$0	$0
Retail	[redacted]	[redacted]	$0	$0	$0	$0	$0
Entertainment	[redacted]	[redacted]	$0	$0	$0	$0	$0
Dining	[redacted]	[redacted]	$0	$0	$0	$0	$0
Sales Tax	$2,334,697	$2,334,697	$0	$0	$0	$0	$0
Income Tax	$1,449,557	$1,449,557	$0	$0	$0	$0	$0
Lodging Tax	$85,885	$85,885	$0	$0	$0	$0	$0
Property Tax	$730,172	$730,172	$0	$0	$0	$0	$0
Total	**$4,600,311**	**$4,600,311**	**$0**	**$0**	**$0**	**$0**	**$0**
FTEs	-	-	39	39	39	39	39
Operations FTEs (37, 43, 49)	-	-	6	6	6	6	6
Tenant FTEs	-	-	33	33	33	33	33
Payroll	$0	$0	$135,768	$135,768	$135,768	$135,768	$135,768
Operations Payroll	$0	$0	$20,365	$20,365	$20,365	$20,365	$20,365
Tenant Payroll	$0	$0	$115,403	$115,403	$115,403	$115,403	$115,403
Retail	$0	$0	[redacted]				
Entertainment	$0	$0	[redacted]				
Dining	$0	$0	[redacted]				
Sales Basis	$0	$0	[redacted]				
Income Basis	$0	$0	[redacted]				
Lodging Basis	$0	$0	[redacted]				
Property Basis	$0	[redacted]					
Sales Tax	$0	$0	$3,388,958	$3,558,406	$3,736,327	$3,923,143	$4,119,300
Income Tax	$0	$0	$637,529	$637,840	$638,166	$638,508	$638,867
Lodging Tax	$0	$0	$58,898	$64,935	$71,591	$78,929	$87,019
Property Tax	$0	$0	$2,766,119	$2,904,425	$3,049,646	$3,202,128	$3,362,235
Total	**$0**	**$0**	**$6,851,504**	**$7,165,606**	**$7,495,729**	**$7,842,708**	**$8,207,421**

Catalyzed Project List

Catalyzed Project: Ciminello Mixed Use

Location: Parcel # 030-088338

Summary: Ciminello Land Co., the development partner and applicant on the Heath Central Park Phase II Project, is planning a significant mixed-use development that will include 150,000 square feet of retail, office and restaurant space (split evenly) and 500,000 of residential units adjacent to the Project property. The Developer has attested that without the Project being built, this Residential project will not occur, as the Project's planned leasing success and significant gathering and recreational space will create demand for Ciminello to move forward with additional units.

Ciminello Mixed-Use	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7
Value Table	$0	$0	$0	$163,135,150	$163,135,150	$163,135,150	$163,135,150
Placed Into Service				1	1	1	1
Construction Costs	$163,135,150	$163,135,150					
Apartment				500,000	500,000	500,000	500,000
Hotel							
Arena/Events							
Office				50,000	50,000	50,000	50,000
Restaurant				50,000	50,000	50,000	50,000
Retail				50,000	50,000	50,000	50,000
Construction FTEs	600	600	0	0	0	0	0
Construction Payroll	$37,185,218	$37,185,218	$0	$0	$0	$0	$0
Construction Purchases	$32,627,030	$32,627,030	$0	$0	$0	$0	$0
Retail	[redacted]	[redacted]	$0	$0	$0	$0	$0
Entertainment	[redacted]	[redacted]	$0	$0	$0	$0	$0
Dining	[redacted]	[redacted]	$0	$0	$0	$0	$0
Sales Tax	$2,608,093	$2,608,093	$0	$0	$0	$0	$0
Income Tax	$1,619,303	$1,619,303	$0	$0	$0	$0	$0
Lodging Tax	$95,942	$95,942	$0	$0	$0	$0	$0
Property Tax	$815,676	$815,676	$0	$0	$0	$0	$0
Total	**$5,139,014**	**$5,139,014**	**$0**	**$0**	**$0**	**$0**	**$0**
FTEs	-	-	-	371	371	371	371
Operations FTEs (37, 43, 49)	-	-	-	56	56	56	56
Tenant FTEs	-	-	-	315	315	315	315
Payroll	$0	$0	$0	$22,676,190	$22,676,190	$22,676,190	$22,676,190
Operations Payroll	$0	$0	$0	$3,401,429	$3,401,429	$3,401,429	$3,401,429
Tenant Payroll	$0	$0	$0	$19,274,762	$19,274,762	$19,274,762	$19,274,762
Retail	0	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]
Entertainment	$0	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]
Dining	$0	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]
Sales Basis	$0	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]
Income Basis	$0	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]
Lodging Basis	$0	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]
Property Basis	$0	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]3
Sales Tax	$0	$0	$0	$5,655,536	$5,938,312	$6,235,228	$6,546,989
Income Tax	$0	$0	$0	$1,631,195	$1,685,630	$1,742,787	$1,802,801
Lodging Tax	$0	$0	$0	$103,204	$113,782	$125,445	$138,303
Property Tax	$0	$0	$0	$3,244,537	$3,406,764	$3,577,102	$3,755,957
Total	**$0**	**$0**	**$0**	**$10,634,472**	**$11,144,489**	**$11,680,562**	**$12,244,051**



Total Impacts

Total Impacts

Construction Activity

The Project will create, cause and accelerate a total one-time infusion of 4,793 construction jobs and $301 million in payroll from construction activity from the Project, Development and Catalytic projects.

Employment

Additionally, the Project will create, cause and accelerate a total of 1,084 jobs, of which 376 will be employed by the project and another 707 indirectly created, caused or accelerated to the Surrounding Area as a result of the Project.

Retail, Entertainment and Dining Sales

The Project will additionally generate, cause and accelerate over $655 million in retail, dining and entertainment sales over a five-year period, including an immediate infusion of $26 million in sales from construction activity. Of these sales figures, $150 million will come directly from the Project, driving an additional $477 million to the Surrounding Area and from Catalyzed Projects.

Taxes

The Project will result in approximately $222 million in State and Local Taxes, of which $181 million will be generated during the Completion Period from Project operations, Surrounding Area impacts and Catalyzed Project impacts. The additional $40 million comes in the form of Construction Period Taxes.

II. TOTAL CONSTRUCTION PERIOD IMPACTS

A. Total Construction Period Impacts: Construction Jobs

Year	Full-Time Equivalents	TOTAL Projected Payroll
1	2,397	$150,582,553
2	2,397	$150,582,553
3	-	$0
4	-	$0
5	-	$0
	4,793	**$301,165,106**

B. Total Construction Period Impacts: Retail, Entertainment and Dining Sales

Year	Projected Retail Sales	Projected Entertainment Sales	Projected Dining Sales	TOTAL Projected Sales/Year
1	[redacted]	[redacted]	[redacted]	[redacted]
2	[redacted]	[redacted]	[redacted]	[redacted]
3	$0	$0	$0	$0
4	$0	$0	$0	$0
5	$0	$0	$0	$0
	[redacted]	[redacted]	[redacted]	[redacted]

C. Total Construction Period Impacts: Sales, Income, Lodging and Property Taxes

Year	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax	TOTAL Projected Taxes
1	$10,114,132	$6,557,410	$377,082	$3,030,521	$20,079,144
2	$10,118,008	$6,557,410	$377,082	$3,030,521	$20,083,020
3	$0	$0	$0	$0	$0
4	$0	$0	$0	$0	$0
5	$0	$0	$0	$0	$0
	$20,232,140	**$13,114,820**	**$754,163**	**$6,061,041**	**$40,162,164**

III. TOTAL COMPLETION PERIOD IMPACTS *(totals inputs from Completion Period Impacts worksheet)*

A. Total Completion Period Impacts: Operational Jobs

Year	Full-Time Equivalents	TOTAL Projected Payroll
1	67	$2,833,537
2	145	$7,542,741
3	147	$7,777,737
4	151	$8,045,524
5	155	$8,353,001
	665	**$34,552,539**

B. Total Completion Period Impacts: Tenant Jobs

Year	Full-Time Equivalents	TOTAL Projected Payroll
1	420	$19,448,020
2	863	$46,384,362
3	880	$47,999,729
4	902	$49,840,499
5	929	$51,954,101
	3,993	**$215,626,711**

C. Total Completion Period Impacts: Retail, Entertainment and Dining Sales

Year	Projected Retail Sales	Projected Entertainment Sales	Projected Dining Sales	TOTAL Projected Sales/Year
1	[redacted]	[redacted]	[redacted]	[redacted]
2	[redacted]	[redacted]	[redacted]	[redacted]
3	[redacted]	[redacted]	[redacted]	[redacted]
4	[redacted]	[redacted]	[redacted]	[redacted]
5	[redacted]	[redacted]	[redacted]	[redacted]
	[redacted]	[redacted]	[redacted]	[redacted]

D. Total Completion Period Impacts: Sales, Income, Lodging and Property Taxes

Year	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax	TOTAL Projected Taxes
1	$11,098,764	$1,947,192	$408,780	$7,252,433	$20,707,168
2	$18,034,237	$3,989,617	$549,395	$14,311,192	$36,884,442
3	$18,935,949	$4,123,765	$587,104	$15,381,382	$39,028,200
4	$19,882,747	$4,264,621	$627,748	$16,593,739	$41,368,854
5	$20,876,884	$4,412,519	$671,581	$17,977,535	$43,938,520
	$88,828,581	**$18,737,714**	**$2,844,608**	**$71,516,281**	**$181,927,183**

Total Impacts

I. TOTAL ECONOMIC IMPACTS *(Construction Period Impacts + Completion Period Impacts)*

A. Summary: Total Project Impacts

	TOTAL Projected FTEs	TOTAL Projected Payroll	TOTAL Projected Sales	TOTAL Projected Taxes
Construction Period Impacts	4,793	$301,165,106	$26,786,511	$40,162,164
Completion Period Impacts	1,084	$250,179,250	$628,507,505	$181,927,183
	5,877	**$551,344,355**	**$655,294,016**	**$222,089,348**

Total Impacts

The table to the right illustrates that projected taxes ($222 million) meet at least 10% of the total development costs ($6.6 million).

Further, when combining the Construction Period and the first year after construction, the project significantly exceeds the 10% development cost threshold by $54,269,332 dollars.

TMUD Credit Objectives	
TMUD Project Cost	$66,000,000
10% of Development Cost Threshold	**$6,600,000**
Construction Taxes	$40,162,164
First Year Post-Construction Taxes	$20,707,168
Construction + Year 1	**$60,869,332**
Total Taxes	$222,089,348
Achieved 10% Taxes Threshold	**YES**
Achieve Alternative Method Potential	**YES**

EIS Preparer Qualifications

EIS Preparer Qualifications

VISTA SITE SELECTION

Vista Site Selection LLC is a newly formed company, founded in September of 2022 by the law firm Vorys, Sater, Seymour and Pease LLP, focused on economic development, economic analysis, economic incentives and site location consulting. Vista's management team has over 75 years of collective experience in Economic Development and Site Selection in 49 US States and includes certified data analysts, economic consultants and GIS specialists, among others.

Vista's services included:

- ✓ Economic Insights, including Economic Footprint and Economic Impact Analysis
- ✓ Labor Analytics
- ✓ Development of Advanced, Customized Data Analytics Platforms and Mapping
- ✓ Retail Performance and Growth Analytics
- ✓ Return on Investment Insights for Companies and Communities
- ✓ Corporate Site Selection Advisory
- ✓ Tax Credit and Incentives Advisory
- ✓ Economic and Market Analysis

EIS Preparer Qualifications

This analysis will be performed by **Chris Magill**. Chris is a Certified Economist and Managing Director for Vista Site Selection. Chris has significant experience consulting on capital investment projects and has strategically negotiated and analyzed tax credit, grant and loan-financing solutions for capital investment projects in over 20 different states. Further, Chris utilizes data analytics to help better inform business leaders and site administrators on project ROI, economic impacts, site decisions and market conditions. Prior to joining Vista Site Selection, Chris served as the Economic Development Director at the Ice Miller law firm for 11 years, consulting on various matters related to economic development, economic incentives, public-private partnerships, community advisory and economic impact analysis. Prior to his time at Ice Miller, Chris worked at the Ohio Department of Development ("ODOD"), serving as the Executive Director of the Ohio Tax Credit Authority. During his time at ODOD, Chris managed and structured various tax credit programs and co-developed various economic incentive calculation tools.



Chris carries various economic certifications and has nearly 15 years of experience in authoring economic impact statements and analysis tools. Chris has experience instructing economic impact, fiscal return-on-investment and economic development courses for the International Economic Development and the Ohio Economic Development Association. Further, has volunteered his time instructing pro forma development courses for the Knowlton School of Architecture and Fisher College of Business at The Ohio State University in relation to the annual Urban Land Institute Student Heinz Competition and has served as a Planning Committee member and annual speaker for the Ohio Tax Conference. Chris also serves as the Vice President of the Board of Directors of the Ohio Statewide Development Corporation. Chris' credentials include:

- Certified Economist, *IMPLAN*
- Certification in Economic Measurement, *National Association of Business Economics*
- Certification of Business Applications of Statistics and Data Analytics, *National Association of Business Economics*
- Certification of Economic Strategy and Managerial Decision Making, *National Association of Business Economics*
- Master's in Business Administration, *Ohio University*

EIS Preparer Qualifications

The list depicted includes a sample of Chris Magill's economic impact study experience. Chris has authored economic impact studies for projects in more than 25 US States. This includes manufacturing megaprojects, corporate headquarter office projects, mixed-use projects, non-profit projects, policy changes and cultural/sports facility projects, among others.



Economic Impact Project	Locality	Category
Arts N' Stark Market	Canton, Ohio	Retail
Carew Tower	Cincinnati, Ohio	Mixed-Use
Cannabis Industry Analysis	Ohio	New Industry
Central Franklinton Development	Columbus, Ohio	Mixed-Use
Confidential Manufacturing Tenant	Rural Ohio	Manufacturing
Confidential Manufacturing Tenant	Midwestern US	Manufacturing
Multi-State Manufacturing Megaproject (3)	United States	Manufacturing
Confidential Office Headquarters Relocation 1	East Indiana	Office
Confidential Office Headquarters Relocation 2	Central Ohio	Office
Confidential Sports Facility Project 1	Central Ohio	Arena/Stadium
Confidential Sports Facility Project 2	Central Ohio	Arena/Stadium
Confidential Sports Facility Project 3	Ohio	Arena/Stadium
Confidential State-wide ROI Calculator	Confidential	Calculation Tool
Confidential Warehouse Development	Central Ohio	Industrial
CoverMyMeds Campus	Columbus, Ohio	Mixed-Use
CoverMyMeds Campus TMUD Alternative Method Analysis	Columbus, Ohio	Tax Impact Review
Downtown Painesville to Grand River Corridor	Painesville, Ohio	Mixed-Use
Economic Impact of Venture Capital to Ohio	Ohio	Industry
Erieview Tower	Cleveland, Ohio	Mixed-Use
Fairfield Shoe Factory	Lancaster, Ohio	Mixed-Use
Gahanna ROI Calculation Tool	Gahanna, Ohio	Calculation Tool
Goodwill Industries	Indianapolis, Indiana	Retail
Hall of Fame Village Phase 2	Canton, Ohio	Mixed-Use
Hall of Fame Village Phase 2 Alternative Method Analysis	Canton, Ohio	Mixed-Use
High North	Worthington, Ohio	Mixed-Use
Historic Flats	Cleveland, Ohio	Mixed-Use
JPMorgan Chase R&D	Columbus, Ohio	Office/R&D
Mason ROI Calculation Tool	Mason, Ohio	Calculation Tool
Merchant Building/North Market Tower	Columbus, Ohio	Mixed-Use
Montgomery County Fairgrounds	Montgomery County, Ohio	Mixed-Use
Municipal Return-on-Investment/Fiscal Calculator	Grove City, Ohio	Land Use Plan
OEDA Economic Impact and ROI Course	Ohio	Course Instruction
Renkert Building	Canton, Ohio	Mixed-Use
The District at Clifton Heights	Cincinnati, Ohio	Mixed-Use
Trew Automation LLC	Fairfield, Ohio	Office/R&D
Valor Acres	Brecksville, Ohio	Mixed-Use
Water Street District Phase II	Dayton, Ohio	Mixed-Use
Whitehall Development Blueprint	Whitehall, Ohio	Land Use Plan



Hocking Hills Complex

Transformational Mixed-Use Tax Credit

Economic Impact Statement

Authored by:

VISTA SITE SELECTION

Introduction

This study is prepared by Vista Site Selection, LLC ("Vista"), a third-party entity, on behalf of an application for the Ohio Transformational Mixed-Use Tax Development Credit Program ("TMUD"). This study accomplishes two primary objectives:

1) To verify that increased tax collections resulting from the project will exceed 10% of the estimated eligible project costs and,

2) To articulate the economic impacts of the Project and/or larger Development to the Project Site and Surrounding Area during both the Construction Period, which is the time period in which the Project is being constructed and the Completion Period, which is the 5 years after Project construction is completed.

In accomplishing these objectives, this document will assess the following categories:

- ***Employment*** **-** The projected number of construction, operational, and tenant jobs created as a result of the Project and the average hourly wages for each job type.
- ***Revenue*** **-** Annual revenue projections generated from retail, entertainment, and dining sales.
- ***Tax Revenues*** **-** Annual revenue projections generated from sales tax, income tax, lodging tax, and property tax.

Economic impacts will be calculated utilizing IMPLAN software and the following methodology:

INPUTS

1. Provided by Developer
2. Calculated by Vista using market assumptions and data support



ECONOMIC OUTPUTS

1. Calculated utilizing IMPLAN software
2. Calculated by Vista utilizing IMPLAN and complementary data sources either publicly available, indexed/created by Vista or subscribed to by Vista.



TAX CALCULATIONS

1. Direct taxes calculated by Vista using state and local tax rates.
2. Indirect taxes calculated by Vista from indirect outputs, with some categories calculated using IMPLAN tax estimates and rates.

EIS Framework Categories and Sections

This study illustrates the transformational mixed use development's impact on the development site and surrounding area in terms of retail, entertainment and dining sales, job creation, property values, connectivity, and revenue from sales, income, lodging, and property taxes, as referenced in Ohio Revised Code 122.09(C)(1). The framework in this study will cover this in three major sections: 1) Construction Impacts, 2) Completion Period Impacts and 3) Total Impacts.

	1. Construction Impacts	2. Project Completion Period Impacts
Project	The direct economic impacts of the new construction and/or renovation and rehabilitation of structures included in the Project on the Project site during the construction period.	The direct and indirect economic impacts of the Project as defined in the application in the five years after completion of construction of the Project.
Development (if applicable)	The direct economic impacts of the construction and/or renovation and rehabilitation of structures included in the Development as defined in the application during the construction period. Does not include the Construction Project Impacts described above. If the Project is not part of a larger planned Development, this section is not applicable.	The direct and indirect economic impacts of the Development as defined in the application in the five years after completion of construction of the Project, exclusive of the impacts of the Project as identified above. If the Project is not part of a larger planned Development, this section is not applicable.
Surrounding Area Impacts	The indirect economic impacts caused by the new construction and/or renovation and rehabilitation of structures included in the Project in the surrounding area during the completion period of the Project, excluding any impacts specifically identified below in the Construction Catalyzed Project Impacts section.	The direct and indirect economic impacts caused by the Project in the surrounding area in the five years after completion of construction of the Project, excluding any catalyzed projects specifically identified below in the Catalyzed Project Impacts section.
Catalyzed Projects (if applicable)	The direct and indirect economic impacts from construction of the defined projects in the surrounding area that are directly caused or accelerated by the Project/Development during the completion period of the Project.	The direct and indirect economic impacts of other proposed, defined projects in the surrounding area that are directly caused or accelerated by the Project/Development in the five years after completion of construction of the Project.
	3. Total Impacts (1. Construction Impacts + 2. Project Completion Impacts)	

Project Geography

The Economic Impact geography is referred to as the Surrounding Area, which includes any zip code covered in whole or in part encompassed within a perimeter starting from the transformational mixed used development boundary and extending one-half miles out from that boundary.

The 2-mile radius from the Project boundary, which is located outside of 10 miles of a City with population of at least 100,000 residents includes the following zip codes:

1. **43138**

Taxes & Rate Methodology

For simplicity, the Project, Development, Surrounding Area and Catalyzed Projects follow the same tax rates which are based on the **Falls Township, Hocking County**, the **Logan-Hocking School District** and the State of Ohio rates. It is worth noting that there may be small variations in the actual tax amounts, compared to these estimated amounts, based on per-parcel levies, other school districts and numerous factors particularly when factoring in the Surrounding Area and Catalyzed Project impacts.

Sales Taxes – sales taxes are calculated using sales and purchases of building tenants, purchases from residents and tourists within the Surrounding Area and hotel room stays. In order to account for exemptions, the exemption list provided in the Ohio Department of Taxation Annual Report was utilized and an additional **20%** reduction was applied to sales to ensure exempted activities are not counted. Indirect Sales taxes were calculated based off of Development resident expenditures and estimates of economic output provided by IMPLAN. The combined State and Local rate is **7.25%** in the **project address** (with **5.75%** to the State of Ohio and **1.50%** to **Hocking County**). Sales tax data can be found utilizing the Ohio Department of Taxation's The Finder tax district lookup tool for the project address.

Income Taxes – income taxes are calculate as a percentage of employee compensation of direct employment within the project and indirect employment caused by the project. Income taxes are collected by the State of Ohio (Ohio Withholding Tax). Ohio Withholding Taxes utilize a bracketed rate structure based on salary (for this project it is assumed to be **2.35%,** based on the Ohio Department of Taxation's bracketed calculation method). **Falls Township** does not levy an income tax on people living and working within its political subdivision and does not possess a School District Local Income Tax or Joint Economic Development District Income Tax.

Lodging Taxes – lodging taxes are collected from room sales of guests staying less than 30 days for each stay. Lodging taxes collected by **Hocking County** at a rate of **3%** and the **Falls Township (Hocking County)** at a rate of **3%,** resulting in a total lodging tax rate of **6%.** Lodging rates can be found utilizing the Ohio Department of Taxation's tax analysis data series.

Property Taxes – property taxes are collected by various units of government and published by the County Auditor. Property taxes are assessed at 35% of the market value of the property, then an effective tax rate is applied and distributed to the local government taxing units. The effective tax rate of the property's assessed value is **4.26%.**

Application of Growth Rates and Inflation – annual growth is assumed for revenue streams calculated within this document which includes property value, sales growth and wage growth. An examination of the Consumer Price Index for all Urban Consumers for calendar years 2021, 2022 and 2023 was utilized in which each half-year rate was averaged, arriving at a total rate of **5.5%.** This figure was reduced to **5%** under anticipation that the CPI and inflation will drop.

Construction Period Impacts

Input Methodology

Project Impacts

The value entered in Industry Output for construction represents full cost of the structure as provided by the Developer, and only the structure. Construction cost data was provided by the Developer in all circumstances (each building). This includes hard costs and soft costs. IMPLAN calculates employment based on the number of employees it would take to support the dollar value and type of a given economic event, using a combination of data sources including Census County Business Patterns (CBP), Bureau of Labor Statistics Covered Employment and Wages (CEW) and Bureau of Economic Analysis Regional Economic Accounts (REA) as the basis for its calculation. Further, IMPLAN uses additional data sources to classify its employment estimates into hours worked, headcount and compensation by specific occupation. Occupational source data used by IMPLAN includes Bureau of Labor Statistics (BLS) Occupational Employment Survey (OES), BLS Employment Projections national industry by occupation matrix, Census Bureau American Community Survey (ACS) Public Use Microdata Sample (PUMS) and O*NET™ which is a trademark of the U.S. Department of Labor, Employment and Training Administration. Employees are converted to Full-time equivalent employees (FTEs) by dividing the estimated number of hours of compensation for the job, as calculated by IMPLAN, by 2,080. There are no direct impacts to retail, entertainment and dining as these are not direct construction expenditures, but rather Surrounding Area effects.

Surrounding Area Impacts

Surrounding Area impacts during the Construction Period were calculating utilizing IMPLAN. In IMPLAN, the project was modeled as **$60.5 million** in Output under the industry 55 - Construction of New Commercial Structures, Including Farm Structures. Construction cost calculations were provided using costs provided by the Developer. Outputs resulting from the construction inputs in IMPLAN were filtered in IMPLAN only to show indirect effects of Project Construction. These impacts were categorized by use, to understand specific impacts to Retail, Entertainment and Dining. In this circumstance, the Surrounding Area's presence of significant entertainment, retail and dining establishments (professional sports stadiums, full-service restaurants, limited services restaurants, bars and shopping) create a higher degree of construction worker spending. Additional categories were created and aggregated if they were sales-taxable transactions. Lodging taxes follow a similar rate, as many construction workers travel to larger areas given the overall labor shortage of construction workers. Those who travel and stay overnight are typically provided lodging and meal per diems. Given IMPLAN captures dining expenditures, the lodging per diem method is utilized to get a more accurate picture of construction spending. A typical per-day per diem is $222, which is utilized for this Project (per diem rates provided by *PBMares CPAs and Consultants Guidance for Contractors Who Use Per Diem, 2022)*. Further it is assumed 15% of workers will travel as part of this arrangement during 30% of the annual weekdays per year. Lodging taxes are calculated off of estimated lodging expenditures.

Catalyzed Project Impacts

Catalyzed Project construction was calculated differently than Project Construction, as detailed information for Catalyzed Projects is not typically available, as such, costs were provided by the catalyzed project developers or estimated based off of square footage data gathered from available project information. In calculating construction impacts, costs were calculated on a per-square foot basis by analyzing comparable building sizes on the **Ohio** County Auditor's website, costs of recent developments in the area and the size/scale of the project. In all cases, construction costs assumed 60% labor and 40% materials costs, and for purposes of estimating employment, a cost-per-worker of $136,000 was used, the rate provided by IMPLAN for the **43138** zip code. Lastly, average salaries for the area were calculated using IMPLAN employee compensation figures for **the 43138** zip code, estimated at **$52,000**. There is further detail on Catalyzed Project methodology later on in this document.

Construction Project Impacts

CONSTRUCTION	Project Construction		
	Year 1	Year 2	Totals
Property Value	$30,280,000	$30,280,000	**$60,560,000**
Labor	299	299	**597**
Materials	$12,112,000	$12,112,000	**$24,224,000**
Wages	$18,168,000	$18,168,000	**$36,336,000**
DIRECT	**Const. 1**	**Const. 2**	**Total**
Sales Tax	$878,120	$878,120	**$1,756,240**
Income Tax	$427,801	$427,801	**$855,602**
Lodging Tax	$0	$0	**$0**
Property Tax	$0	$0	**$0**
Total	**$1,305,921**	**$1,305,921**	**$2,611,842**

Any construction occurring prior to the Completion Period is not included in this calculation.

Construction Development Impacts

This section is intentionally left blank.

Construction Surrounding Area Impacts

SURROUNDING AREA	Surrounding Area Construction Impacts		
	Year 1	Year 2	Const. Total
FTEs	23	23	**46**
Payroll	$979,569	$979,569	**$1,959,138**
Retail	[redacted]	[redacted]	[redacted]
Entertainment	[redacted]	[redacted]	[redacted]
Dining	[redacted]	[redacted]	[redacted]
INDIRECT			
Sales Basis	[redacted]	[redacted]	[redacted]
Income Basis	[redacted]	[redacted]	[redacted]
Lodging Basis	[redacted]	[redacted]	[redacted]
Property Basis	[redacted]	[redacted]	[redacted]
Sales Tax	$118,546	$122,103	**$240,649**
Income Tax	$23,066	$23,066	**$46,132**
Lodging Tax	$46,698	$46,698	**$93,397**
Property Tax	$345,593	$345,593	**$691,186**
Total	**$533,903**	**$537,460**	**$1,071,363**

Timeline for Phases

This section is intentionally left blank.

Completion Period Impacts

Methodology

Project and Development Impacts

In calculating the Project, the Developer provided data related to project costs, square footage, residential units, residential rents, building and tenant information to serve as inputs. Vista calculated employment, wages, sales and office purchases from these figures. In circumstances where tenant sales were not provided by the Developer, they were calculate by Vista utilizing CoStar area sales per square foot data and estimates provided from CoStar estimates for specific tenants. Office and retail supplies purchases are estimated using a percentage of payroll based (5%-25% of payroll, **25%** being used for supplies needed for theatre operations). Other metrics, such as household incomes of the residents and resident spending in the Surrounding Area were calculated by Vista. Resident expenditures were calculated using averages from the *2022 Consumer Expenditure Survey – Shares of Annual Aggregate expenditures and sources of income*. Household income assumptions were calculated by assuming renters will spend **25%** of their income toward rent, there for the monthly rent price was divided by **25%,** then multiplied x 12 (months) to arrive at the household income rate for that particular unit grouping. Each consumer expenditure category was assigned an "absorption rate" to account for any expenditures that cannot be made within the Surrounding Area. Estimated wages and jobs use CoStar jobs per square foot metrics and wages utilize average wage for the specific tenant use staffing pattern provided by Lightcast, sourced by the Bureau of Labor Statistics. For hotels that include conference space, it is assumed that space is programmed **226** days of the year with a mix of weddings, weekday conference, weekend conventions and 1-day ticketed events. Metrics for these events was based on comparable events which include the Ohio Tax Conference, Monroe Pop Fest, NAIOP Commercial Breakfast and typical wedding pricing. Lastly, once the building renovation is complete the Project will expect to generates significant visitor spending activity which will directly benefit the Surrounding Area. Vista calculated visitor activity using *Placer.ai* foot-traffic data to calculate expected visitors, which estimates annual visits, annual visitors and visitor locations both before and after arriving at the Project facility, providing a basis for Surrounding Area spending. The effects of visitors generated from the Project are reflected in Surrounding Area impacts.

Surrounding Area Impacts

Surrounding Area impacts were calculated utilizing three primary methods: 1) Indirect Impacts calculated by IMPLAN from Project inputs, including spending in Dining, Entertainment and Retail in the Surrounding Area, 2) Indirect effects to business from tourist spending, through increased sales and indirect jobs created and 3) Indirect property value impacts from the project. IMPLAN calculates indirect impacts from Project activity, by industry, which is then aggregated into Retail, Entertainment and Dining sales. Tourist spending utilizes *US Travel and Tourism Satellite Accounts* and Average Spending Rates for overnight visitors produced by the *Regional Tourism and Visitors Bureau*, which assume overnight visitors spend **$276** per day and non-overnight visitors spend **$110** per day. *Placer.ai* estimated **100.000** annual visitors for the Project. This figure was based on comparable wooded mixed-use complexes, which included Mammoth Cave in Kentucky and Shenandoah National Park in Virginia. Overnight visitors were calculated from *Placer.ai*'s **visitation estimates for the Project, which includes visitor journeys of uses visited by consumers to the Surrounding Area before and after consuming the Project. Given the Project's tourism focus, a 40% overnight rate was used for visitors, resulting in 40,000** overnight visitors attributable to the Project. Property value impacts were calculated based on home values within the Surrounding Area, and extracting the Development's share of projected growth based on historical growth and the Development's projected economic impacts to the Surrounding Area after the Project is complete.

Catalyzed Project Impacts

Catalytic projects follow a different method, given the prospective nature of the developments and lack of detail beyond planned square footage and uses. Projects were identified by the Developer with assistance from Vista, as either caused or accelerated by the project, including what year during the Project's Completion period each project would come online. Square footage was applied to a standard rate table be use and resulting figures were calculated into a series of tables for each project. In instances where these effects include the construction of certain public buildings, a separate set of factors to account for tax-exempt status in certain circumstances related to property and sales. This document elaborates on the methods and rates in later sections.

Project Inputs

INPUTS	Sales	FTEs	Hrly	Payroll	Residents	Resident Incomes	Resident Spending
Residential Units	$0	2	$21.63	$69,750	100	$12,000,000	$2,129,975
Restaurant	$[redacted]	50	$21.63	$2,246,786	0	$0	$0
Retail	$[redacted]	202	$21.63	$9,090,000	0	$0	$0
Hotel	$[redacted]	8	$28.85	$453,000	0	$0	$0
Office	$[redacted]	140	$76.92	$22,400,000	0	$0	$0
Entertainment	$0	0	$0.00	$0	0	$0	$0
Event Space (from Venue)	$[redacted]	20	$21.63	$900,000	0	$0	$0

Development Inputs

This section is intentionally left blank.

Project Impacts

PROJECT	Post-Construction Completion Period					
	Year 1	Year 2	Year 3	Year 4	Year 5	Total
FTEs	426	426	426	426	426	**426**
Operations FTEs (37, 43, 49)	58	58	58	58	58	**58**
Tenant FTEs	368	368	368	368	368	**368**
Payroll	$35,159,536	$36,917,513	$38,763,388	$40,701,558	$42,736,635	**$42,736,635**
Operations Payroll	$4,465,261	$4,688,524	$4,922,950	$5,169,098	$5,427,553	**$5,427,553**
Tenant Payroll	$30,694,275	$32,228,988	$33,840,438	$35,532,460	$37,309,083	**$37,309,083**
Retail	[redacted]					
Entertainment	[redacted]					
Dining	[redacted]					
DIRECT	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**Total**
Sales Basis	[redacted]					
Income Basis	[redacted]					
Lodging Basis	[redacted]					
Property Basis	[redacted]					
Sales Tax	$4,453,447	$4,676,119	$4,909,925	$5,155,422	$5,413,193	**$24,608,106**
Income Tax	$826,257	$867,570	$910,949	$956,496	$1,004,321	**$4,565,593**
Lodging Tax	$40,770	$42,809	$44,949	$47,196	$49,556	**$225,280**
Property Tax	$904,107	$949,312	$996,778	$1,046,617	$1,098,948	**$4,995,761**
Total	**$6,224,581**	**$6,535,810**	**$6,862,601**	**$7,205,731**	**$7,566,017**	**$34,394,740**

An annual growth factor of 5% was applied to payroll, sales and property growth based on an examination of the last three years of the 12-month percentage change in the Consumer Price Index (*BLS – 12 Month Change- All items in U.S. city average, all urban consumers, not seasonally adjusted).* Each half-year 12-month ending percent change was averaged to arrive at 5.50%.

Development Impacts

This section is intentionally left blank.

Surrounding Area Impacts

SURROUNDING AREA	Year 1	Year 2	Year 3	Year 4	Year 5	Total
FTEs	105	131	164	205	256	**256**
Payroll	$4,500,000	$5,625,000	$7,031,250	$8,789,063	$10,986,328	**$10,986,328**
Retail	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Entertainment	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Dining	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
INDIRECT	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**Total**
Sales Basis	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Income Basis	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Lodging Basis	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Property Basis	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Sales Tax	$6,513,823	$6,839,515	$7,181,490	$7,540,565	$7,917,593	**$35,992,986**
Income Tax	$105,961	$111,259	$116,822	$122,663	$128,797	**$585,503**
Lodging Tax	$365,400	$383,670	$402,854	$422,996	$444,146	**$2,019,066**
Property Tax	$1,485,631	$1,857,039	$2,321,298	$2,901,623	$3,627,029	**$12,192,620**
Total	**$8,470,816**	**$9,191,483**	**$10,022,465**	**$10,987,847**	**$12,117,564**	**$50,790,175**

Surrounding Area Visitor Spending from Project

The section below overviews anticipated visitations based on the utilization of Placer.ai on the building complex for current performances. Placer.ai. tracks cellular phone activity to create an accurate and recent picture of foot traffic. Below is a calculation of the indirect spending impact of visitors once the Project is fully complete. In order to estimate overnight visitors, Placer tracks both 1) the origin of the visitor to understand distance traveled and 2) if the visitor visited a hotel before and after the event. This provided a basis of estimation that 40% of visitors stayed overnight.

Project Visits		**100,000**	***Placer.ai estimate from comparable locations***

Rates			**PROJECT**
Stay Visitor per Day	$204.30	$ per	**40,000**
Lodging	42%	$150.00	$6,000,000
F&B	29%	$58.38	$2,335,261
Retail	15%	$29.63	$1,185,058
Entertainment	6%	$20.00	$800,000
Transportation	9%	$18.22	$728,811
			$11,049,130
Drive Visitor per Day	$75.00	$ per	**60,000**
Lodging	0%	$0.00	$0
F&B	64%	$47.87	$2,871,991
Retail	18%	$13.68	$820,569
Entertainment	9%	$6.84	$410,284
Transportation	9%	$6.62	$397,155
			$4,500,000

Per-visitor rates based on US Travel and Tourism Satellite Accounts, tracking typical visitor spending, however increased to account for estimated ticket prices.

Surrounding Area Property Value Analysis

The section overviews the Project's effect on property value increases to the Surrounding Area. This analysis utilizes Census 2023 data and PolicyMap software as the source for 5-year change in Single Family Median Home Value and Median Single Family Home Values and number of Single Family Homes (2018-2023) by Zip Code. median value was multiplied by the number of current Single Family homes to establish a baseline home value. The 5-year Single Family Home Value growth rate was annualized and projected moving forward. A "Development and Project Share" was then calculated which uses the Development's total economic impact GDP impact as a percentage of total Surrounding Area GDP, both provided by IMPLAN, resulting in a share of **19.1%.** The GDP share was used as a barometer for projecting forward the Development's share of home value growth going forward.

Property taxes were applied to the increment of Single-Family home values to estimate tax impacts as home value impacts were added to the "Property Value" basis on the prior Surrounding Area impacts summary on page 18.

PROPERTY VALUE IMPACT CALCULATION

Zips	Households	Population	Median Real Estate Tax	Property Value Per	Total Property Value	Project Share of Incremental Residential Value
43138	43,138	7,315	$1,745	$71,224	$521,007,143	$99,512,364



Total Impacts

Total Impacts

Construction Activity

The Project will create, cause and accelerate a total one-time infusion of 802 construction jobs and $48 million in payroll from construction activity from the Project, Development and Catalytic projects.

Jobs and Payroll

Additionally, the Project will create, cause and accelerate a total of 847 jobs, of which the 426 will be employed by the project and another 421 indirectly created, caused or accelerated to the Surrounding Area as a result of the Project.

Retail, Entertainment and Dining Sales

The Project will additionally generate, cause and accelerate over $689 million in retail, dining and entertainment sales over a five-year period, including an immediate infusion of $4 million in sales from construction activity. Of these sales figures, $408 million will come directly from the Project driving an additional $281 million to the Surrounding Area and from Catalyzed Projects.

Taxes

The Project will result in approximately $121 million in State and Local Taxes, of which $117 million will be generated during the Completion Period from Project operations, Surrounding Area impacts and Catalyzed Project impacts. The additional $4.8 million comes in the form of Construction Period Taxes.

II. TOTAL CONSTRUCTION PERIOD IMPACTS

A. Total Construction Period Impacts: Construction Jobs

Year	Full-Time Equivalents	TOTAL Projected Payroll
1	322	$19,147,569
2	322	$19,147,569
3	-	$0
4	-	$0
5	-	$0
	643	$38,295,138

B. Total Construction Period Impacts: Retail, Entertainment and Dining Sales

Year	Projected Retail Sales	Projected Entertainment Sales	Projected Dining Sales	TOTAL Projected Sales/Year
1	[redacted]	[redacted]	[redacted]	[redacted]
2	[redacted]	[redacted]	[redacted]	[redacted]
3	$0	$0	$0	$0
4	$0	$0	$0	$0
5	$0	$0	$0	$0
	[redacted]	[redacted]	[redacted]	[redacted]

C. Total Construction Period Impacts: Sales, Income, Lodging and Property Taxes

Year	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax	TOTAL Projected Taxes
1	$996,666	$450,867	$46,698	$345,593	$1,839,824
2	$1,000,223	$450,867	$46,698	$345,593	$1,843,381
3	$0	$0	$0	$0	$0
4	$0	$0	$0	$0	$0
5	$0	$0	$0	$0	$0
	$1,996,889	$901,733	$93,397	$691,186	$3,683,205

III. TOTAL COMPLETION PERIOD IMPACTS *(totals inputs from Completion Period Impacts worksheet)*

A. Total Completion Period Impacts: Operational Jobs

Year	Full-Time Equivalents	TOTAL Projected Payroll
1	72	$5,036,761
2	76	$5,402,899
3	80	$5,815,919
4	86	$6,285,309
5	93	$6,822,816
	407	$29,363,704

B. Total Completion Period Impacts: Tenant Jobs

Year	Full-Time Equivalents	TOTAL Projected Payroll
1	459	$34,622,775
2	481	$37,139,613
3	510	$39,978,719
4	545	$43,206,311
5	590	$46,900,147
	2,585	$201,846,566

C. Total Completion Period Impacts: Retail, Entertainment and Dining Sales

Year	Projected Retail Sales	Projected Entertainment Sales	Projected Dining Sales	TOTAL Projected Sales/Year
1	[redacted]	[redacted]	[redacted]	[redacted]
2	[redacted]	[redacted]	[redacted]	[redacted]
3	[redacted]	[redacted]	[redacted]	[redacted]
4	[redacted]	[redacted]	[redacted]	[redacted]
5	[redacted]	[redacted]	[redacted]	[redacted]
	[redacted]	[redacted]	[redacted]	[redacted]

D. Total Completion Period Impacts: Sales, Income, Lodging and Property Taxes

Year	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax	TOTAL Projected Taxes
1	$10,967,270	$932,218	$406,170	$2,389,738	$14,696,397
2	$11,515,634	$978,829	$426,479	$2,806,351	$15,727,293
3	$12,091,416	$1,027,771	$447,802	$3,318,076	$16,886,065
4	$12,695,986	$1,079,159	$470,193	$3,948,240	$18,193,578
5	$13,330,786	$1,133,117	$493,702	$4,725,976	$19,683,582
	$60,601,092	$5,151,096	$2,244,346	$17,188,382	$85,184,915

Total Impacts

I. TOTAL ECONOMIC IMPACTS *(Construction Period Impacts + Completion Period Impacts)*

A. Summary: Total Project Impacts

	TOTAL Projected FTEs	TOTAL Projected Payroll	TOTAL Projected Sales	TOTAL Projected Taxes
Construction Period Impacts	643	$38,295,138	$3,319,294	$3,683,205
Completion Period Impacts	682	$231,210,270	$648,183,158	$85,184,915
	1,325	**$269,505,408**	**$651,502,452**	**$88,868,120**

Total Impacts

The table to the right illustrates that projected taxes ($88 million) meet at least 10% of the total development costs ($6,500,000).

Further, when combining the Construction Period and the first year after construction, the project significantly exceeds the 10% development cost threshold by $15.5 million dollars.

TMUD Credit Objectives	
TMUD Project Cost	$65,000,000
10% of Development Cost Threshold	**$6,500,000**
Construction Taxes	$3,683,205
First Year Post-Construction Taxes	$18,378,602
Construction + Year 1	**$22,061,807**
Total Taxes	$88,868,120
Achieved 10% Taxes Threshold	**YES**
Achieve Alternative Method Potential	**YES**

EIS Preparer Qualifications

EIS Preparer Qualifications

VISTA SITE SELECTION

Vista Site Selection LLC is a newly formed company, founded in September of 2022 by the law firm Vorys, Sater, Seymour and Pease LLP, focused on economic development, economic analysis, economic incentives and site location consulting. Vista's management team has over 75 years of collective experience in Economic Development and Site Selection in 49 US States and includes certified data analysts, economic consultants and GIS specialists, among others.

Vista's services included:

- ✓ Economic Insights, including Economic Footprint and Economic Impact Analysis
- ✓ Labor Analytics
- ✓ Development of Advanced, Customized Data Analytics Platforms and Mapping
- ✓ Retail Performance and Growth Analytics
- ✓ Return on Investment Insights for Companies and Communities
- ✓ Corporate Site Selection Advisory
- ✓ Tax Credit and Incentives Advisory
- ✓ Economic and Market Analysis

EIS Preparer Qualifications

This analysis will be performed by **Chris Magill**. Chris is a Certified Economist and Managing Director for Vista Site Selection. Chris has significant experience consulting on capital investment projects and has strategically negotiated and analyzed tax credit, grant and loan-financing solutions for capital investment projects in over 20 different states. Further, Chris utilizes data analytics to help better inform business leaders and site administrators on project ROI, economic impacts, site decisions and market conditions. Prior to joining Vista Site Selection, Chris served as the Economic Development Director at the Ice Miller law firm for 11 years, consulting on various matters related to economic development, economic incentives, public-private partnerships, community advisory and economic impact analysis. Prior to his time at Ice Miller, Chris worked at the Ohio Department of Development ("ODOD"), serving as the Executive Director of the Ohio Tax Credit Authority. During his time at ODOD, Chris managed and structured various tax credit programs and co-developed various economic incentive calculation tools.



Chris carries various economic certifications and has nearly 15 years of experience in authoring economic impact statements and analysis tools. Chris has experience instructing economic impact, fiscal return-on-investment and economic development courses for the International Economic Development and the Ohio Economic Development Association. Further, has volunteered his time instructing pro forma development courses for the Knowlton School of Architecture and Fisher College of Business at The Ohio State University in relation to the annual Urban Land Institute Student Heinz Competition and has served as a Planning Committee member and annual speaker for the Ohio Tax Conference. Chris also serves as the Vice President of the Board of Directors of the Ohio Statewide Development Corporation. Chris' credentials include:

- Certified Economist, *IMPLAN*
- Certification in Economic Measurement, *National Association of Business Economics*
- Certification of Business Applications of Statistics and Data Analytics, *National Association of Business Economics*
- Certification of Economic Strategy and Managerial Decision Making, *National Association of Business Economics*
- Master's in Business Administration, *Ohio University*

EIS Preparer Qualifications

The list depicted includes a sample of Chris Magill's economic impact study experience. Chris has authored economic impact studies for projects in more than 25 US States. This includes manufacturing megaprojects, corporate headquarter office projects, mixed-use projects, non-profit projects, policy changes and cultural/sports facility projects, among others.



Economic Impact Project	Locality	Category
Arts N' Stark Market	Canton, Ohio	Retail
Carew Tower	Cincinnati, Ohio	Mixed-Use
Cannabis Industry Analysis	Ohio	New Industry
Central Franklinton Development	Columbus, Ohio	Mixed-Use
Confidential Manufacturing Tenant	Rural Ohio	Manufacturing
Confidential Manufacturing Tenant	Midwestern US	Manufacturing
Multi-State Manufacturing Megaproject (3)	United States	Manufacturing
Confidential Office Headquarters Relocation 1	East Indiana	Office
Confidential Office Headquarters Relocation 2	Central Ohio	Office
Confidential Sports Facility Project 1	Central Ohio	Arena/Stadium
Confidential Sports Facility Project 2	Central Ohio	Arena/Stadium
Confidential Sports Facility Project 3	Ohio	Arena/Stadium
Confidential State-wide ROI Calculator	Confidential	Calculation Tool
Confidential Warehouse Development	Central Ohio	Industrial
CoverMyMeds Campus	Columbus, Ohio	Mixed-Use
CoverMyMeds Campus TMUD Alternative Method Analysis	Columbus, Ohio	Tax Impact Review
Downtown Painesville to Grand River Corridor	Painesville, Ohio	Mixed-Use
Economic Impact of Venture Capital to Ohio	Ohio	Industry
Erieview Tower	Cleveland, Ohio	Mixed-Use
Fairfield Shoe Factory	Lancaster, Ohio	Mixed-Use
Gahanna ROI Calculation Tool	Gahanna, Ohio	Calculation Tool
Goodwill Industries	Indianapolis, Indiana	Retail
Hall of Fame Village Phase 2	Canton, Ohio	Mixed-Use
Hall of Fame Village Phase 2 Alternative Method Analysis	Canton, Ohio	Mixed-Use
High North	Worthington, Ohio	Mixed-Use
Historic Flats	Cleveland, Ohio	Mixed-Use
JPMorgan Chase R&D	Columbus, Ohio	Office/R&D
Mason ROI Calculation Tool	Mason, Ohio	Calculation Tool
Merchant Building/North Market Tower	Columbus, Ohio	Mixed-Use
Montgomery County Fairgrounds	Montgomery County, Ohio	Mixed-Use
Municipal Return-on-Investment/Fiscal Calculator	Grove City, Ohio	Land Use Plan
OEDA Economic Impact and ROI Course	Ohio	Course Instruction
Renkert Building	Canton, Ohio	Mixed-Use
The District at Clifton Heights	Cincinnati, Ohio	Mixed-Use
Trew Automation LLC	Fairfield, Ohio	Office/R&D
Valor Acres	Brecksville, Ohio	Mixed-Use
Water Street District Phase II	Dayton, Ohio	Mixed-Use
Whitehall Development Blueprint	Whitehall, Ohio	Land Use Plan



Liberty Center Phase 2

Transformational Mixed-Use Tax Credit

Economic Impact Statement

Authored by:

VISTA SITE SELECTION

Introduction

This study is prepared by Vista Site Selection, LLC ("Vista"), a third-party entity, on behalf of an application for the Ohio Transformational Mixed-Use Tax Development Credit Program ("TMUD"). This study accomplishes two primary objectives:

1) To verify that increased tax collections resulting from the project will exceed 10% of the estimated eligible project costs and,

2) To articulate the economic impacts of the Project and/or larger Development to the Project Site and Surrounding Area during both the Construction Period, which is the time period in which the Project is being constructed and the Completion Period, which is the 5 years after Project construction is completed.

In accomplishing these objectives, this document will assess the following categories:

- ***Employment*** **-** The projected number of construction, operational, and tenant jobs created as a result of the Project and the average hourly wages for each job type.
- ***Revenue*** **-** Annual revenue projections generated from retail, entertainment, and dining sales.
- ***Tax Revenues*** **-** Annual revenue projections generated from sales tax, income tax, lodging tax, and property tax.

Economic impacts will be calculated utilizing IMPLAN software and the following methodology:

INPUTS

1. Provided by Developer
2. Calculated by Vista using market assumptions and data support

ECONOMIC OUTPUTS

1. Calculated utilizing IMPLAN software
2. Calculated by Vista utilizing IMPLAN and complementary data sources either publicly available, indexed/created by Vista or subscribed to by Vista.

TAX CALCULATIONS

1. Direct taxes calculated by Vista using state and local tax rates.
2. Indirect taxes calculated by Vista from indirect outputs, with some categories calculated using IMPLAN tax estimates and rates.

EIS Framework Categories and Sections

This study illustrates the transformational mixed use development's impact on the development site and surrounding area in terms of retail, entertainment and dining sales, job creation, property values, connectivity, and revenue from sales, income, lodging, and property taxes, as referenced in Ohio Revised Code 122.09(C)(1). The framework in this study will cover this in three major sections: 1) Construction Impacts, 2) Completion Period Impacts and 3) Total Impacts.

	1. Construction Impacts	2. Project Completion Period Impacts
Project	The direct economic impacts of the new construction and/or renovation and rehabilitation of structures included in the Project on the Project site during the construction period.	The direct and indirect economic impacts of the Project as defined in the application in the five years after completion of construction of the Project.
Development (if applicable)	The direct economic impacts of the construction and/or renovation and rehabilitation of structures included in the Development as defined in the application during the construction period. Does not include the Construction Project Impacts described above. If the Project is not part of a larger planned Development, this section is not applicable.	The direct and indirect economic impacts of the Development as defined in the application in the five years after completion of construction of the Project, exclusive of the impacts of the Project as identified above. If the Project is not part of a larger planned Development, this section is not applicable.
Surrounding Area Impacts	The indirect economic impacts caused by the new construction and/or renovation and rehabilitation of structures included in the Project in the surrounding area during the completion period of the Project, excluding any impacts specifically identified below in the Construction Catalyzed Project Impacts section.	The direct and indirect economic impacts caused by the Project in the surrounding area in the five years after completion of construction of the Project, excluding any catalyzed projects specifically identified below in the Catalyzed Project Impacts section.
Catalyzed Projects (if applicable)	The direct and indirect economic impacts from construction of the defined projects in the surrounding area that are directly caused or accelerated by the Project/Development during the completion period of the Project.	The direct and indirect economic impacts of other proposed, defined projects in the surrounding area that are directly caused or accelerated by the Project/Development in the five years after completion of construction of the Project.
	3. Total Impacts (1. Construction Impacts + 2. Project Completion Impacts)	

Project Geography

The Economic Impact geography is referred to as the Surrounding Area, which includes any zip code covered in whole or in part encompassed within a perimeter starting from the transformational mixed used development boundary and extending one-half miles out from that boundary.

The 2-mile radius from the Project boundary, which is located outside of 10 miles of a City with population of at least 100,000 residents includes the following zip codes:

1. **45069**
2. **45011**
3. **45040**
4. **45044**

Taxes & Rate Methodology

For simplicity, the Project, Development, Surrounding Area and Catalyzed Projects follow the same tax rates which are based on the **Liberty Township, Butler County**, the **Liberty Township-Lakota Local School District** and the State of Ohio rates. It is worth noting that there may be small variations in the actual tax amounts, compared to these estimated amounts, based on per-parcel levies, other school districts and numerous factors particularly when factoring in the Surrounding Area and Catalyzed Project impacts.

Sales Taxes – sales taxes are calculated using sales and purchases of building tenants, purchases from residents and tourists within the Surrounding Area and hotel room stays. In order to account for exemptions, the exemption list provided in the Ohio Department of Taxation Annual Report was utilized and an additional **20%** reduction was applied to sales to ensure exempted activities are not counted. Indirect Sales taxes were calculated based off of Development resident expenditures and estimates of economic output provided by IMPLAN. The combined State and Local rate is **6.5%** in the **project address** (with **5.75%** to the State of Ohio and **.75%** to **Butler County**). Sales tax data can be found utilizing the Ohio Department of Taxation's The Finder tax district lookup tool for the project address. **In addition, all retail sales on the Project and Development property are subject to a New Community Authority Community Development Charge ("NCA Sales Charge") of .5%. The NCA Sales Charges from are reflected in sales taxes for purposes of this analysis.**

Income Taxes – income taxes are calculated as a percentage of employee compensation of direct employment within the project and indirect employment caused by the project. Income taxes are collected by the State of Ohio (Ohio Withholding Tax). Ohio Withholding Taxes utilize a bracketed rate structure based on salary (for this project it is assumed to be **2.35%,** based on the Ohio Department of Taxation's bracketed calculation method). **Liberty Township does not have a municipal income tax, however through the utilization of a Joint Economic Development District, the Project and Development property is subject to a 1.5% tax on wages and net profits.**

Lodging Taxes – lodging taxes are collected from room sales of guests staying less than 30 days for each stay. Lodging taxes collected by **Butler County** at a rate of **3%** and the **Liberty Township (Butler County)** at a rate of **3%,** resulting in a total lodging tax rate of **6%.** Lodging rates can be found utilizing the Ohio Department of Taxation's tax analysis data series.

Property Taxes – property taxes are collected by various units of government and published by the County Auditor. Property taxes are assessed at 35% of the market value of the property, then an effective tax rate is applied and distributed to the local government taxing units. The effective tax rate of the property's assessed value is **5.43%. In addition, all parcels on the Project and Development property are subject to a New Community Authority Community Development Charge ("NCA Property Charge") of 10 mills, or 1%. The NCA Property Charges from are reflected in property taxes for purposes of this analysis.**

Application of Growth Rates and Inflation – annual growth is assumed for revenue streams calculated within this document which includes property value, sales growth and wage growth. An examination of the Consumer Price Index for all Urban Consumers for calendar years 2021, 2022 and 2023 was utilized in which each half-year rate was averaged, arriving at a total rate of **5.5%.** This figure was reduced to **5%** under anticipation that the CPI and inflation will drop.

Construction Period Impacts

Input Methodology

Project Impacts

The value entered in Industry Output for construction represents full cost of the structure as provided by the Developer, and only the structure. Construction cost data was provided by the Developer in all circumstances (each building). This includes hard costs and soft costs. IMPLAN calculates employment based on the number of employees it would take to support the dollar value and type of a given economic event, using a combination of data sources including Census County Business Patterns (CBP), Bureau of Labor Statistics Covered Employment and Wages (CEW) and Bureau of Economic Analysis Regional Economic Accounts (REA) as the basis for its calculation. Further, IMPLAN uses additional data sources to classify its employment estimates into hours worked, headcount and compensation by specific occupation. Occupational source data used by IMPLAN includes Bureau of Labor Statistics (BLS) Occupational Employment Survey (OES), BLS Employment Projections national industry by occupation matrix, Census Bureau American Community Survey (ACS) Public Use Microdata Sample (PUMS) and O*NET™ which is a trademark of the U.S. Department of Labor, Employment and Training Administration. Employees are converted to Full-time equivalent employees (FTEs) by dividing the estimated number of hours of compensation for the job, as calculated by IMPLAN, by 2,080. There are no direct impacts to retail, entertainment and dining as these are not direct construction expenditures, but rather Surrounding Area effects.

Surrounding Area Impacts

Surrounding Area impacts during the Construction Period were calculating utilizing IMPLAN. In IMPLAN, the project was modeled as **$72 million** in Output under the industry 55 - Construction of New Commercial Structures, Including Farm Structures. Construction cost calculations were provided using costs provided by the Developer. Outputs resulting from the construction inputs in IMPLAN were filtered in IMPLAN only to show indirect effects of Project Construction. These impacts were categorized by use, to understand specific impacts to Retail, Entertainment and Dining. In this circumstance, the Surrounding Area's presence of significant entertainment, retail and dining establishments (professional sports stadiums, full-service restaurants, limited services restaurants, bars and shopping) create a higher degree of construction worker spending. Additional categories were created and aggregated if they were sales-taxable transactions. Lodging taxes follow a similar rate, as many construction workers travel to larger areas given the overall labor shortage of construction workers. Those who travel and stay overnight are typically provided lodging and meal per diems. Given IMPLAN captures dining expenditures, the lodging per diem method is utilized to get a more accurate picture of construction spending. A typical per-day per diem is $138 for lower cost areas and $222 for higher cost areas. Given the lack of nearby construction labor however, a higher Per Diem of $222 figure is utilized (per diem rates provided by *PBMares CPAs and Consultants Guidance for Contractors Who Use Per Diem, 2022)*. Further it is assumed 15% of workers will travel as part of this arrangement during 30% of the annual weekdays per year. Lodging taxes are calculated off of estimated lodging expenditures.

Catalyzed Project Impacts

Catalyzed Project construction was calculated differently than Project Construction, as detailed information for Catalyzed Projects is not typically available, as such, costs were provided by the catalyzed project developers or estimated based off of square footage data gathered from available project information. In calculating construction impacts, costs were calculated on a per-square foot basis by analyzing comparable building sizes on the **Ohio** County Auditor's website, costs of recent developments in the area and the size/scale of the project. In all cases, construction costs assumed 60% labor and 40% materials costs, and for purposes of estimating employment, a cost-per-worker of $136,000 was used, the rate provided by IMPLAN for the **45069, 45011, 45040, 45044** zip codes. Lastly, average salaries for the area were calculated using IMPLAN employee compensation figures for **the 45069, 45011, 45040, 45044** zip codes, estimated at **$54,000**. There is further detail on Catalyzed Project methodology later on in this document.

Construction Project Impacts

CONSTRUCTION	Project Construction		
	Year 1	Year 2	Totals
Property Value	$38,961,700	$38,961,700	**$77,923,400**
Labor	292	292	**584**
Materials	$15,584,680	$15,584,680	**$31,169,360**
Wages	$23,377,020	$23,377,020	**$46,754,040**
DIRECT	**Const. 1**	**Const. 2**	**Total**
Sales Tax	$1,090,928	$1,090,928	**$2,181,855**
Income Tax	$901,113	$901,113	**$1,802,225**
Lodging Tax	$0	$0	**$0**
Property Tax	$0	$0	**$0**
Total	**$1,992,040**	**$1,992,040**	**$3,984,081**

Any construction occurring prior to the Completion Period is not included in this calculation.

Construction Development Impacts

This section is intentionally left blank as Development construction occurred prior to the Project Completion period..

Construction Surrounding Area Impacts

SURROUNDING AREA	Surrounding Area Construction Impacts		
	Year 1	Year 2	Const. Total
FTEs	15	15	**29.00**
Payroll	$1,109,012	$1,109,012	**$2,218,024**
Retail	[redacted]	[redacted]	[redacted]
Entertainment	[redacted]	[redacted]	[redacted]
Dining	[redacted]	[redacted]	[redacted]
INDIRECT			
Sales Basis	[redacted]	[redacted]	[redacted]
Income Basis	[redacted]	[redacted]	[redacted]
Lodging Basis	[redacted]	[redacted]	[redacted]
Property Basis	[redacted]	[redacted]	[redacted]
Sales Tax	$714,203	$735,630	**$1,449,833**
Income Tax	$42,749	$42,749	**$85,498**
Lodging Tax	$45,681	$45,681	**$91,363**
Property Tax	$786,361	$786,361	**$1,572,722**
Total	**$1,588,995**	**$1,610,421**	**$3,199,416**

Timeline for Phases

	Start	End
Development (Phase 1)	2013	2021
Project Planning (Phase 2)	2020	2024
Project (Phase 2)	2024	2026

Completion Period Impacts

Methodology

Project and Development Impacts

In calculating the Project, the Developer provided data related to project costs, square footage, residential units, residential rents, building and tenant information to serve as inputs. Vista calculated employment, wages, sales and office purchases from these figures. In circumstances where tenant sales were not provided by the Developer, they were calculate by Vista utilizing CoStar area sales per square foot data and estimates provided from CoStar estimates for specific tenants. Office and retail supplies purchases are estimated using a percentage of payroll based (5%-25% of payroll, **25%** being used for supplies needed for theatre operations). Other metrics, such as household incomes of the residents and resident spending in the Surrounding Area were calculated by Vista. Resident expenditures were calculated using averages from the *2022 Consumer Expenditure Survey – Shares of Annual Aggregate expenditures and sources of income*. Household income assumptions were calculated by assuming renters will spend **25%** of their income toward rent, there for the monthly rent price was divided by **25%,** then multiplied x 12 (months) to arrive at the household income rate for that particular unit grouping. Each consumer expenditure category was assigned an "absorption rate" to account for any expenditures that cannot be made within the Surrounding Area. Estimated wages and jobs use CoStar jobs per square foot metrics and wages utilize average wage for the specific tenant use staffing pattern provided by Lightcast, sourced by the Bureau of Labor Statistics. For hotels that include conference space, it is assumed that space is programmed **226** days of the year with a mix of weddings, weekday conference, weekend conventions and 1-day ticketed events. Metrics for these events was based on comparable events which include the Ohio Tax Conference, Monroe Pop Fest, NAIOP Commercial Breakfast and typical wedding pricing. Lastly, once the building renovation is complete the Project will expect to generates significant visitor spending activity which will directly benefit the Surrounding Area. Vista calculated visitor activity using *Placer.ai* foot-traffic data to calculate expected visitors, which estimates annual visits, annual visitors and visitor locations both before and after arriving at the Project facility, providing a basis for Surrounding Area spending. The effects of visitors generated from the Project are reflected in Surrounding Area impacts.

Surrounding Area Impacts

Surrounding Area impacts were calculated utilizing three primary methods: 1) Indirect Impacts calculated by IMPLAN from Project inputs, including spending in Dining, Entertainment and Retail in the Surrounding Area, 2) Indirect effects to business from tourist spending, through increased sales and indirect jobs created and 3) Indirect property value impacts from the project. IMPLAN calculates indirect impacts from Project activity, by industry, which is then aggregated into Retail, Entertainment and Dining sales. Tourist spending utilizes *US Travel and Tourism Satellite Accounts* and Average Spending Rates for overnight visitors produced by the *Regional Tourism and Visitors Bureau*, which assume overnight visitors spend **$276** per day and non-overnight visitors spend **$110** per day. *Placer.ai* estimates **5,738,436** annual visitors for the Development. Overnight visitors were calculated from *Placer.ai*'s **visitation estimates for the Development, which includes visitor journeys of uses visited by consumers to the Surrounding Area before and after consuming the Development** (those who visited a hotel before and after consuming the Development were calculated as overnight visitors). Resident sales and visitation sales from tourists were deducted from Project and Development sales to prevent double-counting, given the volume of uses in the Development. Property value impacts were calculated based on home values within the Surrounding Area, and extracting the Development's share of projected growth based on historical growth and the Development's projected economic GDP impact relative to the Surrounding Area's GDP after the Project is complete.

Catalyzed Project Impacts

Catalytic projects follow a different method, given the prospective nature of the developments and lack of detail beyond planned square footage and uses. Projects were identified by the Developer with assistance from Vista, as either caused or accelerated by the project, including what year during the Project's Completion period each project would come online. Square footage was applied to a standard rate table be use and resulting figures were calculated into a series of tables for each project. In instances where these effects include the construction of certain public buildings, a separate set of factors to account for tax-exempt status in certain circumstances related to property and sales. This document elaborates on the methods and rates in later sections.

Project Inputs

INPUTS	Sales	FTEs	Hourly	Payroll	Residents	Resident Incomes	Resident Spending
Residential Units	$0	13	$21.63	$594,000	528	$63,360,000	$11,246,267
Retail	$[redacted]	65	$21.63	$2,934,000	0	$0	$0

Development Inputs

INPUTS	Sales	FTEs	Hourly	Payroll	Residents	Resident Incomes	Resident Spending
Residential Units	n/a	0	$0.00	$0	480	$57,600,000	$10,223,879
Restaurant	$[redacted]	1740	$21.63	$78,300,000	0	$0	$0
Retail	$[redacted]	1481	$21.63	$66,657,208	0	$0	$0
Hotel	$[redacted]	89	$28.85	$5,360,000	0	$0	$0
Office	$[redacted]	600	$76.92	$96,000,000	0	$0	$0
Event Space (from Hotel)	$[redacted]	13	$21.63	$603,000	0	$0	$0

Project Impacts

PROJECT	Post-Construction Completion Period					
	Year 1	Year 2	Year 3	Year 4	Year 5	Total
FTEs	83	83	83	83	83	**83**
Operations FTEs (37, 43, 49)	11	11	11	11	11	**11**
Tenant FTEs	72	72	72	72	72	**72**
Payroll	$3,528,000	$3,704,400	$3,889,620	$4,084,101	$4,288,306	**$4,288,306**
Operations Payroll	$448,056	$470,459	$493,982	$518,681	$544,615	**$544,615**
Tenant Payroll	$3,079,944	$3,233,941	$3,395,638	$3,565,420	$3,743,691	**$3,743,691**
Retail	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Entertainment	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Dining	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
DIRECT	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**Total**
Sales Basis	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Income Basis	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Lodging Basis	$0	$0	$0	$0	$0	**$0**
Property Basis	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Sales Tax	$831,427	$872,998	$916,648	$962,480	$1,010,604	**$4,594,158**
Income Tax	$113,097	$118,752	$124,689	$130,924	$137,470	**$624,931**
Lodging Tax	$0	$0	$0	$0	$0	**$0**
Property Tax	$3,509,727	$1,842,607	$1,934,737	$2,031,474	$2,133,048	**$11,451,592**
Total	**$4,454,250**	**$2,834,356**	**$2,976,074**	**$3,124,878**	**$3,281,122**	**$16,670,680**

An annual growth factor of 5% was applied to payroll, sales and property growth based on an examination of the last three years of the 12-month percentage change in the Consumer Price Index (*BLS – 12 Month Change- All items in U.S. city average, all urban consumers, not seasonally adjusted).* Each half-year 12-month ending percent change was averaged to arrive at 5.50%.

Development Impacts

	Post-Construction Completion Period					
DEVELOPMENT	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**Total**
FTEs	3,924	3,924	3,924	3,924	3,924	**3,924**
Operations FTEs (37, 43, 49)	534	534	534	534	534	**534**
Tenant FTEs	3,390	3,390	3,390	3,390	3,390	**3,390**
Payroll	$246,920,208	$259,266,218	$272,229,529	$285,841,005	$300,133,056	**$300,133,056**
Operations Payroll	$31,358,866	$32,926,810	$34,573,150	$36,301,808	$38,116,898	**$38,116,898**
Tenant Payroll	$215,561,341	$226,339,408	$237,656,379	$249,539,198	$262,016,158	**$262,016,158**
Retail	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Entertainment	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Dining	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
DIRECT	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**Total**
Sales Basis	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Income Basis	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Lodging Basis	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Property Basis	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Sales Tax	$19,763,319	$20,751,485	$21,789,059	$22,878,512	$24,022,438	**$109,204,813**
Income Tax	$9,518,020	$9,993,921	$10,493,617	$11,018,297	$11,569,212	**$52,593,066**
Lodging Tax	$482,400	$506,520	$531,846	$558,438	$586,360	**$2,665,565**
Property Tax	$0	$0	$3,723,834	$3,910,025	$4,105,527	**$11,739,386**
Total	**$29,763,739**	**$31,251,926**	**$36,538,356**	**$38,365,273**	**$40,283,537**	**$176,202,830**

An annual growth factor of 5% was applied to payroll, sales and property growth based on an examination of the last three years of the 12-month percentage change in the Consumer Price Index (*BLS – 12 Month Change- All items in U.S. city average, all urban consumers, not seasonally adjusted).* Each half-year 12-month ending percent change was averaged to arrive at 5.50%.

Surrounding Area Impacts

SURROUNDING AREA	Year 1	Year 2	Year 3	Year 4	Year 5	Total
FTEs	388	485	606	758	947	**947**
Payroll	$28,281,557	$35,351,946	$44,189,933	$55,237,416	$69,046,770	**$69,046,770**
Retail	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Entertainment	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Dining	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]

INDIRECT	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Sales Basis	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Income Basis	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Lodging Basis	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Property Basis	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Sales Tax	$9,222,357	$9,683,475	$10,167,649	$10,676,031	$11,209,833	**$50,959,346**
Income Tax	$1,090,168	$1,144,676	$1,201,910	$1,262,005	$1,325,106	**$6,023,864**
Lodging Tax	$5,165,001	$5,423,252	$5,694,414	$5,979,135	$6,278,092	**$28,539,894**
Property Tax	$10,408,859	$13,011,074	$16,263,842	$20,329,803	$25,412,253	**$85,425,831**
Total	$25,886,385	$29,262,477	$33,327,815	$38,246,974	$44,225,284	**$170,948,935**

Surrounding Area Visitor Spending from Development

The section below overviews anticipated visitations based on the utilization of Placer.ai on the building complex for current performances. Placer.ai. tracks cellular phone activity to create an accurate and recent picture of foot traffic. Below is a calculation of the indirect spending impact of visitors once the Project is fully complete. In order to estimate overnight visitors, Placer tracks both 1) the origin of the visitor to understand distance traveled and 2) if the visitor visited a hotel before and after the event. This provided a basis of estimation that 8.3% of visitors stayed overnight.

Visits	**5,738,436**	***Estimates baed on visitation to Liberty Center***		
Rates				
Stay Visitor per Day	$276.23	$ per	**570,118**	
Lodging	42%	$150.00	$85,517,727	
F&B	29%	$58.38	$33,284,375	
Retail	15%	$29.63	$16,890,578	
Entertainment	6%	$20.00	$11,402,364	
Transportation	9%	$18.22	$10,387,706	Per-visitor rates based on US Travel and Tourism Satellite Accounts, tracking typical visitor spending, however increased to account for estimated ticket prices.
			$157,482,750	
Drive Visitor per Day	$110.49	$ per	**5,168,318**	
Lodging	0%	$0.00	$0	
F&B	64%	$47.87	$247,389,392	
Retail	18%	$20.00	$103,366,356	
Entertainment	9%	$36.00	$186,059,442	
Transportation	9%	$6.62	$34,210,419	
			$571,025,609	

Surrounding Area Property Value Analysis

The section overviews the Project's effect on property value increases to the Surrounding Area. This analysis utilizes Census 2023 data and PolicyMap software as the source for 5-year change in Single Family Median Home Value and Median Single Family Home Values and number of Single Family Homes (2018-2023) by Zip Code. Median value was multiplied by the number of current Single Family homes to establish a baseline home value. The 5-year Single Family Home Value growth rate was annualized and projected moving forward. A "Development and Project Share" was then calculated which uses the Development's total economic impact GDP impact as a percentage of total Surrounding Area GDP, both provided by IMPLAN, resulting in a share of **2.92%.** The GDP share was used as a barometer for projecting forward the Development's share of home value growth going forward.

Property taxes were applied to the increment of Single-Family home values to estimate tax impacts as home value impacts were added to the "Property Value" basis on the prior Surrounding Area impacts summary on page 18.

PROPERTY VALUE IMPACT CALCULATION

Zips	Households	Population	Median Real Estate Tax	Property Value Per	Total Property Value	Project Share of Incremental Residential Value	Development Share of Incremental Residential Value
45069	19,460	52,473	$4,301	$175,551	$3,416,222,857	$11,273,535	$99,753,707
45011	26,262	76,151	$3,522	$143,755	$3,775,296,490	$12,458,478	$110,238,658
45040	20,357	57,063	$5,398	$220,327	$4,485,187,184	$14,801,118	$130,967,466
45044	20,529	54,925	$3,037	$123,959	$2,544,758,082	$8,397,702	$74,306,936



Total Impacts

Total Impacts

Construction Activity

The Project will create, cause and accelerate a total one-time infusion of 613 construction jobs and $48 million in payroll from construction activity from the Project, Development and Catalytic projects.

Jobs and Payroll

Additionally, the Project will create, cause and accelerate a total of 4,955 jobs, of which the 83 will be employed by the project, 3,924 from the Development and another 947 indirectly created, caused or accelerated to the Surrounding Area as a result of the Project.

Retail, Entertainment and Dining Sales

The Project will additionally generate, cause and accelerate over $3.7 billion in retail, dining and entertainment sales over a five-year period, including an immediate infusion of $4.2 million in sales from construction activity. Of these sales figures, $67 million will come directly from the Project, $1.8 billion from the Development, driving an additional $1.8 billion to the Surrounding Area and from Catalyzed Projects.

Taxes

The Project will result in approximately $368 million in State and Local Taxes, of which $363 million will be generated during the Completion Period from Project operations, Surrounding Area impacts and Catalyzed Project impacts. The additional $4.9 million comes in the form of Construction Period Taxes.

II. TOTAL CONSTRUCTION PERIOD IMPACTS

A. Total Construction Period Impacts: Construction Jobs

Year	Full-Time Equivalents	TOTAL Projected Payroll
1	307	$24,486,032
2	307	$24,486,032
3	-	$0
4	-	$0
5	-	$0
	613	$48,972,064

B. Total Construction Period Impacts: Retail, Entertainment and Dining Sales

Year	Projected Retail Sales	Projected Entertainment Sales	Projected Dining Sales	TOTAL Projected Sales/Year
1	[redacted]	[redacted]	[redacted]	[redacted]
2	[redacted]	[redacted]	[redacted]	[redacted]
3	$0	$0	$0	$0
4	$0	$0	$0	$0
5	$0	$0	$0	$0
	[redacted]	[redacted]	[redacted]	[redacted]

C. Total Construction Period Impacts: Sales, Income, Lodging and Property Taxes

Year	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax	TOTAL Projected Taxes
1	$1,238,203	$943,862	$45,681	$119,518	$2,347,264
2	$1,242,621	$943,862	$45,681	$119,518	$2,351,682
3	$0	$0	$0	$0	$0
4	$0	$0	$0	$0	$0
5	$0	$0	$0	$0	$0
	$2,480,824	$1,887,723	$91,363	$239,036	$4,698,946

III. TOTAL COMPLETION PERIOD IMPACTS *(totals inputs from Completion Period Impacts worksheet)*

A. Total Completion Period Impacts: Operational Jobs

Year	Full-Time Equivalents	TOTAL Projected Payroll
1	598	$63,219,499
2	611	$66,391,216
3	627	$69,724,205
4	648	$73,227,199
5	674	$76,909,540
	3,158	$349,471,659

B. Total Completion Period Impacts: Tenant Jobs

Year	Full-Time Equivalents	TOTAL Projected Payroll
1	3,798	$243,331,085
2	3,881	$260,435,599
3	3,986	$279,629,828
4	4,117	$301,326,882
5	4,281	$326,037,679
	20,063	$1,410,761,073

C. Total Completion Period Impacts: Retail, Entertainment and Dining Sales

Year	Projected Retail Sales	Projected Entertainment Sales	Projected Dining Sales	TOTAL Projected Sales/Year
1	[redacted]	[redacted]	[redacted]	[redacted]
2	[redacted]	[redacted]	[redacted]	[redacted]
3	[redacted]	[redacted]	[redacted]	[redacted]
4	[redacted]	[redacted]	[redacted]	[redacted]
5	[redacted]	[redacted]	[redacted]	[redacted]
	[redacted]	[redacted]	[redacted]	[redacted]

D. Total Completion Period Impacts: Sales, Income, Lodging and Property Taxes

Year	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax	TOTAL Projected Taxes
1	$29,817,103	$10,721,284	$5,647,401	$13,918,588	$60,104,375
2	$31,307,958	$11,257,348	$5,929,772	$14,853,680	$63,348,758
3	$32,873,356	$11,820,215	$6,226,260	$21,922,413	$72,842,245
4	$34,517,024	$12,411,226	$6,537,573	$26,271,302	$79,737,125
5	$36,242,875	$13,031,788	$6,864,452	$31,650,828	$87,789,942
	$164,758,317	$59,241,861	$31,205,458	$108,616,809	$363,822,445

Total Impacts

I. TOTAL ECONOMIC IMPACTS *(Construction Period Impacts + Completion Period Impacts)*

A. Summary: Total Project Impacts

	TOTAL Projected FTEs	TOTAL Projected Payroll	TOTAL Projected Sales	TOTAL Projected Taxes
Construction Period Impacts	613	$48,972,064	$4,270,982	$4,698,946
Completion Period Impacts	4,955	$1,760,232,732	$3,703,682,004	$363,822,445
	5,568	**$1,809,204,796**	**$3,707,952,986**	**$368,521,392**

Total Impacts

The table to the right illustrates that projected taxes ($368,521,392) meet at least 10% of the total development costs ($7,200,000).

Further, when combining the Construction Period and the first year after construction, the project significantly exceeds the 10% development cost threshold by $62.3 million dollars.

TMUD Credit Objectives	
TMUD Project Cost	$72,000,000
10% of Development Cost Threshold	**$7,200,000**
Construction Taxes	$4,698,946
First Year Post-Construction Taxes	$64,803,321
Construction + Year 1	**$69,502,267**
Total Taxes	$368,521,392
Achieved 10% Taxes Threshold	**YES**
Achieve Alternative Method Potential	**YES**

EIS Preparer Qualifications

EIS Preparer Qualifications

VISTA SITE SELECTION

Vista Site Selection LLC is a newly formed company, founded in September of 2022 by the law firm Vorys, Sater, Seymour and Pease LLP, focused on economic development, economic analysis, economic incentives and site location consulting. Vista's management team has over 75 years of collective experience in Economic Development and Site Selection in 49 US States and includes certified data analysts, economic consultants and GIS specialists, among others.

Vista's services included:

- ✓ Economic Insights, including Economic Footprint and Economic Impact Analysis
- ✓ Labor Analytics
- ✓ Development of Advanced, Customized Data Analytics Platforms and Mapping
- ✓ Retail Performance and Growth Analytics
- ✓ Return on Investment Insights for Companies and Communities
- ✓ Corporate Site Selection Advisory
- ✓ Tax Credit and Incentives Advisory
- ✓ Economic and Market Analysis

EIS Preparer Qualifications

This analysis will be performed by **Chris Magill**. Chris is a Certified Economist and Managing Director for Vista Site Selection. Chris has significant experience consulting on capital investment projects and has strategically negotiated and analyzed tax credit, grant and loan-financing solutions for capital investment projects in over 20 different states. Further, Chris utilizes data analytics to help better inform business leaders and site administrators on project ROI, economic impacts, site decisions and market conditions. Prior to joining Vista Site Selection, Chris served as the Economic Development Director at the Ice Miller law firm for 11 years, consulting on various matters related to economic development, economic incentives, public-private partnerships, community advisory and economic impact analysis. Prior to his time at Ice Miller, Chris worked at the Ohio Department of Development ("ODOD"), serving as the Executive Director of the Ohio Tax Credit Authority. During his time at ODOD, Chris managed and structured various tax credit programs and co-developed various economic incentive calculation tools.



Chris carries various economic certifications and has nearly 15 years of experience in authoring economic impact statements and analysis tools. Chris has experience instructing economic impact, fiscal return-on-investment and economic development courses for the International Economic Development and the Ohio Economic Development Association. Further, has volunteered his time instructing pro forma development courses for the Knowlton School of Architecture and Fisher College of Business at The Ohio State University in relation to the annual Urban Land Institute Student Heinz Competition and has served as a Planning Committee member and annual speaker for the Ohio Tax Conference. Chris also serves as the Vice President of the Board of Directors of the Ohio Statewide Development Corporation. Chris' credentials include:

- Certified Economist, *IMPLAN*
- Certification in Economic Measurement, *National Association of Business Economics*
- Certification of Business Applications of Statistics and Data Analytics, *National Association of Business Economics*
- Certification of Economic Strategy and Managerial Decision Making, *National Association of Business Economics*
- Master's in Business Administration, *Ohio University*

EIS Preparer Qualifications

The list depicted includes a sample of Chris Magill's economic impact study experience. Chris has authored economic impact studies for projects in more than 25 US States. This includes manufacturing megaprojects, corporate headquarter office projects, mixed-use projects, non-profit projects, policy changes and cultural/sports facility projects, among others.



Economic Impact Project	Locality	Category
Arts N' Stark Market	Canton, Ohio	Retail
Carew Tower	Cincinnati, Ohio	Mixed-Use
Cannabis Industry Analysis	Ohio	New Industry
Central Franklinton Development	Columbus, Ohio	Mixed-Use
Confidential Manufacturing Tenant	Rural Ohio	Manufacturing
Confidential Manufacturing Tenant	Midwestern US	Manufacturing
Multi-State Manufacturing Megaproject (3)	United States	Manufacturing
Confidential Office Headquarters Relocation 1	East Indiana	Office
Confidential Office Headquarters Relocation 2	Central Ohio	Office
Confidential Sports Facility Project 1	Central Ohio	Arena/Stadium
Confidential Sports Facility Project 2	Central Ohio	Arena/Stadium
Confidential Sports Facility Project 3	Ohio	Arena/Stadium
Confidential State-wide ROI Calculator	Confidential	Calculation Tool
Confidential Warehouse Development	Central Ohio	Industrial
CoverMyMeds Campus	Columbus, Ohio	Mixed-Use
CoverMyMeds Campus TMUD Alternative Method Analysis	Columbus, Ohio	Tax Impact Review
Downtown Painesville to Grand River Corridor	Painesville, Ohio	Mixed-Use
Economic Impact of Venture Capital to Ohio	Ohio	Industry
Erieview Tower	Cleveland, Ohio	Mixed-Use
Fairfield Shoe Factory	Lancaster, Ohio	Mixed-Use
Gahanna ROI Calculation Tool	Gahanna, Ohio	Calculation Tool
Goodwill Industries	Indianapolis, Indiana	Retail
Hall of Fame Village Phase 2	Canton, Ohio	Mixed-Use
Hall of Fame Village Phase 2 Alternative Method Analysis	Canton, Ohio	Mixed-Use
High North	Worthington, Ohio	Mixed-Use
Historic Flats	Cleveland, Ohio	Mixed-Use
JPMorgan Chase R&D	Columbus, Ohio	Office/R&D
Mason ROI Calculation Tool	Mason, Ohio	Calculation Tool
Merchant Building/North Market Tower	Columbus, Ohio	Mixed-Use
Montgomery County Fairgrounds	Montgomery County, Ohio	Mixed-Use
Municipal Return-on-Investment/Fiscal Calculator	Grove City, Ohio	Land Use Plan
OEDA Economic Impact and ROI Course	Ohio	Course Instruction
Renkert Building	Canton, Ohio	Mixed-Use
The District at Clifton Heights	Cincinnati, Ohio	Mixed-Use
Trew Automation LLC	Fairfield, Ohio	Office/R&D
Valor Acres	Brecksville, Ohio	Mixed-Use
Water Street District Phase II	Dayton, Ohio	Mixed-Use
Whitehall Development Blueprint	Whitehall, Ohio	Land Use Plan



Mahoning National Bank

Transformational Mixed-Use Tax Credit

Economic Impact Statement

Authored by:

VISTA SITE SELECTION

Introduction

This study is prepared by Vista Site Selection, LLC ("Vista"), a third-party entity, on behalf of an application for the Ohio Transformational Mixed-Use Tax Development Credit Program ("TMUD"). This study accomplishes two primary objectives:

1) To verify that increased tax collections resulting from the project will exceed 10% of the estimated eligible project costs and,

2) To articulate the economic impacts of the Project and/or larger Development to the Project Site and Surrounding Area during both the Construction Period, which is the time period in which the Project is being constructed and the Completion Period, which is the 5 years after Project construction is completed.

In accomplishing these objectives, this document will assess the following categories:

- ***Employment*** **-** The projected number of construction, operational, and tenant jobs created as a result of the Project and the average hourly wages for each job type.
- ***Revenue*** **-** Annual revenue projections generated from retail, entertainment, and dining sales.
- ***Tax Revenues*** **-** Annual revenue projections generated from sales tax, income tax, lodging tax, and property tax.

Economic impacts will be calculated utilizing IMPLAN software and the following methodology:

INPUTS

1. Provided by Developer
2. Calculated by Vista using market assumptions and data support



ECONOMIC OUTPUTS

1. Calculated utilizing IMPLAN software
2. Calculated by Vista utilizing IMPLAN and complementary data sources either publicly available, indexed/created by Vista or subscribed to by Vista.



TAX CALCULATIONS

1. Direct taxes calculated by Vista using state and local tax rates.
2. Indirect taxes calculated by Vista from indirect outputs, with some categories calculated using IMPLAN tax estimates and rates.

EIS Framework Categories and Sections

This study illustrates the transformational mixed use development's impact on the development site and surrounding area in terms of retail, entertainment and dining sales, job creation, property values, connectivity, and revenue from sales, income, lodging, and property taxes, as referenced in Ohio Revised Code 122.09(C)(1). The framework in this study will cover this in three major sections: 1) Construction Impacts, 2) Completion Period Impacts and 3) Total Impacts.

	1. Construction Impacts	2. Project Completion Period Impacts
Project	The direct economic impacts of the new construction and/or renovation and rehabilitation of structures included in the Project on the Project site during the construction period.	The direct and indirect economic impacts of the Project as defined in the application in the five years after completion of construction of the Project.
Development (if applicable)	The direct economic impacts of the construction and/or renovation and rehabilitation of structures included in the Development as defined in the application during the construction period. Does not include the Construction Project Impacts described above. If the Project is not part of a larger planned Development, this section is not applicable.	The direct and indirect economic impacts of the Development as defined in the application in the five years after completion of construction of the Project, exclusive of the impacts of the Project as identified above. If the Project is not part of a larger planned Development, this section is not applicable.
Surrounding Area Impacts	The indirect economic impacts caused by the new construction and/or renovation and rehabilitation of structures included in the Project in the surrounding area during the completion period of the Project, excluding any impacts specifically identified below in the Construction Catalyzed Project Impacts section.	The direct and indirect economic impacts caused by the Project in the surrounding area in the five years after completion of construction of the Project, excluding any catalyzed projects specifically identified below in the Catalyzed Project Impacts section.
Catalyzed Projects (if applicable)	The direct and indirect economic impacts from construction of the defined projects in the surrounding area that are directly caused or accelerated by the Project/Development during the completion period of the Project.	The direct and indirect economic impacts of other proposed, defined projects in the surrounding area that are directly caused or accelerated by the Project/Development in the five years after completion of construction of the Project.
	3. Total Impacts (1. Construction Impacts + 2. Project Completion Impacts)	

Project Geography

The Economic Impact geography is referred to as the Surrounding Area, which includes any zip code covered in whole or in part encompassed within a perimeter starting from the transformational mixed used development boundary and extending one-half miles out from that boundary.

The 2-mile radius from the Project boundary, which is located outside of 10 miles of a City with population of at least 100,000 residents includes the following zip codes:

1. **44502**
2. **44503**
3. **44504**
4. **44505**
5. **44506**
6. **44507**
7. **44509**
8. **44510**
9. **44511**
10. **44555**

Taxes & Rate Methodology

For simplicity, the Project, Development, Surrounding Area and Catalyzed Projects follow the same tax rates which are based on the **Youngstown, Mahoning County**, the **Youngstown City School District** and the State of Ohio rates. It is worth noting that there may be small variations in the actual tax amounts, compared to these estimated amounts, based on per-parcel levies, other school districts and numerous factors particularly when factoring in the Surrounding Area and Catalyzed Project impacts.

Sales Taxes – sales taxes are calculated using sales and purchases of building tenants, purchases from residents and tourists within the Surrounding Area and hotel room stays. In order to account for exemptions, the exemption list provided in the Ohio Department of Taxation Annual Report was utilized and an additional **20%** reduction was applied to sales to ensure exempted activities are not counted. Indirect Sales taxes were calculated based off of Development resident expenditures and estimates of economic output provided by IMPLAN. The combined State and Local rate is **7.5%** in the **project address** (with **5.75%** to the State of Ohio and **1.50%** to **Mahoning County** and .**25%** to the **Western Reserve Transit Authority**). Sales tax data can be found utilizing the Ohio Department of Taxation's The Finder tax district lookup tool for the project address.

Income Taxes – income taxes are calculated as a percentage of employee compensation of direct employment within the project and indirect employment caused by the project. Income taxes are collected by the State of Ohio (Ohio Withholding Tax). Ohio Withholding Taxes utilize a bracketed rate structure based on salary (for this project it is assumed to be **2.35%,** based on the Ohio Department of Taxation's bracketed calculation method) and the **City of Youngstown** at **2.75% on the taxable income of every person residing in and/or earing wages in the City.**

Lodging Taxes – lodging taxes are collected from room sales of guests staying less than 30 days for each stay. Lodging taxes collected by **Mahoning County** at a rate of **5%.** Lodging rates can be found utilizing the Ohio Department of Taxation's tax analysis data series.

Property Taxes – property taxes are collected by various units of government and published by the County Auditor. Property taxes are assessed at 35% of the market value of the property, then an effective tax rate is applied and distributed to the local government taxing units. The effective tax rate of the property's assessed value is **7.186%.**

Application of Growth Rates and Inflation – annual growth is assumed for revenue streams calculated within this document which includes property value, sales growth and wage growth. An examination of the Consumer Price Index for all Urban Consumers for calendar years 2021, 2022 and 2023 was utilized in which each half-year rate was averaged, arriving at a total rate of **5.5%.** This figure was reduced to **5%** under anticipation that the CPI and inflation will drop.

Construction Period Impacts

Input Methodology

Project Impacts

The value entered in Industry Output for construction represents full cost of the structure as provided by the Developer, and only the structure. Construction cost data was provided by the Developer in all circumstances (each building). This includes hard costs and soft costs. IMPLAN calculates employment based on the number of employees it would take to support the dollar value and type of a given economic event, using a combination of data sources including Census County Business Patterns (CBP), Bureau of Labor Statistics Covered Employment and Wages (CEW) and Bureau of Economic Analysis Regional Economic Accounts (REA) as the basis for its calculation. Further, IMPLAN uses additional data sources to classify its employment estimates into hours worked, headcount and compensation by specific occupation. Occupational source data used by IMPLAN includes Bureau of Labor Statistics (BLS) Occupational Employment Survey (OES), BLS Employment Projections national industry by occupation matrix, Census Bureau American Community Survey (ACS) Public Use Microdata Sample (PUMS) and O*NET™ which is a trademark of the U.S. Department of Labor, Employment and Training Administration. Employees are converted to Full-time equivalent employees (FTEs) by dividing the estimated number of hours of compensation for the job, as calculated by IMPLAN, by 2,080. There are no direct impacts to retail, entertainment and dining as these are not direct construction expenditures, but rather Surrounding Area effects.

Surrounding Area Impacts

Surrounding Area impacts during the Construction Period were calculating utilizing IMPLAN. In IMPLAN, the project was modeled as **$20 million** in Output under the industry 55 - Construction of New Commercial Structures, Including Farm Structures. Construction cost calculations were provided using costs provided by the Developer. Outputs resulting from the construction inputs in IMPLAN were filtered in IMPLAN only to show indirect effects of Project Construction. These impacts were categorized by use, to understand specific impacts to Retail, Entertainment and Dining. In this circumstance, the Surrounding Area's presence of significant entertainment, retail and dining establishments (professional sports stadiums, full-service restaurants, limited services restaurants, bars and shopping) create a higher degree of construction worker spending. Additional categories were created and aggregated if they were sales-taxable transactions. Lodging taxes follow a similar rate, as many construction workers travel to larger areas given the overall labor shortage of construction workers. Those who travel and stay overnight are typically provided lodging and meal per diems. Given IMPLAN captures dining expenditures, the lodging per diem method is utilized to get a more accurate picture of construction spending. A typical per-day per diem is $138 for lower cost areas and $222 for higher cost areas. Given the lack of nearby construction labor however, a higher Per Diem of $222 figure is utilized (per diem rates provided by *PBMares CPAs and Consultants Guidance for Contractors Who Use Per Diem, 2022)*. Further it is assumed 15% of workers will travel as part of this arrangement during 30% of the annual weekdays per year. Lodging taxes are calculated off of estimated lodging expenditures.

Catalyzed Project Impacts

Catalyzed Project construction was calculated differently than Project Construction, as detailed information for Catalyzed Projects is not typically available, as such, costs were provided by the catalyzed project developers or estimated based off of square footage data gathered from available project information. In calculating construction impacts, costs were calculated on a per-square foot basis by analyzing comparable building sizes on the **Ohio** County Auditor's website, costs of recent developments in the area and the size/scale of the project. In all cases, construction costs assumed 60% labor and 40% materials costs, and for purposes of estimating employment, a cost-per-worker of $136,000 was used, the rate provided by IMPLAN for the **Project Surrounding Area** zip codes referenced in Page 4. Lastly, average salaries for the area were calculated using IMPLAN employee compensation figures for **the Project Surrounding Area** zip codes, estimated at **$54,000**. There is further detail on Catalyzed Project methodology later on in this document.

Construction Project Impacts

CONSTRUCTION	Project Construction		
	Year 1	Year 2	Totals
Property Value	$10,000,000	$10,000,000	**$20,000,000**
Labor	90	90	**180**
Materials	$4,000,000	$4,000,000	**$8,000,000**
Wages	$6,000,000	$6,000,000	**$12,000,000**
DIRECT	**Const. 1**	**Const. 2**	**Total**
Sales Tax	$300,000	$300,000	**$600,000**
Income Tax	$165,000	$165,000	**$330,000**
Lodging Tax	$0	$0	**$0**
Property Tax	$0	$0	**$0**
Total	**$465,000**	**$465,000**	**$930,000**

Any construction occurring prior to the Completion Period is not included in this calculation.

Construction Development Impacts

This section is intentionally left blank.

Construction Surrounding Area Impacts

SURROUNDING AREA	Surrounding Area Construction Impacts		
	Year 1	Year 2	Const. Total
FTEs	5.00	5.00	**10.00**
Payroll	$353,637	$353,637	**$707,274**
Retail	[redacted]	[redacted]	[redacted]
Entertainment	[redacted]	[redacted]	[redacted]
Dining	[redacted]	[redacted]	[redacted]
INDIRECT	**Const. 1**	**Const. 2**	
Sales Basis	[redacted]	[redacted]	[redacted]
Income Basis	[redacted]	[redacted]	[redacted]
Lodging Basis	[redacted]	[redacted]	[redacted]
Property Basis	[redacted]	[redacted]	[redacted]
Sales Tax	$40,500	$41,715	**$82,215**
Income Tax	$9,725	$9,725	**$19,450**
Lodging Tax	$11,733.26	$11,733	**$23,467**
Property Tax	$36,774	$36,774	**$73,548**
Total	**$98,732**	**$99,947**	**$198,680**

Construction Catalyzed Project Impacts

CATALYZED PROJECTS	Catalyzed Project Construction		
	Year 1	Year 2	Total
TOTALS			
Construction Cost Basis	$319,566,749	$319,566,749	**$319,566,749**
Construction Materials	$63,913,350	$63,913,350	**$63,913,350**
FTEs	1,175	1,175	**2,350**
Payroll	$72,842,421	$72,842,421	**$145,684,842**
Retail	[redacted]	[redacted]	[redacted]
Entertainment	[redacted]	[redacted]	[redacted]
Dining	[redacted]	[redacted]	[redacted]
DIRECT & INDIRECT	**Const. 1**	**Const. 2**	**Construction Totals**
Sales Tax	$5,285,188	$5,285,188	**$10,570,375**
Income Tax	$2,003,167	$2,003,167	**$4,006,333**
Lodging Tax	$156,618	$156,618	**$313,236**
Property Tax	$1,597,834	$1,597,834	**$3,195,667**
Total	**$9,042,806**	**$9,042,806**	**$18,085,612**

Timeline for Phases

This section is intentionally left blank.

Completion Period Impacts

Methodology

Project and Development Impacts

In calculating the Project, the Developer provided data related to project costs, square footage, residential units, residential rents, building and tenant information to serve as inputs. Vista calculated employment, wages, sales and office purchases from these figures. In circumstances where tenant sales were not provided by the Developer, they were calculate by Vista utilizing Lightcast 2023 area sales per square foot data and estimates provided from CoStar estimates for specific tenants. Office and retail supplies purchases are estimated using a percentage of payroll based (5%-25% of payroll, **25%** being used for supplies needed for theatre operations). Other metrics, such as household incomes of the residents and resident spending in the Surrounding Area were calculated by Vista. Resident expenditures were calculated using averages from the *2022 Consumer Expenditure Survey – Shares of Annual Aggregate expenditures and sources of income*. Household income assumptions were calculated by assuming renters will spend **25%** of their income toward rent, there for the monthly rent price was divided by **25%,** then multiplied x 12 (months) to arrive at the household income rate for that particular unit grouping. Each consumer expenditure category was assigned an "absorption rate" to account for any expenditures that cannot be made within the Surrounding Area. Estimated wages and jobs use CoStar jobs per square foot metrics and wages utilize average wage for the specific tenant use staffing pattern provided by Lightcast, sourced by the Bureau of Labor Statistics. For hotels that include conference space, it is assumed that space is programmed **226** days of the year with a mix of weddings, weekday conference, weekend conventions and 1-day ticketed events. Metrics for these events was based on comparable events which include the Ohio Tax Conference, Monroe Pop Fest, NAIOP Commercial Breakfast and typical wedding pricing. Lastly, once the building renovation is complete the Project will expect to generates significant visitor spending activity which will directly benefit the Surrounding Area. Vista calculated visitor activity using *Placer.ai* foot-traffic data to calculate expected visitors, which estimates annual visits, annual visitors and visitor locations both before and after arriving at the Project facility, providing a basis for Surrounding Area spending. The effects of visitors generated from the Project are reflected in Surrounding Area impacts.

Surrounding Area Impacts

Surrounding Area impacts were calculated utilizing three primary methods: 1) Indirect Impacts calculated by IMPLAN from Project inputs, including spending in Dining, Entertainment and Retail in the Surrounding Area, 2) Indirect effects to business from tourist spending, through increased sales and indirect jobs created and 3) Indirect property value impacts from the project. IMPLAN calculates indirect impacts from Project activity, by industry, which is then aggregated into Retail, Entertainment and Dining sales. Property value impacts were calculated based on home values within the Surrounding Area, and extracting the Development's share of projected growth based on historical growth and the Development's projected economic GDP impact relative to the Surrounding Area's GDP after the Project is complete.

Catalyzed Project Impacts

Catalytic projects follow a different method, given the prospective nature of the developments and lack of detail beyond planned square footage and uses. Projects were identified by the Developer with assistance from Vista, as either caused or accelerated by the project, including what year during the Project's Completion period each project would come online. Square footage was applied to a standard rate table be use and resulting figures were calculated into a series of tables for each project. In instances where these effects include the construction of certain public buildings, a separate set of factors to account for tax-exempt status in certain circumstances related to property and sales. This document elaborates on the methods and rates in later sections.

Project Inputs

INPUTS	Sales	FTEs	Hourly	Payroll	Residents	Resident Incomes	Resident Spending
Residential Units	$0	3	$21.63	$126,952	142	0	$17,040,000
Restaurant	$[redacted]	12	$21.63	$530,600	0	0	$0
Retail	$[redacted]	17	$21.63	$763,920	0	0	$0
Office	$[redacted]	155	$48.08	$15,509,615	0	0	$0
Entertainment	$0	0	$0.00	$0	0	0	$0
Event Space (Vaults)	$[redacted]	4	$21.63	$180,000	0	0	$0

Development Inputs

This section is intentionally left blank.

Project Impacts

PROJECT	Post-Construction Completion Period					
	Year 1	Year 2	Year 3	Year 4	Year 5	Total
FTEs	196	196	196	196	196	**196**
Operations FTEs (37, 43, 49)	27	27	27	27	27	**27**
Tenant FTEs	169	169	169	169	169	**169**
Payroll	$17,111,087	$17,966,641	$18,864,974	$19,808,222	$20,798,633	**$20,798,633**
Operations Payroll	$2,173,108	$2,281,763	$2,395,852	$2,515,644	$2,641,426	**$2,641,426**
Tenant Payroll	$14,937,979	$15,684,878	$16,469,122	$17,292,578	$18,157,207	**$18,157,207**
Retail	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Entertainment	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Dining	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
DIRECT	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**Total**
Sales Basis	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Income Basis	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Lodging Basis	$0	$0	$0	$0	$0	**$0**
Property Basis	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Sales Tax	$1,586,345	$1,665,663	$1,748,946	$1,836,393	$1,928,213	**$8,765,559**
Income Tax	$467,064	$490,417	$514,938	$540,685	$567,719	**$2,580,822**
Lodging Tax	$0	$0	$0	$0	$0	**$0**
Property Tax	$1,006,149	$528,228	$554,639	$582,371	$611,490	**$3,282,878**
Total	**$3,059,558**	**$2,684,308**	**$2,818,523**	**$2,959,449**	**$3,107,422**	**$14,629,259**

An annual growth factor of 5% was applied to payroll, sales and property growth based on an examination of the last three years of the 12-month percentage change in the Consumer Price Index (*BLS – 12 Month Change- All items in U.S. city average, all urban consumers, not seasonally adjusted).* Each half-year 12-month ending percent change was averaged to arrive at 5.50%.

Development Impacts

This section is intentionally left blank.

Surrounding Area Impacts

SURROUNDING AREA	Year 1	Year 2	Year 3	Year 4	Year 5	Total
FTEs	30	38	47	59	73	**73**
Payroll	$1,506,727	$1,883,409	$2,354,261	$2,942,826	$3,678,533	**$3,678,533**
Retail	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Entertainment	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Dining	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]

INDIRECT	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Sales Basis	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Income Basis	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Lodging Basis	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Property Basis	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Sales Tax	$2,021,243	$2,122,305	$2,228,420	$2,339,841	$2,456,833	**$11,168,643**
Income Tax	$35,479	$37,253	$39,115	$41,071	$43,125	**$196,043**
Lodging Tax	$1,507	$1,582	$1,661	$1,744	$1,831	**$8,326**
Property Tax	$669,191	$836,489	$1,045,611	$1,307,014	$1,633,767	**$5,492,073**
Total	**$2,727,420**	**$2,997,629**	**$3,314,808**	**$3,689,671**	**$4,135,557**	$16,865,084

Surrounding Area Property Value Analysis

The section overviews the Project's effect on property value increases to the Surrounding Area. This analysis utilizes Census 2023 data and PolicyMap software as the source for 5-year change in Single Family Median Home Value and Median Single Family Home Values and number of Single Family Homes (2018-2023) by Zip Code and the more immediate Census Tract. Median value was multiplied by the number of current Single Family homes to establish a baseline home value. The 5-year Single Family Home Value growth rate was annualized and projected moving forward. A "Development and Project Share" was then calculated which uses the Development's total economic impact GDP impact as a percentage of total Surrounding Area GDP, both provided by IMPLAN, resulting in a share of **1.9%.** The GDP share was used as a barometer for projecting forward the Development's share of home value growth going forward.

Property taxes were applied to the increment of Single-Family home values to estimate tax impacts as home value impacts were added to the "Property Value" basis on the prior Surrounding Area impacts summary on page 18.

PROPERTY VALUE IMPACT CALCULATION

Zips	Households	Population	Median Real Estate Tax	Property Value Per	Total Property Value	Project Share of Incremental Residential Value
44502	3,724	9,944	$550	$22,449	$83,600,000	**$1,554,960**
44503	381	944	$2,211	$90,245	$34,383,306	**$639,529**
44504	1,672	3,892	$950	$38,776	$64,832,653	**$1,205,887**
44505	7,158	18,960	$1,238	$50,531	$361,698,122	**$6,727,585**
44506	943	2,399	$2,211	$90,245	$85,100,939	**$1,582,877**
44507	1,946	5,253	$545	$22,245	$43,288,571	**$805,167**
44509	4,665	11,065	$936	$38,204	$178,222,041	**$3,314,930**
44510	909	2,204	$199	$8,122	$7,383,306	**$137,329**
44511	8,680	19,595	$1,614	$65,878	$571,817,143	**$10,635,799**
44555	-	176	$2,211	$90,245	$0	**$0**
44502	3,724	9,944	$550	$22,449	$83,600,000	**$1,554,960**
44503	381	944	$2,211	$90,245	$34,383,306	**$639,529**

Catalyzed Project Impacts

The Catalytic Effect the Project is quantified in this section. The projects catalyzed in this section all fall within Project's half-mile radius and are planned to be placed into series after this Project is complete. Each project was identified as being caused or accelerated by the Project as noted in Appendix A. Further, project impacts are captured during the five-year completion period in each project's corresponding table. The assumptions below were used to calculate impacts from development square footage programs of each catalyzed project. The following page overviews how these were calculated into FTES, Payroll, Sales and Taxes.

Catalyzed Project Rates	SF/Jobs	Salary	Sales/SF	Room Sales/SF	Rent/SF	Methodology
Apartment	15,000	$35,000	$31	$0	$15	Uses comparable market data within the County, Ohio Region, data provided by Developer and Rent.com rent estimates.
Hotel	700	$30,000	$100	$100	$0	Uses comparable hotel sales data for large cities.
Industrial	750	$55,000	$0	$0	$0	US Energy Administration Commercial Buildings Energy Survey, BLS/Lightcast
Office	350	$75,000	$25	$0	$0	Lightcast & BLS Data for Surrounding Area for Business Occupations
Restaurant	600	$25,000	$350	$0	$0	US Energy Administration Commercial Buildings Energy Survey, BLS/Lightcast
Retail	450	$30,000	$300	$0	$0	US Energy Administration Commercial Buildings Energy Survey, BLS/Lightcast
Arena/Events	750	$55,000	$95	$0	$0	Based on comparable arena construction data
	Operations Rate	**Construction Rate**				
% Jobs Dedicated to Operations	15%					Uses typical mix or type and area supported by IMPLAN
Indirect Retail Sales Rate	5%	2%				Uses typical mix or type and area supported by IMPLAN
Indirect Entertainment Sales Rate	7%	3%				Uses typical mix or type and area supported by IMPLAN
Indirect Dining Sales	10%	4%				Uses typical mix or type and area supported by IMPLAN
Construction Output/Worker		$136,000				Uses typical mix or type and area supported by IMPLAN
EC/Worker		$62,000				Uses typical mix or type and area supported by IMPLAN
% Cost Related to Construction Materials		40%				Typical method utilzied by RSMeans Construction Data
Sales Taxable Purchases	95%	100%				Analyzed exempt uses in relation to project from OTAX
Lodging Impact	2%	2%				Uses US Tourism Sattelite Accounts to estimate lodging impact of activity
Property Impact	12.5%	0.5%				Assumes typical indirect property value impact based on IMPLAN data
Value at Cost	85%	85%				Assumes market value based on hard costs from analysis of Auditor data
Renter HH Income	$65,100					Utilizes Census/ACS and HUD Data to Assume Area Family Incomes
Renters per SF	600					Calculated based on typical SF needed per renter from sample projects
Lodging Per-Diem		$227				PBMares CPAs and Consultant's Guidance for Contractors Who Use Per Diems
Worker Travel %		15%				Based on analysis of Lightcast inbound commuter data to the Surrounding Area
Worker Annual Weekdays		78.3				Assumes 30% of the weekdays "travel workers" commute to work and use a Per-Di

Catalyzed Project List

Project	Address	Placed Into Service	SF	Apartment	Arena/Event or Industrial	Office	Restaurant	Retail	Cost
1 W. Federal Street	1 W. Federal Street, Youngstown, Ohio	**2026**	**74,052**	**56,628**		**8,712**	**4,356**	**4,356**	**$40,000,000**
Youngstown State Kilcawley Center	1 University Plaza, Youngstown, Ohio	**2026**	**76,911**		**56,911**		**10,000**	**10,000**	**$40,000,000**
WRTA Station Update	340 W Federal St Ste A, Youngstown, Ohio	**2028**	**105,000**	**92,000**		**6,500**		**6,500**	**$26,352,601**
Pyatt Street Mixed Use	1019 Market Street, Youngstown, Ohio (various parcels around this address)	**2028**	**470,000**	**400,000**		**10,000**	**40,000**	**20,000**	**$94,000,000**
Uptown Indianola Mixed Use	2801 Market St # 202, Youngstown, Ohio (various parcels around this address)	**2028**	**430,000**	**350,000**	**50,000**	**20,000**	**5,000**	**5,000**	**$107,920,176**
Former IBM Site	250 E. Federal Street, Youngstown, Ohio	**2026**	**45,000**		**15,000**	**30,000**			**$11,293,972**
Totals			**1,200,963**	**898,628**	**121,911**	**75,212**	**59,356**	**45,856**	**$319,566,749**

CITY OF YOUNGSTOWN
MAYOR JAMAEL TITO BROWN

OFFICE OF THE MAYOR
CITY HALL • 26 S. PHELPS STREET • YOUNGSTOWN, OHIO 44503
PHONE: (330) 742-8701 • FAX: (330) 743-1335

October 4, 2024

Ohio Department of Development
77 South High Street
Columbus, Ohio 43215

To Whom It May Concern:

It is with great excitement that the City of Youngstown expresses its full support in the redevelopment of the Mahoning National Bank Building (the "Project"). This Project will have a transformational impact to our Downtown and the Project's immediate two-mile radius on residents, employers, institutions and visitors. The Project will have a catalytic effect that enhances the lives of residents and positively impacts surrounding area land-use for years to come. The purpose of this letter is to attest to the catalytic effect this Project will have in causing or accelerating other key developments in the City of Youngstown, specifically within the surrounding two-mile radius of the Project.

In addition to the immense impacts this Project will have to the City, County and Region, improvements, renovations and preservation of this key historical asset to our Downtown will accelerate a number of proposed, defined development projects that will be placed into service after the Project is complete. This full list of such developments can be found in the attached Exhibit A to this document.

Thank you for your consideration of this request. If you have any questions, please me at (330) 742-8701 or mayor@youngstownohio.gov.

Sincerely,

Jamael Tito Brown
Mayor, City of Youngstown

Exhibit A - Catalyzed Project List

Project	Address	Placed Into Service	SF	Apartment	Arena/Event or Industrial	Office	Restaurant	Retail	Cost
1 W. Federal Street	1 W. Federal Street, Youngstown, Ohio	2026	74,052	56,628		8,712	4,356	4,356	$40,000,000
Youngstown State Kilcawley Center	1 University Plaza, Youngstown, Ohio	2026	76,911		56,911		10,000	10,000	$40,000,000
WRTA Station Update	340 W Federal St Ste A, Youngstown, Ohio	2028	105,000	92,000		6,500		6,500	$26,352,601
Pyatt Street Mixed Use	1019 Market Street, Youngstown, Ohio (various parcels around this address)	2028	470,000	400,000		10,000	40,000	20,000	$84,000,000
Uptown Indianola Mixed Use	2801 Market St # 202, Youngstown, Ohio (various parcels around this address)	2028	430,000	350,000	50,000	20,000	5,000	5,000	$107,920,176
Former IBM Site	250 E. Federal Street, Youngstown, Ohio	2026	45,000		15,000	30,000			$11,293,972
Totals			1,200,963	898,628	121,911	75,212	59,356	45,856	$319,566,749

Note:

Estimates on project costs made by Vista Site Selection. Assumptions on certain uses and square footage made by Vista Site Selection based on publicly available information and those provided by Developers and Developer partners.

Catalyzed Projects above represent those within the half-mile radius of the Development boundary that are estimated to be placed into service after the Project is placed into service.

Catalyzed Project Impacts

Each Catalytic Project is calculated utilizing the following methodology in correspondence with the rates from the previous page:

Category	Methodology
FTEs/Payroll	Calculates FTEs per SF by use and payroll using BLS wage data for each overarching use.
Operations FTEs/Payroll	Assumes the 15% of FTES are dedicated to operations, based on IMPLAN's typical mix of operations occupation categories, which includes two-level SIC code categories 37, 43 and 49.
Tenant FTEs/Payroll	Assumes the 75% of FTES are tenants, which is based off of a typical IMPLAN mix for the area, removing two-level SIC code categories 37, 43 and 49.
Retail	Assumes a standard calculation for each project which assumes that a percentage of total sales are re-spent to retail uses by indirect economic activity. The percentages were used analyzing a sample of IMPLAN indirect impacts for industries aggregated into a Retail category. Further, residential projects include 2020 Consumer Expenditure Survey – Shares of Annual Aggregate expenditures and sources of income to calculate retail spending for residents.
Entertainment	Assumes a standard calculation for each project which assumes that a percentage of total sales are re-spent to retail uses by indirect economic activity. The percentages were used analyzing a sample of IMPLAN indirect impacts for industries aggregated into a Entertainment category. Further, residential projects include 2020 Consumer Expenditure Survey – Shares of Annual Aggregate expenditures and sources of income to calculate entertainment spending for residents.
Dining	Assumes a standard calculation for each project which assumes that a percentage of total sales are re-spent to retail uses by indirect economic activity. The percentages were used analyzing a sample of IMPLAN indirect impacts for industries aggregated into a Dining category. Further, residential projects include 2020 Consumer Expenditure Survey – Shares of Annual Aggregate expenditures and sources of income to calculate dining spending for residents.

Catalyzed Project List

Catalyzed Project: 1 W. Federal Street

Location: 1 W. Federal Street, Youngstown, Ohio

Summary: This property within a block from the Project was purchased by a developer with the intention of redeveloping the building for mixed use. The project's retail space and event space will serve as a key amenity to the tenants of this proposed renovation.

1 W. Federal Street	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7
Value Table	$0	$0	$40,000,000	$40,000,000	$40,000,000	$40,000,000	$40,000,000
Placed Into Service			1	1	1	1	1
Construction Costs	$40,000,000	$40,000,000					
Apartment			56,628	56,628	56,628	56,628	56,628
Hotel							
Industrial							
Office			8,712	8,712	8,712	8,712	8,712
Restaurant			4,356	4,356	4,356	4,356	4,356
Retail			4,356	4,356	4,356	4,356	4,356
Construction FTEs	147	147	0	0	0	0	0
Construction Payroll	$9,117,647	$9,117,647	$0	$0	$0	$0	$0
Construction Purchases	[redacted]	[redacted]	$0	$0	$0	$0	$0
Retail	[redacted]	[redacted]	$0.0	$0.0	$0.0	$0.0	$0.0
Entertainment	[redacted]	[redacted]	$0.0	$0.0	$0.0	$0.0	$0.0
Dining	[redacted]	[redacted]	$0.0	$0.0	$0.0	$0.0	$0.0
Sales Tax	$661,544	$661,544	$0	$0	$0	$0	$0
Income Tax	$250,735	$250,735	$0	$0	$0	$0	$0
Lodging Tax	$19,604	$19,604	$0	$0	$0	$0	$0
Property Tax	$200,000	$200,000	$0	$0	$0	$0	$0
Total	**$1,131,883**	**$1,131,883**	**$0**	**$0**	**$0**	**$0**	**$0**
FTEs	-	-	46	46	46	46	46
Operations FTEs (37, 43, 49)	-	-	7	7	7	7	7
Tenant FTEs	-	-	39	39	39	39	39
Payroll	$0	$0	$2,470,889	$2,470,889	$2,470,889	$2,470,889	$2,470,889
Operations Payroll	$0	$0	$370,633	$370,633	$370,633	$370,633	$370,633
Tenant Payroll	$0	$0	$2,100,256	$2,100,256	$2,100,256	$2,100,256	$2,100,256
Retail	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Entertainment	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Dining	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Sales Basis	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Income Basis	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Lodging Basis	$0	$[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Property Basis	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Sales Tax	$0	$0	$581,317	$610,383	$640,902	$672,948	$706,595
Income Tax	$0	$0	$71,347	$74,914	$78,660	$82,593	$86,723
Lodging Tax	$0	$0	$8,138	$8,973	$9,892	$10,906	$12,024
Property Tax	$0	$0	$1,010,461	$1,060,984	$1,114,033	$1,169,735	$1,228,222
Total	**$0**	**$0**	**$1,671,264**	**$1,755,254**	**$1,843,488**	**$1,936,182**	**$2,033,564**

Catalyzed Project List

Catalyzed Project: Youngstown State Kilcawley Center

Location: 1 University Plaza, Youngstown, Ohio

Summary: This project's renovation includes the Chestnut Room, an event space on first floor that can fit 600 people, will have improved sight lines, upgraded lighting and feature support space. The first-floor blueprint envisions larger convenience store space, a spirit shop and flexible space that Young said will give the university the ability to add more retail options in the future. The Cove, a student lounge, will be available for late-night food and activities. The second-floor blueprint features a community kitchen, three long spaces, a TV lounge, meeting rooms, social stairs and a makerspace.

The employees and residents of the project will create demand for Kilcawley's retail space, while the office tenants will create a market for Chestnut Room event space demand.

Youngstown State Kilcawley Center	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**Year 6**	**Year 7**
Value Table	**$0**	**$0**	**$40,000,000**	**$40,000,000**	**$40,000,000**	**$40,000,000**	**$40,000,000**
Placed Into Service			1	1	1	1	1
Construction Costs	$40,000,000	$40,000,000					
Apartment							
Hotel							
Event Space			56,911	56,911	56,911	56,911	56,911
Storage							
Restaurant			10,000	10,000	10,000	10,000	10,000
Retail			10,000	10,000	10,000	10,000	10,000
Construction FTEs	147	147	0	0	0	0	0
Construction Payroll	$9,117,647	$9,117,647	$0	$0	$0	$0	$0
Construction Purchases	[redacted]	[redacted]	$0	$0	$0	$0	$0
Retail	[redacted]	[redacted]	$0.0	$0.0	$0.0	$0.0	$0.0
Entertainment	[redacted]	[redacted]	$0.0	$0.0	$0.0	$0.0	$0.0
Dining	[redacted]	[redacted]	$0.0	$0.0	$0.0	$0.0	$0.0
Sales Tax	$661,544	$661,544	$0	$0	$0	$0	$0
Income Tax	$250,735	$250,735	$0	$0	$0	$0	$0
Lodging Tax	$19,604	$19,604	$0	$0	$0	$0	$0
Property Tax	$200,000	$200,000	$0	$0	$0	$0	$0
Total	**$1,131,883**	**$1,131,883**	**$0**	**$0**	**$0**	**$0**	**$0**
FTEs	-	-	67	67	67	67	67
Operations FTEs (37, 43, 49)	-	-	10	10	10	10	10
Tenant FTEs	-	-	57	57	57	57	57
Payroll	$0	$0	$2,648,386	$2,648,386	$2,648,386	$2,648,386	$2,648,386
Operations Payroll	$0	$0	$397,258	$397,258	$397,258	$397,258	$397,258
Tenant Payroll	$0	$0	$2,251,128	$2,251,128	$2,251,128	$2,251,128	$2,251,128
Retail	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Entertainment	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Dining	$0	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]0
Sales Basis	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Income Basis	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Lodging Basis	$0	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Property Basis	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Sales Tax	$0	$0	$511,875	$537,469	$564,342	$592,559	$622,187
Income Tax	$0	$0	$76,472	$80,296	$84,311	$88,526	$92,952
Lodging Tax	$0	$0	$7,166	$7,901	$8,711	$9,603	$10,588
Property Tax	$0	$0	$101,046	$106,098	$111,403	$116,974	$122,822
Total	**$0**	**$0**	**$696,560**	**$731,764**	**$768,767**	**$807,662**	**$848,550**

Catalyzed Project List

Catalyzed Project: WRTA Station Update

Location: 340 W Federal St Ste A, Youngstown, Ohio

Summary: WRTA has been examining Grand River Station, a downtown transit hub facility operated by Municipal Transit (MTU) in Lacrosse, Wisconsin, as a possible example and template for redevelopment of Federal Station. Opened in 2012, the $30 million facility covers 1.1 acres with at least two levels of development, and up to six levels in some parts of the building. The MTU transit hub at ground level is wrapped on all four sides by 13,000 square feet of commercial and retail space, including the MTU customer service center, as well as building entrances and other activated frontage. Parking for building residents, tenants, and MTU employees occupies the second level. Three-to-four stories of residential space comprising 92 apartments, including market-rate, low-to-moderate income and disabled units, wrap around three sides of the building beginning on the third level.

The Project's significant employment and infusion of new residents will create additional commuter demand for WRTA ridership.

WRTA Station Update	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**Year 6**	**Year 7**
Value Table	**$0**	**$0**	**$0**	**$26,352,601**	**$26,352,601**	**$26,352,601**	**$26,352,601**
Placed Into Service				1	1	1	1
Construction Costs	$26,352,601	$26,352,601					
Apartment			92,000	92,000	92,000	92,000	92,000
Hotel							
Industrial							
Office			6,500	6,500	6,500	6,500	6,500
Restaurant							
Retail			6,500	6,500	6,500	6,500	6,500
Construction FTEs	97	97	0	0	0	0	0
Construction Payroll	$6,006,843	$6,006,843	$0	$0	$0	$0	$0
Construction Purchases	$5,270,520	$5,270,520	$0	$0	$0	$0	$0
Retail	$[redacted]	$[redacted]	$0	$0	$0	$0	$0
Entertainment	$[redacted]	$[redacted]	$0	$0	$0	$0	$0
Dining	$[redacted]	$[redacted]	$0	$0	$0	$0	$0
Sales Tax	$435,835	$435,835	$0	$0	$0	$0	$0
Income Tax	$165,188	$165,188	$0	$0	$0	$0	$0
Lodging Tax	$12,915	$12,915	$0	$0	$0	$0	$0
Property Tax	$131,763	$131,763	$0	$0	$0	$0	$0
Total	**$745,702**	**$745,702**	**$0**	**$0**	**$0**	**$0**	**$0**
FTEs	-	-	-	39	39	39	39
Operations FTEs (37, 43, 49)	-	-	-	6	6	6	6
Tenant FTEs	-	-	-	33	33	33	33
Payroll	$0	$0	$0	$3,271,467	$3,271,467	$3,271,467	$3,271,467
Operations Payroll	$0	$0	$0	$490,720	$490,720	$490,720	$490,720
Tenant Payroll	$0	$0	$0	$2,780,747	$2,780,747	$2,780,747	$2,780,747
Retail	$0	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]
Entertainment	$0	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]
Dining	$0	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]
Sales Basis	$0	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]3
Income Basis	$0	$0	$[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Lodging Basis	$0	$0	$[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Property Basis	$0	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]
Sales Tax	$0	$0	$0	$743,271	$780,435	$819,457	$860,429
Income Tax	$0	$0	$0	$99,187	$104,146	$109,353	$114,821
Lodging Tax	$0	$0	$0	$10,926	$12,046	$13,281	$14,642
Property Tax	$0	$0	$0	$698,992	$733,942	$770,639	$809,171
Total	**$0**	**$0**	**$0**	**$1,552,377**	**$1,630,569**	**$1,712,730**	**$1,799,064**

Catalyzed Project List

Catalyzed Project: Pyatt Street Mixed Use

Location: 1019 Market Street, Youngstown, Ohio (various parcels around this address location)

Summary: The WRTA Market Street Corridor Transit Oriented Development Plan is proposing a mixed use development that features the development of numerous parcels surrounding the intersection of Market Street and Pyatt Street. These renderings call for numerous mixed-use buildings, apartments, townhomes, stand-alone retail and commercial buildings to be developed along this transit corridor.

The Project's significant employment and infusion of new residents will create additional commuter demand for WRTA ridership to these key locations, creating additional market demand to accelerate the development of these projects.

Pyatt Street Mixed Use	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**Year 6**	**Year 7**
Value Table	**$0**	**$0**	**$0**	**$0**	**$94,000,000**	**$94,000,000**	**$94,000,000**
Placed Into Service					1	1	1
Construction Costs	$94,000,000	$94,000,000					
Apartment			400,000	400,000	400,000	400,000	400,000
Hotel							
Arena/Events							
Office			10,000	10,000	10,000	10,000	10,000
Restaurant			40,000	40,000	40,000	40,000	40,000
Retail			20,000	20,000	20,000	20,000	20,000
Construction FTEs	346	346	0	0	0	0	0
Construction Payroll	$21,426,471	$21,426,471	$0	$0	$0	$0	$0
Construction Purchases	[redacted]	[redacted]	$0	$0	$0	$0	$0
Retail	[redacted]	[redacted]	$0	$0	$0	$0	$0
Entertainment	[redacted]	[redacted]	$0	$0	$0	$0	$0
Dining	[redacted]	[redacted]	$0	$0	$0	$0	$0
Sales Tax	$1,554,629	$1,554,629	$0	$0	$0	$0	$0
Income Tax	$589,228	$589,228	$0	$0	$0	$0	$0
Lodging Tax	$46,069	$46,069	$0	$0	$0	$0	$0
Property Tax	$470,000	$470,000	$0	$0	$0	$0	$0
Total	**$2,659,926**	**$2,659,926**	**$0**	**$0**	**$0**	**$0**	**$0**
FTEs	-	-	-	-	166	166	166
Operations FTEs (37, 43, 49)	-	-	-	-	25	25	25
Tenant FTEs	-	-	-	-	141	141	141
Payroll	$0	$0	$0	$0	$6,521,905	$6,521,905	$6,521,905
Operations Payroll	$0	$0	$0	$0	$978,286	$978,286	$978,286
Tenant Payroll	$0	$0	$0	$0	$5,543,619	$5,543,619	$5,543,619
Retail	0	$0	$0	$0	[redacted]	[redacted]	[redacted]
Entertainment	$0	$0	$0	$0	[redacted]	[redacted]	[redacted]0
Dining	$0	$0	$0	$0	[redacted]	[redacted]	[redacted]
Sales Basis	$0	$0	$0	$0	[redacted]	[redacted]	[redacted]
Income Basis	$0	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]
Lodging Basis	$0	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]2
Property Basis	$0	$0	$0	$0	[redacted]	[redacted]	[redacted]
Sales Tax	$0	$0	$0	$0	$4,393,534	$4,613,211	$4,843,871
Income Tax	$0	$0	$0	$0	$207,623	$218,004	$228,904
Lodging Tax	$0	$0	$0	$0	$67,814	$74,765	$82,429
Property Tax	$0	$0	$0	$0	$2,617,979	$2,748,877	$2,886,321
Total	**$0**	**$0**	**$0**	**$0**	**$7,286,950**	**$7,654,857**	**$8,041,525**

Catalyzed Project List

Catalyzed Project: Uptown Indianola Mixed Use

Location: 2801 Market St # 202, Youngstown, Ohio (various parcels around this address location)

Summary: Summary: The WRTA Market Street Corridor Transit Oriented Development Plan is proposing a mixed-use development that features the development of numerous parcels surrounding the intersection of Market Street and Indianola. These renderings call for numerous mixed-use buildings, apartments, an industrial incubator, stand-alone retail and commercial buildings to be developed along this transit corridor.

The Project's significant employment and infusion of new residents will create additional commuter demand for WRTA ridership to these key locations, creating additional market demand to accelerate the development of these projects.

Uptown Indianola Mixed Use	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**Year 6**	**Year 7**
Value Table	**$0**	**$0**	**$0**	**$0**	**$107,920,176**	**$107,920,176**	**$107,920,176**
Placed Into Service					1	1	1
Construction Costs	$107,920,176	$107,920,176					
Apartment			350,000	350,000	350,000	350,000	350,000
Hotel							
Industrial			50,000	50,000	50,000	50,000	50,000
Office			20,000	20,000	20,000	20,000	20,000
Restaurant			5,000	5,000	5,000	5,000	5,000
Retail			5,000	5,000	5,000	5,000	5,000
Construction FTEs	397	397	0	0	0	0	0
Construction Payroll	$24,599,452	$24,599,452	$0	$0	$0	$0	$0
Construction Purchases	[redacted]	[redacted]	$0	$0	$0	$0	$0
Retail	[redacted]	[redacted]	$0	$0	$0	$0	$0
Entertainment	[redacted]	[redacted]	$0	$0	$0	$0	$0
Dining	[redacted]	[redacted]	$0	$0	$0	$0	$0
Sales Tax	$1,784,849	$1,784,849	$0	$0	$0	$0	$0
Income Tax	$676,485	$676,485	$0	$0	$0	$0	$0
Lodging Tax	$52,891	$52,891	$0	$0	$0	$0	$0
Property Tax	$539,601	$539,601	$0	$0	$0	$0	$0
Total	**$3,053,826**	**$3,053,826**	**$0**	**$0**	**$0**	**$0**	**$0**
FTEs	-	-	-	-	167	167	167
Operations FTEs (37, 43, 49)	-	-	-	-	25	25	25
Tenant FTEs	-	-	-	-	142	142	142
Payroll	$0	$0	$0	$0	$8,739,286	$8,739,286	$8,739,286
Operations Payroll	$0	$0	$0	$0	$1,310,893	$1,310,893	$1,310,893
Tenant Payroll	$0	$0	$0	$0	$7,428,393	$7,428,393	$7,428,393
Retail	$0	$0	$0	$0	[redacted]	[redacted]	[redacted]
Entertainment	$0	$0	$0	$0	[redacted]	[redacted]	[redacted]
Dining	$0	$0	$0	$0	[redacted]	[redacted]	[redacted]
Sales Basis	$0	$0	$0	$0	[redacted]	[redacted]	[redacted]0
Income Basis	$0	$0	$0	$0	[redacted]	[redacted]	[redacted]
[redacted] Basis	$0	$0	$0.00	[redacted]	[redacted]	[redacted]	[redacted]
Property Basis	$0	$0	$0	$0	[redacted]	[redacted]	[redacted]
[redacted] Tax	$0	$0	$0	$0	$2,252,138	$2,252,138	$2,252,138
Income Tax	$0	$0	$0	$0	$240,330	$240,330	$240,330
Lodging Tax	$0	$0	$0	$0	$30,029	$30,029	$30,029
Property Tax	$0	$0	$0	$0	$2,596,408	$2,596,408	$2,596,408
Total	**$0**	**$0**	**$0**	**$0**	**$5,118,905**	**$5,118,905**	**$5,118,905**

Catalyzed Project List

Catalyzed Project: Former IBM Site

Location: 250 E. Federal Street, Youngstown, Ohio

Summary: This property within a block from the Project will be renovated to house the Youngstown Historical Society. The 45,000 square foot facility will have ample room for event space and exhibit space.

The Project's status as a historic preservation project will serve as an additional project of interest to the historical society as a potential exhibit. The office tenants will create a market for event space housed by this site and the residents and employees of the Project will serve as customers and participants in the historical society.

Former IBM Site	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**Year 6**	**Year 7**
Value Table	**$0**	**$0**	**$11,293,972**	**$11,293,972**	**$11,293,972**	**$11,293,972**	**$11,293,972**
Placed Into Service			$1	1	1	1	1
Construction Costs	$11,293,972	$11,293,972					
Apartment							
Hotel							
Event			15,000	15,000	15,000	15,000	15,000
Office			30,000	30,000	30,000	30,000	30,000
Restaurant							
Retail							
Construction FTEs	42	42	0	0	0	0	0
Construction Payroll	$2,574,361	$2,574,361	$0	$0	$0	$0	$0
Construction Purchases	[redacted]	[redacted]	$0	$0	$0	$0	$0
Retail	[redacted]	[redacted]	$0	$0	$0	$0	$0
Entertainment	[redacted]	[redacted]	$0	$0	$0	$0	$0
Dining	[redacted]	[redacted]	$0	$0	$0	$0	$0
Sales Tax	$186,787	$186,787	$0	$0	$0	$0	$0
Income Tax	$70,795	$70,795	$0	$0	$0	$0	$0
Lodging Tax	$5,535	$5,535	$0	$0	$0	$0	$0
Property Tax	$56,470	$56,470	$0	$0	$0	$0	$0
Total	**$319,586**	**$319,586**	**$0**	**$0**	**$0**	**$0**	**$0**
FTEs	-	-	93	93	93	93	93
Operations FTEs (37, 43, 49)	-	-	14	14	14	14	14
Tenant FTEs	-	-	79	79	79	79	79
Payroll	$0	$0	$5,983,929	$5,983,929	$5,983,929	$5,983,929	$5,983,929
Operations Payroll	$0	$0	$897,589	$897,589	$897,589	$897,589	$897,589
Tenant Payroll	$0	$0	$5,086,339	$5,086,339	$5,086,339	$5,086,339	$5,086,339
Retail	$0	$0	$0	$0	$0	$0	$0
Entertainment	$0	$0	$0	$0	$0	$0	$0
Dining	$0	$0	$0	$0	$0	$0	$0
Sales Basis	$0	$0	$0	$0	$0	$0	$0
Income Basis	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted] Basis	$0	$0	$0	$0	$0	$0	$0
Property Basis	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted] Tax	$0	$0	$0	$0	$0	$0	$0
Income Tax	$0	$0	$164,558	$164,558	$164,558	$164,558	$164,558
Lodging Tax	$0	$0	$0	$0	$0	$0	$0
Property Tax	$0	$0	$271,717	$271,717	$271,717	$271,717	$271,717
Total	**$0**	**$0**	**$436,275**	**$436,275**	**$436,275**	**$436,275**	**$436,275**

Total Impacts

Total Impacts

Construction Activity

The Project will create, cause and accelerate a total one-time infusion of 2,540 construction jobs and $158 million in payroll from construction activity from the Project, Development and Catalytic projects.

Jobs and Payroll

Additionally, the Project will create, cause and accelerate a total of 847 jobs, of which 196 will be employed by the project and 651 indirectly created, caused or accelerated to the Surrounding Area as a result of the Project.

Retail, Entertainment and Dining Sales

The Project will additionally generate, cause and accelerate over $259 million in retail, dining and entertainment sales over a five-year period, including an immediate infusion of $14 million in sales from construction activity. Of these sales figures, $81 million will come directly from the Project, driving an additional $177 million to the Surrounding Area and from Catalyzed Projects.

Taxes

The Project will result in approximately $111 million in State and Local Taxes, of which $92 million will be generated during the Completion Period from Project operations, Surrounding Area impacts and Catalyzed Project impacts. The additional $19 million comes in the form of Construction Period Taxes.

II. TOTAL CONSTRUCTION PERIOD IMPACTS

A. Total Construction Period Impacts: Construction Jobs

Year	Full-Time Equivalents	TOTAL Projected Payroll
1	1,270	$79,196,058
2	1,270	$79,196,058
3	-	$0
4	-	$0
5	-	$0
	2,540	$158,392,116

B. Total Construction Period Impacts: Retail, Entertainment and Dining Sales

Year	Projected Retail Sales	Projected Entertainment Sales	Projected Dining Sales	TOTAL Projected Sales/Year
1	[redacted]	[redacted]	[redacted]	[redacted]
2	[redacted]	[redacted]	[redacted]	[redacted]
3	$0	$0	$0	$0
4	$0	$0	$0	$0
5	$0	$0	$0	$0
	[redacted]	[redacted]	[redacted]	[redacted]

C. Total Construction Period Impacts: Sales, Income, Lodging and Property Taxes

Year	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax	TOTAL Projected Taxes
1	$5,625,688	$2,177,892	$168,351	$1,634,608	$9,606,538
2	$5,626,903	$2,177,892	$168,351	$1,634,608	$9,607,753
3	$0	$0	$0	$0	$0
4	$0	$0	$0	$0	$0
5	$0	$0	$0	$0	$0
	$11,252,590	$4,355,783	$336,702	$3,269,215	$19,214,291

III. TOTAL COMPLETION PERIOD IMPACTS *(totals inputs from Completion Period Impacts worksheet)*

A. Total Completion Period Impacts: Operational Jobs

Year	Full-Time Equivalents	TOTAL Projected Payroll
1	62	$4,029,943
2	69	$4,677,157
3	120	$7,140,222
4	121	$7,334,762
5	123	$7,553,979
	494	$30,736,063

B. Total Completion Period Impacts: Tenant Jobs

Year	Full-Time Equivalents	TOTAL Projected Payroll
1	370	$25,691,075
2	410	$29,547,564
3	701	$43,714,873
4	711	$45,052,147
5	724	$46,559,048
	2,916	$190,564,706

C. Total Completion Period Impacts: Retail, Entertainment and Dining Sales

Year	Projected Retail Sales	Projected Entertainment Sales	Projected Dining Sales	TOTAL Projected Sales/Year
1	[redacted]	[redacted]	[redacted]	[redacted]
2	[redacted]	[redacted]	[redacted]	[redacted]
3	[redacted]	[redacted]	[redacted]	[redacted]
4	[redacted]	[redacted]	[redacted]	[redacted]
5	[redacted]	[redacted]	[redacted]	[redacted]
	[redacted]	[redacted]	[redacted]	[redacted]

D. Total Completion Period Impacts: Sales, Income, Lodging and Property Taxes

Year	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax	TOTAL Projected Taxes
1	$4,700,781	$814,920	$16,811	$3,058,564	$8,591,076
2	$5,679,091	$946,625	$29,382	$3,502,509	$10,157,606
3	$12,608,717	$1,433,681	$130,153	$9,045,733	$23,218,284
4	$13,126,546	$1,485,121	$140,328	$9,563,736	$24,315,731
5	$13,670,267	$1,539,132	$151,543	$10,159,919	$25,520,861
	$49,785,402	$6,219,478	$468,217	$35,330,462	$91,803,558

Total Impacts

I. TOTAL ECONOMIC IMPACTS *(Construction Period Impacts + Completion Period Impacts)*

A. Summary: Total Project Impacts

	TOTAL Projected FTEs	TOTAL Projected Payroll	TOTAL Projected Sales	TOTAL Projected Taxes
Construction Period Impacts	2,540	$158,392,116	$14,207,836	$19,214,291
Completion Period Impacts	847	$221,300,769	$259,310,241	$91,803,558
	3,387	**$379,692,885**	**$273,518,077**	**$111,017,850**

Total Impacts

The table to the right illustrates that projected taxes ($111,017,850) meet at least 10% of the total development costs ($1,600,000).

Further, when combining the Construction Period and the first year after construction, the project significantly exceeds the 10% development cost threshold by $45,419,659 dollars.

TMUD Credit Objectives	
TMUD Project Cost	$16,000,000
10% of Development Cost Threshold	**$1,600,000**
Construction Taxes	$19,214,291
First Year Post-Construction Taxes	$27,805,367
Construction + Year 1	**$47,019,659**
Total Taxes	$111,017,850
Achieved 10% Taxes Threshold	**YES**
Achieve Alternative Method Potential	**YES**

EIS Preparer Qualifications

EIS Preparer Qualifications

VISTA SITE SELECTION

Vista Site Selection LLC is a newly formed company, founded in September of 2022 by the law firm Vorys, Sater, Seymour and Pease LLP, focused on economic development, economic analysis, economic incentives and site location consulting. Vista's management team has over 75 years of collective experience in Economic Development and Site Selection in 49 US States and includes certified data analysts, economic consultants and GIS specialists, among others.

Vista's services included:

- ✓ Economic Insights, including Economic Footprint and Economic Impact Analysis
- ✓ Labor Analytics
- ✓ Development of Advanced, Customized Data Analytics Platforms and Mapping
- ✓ Retail Performance and Growth Analytics
- ✓ Return on Investment Insights for Companies and Communities
- ✓ Corporate Site Selection Advisory
- ✓ Tax Credit and Incentives Advisory
- ✓ Economic and Market Analysis

EIS Preparer Qualifications

This analysis will be performed by **Chris Magill**. Chris is a Certified Economist and Managing Director for Vista Site Selection. Chris has significant experience consulting on capital investment projects and has strategically negotiated and analyzed tax credit, grant and loan-financing solutions for capital investment projects in over 20 different states. Further, Chris utilizes data analytics to help better inform business leaders and site administrators on project ROI, economic impacts, site decisions and market conditions. Prior to joining Vista Site Selection, Chris served as the Economic Development Director at the Ice Miller law firm for 11 years, consulting on various matters related to economic development, economic incentives, public-private partnerships, community advisory and economic impact analysis. Prior to his time at Ice Miller, Chris worked at the Ohio Department of Development ("ODOD"), serving as the Executive Director of the Ohio Tax Credit Authority. During his time at ODOD, Chris managed and structured various tax credit programs and co-developed various economic incentive calculation tools.



Chris carries various economic certifications and has nearly 15 years of experience in authoring economic impact statements and analysis tools. Chris has experience instructing economic impact, fiscal return-on-investment and economic development courses for the International Economic Development and the Ohio Economic Development Association. Further, has volunteered his time instructing pro forma development courses for the Knowlton School of Architecture and Fisher College of Business at The Ohio State University in relation to the annual Urban Land Institute Student Heinz Competition and has served as a Planning Committee member and annual speaker for the Ohio Tax Conference. Chris also serves as the Vice President of the Board of Directors of the Ohio Statewide Development Corporation. Chris' credentials include:

- Certified Economist, *IMPLAN*
- Certification in Economic Measurement, *National Association of Business Economics*
- Certification of Business Applications of Statistics and Data Analytics, *National Association of Business Economics*
- Certification of Economic Strategy and Managerial Decision Making, *National Association of Business Economics*
- Master's in Business Administration, *Ohio University*

EIS Preparer Qualifications

The list depicted includes a sample of Chris Magill's economic impact study experience. Chris has authored economic impact studies for projects in more than 25 US States. This includes manufacturing megaprojects, corporate headquarter office projects, mixed-use projects, non-profit projects, policy changes and cultural/sports facility projects, among others.



Economic Impact Project	Locality	Category
Arts N' Stark Market	Canton, Ohio	Retail
Carew Tower	Cincinnati, Ohio	Mixed-Use
Cannabis Industry Analysis	Ohio	New Industry
Central Franklinton Development	Columbus, Ohio	Mixed-Use
Confidential Manufacturing Tenant	Rural Ohio	Manufacturing
Confidential Manufacturing Tenant	Midwestern US	Manufacturing
Multi-State Manufacturing Megaproject (3)	United States	Manufacturing
Confidential Office Headquarters Relocation 1	East Indiana	Office
Confidential Office Headquarters Relocation 2	Central Ohio	Office
Confidential Sports Facility Project 1	Central Ohio	Arena/Stadium
Confidential Sports Facility Project 2	Central Ohio	Arena/Stadium
Confidential Sports Facility Project 3	Ohio	Arena/Stadium
Confidential State-wide ROI Calculator	Confidential	Calculation Tool
Confidential Warehouse Development	Central Ohio	Industrial
CoverMyMeds Campus	Columbus, Ohio	Mixed-Use
CoverMyMeds Campus TMUD Alternative Method Analysis	Columbus, Ohio	Tax Impact Review
Downtown Painesville to Grand River Corridor	Painesville, Ohio	Mixed-Use
Economic Impact of Venture Capital to Ohio	Ohio	Industry
Erieview Tower	Cleveland, Ohio	Mixed-Use
Fairfield Shoe Factory	Lancaster, Ohio	Mixed-Use
Gahanna ROI Calculation Tool	Gahanna, Ohio	Calculation Tool
Goodwill Industries	Indianapolis, Indiana	Retail
Hall of Fame Village Phase 2	Canton, Ohio	Mixed-Use
Hall of Fame Village Phase 2 Alternative Method Analysis	Canton, Ohio	Mixed-Use
High North	Worthington, Ohio	Mixed-Use
Historic Flats	Cleveland, Ohio	Mixed-Use
JPMorgan Chase R&D	Columbus, Ohio	Office/R&D
Mason ROI Calculation Tool	Mason, Ohio	Calculation Tool
Merchant Building/North Market Tower	Columbus, Ohio	Mixed-Use
Montgomery County Fairgrounds	Montgomery County, Ohio	Mixed-Use
Municipal Return-on-Investment/Fiscal Calculator	Grove City, Ohio	Land Use Plan
OEDA Economic Impact and ROI Course	Ohio	Course Instruction
Renkert Building	Canton, Ohio	Mixed-Use
The District at Clifton Heights	Cincinnati, Ohio	Mixed-Use
Trew Automation LLC	Fairfield, Ohio	Office/R&D
Valor Acres	Brecksville, Ohio	Mixed-Use
Water Street District Phase II	Dayton, Ohio	Mixed-Use
Whitehall Development Blueprint	Whitehall, Ohio	Land Use Plan



The Estrella

Transformational Mixed-Use Tax Credit

Economic Impact Statement

Authored by:

VISTA SITE SELECTION

Introduction

This study is prepared by Vista Site Selection, LLC ("Vista"), a third-party entity, on behalf of an application for the Ohio Transformational Mixed-Use Tax Development Credit Program ("TMUD"). This study accomplishes two primary objectives:

1) To verify that increased tax collections resulting from the project will exceed 10% of the estimated eligible project costs and,

2) To articulate the economic impacts of the Project and/or larger Development to the Project Site and Surrounding Area during both the Construction Period, which is the time period in which the Project is being constructed and the Completion Period, which is the 5 years after Project construction is completed.

In accomplishing these objectives, this document will assess the following categories:

- ***Employment*** **-** The projected number of construction, operational, and tenant jobs created as a result of the Project and the average hourly wages for each job type.
- ***Revenue*** **-** Annual revenue projections generated from retail, entertainment, and dining sales.
- ***Tax Revenues*** **-** Annual revenue projections generated from sales tax, income tax, lodging tax, and property tax.

Economic impacts will be calculated utilizing IMPLAN software and the following methodology:

INPUTS

1. Provided by Developer
2. Calculated by Vista using market assumptions and data support



ECONOMIC OUTPUTS

1. Calculated utilizing IMPLAN software
2. Calculated by Vista utilizing IMPLAN rates.



TAX CALCULATIONS

1. Direct taxes calculated by Vista using state and local tax rates.
2. Indirect taxes calculated by Vista from indirect outputs, with some categories calculated using IMPLAN tax estimates and rates.

EIS Framework Categories and Sections

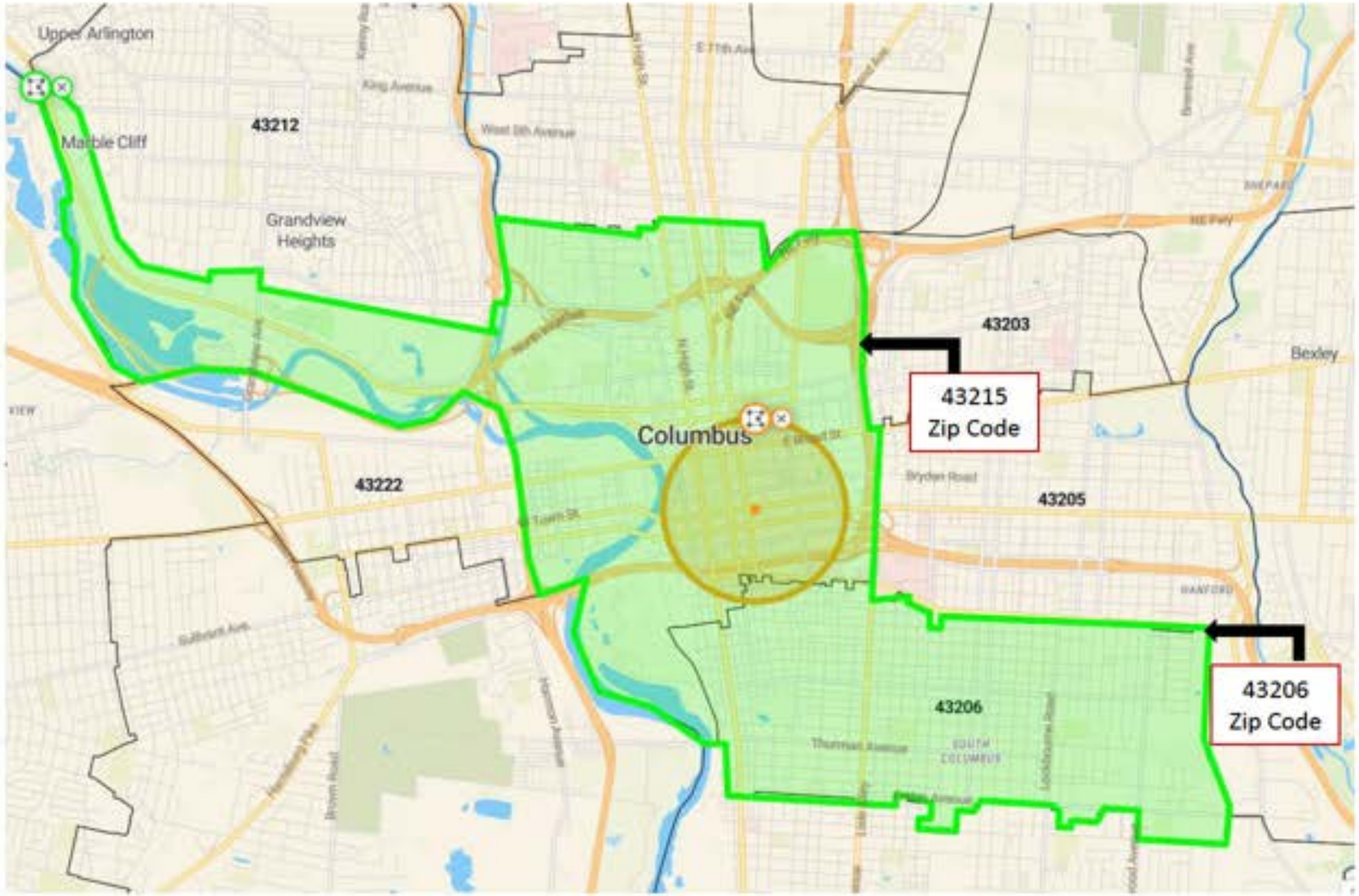
This study illustrates the transformational mixed use development's impact on the development site and surrounding area in terms of retail, entertainment and dining sales, job creation, property values, connectivity, and revenue from sales, income, lodging, and property taxes, as referenced in Ohio Revised Code 122.09(C)(1). The framework in this study will cover this in three major sections: 1) Construction Impacts, 2) Completion Period Impacts and 3) Total Impacts.

	1. Construction Impacts	2. Project Completion Period Impacts
Project	The direct economic impacts of the new construction and/or renovation and rehabilitation of structures included in the Project on the Project site during the construction period.	The direct and indirect economic impacts of the Project as defined in the application in the five years after completion of construction of the Project.
Development (if applicable)	The direct economic impacts of the construction and/or renovation and rehabilitation of structures included in the Development as defined in the application during the construction period. Does not include the Construction Project Impacts described above. If the Project is not part of a larger planned Development, this section is not applicable.	The direct and indirect economic impacts of the Development as defined in the application in the five years after completion of construction of the Project, exclusive of the impacts of the Project as identified above. If the Project is not part of a larger planned Development, this section is not applicable.
Surrounding Area Impacts	The indirect economic impacts caused by the new construction and/or renovation and rehabilitation of structures included in the Project in the surrounding area during the completion period of the Project, excluding any impacts specifically identified below in the Construction Catalyzed Project Impacts section.	The direct and indirect economic impacts caused by the Project in the surrounding area in the five years after completion of construction of the Project, excluding any catalyzed projects specifically identified below in the Catalyzed Project Impacts section.
Catalyzed Projects (if applicable)	The direct and indirect economic impacts from construction of the defined projects in the surrounding area that are directly caused or accelerated by the Project/Development during the completion period of the Project.	The direct and indirect economic impacts of other proposed, defined projects in the surrounding area that are directly caused or accelerated by the Project/Development in the five years after completion of construction of the Project.
	3. Total Impacts (1. Construction Impacts + 2. Project Completion Impacts)	

Project Geography

The Economic Impact geography is referred to as the Surrounding Area, which includes any zip code covered in whole or in part encompassed within a perimeter starting from the transformational mixed used development boundary (**in green**) and extending one-half miles out from that boundary.

The illustration to the right is a .5-mile radius from the Project boundary, illustrating that the radius includes both the 43215 and 43206 zip code.



Taxes & Rate Methodology

For simplicity, the Project, Development, Surrounding Area and Catalyzed Projects follow the same tax rates which are based on the City of Columbus, Franklin County, the Columbus City School District and the State of Ohio. It is worth noting that there may be small variations in the actual tax amounts, compared to these estimated amounts, based on per-parcel levies, other school districts and numerous factors.

Sales Taxes - are calculated using sales and purchases of building tenants, purchases from residents within the Surrounding Area and hotel room stays. In order to account for exemptions, the exemption list provided in the Ohio Department of Taxation Annual Report was utilized and an additional 20% reduction was applied to sales to ensure exempted activities are not counted. Indirect Sales taxes were calculated based off of resident expenditures and estimates of economic output provided by IMPLAN. The combined State and Local rate is 7.5% in Columbus (with 5.75% to the State of Ohio, 1.25% to Franklin County and .50% to the Central Ohio Transit Authority). Sales tax data can be found utilizing the Ohio Department of Taxation's The Finder tax district lookup tool for the project address.

Income Taxes – income taxes are calculate as a percentage of employee compensation of direct employment within the project and indirect employment caused by the project. Income taxes are collected by the State of Ohio (Ohio Withholding Tax) and the City (Municipal Income Tax). Ohio Withholding Taxes utilize a bracketed rate structure based on salary (which for this project is assumed to be 2.6%), while Municipal Income Taxes are fixed and applied to wages and net profits, which is a rate of 2.5%. Lastly, all residents pay a minimum of 2.5% tax on taxable income which may or may not be subject to credits due to resident circumstances. Income tax data can be found utilizing the Ohio Department of Taxation's The Finder tax district lookup tool.

Lodging Taxes – lodging taxes are collected from room sales of guests staying less than 30 days for each stay. Lodging taxes collected by both the City (4.9%) and County (5.1%) for a blended rate of 10%. Lodging rates can be found utilizing the Ohio Department of Taxation's tax analysis data series.

Property Taxes – property taxes are collected by various units of government and published by the County Auditor. Property taxes are assessed at 35% of the market value of the property, then an effective tax rate is applied and distributed to the local government taxing units. The effective tax rate of the property's assessed value is 7.49%

Construction Period Impacts

Methodology

Project Impacts

The value entered in Industry Output for construction represents full cost of the structure as provided by the Developer, and only the structure. Construction cost data was provided by the Developer in all circumstances (each building). This includes hard costs and soft costs. IMPLAN calculates employment based on the number of employees it would take to support the dollar value and type of a given economic event, using a combination of data sources including Census County Business Patterns (CBP), Bureau of Labor Statistics Covered Employment and Wages (CEW) and Bureau of Economic Analysis Regional Economic Accounts (REA) as the basis for its calculation. Further, IMPLAN uses additional data sources to classify its employment estimates into hours worked, headcount and compensation by specific occupation. Occupational source data used by IMPLAN includes Bureau of Labor Statistics (BLS) Occupational Employment Survey (OES), BLS Employment Projections national industry by occupation matrix, Census Bureau American Community Survey (ACS) Public Use Microdata Sample (PUMS) and O*NET™ which is a trademark of the U.S. Department of Labor, Employment and Training Administration. Employees are converted to Full-time equivalent employees (FTEs) by dividing the estimated number of hours of compensation for the job, as calculated by IMPLAN, by 2,080. There are no direct impacts to retail, entertainment and dining as these are not direct construction expenditures.

Surrounding Area Impacts

Surrounding Area impacts during the Construction Period were calculating utilizing IMPLAN. In IMPLAN, the project was modeled as $69,376,403 in Output under the industry 55 - Construction of New Commercial Structures, Including Farm Structures. Construction cost calculations were provided using costs provided by the Developer. Outputs resulting from the construction inputs in IMPLAN were filtered in IMPLAN only to show indirect effects of Project Construction. These impacts were categorized by use, to understand specific impacts to Retail, Entertainment and Dining. Additional categories were created and aggregated if the were sales-taxable transactions.

Catalyzed Project Impacts

Catalyzed Project construction was calculated differently than Project Construction, as detailed information for Catalyzed Projects is not typically available, as such, costs were provided by the catalyzed project developers or estimated based off of square footage data gathered from available project information. In calculating construction impacts, costs were calculated on a per-square foot basis by analyzing comparable building sizes on the Franklin County Auditor's website, costs of recent developments in the area and the size/scale of the project. In all cases, construction costs assumed 60% labor and 40% materials costs, and for purposes of estimating employment, a cost-per-worker of $136,000 was used, the rate provided by IMPLAN for the 43215 zip code. Lastly, average salaries for the area were calculated using IMPLAN employee compensation figures for the 43215 zip code, estimated at $62,100.

Construction Project Impacts

CONSTRUCTION	Project Construction		
	Year 1	Year 2	Totals
Property Value	$58,866,370	$58,866,370	**$117,732,739**
Labor	548.98	548.98	**1098**
Materials	$23,546,548	$23,546,548	**$47,093,096**
Wages	$24,699,970	$24,699,970	**$49,399,939**
DIRECT	**Const. 1**	**Const. 2**	**Total**
Sales Tax	$1,765,991	$1,765,991	**$3,531,982**
Income Tax	$1,259,698	$1,259,698	**$2,519,397**
Lodging Tax	$0	$0	**$0**
Property Tax	$0	$0	**$0**
Total	**$3,025,690**	**$3,025,690**	**$6,051,379**

Construction Development Impacts

This section is intentionally left blank.

Construction Surrounding Area Impacts

SURROUNDING AREA	Project Construction		
	Year 1	Year 2	Const. Total
FTEs	13.50	13.50	**27.00**
Payroll	$909,682	$909,682	**$1,819,363**
Retail	[redacted]	[redacted]	[redacted]
Entertainment	[redacted]	[redacted]	[redacted]
Dining	[redacted]	[redacted]	[redacted]
INDIRECT	**Const. 1**	**Const. 2**	
Sales Basis	[redacted]	[redacted]	[redacted]
Income Basis	[redacted]	[redacted]	[redacted]
Lodging Basis	[redacted]	[redacted]	[redacted]
Property Basis	[redacted]	[redacted]	[redacted]
Sales Tax	$158,939	$163,707	**$322,647**
Income Tax	$46,394	$46,393.76	**$92,788**
Lodging Tax	$143,142	$143,142	**$286,283**
Property Tax	$88,037	$90,678	**$178,715**
Total	**$436,512**	**$443,921**	**$880,432**

Construction Catalyzed Project Impacts

CATALYZED PROJECTS	Catalyzed Project Construction		
	Year 1	Year 2	Total
TOTALS			
Construction Cost Basis	$295,856,500	$295,856,500	**$591,713,000**
Construction Materials	$59,171,300	$59,171,300	**$118,342,600**
FTEs	1088	1088	**2,175**
Payroll	$67,546,649	$67,546,649	**$135,093,299**
Retail	[redacted]	[redacted]	[redacted]
Entertainment	[redacted]	[redacted]	[redacted]
Dining	[redacted]	[redacted]	[redacted]

DIRECT & INDIRECT	Const. 1	Const. 2	Construction Totals
Sales Tax	$7,327,032	$7,327,032	**$14,654,064**
Income Tax	$3,444,879	$3,444,879	**$6,889,758**
Lodging Tax	$289,995	$289,995	**$579,991**
Property Tax	$1,479,283	$1,479,283	**$2,958,565**
Total	$12,541,189	$12,541,189	**$25,082,378**

Timeline for Phases

This section is intentionally left blank as the Development will not be multi-phased.

Completion Period Impacts

Methodology

Project Impacts

In calculating the project, the Developer provided data related to project costs, commercial and residential rents, residential unit data and tenant names and uses. Vista calculated wage rates, estimated sales and purchases. These inputs are detailed on the following page. The project includes a rooftop restaurant and event space, which assume higher-end sales per square footage rates given its blend of uses and lack of roof-top dining within a walkable distance in the area. The office is expected to house two smaller headquarters or regional corporate operations, which will carry a project wage of $52.88, which is the rate for the Surrounding Area in this specific category of use (assumptions are from *Lightcast and BLS occupational data for Surrounding Area zip codes, 2023*). The grocery spaces will be a first-of-its kind use, which combines a healthy foods grocery with a food-market concept. In order to accurately project sales per square foot of this unique use, two brands were utilized 1) Trader Joes and 2) Eataly (a food market brand in Chicago, Dallas and other markets). The collective sales per square foot rates of these brands were $2,130 (*Leaders.com - Trader Joe's Secret To Success*) and $1,710 respectively (*New York Times - At Eataly, the Ovens and the Cash Registers Are Hot)*.

Other metrics, such as household incomes of the residents and resident spending in the Surrounding Area were calculated by Vista. Resident expenditures were calculated using averages from the *2020 Consumer Expenditure Survey – Shares of Annual Aggregate expenditures and sources of income*. Household income assumptions were calculated using Census and HUD average family income estimates for 1-person, 2-person and 3-person families at 100% and 120% Area Median Income averages. Each consumer expenditure category was assigned an "absorption rate" to account for any expenditures that cannot be made within the Surrounding Area.

Surrounding Area Impacts

Surrounding Area impacts were calculated primarily utilizing IMPLAN data. Metrics including FTEs, payroll, retail, dining and entertainment sales came directly from IMPLAN's indirect effects of Project impacts. Property taxes were calculated directly from IMPLAN, while sales taxes were calculated by aggregating resulting IMPLAN industry transactions into use categories, including Retail, Entertainment, Dining and other sales-taxable use categories. The indirect impact the Project will have on property values is largely based on two primary metrics: 1) the majority of the Surrounding Area's land area's census tracts or "low access" tracts, more than 33% of population are more than a half-mile from access to a nearby supermarket, supercenter or grocery store and 2) based on an analysis by ATTOM a leading real estate data provider for land and property data, home prices increase by 43% within the presence of a grocery store. The significance of food options to the area can provide healthy food choice and options to be low-income household and higher income households, which both surround the property within a half-mile. In order to quantify this impact, Surrounding Area home values were calculated using census data, and a 43% value appreciation was applied to these values, annualized to a property value impact of 9.8% growth annually. The 9.8% was reduced by a 13% discount to adjust what is a national growth rate rate to Columbus Region price points (based off of the 87.36 Columbus price parity rate - *Columbus, Ohio Regional Price Parities: Housing, St. Louis Federal Reserve, 2023*). The Surrounding Area's blended median home value is $242,027, aggregated to $2.4 billion based on the 10,227 single family homes in the area. This growth rate is acceptable as it the Project's half-mile radius growth rate is already extremely high (property values increased by 43% in the Surrounding Area over the last year, from an analysis of data using Franklin County's GIS Parcel Viewer tool), providing a strong degree of certainty the Project's indirect growth impact at 9.8% annually to single family home values is acceptable.

Catalyzed Project Impacts

Catalytic projects follow a different method, given the prospective nature of the developments and lack of detail beyond planned square footage and uses. Projects were identified as either caused or accelerated by the Project based on a thorough analysis of the Project's impacts and the timing of planned projects within the area, including what year during the Project's Completion period each project would come online. Square footage was applied to a standard rate table be use and resulting figures were calculated into a series of tables for each project. This document elaborates on the methods and rates in later sections.

Project Inputs

INPUTS	Sales/Purchases	FTEs	Hourly Rate	Payroll	Units	Residents	Tourists	Resident Incomes	Resident Spending
Residential Units	$[redacted]	19.32	$21.63	$869,486	290	553	0	$27,078,290	$8,963,858
Rooftop Restaurant	$[redacted]	45.00	$15.38	$1,440,000	0	0	0	$0	$0
Grocery	$[redacted]	30.53	$16.01	$1,016,506	0	0	0	$0	$0
Parking	$[redacted]	6.25	$16.83	$218,855	0	0	0	$0	$0
Office	$[redacted]	190.20	$98.56	$38,991,000	0	0	0	$0	$0
Restaurant-Event Space	$[redacted]	27.00	$15.38	$864,000	0	0	0	$0	$0

Project Impacts

	Post-Construction Completion Period					
PROJECT	Year 1	Year 2	Year 3	Year 4	Year 5	Total
FTEs	318	318	318	318	318	**318**
Operations FTEs (SIC Code 37, 43, 49)	23	23	23	23	23	**23**
Tenant FTEs	295	295	295	295	295	**295**
Payroll	$43,399,847	$45,569,839	$47,848,331	$50,240,748	$52,752,785	**$52,752,785**
Operations Payroll	$1,130,996	$1,187,546	$1,246,923	$1,309,269	$1,374,733	**$1,374,733**
Tenant Payroll	$42,268,851	$44,382,293	$46,601,408	$48,931,478	$51,378,052	**$51,378,052**
Retail	[redacted]					
Entertainment	[redacted]					
Dining	[redacted]					
DIRECT	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**Total**
Sales Basis	[redacted]					
Income Basis	[redacted]					
Lodging Basis	[redacted]					
Property Basis	[redacted]					
Sales Tax	$3,464,359	$3,637,577	$3,819,456	$4,010,429	$4,210,950	**$19,142,772**
Income Tax	$2,763,966	$2,902,164	$3,047,272	$3,199,636	$3,359,618	**$15,272,655**
Lodging Tax	$424,000	$445,200	$467,460	$490,833	$515,375	**$2,342,868**
Property Tax	$3,090,187	$3,352,853	$3,637,845	$3,947,062	$4,282,562	**$18,310,509**
Total	**$9,742,512**	**$10,337,794**	**$10,972,034**	**$11,647,960**	**$12,368,505**	**$55,068,804**

An annual growth factor of 5% was applied to payroll, sales and property growth based on an examination of the last three years of the 12-month percentage change in the Consumer Price Index (BLS – 12 Month Change- All items in U.S. city average, all urban consumers, not seasonally adjusted). Each half-year 12-month ending percent change was averaged to arrive at 5.50%.

Development Impacts

This section is intentionally left blank.

Indirect Surrounding Area Property Value

Project's Indirect Impact to Home Values	Base Year	Year 1	Year 2	Year 3	Year 4	Year 5
43215	$527,099,600	$572,040,112	$620,812,252	$673,742,704	$731,186,007	$793,526,926
43206	$1,948,115,000	$2,114,211,285	$2,294,468,939	$2,490,095,361	$2,702,400,891	$2,932,807,591
Total Property Value	**$2,475,214,600**	**$2,686,251,397**	**$2,915,281,191**	**$3,163,838,065**	**$3,433,586,899**	**$3,726,334,518**
Baseline (Assumes 2% Base Growth)	**$2,475,214,600**	**$2,524,718,892**	**$2,575,213,270**	**$2,626,717,535**	**$2,679,251,886**	**$2,732,836,924**
Net Increase	$0	**$161,532,505**	**$340,067,921**	**$537,120,530**	**$754,335,013**	**$993,497,594**
Taxes		**$4,958,240**	**$10,438,385**	**$16,486,915**	**$23,154,313**	**$30,495,409**

Supporting Statistics	Single Family Homes	Median SF Home Price	Source
43215	1,412	$373,300	Census 2022; PolicyMap
43206	8,815	$221,000	Census 2022; PolicyMap

	Rate	
1/2-mile radius Assessed Value Change 2021-2022	43%	Franklin County Auditor - Parcel Viewer - Custom Radius (1/2-mile of Project Address)
Healthy Market Impact Property Value Impact Rate	9.80%	ATTOM Real Estate; Annualized by Vista
Columbus, Ohio Regional Price Parity - Housing	0.87	Regional Price Parities: Services: Housing for Columbus, OH (MSA US BEA - St. Louis Federal Reserve, 2023

Surrounding Area Impacts

SURROUNDING AREA	Year 1	Year 2	Year 3	Year 4	Year 5	Total
FTEs	88	110	138	172	215	**215**
Payroll	$3,756,044	$4,695,055	$5,868,819	$7,336,023	$9,170,029	**$9,170,029**
Retail	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Entertainment	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Dining	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]

INDIRECT	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Sales Basis	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Income Basis	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Lodging Basis	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Property Basis	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Sales Tax	$4,148,522	$4,355,948	$4,573,745	$4,802,432	$5,042,554	**$22,923,200**
Income Tax	$191,558.24	$201,136	$211,193	$221,753	$232,840	**$1,058,480**
Lodging Tax	$7,512	$9,390	$11,738	$14,672	$18,340	**$61,652**
Property Tax	$4,239,820	$8,925,923	$14,098,056	$19,799,388	$26,076,801	**$73,139,988**
Total	**$8,587,412**	**$13,492,397**	**$18,894,732**	**$24,838,245**	**$31,370,535**	$97,183,321

Catalyzed Project Impacts

The Catalytic Effect of the Project is quantified in this section. The projects catalyzed in this section all fall within Project's half-mile radius and are planned to be placed into series after this Project is complete. Each project was analyzed as being caused or accelerated by the Project, with attestations from selected Developers noted in Appendix A. Further, project impacts are captured during the five-year completion period in each project's corresponding table. The assumptions below were used to calculate impacts from development square footage programs of each catalyzed project. The following page overviews how these were calculated into FTES, Payroll, Sales and Taxes.

Catalyzed Project Rates	SF/Jobs	Salary	Sales/SF	Room Sales/SF	Rent/SF	Methodology
Apartment	15,000	$35,000	$31	$0	$25	Uses comparable market data within the Franklin County, Ohio Region, data provided by Developer and Rent.com rent estimates.
Hotel	700	$35,000	$100	$100	$0	Uses comparable hotel sales data for large cities.
Industrial	750	$55,000	$0	$0	$0	US Energy Administration Commercial Buildings Energy Survey, BLS/Lightcast
Office	350	$90,000	$25	$0	$0	Lightcast & BLS Data for Surrounding Area for Business Occupations
Restaurant	600	$25,000	$350	$0	$0	US Energy Administration Commercial Buildings Energy Survey, BLS/Lightcast
Retail	450	$30,000	$300	$0	$0	US Energy Administration Commercial Buildings Energy Survey, BLS/Lightcast

	Operations Rate	*Construction Rate*	
% Jobs Dedicated to Operations	15%		Uses typical mix or type and area supported by IMPLAN
Indirect Retail Sales Rate	5%	2%	Uses typical mix or type and area supported by IMPLAN
Indirect Entertainment Sales Rate	7%	3%	Uses typical mix or type and area supported by IMPLAN
Indirect Dining Sales	10%	4%	Uses typical mix or type and area supported by IMPLAN
Construction Output/Worker		$136,000	Uses typical mix or type and area supported by IMPLAN
EC/Worker		$62,100	Uses typical mix or type and area supported by IMPLAN
% Cost Related to Construction Materials		40%	Typical method utilzied by RSMeans Construction Data
Sales Taxable Purchases	95%	100%	Analyzed exempt uses in relation to project from OTAX
Lodging Impact	2%	2%	Uses US Tourism Sattelite Accounts to estimate lodging impact of activity
Property Impact	12.5%	0.5%	Assumes typical indirect property value impact based on IMPLAN data
Value at Cost	85%	85%	Assumes market value based on hard costs from analysis of Auditor data
Renter HH Income	$65,100		Utilizes Census/ACS and HUD Data to Assume Area Family Incomes
Renters per SF	600		Calculated based on typical SF needed per renter from sample projects
Lodging Per-Diem		$227	PBMares CPAs and Consultant's Guidance for Contractors Who Use Per Diems
Worker Travel %		15%	Based on analysis of Lightcast inbound commuter data to the Surrounding Area
Worker Annual Weekdays		78.3	Assumes 30% of the weekdays "travel workers" commute to work and use a Per-Diem

Catalyzed Project Impacts

Each Catalytic Project is calculated utilizing the following methodology in correspondence with the rates from the previous page:

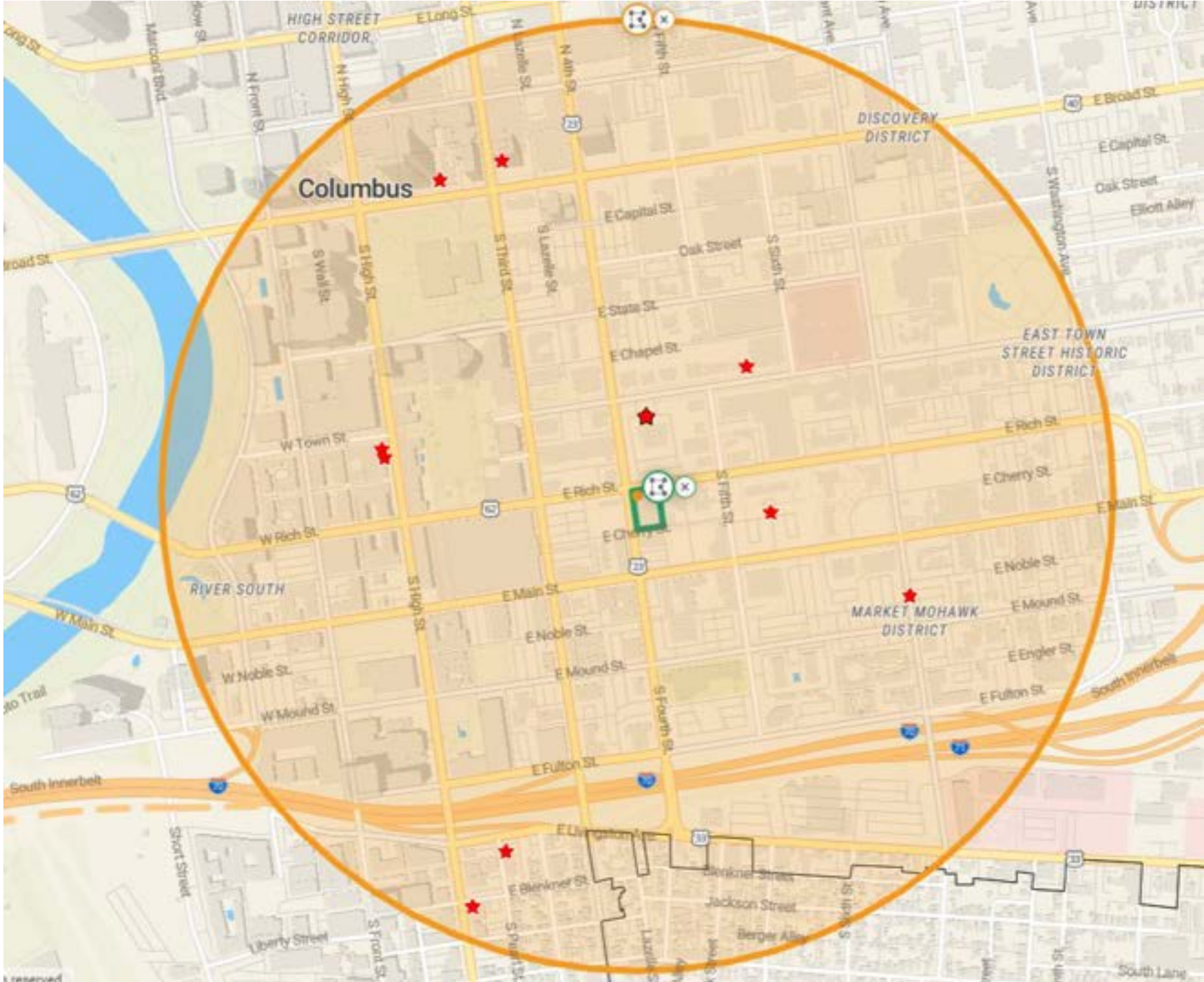
Category	Methodology
FTEs/Payroll	Calculates FTEs per SF by use and payroll using BLS wage data for each overarching use.
Operations FTEs/Payroll	Assumes the 15% of FTES are dedicated to operations, based on IMPLAN's typical mix of operations occupation categories, which includes two-level SIC code categories 37, 43 and 49.
Tenant FTEs/Payroll	Assumes the 75% of FTES are tenants, which is based off of a typical IMPLAN mix for the area, removing two-level SIC code categories 37, 43 and 49.
Retail	Assumes a standard calculation for each project which assumes that a percentage of total sales are re-spent to retail uses by indirect economic activity. The percentages were used analyzing a sample of IMPLAN indirect impacts for industries aggregated into a Retail category.
Entertainment	Assumes a standard calculation for each project which assumes that a percentage of total sales are re-spent to retail uses by indirect economic activity. The percentages were used analyzing a sample of IMPLAN indirect impacts for industries aggregated into a Entertainment category.
Dining	Assumes a standard calculation for each project which assumes that a percentage of total sales are re-spent to retail uses by indirect economic activity. The percentages were used analyzing a sample of IMPLAN indirect impacts for industries aggregated into a Dining category.

Catalyzed Project Summary

Catalyzed Projects within a half-mile Radius of the The Estrella in Columbus, Ohio

Project	Address		Placed Into Service	SF	Residential	Hotel	Office	Restaurant	Retail	Projected Cost
Chase Tower Historic Rehab		100 E. Broad St.	2027	**304,200**	**291,200**	-	-	-	**13,000**	**$65,403,000**
Mound and Grant		328 S. Grant Ave.	2027	**220,000**	**220,000**	-	-	-	-	**$47,300,000**
Jaycee Arms Addition		266 E. Main St.	2027	**160,000**	**120,000**	-	**40,000**	-	-	**$40,000,000**
171 S. High		171 S. High St,	2027	**144,474**	**131,340**	-	-	-	**13,134**	**$31,061,910**
The Pierre		514 S. High St.	2027	**118,079**	**116,279**	-	-	-	**1,800**	**$25,000,000**
McGown Hotel		31 E. Livingston Ave.	2027	**95,377**	-	**85,377**	-	**10,000**	-	**$35,000,000**
Food Hall		167 S. High St.	2027	**32,104**	-	-	-	**32,104**	-	**$7,223,400**
Market Mohawk Center		250 E. Town St.	2027	**24,000**	**6,000**	-	**18,000**	-	-	**$8,500,000**
60 on Broad		60 E. Broad St.	2027	**15,666**	**12,533**	-	-	-	**3,133**	**$3,368,190**
Holiday Inn Site		175 E. Town St	2027	**132,000**	**132,000**	-	-	-	-	**$33,000,000**
Totals				**1,245,900**	**1,029,352**	**85,377**	**58,000**	**42,104**	**31,067**	**$295,856,500**

Catalyzed Project Locations



Catalyzed Project List

Catalyzed Project: Chase Tower Historic Rehab

Location: 100 E. Broad St., Columbus, Ohio 43215

Summary: the Chase Tower Historic Rehab project includes a renovation of the Chase Tower office building into 291.200 square feet of residential space. The Estrella will provide premium entertainment and food and beverage options for the Tower's residents within a walkable distance from the building, serving as an optimal amenity for building tenants and accelerating the development by creating higher demand for unit occupancy.

Chase Tower Historic Rehab	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7
Value Table	$0	$0	$65,403,000	$65,403,000	$65,403,000	$65,403,000	$65,403,000
Placed Into Service			1	1	1	1	1
Construction Costs	$65,403,000	$65,403,000					
Apartment			291,200	291,200	291,200	291,200	291,200
Hotel							
Industrial							
Office							
Restaurant							
Retail							
Construction FTEs	240	240	0	0	0	0	0
Construction Payroll	$14,932,082	$14,932,082	$0	$0	$0	$0	$0
Construction Purchases	[redacted]	[redacted]	$0	$0	$0	$0	$0
Retail	[redacted]	[redacted]	$0	$0	$0	$0	$0
Entertainment	[redacted]	[redacted]	$0	$0	$0	$0	$0
Dining	[redacted]	[redacted]	$0	$0	$0	$0	$0
Sales Tax	$1,129,917	$1,081,837	$0	$0	$0	$0	$0
Income Tax	$761,536	$761,536	$0	$0	$0	$0	$0
Lodging Tax	$64,107	$64,107	$0	$0	$0	$0	$0
Property Tax	$327,015	$327,015	$0	$0	$0	$0	$0
Total	**$2,282,576**	**$2,234,495**	**$0**	**$0**	**$0**	**$0**	**$0**
FTEs	-	-	19	19	19	19	19
Operations FTEs (37, 43, 49)	-	-	3	3	3	3	3
Tenant FTEs	-	-	17	17	17	17	17
Payroll	$0	$0	$679,467	$679,467	$679,467	$679,467	$679,467
Operations Payroll	$0	$0	$101,920	$101,920	$101,920	$101,920	$101,920
Tenant Payroll	$0	$0	$577,547	$577,547	$577,547	$577,547	$577,547
Retail	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Entertainment	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Dining	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Sales Basis	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Income Basis	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Lodging Basis	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Property Basis	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Sales Tax	$0	$0	$497,205	$504,652.33	$512,100	$519,547	$526,995
Income Tax	$0	$0	$824,533	$826,265	$827,998	$829,731	$831,463
Lodging Tax	$0	$0	$13,259	$14,130	$15,022	$15,933	$16,864
Property Tax	$0	$0	$1,641,925	$1,651,063	$1,660,201	$1,669,339	$1,678,477
Total	**$0**	**$0**	**$2,976,921**	**$2,996,111**	**$3,015,320**	**$3,034,550**	**$3,053,799**

Catalyzed Project List

Catalyzed Project: Mound and Grant

Location: 328 S. Grant Ave., Columbus, Ohio 43215

Summary: the Mound and Grant project includes 220,200 square feet of residential space. The Estrella will provide premium entertainment and food and beverage options for the Tower's residents within a walkable distance from the building, serving as an optimal amenity for building tenants and accelerating the development by creating higher demand for unit occupancy.

Mound and Grant	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7
Value Table	$0	$0	$47,300,000	$47,300,000	$47,300,000	$47,300,000	$47,300,000
Placed Into Service			1	1	1	1	1
Construction Costs	$47,300,000	$47,300,000					
Apartment			220,000	220,000	220,000	220,000	220,000
Hotel							
Industrial							
Office							
Restaurant							
Retail							
Construction FTEs	174	174	0	0	0	0	0
Construction Payroll	$10,799,007	$10,799,007	$0	$0	$0	$0	$0
Construction Purchases	[redacted]	[redacted]	$0	$0	$0	$0	$0
Retail	[redacted]	[redacted]	$0	$0	$0	$0	$0
Entertainment	[redacted]	[redacted]	$0	$0	$0	$0	$0
Dining	[redacted]	[redacted]	$0	$0	$0	$0	$0
Sales Tax	$890,059	$855,287	$0	$0	$0	$0	$0
Income Tax	$550,749	$550,749	$0	$0	$0	$0	$0
Lodging Tax	$46,363	$46,363	$0	$0	$0	$0	$0
Property Tax	$236,500	$236,500	$0	$0	$0	$0	$0
Total	**$1,723,671**	**$1,688,899**	**$0**	**$0**	**$0**	**$0**	**$0**
FTEs	-	-	15	15	15	15	15
Operations FTEs (37, 43, 49)	-	-	2	2	2	2	2
Tenant FTEs	-	-	12	12	12	12	12
Payroll	$0	$0	$513,333	$513,333	$513,333	$513,333	$513,333
Operations Payroll	$0	$0	$77,000	$77,000	$77,000	$77,000	$77,000
Tenant Payroll	$0	$0	$436,333	$436,333	$436,333	$436,333	$436,333
Retail	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Entertainment	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Dining	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Sales Basis	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]5
Income Basis	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted] Basis	$0	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Property Basis	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Sales Tax	$0	$0	$270,393	$276,020	$281,646	$287,273	$292,899
Income Tax	$0	$0	$622,930	$624,239	$625,548	$626,857	$628,166
Lodging Tax	$0	$0	$7,210	$7,729	$8,262	$8,810	$9,373
Property Tax	$0	$0	$1,187,454	$1,194,063	$1,200,671	$1,207,280	$1,213,889
Total	**$0**	**$0**	**$2,087,988**	**$2,102,050**	**$2,116,127**	**$2,130,220**	**$2,144,327**

Catalyzed Project List

Catalyzed Project: Jaycee Arms Addition

Location: 266 E. Main Street, Columbus, Ohio 43215

Summary: Affordable housing developer NCJC Housing and Development Foundation is proposing to build two, five-story apartment buildings with ground floor retail and a space for a culinary training program. The culinary training space is estimated at 40,000 square feet. The developer has stated in its letter that "The Estrella will serve as a catalyst in the development of our project and others in the area, offering employment and services opportunities for our residents, upon its planned completion…" and will "benefit our NCJC Downtown Campus LIHTC Development and our residents by not only offering immediate access for groceries, but offering potential employment opportunities through its planning of local sustainably focused urban market and rooftop restaurant within walking distance." The letter is attached to Appendix A of this document.

Jaycee Arms Addition	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**Year 6**	**Year 7**
Value Table	**$0**	**$0**	**$40,000,000**	**$40,000,000**	**$40,000,000**	**$40,000,000**	**$40,000,000**
Placed Into Service			1	1	1	1	1
Construction Costs	$40,000,000	$40,000,000					
Apartment			120,000	120,000	120,000	120,000	120,000
Hotel							
Industrial							
Office			40,000	40,000	40,000	40,000	40,000
Restaurant							
Retail							
Construction FTEs	147	147	0	0	0	0	0
Construction Payroll	$9,132,353	$9,132,353	$0	$0	$0	$0	$0
Construction Purchases	$[redacted]	$[redacted]	$0	$0	$0	$0	$0
Retail	[redacted]	[redacted]4	$0	$0	$0	$0	$0
Entertainment	$[redacted]	$[redacted]	$0	$0	$0	$0	$0
Dining	$[redacted]	$[redacted]	$0	$0	$0	$0	$0
Sales Tax	$752,692	$723,287	$0	$0	$0	$0	$0
Income Tax	$465,750	$465,750	$0	$0	$0	$0	$0
Lodging Tax	$39,208	$39,208	$0	$0	$0	$0	$0
Property Tax	$200,000	$200,000	$0	$0	$0	$0	$0
Total	**$1,457,650**	**$1,428,244**	**$0**	**$0**	**$0**	**$0**	**$0**
FTEs	-	-	275	275	275	275	275
Operations FTEs (37, 43, 49)	-	-	41	41	41	41	41
Tenant FTEs	-	-	233	233	233	233	233
Payroll	$0	$0	$24,280,000	$24,280,000	$24,280,000	$24,280,000	$24,280,000
Operations Payroll	$0	$0	$3,642,000	$3,642,000	$3,642,000	$3,642,000	$3,642,000
Tenant Payroll	$0	$0	$20,638,000	$20,638,000	$20,638,000	$20,638,000	$20,638,000
Retail	$0	$0	$[redacted]	$[redacted]	$[redacted]	$[redacted]	[redacted]8
Entertainment	$0	$0	$[redacted]	$[redacted]	$[redacted]	$[redacted]	[redacted]7
Dining	$0	$0	$[redacted]	$[redacted]	$[redacted]	$[redacted]	[redacted]
Sales Basis	$0	$0	$[redacted]	$[redacted]	$[redacted]	$[redacted]	[redacted]
Income Basis	$0	$0	$[redacted]	$[redacted]	$[redacted]	$[redacted]	[redacted]
Lodging Basis	$0	$0	$[redacted]	$[redacted]	$[redacted]	$[redacted]	[redacted]
Property Basis	$0	$0	$[redacted]	$[redacted]	$[redacted]	$[redacted]	[redacted]
Sales Tax	$0	$0	$238,987	$242,881	$246,775	$250,669	$254,563
Income Tax	$0	$0	$1,563,780	$1,625,694	$1,687,608	$1,749,522	$1,811,436
Lodging Tax	$0	$0	$6,373	$6,801	$7,239	$7,687	$8,146
Property Tax	$0	$0	$1,004,189	$1,009,778	$1,015,367	$1,020,956	$1,026,544
Total	**$0**	**$0**	**$2,813,330**	**$2,885,154**	**$2,956,989**	**$3,028,834**	**$3,100,690**

Catalyzed Project List

Catalyzed Project: 171 S. High

Location: 171 S. High Street, Columbus, Ohio 43215.

Summary: The two buildings on South High Street tin Downtown Columbus will demolished under the plan. In their place would rise a 15-story building with ground-floor retail topped by three levels of parking, 10 levels of apartments and a top floor with mechanicals. The 200 apartments in the complex would include studios and one- and two-bedroom units. Not only will the residents have a walkable fresh foods grocery within the Estrella to utilize, the Estrella's own residents are estimated to spend $1.4 million annually on retail that supports the retail portion of this development.

171 S. High	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7
Value Table	$0	$0	$31,061,910	$31,061,910	$31,061,910	$31,061,910	$31,061,910
Placed Into Service			1	1	1	1	1
Construction Costs	$31,061,910	$31,061,910					
Apartment			131,340	131,340	131,340	131,340	131,340
Hotel							
Industrial							
Office							
Restaurant							
Retail			13,134	13,134	13,134	13,134	13,134
Construction FTEs	114	114	0	0	0	0	0
Construction Payroll	$7,091,708	$7,091,708	$0	$0	$0	$0	$0
Construction Purchases	[redacted]	[redacted]	$0	$0	$0	$0	$0
Retail	[redacted]	[redacted]	$0	$0	$0	$0	$0
Entertainment	[redacted]	[redacted]	$0	$0	$0	$0	$0
Dining	[redacted]	[redacted]	$0	$0	$0	$0	$0
Sales Tax	$584,502	$561,667	$0	$0	$0	$0	$0
Income Tax	$361,677	$361,677	$0	$0	$0	$0	$0
Lodging Tax	$30,447	$30,447	$0	$0	$0	$0	$0
Property Tax	$155,310	$155,310	$0	$0	$0	$0	$0
Total	**$1,131,935**	**$1,109,100**	**$0**	**$0**	**$0**	**$0**	**$0**
FTEs	-	-	9	38	38	38	38
Operations FTEs (37, 43, 49)	-	-	1	6	6	6	6
Tenant FTEs	-	-	7	32	32	32	32
Payroll	$0	$0	$306,460	$1,182,060	$1,182,060	$1,182,060	$1,182,060
Operations Payroll	$0	$0	$45,969	$177,309	$177,309	$177,309	$177,309
Tenant Payroll	$0	$0	$260,491	$1,004,751	$1,004,751	$1,004,751	$1,004,751
Retail	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Entertainment	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Dining	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Sales Basis	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Income Basis	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Lodging Basis	$0	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Property Basis	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted] Tax	$0	$0	$454,773	$458,023	$461,274	$464,525	$467,775
Income Tax	$0	$0	$371,889	$419,559	$422,573	$425,588	$428,602
Lodging Tax	$0	$0	$12,127	$12,825	$13,531	$14,245	$14,969
Property Tax	$0	$0	$779,801	$784,141	$788,481	$792,821	$797,161
Total	**$0**	**$0**	**$1,618,590**	**$1,674,548**	**$1,685,859**	**$1,697,179**	**$1,708,507**



Columbus Underground rendering via Cleveland-based Harsax Management Company designed by NBBJ

Catalyzed Project List

Catalyzed Project: Food Hall

Location: 167 S. High Street, Columbus, Ohio 43215

Summary: proposed by Cleveland-based Harsax Management Company, the same developer of 171 S. High Street, this would neighbor and complement the 171 S. High Development as a Food Hall concept that would bring a food court style dining experience that would be Supplemented by The Estrella. Further, The Estrella would accelerate the Food Hall as a proof of concept for a market-like food operation with vendors in the Downtown Columbus area.

Food Hall	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**Year 6**	**Year 7**
Value Table	**$0**	**$0**	**$7,223,400**	**$7,223,400**	**$7,223,400**	**$7,223,400**	**$7,223,400**
Placed Into Service			$1	1	1	1	1
Construction Costs	$7,223,400	$7,223,400					
Apartment							
Hotel							
Industrial							
Office							
Restaurant			32,104	32,104	32,104	32,104	32,104
Retail							
Construction FTEs	27	27	0	0	0	0	0
Construction Payroll	$1,649,166	$1,649,166	$0	$0	$0	$0	$0
Construction Purchases	[redacted]	[redacted]	$0	$0	$0	$0	$0
Retail	[redacted]	[redacted]	$0	$0	$0	$0	$0
Entertainment	[redacted]	[redacted]	$0	$0	$0	$0	$0
Dining	[redacted]	[redacted]	$0	$0	$0	$0	$0
Sales Tax	$135,925	$130,615	$0	$0	$0	$0	$0
Income Tax	$84,107	$84,107	$0	$0	$0	$0	$0
Lodging Tax	$7,080	$7,080	$0	$0	$0	$0	$0
Property Tax	$36,117	$36,117	$0	$0	$0	$0	$0
Total	**$263,230**	**$257,920**	**$0**	**$0**	**$0**	**$0**	**$0**
FTEs	-	-	54	54	54	54	54
Operations FTEs (37, 43, 49)	-	-	8	8	8	8	8
Tenant FTEs	-	-	45	45	45	45	45
Payroll	$0	$0	$1,337,667	$1,337,667	$1,337,667	$1,337,667	$1,337,667
Operations Payroll	$0	$0	$200,650	$200,650	$200,650	$200,650	$200,650
Tenant Payroll	$0	$0	$1,137,017	$1,137,017	$1,137,017	$1,137,017	$1,137,017
Retail	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Entertainment	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]0
Dining	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Sales Basis	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Income Basis	$0	$[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Lodging Basis	$0	$[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Property Basis	$0	$0	$[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Sales Tax	$0	$0	$1,028,131	$1,037,401	$1,046,671	$1,055,941	$1,065,211
Income Tax	$0	$0	$68,221	$71,632	$75,043	$78,454	$81,865
Lodging Tax	$0	$0	$27,417	$29,047	$30,702	$32,382	$34,087
Property Tax	$0	$0	$181,342	$182,351	$183,360	$184,369	$185,379
Total	**$0**	**$0**	**$1,305,110**	**$1,320,431**	**$1,335,776**	**$1,351,146**	**$1,366,541**

Catalyzed Project List

Catalyzed Project: The Pierre

Location: 514 S. High Street, Columbus, Ohio 43215

Summary: the Pierre project includes 116,279 square feet of residential space. The Estrella will provide premium entertainment and food and beverage options for the Tower's residents within a walkable distance from the building, serving as an optimal amenity for building tenants and accelerating the development by creating higher demand for unit occupancy. Not only will the residents have a walkable fresh foods grocery within the Estrella to utilize, the Estrella's own residents are estimated to spend $1.4 million annually on retail that supports the retail portion of this development.

The Pierre	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7
Value Table	$0	$0	$25,000,000	$25,000,000	$25,000,000	$25,000,000	$25,000,000
Placed Into Service			$1	1	1	1	1
Construction Costs	$25,000,000	$25,000,000					
Apartment			116,279	116,279	116,279	116,279	116,279
Hotel							
Industrial							
Office							
Restaurant							
Retail			1,800	1,800	1,800	1,800	1,800
Construction FTEs	92	92	0	0	0	0	0
Construction Payroll	$5,707,721	$5,707,721	$0	$0	$0	$0	$0
Construction Purchases	[redacted]	[redacted]	$0	$0	$0	$0	$0
Retail	[redacted]	[redacted]	$0	$0	$0	$0	$0
Entertainment	[redacted]	[redacted]	$0	$0	$0	$0	$0
Dining	[redacted]	[redacted]	$0	$0	$0	$0	$0
Sales Tax	$470,433	$452,054	$0	$0	$0	$0	$0
Income Tax	$291,094	$291,094	$0	$0	$0	$0	$0
Lodging Tax	$24,505	$24,505	$0	$0	$0	$0	$0
Property Tax	$125,000	$125,000	$0	$0	$0	$0	$0
Total	**$911,031**	**$892,653**	**$0**	**$0**	**$0**	**$0**	**$0**
FTEs	-	-	12	12	12	12	12
Operations FTEs (37, 43, 49)	-	-	2	2	2	2	2
Tenant FTEs	-	-	10	10	10	10	10
Payroll	$0	$0	$391,318	$391,318	$391,318	$391,318	$391,318
Operations Payroll	$0	$0	$58,698	$58,698	$58,698	$58,698	$58,698
Tenant Payroll	$0	$0	$332,620	$332,620	$332,620	$332,620	$332,620
Retail	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Entertainment	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Dining	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Sales Basis	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Income Basis	$0	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]1
Lodging Basis	$0	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Property Basis	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Sales Tax	$0	$0	$132,847	$133,293	$133,738	$134,184	$134,629
Income Tax	$0	$0	$335,364	$336,362	$337,360	$338,358	$339,356
Lodging Tax	$0	$0	$3,543	$3,732	$3,923	$4,115	$4,308
Property Tax	$0	$0	$627,618	$631,111	$634,604	$638,097	$641,590
Total	**$0**	**$0**	**$1,099,372**	**$1,104,498**	**$1,109,625**	**$1,114,754**	**$1,119,883**

Catalyzed Project List

Catalyzed Project: McGown Hotel

Location: 31 E. Livingston Ave., Columbus, Ohio 43015

Summary: the McGown is a five-story, 135-room hotel that would replace a smaller office building on the northern edge of the German Village neighborhood, across the street from the I-70 and I-71 interchange. The Estrella would accelerate this project considerably, given its rooftop bar and fresh foods market concept, serving as an entertainment stop and healthy eating option for visitors. The residents provided by The Estrella will provide additional customer foot-traffic to the ground-floor restaurant planned as part of the development.

McGown Hotel	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7
Value Table	$0	$0	$35,000,000	$35,000,000	$35,000,000	$35,000,000	$35,000,000
Placed Into Service			1	1	1	1	1
Construction Costs	$35,000,000	$35,000,000					
Apartment							
Hotel			85,377	85,377	85,377	85,377	85,377
Industrial							
Office							
Restaurant			10,000	10,000	10,000	10,000	10,000
Retail							
Construction FTEs	129	129	0	0	0	0	0
Construction Payroll	$7,990,809	$7,990,809	$0	$0	$0	$0	$0
Construction Purchases	[redacted]	[redacted]	$0	$0	$0	$0	$0
Retail	[redacted]	[redacted]	$0	$0	$0	$0	$0
Entertainment	[redacted]	[redacted]	$0	$0	$0	$0	$0
Dining	[redacted]	[redacted]	$0	$0	$0	$0	$0
Sales Tax	$658,606	$632,876	$2,686,538	$2,686,538	$2,686,538	$2,686,538	$2,686,538
Income Tax	$407,531	$407,531	$0	$0	$0	$0	$0
Lodging Tax	$34,307	$34,307	$0	$0	$0	$0	$0
Property Tax	$175,000	$175,000	$0	$0	$0	$0	$0
Total	**$1,275,444**	**$1,249,714**	**$2,686,538**	**$2,686,538**	**$2,686,538**	**$2,686,538**	**$2,686,538**
FTEs	-	-	139	139	139	139	139
Operations FTEs (37, 43, 49)	-	-	21	21	21	21	21
Tenant FTEs	-	-	118	118	118	118	118
Payroll	$0	$0	$6,515,024	$6,515,024	$6,515,024	$6,515,024	$6,515,024
Operations Payroll	$0	$0	$977,254	$977,254	$977,254	$977,254	$977,254
Tenant Payroll	$0	$0	$5,537,770	$5,537,770	$5,537,770	$5,537,770	$5,537,770
Retail	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]0
Entertainment	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]0
Dining	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Sales Basis	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Income Basis	$0	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]9
Lodging Basis	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Property Basis	$0	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Sales Tax	$0	$0	$3,597,826	$3,630,265	$3,662,705	$3,695,144	$3,727,583
Income Tax	$0	$0	$332,266	$348,880	$365,493	$382,106	$398,719
Lodging Tax	$0	$0	$3,677,992	$3,683,698	$3,689,489	$3,695,368	$3,701,333
Property Tax	$0	$0	$878,666	$883,556	$888,446	$893,336	$898,226
Total	**$0**	**$0**	**$8,486,750**	**$8,546,398**	**$8,606,133**	**$8,665,954**	**$8,725,862**



Rendering of the McGown from Columbus Business First by architect Moody Nolan Inc.

Catalyzed Project List

Catalyzed Project: Market Mohawk

Location: 250 E. Town St., Columbus, Ohio 43215

Summary: The Market Mohawk Center, at 250 E. Town St. in the old Mohawk neighborhood near downtown's Red Brick District, was awarded $842,000 in tax credits with an $8.5 million plan to convert the languishing 23,000-square-foot building to ground-floor residences with offices above. The nearby grocery and rooftop bar created by The Estrella' will accelerate demand for units within the Market Mohawk development.

Market Mohawk Center	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7
Value Table	$0	$0	$8,500,000	$8,500,000	$8,500,000	$8,500,000	$8,500,000
Placed Into Service			$1	1	1	1	1
Construction Costs	$8,500,000	$8,500,000					
Apartment			6,000	6,000	6,000	6,000	6,000
Hotel							
Industrial							
Office			18,000	18,000	18,000	18,000	18,000
Restaurant							
Retail							
Construction FTEs	31	31	0	0	0	0	0
Construction Payroll	$1,940,625	$1,940,625	$0	$0	$0	$0	$0
Construction Purchases	[redacted]	[redacted]	$0	$0	$0	$0	$0
Retail	[redacted]	[redacted]	$0	$0	$0	$0	$0
Entertainment	[redacted]	[redacted]	$0	$0	$0	$0	$0
Dining	[redacted]	[redacted]	$0	$0	$0	$0	$0
Sales Tax	$159,947	$153,698	$0	$0	$0	$0	$0
Income Tax	$98,972	$98,972	$0	$0	$0	$0	$0
Lodging Tax	$8,332	$8,332	$0	$0	$0	$0	$0
Property Tax	$42,500	$42,500	$0	$0	$0	$0	$0
Total	**$309,751**	**$303,502**	**$0**	**$0**	**$0**	**$0**	**$0**
FTEs	-	-	120	120	120	120	120
Operations FTEs (37, 43, 49)	-	-	18	18	18	18	18
Tenant FTEs	-	-	102	102	102	102	102
Payroll	$0	$0	$10,814,000	$10,814,000	$10,814,000	$10,814,000	$10,814,000
Operations Payroll	$0	$0	$1,622,100	$1,622,100	$1,622,100	$1,622,100	$1,622,100
Tenant Payroll	$0	$0	$9,191,900	$9,191,900	$9,191,900	$9,191,900	$9,191,900
Retail	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Entertainment	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Dining	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Sales Basis	$0	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Income Basis	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Lodging Basis	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Property Basis	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Sales Tax	$0	$0	$45,480	$45,852	$46,223	$46,594	$46,965
Income Tax	$0	$0	$567,789	$595,365	$622,940	$650,516	$678,092
Lodging Tax	$0	$0	$1,213	$1,284	$1,356	$1,429	$1,503
Property Tax	$0	$0	$213,390	$214,578	$215,765	$216,953	$218,141
Total	**$0**	**$0**	**$827,872**	**$857,078**	**$886,285**	**$915,492**	**$944,701**

Catalyzed Project List

Catalyzed Project: 60 on Broad

Location: 60 E. Broad St., Columbus, Ohio 43215

Summary: The Briton Group, a Dublin development team that primarily focuses on residential real estate, has acquired the five-story, 15,660-square-foot building at 60 E. Broad St. to convert it to a new mixed-use project, which would include high-market condos. The Estrella's grocery will create significant increased demand for condo purchases and The Estrella's residents would serve as a market to consume the Project's planned retail.

60 on Broad	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**Year 6**	**Year 7**
Value Table	**$0**	**$0**	**$3,368,190**	**$3,368,190**	**$3,368,190**	**$3,368,190**	**$3,368,190**
Placed Into Service			$1	1	1	1	1
Construction Costs	$3,368,190	$3,368,190					
Apartment			12,533	12,533	12,533	12,533	12,533
Hotel							
Industrial							
Office							
Restaurant							
Retail			3,133	3,133	3,133	3,133	3,133
Construction FTEs	12	12	0	0	0	0	0
Construction Payroll	$768,987	$768,987	$0	$0	$0	$0	$0
Construction Purchases	[redacted]	[redacted]	$0	$0	$0	$0	$0
Retail	[redacted]	[redacted]	$0	$0	$0	$0	$0
Entertainment	[redacted]	[redacted]	$0	$0	$0	$0	$0
Dining	[redacted]	[redacted]	$0	$0	$0	$0	$0
Sales Tax	$63,380	$60,904	$0	$0	$0	$0	$0
Income Tax	$39,218	$39,218	$0	$0	$0	$0	$0
Lodging Tax	$3,301	$3,301	$0	$0	$0	$0	$0
Property Tax	$16,841	$16,841	$0	$0	$0	$0	$0
Total	**$122,741**	**$120,265**	**$0**	**$0**	**$0**	**$0**	**$0**
FTEs	-	-	8	8	8	8	8
Operations FTEs (37, 43, 49)	-	-	1	1	1	1	1
Tenant FTEs	-	-	7	7	7	7	7
Payroll	$0	$0	$238,123	$238,123	$238,123	$238,123	$238,123
Operations Payroll	$0	$0	$35,718	$35,718	$35,718	$35,718	$35,718
Tenant Payroll	$0	$0	$202,405	$202,405	$202,405	$202,405	$202,405
Retail	$0	$0	[redacted]				
Entertainment	$0	$0	[redacted]				5
Dining	$0	$0	[redacted]				
Sales Basis	$0	[redacted]					
Income Basis	$0	$0	[redacted]				8
Lodging Basis	$0	$0	[redacted]				
Property Basis	$0	$0	[redacted]				
Sales Tax	$0	$0	$94,999	$95,775	$96,550	$97,326	$98,101
Income Tax	$0	$0	$46,140	$46,747	$47,354	$47,961	$48,568
Lodging Tax	$0	$0	$2,533	$2,682	$2,832	$2,985	$3,139
Property Tax	$0	$0	$84,558	$85,028	$85,499	$85,969	$86,440
Total	**$0**	**$0**	**$228,230**	**$230,231**	**$232,235**	**$234,241**	**$236,249**

Catalyzed Project List

Catalyzed Project: Holiday Inn Site

Location: 175 E. Town St., Columbus, Ohio 43215

Summary: the redevelopment of the Holiday Innb site includes 132,000 square feet of residential space. The Estrella will provide premium entertainment and food and beverage options for the development's residents within a walkable distance from the building, serving as an optimal amenity for building tenants and accelerating the development by creating higher demand for unit occupancy.

Holiday Inn Site	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**Year 6**	**Year 7**
Value Table	**$0**	**$0**	**$33,000,000**	**$33,000,000**	**$33,000,000**	**$33,000,000**	**$33,000,000**
Placed Into Service			$1	1	1	1	1
Construction Costs	$33,000,000	$33,000,000					
Apartment			132,000	132,000	132,000	132,000	132,000
Hotel							
Industrial							
Office							
Restaurant							
Retail							
Construction FTEs	121	121	0	0	0	0	0
Construction Payroll	$7,534,191	$7,534,191	$0	$0	$0	$0	$0
Construction Purchases	[redacted]	[redacted]	$0	$0	$0	$0	$0
Retail	[redacted]	[redacted]	$0	$0	$0	$0	$0
Entertainment	[redacted]	[redacted]	$0	$0	$0	$0	$0
Dining	[redacted]	[redacted]	$0	$0	$0	$0	$0
Sales Tax	$620,971	$596,712	$0	$0	$0	$0	$0
Income Tax	$384,244	$384,244	$0	$0	$0	$0	$0
Lodging Tax	$32,346	$32,346	$0	$0	$0	$0	$0
Property Tax	$165,000	$165,000	$0	$0	$0	$0	$0
Total	**$1,202,561**	**$1,178,302**	**$0**	**$0**	**$0**	**$0**	**$0**
FTEs	-	-	9	9	9	9	9
Operations FTEs (37, 43, 49)	-	-	1	1	1	1	1
Tenant FTEs	-	-	7	7	7	7	7
Payroll	$0	$0	$308,000	$308,000	$308,000	$308,000	$308,000
Operations Payroll	$0	$0	$46,200	$46,200	$46,200	$46,200	$46,200
Tenant Payroll	$0	$0	$261,800	$261,800	$261,800	$261,800	$261,800
Retail	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]1
Entertainment	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Dining	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Sales Basis	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Income Basis	$0	$[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Lodging Basis	$0	$[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]0
Property Basis	$0	$[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Sales Tax	$0	$0	$94,718	$94,718	$94,718	$94,718	$94,718
Income Tax	$0	$0	$373,758	$374,543	$375,329	$376,114	$376,900
Lodging Tax	$0	$0	$2,526	$2,652	$2,778	$2,905	$3,031
Property Tax	$0	$0	$828,456	$833,067	$837,678	$842,288	$846,899
Total	**$0**	**$0**	**$1,299,458**	**$1,304,980**	**$1,310,503**	**$1,316,025**	**$1,321,548**

Catalyzed Project Impacts

Post-Construction Completion Period

CATALYZED PROJECTS	Year 1	Year 2	Year 3	Year 4	Year 5	Total
FTEs	658	688	688	688	688	**688**
Payroll	$45,383,392	$46,258,992	$46,258,992	$46,258,992	$46,258,992	**$46,258,992**
Retail	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Entertainment	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Dining	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]

DIRECT & INDIRECT	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Sales Basis	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Income Basis	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Lodging Basis	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Property Basis	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Sales Tax	$6,455,360	$6,518,880	$6,582,400	$6,645,920	$6,709,441	**$32,912,001**
Income Tax	$5,106,670	$5,269,286	$5,387,246	$5,505,207	$5,623,167	**$26,891,576**
Lodging Tax	$3,754,193	$3,764,579	$3,775,134	$3,785,858	$3,796,752	**$18,876,516**
Property Tax	$7,427,399	$7,468,736	$7,510,072	$7,551,409	$7,592,746	**$37,550,362**
Total	$22,515,398	$22,791,255	$23,022,624	$23,254,160	$23,485,864	**$115,069,302**



Total Impacts

Total Impacts

Construction Activity

The Project's will create, cause and accelerate a total one-time infusion of 3,300 construction jobs and $186.1 million in payroll from construction activity from both the Project and Catalytic projects.

Jobs and Payroll

Additionally, the Project will create, cause and accelerate a total of 1,087 tenant jobs and 132 operations jobs, of which the 295 will be employed by the project and another 902 caused or accelerated as a result of the Project.

Retail, Entertainment and Dining Sales

The Project will additionally generate, cause and accelerate over $648 million in retail, dining and entertainment sales over a five-year period, including an immediate infusion of $25.9 million in sales from construction activity. Of these sales figures, $169 million will come directly from the Project, driving an additional $181 million to the Surrounding Area and causing/accelerating another $271 million from Catalyzed Projects.

Taxes

The Project will result in approximately $310 million in State and Local Taxes, of which $269 million will be generated during the Completion Period from Project operations, Surrounding Area impacts and Catalyzed Project impacts. The additional $41 million comes in the form of Construction Period Taxes.

II. TOTAL CONSTRUCTION PERIOD IMPACTS

A. Total Construction Period Impacts: Construction Jobs

	Full-Time Equivalents	TOTAL Projected Payroll
	1,650	$93,156,300
	1,650	$93,156,300
	-	$0
	-	$0
	-	$0
	3,300	**$186,312,601**

B. Total Construction Period Impacts: Retail, Entertainment and Dining Sales

	Projected Retail Sales	Projected Entertainment Sales	Projected Dining Sales	TOTAL Projected Sales/Year
	[redacted]	[redacted]	[redacted]	[redacted]
	[redacted]	[redacted]	[redacted]	[redacted]
	$0	$0	$0	$0
	$0	$0	$0	$0
	$0	$0	$0	$0
	[redacted]	[redacted]	[redacted]	[redacted]

C. Total Construction Period Impacts: Sales, Income, Lodging and Property Taxes

	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax	TOTAL Projected Taxes
	$13,998,958	$4,750,971	$433,137	$1,567,320	$20,750,386
	$14,003,726	$4,750,971	$433,137	$1,569,961	$20,757,795
	$0	$0	$0	$0	$0
	$0	$0	$0	$0	$0
	$0	$0	$0	$0	$0
	$28,002,685	**$9,501,943**	**$866,274**	**$3,137,280**	**$41,508,181**

III. TOTAL COMPLETION PERIOD IMPACTS *(totals inputs from Completion Period Impacts worksheet)*

A. Total Completion Period Impacts: Operational Jobs

Year	Full-Time Equivalents	TOTAL Projected Payroll
1	124.52	$8,076,766
2	129.60	$8,299,222
3	130.49	$8,401,806
4	131.59	$8,518,160
5	132.98	$8,651,134
	649	**$41,947,088**

B. Total Completion Period Impacts: Tenant Jobs

Year	Full-Time Equivalents	TOTAL Projected Payroll
1	940.17	$84,462,516
2	986.28	$88,224,664
3	1012.89	$91,574,336
4	1046.16	$95,317,602
5	1087.75	$99,530,671
	5,073	**459,109,789**

C. Total Completion Period Impacts: Retail, Entertainment and Dining Sales

Year	Projected Retail Sales	Projected Entertainment Sales	Projected Dining Sales	TOTAL Projected Sales/Year
1	[redacted]	[redacted]	[redacted]	[redacted]
2	[redacted]	[redacted]	[redacted]	[redacted]
3	[redacted]	[redacted]	[redacted]	[redacted]
4	[redacted]	[redacted]	[redacted]	[redacted]
5	[redacted]	[redacted]	[redacted]	[redacted]
	[redacted]	[redacted]	[redacted]	[redacted]

D. Total Completion Period Impacts: Sales, Income, Lodging and Property Taxes

Year	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax	TOTAL Projected Taxes
1	$14,141,771	$8,144,234	$4,185,705	$14,757,406	$41,229,116
2	$14,589,612	$8,458,728	$4,219,169	$19,747,512	$47,015,021
3	$15,056,669	$8,736,161	$4,254,331	$25,245,974	$53,293,135
4	$15,543,903	$9,021,567	$4,291,363	$31,297,859	$60,154,691
5	$16,052,322	$9,315,345	$4,330,467	$37,952,109	$67,650,243
	$75,384,276	**$43,676,034**	**$21,281,036**	**$129,000,859**	**$269,342,206**

Total Impacts

I. TOTAL ECONOMIC IMPACTS *(Construction Period Impacts + Completion Period Impacts)*

A. Summary: Total Project Impacts

	TOTAL Projected FTEs	TOTAL Projected Payroll	TOTAL Projected Sales	TOTAL Projected Taxes
Construction Period Impacts	3,300	$186,312,601	$25,930,973	$41,508,181
Completion Period Impacts	1,221	$501,056,878	$622,174,353	$269,342,206
	4,521	**$687,369,479**	**$648,105,326**	**$310,850,387**

Total Impacts

The table to the right illustrates that projected taxes ($310 million) meet at least 10% of the total development costs ($11.7 million).

Further, when combining the Construction Period and the first year after construction, the project significantly exceeds the 10% development cost threshold by $71 million dollars.

TMUD Credit Objectives	
TMUD Project Cost	$117,000,000
10% of Development Cost Threshold	$11,700,000
Construction Taxes	$41,508,181
First Year Post-Construction Taxes	$41,229,116
Construction + Year 1	$82,737,297
Total Taxes	$310,850,387
Achieved 10% Taxes Threshold	YES
Achieve Alternative Method Potential	YES

EIS Preparer Qualifications

EIS Preparer Qualifications

VISTA SITE SELECTION

Vista Site Selection LLC is a newly formed company, founded in September of 2022 by the law firm Vorys, Sater, Seymour and Pease LLP, focused on economic development, economic analysis, economic incentives and site location consulting. Vista's management team has over 75 years of collective experience in Economic Development and Site Selection in 49 US States and includes certified data analysts, economic consultants and GIS specialists, among others.

Vista's services included:

- ✓ Economic Insights, including Economic Footprint and Economic Impact Analysis
- ✓ Labor Analytics
- ✓ Development of Advanced, Customized Data Analytics Platforms and Mapping
- ✓ Retail Performance and Growth Analytics
- ✓ Return on Investment Insights for Companies and Communities
- ✓ Corporate Site Selection Advisory
- ✓ Tax Credit and Incentives Advisory
- ✓ Economic and Market Analysis

EIS Preparer Qualifications

This analysis will be performed by **Chris Magill**. Chris is a Certified Economist and Managing Director for Vista Site Selection. Chris has significant experience consulting on capital investment projects and has strategically negotiated and analyzed tax credit, grant and loan-financing solutions for capital investment projects in over 20 different states. Further, Chris utilizes data analytics to help better inform business leaders and site administrators on project ROI, economic impacts, site decisions and market conditions. Prior to joining Vista Site Selection, Chris served as the Economic Development Director at the Ice Miller law firm for 11 years, consulting on various matters related to economic development, economic incentives, public-private partnerships, community advisory and economic impact analysis. Prior to his time at Ice Miller, Chris worked at the Ohio Department of Development ("ODOD"), serving as the Executive Director of the Ohio Tax Credit Authority. During his time at ODOD, Chris managed and structured various tax credit programs and co-developed various economic incentive calculation tools.



Chris carries various economic certifications and has nearly 15 years of experience in authoring economic impact statements and analysis tools. Chris has experience instructing economic impact, fiscal return-on-investment and economic development courses for the International Economic Development and the Ohio Economic Development Association. Further, has volunteered his time instructing pro forma development courses for the Knowlton School of Architecture and Fisher College of Business at The Ohio State University in relation to the annual Urban Land Institute Student Heinz Competition and has served as a Planning Committee member and annual speaker for the Ohio Tax Conference. Chris also serves as the Vice President of the Board of Directors of the Ohio Statewide Development Corporation. Chris' credentials include:

- Certified Economist, *IMPLAN*
- Certification in Economic Measurement, *National Association of Business Economics*
- Certification of Business Applications of Statistics and Data Analytics, *National Association of Business Economics*
- Certification of Economic Strategy and Managerial Decision Making, *National Association of Business Economics*
- Master's in Business Administration, *Ohio University*

EIS Preparer Qualifications

The list depicted includes a sample of Chris Magill's economic impact study experience. Chris has authored economic impact studies for projects in more than 25 US States. This includes manufacturing megaprojects, corporate headquarter office projects, mixed-use projects, non-profit projects, policy changes and cultural/sports facility projects, among others.



Economic Impact Project	Locality	Category
Arts N' Stark Market	Canton, Ohio	Retail
Carew Tower	Cincinnati, Ohio	Mixed-Use
Cannabis Industry Analysis	Ohio	New Industry
Central Franklinton Development	Columbus, Ohio	Mixed-Use
Confidential Manufacturing Tenant	Rural Ohio	Manufacturing
Confidential Manufacturing Tenant	Midwestern US	Manufacturing
Multi-State Manufacturing Megaproject (3)	United States	Manufacturing
Confidential Office Headquarters Relocation 1	East Indiana	Office
Confidential Office Headquarters Relocation 2	Central Ohio	Office
Confidential Sports Facility Project 1	Central Ohio	Arena/Stadium
Confidential Sports Facility Project 2	Central Ohio	Arena/Stadium
Confidential Sports Facility Project 3	Ohio	Arena/Stadium
Confidential State-wide ROI Calculator	Confidential	Calculation Tool
Confidential Warehouse Development	Central Ohio	Industrial
CoverMyMeds Campus	Columbus, Ohio	Mixed-Use
CoverMyMeds Campus TMUD Alternative Method Analysis	Columbus, Ohio	Tax Impact Review
Downtown Painesville to Grand River Corridor	Painesville, Ohio	Mixed-Use
Economic Impact of Venture Capital to Ohio	Ohio	Industry
Erieview Tower	Cleveland, Ohio	Mixed-Use
Fairfield Shoe Factory	Lancaster, Ohio	Mixed-Use
Gahanna ROI Calculation Tool	Gahanna, Ohio	Calculation Tool
Goodwill Industries	Indianapolis, Indiana	Retail
Hall of Fame Village Phase 2	Canton, Ohio	Mixed-Use
Hall of Fame Village Phase 2 Alternative Method Analysis	Canton, Ohio	Mixed-Use
High North	Worthington, Ohio	Mixed-Use
Historic Flats	Cleveland, Ohio	Mixed-Use
JPMorgan Chase R&D	Columbus, Ohio	Office/R&D
Mason ROI Calculation Tool	Mason, Ohio	Calculation Tool
Merchant Building/North Market Tower	Columbus, Ohio	Mixed-Use
Montgomery County Fairgrounds	Montgomery County, Ohio	Mixed-Use
Municipal Return-on-Investment/Fiscal Calculator	Grove City, Ohio	Land Use Plan
OEDA Economic Impact and ROI Course	Ohio	Course Instruction
Renkert Building	Canton, Ohio	Mixed-Use
The District at Clifton Heights	Cincinnati, Ohio	Mixed-Use
Trew Automation LLC	Fairfield, Ohio	Office/R&D
Valor Acres	Brecksville, Ohio	Mixed-Use
Water Street District Phase II	Dayton, Ohio	Mixed-Use
Whitehall Development Blueprint	Whitehall, Ohio	Land Use Plan



Appendix A – Catalytic Project Letters

The Galaxy at Polaris Phase 2

Transformational Mixed-Use Tax Credit

Economic Impact Statement

Authored by:

VISTA SITE SELECTION

Introduction

This study is prepared by Vista Site Selection, LLC ("Vista"), a third-party entity, on behalf of an application for the Ohio Transformational Mixed-Use Tax Development Credit Program ("TMUD"). This study accomplishes two primary objectives:

1) To verify that increased tax collections resulting from the project will exceed 10% of the estimated eligible project costs and,

2) To articulate the economic impacts of the Project and/or larger Development to the Project Site and Surrounding Area during both the Construction Period, which is the time period in which the Project is being constructed and the Completion Period, which is the 5 years after Project construction is completed.

In accomplishing these objectives, this document will assess the following categories:

- ***Employment*** **-** The projected number of construction, operational, and tenant jobs created as a result of the Project and the average hourly wages for each job type.
- ***Revenue*** **-** Annual revenue projections generated from retail, entertainment, and dining sales.
- ***Tax Revenues*** **-** Annual revenue projections generated from sales tax, income tax, lodging tax, and property tax.

Economic impacts will be calculated utilizing IMPLAN software and the following methodology:

INPUTS

1. Provided by Developer
2. Calculated by Vista using market assumptions and data support

ECONOMIC OUTPUTS

1. Calculated utilizing IMPLAN software
2. Calculated by Vista utilizing IMPLAN and complementary data sources either publicly available, indexed/created by Vista or subscribed to by Vista.

TAX CALCULATIONS

1. Direct taxes calculated by Vista using state and local tax rates.
2. Indirect taxes calculated by Vista from indirect outputs, with some categories calculated using IMPLAN tax estimates and rates.

EIS Framework Categories and Sections

This study illustrates the transformational mixed use development's impact on the development site and surrounding area in terms of retail, entertainment and dining sales, job creation, property values, connectivity, and revenue from sales, income, lodging, and property taxes, as referenced in Ohio Revised Code 122.09(C)(1). The framework in this study will cover this in three major sections: 1) Construction Impacts, 2) Completion Period Impacts and 3) Total Impacts.

	1. Construction Impacts	2. Project Completion Period Impacts
Project	The direct economic impacts of the new construction and/or renovation and rehabilitation of structures included in the Project on the Project site during the construction period.	The direct and indirect economic impacts of the Project as defined in the application in the five years after completion of construction of the Project.
Development (if applicable)	The direct economic impacts of the construction and/or renovation and rehabilitation of structures included in the Development as defined in the application during the construction period. Does not include the Construction Project Impacts described above. If the Project is not part of a larger planned Development, this section is not applicable.	The direct and indirect economic impacts of the Development as defined in the application in the five years after completion of construction of the Project, exclusive of the impacts of the Project as identified above. If the Project is not part of a larger planned Development, this section is not applicable.
Surrounding Area Impacts	The indirect economic impacts caused by the new construction and/or renovation and rehabilitation of structures included in the Project in the surrounding area during the completion period of the Project, excluding any impacts specifically identified below in the Construction Catalyzed Project Impacts section.	The direct and indirect economic impacts caused by the Project in the surrounding area in the five years after completion of construction of the Project, excluding any catalyzed projects specifically identified below in the Catalyzed Project Impacts section.
Catalyzed Projects (if applicable)	The direct and indirect economic impacts from construction of the defined projects in the surrounding area that are directly caused or accelerated by the Project/Development during the completion period of the Project.	The direct and indirect economic impacts of other proposed, defined projects in the surrounding area that are directly caused or accelerated by the Project/Development in the five years after completion of construction of the Project.
	3. Total Impacts (1. Construction Impacts + 2. Project Completion Impacts)	

Project Geography

The Economic Impact geography is referred to as the Surrounding Area, which includes any zip code covered in whole or in part encompassed within a perimeter starting from the transformational mixed used development boundary and extending one-half miles out from that boundary.

The .5-mile radius from the Project boundary, which is located within 10 miles of a City with population of at least 100,000 residents includes the following zip codes:

1. **43021**
2. **43035**
3. **43240**
4. **43082**

Taxes & Rate Methodology

For simplicity, the Project, Development, Surrounding Area and Catalyzed Projects follow the same tax rates which are based on the **City of Columbus, Delaware County**, the **Olentangy City School District** and the State of Ohio. It is worth noting that there may be small variations in the actual tax amounts, compared to these estimated amounts, based on per-parcel levies, other school districts and numerous factors particularly when factoring in the Surrounding Area and Catalyzed Project impacts.

Sales Taxes – sales taxes are calculated using sales and purchases of building tenants, purchases from residents and tourists within the Surrounding Area and hotel room stays. In order to account for exemptions, the exemption list provided in the Ohio Department of Taxation Annual Report was utilized and an additional **20%** reduction was applied to sales to ensure exempted activities are not counted. Indirect Sales taxes were calculated based off of resident expenditures and estimates of economic output provided by IMPLAN. The combined State and Local rate is **7.5%** in the project address (with **5.75%** to the State of Ohio, **1.25%** to **Delaware County** and **.50%** to the **Central Ohio Transit Authority**). Sales tax data can be found utilizing the Ohio Department of Taxation's The Finder tax district lookup tool for the project address. In circumstances where ticket sales for events occur, the **City of Columbus** admissions tax is applied to sales, which is **5%,** the same rate of the total sales tax rate. Admissions taxes are municipal taxes allowed as an exception under 715.013(C) of the Ohio Revised Code, serving as an alternative method of collecting taxes by a municipal administrator to Sales, Property, Income and Lodging taxes.

Income Taxes – income taxes are calculate as a percentage of employee compensation of direct employment within the project and indirect employment caused by the project. Income taxes are collected by the State of Ohio (Ohio Withholding Tax). Ohio Withholding Taxes utilize a bracketed rate structure based on salary (for this project is assumed to be **2.35%,** which is calculated on the Project average salary of **$90,000**, assuming a fixed tax of **$361** + an excess tax of **2.75%** for a salary over **$26,050**). The **City of Columbus** levies a **2.5%** income tax on people living and working in the **City of Columbus** (see **City of Columbus** – IR-25 City Tax Return for Individuals). Residents in the **City of Columbus** that may work elsewhere can receive a credit against the income tax.

Lodging Taxes – lodging taxes are collected from room sales of guests staying less than 30 days for each stay. Lodging taxes collected by **Delaware County** at a rate of **6%** and the **City of Columbus (Delaware County)** at a rate of **3%,** resulting in a total lodging tax rate of **9%.** Lodging rates can be found utilizing the Ohio Department of Taxation's tax analysis data series.

Property Taxes – property taxes are collected by various units of government and published by the County Auditor. Property taxes are assessed at 35% of the market value of the property, then an effective tax rate is applied and distributed to the local government taxing units. The effective tax rate of the property's assessed value is **7.58%.**

Application of Growth Rates and Inflation – annual growth is assumed for revenue streams calculated within this document which includes property value, sales growth and wage growth. An examination of the Consumer Price Index for all Urban Consumers for calendar years 2021, 2022 and 2023 was utilized in which each half-year rate was averaged, arriving at a total rate of **5.5%.** This figure was reduced to **5%** under anticipation that the CPI and inflation will drop.

Construction Period Impacts

Input Methodology

Project Impacts

The value entered in Industry Output for construction represents full cost of the structure as provided by the Developer, and only the structure. Construction cost data was provided by the Developer in all circumstances (each building). This includes hard costs and soft costs. IMPLAN calculates employment based on the number of employees it would take to support the dollar value and type of a given economic event, using a combination of data sources including Census County Business Patterns (CBP), Bureau of Labor Statistics Covered Employment and Wages (CEW) and Bureau of Economic Analysis Regional Economic Accounts (REA) as the basis for its calculation. Further, IMPLAN uses additional data sources to classify its employment estimates into hours worked, headcount and compensation by specific occupation. Occupational source data used by IMPLAN includes Bureau of Labor Statistics (BLS) Occupational Employment Survey (OES), BLS Employment Projections national industry by occupation matrix, Census Bureau American Community Survey (ACS) Public Use Microdata Sample (PUMS) and O*NET™ which is a trademark of the U.S. Department of Labor, Employment and Training Administration. Employees are converted to Full-time equivalent employees (FTEs) by dividing the estimated number of hours of compensation for the job, as calculated by IMPLAN, by 2,080. There are no direct impacts to retail, entertainment and dining as these are not direct construction expenditures, but rather Surrounding Area effects.

Surrounding Area Impacts

Surrounding Area impacts during the Construction Period were calculating utilizing IMPLAN. In IMPLAN, the project was modeled as **$298,436,600** in Output under the industry 55 - Construction of New Commercial Structures, Including Farm Structures. Construction cost calculations were provided using costs provided by the Developer. Outputs resulting from the construction inputs in IMPLAN were filtered in IMPLAN only to show indirect effects of Project Construction. These impacts were categorized by use, to understand specific impacts to Retail, Entertainment and Dining. In this circumstance, the Surrounding Area's presence of significant entertainment, retail and dining establishments (professional sports stadiums, full-service restaurants, limited services restaurants, bars and shopping) create a higher degree of construction worker spending. Additional categories were created and aggregated if they were sales-taxable transactions. Lodging taxes follow a similar rate, as many construction workers travel to larger areas given the overall labor shortage of construction workers. Those who travel and stay overnight are typically provided lodging and meal per diems. Given IMPLAN captures dining expenditures, the lodging per diem method is utilized to get a more accurate picture of construction spending. A typical per-day per diem is $138 for lower cost areas and $222 for higher cost areas. Given the location within a major urban center (**Columbus**) the $222 figure is utilized (per diem rates provided by *PBMares CPAs and Consultants Guidance for Contractors Who Use Per Diem, 2022)*. Further it is assumed 15% of workers will travel as part of this arrangement during 30% of the annual weekdays per year. Lodging taxes are calculated off of estimated lodging expenditures.

Catalyzed Project Impacts

Catalyzed Project construction was calculated differently than Project Construction, as detailed information for Catalyzed Projects is not typically available, as such, costs were provided by the catalyzed project developers or estimated based off of square footage data gathered from available project information. In calculating construction impacts, costs were calculated on a per-square foot basis by analyzing comparable building sizes on the **Delaware** County Auditor's website, costs of recent developments in the area and the size/scale of the project. In all cases, construction costs assumed 60% labor and 40% materials costs, and for purposes of estimating employment, a cost-per-worker of $136,000 was used, the rate provided by IMPLAN for the **43021, 43035, 43240 and 43082** zip codes. Lastly, average salaries for the area were calculated using IMPLAN employee compensation figures for **43021, 43035, 43240 and 43082** zip codes, estimated at **$56,000**. There is further detail on Catalyzed Project methodology later on in this document.

Construction Project Impacts

CONSTRUCTION	Project Construction		
	Year 1	Year 2	Totals
Property Value	$50,000,000	$50,000,000	**$100,000,000**
Labor	392	392	**784**
Materials	$22,500,000	$22,500,000	**$45,000,000**
Wages	$27,500,000	$27,500,000	**$55,000,000**
DIRECT	**Const. 1**	**Const. 2**	**Total**
Sales Tax	$1,687,500	$1,687,500	**$3,375,000**
Income Tax	$1,335,041	$1,335,041	**$2,670,082**
Lodging Tax	$0	$0	**$0**
Property Tax	$0	$0	**$0**
Total	**$3,022,541**	**$3,022,541**	**$6,045,082**

Any construction occurring prior to the Completion Period is not included in this calculation.

Construction Development Impacts

CONSTRUCTION	Development Construction		
	Year 1	Year 2	Totals
Property Value	$291,509,199	$291,509,199	**$583,018,398**
Labor	1,895	1,895	**3,791**
Materials	$131,179,139	$131,179,139	**$262,358,279**
Wages	$160,330,059	$160,330,059	**$320,660,119**
DIRECT	**Const. 1**	**Const. 2**	**Total**
Sales Tax	$9,838,435	$9,838,435	**$19,676,871**
Income Tax	$7,783,534	$7,783,534	**$15,567,069**
Lodging Tax	$0	$0	**$0**
Property Tax	$0	$0	**$0**
Total	**$17,621,970**	**$17,621,970**	**$35,243,940**

Any construction occurring prior to the Completion Period (prior Development Phases) is not included in this calculation.

Construction Surrounding Area Impacts

SURROUNDING AREA	Surrounding Area Construction Impacts		
	Year 1	Year 2	Const. Total
FTEs	174	174	**348**
Payroll	$7,122,820	$7,122,820	**$14,245,640**
Retail	[redacted]	[redacted]	[redacted]
Entertainment	[redacted]	[redacted]	[redacted]
Dining	[redacted]	[redacted]	[redacted]
INDIRECT			
Sales Basis	[redacted]	[redacted]	[redacted]
Income Basis	[redacted]	[redacted]	[redacted]
Lodging Basis	[redacted]	[redacted]	[redacted]
Property Basis	[redacted]	[redacted]	[redacted]
Sales Tax	$371,250	$382,388	**$753,638**
Income Tax	$345,791	$345,791	**$691,582**
Lodging Tax	$536,767	$536,767	**$1,073,534**
Property Tax	$1,236,296	$1,273,385	**$2,509,681**
Total	$2,490,104	$2,538,331	**$5,028,435**

Construction Catalyzed Project Impacts

CATALYZED PROJECTS	Catalyzed Project Construction		
	Year 1	Year 2	Total
TOTALS			
Construction Cost Basis	$519,800,000	$519,800,000	**$519,800,000**
Construction Materials	$103,960,000	$103,960,000	**$103,960,000**
FTEs	1,911	1,911	**3,822**
Payroll	$118,483,824	$118,483,824	**$236,967,647**
Retail	[redacted]	[redacted]	[redacted]
Entertainment	[redacted]	[redacted]	[redacted]
Dining	[redacted]	[redacted]	[redacted]
DIRECT & INDIRECT	**Const. 1**	**Const. 2**	**Construction Totals**
Sales Tax	$8,596,766	$8,596,766	**$17,193,532**
Income Tax	$5,752,028	$5,752,028	**$11,504,055**
Lodging Tax	$458,552	$458,552	**$917,104**
Property Tax	$2,599,000	$2,599,000	**$5,198,000**
Total	**$17,406,346**	**$17,406,346**	**$34,812,691**

Timeline for Phases

	Construction Start	Phase Completed
Phase 1	2014	2018
Phase 2 (Project)	2018	2026
Phase 3 (Development)	2026	2028

Completion Period Impacts

Methodology

Project and Development Impacts

In calculating the Project, the Developer provided data related to project costs, square footage, residential units, residential rents, building and tenant information to serve as inputs. Vista calculated employment, wages, sales and office purchases from these figures. In circumstances where tenant sales were not provided by the Developer, they were calculated by Vista utilizing CoStar sales per square foot data and estimates provided from CoStar estimates for specific tenants or typical regional tenants. Office and retail supplies purchases are estimated using a percentage of payroll based (5%-25% of payroll, **25%** being used for supplies needed for theatre operations). Other metrics, such as household incomes of the residents and resident spending in the Surrounding Area were calculated by Vista. Resident expenditures were calculated using averages from the *2022 Consumer Expenditure Survey – Shares of Annual Aggregate expenditures and sources of income*. Household income assumptions were calculated by assuming renters will spend **25%** of their income toward rent, there for the monthly rent price was divided by **25%,** then multiplied x 12 (months) to arrive at the household income rate for that particular unit grouping. Each consumer expenditure category was assigned an "absorption rate" to account for any expenditures that cannot be made within the Surrounding Area. Estimated wages and jobs use CoStar jobs per square foot metrics and wages utilize average wage for the specific tenant use staffing pattern provided by Lightcast, sourced by the Bureau of Labor Statistics. For hotels that include conference space, it is assumed that space is programmed **226** days of the year with a mix of weddings, weekday conference, weekend conventions and 1-day ticketed events. Metrics for these events was based on comparable events which include the Ohio Tax Conference, Monroe Pop Fest, NAIOP Commercial Breakfast and typical wedding pricing. Lastly, once the building renovation is complete the Project will expect to generates significant visitor spending activity which will directly benefit the Surrounding Area. Vista calculated visitor activity using *Placer.ai* foot-traffic data to calculate expected visitors, which estimates annual visits, annual visitors and visitor locations both before and after arriving at the Project facility, providing a basis for Surrounding Area spending. The effects of visitors generated from the Project are reflected in Surrounding Area impacts.

Surrounding Area Impacts

The Surrounding Area is unique in which it possesses nearly $3.1 billion in spending demand on Retail, Entertainment and Dining, which is anticipated to grow annually at a rate of 7.3% based on its 5-year history. Surrounding Area impacts were calculated utilizing three primary methods: 1) Indirect Impacts calculated by IMPLAN from Project inputs, including increased spending in Dining, Entertainment and Retail in the Surrounding Area, 2) Indirect effects to business from tourist spending, through increased sales and indirect jobs created and 3) Indirect property value impacts from the project. IMPLAN calculates indirect impacts from Project activity, by industry, which is then aggregated into Retail, Entertainment and Dining sales. Tourist spending utilizes *US Travel and Tourism Satellite Accounts* and Average Spending Rates for overnight visitors produced by the *Regional Tourism and Visitors Bureau*, which assume overnight visitors spend **$204** per day and non-overnight visitors spend **$75** per day. *Placer.ai*'s estimated of **697,210** annual visitors for the Project and **1..9 million** visitors from the Development was reduced to **522,908 and 1.4 estimated** visiting customers, then overnight visitors were calculated from *Placer.ai*'s **visitation estimates for the Development, which includes visitor journeys of uses visited by consumers to the Surrounding Area before and after consuming the Development** (those who visited a hotel before and after the show were calculated as overnight visitors). The resulting figure was **33,997 (Project)** and **94,000 (Development)** overnight visitors. To create context around this relative to the area, the **neighboring Polaris Fashion Place Mall experiences 9.8 million visits annually**. Property value impacts were calculated based on home values within the Surrounding Area, and extracting the Development's share of projected growth based on historical growth and the Development's projected economic impacts to the Surrounding Area after the Project is complete. **Lastly, given the likelihood residents and tourists spend a portion of spending directly on Project and Development uses (as opposed to other Surrounding Area uses, like Polaris Mall for instance), Retail, Dining and Entertainment sales were deflated using a 40% sales deflator on both the Project and Development sales projections to avoid double-counting.**

Catalyzed Project Impacts

Catalytic projects follow a different method, given the prospective nature of the developments and lack of detail beyond planned square footage and uses. Projects were identified by the Developer with assistance from Vista, as either caused or accelerated by the project, including what year during the Project's Completion period each project would come online. Square footage was applied to a standard rate table be use and resulting figures were calculated into a series of tables for each project. In instances where these effects include the construction of certain public buildings, a separate set of factors to account for tax-exempt status in certain circumstances related to property and sales. This document elaborates on the methods and rates in later sections.

Project Inputs

INPUTS	Sales	FTEs	Hourly	Payroll	Residents	Resident Incomes	Resident Spending
Residential Units	$0	37	$21.63	$1,643,119	1,528	$183,360,000	$32,546,016
Restaurant	$[redacted]	146	$14.42	$4,370,250	0	$0	$0
Retail	$[redacted]	142	$16.83	$4,970,980	0	$0	$0
Hotel	$0	0	$0.00	$0	0	$0	$0
Office	$[redacted]	1,491	$45.67	$141,658,933	0	$0	$0
Entertainment	$[redacted]	134	$21.63	$6,026,786	0	$0	$0

Development Inputs

INPUTS	Sales	FTEs	Hrly	Payroll	Residents	Resident Incomes	Resident Spending
Residential Units	n/a	68	$21.63	$3,053,059	3,926	$471,120,000	$83,622,813
Restaurant	$[redacted]	150	$14.42	$4,491,150	0	$0	$0
Retail	$[redacted]	1,790	$16.83	$62,639,949	0	$0	$0
Hotel	$[redacted]	925	$16.83	$32,381,370	0	$0	$0
Office	$[redacted]	3,880	$45.67	$368,600,000	0	$0	$0
Entertainment	[redacted]	68	$21.63	$3,071,195	0	$0	$0
Event Space (from Hotel)	$[redacted]	50	$21.63	$2,250,000	0	$0	$0

The amounts above reflect fully stabilized estimates for the Development. The following tables represent the Development's ramp-up schedule, as future Development impacts are not expected to occur until Year 3 of the Completion Period. The Development Impacts table reflects this ramp-up activity.

Project Impacts

	Post-Construction Completion Period					
PROJECT	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**Total**
FTEs	1,949	1,949	1,949	1,949	1,949	**1,949**
Operations FTEs (37, 43, 49)	265	265	265	265	265	**265**
Tenant FTEs	1,684	1,684	1,684	1,684	1,684	**1,684**
Payroll	$158,670,068	$166,603,571	$174,933,750	$183,680,437	$192,864,459	**$192,864,459**
Operations Payroll	$20,151,099	$21,158,654	$22,216,586	$23,327,416	$24,493,786	**$24,493,786**
Tenant Payroll	$138,518,969	$145,444,918	$152,717,164	$160,353,022	$168,370,673	**$168,370,673**
Retail	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Entertainment	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Dining	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
DIRECT	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**Total**
Sales Basis	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Income Basis	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Lodging Basis	$0	$0	$0	$0	$0	**$0**
Property Basis	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Sales Tax	$10,965,957	$11,514,255	$12,089,967	$12,694,466	$13,329,189	**$60,593,833**
Income Tax	$9,823,499	$10,314,674	$10,830,407	$11,371,928	$11,940,524	**$54,281,031**
Lodging Tax	$0	$0	$0	$0	$0	**$0**
Property Tax	$15,837,912	$8,314,904	$8,730,649	$9,167,181	$9,625,540	**$51,676,185**
Total	**$36,627,367**	**$30,143,832**	**$31,651,023**	**$33,233,574**	**$34,895,253**	**$166,551,049**

An annual growth factor of 5% was applied to payroll, sales and property growth based on an examination of the last three years of the 12-month percentage change in the Consumer Price Index (*BLS – 12 Month Change- All items in U.S. city average, all urban consumers, not seasonally adjusted).* Each half-year 12-month ending percent change was averaged to arrive at 5.50%.

Development Impacts

	Post-Construction Completion Period					
DEVELOPMENT	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**Total**
FTEs	2,079	2,079	6,931	6,931	6,931	**6,931**
Operations FTEs (37, 43, 49)	283	283	943	943	943	**943**
Tenant FTEs	1,796	1,796	5,988	5,988	5,988	**5,988**
Payroll	$145,721,563	$153,007,641	$485,738,542	$510,025,470	$535,526,743	**$535,526,743**
Operations Payroll	$18,506,638	$19,431,970	$61,688,795	$64,773,235	$68,011,896	**$68,011,896**
Tenant Payroll	$127,214,924	$133,575,670	$424,049,748	$445,252,235	$467,514,847	**$467,514,847**
Retail	[redacted]					
Entertainment	[redacted]					
Dining	[redacted]					

DIRECT	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**Total**
Sales Basis	[redacted]					
Income Basis	[redacted]					
Lodging Basis	[redacted]					
Property Basis	[redacted]					
Sales Tax	$78,706,413	$82,641,733	$86,773,820	$91,112,511	$95,668,136	**$434,902,613**
Income Tax	$23,432,905	$24,604,551	$25,834,778	$27,126,517	$28,482,843	**$129,481,594**
Lodging Tax	$2,497,991	$2,622,891	$2,754,036	$2,891,737	$3,036,324	**$13,802,979**
Property Tax	$15,470,277	$16,243,791	$17,055,981	$17,908,780	$18,804,219	**$85,483,047**
Total	**$120,107,587**	**$126,112,966**	**$132,418,614**	**$139,039,545**	**$145,991,522**	**$663,670,234**

An annual growth factor of 5% was applied to payroll, sales and property growth based on an examination of the last three years of the 12-month percentage change in the Consumer Price Index (*BLS – 12 Month Change- All items in U.S. city average, all urban consumers, not seasonally adjusted).* Each half-year 12-month ending percent change was averaged to arrive at 5.50%.

Surrounding Area Impacts

SURROUNDING AREA	Year 1	Year 2	Year 3	Year 4	Year 5	Total
FTEs	2,114	2,643	3,303	4,129	5,161	**5,161**
Payroll	$136,456,362	$170,570,453	$213,213,066	$266,516,332	$333,145,415	**$333,145,415**
Retail	[redacted]					
Entertainment	[redacted]					
Dining	[redacted]					

INDIRECT	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Sales Basis	[redacted]					
Income Basis	[redacted]					
Lodging Basis	[redacted]					
Property Basis	[redacted]					
Sales Tax	$18,044,065	$18,946,269	$19,893,582	$20,888,261	$21,932,674	**$99,704,852**
Income Tax	$6,624,539	$6,955,766	$7,303,555	$7,668,732	$8,052,169	**$36,604,762**
Lodging Tax	$1,985,448	$2,084,720	$2,188,956	$2,298,404	$2,413,324	**$10,970,851**
Property Tax	$19,577,299	$24,471,624	$30,589,530	$38,236,912	$47,796,140	**$160,671,506**
Total	$46,231,352	$52,458,379	$59,975,623	$69,092,310	$80,194,308	**$307,951,971**

Surrounding Area Visitor Spending

The section below overviews anticipated visitations based on the utilization of Placer.ai on the building complex for current performances. Placer.ai. tracks cellular phone activity to create an accurate and recent picture of foot traffic. Below is a calculation of the indirect spending impact of visitors once the Project is fully complete. In order to estimate overnight visitors, Placer tracks both 1) the origin of the visitor to understand distance traveled and 2) if the visitor visited a hotel before and after the event. This provided a basis of estimation that 6.5% of visitors stayed overnight.

	Project	Development	
Total Visits	**697,210**	**1,945,790**	**Annual building visits from Placer.ai**
Visits	**522,908**	**1,459,342**	**Assumes 75% of visits are related to Development/Project**

Rates

				Project	Development	
Stay Visitor per Day	$204.30	$ per		**33,997**	**94,879**	
Lodging	42%	$150.00		$5,099,528	$14,231,874	
F&B	29%	$58.38		$1,984,788	$5,539,191	
Retail	15%	$29.63		$1,007,206	$2,810,933	
Entertainment	6%	$20.00		$679,937	$1,897,583	
Transportation	9%	$18.22		$619,432	$1,728,724	Per-visitor rates based on US Travel and Tourism Satellite Accounts, tracking typical visitor spending.
Drive Visitor per Day	$75.00	$ per		**488,911**	**1,364,463**	
Lodging	0%	$0.00		$0	$0	
F&B	64%	$47.87		$23,402,461	$65,312,103	
Retail	18%	$13.68		$6,686,417	$18,660,601	
Entertainment	9%	$6.84		$3,343,209	$9,330,300	
Transportation	9%	$6.62		$3,236,226	$9,031,731	

Surrounding Area Property Value Analysis

The section overviews the Project's effect on property value increases to the Surrounding Area. This analysis utilizes Census 2023 data and PolicyMap software as the source for 5-year change in Single Family Median Home Value and Median Single Family Home Values and number of Single Family Homes (2018-2023) by Zip Code. Median Real Estate Tax Value was multiplied by the number of current Single Family homes to establish a baseline home value. The 5-year Single Family Home Value growth rate for the Surrounding Area was annualized and projected moving forward. A "Development and Project Share" was then calculated which uses the Development's total economic impact GDP impact as a percentage of total Surrounding Area GDP, both provided by IMPLAN, resulting in a share of **4% (2% for both the Development and Project).** The GDP share was used as a barometer for projecting forward the Development's share of home value growth going forward.

Property taxes were applied to the increment of Single-Family home values to estimate tax impacts as home value impacts were added to the "Property Value" basis on the prior Surrounding Area impacts summary on page 18.

PROPERTY VALUE IMPACT CALCULATION

Zips	Households	Population	Median Real Estate Tax	Property Value Per	Total Property Value	Project Share of Incremental Residential Value	Development Share of Incremental Residential Value
43035	11,032	32,317	$7,389	$301,592	$3,327,161,143	$133,086,446	$133,086,446
43240	3,034	6,321	$4,265	$174,082	$528,163,673	$21,126,547	$21,126,547
43082	11,741	33,273	$7,896	$322,286	$3,783,956,571	$151,358,263	$151,358,263
43021	4,813	14,084	$8,059	$328,939	$1,583,182,327	$63,327,293	$63,327,293

Catalyzed Project Impacts

The Catalytic Effect the Project is quantified in this section. The projects catalyzed in this section all fall within Project's half-mile radius and are planned to be placed into series after this Project is complete. Each project was identified as being caused or accelerated by the Project as noted in Appendix A. Further, project impacts are captured during the five-year completion period in each project's corresponding table. The assumptions below were used to calculate impacts from development square footage programs of each catalyzed project. The following page overviews how these were calculated into FTES, Payroll, Sales and Taxes.

Catalyzed Project Rates	SF/Jobs	Salary	Sales/SF	Room Sales/SF	Rent/SF	Methodology
Apartment	15,000	$35,000	$31	$0	$15	Uses comparable market data within the County, Ohio Region, data provided by Developer and Rent.com rent estimates.
Hotel	700	$30,000	$100	$100	$0	Uses comparable hotel sales data for large cities.
Industrial	750	$55,000	$0	$0	$0	US Energy Administration Commercial Buildings Energy Survey, BLS/Lightcast
Office	350	$75,000	$25	$0	$0	Lightcast & BLS Data for Surrounding Area for Business Occupations
Restaurant	600	$25,000	$350	$0	$0	US Energy Administration Commercial Buildings Energy Survey, BLS/Lightcast
Retail	450	$30,000	$300	$0	$0	US Energy Administration Commercial Buildings Energy Survey, BLS/Lightcast
Arena/Events	750	$55,000	$95	$0	$0	Based on comparable arena construction data
	Operations Rate	**Construction Rate**				
% Jobs Dedicated to Operations	15%					Uses typical mix or type and area supported by IMPLAN
Indirect Retail Sales Rate	5%	2%				Uses typical mix or type and area supported by IMPLAN
Indirect Entertainment Sales Rate	7%	3%				Uses typical mix or type and area supported by IMPLAN
Indirect Dining Sales	10%	4%				Uses typical mix or type and area supported by IMPLAN
Construction Output/Worker		$136,000				Uses typical mix or type and area supported by IMPLAN
EC/Worker		$62,000				Uses typical mix or type and area supported by IMPLAN
% Cost Related to Construction Materials		40%				Typical method utilzied by RSMeans Construction Data
Sales Taxable Purchases	95%	100%				Analyzed exempt uses in relation to project from OTAX
Lodging Impact	2%	2%				Uses US Tourism Sattelite Accounts to estimate lodging impact of activity
Property Impact	12.5%	0.5%				Assumes typical indirect property value impact based on IMPLAN data
Value at Cost	85%	85%				Assumes market value based on hard costs from analysis of Auditor data
Renter HH Income	$65,100					Utilizes Census/ACS and HUD Data to Assume Area Family Incomes
Renters per SF	600					Calculated based on typical SF needed per renter from sample projects
Lodging Per-Diem		$227				PBMares CPAs and Consultant's Guidance for Contractors Who Use Per Diems
Worker Travel %		15%				Based on analysis of Lightcast inbound commuter data to the Surrounding Area
Worker Annual Weekdays		78.3				Assumes 30% of the weekdays "travel workers" commute to work and use a Per-Di

Catalyzed Project List

Catalyzed Projects within a half-mile Radius of the Project										
Project	**Address**	**Placed Into Service**	**SF**	**Apartment**	**Hotel**	**Industrial**	**Office**	**Restaurant**	**Retail**	**Cost**
Catalyzed Project #1		2028	14,000						14,000	$6,300,000
Catalyzed Project #2		2028	307,200	307,200						$57,600,000
Catalyzed Project #3		2028	1,816,500	1,168,000	65,000	-	361,000	76,000	146,500	$455,900,000
Totals			**2,137,700**	**1,475,200**	**65,000**	**-**	**361,000**	**76,000**	**160,500**	**$519,800,000**

Catalyzed Project Impacts

Each Catalytic Project is calculated utilizing the following methodology in correspondence with the rates from the previous page:

Category	Methodology
FTEs/Payroll	Calculates FTEs per SF by use and payroll using BLS wage data for each overarching use.
Operations FTEs/Payroll	Assumes the 15% of FTES are dedicated to operations, based on IMPLAN's typical mix of operations occupation categories, which includes two-level SIC code categories 37, 43 and 49.
Tenant FTEs/Payroll	Assumes the 75% of FTES are tenants, which is based off of a typical IMPLAN mix for the area, removing two-level SIC code categories 37, 43 and 49.
Retail	Assumes a standard calculation for each project which assumes that a percentage of total sales are re-spent to retail uses by indirect economic activity. The percentages were used analyzing a sample of IMPLAN indirect impacts for industries aggregated into a Retail category. Further, residential projects include 2020 Consumer Expenditure Survey – Shares of Annual Aggregate expenditures and sources of income to calculate retail spending for residents.
Entertainment	Assumes a standard calculation for each project which assumes that a percentage of total sales are re-spent to retail uses by indirect economic activity. The percentages were used analyzing a sample of IMPLAN indirect impacts for industries aggregated into a Entertainment category. Further, residential projects include 2020 Consumer Expenditure Survey – Shares of Annual Aggregate expenditures and sources of income to calculate entertainment spending for residents.
Dining	Assumes a standard calculation for each project which assumes that a percentage of total sales are re-spent to retail uses by indirect economic activity. The percentages were used analyzing a sample of IMPLAN indirect impacts for industries aggregated into a Dining category. Further, residential projects include 2020 Consumer Expenditure Survey – Shares of Annual Aggregate expenditures and sources of income to calculate dining spending for residents.

Catalyzed Project List

Catalyzed Project: Catalyzed Project #1

Location: Parcel # 31844202025005

Summary: Catalyzed Project 1, which is located immediately west of the Galaxy and just south of the Top Golf at Polaris, will likely be a 14,000 square foot retail space. This property is owned by a single landowner and will be catalyzed by the increase in property values and market opportunity from the Project.

value of the land will continue to increase as a result of the Galaxy development. All other large tracts of undeveloped land in the area have developed in this manner. The construction of Ikea Way opened access to over 150 acres of land and development opportunity. Improvements to Worthington Road and Bale Kenyon Road further increase the likelihood of development.

Catalyzed Project 1	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7
Value Table	$0	$0	$0	$6,300,000	$6,300,000	$6,300,000	$6,300,000
Placed Into Service				1	1	1	1
Construction Costs	$6,300,000	$6,300,000					
Apartment							
Hotel							
Industrial							
Office							
Restaurant							
Retail			14,000	14,000	14,000	14,000	14,000
Construction FTEs	23	23	0	0	0	0	0
Construction Payroll	$1,436,029	$1,436,029	$0	$0	$0	$0	$0
Construction Purchases	[redacted]	[redacted]	$0	$0	$0	$0	$0
Retail	[redacted]	[redacted]	$0.0	$0.0	$0.0	$0.0	$0.0
Entertainment	[redacted]	[redacted]	$0.0	$0.0	$0.0	$0.0	$0.0
Dining	[redacted]	[redacted]	$0.0	$0.0	$0.0	$0.0	$0.0
Sales Tax	$104,193	$104,193	$0	$0	$0	$0	$0
Income Tax	$69,715	$69,715	$0	$0	$0	$0	$0
Lodging Tax	$5,558	$5,558	$0	$0	$0	$0	$0
Property Tax	$31,500	$31,500	$0	$0	$0	$0	$0
Total	**$210,966**	**$210,966**	**$0**	**$0**	**$0**	**$0**	**$0**
FTEs	-	-	-	31	31	31	31
Operations FTEs (37, 43, 49)	-	-	-	5	5	5	5
Tenant FTEs	-	-	-	26	26	26	26
Payroll	$0	$0	$0	$933,333	$933,333	$933,333	$933,333
Operations Payroll	$0	$0	$0	$140,000	$140,000	$140,000	$140,000
Tenant Payroll	$0	$0	$0	$793,333	$793,333	$793,333	$793,333
Retail	$0	$0	$0	[redacted]			00
Entertainment	$0	$0	$0	[redacted]			0
Dining	$0	$0	$0	[redacted]			
Sales Basis	$0	$0	$0	[redacted]			
Income Basis	$0	$0	$0	[redacted]			
Lodging Basis	$0	$0	$0	[redacted]			
Property Basis	$0	$0	$0	[redacted]			
Sales Tax	$0	$0	$0	$315,000	$315,000	$315,000	$315,000
Income Tax	$0	$0	$0	$45,310	$45,310	$45,310	$45,310
Lodging Tax	$0	$0	$0	$7,560	$7,560	$7,560	$7,560
Property Tax	$0	$0	$0	$159,891	$159,891	$159,891	$159,891
Total	**$0**	**$0**	**$0**	**$527,762**	**$527,762**	**$527,762**	**$527,762**

Catalyzed Project List

Catalyzed Project: Catalyzed Project #2

Location: Parcel # 31841403024000

Summary: Catalyzed Project 2, located northeast of the Galaxy, will likely be a 384-unit residential development. This property is owned by a single landowner and will likely be catalyzed by the increase in property values and market opportunity from the Project.

The value of the land will continue to increase as a result of the Galaxy development. All other large tracts of undeveloped land in the area have developed in this manner. The construction of Ikea Way opened access to over 150 acres of land and development opportunity. Improvements to Worthington Road and Bale Kenyon Road further increase the likelihood of development.

Catalyzed Project #2	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7
Value Table	$0	$0	$0	$0	$57,600,000	$57,600,000	$57,600,000
Placed Into Service					1	1	1
Construction Costs	$57,600,000	$57,600,000					
Apartment					307,200	307,200	307,200
Hotel							
Industrial							
Storage							
Restaurant							
Retail							
Construction FTEs	212	212	0	0	0	0	0
Construction Payroll	$13,129,412	$13,129,412	$0	$0	$0	$0	$0
Construction Purchases	[redacted]	[redacted]	$0	$0	$0	$0	$0
Retail	[redacted]	[redacted]	$0.0	$0.0	$0.0	$0.0	$0.0
Entertainment	[redacted]	[redacted]	$0.0	$0.0	$0.0	$0.0	$0.0
Dining	[redacted]	[redacted]	$0.0	$0.0	$0.0	$0.0	$0.0
Sales Tax	$952,624	$952,624	$0	$0	$0	$0	$0
Income Tax	$637,393	$637,393	$0	$0	$0	$0	$0
Lodging Tax	$50,813	$50,813	$0	$0	$0	$0	$0
Property Tax	$288,000	$288,000	$0	$0	$0	$0	$0
Total	**$1,928,829**	**$1,928,829**	**$0**	**$0**	**$0**	**$0**	**$0**
FTEs	-	-	-	-	20	20	20
Operations FTEs (37, 43, 49)	-	-	-	-	3	3	3
Tenant FTEs	-	-	-	-	17	17	17
Payroll	$0	$0	$0	$0	$71,680	$71,680	$71,680
Operations Payroll	$0	$0	$0	$0	$10,752	$10,752	$10,752
Tenant Payroll	$0	$0	$0	$0	$60,928	$60,928	$60,928
Retail	$0	$0	$0	$0	[redacted]	[redacted]	[redacted]
Entertainment	$0	$0	$0	$0	[redacted]	[redacted]	[redacted]
Dining	$0	$0	$0	$0	[redacted]	[redacted]	[redacted]0,824
Sales Basis	$0	$0	$0	$0	[redacted]	[redacted]	[redacted]
Income Basis	$0	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]
Lodging Basis	$0	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]
Property Basis	$0	$0	$0	$0	[redacted]	[redacted]	[redacted]
[redacted] Tax	$0	$0	$0	$0	$1,762,790	$1,762,790	$1,762,790
Income Tax	$0	$0	$0	$0	$403,454	$403,454	$403,454
Lodging Tax	$0	$0	$0	$0	$42,307	$42,307	$42,307
Property Tax	$0	$0	$0	$0	$1,461,862	$1,461,862	$1,461,862
Total	**$0**	**$0**	**$0**	**$0**	**$3,670,414**	**$3,670,414**	**$3,670,414**

Catalyzed Project List

Catalyzed Project: Catalyzed Project #3

Location: Parcel #s 31844101002000, 31844102001000 and 31841403015000

Summary: Catalyzed Project 3, located east of the Galaxy, will likely be 1.82 million square foot, mixed use development. The project is likely to include 1,460 residential units, 200 hotel rooms, and 583,500 square feet of office, retail, and restaurant space. This property is owned by a single landowner and will likely be catalyzed by the increase in property values and market opportunity from the Project.

The value of the land will continue to increase as a result of the Galaxy development. All other large tracts of undeveloped land in the area have developed in this manner. The construction of Ikea Way opened access to over 150 acres of land and development opportunity. Improvements to Worthington Road and Bale Kenyon Road further increase the likelihood of development.

Catalyzed Project #3	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7
Value Table	$0	$0	$0	$455,900,000	$455,900,000	$455,900,000	$455,900,000
Placed Into Service				1	1	1	1
Construction Costs	$455,900,000	$455,900,000					
Apartment				1,168,000	1,168,000	1,168,000	1,168,000
Hotel				65,000	65,000	65,000	65,000
Industrial							
Office				361,000	361,000	361,000	361,000
Restaurant				76,000	76,000	76,000	76,000
Retail				146,500	146,500	146,500	146,500
Construction FTEs	1676	1676	0	0	0	0	0
Construction Payroll	$103,918,382	$103,918,382	$0	$0	$0	$0	$0
Construction Purchases	[redacted]	[redacted]	$0	$0	$0	$0	$0
Retail	[redacted]	[redacted]	$0	$0	$0	$0	$0
Entertainment	[redacted]	[redacted]	$0	$0	$0	$0	$0
Dining	[redacted]	[redacted]	$0	$0	$0	$0	$0
Sales Tax	$7,539,949	$7,539,949	$0	$0	$0	$0	$0
Income Tax	$5,044,920	$5,044,920	$0	$0	$0	$0	$0
Lodging Tax	$402,181	$402,181	$0	$0	$0	$0	$0
Property Tax	$2,279,500	$2,279,500	$0	$0	$0	$0	$0
Total	**$15,266,551**	**$15,266,551**	**$0**	**$0**	**$0**	**$0**	**$0**
FTEs	-	-	-	1,654	1,654	1,654	1,654
Operations FTEs (37, 43, 49)	-	-	-	248	248	248	248
Tenant FTEs	-	-	-	1,406	1,406	1,406	1,406
Payroll	$0	$0	$0	$83,034,438	$83,034,438	$83,034,438	$83,034,438
Operations Payroll	$0	$0	$0	$12,455,166	$12,455,166	$12,455,166	$12,455,166
Tenant Payroll	$0	$0	$0	$70,579,272	$70,579,272	$70,579,272	$70,579,272
Retail	$0	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]
Entertainment	$0	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]
Dining	$0	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]
Sales Basis	$0	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]
Income Basis	$0	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]
[redacted] Basis	$0	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]
Property Basis	$0	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]
Sales Tax	$0	$0	$0	$14,038,865	$14,038,865	$14,038,865	$14,038,865
Income Tax	$0	$0	$0	$5,551,804	$5,551,804	$5,551,804	$5,551,804
Lodging Tax	$0	$0	$0	$2,791,340	$2,791,340	$2,791,340	$2,791,340
Property Tax	$0	$0	$0	$11,570,538	$11,570,538	$11,570,538	$11,570,538
Total	**$0**	**$0**	**$0**	**$33,952,548**	**$33,952,548**	**$33,952,548**	**$33,952,548**

Total Impacts

Total Impacts

Construction Activity

The Project will create, cause and accelerate a total one-time infusion of 8,744 construction jobs and $626million in payroll from construction activity from the Project, Development and Catalytic projects.

Jobs and Payroll

Additionally, the Project will create, cause and accelerate a total of 15,747 jobs, of which the 1,949 will be employed by the project, 6,931 from the Development and another 6,867 indirectly created, caused or accelerated to the Surrounding Area as a result of the Project.

Retail, Entertainment and Dining Sales

The Project will additionally generate, cause and accelerate over $7.2 billion in retail, dining and entertainment sales over a five-year period, including an immediate infusion of $31 million in sales from construction activity. Of these sales figures, $364 million will come directly from the Project, $3 billion from the Development, driving an additional $3.8 billion to the Surrounding Area and Catalyzed Projects.

Taxes

The Project will result in approximately $1.3 billion in State and Local Taxes, of which $1.25 billion will be generated during the Completion Period from Project operations, Surrounding Area impacts and Catalyzed Project impacts. The additional $81 million comes in the form of Construction Period Taxes.

II. TOTAL CONSTRUCTION PERIOD IMPACTS

A. Total Construction Period Impacts: Construction Jobs

Year	Full-Time Equivalents	TOTAL Projected Payroll
1	4,372	$313,436,703
2	4,372	$313,436,703
3	-	$0
4	-	$0
5	-	$0
	8,744	**$626,873,405**

B. Total Construction Period Impacts: Retail, Entertainment and Dining Sales

Year	Projected Retail Sales	Projected Entertainment Sales	Projected Dining Sales	TOTAL Projected Sales/Year
1	[redacted]	[redacted]	[redacted]	[redacted]
2	[redacted]	[redacted]	[redacted]	[redacted]
3	$0	$0	$0	$0
4	$0	$0	$0	$0
5	$0	$0	$0	$0
	[redacted]	[redacted]	[redacted]	[redacted]

C. Total Construction Period Impacts: Sales, Income, Lodging and Property Taxes

Year	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax	TOTAL Projected Taxes
1	$20,493,951	$15,216,394	$995,319	$3,835,296	$40,540,961
2	$20,505,089	$15,216,394	$995,319	$3,872,385	$40,589,187
3	$0	$0	$0	$0	$0
4	$0	$0	$0	$0	$0
5	$0	$0	$0	$0	$0
	$40,999,040	**$30,432,788**	**$1,990,639**	**$7,707,681**	**$81,130,148**

III. TOTAL COMPLETION PERIOD IMPACTS *(totals inputs from Completion Period Impacts worksheet)*

A. Total Completion Period Impacts: Operational Jobs

Year	Full-Time Equivalents	TOTAL Projected Payroll
1	835	$61,267,889
2	1,160	$77,747,152
3	1,913	$164,611,833
4	2,025	$173,494,477
5	2,165	$183,141,840
	8,099	**$660,263,191**

B. Total Completion Period Impacts: Tenant Jobs

Year	Full-Time Equivalents	TOTAL Projected Payroll
1	5,307	$384,860,297
2	7,196	$499,301,199
3	11,976	$834,335,451
4	12,690	$909,707,548
5	13,582	$998,155,001
	50,751	**$3,626,359,496**

C. Total Completion Period Impacts: Retail, Entertainment and Dining Sales

Year	Projected Retail Sales	Projected Entertainment Sales	Projected Dining Sales	TOTAL Projected Sales/Year
1	[redacted]	[redacted]	[redacted]	[redacted]
2	[redacted]	[redacted]	[redacted]	[redacted]
3	[redacted]	[redacted]	[redacted]	[redacted]
4	[redacted]	[redacted]	[redacted]	[redacted]
5	[redacted]	[redacted]	[redacted]	[redacted]
	[redacted]	[redacted]	[redacted]	[redacted]

D. Total Completion Period Impacts: Sales, Income, Lodging and Property Taxes

Year	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax	TOTAL Projected Taxes
1	$107,716,435	$39,880,943	$4,483,439	$40,354,536	$192,435,354
2	$127,456,122	$47,472,105	$7,506,511	$55,231,998	$237,666,737
3	$134,874,025	$49,969,309	$7,784,199	$63,763,264	$256,390,797
4	$140,811,894	$52,167,746	$8,031,348	$72,409,718	$273,420,706
5	$147,046,656	$54,476,105	$8,290,855	$83,017,972	$292,831,588
	$657,905,131	**$243,966,209**	**$36,096,352**	**$314,777,489**	**$1,252,745,181**

Total Impacts

I. TOTAL ECONOMIC IMPACTS *(Construction Period Impacts + Completion Period Impacts)*

A. Summary: Total Project Impacts

	TOTAL Projected FTEs	TOTAL Projected Payroll	TOTAL Projected Sales	TOTAL Projected Taxes
Construction Period Impacts	8,744	$626,873,405	$31,375,588	$81,130,148
Completion Period Impacts	15,747	$4,286,622,687	$7,295,328,699	$1,252,745,181
	24,491	**$4,913,496,093**	**$7,326,704,287**	**$1,333,875,328**

Total Impacts

The table to the right illustrates that projected taxes ($1.3 billion) meet at least 10% of the total development costs ($10,002,488).

Further, when combining the Construction Period and the first year after construction, the project significantly exceeds the 10% development cost threshold by $344,692,900 dollars.

TMUD Credit Objectives	
TMUD Project Cost	$100,027,488
10% of Development Cost Threshold	**$10,002,749**
Construction Taxes	$81,130,148
First Year Post-Construction Taxes	$273,565,501
Construction + Year 1	**$354,695,649**
Total Taxes	$1,333,875,328

EIS Preparer Qualifications

EIS Preparer Qualifications

VISTA SITE SELECTION

Vista Site Selection LLC is a newly formed company, founded in September of 2022 by the law firm Vorys, Sater, Seymour and Pease LLP, focused on economic development, economic analysis, economic incentives and site location consulting. Vista's management team has over 75 years of collective experience in Economic Development and Site Selection in 49 US States and includes certified data analysts, economic consultants and GIS specialists, among others.

Vista's services included:

- ✓ Economic Insights, including Economic Footprint and Economic Impact Analysis
- ✓ Labor Analytics
- ✓ Development of Advanced, Customized Data Analytics Platforms and Mapping
- ✓ Retail Performance and Growth Analytics
- ✓ Return on Investment Insights for Companies and Communities
- ✓ Corporate Site Selection Advisory
- ✓ Tax Credit and Incentives Advisory
- ✓ Economic and Market Analysis

EIS Preparer Qualifications

This analysis will be performed by **Chris Magill**. Chris is a Certified Economist and Managing Director for Vista Site Selection. Chris has significant experience consulting on capital investment projects and has strategically negotiated and analyzed tax credit, grant and loan-financing solutions for capital investment projects in over 20 different states. Further, Chris utilizes data analytics to help better inform business leaders and site administrators on project ROI, economic impacts, site decisions and market conditions. Prior to joining Vista Site Selection, Chris served as the Economic Development Director at the Ice Miller law firm for 11 years, consulting on various matters related to economic development, economic incentives, public-private partnerships, community advisory and economic impact analysis. Prior to his time at Ice Miller, Chris worked at the Ohio Department of Development ("ODOD"), serving as the Executive Director of the Ohio Tax Credit Authority. During his time at ODOD, Chris managed and structured various tax credit programs and co-developed various economic incentive calculation tools.



Chris carries various economic certifications and has nearly 15 years of experience in authoring economic impact statements and analysis tools. Chris has experience instructing economic impact, fiscal return-on-investment and economic development courses for the International Economic Development and the Ohio Economic Development Association. Further, has volunteered his time instructing pro forma development courses for the Knowlton School of Architecture and Fisher College of Business at The Ohio State University in relation to the annual Urban Land Institute Student Heinz Competition and has served as a Planning Committee member and annual speaker for the Ohio Tax Conference. Chris also serves as the Vice President of the Board of Directors of the Ohio Statewide Development Corporation. Chris' credentials include:

- Certified Economist, *IMPLAN*
- Certification in Economic Measurement, *National Association of Business Economics*
- Certification of Business Applications of Statistics and Data Analytics, *National Association of Business Economics*
- Certification of Economic Strategy and Managerial Decision Making, *National Association of Business Economics*
- Master's in Business Administration, *Ohio University*

EIS Preparer Qualifications

The list depicted includes a sample of Chris Magill's economic impact study experience. Chris has authored economic impact studies for projects in more than 25 US States. This includes manufacturing megaprojects, corporate headquarter office projects, mixed-use projects, non-profit projects, policy changes and cultural/sports facility projects, among others.



Economic Impact Project	Locality	Category
Arts N' Stark Market	Canton, Ohio	Retail
Carew Tower	Cincinnati, Ohio	Mixed-Use
Cannabis Industry Analysis	Ohio	New Industry
Central Franklinton Development	Columbus, Ohio	Mixed-Use
Confidential Manufacturing Tenant	Rural Ohio	Manufacturing
Confidential Manufacturing Tenant	Midwestern US	Manufacturing
Multi-State Manufacturing Megaproject (3)	United States	Manufacturing
Confidential Office Headquarters Relocation 1	East Indiana	Office
Confidential Office Headquarters Relocation 2	Central Ohio	Office
Confidential Sports Facility Project 1	Central Ohio	Arena/Stadium
Confidential Sports Facility Project 2	Central Ohio	Arena/Stadium
Confidential Sports Facility Project 3	Ohio	Arena/Stadium
Confidential State-wide ROI Calculator	Confidential	Calculation Tool
Confidential Warehouse Development	Central Ohio	Industrial
CoverMyMeds Campus	Columbus, Ohio	Mixed-Use
CoverMyMeds Campus TMUD Alternative Method Analysis	Columbus, Ohio	Tax Impact Review
Downtown Painesville to Grand River Corridor	Painesville, Ohio	Mixed-Use
Economic Impact of Venture Capital to Ohio	Ohio	Industry
Erieview Tower	Cleveland, Ohio	Mixed-Use
Fairfield Shoe Factory	Lancaster, Ohio	Mixed-Use
Gahanna ROI Calculation Tool	Gahanna, Ohio	Calculation Tool
Goodwill Industries	Indianapolis, Indiana	Retail
Hall of Fame Village Phase 2	Canton, Ohio	Mixed-Use
Hall of Fame Village Phase 2 Alternative Method Analysis	Canton, Ohio	Mixed-Use
High North	Worthington, Ohio	Mixed-Use
Historic Flats	Cleveland, Ohio	Mixed-Use
JPMorgan Chase R&D	Columbus, Ohio	Office/R&D
Mason ROI Calculation Tool	Mason, Ohio	Calculation Tool
Merchant Building/North Market Tower	Columbus, Ohio	Mixed-Use
Montgomery County Fairgrounds	Montgomery County, Ohio	Mixed-Use
Municipal Return-on-Investment/Fiscal Calculator	Grove City, Ohio	Land Use Plan
OEDA Economic Impact and ROI Course	Ohio	Course Instruction
Renkert Building	Canton, Ohio	Mixed-Use
The District at Clifton Heights	Cincinnati, Ohio	Mixed-Use
Trew Automation LLC	Fairfield, Ohio	Office/R&D
Valor Acres	Brecksville, Ohio	Mixed-Use
Water Street District Phase II	Dayton, Ohio	Mixed-Use
Whitehall Development Blueprint	Whitehall, Ohio	Land Use Plan



West End Mixed-Use Development Project Phase 2

Transformational Mixed-Use Tax Credit

Economic Impact Statement

Authored by:

VISTA SITE SELECTION

Introduction

This study is prepared by Vista Site Selection, LLC ("Vista"), a third-party entity, on behalf of an application for the Ohio Transformational Mixed-Use Tax Development Credit Program ("TMUD"). This study accomplishes two primary objectives:

1) To verify that increased tax collections resulting from the project will exceed 10% of the estimated eligible project costs and,

2) To articulate the economic impacts of the Project and/or larger Development to the Project Site and Surrounding Area during both the Construction Period, which is the time period in which the Project is being constructed and the Completion Period, which is the 5 years after Project construction is completed.

In accomplishing these objectives, this document will assess the following categories:

- ***Employment*** **-** The projected number of construction, operational, and tenant jobs created as a result of the Project and the average hourly wages for each job type.
- ***Revenue*** **-** Annual revenue projections generated from retail, entertainment, and dining sales.
- ***Tax Revenues*** **-** Annual revenue projections generated from sales tax, income tax, lodging tax, and property tax.

Economic impacts will be calculated utilizing IMPLAN software and the following methodology:

INPUTS

1. Provided by Developer
2. Calculated by Vista using market assumptions and data support

ECONOMIC OUTPUTS

1. Calculated utilizing IMPLAN software
2. Calculated by Vista utilizing IMPLAN and complementary data sources either publicly available, indexed/created by Vista or subscribed to by Vista.

TAX CALCULATIONS

1. Direct taxes calculated by Vista using state and local tax rates.
2. Indirect taxes calculated by Vista from indirect outputs, with some categories calculated using IMPLAN tax estimates and rates.

EIS Framework Categories and Sections

This study illustrates the transformational mixed use development's impact on the development site and surrounding area in terms of retail, entertainment and dining sales, job creation, property values, connectivity, and revenue from sales, income, lodging, and property taxes, as referenced in Ohio Revised Code 122.09(C)(1). The framework in this study will cover this in three major sections: 1) Construction Impacts, 2) Completion Period Impacts and 3) Total Impacts.

	1. Construction Impacts	2. Project Completion Period Impacts
Project	The direct economic impacts of the new construction and/or renovation and rehabilitation of structures included in the Project on the Project site during the construction period.	The direct and indirect economic impacts of the Project as defined in the application in the five years after completion of construction of the Project.
Development (if applicable)	The direct economic impacts of the construction and/or renovation and rehabilitation of structures included in the Development as defined in the application during the construction period. Does not include the Construction Project Impacts described above. If the Project is not part of a larger planned Development, this section is not applicable.	The direct and indirect economic impacts of the Development as defined in the application in the five years after completion of construction of the Project, exclusive of the impacts of the Project as identified above. If the Project is not part of a larger planned Development, this section is not applicable.
Surrounding Area Impacts	The indirect economic impacts caused by the new construction and/or renovation and rehabilitation of structures included in the Project in the surrounding area during the completion period of the Project, excluding any impacts specifically identified below in the Construction Catalyzed Project Impacts section.	The direct and indirect economic impacts caused by the Project in the surrounding area in the five years after completion of construction of the Project, excluding any catalyzed projects specifically identified below in the Catalyzed Project Impacts section.
Catalyzed Projects (if applicable)	The direct and indirect economic impacts from construction of the defined projects in the surrounding area that are directly caused or accelerated by the Project/Development during the completion period of the Project.	The direct and indirect economic impacts of other proposed, defined projects in the surrounding area that are directly caused or accelerated by the Project/Development in the five years after completion of construction of the Project.
	3. Total Impacts (1. Construction Impacts + 2. Project Completion Impacts)	

Project Geography

The Economic Impact geography is referred to as the Surrounding Area, which includes any zip code covered in whole or in part encompassed within a perimeter starting from the transformational mixed used development boundary and extending one-half miles out from that boundary.

The .5-mile radius from the Project boundary, which is located within 10 miles of a City with population of at least 100,000 residents includes the following zip codes:

1. **45202**
2. **45203**
3. **45214**
4. **45219**

Taxes & Rate Methodology

For simplicity, the Project, Development, Surrounding Area and Catalyzed Projects follow the same tax rates which are based on the **City of Cincinnati, Hamilton County**, the **City of Cincinnati School District** and the State of Ohio. It is worth noting that there may be small variations in the actual tax amounts, compared to these estimated amounts, based on per-parcel levies, other school districts and numerous factors particularly when factoring in the Surrounding Area and Catalyzed Project impacts.

Sales Taxes – sales taxes are calculated using sales and purchases of building tenants, purchases from residents and tourists within the Surrounding Area and hotel room stays. In order to account for exemptions, the exemption list provided in the Ohio Department of Taxation Annual Report was utilized and an additional **20%** reduction was applied to sales to ensure exempted activities are not counted. Indirect Sales taxes were calculated based off of resident expenditures and estimates of economic output provided by IMPLAN. The combined State and Local rate is **7.8%** in the project address (with **5.75%** to the State of Ohio, **1.25%** to **Hamilton County** and **.80%** to the **Southwest Ohio Regional Transit Authority**). Sales tax data can be found utilizing the Ohio Department of Taxation's The Finder tax district lookup tool for the project address. In circumstances where ticket sales for events occur, the **City of Cincinnati** admissions tax is applied to sales, which is **3%**. Admissions taxes are municipal taxes allowed as an exception under 715.013(C) of the Ohio Revised Code, serving as an alternative method of collecting taxes by a municipal administrator to Sales, Property, Income and Lodging taxes.

Income Taxes – income taxes are calculate as a percentage of employee compensation of direct employment within the project and indirect employment caused by the project. Income taxes are collected by the State of Ohio (Ohio Withholding Tax). Ohio Withholding Taxes utilize a bracketed rate structure based on salary (for this project is assumed to be **2.35%,** which is calculated on the Project average salary of **$90,000**, assuming a fixed tax of **$361** + an excess tax of **2.75%** for a salary over **$26,050**). The **City of Cincinnati** levies a **1.85%** income tax on people living and working in the **City of Cincinnati** (see **City of Cincinnati** – Income Tax Division).

Lodging Taxes – lodging taxes are collected from room sales of guests staying less than 30 days for each stay. Lodging taxes collected by **Hamilton County** at a rate of **6.5%** and the **City of Cincinnati (Hamilton County)** at a rate of **4%,** resulting in a total lodging tax rate of **10.5%.** Lodging rates can be found utilizing the Ohio Department of Taxation's tax analysis data series.

Property Taxes – property taxes are collected by various units of government and published by the County Auditor. Property taxes are assessed at 35% of the market value of the property, then an effective tax rate is applied and distributed to the local government taxing units. The effective tax rate of the property's assessed value is **9.1%. Phase 1 of the Development is considered either property tax exempt or abated, therefore adjustments to property tax collections were made to account for abatements and exemptions.**

Application of Growth Rates and Inflation – annual growth is assumed for revenue streams calculated within this document which includes property value, sales growth and wage growth. An examination of the Consumer Price Index for all Urban Consumers for calendar years 2021, 2022 and 2023 was utilized in which each half-year rate was averaged, arriving at a total rate of **5.5%.** This figure was reduced to **5%** under anticipation that the CPI and inflation will drop.

Construction Period Impacts

Input Methodology

Project Impacts

The value entered in Industry Output for construction represents full cost of the structure as provided by the Developer, and only the structure. Construction cost data was provided by the Developer in all circumstances (each building). This includes hard costs and soft costs. IMPLAN calculates employment based on the number of employees it would take to support the dollar value and type of a given economic event, using a combination of data sources including Census County Business Patterns (CBP), Bureau of Labor Statistics Covered Employment and Wages (CEW) and Bureau of Economic Analysis Regional Economic Accounts (REA) as the basis for its calculation. Further, IMPLAN uses additional data sources to classify its employment estimates into hours worked, headcount and compensation by specific occupation. Occupational source data used by IMPLAN includes Bureau of Labor Statistics (BLS) Occupational Employment Survey (OES), BLS Employment Projections national industry by occupation matrix, Census Bureau American Community Survey (ACS) Public Use Microdata Sample (PUMS) and O*NET™ which is a trademark of the U.S. Department of Labor, Employment and Training Administration. Employees are converted to Full-time equivalent employees (FTEs) by dividing the estimated number of hours of compensation for the job, as calculated by IMPLAN, by 2,080. There are no direct impacts to retail, entertainment and dining as these are not direct construction expenditures, but rather Surrounding Area effects.

Surrounding Area Impacts

Surrounding Area impacts during the Construction Period were calculating utilizing IMPLAN. In IMPLAN, the project was modeled as **$265,000,000** in Output under the industry 55 - Construction of New Commercial Structures, Including Farm Structures. Construction cost calculations were provided using costs provided by the Developer. Outputs resulting from the construction inputs in IMPLAN were filtered in IMPLAN only to show indirect effects of Project Construction. These impacts were categorized by use, to understand specific impacts to Retail, Entertainment and Dining. In this circumstance, the Surrounding Area's presence of significant entertainment, retail and dining establishments (professional sports stadiums, full-service restaurants, limited services restaurants, bars and shopping) create a higher degree of construction worker spending. Additional categories were created and aggregated if they were sales-taxable transactions. Lodging taxes follow a similar rate, as many construction workers travel to larger areas given the overall labor shortage of construction workers. Those who travel and stay overnight are typically provided lodging and meal per diems. Given IMPLAN captures dining expenditures, the lodging per diem method is utilized to get a more accurate picture of construction spending. A typical per-day per diem is $138 for lower cost areas and $222 for higher cost areas. Given the location within a major urban center (**Cincinnati**) the $222 figure is utilized (per diem rates provided by *PBMares CPAs and Consultants Guidance for Contractors Who Use Per Diem, 2022)*. Further it is assumed 15% of workers will travel as part of this arrangement during 30% of the annual weekdays per year. Lodging taxes are calculated off of estimated lodging expenditures.

Catalyzed Project Impacts

Catalyzed Project construction was calculated differently than Project Construction, as detailed information for Catalyzed Projects is not typically available, as such, costs were provided by the catalyzed project developers or estimated based off of square footage data gathered from available project information. In calculating construction impacts, costs were calculated on a per-square foot basis by analyzing comparable building sizes on the **Hamilton** County Auditor's website, costs of recent developments in the area and the size/scale of the project. In all cases, construction costs assumed 60% labor and 40% materials costs, and for purposes of estimating employment, a cost-per-worker of $136,000 was used, the rate provided by IMPLAN for the **45202, 45203, 45214 and 45219** zip codes. Lastly, average salaries for the area were calculated using IMPLAN employee compensation figures for **the 45202, 45203, 45214 and 45219** zip codes, estimated at **$56,000**. There is further detail on Catalyzed Project methodology later on in this document.

Construction Project Impacts

CONSTRUCTION	Project Construction		
	Year 1	Year 2	Totals
Property Value	$132,500,000	$132,500,000	**$265,000,000**
Labor	1,051	1,051	**2,101**
Materials	$53,000,000	$53,000,000	**$106,000,000**
Wages	$79,500,000	$79,500,000	**$159,000,000**
DIRECT	**Const. 1**	**Const. 2**	**Total**
Sales Tax	$4,134,000	$4,134,000	**$8,268,000**
Income Tax	$3,696,750	$3,696,750	**$7,393,500**
Lodging Tax	$0	$0	**$0**
Property Tax	$0	$0	**$0**
Total	**$7,830,750**	**$7,830,750**	**$15,661,500**

Any construction occurring prior to the Completion Period is not included in this calculation.

Construction Development Impacts

CONSTRUCTION	Development Construction		
	Year 1	Year 2	Totals
Property Value	$85,413,750	$85,413,750	**$170,827,500**
Labor	677	677	**1354**
Materials	$34,165,500	$34,165,500	**$68,331,000**
Wages	$51,248,250	$51,248,250	**$102,496,500**
DIRECT	**Const. 1**	**Const. 2**	**Total**
Sales Tax	$2,664,909	$2,664,909	**$5,329,818**
Income Tax	$2,383,044	$2,383,044	**$4,766,087**
Lodging Tax	$0	$0	**$0**
Property Tax	$0	$0	**$0**
Total	**$5,047,953**	**$5,047,953**	**$10,095,905**

Any construction occurring prior to the Completion Period (prior Development Phases) is not included in this calculation, therefore Phase 1 construction is omitted from Construction Period Impacts.

Construction Surrounding Area Impacts

SURROUNDING AREA	Surrounding Area Construction Impacts		
	Year 1	Year 2	Const. Total
FTEs	71	71	**143**
Payroll	$3,516,631	$3,516,631	**$7,033,261**
Retail	[redacted]	[redacted]	[redacted]
Entertainment	[redacted]	[redacted]	[redacted]
Dining	[redacted]	[redacted]	[redacted]
INDIRECT			
Sales Basis	[redacted]	[redacted]	[redacted]
Income Basis	[redacted]	[redacted]	[redacted]
Lodging Basis	[redacted]	[redacted]	[redacted]
Property Basis	[redacted]	[redacted]	[redacted]
Sales Tax	$1,116,180	$1,149,665	**$2,265,845**
Income Tax	$163,523	$163,523	**$327,047**
Lodging Tax	$472,948	$472,948	**$945,896**
Property Tax	$251,809	$259,363	**$511,172**
Total	$2,004,460	$2,045,500	**$4,049,960**

Construction Catalyzed Project Impacts

CATALYZED PROJECTS	Catalyzed Project Construction		
	Year 1	Year 2	Total
TOTALS			
Construction Cost Basis	$771,266,346	$771,266,346	**$771,266,346**
Construction Materials	$154,253,269	$154,253,269	**$154,253,269**
FTEs	2,836	2,836	**5,671**
Payroll	$175,803,358	$175,803,358	**$351,606,717**
Retail	[redacted]	[redacted]	[redacted]
Entertainment	[redacted]	[redacted]	[redacted]
Dining	[redacted]	[redacted]	[redacted]
DIRECT & INDIRECT	**Const. 1**	**Const. 2**	**Construction Totals**
Sales Tax	$13,265,895	$13,265,895	**$26,531,789**
Income Tax	$8,174,856	$8,174,856	**$16,349,712**
Lodging Tax	$793,786	$793,786	**$1,587,573**
Property Tax	$3,856,332	$3,856,332	**$7,712,663**
Total	$26,090,869	$26,090,869	**$52,181,738**

Timeline for Phases

	Construction Start	Phase Completed
Phase 1	2019	2021
Phase 2 (Project)	2025	2027
Phase 3 (Development)	2027	2029

Completion Period Impacts

Methodology

Project and Development Impacts

In calculating the Project, the Developer provided data related to project costs, square footage, residential units, residential rents, building and tenant information to serve as inputs. Vista calculated employment, wages, sales and office purchases from these figures. In circumstances where tenant sales were not provided by the Developer, they were calculated by Vista utilizing Lightcast 2023 and IMPLAN estimated employment to support estimated sales. Sales were calculated using per-square-foot data estimates provided from CoStar for specific tenants or tenant types. Office and retail supplies purchases are estimated using a percentage of payroll based (5%-25% of payroll, **25%** being used for supplies needed for theatre operations). Other metrics, such as household incomes of the residents and resident spending in the Surrounding Area were calculated by Vista. Resident expenditures were calculated using averages from the *2022 Consumer Expenditure Survey – Shares of Annual Aggregate expenditures and sources of income*. Household income assumptions were calculated by assuming renters will spend **25%** of their income toward rent, there for the monthly rent price was divided by **25%,** then multiplied x 12 (months) to arrive at the household income rate for that particular unit grouping. Each consumer expenditure category was assigned an "absorption rate" to account for any expenditures that cannot be made within the Surrounding Area. Estimated wages and jobs use CoStar jobs per square foot metrics and wages utilize average wage for the specific tenant-use staffing pattern provided by Lightcast, sourced by the Bureau of Labor Statistics. For hotels that include conference space, it is assumed that space is programmed **226** days of the year with a mix of weddings, weekday conference, weekend conventions and 1-day ticketed events. Metrics for these events was based on comparable events which include the Ohio Tax Conference, Monroe Pop Fest, NAIOP Commercial Breakfast and typical wedding pricing. Lastly, Vista calculates visitor spending activity which will directly benefit the Surrounding Area. Vista calculated visitor activity using *Placer.ai* foot-traffic data to calculate expected visitors, which estimates annual visits, annual visitors and visitor locations both before and after arriving at the Project facility, providing a basis for Surrounding Area spending. The effects of visitors generated from the Project are reflected in Surrounding Area impacts.

Surrounding Area Impacts

Surrounding Area impacts were calculated utilizing three primary methods: 1) Indirect Impacts calculated by IMPLAN from Project inputs, including spending in Dining, Entertainment and Retail in the Surrounding Area, 2) Indirect effects to business from tourist spending, through increased sales and indirect jobs created and 3) Indirect property value impacts from the project. IMPLAN calculates indirect impacts from Project activity, by industry, which is then aggregated into Retail, Entertainment and Dining sales. Tourist spending utilizes *US Travel and Tourism Satellite Accounts* and Average Spending Rates for overnight visitors produced by the *Regional Tourism and Visitors Bureau*, which assume overnight visitors spend **$276** per day and non-overnight visitors spend **$110** per day. *Placer.ai* estimated **800,000** annual visitors for the Project (largely based on the entertainment venue) and FC Cincinnati provided stadium visitation of **1.68 million visitors**, which was used for the Development. Overnight visitors were calculated from *Placer.ai*'s **visitation estimates for the Development, which includes visitor journeys of uses visited by consumers to the Surrounding Area before and after consuming the Development** (those who visited a hotel before and after the show were calculated as overnight visitors). The resulting figure was **79,481** overnight visitors attributable to the Project and **167,077** overnight visitors attributable to the Development. Property value impacts were calculated based on home values within the Surrounding Area, and extracting the Development's share of projected growth based on historical growth and the Development's projected economic impacts to the Surrounding Area after the Project is complete.

Catalyzed Project Impacts

Catalytic projects follow a different method, given the prospective nature of the developments and lack of detail beyond planned square footage and uses. Projects were identified by the Developer with assistance from Vista, as either caused or accelerated by the project, including what year during the Project's Completion period each project would come online. Square footage was applied to a standard rate table be use and resulting figures were calculated into a series of tables for each project. In instances where these effects include the construction of certain public buildings, a separate set of factors to account for tax-exempt status in certain circumstances related to property and sales. This document elaborates on the methods and rates in later sections.

Project Inputs

INPUTS	Sales	FTEs	FTE Hourly	Payroll	Residents	Resident Incomes	Resident Spending
Residential Units	N/A (rents)	23	$21.63	$1,038,578	1,658	$198,960,000	$35,314,983
Restaurant	$[redacted]	35	$14.42	$1,042,313	0	$0	$0
Retail	$[redacted]	56	$16.83	$1,945,650	0	$0	$0
Hotel	$[redacted]	217	$21.63	$9,775,800	0	$0	$0
Office	$[redacted]	461	$96.15	$92,208,000	0	$0	$0
***Entertainment**	$[redacted]	787	$82.45	$134,970,150	0	$0	$0
Event Space (from Venue)	$[redacted]	120	$23.56	$5,880,000	0	$0	$0

*Entertainment operations represent a combination of 1) the planned renovations to FC Cincinnati's TQL Stadium and 2) the new entertainment venue. Employment estimates were calculated by IMPLAN, which calculate the number of employees needed to support the sales estimated for both venues post-Project investment. The IMPLAN industry used to estimate employment for the Entertainment use was "497 - Commercial Sports Except for Racing" and the industry used to estimate the entertainment venue employment was "500 – Promoters of Performing Arts and sports and agents for public figures".

Development Inputs

INPUTS	Sales	FTEs	Hrly	Payroll	Residents	Resident Incomes	Resident Spending
Residential Units	n/a	13	$21.63	$573,750	0	2,170	$260,400,000
Restaurant	$[redacted]	100	$14.42	$3,000,000	0	0	$0
Retail	$[redacted]	136	$16.83	$4,767,310	0	0	$0
Hotel	$[redacted]	300	$21.63	$13,500,000	0	0	$0
Office	$[redacted]	2,880	$96.15	$576,000,000	0	0	$0
Entertainment (Stadium Construction)	$[redacted]	0	$0.00	$0	0	0	$0
Event Space (from Hotel)	$[redacted]	15	$23.56	$735,000	0	0	$0

Project Impacts

	Post-Construction Completion Period					
PROJECT	Year 1	Year 2	Year 3	Year 4	Year 5	Total
FTEs	1,699	1,699	1,699	1,699	1,699	1,699
Operations FTEs (37, 43, 49)	231	231	231	231	231	231
Tenant FTEs	1,468	1,468	1,468	1,468	1,468	1,468
Payroll	$246,860,490	$259,203,515	$272,163,690	$285,771,875	$300,060,468	$300,060,468
Operations Payroll	$31,351,282	$32,918,846	$34,564,789	$36,293,028	$38,107,679	$38,107,679
Tenant Payroll	$215,509,208	$226,284,668	$237,598,902	$249,478,847	$261,952,789	$261,952,789
Retail	[redacted]					
Entertainment	[redacted]					
Dining	[redacted]					
DIRECT	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Sales Basis	[redacted]					
Income Basis	[redacted]					
Lodging Basis	[redacted]					
Property Basis	[redacted]					
Sales Tax	$34,610,532	$36,341,058	$38,158,111	$40,066,017	$42,069,317	$191,245,035
Income Tax	$15,111,479	$15,867,053	$16,660,406	$17,493,426	$18,368,097	$83,500,460
Lodging Tax	$684,306	$718,521	$754,447	$792,170	$831,778	$3,781,223
Property Tax	$8,399,909	$8,819,905	$9,260,900	$9,723,945	$10,210,142	$46,414,802
Total	$58,806,226	$61,746,537	$64,833,864	$68,075,557	$71,479,335	$324,941,519

An annual growth factor of 5% was applied to payroll, sales and property growth based on an examination of the last three years of the 12-month percentage change in the Consumer Price Index (*BLS – 12 Month Change- All items in U.S. city average, all urban consumers, not seasonally adjusted).* Each half-year 12-month ending percent change was averaged to arrive at 5.50%.

Development Impacts

DEVELOPMENT	Post-Construction Completion Period					
	Year 1	Year 2	Year 3	Year 4	Year 5	Total
FTEs	2,583	2,583	3,444	3,444	3,444	**3,444**
Operations FTEs (37, 43, 49)	351	351	468	468	468	**468**
Tenant FTEs	2,232	2,232	2,976	2,976	2,976	**2,976**
Payroll	$448,932,045	$471,378,647	$598,576,060	$628,504,863	$659,930,106	**$659,930,106**
Operations Payroll	$57,014,370	$59,865,088	$76,019,160	$79,820,118	$83,811,123	**$83,811,123**
Tenant Payroll	$391,917,675	$411,513,559	$522,556,900	$548,684,745	$576,118,983	**$576,118,983**
Retail	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Entertainment	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Dining	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]

DIRECT	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Sales Basis	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Income Basis	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Lodging Basis	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Property Basis	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Sales Tax	$13,048,028	$13,700,429	$14,385,451	$15,104,723	$15,859,959	**$72,098,590**
Income Tax	$27,807,107	$29,197,463	$30,657,336	$32,190,203	$33,799,713	**$153,651,822**
Lodging Tax	$945,000	$992,250	$1,041,863	$1,093,956	$1,148,653	**$5,221,722**
Property Tax	$0	$0	$2,984,937	$3,134,183	$3,290,893	**$9,410,013**
Total	**$41,800,135**	**$43,890,142**	**$49,069,586**	**$51,523,065**	**$54,099,218**	**$240,382,146**

An annual growth factor of 5% was applied to payroll, sales and property growth based on an examination of the last three years of the 12-month percentage change in the Consumer Price Index (*BLS – 12 Month Change- All items in U.S. city average, all urban consumers, not seasonally adjusted).* Each half-year 12-month ending percent change was averaged to arrive at 5.50%.

Surrounding Area Impacts

SURROUNDING AREA	Year 1	Year 2	Year 3	Year 4	Year 5	Total
FTEs	602	753	941	1,176	1,470	**1,470**
Payroll	$50,782,228	$63,477,785	$79,347,231	$99,184,039	$123,980,049	**$123,980,049**
Retail	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Entertainment	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Dining	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]

INDIRECT	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Sales Basis	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Income Basis	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Lodging Basis	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Property Basis	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Sales Tax	$43,531,538	$45,708,115	$47,993,521	$50,393,197	$52,912,857	**$240,539,228**
Income Tax	$2,465,322	$2,588,588	$2,718,018	$2,853,918	$2,996,614	**$13,622,460**
Lodging Tax	$3,989,920	$4,189,416	$4,398,887	$4,618,831	$4,849,772	**$22,046,826**
Property Tax	$13,082,632	$16,353,290	$20,441,613	$25,552,016	$31,940,020	**$107,369,572**
Total	**$63,069,412**	**$68,839,409**	**$75,552,038**	**$83,417,962**	**$92,699,264**	**$383,578,086**

Surrounding Area Visitor Spending from Project

The section below overviews anticipated visitations based on the utilization of Placer.ai on the building complex for current performances. Placer.ai. tracks cellular phone activity to create an accurate and recent picture of foot traffic. Below is a calculation of the indirect spending impact of visitors once the Project is fully complete. In order to estimate overnight visitors, Placer tracks both 1) the origin of the visitor to understand distance traveled and 2) if the visitor visited a hotel before and after the event. This provided a basis of estimation that 6.5% of visitors stayed overnight.

Project Visits		**800,000**	***Placer.ai estimate from comparable locations***	
Development Visits		**1,681,684**		
Rates			**PROJECT**	**DEVELOPMENT**
Stay Visitor per Day	$204.30	$ per	**79,481**	**167,077**
Lodging	42%	$150.00	$11,922,095	$25,061,496
F&B	29%	$58.38	$4,640,202	$9,754,191
Retail	15%	$29.63	$2,354,729	$4,949,888
Entertainment	6%	$20.00	$1,589,613	$3,341,533
Transportation	9%	$18.22	$1,448,158	$3,044,181
			$21,954,797	**$46,151,289**
Drive Visitor per Day	$75.00	$ per	**720,519**	**1,514,607**
Lodging	0%	$0.00	$0	$0
F&B	64%	$47.87	$34,488,755	$72,498,985
Retail	18%	$13.68	$9,853,930	$30,292,147
Entertainment	9%	$6.84	$4,926,965	$54,525,865
Transportation	9%	$6.62	$4,769,302	$10,025,574
			$54,038,952	**$167,342,570**

Per-visitor rates based on US Travel and Tourism Satellite Accounts, tracking typical visitor spending, however increased to account for estimated ticket prices.

Surrounding Area Property Value Analysis

The section overviews the Project's effect on property value increases to the Surrounding Area. This analysis utilizes Census 2023 data and PolicyMap software as the source for 5-year change in Single Family Median Home Value and Median Single Family Home Values and number of Single Family Homes (2018-2023) by Zip Code and the more immediate Census Tract. Median value was multiplied by the number of current Single Family homes to establish a baseline home value. The 5-year Single Family Home Value growth rate was annualized and projected moving forward. A "Development and Project Share" was then calculated which uses the Development's total economic impact GDP impact as a percentage of total Surrounding Area GDP, both provided by IMPLAN, resulting in a share of **8.8%.** The GDP share was used as a barometer for projecting forward the Development's share of home value growth going forward.

Property taxes were applied to the increment of Single-Family home values to estimate tax impacts as home value impacts were added to the "Property Value" basis on the prior Surrounding Area impacts summary on page 18.

PROPERTY VALUE IMPACT CALCULATION

Zips	Households	Population	Median Real Estate Tax	Property Value Per	Total Property Value	Project Share of Incremental Residential Value	Development Share of Incremental Residential Value
45202	8,488	17,422	$5,895	$240,612	$2,042,316,735	$81,692,669	$179,723,873
45203	1,512	2,694	4487	$183,143	$276,912,000	$11,076,480	$24,368,256
45214	3,806	8,691	$1,502	$61,306	$233,331,102	$9,333,244	$20,533,137
45219	6,619	17,255	$2,487	$101,510	$671,896,041	$26,875,842	$59,126,852

Catalyzed Project Impacts

The Catalytic Effect the Project is quantified in this section. The projects catalyzed in this section all fall within Project's half-mile radius and are planned to be placed into series after this Project is complete. Each project was identified as being caused or accelerated by the Project as noted in Appendix A. Further, project impacts are captured during the five-year completion period in each project's corresponding table. The assumptions below were used to calculate impacts from development square footage programs of each catalyzed project. The following page overviews how these were calculated into FTES, Payroll, Sales and Taxes.

Catalyzed Project Rates	SF/Jobs	Salary	Sales/SF	Room Sales/SF	Rent/SF	Methodology
Apartment	15,000	$35,000	[redacted]	$0	[redacted]	Uses comparable market data within the County, Ohio Region, data provided by Developer and Rent.com rent estimates.
Hotel	700	$30,000	$100	$100	$0	Uses comparable hotel sales data for large cities.
Industrial	750	$55,000	$0	$0	$0	US Energy Administration Commercial Buildings Energy Survey, BLS/Lightcast
Office	350	$75,000	$25	$0	$0	Lightcast & BLS Data for Surrounding Area for Business Occupations
Restaurant	600	$25,000	$350	$0	$0	US Energy Administration Commercial Buildings Energy Survey, BLS/Lightcast
Retail	450	$30,000	$300	$0	$0	US Energy Administration Commercial Buildings Energy Survey, BLS/Lightcast
Arena/Events	750	$55,000	$95	$0	$0	Based on comparable arena construction data

	Operations Rate	Construction Rate	
% Jobs Dedicated to Operations	15%		Uses typical mix or type and area supported by IMPLAN
Indirect Retail Sales Rate	5%	2%	Uses typical mix or type and area supported by IMPLAN
Indirect Entertainment Sales Rate	7%	3%	Uses typical mix or type and area supported by IMPLAN
Indirect Dining Sales	10%	4%	Uses typical mix or type and area supported by IMPLAN
Construction Output/Worker		$136,000	Uses typical mix or type and area supported by IMPLAN
EC/Worker		$62,000	Uses typical mix or type and area supported by IMPLAN
% Cost Related to Construction Materials		40%	Typical method utilzied by RSMeans Construction Data
Sales Taxable Purchases	95%	100%	Analyzed exempt uses in relation to project from OTAX
Lodging Impact	2%	2%	Uses US Tourism Sattelite Accounts to estimate lodging impact of activity
Property Impact	12.5%	0.5%	Assumes typical indirect property value impact based on IMPLAN data
Value at Cost	85%	85%	Assumes market value based on hard costs from analysis of Auditor data
Renter HH Income	$65,100		Utilizes Census/ACS and HUD Data to Assume Area Family Incomes
Renters per SF	600		Calculated based on typical SF needed per renter from sample projects
Lodging Per-Diem		$227	PBMares CPAs and Consultant's Guidance for Contractors Who Use Per Diems
Worker Travel %		15%	Based on analysis of Lightcast inbound commuter data to the Surrounding Area
Worker Annual Weekdays		78.3	Assumes 30% of the weekdays "travel workers" commute to work and use a Per-Di

Catalyzed Project List

The City of Cincinnati has attested to the catalytic effect the Project will have on the Projects below in the attached letter under Exhibit A.

CATALYZED PROJECTS PLACED INTO SERVICE AFTER THE PROJECT IS COMPLETE WITHIN A HALF-MILE RADIUS OF THE TRANSFORMATIONAL MIXED USE DEVELOPMENT BOUNDARY										
Project	**Address**	**Placed Into Service**	**SF**	**Apartment**	**Hotel**	**Arena/Event**	**Office**	**Restaurant**	**Retail**	**Cost**
Findlay Forward Market	1801 Race Street Cincinnati, OH 45202	2027	**15,000**						**15,000**	**$21,000,000**
Ohm Patel Hotel	1416 Central Parkway, Cincinnati, Ohio	2027	**120,000**		**120,000**					**$22,500,000**
Port Commercial Rehab	510 W Liberty Street and 1201 Linn Street, Cincinnati, Ohio	2028	**24,504**			**-**	**24,504**			**$6,149,944**
3CDC Liberty Projects	Elm and Liberty, Race and Liberty and 5 East Liberty, Cincinnati, Ohio	2028	**205,375**	**100,375**	**67,000**			**19,000**	**19,000**	**$81,373,683**
Vine Lots (Kroger and 12th on Vine)	1400 Vine Street and 12° and Vine Street, Cincinnati, Ohio	2028	**54,000**				**22,000**		**32,000**	**$13,552,766**
West End Kenyon Heights	Lin Street/Central Avenue/Findlay Street/West Liberty Street, Cincinnati, Ohio	2028	**2,497,000**	**2,075,000**	**300,000**	**-**	**42,000**	**50,000**	**30,000**	**$626,689,953**
Totals			**2,915,879**	**2,175,375**	**487,000**	**-**	**88,504**	**69,000**	**96,000**	**$771,266,346**

Catalyzed Project Impacts

Each Catalytic Project is calculated utilizing the following methodology in correspondence with the rates from the previous page:

Category	Methodology
FTEs/Payroll	Calculates FTEs per SF by use and payroll using BLS wage data for each overarching use.
Operations FTEs/Payroll	Assumes the 15% of FTES are dedicated to operations, based on IMPLAN's typical mix of operations occupation categories, which includes two-level SIC code categories 37, 43 and 49.
Tenant FTEs/Payroll	Assumes the 75% of FTES are tenants, which is based off of a typical IMPLAN mix for the area, removing two-level SIC code categories 37, 43 and 49.
Retail	Assumes a standard calculation for each project which assumes that a percentage of total sales are re-spent to retail uses by indirect economic activity. The percentages were used analyzing a sample of IMPLAN indirect impacts for industries aggregated into a Retail category. Further, residential projects include 2020 Consumer Expenditure Survey – Shares of Annual Aggregate expenditures and sources of income to calculate retail spending for residents.
Entertainment	Assumes a standard calculation for each project which assumes that a percentage of total sales are re-spent to retail uses by indirect economic activity. The percentages were used analyzing a sample of IMPLAN indirect impacts for industries aggregated into a Entertainment category. Further, residential projects include 2020 Consumer Expenditure Survey – Shares of Annual Aggregate expenditures and sources of income to calculate entertainment spending for residents.
Dining	Assumes a standard calculation for each project which assumes that a percentage of total sales are re-spent to retail uses by indirect economic activity. The percentages were used analyzing a sample of IMPLAN indirect impacts for industries aggregated into a Dining category. Further, residential projects include 2020 Consumer Expenditure Survey – Shares of Annual Aggregate expenditures and sources of income to calculate dining spending for residents.

Catalyzed Project List

Catalyzed Project: Findlay Forward Market

Location: 1801 Race Street Cincinnati, OH 45202

Summary: The historic Findlay Market is planning a $21 million key renovation that will serve as the new Headquarters for Findlay Market Operatinos, expand food entrepreneurship and enhance its retail sales.

The Project will provide significant customer capacity for the market due to the high volume of events and visitation caused by the Project.

The City of Cincinnati has attested to the catalytic impact of this Project, furthering its catalytic effect. The City's attestation letter is provided at the end of this section.

Findlay Forward Market	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**Year 6**	**Year 7**
Value Table	$0	$0	$21,000,000	$21,000,000	$21,000,000	$21,000,000	$21,000,000
Placed Into Service			1	1	1	1	1
Construction Costs	$21,000,000	$21,000,000					
Apartment			-				
Hotel							
Industrial							
Office							
Restaurant			-				
Retail			15,000	15,000	15,000	15,000	15,000
Construction FTEs	77	77	0	0	0	0	0
Construction Payroll	$4,786,765	$4,786,765	$0	$0	$0	$0	$0
Construction Purchases	[redacted]	[redacted]	$0	$0	$0	$0	$0
Retail	[redacted]	[redacted]	$0.0	$0.0	$0.0	$0.0	$0.0
Entertainment	[redacted]	[redacted]	$0.0	$0.0	$0.0	$0.0	$0.0
Dining	[redacted]	[redacted]	$0.0	$0.0	$0.0	$0.0	$0.0
Sales Tax	$361,203	$361,203	$0	$0	$0	$0	$0
Income Tax	$222,585	$222,585	$0	$0	$0	$0	$0
Lodging Tax	$21,613	$21,613	$0	$0	$0	$0	$0
Property Tax	$105,000	$105,000	$0	$0	$0	$0	$0
Total	**$710,401**	**$710,401**	**$0**	**$0**	**$0**	**$0**	**$0**
FTEs	-	-	33	33	33	33	33
Operations FTEs (37, 43, 49)	-	-	5	5	5	5	5
Tenant FTEs	-	-	28	28	28	28	28
Payroll	$0	$0	$1,000,000	$1,000,000	$1,000,000	$1,000,000	$1,000,000
Operations Payroll	$0	$0	$150,000	$150,000	$150,000	$150,000	$150,000
Tenant Payroll	$0	$0	$850,000	$850,000	$850,000	$850,000	$850,000
Retail	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Entertainment	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Dining	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Sales Basis	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Income Basis	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Lodging Basis	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Property Basis	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Sales Tax	$0	$0	$1,410,053	$1,480,555	$1,554,583	$1,632,312	$1,713,928
Income Tax	$0	$0	$48,825	$51,266	$53,830	$56,521	$59,347
Lodging Tax	$0	$0	$39,861	$43,947	$48,451	$53,418	$58,893
Property Tax	$0	$0	$668,506	$701,932	$737,028	$773,880	$812,573
Total	**$0**	**$0**	**$2,167,245**	**$2,277,700**	**$2,393,892**	**$2,516,130**	**$2,644,741**

Catalyzed Project List

Catalyzed Project: Ohm Patel Hotel

Location: 1416 Central Parkway, Cincinnati, Ohio

Summary: Located across the street from TQL Stadium, the construction of a 97-room, boutique hotel at the corner of Magnolia Street and Central Parkway is a Project that has been accelerated or directly caused by the investment into the West End neighborhood associated with the West End Mixed-Use Development. The direct economic impact of the Ohm Patel Hotel Project includes the jobs, earnings, and sales directly supported during the completion period of Phase II of the West End Mixed-Use Development. Tenant jobs will be directly supported by the Ohm Patel Hotel Project during the completion period of Phase II of the West End Mixed-Use Development.

The City of Cincinnati has attested to the catalytic impact of this Project, furthering its catalytic effect. The City's attestation letter is provided at the end of this section.

Ohm Patel Hotel	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**Year 6**	**Year 7**
Value Table	**$0**	**$0**	**$22,500,000**	**$22,500,000**	**$22,500,000**	**$22,500,000**	**$22,500,000**
Placed Into Service			1	1	1	1	1
Construction Costs	$22,500,000	$22,500,000					
Apartment							
Hotel			120,000	120,000	120,000	120,000	120,000
Industrial							
Storage							
Restaurant							
Retail							
Construction FTEs	83	83	0	0	0	0	0
Construction Payroll	$5,128,676	$5,128,676	$0	$0	$0	$0	$0
Construction Purchases	[redacted]	[redacted]	$0	$0	$0	$0	$0
Retail	[redacted]	[redacted]	$0.0	$0.0	$0.0	$0.0	$0.0
Entertainment	[redacted]	[redacted]	$0.0	$0.0	$0.0	$0.0	$0.0
Dining	[redacted]	[redacted]	$0.0	$0.0	$0.0	$0.0	$0.0
Sales Tax	$387,003	$387,003	$0	$0	$0	$0	$0
Income Tax	$238,483	$238,483	$0	$0	$0	$0	$0
Lodging Tax	$23,157	$23,157	$0	$0	$0	$0	$0
Property Tax	$112,500	$112,500	$0	$0	$0	$0	$0
Total	**$761,144**	**$761,144**	**$0**	**$0**	**$0**	**$0**	**$0**
FTEs	-	-	171	171	171	171	171
Operations FTEs (37, 43, 49)	-	-	26	26	26	26	26
Tenant FTEs	-	-	146	146	146	146	146
Payroll	$0	$0	$5,142,857	$5,142,857	$5,142,857	$5,142,857	$5,142,857
Operations Payroll	$0	$0	$771,429	$771,429	$771,429	$771,429	$771,429
Tenant Payroll	$0	$0	$4,371,429	$4,371,429	$4,371,429	$4,371,429	$4,371,429
Retail	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Entertainment	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Dining	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Sales Basis	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Income Basis	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Lodging Basis	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Property Basis	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Sales Tax	$0	$0	$4,123,404	$4,329,574	$4,546,053	$4,773,356	$5,012,024
Income Tax	$0	$0	$251,100	$263,655	$276,838	$290,680	$305,214
Lodging Tax	$0	$0	$5,402,981	$5,956,787	$6,261,373	$6,581,880	$6,919,175
Property Tax	$0	$0	$716,257	$752,069	$789,673	$829,157	$870,614
Total	**$0**	**$0**	**$10,493,742**	**$11,302,086**	**$11,873,937**	**$12,475,072**	**$13,107,027**

Catalyzed Project List

Catalyzed Project: Port Commercial Rehab

Location: 510 W Liberty Street, and 1201 Linn Street

Summary: The Port is rehabilitating three commercial buildings in the West End neighborhood located at 1901Baymiller Street, 510 W Liberty Street, and 1201 Linn Street. Collectively, these three buildings represent 24,504 square feet of commercial space. This is a project that has been accelerated or directly caused by the investment into the West End neighborhood associated with the West End Mixed-Use Development. Construction for this Project is anticipated to occur between 2024 and 2027.

The Project's visitation and pedestrian volume will create demand from additional retail/restaurant tenants in the downtown core and additional activity in surrounding the Project/Development. Without investment of the Project/Development the lack of activity generators and current market performance of retail and office developments may not support additional commercial development.

The City of Cincinnati has attested to the catalytic impact of this Project, furthering its catalytic effect. The City's attestation letter is provided at the end of this section.

Port Commercial Rehab	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**Year 6**	**Year 7**
Value Table	**$0**	**$0**	**$0**	**$6,149,944**	**$6,149,944**	**$6,149,944**	**$6,149,944**
Placed Into Service				1	1	1	1
Construction Costs	$6,149,944	$6,149,944					
Apartment							
Hotel							
Industrial							
Office							
Restaurant							
Retail				24,504	24,504	24,504	24,504
Construction FTEs	23	23	0	0	0	0	0
Construction Payroll	$1,401,826	$1,401,826	$0	$0	$0	$0	$0
Construction Purchases	[redacted]	[redacted]	$0	$0	$0	$0	$0
Retail	[redacted]	[redacted]	$0	$0	$0	$0	$0
Entertainment	[redacted]	[redacted]	$0	$0	$0	$0	$0
Dining	[redacted]	[redacted]	$0	$0	$0	$0	$0
Sales Tax	$105,780	$105,780	$0	$0	$0	$0	$0
Income Tax	$65,185	$65,185	$0	$0	$0	$0	$0
Lodging Tax	$6,330	$6,330	$0	$0	$0	$0	$0
Property Tax	$30,750	$30,750	$0	$0	$0	$0	$0
Total	**$208,044**	**$208,044**	**$0**	**$0**	**$0**	**$0**	**$0**
FTEs	-	-	-	54	54	54	54
Operations FTEs (37, 43, 49)	-	-	-	8	8	8	8
Tenant FTEs	-	-	-	46	46	46	46
Payroll	$0	$0	$0	$2,450,400	$2,450,400	$2,450,400	$2,450,400
Operations Payroll	$0	$0	$0	$367,560	$367,560	$367,560	$367,560
Tenant Payroll	$0	$0	$0	$2,082,840	$2,082,840	$2,082,840	$2,082,840
Retail	$0	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]
Entertainment	$0	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]
Dining	$0	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]
Sales Basis	$0	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]
Income Basis	$0	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]
Lodging Basis	$0	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]
Property Basis	$0	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]
Sales Tax	$0	$0	$0	$632,166	$663,775	$696,964	$731,812
Income Tax	$0	$0	$0	$125,623	$131,904	$138,499	$145,424
Lodging Tax	$0	$0	$0	$18,764	$20,688	$22,808	$25,146
Property Tax	$0	$0	$0	$205,564	$215,842	$226,634	$237,966
Total	**$0**	**$0**	**$0**	**$982,117**	**$1,032,208**	**$1,084,905**	**$1,140,348**

Catalyzed Project List

Catalyzed Project: 3CDC Liberty Projects

Location: Elm and Liberty, Race and Liberty and 5 East Liberty.

Summary: 3CDC owns three lots around Liberty Street that are planned to be developed as Hotel (Lot 1), Apartments and Retail (Lots 2 and 3).

The West End Development's significant annual visitation, combined with the significant infusion of new surrounding uses will support additional residential and commercial development, allowing these lots to be developed to meet market demand.

The City of Cincinnati has attested to the catalytic impact of this Project, furthering its catalytic effect. The City's attestation letter is provided at the end of this section.

3CDC Liberty Projects	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7
Value Table	$0	$0	$0	$81,373,683	$81,373,683	$81,373,683	$81,373,683
Placed Into Service				1	1	1	1
Construction Costs	$81,373,683	$81,373,683					
Apartment				100,375	100,375	100,375	100,375
Hotel				67,000	67,000	67,000	67,000
Industrial							
Office				-	22,000	22,000	22,000
Restaurant				19,000	35,000	35,000	35,000
Retail				19,000	35,000	35,000	35,000
Construction FTEs	299	299	0	0	0	0	0
Construction Payroll	$18,548,413	$18,548,413	$0	$0	$0	$0	$0
Construction Purchases	[redacted]	[redacted]	$0	$0	$0	$0	$0
Retail	[redacted]	[redacted]	$0	$0	$0	$0	$0
Entertainment	[redacted]	[redacted]2	$0	$0	$0	$0	$0
Dining	[redacted]	[redacted]37	$0	$0	$0	$0	$0
Sales Tax	$1,399,639	$1,399,639	$0	$0	$0	$0	$0
Income Tax	$862,501	$862,501	$0	$0	$0	$0	$0
Lodging Tax	$83,750	$83,750	$0	$0	$0	$0	$0
Property Tax	$406,868	$406,868	$0	$0	$0	$0	$0
Total	**$2,752,759**	**$2,752,759**	**$0**	**$0**	**$0**	**$0**	**$0**
FTEs	-	-	-	176	301	301	301
Operations FTEs (37, 43, 49)	-	-	-	26	45	45	45
Tenant FTEs	-	-	-	150	256	256	256
Payroll	$0	$0	$0	$4,953,183	$10,772,230	$10,772,230	$10,772,230
Operations Payroll	$0	$0	$0	$742,977	$1,615,835	$1,615,835	$1,615,835
Tenant Payroll	$0	$0	$0	$4,210,205	$9,156,396	$9,156,396	$9,156,396
Retail	$0	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]
Entertainment	$0	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]
Dining	$0	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]
Sales Basis	$0	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]
Income Basis	$0	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]
Lodging Basis	$0	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]
Property Basis	$0	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]
Sales Tax	$0	$0	$0	$3,754,920	$4,566,120	$4,566,120	$4,566,120
Income Tax	$0	$0	$0	$431,801	$702,386	$702,386	$702,386
Lodging Tax	$0	$0	$0	$3,052,676	$3,074,516	$3,074,516	$3,074,516
Property Tax	$0	$0	$0	$2,467,066	$2,467,066	$2,467,066	$2,467,066
Total	**$0**	**$0**	**$0**	**$9,706,463**	**$10,810,089**	**$10,810,089**	**$10,810,089**

Catalyzed Project List

Catalyzed Project: Vine Lots

Location: 1400 Vine Street and 12° and Vine Street.

Summary: 3CDC owns two lots being planned for Office and Retail (Kroger Lot) and Retail Development (12th and Vine Lot).

The West End Development's significant annual visitation, combined with the significant infusion of new surrounding uses will support additional residential and commercial development, allowing these lots to be developed to meet market demand.

The City of Cincinnati has attested to the catalytic impact of this Project, furthering its catalytic effect. The City's attestation letter is provided at the end of this section.

Vine Lots (Kroger and 12th on Vine)	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7
Value Table	$0	$0	$0	$13,552,766	$13,552,766	$13,552,766	$13,552,766
Placed Into Service				1	1	1	1
Construction Costs	$13,552,766	$13,552,766					
Apartment							
Hotel							
Industrial							
Office				22,000	22,000	22,000	22,000
Restaurant							
Retail				32,000	10,000	10,000	10,000
Construction FTEs	50	50	0	0	0	0	0
Construction Payroll	$3,089,233	$3,089,233	$0	$0	$0	$0	$0
Construction Purchases	[redacted]	[redacted]	$0	$0	$0	$0	$0
Retail	[redacted]	[redacted]	$0	$0	$0	$0	$0
Entertainment	[redacted]	[redacted]	$0	$0	$0	$0	$0
Dining	[redacted]	[redacted]	$0	$0	$0	$0	$0
Sales Tax	$233,110	$233,110	$0	$0	$0	$0	$0
Income Tax	$143,649	$143,649	$0	$0	$0	$0	$0
Lodging Tax	$13,948	$13,948	$0	$0	$0	$0	$0
Property Tax	$67,764	$67,764	$0	$0	$0	$0	$0
Total	**$458,471**	**$458,471**	**$0**	**$0**	**$0**	**$0**	**$0**
FTEs	-	-	-	134	85	85	85
Operations FTEs (37, 43, 49)	-	-	-	20	13	13	13
Tenant FTEs	-	-	-	114	72	72	72
Payroll	$0	$0	$0	$6,219,048	$4,752,381	$4,752,381	$4,752,381
Operations Payroll	$0	$0	$0	$932,857	$712,857	$712,857	$712,857
Tenant Payroll	$0	$0	$0	$5,286,190	$4,039,524	$4,039,524	$4,039,524
Retail	$0	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]
Entertainment	$0	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]
Dining	$0	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]
Sales Basis	$0	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]
Income Basis	$0	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]
Lodging Basis	$0	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]
Property Basis	$0	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]
Sales Tax	$0	$0	$0	$748,800	$234,000	$234,000	$234,000
Income Tax	$0	$0	$0	$289,186	$220,986	$220,986	$220,986
Lodging Tax	$0	$0	$0	$20,160	$6,300	$6,300	$6,300
Property Tax	$0	$0	$0	$410,889	$410,889	$410,889	$410,889
Total	**$0**	**$0**	**$0**	**$1,469,035**	**$872,175**	**$872,175**	**$872,175**

Catalyzed Project List

Catalyzed Project: West End Kenyon Heights

Location: Lin Street/Central Avenue/Findlay Street/West Liberty Street

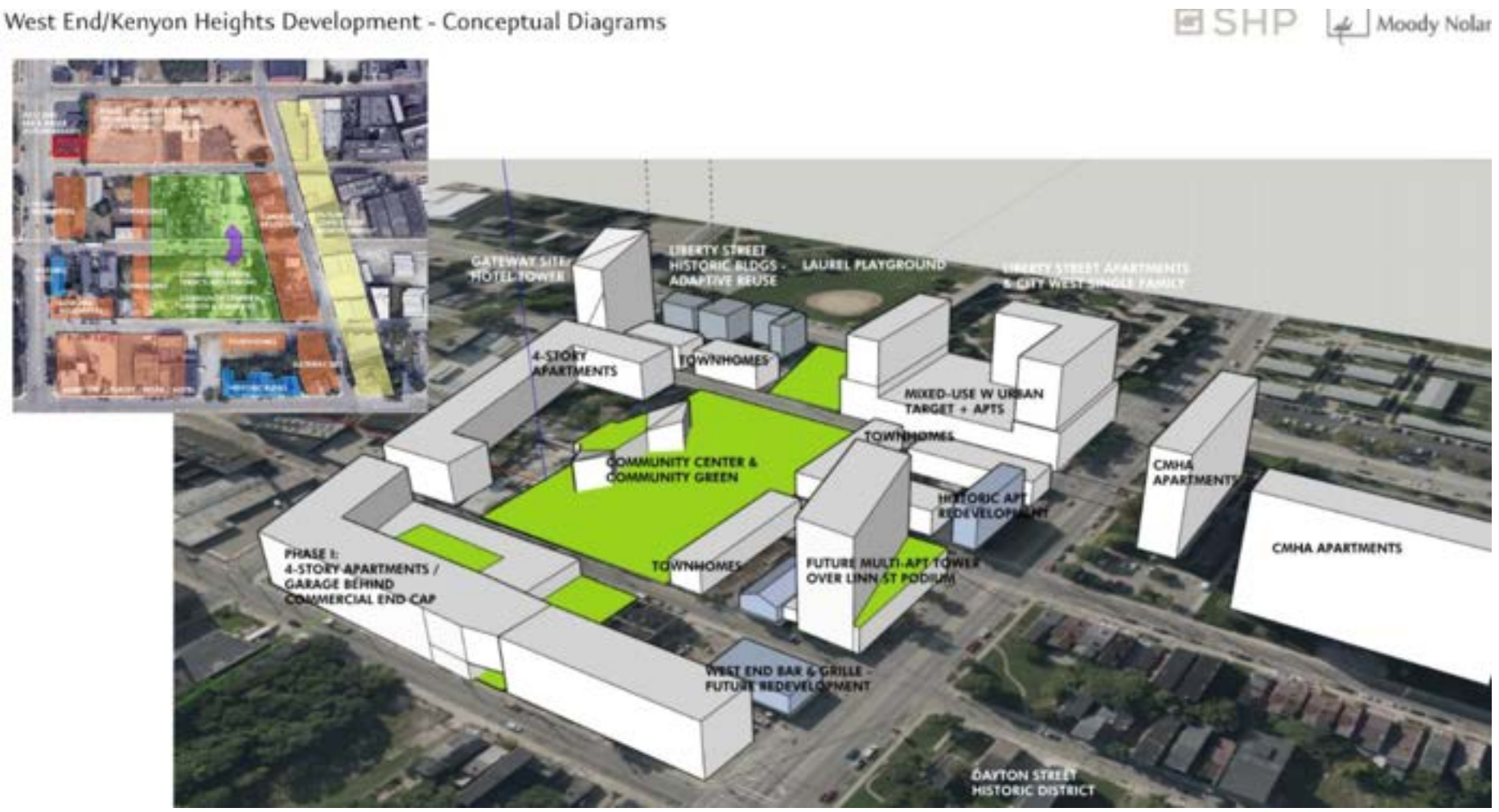
Summary: West End Kenyon Heights is a significant development program that includes the adaptive reuse and development of land located between the West End Neighborhood and Dayton Historic District.

The West End Development's significant annual visitation, combined with the significant infusion of new surrounding uses will support additional residential and commercial development, allowing these lots to be developed to meet market demand.

The City of Cincinnati has attested to the catalytic impact of this Project, furthering its catalytic effect. The City's attestation letter is provided at the end of this section.

West End Kenyon Heights	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7
Value Table	$0	$0	$0	$0	$626,689,953	$626,689,953	$626,689,953
Placed Into Service					1	1	1
Construction Costs	$626,689,953	$626,689,953					
Apartment					2,075,000	2,075,000	2,075,000
Hotel					300,000	300,000	300,000
Industrial							
Office					42,000	42,000	42,000
Restaurant					50,000	50,000	50,000
Retail					30,000	30,000	30,000
Construction FTEs	2304	2304	0	0	0	0	0
Construction Payroll	$142,848,445	$142,848,445	$0	$0	$0	$0	$0
Construction Purchases	[redacted]	[redacted]	$0	$0	$0	$0	$0
Retail	[redacted]	[redacted]	$0	$0	$0	$0	$0
Entertainment	[redacted]	[redacted]	$0	$0	$0	$0	$0
Dining	[redacted]	[redacted]	$0	$0	$0	$0	$0
Sales Tax	$10,779,159	$10,779,159	$0	$0	$0	$0	$0
Income Tax	$6,642,453	$6,642,453	$0	$0	$0	$0	$0
Lodging Tax	$644,989	$644,989	$0	$0	$0	$0	$0
Property Tax	$3,133,450	$3,133,450	$0	$0	$0	$0	$0
Total	**$21,200,050**	**$21,200,050**	**$0**	**$0**	**$0**	**$0**	**$0**
FTEs	-	-	-	-	837	837	837
Operations FTEs (37, 43, 49)	-	-	-	-	126	126	126
Tenant FTEs	-	-	-	-	711	711	711
Payroll	$0	$0	$0	$0	$25,224,643	$25,224,643	$25,224,643
Operations Payroll	$0	$0	$0	$0	$3,783,696	$3,783,696	$3,783,696
Tenant Payroll	$0	$0	$0	$0	$21,440,946	$21,440,946	$21,440,946
Retail	$0	$0	$0	$0	[redacted]	[redacted]	[redacted]
Entertainment	$0	$0	$0	$0	[redacted]	[redacted]	[redacted]
Dining	$0	$0	$0	$0	[redacted]	[redacted]	[redacted]
Sales Basis	$0	$0	$0	$0	[redacted]	[redacted]	[redacted]
Income Basis	$0	$0	$0	$0	[redacted]	[redacted]	[redacted]
Lodging Basis	$0	$0	$0	$0	[redacted]	[redacted]	[redacted]
Property Basis	$0	$0	$0	$0	[redacted]	[redacted]	[redacted]
Sales Tax	$0	$0	$0	$0	$24,267,773	$24,267,773	$24,267,773
Income Tax	$0	$0	$0	$0	$5,337,990	$5,337,990	$5,337,990
Lodging Tax	$0	$0	$0	$0	$13,869,402	$13,869,402	$13,869,402
Property Tax	$0	$0	$0	$0	$18,999,825	$18,999,825	$18,999,825
Total	**$0**	**$0**	**$0**	**$0**	**$62,474,989**	**$62,474,989**	**$62,474,989**

Catalyzed Project List



Rendering of West End/Kenyon Heights by Moody Nolan and SHP.

Catalyzed Project Attestations

city of CINCINNATI
COMMUNITY & ECONOMIC DEVELOPMENT

October 4, 2024

Ms. Lydia Mihalik
Director, Ohio Department of Development
State of Ohio
77 South High Street, 29thFloor
Columbus, OH 43215

Dear Director Mihalik:

The City of Cincinnati is excited about the true transformational effect the West End Mixed Use Development (the "Project") will have on its immediate half-mile radius, positively impacting the surrounding downtown residents, employers, institutions, and visitors. The purpose of this letter is to attest to the catalytic effect this Project will have in causing or accelerating key developments in the City of Cincinnati, specifically within the surrounding half-mile radius of the Project.

In addition to the immense impacts this Project will have to the City of Cincinnati, Hamilton County, and the region, the sheer volume of residents and commercial activity brought forth by the Project will accelerate a number of proposed, critical development projects that we anticipate will be privately financed without public subsidy. This full list of such proposed developments can be found in the attached Exhibit A to this document. Further, the Project will enhance our ability to attract new businesses, retain existing business, and cultivate top talent with existing live-work opportunities.

We appreciate your consideration of a Transformational Mixed Use Development Tax Credit Award for this Project and if you have any questions, do not hesitate to contact Dan Bower, Deputy Director at 513-352-6241 or dan.bower@cincinnati-oh.gov.

Sincerely,

Markiea L. Carter

Markiea L. Carter, Director

Exhibit A

Project	Address	Placed Into Service	SF	Apartment	Hotel	Arena/Event	Office	Restaurant	Retail	Cost
Findlay Forward Market	1801 Race Street Cincinnati, OH 45202	**2027**	**15,000**						**15,000**	**$21,000,000**
Ohm Patel Hotel	1416 Central Parkway, Cincinnati, Ohio	**2027**	**120,000**		**120,000**					**$22,500,000**
Port Commercial Rehab	510 W Liberty Street and 1201 Linn Street, Cincinnati, Ohio	**2028**	**24,504**			**-**	**24,504**			**$6,149,944**
Arena	Ezzard Charles Dr. and West Central Parkway, Cincinnati, Ohio	**2028**	**710,000**			**690,000**	**20,000**			**$699,350,000**
Nautilus Site	146 Elm Street & 141 W Sixth Street, Cincinnati, Ohio	**2029**	**128,000**				**112,000**	**8,000**	**8,000**	**$32,125,076**
Shilitos	151 W 7th St, Cincinnati, Ohio	**2027**	**276,000**	**241,000**				**17,500**	**17,500**	**$69,269,694**
Seventh and Vine	Seventh and Vine Street, Cincinnati, Ohio	**2028**	**103,000**	**93,000**				**5,000**	**5,000**	**$25,850,647**
3CDC Liberty Projects	Elm and Liberty, Race and Liberty and 5 East Liberty, Cincinnati, Ohio	**2028**	**205,375**	**100,375**	**67,000**			**19,000**	**19,000**	**$81,373,683**
Vine Lots (Kroger and 12th on Vine)	1400 Vine Street and 12° and Vine Street, Cincinnati, Ohio	**2028**	**54,000**				**22,000**		**32,000**	**$13,552,766**
West End Kenyon Heights	Lin Street/Central Avenue/Findlay Street/West Liberty Street, Cincinnati, Ohio	**2028**	**2,497,000**	**2,075,000**	**300,000**	**-**	**42,000**	**50,000**	**30,000**	**$626,689,953**
Totals			**4,132,879**	**2,509,375**	**487,000**	**690,000**	**220,504**	**99,500**	**126,500**	**$1,597,861,763**

Note:

Estimates on project costs made by Vista Site Selection. Assumptions on certain uses and square footage made by Vista Site Selection based on publicly available information and those provided by Developers and Developer partners.

Catalyzed Projects above represent those within the half-mile radius of the Development boundary that are estimated to be placed into service after the Project is placed into service.

Catalyzed Projects

CATALYZED PROJECTS	Post-Construction Completion Period					
	Year 1	Year 2	Year 3	Year 4	Year 5	Total
FTEs	205	569	1,483	1,483	1,483	**1,483**
Payroll	$6,142,857	$19,765,488	$49,342,511	$49,342,511	$49,342,511	**$49,342,511**
Retail	$[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Entertainment	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Dining	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]

DIRECT & INDIRECT	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Sales Tax	$5,533,457	$10,946,016	$35,832,303	$36,170,524	$36,525,655	**$125,007,955**
Income Tax	$299,925	$1,161,530	$6,723,933	$6,747,062	$6,771,347	**$21,703,797**
Lodging Tax	$5,442,842	$9,092,334	$23,280,731	$23,608,325	$23,953,433	**$85,377,664**
Property Tax	$1,384,763	$4,537,520	$23,620,323	$23,707,450	$23,798,934	**$77,048,991**
Total	$12,660,987	$24,268,480	$88,585,188	$89,361,258	$90,177,266	**$305,053,178**



Total Impacts

Total Impacts

Construction Activity

The Project will create, cause and accelerate a total one-time infusion of 9,269 construction jobs and $620 million in payroll from construction activity from the Project, Development and Catalytic projects.

Jobs and Payroll

Additionally, the Project will create, cause and accelerate a total of 8,095 jobs, of which the 1,699 will be employed by the project, 3,444 from the Development and another 2,952 indirectly created, caused or accelerated to the Surrounding Area as a result of the Project.

Retail, Entertainment and Dining Sales

The Project will additionally generate, cause and accelerate over $6.2 billion in retail, dining and entertainment sales over a five-year period, including an immediate infusion of $60 million in sales from construction activity. Of these sales figures, $2.79 billion will come directly from the Project, $781 million from the Development, driving an additional $2.6 billion to the Surrounding Area and from Catalyzed Projects.

Taxes

The Project will result in approximately $1.34 billion in State and Local Taxes, of which $1.26 billion will be generated during the Completion Period from Project operations, Surrounding Area impacts and Catalyzed Project impacts. The additional $81.9 million comes in the form of Construction Period Taxes.

II. TOTAL CONSTRUCTION PERIOD IMPACTS

A. Total Construction Period Impacts: Construction Jobs

Year	Full-Time Equivalents	TOTAL Projected Payroll
1	4,634	$310,068,239
2	4,634	$310,068,239
3	-	$0
4	-	$0
5	-	$0
	9,269	$620,136,478

B. Total Construction Period Impacts: Retail, Entertainment and Dining Sales

Year	Projected Retail Sales	Projected Entertainment Sales	Projected Dining Sales	TOTAL Projected Sales/Year
1	[redacted]	[redacted]	[redacted]	[redacted]
2	[redacted]	[redacted]	[redacted]	[redacted]
3	$0	$0	$0	$0
4	$0	$0	$0	$0
5	$0	$0	$0	$0
	[redacted]	[redacted]	[redacted]	[redacted]

C. Total Construction Period Impacts: Sales, Income, Lodging and Property Taxes

Year	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax	TOTAL Projected Taxes
1	$21,180,984	$14,418,173	$1,266,734	$4,108,141	$40,974,032
2	$21,214,469	$14,418,173	$1,266,734	$4,115,695	$41,015,071
3	$0	$0	$0	$0	$0
4	$0	$0	$0	$0	$0
5	$0	$0	$0	$0	$0
	$42,395,453	$28,836,346	$2,533,469	$8,223,836	$81,989,103

III. TOTAL COMPLETION PERIOD IMPACTS *(totals inputs from Completion Period Impacts worksheet)*

A. Total Completion Period Impacts: Operational Jobs

Year	Full-Time Equivalents	TOTAL Projected Payroll
1	695	$147,631,013
2	770	$157,275,800
3	1,050	$196,081,927
4	1,082	$205,931,443
5	1,122	$216,377,307
	4,718	$923,297,489

B. Total Completion Period Impacts: Tenant Jobs

Year	Full-Time Equivalents	TOTAL Projected Payroll
1	4,394	$656,981,197
2	4,834	$710,014,998
3	6,516	$871,367,069
4	6,719	$926,692,393
5	6,973	$988,247,489
	29,436	$4,153,303,145

C. Total Completion Period Impacts: Retail, Entertainment and Dining Sales

Year	Projected Retail Sales	Projected Entertainment Sales	Projected Dining Sales	TOTAL Projected Sales/Year
1	[redacted]	[redacted]	[redacted]	[redacted]
2	[redacted]	[redacted]	[redacted]	[redacted]
3	[redacted]	[redacted]	[redacted]	[redacted]
4	[redacted]	[redacted]	[redacted]	[redacted]
5	[redacted]	[redacted]	[redacted]	[redacted]
	[redacted]	[redacted]	[redacted]	[redacted]

D. Total Completion Period Impacts: Sales, Income, Lodging and Property Taxes

Year	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax	TOTAL Projected Taxes
1	$96,723,564	$45,683,833	$11,062,068	$22,867,305	$176,336,760
2	$106,695,618	$48,814,634	$14,992,521	$29,710,716	$200,213,489
3	$136,369,386	$56,759,692	$29,475,927	$56,307,773	$278,912,778
4	$141,734,460	$59,284,609	$30,113,281	$62,117,595	$293,249,945
5	$147,367,789	$61,935,771	$30,783,637	$69,239,989	$309,327,186
	$628,890,807	$272,478,539	$116,427,434	$240,243,378	$1,258,040,158

Total Impacts

I. TOTAL ECONOMIC IMPACTS *(Construction Period Impacts + Completion Period Impacts)*

A. Summary: Total Project Impacts

	TOTAL Projected FTEs	TOTAL Projected Payroll	TOTAL Projected Sales	TOTAL Projected Taxes
Construction Period Impacts	9,269	$620,136,478	$60,693,904	$81,989,103
Completion Period Impacts	8,095	$5,076,600,634	$6,139,737,570	$1,258,040,158
	17,364	**$5,696,737,112**	**$6,200,431,475**	**$1,340,029,262**

Total Impacts

The table to the right illustrates that projected taxes ($1.34 billion) meet at least 10% of the total development costs ($32.2 million).

Further, when combining the Construction Period and the first year after construction, the project significantly exceeds the 10% development cost threshold by $226,042,164 dollars.

TMUD Credit Objectives	
TMUD Project Cost	$322,837,000
10% of Development Cost Threshold	**$32,283,700**
Construction Taxes	$81,989,103
First Year Post-Construction Taxes	$176,336,760
Construction + Year 1	**$258,325,864**
Total Taxes	$1,340,029,262
Achieved 10% Taxes Threshold	**YES**
Achieve Alternative Method Potential	**YES**

EIS Preparer Qualifications

EIS Preparer Qualifications

VISTA SITE SELECTION

Vista Site Selection LLC is a newly formed company, founded in September of 2022 by the law firm Vorys, Sater, Seymour and Pease LLP, focused on economic development, economic analysis, economic incentives and site location consulting. Vista's management team has over 75 years of collective experience in Economic Development and Site Selection in 49 US States and includes certified data analysts, economic consultants and GIS specialists, among others.

Vista's services included:

- ✓ Economic Insights, including Economic Footprint and Economic Impact Analysis
- ✓ Labor Analytics
- ✓ Development of Advanced, Customized Data Analytics Platforms and Mapping
- ✓ Retail Performance and Growth Analytics
- ✓ Return on Investment Insights for Companies and Communities
- ✓ Corporate Site Selection Advisory
- ✓ Tax Credit and Incentives Advisory
- ✓ Economic and Market Analysis

EIS Preparer Qualifications

This analysis will be performed by **Chris Magill**. Chris is a Certified Economist and Managing Director for Vista Site Selection. Chris has significant experience consulting on capital investment projects and has strategically negotiated and analyzed tax credit, grant and loan-financing solutions for capital investment projects in over 20 different states. Further, Chris utilizes data analytics to help better inform business leaders and site administrators on project ROI, economic impacts, site decisions and market conditions. Prior to joining Vista Site Selection, Chris served as the Economic Development Director at the Ice Miller law firm for 11 years, consulting on various matters related to economic development, economic incentives, public-private partnerships, community advisory and economic impact analysis. Prior to his time at Ice Miller, Chris worked at the Ohio Department of Development ("ODOD"), serving as the Executive Director of the Ohio Tax Credit Authority. During his time at ODOD, Chris managed and structured various tax credit programs and co-developed various economic incentive calculation tools.



Chris carries various economic certifications and has nearly 15 years of experience in authoring economic impact statements and analysis tools. Chris has experience instructing economic impact, fiscal return-on-investment and economic development courses for the International Economic Development and the Ohio Economic Development Association. Further, has volunteered his time instructing pro forma development courses for the Knowlton School of Architecture and Fisher College of Business at The Ohio State University in relation to the annual Urban Land Institute Student Heinz Competition and has served as a Planning Committee member and annual speaker for the Ohio Tax Conference. Chris also serves as the Vice President of the Board of Directors of the Ohio Statewide Development Corporation. Chris' credentials include:

- Certified Economist, *IMPLAN*
- Certification in Economic Measurement, *National Association of Business Economics*
- Certification of Business Applications of Statistics and Data Analytics, *National Association of Business Economics*
- Certification of Economic Strategy and Managerial Decision Making, *National Association of Business Economics*
- Master's in Business Administration, *Ohio University*

EIS Preparer Qualifications

The list depicted includes a sample of Chris Magill's economic impact study experience. Chris has authored economic impact studies for projects in more than 25 US States. This includes manufacturing megaprojects, corporate headquarter office projects, mixed-use projects, non-profit projects, policy changes and cultural/sports facility projects, among others.



Economic Impact Project	Locality	Category
Arts N' Stark Market	Canton, Ohio	Retail
Carew Tower	Cincinnati, Ohio	Mixed-Use
Cannabis Industry Analysis	Ohio	New Industry
Central Franklinton Development	Columbus, Ohio	Mixed-Use
Confidential Manufacturing Tenant	Rural Ohio	Manufacturing
Confidential Manufacturing Tenant	Midwestern US	Manufacturing
Multi-State Manufacturing Megaproject (3)	United States	Manufacturing
Confidential Office Headquarters Relocation 1	East Indiana	Office
Confidential Office Headquarters Relocation 2	Central Ohio	Office
Confidential Sports Facility Project 1	Central Ohio	Arena/Stadium
Confidential Sports Facility Project 2	Central Ohio	Arena/Stadium
Confidential Sports Facility Project 3	Ohio	Arena/Stadium
Confidential State-wide ROI Calculator	Confidential	Calculation Tool
Confidential Warehouse Development	Central Ohio	Industrial
CoverMyMeds Campus	Columbus, Ohio	Mixed-Use
CoverMyMeds Campus TMUD Alternative Method Analysis	Columbus, Ohio	Tax Impact Review
Downtown Painesville to Grand River Corridor	Painesville, Ohio	Mixed-Use
Economic Impact of Venture Capital to Ohio	Ohio	Industry
Erieview Tower	Cleveland, Ohio	Mixed-Use
Fairfield Shoe Factory	Lancaster, Ohio	Mixed-Use
Gahanna ROI Calculation Tool	Gahanna, Ohio	Calculation Tool
Goodwill Industries	Indianapolis, Indiana	Retail
Hall of Fame Village Phase 2	Canton, Ohio	Mixed-Use
Hall of Fame Village Phase 2 Alternative Method Analysis	Canton, Ohio	Mixed-Use
High North	Worthington, Ohio	Mixed-Use
Historic Flats	Cleveland, Ohio	Mixed-Use
JPMorgan Chase R&D	Columbus, Ohio	Office/R&D
Mason ROI Calculation Tool	Mason, Ohio	Calculation Tool
Merchant Building/North Market Tower	Columbus, Ohio	Mixed-Use
Montgomery County Fairgrounds	Montgomery County, Ohio	Mixed-Use
Municipal Return-on-Investment/Fiscal Calculator	Grove City, Ohio	Land Use Plan
OEDA Economic Impact and ROI Course	Ohio	Course Instruction
Renkert Building	Canton, Ohio	Mixed-Use
The District at Clifton Heights	Cincinnati, Ohio	Mixed-Use
Trew Automation LLC	Fairfield, Ohio	Office/R&D
Valor Acres	Brecksville, Ohio	Mixed-Use
Water Street District Phase II	Dayton, Ohio	Mixed-Use
Whitehall Development Blueprint	Whitehall, Ohio	Land Use Plan



ECONOMIC IMPACT STATEMENT
FOR
8 – 12 MAIN STREET
IN ZANESVILLE, OHIO
AUGUST 31, 2023



Prepared for: Justin Wagner
8 Main LLC

Prepared by: DANTER/Economic Development Strategy, LLC
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I. INTRODUCTION

This analysis was undertaken to identify the economic impact of the proposed redevelopment at 8 and 12 Main Street in downtown Zanesville, Ohio. The property is located on the south side of Main Street immediately adjacent to the east end of the iconic Y Bridge. The site is adjacent to the Muskingum River and overlooks the historic Lock #10 Canal Park.

This report is based on guidelines for an Economic Impact Model as Defined in the Transformational Mixed-Use Program Guidelines issued by The State of Ohio.

There are two sources employed in this analysis.

The Implan Group, LLC input/output model has been used to determine employment and wage impact for the 8 Main project, as well as, the catalyzed projects.

Because of the reporting and data aggregating characteristics of the Implan Model, tax impact of a specific site may not be accurate. Implan Group has advised users to directly collect tax information.

Direct Data Collection - Taxes have been established based on applying the individual tax rates as established by each taxing authority.

II. PROJECT SUMMARY

The Baker Brothers Wholesale Grocery occupies two buildings on the south side of Main Street at the foot of the Y Bridge in downtown Zanesville, Ohio. The building to the east (12 Main Street) was constructed first in 1894. The adjacent brick building to the west (8 Main Street) was constructed in 1913 as an expansion to the original building and matches the original in size and floor levels. The 8 Main Street building was altered in 1978 when it was renovated into offices and showrooms for a furniture store. A two-story addition was constructed to the west as a showroom with offices and storage above. The 1978 addition and the front sections of the first and second floors of the 8 Main Street building were renovated into a PK-12 school that operated from 1994 to 1997. The remainder of the 1913 building was renovated into offices in 1995.

The site also includes the “to be vacated” section of First Street to the east.

The project includes the rehab and restoration of the buildings on 8 and 12 Main Street and will contain:

- 11,880 square feet of net rentable space. All of the first-floor space (except the short-term residential lobby) will be office space as well as the second-floor of the adjacent two-story building to the west.
- 29,624 gross square feet (38 rooms) of short-term residential space encompassing all of the upper floors except the second floor of the adjoining, west) building. The short-term residential lobby will be on the first floor.
- The total development cost is expected to be $8,654,275, including land cost.

The development is expected to open on January 1, 2025.

Construction cost:

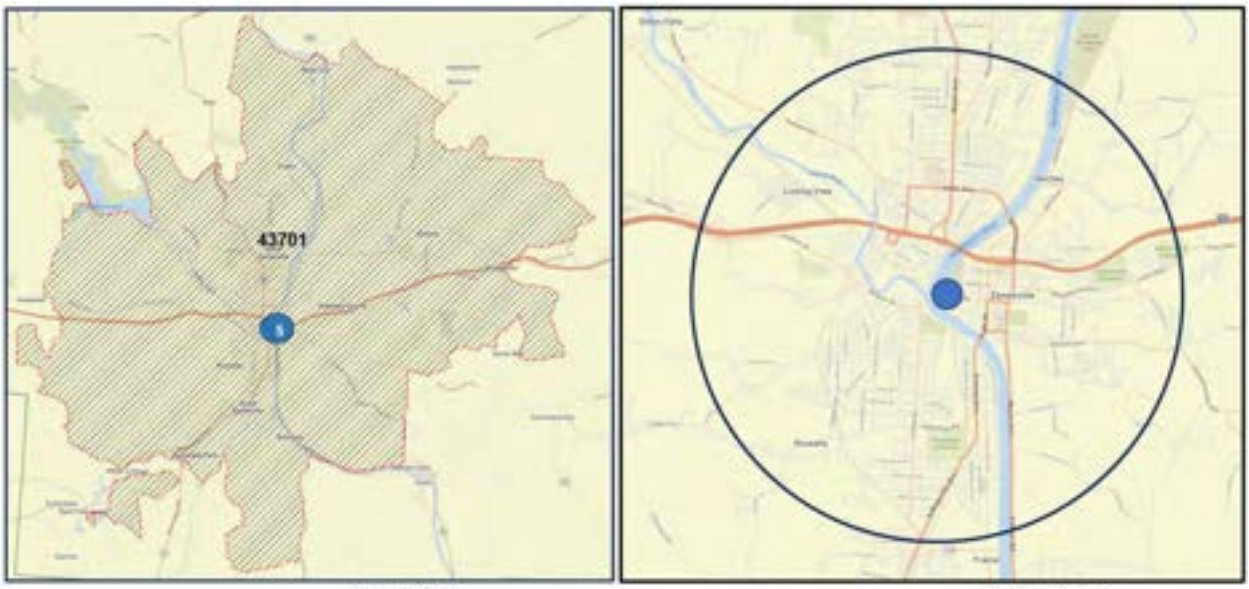
[redacted]

[redacted]	
[redacted]	[redacted]
[redacted]	[redacted]
Total	$8,654,275

[redacted]

III. SURROUNDING AREA IDENTIFICATION

The surrounding area for this development is considered to be a two-mile radius and includes any ZIP Code (whether in whole or in part) impacted by the two-mile radius. The site is entirely within ZIP Code 43701 which includes most of Zanesville and the rural periphery. It includes all of the downtown and the historic neighborhoods of Putnam, Brighton, and McIntire Terrace.



Zip Code 43701 Two Mile Radius

IV. EXISTING PROPERTY

	PARCEL NUMBER	LAND AREA	GROSS SQUARE FEET	CURRENT PROPERTY TAXES
8 Main Street (A)	81-67-03-03-000	.101 Acres	0	$128.66
8 Main Street (B)	81-67-03-02-000	.311 Acres	22,172	$5,548.24
12 Main Street	81-67-03-01-000	.13 Acres	17,952	$469.12
Vacated First Street	N/A	.23 Acres	0	$0.00
Total		.772 Acres	40,124	$6,146.02



Parcel A – 8 Main Street (A)
Parcel B – 8 Main Street (B)
Parcel C – 12 Main Street
Parcel D – Vacated First Street

In order to compare the predevelopment with the post-development tax impact, a summary of predevelopment taxes is provided. The property, as existing, contains 38,211 square feet. It is currently only partially occupied. Following is the distribution of space and lease status.

EXISTING PROPERTY USES	APPROXIMATE SQUARE FEET	OCCUPANCY STATUS
Artist Colony of Zanesville	2,224	Operating month-to-month
Little Barnyard Day Care	8.000	Closed – Early 2020

During the past 12 months, the property has had an 88.6% vacancy rate. Following is a distribution of vacancies for the period September 1, 2022, through August 31, 2023.

8 MAIN STREET VACANCY TABLE

Floor	Square Feet	PERCENT VACANT												12 Month Average Vacancy	% of Building Vacancy
		Sep[. 2022	Oct. 2022	Nov. 2022	Dec. 2022	Jan. 2023	Feb. 2023	Mar. 2023	Apr. 2023	May. 2023	Jun. 2023	Jul. 2023	Aug. 2023		
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Total Sq.Ft.	38,211									Average Vacancy Rate for Year					94%

WB10

[redacted] The organization rents 2,224 square feet for [redacted]. Spaces are then sublet to local artists. The number of artists varies between 13 and 16. Most of the artists are at the facility part-time and their total sales are derived from sales at the gallery but also from art fairs and shows, private commissions, workshops, and other outside sales. [redacted] As such their incomes and sales have not been included in the following calculations. There are two employees (FTE) employed at the facility that have been included in the income tax estimates.

Based on the past 12 months of occupancy, the following are the estimated city income taxes:

CITY INCOME TAX AT EXISTING PROPERTY					
Tenant	**Percent Occupied**	**Average Wage (FTE)**	**Total Employees (FTE)**	**Total Wages**	**City Income** [redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	CLOSED DURING PAST 12 MONTHS			
[redacted]	[redacted]		[redacted]	[redacted]	$ [redacted]

WB10

The estimated city income tax generated by the existing property for the period September 1, 2022 to August 31, 2023 is $1,444

Based on the past 12 months' occupancy following are the estimated state income taxes.

STATE INCOME TAX AT EXISTING PROPERTY					
Tenant	Percent Occupied	Total Employees (FTE)	Average Wage	State Income Tax	Total State Income
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	CLOSED DURING PAST 12 MONTHS			
[redacted]		[redacted]			[redacted]

*Source: State of Ohio WB10

The estimated state income tax generated by the existing property for the period September 1, 2021, to August 310, 2022 was $1,382.

Because the artist in the facility generate their income from a variety of sources it is impossible to allocate those sales relating to the subject property. Sales taxes therefore have not been included in this section of the analysis.

Following is a summary of current, predevelopment, taxes currently generated by the subject property.

TAX CATEGORY	TAXES GENERATED
Property Tax	$6,146
City Income Tax	$1,444
State of Ohio Income Tax	$1,382
Total	$8,972

Combined taxes as the subject property are $8,972.

V. 8 MAIN STREET - ECONOMIC IMPACT

A. INCOME TAXES

All economic impact calculations in this section represent the direct and indirect economic impact by the subject site. Income and sales tax calculations are based on the Implan Group, LLC input/output model that established direct and indirect employment and or wages. Because of the limitations of the Implan model in estimating actual taxes, we have used tax rates as defined by the appropriate taxing authorities.

There will be 11,880 square feet of office space with a total of 81.9 employees and a 38-suite short-term residential facility with 9.6 employees (in the first year, increasing to 20.4 employees by year 5 when the property achieves stabilized occupancy). Zanesville has a 1.9% city income tax.

1. COMMERCIAL OFFICE

EMPLOYEE CITY INCOME TAX

COMMERCIAL OFFICE CITY INCOME TAXES		
YEAR	TOTAL WAGES	CITY INCOME [redacted]
[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]

[redacted]Implan LLC WB3

EMPLOYEE STATE INCOME TAX

The State of Ohio has a progressive income tax ranging from 0.0% to 3.990%. State income taxes from employees at the subject site are based on the average of employees for lodging and office tenants by job classification and average wages. Potential income tax collections are based on a tax calculator provided by The State of Ohio.

The average income per employee in the commercial office space is $57,384 Applying the state income tax rate would yield state income tax of $1,279 per employee and a total of $104,758.

COMMERCIAL OFFICE STATE INCOME TAXES		
YEAR	TOTAL WAGES	STATE INCOME TAX
[redacted]		

Source: Implan LLC
State of Ohio

WB3

2. SHORT TERM RESIDENTIAL

[redacted].

SHORT TERM GROSS REVENUES YEARS 1 THROUGH 5			
YEAR	OCCUPANCY	AVERAGE DAILY RATE	GROSS REVENUES
[redacted]			

WB9

EMPLOYEE CITY INCOME TAX

SHORT TERM RESIDENTIAL WAGES AND CITY INCOME TAXES YEARS 1 THROUGH 5				
YEAR	OCCUPANCY	TOTAL WAGES	EMPLOYEES	CITY INCOME TAX
[redacted]				

WB9

EMPLOYEE STATE INCOME TAX

SHORT TERM RESIDENTIAL STATE INCOME TAXES YEARS 1 THROUGH 5				
YEAR	EMPLOYEES	AVERAGE WAGE	TAX PER EMPLOYEE	TOTAL STATE INCOME TAX
[redacted]				

Source: Implan LLC
State of Ohio

WB3

3. INCOME TAX SUMMARY

TOTAL CITY AND STATE INCOME TAXES YEAR 1 THROUGH 5			
YEAR	CITY	STATE	TOTAL
[redacted]			

WB3

B. REAL ESTATE TAXES

In Muskingum County retail and hotels are all taxed at a commercial rate Taxes are estimated based on the total project cost to develop although, once completed, the value would be subject to the county appraiser. Taxes are computed based on 35% of the appraised value. The effective tax rate is 46.077375 mills. In the past 5 years, the voted tax rate has increased by 0.40 % while the effective tax rate has decreased by 0.35%. We have projected no change in the 5-year projected real estate taxes.

The property, as existing, has a current value of market value of $605,600 and a taxable value of $211,960. Total real estate taxes, for the existing site are $6,146.

The total development cost is expected to be $8,654,275 and the taxable value will be $3,028,996. Applying the effective tax rate yields a property tax of $139,568. Deducting the current property tax of $6,146 yields a net increase in property tax is $133,422.

Total value based on the cost of construction	[redacted]
Taxable value (35%)	
Commercial Tax Rate	
Property Taxes 2026 (Project Opening)	
Current Property Tax	
Net Increase in Property Tax	

C. SHORT-TERM RESIDENTIAL SALES AND LODGING TAX

[redacted]

Muskingum County has a 7.25% sales tax. allocated as follows:

State of Ohio Sales Tax	5.75%
Muskingum County Sales Tax	1.50%
Total	7.25%

SHORT-TERM RESIDENTIAL SALES AND LODGING TAXES
YEARS 1 THROUGH 5

YEAR	OCCUPANCY	AVERAGE DAILY RATE	TOTAL REVENUES	SALES TAX	LODGING TAX
[redacted]					

WB9

D. ECONOMIC IMPACT OF CONSTRUCTION

The total construction cost for the project (minus land and soft costs) is $6,433,900.

Based on the Implan Input/Output model, total direct construction wages generated at the project will be $2,885,610. [redacted]

Total Direct Construction Wages	[redacted]
Total FTE Employees	
Average Annual Wage	
Average Hourly Wage	
Total City Income Tax	
Total State Income Tax	
Total Income Tax Generated	

Based on the Implan LLC economic impact the construction period will generate the following Construction Project Impacts. Implan LLC provides the estimated sales and the local sales tax has been applied.

CONSTRUCTION PERIOD IMPACTS		
CATEGORY	SALES	SALES TAX
[redacted]		

WB 41

OPERATIONS

The operations component will have total revenues of [redacted] generated from property management and the return on investment.

[redacted]

E. 8 MAIN STREET INPUT CRITERIA

PROJECT SUMMARY

Property: 8 Main Street, LLC
Address: 8 – 12 Main Street
Zanesville, OH 43701
Developer: 8 Main Street, LLC
Total Project Cost Construction Cost:$8,654,275

USES

Office Square Feet
Short-Term Residential ([redacted]) Square Feet [redacted]

Common Area Square Feet	[redacted]
Total Square Feet	38,474

Construction cost:

Hard Cost	
Short-Term Residential Space	[redacted]
Commercial/Office Space	
Sub Total	
Estimated Soft Cost	
Land Acquisition	
Total	$8,654,275

INPUT/OUTPUT SPECIFICATIONS AND RESULTS

The Implan Group, LLC output of direct and indirect employees reflects total employees. These are converted to FTE employment by applying the Implan conversion rate and the resulting average annual and hourly wage. The conversion rate for offices is 0.969191817 and the rate for hotels and motels is 0.897606383. The blended rate is0.964143 based on the proportion of labor income. Input Type for offices is Industry Employment and is based on the number of employees per square foot of space. The specifications are as follows

Specifications: [redacted]

Because of the proximity to the Muskingum County Courthouse, the developer is targeting the selected specifications in the marketing of the facility.

Because [redacted] there are five separate calculations, one for each year.

8 MAIN STREET - OFFICE/SHORT TERM RESIDENTIAL TENENT JOBS AND WAGES - YEAR 1 - 45% OCCUPANCY					
INPUT					
Type	Specification	Distribution	Square Feet*	Square Feet Per Employee**	Total Employees/Output
[redacted]					
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	$936,225
OUTPUT					
Impact		Employment	Labor Income	Value Added	Output
[redacted]					

*Net Rentable WB3

**Source: Zippia reports a range of 150 to 300 square feet per employee with an average of 196 square feet.

8 MAIN STREET - OFFICE/SHORT TERM RESIDENTIAL TENENT JOBS AND WAGES - YEAR 1 - 45% OCCUPANCY	
EMPLOYMENT AND WAGES IMPACT	
FTE Conversion Rate*	[redacted]
Total Direct & Indirect Employment	
Total FTE Employees	
Total Direct & Indirect Labor Income	
Average Annual Wages Per Employee	
Average Wages per Hour	

*Average Proportion to output WB3

8 MAIN STREET - OFFICE/SHORT TERM RESIDENTIAL TENENT JOBS AND WAGESYEAR 2 - 55% OCCUPANCY					
INPUT					
Type	Specification	Distribution	Square Feet*	Square Feet Per Employee**	Total Employees/Output
[redacted]					
[redacted]	[redacted]		[redacted]		$1,456,350
OUTPUT					
Impact		Employment	Labor Income	Value Added	Output
[redacted]					

*Net Rentable WB3

**Source: Zippia reports a range of 150 to 300 square feet per employee with an average of 196 square feet.

8 MAIN STREET - OFFICE/SHORT TERM RESIDENTIAL TENENT JOBS AND WAGESYEAR 2 - 55% OCCUPANCY	
EMPLOYMENT AND WAGES IMPACT	
FTE Conversion Rate*	[redacted]
Total Direct & Indirect Employment	
Total FTE Employees	
Total Direct & Indirect Labor Income	
Average Annual Wages Per Employee	
Average Wages per Hour	

*Average Proportion to output WB3

8 MAIN STREET - OFFICE/SHORT TERM RESIDENTIAL TENENT JOBS AND WAGES - YEAR 3 -65% OCCUPANCY					
INPUT					
Type	Specification	Distribution	Square Feet*	Square Feet Per Employee**	Total Employees/Output
[redacted]					
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	$1,625,044
OUTPUT					
Impact		Employment	Labor Income	Value Added	Output
[redacted]					

*Net Rentable WB3

**Source: Zippia reports a range of 150 to 300 square feet per employee with an average of 196 square feet.

8 MAIN STREET - OFFICE/SHORT TERM RESIDENTIAL TENENT JOBS AND WAGES - YEAR 3 -65% OCCUPANCY EMPLOYMENT AND WAGES IMPACT
[redacted]

*Average Proportion to output WB3

8 MAIN STREET - OFFICE/SHORT TERM RESIDENTIAL TENENT JOBS AND WAGES - YEAR 4 -70% OCCUPANCY					
INPUT					
Type	Specification	Distribution	Square Feet*	Square Feet Per Employee**	Total Employees/Output
[redacted]					
					$1,802,549
OUTPUT					
Impact		Employment	Labor Income	Value Added	Output
[redacted]					

*Net Rentable WB3

**Source: Zippia reports a range of 150 to 300 square feet per employee with an average of 196 square feet.

8 MAIN STREET - OFFICE/SHORT TERM RESIDENTIAL TENENT JOBS AND WAGES - YEAR 4 -70% OCCUPANCY	
EMPLOYMENT AND WAGES IMPACT	
FTE Conversion Rate*	[redacted]
Total Direct & Indirect Employment	
Total FTE Employees	
Total Direct & Indirect Labor Income	
Average Annual Wages Per Employee	
Average Wages per Hour	

*Average Proportion to output WB3

8 MAIN STREET - OFFICE/SHORT TERM RESIDENTIAL TENENT JOBS AND WAGES - YEAR 5 -75% OCCUPANCY					
INPUT					
Type	Specification	Distribution	Square Feet*	Square Feet Per Employee**	Total Employees/Output
[redacted]					
[redacted]	[redacted]		[redacted]		$1,989,549
OUTPUT					
Impact		Employment	Labor Income	Value Added	Output
[redacted]					

*Net Rentable WB3

**Source: Zippia reports a range of 150 to 300 square feet per employee with an average of 196 square feet.

8 MAIN STREET - OFFICE/SHORT TERM RESIDENTIAL TENENT JOBS AND WAGES - YEAR 5 -75% OCCUPANCY	
EMPLOYMENT AND WAGES IMPACT	
FTE Conversion Rate*	[redacted]
Total Direct & Indirect Employment	
Total FTE Employees	
Total Direct & Indirect Labor Income	
Average Annual Wages Per Employee	
Average Wages per Hour	

*Average Proportion to output WB3

8 MAIN STREET - CONSTRUCTION					
INPUT					
Type	Specification				Project Cost
[redacted]	[redacted]				[redacted]
OUTPUT					
Impact		Employment	Labor Income	Value Added	Output
[redacted]					

Source: Lepi Enterprises construction cost WB3

8 MAIN STREET - CONSTRUCTION	
JOBS AND WAGES IMPACT	
FTE Conversion Rate	[redacted]
Total Direct & Indirect Employment	
Total FTE Employees	
Total Direct & Indirect Labor Income	
Average Annual Wages Per Employee	
Average Wages per Hour	

WB3

8 MAIN STREET - OPERATIONAL JOBS AND WAGES*					
INPUT					
Type	Specification		Revenues from Property		
[redacted]	[redacted]		[redacted]		
OUTPUT					
Impact		Employment	Labor Income	Value Added	Output
[redacted]					

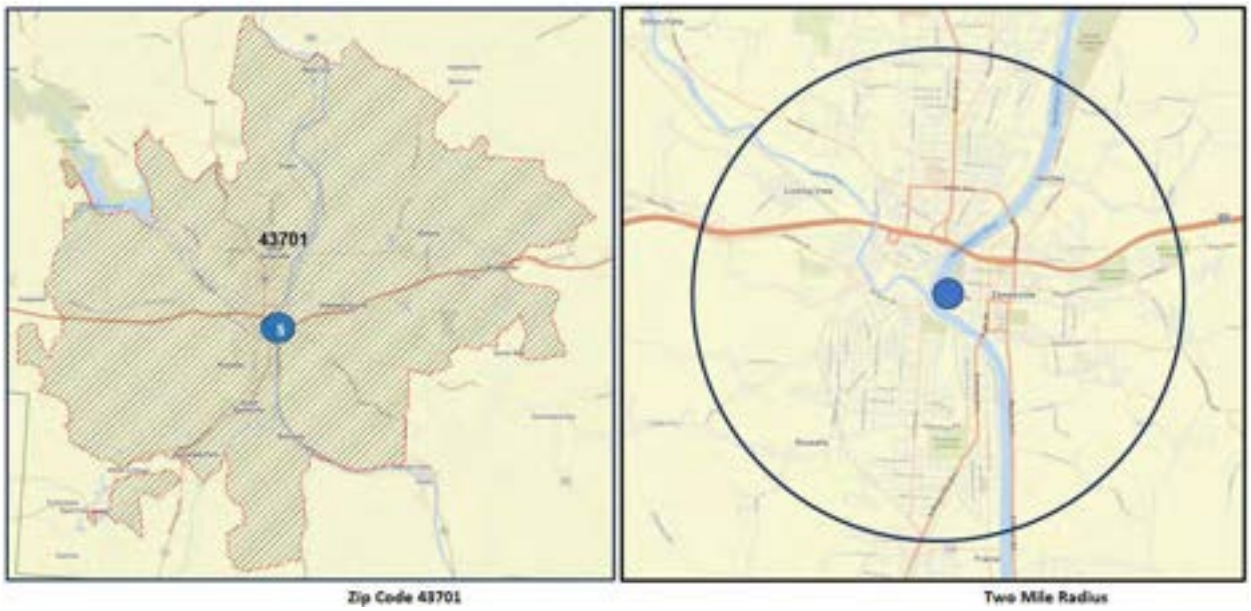
*Based on [redacted]. WB3

8 MAIN STREET - OPERATIONAL JOBS AND WAGES EMPLOYMENT AND WAGES IMPACT	
FTE Conversion Rate	[redacted]
Total Direct & Indirect Employment	
Total FTE Employees	
Total Direct & Indirect Labor Income	
Average Annual Wages Per Employee	
Average Wages per Hour	

WB3

F. IMPACT ON SURROUNDING AREA

The surrounding area for this development is considered to be a two-mile radius and includes any ZIP Code (whether in whole or in part) impacted by the two-mile radius. The two-mile radius for the 8 Main Street development is entirely within ZIP Code 43701.



The two-mile radius of the subject property encompasses all of Downtown Zanesville. However, ZIP Code 43701 covers nearly the entire city and beyond. ZIP Code data is not reflective of the immediate neighborhood. Clearly, the most significant potential of the 8 Main Street development will be impacting the immediate downtown neighborhoods. Because the project will be nearly entirely made up of office, and short-term residential space, there will be a very high percentage of entry-level jobs. The short-term residential component is especially important in that it generates “fresh” dollars into the market supporting retail and restaurants on a daily basis.

POPULATION CHARACTERISTICS TWO MILE AND ZIP CODE 43701 ZANESVILLE, OHIO		
	TWO MILE RADIUS	43701 ZIP CODE
POPULATION AND HOUSING		
Population		
2010	21,317	54,874
2020	20,571	54,952
Change	-3.5%	0.1%
Households		
2010	8,775	23,089
2020	8,588	23,547
Change	-2.1%	2.0%
Housing Vacancy Rate	11.1%	8.1%
Average Household Income	$53,071	$70,052
EMPLOYMENT		
Population Age 16+	16,819	45,717
Employed	8,622	26,119
Unemployed	405	783
Unemployment Rate	4.5%	2.9%
Participation Rate	53.7%	58.8%
MAJOR EMPLOYMENT CATEGORIES		
Retail Trade	15.3%	14.3%
Manufacturing	10.0%	10.2%
Accommodation Food Service	12.4%	9.1%
Health Care	15.6%	17.0%

Source: esri WB 8

The two-mile radius will clearly be the most impacted area and the area with the greatest need for economic and residential improvement. The third largest employment category in the two mile radius is Accommodation and Food Service, which will be the largest employment category at the 8 Main Street development. Unemployment, while relatively low, is also highest within the two-mile radius. The two-mile radius has a residential vacancy rate of 11.1%, higher than the Zip Code rate of 8.1% One of the most significant impacts on the two-mile radius will be the impact of catalyzed projects which will bring 205 new residential units to the area, thereby raising the perception of the neighborhood and increasing demand.

8 Main Street development is in the CBD at the foot of the famous Y Bridge. The site has been identified in a recent study (conducted by Economic Development Strategies, LLC) for the City of Zanesville and the Zanesville-Muskingum Port Authority as a key, transformational, parcel in redeveloping Downtown Zanesville.

The site is four blocks from the Muskingum County Court House. It is also ideally positioned to impact the downtown neighborhoods to the west of the CBD.

Downtown Zanesville is blessed with the iconic Y Bridge which is the western gateway into the Central Business District. A total of 51% of the downtown perimeter is riverfront. Yet, over 50% of the river is used for parking lots with most of the remainder being the backs of buildings. Zanesville has turned its back on its most desirable, and valuable, asset. The 8 Main Street property will be the first privately developed site to take full advantage of the riverfront opportunity.

MAIN STREET CORRIDOR

The 8 Main Street development will be the keystone project anchoring the Main Street Corridor extending from the Muskingum River to Fifth Street. The total length of the corridor is 2,633 (using the frontage of both the north and south sides of Main Street.) feet with a total appraised value of $4,716,600, or $1,791 per linear foot. (This excludes the Muskingum County Courthouse and the Benco industrial buildings.)

The appraised value of the 8 Main Street development will be $7,262,700, or $32,279 per linear foot.

With the 8 Main Street property setting the standard for the redevelopment potential for the Main Street Corridor the total redeveloped appraised value would be $84,990,607 million, an increase of $80,274,007





VI. CATALYTIC PROPERTIES

All economic impact calculations in this section represent the direct and indirect economic impact of the subject site. Income and sales tax calculations are based on the Implan Group, LLC input/output model that established direct and indirect employment and or wages. Because of the limitations of the Implan model in estimating actual taxes, we have used tax rates as defined by the appropriate taxing authorities.

A. 806 W. MAIN STREET IMPACT

1. PROJECT SUMMARY

Address: 806, 810, 816, 824, 918 W. Main Street
Zanesville, OH 43701
Developer: Justin Wagner
Distance to subject development: 0.2 miles
Project status: Pending development of the 8 Main Street project
Estimated Completion Date: 2027
Total Construction Cost $16,900,000
Total Hard Cost: $12,725,000

This is a project that is proposed by the applicant and is pending the initiation of the 8 Main Street development.

USES:

[redacted]

Total $12,725,000

2. INCOME TAXES

RETAIL TENANT CITY INCOME TAX

[redacted]. Total wages are $890,490. The city income tax rate is 1.9%. Total city income tax would be $16,919 in year one.

RESIDENTIAL CITY INCOME TAX

[redacted]

- [redacted]
- [redacted]
- [redacted]

806 W. MAIN STREET - CITY INCOME TAX SUMMARY

	EMPLOYEES/HOUSEHOLDS	TOTAL CITY INCOME TAX
[redacted]		
Total		$59,594

EMPLOYEE STATE INCOME TAX

The State of Ohio has a progressive income tax ranging from 0.0% to 3.990%. State income taxes from employees at the subject site are based on the average income of retail employees. Potential income tax collections are based on a tax calculator provided by The State of Ohio. [redacted] The total state income tax would be $16,591.

RESIDENTIAL STATE INCOME TAX

Based on the average income of renters, [redacted] their state income tax would be [redacted] per household for a total of $47,875. Because of the basis is for average wage, the higher wage bracket within each group will be understated. Therefore, the estimated tax should be considered to be very conservative

STATE INCOME TAX SUMMARY:

[redacted]	[redacted]
Total	$81,397

INCOME TAX SUMMARY

TAX	AMOUNT
City Income Tax	
Tenant Based	[redacted]
Residential	
State Income Tax	
Tenant Based	
Residential	
Total City and State Income Tax	

3. REAL ESTATE TAXES

This project consists of parcels located along W. Main Street and Muskingum Avenue about 0.2 miles west of the subject property.

In Muskingum County retail, and apartments are all taxed at a commercial rate. Taxes are estimated based on the total project cost to develop although, once completed, the value would be subject to the county appraiser. Taxes are computed based on 35% of the appraised value. The effective tax rate is 46.077375 mills. In the past 5 years, the voted tax rate has increased by 0.40 % while the effective tax rate has decreased by 0.35%. We have projected no change in the 5-year projected real estate taxes.

[redacted]

[redacted]

Total value based on the cost of construction	[redacted]
Taxable value (35%)	
Commercial Tax Rate	
Property Taxes 2025 (Project Opening)	
Current Property Tax	
Net Increase in Property Tax	

4. STATE SALES TAX

Muskingum County has a 7.25% sales tax. allocated as follows:

State of Ohio Sales Tax	5.75%
Muskingum County Sales Tax	1.50%
Total	7.25%

RETAIL

[redacted]

RESIDENTIAL

[redacted]

RETAIL SALES SUMMARY

[redacted]

STATE SALES TAX SUMMARY

	TOTAL SALES TAXES
[redacted]	[redacted]
[redacted]	[redacted]
Total	$497,974

5. ECONOMIC IMPACT OF CONSTRUCTION

The total construction cost for the project (minus land cost) is:

[redacted]

Based on the Implan Input/Output model, total direct construction wages generated at the project will be [redacted]

Total Direct Construction Wages		[redacted]	
Total FTE Employees			
Average Annual Wage			
Average Hourly Wage			
Total City Income Tax			
Total State Income Tax			
Total Income Tax Generated			

Based on the Implan LLC economic impact the construction period will generate the following Construction Project Impacts. Implan LLC provides the estimated sales and the local sales tax has been applied.

CATEGORY	SALES	SALES TAX
Retail	[redacted]	
Entertainment		
Dining		
Total		

The combined city and state income tax is $311,634.

6. INPUT/OUTPUT SPECIFICATIONS AND RESULTS

The Implan Group, LLC output of direct and indirect employees reflects total employees. These are converted to FTE employment by applying the Implan conversion rate and the resulting average annual and hourly wage.

806 W. MAIN - RETAIL					
INPUT					
Type	Specification	Distribution	Square Feet	Sales PSF*	Total Sales (Input)
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
	[redacted]	[redacted]	[redacted]		[redacted]
OUTPUT					
[redacted]		[redacted]			[redacted]
[redacted]		[redacted]	[redacted]	[redacted]	[redacted]
[redacted]		[redacted]	[redacted]	[redacted]	[redacted]
[redacted]		[redacted]	[redacted]	[redacted]	[redacted]

*Source: CoStar

WB4

806 W. MAIN - RETAIL EMPLOYMENT AND WAGES IMPACT	
FTE Conversion Rate	[redacted]
Total Direct & Indirect Employment	
Total FTE Employees	
Total Direct & Indirect Labor Income	
Average Annual Wages Per Employee	
Average Wages per Hour	

WB4

806 W. MAIN STREET - OPERATIONAL JOBS AND WAGES*					
INPUT					
Type	Specification		Revenues from Property		
[redacted]	[redacted]		[redacted]		
OUTPUT					
Impact		Employment	Labor Income	Value Added	Output
[redacted]		[redacted]	[redacted]	[redacted]	[redacted]
[redacted]		[redacted]	[redacted]	[redacted]	[redacted]
Total		[redacted]	[redacted]	[redacted]	$342,841

*Based on a 5% management cost and an 8.3% return on equity to the owner.

WB4

806 W. MAIN STREET - OPERATIONAL JOBS AND WAGES EMPLOYMENT AND WAGES IMPACT	
FTE Conversion Rate	[redacted]
Total Direct & Indirect Employment	
Total FTE Employees	
Total Direct & Indirect Labor Income	
Average Annual Wages Per Employee	
Average Wages per Hour	

WB4

806 W. MAIN - CONSTRUCTION					
INPUT					
Type	Specification				Project Cost
[redacted]	[redacted]				[redacted]
[redacted]	58 - Construction of new multifamily residential structures				[redacted]
OUTPUT					
Impact		Employment	Labor Income	Value Added	Output
[redacted]		[redacted]	[redacted]	[redacted]	[redacted]
[redacted]		[redacted]	[redacted]	[redacted]	[redacted]
[redacted]		131.86	$7,413,868	$8,468,920	$14,994,287

Source: Estimated based on cost of comparable projects in area. Excludes land.

WB4

806 W. MAIN - CONSTRUCTION JOBS AND WAGES IMPACT	
FTE Conversion Rate	[redacted]
Total Direct & Indirect Employment	
Total FTE Employees	
Total Direct & Indirect Labor Income	
Average Annual Wages Per Employee	
Average Wages per Hour	

WB4

B. 433 PINE STREET IMPACT

1. PROJECT SUMMARY

Address: 433 Pine Street.
Zanesville, OH 43701
Developer: Justin Wagner
Distance from Subject Development 0.5 miles
Estimated Completion Date 2027
Project Status: Pending development of the 8 Main Street project
Estimated Completion Date 2027
Total Project Cost $5,770,000
Estimated Construction Cost: $4,500,000

This is a project that is proposed by the applicant and is pending the initiation of the 8 Main Street development.

USES

[redacted]

2. INCOME TAXES

RESIDENTIAL CITY INCOME TAX

[redacted]

[redacted]

433 PINE STREET - CITY INCOME TAX SUMMARY

	HOUSEHOLDS	TOTAL CITY INCOME TAX
[redacted]	[redacted]	[redacted]
[redacted]		[redacted]

STATE INCOME TAX SUMMARY

Based on the average income of renters, $55,029, their state income tax would be $ 1,203 per household for a total of $43,312. Because the basis is for average wage, the higher wage bracket within each group will be understated. Therefore, the estimated tax should be considered to be very conservative.

433 PINE STREET - STATE INCOME TAX SUMMARY

	HOUSEHOLDS	TOTAL STATE INCOME TAX
[redacted]	[redacted]	[redacted]
[redacted]		[redacted]

INCOME TAX SUMMARY

City Income Tax	$37,640
State Income Tax	$43,312
Total	$80,952

3. REAL ESTATE TAXES

This project is located at 433 Pine Street about 0.5 miles southwest of the subject property.

In Muskingum County apartments are all taxed at a commercial rate. Taxes are estimated based on the total project cost to develop although, once completed, the value would be subject to the county appraiser. Taxes are computed based on 35% of the appraised value. The effective tax rate is 46.077375 mills. In the past 5 years, the voted tax rate has increased by 0.40 % while the effective tax rate has

decreased by 0.35%. We have projected no change in the 5-year projected real estate taxes.

The total present-day real estate taxes are $2,133 and the total appraised value is $112,700.

The total development cost is expected to be $4,500,000 and the taxable value will be $1,575,000. Applying the effective tax rate yields a property tax of $72,572. The net increase in property tax is $70,439.

Total value based on the cost of construction	[redacted]
Taxable value (35%)	
Commercial Tax Rate	
Property Taxes 2025 (Project Opening)	
Current Property Tax	
Net Increase in Property Tax	

4. STATE SALES TAX

Muskingum County has a 7.25% sales tax. allocated as follows:

State of Ohio Sales Tax	5.75%
Muskingum County Sales Tax	1.50%
Total	7.25%

RESIDENTIAL

[redacted]

*Source: Consumer Expenditure Survey, U.S. Bureau of Labor Statistics, September, 2021

STATE SALES TAX SUMMARY

	TOTAL SALES TAXES
Residential	[redacted]
Total	[redacted]

5. ECONOMIC IMPACT OF CONSTRUCTION

Total construction cost for the project (minus land cost) is $4,500,000

[redacted]

Total Direct Construction Wages		[redacted]
Total FTE Employees		
Average Annual Wage		
Average Hourly Wage		
Total City Income Tax		
Total State Income Tax		
Total Income Tax Generated		

Based on the Implan LLC economic impact the construction period will generate the following Construction Project Impacts. Implan LLC provides the estimated sales and the local sales tax has been applied.

CATEGORY	SALES	SALES TAX
Retail		[redacted]
Entertainment		
Dining		
Total		

6. INPUT/OUTPUT SPECIFICATIONS AND RESULTS

The Implan Group, LLC output of direct and indirect employees reflects total employees. These are converted to FTE employment by applying the Implan conversion rate and the resulting average annual and hourly wage.

433 PINE STREET - OPERATIONAL JOBS AND WAGES*					
INPUT					
Type	Specification		Revenues from Property		
[redacted]	[redacted]		[redacted]		
OUTPUT					
Impact		Employment	Labor Income	Value Added	Output
[redacted]		[redacted]	[redacted]	[redacted]	[redacted]
[redacted]		[redacted]	[redacted]	[redacted]	[redacted]
Total		0.77	$40,021	$53,074	$126,098

*Based on a 5% management cost and an 8,3% return on equity to the owner. WB1

433 PINE STREET - OPERATIONAL JOBS AND WAGES EMPLOYMENT AND WAGES IMPACT	
FTE Conversion Rate	[redacted]
Total Direct & Indirect Employment	
Total FTE Employees	
Total Direct & Indirect Labor Income	
Average Annual Wages Per Employee	
Average Wages per Hour	

WB1

433 PINE STREET - CONSTRUCTION					
INPUT					
Type	Specification				Project Cost
[redacted]	[redacted]				[redacted]
OUTPUT					
Impact		Employment	Labor Income	Value Added	Output
[redacted]		[redacted]	[redacted]	[redacted]	[redacted]
[redacted]		[redacted]	[redacted]	[redacted]	[redacted]
Total		[redacted]	[redacted]	[redacted]	[redacted]

Source: Estimated based on cost of comparable projects in the region, excluding land.

WB1

433 PINE STREET - CONSTRUCTION JOBS AND WAGES IMPACT	
FTE Conversion Rate	[redacted]
Total Direct & Indirect Employment	
Total FTE Employees	
Total Direct & Indirect Labor Income	
Average Annual Wages Per Employee	
Average Wages per Hour	

WB1

VII. SURROUNDING AREA PROJECTS

A. 35 S. FOURTH STREET IMPACT

1. PROJECT SUMMARY

Address: 35 S. Fourth Street
Zanesville, OH 43701
Developer: Ron Cole
Distance to subject development: 4 Blocks
Project status: Initial planning and building stabilization
Estimated Completion Date: 2027
Building Size: 26,000 Square Feet
Total Estimated Construction Cost: $4,000,000

USES:

Cole Aviation Art

[redacted]

Cole Aviation & Transportation Museum (Not yet officially named)

[redacted]

[redacted]

2. INCOME TAXES

EMPLOYEE CITY INCOME TAX

Zanesville has a 1.9% city income tax.

USE	TOTAL WAGES	EMPLOYEES (FTE)	AVERAGE HOURLY WAGE	CITY INCOME TAX
[redacted]				

EMPLOYEE STATE INCOME TAX

The State of Ohio has a progressive income tax ranging from 0.0% to 3.990%. State income taxes from employees at the subject site are based on the average income of retail employees. Potential income tax collections are based on a tax calculator provided by The State of Ohio.

USE	TOTAL WAGES	AVERAGE WAGE	STATE TAX PER EMPLOYEE	TOTAL STATE TAXES
[redacted]				

INCOME TAX SUMMARY

TAX	AMOUNT
City Income Tax	[redacted]
State Income Tax	
Total City and State Income Tax	

3. REAL ESTATE TAXES

In Muskingum County, the 35 S. 4th property would be taxed at a commercial rate. Taxes are estimated based on the total project cost to develop although, once completed, the value would be subject to the county appraiser. Taxes are computed based on 35% of the appraised value. The effective tax rate is 46.077375 mills. In the past 5 years, the voted tax rate has increased by 0.40 % while the effective tax rate has decreased by 0.35%. We have projected no change in the 5-year projected real estate taxes.

The total present-day real estate taxes for the parcel is $146.16 and the total appraised value is $8,300.

The total development cost is expected to be $4,000,000 and the taxable value will be $1,400,000 (35%). Applying the effective tax rate yields a property tax of $64,508. The net increase in property tax is $64,362.

Total value based on the cost of construction	[redacted]
Taxable value (35%)	
Commercial Tax Rate	
Property Taxes 2025 (Project Opening)	
Current Property Tax	
Net Increase in Property Tax	

4. SALES TAX

Muskingum County has a 7.25% sales tax. allocated as follows:

State of Ohio Sales Tax	5.75%
Muskingum County Sales Tax	1.50%
Total	7.25%

RETAIL

The Cole Aviation Art facility has current sales of approximately $1,200,000. Since the company markets both nationally and internationally only about 15% of sales are within Ohio and subject to Ohio sales tax.

Total Sales	[redacted]
Sales Subject to State Sales Tax	
Total Sales Tax (7.25%)	$13,050

5. ECONOMIC IMPACT OF CONSTRUCTION

The total construction cost for the project (minus land cost) is $4,000,000.

Based on the Implan Input/Output model, total direct construction wages generated at the project will be $1,386,083. [redacted]

Total Direct Construction Wages	[redacted]
Total FTE Employees	
Average Annual Wage	
Average Hourly Wage	
Total City Income Tax	
Total State Income Tax	
Total Income Tax Generated	

The combined city and state income tax is $57,158.

following Construction Project Impacts. Implan LLC provides the estimated sales and the local sales tax has been applied.

CATEGORY	SALES	SALES TAX
Retail	[redacted]	
Entertainment		
Dining		
Total		

6. INPUT/OUTPUT SPECIFICATIONS AND RESULTS

The Implan Group, LLC output of direct and indirect employees reflects total employees. These are converted to FTE employment by applying the Implan conversion rate and the resulting average annual and hourly wage.

35 SOUTH 4TH STREET - AVIATION & TRANSPORTATION MUSEUM					
INPUT					
Type	Specification				Employment
[redacted]	[redacted]				[redacted]
OUTPUT					
Impact		Employment	Labor Income	Value Added	Output
[redacted]					
Total		22.86	$516,890	$634,796	$1,744,391

Source: Developer

WB11

35 SOUTH 4TH STREET - AVAITION & TRANSPORTATION MUSEUM JOBS AND WAGES IMPACT	
FTE Conversion Rate	[redacted]
Total Direct & Indirect Employment	
Total FTE Employees	
Total Direct & Indirect Labor Income	
Average Annual Wages Per Employee	
Average Wages per Hour	

WB1

35 SOUTH 4TH STREET - COLE AVAITION ART					
INPUT					
Type	Specification				Revenues
[redacted]	[redacted]				[redacted]
OUTPUT					
Impact		Employment	Labor Income	Value Added	Output
[redacted]					
Total		8.52	$424,779	$593,676	$1,401,743

Source: Owner

WB11

35 SOUTH 4TH STREET - COLE AVAITION ART JOBS AND WAGES IMPACT	
FTE Conversion Rate	[redacted]
Total Direct & Indirect Employment	
Total FTE Employees	
Total Direct & Indirect Labor Income	
Average Annual Wages Per Employee	
Average Wages per Hour	

WB1

COMBINED JOBS AND WAGES
35 S. FOURTH STREET



WB1

35 SOUTH 4TH STREET - CONSTRUCTION					
INPUT					
Type	Specification				Value
[redacted]	[redacted]				[redacted]
OUTPUT					
Impact		Employment	Labor Income	Value Added	Output
[redacted]					
Total		25.01	$1,386,083	$1,916,515	$5,262,349

Source:Developer WB11

35 SOUTH 4TH STREET - CONSTRUCTION
JOBS AND WAGES IMPACT

FTE Conversion Rate	[redacted]
Total Direct & Indirect Employment	
Total FTE Employees	
Total Direct & Indirect Labor Income	
Average Annual Wages Per Employee	
Average Wages per Hour	

WB11

B. CAROL CROSSING APARTMENTS

1. PROJECT SUMMARY

Location East side of Zane Street opposite of Malinda Street
Zanesville, OH 43701
Developer: Woda Cooper Development, Inc.
Distance from Subject Development 0.9 miles
Estimated Completion Date 2025
Project Status: The LIHTC application has been approved, and site work and construction have been initiated.
Total Project Cost: $11,926,392
Hard Construction and Site Development Cost $8,586,939

USES

[redacted] [redacted]

This development is funded using the LIHTC program. The project has been approved by the Ohio Housing Finance Agency. Demolition and construction is expected to begin in 2023 with completion in 2025. [redacted]

Proximity to the 8 Main Street development is especially important because of the entry-level jobs created at the 8 Main Street Project, which the Developer believes will accelerate the feasibility and likelihood of success for this LIHTC project and similar potential projects. With incomes up to 70% of AMI a wide range of potentially improved employment opportunities will be available to residents.

Further, critical to the revitalization of downtown and core neighborhoods is the addition of employment opportunities and the perception of a vibrant downtown. The Zanesville downtown has had significant recent developments with the addition of art space, restaurants, and art galleries. However, the downtown comprises a very large area and, while in the aggregate, development has been significant, it has not created a critical mass, or focus. The proposed 8 Main Street development, as the west gateway into the downtown and at the foot of the iconic Y Bridge, will be the first significant high-profile downtown development.

[redacted],

[redacted]

2. INCOME TAXES

RESIDENTIAL CITY INCOME TAX

[redacted]

[redacted]

STATE INCOME TAX

[redacted]

[redacted]

The total state income tax will be $22,745

INCOME TAX SUMMARY

TAX	AMOUNT
[redacted]	[redacted]
[redacted]	[redacted]
[redacted]	[redacted]

3. REAL ESTATE TAXES

This project is located Zane Street about 0.9 miles from the subject property.

In Muskingum County apartments are all taxed at a commercial rate. Taxes are estimated based on the total project cost to develop although, once completed, the value would be subject to the county appraiser. Taxes are computed based on 35% of the appraised value. The effective tax rate is 46.077375 mills. In the past 5 years, the voted tax rate has increased by 0.40 % while the effective tax rate has decreased by 0.35%. We have projected no change in the 5-year projected real estate taxes.

The site is currently owned by the City of Zanesville and as such there are no real estate taxes at the present time.

The total development cost is expected to be $8586,939 and the taxable value will be $3,005,429. Applying the effective tax rate yields a property tax of $138,482.

Total value based on the cost of construction	[redacted]
Taxable value (35%)	
Commercial Tax Rate	
Property Taxes 2025 (Project Opening)	
Current Property Tax	
Net Increase in Property Tax	

4. SALES TAX

Muskingum County has a 7.25% sales tax. allocated as follows:

State of Ohio Sales Tax	5.75%
Muskingum County Sales Tax	1.50%
Total	7.25%

RESIDENTIAL

[redacted]

5. ECONOMIC IMPACT OF CONSTRUCTION

The total construction cost for the project (minus land cost) is $8,586,939

[redacted]

Total Direct Construction Wages	[redacted]
Total FTE Employees	
Average Annual Wage	
Average Hourly Wage	
Total City Income Tax	
Total State Income Tax	
Total Income Tax Generated	

Based on the Implan LLC economic impact the construction period will generate the following Construction Project Impacts. Implan LLC provides the estimated sales and the local sales tax has been applied.

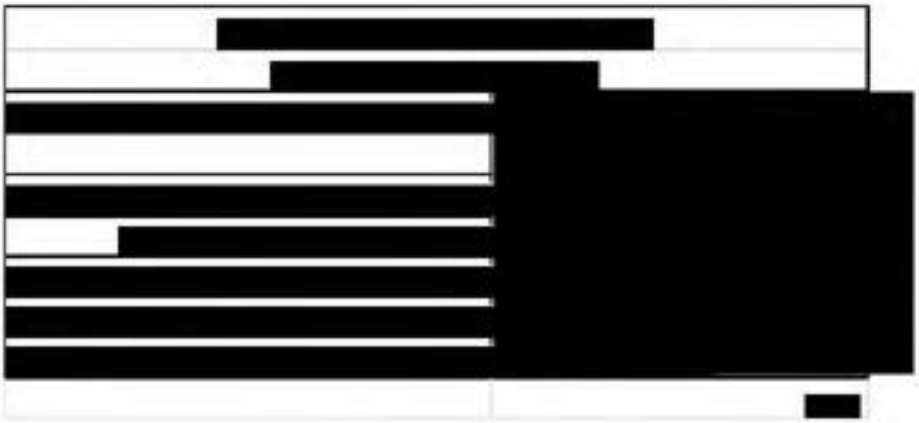
CATEGORY	SALES	SALES TAX
Retail	[redacted]	
Entertainment		
Dining		
Total		

WB12

6. INPUT/OUTPUT SPECIFICATIONS AND RESULTS

The Implan Group, LLC output of direct and indirect employees reflects total employees. These are converted to FTE employment by applying the Implan conversion rate and the resulting average annual and hourly wage.

CAROL CROSSING - CONSTRUCTION					
INPUT					
Type	Specification				Value
[redacted]					
OUTPUT					
Impact		Employment	Labor Income	Value Added	Output
[redacted]					
Total		140.55	$7,931,083	$9,540,331	$14,039,748
Source:LIHTC Application					WB12



C. ZANE COMMONS APARTMENTS

7. PROJECT SUMMARY

Location 1428 Sharon Avenue
Zanesville, OH 43701
Developer: Woda Cooper Development, Inc.
Distance from Subject Development 1.3 miles
Estimated Completion Date 2025
Project Status: The LIHTC application has been approved, and site work and construction have been initiated.
Estimated Project Cost: $12,579,767
Construction Hard Cost $8,052,228

USES

[redacted]

2. INCOME TAXES

RESIDENTIAL CITY INCOME TAX

[redacted]

[redacted]

STATE INCOME TAX

[redacted]

[redacted]

The total state income tax will be $18,855

Combined income taxes

City income tax	$25,248
State income tax	$18,855
Total	$21,383

3. REAL ESTATE TAXES

In Muskingum County apartments are all taxed at a commercial rate. Taxes are estimated based on the total project cost to develop although, once completed, the value would be subject to the county appraiser. Taxes are computed based on 35% of the appraised value. The effective tax rate is 46.077375 mills. In the past 5 years, the voted tax rate has increased by 0.40 % while the effective tax rate has decreased by 0.35%. We have projected no change in the 5-year projected real estate taxes.

[redacted]

Total value based on the cost of construction	[redacted]
Taxable value (35%)	
Commercial Tax Rate	
Property Taxes 2025 (Project Opening)	
Current Property Tax	
Net Increase in Property Tax	

4. SALES TAX

Muskingum County has a 7.25% sales tax. allocated as follows:

State of Ohio Sales Tax	5.75%
Muskingum County Sales Tax	1.50%
Total	7.25%

RESIDENTIAL

[redacted]

5. ECONOMIC IMPACT OF CONSTRUCTION

The total site development and hard construction cost for the project is $8,052,228

[redacted]

Total Direct Construction Wages	[redacted]
Total FTE Employees	
Average Annual Wage	
Average Hourly Wage	
Total City Income Tax	
Total State Income Tax	
Total Income Tax Generated	

Based on the Implan LLC economic impact the construction period will generate the following Construction Project Impacts. Implan LLC provides the estimated sales and the local sales tax has been applied.

CATEGORY	SALES	SALES TAX
Retail	[redacted]	
Entertainment		
Dining		
Total		

WB13

6. INPUT/OUTPUT SPECIFICATIONS AND RESULTS

The Implan Group, LLC output of direct and indirect employees reflects total employees. These are converted to FTE employment by applying the Implan conversion rate and the resulting average annual and hourly wage.

ZANE COMMONS - CONSTRUCTION					
INPUT					
Type	Specification				Value
[redacted]	[redacted]				[redacted]
OUTPUT					
Impact		Employment	Labor Income	Value Added	Output
[redacted]					
Total		94.89	$5,354,754	$6,441,254	$9,479,082

Source:OHFA Application

WB13

ZANE COMMONS - CONSTRUCTION JOBS AND WAGES IMPACT	
FTE Conversion Rate	[redacted]
Total Direct & Indirect Employment	
Total FTE Employees	
Total Direct & Indirect Labor Income	
Average Annual Wages Per Employee	
Average Wages per Hour	

WB13

D. MUNSON CROSSING APARTMENTS

1. PROJECT SUMMARY

Location 109 Brighton Blvd
Zanesville, OH 43701
Developer: Woda Cooper Development, Inc.
Distance from Subject Development 0.6 miles
Estimated Completion Date 2025
Project Status: The LIHTC application has been approved, and site work and construction have been initiated.
Estimated Project Cost: $13,464,291
Construction Hard Cost $8,978,428

USES

[redacted]

[redacted]

2. INCOME TAXES

RESIDENTIAL CITY INCOME TAX

[redacted]

[redacted]

[redacted]

STATE INCOME TAX

[redacted]

The total state income tax will be $18,727

Combines income taxes

City income tax	$25,037
State income tax	$18,727
Total	$43,764

3. REAL ESTATE TAXES

In Muskingum County apartments are all taxed at a commercial rate. Taxes are estimated based on the total project cost to develop although, once completed, the value would be subject to the county appraiser. Taxes are computed based on 35% of the appraised value. The effective tax rate is 46.077375 mills. In the past 5

years, the voted tax rate has increased by 0.40 % while the effective tax rate has decreased by 0.35%. We have projected no change in the 5-year projected real estate taxes.

Preconstruction real estate taxes on the property are only $48.00. The was formerly the Munson School an as such paid only $48.00 as a special assessment.

The total hard cost and site development cost is expected to be $8,978,428 and the taxable value will be $3,142,450. Applying the effective tax rate yields a property tax of $144,796. The net increase in property tax is $144,748.

Total value based on the cost of construction	[redacted]
Taxable value (35%)	
Commercial Tax Rate	
Property Taxes 2025 (Project Opening)	
Current Property Tax	
Net Increase in Property Tax	

4. SALES TAX

Muskingum County has a 7.25% sales tax. allocated as follows:

State of Ohio Sales Tax	5.75%
Muskingum County Sales Tax	1.50%
Total	7.25%

RESIDENTIAL

[redacted]

[redacted]

5. ECONOMIC IMPACT OF CONSTRUCTION

The total site development and hard construction cost for the project is $8,978,428.

[redacted]

Total Direct Construction Wages		[redacted]	
Total FTE Employees			
Average Annual Wage			
Average Hourly Wage			
Total City Income Tax			
Total State Income Tax			
Total Income Tax Generated			

Based on the Implan LLC economic impact the construction period will generate the following Construction Project Impacts. Implan LLC provides the estimated sales and the local sales tax has been applied.

CATEGORY	SALES	SALES TAX
Retail	[redacted]	
Entertainment		
Dining		
Total		

WB14

6. INPUT/OUTPUT SPECIFICATIONS AND RESULT

The Implan Group, LLC output of direct and indirect employees reflects total employees. These are converted to FTE employment by applying the Implan conversion rate and the resulting average annual and hourly wage.

MUNSON CROSSING - CONSTRUCTION					
INPUT					
Type	Specification				Value
[redacted]	[redacted]				[redacted]
OUTPUT					
Impact		Employment	Labor Income	Value Added	Output
[redacted]					
Total		105.81	$5,970,679	$7,182,153	$10,569,405

Source:OHFA Application WB14

MUNSON CROSSING - CONSTRUCTION JOBS AND WAGES IMPACT	
FTE Conversion Rate	[redacted]
Total Direct & Indirect Employment	
Total FTE Employees	
Total Direct & Indirect Labor Income	
Average Annual Wages Per Employee	
Average Wages per Hour	

WB14

Economic Impact Statement of
CASTO Communities - Assembly

Prepared by:



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September 8, 2023

Brent Sobczak
CASTO
250 Civic Center Dr. Suite 500
Columbus, OH 43215

Re: Assembly - Transformational Mixed-Use Development – Economic Impact Statement

Dear Mr. Sobczak:

At your request, Project Management Consultants, LLC has performed an Economic Impact Statement for the CASTO Assembly project, located at 457 Cleveland Avenue in Columbus, OH, utilizing inputs provided by your team, direct calculations, conservative assumptions, and the "IMPLAN" software and data produced by IMPLAN Group, LLC. We have not examined the Client-provided data or the assumptions underlying such data in accordance with the standards prescribed by the AICPA, USPAP, or other standards, and, accordingly, do not express an opinion or any other form of assurance on the data estimates obtained for use in our economic impact statement. Further, this analysis is subject to the Assumptions and Limiting Conditions found in Appendix E of this report.

This report contains, to the fullest extent possible and practical, explanations of the data, reasoning, and analyses that were used to develop the opinions contained herein. The depth of discussion contained in the report is specific to the needs of the client.

Half Baked Holdings, LLC is the Client in this engagement and intended user of this report. As our client, Half Baked Holdings, LLC owns this report and permission must be granted from them before another third party can use this document. We assume that by reading this report another third party has accepted the terms of the original engagement letter including scope of work and limitations of liability. We are prepared to modify this document to meet any specific needs of the potential user under a separate agreement.

The Stated Purpose of this assignment is to assist with projections of job, tax, and wage information for application to the State of Ohio Transformational Mixed-Use Development Program. You agree not to use this report other than for the Stated Purpose, and you agree to indemnify us for any claims, damages, or losses that we may incur as the result of your use of the Report for other than the Stated Purpose. Without limiting the general applicability of this paragraph, under no circumstances may the Report be used in advertisements, solicitations and/or any form of securities offering.

The authors of this report certify that, while we represent the project in other capacities, we are not part of the development team, nor are we affiliated with any member of the development team. Please do not hesitate to contact us if there are any questions regarding the report or if Project Management Consultants, LLC can be of further assistance. It has been our pleasure to assist you with this project.

Sincerely,



Ryan P. Sommers, CPA
Managing Director of Financial Services
Project Management Consultants, LLC

PROJECT MANAGEMENT CONSULTANTS (PMC) EXPERIENCE

	Name	TMUD Experience & Background
	**Ryan P. Sommers, CPA** Managing Director of Financial Services	Ryan Sommers has an extensive background working with various tax credit programs and complex private and public finance structuring. Ryan's experience with tax credits includes Historic Tax Credits, New Markets Tax Credits, and Opportunity Zone Tax Credits. Ryan recognizes the critical value-add of the Transformational Mixed-Use Development ("TMUD") tax credit program. Since the program's inception he has become an expert on the program. He advises clients on project eligibility, economic impacts, tax credit monetization, and chances of application success. As managing director of financial services, Ryan identifies, secures and manages private and public financing opportunities for business expansion projects and real estate development. Ryan is currently managing a team responsible for 50+ projects throughout the country with $3 billion in development value including $600 million in public financing for public-private partnerships. He has helped his clients obtain over $200 million in state and federal Historic Tax Credits and over $100 million in New Markets Tax Credits. Ryan also created PMC's direct tax impact analysis models which help demonstrate exact tax estimates for a Project or Development site on the surrounding area, including income taxes, sales taxes, bed taxes and property taxes. Ryan has worked on this modeling for a decade. These outputs help demonstrate the ROI of a project to various government entities and provide him with experience needed to complete economic impact statements as complicated as those required for TMUD applications.
	**Kenneth S. Kalynchuk** Director and Principal	Ken Kalynchuk leads PMC's financial analyst and economic impact analysis team. Ken has conducted five economic impact statements (EIS reports) for Rounds 1 and 2 of the TMUD program, with emphasis on conservative estimates and common sense for whether projects can be considered catalyzed or not. Ken helps clients navigate the predevelopment stage of their projects through incentive, land use, and market research; pro forma development; feasibility analyses; economic impact analyses; and property tax analyses. Prior to joining the firm, Ken was a graduate research assistant with the Center for Economic Development at Cleveland State University, where he evaluated economic development programs and best practices in economic development policy, performed studies on Historic Preservation Tax Credit funding and rental markets, and wrote case studies and employment/demographic impact analyses. During his time at Cleveland State Ken learned IMPLAN software and economic impact techniques. These skills have helped clients at PMC, where Ken has helped generate economic impact reports and tax estimates for more than 7 years.

	Name	TMUD Experience & Background
	**Nora Walsh** Senior Analyst	In her more than two years with Project Management Consultants, Nora has worked with the PMC team to complete TMUD applications and economic impact analyses and has supported a half dozen clients on submitting comprehensive applications in Rounds 1 and 2 of the program. Nora leads the Economic Impact Statement (EIS) analysis process in collaboration with the team and has thus far conducted five EIS reports for the TMUD program. Nora brought her economic impact analysis and report writing skills from her experience with the Center for Economic Development at Cleveland State University where she analyzed economic impacts and compiled narratives around those impacts. Since joining PMC, Nora has become an expert in the IMPLAN analysis software and led the economic impact report analysis and writing processes in Round 1 and Round 2 for PMC clients, including PMC's three Round 2 winners.
	**John Sadosky** Project Director	As project director, John identifies, secures, and manages public and private financing opportunities for real estate development and business expansion projects. His expertise includes incentives for industrial and distribution center projects, including speculative development and projects requiring significant public infrastructure investments. John also manages public financing negotiations for site selection projects from intake through incentive procurement and compliance. Prior to joining PMC, John was a manager in Ernst & Young's indirect tax practice specializing in location investment, credits, and incentives. He has more than eight years of direct economic development experience in various roles in local government, nonprofit, and public accounting with significant experience in site selection consulting, credits and incentives negotiation, project management, and tax compliance. Throughout his career, John has worked with clients in the advanced manufacturing, retail, consumer products, and technology sectors. Additionally, he has worked on various product types including manufacturing, retail, mixed-use, multi-family, office, and public infrastructure.
	**Alexander Previts** Development Finance Manager	In his role as development finance manager, Alex assists in identifying, securing and managing public and private financing opportunities for development and construction projects. Alex specializes in helping corporate clients with headquarters relocation projects. In addition, he works with developers to repurpose vacant facilities and develop greenfield sites into productive reuse by utilizing property tax, local and state incentives. Alex has also worked with clients to pair their projects with Qualified Opportunity Zone investments and incentives. Alex works with clients through the finance structuring process by first identifying the needs and gap of the project and assessing the tools available for the project's financing at the local, regional and state level. Alex directs clients through the nuances of the predevelopment stage of their projects through incentive, land use, and market research; pro forma development; feasibility analyses; economic impact analyses; and property tax analyses. He focuses on structuring tax incentives, including tax increment financing (TIF), and monetizing TIF structures through bank and bond financing. His significant knowledge on TIF structures, property tax valuations, and property tax modeling are utilized in the TMUD EIS analyses.

EXECUTIVE SUMMARY

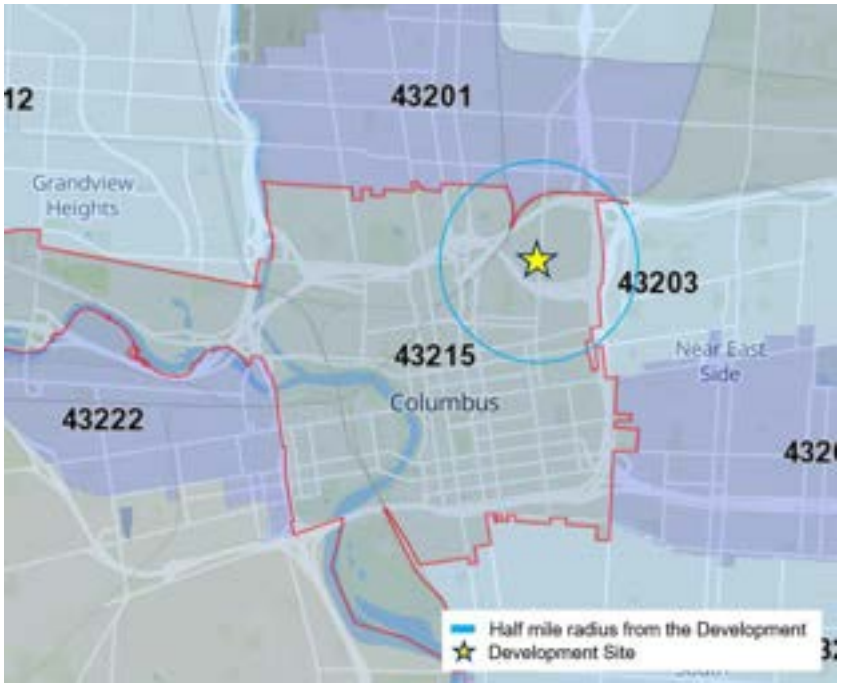
Project Management Consultants LLC (PMC) was engaged by CASTO Communities (the "Company") to analyze the economic and fiscal impacts of the Company's proposed Assembly project (the "Project") which is located along the Cleveland Avenue corridor in Columbus. The site was historically used for manufacturing purposes as both a Ford Model-T plant originally, then as the longstanding bakery facility for the regional Kroger grocery store chain. The site has been in need of redevelopment for many years. This analysis was prepared to support the Company's application for Ohio Transformational Mixed-Use Development ("TMUD") tax credits from the third round of the program in fiscal year 2024.

For purposes of this Economic Impact Statement, the Project will be completed in one phase and will not include "Development" impacts. The Construction period for purposes of the report runs from the TMUD application date (September 8, 2023) through the completion of the Project and expected certification by the Ohio Tax Credit Authority (December 31, 2025).

This report also takes into account certain incentives which will impact tax revenue. First, some construction impacts will not generate sales taxes due to the project utilizing Columbus Finance Authority conduit lease financing, which exempts certain construction materials from taxation. Lastly, some residential components of the property will be subject to property tax abatement and will therefore not generate full property taxes during the Construction nor Completion periods.

The Project consists of 363 proposed residential units, 59,189 square feet of commercial space with 412 structured parking spaces and 145 additional street or surface parking spots. To date, the Project has incurred approximately [redacted] in development costs. The remaining TMUD-eligible development costs for the Project represents an estimated [redacted] of the total $155,568,407 anticipated investment.

Economic and fiscal impacts ("Impacts") measured in terms of output, employment, labor income, and taxes were estimated primarily using the IMPLAN input-output model based on 2021 data, which is the most accurate data available and adjusted to reflect 2026 dollars, the first year of the 5-year completion period. Per requirements of the TMUD program defining the project's surrounding area, the impacts are presented at the local ZIP code level for the project ZIP code in Ohio, 43215, 43201, and 43203.



This report considers the one-time direct economic and fiscal impacts resulting from the construction of the Project, Surrounding Area (indirect) and Catalyzed Projects ("Construction Period Impacts"), as well as the permanent economic and fiscal impacts, direct and indirect, resulting from the ongoing activities associated with the Project, Surrounding Area and Catalyzed Projects ("Completion Period Impacts").

The impacts of the two components that are analyzed -- Construction Period Impacts and Completion Period Impacts are presented individually and as a whole in the Total Impacts section. Construction Period and Completion Period Impacts are presented in annual terms.

Project Management Consultants collaborated with CASTO to gather necessary data for both the Project and Development and to establish assumptions where needed. For detailed assumptions please find the Construction Period Impact Assumptions in Appendix A, Completion Period Impact Assumptions of the Project in Appendix B, Completion Period Impact Assumptions of the Surrounding Area in Appendix C, and Completion Period Impact Assumptions of the Catalyzed Project in Appendix D. Assumptions and Limiting Conditions can be found in Appendix E. Project Management Consultants used zip-code level data to collect employment, wage, and tax information. All tax impacts include State, County and local level tax estimates via IMPLAN analysis as well as direct analysis completed by PMC. All assumptions were verified by the developer to the highest degree of reasonableness.

The table below provides a quick reference of definitions for the items included in the economic impact statement summary tables that follow (pages 10-29). Additional information about terms and the methodology used in this study can be found in the Glossary and Methodology on page 30 through 31.

	Direct	Indirect
Jobs	Individuals directly involved in the redevelopment Project or working at the building upon completion of the redevelopment.	Multiplier-effect jobs at the industry level, such as suppliers, service providers, etc. (indirect).
Earnings or Labor Income	Wages and benefits paid to direct jobs.	Total wages and benefits associated with the indirect jobs.
Taxes	An estimate of all taxes and fees collected by state, county, municipal or other government entities, including, but not limited to property taxes, income taxes, sales taxes, and lodging taxes.	

Construction Period Impacts

Construction Project Impacts

The Project is anticipated to involve a direct investment of over $151 million to be completed over a three-year Construction Period from 2023 through December 31, 2025. During the Construction Period, the Project is anticipated to create a total of 1,149 direct construction jobs with $92.4 million in labor income. The Project is also estimated to generate $7.5 million in new sales and income taxes during the Construction Period. Please note that the estimates in the tables below represent annual impacts over the Construction Period.

Estimated Construction Impacts of the Project

- **1,149 Direct Jobs with $92.4 million in Direct Payroll total over the Construction Period**
- **$7.5 million in new sales and income taxes over the Construction Period**

Construction Jobs and Payroll Impacts of the Project

During the Construction Period, the Project is expected to create 1,149 total direct construction jobs and $92,454,086 in direct labor income (Total payroll varies slightly compared to the total payroll shown in Appendix A due to the averaging of the hourly wage and the multiple decimal points that are not shown in the tables). The average hourly wage for construction jobs in year 2025 is estimated at $38.85. Average hourly wages were calculated using the labor income per year estimated by IMPLAN for the industry divided by the number of jobs and then divided by 2,080 hours of work per year. (Construction job estimates are shown in the table below).

Construction Project Impacts: Jobs			
Year	Full-Time Equivalents	Average Hourly Wage ($)	TOTAL Projected Payroll
2023	[redacted]		
2024			
2025			

Construction Tax Impacts Of The Project

The Construction Period of the Project is anticipated to generate significant new tax revenues at the project site and within the surrounding area.

This report focuses on the direct and indirect taxes generated over the Construction Period, as calculated by IMPLAN software and PMC utilizing the hard construction cost impacts outlined

in Appendix A. This input data was provided by the client based on their construction cost budget for the Project.

The table below illustrates the direct sales and income tax estimates analyzed by PMC using local tax rates to calculate direct taxes for the Construction Period. Income taxes were estimated using the appropriate local and state income tax rates (2.5% for Columbus and state income tax varied based on income bracket). Sales taxes were estimated using the combined county and state sales tax rate of 7.5%. Over the Construction Period, the Project is estimated to generate a total of $4,636,587 in direct local and state income taxes. Over the Construction Period, a total of $2,890,054 in county and state sales taxes on construction materials are estimated to be generated. The North Building of the Project will have a port authority sales tax exemption in place and sales taxes on that portion of the Project were not included in this analysis.

Construction Project Impacts: Sales, Income, Lodging and Property Taxes					
Year	**Projected Sales Tax ($)**	**Projected Income Tax ($)**	**Projected Lodging Tax ($)**	**Projected Property Tax ($)**	**TOTAL Projected Taxes**
2023	[redacted]				$683,928
2024					$4,104,712
2025					$2,738,001

Construction Surrounding Area Impacts

During the Construction Period, the Project is anticipated to create a total of 11 indirect construction jobs with $774,403 in indirect labor income in the surrounding area. The surrounding area is also estimated to generate $86,097 in new indirect property, sales and income taxes over the Construction Period (2023-2025). Surrounding area impacts were estimated using indirect impacts of the Project in IMPLAN. It is possible that the impacts are much greater in the surrounding area due to the catalytic nature of this development.

Construction Jobs and Payroll Impacts of the Surrounding Area

During the Construction Period, it is expected that 11 total indirect jobs will be created in the surrounding area due to construction activities on the site. The average hourly wage for these jobs in year 2025 is estimated at $35.94. Average hourly wages were calculated using the labor income per year estimated by IMPLAN for the industry divided by the number of jobs and then divided by 2,080 hours of work per year. (Construction job estimates are shown in the table below).

Construction Surrounding Area Impacts: Jobs			
Year	Full-Time Equivalents	Average Hourly Wage ($)	TOTAL Projected Payroll
2023	[redacted]		
2024			
2025			

Construction Tax Impacts Of The Surrounding Area

During the Construction Period, the development is anticipated to generate significant new tax revenues within the surrounding area.

This surrounding area impacts identify the indirect taxes generated by the project over the Construction Period, as calculated by IMPLAN software utilizing the hard construction costs outlined in Appendix A. This input data was provided by the client based on their construction cost budget for the Project.

The table below illustrates the indirect and sales, income, lodging and property tax estimates generated in IMPLAN. Over the Construction Period, the Project is estimated to generate $86.097 in new taxes within the surrounding area. Of these taxes, it is expected that $49,174

new indirect sales taxes will be generated in the surrounding area as a result of this development project.

Construction Surrounding Area Impacts: Sales, Income, Lodging and Property Taxes					
Year	**Projected Sales Tax ($)**	**Projected Income Tax ($)**	**Projected Lodging Tax ($)**	**Projected Property Tax ($)**	**TOTAL Projected Taxes**
2023	[redacted]				$6,328
2024					$37,990
2025					$41,779

Indirect income taxes were estimated using IMPLAN. The table above shows the indirect income tax estimated impacts. Over the Construction Period, it is estimated that within the surrounding area a total of $3,051 in indirect local and state income taxes will be generated.

Property taxes were estimated based on client-provided data that was then input into IMPLAN. The table above shows the indirect property tax estimated impacts. Over the Construction Period, the surrounding area is expected to generate a total of $33,872 in indirect property taxes.

Construction Catalyzed Project Impacts

During the Construction Period, the Catalyzed Project is anticipated to create a total of 303 direct construction jobs with $24,692,803 in direct labor income at the Catalyzed Project site. The Catalyzed Project is also estimated to generate $2,395,620 in new direct sales and income taxes over the Construction Period (2023-2025). In Years 2026 through 2029 Construction Impacts for the Catalyzed Projects were included in the Completion Period Impacts section because these impacts will occur during the five-year Completion Period.

Construction Jobs and Payroll Impacts of the Catalyzed Project

During the Construction Period, it is expected that 303 total direct jobs will be created at the Catalyzed Project site. The average hourly wage for these jobs in year 2025 is estimated at $39.18. Average hourly wages were calculated using the labor income per year estimated by IMPLAN for the industry divided by the number of jobs and then divided by 2,080 hours of work per year. (Construction job estimates are shown in the table below).

Construction Catalyzed Project Impacts: Jobs			
Year	Full-Time Equivalents	Average Hourly Wage ($)	TOTAL Projected Payroll
2023			
2024			
2025			

Construction Tax Impacts Of The Catalyzed Project

The Construction Period of the Catalyzed Project is anticipated to generate significant new tax revenues at the Catalyzed Project site and within the surrounding area.

This report focuses on the direct and indirect taxes generated over the Construction Period, as calculated by IMPLAN software and PMC utilizing the hard construction cost impacts outlined in Appendix A. This input data was provided by the client.

The table below illustrates the direct sales and income tax estimates for the Catalyzed Project analyzed by PMC using local tax rates to calculate direct taxes for the Construction Period. Income taxes were estimated using the appropriate local and state income tax rates (2.5% for Columbus and state income tax varied based on income bracket). Sales taxes were estimated using the combined county and state sales tax rate of 7.5%. Over the Construction Period, the Catalyzed Project is estimated to generate a total of $1,240,620 in direct local and state income

taxes. Over the Construction Period, a total of $1,155,000 in county and state sales taxes on construction materials are estimated to be generated.

Construction Catalyzed Project Impacts: Sales, Income, Lodging and Property Taxes					
Year	Projected Sales Tax ($)	Projected Income Tax ($)	Projected Lodging Tax ($)	Projected Property Tax ($)	TOTAL Projected Taxes
2023	[redacted]				$-
2024					$-
2025					$2,395,620

COMPLETION PERIOD IMPACTS

PROJECT IMPACTS

Upon Project construction completion, the Project will have a significant ongoing annual impact on the State and local economy. This impact will come in the form of activities to support the maintenance and operation of the buildings, as well as from businesses that will locate operations at the development site as tenants. Once the buildings reach full occupancy, these ongoing activities are anticipated to support approximately 234 total direct jobs and generate $21.9 million of direct annual labor income in 2026.

The Project is also estimated to generate $14.1 million in new property, sales and income taxes over the five-year completion period as defined by Ohio Department for Development, which for this project is 2026 through 2030. In addition, the Project is expected to generate approximately [redacted] million in retail, dining, and entertainment sales over the completion period.

Estimated Completion Period Impacts of the Project

- **234 Direct Jobs with $21.9 million in Direct Payroll in 2026**
- **$14.1 million in new property, sales and income taxes over the 5-year completion period**
- **[redacted] million in retail, dining, and entertainment sales over completion period**

PERMANENT (ANNUAL) JOBS AND PAYROLL IMPACTS OF THE PROJECT

Upon completion of construction, the Project is expected to create 234 total jobs, [redacted] of which will be jobs to support maintenance and operations of the buildings and commercial parking, [redacted] of which will be commercial tenant jobs. In year 2030, the [redacted] Operations jobs are expected to generate [redacted] in direct labor income with an average hourly wage of [redacted] (Operations job estimates are shown in the table below).

Project Impacts: Operational Jobs			
Year	Full-Time Equivalents	Average Hourly Wage ($)	TOTAL Projected Payroll
2026	[redacted]	[redacted]	[redacted]
2027			
2028			
2029			
2030			

In year 2030, the Project Tenant jobs are expected to generate a total of $24,330,404 in direct labor income (Total payroll varies slightly compared to the total payroll shown in Appendix B

due to the averaging of the hourly wage and the multiple decimal points that are not shown in the tables). In 2030, Tenant jobs are expected to have an average hourly wage of [redacted]. Average hourly wages were calculated using the labor income per year estimated by IMPLAN for the industry divided by the number of jobs and then divided by 2,080 hours of work per year. (Table below displays the Tenant job estimates).

Project Impacts: Tenant Jobs			
Year	Full-Time Equivalents	Average Hourly Wage ($)	TOTAL Projected Payroll
2026	[redacted]		
2027			
2028			
2029			
2030			

Permanent (Annual) Tax and Sales Impacts Of The Project

The Project is expected to be completed prior to calendar year 2026 following construction years 2023 through 2025. Based on TMUD application requirements, a completion period was set for calendar years 2026 through 2030, when the Project will experience its first five years of operations. During this period, the Project is anticipated to generate significant new tax revenues at the project site and within the surrounding area.

This report focuses on the direct and indirect taxes generated by the project starting in 2026, as calculated by IMPLAN software and PMC utilizing the operations, commercial tenant, and resident spending impacts outlined in Appendix B. This input data was provided by the client based on planned tenants, operations wages and staffing, and resident income requirements for the apartment units.

The table below illustrates the permanent direct sales, income and property tax estimates analyzed by PMC using local tax rates to calculate direct taxes. Over the 5-year impact period, the Project is estimated to generate a total of $1,476,748 in direct local, county and state sales taxes within the Project site and surrounding area. Sales taxes were calculated using a [redacted] total tax rate for Franklin County.

Project Impacts - Sales, Income, Lodging and Property Taxes					
Year	Projected Sales Tax ($)	Projected Income Tax ($)	Projected Lodging Tax ($)	Projected Property Tax ($)	TOTAL Projected Taxes
2026	[redacted]				$2,433,940
2027					$2,826,824
2028					$2,875,870
2029					$2,926,330
2030					$3,089,022

Income taxes were estimated using the appropriate local and state income tax rates (2.5% for Columbus and state income tax varied based on income bracket). The table above shows the direct permanent income tax estimated impacts. Over the 5-year completion period, the Project is estimated to generate a total of $7,432,280 in direct local and state income taxes.

Property taxes were estimated based on client-provided value estimates of the completed project. The table above shows the permanent incremental property tax estimated impacts. Over the 5-year impact period, the Project is expected to generate a total of $5,242,955 in direct incremental property taxes. The Project will have a 15-year, 100% tax abatement on the residential components of the project, therefore, the abated property taxes were not included in this analysis.

Project Impacts - Retail, Entertainment and Dining Sales				
Year	Projected Retail Sales ($)	Projected Entertainment Sales ($)	Projected Dining Sales ($)	TOTAL Projected Sales/Year
2026	[redacted]			
2027				
2028				
2029				
2030				

The Project is expected to generate [redacted] in new sales revenues in the area over the 5-year completion period, as shown in the table above. These estimates were pulled from the direct sales calculated at the project site found in Appendix B.

Surrounding Area Impacts

Upon construction completion of the entire development, the project will have a significant ongoing annual impact on the State and local economy. This impact will be an indirect result of activities to support the maintenance and operation of buildings and potential tenants that will come to the surrounding area. Once the Project reaches full occupancy, the surrounding area is anticipated to support approximately [redacted] total indirect jobs and generate approximately [redacted] of indirect labor income annually.

The surrounding area is also estimated to generate $728,601 in new indirect property, sales, and income taxes over the five-year completion period as defined by Ohio Department for Development, which for this project is 2026 through 2030. Surrounding area impacts were estimated using indirect impacts of the Project in IMPLAN. It is possible that the impacts are much greater in the surrounding area due to the catalytic nature of this development.

Permanent (Annual) Jobs and Payroll Impacts of the Surrounding Area

Upon completion of construction of the overall development, it is expected that 45 indirect jobs will be created in the surrounding area, [redacted] of which will be jobs to support maintenance and operations of buildings and commercial parking, and [redacted] of which will be commercial tenant jobs. Upon full occupancy of the development, in 2030 the [redacted] Operations jobs are expected to generate [redacted] in indirect labor income with an average hourly wage of [redacted] (Operations job estimates are shown in the table below)

Surrounding Area Impacts: Operational Jobs			
Year	Full-Time Equivalents	Average Hourly Wage ($)	TOTAL Projected Payroll
2026	[redacted]	[redacted]	[redacted]
2027			
2028			
2029			
2030			

In 2030, the surrounding area Tenant jobs are expected to generate a total of [redacted] in indirect labor income. Tenant jobs are expected to have an average hourly wage of [redacted]. Average hourly wages were calculated using the labor income per year divided by the number

of jobs and then divided by 2,080 hours of work per year. (Table below displays the Tenant job estimates).

Surrounding Area Impacts: Tenant Jobs			
Year	Full-Time Equivalents	Average Hourly Wage ($)	TOTAL Projected Payroll
2026	[redacted]		
2027			
2028			
2029			
2030			

Permanent (Annual) Tax and Sales Impacts Of The Surrounding Area

During the five-year completion period, the overall development is anticipated to generate significant new tax revenues within the surrounding area.

The surrounding area impacts identify the indirect taxes generated by the project starting in 2026, as calculated by IMPLAN software utilizing the operations, commercial tenant, and resident spending impacts outlined in Appendix C. This input data was provided by the client based on planned tenants, operations wages and staffing, and resident income requirements for the apartment units.

The table below illustrates the permanent indirect and sales, income, lodging and property tax estimates generated in IMPLAN. Over the 5-year impact period, the overall development is estimated to generate $728,601 within the surrounding area.

The table below illustrates the permanent indirect and indirect sales, income, lodging and property tax estimates generated in IMPLAN. Over the five-year completion period, it is expected that $402,979 new indirect sales taxes will be generated in the surrounding area as a result of this development project.

Surrounding Area Impacts - Sales, Income, Lodging and Property Taxes					
Year	Projected Sales Tax ($)	Projected Income Tax ($)	Projected Lodging Tax ($)	Projected Property Tax ($)	TOTAL Projected Taxes
2026	[redacted]				
2027					
2028					
2029					
2030					

Indirect income taxes were estimated using IMPLAN. The table above shows the indirect income tax estimated impacts. Over the 5-year completion period, it is estimated that within the surrounding area a total of $48,039 in indirect local and state income taxes will be generated.

Property taxes were estimated based on client-provided data that was then input into IMPLAN. The table above shows the indirect property tax estimated impacts. Over the 5-year impact period, the Project will generate a total of $277,580 in indirect property taxes.

Surrounding Area Impacts - Retail, Entertainment and Dining Sales				
Year	Projected Retail Sales ($)	Projected Entertainment Sales ($)	Projected Dining Sales ($)	TOTAL Projected Sales/Year
2026				
2027				
2028				
2029				
2030				

The surrounding area is expected to generate significant new sales revenues in the area which will include [redacted] in total retail, dining and entertainment sales over the 5-year completion period, as shown in the table above. These estimates were generated in IMPLAN using a Household Spending analysis which shows only induced impacts.

Catalyzed Project Impacts

In addition to the Project itself, the Catalyzed Project will have a significant ongoing annual impact on the State and local economy. This impact will come in the form of activities to support the maintenance and operation of the buildings, as well as from businesses that will locate operations at the development site as tenants. Once the Catalyzed Project reaches full occupancy, it is anticipated to support approximately 580 total direct jobs and generate $47.4 million of direct labor income annually.

The Catalyzed Project is also estimated to generate $35,930,927 in new direct property, sales, bed, and income taxes over the five-year completion period as defined by Ohio Department for Development, which for this project is 2026 through 2030. Construction Impacts from 2026 through 2029 for the Catalyzed Project were included in this section due to the impacts being generated during the five-year Completion Period. Per ODOD's guidance, sales taxes on construction materials and construction job income taxes for those years of construction were included in this analysis.

Permanent (Annual) Jobs and Payroll Impacts of the Catalyzed Project

Upon completion of construction of the Catalyzed Project, it is expected that 580 direct jobs will be created on the Catalyzed Project site, [redacted] of which will be jobs to support maintenance and operations of buildings and commercial parking, [redacted] of which will be commercial tenant jobs. Upon full occupancy of the Catalyzed Project, in 2030 the [redacted] Operations jobs are expected to generate [redacted] in direct labor income with an average hourly wage of [redacted] (Operations job estimates are shown in the table below)

Catalyzed Project Impacts: Operational Jobs			
Year	Full-Time Equivalents	Average Hourly Wage ($)	TOTAL Projected Payroll
2026	[redacted]		
2027			
2028			
2029			
2030			

In 2030, the surrounding area Tenant jobs are expected to generate a total of [redacted] in direct labor income. In 2030, Tenant jobs are expected to have an average hourly wage of [redacted]. Average hourly wages were calculated using the labor income per year divided by the number of jobs and then divided by 2,080 hours of work per year. (Table below displays the Tenant job estimates).

Catalyzed Project Impacts: Tenant Jobs			
Year	Full-Time Equivalents	Average Hourly Wage ($)	TOTAL Projected Payroll
2026	[redacted]		
2027			
2028			
2029			
2030			

Because construction of the Catalyzed Project will continue from 2026 through 2029, construction jobs and payroll for years 2026-2029 should be considered in this section. Between 2026 to 2029, the Catalyzed Project is expected to generate [redacted] construction jobs with approximately [redacted] in direct payroll.

Permanent (Annual) Tax and Sales Impacts Of The Catalyzed Project

The Catalyzed Project is expected to be fully completed during the five-year completion period following construction years 2025 through 2029. Based on TMUD application requirements, a completion period was set for calendar years 2026 through 2030, when the Project will experience its first five years of operations. During this period, the Catalyzed Project is anticipated to generate significant new tax revenues at the project site and within the surrounding area.

This portion of the report focuses on the direct taxes generated by the Catalyzed Project starting in 2026, as calculated by IMPLAN software and PMC utilizing the operations, commercial tenant, and resident spending impacts outlined in Appendix D. This input data was provided by the client based on information known about the Catalyzed Project.

The table below illustrates the permanent direct sales, income, lodging and property tax estimates analyzed by PMC using local tax rates to calculate direct taxes. Over the 5-year impact period, the Catalyzed Project is estimated to generate a total of $25,136,099 in direct local, county and state sales taxes within the Catalyzed Project site and surrounding area. Sales taxes were calculated using a [redacted] total tax rate for Franklin County.

Catalyzed Project Impacts - Sales, Income, Lodging and Property Taxes					
Year	Projected Sales Tax ($)	Projected Income Tax ($)	Projected Lodging Tax ($)	Projected Property Tax ($)	TOTAL Projected Taxes
2026	[redacted]				$6,934,060
2027					$8,672,405
2028					$24,349,386
2029					$17,845,235
2030					$13,639,528

Income taxes were estimated using the appropriate local and state income tax rates (2.5% for Columbus and state income tax varied based on income bracket). The table above shows the direct permanent income tax estimated impacts. Over the 5-year completion period, the Catalyzed Project is estimated to generate a total of $34,260,126 in direct local and state income taxes.

Lodging taxes were estimated based on client-provided value estimates of the Catalyzed Project using the appropriate combined city and county lodging tax rate of [redacted]%. Over the 5-year completion period, it is estimated that the Catalyzed Project will generate $2,398,443 in lodging taxes.

Property taxes were estimated based on client-provided value estimates of the completed Catalyzed Project. The table above shows the permanent incremental property tax estimated impacts. Over the 5-year impact period, the Project is expected to generate a total of $9,645,944 in direct incremental property taxes. The Catalyzed Project will have a 15-year, 100% tax abatement on the residential components of the project, therefore, the abated property taxes were not included in this analysis.

Catalyzed Project Impacts - Retail, Entertainment and Dining Sales				
Year	Projected Retail Sales ($)	Projected Entertainment Sales ($)	Projected Dining Sales ($)	TOTAL Projected Sales/Year
2026	[redacted]			
2027				
2028				
2029				
2030				

The Catalyzed Project is expected to generate [redacted] in new sales revenues in the area over the 5-year completion period, as shown in the table above. These estimates were pulled from the direct sales calculated at the Catalyzed Project site found in Appendix D.

TOTAL IMPACTS

TOTAL ECONOMIC IMPACTS

Total Economic Impacts – Construction Period Impacts + Completion Period Impacts				
	TOTAL Projected FTEs	TOTAL Projected Payroll	Total Projected Sales	TOTAL Projected Taxes
Construction Period Impacts	[redacted]	[redacted]	[redacted]	$10,008,358
Completion Period Impacts	[redacted]	[redacted]	[redacted]	$86,321,208
TOTAL	2,320	$448,135,298	$106,395,987	$96,329,566

TOTAL CONSTRUCTION PERIOD IMPACTS

Total Construction Period Impacts: Construction Jobs		
Year	Full-Time Equivalents	TOTAL Projected Payroll
2023	[redacted]	
2024		
2025		

Total Construction Period Impacts: Sales, Income, Lodging and Property Taxes					
Year	Projected Sales Tax ($)	Projected Income Tax ($)	Projected Lodging Tax ($)	Projected Property Tax ($)	TOTAL Projected Taxes
2023	[redacted]				$690,256
2024					$4,142,702
2025					$5,175,400

Total Completion Period Impacts: Operational Jobs		
Year	Full-Time Equivalents	TOTAL Projected Payroll
2026	[redacted]	
2027		
2028		
2029		
2030		

Total Completion Period Impacts: Tenant Jobs		
Year	Full-Time Equivalents	TOTAL Projected Payroll
2026	[redacted]	
2027		
2028		
2029		
2030		

Total Completion Period Impacts - Retail, Entertainment and Dining Sales				
Year	Projected Retail Sales ($)	Projected Entertainment Sales ($)	Projected Dining Sales ($)	TOTAL Projected Sales/Year
2026	[redacted]			
2027				
2028				
2029				
2030				

Total Completion Period Impacts - Sales, Income, Lodging and Property Taxes					
Year	Projected Sales Tax ($)	Projected Income Tax ($)	Projected Lodging Tax ($)	Projected Property Tax ($)	TOTAL Projected Taxes
2026	[redacted]				$9,453,468
2027					$11,650,098
2028					$27,386,107
2029					$20,935,633
2030					$16,895,900

PROJECTS CATALYZED - NARRATIVE

The Assembly Project has the potential to serve as a catalyst for the redevelopment of the Fort Hayes site, creating a new mixed-use neighborhood comprised of over 70 acres. The Fort Hayes site was originally a military post established in 1863. By the end of 2009, the last military presence vacated the site. Since 2007, the Fort Hayes site has been primarily used by the Columbus School District's Fort Hayes Metropolitan Education Center and bus depot.

The projected catalyzed redevelopment of the Fort Hayes contemplates a vibrant new neighborhood containing a wide mixed of uses. Additional catalyzed redevelopment is projected to occur through adaptive reuse of the existing building currently used by the Columbus Alternative High School and the construction of a replacement school. Assembly will serve as a catalyst due to its location being directly adjacent to the Fort Hayes site and being the first major redevelopment in this underdeveloped corridor in recent years. The following parameters were used to determine the new potential economic impact of the catalyzed project. These parameters are based on a conceptual study completed by a leading architecture firm based in Columbus, Ohio.

- Office: 1.5 million square feet
- Retail: 200,000 square feet
- Hotel: 60,000 square feet, 125 keys
- Multi-family Residential: 2,500 units

The catalyzed development is projected to be placed in service within five years after completion of construction of the Project. For purposes of this analysis, a construction timeline of 2025 through 2029 was utilized for the Catalyzed Project.

PROJECT RETURN ON INVESTMENT

In Year 5 (2030), the total Operations and Tenant jobs for the Project are expected to generate $[redacted] in new direct payroll. It is possible that upon completion of the Project that significantly more payroll will be generated due to local factors within the Project site's surrounding area.

The Project, the Surrounding Area and the Catalyzed Project are anticipated to generate $96,329,566 in combined new tax revenues for the State of Ohio and the local entities over the construction and 5-year completion period. Over the construction and 5-year completion period, the Project, Surrounding Area, and Catalyzed Project are estimated to generate $106,395,987 in retail, dining, and entertainment sales revenues. It is possible that upon completion of the Project that significantly more tax and sales revenues will be generated due to local factors and tax rates within the Project site's surrounding area. This Project will generate significant benefits for the City of Columbus and the State of Ohio and will catalyze additional development in Downtown Columbus.

Year 5 Operational Payroll of the Project:	[redacted]
Year 5 Tenant Payroll of the Project:	[redacted]
Total Year 5 Payroll of the Project:	[redacted]

Total New Taxes Generated (Over 5-Year Completion Period):	**$96,329,566**
Total New Retail, Dining and Entertainment Sales Generated (Over 5-Year Completion Period):	[redacted]

Tax Credit Requested	**$3,500,000**

GLOSSARY

Direct Jobs – Direct jobs comprise those individuals employed in the redevelopment of the building, its future operation, or involved in the operation of a business located at the Project (tenant) site upon redevelopment.

Direct Earnings/Labor Income – The labor income (wages and benefits) associated with the direct jobs.

Hard Construction Costs for IMPLAN Impact Analysis - Only Hard Construction Costs (including Architecture and Engineering costs, as prescribed by IMPLAN software modeling instructions for construction projects) were entered into IMPLAN. Costs such as acquisition, site work, soft costs, financing costs, and FF&E were excluded from this Direct Development Cost number.

Indirect Jobs – Jobs supported by industries purchasing from industries. For example, purchases of construction materials and other supplies from vendors within the study area. Those vendors employ workers to meet the demand of the Project (and other customers). This cycle may have many iterations between different industry sectors, and the coefficients associated with each industry are calculated within the IMPLAN model. See below for more information about IMPLAN.

Indirect Earnings/Labor Income – The earnings associated with the indirect jobs. This amount can include both wages and benefits paid to workers as well as income earned by business owners. Indirect earnings are calculated using the IMPLAN model.

Retail, Entertainment and Dining Sales – Sales were analyzed using a Household Income impact analysis in IMPLAN using the industry codes listed in Appendix C. This analysis uses only induced impacts to show how new households will impact sales and spending in the area using IMPLAN's estimates. These estimates were then combined with direct dining, entertainment and retail sales generated within the overall development site.

Taxes – This includes all taxes and fees collected by federal, state, county, municipal, or other government entities, including, but not limited to property taxes, income taxes, sales, taxes, license and registration fees, etc.

METHODOLOGY

This analysis was completed using the IMPLAN economic impact model, adjusted for 2026 dollars as well as for actual tax rates. IMPLAN is an input-output model that is used by many universities and government agencies to estimate economic and fiscal impacts. Input-output modeling describes commodity flows from producers to consumers. The value of commodities produced is equal to total industry purchases of commodities, services, employment compensation, value added, and imports.

An IMPLAN impact analysis involves specifying a series of expenditures or other changes and applying them to the region's economic multipliers. The expenditures are identified in terms of the sectoring scheme for the model, in producer prices, and in historical and current dollars with the year the analysis is conducted in as the base year. Only the dollars spent within the region are applied to the model.

The notion of a multiplier rests upon the difference between the initial effect of a change in final demand and the total effects of that change. Total effects can be calculated either as direct and indirect effects, or as direct, indirect, and induced effects. Direct effects are production changes associated with the immediate effects or final demand changes. Indirect effects are production changes in backward-linked industries caused by the changing input needs of directly affected industries (for example, additional purchases to produce additional output). Induced effects are the changes in regional household spending patterns caused by changes in household income generated from the direct and indirect effects.

Purchases for final use (final demand) drive the model. Industries producing goods and services for final demand purchase goods and services from other producers. These other producers, in turn, purchase goods and services. This buying of goods and services (indirect purchases) continues until leakage from the region (imports and value added) stops the cycle.

Creating a regional input-output model requires a tremendous amount of data. The costs of surveying industries within each region to derive a list of commodity purchases (production functions) are prohibitive. IMPLAN was developed as a cost-effective means to develop regional input-output models. The IMPLAN accounts closely follow the accounting conventions used in the "Input-Output Study of the U.S. Economy" by the Bureau of Economic Analysis (1980) and the rectangular format recommended by the United Nations.

(Source for much of this description: Olson, Doug and Scott Lindall, "IMPLAN Professional Software, Analysis, and Data Guide"; Minnesota IMPLAN Group, Inc., 1725 Tower Drive West, Suite 140, Stillwater, MN 55082).

APPENDIX A - CONSTRUCTION ASSUMPTIONS

Assembly (Project) - Construction Cost Assumptions						
Industry Input	**Construction Year - 2023**	**Construction Year - 2024**	**Construction Year - 2025**	**Total Construction Costs**	**IMPLAN Code**	**Notes**
Construction of new commercial structures, including farm structures	[redacted]	[redacted]	[redacted]	[redacted]	55	Includes hard costs plus A&E of restaurant and office space
Construction of new multifamily residential structures	[redacted]	[redacted]	[redacted]	[redacted]	58	Includes hard costs plus A&E of multi-family units
TOTAL	[redacted]	[redacted]	[redacted]	**$151,912,584**		

Assembly (Project) - Construction Job Assumptions			
Year	**Number of Jobs**	**Payroll**	**Average Hourly Wage**
2023	[redacted]	[redacted]	[redacted]
2024	[redacted]	[redacted]	[redacted]
2025	[redacted]	[redacted]	$[redacted]
TOTAL	**1149**	**$92,454,566**	
City of Columbus Income Tax Rate - 2.5%, State Income Tax Rate varies dependent upon income tax bracket.			

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Catalyzed - Construction Cost Assumptions								
Industry Input	**Construction Year - 2025**	**Construction Year - 2026**	**Construction Year - 2027**	**Construction Year - 2028**	**Construction Year - 2029**	**Total Construction Costs**	**IMPLAN Code**	**Notes**
Construction of new commercial structures, including farm structures	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	55	Includes hard costs plus A&E of retail, office and hotel
Construction of new multifamily residential structures	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	58	Includes hard costs plus A&E of all residential buildings
TOTAL	$[redacted]	$[redacted]	$[redacted]	$[redacted]	$[redacted]	**$635,250,000**		
*Construction Impacts for 2026-2029 were included in the Completion Period for the Catalyzed Project section								

Catalyzed Project - Construction Job Assumptions			
Year*	**Number of Jobs**	**Payroll**	**Average Hourly Wage**
2025	[redacted]	$[redacted]	$[redacted]
2026	[redacted]	$[redacted]	$[redacted]
2027	[redacted]	$[redacted]	$[redacted]
2028	[redacted]	$[redacted]	$[redacted]
2029	[redacted]	$[redacted]	$[redacted]
TOTAL	**4621**	**$375,155,421**	
City of Columbus Income Tax Rate - 2.5%, State Income Tax Rate varies dependent upon income tax bracket. *Construction Impacts for 2026-2029 were included in the Completion Period for the Catalyzed Project section			

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APPENDIX B - PROJECT ASSUMPTIONS

Assembly (Project) – Sales Tax Estimates				
Franklin County Sales Tax Rate	7.50%			
	Area SF	Est. Sales	Gross Yearly Sales	Sales Tax
Restaurant	9,459	$[redacted] PSF	$[redacted]	$ 283,770

Project Job Assumptions – Assembly (Project)							
Building/Use	**SF/Keys**	**IMPLAN Job Category**	**Job Assumption**	**Number of Jobs**	**Category**	**Payroll**	**Average Hourly Wage**
Residential - Operations	363 Units	473 - Business support services	[redacted]	[redacted]	Operations	$[redacted]	$[redacted]
Office	49,730	462 - Management consulting services	[redacted]	[redacted]	Tenant	$[redacted]	$[redacted]
Restaurant	9,459	509 - Full-service restaurants	[redacted]	[redacted]	Tenant	$[redacted]	$[redacted]
TOTAL				**234**		**$21,928,525**	
City of Columbus Income Tax Rate - 2.5%, State Income Tax Rate varies dependent upon income tax bracket.							

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Total Effective Tax Rate	[redacted]
School Portion	69.6422%
Non-School Portion	30.3578%

Current Market Value of Development Property:	$1,281,100
Future Anticipated Development Property Value:	$[redacted]
Future Anticipated Project Property Value:	$[redacted]

Assembly- Total Project Property Tax Estimates

	Values
Est. Building Improvement Value	[redacted]
Current Value	**1,281,100**
Est. Hard Construction Costs	[redacted]
Net Incremental Value	[redacted]
Estimated Taxes Per Year	**3,027,951**

Component	**SF**	**Units/Spaces**
Structured Parking	189,500 SF	412 Spaces
Multi-Family	431,065 SF	363 Units
Office	49,730 SF	
Retail	9,459 SF	
Total Project SF	**679,754 SF**	

#	Year Payable	Value	Total Taxes Paid	Base Taxes	Less Tax Abatement	Total Taxes Generated
	2024	[redacted]				-
	2025					**75,886**
1	2026					**750,266**
2	2027					**1,095,478**
3	2028					**1,095,478**
4	2029					**1,095,478**
5	2030					**1,206,256**
	2031					**1,206,256**
	2032					**1,206,256**

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Resident Income Tax Rate Estimates – Assembly (Project)	
City	**Columbus, OH**
Number of Housing Units	[redacted]
Average Monthly Rent	$[redacted]
% Gross Income Spent on Rent	[redacted]
Estimated Total Household Income	$[redacted]
Occupancy % Estimate	[redacted]
Percent of Households "New" to Surrounding Area	[redacted]
New Household Income To Area - Used for Induced Spending	**$30,433,150**
Work-From Home Employees	
Percent of Households working from home and taxed at local income tax rate	[redacted]
Estimated Household Income Subject to Local W-2 Income Tax	$[redacted]
Local Income Tax Rate	[redacted]
Estimated Local W-2 Income Tax Per Year	$[redacted]
Estimated Inflation Increase Per Year	[redacted]

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APPENDIX C – SURROUNDING AREA ASSUMPTIONS

Induced Spending - Dining, Retail and Entertainment Sales	
Dining	
509	Full-service restaurants
510	Limited-service restaurants
Entertainment	
106	Breweries
107	Wineries
108	Distilleries
420	Scenic and sightseeing transportation and support activities for transportation
421	Couriers and messengers
430	Sound recording industries
431	Radio and television broadcasting
432	Cable and other subscription programming
447	Other real estate
474	Travel arrangement and reservation services
496	Performing arts companies
497	Commercial Sports Except Racing
499	Independent artists, writers, and performers
500	Promoters of performing arts and sports and agents for public figures
501	Museums, historical sites, zoos, and parks
502	Amusement parks and arcades
504	Other amusement and recreation industries
511	All other food and drinking places
Retail	
152	Printing
392	Wholesale - Motor vehicle and motor vehicle parts and supplies
393	Wholesale - Professional and commercial equipment and supplies
394	Wholesale - Household appliances and electrical and electronic goods
395	Wholesale - Machinery, equipment, and supplies
396	Wholesale - Other durable goods merchant wholesalers
397	Wholesale - Drugs and druggists' sundries

398	Wholesale - Grocery and related product wholesalers
399	Wholesale - Petroleum and petroleum products
400	Wholesale - Other nondurable goods merchant wholesalers
401	Wholesale - Wholesale electronic markets and agents and brokers
402	Retail - Motor vehicle and parts dealers
403	Retail - Furniture and home furnishings stores
404	Retail - Electronics and appliance stores
405	Retail - Building material and garden equipment and supplies stores
406	Retail - Food and beverage stores
407	Retail - Health and personal care stores
408	Retail - Gasoline stores
409	Retail - Clothing and clothing accessories stores
410	Retail - Sporting goods, hobby, musical instrument and book stores
411	Retail - General merchandise stores
412	Retail - Miscellaneous store retailers
413	Retail - Nonstore retailers
423	Newspaper publishers
429	Motion picture and video industries
437	News syndicates, libraries, archives and all other information services
451	General and consumer goods rental except video tapes and discs
466	Photographic services
467	Veterinary services
477	Landscape and horticultural services
493	Individual and family services
505	Fitness and recreational sports centers
512	Automotive repair and maintenance, except car washes
513	Car washes
514	Electronic and precision equipment repair and maintenance
516	Personal and household goods repair and maintenance
517	Personal care services
518	Death care services
519	Dry-cleaning and laundry services
520	Other personal services
Sales from the Sales Tax Estimates table were included in Induced Spending in they fell within these categories based on the Job Assumptions table.	

APPENDIX D – CATALYZED PROJECT ASSUMPTIONS

Catalyzed Project - Sales Tax Estimates				
Franklin County Sales Tax	7.50%			
	Area SF	Est. Sales	Gross Yearly Sales	Sales Tax
Restaurant	10,000	[redacted]	$[redacted]	$[redacted]
Retail	25,000	[redacted]	$[redacted]	$[redacted]
Hotel			$[redacted]	$[redacted]
Total	35,000		$[redacted]	$1,699,915

Job Assumptions - Catalyzed Project

Building/Use	SF/Keys	IMPLAN Job Category	Job Assumption	Number of Jobs	Category	Payroll	Average Hourly Wage
Operations	2500 Units	473 - Business support services	[redacted]	[redacted]	Operations	$[redacted]	$[redacted]
Office 1	50,000	468 - Marketing research and all other miscellaneous, professional, scientific and technical services	[redacted]	[redacted]	Tenant	$[redacted]	$[redacted]
Office 2	50,000	468 - Marketing research and all other miscellaneous, professional, scientific and technical services	[redacted]	[redacted]	Tenant	$[redacted]	$[redacted]
Retail 1	10,000	509 - Full-service restaurants	[redacted]	[redacted]	Tenant	$[redacted]	$[redacted]
Retail 2	25,000	412 - Retail - miscellaneous store retailers	[redacted]	[redacted]	Tenant	$[redacted]	$[redacted]
Hotel	125 Keys	507 - Hotels and motels, including casino hotels	[redacted]	[redacted]	Tenant	$[redacted]	$[redacted]
TOTAL				**580**		**$47,467,372**	$[redacted]

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Fort Hayes - Total Catalyzed Project Property Tax Estimates

	Values	Component	SF	Units/Keys
		Hotel	60,000 SF	120 Keys
Est. Building Improvement Value	635,250,000	Multi-Family		2,500 Units
Current Value	-	Office	1,500,000 SF	
Est. Hard Construction Costs	635,250,000	Retail	200,000 SF	
Net Incremental Value	**635,250,000**	**Total Development**	**1,760,000 SF**	
Estimated Taxes Per Year	**16,673,707**			

#	Year Payable	Value	Total Taxes Paid	Base Taxes	Less: Tax Abatement	Total Taxes Generated
	2024					-
	2025					-
1	2026					-
2	2027					-
3	2028					**918,662**
4	2029					**2,001,370**
5	2030					**6,725,915**
	2031					**9,455,652**

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Resident Income Tax Rate Estimates - Catalyzed (Phase 1)	
City	**Columbus, OH**
Number of Housing Units	
Average Monthly Rent	$
% Gross Income Spent on Rent	
Estimated Total Household Income	$
Occupancy % Estimate	
Percent of Households "New" to Surrounding Area	
New Household Income To Area - Used for Induced Spending	$
Work-From Home Employees	
Percent of Households working from home and taxed at local income tax rate	
Estimated Household Income Subject to Local W-2 Income Tax	$
Local Income Tax Rate	
Estimated Local W-2 Income Tax Per Year	$
Estimated Inflation Increase Per Year	

Resident Income Tax Rate Estimates - Catalyzed (Phase 2)	
City	**Columbus, OH**
Number of Housing Units	
Average Monthly Rent	$
% Gross Income Spent on Rent	
Estimated Total Household Income	$
Occupancy % Estimate	
Percent of Households "New" to Surrounding Area	
New Household Income To Area - Used for Induced Spending	$
Work-From Home Employees	
Percent of Households working from home and taxed at local income tax rate	
Estimated Household Income Subject to Local W-2 Income Tax	$
Local Income Tax Rate	
Estimated Local W-2 Income Tax Per Year	$
Estimated Inflation Increase Per Year	

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Resident Income Tax Rate Estimates - Catalyzed (Phase 3)	
City	**Columbus, OH**
Number of Housing Units	[redacted]
Average Monthly Rent	$[redacted]
% Gross Income Spent on Rent	[redacted]
Estimated Total Household Income	$[redacted]
Occupancy % Estimate	[redacted]
Percent of Households "New" to Surrounding Area	[redacted]
New Household Income To Area - Used for Induced Spending	$[redacted]
Work-From Home Employees	
Percent of Households working from home and taxed at local income tax rate	[redacted]
Estimated Household Income Subject to Local W-2 Income Tax	$[redacted]
Local Income Tax Rate	[redacted]
Estimated Local W-2 Income Tax Per Year	$[redacted]
Estimated Inflation Increase Per Year	[redacted]

Resident Income Tax Rate Estimates - Catalyzed (Phase 4)	
City	**Columbus, OH**
Number of Housing Units	[redacted]
Average Monthly Rent	$[redacted]
% Gross Income Spent on Rent	[redacted]
Estimated Total Household Income	$[redacted]
Occupancy % Estimate	[redacted]
Percent of Households "New" to Surrounding Area	[redacted]
New Household Income To Area - Used for Induced Spending	$[redacted]
Work-From Home Employees	
Percent of Households working from home and taxed at local income tax rate	[redacted]
Estimated Household Income Subject to Local W-2 Income Tax	$[redacted]
Local Income Tax Rate	[redacted]
Estimated Local W-2 Income Tax Per Year	$[redacted]
Estimated Inflation Increase Per Year	[redacted]

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APPENDIX E - ASSUMPTIONS AND LIMITING CONDITIONS

1. The economic impact analysis contained herein relies on databases and software developed by IMPLAN Group LLC. MIG Inc. has been developing complex localized databases since 1993 and is an industry recognized leader in input-output databases and data modeling. As a result, we believe the information provided is a reliable basis to use in developing the economic impacts for the Project (s). However, we have not examined the data or the assumptions underlying such data in accordance with the standards prescribed by the AICPA, USPAP, or other standards, and, accordingly, do not express an opinion or any other form of assurance on the data estimates obtained for use in our economic impact analysis.
2. All information contained in the report which was furnished by others was assumed to be true, correct, and reliable. A reasonable effort was made to verify such information, but the author assumes no responsibility for its accuracy.
3. The report was made assuming responsible ownership and capable management of the Project.
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Carew Tower

Transformational Mixed-Use Tax Credit

Economic Impact Statement

Authored by:

VISTA SITE SELECTION

Introduction

This study is prepared by Vista Site Selection, LLC ("Vista"), a third-party entity, on behalf of an application for the Ohio Transformational Mixed-Use Tax Development Credit Program ("TMUD"). This study accomplishes two primary objectives:

1) To verify that increased tax collections resulting from the project will exceed 10% of the estimated eligible project costs and,

2) To articulate the economic impacts of the Project and/or larger Development to the Project Site and Surrounding Area during both the Construction Period, which is the time period in which the Project is being constructed and the Completion Period, which is the 5 years after Project construction is completed.

In accomplishing these objectives, this document will assess the following categories:

- ***Employment*** **-** The projected number of construction, operational, and tenant jobs created as a result of the Project and the average hourly wages for each job type.
- ***Revenue*** **-** Annual revenue projections generated from retail, entertainment, and dining sales.
- ***Tax Revenues*** **-** Annual revenue projections generated from sales tax, income tax, lodging tax, and property tax.

Economic impacts will be calculated utilizing IMPLAN software and the following methodology:

INPUTS

1. Provided by Developer
2. Calculated by Vista using market assumptions and data support



ECONOMIC OUTPUTS

1. Calculated utilizing IMPLAN software
2. Calculated by Vista utilizing IMPLAN and complementary data sources either publicly available, indexed/created by Vista or subscribed to by Vista.



TAX CALCULATIONS

1. Direct taxes calculated by Vista using state and local tax rates.
2. Indirect taxes calculated by Vista from indirect outputs, with some categories calculated using IMPLAN tax estimates and rates.

EIS Framework Categories and Sections

The framework in this study will cover three major sections: 1) Construction Impacts, 2) Completion Period Impacts and 3) Total Impacts.

	1. Construction Impacts	2. Project Completion Period Impacts
Project	The direct economic impacts of the new construction and/or renovation and rehabilitation of structures included in the Project on the Project site during the construction period.	The direct and indirect economic impacts of the Project as defined in the application in the five years after completion of construction of the Project.
Development (if applicable)	The direct economic impacts of the construction and/or renovation and rehabilitation of structures included in the Development as defined in the application during the construction period. Does not include the Construction Project Impacts described above. If the Project is not part of a larger planned Development, this section is not applicable.	The direct and indirect economic impacts of the Development as defined in the application in the five years after completion of construction of the Project, exclusive of the impacts of the Project as identified above. If the Project is not part of a larger planned Development, this section is not applicable.
Surrounding Area Impacts	The indirect economic impacts caused by the new construction and/or renovation and rehabilitation of structures included in the Project in the surrounding area during the completion period of the Project, excluding any impacts specifically identified below in the Construction Catalyzed Project Impacts section.	The direct and indirect economic impacts caused by the Project in the surrounding area in the five years after completion of construction of the Project, excluding any catalyzed projects specifically identified below in the Catalyzed Project Impacts section.
Catalyzed Projects (if applicable)	The direct and indirect economic impacts from construction of the defined projects in the surrounding area that are directly caused or accelerated by the Project/Development during the completion period of the Project.	The direct and indirect economic impacts of other proposed, defined projects in the surrounding area that are directly caused or accelerated by the Project/Development in the five years after completion of construction of the Project.
	3. Total Impacts (1. Construction Impacts + 2. Project Completion Impacts)	

Project Geography

The Economic Impact geography is referred to as the Surrounding Area, which includes any zip code covered in whole or in part encompassed within a perimeter starting from the transformational mixed used development boundary (**in green**) and extending one-half miles out from that boundary.

The illustration to the right is a .5-mile radius from the Project boundary, which is located within 10 miles of a City with population of at least 100,000 residents (Cincinnati), illustrating that the radius includes both the 45202 and 45203 zip code.





Taxes & Rate Methodology

For simplicity, the Project, Development, Surrounding Area and Catalyzed Projects follow the same tax rates which are based on the City of Cincinnati, Hamilton County, the Cincinnati City School District and the State of Ohio. It is worth noting that there may be small variations in the actual tax amounts, compared to these estimated amounts, based on per-parcel levies, other school districts and numerous factors particularly when factoring in the Surrounding Area and Catalyzed Project impacts.

Sales Taxes - are calculated using sales and purchases of building tenants, purchases from residents within the Surrounding Area and hotel room stays. In order to account for exemptions, the exemption list provided in the Ohio Department of Taxation Annual Report was utilized and an additional 20% reduction was applied to sales to ensure exempted activities are not counted. Indirect Sales taxes were calculated based off of resident expenditures and estimates of economic output provided by IMPLAN. The combined State and Local rate is 7.8% in the City of Cincinnati (with 5.75% to the State of Ohio, 1.25% to Hamilton County and .80% to the Southwest Ohio Regional Transit Authority). Sales tax data can be found utilizing the Ohio Department of Taxation's The Finder tax district lookup tool for the project address.

Income Taxes – income taxes are calculate as a percentage of employee compensation of direct employment within the project and indirect employment caused by the project. Income taxes are collected by the State of Ohio (Ohio Withholding Tax). Ohio Withholding Taxes utilize a bracketed rate structure based on salary (for this project is assumed to be 3.2%, which is calculated on the Project average salary of $99,840, assuming a fixed tax of $2,375 + an excess tax of 4.132% for a salary over $79,992). The City of Cincinnati levies a 1.85% income tax on people living and working in the City of Cincinnati (see City of Cincinnati – Income Tax Division).

Lodging Taxes – lodging taxes are collected from room sales of guests staying less than 30 days for each stay. Lodging taxes collected by Hamilton County at a rate of 6.5% and the City of Cincinnati at a rate of 4%, resulting in a total lodging tax rate of 10.5%. Lodging rates can be found utilizing the Ohio Department of Taxation's tax analysis data series.

Property Taxes – property taxes are collected by various units of government and published by the County Auditor. Property taxes are assessed at 35% of the market value of the property, then an effective tax rate is applied and distributed to the local government taxing units. The effective tax rate of the property's assessed value is 9.1%. Further, the property is part of a 100% Community Reinvestment Area Tax Abatement, however the Developer is paying Payments in Lieu of Taxes (PILOTs) to the School District (33%) and the City's Streetcar fund (15%), resulting in a net abatement rate of 52%. As such, it is only assumed that 48% of property taxes (in this case PILOTs) are collected for purposes of "Property Taxes" for the Project.

1. Construction Impacts

Methodology

Project Impacts

The value entered in Industry Output for construction represents full cost of the structure as provided by the Developer, and only the structure. Construction cost data was provided by the Developer in all circumstances (each building). This includes hard costs and soft costs. IMPLAN calculates employment based on the number of employees it would take to support the dollar value and type of a given economic event, using a combination of data sources including Census County Business Patterns (CBP), Bureau of Labor Statistics Covered Employment and Wages (CEW) and Bureau of Economic Analysis Regional Economic Accounts (REA) as the basis for its calculation. Further, IMPLAN uses additional data sources to classify its employment estimates into hours worked, headcount and compensation by specific occupation. Occupational source data used by IMPLAN includes Bureau of Labor Statistics (BLS) Occupational Employment Survey (OES), BLS Employment Projections national industry by occupation matrix, Census Bureau American Community Survey (ACS) Public Use Microdata Sample (PUMS) and O*NET™ which is a trademark of the U.S. Department of Labor, Employment and Training Administration. Employees are converted to Full-time equivalent employees (FTEs) by dividing the estimated number of hours of compensation for the job, as calculated by IMPLAN, by 2,080. There are no direct impacts to retail, entertainment and dining as these are not direct construction expenditures.

Surrounding Area Impacts

Surrounding Area impacts during the Construction Period were calculating utilizing IMPLAN. In IMPLAN, the project was modeled as $160,000,000 in Output under the industry 55 - Construction of New Commercial Structures, Including Farm Structures. Construction cost calculations were provided using costs provided by the Developer. Outputs resulting from the construction inputs in IMPLAN were filtered in IMPLAN only to show indirect effects of Project Construction. These impacts were categorized by use, to understand specific impacts to Retail, Entertainment and Dining. In this circumstance, the Surrounding Area's presence of significant entertainment, retail and dining establishments (professional sports stadiums, full-service restaurants, limited services restaurants, bars and shopping) create a higher degree of construction worker spending. Additional categories were created and aggregated if they were sales-taxable transactions. Lodging taxes follow a similar rate, as many construction workers travel to larger areas given the overall labor shortage of construction workers. Those who travel and stay overnight are typically provided lodging and meal per diems. Given IMPLAN captures dining expenditures, the lodging per diem method is utilized to get a more accurate picture of construction spending. In this instance. A typical per-day per diem is $138 for lower cost areas and $222 for higher cost areas. Given the location within a major urban center (Cincinnati) the $222 figure is utilized (per diem rates provided by *PBMares CPAs and Consultants Guidance for Contractors Who Use Per Diem, 2022)*. Further it is assumed 15% of workers will travel as part of this arrangement during 30% of the annual weekdays per year. Lodging taxes are calculated off of estimated lodging expenditures.

Catalyzed Project Impacts

Catalyzed Project construction was calculated differently than Project Construction, as detailed information for Catalyzed Projects is not typically available, as such, costs were provided by the catalyzed project developers or estimated based off of square footage data gathered from available project information. In calculating construction impacts, costs were calculated on a per-square foot basis by analyzing comparable building sizes on the Hamilton County Auditor's website, costs of recent developments in the area and the size/scale of the project. In all cases, construction costs assumed 60% labor and 40% materials costs, and for purposes of estimating employment, a cost-per-worker of $136,000 was used, the rate provided by IMPLAN for the 45202 and 45203 zip codes. Lastly, average salaries for the area were calculated using IMPLAN employee compensation figures for the 45202 and 45203 zip codes, estimated at $56,000. There is further detail on Catalyzed Project methodology later on in this document.

Construction Project Impacts

CONSTRUCTION	Project Construction		
	Year 1	Year 2	Totals
Property Value	$80,000,000	$80,000,000	**$160,000,000**
Labor	[redacted]	[redacted]	**1159**
Materials	[redacted]	[redacted]	[redacted]
Wages	[redacted]	[redacted]	[redacted]

DIRECT	Const. 1	Const. 2	Total
Sales Tax	$2,878,475	$2,878,475	**$5,756,949**
Income Tax	$2,003,986	$2,003,986	**$4,007,973**
Lodging Tax	$0	$0	**$0**
Property Tax	$0	$0	**$0**
Total	**$4,882,461**	**$4,882,461**	**$9,764,922**

Construction Development Impacts

This section is intentionally left blank.

Construction Surrounding Area Impacts

SURROUNDING AREA	Project Construction Year 1	Year 2	Const. Total
FTEs	9.34	9.34	**18.68**
Payroll	[redacted]	[redacted]	**$1,796,092**
Retail	[redacted]	[redacted]	[redacted]
Entertainment	[redacted]	[redacted]	[redacted]
Dining	[redacted]	[redacted]	[redacted]
INDIRECT	**Const. 1**	**Const. 2**	
Sales Basis	$[redacted]	$[redacted]	$[redacted]
Income Basis	$[redacted]	$[redacted]	$[redacted]
Lodging Basis	$[redacted]	$[redacted]	$[redacted]
Property Basis	$[redacted]	$[redacted]	$[redacted]
Sales Tax	$302,537	$311,613	**$614,151**
Income Tax	$41,759	$41,759	**$83,518**
Lodging Tax	$158,653	$158,653	**$317,306**
Property Tax	$265,328	$273,288	**$538,616**
Total	**$768,278**	**$785,314**	**$1,553,591**

Construction Catalyzed Project Impacts

CATALYZED PROJECTS	Catalyzed Project Construction		
	Year 1	Year 2	Total
TOTALS			
Construction Cost Basis	$149,052,750	$149,052,750	**$298,105,500**
Construction Materials	$29,810,550	$29,810,550	**$59,621,100**
FTEs	1050	1050	**2,099**
Payroll	[redacted]	[redacted]	**$103,226,797**
Retail	[redacted]	[redacted]	[redacted]
Entertainment	[redacted]	[redacted]	[redacted]
Dining	[redacted]	[redacted]	[redacted]

DIRECT & INDIRECT	Const. 1	Const. 2	Construction Totals
Sales Tax	$2,905,835	$2,905,835	**$5,811,669**
Income Tax	$2,400,023	$2,400,023	**$4,800,046**
Lodging Tax	$293,846	$293,846	**$587,692**
Property Tax	$745,264	$745,264	**$1,490,528**
Total	**$6,344,967**	**$6,344,967**	**$12,689,935**

2. Completion Period Impacts

Methodology

Project Impacts

In calculating the project, the Developer provided data related to project costs, square footage, residential units, residential rents, commercial rents and tenant information to serve as inputs. Vista calculated employment, wages, sales and office purchases from these figures, based on an examination of market sales per square foot, job densities and data from Data Axle-GIS Planning integration September, 2023, which projects employment, sales and wages for existing businesses. It is then assumed that the impacts of the tower's redevelopment will not only preserve existing tenants, but increase sales per square foot for these tenants based on the infusion of over 770 new residents earning incomes that coincode with the market-rate and luxury rents provided by the Project. Certain units are classified as AirBnB units and are subject to short-term rental regulations and lodging tax. Lastly, the office employment will be anchored by Cityworks co-working space, which in addition will house significant, high wage office employee payroll, will also realize annual membership rates. These locations have become more common arising from the pandemic and the decentralization of employees, appealing to small business owners, decentralized executives, investors and entrepreneurs. Given the revolving nature of employee activity, a higher degree of employees can be assumed (150 square feet per employee).

Other metrics, such as household incomes of the residents and resident spending in the Surrounding Area were calculated by Vista. Resident expenditures were calculated using averages from the *2020 Consumer Expenditure Survey – Shares of Annual Aggregate expenditures and sources of income*. Household income assumptions were calculated using Census and HUD average family income estimates for 1-person, 2-person and 3-person families at 100% and 120% Area Median Income averages. Each consumer expenditure category was assigned an "absorption rate" to account for any expenditures that cannot be made within the Surrounding Area.

Surrounding Area Impacts

Surrounding Area impacts were calculated primarily utilizing IMPLAN data. Metrics including FTEs, payroll, retail, dining and entertainment sales came directly from IMPLAN's indirect effects of Project impacts. Property taxes were calculated directly from IMPLAN, while sales taxes were calculated by aggregating resulting IMPLAN industry transactions into use categories, including Retail, Entertainment, Dining and other sales-taxable use categories. Indirect impacts to property values were calculated differently using computations on the effects of high-rise building development on nearby home values, US Census data and HUD data then combined with IMPLAN calculations to add the effect to commercial property values. The basis assumes the single-family home values of the Surrounding Area zip codes will increase as a result the tower Project, which is the second tallest building in the City of Cincinnati. Data from the National Association of Home Builders concludes that single family homes in close proximity to newly developed high-rise tower appreciate by at least 2.79%, however many other variables can influence this figure. The analysis conducted by Vista assumes that the base home value of the Surrounding Area is $849,310,000 (using the number of single family homes and median home value from Census data), and at least 2.79% of the annual incremental increases above that base figure can be attributed to the Project. For commercial properties, the IMPLAN's indirect real property tax calculations, filtered by non-residential uses, were divided by the 35% property tax assessment rate, then by the effective property tax rate, divided by an additional 30% to remove any abatement assumptions that would have been historically factored into IMPLAN's property tax calculations, to arrive at the impact of the Project on commercial properties. The results of single family and commercial property calculations were added, then tax rates were applied to project incremental tax impacts of indirect property impacts caused by the Project.

Catalyzed Project Impacts

Catalytic projects follow a different method, given the prospective nature of the developments and lack of detail beyond planned square footage and uses. Projects were identified by the Developer and City of Cincinnati with assistance from Vista, as either caused or accelerated by the project, including what year during the Project's Completion period each project would come online. Square footage was applied to a standard rate table be use and resulting figures were calculated into a series of tables for each project. This document elaborates on the methods and rates in later sections.

Project Inputs

ASSUMPTION BASIS	Assumed Sales or Purchases /SF	Project SF	Calculated Sales	Membership Rate
Restaurant Basis	[redacted]	13,091	[redacted]	
	[redacted]	9,000	[redacted]	
	[redacted]	3,032	[redacted]	
	[redacted]	1,059	[redacted]	
Office Basis	[redacted]	51,786	[redacted]	
	n/a	10,090	[redacted]	
	n/a	32,979	[redacted]	[redacted]
Retail Basis	[redacted]	8,717	[redacted]	
	[redacted]	6,150	[redacted]	
	[redacted]	2,567	[redacted]	

INPUTS	Sales	FTEs	Hrly	Payroll	Units	Residents	Tourists	Resident Incomes	Resident Spending	Tourist Spending	Purchases
[redacted]											
Totals	$24,964,343	546	48	$54,641,230	385	770	2,920	$50,242,500	$17,662,329	$175,200	$6,828,292

In calculating the project, the Developer provided data related to project costs, square footage, residential units, residential rents, commercial rents and tenant information to serve as inputs. Vista calculated employment, wages, sales and office purchases from these figures, based on an examination of market sales per square foot, job densities and data from Data Axle-GIS Planning integration September, 2023, which projects employment, sales and wages for existing businesses. It is then assumed that the impacts of the tower's redevelopment will not only preserve existing tenants, but increase sales per square foot for these tenants based on the infusion of over 770 new residents earning incomes that coincode with the market-rate and luxury rents provided by the Project. Certain units are classified as short-term rental units and are subject to short-term rental regulations and lodging tax. Lastly, the office employment will be anchored by [redacted] co-working space, which in addition will house significant, high wage office employee payroll, will also realize annual membership rates. These locations have become more common arising from the pandemic and the decentralization of employees, appealing to small business owners, decentralized executives, investors and entrepreneurs. Given the revolving nature of employee activity, a higher degree of employees can be assumed (150 square feet per employee).

Other metrics, such as household incomes of the residents and resident spending in the Surrounding Area were calculated by Vista. Resident expenditures were calculated using averages from the *2020 Consumer Expenditure Survey – Shares of Annual Aggregate expenditures and sources of income*. Household income assumptions were calculated using Census and HUD average family income estimates for 1-person, 2-person and 3-person families at 100% and 120% Area Median Income averages. Each consumer expenditure category was assigned an "absorption rate" to account for any expenditures that cannot be made within the Surrounding Area.

Project Impacts

PROJECT	Post-Construction Completion Period					
	Year 1	Year 2	Year 3	Year 4	Year 5	Total
FTEs	546	546	546	546	546	**546.38**
Operations FTEs (37, 43, 49)	96	96	96	96	96	**96.32**
Tenant FTEs	450	450	450	450	450	**450.06**
Payroll	$	$	$	$	$	$
Operations Payroll	$	$	$	$	$	$
Tenant Payroll	$	$	$	$	$	$
Retail						
Entertainment						
Dining						

DIRECT	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Sales Basis						
Income Basis	$	$	$	$	$	$
Lodging Basis	$	$	$	$	$	$
Property Basis	$	$	$	$	$	$
Sales Tax	$2,056,923	$2,159,769	$2,267,758	$2,381,146	$2,500,203	**$11,365,800**
Income Tax	$3,394,696	$3,564,431	$3,742,652	$3,929,785	$4,126,274	**$18,757,837**
Lodging Tax	$34,033	$35,734	$37,521	$39,397	$41,367	**$188,052**
Property Tax	$2,434,389	$2,556,108	$2,683,914	$2,818,109	$2,959,015	**$13,451,535**
Total	**$7,920,040**	**$8,316,043**	**$8,731,845**	**$9,168,437**	**$9,626,859**	**$43,763,223**

An annual growth factor of 5% was applied to payroll, sales and property growth based on an examination of the last three years of the 12-month percentage change in the Consumer Price Index (*BLS – 12 Month Change- All items in U.S. city average, all urban consumers, not seasonally adjusted).* Each half-year 12-month ending percent change was averaged to arrive at 5.50%. The property value growth is conservative when comparing to the Surrounding Area's growth in median real estate taxes paid over the last five years, which is 62.2% (12.4% annualized) when averaging the two Surrounding Area Zio Codes (*Census 2017-2021*). Further, Property Taxes are reduced by 52% to account for a Community Reinvestment Area property tax abatement structure described in the Methodology section.

Development Impacts

This section is intentionally left blank.

Surrounding Area – Property Value Impacts

Near Mid-or High-Rise Multi-family growth rate **2.79%** ***Source:*** NAHB; Census; HUD

	Base	Year 1	Year 2	Year 3	Year 4	Year 5
IMPLAN CALCULATED INDIRECT IMPACT	n/a	**$18,402,556**	**$23,003,195**	**$28,753,993**	**$35,942,491**	**$44,928,114**
Single-Family Homes (Zips)	2,206					
Single-Family Homes Med. Value (Zips)	$385,000					
Single-Family Homes Value (Zips)	**$849,310,000**	**$873,005,749**	**$897,362,609**	**$922,399,026**	**$948,133,959**	**$974,586,896**
Single-Family Home Value Indirect Increment (Zips)		**$23,695,749**	**$48,052,609**	**$73,089,026**	**$98,823,959**	**$125,276,896**
TOTAL VALUE		**$42,098,305**	**$71,055,804**	**$101,843,019**	**$134,766,450**	**$170,205,011**
Taxes		**$1,334,422**	**$2,252,311**	**$3,228,197**	**$4,271,796**	**$5,395,120**

Single Family Home Data Provided by Census via PolicyMap

The analysis assumes that the base home value of the Surrounding Area is $849,310,000 (using the number of single family homes and median home value from Census data), and at least 2.79% of the annual incremental increases above that base figure can be attributed to the Project. For commercial properties, the IMPLAN's indirect real property tax calculations, filtered by non-residential uses, were divided by the 35% property tax assessment rate, then by the effective property tax rate, divided by an additional 30% to remove any abatement assumptions that would have been historically factored into IMPLAN's property tax calculations, to arrive at the impact of the Project on commercial properties. The results of single family and commercial property calculations were added, then tax rates were applied to project incremental tax impacts of indirect property impacts caused by the Project.

Surrounding Area Impacts

SURROUNDING AREA	Year 1	Year 2	Year 3	Year 4	Year 5	Total
FTEs	128	161	201	251	313	**313.48**
Payroll	$5,791,199	$7,238,999	$9,048,748	$11,310,936	$14,138,669	**$14,138,669**
Retail	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Entertainment	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Dining	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]

INDIRECT	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Sales Basis	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Income Basis	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Lodging Basis	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Property Basis	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Sales Tax	$370,246	$388,759	$408,196	$428,606	$450,037	**$2,045,844**
Income Tax	$269,291	$282,755	$296,893	$311,738	$327,325	**$1,488,001**
Lodging Tax	$12,162	$15,202	$19,002	$23,753	$29,691	**$99,810**
Property Tax	$2,453,286	$5,318,918	$7,061,456	$9,063,371	$11,384,588	**$35,281,619**
Total	**$3,104,985**	**$6,005,634**	**$7,785,548**	**$9,827,468**	**$12,191,640**	$38,915,274

Catalyzed Project Impacts



The Catalytic Effect the Project is quantified in this section. The projects catalyzed in this section all fall within Project's half-mile radius and are planned to be placed into series after this Project is complete. Each project was identified and attested by the City of Cincinnati as being caused or accelerated by the Project as noted in Appendix A. Further, project impacts are captured during the five-year completion period in each project's corresponding table. The assumptions below were used to calculate impacts from development square footage programs of each catalyzed project. The following page overviews how these were calculated into FTES, Payroll, Sales and Taxes.

Catalyzed Project Rates	SF/Jobs	Salary	Sales/SF	Room Sales/SF	Rent/SF	Methodology
Apartment	15,000	$35,000				Uses comparable market data within the Hamilton County, Ohio Region, data provided by Developer and Rent.com rent estimates.
Hotel	700	$30,000				Uses comparable hotel sales data for large cities.
Industrial	750	$55,000				US Energy Administration Commercial Buildings Energy Survey, BLS/Lightcast
Office	250	$120,000				Lightcast & BLS Data for Surrounding Area for Business Occupations
Restaurant	600	$25,000				US Energy Administration Commercial Buildings Energy Survey, BLS/Lightcast
Retail	450	$30,000				US Energy Administration Commercial Buildings Energy Survey, BLS/Lightcast

	Operations Rate	*Construction Rate*	
% Jobs Dedicated to Operations	15%		Uses typical mix or type and area supported by IMPLAN
Indirect Retail Sales Rate	5%	2%	Uses typical mix or type and area supported by IMPLAN
Indirect Entertainment Sales Rate	7%	3%	Uses typical mix or type and area supported by IMPLAN
Indirect Dining Sales	10%	4%	Uses typical mix or type and area supported by IMPLAN
Construction Output/Worker		$71,000	Uses typical mix or type and area supported by IMPLAN
EC/Worker		$49,171	Uses typical mix or type and area supported by IMPLAN
% Cost Related to Construction Materials		40%	Typical method utilzied by RSMeans Construction Data
Sales Taxable Purchases	95%	100%	Analyzed exempt uses in relation to project from OTAX
Lodging Impact	2%	2%	Uses US Tourism Sattelite Accounts to estimate lodging impact of activity
Property Impact	12.5%	0.5%	Assumes typical indirect property value impact based on IMPLAN data
Value at Cost	85%	85%	Assumes market value based on hard costs from analysis of Auditor data
Renter HH Income	$65,100		Utilizes Census/ACS and HUD Data to Assume Area Family Incomes
Renters per SF	600		Calculated based on typical SF needed per renter from sample projects
Lodging Per-Diem		$227	PBMares CPAs and Consultant's Guidance for Contractors Who Use Per Diems
Worker Travel %		15%	Based on analysis of Lightcast inbound commuter data to the Surrounding Area
Worker Annual Weekdays		78.3	Assumes 30% of the weekdays "travel workers" commute to work and use a Per-Diem

Catalyzed Project Impacts

Each Catalytic Project is calculated utilizing the following methodology in correspondence with the rates from the previous page:

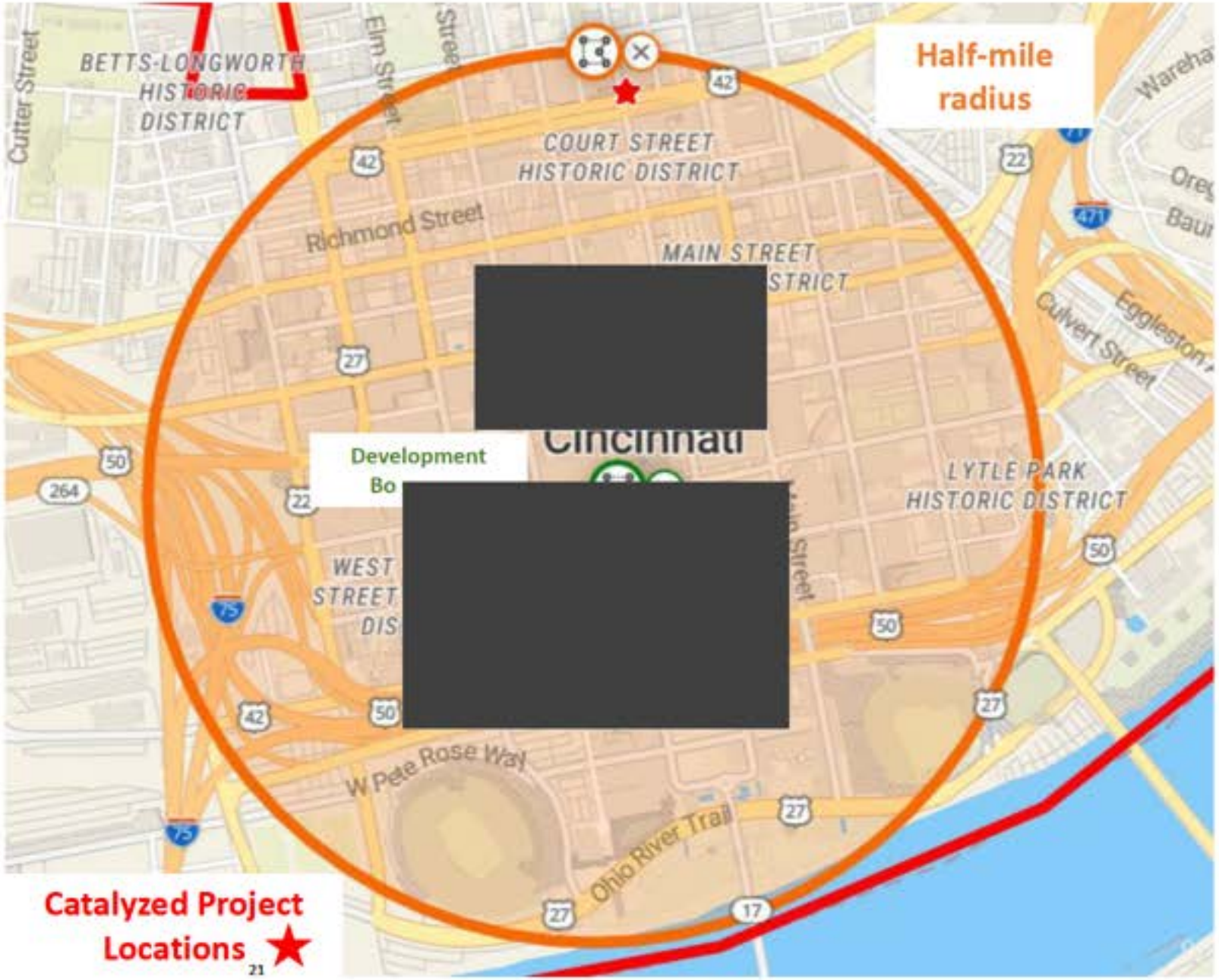
Category	Methodology
FTEs/Payroll	Calculates FTEs per SF by use and payroll using BLS wage data for each overarching use.
Operations FTEs/Payroll	Assumes the 15% of FTES are dedicated to operations, based on IMPLAN's typical mix of operations occupation categories, which includes two-level SIC code categories 37, 43 and 49.
Tenant FTEs/Payroll	Assumes the 75% of FTES are tenants, which is based off of a typical IMPLAN mix for the area, removing two-level SIC code categories 37, 43 and 49.
Retail	Assumes a standard calculation for each project which assumes that a percentage of total sales are re-spent to retail uses by indirect economic activity. The percentages were used analyzing a sample of IMPLAN indirect impacts for industries aggregated into a Retail category. Further, residential projects include 2020 Consumer Expenditure Survey – Shares of Annual Aggregate expenditures and sources of income to calculate retail spending for residents.
Entertainment	Assumes a standard calculation for each project which assumes that a percentage of total sales are re-spent to retail uses by indirect economic activity. The percentages were used analyzing a sample of IMPLAN indirect impacts for industries aggregated into a Entertainment category. Further, residential projects include 2020 Consumer Expenditure Survey – Shares of Annual Aggregate expenditures and sources of income to calculate entertainment spending for residents.
Dining	Assumes a standard calculation for each project which assumes that a percentage of total sales are re-spent to retail uses by indirect economic activity. The percentages were used analyzing a sample of IMPLAN indirect impacts for industries aggregated into a Dining category. Further, residential projects include 2020 Consumer Expenditure Survey – Shares of Annual Aggregate expenditures and sources of income to calculate dining spending for residents.

Catalyzed Project Summary

Catalyzed Projects within a half-mile Radius of the Carew Project Site, in City of Cincinnati

Project	Address	Placed Into Service	SF	Residential	Hotel	Office	Restaurant	Retail	Projected Cost
[redacted]	[redacted]	2026	346,000	346,000					$[redacted]
[redacted]	[redacted]	2026	304,211			304,211			$[redacted]
[redacted]	[redacted]	2027	510,000	475,000			20,000	15,000	$[redacted]
[redacted]	[redacted]	2026	560,000		560,000				$[redacted]
[redacted]	[redacted]	2027	350,000	350,000					$[redacted]
[redacted]	[redacted]	2027	110,000	110,000					$[redacted]
[redacted]	[redacted]	2026	175,000			125,000	50,000		$[redacted]
[redacted]	[redacted]	2027	130,000	40,000		40,000	25,000	25,000	$[redacted]
[redacted]	[redacted]	2027	65,000	57,000		3,000		5,000	$[redacted]
[redacted]	[redacted]	2027	20,000			20,000			$[redacted]
Totals			2,165,211	1,378,000	155,000	492,211	95,000	45,000	$722,375,000

Catalyzed Project Locations



Catalyzed Project List

Catalyzed Project: [redacted]

Location: [redacted]

Summary: The Developer of the Project is also developing the [redacted] and has identified this Project as the primary cause to [redacted] The Project's retail, restaurant and co-working office space will provide premiere amenities that create additional demand for nearby housing, allowing for additional residential development to occur.

[redacted]	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7
Value Table	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Placed Into Service			1	1	1	1	1
Construction Costs							
Apartment			[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Hotel							
Industrial							
Office							
Restaurant							
Retail							
Construction FTEs	634	634	0	0	0	0	0
Construction Payroll	$31,164,845	$31,164,845	$0	$0	$0	$0	$0
Construction Purchases	$18,000,000	$18,000,000	$0	$0	$0	$0	$0
Retail	[redacted]	[redacted]	$0	$0	$0	$0	$0
Entertainment	[redacted]	[redacted]	$0	$0	$0	$0	$0
Dining	[redacted]	[redacted]	$0	$0	$0	$0	$0
Sales Tax	$1,754,581	$1,754,581	$0	$0	$0	$0	$0
Income Tax	$1,449,165	$1,449,165	$0	$0	$0	$0	$0
Lodging Tax	$177,428	$177,428	$0	$0	$0	$0	$0
Property Tax	$450,000	$450,000	$0	$0	$0	$0	$0
Total	**$3,831,174**	**$3,831,174**	**$0**	**$0**	**$0**	**$0**	**$0**
FTEs	-	-	23	23	23	23	23
Operations FTEs (37, 43, 49)	-	-	3	3	3	3	3
Tenant FTEs	-	-	20	20	20	20	20
Payroll	$0	$0	$807,333	$807,333	$807,333	$807,333	$807,333
Operations Payroll	$0	$0	$121,100	$121,100	$121,100	$121,100	$121,100
Tenant Payroll	$0	$0	$686,233	$686,233	$686,233	$686,233	$686,233
Retail	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Entertainment	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Dining	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Sales Basis	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Income Basis	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Lodging Basis	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Property Basis	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Sales Tax	$0	$0	$548,067	$575,470	$604,243	$634,456	$666,178
Income Tax	$0	$0	$732,050	$733,927	$735,897	$737,967	$740,140
Lodging Tax	$0	$0	$14,756	$15,493	$16,268	$17,081	$17,936
Property Tax	$0	$0	$2,728,597	$2,865,027	$3,008,278	$3,158,692	$3,316,626
Total	**$0**	**$0**	**$4,023,469**	**$4,189,917**	**$4,364,687**	**$4,548,196**	**$4,740,880**

Catalyzed Project List

Catalyzed Project: [redacted]

Location: [redacted]

Summary: [redacted] includes an office pad at the [redacted] and calls for 11 floors of office space totaling more than 304,000 square feet of space. Carew Tower will serve as a key home to employees of [redacted] looking for walkable, luxury living options and the AirBnBs included in the Project provide a unique, high-rise lodging experience for office visitors and regional executives and managers.

[redacted]	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7
Value Table	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Placed Into Service			1	1	1	1	1
Construction Costs	[redacted]	[redacted]					
Apartment							
Hotel							
Industrial							
Office			[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Restaurant							
Retail							
Construction FTEs	563	563	0	0	0	0	0
Construction Payroll	$27,702,085	$27,702,085	$0	$0	$0	$0	$0
Construction Purchases	$16,000,000	$16,000,000	$0	$0	$0	$0	$0
Retail	[redacted]	[redacted]	$0	$0	$0	$0	$0
Entertainment	[redacted]	[redacted]	$0	$0	$0	$0	$0
Dining	[redacted]	[redacted]	$0	$0	$0	$0	$0
Sales Tax	$1,559,627	$1,559,627	$0	$0	$0	$0	$0
Income Tax	$1,288,147	$1,288,147	$0	$0	$0	$0	$0
Lodging Tax	$157,714	$157,714	$0	$0	$0	$0	$0
Property Tax	$400,000	$400,000	$0	$0	$0	$0	$0
Total	**$3,405,488**	**$3,405,488**	**$0**	**$0**	**$0**	**$0**	**$0**
FTEs	-	-	1,217	1,217	1,217	1,217	1,217
Operations FTEs (37, 43, 49)	-	-	183	183	183	183	183
Tenant FTEs	-	-	1,034	1,034	1,034	1,034	1,034
Payroll	$0	$0	$146,021,280	$146,021,280	$146,021,280	$146,021,280	$146,021,280
Operations Payroll	$0	$0	$21,903,192	$21,903,192	$21,903,192	$21,903,192	$21,903,192
Tenant Payroll	$0	$0	$124,118,088	$124,118,088	$124,118,088	$124,118,088	$124,118,088
Retail	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Entertainment	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Dining	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Sales Basis	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Income Basis	$0	$0	$146,021,280	$146,021,280	$146,021,280	$146,021,280	$146,021,280
Lodging Basis	$0	$0	$185,569	$185,569	$185,569	$185,569	$185,569
Property Basis	$0	$0	$76,517,032	$76,517,032	$76,517,032	$76,517,032	$76,517,032
Sales Tax	$0	$0	$723,718	$723,718	$723,718	$723,718	$723,718
Income Tax	$0	$0	$6,789,990	$6,789,990	$6,789,990	$6,789,990	$6,789,990
Lodging Tax	$0	$0	$19,485	$19,485	$19,485	$19,485	$19,485
Property Tax	$0	$0	$2,425,419	$2,425,419	$2,425,419	$2,425,419	$2,425,419
Total	**$0**	**$0**	**$9,958,612**	**$9,958,612**	**$9,958,612**	**$9,958,612**	**$9,958,612**

Catalyzed Project List

Catalyzed Project: [redacted]

Location: [redacted]

Summary: preliminary plans for [redacted] call for 35,000 square feet of retail and restaurant space and 475,000 square feet of multi-family development. The fully redeveloped Project is expected to infuse significant high-earning residents to provide a strong market for the restaurant and retail space, while the Development of Carew Tower will provide proof of concept for high-rise, luxury residential multi-family units, allowing mixed-use development projects like [redacted] to accelerate and follow suit.

[redacted]	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7
Value Table	$0	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]
Placed into Service				1	1	1	1
Construction Costs		[redacted]	[redacted]				
Apartment				[redacted]	[redacted]	[redacted]	[redacted]
Hotel							
Industrial							
Office							
Restaurant				[redacted]	[redacted]	[redacted]	[redacted]
Retail				[redacted]	[redacted]	[redacted]	[redacted]
Construction FTEs	0	898	898	0	0	0	0
Construction Payroll	$0	$44,150,197	$44,150,197	$0	$0	$0	$0
Construction Purchases	$0	$25,500,000	$25,500,000	$0	$0	$0	$0
Retail	$0	[redacted]	[redacted]	$0	$0	$0	$0
Entertainment	$0	[redacted]	[redacted]	$0	$0	$0	$0
Dining	$0	[redacted]	[redacted]	$0	$0	$0	$0
Sales Tax	$0	$2,485,656	$2,485,656	$0	$0	$0	$0
Income Tax	$0	$2,052,984	$2,052,984	$0	$0	$0	$0
Lodging Tax	$0	$251,356	$251,356	$0	$0	$0	$0
Property Tax	$0	$637,500	$637,500	$0	$0	$0	$0
Total	**$0**	**$5,427,497**	**$5,427,497**	**$0**	**$0**	**$0**	**$0**
FTEs	-	-	-	98	98	98	98
Operations FTEs (37, 43, 49)	-	-	-	15	15	15	15
Tenant FTEs	-	-	-	84	84	84	84
Payroll	$0	$0	$0	$2,941,667	$2,941,667	$2,941,667	$2,941,667
Operations Payroll	$0	$0	$0	$441,250	$441,250	$441,250	$441,250
Tenant Payroll	$0	$0	$0	$2,500,417	$2,500,417	$2,500,417	$2,500,417
Retail	$0	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]
Entertainment	$0	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]
Dining	$0	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]
Sales Basis	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Income Basis	$0	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]
Lodging Basis	$0	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]
Property Basis	$0	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]
Sales Tax	$0	$0	$0	$1,626,924	$1,626,924	$1,626,924	$1,626,924
Income Tax	$0	$0	$0	$1,090,231	$1,090,231	$1,090,231	$1,090,231
Lodging Tax	$0	$0	$0	$43,802	$43,802	$43,802	$43,802
Property Tax	$0	$0	$0	$3,865,512	$3,865,512	$3,865,512	$3,865,512
Total	**$0**	**$0**	**$0**	**$6,626,469**	**$6,626,469**	**$6,626,469**	**$6,626,469**

Catalyzed Project List

Catalyzed Project: [redacted]

Location: [redacted]

Summary: this includes the redevelopment of the [redacted] the Project and essentially part of the Carew Tower complex. The momentum provided within the Project's complex of buildings with renovated retail, office, residential and restaurant space will create additional market demand for lodging needs including tourism visitors to the tower, business guests of the office users and families of the Project's multi-family residents.

[redacted]	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7
Value Table	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Placed Into Service			1	1	1	1	1
Construction Costs	[redacted]	[redacted]					
Apartment							
Hotel			[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Industrial							
Office							
Restaurant							
Retail							
Construction FTEs	528	528	0	0	0	0	0
Construction Payroll	$25,970,704	$25,970,704	$0	$0	$0	$0	$0
Construction Purchases	$15,000,000	$15,000,000	$0	$0	$0	$0	$0
Retail	[redacted]	[redacted]	$0	$0	$0	$0	$0
Entertainment	[redacted]	[redacted]	$0	$0	$0	$0	$0
Dining	[redacted]	[redacted]	$0	$0	$0	$0	$0
Sales Tax	$1,462,151	$1,462,151	$0	$0	$0	$0	$0
Income Tax	$1,207,638	$1,207,638	$0	$0	$0	$0	$0
Lodging Tax	$147,857	$147,857	$0	$0	$0	$0	$0
Property Tax	$375,000	$375,000	$0	$0	$0	$0	$0
Total	**$3,192,645**	**$3,192,645**	**$0**	**$0**	**$0**	**$0**	**$0**
FTEs	-	-	800	800	800	800	800
Operations FTEs (37, 43, 49)	-	-	120	120	120	120	120
Tenant FTEs	-	-	680	680	680	680	680
Payroll	$0	$0	$24,000,000	$24,000,000	$24,000,000	$24,000,000	$24,000,000
Operations Payroll	$0	$0	$3,600,000	$3,600,000	$3,600,000	$3,600,000	$3,600,000
Tenant Payroll	$0	$0	$20,400,000	$20,400,000	$20,400,000	$20,400,000	$20,400,000
Retail	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Entertainment	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Dining	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Sales Basis	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Income Basis	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Lodging Basis	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Property Basis	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Sales Tax	$0	$0	$10,125,024	$10,125,024	$10,125,024	$10,125,024	$10,125,024
Income Tax	$0	$0	$1,116,000	$1,116,000	$1,116,000	$1,116,000	$1,116,000
Lodging Tax	$0	$0	$11,444,597	$11,444,597	$11,444,597	$11,444,597	$11,444,597
Property Tax	$0	$0	$2,273,831	$2,273,831	$2,273,831	$2,273,831	$2,273,831
Total	**$0**	**$0**	**$24,959,451**	**$24,959,451**	**$24,959,451**	**$24,959,451**	**$24,959,451**

Catalyzed Project List

Catalyzed Project: [redacted]

Location: [redacted]

Summary: [redacted] includes the redevelopment of the [redacted] into 350,000 square feet of multi-family space. The fully redeveloped Project is expected to infuse significant high-earning residents to provide a strong market for the restaurant and retail space, while the Development of Carew Tower will provide proof of concept for high-rise, luxury residential multi-family units, allowing mixed-use development projects like [redacted] to accelerate and follow suit.

[redacted]	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7
Value Table	$0	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]
Placed Into Service				1	1	1	1
Construction Costs		[redacted]	[redacted]				
Apartment				[redacted]	[redacted]	[redacted]	[redacted]
Hotel							
Industrial							
Office							
Restaurant							
Retail							
Construction FTEs	0	1408	1408	0	0	0	0
Construction Payroll	$0	$69,255,211	$69,255,211	$0	$0	$0	$0
Construction Purchases	$0	$40,000,000	$40,000,000	$0	$0	$0	$0
Retail	$0	[redacted]	[redacted]	$0	$0	$0	$0
Entertainment	$0	[redacted]	[redacted]	$0	$0	$0	$0
Dining	$0	[redacted]	[redacted]	$0	$0	$0	$0
Sales Tax	$0	$3,899,069	$3,899,069	$0	$0	$0	$0
Income Tax	$0	$3,220,367	$3,220,367	$0	$0	$0	$0
Lodging Tax	$0	$394,285	$394,285	$0	$0	$0	$0
Property Tax	$0	$1,000,000	$1,000,000	$0	$0	$0	$0
Total	**$0**	**$8,513,721**	**$8,513,721**	**$0**	**$0**	**$0**	**$0**
FTEs	-	-	-	23	23	23	23
Operations FTEs (37, 43, 49)	-	-	-	4	4	4	4
Tenant FTEs	-	-	-	20	20	20	20
Payroll	$0	$0	$0	$816,667	$816,667	$816,667	$816,667
Operations Payroll	$0	$0	$0	$122,500	$122,500	$122,500	$122,500
Tenant Payroll	$0	$0	$0	$694,167	$694,167	$694,167	$694,167
Retail	$0	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]
Entertainment	$0	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]
Dining	$0	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]
Sales Basis	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Income Basis	$0	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]
Lodging Basis	$0	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]
Property Basis	$0	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]
Sales Tax	$0	$0	$0	$968,217	$968,217	$968,217	$968,217
Income Tax	$0	$0	$0	$740,513	$740,513	$740,513	$740,513
Lodging Tax	$0	$0	$0	$9,914	$9,914	$9,914	$9,914
Property Tax	$0	$0	$0	$6,063,548	$6,063,548	$6,063,548	$6,063,548
Total	**$0**	**$0**	**$0**	**$7,182,191**	**$7,182,191**	**$7,182,191**	**$7,182,191**

Catalyzed Project List

Catalyzed Project: [redacted]

Location: [redacted]

Summary: The redevelopment of the existing building on [redacted] will convert office space to multi-family units. The fully redeveloped Carew Tower Project is expected to infuse significant high-earning residents to provide a strong market for the restaurant and retail space, while the Development of Carew Tower will provide proof of concept for high-rise, luxury residential multi-family units, allowing mixed-use development projects like [redacted] to accelerate and follow suit.

[redacted]	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7
Value Table	$0	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]
Placed Into Service				1	1	1	1
Construction Costs		[redacted]	[redacted]				
Apartment				[redacted]	[redacted]	[redacted]	[redacted]
Hotel							
Industrial							
Office							
Restaurant							
Retail							
Construction FTEs	0	194	194	0	0	0	0
Construction Payroll	$0	$9,522,592	$9,522,592	$0	$0	$0	$0
Construction Purchases	$0	$5,500,000	$5,500,000	$0	$0	$0	$0
Retail	$0	[redacted]	[redacted]	$0	$0	$0	$0
Entertainment	$0	[redacted]	[redacted]	$0	$0	$0	$0
Dining	$0	[redacted]	[redacted]	$0	$0	$0	$0
Sales Tax	$0	$536,122	$536,122	$0	$0	$0	$0
Income Tax	$0	$442,801	$442,801	$0	$0	$0	$0
Lodging Tax	$0	$54,214	$54,214	$0	$0	$0	$0
Property Tax	$0	$137,500	$137,500	$0	$0	$0	$0
Total	**$0**	**$1,170,637**	**$1,170,637**	**$0**	**$0**	**$0**	**$0**
FTEs	-	-	-	7	7	7	7
Operations FTEs (37, 43, 49)	-	-	-	1	1	1	1
Tenant FTEs	-	-	-	6	6	6	6
Payroll	$0	$0	$0	$256,667	$256,667	$256,667	$256,667
Operations Payroll	$0	$0	$0	$38,500	$38,500	$38,500	$38,500
Tenant Payroll	$0	$0	$0	$218,167	$218,167	$218,167	$218,167
Retail	$0	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]
Entertainment	$0	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]
Dining	$0	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]
Sales Basis	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Income Basis	$0	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]
Lodging Basis	$0	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]
Property Basis	$0	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]
Sales Tax	$0	$0	$0	$115,725	$115,725	$115,725	$115,725
Income Tax	$0	$0	$0	$232,733	$232,733	$232,733	$232,733
Lodging Tax	$0	$0	$0	$3,116	$3,116	$3,116	$3,116
Property Tax	$0	$0	$0	$833,738	$833,738	$833,738	$833,738
Total	**$0**	**$0**	**$0**	**$1,185,311**	**$1,185,311**	**$1,185,311**	**$1,185,311**

Catalyzed Project List

Catalyzed Project: [redacted]

Location: [redacted]

Summary: The [redacted] building is undertaking a significant redevelopment of 50,000 Restaurant/Banquet space and 125,000 square feet of office space. The office and event space will be able to draw from the residents of the Project for nearby walkable talent and the event space will allow office users consuming the tower to utilize the banquet space for special events and conferences. The residents provided by the Project are expected to spend approximately $[redacted] annually on entertainment, food and beverage uses, creating a strong market for the [redacted] to move forward wit its development.

[redacted]	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7
Value Table	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Placed Into Service			[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Construction Costs	[redacted]	[redacted]					
Apartment							
Hotel							
Industrial							
Office			[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Restaurant/Events			[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Retail							
Construction FTEs	308	308	0	0	0	0	0
Construction Payroll	$15,149,577	$15,149,577	$0	$0	$0	$0	$0
Construction Purchases	$8,750,000	$8,750,000	$0	$0	$0	$0	$0
Retail	[redacted]	[redacted]	$0	$0	$0	$0	$0
Entertainment	[redacted]	[redacted]	$0	$0	$0	$0	$0
Dining	[redacted]	[redacted]	$0	$0	$0	$0	$0
Sales Tax	$852,921	$852,921	$0	$0	$0	$0	$0
Income Tax	$704,455	$704,455	$0	$0	$0	$0	$0
Lodging Tax	$86,250	$86,250	$0	$0	$0	$0	$0
Property Tax	$218,750	$218,750	$0	$0	$0	$0	$0
Total	**$1,862,376**	**$1,862,376**	**$0**	**$0**	**$0**	**$0**	**$0**
FTEs	-	-	440	440	440	440	440
Operations FTEs (37, 43, 49)	-	-	66	66	66	66	66
Tenant FTEs	-	-	374	374	374	374	374
Payroll	$0	$0	$44,940,476	$44,940,476	$44,940,476	$44,940,476	$44,940,476
Operations Payroll	$0	$0	$6,741,071	$6,741,071	$6,741,071	$6,741,071	$6,741,071
Tenant Payroll	$0	$0	$38,199,405	$38,199,405	$38,199,405	$38,199,405	$38,199,405
Retail	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Entertainment	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Dining	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Sales Basis	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Income Basis	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Lodging Basis	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Property Basis	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Sales Tax	$0	$0	$713,700	$713,700	$713,700	$713,700	$713,700
Income Tax	$0	$0	$2,089,732	$2,089,732	$2,089,732	$2,089,732	$2,089,732
Lodging Tax	$0	$0	$19,215	$19,215	$19,215	$19,215	$19,215
Property Tax	$0	$0	$1,326,401	$1,326,401	$1,326,401	$1,326,401	$1,326,401
Total	**$0**	**$0**	**$4,149,048**	**$4,149,048**	**$4,149,048**	**$4,149,048**	**$4,149,048**

Catalyzed Project List

Catalyzed Project: [redacted]

Location: [redacted]

Summary: [redacted] will provide a variety of uses into the Downtown Cincinnati market, including residential space, office space, restaurant and retail. The Project will accelerate this development by providing a walkable living option for office employees, and over [redacted] in expenditures from residents on retail and restaurant uses combined, and causing another [redacted] in indirect retail and dining expenditures to the Surrounding Area, generating an appealing market opportunity for this Development.

[redacted]	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7
Value Table	$0	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]
Placed Into Service				[redacted]	[redacted]	[redacted]	[redacted]
Construction Costs		[redacted]	[redacted]				
Apartment				[redacted]	[redacted]	[redacted]	[redacted]
Hotel							
Industrial							
Office				[redacted]	[redacted]	[redacted]	[redacted]
Restaurant				[redacted]	[redacted]	[redacted]	[redacted]
Retail				[redacted]	[redacted]	[redacted]	[redacted]
Construction FTEs	0	296	296	0	0	0	0
Construction Payroll	$0	$14,543,594	$14,543,594	$0	$0	$0	$0
Construction Purchases	$0	$8,400,000	$8,400,000	$0	$0	$0	$0
Retail	$0	[redacted]	[redacted]	$0	$0	$0	$0
Entertainment	$0	[redacted]	[redacted]	$0	$0	$0	$0
Dining	$0	[redacted]	[redacted]	$0	$0	$0	$0
Sales Tax	$0	$818,804	$818,804	$0	$0	$0	$0
Income Tax	$0	$676,277	$676,277	$0	$0	$0	$0
Lodging Tax	$0	$82,800	$82,800	$0	$0	$0	$0
Property Tax	$0	$210,000	$210,000	$0	$0	$0	$0
Total	**$0**	**$1,787,881**	**$1,787,881**	**$0**	**$0**	**$0**	**$0**
FTEs	-	-	-	214	214	214	214
Operations FTEs (37, 43, 49)	-	-	-	32	32	32	32
Tenant FTEs	-	-	-	182	182	182	182
Payroll	$0	$0	$0	$16,515,952	$16,515,952	$16,515,952	$16,515,952
Operations Payroll	$0	$0	$0	$2,477,393	$2,477,393	$2,477,393	$2,477,393
Tenant Payroll	$0	$0	$0	$14,038,560	$14,038,560	$14,038,560	$14,038,560
Retail	$0	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]
Entertainment	$0	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]
Dining	$0	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]
Sales Basis	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Income Basis	$0	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]
Lodging Basis	$0	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]
Property Basis	$0	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]
Sales Tax	$0	$0	$0	$1,588,432	$1,588,432	$1,588,432	$1,588,432
Income Tax	$0	$0	$0	$848,282	$848,282	$848,282	$848,282
Lodging Tax	$0	$0	$0	$42,765	$42,765	$42,765	$42,765
Property Tax	$0	$0	$0	$1,273,345	$1,273,345	$1,273,345	$1,273,345
Total	**$0**	**$0**	**$0**	**$3,752,824**	**$3,752,824**	**$3,752,824**	**$3,752,824**

Catalyzed Project List

Catalyzed Project: [redacted]

Location: [redacted]

Summary: [redacted] will provide a mixture of residential development, office and retail. The Project will accelerate this development by providing a walkable living option for office employees, and over $[redacted] million in expenditures from residents on retail and restaurant uses combined, and causing another $[redacted] million in indirect retail and dining expenditures to the Surrounding Area, generating an appealing market opportunity for this Development.

[redacted]	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7
Value Table	$0	$0	$0	$24,750,000	$24,750,000	$24,750,000	$24,750,000
Placed into Service				[redacted]	[redacted]	[redacted]	[redacted]
Construction Costs		[redacted]	[redacted]				
Apartment				[redacted]	[redacted]	[redacted]	[redacted]
Hotel							
Industrial							
Office				[redacted]	[redacted]	[redacted]	[redacted]
Restaurant							
Retail				[redacted]	[redacted]	[redacted]	[redacted]
Construction FTEs	0	174	174	0	0	0	0
Construction Payroll	$0	$8,570,332	$8,570,332	$0	$0	$0	$0
Construction Purchases	$0	$4,950,000	$4,950,000	$0	$0	$0	$0
Retail	$0	[redacted]	[redacted]	$0	$0	$0	$0
Entertainment	$0	[redacted]	[redacted]	$0	$0	$0	$0
Dining	$0	[redacted]	[redacted]	$0	$0	$0	$0
Sales Tax	$0	$482,510	$482,510	$0	$0	$0	$0
Income Tax	$0	$398,520	$398,520	$0	$0	$0	$0
Lodging Tax	$0	$48,793	$48,793	$0	$0	$0	$0
Property Tax	$0	$123,750	$123,750	$0	$0	$0	$0
Total	**$0**	**$1,053,573**	**$1,053,573**	**$0**	**$0**	**$0**	**$0**
FTEs	-	-	-	23	23	23	23
Operations FTEs (37, 43, 49)	-	-	-	4	4	4	4
Tenant FTEs	-	-	-	20	20	20	20
Payroll	$0	$0	$0	$1,494,905	$1,494,905	$1,494,905	$1,494,905
Operations Payroll	$0	$0	$0	$224,236	$224,236	$224,236	$224,236
Tenant Payroll	$0	$0	$0	$1,270,669	$1,270,669	$1,270,669	$1,270,669
Retail	$0	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]
Entertainment	$0	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]
Dining	$0	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]
Sales Basis	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Income Basis	$0	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]
Lodging Basis	$0	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]
Property Basis	$0	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]
Sales Tax	$0	$0	$0	$202,707	$202,707	$202,707	$202,707
Income Tax	$0	$0	$0	$183,926	$183,926	$183,926	$183,926
Lodging Tax	$0	$0	$0	$5,457	$5,457	$5,457	$5,457
Property Tax	$0	$0	$0	$750,364	$750,364	$750,364	$750,364
Total	**$0**	**$0**	**$0**	**$1,142,455**	**$1,142,455**	**$1,142,455**	**$1,142,455**

Catalyzed Project List

Catalyzed Project: The [redacted]

Location: [redacted]

Summary: The [redacted] building will include 20,000 square feet of office development. The Project will accelerate this development by providing a walkable living option for office employees and nearby restaurant and retail amenities for the office employees.

[redacted]	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7
Value Table	$0	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]
Placed Into Service				[redacted]	[redacted]	[redacted]	[redacted]
Construction Costs		[redacted]	[redacted]				
Apartment							
Hotel							
Industrial							
Office				[redacted]	[redacted]	[redacted]	[redacted]
Restaurant							
Retail							
Construction FTEs	0	84	84	0	0	0	0
Construction Payroll	$0	$4,112,028	$4,112,028	$0	$0	$0	$0
Construction Purchases	$0	$2,375,000	$2,375,000	$0	$0	$0	$0
Retail	$0	[redacted]	[redacted]	$0	$0	$0	$0
Entertainment	$0	[redacted]	[redacted]	$0	$0	$0	$0
Dining	$0	[redacted]	[redacted]	$0	$0	$0	$0
Sales Tax	$0	$231,507	$231,507	$0	$0	$0	$0
Income Tax	$0	$191,209	$191,209	$0	$0	$0	$0
Lodging Tax	$0	$23,411	$23,411	$0	$0	$0	$0
Property Tax	$0	$59,375	$59,375	$0	$0	$0	$0
Total	**$0**	**$505,502**	**$505,502**	**$0**	**$0**	**$0**	**$0**
FTEs	-	-	-	57	57	57	57
Operations FTEs (37, 43, 49)	-	-	-	9	9	9	9
Tenant FTEs	-	-	-	49	49	49	49
Payroll	$0	$0	$0	$6,857,143	$6,857,143	$6,857,143	$6,857,143
Operations Payroll	$0	$0	$0	$1,028,571	$1,028,571	$1,028,571	$1,028,571
Tenant Payroll	$0	$0	$0	$5,828,571	$5,828,571	$5,828,571	$5,828,571
Retail	$0	$0	$0	$0	$0	$0	$0
Entertainment	$0	$0	$0	$0	$0	$0	$0
Dining	$0	$0	$0	$0	$0	$0	$0
Sales Basis	$0	$0	$0	$0	$0	$0	$0
Income Basis	$0	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]
Lodging Basis	$0	$0	$0	$0	$0	$0	$0
Property Basis	$0	$0	$0	[redacted]	[redacted]	[redacted]	[redacted]
Sales Tax	$0	$0	$0	$0	$0	$0	$0
Income Tax	$0	$0	$0	$318,857	$318,857	$318,857	$318,857
Lodging Tax	$0	$0	$0	$0	$0	$0	$0
Property Tax	$0	$0	$0	$360,023	$360,023	$360,023	$360,023
Total	**$0**	**$0**	**$0**	**$678,880**	**$678,880**	**$678,880**	**$678,880**

Catalyzed Project Impacts

Post-Construction Completion Period

CATALYZED PROJECTS	Year 1	Year 2	Year 3	Year 4	Year 5	Total
FTEs	2480	2904	2904	2904	2904	**2904**
Payroll	$215,769,090	$244,652,090	$244,652,090	$244,652,090	$244,652,090	**$244,652,090**
Retail	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Entertainment	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Dining	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]

DIRECT & INDIRECT	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Sales Basis	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Income Basis	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Lodging Basis	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Property Basis	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Sales Tax	$12,110,509	$16,039,916	$16,068,690	$16,098,902	$16,130,625	**$76,448,641**
Income Tax	$10,727,771	$14,144,190	$14,146,161	$14,148,230	$14,150,403	**$67,316,755**
Lodging Tax	$11,498,052	$11,603,844	$11,604,619	$11,605,432	$11,606,286	**$57,918,233**
Property Tax	$8,754,248	$22,037,209	$22,180,460	$22,330,874	$22,488,809	**$97,791,601**
Total	**$43,090,580**	**$62,682,724**	**$62,857,495**	**$63,041,004**	**$63,233,688**	**$294,905,490**

3. Total Impacts

Total Impacts

Construction Activity

The Project's will create, cause and accelerate a total one-time infusion of 11,351 construction jobs and $588 million in payroll from construction activity from both the Project and Catalytic Projects resulting from over [redacted] in Project construction and [redacted] in Catalytic Project construction.

Jobs and Payroll

Additionally, the Project will create, cause and accelerate a total of 3,764 jobs, of which the 546 will be employed by the project and another 3,218 indirectly caused or accelerated as a result of the Project.

Retail, Entertainment and Dining Sales

The Project will additionally generate, cause and accelerate over [redacted] in retail, dining and entertainment sales over a five-year period, including an immediate infusion of [redacted] in sales from construction activity. Of these sales figures, [redacted] will come directly from the Project, driving an additional [redacted] to the Surrounding Area and causing/accelerating another [redacted] from Catalyzed Projects.

Taxes

The Project will result in approximately $454 million in State and Local Taxes, of which $382 million will be generated during the Completion Period from Project operations, Surrounding Area impacts and Catalyzed Project impacts. The additional $73 million comes in the form of Construction Period Taxes.

II. TOTAL CONSTRUCTION PERIOD IMPACTS

A. Total Construction Period Impacts: Construction Jobs

Year	Full-Time Equivalents	TOTAL Projected Payroll
1	5,676	$294,135,691
2	5,676	$294,135,691
3	-	$0
4	-	$0
5	-	$0
	11,352	**$588,271,381**

B.Total Construction Period Impacts: Retail, Entertainment and Dining Sales

Year	Projected Retail Sales	Projected Entertainment Sales	Projected Dining Sales	TOTAL Projected Sales/Year
1	[redacted]	[redacted]	[redacted]	[redacted]
2	[redacted]	[redacted]	[redacted]	[redacted]
3	$0	$0	$0	$0
4	$0	$0	$0	$0
5	$0	$0	$0	$0
	[redacted]	[redacted]	[redacted]	[redacted]

C. Total Construction Period Impacts: Sales, Income, Lodging and Property Taxes

Year	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax	TOTAL Projected Taxes
1	$17,263,961	$13,677,310	$1,582,760	$3,877,203	$36,401,233
2	$17,273,037	$13,677,310	$1,582,760	$3,885,163	$36,418,269
3	$0	$0	$0	$0	$0
4	$0	$0	$0	$0	$0
5	$0	$0	$0	$0	$0
	$34,536,998	**$27,354,619**	**$3,165,520**	**$7,762,366**	**$72,819,503**

III. TOTAL COMPLETION PERIOD IMPACTS *(totals inputs from Completion Period Impacts worksheet)*

A. Total Completion Period Impacts: Operational Jobs

Year	Full-Time Equivalents	TOTAL Projected Payroll
1	482	$38,830,629
2	549	$43,626,900
3	553	$44,149,050
4	559	$44,741,232
5	565	$45,417,929
		$216,765,741

B. Total Completion Period Impacts: Tenant Jobs

Year	Full-Time Equivalents	TOTAL Projected Payroll
1	2673	$237,370,889
2	3062	$265,637,480
3	3098	$269,793,744
4	3143	$274,475,846
5	3199	$279,789,587
		$1,327,067,546

C. Total Completion Period Impacts: Retail, Entertainment and Dining Sales

Year	Projected Retail Sales	Projected Entertainment Sales	Projected Dining Sales	TOTAL Projected Sales/Year
1	[redacted]	[redacted]	[redacted]	[redacted]
2	[redacted]	[redacted]	[redacted]	[redacted]
3	[redacted]	[redacted]	[redacted]	[redacted]
4	[redacted]	[redacted]	[redacted]	[redacted]
5	[redacted]	[redacted]	[redacted]	[redacted]
	[redacted]	[redacted]	[redacted]	[redacted]

D. Total Completion Period Impacts: Sales, Income, Lodging and Property Taxes

Year	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax	TOTAL Projected Taxes
1	$14,537,678	$14,391,758	$11,544,246	$13,641,923	$54,115,605
2	$18,588,444	$17,991,376	$11,654,780	$29,912,236	$78,146,835
3	$18,744,644	$18,185,706	$11,661,142	$31,925,830	$80,517,322
4	$18,908,654	$18,389,752	$11,668,582	$34,212,354	$83,179,343
5	$19,080,864	$18,604,001	$11,677,344	$36,832,411	$86,194,621
	$89,860,284	**$87,562,593**	**$58,206,094**	**$146,524,755**	**$382,153,726**

Total Impacts

I. TOTAL ECONOMIC IMPACTS *(Construction Period Impacts + Completion Period Impacts)*

A. Summary: Total Project Impacts

	TOTAL Projected FTEs	TOTAL Projected Payroll	TOTAL Projected Sales	TOTAL Projected Taxes
Construction Period Impacts	11,352	$588,271,381	[redacted]	$72,819,503
Completion Period Impacts	3,764	$1,543,833,287	[redacted]	$382,153,726
	15,116	**$2,132,104,668**	[redacted]	**$454,973,229**

Total Impacts

The table to the right illustrates that projected taxes ($454 million) meet at least 10% of the total development costs $16 million).

Further, when combining the Construction Period and the first year after construction, the project significantly exceeds the 10% development cost threshold by $110 million dollars.

TMUD Credit Objectives	
TMUD Project Cost	$160,000,000
10% of Development Cost Threshold	$16,000,000
Construction Taxes	$72,819,503
First Year Post-Construction Taxes	$54,115,605
Construction + Year 1	$126,935,108
Total Taxes	$454,973,229
Achieved 10% Taxes Threshold	YES
Achieve Alternative Method Potential	YES

EIS Preparer Qualifications

EIS Preparer Qualifications

Vista Site Selection LLC is a newly formed company, founded in September of 2022 by the law firm Vorys, Sater, Seymour and Pease LLP, focused on economic development, economic analysis, economic incentives and site location consulting. Vista's management team has over 75 years of collective experience in Economic Development and Site Selection in 49 US States and includes certified data analysts, economic consultants and GIS specialists, among others.

Vista's services included:

- Economic Insights, including Economic Footprint and Economic Impact Analysis
- Labor Analytics
- Development of Advanced, Customized Data Analytics Platforms and Mapping
- Retail Performance and Growth Analytics
- Return on Investment Insights for Companies and Communities
- Corporate Site Selection Advisory
- Tax Credit and Incentives Advisory
- Economic and Market Analysis



EIS Preparer Qualifications

This analysis will be performed by Chris Magill. Chris is a Managing Director for Vista Site Selection. Chris has significant experience consulting on capital investment projects and has strategically negotiated and analyzed tax credit, grant and loan-financing solutions for capital investment projects in over 20 different states. Further, Chris utilizes data analytics to help better inform business leaders and site administrators on project ROI, economic impacts, site decisions and market conditions. Prior to joining Vista Site Selection, Chris served as the Economic Development Director at the Ice Miller law firm for 11 years, consulting on various matters related to economic development, economic incentives, public-private partnerships, community advisory and economic impact analysis. Prior to his time at Ice Miller, Chris worked at the Ohio Department of Development ("ODOD"), serving as the Executive Director of the Ohio Tax Credit Authority. During his time at ODOD, Chris managed and structured various tax credit programs and co-developed various economic incentive calculation tools.

Chris carries various economic certifications and has nearly 15 years of experience in authoring economic impact statements and analysis tools. Chris has experience instructing economic impact, fiscal return-on-investment and economic development courses for the International Economic Development and the Ohio Economic Development Association. Further, has volunteered his time instructing pro forma development courses for the Knowlton School of Architecture and Fisher College of Business at The Ohio State University in relation to the annual Urban Land Institute Student Heinz Competition and has served as a Planning Committee member and annual speaker for the Ohio Tax Conference. Chris also serves as the Vice President of the Board of Directors of the Ohio Statewide Development Corporation. Chris' credentials include:

- Certification in Economic Measurement, *National Association of Business Economics*
- Certification of Business Applications of Statistics and Data Analytics, *National Association of Business Economics*
- Certification of Economic Strategy and Managerial Decision Making, *National Association of Business Economics*
- Master's in Business Administration, *Ohio University*

EIS Preparer Qualifications

Prior to joining Vista, Chris Magill's related experience includes the following projects. It is worth noting that the majority of these projects were undertaken by Chris during his time at Ice Miller Whiteboard, LLC prior to joining Vista in January of 2023:

Economic Impact Project	Locality	Category
Arts N' Stark Market	Canton, Ohio	Retail
Cannabis Industry Analysis	Ohio	New Industry
Central Franklinton Development	Columbus, Ohio	Mixed-Use
Confidential Manufacturing Tenant	Rural Ohio	Manufacturing
Confidential Manufacturing Tenant	Midwestern US	Manufacturing
Confidential Office Headquarters Relocation 1	East Indiana	Office
Confidential Office Headquarters Relocation 2	Central Ohio	Office
Confidential Sports Facility Project 1	Central Ohio	Arena/Stadium
Confidential Sports Facility Project 2	Central Ohio	Arena/Stadium
Confidential Sports Facility Project 3	Ohio	Arena/Stadium
Confidential State-wide ROI Calculator	Confidential	Calculation Tool
Confidential Warehouse Development	Central Ohio	Industrial
CoverMyMeds Campus	Columbus, Ohio	Mixed-Use
CoverMyMeds Campus TMUD Alternative Method Analysis	Columbus, Ohio	Tax Impact Review
Downtown Painesville to Grand River Corridor	Painesville, Ohio	Mixed-Use
Economic Impact of Venture Capital to Ohio	Ohio	Industry
Erieview Tower	Cleveland, Ohio	Mixed-Use
Gahanna ROI Calculation Tool	Gahanna, Ohio	Calculation Tool
Goodwill Industries	Indianapolis, Indiana	Retail
Hall of Fame Village Phase 2	Canton, Ohio	Mixed-Use
Hall of Fame Village Phase 2 Alternative Method Analysis	Canton, Ohio	Mixed-Use
High North	Worthington, Ohio	Mixed-Use
Historic Flats	Cleveland, Ohio	Mixed-Use
JPMorgan Chase R&D	Columbus, Ohio	Office/R&D
Mason ROI Calculation Tool	Mason, Ohio	Calculation Tool
Merchant Building/North Market Tower	Columbus, Ohio	Mixed-Use
Montgomery County Fairgrounds	Montgomery County, Ohio	Mixed-Use
Municipal Return-on-Investment/Fiscal Calculator	Grove City, Ohio	Land Use Plan
OEDA Economic Impact and ROI Course	Ohio	Course Instruction
Renkert Building	Canton, Ohio	Mixed-Use
The District at Clifton Heights	Cincinnati, Ohio	Mixed-Use
Trew Automation LLC	Fairfield, Ohio	Office/R&D
Valor Acres	Brecksville, Ohio	Mixed-Use
Water Street District Phase II	Dayton, Ohio	Mixed-Use
Whitehall Development Blueprint	Whitehall, Ohio	Land Use Plan

Appendix A – Catalytic Project List

city of CINCINNATI
COMMUNITY & ECONOMIC DEVELOPMENT

September 7, 2023

Ms. Lydia Mihalik
Director, Ohio Department of Development
State of Ohio
77 South High Street, 29th Floor
Columbus, OH 43215

Dear Director Mihalik:

The City of Cincinnati is excited about the true transformational effect the Carew Tower redevelopment (the "Project") will have to its immediate half-mile radius, positively impacting the surrounding downtown residents, employers, institutions, and visitors. The purpose of this letter is to attest to the catalytic effect this Project will have in causing or accelerating key developments in the City of Cincinnati, specifically within the surrounding half-mile radius of the Project. From our experience with this developer over the years including recent challenging times, they have met their obligations to date.

In addition to the immense impacts this Project will have to the City of Cincinnati, Hamilton County, and the region, the sheer volume of residents and commercial activity brought forth by the Project will accelerate a number of proposed, defined development projects that will be placed into service after the Project is complete. This full list of such developments can be found in the attached Exhibit A to this document. Further, the Project will enhance our ability to attract new businesses, retain existing business, and cultivate top talent with exciting live-work opportunities.

We appreciate your consideration of a Transformational Mixed Use Development Tax Credit Award for this Project and if you have any questions, do not hesitate to contact Justin Halter, Development Officer at: 513-352-6241 or justin.halter@cincinnati-oh.gov.

Sincerely,

Markiea L. Carter

Markiea L. Carter, Director

Exhibit A: Catalyzed Projects within a half-mile Radius of the Carew Project Site, in City of Cincinnati

Project	Address	Placed Into Service	SF	Residential	Hotel	Office	Restaurant	Retail
[redacted]	[redacted]	2026	346,000	346,000				
		2026	304,211			304,211		
		2027	510,000	475,000			20,000	15,000
		2026	560,000		560,000			
		2027	350,000	350,000				
		2027	110,000	110,000				
		2026	175,000			125,000	50,000	
		2027	130,000	40,000		40,000	25,000	25,000
		2027	65,000	57,000		3,000		5,000
		2027	20,000			20,000		
Totals			2,570,211	1,378,000	560,000	492,211	95,000	45,000

VISTA SITE SELECTION

hunden partners

Cincinnati, Ohio Headquarter Hotel TMUD Economic Impact Statement



September 8, 2023

Construction Period Impacts (All figures shown in thousands)

Construction Period Impacts: Project

The Project is projected to cost $415.2 million (provided by the developer). Hunden assumed that labor would account for 60 percent of the Project cost, while materials would could for the remaining 40 percent. As a result, the Project is projected to generate 3,519 job-years from construction, evenly distributed between the two-year projected construction timeline.

Hunden assumed that construction workers would spend [redacted] percent of their annual salaries on retail goods, [redacted] percent of their annual salaries on entertainment in the local market. Hunden assumed workers would receive daily food and beverage stipends of [redacted] throughout the construction period.

Hunden used the combined state, county and local tax rates for sales [redacted]), income ([redacted]) and lodging ([redacted]) taxes due to the Project's location in downtown Cincinnati.

Sales taxes were generated as a result of retail, entertainment and dining sales, as well as material costs (40 percent of the Project budget) from the Project. Income taxes were generated from the number of construction jobs needed for the Project. Hunden assumed that 5 percent of the construction workforce would require travel, such as consultants and specialty contractors. This resulted in roughly 4,800 hotel nights.

Construction Project Impacts: Jobs

Year	Full-Time Equivalents	Average Hourly Wage	TOTAL Projected Payroll
1	[redacted]	[redacted]	[redacted]
[redacted]			
3			
4			
5			
	[redacted]	[redacted]	$ 259,273

Construction Project Impacts: Retail, Entertainment & Dining Sales

Year	Projected Retail Sales	Projected Entertainment Sales	Projected Dining Sales	TOTAL Projected Sales/Year
1	[redacted]	[redacted]	[redacted]	[redacted]
2				
3				
4				
5				
	[redacted]	[redacted]	[redacted]	[redacted]

Construction Project Impacts: Sales, Income, Lodging & Property Taxes

Year	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax	TOTAL Projected Taxes
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
3					$ -
4					$ -
5					$ -
	$ 25,076	$ 9,373	$ 189	$ -	$ 34,638

Construction Period Impacts: Development

The Development is projected to cost $200 million. Hunden assumed that labor would account for [redacted] percent of the Development cost, while materials would could for the remaining [redacted] percent. As a result, the Development is projected to generate 1,678 job-years from construction, evenly distributed between the two-year projected construction timeline.

Hunden assumed that construction workers would spend [redacted] percent of their annual salary on retail goods, [redacted] percent of their annual salaries on entertainment in the local market. Hunden assumed workers would receive daily food and beverage stipends of [redacted] throughout the construction period.

Hunden used the combined state, county and local tax rates for sales ([redacted]), income ([redacted]) and lodging ([redacted]) taxes due to the Development's location in downtown Cincinnati.

Sales taxes were generated as a result of retail, entertainment and dining sales, as well as material costs ([redacted] percent of the Development budget) from the Development. Income taxes were generated from the number of construction jobs needed for the Development.

Construction Development Impacts: Jobs

Year	Full-Time Equivalents	Average Hourly Wage	TOTAL Projected Payroll
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]			
3			
4			
5			
[redacted]	[redacted]	[redacted]	$ 121,800

Construction Development Impacts: Retail, Entertainment & Dining Sales

Year	Projected Retail Sales	Projected Entertainment Sales	Projected Dining Sales	TOTAL Projected Sales/Year
1	[redacted]	[redacted]	[redacted]	[redacted]
2				
3				$ -
4				$ -
5				$ -
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]

Construction Development Impacts: Sales, Income, Lodging & Property Taxes

Year	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax	TOTAL Projected Taxes
1	$ [redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]					
3					$ -
4					$ -
5					$ -
	$ 17,335	$ 5,317	$ 127	$ -	$ 22,779

Construction Period Impacts: Surrounding Area

Hunden utilized a Lightcast Impact Scenario spending report based on the level of spending for the Project/Development and omitted any impacts within catalyzed projects to calculate direct and indirect impacts of construction within the surrounding areas of the hotel development and convention center expansion.

The three zip codes included within the scope of the Project and Development include 45214, 45203 and 45202.

Lightcast provided projections for the number of jobs and total direct and indirect spending from other construction within these zip codes throughout the construction period of the Project and Development.

Construction Surrounding Area Impacts: Jobs

Year	Full-Time Equivalents	Average Hourly Wage	TOTAL Projected Payroll
			$ 2,477

Construction Surrounding Area Impacts: Retail, Entertainment & Dining Sales

Year	Projected Retail Sales	Projected Entertainment Sales	Projected Dining Sales	TOTAL Projected Sales/Year
1				
2				
3				
4				
5				

Construction Surrounding Area Impacts: Sales, Income, Lodging & Property Taxes

Year	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax	TOTAL Projected Taxes
1	$ 8	$ 107	$ -	$ -	$ 115

Construction Period Impacts: Catalyzed Projects

Hunden was provided a list of catalyzed Projects by 3CDC. Based of various project costs and construction timelines, Hunden projected the overall impact of each project.

Hunden assumed that construction workers would spend [redacted] percent of their annual salary on retail goods, [redacted] percent of their annual salaries on entertainment and [redacted] percent of their annual salary in the local market.

Hunden assumed that labor would account for [redacted] percent of the Catalyzed Project costs, while materials would could for the remaining [redacted] percent.

Due to varying starting and ending construction timelines, overall construction impact fluctuated throughout the five-year period following the opening of the Project and Development.

The following slide provides and overview of the list of Catalyzed Projects, including costs and estimated starting and ending construction dates.

Construction Catalyzed Impacts: Jobs

Year	Full-Time Equivalents	Average Hourly Wage	TOTAL Projected Payroll
			$ 1,844,153

Construction Catalyzed Impacts: Retail, Entertainment & Dining Sales

Year	Projected Retail Sales	Projected Entertainment Sales	Projected Dining Sales	TOTAL Projected Sales/Year
1				
2				
3				
4				
5	$ -	$ -	$ -	$ -

Construction Catalyzed Impacts: Sales, Income, Lodging & Property Taxes

Year	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax	TOTAL Projected Taxes
1					
5	$ -	$ -	$ -		$ -
	$ 46,674	$ 16,178	$ 11,132	$ -	$ 73,984

Catalyzed Project Summary

Cincinnati Headquarter Hotel Catalyzed Project Summary

Project Name	Use	Total SF	Hospitality	Hotel Keys	Retail/Restaurant	Residential	Garage	Office	Estimated Cost	Start Date	End Date
-	Mixed-Use	345,000	-	-			-	-		1/1/27	6/30/28
-	Mixed-Use	128,000	-	-		-	-			1/1/27	1/1/28
-	Mixed-Use	276,000	-	-			-	-		1/1/27	6/30/28
-	Music/Sports Arena	710,000		-	-	-	-			1/1/27	6/30/28
-	Mixed-Use	200,000	-	-	-	-	-	-		1/1/29	6/30/30
-	Hospitality	79,000	-		-	-	-	-		1/1/27	3/1/28
-	Hospitality	85,000	-		-	-	-	-		1/1/27	3/1/28
-	Mixed-Use	103,000	-	-			-	-		1/1/27	3/1/28
- Other Hotel Renovations	-	-	-	-	-	-	-	-	-	-	-
	Hospitality	-	-		-	-	-	-	$	1/1/27	8/20/27
	Hospitality	-	-		-	-	-	-		1/1/27	8/20/27
	Hospitality	-	-		-	-	-	-		1/1/27	8/20/27
Total		**1,926,000**	**890,000**	**1,572**	**95,000**	**645,000**	**-**	**132,000**	**1,254,100,000**		

Source: 3CDC

Completion Period Impacts
(All figures shown in thousands)

Completion Period Impacts: Project

Hunden ran a Smith Travel Research HOST report including nine regional headquarter hotels to understand their performance. By applying these competitive hotels' performance with penetration model of the Cincinnati market, Hunden projected the performance of the Project hotel.

Impact generated by the Project is driven by spending within the headquarter hotel. Spending within the hotel includes room rates, catering, other food and beverage and use of hotel amenity spaces. Spending within the Project is projected to increase over the first four years of operation as the hotel stabilizes in the market. Hunden applied IMPLAN multipliers (sourced from the Cincinnati market) to the direct spending within the Project to produce the combined level of direct and indirect impact due to the Project.

Hunden assumed that for the total number of jobs created due to the Project, [redacted] percent of jobs would be classified as operational jobs and [redacted] percent would be classified as tenant jobs. This assumption is a typical split based on IMPLAN reports, of which [redacted] percent are classified as "operations" under SIC codes that start with 37, 43 and 49.

Hunden used the combined state, county and local tax rates for sales ([redacted]), income ([redacted]) and lodging ([redacted]) taxes due to the Project's location in downtown Cincinnati.

Project Impacts: Operational Jobs

Year	Full-Time Equivalents	Average Hourly Wage	TOTAL Projected Payroll
1		$	$
2		$	$
3		$	$
4		$	$
5		$	$
		$	**$ 44,582**

Project Impacts: Tenant Jobs

Year	Full-Time Equivalents	Average Hourly Wage	TOTAL Projected Payroll
1		$	$
2		$	$
3		$	$
4		$	$
5		$	$
		$	**$ 252,630**

Project Impacts: Retail, Entertainment & Dining Sales

Year	Projected Retail Sales	Projected Entertainment Sales	Projected Dining Sales	TOTAL Projected Sales/Year
1	$			
2	$			
3	$			
4	$			
5	$			
	$			

Project Impacts: Sales, Income, Lodging & Property Taxes

Year	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax	TOTAL Projected Taxes
1	$				
2	$				
	$ 16,012	**$ 7,267**	**$ 10,718**	**$ 6,460**	**$ 40,458**

Completion Period Impacts: Development

Projections for the Development were made by using the current level of activity within the Duke Energy Convention Center as a baseline of activity. With the expansion of the convention center and the introduction of a headquarter hotel into the market, Hunden projected an overall increase of [redacted] percent activity within the convention center, bringing more conventions, trade shows, special events, meeting and banquets into Cincinnati. As a more competitive regional group travel market, the expansion of the convention center and addition of the hotel are projected to drive increased spending and impact to the city and state.

Hunden applied IMPLAN multipliers (sourced from the Cincinnati market) to the direct spending within the convention center to produce the combined level of direct and indirect spending due to the Development.

Hunden assumed that for the total number of jobs created due to the Project, [redacted] percent of jobs would be classified as operational jobs and [redacted] percent would be classified as tenant jobs.

Hunden used the combined state, county and local tax rates for sales ([redacted]), income ([redacted]) and lodging ([redacted]) taxes due to the Project's location in downtown Cincinnati.

As a publicly owned asset, the convention center is not projected to pay property taxes.

Development Impacts: Operational Jobs

Year	Full-Time Equivalents	Average Hourly Wage	TOTAL Projected Payroll
1	[redacted]	$ [redacted]	$ [redacted]
2		$	$
3		$	$
4		$	$
5		$	$
	[redacted]	$	$ 87,332

Development Impacts: Tenant Jobs

Year	Full-Time Equivalents	Average Hourly Wage	TOTAL Projected Payroll
1	[redacted]	$ [redacted]	$ [redacted]
2		$	$
3		$	$
4		$	$
5		$	$
	[redacted]	$	$ 494,881

Development Impacts: Retail, Entertainment & Dining Sales

Year	Projected Retail Sales	Projected Entertainment Sales	Projected Dining Sales	TOTAL Projected Sales/Year
1	[redacted]	[redacted]	[redacted]	[redacted]

Development Impacts: Sales, Income, Lodging & Property Taxes

Year	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax	TOTAL Projected Taxes
1	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
	$ 27,918	$ 12,036	$ 9,933		$ 49,887

Completion Period Impacts: Surrounding Area

Hunden utilized a Lightcast Impact Scenario spending report based on the level of spending for the Project and Development and omitted any impacts within catalyzed projects to calculate direct and indirect impacts of job creation in the surrounding areas. The three zip codes included within the scope of the Project and Development include 45214, 45203 and 45202.

Hunden referenced U.S. Census Bureau data for household spending on retail goods, entertainment and dining within the 45214, 45203 and 45202 zip codes to determine the projected sales levels within the relevant surrounding areas over the five-year period after the Project's opening.

Hunden analyzed the changes in property tax levels within comparable markets that recently completed headquarter hotel projects. Hunden then compared the total market value of properties within the 45214, 45203 and 45202 zip codes from the Hamilton County Treasurer to calculate the total indirect impact in projected property tax over the five-year period.

Surrounding Area Impacts: Operational Jobs

Year	Full-Time Equivalents	Average Hourly Wage	TOTAL Projected Payroll
1		$	$
2		$	$
3		$	$
4		$	$
5		$	$
		$	**$ 9,995**

Surrounding Area Impacts: Tenant Jobs

Year	Full-Time Equivalents	Average Hourly Wage	TOTAL Projected Payroll
1		$	$
2		$	$
3		$	$
4		$	$
5		$	$
		$	**$ 56,638**

Surrounding Area Impacts: Retail, Entertainment & Dining Sales

Year	Projected Retail Sales	Projected Entertainment Sales	Projected Dining Sales	TOTAL Projected Sales/Year
1				

Surrounding Area Impacts: Sales, Income, Lodging & Property Taxes

Year	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax	TOTAL Projected Taxes
1	$	$	$		
	$ 125,149	**$ 2,865**	**$ 8,947**	**$ 785,024**	**$ 921,985**

Completion Period Impacts: Catalyzed Projects

Hunden ran proformas for each of the catalyzed projects provided by 3CDC that would be directly caused or accelerated by the Project/Development in accordance with each Catalyzed Project's projected completion date. The resulting levels of spending within each Catalyzed Project were applied to IMPLAN multipliers to determine the level of direct and indirect impact produced by each project.

The tables to the right provide a combined impact from all Catalyzed Projects. The following slides will provide impact summaries from each of the individual Catalyzed Projects.

Performance assumptions by asset class are summarized on the following slide.

Catalyzed Projects Impacts: Operational Jobs

Year	Full-Time Equivalents	Average Hourly Wage	TOTAL Projected Payroll
1			
		$	$ 114,448

Catalyzed Projects Impacts: Tenant Jobs

Year	Full-Time Equivalents	Average Hourly Wage	TOTAL Projected Payroll
1			
		$	$ 648,537

Catalyzed Projects Impacts: Retail, Entertainment & Dining Sales

Year	Projected Retail Sales	Projected Entertainment Sales	Projected Dining Sales	TOTAL Projected Sales/Year
1				

Catalyzed Projects Impacts: Sales, Income, Lodging & Property Taxes

Year	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax	TOTAL Projected Taxes
1					
	$ 90,898	$ 37,046	$ 37,133	$ 24,324	$ 189,400

Catalyzed Project Summary

Cincinnati Headquarter Hotel Catalyzed Project Summary

Project Name	Use	Total SF	Hospitality	Hotel Keys	Retail/Restaurant	Residential	Garage	Office	Estimated Cost	Start Date	End Date
-	Mixed-Use		-	-			-	-	$	1/1/27	6/30/28
-	Mixed-Use		-	-		-	-		$	1/1/27	1/1/28
-	Mixed-Use		-	-			-	-	$	1/1/27	6/30/28
-	Music/Sports Arena			-	-	-	-		$	1/1/27	6/30/28
-	Mixed-Use		-	-	-	-	-	-	$	1/1/29	6/30/30
-	Hospitality		-		-	-	-	-	$	1/1/27	3/1/28
-	Hospitality		-		-	-	-	-	$	1/1/27	3/1/28
-	Mixed-Use		-	-			-	-	$	1/1/27	3/1/28
- Other Hotel Renovations	-	-	-	-	-	-	-	-	-	-	-
	Hospitality	-	-		-	-	-	-	$	1/1/27	8/20/27
	Hospitality	-	-		-	-	-	-	$	1/1/27	8/20/27
	Hospitality	-	-		-	-	-	-	$	1/1/27	8/20/27
Total		**1,926,000**	**890,000**	**1,572**	**95,000**	**645,000**	**-**	**132,000**	**1,254,100,000**		

Source: 3CDC

Hunden used CoStar and Smith Travel Research to build performance assumptions for the catalyzed hotel, retail/restaurant, residential and office projects. Wage rates were utilized using Lightcast BLS data for the Surrounding Area. Property values assume [redacted] percent of the cost of the project as the property tax basis. The following performance assumptions were used throughout the analysis.

Retail/Restaurant Assumptions:
- Lease Rate: $[redacted]/SF
- Sales: $[redacted]/SF

Office Assumptions:
- Lease Rate: $[redacted]/SF
- Average Salary: $[redacted]

[redacted] Hotel Assumptions:
- Year 1 ADR: $[redacted]
- Year 1 Occupancy: [redacted]

[redacted] Hotel Assumptions:
- Year 1 ADR: $[redacted]
- Year 1 Occupancy: [redacted]

Catalyzed Project: [redacted]

The [redacted] project is projected to include 34,000 square feet of retail space and 311,000 square feet of residential space (346 units). The Project is projected to open in July 2028.

The opening of the hotel and expanded convention center will create demand from additional retail/restaurant tenants in the downtown core, also making the downtown are a more attractive location for residents. [redacted] has the potential to support the momentum created by the Project/Development with additional retail and restaurant offerings and residential options.

The Project is projected to produce the following over the five-year period:

- **$[redacted] in Net New Spending**
- **$[redacted] in Net New Earnings**
- **[redacted] Net New FTE Jobs**
- **$11.3 million in sales, income and property taxes**

5-Yr. Summary of Impacts - [redacted]

Net New Spending	**(millions)**
Direct	$[redacted]
Indirect	$[redacted]
Total	$[redacted]
Net New Earnings	**(millions)**
From Direct	$[redacted]
From Indirect	$[redacted]
Total	$[redacted]
Net New FTE Jobs	**Actual**
From Direct	[redacted]
From Indirect	[redacted]
Total	[redacted]
Total Sales Tax	**$3.4**
Total Income Tax	**$1.1**
Total Lodging Tax	**$0.0**
Property Taxes	**$6.8**
Total	**$11.3**

Source: Hunden Partners

Catalyzed Project: [redacted]

The [redacted] project is projected to include 16,000 square feet of retail space and 112,000 square feet of office space. The Project is projected to open in January 2028.

The opening of the hotel and expanded convention center will create demand from additional retail/restaurant tenants in the downtown core and additional activity in surrounding the Project/Development. Without investment of the Project/Development the lack of activity generators and current market performance of retail and office developments may not support additional commercial development.

The Project is projected to produce the following over the five-year period:

- **$[redacted] in Net New Spending**
- **$[redacted] in Net New Earnings**
- **[redacted] Net New FTE Jobs**
- **$11.6 million in sales, income and property taxes**

5-Yr. Summary of Impacts - [redacted]

Net New Spending	**(millions)**
Direct	$[redacted]
Indirect	$[redacted]
Total	$[redacted]
Net New Earnings	**(millions)**
Onsite Earnings	$[redacted]
From Direct	$[redacted]
From Indirect	$[redacted]
Total	$[redacted]
Net New FTE Jobs	**Actual**
Onsite Jobs	[redacted]
From Direct	[redacted]
From Indirect	[redacted]
Total	[redacted]
Total Sales Tax	**$2.3**
Total Income Tax	**$6.4**
Total Lodging Tax	**$0.0**
Property Taxes	**$2.9**
Total	**$11.6**

Source: Hunden Partners

Catalyzed Project: [redacted]

The [redacted] project is projected to include 35,000 square feet of retail space and 241,000 square feet of residential space (268 units). The Project is projected to open in July 2028.

The opening of the hotel and expanded convention center will create demand from additional retail/restaurant tenants in the downtown core, also making the downtown are a more attractive location for residents. [redacted] has the potential to support the momentum created by the Project/Development with additional retail and restaurant offerings and residential options.

The Project is projected to produce the following over the five-year period:

- **[redacted] in Net New Spending**
- **$[redacted] in Net New Earnings**
- **[redacted] Net New FTE Jobs**
- **$9.8 million in sales, income and property taxes**

5-Yr. Summary of Impacts - [redacted]	
Net New Spending	**(millions)**
Direct	$
Indirect	$
Total	$
Net New Earnings	**(millions)**
From Direct	$
From Indirect	
Total	$
Net New FTE Jobs	**Actual**
From Direct	
From Indirect	
Total	
Total Sales Tax	**$3.3**
Total Income Tax	**$1.1**
Total Lodging Tax	**$0.0**
Property Taxes	**$5.4**
Total	**$9.8**

Source: Hunden Partners

Catalyzed Project: [redacted]

The [redacted] project is projected to cover a total of 710,000 square feet (including 20,000 square feet of office space). The Project is projected to open in July 2028 and have a capacity of roughly 18,000, potentially supporting basketball, hockey and other major indoor events.

Cincinnati is currently lacking an ample number of hotel rooms throughout the city to support major conventions and sporting events concurrently. The Project hotel has the potential to provide the city and state with an upper upscale/luxury offering to support additional major tourism events such as professional sporting events and other major arena-oriented events in downtown Cincinnati.

The Project is projected to produce the following over the five-year period:

- **$[redacted] in Net New Spending**
- **[redacted] in Net New Earnings**
- **[redacted] Net New FTE Jobs**
- **$63.8 million in sales, income and property taxes**

5-Yr. Summary of Impacts - [redacted]

Net New Spending	**(millions)**
Direct	$[redacted]
Indirect	$[redacted]
Total	$[redacted]
Net New Earnings	**(millions)**
From Direct	$[redacted]
From Indirect	$[redacted]
Total	$[redacted]
Net New FTE Jobs	**Actual**
From Direct	[redacted]
From Indirect	[redacted]
Total	[redacted]
Total Sales	**$47.6**
Total Income Tax	**$13.1**
Total Lodging Tax	**$3.1**
Property Taxes	**$0**
Total	**$63.8**

Source: Hunden Partners

Catalyzed Project: [redacted]

The [redacted] project is projected include a 200,000 square-foot expansion of the Duke Energy Convention Center. The Project is projected to open in July 2030.

Without the introduction of a headquarter hotel in Cincinnati, the city will continue to struggle against regional competitors in attracting convention and association business. Without the attached or adjacent headquarter hotel property, there is no need to expand the center due to low level of natural growth in activity levels. As a more competitive convention destination, the Duke Energy Convention Center will need the potential to expand like competitive city have recently executed, or have plans to execute.

The Project is projected to produce the following over the five-year period:

- **$[redacted] in Net New Spending**
- **$[redacted] in Net New Earnings**
- **[redacted] Net New FTE Jobs**
- **$3.5 million in sales, income and property taxes**

5-Yr. Summary of Impacts - [redacted]	
Net New Spending	**(millions)**
Direct	$[redacted]
Indirect	$[redacted]
Total	$[redacted]
Net New Earnings	**(millions)**
Onsite Payroll	$[redacted]
From Direct	$[redacted]
From Indirect	$[redacted]
Total	$[redacted]
Net New FTE Jobs	**Actual**
From Direct	[redacted]
From Indirect	[redacted]
Total	[redacted]
Total Sales	**$1.6**
Total Income Tax	**$1.3**
Total Lodging Tax	**$0.7**
Property Taxes	**$0.0**
Total	**$3.5**

Source: Hunden Partners

Catalyzed Project: [redacted]

The [redacted] project is projected to include 79,000 square feet of hospitality space (102 keys). The Project is projected to open in March 2028.

The opening of the hotel and expanded convention center will create the need for additional hotel rooms in the market. Without additional demand drivers in the downtown market, additional hotel rooms in the market will compete for the same levels of business, driving lower occupancies and overall performance. The opening of the Project/Development creates the opportunity for additional hotel demand throughout the Cincinnati market, accelerating the stabilization of new hotel products.

The Project is projected to produce the following over the five-year period:

- **$[redacted] in Net New Spending**
- **$[redacted] in Net New Earnings**
- **[redacted] Net New FTE Jobs**
- **$5.6 million in sales, income and property taxes**

5-Yr. Summary of Impacts - [redacted]

Net New Spending	**(millions)**
Direct	$[redacted]
Indirect	$[redacted]
Total	$[redacted]
Net New Earnings	**(millions)**
From Direct	$[redacted]
From Indirect	$[redacted]
Total	$[redacted]
Net New FTE Jobs	**Actual**
From Direct	[redacted]
From Indirect	[redacted]
Total	[redacted]
Total Sales Tax	$2.1
Total Income Tax	$0.7
Total Lodging Tax	$1.7
Property Tax	$1.1
Total	**$5.6**

Source: Hunden Partners

Catalyzed Project: [redacted]

The [redacted] project is projected to include 85,000 square feet of hospitality space (120 keys). The Project is projected to open in March 2028.

The opening of the hotel and expanded convention center will create the need for additional hotel rooms in the market. Without additional demand drivers in the downtown market, additional hotel rooms in the market will compete for the same levels of business, driving lower occupancies and overall performance. The opening of the Project/Development creates the opportunity for additional hotel demand throughout the Cincinnati market, accelerating the stabilization of new hotel products.

The Project is projected to produce the following over the five-year period:

- **$[redacted] in Net New Spending**
- **$[redacted] in Net New Earnings**
- **[redacted] Net New FTE Jobs**
- **$7.6 million in sales, income and property taxes**

5-Yr. Summary of Impacts - [redacted]

Net New Spending	**(millions)**
Direct	$[redacted]
Indirect	$[redacted]
Total	$[redacted]
Net New Earnings	**(millions)**
From Direct	$[redacted]
From Indirect	$[redacted]
Total	$[redacted]
Net New FTE Jobs	**Actual**
From Direct	[redacted]
From Indirect	[redacted]
Total	[redacted]
Total Sales Tax	$2.5
Total Income Tax	$0.9
Total Lodging Tax	$2.0
Property Tax	$2.2
Total	**$7.6**

Source: Hunden Partners

Catalyzed Project: [redacted]

The [redacted] project is projected to include 10,000 square feet of retail space and 93,000 square feet of residential space (103 units). The Project is projected to open in March 2028.

The opening of the hotel and expanded convention center will create demand from additional retail/restaurant tenants in the downtown core, also making the downtown are a more attractive location for residents. [redacted] has the potential to support the momentum created by the Project/Development with additional retail and restaurant offerings and residential options.

The Project is projected to produce the following over the five-year period:

- **$[redacted] in Net New Spending**
- **$[redacted] in Net New Earnings**
- **[redacted] Net New FTE Jobs**
- **$4.1 million in sales, income and property taxes**

5-Yr. Summary of Impacts - [redacted]

Net New Spending	**(millions)**
Direct	$[redacted]
Indirect	$[redacted]
Total	$[redacted]
Net New Earnings	**(millions)**
From Direct	$[redacted]
From Indirect	$[redacted]
Total	$[redacted]
Net New FTE Jobs	**Actual**
From Direct	[redacted]
From Indirect	[redacted]
Total	[redacted]
Total Sales Tax	**$1.0**
Total Income Tax	**$0.3**
Total Lodging Tax	**$0.0**
Property Taxes	**$2.8**
Total	**$4.1**

Source: Hunden Partners

Catalyzed Project: [redacted]

The [redacted] project is projected to include a renovation of 450 hotel rooms. The Project is projected to be completed in September 2027.

As newer, higher-class hotels (such as the Project hotel) enter a market, there is a flight-to-quality for existing, older hotels. To capture new business in the city generated by the presence of the headquarter hotel, Cincinnati's existing hotels must renovate and update their offerings to remain competitive options in the city. Without the additional demand generated by the Project/Development, properties do not have a reason to invest in upgrading quality, as they remain the top option due to proximity to the convention center.

The Project is projected to produce the following over the five-year period:

- **$[redacted] in Net New Spending**
- **$[redacted] in Net New Earnings**
- **[redacted] Net New FTE Jobs**
- **$26.2 million in sales, income and property taxes**

5-Yr. Summary of Impacts - [redacted]

Net New Spending	**(millions)**
Direct	$[redacted]
Indirect	$[redacted]
Total	$[redacted]
Net New Earnings	**(millions)**
From Direct	$[redacted]
From Indirect	$[redacted]
Total	$[redacted]
Net New FTE Jobs	**Actual**
From Direct	[redacted]
From Indirect	[redacted]
Total	[redacted]
Total Sales Tax	$11.0
Total Income Tax	$4.1
Total Lodging Tax	$10.0
Property Tax	$1.1
Total	**$26.2**

Source: Hunden Partners

Catalyzed Project: [redacted]

The [redacted] project is projected to include a renovation of 500 hotel rooms. The Project is projected to be completed in September 2027.

As newer, higher-class hotels (such as the Project hotel) enter a market, there is a flight-to-quality for existing, older hotels. To capture new business in the city generated by the presence of the headquarter hotel, Cincinnati's existing hotels must renovate and update their offerings to remain competitive options in the city. Without the additional demand generated by the Project/Development, properties do not have a reason to invest in upgrading quality, as they remain the top option due to proximity to the convention center.

The Project is projected to produce the following over the five-year period:

- **$[redacted] in Net New Spending**
- **$[redacted] in Net New Earnings**
- **[redacted] Net New FTE Jobs**
- **$28.6 million in sales, income and property taxes**

5-Yr. Summary of Impacts - [redacted]

Net New Spending	**(millions)**
Direct	$[redacted]
Indirect	$[redacted]
Total	$[redacted]
Net New Earnings	**(millions)**
From Direct	$[redacted]
From Indirect	$[redacted]
Total	$[redacted]
Net New FTE Jobs	**Actual**
From Direct	[redacted]
From Indirect	[redacted]
Total	[redacted]
Total Sales Tax	$12.0
Total Income Tax	$4.5
Total Lodging Tax	$10.9
Property Tax	$1.2
Total	**$28.6**

Source: Hunden Partners

Catalyzed Project: [redacted]

The [redacted] project is projected to include a renovation of 400 hotel rooms. The Project is projected to be completed in September 2027.

As newer, higher-class hotels (such as the Project hotel) enter a market, there is a flight-to-quality for existing, older hotels. To capture new business in the city generated by the presence of the headquarter hotel, Cincinnati's existing hotels must renovate and update their offerings to remain competitive options in the city. Without the additional demand generated by the Project/Development, properties do not have a reason to invest in upgrading quality, as they remain the top option due to proximity to the convention center.

The Project is projected to produce the following over the five-year period:

- **$[redacted] in Net New Spending**
- **[redacted] in Net New Earnings**
- **[redacted] Net New FTE Jobs**
- **$22.6 million in sales, income and property taxes**

5-Yr. Summary of Impacts - [redacted]

Net New Spending	**(millions)**
Direct	$[redacted]
Indirect	$[redacted]
Total	$[redacted]
Net New Earnings	**(millions)**
From Direct	$[redacted]
From Indirect	$[redacted]
Total	$[redacted]
Net New FTE Jobs	**Actual**
From Direct	[redacted]
From Indirect	[redacted]
Total	[redacted]
Total Sales Tax	$9.5
Total Income Tax	$3.5
Total Lodging Tax	$8.6
Property Tax	$1.0
Total	**$22.6**

Source: Hunden Partners

Total Impacts
(All figures shown in thousands)

Total Construction Period Impacts

In total, the construction period of the Project, Development, Surrounding Area and Catalyzed Projects is projected to created 30,483 FTEs with a projected payroll of $1.2 billion.

Retail, entertainment and dining sales is projected to total over $[redacted] with roughly 14 percent coming from retail sales, 15 percent coming from entertainment sales and 71 percent coming from dining sales.

Construction activity is projected to generate roughly $89.0 million in sales tax, $30.9 million in income tax and $11.5 million in lodging tax throughout the five-year period, totaling $131.5 million in new taxes.

Total Construction Impacts: Jobs

Year	Full-Time Equivalents	TOTAL Projected Payroll
1	[redacted]	$ [redacted]
2	[redacted]	$ [redacted]
3	[redacted]	$ [redacted]
4	[redacted]	$ [redacted]
5	[redacted]	$ [redacted]
	30,483	**$ 2,227,703**

Total Construction Impacts: Retail, Entertainment & Dining Sales

Year	Projected Retail Sales	Projected Entertainment Sales	Projected Dining Sales	TOTAL Projected Sales/Year
1	$ [redacted]	$ [redacted]	$ [redacted]	$ [redacted]
2	$ [redacted]	$ [redacted]	$ [redacted]	$ [redacted]
3	$ [redacted]	$ [redacted]	$ [redacted]	$ [redacted]
4	$ [redacted]	$ [redacted]	$ [redacted]	$ [redacted]
5	$ [redacted]	$ [redacted]	$ [redacted]	$ [redacted]
	$ [redacted]	**$ [redacted]**	**$ [redacted]**	**$ [redacted]**

Total Project Impact Summary: Construction and Completion

Total Impacts	TOTAL Projected FTEs	TOTAL Projected Payroll	TOTAL Projected Sales	TOTAL Projected Taxes
Construction Period Impacts	30,483	$ 2,227,702,615	$ 580,679,329	$ 131,516,043
Completion Period Impacts (Yr. 5)	6,586	$ 1,709,042,278	$ 2,584,723,210	$ 1,201,730,657
Total	37,069	$ 3,936,744,893	$ 3,165,402,539	$ 1,333,246,699

Total Construction Impacts: Sales, Income, Lodging & Property Taxes

Year	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax	TOTAL Projected Taxes
1	$ [redacted]	$ [redacted]	$ [redacted]	[redacted]	$ [redacted]
2	$ [redacted]	$ [redacted]	$ [redacted]		$ [redacted]
3	$ [redacted]	$ [redacted]	$ [redacted]		$ [redacted]
4	$ [redacted]	$ [redacted]	$ [redacted]		$ [redacted]
5	$ [redacted]	$ [redacted]	$ -		$ [redacted]
	$ 89,093	**$ 30,975**	**$ 11,449**		**$ 131,516**

Total Construction Period Impacts

In Year 5 of the completion period, the Project, Development, Surrounding Area and Catalyzed Projects are projected to create 988 operational jobs and 5,598 tenant jobs. The total projected payroll over the five-year period is project to be $1.7 billion.

Retail, entertainment and dining sales is projected to total over [redacted], with roughly 17 percent coming from retail sales, 24 percent coming from entertainment sales and 58 percent coming from dining sales.

Activity during the completion period is projected to generate roughly $259.9 million in sales tax, $59.0 million in income tax, $66.7 million in lodging tax and $815.8 million in property tax throughout the five-year period, totaling $1.2 billion in new taxes.

Total Completion Impacts: Operational Jobs

Year	Full-Time Equivalents	TOTAL Projected Payroll
1	[redacted]	$ [redacted]
2		$
3		$
4		$
5		$
	3,944	**$ 256,356**

Total Completion Impacts: Tenant Jobs

Year	Full-Time Equivalents	TOTAL Projected Payroll
1	[redacted]	$ [redacted]
2		$
3		$
4		$
5		$
	22,350	**$ 1,452,686**

Total Completion Impacts: Retail, Entertainment & Dining Sales

Year	Projected Retail Sales	Projected Entertainment Sales	Projected Dining Sales	TOTAL Projected Sales/Year
1	$ [redacted]	[redacted]	[redacted]	[redacted]

Total Completion Impacts: Sales, Income, Lodging & Property Taxes

Year	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax	TOTAL Projected Taxes
1	$ [redacted]	$ [redacted]	$ [redacted]	$ [redacted]	$ [redacted]
2	$				
	$ 259,977	**$ 59,035**	**$ 66,731**	**$ 815,808**	**$ 1,201,552**

Total Project Impact Summary: Construction and Completion

Total Impacts	TOTAL Projected FTEs	TOTAL Projected Payroll	TOTAL Projected Sales	TOTAL Projected Taxes
Construction Period Impacts	30,483	$ 2,227,702,615	$ 580,679,329	$ 131,516,043
Completion Period Impacts (Yr. 5)	6,586	$ 1,709,042,278	$ 2,584,723,210	$ 1,201,730,657
Total	37,069	$ 3,936,744,893	$ 3,165,402,539	$ 1,333,246,699

Appendix A:

Letters Attesting to Catalyzed Projects and Project Impacts

Appendix A:

Letters Attesting to Catalyzed Projects and Project Impacts

city of CINCINNATI
COMMUNITY & ECONOMIC DEVELOPMENT

Ms. Lydia Mihalik
Director, Ohio Department of Development
State of Ohio
77 South High Street, 29th Floor
Columbus, OH 43215

Dear Director Mihalik:

Over the past several years, it has become increasingly evident that the area surrounding Cincinnati's Duke Energy Convention Center ("DECC") has stagnated and is badly in need of a new and coordinated strategy that will result in a revitalized **Convention Center District.** Cities with a thriving tourism industry feature a state-of-the-art convention center surrounded by active and vibrant restaurant and retail districts and outdoor spaces, along with a high-quality convention hotel. Importantly, for Cincinnati to succeed in the tourism and visitor economy, we must have a new Convention Headquarters Hotel to support conventions and major entertainment and sporting events.

Public and private entities have coalesced around the sense of urgency needed to move the Convention Center District project forward. The City of Cincinnati (the "City") and Hamilton County (the "County") selected the Cincinnati Center City Development Corp. ("3CDC") to serve as the Development Manager for the project, and we have worked collaboratively to advance the project forward. Significant progress has been made on predevelopment work for both the renovation of the DECC—a $200 million undertaking – and the construction of a new Convention Headquarters Hotel, which is expected to have a construction budget of approximately $415 million.

This is a once-in-a-generation opportunity to reimagine a critical area in our urban core, as evidenced by the total investment of nearly $635 million. Surrounding these two generational projects with additional investment in mixed-use and hospitality developments is equally important to our efforts. Fortunately, we are confident that the renovation of the DECC and construction of a new Convention Headquarters Hotel will have a catalytic impact on Cincinnati's entire urban core, with a particularly strong impact on the southwest corner of Cincinnati's Central Business District, where the Convention Center District is located.

Based on conversations with other developers and City partners, we believe an additional $1 billion will ultimately be invested in the urban core, through a combination of renovations and new construction infill projects. These proposed investments are the direct result of the Convention Center District project. These projects together total over 1.9 million square feet and include:

- Residential developments at 435 Elm, Shilito's, and 7th and Vine
- Hotel renovations or development at the Hyatt, Hilton, Westin,616 Race, and 33 W 4th
- Office development at the Nautilus site
- Major civic undertakings, including an expanded Convention Center

Cincinnati's urban core is healthy, strong, and steadily growing. But the $635 million investment in the Convention Center District, and the $1 billion in additional development that will result from the project moving forward, will expand that growth exponentially. In short, this is the exact type of project the Transformational Mixed-Use Development ("TMUD") Program was created to support. A TMUD tax credit will have a significant impact on the financing of the Convention Center District, making this catalytic project feasible, and supporting transformational change in Cincinnati's urban core for generations to come.

Thank you for your time and consideration on this important program. If you have any questions about the Convention Center District or any of the related projects, please do not hesitate to contact me.

Sincerely,

Markiea L. Carter

Markiea L. Carter
Director, Community and Economic Development

FLAHERTY & COLLINS
PROPERTIES

DEVELOPMENT – CONSTRUCTION – MANAGEMENT
One Indiana Square, Suite 3000 Indianapolis, IN 46204
317.816.9300 317.816.9301 www.flco.com

August 15, 2023

To Whom it May Concern:

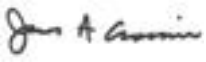
Flaherty & Collins Properties ("Flaherty") understands that Portman Holdings, in partnership with the Cincinnati Center City Development Corporation ("3CDC"), the Port of Cincinnati Development Authority ("Port") and the City of Cincinnati ("City") are applying for an Ohio Transformational Mixed-Use Development ("TMUD") award for Headquarters Hotel ("TMUD Project"). Portman's partners are committed to a simultaneous renovation of the Duke Energy Convention Center and adjacent Whex Garage. Should those projects move forward, which Flaherty understands is contingent upon the TMUD award being received, Flaherty is prepared to acquire certain land currently owned by the Port, commonly referred to as the 435 Elm, and begin development of a $86.25 million mixed-use project. The project will consist of 311,000 square feet of residential apartments and 34,000 square feet of retail space.

While Flaherty is firmly committed to the ongoing development of Cincinnati's urban core, making an investment at the scale and size of the 435 Elm project is not something the organization would do lightly. The only way Flaherty will feel comfortable moving forward with this $86.25 million investment is with a guarantee that the two major projects in the Convention Center District will be proceeding. The renovation of the DECC and construction of the new Convention Headquarters Hotel will serve as catalytic projects in Cincinnati's urban core. Knowing that the City, County, 3CDC, and all other project partners are moving forward with nearly $700 million in investment in this critical section of Cincinnati's Central Business District will give Flaherty the confidence to advance the 435 Elm project. Therefore, securing the TMUD award for the Convention Center District is not only essential to moving that project forward – it's also necessary to move this project forward, as well.

It is Flaherty's understanding that the Nautilus project is just one development that is contingent upon the catalytic Convention Center District project coming to fruition. The transformational nature of the project makes it an ideal candidate for the TMUD award, as that contribution would have an exponential return on investment due to the accompanying development that would result from the project receiving the award.

If you have any questions or concerns, please feel free to contact me at 317-752-2335.

Sincerely,



James A. Crossin, VP Development and Principal

modelgroup

August 24, 2023

To Whom it May Concern:

Model Group understands that Portman Holdings, in partnership with the Cincinanti Center City Development Corporation ("3CDC"), the Port of Cincinnati Development Authority ("Port") and the City of Cincinnati ("City") are applying for an Ohio Transformational Mixed-Use Development ("TMUD") award for Headquarters Hotel ("TMUD Project"). Portman's partners are committed to a simultaneous renovation of the Duke Energy Convention Center and adjacent Whex Garage. Should those projects move forward, which Model understands is contingent upon the TMUD award being received, Model is prepared to acquire certain land currently owned by the Port, commonly referred to as the Nautilus site, and begin development of a $32 million mixed-use project. The project will consist of 112,000 square feet of office and 16,000 square feet of retail space.

While Model Group is firmly committed to the ongoing development of Cincinnati's urban core, making an investment at the scale and size of this project is not something the organization would do lightly. The only way Model will feel comfortable moving forward with this $32 million investment is with the certainty that the two major projects in the Convention Center District will be proceeding. The renovation of the DECC and construction of the new Convention Headquarters Hotel will serve as catalytic projects in Cincinnati's urban core. Knowing that the City, County, 3CDC, and all other project partners are moving forward with nearly $700 million in investment in this critical section of Cincinnati's Central Business District will give Model the confidence to advance the Nautilus project. Therefore, securing the TMUD award for the Convention Center District is not only essential to moving that project forward – it's also necessary to move this project forward, as well.

It is Model's understanding that the Nautilus project is just one development that is contingent upon the catalytic Convention Center District project coming to fruition. The transformational nature of the project makes it an ideal candidate for the TMUD award, as that contribution would have an exponential return on investment due to the accompanying development that would result from the project receiving the award.

Sincerely,

Bobby Maly

513.559.0048 tel
513.559.0840 fax
modelgroup.net
1826 Race Street
Cincinnati, OH
45202

ESTD 1954
NORTH AMERICAN
PROPERTIES

August 23, 2023

To Whom it May Concern:

North American Properties (NAP) understands that Portman Holdings, the Cincinnati Center City Development Corporation (3CDC), the Port of Greater Cincinnati Development Authority (Port) and the City of Cincinnati (City) are applying for an Ohio Transformational Mixed-Use Development ("TMUD") award for the renovation of the Duke Energy Convention Center (DECC) and attached Convention Headquarters Hotel (TMUD Project). Should those projects move forward, which NAP understands is contingent upon the TMUD award being received, NAP is prepared to acquire certain land currently owned by the City, commonly referred to as the Shillito's site, and begin development of a $69 million mixed-use project. The project will consist of 241,000 square feet of residential and 35,000 square feet of commercial space.

While NAP is firmly committed to the ongoing development of Cincinnati's urban core, making an investment at the scale and size of the Shillito's project is not something we can pursue in isolation. The only way NAP would be prepared to move forward with this $69 million investment is with a guarantee that the two major projects in the Convention Center District will be proceeding. The renovation of the DECC and construction of the new Convention Headquarters Hotel will serve as catalytic projects in Cincinnati's urban core. Knowing that the City, County, 3CDC, and all other project partners are moving forward with nearly $700 million in investment in this critical section of Cincinnati's Central Business District will give NAP the confidence required to advance the Shilito's project. Therefore, securing the TMUD award for the Convention Center District is not only essential to moving that project forward – it's also necessary to move the Shillito's project forward.

It is NAP's understanding that the Shillito's project is just one development that is contingent upon the catalytic Convention Center District project coming to fruition. The transformational nature of the project makes it an ideal candidate for the TMUD award, as that contribution would have an exponential return on investment due to the accompanying development that would result from the project receiving the award.

If you have any questions or concerns please feel free to contact the undersigned at 513-719-4268 or tony.hobson@naproperties.com.

Sincerely,

North American Properties, Inc.

By: Anthony W. Hobson
Vice President-Counsel

Visit CINCY
525 Vine Street, Suite 1200, Cincinnati, Ohio 45202
800.543.2613

Ms. Lydia Mihalik
Director
Ohio Department of Development
77 South High Street, 29th Floor
Columbus, OH 43215

Dear Director Mihalik:

Visit Cincy understands that Portman Holdings, the Cincinnati Center City Development Corporation (3CDC), the Port of Greater Cincinnati Development Authority (Port) and the City of Cincinnati (City) are applying for an Ohio Transformational Mixed-Use Development ("TMUD") award for the renovation of the Duke Energy Convention Center (DECC) and attached Convention Headquarters Hotel (TMUD Project).

Visit Cincy is the Cincinnati region's primary destination sales, marketing, and management organization. Its mission is to increase economic impact in the region by growing visitor expenditures related to conventions, trade shows and business meetings, and tourism. The renovation and expansion of our convention center and the development of a new, first-class headquarters hotel, together known as the Convention District, is critical to these efforts. Both facilities are critical pieces to building a world-class Convention District that will make our region more attractive to visitors and conventions of all sizes for years to come.

Another critical component to increasing Cincinnati's ability to attract business and leisure investment is a new, modern arena. Opened in 1975, the current arena is hindered by its size and interior space configuration. A new arena would position Cincinnati to attract major concerts, regional NCAA March Madness games, the Republican National Convention, the Democratic National Convention, and other large conventions. A modern arena can host high-value, high-profile entertainment and sporting events, conventions, and meetings to drive economic impact and quality of life for our fellow residents.

Visit Cincy understands that the convention center and convention center hotel project is contingent upon a TMUD award. Should the Convention District project be awarded, Visit Cincy is prepared to advance development of a new 18,000-seat arena with 690,000 square feet of arena space and 20,000 square feet of office. Preliminary work by Populous, an international award-winning and the world's largest sports architectural firm, shows how the arena will work on the City of Cincinnati's Town Center Garage site situated between the Duke Energy Convention Center and TQL Stadium. A new Cincinnati arena is estimated to cost approximately $700 million.

The Convention District project will absolutely be transformational in its impact in Cincinnati and the surrounding area because of its ability to catalyze projects like a new arena. Without an upgraded convention center and a new convention headquarters hotel, our community will not be in a position to advance the arena.

Thank you for your continued leadership for the State of Ohio and for your consideration of the Convention District TMUD application. Please feel free to contact me if you have any questions.

Sincerely,

Julie Calvert
President & CEO
Visit Cincy

WHERE CULTURE REIGNS
VisitCincy.com

Tuesday, August 15, 2023

To Whom it May Concern:

Keystone Hotels ("Keystone") understands that Portman Holdings, in partnership with the Cincinnati Center City Development Corporation ("3CDC"), the Port of Cincinnati Development Authority ("Port") and the City of Cincinnati ("City") are applying for an Ohio Transformational Mixed-Use Development ("TMUD") award for Headquarters Hotel ("TMUD Project"). Portman's partners are committed to a simultaneous renovation of the Duke Energy Convention Center and adjacent Whex Garage. Should those projects move forward, which Keystone understands is contingent upon the TMUD award being received, Keystone is prepared to acquire and develop two vacant properties into two hospitality projects. These projects are located at 616 Race and 33 W 4th. These projects total 85,000 and 79,000 square feet respectively and include a total of 222 hotel rooms and 12,000SF of first floor retail space.

While Keystone is firmly committed to the ongoing development of Cincinnati's urban core, making an investment at the scale and size of these projects is not something the organization would do lightly. The only way Keystone will feel comfortable moving forward with this $48 million investment is with a guarantee that the two major projects in the Convention Center District will be proceeding. The renovation of the DECC and construction of the new Convention Headquarters Hotel will serve as catalytic projects in Cincinnati's urban core. Knowing that the City, County, 3CDC, and all other project partners are moving forward with nearly $700 million in investment in this critical section of Cincinnati's Central Business District will give Keystone the confidence to advance the projects. Therefore, securing the TMUD award for the Convention Center District is not only essential to moving that project forward – it's also necessary to move this project forward, as well.

It is Keystone's understanding that these projects are just two of the developments that are contingent upon the catalytic Convention Center District project coming to fruition. The transformational nature of the project makes it an ideal candidate for the TMUD award, as that contribution would have an exponential return on investment due to the accompanying development that would result from the project receiving the award.

If you have any questions or concerns, please feel free to contact me directly at 513-295-1189.

Respectfully,

Subhas Patel

8825 CHAPEL SQUARE DRIVE, SUITE A
CINCINNATI, OHIO 45249
PHONE: 513.683.1333 FAX: 513.683.9230
EMAIL: subhas@keystonehotels.com

3CDC CINCINNATI CENTER CITY DEVELOPMENT CORPORATION

1203 Walnut St, 4th Floor
Cincinnati, OH 45202
p: 513.621.4400
f: 513.621.5900
www.3cdc.org

August 30, 2023

To Whom it May Concern:

The Cincinanti Center City Development Corporation ("3CDC") is working with the Port of Cincinnati Development Authority ("Port") and the City of Cincinnati ("City") to apply for an Ohio Transformational Mixed-Use Development ("TMUD") award for Headquarters Hotel ("TMUD Project"). 3CDC and the Port are committed to a simultaneous renovation of the Duke Energy Convention Center and adjacent Whex Garage. Should those projects move forward, which is contingent upon the TMUD award being received, 3CDC will begin the development of the surface parking lot it currently owns at the northeast corner of 7th and Vine Streets in downtown Cincinnati. The $35.1 million mixed-use project includes 93,000 square feet of residential space and 10,000 square feet of retail space.

While it is 3CDC's mission to redevelop Cincinnati's urban core, 3CDC does not believe that the conversion of surface parking to mixed-use is financially feasible without the catalytic impact of the Convention Center District investments described above. The transformational nature of the project makes it an ideal candidate for the TMUD award, as that contribution would have an exponential return on investment due to the accompanying development that would result from the project receiving the award.

If you have any questions or concerns, please feel free to contact Adam Gelter at 513-621-4400.

Sincerely,

Adam Gelter
Executive Vice President

Visit CINCY
525 Vine Street, Suite 1200, Cincinnati, Ohio 45202
800.543.2613

To Whom it May Concern:

Over the past several years, it has become increasingly evident that the area surrounding Cincinnati's Duke Energy Convention Center (DECC) has stagnated and is badly in need of a new and coordinated strategy that will result in a revitalized **Convention Center District**. Cities with a thriving tourism industry feature a state-of-the-art convention center surrounded by active and vibrant restaurant and retail districts and outdoor spaces, along with a high-quality convention hotel in close proximity. Importantly, in order for Cincinnati to succeed in the tourism and visitor economy, we must have a new Convention Headquarters Hotel to support conventions as well as major entertainment and sporting events.

Public and private entities have coalesced around the sense of urgency needed to move the Convention Center District project forward. The City of Cincinnati and Hamilton County selected the Cincinnati Center City Development Corp. (3CDC) to serve as the Development Manager for the project, and we have worked collaboratively to advance the project forward. Significant progress has been made on predevelopment work for the construction of the new Convention Headquarters Hotel —a $415.2 million undertaking.

Portman Holdings, a firm with extensive experience developing convention hotels, was unanimously selected by a broad group of local stakeholders to serve as the developer of the new Convention Headquarters Hotel. 3CDC has entered into exclusive negotiations with Portman Holdings on a comprehensive development agreement along with other agreements.

On a parallel track, the entities involved in advancing the project have been jointly working on developing a common plan of financing for the project. The City, County, and Visit Cincy have actively worked with 3CDC – and Portman Holdings – to develop a financing model, which creates the $415.2 million required for the construction of the Convention Headquarters Hotel. This common plan of financing requires specific legislation to be passed – at the State, County, and City level – as well as financial commitments from the City, County, and Visit Cincy. Earlier this year, the State of Ohio passed enabling legislation in its budget bill that provided authorization to the City and County to take steps to abate the taxes on the new hotel and pledge the funds directly to a bond issuance to finance the gap in the project's capital stack.

This letter serves as confirmation that the City, County, Visit Cincy, and all other stakeholders intend to provide all necessary approvals to effectuate the common plan of financing for the construction of the Convention Headquarters Hotel.

If you have any questions about the Convention Center District, the construction of the hotel, the financing plan, or the related legislation, please do not hesitate to contact me.

Sincerely,

Julie Calvert
President & CEO
Visit Cincy

WHERE CULTURE REIGNS
VisitCincy.com

Visit CINCY
525 Vine Street, Suite 1200, Cincinnati, Ohio 45202
800.543.2613

To Whom it May Concern:

Over the past several years, it has become increasingly evident that the area surrounding Cincinnati's Duke Energy Convention Center (DECC) has stagnated and is badly in need of a new and coordinated strategy that will result in a revitalized **Convention Center District**. Cities with a thriving tourism industry feature a state-of-the-art convention center surrounded by active and vibrant restaurant and retail districts and outdoor spaces, along with a high-quality convention hotel in close proximity. Importantly, in order for Cincinnati to succeed in the tourism and visitor economy, we must have a new Convention Headquarters Hotel to support conventions as well as major entertainment and sporting events.

Public and private entities have coalesced around the sense of urgency needed to move the Convention Center District project forward. The City of Cincinnati and Hamilton County selected the Cincinnati Center City Development Corp. (3CDC) to serve as the Development Manager for the project, and we have worked collaboratively to advance the project forward. Significant progress has been made on predevelopment work for the renovation of the DECC—a $200 million undertaking.

Moody Nolan (an MBE) has been selected as the lead design firm, working in tandem with its partners at TVS. Additionally, a partnership of Messer Construction, TriVersity Construction, and Jostin Construction have been chosen to serve as the Construction Manager for the DECC redevelopment project. Both TriVersity and Jostin are MBEs and will account for 40% of the project. Current work on the DECC renovation involves estimating project costs and refining the designs for the renovated space.

On a parallel track, the entities involved in advancing the project have been jointly working on developing a common plan of financing for the project. The City, County, and Visit Cincy have actively worked with 3CDC to develop the attached financing model, which creates the $200 million required for the convention center's redevelopment. This common plan of financing requires specific legislation to be passed – at the State, County, and City level – as well as financial commitments from the City, County, and Visit Cincy. Earlier this year, the State of Ohio passed enabling legislation in its budget bill that provided authorization to the County to increase the Transient Occupancy Tax (TOT) by 1%.

This letter serves as confirmation that the City, County, Visit Cincy, and all other stakeholders intend to provide all necessary approvals to effectuate the financing plan for the renovation of the DECC.

If you have any questions about the Convention Center District, the renovation of the DECC, the financing plan, or the related legislation, please do not hesitate to contact me.

Sincerely,

Julie Calvert
President & CEO
Visit Cincy

WHERE CULTURE REIGNS
VisitCincy.com

**INFORMATION CONTAINED
HEREIN IS PRELIMINARY
AND CONFIDENTIAL**



Duke Energy Convention Center Renovation Project

Project Finance Model | Rating Agency Version

Cincinnati, OH

Version Dated:
September 6, 2023

Disclaimer and Confidentiality

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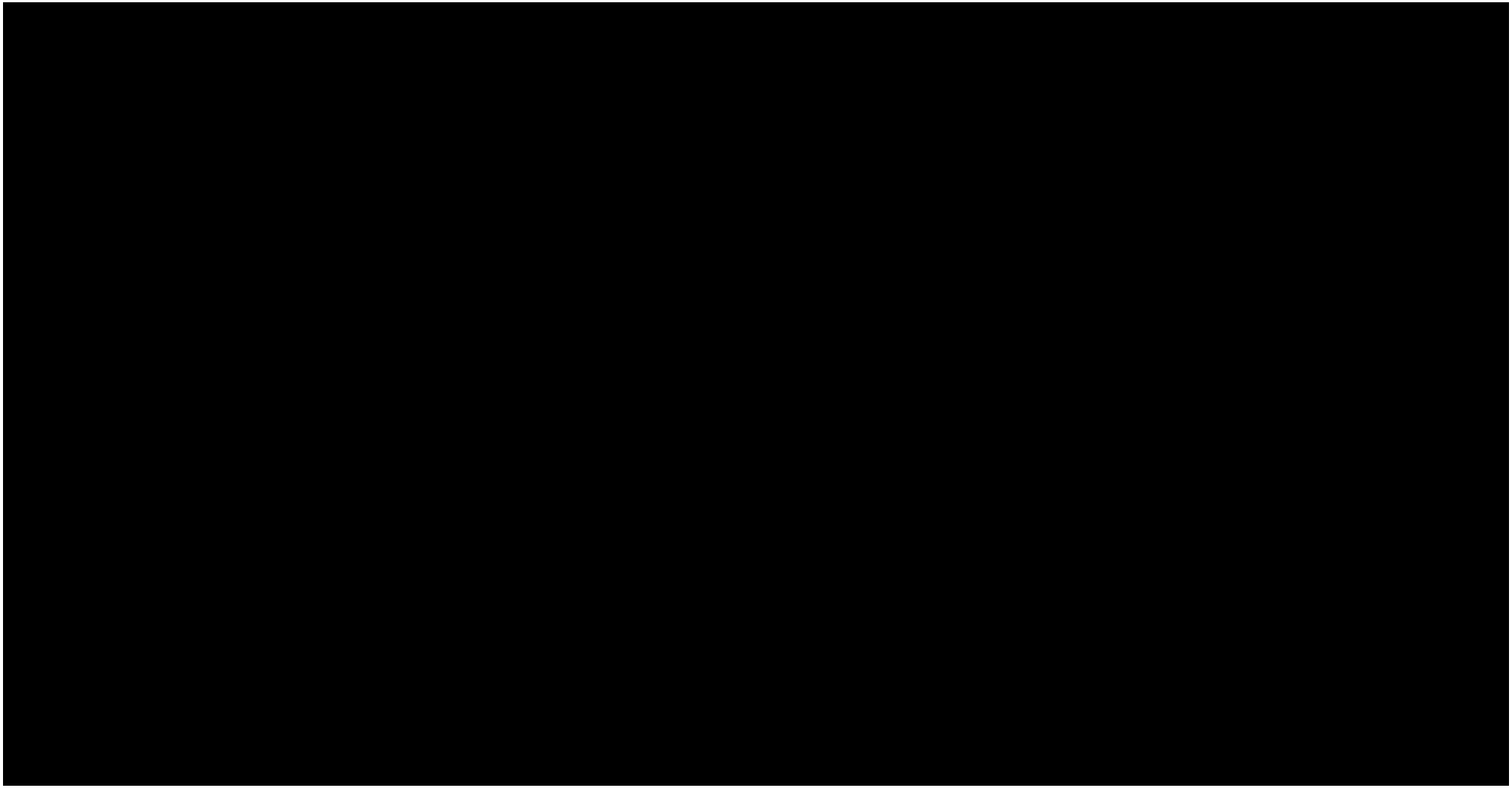

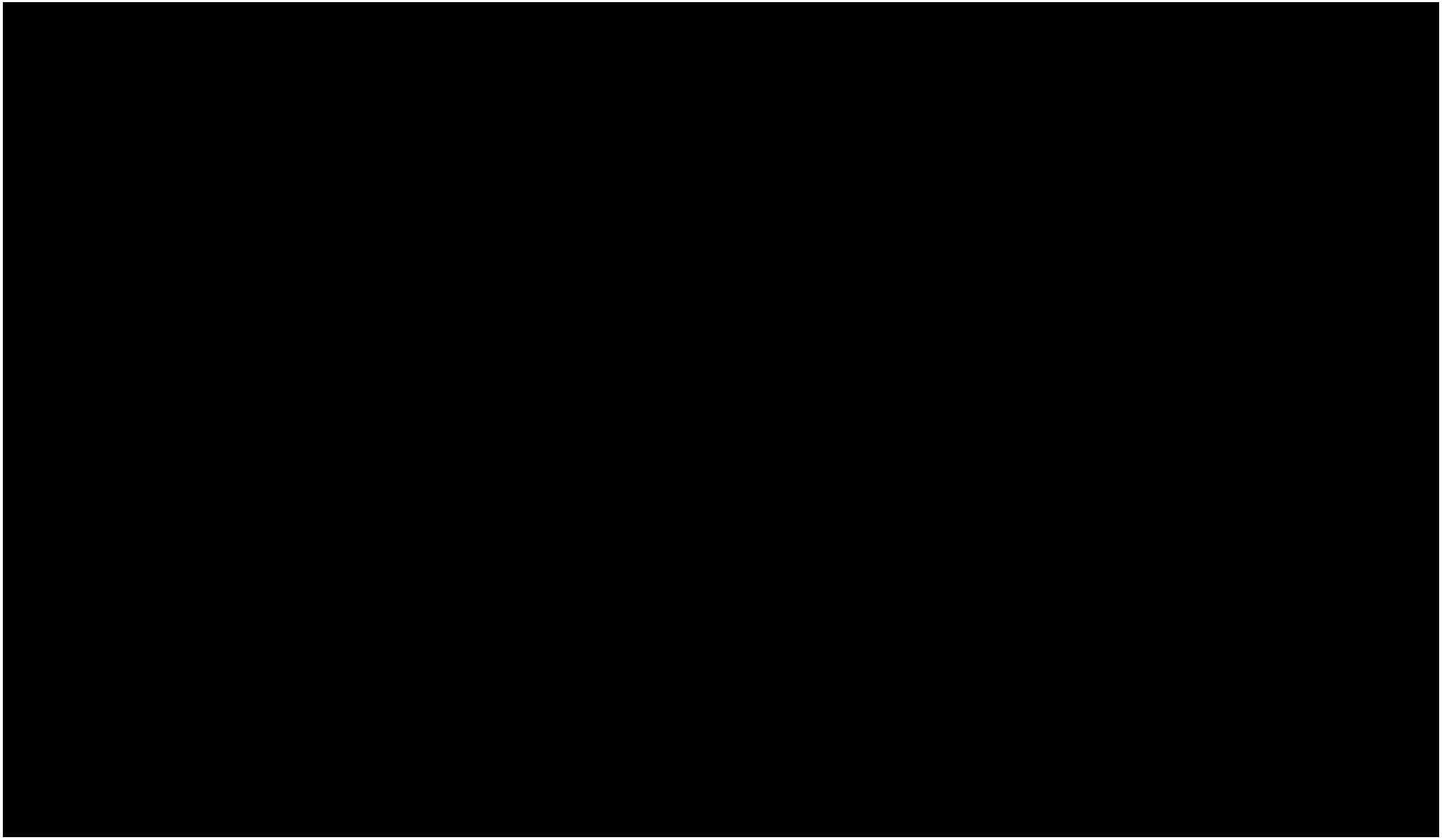

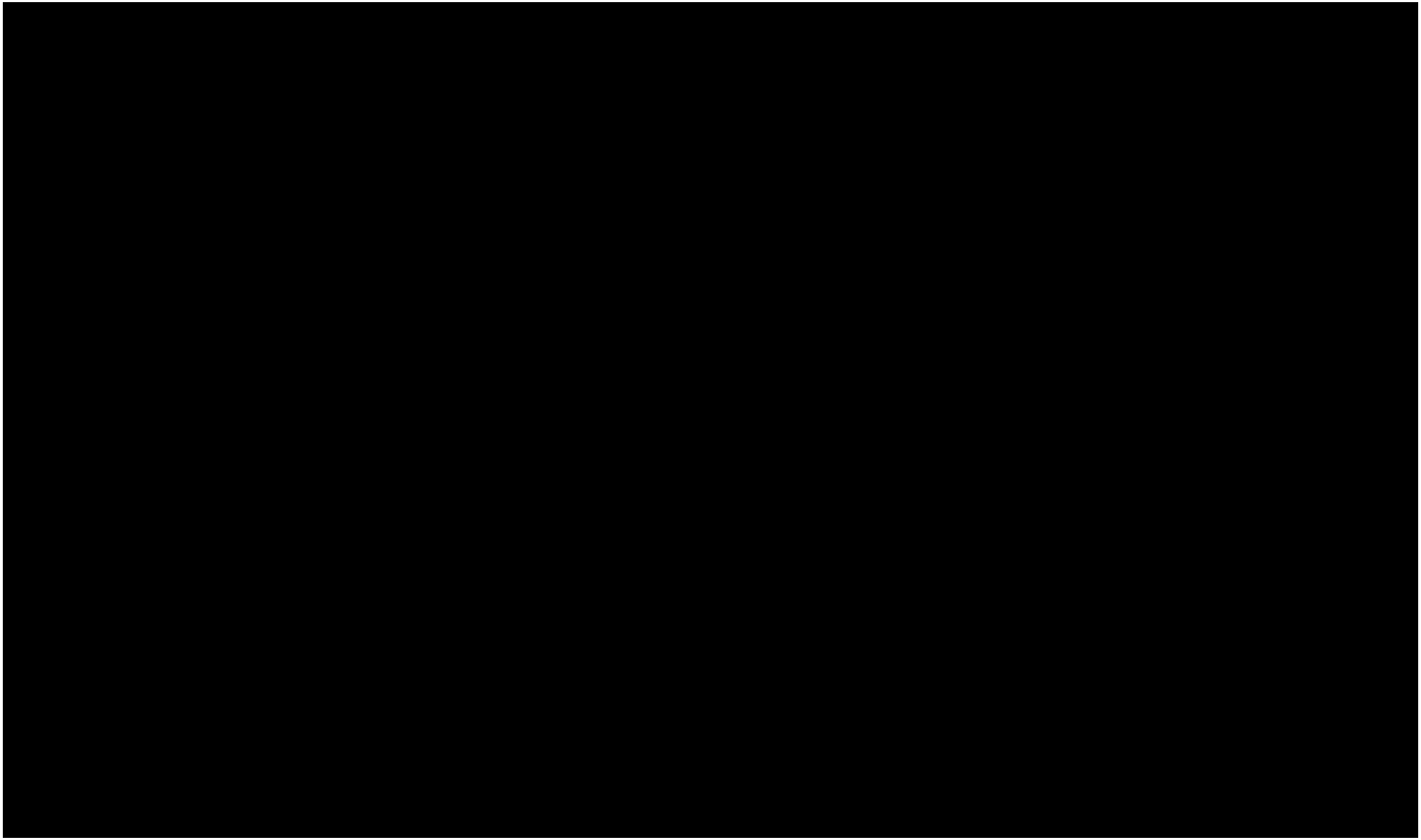

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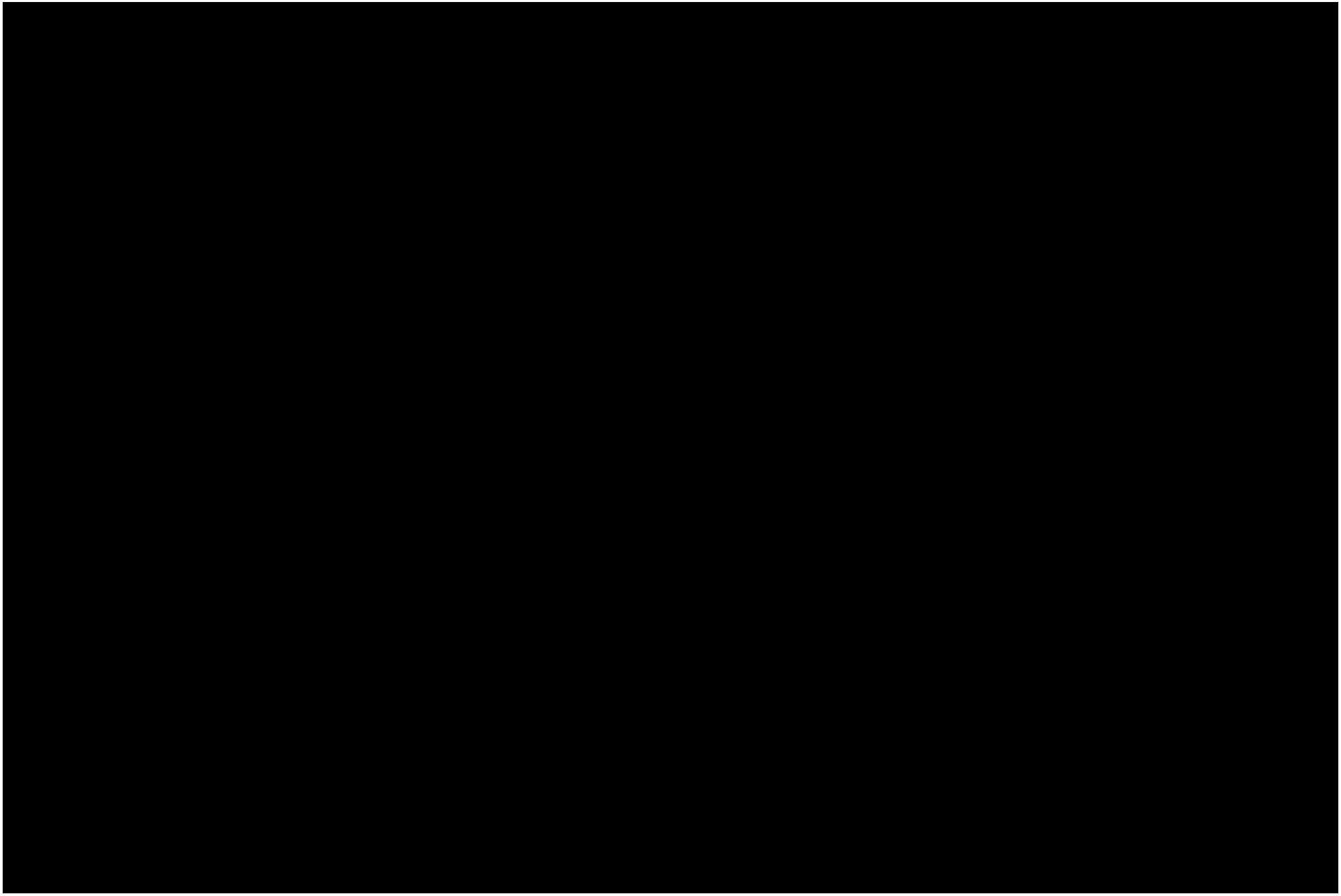

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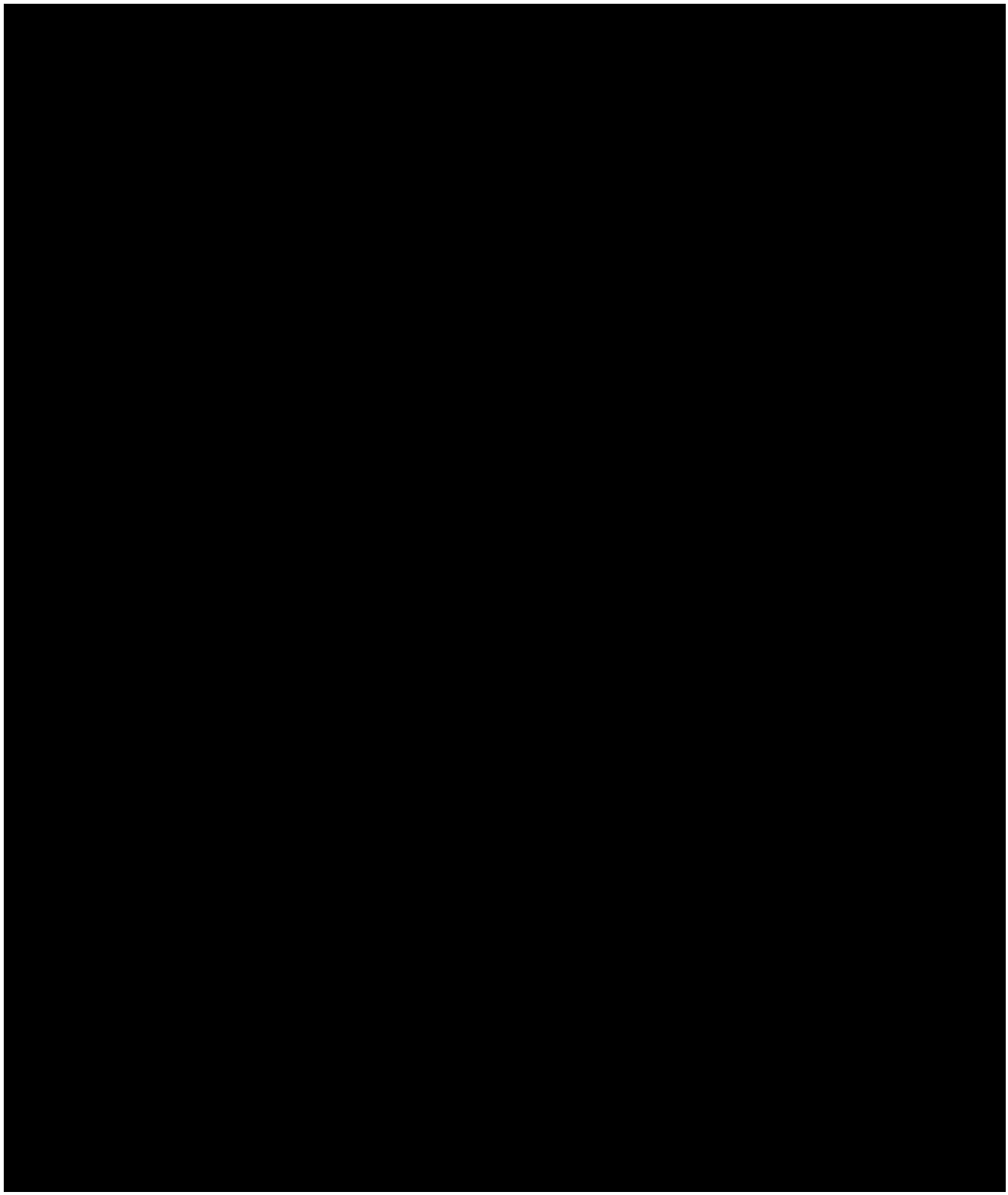

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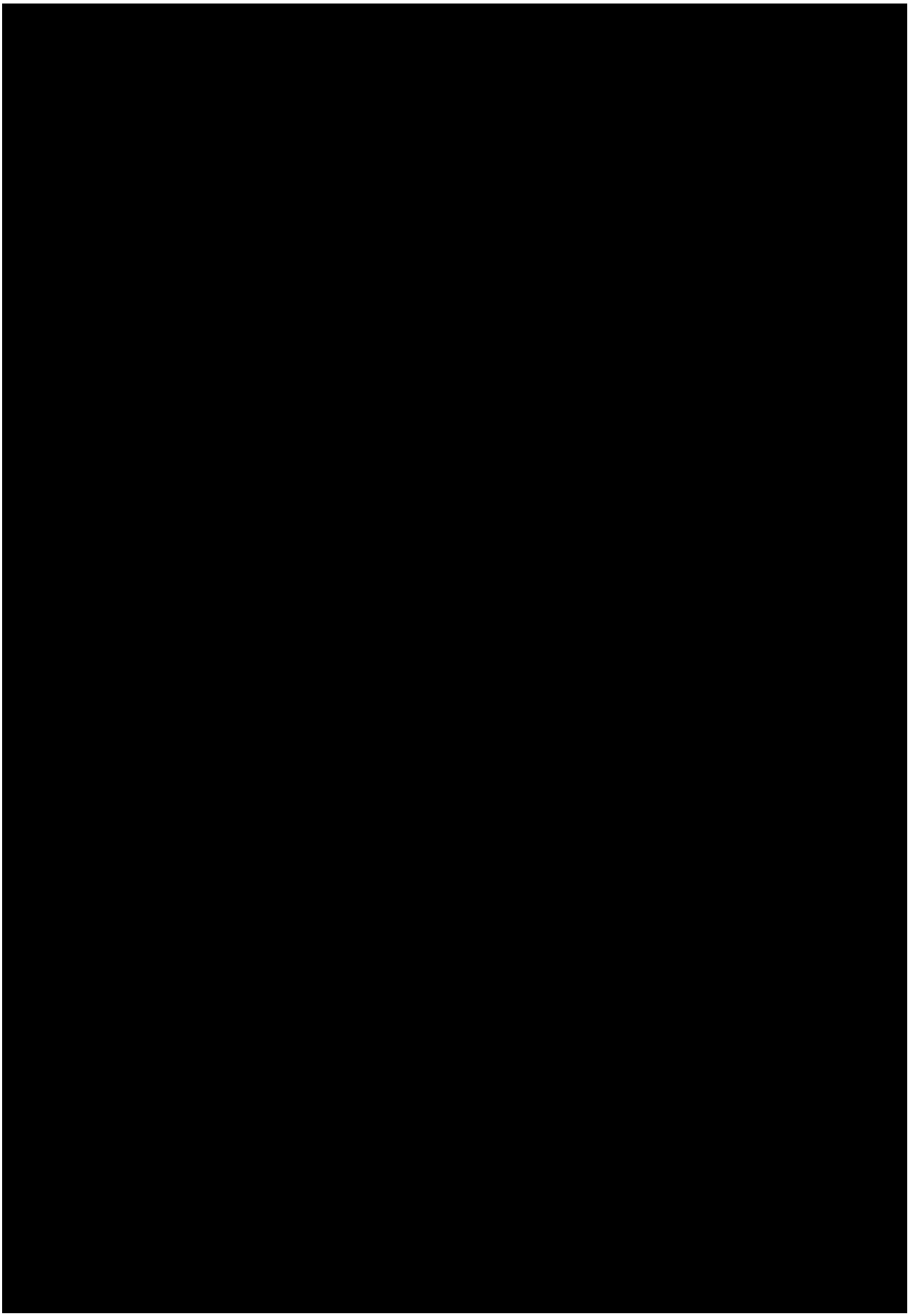

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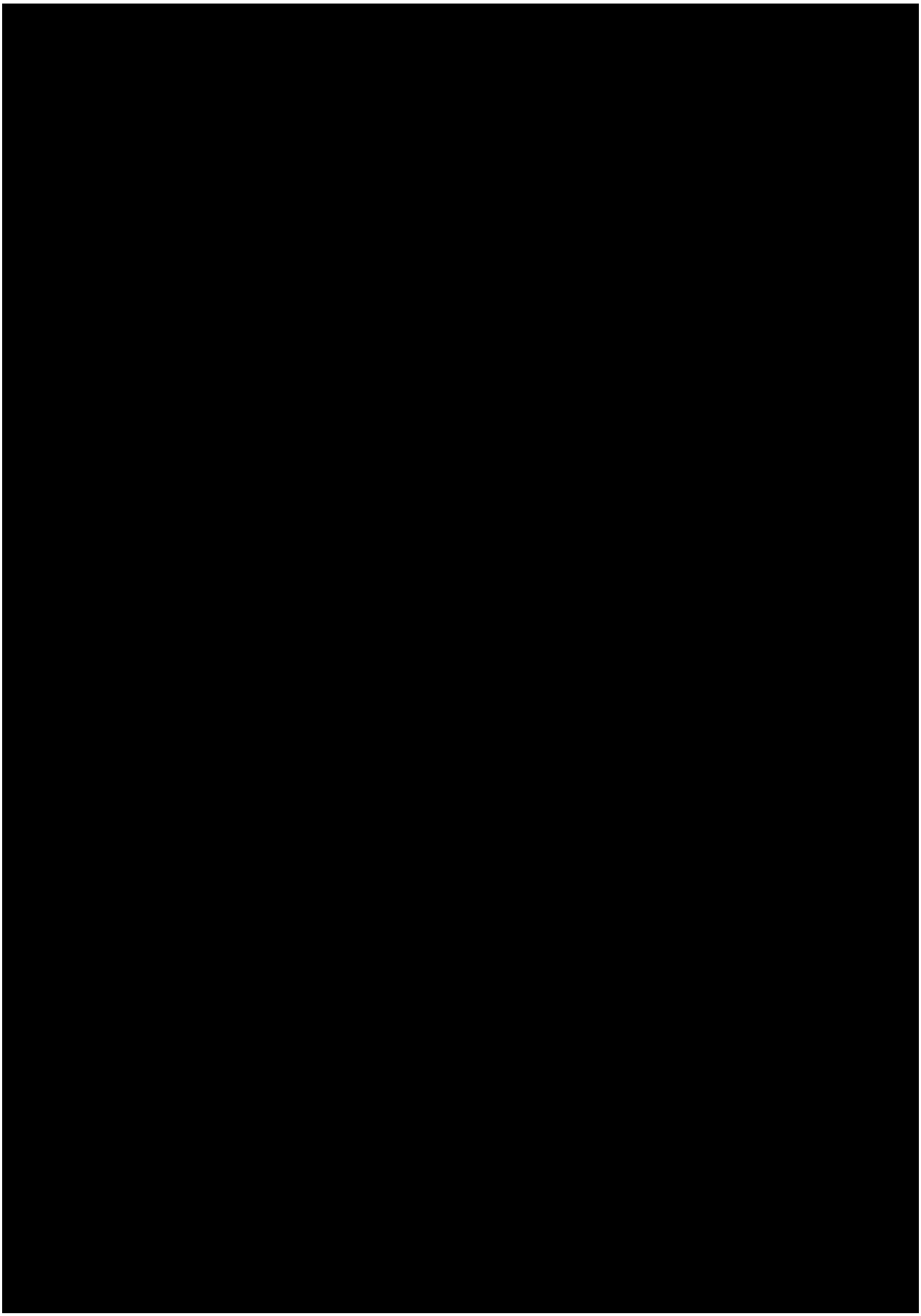

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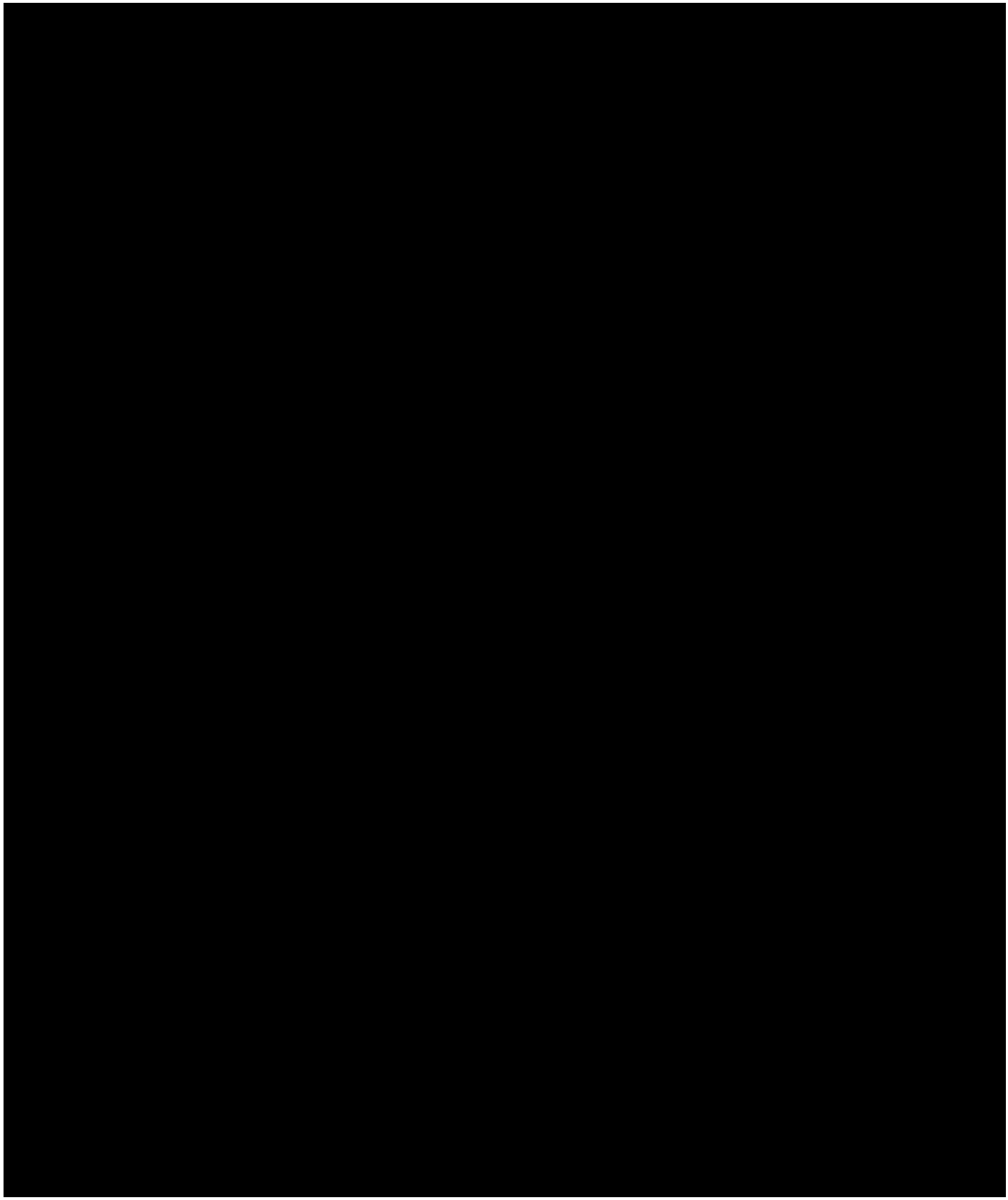

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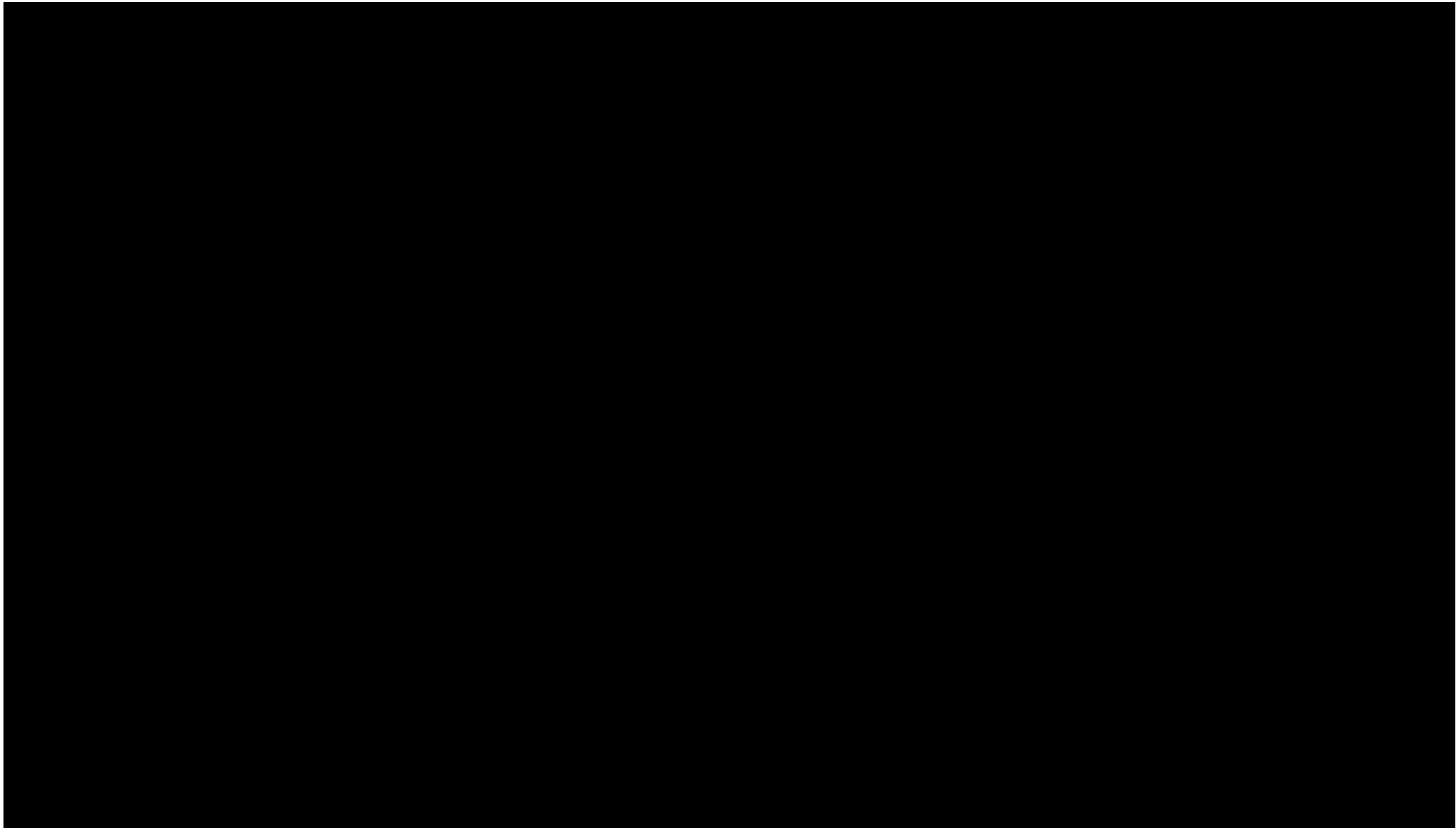

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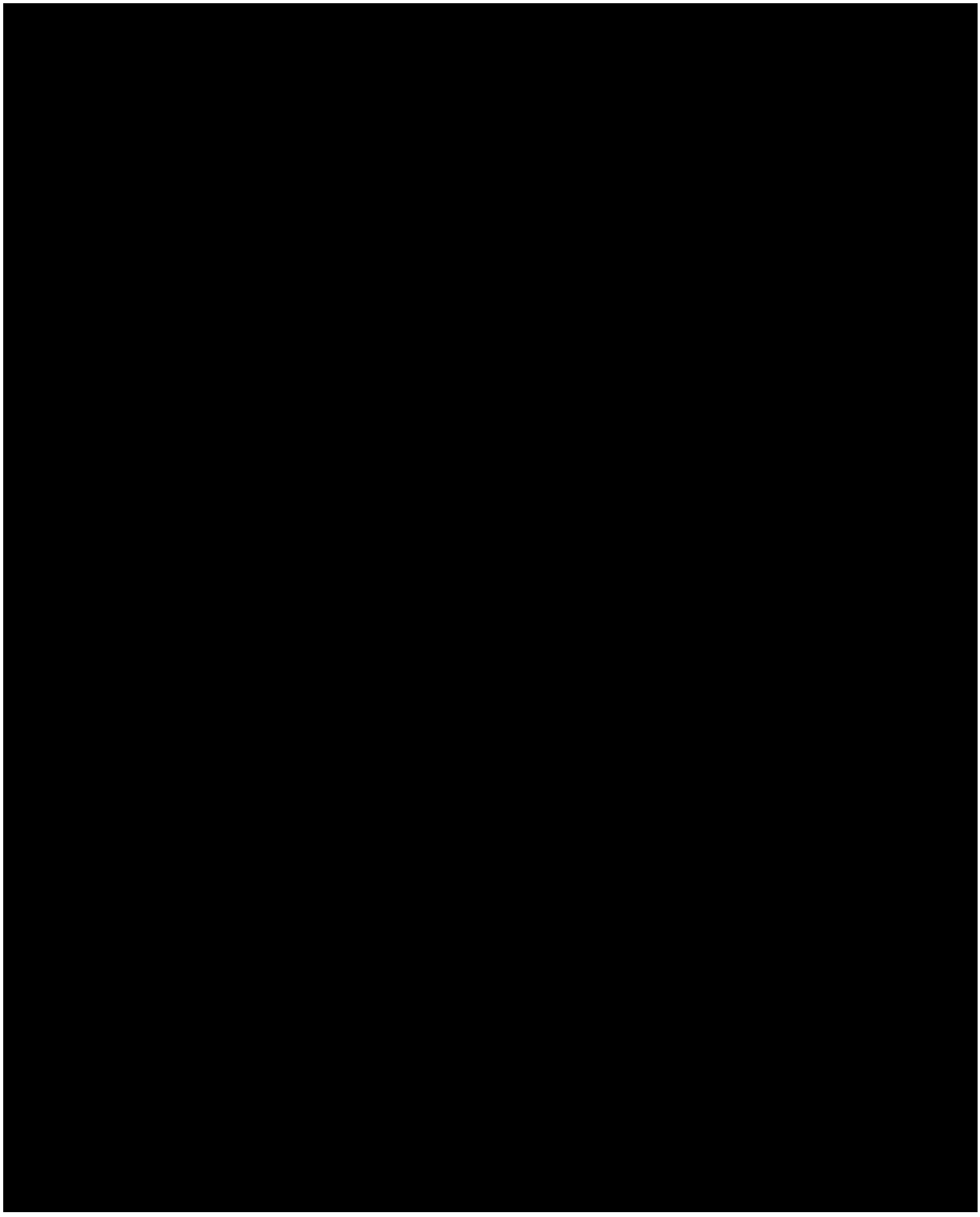

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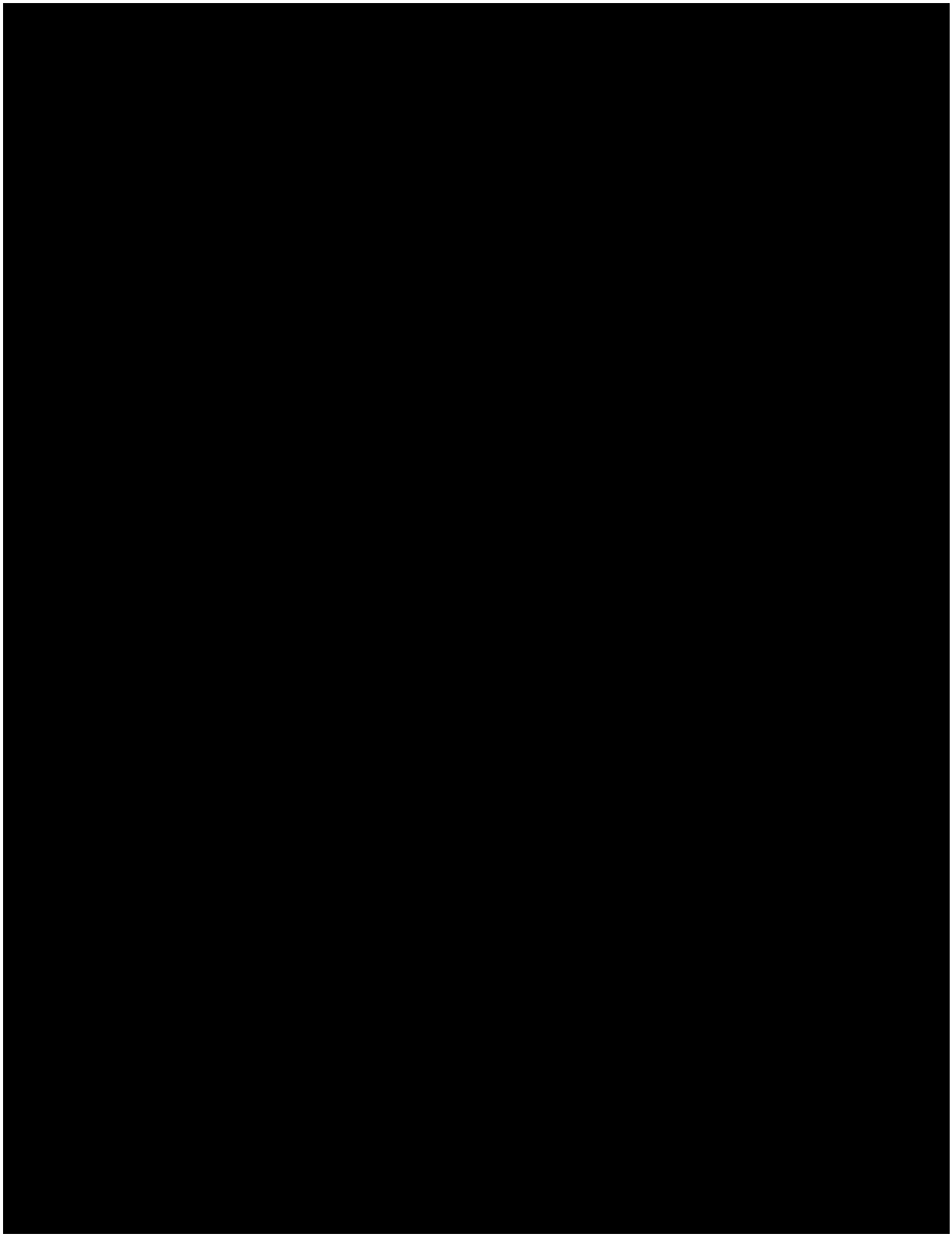

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Hamilton County

County Administrator

BOARD OF COMMISSIONERS
Alicia Reece
Denise Driehaus
Stephanie Summerow Dumas

Todd B. Portune Center for County Government
138 East Court Street, Room 603
Cincinnati, Ohio 45202

Phone: (513) 946-4400
Fax: (513) 946-4444
TDD/TTY: (513) 946-4719
www.hamiltoncountyohio.gov

ADMINISTRATOR
Jeff Aluotto
Phone (513) 946-4436

September 5, 2023

To Whom it May Concern:

Over the past several years, it has become increasingly evident that the area surrounding Cincinnati's Duke Energy Convention Center (DECC) has stagnated and is badly in need of a new and coordinated strategy that will result in a revitalized **Convention Center District**. Cities with a thriving tourism industry feature a state-of-the-art convention center surrounded by active and vibrant restaurant and retail districts and outdoor spaces, along with a high-quality convention hotel in close proximity. Importantly, in order for Cincinnati to succeed in the tourism and visitor economy, we must have a new Convention Headquarters Hotel to support conventions as well as major entertainment and sporting events.

Public and private entities have coalesced around the sense of urgency needed to move the Convention Center District project forward. The City of Cincinnati and Hamilton County selected the Cincinnati Center City Development Corp. (3CDC) to serve as the Development Manager for the project, and we have worked collaboratively to advance the project forward. Significant progress has been made on predevelopment work for the construction of the new Convention Headquarters Hotel —a $415.2 million undertaking.

Portman Holdings, a firm with extensive experience developing convention hotels, was unanimously selected by a broad group of local stakeholders to serve as the developer of the new Convention Headquarters Hotel. 3CDC has entered into exclusive negotiations with Portman Holdings on a comprehensive development agreement along with other agreements.

On a parallel track, the entities involved in advancing the project have been jointly working on developing a common plan of financing for the project. The City, County, and Visit Cincy have actively worked with 3CDC – and Portman Holdings – to develop the a financing model, which creates the $415.2 million required for the construction of the Convention Headquarters Hotel. This common plan of financing requires specific legislation to be passed – at the State, County, and City level – as well as financial commitments from the County, City and Visit Cincy. Earlier this year, the State of Ohio passed enabling legislation in its budget bill that provided authorization to the City and County to take steps to abate the taxes on the new hotel and pledge the funds directly to a bond issuance to finance the gap in the project's capital stack.

This letter serves as confirmation that the County, subject to Board approval, intends to join our local partners in effectuating a financing plan for the renovation of the DECC, which includes a $15 million direct contribution to the project.

If you have any questions about the Convention Center District, the construction of the hotel, the financing plan, or the related legislation, please do not hesitate to contact me.

Sincerely,

Jeffrey W. Aluotto
County Administrator

Hamilton County

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Public and private entities have coalesced around the sense of urgency needed to move the Convention Center District project forward. The City of Cincinnati and Hamilton County selected the Cincinnati Center City Development Corp. (3CDC) to serve as the Development Manager for the project, and we have worked collaboratively to advance the project forward. Significant progress has been made on predevelopment work for the renovation of the DECC—a $200 million undertaking.

Moody Nolan (an MBE) has been selected as the lead design firm, working in tandem with its partners at TVS. Additionally, a partnership of Messer Construction, TriVersity Construction, and Jostin Construction have been chosen to serve as the Construction Manager for the DECC redevelopment project. Both TriVersity and Jostin are MBEs and will account for 40% of the project. Current work on the DECC renovation involves estimating project costs and refining the designs for the renovated space.

On a parallel track, the entities involved in advancing the project have been jointly working on developing a common plan of financing for the project. The County, City and Visit Cincy have actively worked with 3CDC to develop the attached financing model, which creates the $200 million required for the convention center's redevelopment. This common plan of financing requires specific legislation to be passed – at the State, County, and City level – as well as financial commitments from the City, County, and Visit Cincy. Earlier this year, the State of Ohio passed enabling legislation in its budget bill that provided authorization to the County to increase the Transient Occupancy Tax (TOT) by 1%.

This letter serves as confirmation that the County, subject to Board approval, intends to join our local partners in effectuating a financing plan for the renovation of the DECC, which includes a $15 million contribution to the project.

If you have any questions about the Convention Center District, the renovation of the DECC, the financing plan, or the related legislation, please do not hesitate to contact me.

Sincerely,

Jeffrey W. Aluotto
County Administrator

Hamilton County

County Administrator

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Public and private entities have coalesced around the sense of urgency needed to move the Convention Center District project forward. Hamilton County and the City of Cincinnati selected the Cincinnati Center City Development Corp. (3CDC) to serve as the Development Manager for the project, and we have worked collaboratively to advance the project forward. Significant progress has been made on predevelopment work for both the renovation of the DECC—a $200 million undertaking – and the construction of a new Convention Headquarters Hotel, which is expected to have a construction budget of approximately $480 million.

This is a once-in-a-generation opportunity to reimagine a critical area in our urban core, as evidenced by the total investment of nearly $700 million. Surrounding these two generational projects with additional investment in mixed-use and hospitality developments is equally important to our efforts. Fortunately, we are confident that the renovation of the DECC and construction of a new Convention Headquarters Hotel will have a catalytic impact on Cincinnati's entire urban core, with a particularly strong impact on the southwest corner of Cincinnati's Central Business District, where the Convention Center District is located.

Based on conversations with other developers and City partners, we believe an additional $1 billion will ultimately be invested in the urban core, through a combination of renovations and new construction infill projects. These proposed investments are the direct result of the Convention Center District project. These projects together total over 1.9 million square feet and include but are not limited to:

- Residential developments at 435 Elm, Shilito's, and 7th and Vine
- Hotel renovations or development at the Hyatt, Hilton, Westin and 616 Race and 33 W 4th
- Office development at the Nautilus site
- Major civic undertakings such as an expanded Convention Center

Cincinnati's urban core is healthy, strong, and steadily growing. But the $700 million investment in the Convention Center District, and the $1 billion in additional development that will result from the project moving forward, will expand that growth exponentially. In short, this is the exact type of project the Transformational Mixed-Use Development (TMUD) Program was created to support. A TMUD tax credit will have a significant impact on the financing of the Convention Center District, making this catalytic project feasible, and supporting transformational change in Cincinnati's urban core for generations to come.

Thank you for your time and consideration on this important program. If you have any questions about the Convention Center District or any of the related projects, please do not hesitate to contact me.

Sincerely,

Jeffrey W. Aluotto
County Administrator

city of
CINCINNATI
COMMUNITY &
ECONOMIC DEVELOPMENT

September 7, 2023

Ms. Lydia Mihalik
Director, Ohio Department of Development
State of Ohio
77 South High Street, 29th Floor
Columbus, OH 43215

Dear Director Mihalik:

Over the past several years, it has become increasingly evident that the area surrounding Cincinnati's Duke Energy Convention Center ("DECC") has stagnated and is badly in need of a new and coordinated strategy that will result in a revitalized **Convention Center District**. Cities with a thriving tourism industry feature a state-of-the-art convention center surrounded by active and vibrant restaurant and retail districts and outdoor spaces, along with a high-quality convention hotel. Importantly, for Cincinnati to succeed in the tourism and visitor economy, we must have a new Convention Headquarters Hotel to support conventions and major entertainment and sporting events.

Public and private entities have coalesced around the sense of urgency needed to move the Convention Center District project forward. The City of Cincinnati (the "City") and Hamilton County (the "County") selected the Cincinnati Center City Development Corp. ("3CDC") to serve as the Development Manager for the project, and we have worked collaboratively to advance the project forward. Significant progress has been made on predevelopment work for the construction of the new Convention Headquarters Hotel —a $415 million undertaking.

Portman Holdings, a firm with extensive experience developing convention hotels, was unanimously selected by a broad group of local stakeholders to serve as the developer of the new Convention Headquarters Hotel. 3CDC entered exclusive negotiations with Portman Holdings on a comprehensive development agreement and other agreements.

On a parallel track, the entities involved in advancing the project have been jointly working on developing a common plan of financing for the project. The City, County, and Visit Cincy have actively worked with 3CDC – and Portman Holdings – to develop the attached financing model, dated August 24, 2023 which contributes $70 million in revenue bonds into the overall $415 million budget required for the construction of the Convention Headquarters Hotel. This common financing plan requires specific legislation to be passed – at the State of Ohio, County, and City levels – and financial commitments from the City, County, and Visit Cincy. Earlier this year, the State of Ohio passed enabling legislation in its budget bill that authorized the City and County

to take steps to abate the taxes on the new hotel and pledge the funds directly to a bond issuance to finance the gap in the project's capital stack.

This letter serves as confirmation that the City intends to recommend the financing plan for the construction of the Convention Headquarters Hotel, subject to City Council authorization.

If you have questions about the Convention Center District, the hotel's construction, the financing plan, or the related legislation, please do not hesitate to contact me.

Sincerely,

Markiea L. Carter

Markiea L. Carter, Director

city of
CINCINNATI
COMMUNITY &
ECONOMIC DEVELOPMENT

September 7, 2023

Ms. Lydia Mihalik
Director, Ohio Department of Development
State of Ohio
77 South High Street, 29th Floor
Columbus, OH 43215

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Public and private entities have coalesced around the sense of urgency needed to move the Convention Center District project forward. The City of Cincinnati (the "City") and Hamilton County (the "County") selected the Cincinnati Center City Development Corp. ("3CDC") to serve as the Development Manager for the project, and we have worked collaboratively to advance the project forward. Significant progress has been made on predevelopment work for the renovation of the DECC—a $200 million undertaking.

The development team identified to date includes Moody Nolan who has been selected as the lead design firm, working in tandem with its partners at TVS, and the Construction Manager is proposed to be a partnership of Messer Construction, TriVersity Construction, and Jostin Construction. Moody Nolan, TriVersity, and Jostin are City Certified Minority Business Enterprises (MBEs) and will account for a substantial portion of the project spend. Current work on the DECC renovation involves estimating project costs and refining the designs for the renovated space.

On a parallel track, the entities involved in advancing the project have been jointly working on developing a common plan of financing for the project. The City, County, and Visit Cincy have actively worked with 3CDC to develop the attached financing model, dated August 9, 2023, which we anticipate will finance the $200 million redevelopment of the DECC. This common financing plan requires specific legislation

commitments from the City, County, and Visit Cincy. Earlier this year, the State of Ohio passed enabling legislation in its budget bill that provided authorization to the County to increase its Transient Occupancy Tax (TOT) by 1%.

This letter serves as confirmation that the City intends to recommend the financing plan for the renovation of the DECC, subject to City Council authorization.

If you have questions about the Convention Center District, the renovation of the DECC, the financing plan, or the related legislation, please do not hesitate to contact me.

Sincerely,

Markica L. Carter

Markica L. Carter, Director

Connect Real Estate

Economic Impact Report – Marysville, OH

September 8, 2023

CONNECT
REAL ESTATE

Tel: 312-856-9100
Fax: 312-856-1379
www.bdo.com

330 N. Wabash, Suite 3200
Chicago, IL 60611

EXECUTIVE SUMMARY

The purpose of this report is to quantify the estimated direct and indirect economic and financial impact the potential Mixed Use Development project may have on Marysville, Ohio based on the proposed capital investment and job creation of the project.

Connect Real Estate ("Connect") is considering the construction of a new state-of-the-art Multi-Use Development property in the Millcreek Township community. If Connect moves forward with the project, the proposed project will result in approximately 260 Connect and tenant jobs, 150 construction jobs, and $71,280,000 in estimated capital investment. The property will be comprised of four parcels and six buildings, consisting of Retail & Hospitality Spaces, Co-Working Spaces, Recreational & Event Spaces, as well as three buildings containing a total of 190 affordable housing units.

To fully-understand the financial impact of the proposed project for the community, this report measures the direct, indirect, and induced economic and fiscal impacts that could take place because of the type and level of capital investment, revenue generating activity, and job creation by Connect and its Tenants in Marysville, OH (Union County).

In summary, and in order to give context to the information outlined within, please see below for some of the key insights gained from the analysis:

- Over $7.2 million in potential real property tax revenue over 5 years;
- Over $49.4 million in potential real property tax revenue over 30 years;
- Over $1.8 million in total use tax on the construction of the project;
- Over $50 million in state and local withholding tax on new employee earnings and $589 thousand on construction worker earnings;
- More than $37 million in labor income (earnings) potentially generated by the proposed project through indirect spending activity; and
- The creation of over 765 jobs indirectly supported by the potential spending activity of Connect.

It's important to note that all estimates above are measured over a 5-year period. For more detail, please refer to the contents of this report.

This Economic Impact Report and Study are for the sole use by Connect Real Estate, State of Ohio, Union County and City of Marysville, along with their representatives.

BDO USA, LLP, a Delaware limited liability partnership, is the U.S. member of BDO International Limited, a UK company limited by guarantee, and forms part of the international BDO network of independent member firms.

BDO is the brand name for the BDO network and for each of the BDO Member Firms.

Tel: 312-856-9100
Fax: 312-856-1379
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330 N. Wabash, Suite 3200
Chicago, IL 60611

ANALYSIS OVERVIEW

Direct, fiscal impacts were measured using:

- Estimated, future property tax paid to the City of Marysville and Union County;
- Estimated, future sales and use tax paid to the State of Ohio and Union County (based on the current Ohio sales tax rate of 5.75% and County sales tax rate of 1.5%) measured for both the direct capital investment by Connect and future sales tax resulting from revenue generating activities of the project; and
- Estimated, future withholding tax paid to the State of Ohio (based on the current Ohio withholding tax table) and the City of Marysville (based on current Marysville withholding tax rate of 1.5%) for the creation of 150 construction jobs, and 260 operations and tenant permanent jobs at the site.

In addition, to assess the future economic impact of the proposed Multi-Use Development, the following four metrics were used to estimate the indirect and induced fiscal impact of the project that is a direct result of the size of capital investment being made:

1. Employment: The number of jobs created or needed to support the investment.
2. Labor income: All forms of employment income, including employee compensation.
3. Output: The value of industry production by calendar year.
4. Value added: Compensation of employees, taxes on production and imports less subsidies, and gross operating surplus.

To measure the significance of each metric, IMPLAN datasets for Union County, Ohio were used to identify the indirect and induced values of the same. IMPLAN is the leading provider of economic impact data analysis for resource outputs on local communities. The platform utilizes an input-output model that combines a set of extensive databases, economic factors, the most up-to-date industry multipliers, and demographic statistics with a highly refined modeling system to determine how the effects of one industry will impact other sectors. The multipliers calculate total impact rather than direct "head count," to organize data, recall information, and process. Trade flow information is also considered to offer insights into the multidirectional movements of goods and services between economies. IMPLAN's data is constantly being vetted by industry-leading research analysts and is recognized as the most accurate and reliable of its kind. By inputting project specific data, IMPLAN quantifies the impact via a series of mathematical calculations spanning the software's database of interrelated input-output matrices.

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ASSUMPTIONS

All data provided and accumulated within this report was provided exclusively by Connect. Results are based solely on the information provided, and changes to the data points provided would likely alter results computed by IMPLAN. The assumptions provided by Connect include number of new jobs, annual employee payroll created, total project capital investment and anticipated revenue streams. BDO has not validated any of the information provided by Connect. BDO's role is strictly limited to using the information provided by Connect to create this Economic and Fiscal Impact Study.

Based on discussions with Connect, the following assumptions were utilized to complete this report:

- The proposed project will locate in Union County within the City of Marysville, Ohio;
- $71,280,000 in total, direct capital expenditures by Connect unless stated otherwise; and
- 260 new jobs will be created during the first 5 years and maintained for at least the next 10 years, generating a total estimated payroll equal to $93,610,104 over 5 years.
- Revenue projections will begin in Year 1 following completion of Phase 1 of the project:

Year	Revenue
1	[redacted]
2	
3	
4	
5	

Connect provided the five years of revenue projections. It is anticipated by Connect that all revenue will be generated within the State of Ohio. At this time, it is not feasible to determine a percentage of revenue that will be generated on sales to other counties in Ohio.

Additionally, the revenue projections provided by Connect comprises of projections for residential, dining, and entertainment sales.

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Detailed assumptions related to the calculations and estimates outlined within can be found in the corresponding sections of the report.

It's important to note that the projections outlined within this report and supporting documents are estimates only and are based on detailed inputs created and provided by Connect. Outcomes may vary based on actual project results and factors outside of Connect's or BDO's control. Any changes in project assumptions provided by the Company will impact the calculations and results outlined within.

DIRECT IMPACT

To understand the direct impact Connect's development may have on Marysville, Union County and the State of Ohio, we calculated the estimated new County and State level tax increment for both property and sales/use taxes over a 5-year period based on the creation of 260 new jobs and capital investment of approximately $71,280,000 for the construction of buildings and personal property. The major assumptions are outlined below:

Property Tax

In Ohio, property taxes are assessed and collected at the County level. The property tax calculation estimates a total tax rate of 14.5%.

For the purpose of this calculation, we assume that Market Value is equal to 80% of total real property cost, based on 2022 final tax rates. Based on our analysis, Connect's facility may generate an estimated $7.2 million in new property taxes over the next 5 years.

For more information, please see our detailed calculations provided in the appendix.

Sales Tax

The current sales tax rate in the State of Ohio is 7.5% of the selling price of tangible personal property on sales at retail, broken out as 5.75% in State sales tax, 1.25% in County sales tax, and .5% in Special sales tax. The use tax is complementary to the sales tax and is imposed at 7.5% of the purchase price of tangible personal property purchased. Connect will be required to collect and remit 7.5% of the selling price on all its sales of tangible personal property at the facility. In addition, much of the initial

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purchases to construct and equip the project will also be subject to sales/use taxes, including the purchase or sale of:

- Tangible Personal Property utilized during construction;
- Furniture and Fixtures; and
- Tangible Personal Property created and sold as part of the manufacturing process.

Based on projected revenue from this project, we estimate that Connect's facility could generate approximately $3.2 million in State sales/use tax revenue.

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INDIRECT IMPACT

Indirect impacts are the results of business-to-business transactions indirectly caused by the direct investment into the proposed project. Businesses initially benefiting from the direct effects will subsequently increase spending at other local businesses. The indirect effect is a measure of this increase in business-to-business activity.

Over the next five years the proposed project is expected to have an indirect impact on Union County resulting in the following:

- [redacted];
- 666 new jobs in the community;
  - [redacted];
  - [redacted];
- $37,611,949 in new labor income;
  - [redacted];
  - [redacted];
  - [redacted].

Please see our Impact Result by Employment and Impact Results Overview provided in the appendix for further details.

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INDUCED IMPACT

Induced impacts are the results of increased personal income caused by the direct and indirect impacts. Businesses experiencing increased revenue from the direct and indirect effects will subsequently increase payroll expenditures by hiring more employees, increasing payroll hours, raising salaries, etc. Households will, in turn, increase spending at local businesses. The induced effect is a measure of this increase in household-to-business activity.

Over the next five years the proposed project is expected to have an induced impact on Union County resulting in the following:

- 371 new jobs;
  - [redacted];
  - [redacted]; and
  - [redacted];
- $10,434,244 new labor income;
  - [redacted];
  - [redacted];
  - [redacted];

Please see our Impact Result by Employment and Impact Results Overview provided in the appendix for further details.

Collectively, the indirect and induced impact as it relates to state and local tax revenue is equal to approximately $69,753,726:

- [redacted];
- [redacted];
- [redacted];

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APPENDIX

Definitions

Indirect impact: the results of business-to-business transactions indirectly caused by the direct investment into the Multi-Use Development. Businesses initially benefiting from the direct effects will subsequently increase spending at other local businesses. The indirect effect is a measure of this increase in business-to-business activity.

Induced impact: the results of increased personal income caused by the direct and indirect impacts. Businesses experiencing increased revenue from the direct and indirect effects will subsequently increase payroll expenditures (by hiring more employees, increasing payroll hours, raising salaries, etc.). Households will, in turn, increase spending at local businesses. The induced effect is a measure of this increase in household-to-business activity.

Labor Income: all forms of employment income, including employee compensation (wages + benefits).

Multipliers: formulas based on various direct/indirect/induced effects to create matrices to determine specific economic effects.

Output by Absolute Value: defined as value added (employee compensation, other property income and tax on production and imports) plus intermediate expenditures (materials needed on a day-to-day basis).

Other Property Type Income: A.K.A. Gross Operational Surplus. All money collected by an industry that isn't paid into the operations of the company. This would include profits, capital consumption allowance, payments for rent, royalties & interest income.

Other taxes: all taxes paid to governments other than payroll and income/profits, not already included on a specific line item (ex: excise taxes, fees and fines, licenses and permits, etc). The tax impact report splits the TOPI tax impacts into the various categories based on the picture of that region's economy. There are not industry-specific taxes paid (other than total TOPI, which is industry-specific) so the distribution will be an all-industry average.

Property Taxes: on a state and local basis include all property taxes on all real property paid to Union County.

Taxes on Production and Imports: (sales tax, property tax, custom duties, and other taxes and fees) less government subsidies

Value Added: The difference between an industry's or an establishment's total output and the cost of its intermediate inputs (gross output – intermediate inputs). Value added consists of compensation of employees, taxes on production and imports less subsidies, and gross operating surplus.

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Calculations

Please see attached schedules for direct and indirect economic and financial impacts.

Disclaimer

Please note this document is based on certain key objectives and assumptions, all of which were provided by Connect. The input data and assumptions need to be confirmed with factual due diligence, and additional research, prior to moving forward with the proposed project.

This document is not written tax advice directed at the particular facts and circumstances of any person. This document is for general information purposes only and should not be used as a substitute for consultation with professional advisors.

Also, as previously stated, it is important to note that the projections outlined within this report and supporting documents are estimates only and are based on detailed inputs created and provided by Connect. Future outcomes may vary based on actual project results and factors outside of Connect's or BDO's control. Any changes in project assumptions provided by the Company and/or established by BDO on the Company's behalf will impact the calculations and results outlined within.

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Construction

Impact Results Overview

Dollar Year is 2023 Impact is Indirect or Induced Run ID is 335893

Economic Indicators by Impact

Impact	Employment	Labor Income	Value Added	Output
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Totals	233.51	$10,662,178.25	$21,197,204.22	$36,315,439.77

Tax Results

Impact	Sub County General	Sub County Special Districts	County	State	Federal	Total
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Totals	$188,177.03	$750,497.09	$474,343.73	$2,222,240.33	$1,130,489.59	$4,765,747.76

Direct Leakages

Institutional Commodity Sales	Margin	Imports to Region
N/A	N/A	N/A

Industries by Estimated Growth Percentage

	Display Code	Display Description	Industry Total Output	Impact Output	Estimated Growth Percentage
1	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
2	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
3	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
4	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
5	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
6	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
7	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
8	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
9	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
10	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
11	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
12	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
13	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
14	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
15	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
16	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
17	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
18	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
19	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
20	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
21	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
22	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]

[redacted]

Construction - Surrounding Areas

Impact Results Overview

Dollar Year is 2023 Impact is Indirect or Induced Run ID is 336061

Economic Indicators by Impact

Impact	Employment	Labor Income	Value Added	Output
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Totals	29.77	$1,352,046.44	$2,914,859.77	$4,689,843.14

Tax Results

Impact	Sub County General	Sub County Special Districts	County	State	Federal	Total
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Totals	$29,218.71	$149,167.47	$67,532.06	$331,073.02	$121,796.16	$698,787.42

Direct Leakages

Institutional Commodity Sales	Margin	Imports to Region
N/A	N/A	N/A

Industries by Estimated Growth Percentage

	Display Code	Display Description	Industry Total Output	Impact Output	Estimated Growth Percentage
1	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
2	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
3	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
4	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
5	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
6	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
7	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
8	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
9	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
10	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
11	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
12	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
13	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
14	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
15	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
16	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
17	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
18	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
19	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
20	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
21	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
22	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]

[redacted]

Operations

Impact Results

Dollar Year is 2023 Impact is Indirect or Induced Run ID is 335888

Economic Indicators by Impact

Impact	Employment	Labor Income	Value Added	Output
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Totals	902.50	$43,297,974.20	$74,120,576.57	$143,674,896.56

Tax Results

Impact	Sub County General	Sub County Special Districts	County	State	Federal	Total
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Totals	$380,996.26	$1,285,832.22	$803,563.50	$4,023,742.17	$5,867,478.17	$12,361,612.32

Direct Leakages

Institutional Commodity Sales	Margin	Imports to Region
N/A	$885,555.20	N/A

[redacted]

Industries by Estimated Growth Percentage

	Display Code	Display Description	Industry Total Output	Impact Output	Estimated Growth Percentage
1	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
2	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
3	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
4	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
5	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
6	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
7	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
8	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
9	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
10	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
11	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
12	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
13	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
14	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
15	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
16	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
17	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
18	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
19	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
20	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
21	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
22	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]

Operations - Surrounding Areas

Impact Results Overview

Dollar Year is 2023 Impact is Indirect or Induced Run ID is 336064

Economic Indicators by Impact

Impact	Employment	Labor Income	Value Added	Output
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Totals	83.56	$3,579,154.45	$6,824,955.70	$14,296,695.71

Tax Results

Impact	Sub County General	Sub County Special Districts	County	State	Federal	Total
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Totals	$40,063.05	$188,465.08	$84,737.75	$432,900.42	$472,143.67	$1,218,309.97

Direct Leakages

Institutional Commodity Sales	Margin	Imports to Region
N/A	$885,555.20	N/A

Industries by Estimated Growth Percentage

	Display Code	Display Description	Industry Total Output	Impact Output	Estimated Growth Percentage
1	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
2	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
3	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
4	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
5	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
6	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
7	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
8	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
9	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
10	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
11	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
12	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
13	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
14	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
15	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
16	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
17	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
18	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
19	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
20	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
21	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
22	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]

Economic Impact Analysis of the Arcade District Proposed Mixed-Use Development

Prepared for

Dayton Arcade Partners, LLC

September 7, 2023

UC ECONOMICS CENTER
RESEARCH AND CONSULTING

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Executive Summary

Dayton Arcade Partners, LLC intends to invest $139.8 million to redevelop four phases of the Arcade District – South Arcade Part 2, North Arcade, Centre City Building, and Air City Garage – in downtown Dayton.[1] The Arcade District Project will include 200 apartments, 380 parking spaces, a 94-room hotel, 48,500 square feet of office space, 35,200 square feet of retail space, 25,000 square feet of restaurant space, and 10,000 square feet of event space. Construction is anticipated to begin in 2024 with the opening of the Arcade District Project expected in 2026. This proposed Project will drive substantial economic activity for the Surrounding Area during the five years after construction is complete.[2]

This report estimates the Project, Development, Surrounding Area, and catalyzed project impacts generated by the Arcade District Project during the construction period as well as during the completion period. The construction period refers to the period between the start and end of construction, whereas the completion period refers to the first five years of operation. The economic impact on jobs, earnings, and sales as well as the fiscal impact on tax revenue for state and local jurisdictions are included. Economic impacts are separated into operations impacts, which represent the management of the Project site after construction is complete and operations commence, and the tenant impacts. Operations impacts represent the labor required to operate the Arcade District Project as well as the associated impacts on earnings. Tenant impacts represent the labor required by anticipated tenants of the Arcade District Project and the associated impacts on earnings and sales. All dollars reported in this analysis reflect nominal dollars unless otherwise stated.

Construction Period Impacts

Comprising the Project, Surrounding Area, and catalyzed project impacts, Table 1 details the total economic impacts of the construction and related activities of the Arcade District Project and the catalyzed projects.[3] During the construction period, the construction and related activities of the Arcade District Project and the catalyzed projects will directly and indirectly support a total of 1,729 construction jobs with earnings of $167.4 million in the Surrounding Area's economy. Assuming 40 working hours per week for 52 weeks per year, the average hourly wage is $46.56.

Table 1: Total Construction Period Impacts on Jobs and Payroll

Year of Construction	FTE Construction Jobs	Average Hourly Wage	Total Projected Payroll
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
Total	**1,729**	**$46.56**	**$167,447,709**

Source: Economics Center calculations.

During the construction period, the construction and related activities of Arcade District Project and the catalyzed projects will generate a total of $437.2 million in sales in the Surrounding Area, as detailed in Table 2. Of the total sales generated during the construction period, $407.9 million are direct sales and

[1] Reported in 2023 dollars.
[2] The Surrounding Area for a development located within ten miles of a major city, determined by starting from the corporate boundary of the major city and extending out ten miles from that boundary, is defined as the area encompassed within a perimeter starting from the transformational mixed-use development boundary and extending one-half mile out from that boundary. For the Arcade District Project, the Surrounding Area is defined as zip codes 45401, 45402, 45405, 45410, 45412, 45422, 45423, and 45482.
[3] The impacts of the South Arcade Part 1 phase of the Arcade District Development are not included in the construction period impacts since construction has been completed.

$29.3 million are indirect sales. The Economics Center is unable to disaggregate indirect sales into specific spending categories due to the characteristics of input-output models and multipliers. For the purposes of the TMUD Program, construction sales as well as indirect sales are considered retail sales per the definition of a retail sale in the Ohio Revised Code, Section 5739.01.

Table 2: Total Construction Period Impacts on Sales

Year of Construction	Projected Retail Sales	Projected Entertainment Sales	Projected Dining Sales	Total Projected Sales
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Total	**$437,176,731**	**N/A**	**N/A**	**$437,176,731**

Source: Economics Center calculations.

As detailed in Table 3, the construction and related activities of the Arcade District Project and the catalyzed projects will generate income tax revenue for the State of Ohio and the City of Dayton. A total of nearly $8.7 million in income tax revenue will be generated by the construction and related activities of the Arcade District Project and the catalyzed projects during the construction period. The State of Ohio will receive nearly $4.5 million, while the City of Dayton will receive $4.2 million.

Table 3: Total Construction Period Impacts on Taxes

Year of Construction	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax	Total Projected Taxes
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Total	**N/A**	**$8,651,522**	**N/A**	**N/A**	**$8,651,522**

Source: Economics Center calculations.

Completion Period Impacts

The total economic impact of the Arcade District Project includes the jobs, earnings, and sales resulting from Project, Development, Surrounding Area, and catalyzed project impacts. As shown in Table 4, a total of 125 operations jobs will be directly and indiretly supported by the Arcade District Project and the Arcade District Development. These operations jobs will have total earnings of $9.4 million during the completion period. The average annual earnings of the operations jobs supported by the Arcade District Project and the Arcade District Development will be $76,277. Assuming 40 working hours per week for 52 weeks per year, this equates to an average hourly wage of $36.67.

Table 4: Total Completion Period Impacts on Operations Jobs and Payroll

Year of Operation	FTE Operations Jobs	Average Hourly Wage	Total Projected Payroll
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
Total	**125**	**$36.67**	**$9,434,339**

Source: Economics Center calculations.

Tenants of the Arcade District Project, the South Arcade Part 1 phase of the Arcade District Development, and the catalyzed projects hire and pay wages to employees needed to maintain daily operations. As detailed in Table 5, a total of 15,045 tenant jobs with earnings of $1.1 billion will be directly and indirectly supported during the completion period. The direct and indirect jobs supported by tenants of the Arcade District Project, the South Arcade Part 1 phase of the Arcade District Development, and the catalyzed projects will have average annual earnings of $72,367. This equates to an average hourly wage of tenant jobs of $34.79, assuming 40 working hours per week for 52 weeks per year.

Table 5: Total Completion Period Impacts on Tenant Jobs and Payroll

Year of Operation	FTE Tenant Jobs	Average Hourly Wage	Total Projected Payroll
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
Total	**15,045**	**$34.79**	**$1,088,881,784**

Source: Economics Center calculations.

As detailed in Table 6, the Arcade District Project, the South Arcade Part 1 phase of the Arcade District Development, and the catalyzed projects will generate a total of $4.3 billion in total sales during the completion period. Of the total sales generated during the completion period, $3.6 billion represent direct sales of tenants of the Project, Development, and catalyzed projects. These direct sales will lead to further indirect sales in the Surrounding Area of $695.8 million. The total sales genereated during the completion period are comprised of $4.2 billion in retail sales, $3.0 million in entertainment sales, and $178.3 million in dining sales. The Economics Center is unable to disaggregate indirect sales into specific spending categories due to the characteristics of input-output models and multipliers. For the purposes of the TMUD Program, indirect sales are considered retail sales per the definition of a retail sale in the Ohio Revised Code, Section 5739.01.

Table 6: Total Completion Period Impacts on Sales

Year of Operation	Projected Retail Sales	Projected Entertainment Sales	Projected Dining Sales	Total Projected Sales
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Total	**$4,151,247,038**	**$2,988,438**	**$178,324,298**	**$4,332,559,774**

Source: Economics Center calculations.

As detailed in Table 7, the total fiscal impacts include the sales, income, lodging, and property tax revenue generated by the Arcade District Project, the South Arcade Part 1 phase of the Arcade District Development, and the catalyzed projects during the completion period. The spending of the hotel, restaurant, retail, and commercial shoppers will generate $41.0 million in sales tax revenue for the State of Ohio and Montgomery County. The State of Ohio and the City of Dayton will benefit from a total of $55.6 million in income tax revenue during the completion period. Montgomery County and the City of Dayton will benefit from $4.1 million in lodging tax revenue from hotel guests during the completion period. The Arcade District Project, the South Arcade Part 1 phase of the Arcade District Development, and the catalyzed projects will generate $61.8 million in property tax revenue. In total, the Arcade District Project will create nearly $162.5 million in fiscal benefits for state and local jurisdictions during the completion period.

Table 7: Total Completion Period Impacts on Taxes

Year of Operation	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax[4]	Total Projected Taxes
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Total	**$40,978,109**	**$55,583,259**	**$4,142,206**	**$61,842,759**	**$162,546,333**

Source: Economics Center calculations.

Total Economic and Fiscal Impacts

The total impacts of the Arcade District Project refer to the Project, Development, Surrounding Area, and catalyzed project impacts generated during both the construction period and the completion period, as detailed in Table 8. The Arcade District Project is estimated to support 1,729 jobs with $167.4 million in earnings during the construction period and support 15,170 jobs with $1.1 billion in earnings during the completion period. Construction and related activities will generate $437.2 million in sales during the construction period, while operations and tenant businesses will generate $4.3 billion in sales during the completion period. Additionally, the Arcade District Project is estimated to generate $8.7 million in

[4] Payments in lieu of taxes are included in property tax revenue.

taxes during the construction period and $162.5 million in taxes during the completion period. Collectively, the Arcade District Project will support 16,899 jobs with earnings of $1.3 billion, generate $4.8 billion in sales, and generate $171.2 million in taxes during the construction and completion periods. During the fifth year of the completion period, the Arcade District Project will support 3,034 jobs with earnings of $229.0 million, generate $903.2 million in sales, and generate $33.5 million in taxes.

Table 8: Total Economic and Fiscal Impacts

Impact Type	Total Projected FTE Jobs	Total Projected Payroll	Total Projected Sales	Total Projected Taxes
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Total Impacts	**16,899**	**$1,265,763,832**	**$4,769,736,505**	**$171,197,855**

Source: Economics Center calculations.

Introduction

The Arcade District Project is a proposed mixed-use development in the City of Dayton that will drive substantial economic activity in the Surrounding Area.[5] The Arcade District Project is anticipated to start construction in 2024 and open in 2026. Dayton Arcade Partners, LLC plans to invest more than $139.8 million to redevelop the Arcade District.[6] As shown in Table 9, the Arcade District Project will include [redacted], [redacted], a [redacted] hotel, 48,500 square feet of office space, 35,200 square feet of retail space, 25,000 square feet of restaurant space, and 10,000 square feet of event space.

Table 9: Mixed-Use Breakdown of the Proposed Arcade District Project

Type of Mixed-Use	Dimensions/Quantity
Multifamily Residential	149,000 square feet ([redacted])
Parking	143,000 square feet ([redacted])
Hotel	91,000 square feet ([redacted])
Office	48,500 square feet
Retail	35,200 square feet
Restaurants	25,000 square feet
Event Space	10,000 square feet

Source: Dayton Arcade Partners, LLC.

The Arcade District Development encompasses the redevelopment of 11 buildings across two city blocks in Dayton's central business district. The Arcade District Development will include [redacted], [redacted], a [redacted] hotel, 130,000 square feet of institutional/event space, 77,500 square feet of office space, 41,400 square feet of retail space, 35,000 square feet of restaurant space, and 10,000 square feet of event space.

The Arcade District Project refers to four phases – South Arcade Part 2, North Arcade, Centre City Building, Air City Parking Garage – of the larger Arcade District Development. Phase 1 of the Arcade District Development, referred to as the South Arcade Part 1, completed construction in 2021. Per the Ohio Department of Development's Transformational Mixed-Use Development (TMUD) Guidelines, the impacts of the South Arcade Part 1 phase of the Arcade District Development are not included in the construction period impacts since construction has been completed. However, the South Arcade Part 1 phase of the Arcade District Development is included in the completion period impacts.

This report estimates the Project, Development, Surrounding Area, and catalyzed project impacts generated by the Arcade District Project during the construction period as well as during the completion period.[7] The construction period refers to the period between the start and end of construction, whereas the completion period refers to the first five years of operation. The economic impact on jobs, earnings, and sales as well as the fiscal impact on tax revenues for state and local jurisdictions are detailed for each impact category in the following sections. All dollars reported in this analysis reflect nominal dollars

[5] The Surrounding Area for a development located within ten miles of a major city, determined by starting from the corporate boundary of the major city and extending out ten miles from that boundary, is defined as the area encompassed within a perimeter starting from the transformational mixed-use development boundary and extending one-half mile out from that boundary. For the Arcade District Project, the Surrounding Area is defined as zip codes 45401, 45402, 45405, 45410, 45412, 45422, 45423, and 45482.

[6] Reported in 2023 dollars.

[7] Dayton Arcade Partners, LLC provided the list of projects directly caused or catalyzed by the Arcade District Project and the associated project details.

unless otherwise stated. Long-run inflation estimates for 2022 through 2031 were obtained from the National Economic Estimating Conference.[8]

Methodology

Economic Impact

This economic impact analysis measures the amount of economic transactions expected to result from the construction and related activities as well as the operations and tenants of the Arcade District Project. The economic impact analysis includes the impacts of the construction and related activities, the operations resulting from the management of the Project site after construction is complete and operations commence, and the impacts of the tenant businesses of the Arcade District Project.

Economic impact figures represent the effects that a given mixed-use development and its associated economic activities have upon a surrounding community. The economic impacts are reported in terms of jobs, earnings, and economic actvitity (or sales). The number of jobs represents full-time equivalent employees. Earnings refer to the compensation of employees excluding personal contributions to Social Security, Medicare, or employee pension plans. Average annual earnings represent the total earnings divided by the number of jobs. The average hourly wage represents the average annual earnings divided by 2,080 hours, which assumes 40 working hours per week for 52 weeks per year. If less than one job is supported, the average hourly wage detailed represents an annualized wage assuming 2,080 working hours per year. Lastly, economic activity refers to the total cost of construction and related activities, the direct sales of tenant businesses, and the subsequent spending on goods and services occuring in the local economy.

The impacts of construction and related activities represent the investment and labor necessary to construct or redevelop the Arcade District Project and the associated impacts on earnings. The impacts of operations represent the labor required to operate the Arcade District Project as well as the associated impacts on earnings. The impacts of the tenant businesses represent the labor required by anticipated tenants of the Arcade District Project and the associated impacts on earnings and economic activity.

Mixed-use developments will affect local communities through the purchases of local goods and services made by the development and its tenants. In turn, those local businesses supported purchase goods and services at other local businesses. The direct impacts during the construction period include the cost of design, building materials and equipment, and the earnings of construction employees. The direct impacts during the completion period include the local cost of supplies, maintence, and wages paid to employees resulting from the operations of the development and from the tenant businesses. These direct expenditures affect other industries by increasing demand for products and services, creating jobs associated with the provision of these products and services, and generating incomes. This is the indirect impact, or the additional economic impact that is a result from inter-industry linkages. The indirect impacts are the expenditures and employment that are created in the local economy to the extent that industries and households are supported by and respond to the new demands of the directly impacted industries. Finally, the direct and indirect impacts create induced impacts due to the spending of private households. Per the Ohio Department of Development's TMUD Program Economic Impact Statement Framework for fiscal year 2024, induced impact are excluded from this analysis.

The Economics Center used an input-output model to conduct this economic impact analysis. Input-output models give a picture of the direct and indirect impacts of a given business or organization on its local economy. The input-output model includes industry- and location-specific multipliers that capture the interdependencies of an economy's various industries, quantifying how direct expenditures

[8] (National Economic Estimating Conference 2023)

on goods or services by a particular industry (or to individuals in the form of wages) yield additional changes in jobs, earnings, and economic activity within that economy. Multipliers are figures that represent all of the inter-industry relationships measured in the input-output model. Multipliers were sourced from Lightcast, a third-party provider of labor market data. Lightcast utilizes labor market data and other publicly available sources in a proprietary methodology to allow for tailored economic multipliers in a specified geographic area. For every dollar spent by a given organization in a particular industry, multipliers reflect how many more dollars will be spent in a local economy by other businesses, thereby determining the total economic impact of a project or investment. Multipliers also measure how many jobs and the amount of earnings that will be generated in an economy for a given level of expenditure.

All economic impact figures refer to the impact of the Arcade District Project on its Surrounding Area. The Surrounding Area for a project located within ten miles of a major city, determined by starting from the corporate boundary of the major city and extending out ten miles from that boundary, is defined as the area encompassed within a perimeter starting from the transformational mixed-use development boundary and extending one-half mile out from that boundary and includes any zip code covered in whole or in part. For the Arcade District Project, the Surrounding Area is defined as zip codes 45401, 45402, 45405, 45410, 45412, 45422, 45423, and 45482.

The Economics Center calculated the economic impact of the construction and related activities of the Arcade District Project using estimates of construction costs by year as well as the size and scope of the Project, Development, and catalyzed projects, which were provided by Dayton Arcade Partners, LLC. Economic impact calculations were supplemented with industry data for the Surrounding Area from Lightcast. Industry data for the average annual earnings per job within the construction industry are utilized to estimate the earnings generated by construction. Additionally, industry data is also utilized to estimate the jobs supported by the construction and related activities of the Arcade District Project.

The Economics Center calculated the economic impact of the operations of the Project and of the tenant businesses using projected revenues and/or employees provided by Dayton Arcade Partners, LLC. Data provided by Dayton Arcade Partners, LLC was supplemented with industry data for the Surrounding Area from Lightcast. All dollars reported in this analysis reflect nominal dollars.

According to Dayton Arcade Partners, LLC, the operations of the Arcade District Project will support nine full-time equivalent employees each year. The Economics Center calculated the economic impact of the operations of the Sourth Arcade Part 1 phase of the Arcade District Development by using estimates of the number of square feet per job. For nonresidential spaces, it was assumed that 35,657 square feet of space supports one job.[9] The earnings associated with these jobs is estimated using industry data for the Surrounding Area from Lightcast.

The economic impact of the hotel, retail, and restaurant spaces of the Arcade District Project are estimated based on direct sales generated. The sales of the hotel's operations are estimated based on the number of hotel rooms, occupancy, and the average daily room rate provided by Dayton Arcade Partners, LLC. Projections of the direct sales of the retail and restaurant spaces associated with the hotel were also provided by Dayton Arcade Partners, LLC. The retail space within the hotel is projected to generate $650,000 in sales annually, whereas the restaurant space within the hotel is projected to generate $3.5 million in sales annually.[10] Dayton Arcade Partners, LLC also projects that the hotel will support 35 jobs annually. The Arcade District Project also includes retail and restaurant spaces not associated with the hotel. These retail and restaurant spaces are projected to generate $850 in sales

[9] (International Facility Management Association 2010)
[10] Reported in 2023 dollars.

per square foot, according to Dayton Arcade Partners, LLC.[11] According to Dayton Arcade Partners, LLC, the retail and restaurat spaces within the South Arcade Part 1 phase of the Arcade District Development are also projected to generate $850 in sales per square foot.[12] Industry data for the Surrounding Area was utilized to estimate the direct jobs supported by the retail and restaurant spaces and direct earnings generated by the hotel, retail, and restaurant spaces. Direct jobs are estimated using the sales per job of the respective industries, and direct earnings are estimated using the average annual earnings per job of the respective industries.

The economic impact of the institutional/event and office spaces with the Arcade District Development is estimated based on the direct jobs supported. According to the City of Davis, 278 square feet of office space supports one job.[13] According to the U.S. Energy Information Administration, approximately 2,265 square feet of meeting space supports one job.[14] The institutional/event space is assumed to support one job per 1,272 square feet, based on an average square feet per job of office and meeting spaces. Industry data for the Surrounding Area were utilized to estimate direct sales and direct earnings. Direct sales are estimated using the sales per job for the resepective industries, and direct earnings are estimated using the average annual earnings per job of the respective industries.

The catalyzed projects of the Arcade District Project encompass a combination of hotel, restaurant, retail, commercial, office, entertainment, and innovation spaces. The economic impact of the hotel space is estimated based on the average revenue per room. According to STR, the average revenue per room in July 2023 was $110.33.[15] After regionally adjusting to the Dayton-Kettering Metropolitan Statistical Area, the average room revenue per room is $102.09.[16] The economic impact of the restaurant and retail spaces is estimated based on the sales per square foot. According to a report by Bloom Intelligence, the sales per square foot for full-service restaurants and limited-service restaurants is between $250 and $325 and between $300 and $400, respectively, assuming the restaurant is generating a profit.[17] The Economics Center used the average sales per square foot of full-service and limited-service restaurants, which is $319.[18] According to a Cushman and Wakefield report, Cincinnati and Dayton had approximately 63.2 million square feet of retail space in second quarter of 2022.[19] The total retail sales in the Cincinnati and Dayton-Kettering Metropolitan Statistical Areas totaled approximately $20.7 billion during 2022, according to data from Lightcast. Therefore, the sales per square foot of retail spaces in Cincinnati and Dayton equates to approximately $327.[20] The economic impact of commercial space is based on the average sales per square foot of restaurant and retail spaces, or $323. The economic impact of the office, meeting, and entertainment spaces is based on the direct jobs supported. According to the City of Davis, 278 square feet of office space supports one job.[21] According to the U.S. Energy Information Administration, approximately 2,265 square feet of meeting space supports one job, whereas 2,401 square feet of entertainment space supports one job.[22] The direct jobs and revenue supported by the innovation space were provided by Infinity Labs via Dayton Arcade Partners, LLC. Industry data for the Surrounding Area were utilized to estimate direct jobs, direct earnings, and/or direct sales depending on the use type.

[11] Reported in 2023 dollars.
[12] Reported in 2023 dollars.
[13] (City of Davis 2008)
[14] (U.S. Energy Information Administration 2022)
[15] (STR 2023)
[16] Regional price parties from the U.S. Bureau of Labor Statistics were only available at the state or metropolitan statistical area (MSA) level. Reported in 2023 dollars.
[17] (Bloom Intelligence n.d.)
[18] Reported in 2023 dollars.
[19] (Cushman & Wakefield 2022)
[20] Reported in 2023 dollars.
[21] (City of Davis 2008)
[22] (U.S. Energy Information Administration 2022)

Per the Ohio Revised Code, Section 4173.01, a retail establishment refers to "a place of business open to the general public for the sale of goods or services." Per the Ohio Revised Code, Section 5739.01, a retail sale includes "all sales, except those in which the purpose of the consumer is to resell the thing transferred or benefit of the service provided, by a person engaging in business, in the form in which the same is, or is to be, received by the person." By these definitions and for the puposes of the TMUD application, retail sales reported in this Economic Impact Statement are inclusive of sales at the retail, office, hotel, commercial, parking, and event use spaces of the the Arcade District Project. The Economics Center is unable to disaggregate indirect sales into specific spending categories due to the characteristics of input-output models and multipliers. For the purposes of the TMUD Program, construction sales as well as indirect sales are considered retail sales per the definition of a retail sale in the Ohio Revised Code, Section 5739.01.

Fiscal Impact

Once the Arcade District Project is operational, fiscal impacts will accrue for the State of Ohio, Montgomery County, the City of Dayton, and Dayton Public Schools. The fiscal impact represents the subsequent impact of construction, operations, and tenants on state and local jurisdictions. Fiscal impacts include sales, income, lodging, and property tax revenue as well as collections through alternate tax methods such as payments in lieu of taxes (PILOT payments). These revenues constitute a one-time fiscal impact during construction period, and a recurring impact during the completion period.

Sales tax revenue for the State of Ohio and Montgomery County are generated by the spending at the hotel, restaurant, retail, and commercial spaces. The earnings of construction, operations, and tenant employees will generate income tax revenue for the State of Ohio and the City of Dayton. The operations of the hotel generate lodging tax revenue for Montgomery County and the City of Dayton. Montgomery County, the City of Dayton, and Dayton Public Schools benefit from increases in property tax revenues. Additionally, Dayton Arcade Partners, LLC will also make PILOT payments to Dayton Public Schools.

All fiscal impacts are calculated using the most recent, applicable tax rates for the State of Ohio, the county, and local jurisdictions. It is assumed that all tax rates remain unchanged in future years. State income tax revenues are calculated using the average annual earnings for the direct and indirect jobs supported by each use type. Therefore, the total state income tax revenues reported will not match estimates based on the average annual earnings of all jobs supported.

Construction Period Impacts

Construction Project Impacts

Prior to the Arcade District Project coming online, the Project will impact the local economy through construction and related activities. Construction projects such as the Arcade District Project require large quantities of building materials, many purchased from local businesses, as well as the services of local building contractors and related trades. The construction period refers to the period between the start of construction and the opening of the Project. For the Arcade District Project, the construction period refers to 2024 through 2025.

As shown in Table 10, the construction and related activities of the Arcade District Project will directly support 565 jobs at the Project site during the construction period. The jobs supported will have total earnings of $56.3 million during the construction period. The direct jobs supported by the construction and related activities of the Arcade District Project will have average annual earnings of $99,646. Assuming 40 working hours per week for 52 weeks per year, the average hourly wage of the direct jobs supported by the construction and related activities of the Arcade District Project is $47.91.

Table 10: Construction Project Impacts on Jobs and Payroll

Year of Construction	FTE Construction Jobs	Average Hourly Wage	Projected Payroll
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
Total	**565**	**$47.91**	**$56,262,425**

Source: Economics Center calculations.

As shown in Table 11, the construction and related activities of the Arcade District Project are estimated to generate $146.8 million in construction sales. This represents the direct sales generated by the construction and related activities of the Arcade District Project. For the purposes of the TMUD Program, construction sales are considered retail sales per the definition of a retail sale in the Ohio Revised Code, Section 5739.01.

Table 11: Construction Project Impacts on Sales

Year of Construction	Projected Retail Sales	Projected Entertainment Sales	Projected Dining Sales	Total Projected Sales
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Total	**$146,803,532**	**N/A**	**N/A**	**$146,803,532**

Source: Economics Center calculations.

The jobs directly supported by the construction and related activities of the Arcade District Project generate income tax revenue for the State of Ohio and the City of Dayton. The direct jobs supported by the construction and related activities of the Arcade District Project will generate a total of $2.9 million in income tax revenue during the construction period, as shown in Table 12. The State of Ohio will receive $1.5 million, while the City of Dayton will receive $1.4 million.

Table 12: Construction Project Impacts on Taxes

Year of Construction	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax	Total Projected Taxes
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Total	**N/A**	**$2,918,109**	**N/A**	**N/A**	**$2,918,109**

Source: Economics Center calculations.

Construction Development Impacts

The Arcade District Development encompasses the redevelopment of 11 buildings across two city blocks in Dayton's central business district. The Arcade District Project refers to four phases – South Arcade Part 2, North Arcade, Centre City Building, and Air City Parking Garage – of the larger Arcade District Development. Phase 1 of the Arcade District Development, referred to as the South Arcade Part 1, completed construction in 2021. The South Arcade Part 1 phase includes 130,000 square feet of institutional/event space, 29,000 square feet of office space, 10,000 square feet of restaurant space, and 6,200 square feet of retail space. The total development costs of the South Arcade Part 1 phase

were approximately $60.1 million. Per the Ohio Department of Development's TMUD Guidelines, the impacts of the South Arcade Part 1 phase of the Arcade District Development are not included in the construction period impacts since construction has been completed. However, the South Arcade Part 1 phase of the Arcade District Development is included in the completion period impacts.

Construction Surrounding Area Impacts

The direct economic activity generated by the construction and related activities of the Arcade District Project will generate additional indirect impacts within the Surrounding Area as a result of the inter-industry linkages. The local businesses that benefit from the direct expenditures of the construction of the Arcade District Project will, in turn, continue to spend in the local economy some of the dollars originally spent on the construction and related activities of the Arcade District Project. This process will repeat itself until all the original dollars leak out of the economy of the Surrounding Area.

As detailed in Table 13, the construction and related activities of the Arcade District Project will indirectly support 56 jobs with earnings of $4.0 million in the Surrounding Area. The indirect jobs supported will have average annual earnings of $72,158. Assuming 40 working hours per week for 52 weeks per year, the average hourly wage of the indirect jobs supported by the construction and related activities of the Arcade District Project is $34.69.

Table 13: Construction Surrounding Area Impacts on Jobs and Payroll

Year of Construction	FTE Jobs	Average Hourly Wage	Projected Payroll
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
Total	**56**	**$34.69**	**$4,003,498**

Source: Economics Center calculations.

During the construction period, the spending on the construction and related activities of the Arcade District Project will lead to further indirect spending of $10.5 million in the Surrounding Area, as detailed in Table 14. The Economics Center is unable to disaggregate indirect sales into specific spending categories due to the characteristics of input-output models and multipliers. For the purposes of the TMUD Program, indirect sales are considered retail sales per the definition of a retail sale in the Ohio Revised Code, Section 5739.01.

Table 14: Construction Surrounding Area Impacts on Sales

Year of Construction	Projected Retail Sales	Projected Entertainment Sales	Projected Dining Sales	Total Projected Sales
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Total	**$10,540,266**	**N/A**	**N/A**	**$10,540,266**

Source: Economics Center calculations.

Income tax revenue is generated for the State of Ohio and the City of Dayton by the indirect jobs supported by the construction and related activities of the Arcade District Project. The indirect jobs supported by the construction and related activities of the Arcade District Project will generate a total of $197,498 in income tax revenue during the construction period, as shown in Table 15. The State of Ohio will receive $97,411, while the City of Dayton will receive $100,087.

Table 15: Construction Surrounding Area Impacts on Taxes

Year of Construction	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax	Total Projected Taxes
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Total	**N/A**	**$197,498**	**N/A**	**N/A**	**$197,498**

Source: Economics Center calculations.

Construction Catalyzed Impacts

The Arcade District is in the center of a deeply distressed part of downtown Dayton with over 2.0 million square feet of blighted vacant and underutilized buildings in adjacent blocks. With virtually no retail, housing, or hospitality uses, this desolate area at the heart of downtown has long been a focal point of Dayton's revitalization efforts. As a result, the Mayor, City Commission, and City Manager made the resurrection of the Dayton Arcade and launch of the Arcade District the City's Top Economic and Community Development Priority for eight years. The Arcade District is the centerpiece of the City's arts and technology ecosystem.

The Arcade District Development will directly cause or accelerate 12 additional projects in the Surrounding Area. The direct and indirect economic and fiscal impacts of the construction and related activities of each catalyzed project are detailed in this section. The economic impact refers to the jobs, earnings, and sales directly generated by the construction of the catalyzed projects and the additional indirect impacts within the Surrounding Area as a result of the inter-industry linkages. The fiscal impacts refer to the income tax revenue generated for state and local jurisdictions by the catalyzed projects.

Hotel Ardent

The redevelopment of the 10-story Barclay Building at the corner of First and Main Street in downtown Dayton is a Project that has been accelerated or directly caused by the Arcade District. Located on the same block of Dayton's premier performing arts venues, the Hotel Ardent Project comprises a 118-room boutique hotel as well as 4,000 square feet of commercial space. This Project has been identified as a critical next step, in conjunction with other housing and hospitality developments, in resetting the vibrancy of the struggling Main Street corridor. Construction started in 2021 with the opening of the Hotel Ardent Project expected in fall 2023. The total development costs associated with the Hotel Ardent Project were approximately $26.5 million.[23] Because the Hotel Ardent Project completed construction prior to the construction period for the Arcade District Project, the construction impacts are not included per the TMUD Guidelines. However, the Hotel Ardent Project is included in the completion period impacts.

Dayton International Peace Museum

The expansion of the Dayton International Peace Museum (Peace Museum) included the renovation of 5,000 square feet of space at 10 Courthouse Plaza SW and is a Project that has been accelerated or directly caused by the Arcade District. The expansion of the Peace Museum features an open environment and contains a 150-seat theater, exhibition space, and classrooms. Construction for this Project occurred in 2022. The total development costs associated with the Peace Museum Project were approximately $500,000.[24] Because the Peace Museum Project completed construction prior to the

[23] Assumed to be reported in 2022 dollars.
[24] Assumed to be reported in 2022 dollars.

construction period for the Arcade District Project, the construction impacts are not included per the TMUD Guidelines. However, the Peace Museum Project is included in the completion period impacts.

Power House

The Power House Project is the historic renovation of a Dayton Power and Light steam power plant, which is one of Dayton's oldest buildings, into a research and development prototyping facility for Infinity Labs (I-Labs). Built in 1887, the industrial building is otherwise a likely candidate for near-term demolition in its current state. The Power House Project will comprise 45,000 square feet of collaboration space. Of this space, 2,200 square feet is dedicated Sensitive Compartmented Information Facility (SCIF) space for Department of Defense Projects and 10,000 square feet will be specialized high-tech labs including biotechnology, nanotechnology, eukaryotic, rapid prototyping, and bio hazard rated wet labs.

As one of Southwest Ohio's fastest growing tech startups, I-Labs estimates that the Power House Project will generate $355.1 million in sales and support the direct employment of 460 jobs when the project is operational in 2024.[25] By adding SCIFs, specialty lab, and highly sophisticated pilot product maker space to the downtown Dayton entrepreneurial ecosystem, the Power House Project expands on the innovation renaissance started by the Arcade District and will attract significant investment into the Dayton Region. Ken Edge, CEO of I-Labs, describes I-Labs' choice to launch its fast-growing business in downtown Dayton as due to the synergies with the Arcade Innovation Hub. I-Labs will be locating their office space in South Arcade Part 2, establishing collaborative entrepreneurial support service and workforce training relationships with The Entrepreneurs Center, University of Dayton, Sinclair Community College, and other Arcade Innovation Hub resources. Construction for this Project is anticipated to occur between 2023 and 2024. The total development costs associated with the Power House Project are approximately $25.0 million.[26] The construction period for the Arcade District Project refers to 2024 through 2025. Therefore, only the second year of construction of the Power House Project is included.

As shown in Table 16, the construction and related activities of the Power House Project will directly support 50 jobs during the construction period of the Arcade District Project. The jobs supported will have total earnings of $5.0 million. The direct jobs supported by the construction and related activities of the Power House Project will have average annual earnings of $98,673. Assuming 40 working hours per week for 52 weeks per year, the average hourly wage of the direct jobs supported by the construction and related activities of the Power House Project is $47.44.

Table 16: Power House Direct Construction Impacts on Jobs and Payroll

Year of Construction	FTE Construction Jobs	Average Hourly Wage	Projected Payroll
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
Total	**50**	**$47.44**	**$4,982,247**

Source: Economics Center calculations.

As shown in Table 17, the construction and related activities of the Power House Project are estimated to generate $13.0 million in construction sales during the construction period of the Arcade District Project. This represents the direct economic activity generated by the Power House Project. For the

[25] Assumed to be reported in 2024 dollars.
[26] Assumed to be reported in 2023 dollars.

purposes of the TMUD Program, construction sales are considered retail sales per the definition of a retail sale in the Ohio Revised Code, Section 5739.01.

Table 17: Power House Direct Construction Impacts on Sales

Year of Construction	Projected Retail Sales	Projected Entertainment Sales	Projected Dining Sales	Total Projected Sales
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Total	**$13,000,000**	**N/A**	**N/A**	**$13,000,000**

Source: Economics Center calculations.

The direct jobs supported by the construction and related activities of the Power House Project will generate a total of $257,918 in income tax revenue for the State of Ohio and the City of Dayton during the construction period of the Arcade District Project, as shown in Table 18. The State of Ohio will receive $133,362, while the City of Dayton will receive $124,556.

Table 18: Power House Direct Construction Impacts on Taxes

Year of Construction	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax	Total Projected Taxes
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Total	**N/A**	**$257,918**	**N/A**	**N/A**	**$257,918**

Source: Economics Center calculations.

As detailed in Table 19, the construction and related activities of the Power House Project will indirectly support five jobs with earnings of $354,525 in the Surrounding Area during the construction period of the Arcade District Project. The indirect jobs supported will have average annual earnings of $71,454. Assuming 40 working hours per week for 52 weeks per year, the average hourly wage of the indirect jobs supported by the construction and related activities of the Power House Project is $34.35.

Table 19: Power House Indirect Construction Impacts on Jobs and Payroll

Year of Construction	FTE Jobs	Average Hourly Wage	Projected Payroll
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
Total	**5**	**$34.35**	**$354,525**

Source: Economics Center calculations.

As detailed in Table 20, the spending on the construction and related activities of the Power House Project will lead to further indirect spending of $933,380 in the Surrounding Area during the construction period of the Arcade District Project. The Economics Center is unable to disaggregate indirect sales into specific spending categories due to the characteristics of input-output models and multipliers. For the purposes of the TMUD Program, indirect sales are considered retail sales per the definition of a retail sale in the Ohio Revised Code, Section 5739.01.

Table 20: Power House Indirect Construction Impacts on Sales

Year of Construction	Projected Retail Sales	Projected Entertainment Sales	Projected Dining Sales	Total Projected Sales
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Total	**$933,380**	**N/A**	**N/A**	**$933,380**

Source: Economics Center calculations.

The indirect jobs supported by the construction and related activities of the Power House Project will generate a total of $17,461 in income tax revenue for the State of Ohio and the City of Dayton during the construction period of the Arcade District Project, as shown in Table 21. The State of Ohio will receive $8,598, while the City of Dayton will receive $8,863.

Table 21: Power House Indirect Construction Impacts on Taxes

Year of Construction	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax	Total Projected Taxes
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Total	**N/A**	**$17,461**	**N/A**	**N/A**	**$17,461**

Source: Economics Center calculations.

Algonquin Hotel/Dayton Grand

Vacant for the better part of the last 10 years, the renovation of the former Algonquin Hotel (more recently known as the Dayton Grand) at 11 S. Ludlow Street is a Project catalyzed by the revitalization of downtown Dayton spurred by the Arcade District. This Project is located in a part of downtown Dayton with no nearby amenities prior to the Arcade District Development. The Mayfair Group, developer of the Algonquin Hotel/Dayton Grand Project, is quick to emphasize how critical the Arcade District is to their decision to move forward with their investment. The renewed Dayton Grand will comprise 103 apartments, 4,000 square feet of restaurant space, and 12,000 square feet of entertainment space. Additionally, the Mayfair Group is signing a lease for a 5,500 square foot restaurant space in the South Arcade Part 2 across Ludlow Street with the goal of "double loading" both sides of the street with evening and weekend activity. Construction for this Project is anticipated to occur between 2023 and 2024. The total development costs associated with the Algonquin Hotel/Dayton Grand Project are approximately $26.0 million.[27] The construction period for the Arcade District Project refers to 2024 through 2025. Therefore, only the second year of construction of the Algonquin Hotel/Dayton Grand Project is included.

As shown in Table 22, the construction and related activities of the Algonquin Hotel/Dayton Grand Project will directly support 53 jobs during the construction period of the Arcade District Project. The jobs supported will have total earnings of $5.2 million. The direct jobs supported by the construction and related activities of the Algonquin Hotel/Dayton Grand Project will have average annual earnings of $98,673. Assuming 40 working hours per week for 52 weeks per year, the average hourly wage of the direct jobs supported by the construction and related activities of the Algonquin Hotel/Dayton Grand Project is $47.44.

[27] Assumed to be reported in 2023 dollars.

Table 22: Algonquin Hotel/Dayton Grand Direct Construction Impacts on Jobs and Payroll

Year of Construction	FTE Construction Jobs	Average Hourly Wage	Projected Payroll
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
Total	**53**	**$47.44**	**$5,181,537**

Source: Economics Center calculations.

As shown in Table 23, the construction and related activities of the Algonquin Hotel/Dayton Grand Project are estimated to generate $13.5 million in construction sales during the construction period of the Arcade District Project. This represents the direct economic activity generated by the Algonquin Hotel/Dayton Grand Project. For the purposes of the TMUD Program, construction sales are considered retail sales per the definition of a retail sale in the Ohio Revised Code, Section 5739.01.

Table 23: Algonquin Hotel/Dayton Grand Direct Construction Impacts on Sales

Year of Construction	Projected Retail Sales	Projected Entertainment Sales	Projected Dining Sales	Total Projected Sales
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Total	**$13,520,000**	**N/A**	**N/A**	**$13,520,000**

Source: Economics Center calculations.

The direct jobs supported by the construction and related activities of the Algonquin Hotel/Dayton Grand Project will generate a total of $268,234 in income tax revenue during the construction period of the Arcade District Project, as shown in Table 24. The State of Ohio will receive $138,696, while the City of Dayton will receive $129,538.

Table 24: Algonquin Hotel/Dayton Grand Direct Construction Impacts on Taxes

Year of Construction	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax	Total Projected Taxes
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Total	**N/A**	**$268,234**	**N/A**	**N/A**	**$268,234**

Source: Economics Center calculations.

As detailed in Table 25, the construction and related activities of the Algonquin Hotel/Dayton Grand Project will indirectly support five jobs with earnings of $368,706 in the Surrounding Area during the construction period of the Arcade District Project. The indirect jobs supported will have average annual earnings of $71,454. Assuming 40 working hours per week for 52 weeks per year, the average hourly wage of the indirect jobs supported by the construction and related activities of the Algonquin Hotel/Dayton Grand Project is $34.35.

Table 25: Algonquin Hotel/Dayton Grand Indirect Construction Impacts on Jobs and Payroll

Year of Construction	FTE Jobs	Average Hourly Wage	Projected Payroll
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
Total	**5**	**$34.35**	**$368,706**

Source: Economics Center calculations.

As detailed in Table 26, the spending on the construction and related activities of the Algonquin Hotel/Dayton Grand Project will lead to further indirect spending of $970,715 in the Surrounding Area during the construction period of the Arcade District Project. The Economics Center is unable to disaggregate indirect sales into specific spending categories due to the characteristics of input-output models and multipliers. For the purposes of the TMUD Program, indirect sales are considered retail sales per the definition of a retail sale in the Ohio Revised Code, Section 5739.01.

Table 26: Algonquin Hotel/Dayton Grand Indirect Construction Impacts on Sales

Year of Construction	Projected Retail Sales	Projected Entertainment Sales	Projected Dining Sales	Total Projected Sales
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Total	**$970,715**	**N/A**	**N/A**	**$970,715**

Source: Economics Center calculations.

The indirect jobs supported by the construction and related activities of the Algonquin Hotel/Dayton Grand Project will generate a total of $18,160 in income tax revenue during the construction period of the Arcade District Project, as shown in Table 27. The State of Ohio will receive $8,942, while the City of Dayton will receive $9,218.

Table 27: Algonquin Hotel/Dayton Grand Indirect Construction Impacts on Taxes

Year of Construction	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax	Total Projected Taxes
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Total	**N/A**	**$18,160**	**N/A**	**N/A**	**$18,160**

Source: Economics Center calculations.

Dayton Convention Center

The renovation of the 48-year old Dayton Convention Center aims to bolster the conference and event offerings in downtown Dayton and provide a regional attraction for the Dayton Region. The Dayton Convention Center has long struggled in the mid-city market. However, the leadership of the Convention Center Authority points to the revitalization occurring as a result of the Arcade District as essential to energizing the currently desolate environment around the Dayton Convention Center. The Arcade District's planned 14 food and beverage offerings encompassing 52,000 square feet within a block walk—where there is only one restaurant currently—will establish the lively, safe ecosystem necessary to propel the Dayton Convention Center's marketing. The Arcade District's "Best in Ohio" event spaces add

an important attraction for conference planners looking for exciting off-site venues. Finally, the new 332 high quality hotel rooms in the North Arcade and the two catalyzed hotel projects, the Hotel Ardent and Grant Deneau Tower Projects, create much needed room options to complement the undersized Radisson Convention Center hotel. The combination of these Arcade District factors is accelerating and expanding the Dayton Convention Center Project. The Dayton Convention Center Project will renovate 150,000 square feet of meeting space including a 77,000 square foot exhibit hall, 22 meeting rooms, three ballrooms, and a theater. Construction for this Project is anticipated to occur between 2023 and 2024. The total development costs associated with the Dayton Convention Center Project are approximately $35.0 million.[28] The construction period for the Arcade District Project refers to 2024 through 2025. Therefore, only the second year of construction of the Dayton Convention Center Project is included.

As shown in Table 28, the construction and related activities of the Dayton Convention Center Project will directly support 71 jobs during the construction period of the Arcade District Project. The jobs supported will have total earnings of $7.0 million. The direct jobs supported by the construction and related activities of the Dayton Convention Center Project will have average annual earnings of $98,673. Assuming 40 working hours per week for 52 weeks per year, the average hourly wage of the direct jobs supported by the construction and related activities of the Dayton Convention Center Project is $47.44.

Table 28: Dayton Convention Center Direct Construction Impacts on Jobs and Payroll

Year of Construction	FTE Construction Jobs	Average Hourly Wage	Projected Payroll
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
Total	**71**	**$47.44**	**$6,975,146**

Source: Economics Center calculations.

As shown in Table 29, the construction and related activities of the Dayton Convention Center Project are estimated to generate $18.2 million in construction sales during the construction period of the Arcade District Project. This represents the direct economic activity generated by the Dayton Convention Center Project. For the purposes of the TMUD Program, construction sales are considered retail sales per the definition of a retail sale in the Ohio Revised Code, Section 5739.01.

Table 29: Dayton Convention Center Direct Construction Impacts on Sales

Year of Construction	Projected Retail Sales	Projected Entertainment Sales	Projected Dining Sales	Total Projected Sales
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Total	**$18,200,000**	**N/A**	**N/A**	**$18,200,000**

Source: Economics Center calculations.

The direct jobs supported by the construction and related activities of the Dayton Convention Center Project will generate a total of $361,085 in income tax revenue during the construction period of the

[28] Assumed to be reported in 2023 dollars.

Arcade District Project, as shown in Table 30. The State of Ohio will receive $186,706, while the City of Dayton will receive $174,379.

Table 30: Dayton Convention Center Direct Construction Impacts on Taxes

Year of Construction	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax	Total Projected Taxes
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Total	**N/A**	**$361,085**	**N/A**	**N/A**	**$361,085**

Source: Economics Center calculations.

As detailed in Table 31, the construction and related activities of the Dayton Convention Center Project will indirectly support seven jobs with earnings of $496,334 in the Surrounding Area during the construction period of the Arcade District Project. The indirect jobs supported will have average annual earnings of $71,454. Assuming 40 working hours per week for 52 weeks per year, the average hourly wage of the indirect jobs supported by the construction and related activities of the Dayton Convention Center Project is $34.35.

Table 31: Dayton Convention Center Indirect Construction Impacts on Jobs and Payroll

Year of Construction	FTE Jobs	Average Hourly Wage	Projected Payroll
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
Total	**7**	**$34.35**	**$496,334**

Source: Economics Center calculations.

As detailed in Table 32, the spending on the construction and related activities of the Dayton Convention Center Project will lead to further indirect spending of $1.3 million in the Surrounding Area during the construction period of the Arcade District Project. The Economics Center is unable to disaggregate indirect sales into specific spending categories due to the characteristics of input-output models and multipliers. For the purposes of the TMUD Program, indirect sales are considered retail sales per the definition of a retail sale in the Ohio Revised Code, Section 5739.01.

Table 32: Dayton Convention Center Indirect Construction Impacts on Sales

Year of Construction	Projected Retail Sales	Projected Entertainment Sales	Projected Dining Sales	Total Projected Sales
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Total	**$1,306,732**	**N/A**	**N/A**	**$1,306,732**

Source: Economics Center calculations.

The indirect jobs supported by the construction and related activities of the Dayton Convention Center Project will generate a total of $24,446 in income tax revenue during the construction period of the Arcade District Project, as shown in Table 33. The State of Ohio will receive $12,038, while the City of Dayton will receive $12,408.

Table 33: Dayton Convention Center Indirect Construction Impacts on Taxes

Year of Construction	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax	Total Projected Taxes
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Total	**N/A**	**$24,446**	**N/A**	**N/A**	**$24,446**

Source: Economics Center calculations.

Grant Deneau Tower

The Windsor Group is redeveloping Dayton's first modern high-rise building at 40 W. Fourth Street, which has been vacant for at least the last six years. The Grant Deneau Tower Project is located directly across the street from the Arcade District and is cited by the Windsor Group as being catalyzed by the Arcade District. Contributing to the mixed-use reactivation of Dayton's urban core, the Grant Deneau Tower Project will comprise 60 luxury apartments, a 120-room hotel, 90,000 square feet of office space, and 10,000 square feet of restaurant space. Construction for this Project is anticipated to occur between 2023 and 2024. The total development costs associated with the Grant Deneau Tower Project are approximately $50.0 million.[29] The construction period for the Arcade District Project refers to 2024 through 2025. Therefore, only the second year of construction of the Grant Deneau Tower Project is included.

As shown in Table 34, the construction and related activities of the Grant Deneau Tower Project will directly support 101 jobs during the construction period of the Arcade District Project. The jobs supported will have total earnings of $10.0 million. The direct jobs supported by the construction and related activities of the Grant Deneau Tower Project will have average annual earnings of $98,673. Assuming 40 working hours per week for 52 weeks per year, the average hourly wage of the direct jobs supported by the construction and related activities of the Grant Deneau Tower Project is $47.44.

Table 34: Grant Deneau Tower Direct Construction Impacts on Jobs and Payroll

Year of Construction	FTE Construction Jobs	Average Hourly Wage	Projected Payroll
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
Total	**101**	**$47.44**	**$9,964,495**

Source: Economics Center calculations.

As shown in Table 35, the construction and related activities of the Grant Deneau Tower Project are estimated to generate $26.0 million in construction sales during the construction period of the Arcade District Project. This represents the direct economic activity generated by the Grant Deneau Tower Project. For the purposes of the TMUD Program, construction sales are considered retail sales per the definition of a retail sale in the Ohio Revised Code, Section 5739.01.

[29] Assumed to be reported in 2023 dollars.

Table 35: Grant Deneau Tower Direct Construction Impacts on Sales

Year of Construction	Projected Retail Sales	Projected Entertainment Sales	Projected Dining Sales	Total Projected Sales
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Total	**$26,000,000**	**N/A**	**N/A**	**$26,000,000**

Source: Economics Center calculations.

The direct jobs supported by the construction and related activities of the Grant Deneau Tower Project will generate a total of $515,835 in income tax revenue during the construction period of the Arcade District Project, as shown in Table 36. The State of Ohio will receive $266,723, while the City of Dayton will receive $249,112.

Table 36: Grant Deneau Tower Direct Construction Impacts on Taxes

Year of Construction	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax	Total Projected Taxes
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Total	**N/A**	**$515,835**	**N/A**	**N/A**	**$515,835**

Source: Economics Center calculations.

As detailed in Table 37, the construction and related activities of the Grant Deneau Tower Project will indirectly support 10 jobs with earnings of $709,049 in the Surrounding Area during the construction period of the Arcade District Project. The indirect jobs supported will have average annual earnings of $71,454. Assuming 40 working hours per week for 52 weeks per year, the average hourly wage of the indirect jobs supported by the construction and related activities of the Grant Deneau Tower Project is $34.35.

Table 37: Grant Deneau Tower Indirect Construction Impacts on Jobs and Payroll

Year of Construction	FTE Jobs	Average Hourly Wage	Projected Payroll
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
Total	**10**	**$34.35**	**$709,049**

Source: Economics Center calculations.

As detailed in Table 38, the spending on the construction and related activities of the Grant Deneau Tower Project will lead to further indirect spending of $1.9 million in the Surrounding Area during the construction period of the Arcade District Project. The Economics Center is unable to disaggregate indirect sales into specific spending categories due to the characteristics of input-output models and multipliers. For the purposes of the TMUD Program, indirect sales are considered retail sales per the definition of a retail sale in the Ohio Revised Code, Section 5739.01.

Table 38: Grant Deneau Tower Indirect Construction Impacts on Sales

Year of Construction	Projected Retail Sales	Projected Entertainment Sales	Projected Dining Sales	Total Projected Sales
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Total	**$1,866,760**	**N/A**	**N/A**	**$1,866,760**

Source: Economics Center calculations.

The indirect jobs supported by the construction and related activities of the Grant Deneau Tower Project will generate a total of $34,923 in income tax revenue during the construction period of the Arcade District Project, as shown in Table 39. The State of Ohio will receive $17,197, while the City of Dayton will receive $17,726.

Table 39: Grant Deneau Tower Indirect Construction Impacts on Taxes

Year of Construction	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax	Total Projected Taxes
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Total	**N/A**	**$34,923**	**N/A**	**N/A**	**$34,923**

Source: Economics Center calculations.

Midwest Tool Complex Redevelopment

The Windsor Group is demolishing a former industrial property on the 100 block of Webster Street to build a new, four-story apartment building. The Midwest Tool Complex Redevelopment Project will have 102 residential units on the upper floors and 4,750 square feet of retail space on the ground level. Construction for this Project is anticipated to occur between 2023 and 2024. The total development costs associated with the Midwest Tool Complex Redevelopment Project are approximately $25.0 million.[30] The construction period for the Arcade District Project refers to 2024 through 2025. Therefore, only the second year of construction of the Midwest Tool Complex Redevelopment Project is included.

As shown in Table 40, the construction and related activities of the Midwest Tool Complex Redevelopment Project will directly support 50 jobs during the construction period of the Arcade District Project. The jobs supported will have total earnings of $5.0 million. The direct jobs supported by the construction and related activities of the Midwest Tool Complex Redevelopment Project will have average annual earnings of $98,673. Assuming 40 working hours per week for 52 weeks per year, the average hourly wage of the direct jobs supported by the construction and related activities of the Midwest Tool Complex Redevelopment Project is $47.44.

[30] Assumed to be reported in 2023 dollars.

Table 40: Midwest Tool Complex Redevelopment Direct Construction Impacts on Jobs and Payroll

Year of Construction	FTE Construction Jobs	Average Hourly Wage	Projected Payroll
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
Total	**50**	**$47.44**	**$4,982,247**

Source: Economics Center calculations.

As shown in Table 41, the construction and related activities of the Midwest Tool Complex Redevelopment Project are estimated to generate $13.0 million in construction sales during the construction period of the Arcade District Project. This represents the direct economic activity generated by the Midwest Tool Complex Redevelopment Project. For the purposes of the TMUD Program, construction sales are considered retail sales per the definition of a retail sale in the Ohio Revised Code, Section 5739.01.

Table 41: Midwest Tool Complex Redevelopment Direct Construction Impacts on Sales

Year of Construction	Projected Retail Sales	Projected Entertainment Sales	Projected Dining Sales	Total Projected Sales
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Total	**$13,000,000**	**N/A**	**N/A**	**$13,000,000**

Source: Economics Center calculations.

The direct jobs supported by the construction and related activities of the Midwest Tool Complex Redevelopment Project will generate a total of $257,918 in income tax revenue during the construction period of the Arcade District Project, as shown in Table 42. The State of Ohio will receive $133,362, while the City of Dayton will receive $124,556.

Table 42: Midwest Tool Complex Redevelopment Direct Construction Impacts on Taxes

Year of Construction	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax	Total Projected Taxes
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Total	**N/A**	**$257,918**	**N/A**	**N/A**	**$257,918**

Source: Economics Center calculations.

As detailed in Table 43, the construction and related activities of the Midwest Tool Complex Redevelopment Project will indirectly support five jobs with earnings of $354,525 in the Surrounding Area during the construction period of the Arcade District Project. The indirect jobs supported will have average annual earnings of $71,454. Assuming 40 working hours per week for 52 weeks per year, the average hourly wage of the indirect jobs supported by the construction and related activities of the Midwest Tool Complex Redevelopment Project is $34.35.

Table 43: Midwest Tool Complex Redevelopment Indirect Construction Impacts on Jobs and Payroll

Year of Construction	FTE Jobs	Average Hourly Wage	Projected Payroll
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
Total	**5**	**$34.35**	**$354,525**

Source: Economics Center calculations.

As detailed in Table 44, the spending on the construction and related activities of the Midwest Tool Complex Redevelopment Project will lead to further indirect spending of $933,380 in the Surrounding Area during the construction period of the Arcade District Project. The Economics Center is unable to disaggregate indirect sales into specific spending categories due to the characteristics of input-output models and multipliers. For the purposes of the TMUD Program, indirect sales are considered retail sales per the definition of a retail sale in the Ohio Revised Code, Section 5739.01.

Table 44: Midwest Tool Complex Redevelopment Indirect Construction Impacts on Sales

Year of Construction	Projected Retail Sales	Projected Entertainment Sales	Projected Dining Sales	Total Projected Sales
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Total	**$933,380**	**N/A**	**N/A**	**$933,380**

Source: Economics Center calculations.

The indirect jobs supported by the construction and related activities of the Midwest Tool Complex Redevelopment Project will generate a total of $17,461 in income tax revenue during the construction period of the Arcade District Project, as shown in Table 45. The State of Ohio will receive $8,598, while the City of Dayton will receive $8,863.

Table 45: Midwest Tool Complex Redevelopment Indirect Construction Impacts on Taxes

Year of Construction	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax	Total Projected Taxes
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Total	**N/A**	**$17,461**	**N/A**	**N/A**	**$17,461**

Source: Economics Center calculations.

Price Stores and Journal Herald Buildings

The Windsor Group is leveraging the vibrancy and activation created by the Arcade District in downtown Dayton to redevelop the historic Price Stores and Journal Herald Buildings located on the block adjacent to the Centre City Building of the Arcade District. The Price Stores and Journal Herald Buildings have been vacant for over ten years. The Price Stores and Journal Herald Buildings Project will comprise 35 market rate apartments on floors two through five and 14,530 square feet of commercial space on the first floor. Construction for this Project is anticipated to occur between 2023 and 2024. The total development costs associated with the Prices Stores and Journal Herald Buildings Project are

approximately $12.0 million.[31] The construction period for the Arcade District Project refers to 2024 through 2025. Therefore, only the second year of construction of the Price Stores and Journal Herald Buildings Project is included.

As shown in Table 46, the construction and related activities of the Price Stores and Journal Herald Buildings Project will directly support 24 jobs during the construction period of the Arcade District Project. The jobs supported will have total earnings of $2.4 million. The direct jobs supported by the construction and related activities of the Price Stores and Journal Herald Buildings Project will have average annual earnings of $98,673. Assuming 40 working hours per week for 52 weeks per year, the average hourly wage of the direct jobs supported by the construction and related activities of the Price Stores and Journal Herald Buildings Project is $47.44.

Table 46: Price Stores and Journal Herald Buildings Direct Construction Impacts on Jobs and Payroll

Year of Construction	FTE Construction Jobs	Average Hourly Wage	Projected Payroll
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
Total	**24**	**$47.44**	**$2,391,479**

Source: Economics Center calculations.

As shown in Table 47, the construction and related activities of the Price Stores and Journal Herald Buildings Project are estimated to generate $6.2 million in construction sales during the construction period of the Arcade District Project. This represents the direct economic activity generated by the Price Stores and Journal Herald Buildings Project. For the purposes of the TMUD Program, construction sales are considered retail sales per the definition of a retail sale in the Ohio Revised Code, Section 5739.01.

Table 47: Price Stores and Journal Herald Buildings Direct Construction Impacts on Sales

Year of Construction	Projected Retail Sales	Projected Entertainment Sales	Projected Dining Sales	Total Projected Sales
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Total	**$6,240,000**	**N/A**	**N/A**	**$6,240,000**

Source: Economics Center calculations.

The direct jobs supported by the construction and related activities of the Price Stores and Journal Herald Buildings Project will generate a total of $123,800 in income tax revenue during the construction period of the Arcade District Project, as shown in Table 48. The State of Ohio will receive $64,013, while the City of Dayton will receive $59,787.

[31] Assumed to be reported in 2023 dollars.

Table 48: Price Stores and Journal Herald Buildings Direct Construction Impacts on Taxes

Year of Construction	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax	Total Projected Taxes
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Total	**N/A**	**$123,800**	**N/A**	**N/A**	**$123,800**

Source: Economics Center calculations.

As detailed in Table 49, the construction and related activities of the Price Stores and Journal Herald Buildings Project will indirectly support two jobs with earnings of $170,172 in the Surrounding Area during the construction period of the Arcade District Project. The indirect jobs supported will have average annual earnings of $71,454. Assuming 40 working hours per week for 52 weeks per year, the average hourly wage of the indirect jobs supported by the construction and related activities of the Price Stores and Journal Herald Buildings Project is $34.35.

Table 49: Price Stores and Journal Herald Buildings Indirect Construction Impacts on Jobs and Payroll

Year of Construction	FTE Jobs	Average Hourly Wage	Projected Payroll
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
Total	**2**	**$34.35**	**$170,172**

Source: Economics Center calculations.

As detailed in Table 50, the spending on the construction and related activities of the Price Stores and Journal Herald Buildings Project will lead to further indirect spending of $448,022 in the Surrounding Area during the construction period of the Arcade District Project. The Economics Center is unable to disaggregate indirect sales into specific spending categories due to the characteristics of input-output models and multipliers. For the purposes of the TMUD Program, indirect sales are considered retail sales per the definition of a retail sale in the Ohio Revised Code, Section 5739.01.

Table 50: Price Stores and Journal Herald Buildings Indirect Construction Impacts on Sales

Year of Construction	Projected Retail Sales	Projected Entertainment Sales	Projected Dining Sales	Total Projected Sales
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Total	**$448,022**	**N/A**	**N/A**	**$448,022**

Source: Economics Center calculations.

The indirect jobs supported by the construction and related activities of the Price Stores and Journal Herald Buildings Project will generate a total of $8,382 in income tax revenue during the construction period of the Arcade District Project, as shown in Table 51. The State of Ohio will receive $4,127, while the City of Dayton will receive $4,255.

Table 51: Price Stores and Journal Herald Buildings Indirect Construction Impacts on Taxes

Year of Construction	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax	Total Projected Taxes
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Total	**N/A**	**$8,382**	**N/A**	**N/A**	**$8,382**

Source: Economics Center calculations.

The 503

Weyland Ventures is constructing a new 156-unit apartment building at the northeast corner of East Fourth Street and Wayne Avenue. This is a project that has been accelerated or directly caused by the Arcade District. Construction for this Project is anticipated to occur between 2023 and 2024. The total development costs associated with The 503 Project are approximately $25.0 million.[32] The construction period for the Arcade District Project refers to 2024 through 2025. Therefore, only the second year of construction of The 503 Project is included.

As shown in Table 52, the construction and related activities of The 503 Project will directly support 50 jobs during the construction period of the Arcade District Project. The jobs supported will have total earnings of $5.0 million. The direct jobs supported by the construction and related activities of The 503 Project will have average annual earnings of $98,673. Assuming 40 working hours per week for 52 weeks per year, the average hourly wage of the direct jobs supported by the construction and related activities of The 503 Project is $47.44.

Table 52: The 503 Direct Construction Impacts on Jobs and Payroll

Year of Construction	FTE Construction Jobs	Average Hourly Wage	Projected Payroll
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
Total	**50**	**$47.44**	**$4,982,247**

Source: Economics Center calculations.

As shown in Table 53, the construction and related activities of The 503 Project are estimated to generate $13.0 million in construction sales during the construction period of the Arcade District Project. This represents the direct economic activity generated by The 503 Project. For the purposes of the TMUD Program, construction sales are considered retail sales per the definition of a retail sale in the Ohio Revised Code, Section 5739.01.

[32] Assumed to be reported in 2023 dollars.

Table 53: The 503 Direct Construction Impacts on Sales

Year of Construction	Projected Retail Sales	Projected Entertainment Sales	Projected Dining Sales	Total Projected Sales
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Total	**$13,000,000**	**N/A**	**N/A**	**$13,000,000**

Source: Economics Center calculations.

The direct jobs supported by the construction and related activities of The 503 Project will generate a total of $257,918 in income tax revenue during the construction period of the Arcade District Project, as shown in Table 54. The State of Ohio will receive $133,362, while the City of Dayton will receive $124,556.

Table 54: The 503 Direct Construction Impacts on Taxes

Year of Construction	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax	Total Projected Taxes
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Total	**N/A**	**$257,918**	**N/A**	**N/A**	**$257,918**

Source: Economics Center calculations.

As detailed in Table 55, the construction and related activities of The 503 Project will indirectly support five jobs with earnings of $354,525 in the Surrounding Area during the construction period of the Arcade District Project. The indirect jobs supported will have average annual earnings of $71,454. Assuming 40 working hours per week for 52 weeks per year, the average hourly wage of the indirect jobs supported by the construction and related activities of The 503 Project is $34.35.

Table 55: The 503 Indirect Construction Impacts on Jobs and Payroll

Year of Construction	FTE Jobs	Average Hourly Wage	Projected Payroll
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
Total	**5**	**$34.35**	**$354,525**

Source: Economics Center calculations.

As detailed in Table 56, the spending on the construction and related activities of The 503 Project will lead to further indirect spending of $933,380 in the Surrounding Area during the construction period. The Economics Center is unable to disaggregate indirect sales into specific spending categories due to the characteristics of input-output models and multipliers. For the purposes of the TMUD Program, indirect sales are considered retail sales per the definition of a retail sale in the Ohio Revised Code, Section 5739.01.

Table 56: The 503 Indirect Construction Impacts on Sales

Year of Construction	Projected Retail Sales	Projected Entertainment Sales	Projected Dining Sales	Total Projected Sales
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Total	**$933,380**	**N/A**	**N/A**	**$933,380**

Source: Economics Center calculations.

The indirect jobs supported by the construction and related activities of The 503 Project will generate a total of $17,461 in income tax revenue during the construction period of the Arcade District Project, as shown in Table 57. The State of Ohio will receive $8,598, while the City of Dayton will receive $8,863.

Table 57: The 503 Indirect Construction Impacts on Taxes

Year of Construction	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax	Total Projected Taxes
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Total	**N/A**	**$17,461**	**N/A**	**N/A**	**$17,461**

Source: Economics Center calculations.

Delco

Crawford Hoying, in partnership with the Port Authority, City of Dayton, and the Dayton Public School District, are redeveloping the Dayton Engineering Laboratories Company (Delco) building at 340 East First Street in downtown Dayton. The Delco building was constructed in 1915 to serve as the second plant for the Delco Company, but was later abandoned in the 1980s. This is a project that has been accelerated or directly caused by the Arcade District. The Delco Project will comprise 160 apartments, 480 parking spaces, 60,000 square feet of office space, and 15,000 square feet of retail space. Construction for this Project is anticipated to occur between 2023 and 2024. The total development costs associated with the Delco Project are approximately $85.0 million.[33] The construction period for the Arcade District Project refers to 2024 through 2025. Therefore, only the second year of construction of the Delco Project is included.

As shown in Table 58, the construction and related activities of the Delco Project will directly support 172 jobs during the construction period of the Arcade District Project. The jobs supported will have total earnings of $16.9 million. The direct jobs supported by the construction and related activities of the Delco Project will have average annual earnings of $98,673. Assuming 40 working hours per week for 52 weeks per year, the average hourly wage of the direct jobs supported by the construction and related activities of the Delco Project is $47.44.

[33] Assumed to be reported in 2023 dollars.

Table 58: Delco Direct Construction Impacts on Jobs and Payroll

Year of Construction	FTE Construction Jobs	Average Hourly Wage	Projected Payroll
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
Total	**172**	**$47.44**	**$16,939,641**

Source: Economics Center calculations.

As shown in Table 59, the construction and related activities of the Delco Project are estimated to generate $44.2 million in construction sales during the construction period of the Arcade District Project. This represents the direct economic activity generated by the Delco Project. For the purposes of the TMUD Program, construction sales are considered retail sales per the definition of a retail sale in the Ohio Revised Code, Section 5739.01.

Table 59: Delco Direct Construction Impacts on Sales

Year of Construction	Projected Retail Sales	Projected Entertainment Sales	Projected Dining Sales	Total Projected Sales
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Total	**$44,200,000**	**N/A**	**N/A**	**$44,200,000**

Source: Economics Center calculations.

The direct jobs supported by the construction and related activities of the Delco Project will generate a total of $876,920 in income tax revenue during the construction period of the Arcade District Project, as shown in Table 60. The State of Ohio will receive $453,429, while the City of Dayton will receive $423,491.

Table 60: Delco Direct Construction Impacts on Taxes

Year of Construction	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax	Total Projected Taxes
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Total	**N/A**	**$876,920**	**N/A**	**N/A**	**$876,920**

Source: Economics Center calculations.

As detailed in Table 61, the construction and related activities of the Delco Project will indirectly support 17 jobs with earnings of $1.2 million in the Surrounding Area during the construction period of the Arcade District Project. The indirect jobs supported will have average annual earnings of $71,454. Assuming 40 working hours per week for 52 weeks per year, the average hourly wage of the indirect jobs supported by the construction and related activities of the Delco Project is $34.35.

Table 61: Delco Indirect Construction Impacts on Jobs and Payroll

Year of Construction	FTE Jobs	Average Hourly Wage	Projected Payroll
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
Total	**17**	**$34.35**	**$1,205,384**

Source: Economics Center calculations.

As detailed in Table 62, the spending on the construction and related activities of the Delco Project will lead to further indirect spending of $3.2 million in the Surrounding Area during the construction period of the Arcade District Project. The Economics Center is unable to disaggregate indirect sales into specific spending categories due to the characteristics of input-output models and multipliers. For the purposes of the TMUD Program, indirect sales are considered retail sales per the definition of a retail sale in the Ohio Revised Code, Section 5739.01.

Table 62: Delco Indirect Construction Impacts on Sales

Year of Construction	Projected Retail Sales	Projected Entertainment Sales	Projected Dining Sales	Total Projected Sales
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Total	**$3,173,492**	**N/A**	**N/A**	**$3,173,492**

Source: Economics Center calculations.

The indirect jobs supported by the construction and related activities of the Delco Project will generate a total of $59,369 in income tax revenue during the construction period of the Arcade District Project, as shown in Table 63. The State of Ohio will receive $29,234, while the City of Dayton will receive $30,135.

Table 63: Delco Indirect Construction Impacts on Taxes

Year of Construction	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax	Total Projected Taxes
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Total	**N/A**	**$59,369**	**N/A**	**N/A**	**$59,369**

Source: Economics Center calculations.

211 and 225 S. Main Street

The historic renovation of the vacant Fidelity Medical Building at 211 S. Main Street and the nearby vacant building at 225 S. Main Street is a Project accelerated or directly caused by the investment of the Arcade District. The 211 and 225 S. Main Street Project will comprise 100 market rate apartments and 4,000 square feet of commercial space. This Project is vital to the success of the Dayton Convention Center renovation. Construction for this Project is anticipated to occur between 2024 and 2025. The

total development costs associated with the 211 and 225 S. Main Street Project are approximately $54.3 million.[34]

As shown in Table 64, the construction and related activities of the 211 and 225 S. Main Street Project will directly support 220 jobs during the construction period of the Arcade District Project. The jobs supported will have total earnings of $21.9 million. The direct jobs supported by the construction and related activities of the 211 and 225 S. Main Street Project will have average annual earnings of $99,808. Assuming 40 working hours per week for 52 weeks per year, the average hourly wage of the direct jobs supported by the construction and related activities of the 211 and 225 S. Main Street Project is $47.98.

Table 64: 211 and 225 S. Main Street Direct Construction Impacts on Jobs and Payroll

Year of Construction	FTE Construction Jobs	Average Hourly Wage	Projected Payroll
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
Total	**220**	**$47.98**	**$21,891,776**

Source: Economics Center calculations.

As shown in Table 65, the construction and related activities of the 211 and 225 S. Main Street Project are estimated to generate $57.1 million in construction sales during the construction period of the Arcade District Project. This represents the direct economic activity generated by the 211 and 225 S. Main Street Project. For the purposes of the TMUD Program, construction sales are considered retail sales per the definition of a retail sale in the Ohio Revised Code, Section 5739.01.

Table 65: 211 and 225 S. Main Street Direct Construction Impacts on Sales

Year of Construction	Projected Retail Sales	Projected Entertainment Sales	Projected Dining Sales	Total Projected Sales
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Total	**$57,121,428**	**N/A**	**N/A**	**$57,121,428**

Source: Economics Center calculations.

The direct jobs supported by the construction and related activities of the 211 and 225 S. Main Street Project will generate a total of $1.1 million in income tax revenue during the construction period of the Arcade District Project, as shown in Table 66. The State of Ohio will receive $588,501, while the City of Dayton will receive $547,295.

[34] Assumed to be reported in 2023 dollars.

Table 66: 211 and 225 S. Main Street Direct Construction Impacts on Taxes

Year of Construction	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax	Total Projected Taxes
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Total	**N/A**	**$1,135,796**	**N/A**	**N/A**	**$1,135,796**

Source: Economics Center calculations.

As detailed in Table 67, the construction and related activities of the 211 and 225 S. Main Street Project will indirectly support 22 jobs with earnings of $1.6 million in the Surrounding Area during the construction period of the Arcade District Project. The indirect jobs supported will have average annual earnings of $72,276. Assuming 40 working hours per week for 52 weeks per year, the average hourly wage of the indirect jobs supported by the construction and related activities of the 211 and 225 S. Main Street Project is $34.75.

Table 67: 211 and 225 S. Main Street Indirect Construction Impacts on Jobs and Payroll

Year of Construction	FTE Jobs	Average Hourly Wage	Projected Payroll
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
Total	**22**	**$34.75**	**$1,557,766**

Source: Economics Center calculations.

As detailed in Table 68, the spending on the construction and related activities of the 211 and 225 S. Main Street Project will lead to further indirect spending of $4.1 million in the Surrounding Area during the construction period of the Arcade District Project. The Economics Center is unable to disaggregate indirect sales into specific spending categories due to the characteristics of input-output models and multipliers. For the purposes of the TMUD Program, indirect sales are considered retail sales per the definition of a retail sale in the Ohio Revised Code, Section 5739.01.

Table 68: 211 and 225 S. Main Street Indirect Construction Impacts on Sales

Year of Construction	Projected Retail Sales	Projected Entertainment Sales	Projected Dining Sales	Total Projected Sales
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Total	**$4,101,230**	**N/A**	**N/A**	**$4,101,230**

Source: Economics Center calculations.

The indirect jobs supported by the construction and related activities of the 211 and 225 S. Main Street Project will generate a total of $76,867 in income tax revenue during the construction period of the Arcade District Project, as shown in Table 69. The State of Ohio will receive $37,923, while the City of Dayton will receive $38,944.

Table 69: 211 and 225 S. Main Street Indirect Construction Impacts on Taxes

Year of Construction	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax	Total Projected Taxes
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Total	**N/A**	**$76,866**	**N/A**	**N/A**	**$76,866**

Source: Economics Center calculations.

Fourth and Ludlow

Made possible by the investment in the Arcade District, the Fourth and Ludlow Project will renovate the original portion of the historic Cox Media/Dayton Daily News Building that was built in the early 1900s. This long vacant, blighted building and the demolished 2.5-acre site of the old Dayton Daily News surrounding it will first be a construction staging area for the Arcade District and then be transformed into a mixed-use development. The site is directly across the street from the South Arcade block of the Arcade District, integrating the South Arcade, Grant Deneau Tower, and Algonquin Hotel/Dayton Grand sites as lively, double loaded retail streets. The Project also infills a vacant block connecting to the Sinclair Community College campus, Ohio's largest community college. The Fourth and Ludlow Project will comprise 250 parking spaces and 16,190 square feet of retail space. Construction for this Project is anticipated to occur between 2024 and 2025. Dayton Arcade Partners, LLC has site control of this site and commits to development of this site following completion of the North Arcade and South Arcade. The total development costs associated with the Fourth and Ludlow Project are approximately $54.0 million.[35]

As shown in Table 70, the construction and related activities of the Fourth and Ludlow Project will directly support 218 jobs during the construction period of the Arcade District Project. The jobs supported will have total earnings of $21.8 million. The direct jobs supported by the construction and related activities of the Fourth and Ludlow Project will have average annual earnings of $99,808. Assuming 40 working hours per week for 52 weeks per year, the average hourly wage of the direct jobs supported by the construction and related activities of the Fourth and Ludlow Project is $47.98.

Table 70: Fourth and Ludlow Direct Construction Impacts on Jobs and Payroll

Year of Construction	FTE Construction Jobs	Average Hourly Wage	Projected Payroll
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
Total	**218**	**$47.98**	**$21,770,827**

Source: Economics Center calculations.

As shown in Table 71, the construction and related activities of the Fourth and Ludlow Project are estimated to generate $56.8 million in construction sales during the construction period of the Arcade District Project. This represents the direct economic activity generated by the Fourth and Ludlow Project. For the purposes of the TMUD Program, construction sales are considered retail sales per the definition of a retail sale in the Ohio Revised Code, Section 5739.01.

[35] Assumed to be reported in 2023 dollars.

Table 71: Fourth and Ludlow Direct Construction Impacts on Sales

Year of Construction	Projected Retail Sales	Projected Entertainment Sales	Projected Dining Sales	Total Projected Sales
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Total	**$56,805,840**	**N/A**	**N/A**	**$56,805,840**

Source: Economics Center calculations.

The direct jobs supported by the construction and related activities of the Fourth and Ludlow Project will generate a total of $1.1 million in income tax revenue during the construction period of the Arcade District Project, as shown in Table 72. The State of Ohio will receive $585,250, while the City of Dayton will receive $544,270.

Table 72: Fourth and Ludlow Direct Construction Impacts on Taxes

Year of Construction	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax	Total Projected Taxes
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Total	**N/A**	**$1,129,520**	**N/A**	**N/A**	**$1,129,520**

Source: Economics Center calculations.

As detailed in Table 73, the construction and related activities of the Fourth and Ludlow Project will indirectly support 22 jobs with earnings of $1.5 million in the Surrounding Area during the construction period of the Arcade District Project. The indirect jobs supported will have average annual earnings of $72,276. Assuming 40 working hours per week for 52 weeks per year, the average hourly wage of the indirect jobs supported by the construction and related activities of the Fourth and Ludlow Project is $34.75.

Table 73: Fourth and Ludlow Indirect Construction Impacts on Jobs and Payroll

Year of Construction	FTE Jobs	Average Hourly Wage	Projected Payroll
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
Total	**22**	**$34.75**	**$1,549,159**

Source: Economics Center calculations.

As detailed in Table 74, the spending on the construction and related activities of the Fourth and Ludlow Project will lead to further indirect spending of $4.1 million in the Surrounding Area during the construction period of the Arcade District Project. The Economics Center is unable to disaggregate indirect sales into specific spending categories due to the characteristics of input-output models and multipliers. For the purposes of the TMUD Program, indirect sales are considered retail sales per the definition of a retail sale in the Ohio Revised Code, Section 5739.01.

Table 74: Fourth and Ludlow Indirect Construction Impacts on Sales

Year of Construction	Projected Retail Sales	Projected Entertainment Sales	Projected Dining Sales	Total Projected Sales
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Total	**$4,078,572**	**N/A**	**N/A**	**$4,078,572**

Source: Economics Center calculations.

The indirect jobs supported by the construction and related activities of the Fourth and Ludlow Project will generate a total of $76,442 in income tax revenue during the construction period of the Arcade District Project, as shown in Table 75. The State of Ohio will receive $37,713, while the City of Dayton will receive $38,729.

Table 75: Fourth and Ludlow Indirect Construction Impacts on Taxes

Year of Construction	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax	Total Projected Taxes
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Total	**N/A**	**$76,442**	**N/A**	**N/A**	**$76,442**

Source: Economics Center calculations.

Total Construction Catalyzed Impacts

The total construction jobs and associated payroll of the construction and related activities of the catalyzed projects of the Arcade District Project are detailed in Table 76. The catalyzed projects will directly and indirectly support a total of 1,109 construction jobs with earnings of $107.2 million in the Surrounding Area's economy during the construction period of the Arcade District Project. Assuming 40 working hours per week for 52 weeks per year, the average hourly wage of the jobs supported by the construction and related activities of the catalyzed projects is $46.47.

Table 76: Total Catalyzed Construction Impacts on Jobs and Payroll

Year of Construction	FTE Construction Jobs	Average Hourly Wage	Total Projected Payroll
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
Total	**1,109**	**$46.47**	**$107,181,787**

Source: Economics Center calculations.

As detailed in Table 77, the construction and related activities of the catalyzed projects of the Arcade District Project will generate a total of $279.8 million in sales within the Surrounding Area, of which $261.1 million are direct sales and $18.7 million are indirect sales. The Economics Center is unable to disaggregate indirect sales into specific spending categories due to the characteristics of input-output models and multipliers. For the purposes of the TMUD Program, construction sales as well as indirect sales are considered retail sales per the definition of a retail sale in the Ohio Revised Code, Section 5739.01.

Table 77: Total Catalyzed Construction Impacts on Sales

Year of Construction	Projected Retail Sales	Projected Entertainment Sales	Projected Dining Sales	Total Projected Sales
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Total	**$279,832,931**	**N/A**	**N/A**	**$279,832,931**

Source: Economics Center calculations.

The direct and indirect jobs supported by the construction and related activities of the catalyzed projects of the Arcade District Project will generate a total of $5.5 million in income tax revenue during the construction period of the Arcade District Project, as shown in Table 78. The State of Ohio will receive $2.9 million, while the City of Dayton will receive $2.7 million.

Table 78: Total Catalyzed Construction Impacts on Taxes

Year of Construction	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax	Total Projected Taxes
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Total	**N/A**	**$5,535,915**	**N/A**	**N/A**	**$5,535,915**

Source: Economics Center calculations.

Completion Period Impacts

Project Impacts

The Arcade District Project will include [redacted], [redacted], a [redacted] hotel, 48,500 square feet of office space, 35,200 square feet of retail space, 25,000 square feet of restaurant space, and 10,000 square feet of event space. The total development costs associated with Project construction are approximately $139.8 million.[36]

Once the Arcade District Project is operational, annual economic impacts in the form of jobs, earnings, and sales will be directly generated by the operations and tenant businesses of the Arcade District Project. Additionally, fiscal impacts in the form of tax revenues and collections through alternate tax methods will be generated for state and local jurisdictions. The impacts of operations represent the labor required to operate the Arcade District Project as well as the associated impacts on earnings. The impacts of the tenant businesses represent the labor required by anticipated tenants of the Arcade District Project and the associated impacts on earnings and sales.

Full economic and fiscal impacts of operations of the Arcade District Project will be realized once target occupancy and sales are reached and operating revenues and expenditures stabilize. The economic and fiscal impacts discussed in this section reflect full occupancy and target-level sales.

Operations impacts result from the management of the Project site after construction is complete and operations commence. As shown in Table 79, the operations of Arcade District Project will directly support 11 jobs per year. These operations jobs represent the labor required to manage the Project site

[36] Reported in 2023 dollars.

such as leasing agents, grounds crew, and maintenance and custodial staff. A total of 55 operations jobs will be supported during the completion period. The operations jobs supported will have total earnings of $4.4 million during the completion period, or an average of $874,432 per year. The direct jobs supported by the operations of the Arcade District Project will have average annual earnings of $79,494. Assuming 40 working hours per week for 52 weeks per year, the average hourly wage of the direct jobs supported by the operations of the Arcade District Project is $38.22.

Table 79: Project Impacts on Operations Jobs and Payroll

Year of Operation	FTE Operations Jobs	Average Hourly Wage	Projected Payroll
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
Total	**55**	**$38.22**	**$4,372,159**

Source: Economics Center calculations.

The tenant businesses of the Arcade District Project will generate revenues from services provided by tenants of the office and event spaces as well as through hotel, restaurant, retail, and parking purchases. These businesses will also hire and pay wages to employees needed to maintain daily operations. The economic impact of the tenant businesses of the Arcade District Project respresent the sales, jobs, and earnings generated at the Project site.

Once tenant operations commence, the Arcade District Project will directly support 3,560 tenant jobs at the Project site with earnings of $173.6 million during the completion period, as detailed in Table 80. Each year an average of 712 tenant jobs with earnings of $34.7 million will be directly supported by the tenant businesses of the Arcade District Project. This translates into average annual earnings of $48,805 per employee. Assuming 40 working hours per week for 52 weeks per year, the average hourly wage of direct employees of tenant businesses is $23.46.

Table 80: Project Impacts on Tenant Jobs and Payroll

Year of Operation	FTE Tenant Jobs	Average Hourly Wage	Projected Payroll
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
Total	**3,560**	**$23.46**	**$173,624,867**

Source: Economics Center calculations.

As detailed in Table 81, the tenant businesses operating within the Arcade District Project will directly generate an estimated $524.4 million in sales during the completion period. The direct sales of tenant businesses over the completion period comprise $420.7 million in retail sales and $103.8 million in

dining sales. On average, a total of $104.9 million in sales will be directly generated by the tenant businesses of the Arcade District Project each year.

Table 81: Project Impacts on Sales

Year of Operation	Projected Retail Sales	Projected Entertainment Sales	Projected Dining Sales	Total Projected Sales
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Total	**$420,679,807**	**N/A**	**$103,763,126**	**$524,442,933**

Source: Economics Center calculations.

Table 82 details the fiscal impacts of the operations and tenant businesses of the Arcade District Project. During the completion period, the spending of the Arcade District Project's hotel, restaurant, and retail shoppers will generate $21.2 million in sales tax revenues for the State of Ohio and Montgomery County. The State of Ohio and the City of Dayton will benefit from a total of $8.3 million in income tax revenues as a result of operations and tenant businesses during the completion period. Montgomery County and the City of Dayton will benefit from $1.1 million in lodging tax revenues from hotel guests. Additionally, the Arcade District Project will generate nearly $3.0 million in property tax revenue. In total, the Arcade District Project will directly create approximately $33.6 million in fiscal benefits for state and local jurisdictions during the completion period.

Table 82: Project Impacts on Taxes

Year of Operation	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax[37]	Total Projected Taxes
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Total	**$21,217,120**	**$8,273,046**	**$1,123,298**	**$2,969,345**	**$33,582,809**

Source: Economics Center calculations.

Development Impacts

The Arcade District Project is part of the larger Arcade District Development. The Arcade District Development encompasses the redevelopment of 11 buildings across two city blocks in Dayton's central business district. The Arcade District Project refers to four phases – South Arcade Part 2, North Arcade, Centre City Building, and Air City Parking Garage – of the larger Arcade District Development. Phase 1 of the Arcade District Development, referred to as the South Arcade Part 1, completed construction in 2021. The South Arcade Part 1 phase of the Arcade District Development encompasses 130,000 square

[37] Payments in lieu of taxes are included in property tax revenue.

feet of institutional/event space, 29,000 square feet of office space, 10,000 square feet of restaurant space, and 6,200 square feet of retail space.

Per the Ohio Department of Development's TMUD Guidelines, the impacts of the South Arcade Part 1 phase of the Arcade District Development are not included in the construction period impacts since construction has been completed. However, the South Arcade Part 1 phase of the Arcade District Development is included in the completion period impacts.

Annual economic impacts in the form of jobs, earnings, and sales are directly generated by the operations and tenant businesses of the South Arcade Part 1 phase of the Arcade District Development. Additionally, fiscal impacts in the form of tax revenues are generated for state and local jurisdictions. The impacts of operations represent the labor required to operate the South Arcade Part 1 phase of the Arcade District Development as well as the associated impacts on earnings. The impacts of the tenant businesses represent the labor required by tenants of the South Arcade Part 1 phase of the Arcade District Development and the associated impacts on earnings and sales.

The economic and fiscal impacts of the South Arcade Part 1 phase of the Arcade District Development are reported for the completion period associated with the Arcade District Project, which refers to 2026 through 2030. The economic and fiscal impacts discussed in this section reflect full occupancy and target-level sales.

Direct Impacts

Operations impacts result from the management of the Development site after construction is complete and operations commence. As shown in Table 83, the operations of the South Arcade Part 1 phase of the Arcade District Development will directly support five jobs per year. These jobs represent the labor required to manage the site such as leasing agents, grounds crew, and maintenance and custodial staff. A total of 25 jobs will be supported during the completion period of the Arcade District Project. The jobs supported will have total earnings of $2.5 million during the completion period, or an average of $496,799 per year. Assuming 40 working hours per week for 52 weeks per year, the average hourly wage of the direct jobs supported by the operations of the South Arcade Part 1 phase of the Arcade District Development is $48.61.

Table 83: Direct Development Impacts on Operations Jobs and Payroll

Year of Operation	FTE Operations Jobs	Average Hourly Wage	Projected Payroll
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
Total	**25**	**$48.61**	**$2,483,997**

Source: Economics Center calculations.

The tenant businesses of the South Arcade Part 1 phase of the Arcade District Development generate revenues from services provided by tenants of the institutional/event and office spaces as well as through restaurant and retail purchases. These businesses also hire and pay wages to employees needed to maintain daily operations. The economic impact of the tenant businesses of the South Arcade Part 1

phase of the Arcade District Development respresent the sales, jobs, and earnings generated at the Development site.

During the compeltion period of the Arcade District Project, the South Arcade Part 1 phase of the Arcade District Development will directly support 1,760 jobs at the Development site with earnings of $104.7 million, as detailed in Table 84. Each year an average of 352 jobs with earnings of $20.9 will be directly supported by the tenant businesses of the South Arcade Part 1 phase of the Arcade District Development. This translates into average annual earnings of $59,592 per employee. Assuming 40 working hours per week for 52 weeks per year, the average hourly wage of direct employees of tenant businesses is $28.65.

Table 84: Direct Development Impacts on Tenant Jobs and Payroll

Year of Operation	FTE Tenant Jobs	Average Hourly Wage	Projected Payroll
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
Total	**1,760**	**$28.65**	**$104,740,242**

Source: Economics Center calculations.

As detailed in Table 85, the tenant businesses operating within the South Arcade Part 1 phase of the Arcade District Development will directly generate an estimated $290.3 million in sales during the completion period of the Arcade District Project. The direct sales of tenant businesses during the completion period comprise $241.1 million in retail sales and $49.2 million in dining sales. On average, a total of $58.1 million in sales will be directly generated by the tenant businesses of the South Arcade Part 1 phase of the Arcade District Development each year.

Table 85: Direct Development Impacts on Sales

Year of Operation	Projected Retail Sales	Projected Entertainment Sales	Projected Dining Sales	Total Projected Sales
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Total	**$241,096,046**	**N/A**	**$49,244,445**	**$290,340,491**

Source: Economics Center calculations.

Table 86 details the direct fiscal impacts of the operations and tenant businesses of the South Arcade Part 1 phase of the Arcade District Development. During the completion period of the Arcade District Project, the spending of the restaurant and retail shoppers will generate $6.0 million in sales tax revenues for the State of Ohio and Montgomery County. The State of Ohio and the City of Dayton will benefit from a total of $5.2 million in income tax revenues as a result of operations and tenant

businesses during the completion period of the Arcade District Project. The South Arcade Part 1 phase of the Arcade District Development has a 100.0 percent property tax exemption. An annual PILOT payment of $60,000 will be made to Dayton Public Schools for the South Arcade Part 1 and the South Arcade Part 2 phases of the Arcade District Development. Because this is a collective PILOT payment, it is included in the Project impacts section. In total, the South Arcade Part 1 phase of the Arcade District Development will directly create approximately $11.2 million in fiscal benefits for state and local jurisdictions during the completion period of the Arcade District Project.

Table 86: Direct Development Impacts on Taxes

Year of Operation	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax	Total Projected Taxes
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Total	**$5,983,200**	**$5,167,793**	**N/A**	**N/A**	**$11,150,993**

Source: Economics Center calculations.

Indirect Impacts

The operations of the South Arcade Part 1 phase of the Arcade District Development will result in additional indirect impacts within the Surrounding Area. As shown in Table 87, the operations of the South Arcade Part 1 phase of the Arcade District Development will indirectly support three jobs per year in the Surrounding Area's economy. The average hourly wage of the indirect operations jobs supported is $27.42, assuming 40 working hours per week for 52 weeks per year. During the completion period of the Arcade District Project, 15 jobs with earnings of $935,029 will be indirectly supported in the Surrounding Area by the operations of the South Arcade Part 1 phase of the Arcade District Development.

Table 87: Indirect Development Impacts on Operations Jobs and Payroll

Year of Operation	FTE Operations Jobs	Average Hourly Wage	Projected Payroll
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
Total	**15**	**$27.42**	**$935,029**

Source: Economics Center calculations.

The tenants of the South Arcade Part 1 phase of the Arcade District Development will source portions of the goods and services required for ongoing operations from other businesses in the Surrounding Area, thus generating additional spending and supporting more jobs locally. The businesses that benefit from the direct expenditures of the tenants of the South Arcade Part 1 phase of the Arcade District Development will, in turn, continue to spend in the local economy some of the dollars originally spent

by the tenant businesses of the South Arcade Part 1 phase of the Arcade District Development. This process will repeat itself until all the original dollars leak out of the economy of the Surrounding Area.

The business-to-business purchases of the tenenat businesses will indirectly support an average of 62 additional jobs in the Surrounding Area each year. As detailed in Table 88, a total of 310 tenant jobs will be indirectly supported during the completion period of the Arcade District Project. The indirect jobs supported by the tenant businesses of the South Arcade Part 1 phase of the Arcade District Development will have earnings of $21.9 million during the completiond period, or approximately $4.4 million per year. The indirect jobs supported will have average annual earnings of $70,540. This equates to an average hourly wage of $33.91, assuming 40 working hours per week for 52 weeks per year.

Table 88: Indirect Development Impacts on Tenant Jobs and Payroll

Year of Operation	FTE Tenant Jobs	Average Hourly Wage	Projected Payroll
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
Total	**310**	**$33.91**	**$21,875,304**

Source: Economics Center calculations.

During the completion period of the Arcade District Project, the direct economic activity generated by the tenants of the South Arcade Part 1 phase of the Arcade District Development will result in additional indirect economic activity of $57.7 million within the Surrounding Area, or an average of $11.5 million per year, as detailed in Table 89. The Economics Center is unable to disaggregate indirect sales into specific spending categories due to the characteristics of input-output models and multipliers. For the purposes of the TMUD Program, indirect sales are considered retail sales per the definition of a retail sale in the Ohio Revised Code, Section 5739.01.

Table 89: Indirect Development Impacts on Sales

Year of Operation	Projected Retail Sales	Projected Entertainment Sales	Projected Dining Sales	Total Projected Sales
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Total	**$57,726,994**	**N/A**	**N/A**	**$57,726,994**

Source: Economics Center calculations.

The operations and tenant businesses of the South Arcade Part 1 phase of the Arcade District Development will indirectly generate a total of $1.1 million in income tax revenue during the completion period of the Arcade District Project, as shown in Table 90. Of the income tax revenue generated during

the completion period, the State of Ohio will receive $549,063, while the City of Dayton will receive $570,258.

Table 90: Indirect Development Impacts on Taxes

Year of Operation	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax	Total Projected Taxes
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Total	**N/A**	**$1,119,321**	**N/A**	**N/A**	**$1,119,321**

Source: Economics Center calculations.

Total Impacts

As shown in Table 91, the operations of the South Arcade Part 1 phase of the Arcade District Development will support a total of eight jobs per year, or a total of 40 jobs during the completion period of the Arcade District Project. The jobs supported will have total earnings of $3.4 million during the completion period, or an average of $683,805 per year. Assuming 40 working hours per week for 52 weeks per year, the average hourly wage of the jobs supported by the operations of the South Arcade Part 1 phase of the Arcade District Development is $40.13.

Table 91: Total Development Impacts on Operations Jobs and Payroll

Year of Operation	FTE Operations Jobs	Average Hourly Wage	Projected Payroll
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
Total	**40**	**$40.13**	**$3,419,027**

Source: Economics Center calculations.

The South Arcade Part 1 phase of the Arcade District Development will support a total of 2,070 jobs at the Development site with earnings of $126.6 million during the completion period of the Arcade District Project, as detailed in Table 92. Each year an average of 414 jobs with earnings of $25.3 million will be supported by the tenant businesses of the South Arcade Part 1 phase of the Arcade District Development. This translates into average annual earnings of $61,234. Assuming 40 working hours per week for 52 weeks per year, the average hourly wage is $29.44.

Table 92: Total Development Impacts on Tenant Jobs and Payroll

Year of Operation	FTE Tenant Jobs	Average Hourly Wage	Projected Payroll
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
Total	**2,070**	**$29.44**	**$126,615,547**

Source: Economics Center calculations.

As detailed in Table 93, the tenant businesses operating within the South Arcade Part 1 phase of the Arcade District Development will generate a total of $348.1 million in sales during the completion period of the Arcade District Project. The sales generated during the completion period comprise $298.8 million in retail sales and $49.2 million in dining sales. The Economics Center is unable to disaggregate indirect sales into specific spending categories due to the characteristics of input-output models and multipliers. For the purposes of the TMUD Program, indirect sales are considered retail sales per the definition of a retail sale in the Ohio Revised Code, Section 5739.01.

Table 93: Total Development Impacts on Sales

Year of Operation	Projected Retail Sales	Projected Entertainment Sales	Projected Dining Sales	Total Projected Sales
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Total	**$298,823,040**	**N/A**	**$49,244,445**	**$348,067,485**

Source: Economics Center calculations.

Table 94 details the total fiscal impacts of the operations and tenant businesses of the South Arcade Part 1 phase of the Arcade District Development. During the completion period of the Arcade District Project, the spending of the restaurant and retail shoppers will generate $6.0 million in sales tax revenues for the State of Ohio and Montgomery County. The State of Ohio and the City of Dayton will benefit from a total of $6.3 million in income tax revenues as a result of operations and tenant businesses during the completion period. The South Arcade Part 1 phase of the Arcade District Development will create a total of $12.3 million in fiscal benefits for state and local jurisdictions during the completion period of the Arcade District Project.

Table 94: Total Development Impacts on Taxes

Year of Operation	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax	Total Projected Taxes
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Total	**$5,983,200**	**$6,287,115**	**N/A**	**N/A**	**$12,270,315**

Source: Economics Center calculations.

Surrounding Area Impacts

The direct economic activity generated by the operations and tenant businesses of the Arcade District Project will generate additional indirect impacts within the Surrounding Area as a result of the inter-industry linkages. The direct expenditures associated with the operations and tenant businesses of the Arcade District Project affect other industries by increasing demand for products and services, creating jobs associated with the provision of these products and services, and generating incomes.

The operations of the Arcade District Project will result in additional indirect impacts within the Surrounding Area. As shown in Table 95, the operations of the Arcade District Project will indirectly support six jobs per year in the Surrounding Area's economy. The indirect operations jobs supported will have total earnings that average $328,631 per year, or approximately $59,268 per job. This equates to an average hourly wage of $28.49, assuming 40 working hours per week for 52 weeks per year. During the completion period, a total of 30 jobs with earnings of $1.6 million will be indirectly supported in the Surrounding Area by the operations of the Arcade District Project.

Table 95: Surrounding Area Impacts on Operations Jobs and Payroll

Year of Operation	FTE Operations Jobs	Average Hourly Wage	Projected Payroll
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
Total	**30**	**$28.49**	**$1,643,154**

Source: Economics Center calculations.

The tenants of the Arcade District Project will source portions of the goods and services required for ongoing operations from other businesses in the Surrounding Area, thus generating additional spending and supporting more jobs locally. The businesses that benefit from the direct expenditures of the Arcade District Project tenants will, in turn, continue to spend in the local economy some of the dollars originally spent by the tenant businesses of the Arcade District Project. This process will repeat itself until all the original dollars leak out of the economy of the Surrounding Area.

The business-to-business purchases of the tenenat businesses will indirectly support an average of 119 additional jobs in the Surrounding Area each year. As detailed in Table 96, a total of 595 jobs will be indirectly supported during the completion period. The indirect jobs supported by the tenant businesses of the Arcade District Project will have earnings of $39.6 million during the completion period, or approximately $7.9 million per year. The indirect jobs supported will have average annual earnings of $66,515. This equates to an average hourly wage of $31.98, assuming 40 working hours per week for 52 weeks per year.

Table 96: Surrounding Area Impacts on Tenant Jobs and Payroll

Year of Operation	FTE Tenant Jobs	Average Hourly Wage	Projected Payroll
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
Total	**595**	**$31.98**	**$39,640,068**

Source: Economics Center calculations.

During the completion period, the direct economic activity generated by the tenants of the Arcade District Project will result in additional indirect economic activity of $102.8 million within the Surrounding Area, or an average of $20.6 million per year, as detailed in Table 97. The Economics Center is unable to disaggregate indirect sales into specific spending categories due to the characteristics of input-output models and multipliers. For the purposes of the TMUD Program, indirect sales are considered retail sales per the definition of a retail sale in the Ohio Revised Code, Section 5739.01.

Table 97: Surrounding Area Impacts on Sales

Year of Operation	Projected Retail Sales	Projected Entertainment Sales	Projected Dining Sales	Total Projected Sales
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Total	**$102,834,784**	**N/A**	**N/A**	**$102,834,784**

Source: Economics Center calculations.

Upon its completion, the Arcade District Project will increase residential property values in the Surrounding Area within a few years after construction completion. In a 2015 study, it was concluded that residential property values were positively impacted upon delivery of a new commercial development within a 0.5-mile radius of construction.[38] The study found residential properties inside of the radius initially decreased by 1.7 percent in the year immediately after construction completion, but subsequently increased by 1.7 percent per year when compared to the residential properties just outside

[38] (Wiley 2015)

of the radius. Upon the completion of the Arcade District Project, it is estimated that the increased residential property values inside the Surrounding Area will result in a net increase of $200,849 in property tax revenue during the completion period, as shown in Table 98.

Additionally, the indirect jobs and earnings supported by the operations and tenant businesses of the Arcade District Project will generate a total of $2.0 million in income tax revenue during the completion period, as shown in Table 98. Of the income tax revenue generated during the completion period, the State of Ohio will receive $975,129, while the City of Dayton will receive $1.0 million. During the completion period, a total of $2.2 million in fiscal benefits will be indirectly generated by the operations and tenant businesses of the Arcade District Project.

Table 98: Surrounding Area Impacts on Taxes

Year of Operation	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax	Total Projected Taxes
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Total	**N/A**	**$2,007,209**	**N/A**	**$200,849**	**$2,208,058**

Source: Economics Center calculations.

Catalyzed Project Impacts

The Arcade District Project is in the center of a deeply distressed part of downtown Dayton with over 2.0 million square feet of blighted vacant and underutilized buildings in adjacent blocks. With virtually no retail, housing, or hospitality uses, this desolate area at the heart of downtown has long been a focal point of Dayton's revitalization efforts. As a result, the Mayor, City Commission, and City Manager made the resurrection of the Dayton Arcade and launch of the Arcade District the City's Top Economic and Community Development Priority for eight years. The Arcade District is the centerpiece of the City's arts and technology ecosystem.

The Arcade District Project will directly cause or accelerate 12 additional projects in the Surrounding Area. The direct and indirect economic impact as well as the total fiscal impact of each catalyzed project will be detailed in this section. The economic impact refers to the jobs, earnings, and sales directly generated by the catalyzed projects and the additional indirect impacts within the Surrounding Area as a result of the inter-industry linkages. The fiscal impact refers to the sales, income, lodging, and property tax revenues generated by the catalyzed projects for state and local jurisdictions. The economic and fiscal impacts discussed in this section reflect full occupancy and target-level sales.

Hotel Ardent

The redevelopment of the 10-story Barclay Building at the corner of First and Main Street in downtown Dayton is a Project that has been accelerated or directly caused by the Arcade District. Located on the same block of Dayton's premier performing arts venues, the Hotel Ardent Project comprises a 118-room boutique hotel as well as 4,000 square feet of commercial space. This Project has been identified as a critical next step, in conjunction with other housing and hospitality developments, in resetting the vibrancy of the struggling Main Street corridor. Construction started in 2021 with the opening of the

Hotel Ardent Project expected in fall 2023. The total development costs associated with the Hotel Ardent Project were approximately $26.5 million.[39]

The direct economic impact of the Hotel Ardent Project includes the jobs, earnings, and sales directly supported during the completion period of the Arcade District Project. As detailed in Table 99, a total of 280 tenant jobs with earnings of $9.5 million will be directly supported by the Hotel Ardent Project during the completion period of the Arcade District Project. These direct jobs will have annual earnings that average $34,164. This equates to an average hourly wage of $16.42, assuming 40 working hours per week for 52 weeks per year.

Table 99: Hotel Ardent Direct Impact on Tenant Jobs and Payroll

Year of Operation	FTE Tenant Jobs	Average Hourly Wage	Projected Payroll
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
Total	**280**	**$16.42**	**$9,485,697**

Source: Economics Center calculations.

As detailed in Table 100, the Hotel Ardent Project will generate $32.3 million in retail sales during the completion period of the Arcade District Project through the purchases made by patrons of the hotel and commercial spaces. On average, the Hotel Ardent Project will generate nearly $6.5 million in sales annually during the completion period of the Arcade District Project.

Table 100: Hotel Ardent Direct Impact on Sales

Year of Operation	Projected Retail Sales	Projected Entertainment Sales	Projected Dining Sales	Total Projected Sales
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Total	**$32,278,597**	**N/A**	**N/A**	**$32,278,597**

Source: Economics Center calculations.

Table 101 details the direct fiscal impact of the tenant businesses of the Hotel Ardent Project. During the completion period of the Arcade District, the spending of the hotel and commercial shoppers will generate $2.4 million in sales tax revenues for the State of Ohio and Montgomery County. The State of Ohio and the City of Dayton will benefit from a total of $402,306 in income tax revenues as a result of tenant businesses during the completion period. Montgomery County and the City of Dayton will benefit from $1.5 million in lodging tax revenues from hotel guests. Additionally, the Hotel Ardent Project will

[39] Assumed to be reported in 2022 dollars.

generate $4.2 million in property tax revenue, assuming no property tax abatement agreement is established. In total, the Hotel Ardent Project will directly create approximately $8.5 million in fiscal benefits for state and local jurisdictions during the completion period of the Arcade District Project.

Table 101: Hotel Ardent Direct Impact on Taxes

Year of Operation	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax	Total Projected Taxes
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Total	**$2,420,895**	**$402,306**	**$1,496,770**	**$4,168,115**	**$8,488,086**

Source: Economics Center calculations.

The indirect economic impact of the Hotel Ardent Project includes the subsequent jobs, earnings, and sales generated in the Surrounding Area during the completion period of the Arcade District Project as a result of the inter-industry linkages. As detailed in Table 102, the Hotel Ardent Project will indirectly support a total of 30 jobs with earnings of $2.2 million. These indirect tenant jobs will have annual earnings that average $67,538. This equates to an average hourly wage of $32.47, assuming 40 working hours per week for 52 weeks per year.

Table 102: Hotel Ardent Indirect Impact on Tenant Jobs and Payroll

Year of Operation	FTE Tenant Jobs	Average Hourly Wage	Projected Payroll
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
Total	**30**	**$32.47**	**$2,193,295**

Source: Economics Center calculations.

As detailed in Table 103, the Hotel Ardent Project will indirectly generate an additional $4.9 million in sales in the Surrounding Area during the completion period of the Arcade District Project, or an average of $976,214 per year. The Economics Center is unable to disaggregate indirect sales into specific spending categories due to the characteristics of input-output models and multipliers. For the purposes of the TMUD Program, indirect sales are considered retail sales per the definition of a retail sale in the Ohio Revised Code, Section 5739.01.

Table 103: Hotel Ardent Indirect Impact on Sales

Year of Operation	Projected Retail Sales	Projected Entertainment Sales	Projected Dining Sales	Total Projected Sales
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Total	**$4,881,069**	**N/A**	**N/A**	**$4,881,069**

Source: Economics Center calculations.

The tenant businesses of Hotel Ardent Project will indirectly generate a total of $107,941 in income tax revenue during the completion period of the Arcade District Project, as shown in Table 104. Of the income tax revenue generated during the completion period, the State of Ohio will receive $52,608, while the City of Dayton will receive $55,333.

Table 104: Hotel Ardent Indirect Impacts on Taxes

Year of Operation	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax	Total Projected Taxes
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Total	**N/A**	**$107,941**	**N/A**	**N/A**	**$107,941**

Source: Economics Center calculations.

Dayton International Peace Museum

The expansion of the Dayton International Peace Museum (Peace Museum) included the renovation of 5,000 square feet of space at 10 Courthouse Plaza SW and is a Project that has been accelerated or directly caused by the Arcade District. The expansion of the Peace Museum features an open environment and contains a 150-seat theater, exhibition space, and classrooms. Construction for this Project occurred in 2022. The total development costs associated with the Peace Museum Project were approximately $500,000.[40]

The direct economic impact of the Peace Museum Project includes the jobs, earnings, and sales directly supported during the completion period of the Arcade District Project. As detailed in Table 105, a total of 10 jobs with earnings of $579,261 will be directly supported by the Peace Museum Project during the completion period of the Arcade District Project. These direct jobs will have annual earnings that average $55,632. This equates to an average hourly wage of $26.75, assuming 40 working hours per week for 52 weeks per year.

[40] Assumed to be reported in 2022 dollars.

Table 105: Peace Museum Direct Impact on Tenant Jobs and Payroll

Year of Operation	FTE Tenant Jobs	Average Hourly Wage	Projected Payroll
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
Total	**10**	**$26.75**	**$579,261**

Source: Economics Center calculations.

As detailed in Table 106, the Peace Museum Project will generate $1.5 million in entertainment sales during the completion period of the Arcade District Project through the purchases made by patrons of the Peace Museum. On average, the Peace Museum Project will generate $302,327 in sales annually during the completion period of the Arcade District Project.

Table 106: Peace Museum Direct Impact on Sales

Year of Operation	Projected Retail Sales	Projected Entertainment Sales	Projected Dining Sales	Total Projected Sales
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Total	**N/A**	**$1,511,637**	**N/A**	**$1,511,637**

Source: Economics Center calculations.

Table 107 details the direct fiscal impact of the Peace Museum Project. During the completion period of the Arcade District, the State of Ohio and the City of Dayton will benefit from a total of $30,629 in income tax revenues as a result of the Peace Museum Project. Assuming no property tax abatement agreement is established, the Peace Museum Project will generate $75,115 in property tax revenue during the completion period of the Arcade District Project. In total, the Peace Museum Project will directly create $105,744 in fiscal benefits for state and local jurisdictions during the completion period of the Arcade District Project.

Table 107: Peace Museum Direct Impact on Taxes

Year of Operation	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax	Total Projected Taxes
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Total	**N/A**	**$30,629**	**N/A**	**$75,115**	**$105,744**

Source: Economics Center calculations.

The indirect economic impact of the Peace Museum Project includes the subsequent jobs, earnings, and sales generated in the Surrounding Area during the completion period of the Arcade District Project as a result of the inter-industry linkages. As detailed in Table 108, the Peace Museum Project will indirectly support a total of two jobs with earnings of $86,869. These indirect tenant jobs will have annual earnings that average $56,747. This equates to an average hourly wage of $27.28, assuming 40 working hours per week for 52 weeks per year.

Table 108: Peace Museum Indirect Impact on Tenant Jobs and Payroll

Year of Operation	FTE Tenant Jobs	Average Hourly Wage	Projected Payroll
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
Total	**2**	**$27.28**	**$86,869**

Source: Economics Center calculations.

As detailed in Table 109, the Peace Museum Project will indirectly generate an additional $215,804 in sales in the Surrounding Area during the completion period of the Arcade District Project, or an average of $43,161 per year. The Economics Center is unable to disaggregate indirect sales into specific spending categories due to the characteristics of input-output models and multipliers. For the purposes of the TMUD Program, indirect sales are considered retail sales per the definition of a retail sale in the Ohio Revised Code, Section 5739.01.

Table 109: Peace Museum Indirect Impact on Sales

Year of Operation	Projected Retail Sales	Projected Entertainment Sales	Projected Dining Sales	Total Projected Sales
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Total	**$215,804**	**N/A**	**N/A**	**$215,804**

Source: Economics Center calculations.

The Peace Museum Project will indirectly generate a total of $5,265 in income tax revenue during the completion period of the Arcade District Project, as shown in Table 110. Of the income tax revenue generated during the completion period of the Arcade District Project, the State of Ohio will receive $2,467, while the City of Dayton will receive $2,798.

Table 110: Peace Museum Indirect Impacts on Taxes

Year of Operation	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax	Total Projected Taxes
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Total	**N/A**	**$5,265**	**N/A**	**N/A**	**$5,265**

Source: Economics Center calculations.

Power House

The Power House Project is the historic renovation of a Dayton Power and Light steam power plant, which is one of Dayton's oldest buildings, into a research and development prototyping facility for Infinity Labs (I-Labs). Built in 1887, the industrial building is otherwise a likely candidate for near-term demolition in its current state. The Power House Project will comprise 45,000 square feet of collaboration space. Of this space, 2,200 square feet is dedicated Sensitive Compartmented Information Facility (SCIF) space for Department of Defense Projects and 10,000 square feet will be specialized high-tech labs including biotechnology, nanotechnology, eukaryotic, rapid prototyping, and bio hazard rated wet labs.

As one of Southwest Ohio's fastest growing tech startups, I-Labs estimates that the Power House Project will generate $355.1 million in sales and support the direct employment of 460 jobs when the project is operational in 2024.[41] By adding SCIFs, specialty lab, and highly sophisticated pilot product maker space to the downtown Dayton entrepreneurial ecosystem, the Power House Project expands on the innovation renaissance started by the Arcade District and will attract significant investment into the Dayton Region. Ken Edge, CEO of I-Labs, describes I-Labs' choice to launch its fast-growing business in downtown

[41] Assumed to be reported in 2024 dollars.

Dayton as due to the synergies with the Arcade Innovation Hub. I-Labs will be locating their office space in South Arcade Part 2, establishing collaborative entrepreneurial support service and workforce training relationships with The Entrepreneurs Center, University of Dayton, Sinclair Community College, and other Arcade Innovation Hub resources. Construction for this Project is anticipated to occur between 2023 and 2024. The total development costs associated with the Power House Project are approximately $25.0 million.[42]

The direct economic impact of the Power House Project includes the jobs, earnings, and sales directly supported during the completion period of the Arcade District Project. As detailed in Table 111, a total of 2,300 tenant jobs with earnings of $303.9 million will be directly supported by the Power House Project during the completion period of the Arcade District Project. These direct jobs will have annual earnings that average $132,114. This equates to an average hourly wage of $63.52, assuming 40 working hours per week for 52 weeks per year.

Table 111: Power House Direct Impact on Tenant Jobs and Payroll

Year of Operation	FTE Tenant Jobs	Average Hourly Wage	Projected Payroll
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
Total	**2,300**	**$63.52**	**$303,863,164**

Source: Economics Center calculations.

I-Labs estimates the Power House Project will generate $355.1 million in sales annually when the project is operational in 2024.[43] As detailed in Table 112, the Power House Project will generate $1.9 billion in direct retail sales during the completion period of the Arcade District Project through the research and development services provided by I-Labs. On average, the Power House Project will generate $387.4 million in sales annually during the completion period of the Arcade District Project.

Table 112: Power House Direct Impact on Sales

Year of Operation	Projected Retail Sales	Projected Entertainment Sales	Projected Dining Sales	Total Projected Sales
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Total	**$1,937,076,062**	**N/A**	**N/A**	**$1,937,076,062**

Source: Economics Center calculations.

[42] Assumed to be reported in 2023 dollars.
[43] Assumed to be reported in 2024 dollars.

Table 113 details the direct fiscal impact of the Power House Project. During the completion period of the Arcade District Project, the State of Ohio and the City of Dayton will benefit from a total of $16.7 million in income tax revenues as a result of the Power House Project. Assuming no property tax abatement agreement is established, the Power House Project will generate an estimated $3.5 million in property tax revenue during the completion period of the Arcade District Project. In total, the Power House Project will directly create approximately $20.1 million in fiscal benefits for state and local jurisdictions during the completion period of the Arcade District Project.

Table 113: Power House Direct Impact on Taxes

Year of Operation	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax	Total Projected Taxes
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Total	**N/A**	**$16,651,784**	**N/A**	**$3,477,470**	**$20,129,254**

Source: Economics Center calculations.

The indirect economic impact of the Power House Project includes the subsequent jobs, earnings, and sales generated in the Surrounding Area during the completion period of the Arcade District Project as a result of the inter-industry linkages. As detailed in Table 114, the Power House Project will indirectly support a total of 755 jobs with earnings of $54.8 million. These indirect tenant jobs will have annual earnings that average $74,492. This equates to an average hourly wage of $34.85, assuming 40 working hours per week for 52 weeks per year.

Table 114: Power House Indirect Impact on Tenant Jobs and Payroll

Year of Operation	FTE Tenant Jobs	Average Hourly Wage	Projected Payroll
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
Total	**755**	**$34.85**	**$54,820,901**

Source: Economics Center calculations.

As detailed in Table 115, the Power House Project will indirectly generate an additional $348.8 million in sales in the Surrounding Area during the completion period of the Arcade District Project, or an average of nearly $69.8 million per year. The Economics Center is unable to disaggregate indirect sales into specific spending categories due to the characteristics of input-output models and multipliers. For the purposes of the TMUD Program, indirect sales are considered retail sales per the definition of a retail sale in the Ohio Revised Code, Section 5739.01.

Table 115: Power House Indirect Impact on Sales

Year of Operation	Projected Retail Sales	Projected Entertainment Sales	Projected Dining Sales	Total Projected Sales
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Total	**$348,827,264**	**N/A**	**N/A**	**$348,827,264**

Source: Economics Center calculations.

The Power House Project will indirectly generate a total of $2.7 million in income tax revenue during the completion period of the Arcade District Project, as shown in Table 116. Of the income tax revenue generated during the completion period of the Arcade District Project, the State of Ohio will receive $1.3 million, while the City of Dayton will receive nearly $1.4 million.

Table 116: Power House Indirect Impacts on Taxes

Year of Operation	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax	Total Projected Taxes
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Total	**N/A**	**$2,715,605**	**N/A**	**N/A**	**$2,715,605**

Source: Economics Center calculations.

Algonquin Hotel/Dayton Grand

Vacant for the better part of the last 10 years, the renovation of the former Algonquin Hotel (more recently known as the Dayton Grand) at 11 S. Ludlow Street is a Project catalyzed by the revitalization of downtown Dayton spurred by the Arcade District. This Project is located in a part of downtown Dayton with no nearby amenities prior to the Arcade District Development. The Mayfair Group, developer of the Algonquin Hotel/Dayton Grand Project, is quick to emphasize how critical the Arcade District is to their decision to move forward with their investment. The renewed Dayton Grand will comprise 103 apartments, 4,000 square feet of restaurant space, and 12,000 square feet of entertainment space. Additionally, the Mayfair Group is signing a lease for a 5,500 square foot restaurant space in the South Arcade Part 2 across Ludlow Street with the goal of "double loading" both sides of the street with evening and weekend activity. Construction for this Project is anticipated to occur between 2023 and 2024. The total development costs associated with the Algonquin Hotel/Dayton Grand Project are approximately $26.0 million.[44]

The direct economic impact of the Algonquin Hotel/Dayton Grand Project includes the jobs, earnings, and sales directly supported during the completion period of the Arcade District Project. As detailed in

[44] Assumed to be reported in 2023 dollars.

Table 117, a total of 95 tenant jobs with earnings of $2.8 million will be directly supported by the Algonquin Hotel/Dayton Grand Project during the completion period of the Arcade District Project. These direct jobs will have annual earnings that average $29,469. This equates to an average hourly wage of $14.17, assuming 40 working hours per week for 52 weeks per year.

Table 117: Algonquin Hotel/Dayton Grand Direct Impact on Tenant Jobs and Payroll

Year of Operation	FTE Tenant Jobs	Average Hourly Wage	Projected Payroll
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
Total	**95**	**$14.17**	**$2,775,763**

Source: Economics Center calculations.

As detailed in Table 118, the Algonquin Hotel/Dayton Grand Project will generate $8.7 million in direct sales during the completion period of the Arcade District Project through the purchases made by patrons of the restaurant and entertainment spaces. The direct sales comprise $1.5 million in entertainment sales and $7.2 million in dining sales. On average, the Algonquin Hotel/Dayton Grand Project will generate $1.7 million in sales annually during the completion period of the Arcade District Project.

Table 118: Algonquin Hotel/Dayton Grand Direct Impact on Sales

Year of Operation	Projected Retail Sales	Projected Entertainment Sales	Projected Dining Sales	Total Projected Sales
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Total	**N/A**	**$1,476,801**	**$7,233,351**	**$8,710,152**

Source: Economics Center calculations.

Table 119 details the direct fiscal impact of the tenant businesses of the Algonquin Hotel/Dayton Grand Project. During the completion period of the Arcade District Project, the spending of the restaurant shoppers will generate $542,502 in sales tax revenues for the State of Ohio and Montgomery County. The State of Ohio and the City of Dayton will benefit from a total of $156,161 in income tax revenues as a result of tenant businesses during the completion period of the Arcade District. Additionally, the Algonquin Hotel/Dayton Grand Project will generate $3.6 million in property tax revenue, assuming no property tax abatement agreement is established. In total, the Algonquin Hotel/Dayton Grand Project will directly create approximately $4.3 million in fiscal benefits for state and local jurisdictions during the completion period of the Arcade District Project.

Table 119: Algonquin Hotel/Dayton Grand Direct Impact on Taxes

Year of Operation	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax	Total Projected Taxes
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Total	**$542,502**	**$156,161**	**N/A**	**$3,616,570**	**$4,315,233**

Source: Economics Center calculations.

The indirect economic impact of the Algonquin Hotel/Dayton Grand Project includes the subsequent jobs, earnings, and sales generated in the Surrounding Area during the completion period of the Arcade District Project as a result of the inter-industry linkages. As detailed in Table 120, the Algonquin Hotel/Dayton Grand Project will indirectly support a total of 15 jobs with earnings of $706,747. These indirect tenant jobs will have annual earnings that average $52,287. This equates to an average hourly wage of $25.14, assuming 40 working hours per week for 52 weeks per year.

Table 120: Algonquin Hotel/Dayton Grand Indirect Impact on Tenant Jobs and Payroll

Year of Operation	FTE Tenant Jobs	Average Hourly Wage	Projected Payroll
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
Total	**15**	**$25.14**	**$706,747**

Source: Economics Center calculations.

As detailed in Table 121, the Algonquin Hotel/Dayton Grand Project will indirectly generate an additional $1.4 million in sales in the Surrounding Area during the completion period of the Arcade District Project, or an average of $287,105 per year. The Economics Center is unable to disaggregate indirect sales into specific spending categories due to the characteristics of input-output models and multipliers. For the purposes of the TMUD Program, indirect sales are considered retail sales per the definition of a retail sale in the Ohio Revised Code, Section 5739.01.

Table 121: Algonquin Hotel/Dayton Grand Indirect Impact on Sales

Year of Operation	Projected Retail Sales	Projected Entertainment Sales	Projected Dining Sales	Total Projected Sales
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Total	**$1,435,524**	**N/A**	**N/A**	**$1,435,524**

Source: Economics Center calculations.

The tenant businesses of Algonquin Hotel/Dayton Grand Project will indirectly generate a total of $49,730 in income tax revenue during the completion period of the Arcade District Project, as shown in Table 122. Of the income tax revenue generated during the completion period of the Arcade District Project, the State of Ohio will receive $22,235, while the City of Dayton will receive $27,495.

Table 122: Algonquin Hotel/Dayton Grand Indirect Impacts on Taxes

Year of Operation	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax	Total Projected Taxes
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Total	**N/A**	**$49,730**	**N/A**	**N/A**	**$49,730**

Source: Economics Center calculations.

Dayton Convention Center

The renovation of the 48-year old Dayton Convention Center aims to bolster the conference and event offerings in downtown Dayton and provide a regional attraction for the Dayton Region. The Dayton Convention Center has long struggled in the mid-city market. However, the leadership of the Convention Center Authority points to the revitalization occurring as a result of the Arcade District as essential to energizing the currently desolate environment around the Dayton Convention Center. The Arcade District's planned 14 food and beverage offerings encompassing 52,000 square feet within a block walk—where there is only one restaurant currently—will establish the lively, safe ecosystem necessary to propel the Dayton Convention Center's marketing. The Arcade District's "Best in Ohio" event spaces add an important attraction for conference planners looking for exciting off-site venues. Finally, the new 332 high quality hotel rooms in the North Arcade and the two catalyzed hotel projects, the Hotel Ardent and Grant Deneau Tower Projects, create much needed room options to complement the undersized Radisson Convention Center hotel. The combination of these Arcade District factors is accelerating and expanding the Dayton Convention Center Project. The Dayton Convention Center Project will renovate 150,000 square feet of meeting space including a 77,000 square foot exhibit hall, 22 meeting rooms, three ballrooms, and a theater. Construction for this Project is anticipated to occur between 2023 and

2024. The total development costs associated with the Dayton Convention Center Project are approximately $35.0 million.[45]

The direct economic impact of the Dayton Convention Center Project includes the jobs, earnings, and sales directly supported during the completion period of the Arcade District Project. As detailed in Table 123, a total of 330 tenant jobs with earnings of $11.9 million will be directly supported by the Dayton Convention Center Project during the completion period of the Arcade District Project. These direct jobs will have annual earnings that average $35,931. This equates to an average hourly wage of $17.27, assuming 40 working hours per week for 52 weeks per year.

Table 123: Dayton Convention Center Direct Impact on Tenant Jobs and Payroll

Year of Operation	FTE Tenant Jobs	Average Hourly Wage	Projected Payroll
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
Total	**330**	**$17.27**	**$11,897,838**

Source: Economics Center calculations.

As detailed in Table 124, the Dayton Convention Center Project will generate $24.5 million in direct retail sales during the completion period of the Arcade District Project through the services provided by the Dayton Convention Center. On average, the Dayton Convention Center Project will generate $4.9 million in sales annually during the completion period of the Arcade District Project.

Table 124: Dayton Convention Center Direct Impact on Sales

Year of Operation	Projected Retail Sales	Projected Entertainment Sales	Projected Dining Sales	Total Projected Sales
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Total	**$24,464,752**	**N/A**	**N/A**	**$24,464,752**

Source: Economics Center calculations.

Table 125 details the direct fiscal impact of the Dayton Convention Center Project. During the completion period of the Arcade District Project, the State of Ohio and the City of Dayton will benefit from a total of $609,861 in income tax revenues as a result of the Dayton Convention Center Project. Assuming no property tax abatement agreement is established, the Dayton Convention Center Project will generate $4.9 million in property tax revenue. In total, the Dayton Convention Center Project will directly create

[45] Assumed to be reported in 2023 dollars.

approximately $5.5 million in fiscal benefits for state and local jurisdictions during the completion period of the Arcade District Project.

Table 125: Dayton Convention Center Direct Impact on Taxes

Year of Operation	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax	Total Projected Taxes
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Total	**N/A**	**$609,861**	**N/A**	**$4,868,455**	**$5,478,316**

Source: Economics Center calculations.

The indirect economic impact of the Dayton Convention Center Project includes the subsequent jobs, earnings, and sales generated in the Surrounding Area during the completion period of the Arcade District Project as a result of the inter-industry linkages. As detailed in Table 126, the Dayton Convention Center Project will indirectly support a total of 30 jobs with earnings of nearly $2.1 million. These indirect tenant jobs will have annual earnings that average $69,918. This equates to an average hourly wage of $33.61, assuming 40 working hours per week for 52 weeks per year.

Table 126: Dayton Convention Center Indirect Impact on Tenant Jobs and Payroll

Year of Operation	FTE Tenant Jobs	Average Hourly Wage	Projected Payroll
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
Total	**30**	**$33.61**	**$2,052,493**

Source: Economics Center calculations.

As detailed in Table 127, the Dayton Convention Center Project will indirectly generate an additional $4.5 million in sales in the Surrounding Area during the completion period of the Arcade District Project, or an average of $902,173 per year. The Economics Center is unable to disaggregate indirect sales into specific spending categories due to the characteristics of input-output models and multipliers. For the purposes of the TMUD Program, indirect sales are considered retail sales per the definition of a retail sale in the Ohio Revised Code, Section 5739.01.

Table 127: Dayton Convention Center Indirect Impact on Sales

Year of Operation	Projected Retail Sales	Projected Entertainment Sales	Projected Dining Sales	Total Projected Sales
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Total	**$4,510,865**	**N/A**	**N/A**	**$4,510,865**

Source: Economics Center calculations.

The Dayton Convention Center Project will indirectly generate a total of $135,711 in income tax revenue during the completion period of the Arcade District Project, as shown in Table 128. Of the income tax revenue generated during the completion period of the Arcade District Project, the State of Ohio will receive $65,620, while the City of Dayton will receive $70,091.

Table 128: Dayton Convention Center Indirect Impacts on Taxes

Year of Operation	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax	Total Projected Taxes
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Total	**N/A**	**$135,711**	**N/A**	**N/A**	**$135,711**

Source: Economics Center calculations.

Grant Deneau Tower

The Windsor Group is redeveloping Dayton's first modern high-rise building at 40 W. Fourth Street, which has been vacant for at least the last six years. The Grant Deneau Tower Project is located directly across the street from the Arcade District and is cited by the Windsor Group as being catalyzed by the Arcade District. Contributing to the mixed-use reactivation of Dayton's urban core, the Grant Deneau Tower Project will comprise 60 luxury apartments, a 120-room hotel, 90,000 square feet of office space, and 10,000 square feet of restaurant space. Construction for this Project is anticipated to occur between 2023 and 2024. The total development costs associated with the Grant Deneau Tower Project are approximately $50.0 million.[46]

The direct economic impact of the Grant Deneau Tower Project includes the jobs, earnings, and sales directly supported during the completion period of the Arcade District Project. As detailed in Table 129, a total of 2,005 tenant jobs with earnings of $162.5 million will be directly supported by the Grant Deneau Tower Project during the completion period of the Arcade District Project. These direct jobs will

[46] Assumed to be reported in 2023 dollars.

have annual earnings that average $81,072. This equates to an average hourly wage of $38.98, assuming 40 working hours per week for 52 weeks per year.

Table 129: Grant Deneau Tower Direct Impact on Tenant Jobs and Payroll

Year of Operation	FTE Tenant Jobs	Average Hourly Wage	Projected Payroll
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
Total	**2,005**	**$38.98**	**$162,503,910**

Source: Economics Center calculations.

As detailed in Table 130, the Grant Deneau Tower Project will generate $447.7 million in direct sales during the completion period of the Arcade District Project through the services provided by office tenants and the purchases made by patrons of the hotel and restaurant spaces. The direct sales comprise $429.6 million in retail sales and $18.1 million in dining sales. On average, the Grant Deneau Tower Project will generate $89.5 million in sales annually during the completion period of the Arcade District Project.

Table 130: Grant Deneau Tower Direct Impact on Sales

Year of Operation	Projected Retail Sales	Projected Entertainment Sales	Projected Dining Sales	Total Projected Sales
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Total	**$429,594,611**	N/A	**$18,083,376**	**$447,677,987**

Source: Economics Center calculations.

Table 131 details the direct fiscal impact of the tenant businesses of the Grant Deneau Tower Project. During the completion period of the Arcade District Project, the spending of the hotel and restaurant shoppers will generate $3.3 million in sales tax revenues for the State of Ohio and Montgomery County. The State of Ohio and the City of Dayton will benefit from a total of $8.3 million in income tax revenues as a result of tenant businesses during the completion period of the Arcade District Project. Montgomery County and the City of Dayton will benefit from $1.5 million in lodging tax revenues from hotel guests. Additionally, the Grant Deneau Tower Project will generate $7.0 million in property tax revenue, assuming no property tax abatement agreement is established. In total, the Grant Deneau Tower Project will directly create approximately $20.1 million in fiscal benefits for state and local jurisdictions during the completion period of the Arcade District Project.

Table 131: Grant Deneau Tower Direct Impact on Taxes

Year of Operation	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax	Total Projected Taxes
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Total	**$3,258,927**	**$8,314,545**	**$1,522,139**	**$6,954,940**	**$20,050,551**

Source: Economics Center calculations.

The indirect economic impact of the Grant Deneau Tower Project includes the subsequent jobs, earnings, and sales generated in the Surrounding Area during the completion period of the Arcade District Project as a result of the inter-industry linkages. As detailed in Table 132, the Grant Deneau Tower Project will indirectly support a total of 540 jobs with earnings of $36.4 million. These indirect tenant jobs will have annual earnings that average $67,333. This equates to an average hourly wage of $32.37, assuming 40 working hours per week for 52 weeks per year.

Table 132: Grant Deneau Tower Indirect Impact on Tenant Jobs and Payroll

Year of Operation	FTE Tenant Jobs	Average Hourly Wage	Projected Payroll
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
Total	**540**	**$32.37**	**$36,426,455**

Source: Economics Center calculations.

As detailed in Table 133, the Grant Deneau Tower Project will indirectly generate an additional $96.9 million in sales in the Surrounding Area during the completion period of the Arcade District Project, or an average of nearly $19.4 million per year. The Economics Center is unable to disaggregate indirect sales into specific spending categories due to the characteristics of input-output models and multipliers. For the purposes of the TMUD Program, indirect sales are considered retail sales per the definition of a retail sale in the Ohio Revised Code, Section 5739.01.

Table 133: Grant Deneau Tower Indirect Impact on Sales

Year of Operation	Projected Retail Sales	Projected Entertainment Sales	Projected Dining Sales	Total Projected Sales
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Total	**$96,944,146**	**N/A**	**N/A**	**$96,944,146**

Source: Economics Center calculations.

The tenant businesses of Grant Deneau Tower Project will indirectly generate a total of $1.8 million in income tax revenue during the completion period of the Arcade District Project, as shown in Table 134. Of the income tax revenue generated during the completion period of the Arcade District Project, the State of Ohio will receive $885,186, while the City of Dayton will receive $933,352.

Table 134: Grant Deneau Tower Indirect Impacts on Taxes

Year of Operation	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax	Total Projected Taxes
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Total	**N/A**	**$1,818,538**	**N/A**	**N/A**	**$1,818,538**

Source: Economics Center calculations.

Midwest Tool Complex Redevelopment

The Windsor Group is demolishing a former industrial property on the 100 block of Webster Street to build a new, four-story apartment building. The Midwest Tool Complex Redevelopment Project will have 102 residential units on the upper floors and 4,750 square feet of retail space on the ground level. Construction for this Project is anticipated to occur between 2023 and 2024. The total development costs associated with the Midwest Tool Complex Redevelopment Project are approximately $25.0 million.[47]

The direct economic impact of the Midwest Tool Complex Redevelopment Project includes the jobs, earnings, and sales directly supported during the completion period of the Arcade District Project. As detailed in Table 135, a total of 80 tenant jobs with earnings of $2.9 million will be directly supported by the Midwest Tool Complex Redevelopment Project during the completion period of the Arcade District Project. These direct jobs will have annual earnings that average $36,816. This equates to an average hourly wage of $17.70, assuming 40 working hours per week for 52 weeks per year.

[47] Assumed to be reported in 2023 dollars.

Table 135: Midwest Tool Complex Redevelopment Direct Impact on Tenant Jobs and Payroll

Year of Operation	FTE Tenant Jobs	Average Hourly Wage	Projected Payroll
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
Total	**80**	**$17.70**	**$2,863,259**

Source: Economics Center calculations.

As detailed in Table 136, the Midwest Tool Complex Redevelopment Project will generate $8.8 million in direct retail sales during the completion period of the Arcade District Project through the purchases made by patrons of the retail space. On average, the Midwest Tool Complex Redevelopment Project will generate $1.8 million in sales annually during the completion period of the Arcade District Project.

Table 136: Midwest Tool Complex Redevelopment Direct Impact on Sales

Year of Operation	Projected Retail Sales	Projected Entertainment Sales	Projected Dining Sales	Total Projected Sales
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Total	**$8,824,912**	**N/A**	**N/A**	**$8,824,912**

Source: Economics Center calculations.

Table 137 details the direct fiscal impact of the tenant businesses of the Midwest Tool Complex Redevelopment Project. During the completion period of the Arcade District Project, the spending of the retail shoppers will generate $661,868 in sales tax revenues for the State of Ohio and Montgomery County. The State of Ohio and the City of Dayton will benefit from a total of $126,029 in income tax revenues as a result of tenant businesses during the completion period of the Arcade District Project. Additionally, the Midwest Tool Complex Redevelopment Project will generate $3.4 million in property tax revenue, assuming no property tax abatement agreement is established. In total, the Midwest Tool Complex Redevelopment Project will directly create approximately $4.3 million in fiscal benefits for state and local jurisdictions during the completion period of the Arcade District Project.

Table 137: Midwest Tool Complex Redevelopment Direct Impact on Taxes

Year of Operation	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax	Total Projected Taxes
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Total	**$661,868**	**$126,029**	N/A	**$3,477,470**	**$4,265,367**

Source: Economics Center calculations.

The indirect economic impact of the Midwest Tool Complex Redevelopment Project includes the subsequent jobs, earnings, and sales generated in the Surrounding Area during the completion period of the Arcade District Project as a result of the inter-industry linkages. As detailed in Table 138, the Midwest Tool Complex Redevelopment Project will indirectly support a total of 10 jobs with earnings of $650,751. These indirect tenant jobs will have annual earnings that average $62,509. This equates to an average hourly wage of $30.05, assuming 40 working hours per week for 52 weeks per year.

Table 138: Midwest Tool Complex Redevelopment Indirect Impact on Tenant Jobs and Payroll

Year of Operation	FTE Tenant Jobs	Average Hourly Wage	Projected Payroll
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
Total	**10**	**$30.05**	**$650,751**

Source: Economics Center calculations.

As detailed in Table 139, the Midwest Tool Complex Redevelopment Project will indirectly generate an additional $1.6 million in sales in the Surrounding Area during the completion period of the Arcade District Project, or an average of $326,901 per year. The Economics Center is unable to disaggregate indirect sales into specific spending categories due to the characteristics of input-output models and multipliers. For the purposes of the TMUD Program, indirect sales are considered retail sales per the definition of a retail sale in the Ohio Revised Code, Section 5739.01.

Table 139: Midwest Tool Complex Redevelopment Indirect Impact on Sales

Year of Operation	Projected Retail Sales	Projected Entertainment Sales	Projected Dining Sales	Total Projected Sales
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Total	**$1,634,503**	**N/A**	**N/A**	**$1,634,503**

Source: Economics Center calculations.

The tenant businesses of Midwest Tool Complex Redevelopment Project will indirectly generate a total of $32,413 in income tax revenue during the completion period of the Arcade District Project, as shown in Table 140. Of the income tax revenue generated during the completion period of the Arcade District Project, the State of Ohio will receive $15,550, while the City of Dayton will receive $16,863.

Table 140: Midwest Tool Complex Redevelopment Indirect Impacts on Taxes

Year of Operation	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax	Total Projected Taxes
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Total	**N/A**	**$32,413**	**N/A**	**N/A**	**$32,413**

Source: Economics Center calculations.

Price Stores and Journal Herald Buildings

The Windsor Group is leveraging the vibrancy and activation created by the Arcade District in downtown Dayton to redevelop the historic Price Stores and Journal Herald Buildings located on the block adjacent to the Centre City Building of the Arcade District. The Price Stores and Journal Herald Buildings have been vacant for over ten years. The Price Stores and Journal Herald Buildings Project will comprise 35 market rate apartments on floors two through five and 14,530 square feet of commercial space on the first floor. Construction for this Project is anticipated to occur between 2023 and 2024. The total development costs associated with the Prices Stores and Journal Herald Buildings Project are approximately $12.0 million.[48]

The direct economic impact of the Prices Stores and Journal Herald Buildings Project includes the jobs, earnings, and sales directly supported during the completion period of the Arcade District Project. As detailed in Table 141, a total of 250 tenant jobs with earnings of $8.2 million will be directly supported by the Prices Stores and Journal Herald Buildings Project during the completion period of the Arcade

[48] Assumed to be reported in 2023 dollars.

District Project. These direct jobs will have annual earnings that average $32,888. This equates to an average hourly wage of $15.81, assuming 40 working hours per week for 52 weeks per year.

Table 141: Prices Stores and Journal Herald Buildings Direct Impact on Tenant Jobs and Payroll

Year of Operation	FTE Tenant Jobs	Average Hourly Wage	Projected Payroll
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
Total	**250**	**$15.81**	**$8,179,158**

Source: Economics Center calculations.

As detailed in Table 142, the Prices Stores and Journal Herald Buildings Project will generate $26.6 million in direct retail sales during the completion period of the Arcade District Project through the purchases made by patrons of the commercial space. On average, the Prices Stores and Journal Herald Buildings Project will generate $5.3 million in sales annually during the completion period of the Arcade District Project.

Table 142: Prices Stores and Journal Herald Buildings Direct Impact on Sales

Year of Operation	Projected Retail Sales	Projected Entertainment Sales	Projected Dining Sales	Total Projected Sales
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Total	**$26,635,044**	**N/A**	**N/A**	**$26,635,044**

Source: Economics Center calculations.

Table 143 details the direct fiscal impact of the tenant businesses of the Prices Stores and Journal Herald Buildings Project. During the completion period of the Arcade District Project, the spending of the commercial shoppers will generate $2.0 million in sales tax revenues for the State of Ohio and Montgomery County. The State of Ohio and the City of Dayton will benefit from a total of $351,127 in income tax revenues as a result of tenant businesses during the completion period of the Arcade District Project. Additionally, the Prices Stores and Journal Herald Buildings Project will generate $1.7 million in property tax revenue, assuming no property tax abatement agreement is established. In total, the Prices Stores and Journal Herald Buildings Project will directly create approximately $4.0 million in fiscal benefits for state and local jurisdictions during the completion period of the Arcade District Project.

Table 143: Prices Stores and Journal Herald Buildings Direct Impact on Taxes

Year of Operation	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax	Total Projected Taxes
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Total	**$1,997,629**	**$351,127**	**N/A**	**$1,669,185**	**$4,017,941**

Source: Economics Center calculations.

The indirect economic impact of the Prices Stores and Journal Herald Buildings Project includes the subsequent jobs, earnings, and sales generated in the Surrounding Area during the completion period of the Arcade District Project as a result of the inter-industry linkages. As detailed in Table 144, the Prices Stores and Journal Herald Buildings Project will indirectly support a total of 30 jobs with earnings of $2.0 million. These indirect tenant jobs will have annual earnings that average $65,959. This equates to an average hourly wage of $31.71, assuming 40 working hours per week for 52 weeks per year.

Table 144: Prices Stores and Journal Herald Buildings Indirect Impact on Tenant Jobs and Payroll

Year of Operation	FTE Tenant Jobs	Average Hourly Wage	Projected Payroll
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
Total	**30**	**$31.71**	**$1,990,483**

Source: Economics Center calculations.

As detailed in Table 145, the Prices Stores and Journal Herald Buildings Project will indirectly generate an additional $4.6 million in sales in the Surrounding Area during the completion period of the Arcade District Project, or an average of $920,997 per year. The Economics Center is unable to disaggregate indirect sales into specific spending categories due to the characteristics of input-output models and multipliers. For the purposes of the TMUD Program, indirect sales are considered retail sales per the definition of a retail sale in the Ohio Revised Code, Section 5739.01.

Table 145: Prices Stores and Journal Herald Buildings Indirect Impact on Sales

Year of Operation	Projected Retail Sales	Projected Entertainment Sales	Projected Dining Sales	Total Projected Sales
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Total	**$4,604,987**	**N/A**	**N/A**	**$4,604,987**

Source: Economics Center calculations.

The tenant businesses of Prices Stores and Journal Herald Buildings Project will indirectly generate a total of $100,099 in income tax revenue during the completion period of the Arcade District Project, as shown in Table 146. Of the income tax revenue generated during the completion period of the Arcade District Project, the State of Ohio will receive $48,518, while the City of Dayton will receive $51,581.

Table 146: Prices Stores and Journal Herald Buildings Indirect Impacts on Taxes

Year of Operation	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax	Total Projected Taxes
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Total	**N/A**	**$100,099**	**N/A**	**N/A**	**$100,099**

Source: Economics Center calculations.

The 503

Weyland Ventures is constructing a new 156-unit apartment building at the northeast corner of East Fourth Street and Wayne Avenue. This is a project that has been accelerated or directly caused by the Arcade District. Construction for this Project is anticipated to occur between 2023 and 2024. The total development costs associated with The 503 Project are approximately $25.0 million.[49] The household spending impacts have been omitted from this analysis to avoid the potential for double counting of economic impacts generated at the Arcade District Project.

Assuming no property tax abatement agreement is established, The 503 is estimated to generate property tax revenue during the completion period of the Arcade District Project. As detailed in Table 147, The 503 is estimated to generate $3.5 million in property tax revenue during the completion period of the Arcade District Project.

[49] Assumed to be reported in 2023 dollars.

Table 147: The 503 Direct Impacts on Taxes

Year of Operation	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax	Total Projected Taxes
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Total	**N/A**	**N/A**	**N/A**	**$3,477,470**	**$3,477,470**

Source: Economics Center calculations.

Delco

Crawford Hoying, in partnership with the Port Authority, City of Dayton, and the Dayton Public School District, are redeveloping the Dayton Engineering Laboratories Company (Delco) building at 340 East First Street in downtown Dayton. The Delco building was constructed in 1915 to serve as the second plant for the Delco Company, but was later abandoned in the 1980s. This is a project that has been accelerated or directly caused by the Arcade District. The Delco Project will comprise 160 apartments, 480 parking spaces, 60,000 square feet of office space, and 15,000 square feet of retail space. Construction for this Project is anticipated to occur between 2023 and 2024. The total development costs associated with the Delco Project are approximately $85.0 million.[50]

The direct economic impact of the Delco Project includes the jobs, earnings, and sales directly supported during the completion period of the Arcade District Project. As detailed in Table 148, a total of 1,325 tenant jobs with earnings of $108.9 million will be directly supported by the Delco Project during the completion period of the Arcade District Project. These direct jobs will have annual earnings that average $82,177. This equates to an average hourly wage of $39.51, assuming 40 working hours per week for 52 weeks per year.

Table 148: Delco Direct Impact on Tenant Jobs and Payroll

Year of Operation	FTE Tenant Jobs	Average Hourly Wage	Projected Payroll
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
Total	**1,325**	**$39.51**	**$108,863,100**

Source: Economics Center calculations.

As detailed in Table 149, the Delco Project will generate $297.4 million in direct retail sales during the completion period of the Arcade District through the services provided by office tenants and the

[50] Assumed to be reported in 2023 dollars.

purchases made by patrons of the retail space. On average, the Delco Project will generate $59.5 million in sales annually during the completion period of the Arcade District Project.

Table 149: Delco Direct Impact on Sales

Year of Operation	Projected Retail Sales	Projected Entertainment Sales	Projected Dining Sales	Total Projected Sales
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Total	**$297,351,895**	**N/A**	**N/A**	**$297,351,895**

Source: Economics Center calculations.

Table 150 details the direct fiscal impact of the tenant businesses of the Delco Project. During the completion period of the Arcade District Project, the spending of the retail shoppers will generate $2.1 million in sales tax revenues for the State of Ohio and Montgomery County. The State of Ohio and the City of Dayton will benefit from a total of $5.5 million in income tax revenues as a result of tenant businesses during the completion period of the Arcade District Project. Additionally, the Delco Project will generate $11.8 million in property tax revenue, assuming no property tax abatement agreement is established. In total, the Delco Project will directly create approximately $19.5 million in fiscal benefits for state and local jurisdictions during the completion period of the Arcade District Project.

Table 150: Delco Direct Impact on Taxes

Year of Operation	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax	Total Projected Taxes
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Total	**$2,090,111**	**$5,544,250**	**N/A**	**$11,823,395**	**$19,457,756**

Source: Economics Center calculations.

The indirect economic impact of the Delco Project includes the subsequent jobs, earnings, and sales generated in the Surrounding Area during the completion period of the Arcade District Project as a result of the inter-industry linkages. As detailed in Table 151, the Delco Project will indirectly support a total of 365 jobs with earnings of $24.3 million. These indirect tenant jobs will have annual earnings that average $66,661. This equates to an average hourly wage of $32.05, assuming 40 working hours per week for 52 weeks per year.

Table 151: Delco Indirect Impact on Tenant Jobs and Payroll

Year of Operation	FTE Tenant Jobs	Average Hourly Wage	Projected Payroll
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
Total	**365**	**$32.05**	**$24,285,308**

Source: Economics Center calculations.

As detailed in Table 152, the Delco Project will indirectly generate an additional $65.4 million in sales in the Surrounding Area during the completion period of the Arcade District Project, or an average of $13.1 million per year. The Economics Center is unable to disaggregate indirect sales into specific spending categories due to the characteristics of input-output models and multipliers. For the purposes of the TMUD Program, indirect sales are considered retail sales per the definition of a retail sale in the Ohio Revised Code, Section 5739.01.

Table 152: Delco Indirect Impact on Sales

Year of Operation	Projected Retail Sales	Projected Entertainment Sales	Projected Dining Sales	Total Projected Sales
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Total	**$65,379,137**	**N/A**	**N/A**	**$65,379,137**

Source: Economics Center calculations.

The tenant businesses of Delco Project will indirectly generate a total of $1.2 million in income tax revenue during the completion period of the Arcade District Project, as shown in Table 153. Of the income tax revenue generated during the completion period of the Arcade District Project, the State of Ohio will receive $583,115, while the City of Dayton will receive $616,522.

Table 153: Delco Indirect Impacts on Taxes

Year of Operation	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax	Total Projected Taxes
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Total	**N/A**	**$1,199,637**	**N/A**	**N/A**	**$1,199,637**

Source: Economics Center calculations.

211 and 225 S. Main Street

The historic renovation of the vacant Fidelity Medical Building at 211 S. Main Street and the nearby vacant building at 225 S. Main Street is a Project accelerated or directly caused by the investment of the Arcade District. The 211 and 225 S. Main Street Project will comprise 100 market rate apartments and 4,000 square feet of commercial space. This Project is vital to the success of the Dayton Convention Center renovation. Construction for this Project is anticipated to occur between 2024 and 2025. The total development costs associated with the 211 and 225 S. Main Street Project are approximately $54.3 million.[51]

The direct economic impact of the 211 and 225 S. Main Street Project includes the jobs, earnings, and sales directly supported during the completion period of the Arcade District Project. As detailed in Table 154, a total of 70 tenant jobs with earnings of $2.3 million will be directly supported by the 211 and 225 S. Main Street Project during the completion period of the Arcade District Project. These direct jobs will have annual earnings that average $32,888. This equates to an average hourly wage of $15.81, assuming 40 working hours per week for 52 weeks per year.

Table 154: 211 and 225 S. Main Street Direct Impact on Tenant Jobs and Payroll

Year of Operation	FTE Tenant Jobs	Average Hourly Wage	Projected Payroll
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
Total	**70**	**$15.81**	**$2,251,660**

Source: Economics Center calculations.

As detailed in Table 155, the 211 and 225 S. Main Street Project will generate $7.3 million in direct retail sales during the completion period of the Arcade District Project through the purchases made by patrons of the commercial space. On average, the 211 and 225 S. Main Street Project will generate $1.5 million in sales annually during the completion period of the Arcade District Project.

[51] Assumed to be reported in 2023 dollars.

Table 155: 211 and 225 S. Main Street Direct Impact on Sales

Year of Operation	Projected Retail Sales	Projected Entertainment Sales	Projected Dining Sales	Total Projected Sales
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Total	**$7,332,427**	**N/A**	**N/A**	**$7,332,427**

Source: Economics Center calculations.

Table 156 details the direct fiscal impact of the tenant businesses of the 211 and 225 S. Main Street Project. During the completion period of the Arcade District Project, the spending of the commercial shoppers will generate $549,932 in sales tax revenues for the State of Ohio and Montgomery County. The State of Ohio and the City of Dayton will benefit from a total of $96,663 in income tax revenues as a result of tenant businesses during the completion period of the Arcade District Project. Additionally, the 211 and 225 S. Main Street Project will generate $7.6 million in property tax revenue, assuming no property tax abatement agreement is established. In total, the 211 and 225 S. Main Street Project will directly create approximately $8.2 million in fiscal benefits for state and local jurisdictions during the completion period of the Arcade District Project.

Table 156: 211 and 225 S. Main Street Direct Impact on Taxes

Year of Operation	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax	Total Projected Taxes
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Total	**$549,932**	**$96,663**	**N/A**	**$7,553,060**	**$8,199,655**

Source: Economics Center calculations.

The indirect economic impact of the 211 and 225 S. Main Street Project includes the subsequent jobs, earnings, and sales generated in the Surrounding Area during the completion period of the Arcade District Project as a result of the inter-industry linkages. As detailed in Table 157, the 211 and 225 S. Main Street Project will indirectly support a total of 10 jobs with earnings of $547,965. These indirect tenant jobs will have annual earnings that average $65,959. This equates to an average hourly wage of $31.71, assuming 40 working hours per week for 52 weeks per year.

Table 157: 211 and 225 S. Main Street Indirect Impact on Tenant Jobs and Payroll

Year of Operation	FTE Tenant Jobs	Average Hourly Wage	Projected Payroll
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
Total	**10**	**$31.71**	**$547,965**

Source: Economics Center calculations.

As detailed in Table 158, the 211 and 225 S. Main Street Project will indirectly generate an additional $1.3 million in sales in the Surrounding Area during the completion period of the Arcade District Project, or an average of $253,544 per year. The Economics Center is unable to disaggregate indirect sales into specific spending categories due to the characteristics of input-output models and multipliers. For the purposes of the TMUD Program, indirect sales are considered retail sales per the definition of a retail sale in the Ohio Revised Code, Section 5739.01.

Table 158: 211 and 225 S. Main Street Indirect Impact on Sales

Year of Operation	Projected Retail Sales	Projected Entertainment Sales	Projected Dining Sales	Total Projected Sales
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Total	**$1,267,717**	**N/A**	**N/A**	**$1,267,717**

Source: Economics Center calculations.

The tenant businesses of 211 and 225 S. Main Street Project will indirectly generate a total of $27,557 in income tax revenue during the completion period of the Arcade District Project, as shown in Table 159. Of the income tax revenue generated during the completion period of the Arcade District Project, the State of Ohio will receive $13,356, while the City of Dayton will receive $14,200.

Table 159: 211 and 225 S. Main Street Indirect Impacts on Taxes

Year of Operation	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax	Total Projected Taxes
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Total	**N/A**	**$27,557**	**N/A**	**N/A**	**$27,557**

Source: Economics Center calculations.

Fourth and Ludlow

Made possible by the investment in the Arcade District, the Fourth and Ludlow Project will renovate the original portion of the historic Cox Media/Dayton Daily News Building that was built in the early 1900s. This long vacant, blighted building and the demolished 2.5-acre site of the old Dayton Daily News surrounding it will first be a construction staging area for the Arcade District and then be transformed into a mixed-use development. The site is directly across the street from the South Arcade block of the Arcade District, integrating the South Arcade, Grant Deneau Tower, and Algonquin Hotel/Dayton Grand sites as lively, double loaded retail streets. The Project also infills a vacant block connecting to the Sinclair Community College campus, Ohio's largest community college. The Fourth and Ludlow Project will comprise 250 parking spaces and 16,190 square feet of retail space. Construction for this Project is anticipated to occur between 2024 and 2025. Dayton Arcade Partners, LLC has site control of this site and commits to development of this site following completion of the North Arcade and South Arcade. The total development costs associated with the Fourth and Ludlow Project are approximately $54.0 million.[52]

The direct economic impact of the Fourth and Ludlow Project includes the jobs, earnings, and sales directly supported during the completion period of the Arcade District Project. As detailed in Table 160, a total of 265 tenant jobs with earnings of $9.8 million will be directly supported by the Fourth and Ludlow Project during the completion period of the Arcade District Project. These direct jobs will have annual earnings that average $36,816. This equates to an average hourly wage of $17.70, assuming 40 working hours per week for 52 weeks per year.

Table 160: Fourth and Ludlow Direct Impact on Tenant Jobs and Payroll

Year of Operation	FTE Tenant Jobs	Average Hourly Wage	Projected Payroll
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
Total	**265**	**$17.70**	**$9,759,191**

Source: Economics Center calculations.

As detailed in Table 161, the Fourth and Ludlow Project will generate $30.1 million in direct retail sales during the completion period of the Arcade District Project through the purchases made by patrons of the retail space. On average, the Fourth and Ludlow Project will generate $6.0 million in sales annually during the completion period of the Arcade District Project.

[52] Assumed to be reported in 2023 dollars.

Table 161: Fourth and Ludlow Direct Impact on Sales

Year of Operation	Projected Retail Sales	Projected Entertainment Sales	Projected Dining Sales	Total Projected Sales
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Total	**$30,079,016**	**N/A**	**N/A**	**$30,079,016**

Source: Economics Center calculations.

Table 162 details the direct fiscal impact of the tenant businesses of the Fourth and Ludlow Project. During the completion period of the Arcade District Project, the spending of the retail shoppers will generate $2.3 million in sales tax revenues for the State of Ohio and Montgomery County. The State of Ohio and the City of Dayton will benefit from a total of $429,559 in income tax revenues as a result of tenant businesses during the completion period of the Arcade District Project. Additionally, the Fourth and Ludlow Project will generate $7.5 million in property tax revenue, assuming no property tax abatement agreement is established. In total, the Fourth and Ludlow Project will directly create approximately $10.2 million in fiscal benefits for state and local jurisdictions during the completion period of the Arcade District Project.

Table 162: Fourth and Ludlow Direct Impact on Taxes

Year of Operation	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax	Total Projected Taxes
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Total	**$2,255,927**	**$429,559**	**N/A**	**$7,511,335**	**$10,196,821**

Source: Economics Center calculations.

The indirect economic impact of the Fourth and Ludlow Project includes the subsequent jobs, earnings, and sales generated in the Surrounding Area during the completion period of the Arcade District Project as a result of the inter-industry linkages. As detailed in Table 163, the Fourth and Ludlow Project will indirectly support a total of 35 jobs with earnings of $2.2 million. These indirect tenant jobs will have annual earnings that average $62,509. This equates to an average hourly wage of $30.05, assuming 40 working hours per week for 52 weeks per year.

Table 163: Fourth and Ludlow Indirect Impact on Tenant Jobs and Payroll

Year of Operation	FTE Tenant Jobs	Average Hourly Wage	Projected Payroll
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
Total	**35**	**$30.05**	**$2,218,035**

Source: Economics Center calculations.

As detailed in Table 164, the Fourth and Ludlow Project will indirectly generate an additional $5.6 million in sales in the Surrounding Area during the completion period of the Arcade District Project, or an average of $1.1 million per year. The Economics Center is unable to disaggregate indirect sales into specific spending categories due to the characteristics of input-output models and multipliers. For the purposes of the TMUD Program, indirect sales are considered retail sales per the definition of a retail sale in the Ohio Revised Code, Section 5739.01.

Table 164: Fourth and Ludlow Indirect Impact on Sales

Year of Operation	Projected Retail Sales	Projected Entertainment Sales	Projected Dining Sales	Total Projected Sales
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Total	**$5,571,075**	**N/A**	**N/A**	**$5,571,075**

Source: Economics Center calculations.

The tenant businesses of Fourth and Ludlow Project will indirectly generate a total of $110,480 in income tax revenue during the completion period of the Arcade District Project, as shown in Table 165. Of the income tax revenue generated during the completion period of the Arcade District Project, the State of Ohio will receive $53,002, while the City of Dayton will receive $57,478.

Table 165: Fourth and Ludlow Indirect Impacts on Taxes

Year of Operation	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax	Total Projected Taxes
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Total	**N/A**	**$110,480**	**N/A**	**N/A**	**$110,480**

Source: Economics Center calculations.

Total Catalyzed Project Impacts

The total economic impact of the catalyzed projects of the Arcade District Project include the jobs, earnings, and sales directly and indirectly generated in the Surrounding Area. As shown in Table 166, catalyzed projects will directly and indirectly support a total of 8,825 jobs with earnings of $749.0 million in the Surrounding Area's economy during the completion period of the Arcade District Project. The jobs supported by catalzed projects of the Arcade District Project will have annual earnings that average $84,869. This equates to an average hourly wage of $40.80, assuming 40 working hours per week for 52 weeks per year.

Table 166: Total Catalyzed Impacts on Tenant Jobs and Payroll

Year of Operation	FTE Tenant Jobs	Average Hourly Wage	Total Projected Payroll
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
Total	**8,825**	**$40.80**	**$749,001,303**

Source: Economics Center calculations.

As detailed in Table 167, the catalyzed projects of the Arcade District Project will generate a total of nearly $3.4 billion in sales within the Surrounding Area during the completion period of the Arcade District Project. Of the total economic activity generated, $2.8 billion represents the direct sales and $535.3 million represents the indirect sales. The sales generated during the completion period comprise $3.3 billion in retail sales, $3.0 million in entertainment sales, and $25.3 million in dining sales. The Economics Center is unable to disaggregate indirect sales into specific spending categories due to the characteristics of input-output models and multipliers. For the purposes of the TMUD Program, indirect sales are considered retail sales per the definition of a retail sale in the Ohio Revised Code, Section 5739.01.

Table 167: Total Catalyzed Impacts on Sales

Year of Operation	Projected Retail Sales	Projected Entertainment Sales	Projected Dining Sales	Total Projected Sales
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Total	**$3,328,909,409**	**$2,988,438**	**$25,316,727**	**$3,357,214,574**

Source: Economics Center calculations.

During the completion period, the spending of the patrons of the hotel, restaurant, retail, and commercial spaces of the catalyzed projects will directly generate $13.8 million in sales tax revenue for the State of Ohio and Montgomery County. The catalyzed projects of the Arcade District Project will generate a total of $39.0 million in income tax revenue for the State of Ohio and the City of Dayton.

The spending of hotel guests will generate $3.0 million in lodging tax revenue for Montgomery County and the City of Dayton. Additionally, the catalyzed projects of the Arcade District Project will generate a total of $58.7 million in property tax revenues during the completion period of the Arcade District Project, assuming no tax abatement agreements are established. As detailed in Table 168, the catalyzed projects of the Arcade District Project will create nearly $114.5 million in total fiscal benefits for state and local jurisdictions during the completion period of the Arcade District Project.

Table 168: Total Catalyzed Impacts on Taxes

Year of Operation	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax	Total Projected Taxes
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Total	**$13,777,789**	**$39,015,889**	**$3,018,910**	**$58,672,570**	**$114,485,158**

Source: Economics Center calculations.

Total Economic and Fiscal Impacts

Total Construction Period Impacts

The total economic impact of the construction and related activities of the Arcade District Project include the jobs, earnings, and sales resulting from Project, Development, Surrounding Area, and catalyzed impacts within the Surrounding Area. As shown in Table 169, the construction and related activities will support a total of 1,729 construction jobs with earnings of $167.4 million in the Surrounding Area's economy during the construction period. Assuming 40 working hours per week for 52 weeks per year, the average hourly wage is $46.56.

Table 169: Total Construction Period Impacts on Jobs and Payroll

Year of Construction	FTE Construction Jobs	Average Hourly Wage	Total Projected Payroll
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
Total	**1,729**	**$46.56**	**$167,447,709**

Source: Economics Center calculations.

During the construction period, the construction and related activities of Arcade District Project and the catalyzed projects will generate a total of $437.2 million in construction sales in the Surrounding Area, as detailed in Table 170. Direct sales represent $407.9 million of the total sales generated during the construction period, whereas indirect sales represent $29.3 million. The Economics Center is unable to disaggregate indirect sales into specific spending categories due to the characteristics of input-output models and multipliers. For the purposes of the TMUD Program, construction sales as well as indirect sales are considered retail sales per the definition of a retail sale in the Ohio Revised Code, Section 5739.01.

Table 170: Total Construction Period Impacts on Sales

Year of Construction	Projected Retail Sales	Projected Entertainment Sales	Projected Dining Sales	Total Projected Sales
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Total	**$437,176,731**	**N/A**	**N/A**	**$437,176,731**

Source: Economics Center calculations.

As detailed in Table 171, the construction and related activities of the Arcade District Project and the catalyzed projects will generate income tax revenue for the State of Ohio and the City of Dayton. A total of nearly $8.7 million in income tax revenue will be generated by the construction and related activities during the construction period. The State of Ohio will receive nearly $4.5 million, while the City of Dayton will receive $4.2 million.

Table 171: Total Construction Period Impacts on Taxes

Year of Construction	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax	Total Projected Taxes
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Total	**N/A**	**$8,651,522**	**N/A**	**N/A**	**$8,651,522**

Source: Economics Center calculations.

Total Completion Period Impacts

The total economic impact of the Arcade District Project includes the jobs, earnings, and sales resulting from Project, Development, Surrounding Area, and catalyzed impacts. As shown in Table 172, a total of 125 operations jobs will be directly and indiretly supported during the completion period. These jobs represent the labor required to manage the Project and Development sites such as leasing agents, grounds crew, and maintenance and custodial staff. These operations jobs will have total earnings of $9.4 million during the completion period. The total jobs supported by the operations of the Arcade District Project and the South Arcade Part 1 phase of the Arcade District Development will have average annual earnings of $76,277. Assuming 40 working hours per week for 52 weeks per year, the average hourly wage of the operations jobs is $36.67.

Table 172: Total Completion Period Impacts on Operations Jobs and Payroll

Year of Operation	FTE Operations Jobs	Average Hourly Wage	Total Projected Payroll
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
Total	**125**	**$36.67**	**$9,434,339**

Source: Economics Center calculations.

Tenants of the Arcade District Project, the South Arcade Part 1 phase of the Arcade District Development, and the catalyzed projects hire and pay wages to employees needed to maintain daily operations. As detailed in Table 173, a total of 15,045 tenant jobs will be directly and indirectly supported during the completion period. These tenant jobs will have total earnings of nearly $1.1 billion during the completion period. The direct and indirect jobs supported by tenants of the Arcade District Project, the South Arcade Part 1 phase of the Arcade District Development, and the catalyzed projects will have average annual earnings of $72,367. Assuming 40 working hours per week for 52 weeks per year, the average hourly wage of tenant jobs is $34.79.

Table 173: Total Completion Period Impacts on Tenant Jobs and Payroll

Year of Operation	FTE Tenant Jobs	Average Hourly Wage	Total Projected Payroll
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
Total	**15,045**	**$34.79**	**$1,088,881,784**

Source: Economics Center calculations.

As detailed in Table 174, the Arcade District Project, the South Arcade Part 1 phase of the Arcade District Development, and the catalyzed projects will generate a total of $4.3 billion in total sales during the completion period. Of the total sales generated during the completion period, $3.6 billion represent direct sales of tenants of the Project, Development, and catalyzed projects. These direct sales will lead to further indirect sales in the Surrounding Area of $695.8 million. The total sales genereated during the completion period are comprised of $3.5 billion in retail sales, $3.0 million in entertainment sales, and $178.3 million in dining sales. The Economics Center is unable to disaggregate indirect sales into specific spending categories due to the characteristics of input-output models and multipliers. For the purposes of the TMUD Program, indirect sales are considered retail sales per the definition of a retail sale in the Ohio Revised Code, Section 5739.01.

Table 174: Total Completion Period Impacts on Sales

Year of Operation	Projected Retail Sales	Projected Entertainment Sales	Projected Dining Sales	Total Projected Sales
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Total	**$4,151,247,038**	**$2,988,438**	**$178,324,298**	**$4,332,559,774**

Source: Economics Center calculations.

As detailed in Table 175, the total fiscal impacts include the sales, income, lodging, and property tax revenue generated by the Arcade District Project, the South Arcade Part 1 phase of the Arcade District Development, and the catalyzed projects during the completion period. The spending of the hotel,

restaurant, retail, and commercial shoppers will generate $41.0 million in sales tax revenue for the State of Ohio and Montgomery County. The State of Ohio and the City of Dayton will benefit from a total of $55.6 million in income tax revenue during the completion period. Montgomery County and the City of Dayton will benefit from $4.1 million in lodging tax revenue from hotel guests during the completion period. The Arcade District Project, the South Arcade Part 1 phase of the Arcade District Development, and the catalyzed projects will generate $61.8 million in property tax revenue.[53] In total, the Arcade District Project will create approximately $162.5 million in fiscal benefits for state and local jurisdictions during the completion period.

Table 175: Total Completion Period Impacts on Taxes

Year of Operation	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax[54]	Total Projected Taxes
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Total	**$40,978,109**	**$55,583,259**	**$4,142,206**	**$61,842,759**	**$162,546,333**

Source: Economics Center calculations.

Total Economic and Fiscal Impacts

Table 176 details the total economic and fiscal impacts of the Arcade District Project, which comprise the Project, Development, Surrounding Area, and catalyzed project impacts generated during both the construction and completion periods. The Arcade District Project is estimated to support 1,729 jobs with $167.4 million in earnings during the construction period and support 15,170 jobs with $1.1 billion in earnings during the completion period. Construction and related activities will generate $437.2 million in sales during the construction period, while operations and tenant businesses will generate $4.3 billion in sales during the completion period. Additionally, the Arcade District Project is estimated to generate $8.7 million in taxes during the construction period and $162.5 million in taxes during the completion period. Collectively, the Arcade District Project will support 16,899 jobs with earnings of $1.3 billion, generate $4.8 billion in sales, and generate $171.2 million in taxes during the construction and completion periods. During the fifth year of the completion period, the Arcade District Project will support 3,034 jobs with earnings of $229.0 million, generate $903.2 million in sales, and generate $33.5 million in taxes.

Table 176: Total Economic and Fiscal Impacts

Impact Type	Total Projected FTE Jobs	Total Projected Payroll	Total Projected Sales	Total Projected Taxes
Construction Period Impacts	1,729	$167,447,709	$437,176,731	$8,651,522
Completion Period Impacts	15,170	$1,098,316,123	$4,332,559,774	$162,546,333
Total Impacts	**16,899**	**$1,265,763,832**	**$4,769,736,505**	**$171,197,855**

Source: Economics Center calculations.

[53] The catalyzed projects were assumed to have no property tax abatement agreement in place.
[54] Payments in lieu of taxes are included in property tax revenue.

Conclusion

The Arcade District Project is a proposed mixed-use development located in downtown Dayton. This proposed mixed-use development will include [redacted], [redacted], a [redacted] hotel, [redacted] With an estimated $139.8 million capital investment, the Arcade District Project will generate considerable economic activity in the Surrounding Area during the construction period as well as after construction is complete and operations commence.[55]

Economic impact figures represent the effects that a given mixed-use development and its associated economic activities have upon a surrounding community. The economic impacts are reported in terms of jobs, earnings, and sales. Fiscal impacts represent the subsequent impacts on state and local jurisdictions. Fiscal impacts include sales, income, lodging, and property tax revenue as well as collections through alternate tax methods such as PILOT payments. The total economic and fiscal impacts represent the sum of the Project, Development, Surrounding Area, and catalyzed impacts from the construction period and the completion period.

The construction and related activities of the Arcade District Project will generate a total of $437.2 million in sales in the Surrounding Area during the construction period, of which $407.9 million are direct sales and $29.3 million are indirect sales. A total of 1,729 construction jobs with earnings of $167.4 million will be directly and indirectly supported in the Surrounding Area's economy during the construction period. Assuming 40 working hours per week for 52 weeks per year, the average hourly wage is $46.56. The earnings supported by the construction and related activities of the Arcade District Project will generate income tax revenue for the State of Ohio and the City of Dayton totaling $8.7 million during the construction period.

During the completion period, a total of 125 operations jobs will be directly and indiretly supported by the Arcade District Project and the South Arcade Part 1 phase of the Arcade District Development. These operations jobs will have total earnings of $9.4 million during the completion period. Assuming 40 working hours per week for 52 weeks per year, the average hourly wage of the operations jobs supported is $36.67. Additionally, a total of 15,045 tenant jobs will be directly and indirectly supported during the completion period by the Arcade District Project, the South Arcade Part 1 phase of the Arcade District Development, and the catalyzed projects. These tenant jobs will have total earnings of $1.1 billion during the completion period. Assuming 40 working hours per week for 52 weeks per year, the average hourly wage of tenant jobs is $34.79.

The Arcade District Project, the South Arcade Part I phase of the Arcade District Development, and the catalyzed projects will generate a total of $4.3 billion in total sales during the completion period. Of the total sales generated during the completion period, $3.6 billion represent direct sales of tenants of the Project, Development, and catalyzed projects. These direct sales will lead to further indirect sales in the Surrounding Area of $695.8 million. [redacted]

During the completion period, the Arcade District Project, the South Arcade Part 1 phase of the Arcade District Development, and the catalyzed projects will generate fiscal benefits totaling $162.5 million for state and local jurisdictions. The spending of the hotel, restaurant, retail, and commercial shoppers will generate $41.0 million in sales tax revenue for the State of Ohio and Montgomery County. The State of Ohio and the City of Dayton will benefit from a total of $55.6 million in income tax revenue. Montgomery County and the City of Dayton will benefit from $4.1 million in lodging tax revenue from hotel guests.

[55] Reported in 2023 dollars.

The Arcade District Project, the South Arcade Part 1 phase of the Arcade District Development, and the catalyzed projects will generate $61.8 million in property tax revenue.

The Arcade District Project is estimated to support 1,729 jobs with $167.4 million in earnings during the construction period and support 15,170 jobs with $1.1 billion in earnings during the completion period. Construction and related activities will generate $437.2 million in sales during the construction period, while operations and tenant businesses will generate $4.3 billion in sales during the completion period. Additionally, the Arcade District Project is estimated to generate $8.7 million in taxes during the construction period and $162.5 million in taxes during the completion period. Collectively, the Arcade District Project will support 16,899 jobs with earnings of $1.3 billion, generate $4.8 billion in economic activity, and generate $171.2 million in taxes during the construction and completion periods.

About the Economics Center

The Alpaugh Family Economics Center began as a teacher training initiative of the Cincinnati Chamber of Commerce in 1976. In 1977, the Center was incorporated and established a permanent existence as part of the University of Cincinnati. While teacher training has remained as a core service, the Center has added student programs and competitions, an award-winning online financial program called $martPath, partnerships for the financial education of the larger community, and a research team to serve businesses and governmental partners in our region and across the State. The Alpaugh Family Economics Center is a part of the Council for Economic Education's national network and a member of the Association of University Business and Economic Research.

The Research and Consulting division of The Alpaugh Family Economics Center provides unbiased, non-partisan economic data and analyses to help clients make better financial, policy, and economic and workforce development decisions. Our dynamic approach and critical data analyses empower business and civic leaders to respond to changing economic conditions, strengthen local economies, and improve the quality of life for their communities. Our work includes everything from economic impact studies to benefit-cost analyses, return on investment analyses, and workforce development initiatives. For decades, the Center has been the choice organization to provide critical data analyses to more than 30 business clients annually. Through this work, the Center and its partners contribute to the health and vitality of our economy.

The Research and Consulting division of The Alpaugh Family Economics Center completed 10 economic impact analyses for developers across Ohio during the fiscal year 2022 funding cycle of the Transformational Mixed-Use Development Program (TMUD). The Ohio Department of Development funded eight "General" Projects, two of which were applications with economic impact analyses prepared by the Economics Center. The TMUD tax credits received by our development partners represented approximately half of the "General" project funding allocation for fiscal year 2022. During the fiscal year 2023 funding cycle, the Research and Consulting division of The Alpaugh Family Economics Center completed four economic impact analyses for developers across Ohio. The Ohio Department of Development funded six "Major City" Projects and seven "General" Projects, of which one "Major City" Project and one "General" Project had applications with economic impact analyses prepared by the Economics Center.

Project Staff

Dr. Julie Heath

Dr. Julie Health is the Executive Director Emeritus of The Alpaugh Family Economics Center. Dr. Heath is a member of the National Association of Economic Educators. She was a member of the national Board of Directors of the Council for Economic Education and a member of the Economics Standing Committee of the National Assessment of Education Progress. Dr. Heath led the two national committees charged by President Obama's Advisory Council on Financial Capability with integrating financial literacy in the Common Core.

Prior to coming to the University of Cincinnati, Dr. Heath spent 26 years at the University of Memphis. Dr. Heath was the director of the Center for Economic Education at the University of Memphis. In that role, with the support of the State of Tennessee and First Tennessee, she founded the $mart Tennessee program in 2006, which provides financial education to children in elementary, middle, and high schools.

At the University of Memphis, Dr. Heath taught undergraduate and graduate classes and served as head of the Economics Department. She is the recipient of a number of honors and awards. Dr. Heath has received the two highest teaching awards at the University of Memphis: the Thomas W. Briggs Foundation's Excellence in Teaching Award in 2000, and the Distinguished Teaching Award in 2010. The Carnegie Foundation recognized Dr. Heath with the 2010 Tennessee Professor of the Year Award.

In 2008, she earned the Kenneth G. Elzinga Distinguished Teaching Award, the economics discipline's highest award, and was the recipient of the Educator of the Year Award from the National Association for Financial Literacy. She received the Harold Love Award for Community Involvement in 2007, and in 2006, was named the Financial Educator of the Year by the Tennessee Bankers Association.

She was named a Money Magazine "Money Hero" for August of 2013. Dr. Heath received the Alumni Professional Achievement Award from Bluffton University in 2012. She was named a "Woman of Influence" by Venue and LEAD magazines, Cincinnati, in 2014, and a "Woman of Achievement" by the Girl Scouts in 2016. Dr. Heath received a Pillar Award for Executive Director of the Year from Medical Mutual in 2019. Additionally, Dr. Heath served as a Visiting Scholar for the Consumer Financial Protection Bureau for 2019.

Dr. Heath received her Ph.D. in Economics at the University of South Carolina, specializing in labor economics and quantitative methods. She received a Visiting Research Fellowship to Princeton University to conduct research in economics education and has published extensively in the area. She is the author or co-author of over 40 academic articles. She also received a Rockefeller Foundation grant to study women and poverty. Her research focuses on the labor market, particularly women's labor force issues, economic and financial education, curriculum development, assessment, and quantitative analyses.

Brad Evans

Brad Evans is a Co-Executive Director and the Director of Research at The Alpaugh Family Economics Center. A graduate of Miami University, Brad maintains professional memberships in the International Development Council and the Ohio Economic Development Association, and he is currently serving on the Board of Directors for the Butler County Port Authority.

In addition to overseeing processes and timelines for project milestones and deliverables, Brad possesses expertise in state and local financing mechanisms including the Ohio Enterprise Zone Program, Tax Increment Financing, Joint Economic Development Districts, Community Reinvestment Areas, and Job Creation Tax Credits.

Megan Heare

Megan Heare is a Senior Research Associate at The Alpaugh Family Economics Center. Megan earned her Bachelor's Degree in Mathematics from the University of Southern Indiana and holds a Master's Degree in Economics from the University of Cincinnati. Megan also possesses a credential as a Certified Business Economist from the National Association of Business Economists. Megan's research focuses on investments in human capital, education, economic and workforce development, and health care.

Dr. Benjamin Brennan

Dr. Benjamin Brennan started with The Alpaugh Family Economics Center in 2023 as a Research Associate. Dr. Brennan earned his Ph.D. from the University of Oregon in 2018 where he focused on macroeconomics and econometrics. Dr. Brennan holds a Master's Degree in Social and Applied Economics from Wright State University and earned his Bachelor's Degree from Arcadia University.

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Economic Impact Statement of

DiGeronimo Companies – Valor Acres Phase I

Prepared by:



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September 8, 2023

Mackenzie Makepeace
DiGeronimo Companies
5720 E. Schaaf Rd.
Independence, OH 44131

Re: Valor Acres Phase I- Transformational Mixed-Use Development – Economic Impact Statement

Dear Ms. Makepeace:

At your request, Project Management Consultants, LLC has performed an Economic Impact Statement for the DiGeronimo Companies' Valor Acres Phase I project, which is located at the northwest corner of Brecksville Road and Miller Road in Brecksville, OH, utilizing inputs provided by your team, direct calculations, conservative assumptions, and the "IMPLAN" software and data produced by IMPLAN Group, LLC. We have not examined the Client-provided data or the assumptions underlying such data in accordance with the standards prescribed by the AICPA, USPAP, or other standards, and, accordingly, do not express an opinion or any other form of assurance on the data estimates obtained for use in our economic impact statement. Further, this analysis is subject to the Assumptions and Limiting Conditions found in Appendix F of this report.

This report contains, to the fullest extent possible and practical, explanations of the data, reasoning, and analyses that were used to develop the opinions contained herein. The depth of discussion contained in the report is specific to the needs of the client.

VA LAND LLC is the Client in this engagement and intended user of this report. As our client, VA LAND LLC owns this report and permission must be granted from them before another third party can use this document. We assume that by reading this report another third party has accepted the terms of the original engagement letter including scope of work and limitations of liability. We are prepared to modify this document to meet any specific needs of the potential user under a separate agreement.

The Stated Purpose of this assignment is to assist with projections of job, tax, and wage information for application to the State of Ohio Transformational Mixed-Use Development Program. You agree not to use this report other than for the Stated Purpose, and you agree to indemnify us for any claims, damages, or losses that we may incur as the result of your use of the Report for other than the Stated Purpose. Without limiting the general applicability of this

paragraph, under no circumstances may the Report be used in advertisements, solicitations and/or any form of securities offering.

The authors of this report certify that, while we represent the project in other capacities, we are not part of the development team, nor are we affiliated with any member of the development team. Please do not hesitate to contact us if there are any questions regarding the report or if Project Management Consultants, LLC can be of further assistance. It has been our pleasure to assist you with this project.

Sincerely,



Ryan P. Sommers, CPA
Managing Director of Financial Services
Project Management Consultants, LLC

PROJECT MANAGEMENT CONSULTANTS (PMC) EXPERIENCE

	Name	TMUD Experience & Background
	**Ryan P. Sommers, CPA** Managing Director of Financial Services	Ryan Sommers has an extensive background working with various tax credit programs and complex private and public finance structuring. Ryan's experience with tax credits includes Historic Tax Credits, New Markets Tax Credits, and Opportunity Zone Tax Credits. Ryan recognizes the critical value-add of the Transformational Mixed-Use Development ("TMUD") tax credit program. Since the program's inception he has become an expert on the program. He advises clients on project eligibility, economic impacts, tax credit monetization, and chances of application success. As managing director of financial services, Ryan identifies, secures and manages private and public financing opportunities for business expansion projects and real estate development. Ryan is currently managing a team responsible for 50+ projects throughout the country with $3 billion in development value including $600 million in public financing for public-private partnerships. He has helped his clients obtain over $200 million in state and federal Historic Tax Credits and over $100 million in New Markets Tax Credits. Ryan also created PMC's direct tax impact analysis models which help demonstrate exact tax estimates for a Project or Development site on the surrounding area, including income taxes, sales taxes, bed taxes and property taxes. Ryan has worked on this modeling for a decade. These outputs help demonstrate the ROI of a project to various government entities and provide him with experience needed to complete economic impact statements as complicated as those required for TMUD applications.
	**Kenneth S. Kalynchuk** Director and Principal	Ken Kalynchuk leads PMC's financial analyst and economic impact analysis team. Ken has conducted five economic impact statements (EIS reports) for Rounds 1 and 2 of the TMUD program, with emphasis on conservative estimates and common sense for whether projects can be considered catalyzed or not. Ken helps clients navigate the predevelopment stage of their projects through incentive, land use, and market research; pro forma development; feasibility analyses; economic impact analyses; and property tax analyses. Prior to joining the firm, Ken was a graduate research assistant with the Center for Economic Development at Cleveland State University, where he evaluated economic development programs and best practices in economic development policy, performed studies on Historic Preservation Tax Credit funding and rental markets, and wrote case studies and employment/demographic impact analyses. During his time at Cleveland State Ken learned IMPLAN software and economic impact techniques. These skills have helped clients at PMC, where Ken has helped generate economic impact reports and tax estimates for more than 7 years.

	Name	TMUD Experience & Background
	**Nora Walsh** Senior Analyst	In her more than two years with Project Management Consultants, Nora has worked with the PMC team to complete TMUD applications and economic impact analyses and has supported a half dozen clients on submitting comprehensive applications in Rounds 1 and 2 of the program. Nora leads the Economic Impact Statement (EIS) analysis process in collaboration with the team and has thus far conducted five EIS reports for the TMUD program. Nora brought her economic impact analysis and report writing skills from her experience with the Center for Economic Development at Cleveland State University where she analyzed economic impacts and compiled narratives around those impacts. Since joining PMC, Nora has become an expert in the IMPLAN analysis software and led the economic impact report analysis and writing processes in Round 1 and Round 2 for PMC clients, including PMC's three Round 2 winners.
	**John Sadosky** Project Director	As project director, John identifies, secures, and manages public and private financing opportunities for real estate development and business expansion projects. His expertise includes incentives for industrial and distribution center projects, including speculative development and projects requiring significant public infrastructure investments. John also manages public financing negotiations for site selection projects from intake through incentive procurement and compliance. Prior to joining PMC, John was a manager in Ernst & Young's indirect tax practice specializing in location investment, credits, and incentives. He has more than eight years of direct economic development experience in various roles in local government, nonprofit, and public accounting with significant experience in site selection consulting, credits and incentives negotiation, project management, and tax compliance. Throughout his career, John has worked with clients in the advanced manufacturing, retail, consumer products, and technology sectors. Additionally, he has worked on various product types including manufacturing, retail, mixed-use, multi-family, office, and public infrastructure.
	**Alexander Previts, CPA** Development Finance Manager	In his role as development finance manager, Alex assists in identifying, securing and managing public and private financing opportunities for development and construction projects. Alex specializes in helping corporate clients with headquarters relocation projects. In addition, he works with developers to repurpose vacant facilities and develop greenfield sites into productive reuse by utilizing property tax, local and state incentives. Alex has also worked with clients to pair their projects with Qualified Opportunity Zone investments and incentives. Alex works with clients through the finance structuring process by first identifying the needs and gap of the project and assessing the tools available for the project's financing at the local, regional and state level. Alex directs clients through the nuances of the predevelopment stage of their projects through incentive, land use, and market research; pro forma development; feasibility analyses; economic impact analyses; and property tax analyses. He focuses on structuring tax incentives, including tax increment financing (TIF), and monetizing TIF structures through bank and bond financing. His significant knowledge on TIF structures, property tax valuations, and property tax modeling are utilized in the TMUD EIS analyses.

EXECUTIVE SUMMARY

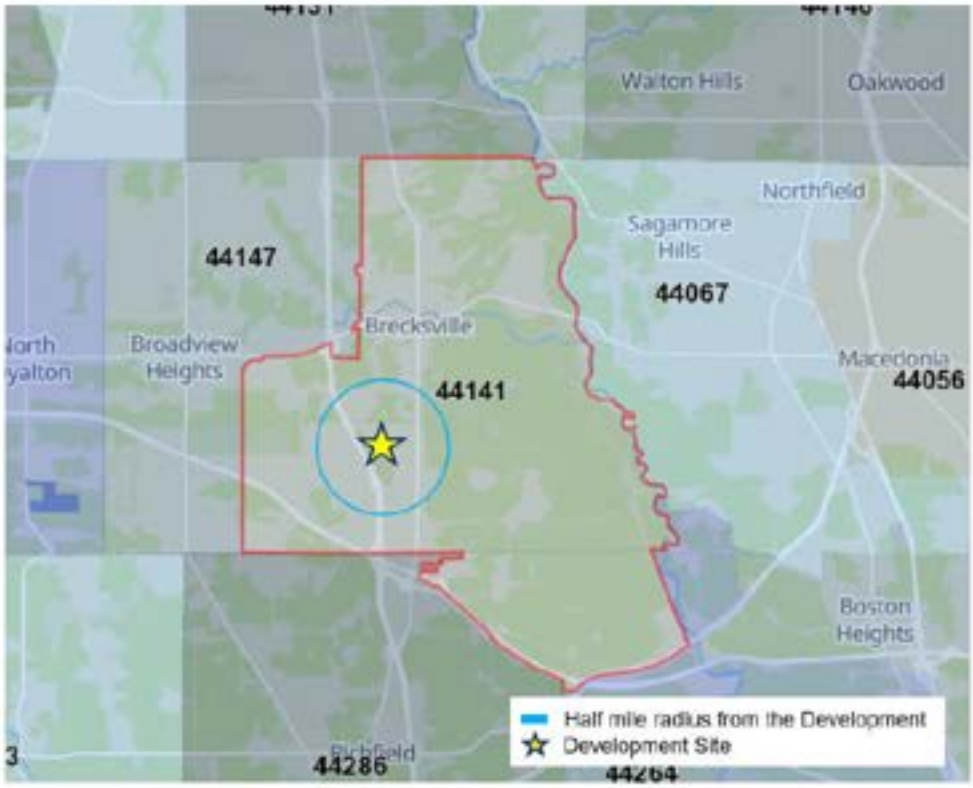
Project Management Consultants LLC (PMC) was engaged by DiGeronimo Companies (the "Company") to analyze the economic and fiscal impacts of the Company's proposed Valor Acres Phase I project (the "Project") which is located at the northwest corner of Brecksville Road and Miller Road in Brecksville, OH. The project is located at the former site of the Veteran's Administration Hospital complex which closed in 2011, leaving the site vacant for over a decade. The site has been vacant and in need of a functional use for many years. The development team has prepared a redevelopment plan which includes transforming the site into an exciting mixed-use community in Brecksville, OH. This analysis was developed to support the Company's application for Ohio Transformational Mixed-Use Development ("TMUD") tax credits from the third round of the program in fiscal year 2024.

For purposes of this Economic Impact Statement, the overall development will be completed in multiple phases. Therefore, this report will consider impacts of the "Project" (or "Phase I"), and the "Development" (Phase II) separately. The Construction period for purposes of the report runs from the TMUD application date (September 8, 2023) through the completion of the Project and expected certification by the Ohio Tax Credit Authority (December 31, 2026).

The Project consists of 368 proposed residential units, a 132-key hotel, 159,360 square feet of office/coworking space, 67,077 square feet of retail and restaurant space and 710 structured parking spaces. To date, the Project has incurred approximately $45,860,000 in development costs. The remaining TMUD-eligible development costs for the Project represents an estimated $155,687,248 of the total $201,547,248 anticipated Project investment.

The Development (Valor Acres Phase II) consists of 220 proposed residential units, a 150-key hotel, 734,492 square feet of office space, 103,623 square feet of retail and restaurant space, a 35,420 square foot grocery store and 1,200 structured parking spaces. The total estimated Development costs of Phase II are approximately $410,047,824. The estimated timeline of construction commencement and completion is June 2024 to December 2027.

Economic and fiscal impacts ("Impacts") measured in terms of output, employment, labor income, and taxes were estimated primarily using the IMPLAN input-output model based on 2021 data, which is the most accurate data available and adjusted to reflect 2026 dollars, the first year of the 5-year completion period. Per requirements of the TMUD program defining the project's surrounding area, the impacts are presented at the local ZIP code level for the project ZIP code in Ohio, 44141.



This report considers the one-time direct economic and fiscal impacts resulting from the construction of the Project, Development, Surrounding Area (indirect) and Catalyzed Projects ("Construction Period Impacts"), as well as the permanent economic and fiscal impacts, direct and indirect, resulting from the ongoing activities associated with the Project, Development, Surrounding Area and Catalyzed Projects ("Completion Period Impacts").

The impacts of the two components that are analyzed -- Construction Period Impacts and Completion Period Impacts are presented individually and as a whole in the Total Impacts section. Construction Period and Completion Period Impacts are presented in annual terms.

Project Management Consultants collaborated with DiGeronimo Companies to gather necessary data for both the Project and Development and to establish assumptions where needed. For detailed assumptions please find the Construction Period Impact Assumptions in Appendix A, Completion Period Impact Assumptions of the Project in Appendix B, Completion Period Impact Assumptions of the Development in Appendix C, Completion Period Impact Assumptions of the Surrounding Area in Appendix D, and Completion Period Impact Assumptions of the Catalyzed Project in Appendix E. Assumptions and Limiting Conditions can be found in Appendix F. Project Management Consultants used zip-code level data to collect employment, wage, and tax information. All tax impacts include State, County and local level tax estimates via IMPLAN analysis as well as direct

analysis completed by PMC. All assumptions were verified by the Company to the highest degree of reasonableness.

The table below provides a quick reference of definitions for the items included in the economic impact statement summary tables that follow (pages 10-34). Additional information about terms and the methodology used in this study can be found in the Glossary and Methodology on page 35 through 36.

	Direct	Indirect
Jobs	Individuals directly involved in the redevelopment Project or working at the building upon completion of the redevelopment.	Multiplier-effect jobs at the industry level, such as suppliers, service providers, etc. (indirect).
Earnings or Labor Income	Wages and benefits paid to direct jobs.	Total wages and benefits associated with the indirect jobs.
Taxes	An estimate of all taxes and fees collected by state, county, municipal or other government entities, including, but not limited to property taxes, income taxes, sales taxes, and lodging taxes.	

Construction Period Impacts

Construction Project Impacts

The Project is anticipated to involve a direct investment of more than $155 million to be completed over a four-year Construction Period from 2023 through December 31, 2026. During the Construction Period, the Project is anticipated to create a total of 1,168 direct construction jobs with $77.7 million in labor income. The Project is also estimated to generate $8.04 million in new sales and income taxes during the Construction Period. Please note that the estimates in the tables below represent annual impacts over the Construction Period.

Estimated Construction Impacts of the Project

- **1,168 Direct Jobs with $77.7 million in Direct Payroll total over the Construction Period**
- **$8.04 million in new sales and income taxes over the Construction Period**

Construction Jobs and Payroll Impacts of the Project

During the Construction Period, the Project is expected to create 1,168 total direct construction jobs and $77,713,409 in direct labor income (Total payroll varies slightly compared to the total payroll shown in Appendix A due to the averaging of the hourly wage and the multiple decimal points that are not shown in the tables). The average hourly wage for construction jobs in year 2026 is estimated at $32.58. Average hourly wages were calculated using the labor income per year estimated by IMPLAN for the industry divided by the number of jobs and then divided by 2,080 hours of work per year. (Construction job estimates are shown in the table below).

Construction Project Impacts: Jobs			
Year	Full-Time Equivalents	Average Hourly Wage ($)	TOTAL Projected Payroll
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]

Construction Tax Impacts Of The Project

The Construction Period of the Project is anticipated to generate significant new tax revenues at the project site and within the surrounding area.

This report focuses on the direct and indirect taxes generated over the Construction Period, as calculated by IMPLAN software and PMC utilizing the hard construction cost impacts outlined in Appendix A. This input data was provided by the client based on their construction cost budget for the Project.

The table below illustrates the direct sales and income tax estimates analyzed by PMC using local tax rates to calculate direct taxes for the Construction Period. Income taxes were estimated using the appropriate local and state income tax rates (2% for Brecksville and state income tax varied based on income bracket). Sales taxes were estimated using the appropriate county and state sales tax rate of 8%. Over the Construction Period, the Project is estimated to generate a total of $3,392,689 in direct local and state income taxes. Over the Construction Period, a total of $4,646,312 in county and state sales taxes on construction materials are estimated to be generated.

Construction Project Impacts: Sales, Income, Lodging and Property Taxes					
Year	Projected Sales Tax ($)	Projected Income Tax ($)	Projected Lodging Tax ($)	Projected Property Tax ($)	TOTAL Projected Taxes
[redacted]					

Construction Development Impacts

The Development is anticipated to involve a direct investment of over $408 million to be completed over a four-year Construction Period from 2024 through 2027. Year 2027 Construction Impacts for the Development were included in the Completion Period Impacts section because these impacts will occur during the five-year Completion Period. During the Construction Period, the Development is anticipated to create a total of 2,183 direct construction jobs with $145.2 million in labor income. The Development is also estimated to generate $15.4 million in new sales and income taxes during the Construction Period. Please note that the estimates in the tables below represent annual impacts over the Construction Period.

Estimated Construction Impacts of the Development

- **2,183 Direct Jobs with 145.2 million in Direct Payroll total over the Construction Period**
- **$15.4 million in new sales and income taxes over the Construction Period**

Construction Jobs and Payroll Impacts of the Development

During the Construction Period, the Development is expected to create 2,183 total direct construction jobs and $145,204,196 in direct labor income (Total payroll varies slightly compared to the total payroll shown in Appendix A due to the averaging of the hourly wage and the multiple decimal points that are not shown in the tables). The average hourly wage for construction jobs in year 2026 is estimated at $32.17. Average hourly wages were calculated using the labor income per year estimated by IMPLAN for the industry divided by the number of jobs and then divided by 2,080 hours of work per year. (Construction job estimates are shown in the table below).

Construction Development Impacts: Jobs			
Year	Full-Time Equivalents	Average Hourly Wage ($)	TOTAL Projected Payroll

Construction Tax Impacts Of The Development

The Construction Period of the Development is anticipated to generate significant new tax revenues at the project site and within the surrounding area.

This report focuses on the direct and indirect taxes generated over the Construction Period, as calculated by IMPLAN software and PMC utilizing the hard construction cost impacts outlined in Appendix A. This input data was provided by the client based on their construction cost budget for the Development.

The table below illustrates the direct sales and income tax estimates analyzed by PMC using local tax rates to calculate direct taxes for the Construction Period. Income taxes were estimated using the appropriate local and state income tax rates (2% for Brecksville and state income tax varied based on income bracket). Sales taxes were estimated using the appropriate county and state sales tax rate of 8%. Over the Construction Period, the Development is estimated to generate a total of $6,336,883 in direct local and state income taxes. Over the Construction Period, a total of $9,069,307 in county and state sales taxes on construction materials are estimated to be generated.

Construction Development Impacts: Sales, Income, Lodging and Property Taxes					
Year	Projected Sales Tax ($)	Projected Income Tax ($)	Projected Lodging Tax ($)	Projected Property Tax ($)	TOTAL Projected Taxes
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]

Construction Surrounding Area Impacts

During the Construction Period, the Project is anticipated to create a total of approximately 8 indirect construction jobs with $771,803 in indirect labor income in the surrounding area. The surrounding area is also estimated to generate $116,279 in new indirect property, sales and income taxes over the Construction Period (2023-2026). Surrounding area impacts were estimated using indirect impacts of the Project in IMPLAN. It is possible that the impacts are much greater in the surrounding area due to the catalytic nature of this development.

Construction Jobs and Payroll Impacts of the Surrounding Area

During the Construction Period, it is expected that 8 total indirect jobs will be created in the surrounding area due to construction activities on the site. The average hourly wage for these jobs in year 2026 is estimated at $45.13. Average hourly wages were calculated using the labor income per year estimated by IMPLAN for the industry divided by the number of jobs and then divided by 2,080 hours of work per year. (Construction job estimates are shown in the table below).

Construction Surrounding Area Impacts: Jobs			
Year	Full-Time Equivalents	Average Hourly Wage ($)	TOTAL Projected Payroll
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]

Construction Tax Impacts Of The Surrounding Area

During the Construction Period, the development is anticipated to generate significant new tax revenues within the surrounding area.

This surrounding area impacts identify the indirect taxes generated by the project over the Construction Period, as calculated by IMPLAN software utilizing the hard construction costs outlined in Appendix A. This input data was provided by the client based on their construction cost budget for the Project and Development.

The table below illustrates the indirect and sales, income, lodging and property tax estimates generated in IMPLAN. Over the Construction Period, the Project is estimated to generate $116,279 in new taxes within the surrounding area. Of these taxes, it is expected that $59,259

new indirect sales taxes will be generated in the surrounding area as a result of this development project.

Construction Surrounding Area Impacts: Sales, Income, Lodging and Property Taxes					
Year	Projected Sales Tax ($)	Projected Income Tax ($)	Projected Lodging Tax ($)	Projected Property Tax ($)	TOTAL Projected Taxes
[redacted]					

Indirect income taxes were estimated using IMPLAN. The table above shows the indirect income tax estimated impacts. Over the Construction Period, it is estimated that within the surrounding area a total of $3,567 in indirect local and state income taxes will be generated.

Property taxes were estimated based on client-provided data that was then input into IMPLAN. The table above shows the indirect property tax estimated impacts. Over the Construction Period, the surrounding area is expected to generate a total of $53,453 in indirect property taxes.

Construction Catalyzed Project Impacts

During the Construction Period (2023-2027), the Catalyzed Projects are anticipated to create a total of 895 direct construction jobs with $59,560,961 in direct labor income at the Catalyzed Project sites. The Catalyzed Projects are also estimated to generate $3,200,267 in new direct sales and income taxes during this period. The construction impacts for one Catalyzed project, The Sherwin-Williams Company's Research and Development Center, are shown in 2023 and 2024. This project will not generate direct sales taxes during construction due to the project's utilization of Cleveland-Cuyahoga County Port Authority conduit lease financing, which exempts certain construction materials from taxation. The second catalyzed project will commence in 2026. Year 2027 Construction Impacts for the Catalyzed Projects were included in the Completion Period Impacts section because these impacts will occur during the five-year Completion Period.

Construction Jobs and Payroll Impacts of the Catalyzed Projects

During the Construction Period, it is expected that 895 total direct jobs will be created at the Catalyzed Project sites. The average hourly wage for these jobs in year 2026 is estimated at $33.74. Average hourly wages were calculated using the labor income per year estimated by IMPLAN for the industry divided by the number of jobs and then divided by 2,080 hours of work per year. (Construction job estimates are shown in the table below).

Construction Catalyzed Project Impacts: Jobs			
Year	Full-Time Equivalents	Average Hourly Wage ($)	TOTAL Projected Payroll

Construction Tax Impacts Of The Catalyzed Projects

The Construction Period of the Catalyzed Projects is anticipated to generate significant new tax revenues at the Catalyzed Project site and within the surrounding area.

The table below illustrates the direct sales and income tax estimates for the Catalyzed Projects analyzed by PMC using local tax rates to calculate direct taxes for the Construction Period. Income taxes were estimated using the appropriate local and state income tax rates (2% for Brecksville and state income tax varied based on income bracket). Sales taxes were estimated

using the appropriate county and state sales tax rate of 8%. Over the Construction Period, the Catalyzed Projects are estimated to generate a total of $2,600,267 in direct local and state income taxes. Over the Construction Period, a total of $600,000 in county and state sales taxes on construction materials are estimated to be generated. The Sherwin Williams R&D Center will utilize Cleveland-Cuyahoga County Port Authority sales tax exemption for construction materials and so sales taxes for this portion of construction were not included in the analysis.

Construction Catalyzed Project Impacts: Sales, Income, Lodging and Property Taxes					
Year	Projected Sales Tax ($)	Projected Income Tax ($)	Projected Lodging Tax ($)	Projected Property Tax ($)	TOTAL Projected Taxes
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]

Completion Period Impacts

Project Impacts

Upon Project construction completion, the Project will have a significant ongoing annual impact on the State and local economy. This impact will come in the form of activities to support the maintenance and operation of the buildings, as well as from businesses that will locate operations at the development site as tenants or occupants, such as at the Sherwin-Williams Company's Research and Development Center. Once the buildings reach full occupancy, these ongoing activities are anticipated to support approximately 784 total direct jobs and generate $57.1 million of direct annual labor income in 2027.

The Project is also estimated to generate $67.4 million in new property, sales, lodging and income taxes over the five-year completion period as defined by Ohio Department for Development, which for this project is 2027 through 2031. In addition, the Project is expected to generate approximately [redacted] in retail, dining, and entertainment sales over the completion period.

Estimated Completion Period Impacts of the Project

- 784 Direct Jobs with $57.1 million in Direct Payroll in 2027
- $67.4 million in new property, sales and income taxes over the 5-year completion period
- $[redacted] in retail, dining, and entertainment sales over completion period

Permanent (Annual) Jobs and Payroll Impacts of the Project

Upon completion of construction, the Project is expected to create 784 total jobs, 25 of which will be jobs to support maintenance and operations of the buildings and commercial parking, 759 of which will be commercial tenant jobs. In year 2031, the 25 Operations jobs are expected to generate $1,649,960 in direct labor income with an average hourly wage of $31.73. (Operations job estimates are shown in the table below).

Project Impacts: Operational Jobs			
Year	Full-Time Equivalents	Average Hourly Wage ($)	TOTAL Projected Payroll
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]

In year 2031, the Project Tenant jobs are expected to generate a total of $62,627,822 in direct labor income (Total payroll varies slightly compared to the total payroll shown in Appendix B due to the averaging of the hourly wage and the multiple decimal points that are not shown in the tables). In 2031, Tenant jobs are expected to have an average hourly wage of $39.67. Average hourly wages were calculated using the labor income per year estimated by IMPLAN for the industry divided by the number of jobs and then divided by 2,080 hours of work per year. (Table below displays the Tenant job estimates).

Project Impacts: Tenant Jobs			
Year	Full-Time Equivalents	Average Hourly Wage ($)	TOTAL Projected Payroll
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]

Permanent (Annual) Tax and Sales Impacts Of The Project

The Project is expected to be completed prior to calendar year 2027 following construction years 2023 through 2026. Based on TMUD application requirements, a completion period was set for calendar years 2027 through 2031, when the Project will experience its first five years of operations. During this period, the Project is anticipated to generate significant new tax revenues at the project site and within the surrounding area.

This report focuses on the direct and indirect taxes generated by the project starting in 2027, as calculated by IMPLAN software and PMC utilizing the operations, commercial tenant, and resident spending impacts outlined in Appendix B. This input data was provided by the client based on planned tenants, operations wages and staffing, and resident income requirements for the apartment units.

The table below illustrates the permanent direct sales, income, lodging and property tax estimates analyzed by PMC using local tax rates to calculate direct taxes. Over the 5-year impact period, the Project is estimated to generate a total of $21,435,625 in direct local, county and state sales taxes within the Project site and surrounding area. Sales taxes were calculated using a 8% total tax rate for Cuyahoga County.

Project Impacts - Sales, Income, Lodging and Property Taxes					
Year	Projected Sales Tax ($)	Projected Income Tax ($)	Projected Lodging Tax ($)	Projected Property Tax ($)	TOTAL Projected Taxes
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]

Income taxes were estimated using the appropriate local and state income tax rates (2% for Brecksville and state income tax varied based on income bracket). The table above shows the direct permanent income tax estimated impacts. Over the 5-year completion period, the Project is estimated to generate a total of $14,755,080 in direct local and state income taxes.

Lodging taxes were estimated using a combined tax rate of 9.5% (6.5% for Cuyahoga County and 3% for Brecksville). The table above shows the direct permanent lodging tax estimated impacts that will be generated by the hotel on site. Over the 5-year completion period, the Project is estimated to generate a total of $3,231,959 in direct lodging taxes.

Property taxes were estimated based on client-provided value estimates of the completed project. The table above shows the permanent incremental property tax estimated impacts. Over the 5-year impact period, the Project is expected to generate a total of $27,960,650 in direct incremental property taxes.

Project Impacts - Retail, Entertainment and Dining Sales				
Year	Projected Retail Sales ($)	Projected Entertainment Sales ($)	Projected Dining Sales ($)	TOTAL Projected Sales/Year
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]

The Project is expected to generate $[redacted] in new sales revenues in the area over the 5-year completion period, as shown in the table above. These estimates were pulled from the direct sales calculated at the project site found in Appendix B.

Development Impacts

Upon construction completion of the overall development, the Development will have a significant ongoing annual impact on the State and local economy. This impact will come in the form of activities to support the maintenance and operation of the buildings, as well as from businesses that will locate operations at the development site as tenants. Once the buildings reach full occupancy, these ongoing activities are anticipated to support approximately 1,234 total direct jobs and generate $99.7 million of direct annual labor income in 2027. By Year 5 (2031), 2,822 direct jobs with $255.4 million in direct payroll are expected to be generated.

The Development is also estimated to generate $153.3 million in new property, sales, lodging and income taxes over the five-year completion period as defined by Ohio Department for Development, which for this project is 2027 through 2031. In addition, the Project is expected to generate approximately $[redacted] in retail, dining, and entertainment sales over the completion period.

Estimated Completion Period Impacts of the Development

- 1,234 Direct Jobs with $[redacted] in Direct Payroll in 2027 (2,822 Direct Jobs in 2031 with $[redacted] in Direct Payroll)
- $153.3 million in new property, sales and income taxes over the 5-year completion period
- $[redacted]n in retail, dining, and entertainment sales over completion period

Permanent (Annual) Jobs and Payroll Impacts of the Development

Upon completion of construction, the Development is expected to create 2,822 total jobs, 20 of which will be jobs to support maintenance and operations of the buildings and commercial parking, 2,802 of which will be commercial tenant jobs. In year 2031, the 20 Operations jobs are expected to generate $1,319,968 in direct labor income with an average hourly wage of $31.73. (Operations job estimates are shown in the table below).

Development Impacts: Operational Jobs			
Year	Full-Time Equivalents	Average Hourly Wage ($)	TOTAL Projected Payroll
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]

In year 2031, the Development Tenant jobs are expected to generate a total of $254,107,776 in direct labor income (Total payroll varies slightly compared to the total payroll shown in Appendix C due to the averaging of the hourly wage and the multiple decimal points that are not shown in the tables). In 2031, Tenant jobs are expected to have an average hourly wage of $43.60. Average hourly wages were calculated using the labor income per year estimated by IMPLAN for the industry divided by the number of jobs and then divided by 2,080 hours of work per year. (Table below displays the Tenant job estimates).

Development Impacts: Tenant Jobs			
Year	Full-Time Equivalents	Average Hourly Wage ($)	TOTAL Projected Payroll
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]

Because construction of the Development will continue into 2027, construction jobs and payroll for year 2027 should be considered in this section. In 2027, the Development is expected to generate 991 construction jobs with $66.68 million in direct payroll.

Permanent (Annual) Tax and Sales Impacts Of The Development

The Development is expected to be completed prior to calendar year 2028 following construction years 2024 through 2027. Based on TMUD application requirements, a completion period was set for calendar years 2027 through 2031, when the Project will experience its first five years of operations. Because construction of the Development will continue into 2027, which happens during the Completion Period, construction sales and income taxes for Year 2027 were included in this section's estimates.

This report focuses on the direct and indirect taxes generated by the project starting in 2027, as calculated by IMPLAN software and PMC utilizing the operations, commercial tenant, and resident spending impacts outlined in Appendix C. This input data was provided by the client based on planned tenants, operations wages and staffing, and resident income requirements for the apartment units.

The table below illustrates the permanent direct sales, income, lodging and property tax estimates analyzed by PMC using local tax rates to calculate direct taxes. Over the 5-year

impact period, the Development is estimated to generate a total of $49,459,979 in direct local, county and state sales taxes within the Project site and surrounding area. Sales taxes were calculated using an 8% total tax rate for Cuyahoga County.

Development Impacts - Sales, Income, Lodging and Property Taxes					
Year	Projected Sales Tax ($)	Projected Income Tax ($)	Projected Lodging Tax ($)	Projected Property Tax ($)	TOTAL Projected Taxes
[redacted]					

Income taxes were estimated using the appropriate local and state income tax rates (2% for Brecksville and state income tax varied based on income bracket). The table above shows the direct permanent income tax estimated impacts. Over the 5-year completion period, the Development is estimated to generate a total of $47,819,223 in direct local and state income taxes.

The Development will include a hotel component of which lodging taxes were estimated using a combined tax rate of 9.5%. The table above shows the direct permanent lodging tax estimated impacts that will be generated on site. Over the 5-year completion period, the Development is estimated to generate a total of $3,976,437 in direct lodging taxes.

Property taxes were estimated based on client-provided value estimates of the completed project. The table above shows the permanent incremental property tax estimated impacts. Over the 5-year impact period, the Development is expected to generate a total of $52,066,531 in direct incremental property taxes.

Development Impacts - Retail, Entertainment and Dining Sales				
Year	Projected Retail Sales ($)	Projected Entertainment Sales ($)	Projected Dining Sales ($)	TOTAL Projected Sales/Year
[redacted]				

In total the Development is expected to generate $[redacted] in new retail, entertainment and dining sales revenues in the area over the 5-year completion period, as shown in the table above. These estimates were pulled from the direct sales calculated at the project site found in Appendix C.

Surrounding Area Impacts

Upon construction completion of the entire development, the project will have a significant ongoing annual impact on the State and local economy. This impact will be an indirect result of activities to support the maintenance and operation of buildings and potential tenants that will come to the surrounding area. Once the Project reaches full occupancy, the surrounding area is anticipated to support approximately 20 total indirect jobs and generate approximately $2.0 million of indirect labor income annually.

The surrounding area is also estimated to generate $640,046 in new indirect property, sales, and income taxes over the five-year completion period as defined by Ohio Department for Development, which for this project is 2027 through 2031. Surrounding area impacts were estimated using indirect impacts of the Project in IMPLAN. It is possible that the impacts are much greater in the surrounding area due to the catalytic nature of this development.

Permanent (Annual) Jobs and Payroll Impacts of the Surrounding Area

Upon completion of construction of the overall development, it is expected that approximately 20 indirect jobs will be created in the surrounding area, 0.16 of which will be jobs to support maintenance and operations of buildings and commercial parking, and 20 of which will be commercial tenant jobs. Upon full occupancy of the development, in 2031 the 0.16 Operations jobs are expected to generate $16,823 in indirect labor income with an average hourly wage of $50.55 (Operations job estimates are shown in the table below)

Surrounding Area Impacts: Operational Jobs			
Year	Full-Time Equivalents	Average Hourly Wage ($)	TOTAL Projected Payroll
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]

In 2031, the surrounding area Tenant jobs are expected to generate a total of $1,983,846 in indirect labor income. Tenant jobs are expected to have an average hourly wage of $48.51. Average hourly wages were calculated using the labor income per year divided by the number

of jobs and then divided by 2,080 hours of work per year. (Table below displays the Tenant job estimates).

Surrounding Area Impacts: Tenant Jobs			
Year	Full-Time Equivalents	Average Hourly Wage ($)	TOTAL Projected Payroll
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]

Permanent (Annual) Tax and Sales Impacts Of The Surrounding Area

During the five-year completion period, the overall development is anticipated to generate significant new tax revenues within the surrounding area.

The surrounding area impacts identify the indirect taxes generated by the project starting in 2027, as calculated by IMPLAN software utilizing the operations, commercial tenant, and resident spending impacts outlined in Appendix D. This input data was provided by the client based on planned tenants, operations wages and staffing, and resident income requirements for the apartment units.

The table below illustrates the permanent indirect sales, income, lodging and property tax estimates generated in IMPLAN. Over the five-year completion period, it is expected that $317,235 in new indirect sales taxes will be generated in the surrounding area as a result of this development project.

Surrounding Area Impacts - Sales, Income, Lodging and Property Taxes					
Year	Projected Sales Tax ($)	Projected Income Tax ($)	Projected Lodging Tax ($)	Projected Property Tax ($)	TOTAL Projected Taxes
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]

Indirect income taxes were estimated using IMPLAN. The table above shows the indirect income tax estimated impacts. Over the 5-year completion period, it is estimated that within

the surrounding area a total of $38,014 in indirect local and state income taxes will be generated.

Property taxes were estimated based on client-provided data that was then input into IMPLAN. The table above shows the indirect property tax estimated impacts. Over the 5-year impact period, the overall development will generate a total of $284,797 in indirect property taxes.

Surrounding Area Impacts - Retail, Entertainment and Dining Sales				
Year	Projected Retail Sales ($)	Projected Entertainment Sales ($)	Projected Dining Sales ($)	TOTAL Projected Sales/Year
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]

The surrounding area is expected to generate significant new sales revenues in the area which will include $[redacted] in total retail, dining and entertainment sales over the 5-year completion period, as shown in the table above. These estimates were generated in IMPLAN using a Household Spending analysis which shows only induced impacts.

Catalyzed Project Impacts

In addition to the Project itself, the Catalyzed Projects will have a significant ongoing annual impact on the State and local economy. This impact will come in the form of activities to support the maintenance and operation of the buildings, as well as from businesses that will locate operations at the Catalyzed Project sites as tenants. Once the Catalyzed Projects reach full occupancy, it is anticipated to support approximately 1,860 total direct jobs and generate $177.5 million of direct labor income annually.

The Catalyzed Projects are also estimated to generate $78,585,658 in new direct property, sales, and income taxes over the five-year completion period as defined by Ohio Department for Development, which for this project is 2027 through 2031. Due to the end uses of both Catalyzed Projects, no retail, dining or entertainment sales are expected to be generated on either project site.

Permanent (Annual) Jobs and Payroll Impacts of the Catalyzed Projects

Upon completion of construction of the Catalyzed Projects, it is expected that 1,860 direct jobs will be created on the Catalyzed Project sites, of which all will be commercial tenant jobs. The Catalyzed Projects are not expected to create any operational jobs only tenant jobs.

Catalyzed Project Impacts: Operational Jobs			
Year	Full-Time Equivalents	Average Hourly Wage ($)	TOTAL Projected Payroll
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]

In 2031, the Catalyzed Projects Tenant jobs are expected to generate a total of $177,447,976 in direct labor income. In 2031, Tenant jobs are expected to have an average hourly wage of $45.87. Average hourly wages were calculated using the labor income per year divided by the number of jobs and then divided by 2,080 hours of work per year. (Table below displays the Tenant job estimates).

Catalyzed Project Impacts: Tenant Jobs			
Year	Full-Time Equivalents	Average Hourly Wage ($)	TOTAL Projected Payroll
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]

Because construction of the Catalyzed Projects will continue into 2027, construction jobs and payroll for year 2027 should be considered in this section. In 2027, the Catalyzed Projects are expected to generate 132 construction jobs with $9.3 million in direct payroll.

Permanent (Annual) Tax and Sales Impacts Of The Catalyzed Projects

The Catalyzed Projects are expected to be fully completed during the five-year completion period following construction years 2023 through 2027. Based on TMUD application requirements, a completion period was set for calendar years 2027 through 2031, when the Project will experience its first five years of operations. Because construction of the Catalyzed Projects will continue into 2027, which happens during the Completion Period, construction sales and income taxes for Year 2027 were included in this section's estimates.

This portion of the report focuses on the direct taxes generated by the Catalyzed Projects starting in 2027, as calculated by IMPLAN software and PMC utilizing the operations, commercial tenant, and resident spending impacts outlined in Appendix E. This input data was provided by the client based on information known about the Catalyzed Projects.

The table below illustrates the permanent direct sales, income, and property tax estimates analyzed by PMC using local tax rates to calculate direct taxes. Over the 5-year impact period, the Catalyzed Projects are estimated to generate a total of $600,000 in direct local, county and state sales taxes within the Catalyzed Project sites and surrounding area. Sales taxes were calculated using an 8% total tax rate for Cuyahoga County.

Catalyzed Project Impacts - Sales, Income, Lodging and Property Taxes					
Year	Projected Sales Tax ($)	Projected Income Tax ($)	Projected Lodging Tax ($)	Projected Property Tax ($)	TOTAL Projected Taxes
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]

Income taxes were estimated using the appropriate local and state income tax rates (2% for Brecksville and state income tax varied based on income bracket). The table above shows the direct permanent income tax estimated impacts. Over the 5-year completion period, the Catalyzed Projects are estimated to generate a total of $35,945,405 in direct local and state income taxes.

Property taxes were estimated based on client-provided value estimates of the completed Catalyzed Projects. The table above shows the permanent incremental property tax estimated impacts. Over the 5-year impact period, the Catalyzed Projects are expected to generate a total of $42,040,253 in direct incremental property taxes.

Catalyzed Project Impacts - Retail, Entertainment and Dining Sales				
Year	Projected Retail Sales ($)	Projected Entertainment Sales ($)	Projected Dining Sales ($)	TOTAL Projected Sales/Year
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]

Due to the end uses of both Catalyzed Projects, no retail, dining or entertainment sales are expected to be generated on either project site.

TOTAL IMPACTS

TOTAL ECONOMIC IMPACTS

Total Economic Impacts – Construction Period Impacts + Completion Period Impacts				
	TOTAL Projected FTEs	TOTAL Projected Payroll	Total Projected Sales	TOTAL Projected Taxes
Construction Period Impacts	4253.86	$283,250,371	$-	$26,761,736
Completion Period Impacts	5485.82	$2,159,943,602	[redacted]	$299,931,188
TOTAL	9,739.68	$2,542,534,752	[redacted]	$326,692,924

TOTAL CONSTRUCTION PERIOD IMPACTS

Total Construction Period Impacts: Construction Jobs		
Year	Full-Time Equivalents	TOTAL Projected Payroll
[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]

Total Construction Period Impacts: Sales, Income, Lodging and Property Taxes					
Year	Projected Sales Tax ($)	Projected Income Tax ($)	Projected Lodging Tax ($)	Projected Property Tax ($)	TOTAL Projected Taxes
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]

Total Completion Period Impacts: Operational Jobs		
Year	Full-Time Equivalents	TOTAL Projected Payroll
[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]

Total Completion Period Impacts: Tenant Jobs		
Year	Full-Time Equivalents	TOTAL Projected Payroll
[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]

Total Completion Period Impacts - Retail, Entertainment and Dining Sales				
Year	Projected Retail Sales ($)	Projected Entertainment Sales ($)	Projected Dining Sales ($)	TOTAL Projected Sales/Year
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]

Total Completion Period Impacts - Sales, Income, Lodging and Property Taxes					
Year	Projected Sales Tax ($)	Projected Income Tax ($)	Projected Lodging Tax ($)	Projected Property Tax ($)	TOTAL Projected Taxes
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]

PROJECTS CATALYZED – NARRATIVE

Catalyzed Project #1: Sherwin-Williams Company Research and Development Center

Within the Valor Acres surrounding area, as well as both adjacent to the Project and Development AND to be integrated with the Project and Development, is located the planned Sherwin-Williams Company's (the "Company") new global Research & Development Center (the "R&D Center"). For reference, the R&D Center is being constructed on parcel 604-08-008 and is marked in the materials submitted with this application. This catalyzed project is a 600,000 square-foot office, research, development and testing facility planned by the Company to consolidate and expand its research and development activities into one central location in Brecksville, Ohio. According to the Company's website and numerous publicly available documents, the R&D Center is expected to bring 900 jobs to the surrounding area, with potential for the growth of hundreds of additional jobs over time. This R&D Center will support the Company's new product development, research and engineering in order to expand its product lines and enable the Company's growth over time.

This catalyzed project's construction in Brecksville, Ohio is contingent upon the Development and Project being completed, allowing the Company and its employees and customers to be integrated into a walkable community with amenities to benefit the Company and its employees and customers, including restaurants, hotel, apartments, retail and recreational connections. We have enclosed a letter from the Company confirming that selection of Brecksville, Ohio as the location for the planned R&D Center was accelerated and contingent upon the completion of the Development and Project by the Applicant. The developer of Valor Acres, an affiliate of the Applicant, originally sold the R&D Center land to the Company for the planned R&D Center in October 2020. In negotiations with the developer to select Brecksville, Ohio as the location for its R&D Center and retain this Fortune 500 employer in Northeast Ohio over the Company's many options across the Country, the Company emphasized the importance of the Development and Project's completion and opening in driving the selection and completion timeline of the R&D Center and affording the Company the ability to retains its operations in the State of Ohio. It was critical to the Company that in order for it to invest in the consolidation and construction of its R&D Center in Ohio, the surrounding area needed the critical amenities Valor Acres provides for its employees, guests and customers. To further emphasize the importance and integration of the R&D Center and the Project and Development, the Company, City of Brecksville and the developer affiliate of Applicant entered into certain publicly recorded documents that require specific development

uses, timelines and development guidelines for the Development and Project, which includes numerous amenities that previously did not exist in the surrounding area.

The R&D Center broke ground in October 2021 and is anticipated to be complete by December 2024. The minimum hard cost commitment as documented in public documents is approximately $250,000,000. The applicant estimates that the R&D Center is approximately 60% complete as of September 8, 2023, so this EIS statement only takes into consideration that approximately $100,000,000 in hard cost spend is yet to be incurred between September 8, 2023 and the completion of the catalyzed project by December 2024. The EIS assumes only 900 jobs across the five-year completion period are new to the surrounding area, but not new to the state.

Catalyzed Project #2: Brecksville Business Park

Within the Valor Acres Surrounding area sits a large area of land (approximately 40.69 acres) controlled by the Ray Fogg Building Methods Company for nearly 50 years (purchased in 1969), which specializes in office and industrial development in Northeast Ohio. The site, named Brecksville Business Park (the "Business Park") is marked on application materials, but for reference includes parcels 604-16-010, 604-16-009, 604-15-004, 604-16-005, 604-16-008, 604-16-013, and 604-16-012, all owned by Fogg Brecksville Dev. Co. ("Fogg"). Fogg is documented in recent news articles with Brecksville City officials indicating it has planned to develop this Business Park for decades but the time was not right until around 2022, wherein it then commenced planning and securing lot split and infrastructure plan approvals. According to a Cleveland.com article from March 28, 2022 by Bob Sandrick, Michael Merle of Fogg indicated "It's a piece of property we've owned for 50 years. We think the time is right (to develop it). And we think it's going to be good for us and it's going to be good for the end users and it's going to be good for the city of Brecksville." This timing aligns with the construction starts of both Valor Acres Phase I and the addition of new on-and-off highway ramps from I-77 to Miller Road adjacent to the Business Park and Valor Acres and the commencement of construction of the R&D Center and Valor Acres.

Plans for the Business Park are documented in Fogg's publicly available marketing materials, which market the land as available for up to 500,000 square feet of built space. The Applicant is a competitor to Fogg in the construction of office and industrial space across the Cleveland region and has indicated it believes the Business Park is likely to be fully developed within the next 5 years (by 2028). Applicant has received inquiries from numerous large office, industrial and distribution tenants for the Brecksville area since breaking ground on Valor

Acres and believe the demand is strong for companies to relocate near the Development, the Project, the R&D Center, and the new I-77 highway connection at Miller Road, which separates the Business Park from Valor Acres.

The Applicant believes the Business Park will be developed with approximately 500,000 square feet of space. This Business Park is likely to be 10% office space and 90% warehouse/industrial, based on Applicant's experience with similar sites and projects across the Northeast Ohio region. This EIS includes this planned project since it has plans for development, is very likely to occur, and is directly catalyzed and accelerated by the construction of Valor Acres Phase I. Conservative assumptions for costs and jobs created were used, as provided by the client.



PROJECT RETURN ON INVESTMENT

In Year 5 (2031), the total Operations and Tenant jobs for the Project are expected to generate $64,277,782 in new direct payroll. It is possible that upon completion of the Project that significantly more payroll will be generated due to local factors within the Project site's surrounding area.

The Project, Development, Surrounding Area and the Catalyzed Projects are anticipated to generate $326,692,924 in combined new tax revenues for the State of Ohio and the local entities over the construction and 5-year completion period. Over the construction and 5-year completion period, the Project, Surrounding Area and Catalyzed Project are estimated to generate $[redacted] in retail, dining and entertainment sales revenues. It is possible that upon completion of the Project that significantly more tax and sales revenues will be generated due to local factors and tax rates within the Project site's surrounding area. This Project will generate significant benefits for the City of Brecksville and the State of Ohio and will catalyze additional development in Brecksville and the surrounding area.

Year 5 Operational Payroll of the Project:	**$1,649,960**
Year 5 Tenant Payroll of the Project:	**$62,627,822**
Total Year 5 Payroll of the Project:	**$64,277,782**

Total New Taxes Generated (Over 5-Year Completion Period):	**$326,692,924**
Total New Retail, Dining and Entertainment Sales Generated (Over 5-Year Completion Period):	**$[redacted]**

Tax Credit Requested	**$10,000,000**

GLOSSARY

Direct Jobs – Direct jobs comprise those individuals employed in the redevelopment of the building, its future operation, or involved in the operation of a business located at the Project (tenant) site upon redevelopment.

Direct Earnings/Labor Income – The labor income (wages and benefits) associated with the direct jobs.

Hard Construction Costs for IMPLAN Impact Analysis - Only Hard Construction Costs (including Architecture and Engineering costs, as prescribed by IMPLAN software modeling instructions for construction projects) were entered into IMPLAN. Costs such as acquisition, site work, soft costs, financing costs, and FF&E were excluded from this Direct Development Cost number.

Indirect Jobs – Jobs supported by industries purchasing from industries. For example, purchases of construction materials and other supplies from vendors within the study area. Those vendors employ workers to meet the demand of the Project (and other customers). This cycle may have many iterations between different industry sectors, and the coefficients associated with each industry are calculated within the IMPLAN model. See below for more information about IMPLAN.

Indirect Earnings/Labor Income – The earnings associated with the indirect jobs. This amount can include both wages and benefits paid to workers as well as income earned by business owners. Indirect earnings are calculated using the IMPLAN model.

Retail, Entertainment and Dining Sales – Sales were analyzed using a Household Income impact analysis in IMPLAN using the industry codes listed in Appendix D. This analysis uses only induced impacts to show how new households will impact sales and spending in the area using IMPLAN's estimates. These estimates were then combined with direct dining, entertainment and retail sales generated within the overall development site.

Taxes – This includes all taxes and fees collected by federal, state, county, municipal, or other government entities, including, but not limited to property taxes, income taxes, sales, taxes, license and registration fees, etc.

METHODOLOGY

This analysis was completed using the IMPLAN economic impact model, adjusted for 2027 dollars as well as for actual tax rates. IMPLAN is an input-output model that is used by many universities and government agencies to estimate economic and fiscal impacts. Input-output modeling describes commodity flows from producers to consumers. The value of commodities produced is equal to total industry purchases of commodities, services, employment compensation, value added, and imports.

An IMPLAN impact analysis involves specifying a series of expenditures or other changes and applying them to the region's economic multipliers. The expenditures are identified in terms of the sectoring scheme for the model, in producer prices, and in historical and current dollars with the year the analysis is conducted in as the base year. Only the dollars spent within the region are applied to the model.

The notion of a multiplier rests upon the difference between the initial effect of a change in final demand and the total effects of that change. Total effects can be calculated either as direct and indirect effects, or as direct, indirect, and induced effects. Direct effects are production changes associated with the immediate effects or final demand changes. Indirect effects are production changes in backward-linked industries caused by the changing input needs of directly affected industries (for example, additional purchases to produce additional output). Induced effects are the changes in regional household spending patterns caused by changes in household income generated from the direct and indirect effects.

Purchases for final use (final demand) drive the model. Industries producing goods and services for final demand purchase goods and services from other producers. These other producers, in turn, purchase goods and services. This buying of goods and services (indirect purchases) continues until leakage from the region (imports and value added) stops the cycle.

Creating a regional input-output model requires a tremendous amount of data. The costs of surveying industries within each region to derive a list of commodity purchases (production functions) are prohibitive. IMPLAN was developed as a cost-effective means to develop regional input-output models. The IMPLAN accounts closely follow the accounting conventions used in the "Input-Output Study of the U.S. Economy" by the Bureau of Economic Analysis (1980) and the rectangular format recommended by the United Nations.

(Source for much of this description: Olson, Doug and Scott Lindall, "IMPLAN Professional Software, Analysis, and Data Guide"; Minnesota IMPLAN Group, Inc., 1725 Tower Drive West, Suite 140, Stillwater, MN 55082).

APPENDIX A - CONSTRUCTION ASSUMPTIONS

Valor Acres (Project) - Construction Cost Assumptions						
Commodity Input	Construction Year - 2023	Construction Year - 2024	Construction Year - 2025	Construction Year - 2026	Total Construction Costs	IMPLAN Code
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
TOTAL	$13,345,000	$85,504,832	$41,102,416	$5,245,000	$145,197,248	

Valor Acres (Project) - Construction Job Assumptions			
Year	Number of Jobs	Payroll	Average Hourly Wage
[redacted]	[redacted]	[redacted]	[redacted]
TOTAL	1,168	$77,701,063	
City of Brecksville Income Tax Rate - 2%, State Income Tax Rate varies dependent upon income tax bracket.			

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Valor Acres (Development) - Construction Cost Assumptions					
Commodity Input	Construction Year - 2024	Construction Year - 2025	Construction Year - 2026	Construction Year - 2027*	Total Construction Costs
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
TOTAL	$58,589,611	$102,703,632	$122,122,596	$125,231,984	$408,647,824

*2027 Construction Impacts of the Development were included in the Completion Period Impacts of the Development because 2027 is the first year of the Completion Period

Development - Construction Job Assumptions			
Year	Number of Jobs	Payroll	Average Hourly Wage
[redacted]	[redacted]	[redacted]	[redacted]
TOTAL	3,173	$211,824,687	

City of Brecksville Income Tax Rate - 2%, State Income Tax Rate varies dependent upon income tax bracket.

*2027 Construction Impacts of the Development were included in the Completion Period Impacts of the Development because 2027 is the first year of the Completion Period

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Catalyzed Projects – Construction Cost Assumptions								
Commodity Input	Construction Year - 2023	Construction Year - 2024	Construction Year - 2025	Construction Year - 2026	Construction Year - 2027*	Total Construction Costs	IMPLAN Code	Notes
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
TOTAL	$35,000,000	$65,000,000	$0	$18,750,000	$18,750,000	$137,500,000		

*2027 Construction Impacts of the Catalyzed Projects were included in the Completion Period Impacts of the Catalyzed Project because 2027 is the first year of the Completion Period

Catalyzed Projects - Construction Job Assumptions			
Year	Number of Jobs	Payroll	Average Hourly Wage
[redacted]	[redacted]	[redacted]	[redacted]
TOTAL	895	$59,551,730	

City of Brecksville Income Tax Rate - 2%, State Income Tax Rate varies dependent upon income tax bracket.
*2027 Construction Impacts of the Catalyzed Projects were included in the Completion Period Impacts of the Catalyzed Project because 2027 is the first year of the Completion Period

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APPENDIX B - PROJECT ASSUMPTIONS

Valor Acres (Project) – Sales Tax Estimates
Cuyahoga County
Sales Tax Rate 8.00%

	Area SF	Est. Sales	Gross Yearly Sales	Sales Tax
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]

Valor Acres (Project) Job Assumptions

Building/Use	SF/Keys	Job Assumption	Number of Jobs	Category	Payroll	Average Hourly Wage
Canvas, Buildings F,D and E - Residential and Parking		25	25	Operations	[redacted]	[redacted]
Canvas - Office (Co-Working)	[redacted]	10 Per 1,000 SF	80	Tenant	[redacted]	[redacted]
Building I - Office	[redacted]	3 Per 1,000 SF	318	Tenant	[redacted]	[redacted]
Building I - Retail	[redacted]	1 Per 1,000 SF	10	Tenant	[redacted]	[redacted]
Building G - Retail	[redacted]	2.5 Per 1,000 SF	23	Tenant	[redacted]	[redacted]
Building H - Office	[redacted]	3 Per 1,000 SF	136	Tenant	[redacted]	[redacted]
Building H - Retail	[redacted]	3 Per 1,000 SF	34	Tenant	[redacted]	[redacted]
Building F - Retail	[redacted]	3 Per 1,000 SF	47	Tenant	[redacted]	[redacted]
Building D - Retail	[redacted]	2.5 Per 1,000 SF	39	Tenant	[redacted]	[redacted]
Building E - Retail	[redacted]	2.5 Per 1,000 SF	13	Tenant	[redacted]	[redacted]
Building C - Hotel	[redacted] Keys)	Provided by Developer	58	Tenant	[redacted]	[redacted]
TOTAL			**784**		**$57,081,962**	

City of Brecksville Income Tax Rate - 2%, State Income Tax Rate varies dependent upon income tax bracket.

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Total Effective Tax Rate	**2.830%**
School Portion	59.9838%
Non-School Portion	40.0162%

$6,473,500	Current Market Value of Development Property:
$594,878,056	Future Anticipated Development Property Value:
$196,128,628	Future Anticipated Project Property Value

Valor Acres (Project) – Property Tax Estimates

	Values
[redacted]	[redacted]
Total Phase I Current Value	**3,910,500**
[redacted]	[redacted]
Net Incremental Value	**192,218,128**
Estimated Taxes Per Year	**5,550,053**

Component	SF
Building I	127,850 SF
Building H	56,700 SF
Building F	78,960 SF
Building D	78,960 SF
Building E	91,220 SF
Building G	293,052 SF
Canvas	232,329 SF
Hotel	86,306 SF
Total Phase I SF	**1,045,377 SF**

#	Year Payable	Value	Total Taxes Paid	Base Taxes	Total Taxes Generated
	2024	3,910,500	110,659	110,659	-
	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
		-	-	-	

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Resident Income Tax Estimates - (Project - Canvas)	
City	**Brecksville, OH**
Number of Housing Units	[redacted]
Average Monthly Rent	$[redacted]
% Gross Income Spent on Rent	25%
Estimated Total Household Income	$17,877,888
Occupancy % Estimate	[redacted]%
Percent of Households "New" to Surrounding Area	85%
New Household Income To Area - Used for Induced Spending	**$14,436,395**
Work-From Home Employees - Income Tax Estimates	
Percent of Households working from home and taxed at local income tax rate	35%
Estimated Household Income Subject to Local W-2 Income Tax	$5,052,738
Local Income Tax Rate	2.00%
Estimated Local W-2 Income Tax Per Year	$101,055
Estimated Inflation Increase Per Year	3.00%

Resident Income Tax Estimates - (Project - All Other Residential)	
City	**Brecksville, OH**
Number of Housing Units	200
Average Monthly Rent	$2,420
% Gross Income Spent on Rent	25%
Estimated Total Household Income	$23,232,000
Occupancy % Estimate	95%
Percent of Households "New" to Surrounding Area	85%
New Household Income To Area - Used for Induced Spending	**$18,759,840**
Work-From Home Employees - Income Tax Estimates	
Percent of Households working from home and taxed at local income tax rate	35%
Estimated Household Income Subject to Local W-2 Income Tax	$ 6,565,944
Local Income Tax Rate	2.00%
Estimated Local W-2 Income Tax Per Year	$131,319
Estimated Inflation Increase Per Year	3.00%

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Valor Acres - Project
Brecksville, Ohio
Lodging Tax Estimates

Average Daily Rate	$		
Rooms		Cuyahoga County Tax Rate	6.50%
Occupancy	%	City of Brecksville Tax Rate	3%
Rev PAR (Year 1)	$		

	Room Rev	Total County Bed Tax	Total Brecksville Bed Tax
Year 1		416,516	192,238
Year 2		429,012	198,005
Year 3		441,882	203,946
Year 4		455,138	210,064
Year 5		468,793	216,366
		2,211,341	1,020,619

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APPENDIX C - DEVELOPMENT ASSUMPTIONS

Valor Acres (Development) – Sales Tax Estimates
Cuyahoga County
Sales Tax Rate 8.00%

	Area SF	Est. Sales	Gross Yearly Sales	Sales Tax
Retail	[redacted]	[redacted] PSF	[redacted]	$724,576
Restaurant		[redacted] PSF	[redacted]	$4,078,400
Hotel			[redacted]	$630,720
Grocery	[redacted]	[redacted] PSF	[redacted]	$2,833,600
Entertainment		[redacted] PSF	[redacted]	$1,440,000

Valor Acres (Development) - Job Assumptions

Building/Use	SF/Keys	Job Assumption	Number of Jobs	Category	Payroll	Average Hourly Wage
Building K, L & Q - Residential and Parking		20	20	Operations	[redacted]	[redacted]
Building J - Office	[redacted]	3 Per 1,000 SF	268	Tenant	[redacted]	[redacted]
Building J - Retail	[redacted]	2.5 Per 1,000 SF	19	Tenant	[redacted]	[redacted]
Building B - Retail	[redacted]	3 Per 1,000 SF	33	Tenant	[redacted]	[redacted]
Building A - Grocery	[redacted]	2 Per 1,000 SF	71	Tenant	[redacted]	[redacted]
Building K - Retail	[redacted]	2.5 Per 1,000 SF	38	Tenant	[redacted]	[redacted]
Building M - Office	[redacted]	3 Per 1,000 SF	240	Tenant	[redacted]	[redacted]
Building M - Retail (Market)	[redacted]	2 Per 1,000 SF	40	Tenant	[redacted]	[redacted]
Building N - Office	[redacted]	3 Per 1,000 SF	390	Tenant	[redacted]	[redacted]
Building N - Retail	[redacted]	3 Per 1,000 SF	90	Tenant	[redacted]	[redacted]
Office HQ 1 – Building O	[redacted]	3 Per 1,000 SF	750	Tenant	[redacted]	[redacted]
Office HQ 2 – Building R	[redacted]	3 Per 1,000 SF	750	Tenant	[redacted]	[redacted]
Building P - Future Hotel	[redacted] Keys)	Provided by Developer	73	Tenant	[redacted]	[redacted]
Building S - Retail	[redacted]	3 Per 1,000 SF	30	Tenant	[redacted]	[redacted]
Building T - Retail	[redacted]	1 Per 1,000 SF	10	Tenant	[redacted]	[redacted]
TOTAL			**2822**		**$242,879,908**	

City of Brecksville Income Tax Rate - 2%, State Income Tax Rate varies dependent upon income tax bracket.

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Total Effective Tax Rate	**2.830%**
School Portion	59.9838%
Non-School Portion	40.0162%

$6,473,500	Current Market Value of Development Property:
$ 594,878,056	Future Anticipated Development Property Value:
$398,749,428	Future Anticipated Project Property Value

Valor Acres (Development) – Property Tax Estimates

	Values
[redacted]	[redacted]
Total Phase II Current Value	**2,563,000**
[redacted]	[redacted]
Net Incremental Value	**396,186,428**
Estimated Taxes Per Year	**11,283,821**

Component	SF
Building J	97,135 SF
Building B	10,980 SF
Building A	35,420 SF
Parking Garage	300,000 SF
Future 1 - 4	424,000 SF
Future Resi 1 & 2	180,000 SF
Office HQ 1	250,000 SF
Office HQ 2	250,000 SF
Future Hotel	100,000 SF
Total Phase I SF	**1,647,535 SF**

#	Year Payable	Value	Total Taxes Paid	Base Taxes	Total Taxes Generated
[redacted]					

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Resident Income Tax Estimates - (Development)	
City	**Brecksville, OH**
Number of Housing Units	
Average Monthly Rent	
% Gross Income Spent on Rent	25%
Estimated Total Household Income	$25,555,200
Occupancy % Estimate	
Percent of Households "New" to Surrounding Area	80%
New Household Income To Area - Used for Induced Spending	**$19,421,952**
Work-From Home Employees - Income Tax Estimates	
Percent of Households working from home and taxed at local income tax rate	35%
Estimated Household Income Subject to Local W-2 Income Tax	$6,797,683
Local Income Tax Rate	2.00%
Estimated Local W-2 Income Tax Per Year	$135,954
Estimated Inflation Increase Per Year	3.00%

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Valor Acres – Development
Brecksville, Ohio
Lodging Tax Estimates

Average Daily Rate	$			
Rooms			Cuyahoga County Tax Rate	6.50%
Occupancy			City of Brecksville Tax Rate	3%
Rev PAR (Year 1)	$			

	Room Rev	Total County Bed Tax	Total Brecksville Bed Tax
Year 1		512,460	236,520
Year 2		527,834	243,616
Year 3		543,669	250,924
Year 4		559,979	258,452
Year 5		576,778	266,205
		2,720,720	1,255,717

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APPENDIX D – SURROUNDING AREA ASSUMPTIONS

Induced Spending - Dining, Retail and Entertainment Sales	
Dining	
509	Full-service restaurants
510	Limited-service restaurants
Entertainment	
106	Breweries
107	Wineries
108	Distiller
420	Scenic and sightseeing transportation and support activities for transportation
421	Couriers and messengers
430	Sound recording industries
431	Radio and television broadcasting
432	Cable and other subscription programming
447	Other real estate
474	Travel arrangement and reservation services
496	Performing arts companies
497	Commercial Sports Except Racing
499	Independent artists, writers, and performers
500	Promoters of performing arts and sports and agents for public figures
501	Museums, historical sites, zoos, and parks
502	Amusement parks and arcades
504	Other amusement and recreation industries
511	All other food and drinking places
Retail	
152	Printing
392	Wholesale - Motor vehicle and motor vehicle parts and supplies
393	Wholesale - Professional and commercial equipment and supplies
394	Wholesale - Household appliances and electrical and electronic goods
395	Wholesale - Machinery, equipment, and supplies
396	Wholesale - Other durable goods merchant wholesalers
397	Wholesale - Drugs and druggists' sundries

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398	Wholesale - Grocery and related product wholesalers
399	Wholesale - Petroleum and petroleum products
400	Wholesale - Other nondurable goods merchant wholesalers
401	Wholesale - Wholesale electronic markets and agents and brokers
402	Retail - Motor vehicle and parts dealers
403	Retail - Furniture and home furnishings stores
404	Retail - Electronics and appliance stores
405	Retail - Building material and garden equipment and supplies stores
406	Retail - Food and beverage stores
407	Retail - Health and personal care stores
408	Retail - Gasoline stores
409	Retail - Clothing and clothing accessories stores
410	Retail - Sporting goods, hobby, musical instrument and book stores
411	Retail - General merchandise stores
412	Retail - Miscellaneous store retailers
413	Retail - Nonstore retailers
423	Newspaper publishers
429	Motion picture and video industries
437	News syndicates, libraries, archives and all other information services
451	General and consumer goods rental except video tapes and discs
466	Photographic services
467	Veterinary services
477	Landscape and horticultural services
493	Individual and family services
505	Fitness and recreational sports centers
512	Automotive repair and maintenance, except car washes
513	Car washes
514	Electronic and precision equipment repair and maintenance
516	Personal and household goods repair and maintenance
517	Personal care services
518	Death care services
519	Dry-cleaning and laundry services
520	Other personal services
Sales from the Sales Tax Estimates table were included in Induced Spending in they fell within these categories based on the Job Assumptions table.	

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APPENDIX E – CATALYZED PROJECT ASSUMPTIONS

Job Assumptions - Fogg Catalyzed							
Building/Use	SF/Keys	IMPLAN Code	Job Assumption	Number of Jobs	Category	Payroll	Average Hourly Wage
Warehouse/Distribution	450,000	422 - Warehousing and storage	1.8 Per 1,000 SF	810	Tenant	$49,859,245	$29.59
Office	50,000	462 - Management consulting services	3 Per 1,000 SF	150	Tenant	$18,877,321	$60.50

Job Assumptions - Sherwin Catalyzed							
Building/Use	SF/Keys	IMPLAN Code	Job Assumption	Number of Jobs	Category	Payroll	Average Hourly Wage
Sherwin - R&D Center	600,000	464 – Scientific research and development services	900	900	Tenant	$90,925,699	$48.57

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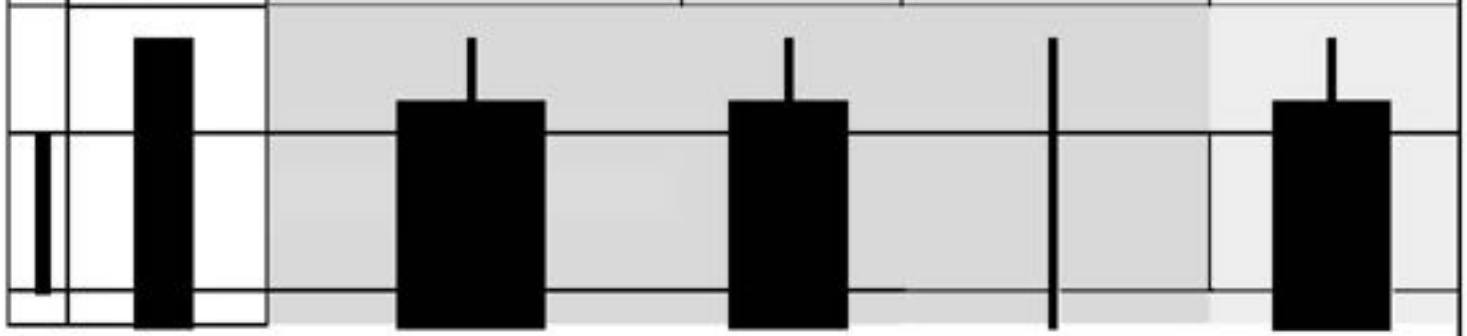
Total Effective Tax Rate	**2.830%**
School Portion	59.9838%
Non-School Portion	40.0162%

Total Catalyzed Projects

	Values	Component	SF
[redacted]		Fogg Warehouse/Distribution	500,000 SF
	[redacted]	Sherwin Williams R&D	600,000 SF
		Total Phase I SF	**1,100,000 SF**
[redacted]	[redacted]		
Net Incremental Value	**287,500,000**		
Estimated Taxes Per Year			

	Year				
#	Payable Year	Value	Total Taxes Paid	Base Taxes	Value



*The first $100 million in costs already incurred will accelerate the property taxes being paid on the entire site.

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APPENDIX F

ASSUMPTIONS AND LIMITING CONDITIONS

1. The economic impact analysis contained herein relies on databases and software developed by IMPLAN Group LLC. MIG Inc. has been developing complex localized databases since 1993 and is an industry recognized leader in input-output databases and data modeling. As a result, we believe the information provided is a reliable basis to use in developing the economic impacts for the Project (s). However, we have not examined the data or the assumptions underlying such data in accordance with the standards prescribed by the AICPA, USPAP, or other standards, and, accordingly, do not express an opinion or any other form of assurance on the data estimates obtained for use in our economic impact analysis.
2. All information contained in the report which was furnished by others was assumed to be true, correct, and reliable. A reasonable effort was made to verify such information, but the author assumes no responsibility for its accuracy.
3. The report was made assuming responsible ownership and capable management of the Project.
4. Possession of the report, or a copy thereof, does not carry with it the right of publication, nor may it be reproduced in whole or in part, in any manner, by any person, without the prior written consent of Project Management Consultants, LLC. Neither all nor any part of the report or copy thereof shall be disseminated to the general public by the use of advertising, public relations, news, sales, or other media for public communication without the prior written consent and approval of Project Management Consultants, LLC.
5. The author of this report is not required to give testimony or attendance in legal or other proceedings relative to this report or to the Subject unless satisfactory additional arrangements are made prior to the need for such services.
6. The opinions contained in this report are those of the author and no responsibility is accepted by the author for the results of actions taken by others based on information contained herein.
7. Acceptance of and/or use of this report constitutes acceptance of all assumptions and the above conditions.

Fairfield Shoe Factory

Transformational Mixed-Use Tax Credit

Economic Impact Statement

Authored by:

VISTA SITE SELECTION

Introduction

This study is prepared by Vista Site Selection, LLC ("Vista"), a third-party entity, on behalf of an application for the Ohio Transformational Mixed-Use Tax Development Credit Program ("TMUD"). This study accomplishes two primary objectives:

1) To verify that increased tax collections resulting from the project will exceed 10% of the estimated eligible project costs and,

2) To articulate the economic impacts of the Project and/or larger Development to the Project Site and Surrounding Area during both the Construction Period, which is the time period in which the Project is being constructed and the Completion Period, which is the 5 years after Project construction is completed.

In accomplishing these objectives, this document will assess the following categories:

- ***Employment*** **-** The projected number of construction, operational, and tenant jobs created as a result of the Project and the average hourly wages for each job type.
- ***Revenue*** **-** Annual revenue projections generated from retail, entertainment, and dining sales.
- ***Tax Revenues*** **-** Annual revenue projections generated from sales tax, income tax, lodging tax, and property tax.

Economic impacts will be calculated utilizing IMPLAN software and the following methodology:

INPUTS

1. Provided by Developer
2. Calculated by Vista using market assumptions and data support



ECONOMIC OUTPUTS

1. Calculated utilizing IMPLAN software
2. Calculated by Vista utilizing IMPLAN rates.



TAX CALCULATIONS

1. Direct taxes calculated by Vista using state and local tax rates.
2. Indirect taxes calculated by Vista from indirect outputs, with some categories calculated using IMPLAN tax estimates and rates.

EIS Framework Categories and Sections

The framework in this study will cover three major sections: 1) Construction Impacts, 2) Completion Period Impacts and 3) Total Impacts.

	1. Construction Impacts	2. Project Completion Period Impacts
Project	The direct economic impacts of the new construction and/or renovation and rehabilitation of structures included in the Project on the Project site during the construction period.	The direct and indirect economic impacts of the Project as defined in the application in the five years after completion of construction of the Project.
Development (if applicable)	The direct economic impacts of the construction and/or renovation and rehabilitation of structures included in the Development as defined in the application during the construction period. Does not include the Construction Project Impacts described above. If the Project is not part of a larger planned Development, this section is not applicable.	The direct and indirect economic impacts of the Development as defined in the application in the five years after completion of construction of the Project, exclusive of the impacts of the Project as identified above. If the Project is not part of a larger planned Development, this section is not applicable.
Surrounding Area Impacts	The indirect economic impacts caused by the new construction and/or renovation and rehabilitation of structures included in the Project in the surrounding area during the completion period of the Project, excluding any impacts specifically identified below in the Construction Catalyzed Project Impacts section.	The direct and indirect economic impacts caused by the Project in the surrounding area in the five years after completion of construction of the Project, excluding any catalyzed projects specifically identified below in the Catalyzed Project Impacts section.
Catalyzed Projects (if applicable)	The direct and indirect economic impacts from construction of the defined projects in the surrounding area that are directly caused or accelerated by the Project/Development during the completion period of the Project.	The direct and indirect economic impacts of other proposed, defined projects in the surrounding area that are directly caused or accelerated by the Project/Development in the five years after completion of construction of the Project.
	3. Total Impacts (1. Construction Impacts + 2. Project Completion Impacts)	

Project Geography

The Economic Impact geography is referred to as the Surrounding Area, which includes any zip code covered in whole or in part encompassed within a perimeter starting from the transformational mixed used development boundary and extending two miles out from that boundary.

The illustration to the right is a 2-mile radius from the Project boundary, illustrating that the radius entirely sits within the 43130 zip code.



Taxes & Rate Methodology

For simplicity, the Project, Development, Surrounding Area and Catalyzed Projects follow the same tax rates which are based on the City of Lancaster, Fairfield County, the Lancaster City School District and the State of Ohio. It is worth noting that there may be small variations in the actual tax amounts, compared to these estimated amounts, based on per-parcel levies, other school districts and numerous factors.

Sales Taxes - are calculated using sales and purchases of building tenants, purchases from residents within the Surrounding Area and hotel room stays. In order to account for exemptions, the exemption list provided in the Ohio Department of Taxation Annual Report was utilized and an additional 20% reduction was applied to sales to ensure exempted activities are not counted. Indirect Sales taxes were calculated based off of resident expenditures and estimates of economic output provided by IMPLAN. The combined State and Local rate is 6.75% in Lancaster (with 5.75% to the State of Ohio and 1% to Fairfield County). Property tax data can be found utilizing the Ohio Department of Taxation's The Finder tax district lookup tool.

Income Taxes – income taxes are calculate as a percentage of employee compensation of direct employment within the project and indirect employment caused by the project. Income taxes are collected by the State of Ohio (Ohio Withholding Tax) and the City (Municipal Income Tax). Ohio Withholding Taxes utilize a bracketed rate structure based on salary (which for this project is assumed to be 2.7%), while Municipal Income Taxes are fixed and applied to wages and net profits, which is a rate of 2.3%. In addition, the Lancaster City School District levies a 1.5% tax on earned income. Lastly, all residents pay a minimum of 0.75% tax on taxable income (commuter tax). Income tax data can be found utilizing the Ohio Department of Taxation's The Finder tax district lookup tool.

Lodging Taxes – lodging taxes are collected from room sales of guests staying less than 30 days for each stay. Lodging taxes collected by both the City (3%) and County (4.5%) for a blended rate of 7.5%. Lodging rates can be found utilizing the Ohio Department of Taxation's tax analysis data series.

Property Taxes – property taxes are collected by various units of government and published by the County Auditor. Property taxes are assessed at 35% of the market value of the property, then an effective tax rate is applied and distributed to the local government taxing units. The effective tax rate of the property's assessed value is 5.13%

1. Construction Impacts

Methodology

Project Impacts

Construction inputs were provided by the Developer through the construction contractor, Wash Construction Group, LLC. Wash provided a full list of construction labor and wages needed to complete the project from its own detailed analysis, resulting in 271 FTEs and wages, calculated by using the weighted average 2020 wage/hr. for all positions, increased by 2% year to expected wages in 2023 and 2024. Given Walsh Construction is an experienced contractor it is believed these estimates are reasonably certain to conclude and follows. Similar calculations conducted by Vista would estimate $65,000 to $165,000 in construction cost per worker to complete a construction project. In this case, Walsh estimates result in $73,800 per worker. There are no direct impacts to retail, entertainment and dining as these are not direct construction expenditures.

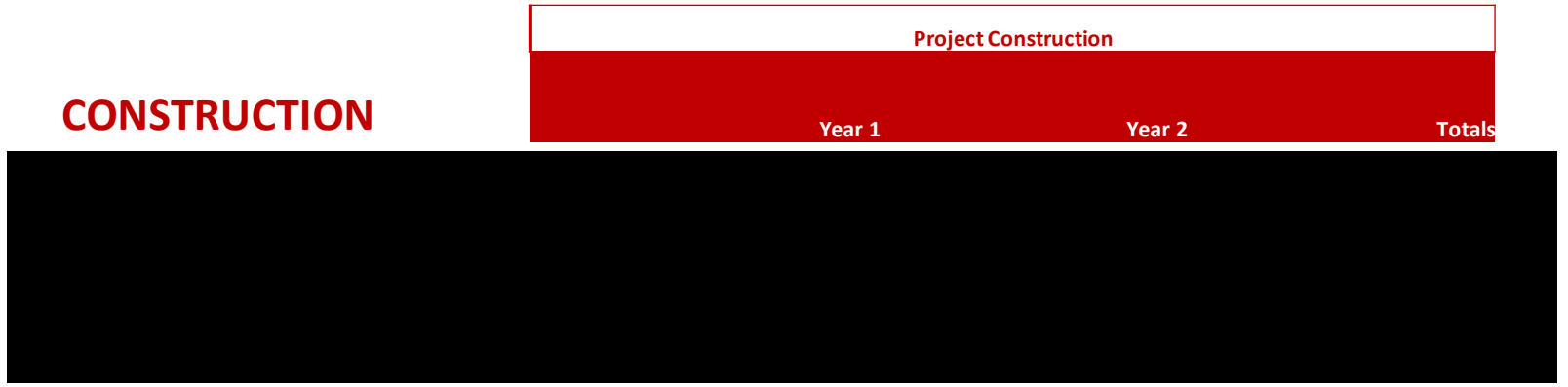
Surrounding Area Impacts

Surrounding Area impacts during the Construction Period were calculating utilizing IMPLAN. In IMPLAN, the project was modeled as $20 million in Output under the industry 55 - Construction of New Commercial Structures, Including Farm Structures. Construction cost data was provided by the Developer through Wash Construction Group, LLC. Outputs resulting from the construction inputs in IMPLAN were filtered in IMPLAN only to show indirect effects of Project Construction. These impacts were categorized by use, to understand specific impacts to Retail, Entertainment and Dining. Additional categories were created and aggregated if the were sales-taxable transactions.

Catalyzed Project Impacts

Catalyzed Project construction was calculated differently than Project Construction, as detailed information for Catalyzed Projects is not typically available, as such, costs were either provided 1) by Destination Downtown Lancaster through its discussion with Catalyzed Project owners or 2) estimated based off of square footage data provided by Destination Downtown Lancaster. In calculating construction impacts, costs were calculated on a per-square foot basis by analyzing comparable building sizes on the Fairfield County Auditor's website, costs of recent developments in the area and the size/scale of the project. In all cases, construction costs assumed 60% labor and 40% materials costs, and for purposes of estimating employment, a cost-per-worker of $71,000 was used, similar to the figures provided by Walsh Construction Group, LLC. Lastly, average salaries for the area were calculated using IMPLAN employee compensation figures for the 43130 zip code, estimated at $49,171.

Construction Project Impacts

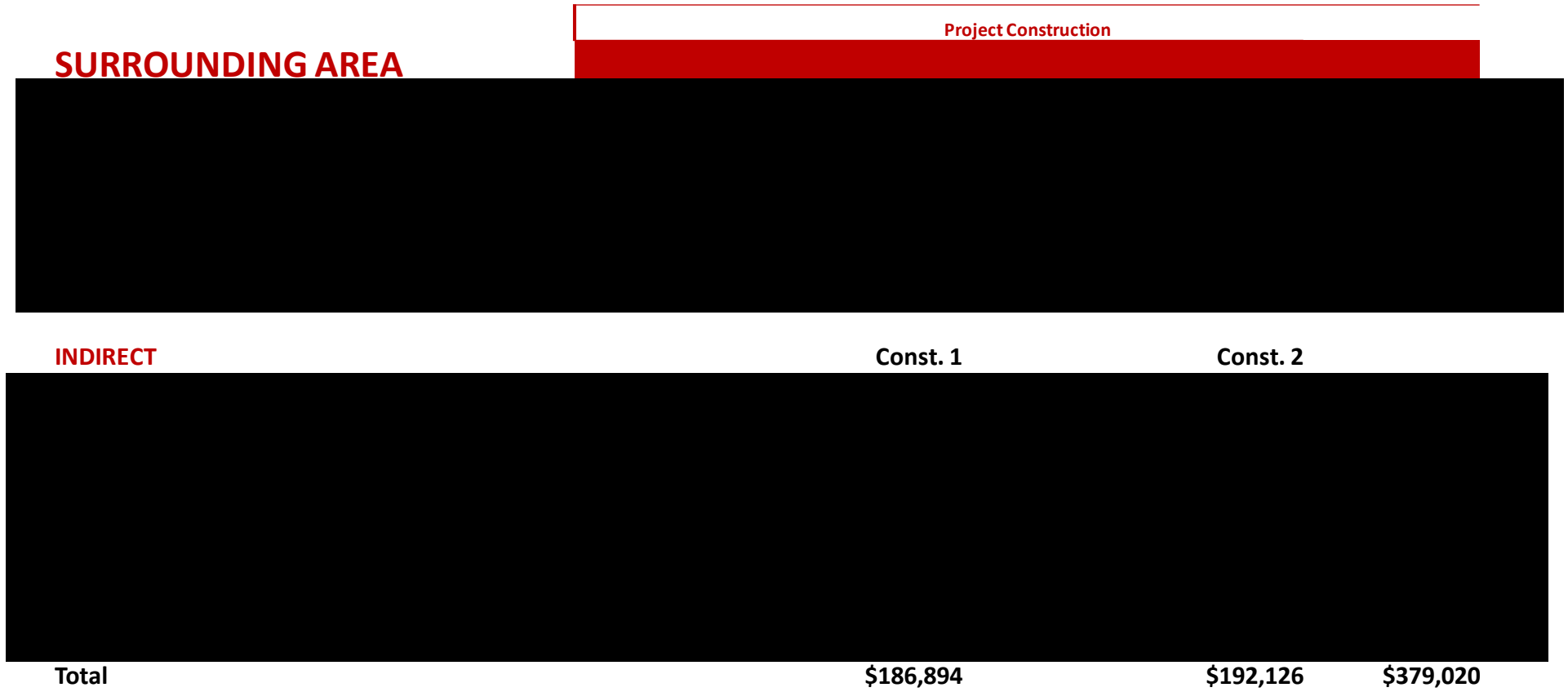


DIRECT	Const. 1	Const. 2	Total
Total	$703,075	$703,075	$1,406,151

Construction Development Impacts

This section is intentionally left blank.

Construction Surrounding Area Impacts



Construction Catalyzed Project Impacts

CATALYZED PROJECTS

TOTALS

	Catalyzed Project Construction		
	Year 1	Year 2	Total
[redacted]			

DIRECT & INDIRECT

	Const. 1	Const. 2	Total
[redacted]			
Total	**$10,410,476**	**$10,410,476**	**$20,820,952**

2. Completion Period Impacts

Methodology

Project Impacts

In calculating the project, the Developer provided data related to project costs, tenants, tenant FTEs, tenant sales and tenant wages. These figures came directly from the tenants, specifically in each tenant's Letter of Intent to occupy the Project. These inputs are detailed on the following page. Commercial rent rates were provided from the Developer's proforma. Other metrics, such as household incomes of the residents and resident spending in the Surrounding Area were calculated by Vista. Resident expenditures were calculated using averages from the *2020 Consumer Expenditure Survey – Shares of Annual Aggregate expenditures and sources of income*. Household income assumptions were calculated using Census and HUD average family income estimates for 1-person, 2-person and 3-person families at 100% and 120% Area Median Income averages. Each consumer expenditure category was assigned an "absorption rate" to account for any expenditures that cannot be made within the Surrounding Area.

Surrounding Area Impacts

Surrounding Area impacts were calculated primarily utilizing IMPLAN data. Metrics including FTEs, payroll, retail, dining and entertainment sales came directly from IMPLAN's indirect effects of Project impacts. Property taxes were calculated directly from IMPLAN, while sales taxes were calculated by aggregating resulting IMPLAN industry transactions into use categories, including Retail, Entertainment, Dining and other sales-taxable use categories. Lastly, given the catalytic effect of the Project to other uses, the indirect Retail, Entertainment and Dining sales increase annually by 15% in the Surrounding Area as more projects come online and more economic activity circulates. This would not be the case but for the catalytic effect of the Development and the City's overall need for employment opportunities, amenities and other goods and services.

Catalyzed Project Impacts

Catalytic projects follow a different method, given the prospective nature of the developments and lack of detail beyond planned square footage and uses. Projects were identified by the Downtown Lancaster Alliance in coordination with the Mayor and Port Authority as either caused or accelerated by the Lancaster Shoe Factory project, including what year during the Project's Completion period each project would come online. Square footage was applied to a standard rate table be use and resulting figures were calculated into a series of tables for each project. This document elaborates on the methods and rates in later sections.

.

Project Inputs

INPUTS	Type	SF	Sales	FTEs	Hrly	Payroll	Units	Residents	Tourists	Resident Incomes	Resident Spending	Tourist Spending
[redacted]												
Totals		103,769	$7,998,483	94		$3,698,240	65	117	3,322	$9,335,250	$1,353,250	199,290

Project Impacts

PROJECT	Post-Construction Completion Period					
	Year 1	Year 2	Year 3	Year 4	Year 5	Total
[redacted]						
DIRECT	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**Total**
[redacted]						
Total	**$1,139,985**	**$1,168,430**	**$1,197,854**	**$1,228,340**	**$1,259,890**	**$5,994,498**

Development Impacts

This section is intentionally left blank.

Surrounding Area Impacts



INDIRECT	Year 1	Year 2	Year 3	Year 4	Year 5	Total
[redacted]						
Total	$272,940	$285,120	$298,552	$313,411	$329,901	$1,499,924

Catalyzed Project Impacts

The Catalytic Effect the Project is quantified in this section. The projects catalyzed in this section all fall within Project's two-mile radius and are planned to be placed into series after this Project is complete. Each project was identified and attested by the City of Lancaster has being caused or accelerated by the Project as noted in Appendix A. Further, project impacts are captured during the five-year completion period in each project's corresponding table. The assumptions below were used to calculate impacts from development square footage programs of each catalyzed project. The following page overviews how these were calculated into FTES, Payroll, Sales and Taxes.



Catalyzed Project Impacts

Each Catalytic Project is calculated utilizing the following methodology in correspondence with the rates from the previous page:

Category	Methodology
FTEs/Payroll	Calculates FTEs per SF by use and payroll using BLS wage data for each overarching use.
Operations FTEs/Payroll	Assumes the 15% of FTES are dedicated to operations, based on IMPLAN's typical mix of operations occupation categories, which includes two-level SIC code categories 37, 43 and 49.
Tenant FTEs/Payroll	Assumes the 75% of FTES are tenants, which is based off of a typical IMPLAN mix for the area, removing two-level SIC code categories 37, 43 and 49.
Retail	Assumes a standard calculation for each project which assumes that a percentage of total sales are re-spent to retail uses by indirect economic activity. The percentages were used analyzing a sample of IMPLAN indirect impacts for industries aggregated into a Retail category.
Entertainment	Assumes a standard calculation for each project which assumes that a percentage of total sales are re-spent to retail uses by indirect economic activity. The percentages were used analyzing a sample of IMPLAN indirect impacts for industries aggregated into a Entertainment category.
Dining	Assumes a standard calculation for each project which assumes that a percentage of total sales are re-spent to retail uses by indirect economic activity. The percentages were used analyzing a sample of IMPLAN indirect impacts for industries aggregated into a Dining category.

3. Total Impacts

Total Impacts

Construction Activity

The Project's will create, cause and accelerate a total one-time infusion of 3,783 construction jobs and $186.1 million in payroll from construction activity from both the Project and Catalytic projects.

Jobs and Payroll

Additionally, the Project will create, cause and accelerate a total of 318 tenant jobs and 39 operations jobs, of which the 89 will be employed by the project and another 277 caused or accelerated as a result of the Project.

Retail, Entertainment and Dining Sales

The Project will additionally generate, cause and accelerate over $63 million in retail, dining and entertainment sales over a five-year period, including an immediate infusion of $2.5 million in sales from construction activity. Of these sales figures, $32 million will come directly from the Project, driving an additional $15 million to the Surrounding Area and causing/accelerating another $12.4 million from Catalyzed Projects.

Taxes

The Project will result in approximately $57 million in State and Local Taxes, of which $34 million will be generated during the Completion Period from Project operations, Surrounding Area impacts and Catalyzed Project impacts. The additional $23 million comes in the form of Construction Period Taxes.

Total Impacts



EIS Preparer Qualifications

EIS Preparer Qualifications

Vista Site Selection LLC is a newly formed company, founded in September of 2022 by the law firm Vorys, Sater, Seymour and Pease LLP, focused on economic development, economic analysis, economic incentives and site location consulting. Vista's management team has over 75 years of collective experience in Economic Development and Site Selection in 49 US States and includes certified data analysts, economic consultants and GIS specialists, among others.

Vista's services included:

- Economic Insights, including Economic Footprint and Economic Impact Analysis
- Labor Analytics
- Development of Advanced, Customized Data Analytics Platforms and Mapping
- Retail Performance and Growth Analytics
- Return on Investment Insights for Companies and Communities
- Corporate Site Selection Advisory
- Tax Credit and Incentives Advisory
- Economic and Market Analysis



EIS Preparer Qualifications

This analysis will be performed by Chris Magill. Chris is a Managing Director for Vista Site Selection. Chris has significant experience consulting on capital investment projects and has strategically negotiated and analyzed tax credit, grant and loan-financing solutions for capital investment projects in over 20 different states. Further, Chris utilizes data analytics to help better inform business leaders and site administrators on project ROI, economic impacts, site decisions and market conditions. Prior to joining Vista Site Selection, Chris served as the Economic Development Director at the Ice Miller law firm for 11 years, consulting on various matters related to economic development, economic incentives, public-private partnerships, community advisory and economic impact analysis. Prior to his time at Ice Miller, Chris worked at the Ohio Department of Development ("ODOD"), serving as the Executive Director of the Ohio Tax Credit Authority. During his time at ODOD, Chris managed and structured various tax credit programs and co-developed various economic incentive calculation tools.

Chris carries various economic certifications and has nearly 15 years of experience in authoring economic impact statements and analysis tools. Chris has experience instructing economic impact, fiscal return-on-investment and economic development courses for the International Economic Development and the Ohio Economic Development Association. Further, has volunteered his time instructing pro forma development courses for the Knowlton School of Architecture and Fisher College of Business at The Ohio State University in relation to the annual Urban Land Institute Student Heinz Competition and has served as a Planning Committee member and annual speaker for the Ohio Tax Conference. Chris also serves as the Vice President of the Board of Directors of the Ohio Statewide Development Corporation. Chris' credentials include:

- Certification in Economic Measurement, *National Association of Business Economics*
- Certification of Business Applications of Statistics and Data Analytics, *National Association of Business Economics*
- Certification of Economic Strategy and Managerial Decision Making, *National Association of Business Economics*
- Master's in Business Administration, *Ohio University*

EIS Preparer Qualifications

Prior to joining Vista, Chris Magill's related experience includes the following projects. It is worth noting that the majority of these projects were undertaken by Chris during his time at Ice Miller Whiteboard, LLC prior to joining Vista in January of 2023:

Economic Impact Project	Locality	Category
Arts N' Stark Market	Canton, Ohio	Retail
Cannabis Industry Analysis	Ohio	New Industry
Central Franklinton Development	Columbus, Ohio	Mixed-Use
Confidential Manufacturing Tenant	Rural Ohio	Manufacturing
Confidential Manufacturing Tenant	Midwestern US	Manufacturing
Confidential Office Headquarters Relocation 1	East Indiana	Office
Confidential Office Headquarters Relocation 2	Central Ohio	Office
Confidential Sports Facility Project 1	Central Ohio	Arena/Stadium
Confidential Sports Facility Project 2	Central Ohio	Arena/Stadium
Confidential Sports Facility Project 3	Ohio	Arena/Stadium
Confidential State-wide ROI Calculator	Confidential	Calculation Tool
Confidential Warehouse Development	Central Ohio	Industrial
CoverMyMeds Campus	Columbus, Ohio	Mixed-Use
CoverMyMeds Campus TMUD Alternative Method Analysis	Columbus, Ohio	Tax Impact Review
Downtown Painesville to Grand River Corridor	Painesville, Ohio	Mixed-Use
Economic Impact of Venture Capital to Ohio	Ohio	Industry
Erieview Tower	Cleveland, Ohio	Mixed-Use
Gahanna ROI Calculation Tool	Gahanna, Ohio	Calculation Tool
Goodwill Industries	Indianapolis, Indiana	Retail
Hall of Fame Village Phase 2	Canton, Ohio	Mixed-Use
Hall of Fame Village Phase 2 Alternative Method Analysis	Canton, Ohio	Mixed-Use
High North	Worthington, Ohio	Mixed-Use
Historic Flats	Cleveland, Ohio	Mixed-Use
JPMorgan Chase R&D	Columbus, Ohio	Office/R&D
Mason ROI Calculation Tool	Mason, Ohio	Calculation Tool
Merchant Building/North Market Tower	Columbus, Ohio	Mixed-Use
Montgomery County Fairgrounds	Montgomery County, Ohio	Mixed-Use
Municipal Return-on-Investment/Fiscal Calculator	Grove City, Ohio	Land Use Plan
OEDA Economic Impact and ROI Course	Ohio	Course Instruction
Renkert Building	Canton, Ohio	Mixed-Use
The District at Clifton Heights	Cincinnati, Ohio	Mixed-Use
Trew Automation LLC	Fairfield, Ohio	Office/R&D
Valor Acres	Brecksville, Ohio	Mixed-Use
Water Street District Phase II	Dayton, Ohio	Mixed-Use
Whitehall Development Blueprint	Whitehall, Ohio	Land Use Plan

Appendix A – Catalytic Project List

Amanda Everitt
Executive Director
109 N. Broad St, Ste 100
Lancaster, Ohio 43130
740-277-6607
www.destinationdowntownlancaster.com

July 31st, 2023

To Whom It May Concern:

The Fairfield Shoe Factory redevelopment will have a transformational impact to our Downtown and Community at large. Further, in our opinion, we can attest that the redevelopment of the Fairfield Shoe Factory project will cause or accelerate the attached list of projects in a 2-mile surrounding area radius.

This project is already serving as a catalyst for development within our community and we are thrilled that this transformational project is happening within our community.

Sincerely,

Amanda Everitt

Amanda Everitt
Executive Director

Projects Catalyzed by Lancaster Shoe Factory * all Projects Estimated to be Placed into Service after the Lancaster Shoe Factory is Complete				
Project Name	**Description**	**Address**	**Lancaster Shoe Factory Post-completion Year Placed into Service**	**Projected Investment**
Bauman Building	Located 0.284 miles down Columbus Street, this is a planned renovation of historic and abandoned, 2400 sf of commercial space, of which the purchaser plans to add both residential and commercial space.	217 S Columbus Street	Year 2	$250,000
Clear Sky Health Center	New 40,000-square-foot building will feature all private rooms, a rehabilitative gym with specialized equipment, a dining room with a dedicated chef and food service staff, and an activity of daily living space to allow patients to receive therapy in rooms that emulate home conditions	1201 River Valley Blvd, Lancaster, OH 43130	Year 1	$30,000,000
Gateway Site	Located just 904 feet away from the Project, the Gateway Site is a planned four-story, mixed use development with first floor retail, hotel, restaurant & residential on second, third and fourth floor, parking garage.	Corner of W Main and Memorial Drive, Lancaster OH 43130	Year 1	$4,441,647
Lancaster High School	Brand New High School (construction is underway).	1312 Granville Pike, Lancaster, OH 43130	Year 2	$200,000,000
Smith Building	Located .285 miles from the Project, this is a 5,000 sf mixed use, two-story building, planned for a general store on first floor and bourbon bar on second floor. Additional resident and visitor capacity provided by the residential units and AirBnB provide support for general merchandise retail and an additional bar to the area.	207 S Broad Street, Lancaster OH 43130	Year 1	$1,300,000
St. James Place	Located just 1,090 feet from the Project, this is a 3-story mixed use development with first floor commercial, second floor commercial and third floor one-bedroom units.	128 N Broad Street, Lancaster, OH 43130	Year 2	$500,000
Wilson Building	Located adjacent to the Smith Building, the project includes renovation of the historic, 5-story commercial building residential with ground-floor retail and office space.	201/203 S Broad Street, Lancaster, OH 43130	Year 2	$5,200,000

VISTA SITE SELECTION

The Lostro Building Redevelopment

Economic Impact Statement

Transformational Mixed-Use Development Program

Fiscal Year 2024

August 2023



SILVERLODE CONSULTING

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This summary and its attachments include trade secret and confidential commercial and financial information pursuant to Section 122.36 of the Ohio Revised Code regarding the project's cost and projections. No information or tables contained in this assessment may be reproduced, transmitted or copied, except by the Ohio Department of Development or Indus Development, LLC without the express written consent of Silverlode Consulting, LLC.

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EIS Summary and Project Overview

EIS Summary

Silverlode Consulting ("Silverlode") was engaged by Indus Development, LLC ("Indus" or the "Developer") to estimate the economic impact and increase in state and local tax collections associated with the proposed Lostro Building mixed-use development (the "Project") in Athens, Ohio. This Economic Impact Statement ("EIS") was prepared to support the Developer's application to the Ohio Department of Development ("ODOD") for consideration for an award of Ohio Transformational Mixed-Use Development ("TMUD") tax credits.

This EIS demonstrates the Project's eligibility for both the TMUD program generally, and the alternative method of valuing the TMUD tax credits ("AMV") as described in Section 122.09(F) of the Ohio Revised Code ("ORC"). As set forth in this report, TMUD eligible development costs ("Development Costs") are estimated to be approximately $10.95 million, and the estimated increase in tax collections is expected to reach $1.59 million within one year after the Project is completed, which exceeds the $1.10 million (10%) AMV eligibility threshold for the first year following Project completion.

During the Project's construction and the five years that follow, or the Completion Period, the estimated increase in tax collections is expected to reach approximately $6.3 million, which is approximately 6.3 times the $1.0 million of TMUD tax credits requested for the Project.

This EIS provides the economic impact data and supporting information requested by ODOD for considering TMUD and AMV eligibility, based upon ODOD's guidance as of the date of this report.

Project Overview

The Lostro Building is a proposed, mixed-use redevelopment project in downtown Athens. The approximately 33,000 square foot building would be redeveloped into student and short-term extended stay suites, casual restaurants, and retail.

The Project would provide new housing and restaurant opportunities a few blocks from Ohio University.

[redacted]. The top two floors of the Lostro Building are planned to include 22 extended-stay suites that will mainly cater to students. In the summer months, these same units will be used for short-term stays. Development costs are estimated to be approximately $10.95 million.

Project Overview	
Project SF	32,908
Development costs	$10,953,765
TMUD tax credit request	$1,000,000
Construction commencement	Q4 2023
Construction completion	Q4 2024

Key Project Details and Assumptions

Project Details		
Use	SF	Units
[redacted]		
Total	32,908	

Tax Incentives	
Incentive	Details
Building materials sales tax exemption	No
Property tax incentive(s)	None

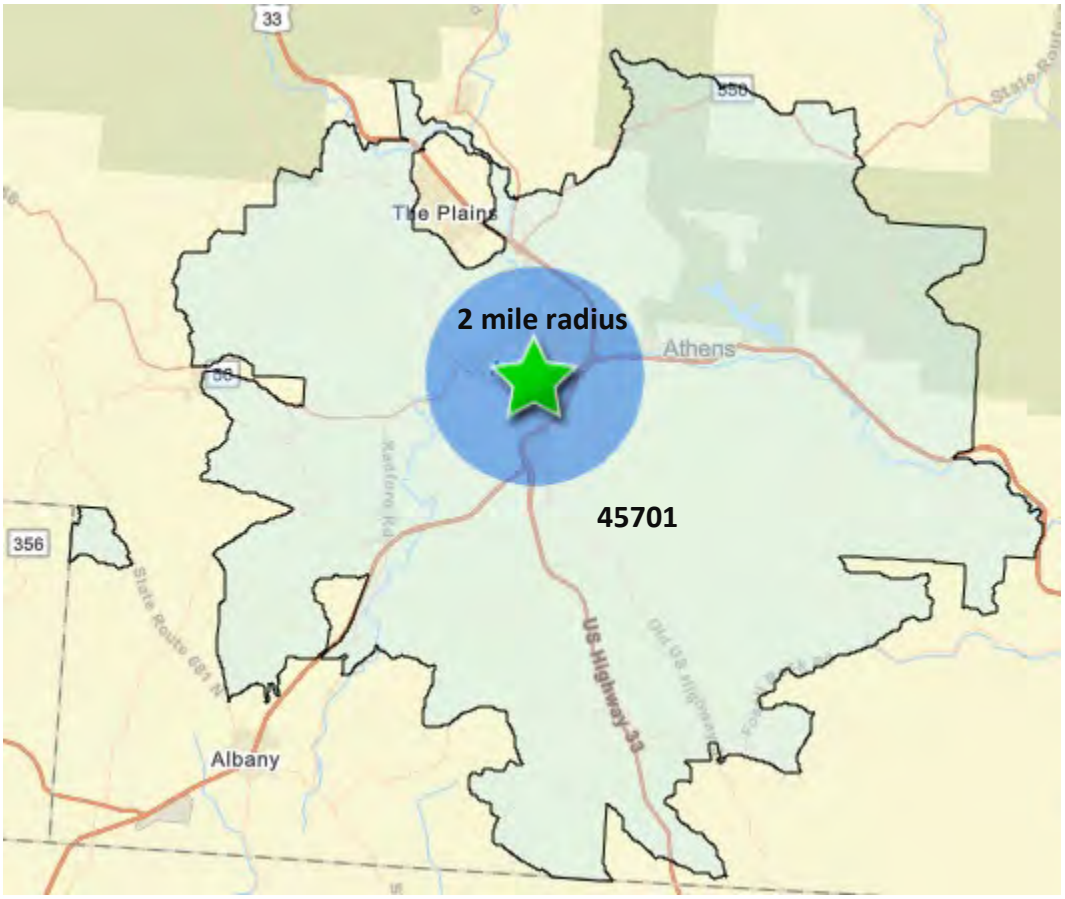
Restaurant Assumptions
[redacted]

Retail Assumptions
[redacted]

Short-term Rental Assumptions
[redacted]

Surrounding Area & Radius

This EIS estimates the economic impacts associated with the Project on the region comprised of Athens zip code 45701, which fully contains the two-mile radius around the Development (the "Surrounding Area" or "Radius"). The map below illustrates the relationship between the zip code and the area within the Radius.



Visitors

These analyses assume visitors staying in the Project's short-term units would bring new spending to the Surrounding Area. This spending was estimated using per diem rates for federal travel. The impact of this increase in visitor spending is included in the Surrounding Area impacts attributable to the Project in these analyses.

Construction Period Surrounding Area Methodology

The Construction impacts in the Surrounding Area include only the indirect construction impacts in the Surrounding Area that occur as a result of construction employees or items/supplies used in the construction process.

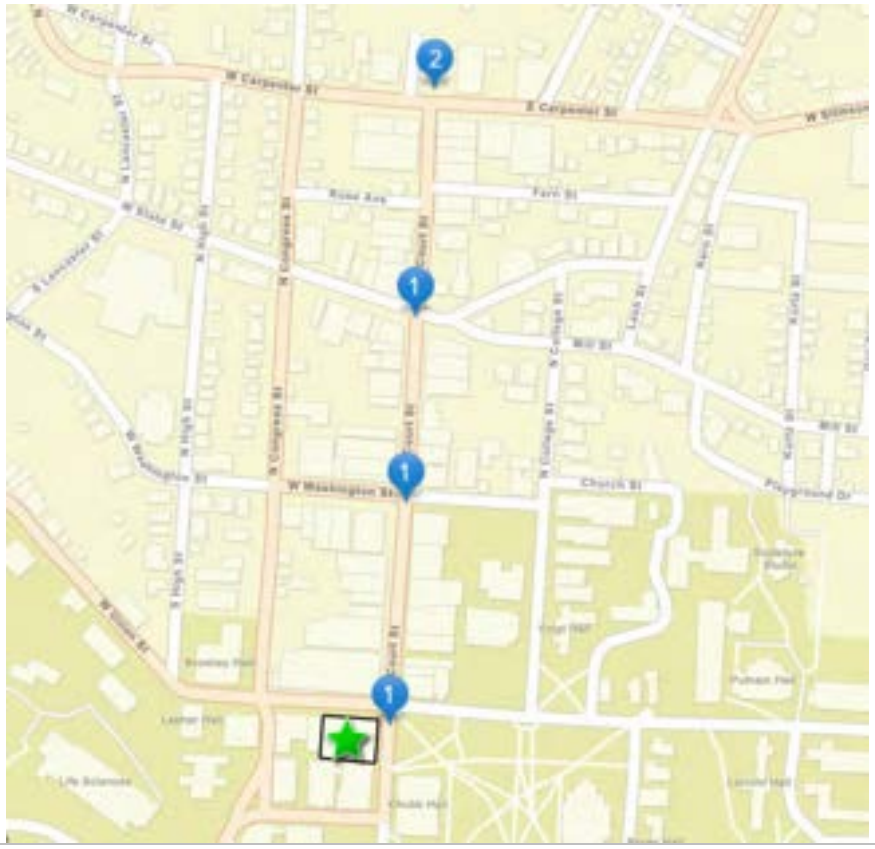
Catalyzed Projects

Due to its location and significance to downtown Athens, the Project is expected to catalyze additional redevelopment and development projects during its construction and in the five years after completion of construction of the Project. These "Catalyzed Projects" are defined as proposed projects which would be located within the two-mile radius, which would be directly caused or accelerated by the Project, are not imminent or committed to at the time of the TMUD application, and are not prior TMUD tax credit recipients or expected to be current TMUD applicants. Currently, the Project is anticipated to catalyze two such projects.

In total, the two identified Catalyzed Projects represent an estimated $6 million of investments. The *Individual Catalyzed Projects Impacts* section of this EIS presents the impacts of the Catalyzed Projects individually. The Developer identified the Catalyzed Projects and provided the information necessary to model their economic impact.

Catalyzed Projects and Map

Map #	Property Name	Address
1	City of Athens Street Beautification	State St., Washington St., and Union St.
2	Armory Building	2 W. Carpenter St.



Catalyzed Projects Details

Map #	Development Cost	Construction Start	Construction End	Office SF	Restaurant SF
[redacted]					
Total	**$6,424,000**			**8,500**	**3,500**

Catalyzed Projects Assumptions

Catalyzed Project Assumptions	
Office Assumptions	Restaurant Assumptions
[redacted]	[redacted]
IMPLAN Industry	Sector
[redacted]	

Catalyzed Project #1 Description

The City of Athens is planning to undertake three beautification projects located at State, Washington, and Union Streets. The projects will include new light poles and tree planting, new sidewalks and drives, and stamped concrete crosswalks over seven blocks in downtown Athens. All of the streetscape projects are within a few blocks of the Lostro Building.

The Lostro Building will catalyze the City of Athens Street Beautification projects because residents and visitors of the Project will frequent downtown retail, dining, and entertainment establishments, particularly as the neighborhood's walkability improves. The City is expediting their streetscape projects to dovetail with the Project utility work to limit the street closures for both the streetscape projects and Lostro Building.

Catalyzed Project #2 Description

The Armory Building is a 12,000 square foot coworking, event, and office project located less than half a mile from the Lostro Building.

The Armory, which was built in 1915, was originally used to house the National Guard and is on the National Register of Historic Places and located in the Athens Downtown Historic District. The building was primarily used for military purposes and community events. In recent years, the Armory has only been used for City storage.

The City of Athens is repurposing the Athens Armory into a coworking space, event space, and headquarters for Athens County Foundation. The space, which will be the only coworking venue in

the City of Athens, will create a modern office environment for a growing remote work economy.

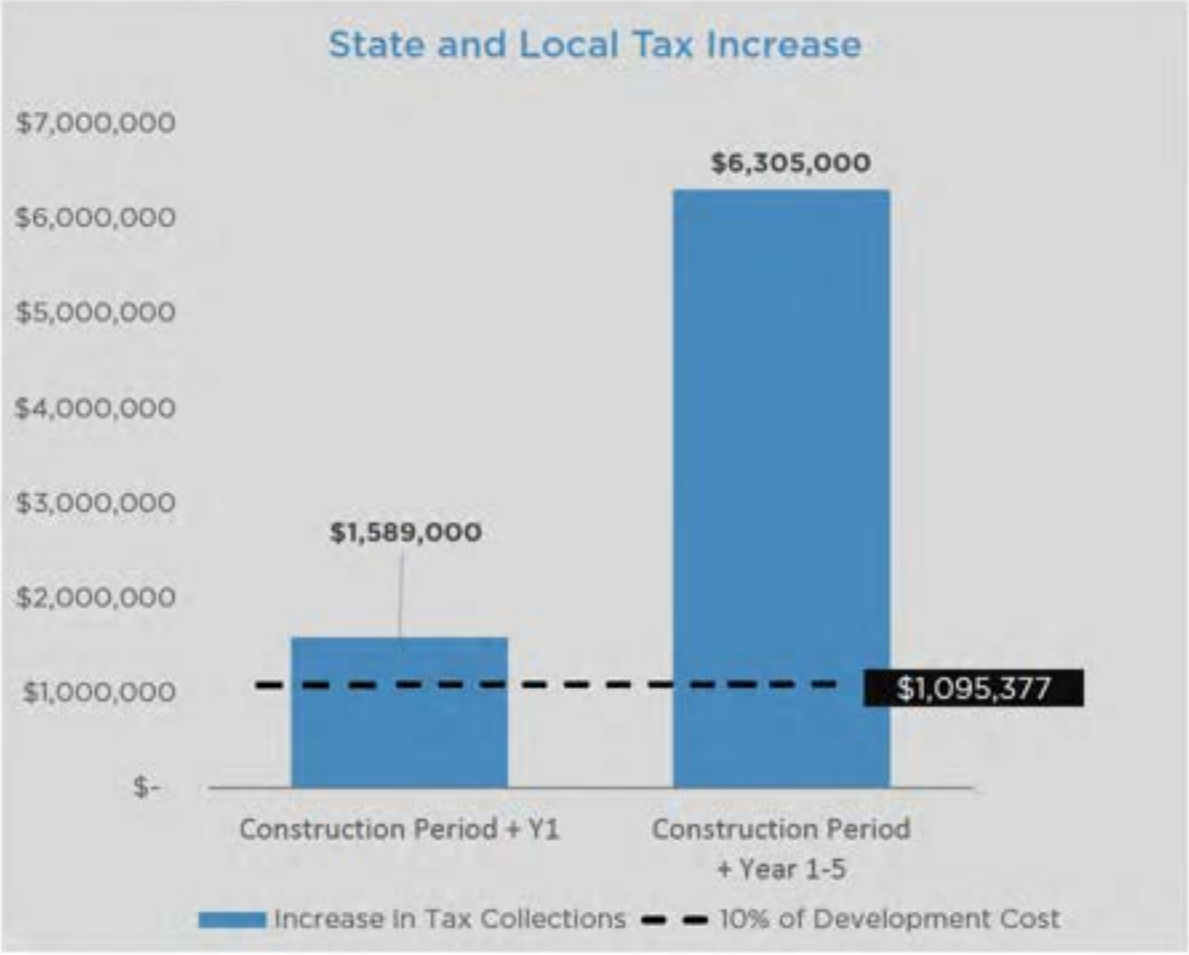
The Lostro Building will catalyze the Armory Building project because the uses are synergistic. In addition to activating the streetscape, patrons of the Armory, especially those who are coworking, will have additional restaurant options. The event space users may require overnight lodging and may need banquet catering services provided by one of the new restaurants.

Additionally, the Armory and the Lostro serve as historically significant landmark “bookends” to an activated Court Street. For the architecturally curious, both will serve as monuments to Athens’ past while serving the needs of today’s citizens. Rather than having two shuttered and decaying buildings, the city will have a bustling streetscape while retaining its unique heritage.

TMUD Qualification and Alternative Method of Valuation

As shown below, during the Project's construction and the five years that follow, the estimated increase in tax collections is expected to reach approximately $6.3 million, which is approximately 6.3 times the $1.0 million of TMUD tax credits requested for the Project. Further, the estimated increase in tax collections is expected to reach $1.59 million within one year after the Project is completed, which exceeds the $1.10 million (10%) AMV eligibility threshold for the first year following Project completion.

To determine the increase in state and local tax collections, only taxes collected under chapters 718, 5705, 5739, 5741, and 5747 of the Ohio Revised Code were considered. Property tax estimates included in this analysis include tax increment financing service payments, but do not include abated real estate taxes.



Construction Period Impacts

Construction Period Project Impacts

Construction Jobs		
Year	Full-Time Equivalents	Average Hourly Wage
[redacted]		

Retail, Entertainment and Dining Sales				
Year	Projected Retail Sales	Projected Entertain. Sales	Projected Dining Sales	Total Sales
Project Construction Y1	$ -	$ -	$ -	$ -
Project Operating Y1	$ -	$ -	$ -	$ -
Project Operating Y2	$ -	$ -	$ -	$ -
Project Operating Y3	$ -	$ -	$ -	$ -
Project Operating Y4	$ -	$ -	$ -	$ -
Project Operating Y5	$ -	$ -	$ -	$ -
Total	$ -	$ -	$ -	$ -

Sales, Income, Lodging and Property Taxes					
Year	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax	Total Taxes
[redacted]					

Construction Period Development Impacts

The Project is not part of a wider development, therefore no Development impacts are presented.

Construction Jobs		
Year	Full-Time Equivalents	Average Hourly Wage
Project Construction Y1	-	$ -
Project Operating Y1	-	$ -
Project Operating Y2	-	$ -
Project Operating Y3	-	$ -
Project Operating Y4	-	$ -
Project Operating Y5	-	$ -

Retail, Entertainment and Dining Sales				
Year	Projected Retail Sales	Projected Entertain. Sales	Projected Dining Sales	Total Sales
Project Construction Y1	$ -	$ -	$ -	$ -
Project Operating Y1	$ -	$ -	$ -	$ -
Project Operating Y2	$ -	$ -	$ -	$ -
Project Operating Y3	$ -	$ -	$ -	$ -
Project Operating Y4	$ -	$ -	$ -	$ -
Project Operating Y5	$ -	$ -	$ -	$ -
Total	$ -	$ -	$ -	$ -

Sales, Income, Lodging and Property Taxes					
Year	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax	Total Taxes
Project Construction Y1	$ -	$ -	$ -	$ -	$ -
Project Operating Y1	$ -	$ -	$ -	$ -	$ -
Project Operating Y2	$ -	$ -	$ -	$ -	$ -
Project Operating Y3	$ -	$ -	$ -	$ -	$ -
Project Operating Y4	$ -	$ -	$ -	$ -	$ -
Project Operating Y5	$ -	$ -	$ -	$ -	$ -
Total	$ -	$ -	$ -	$ -	$ -

Construction Period Surrounding Area Impacts

Construction Jobs		
Year	Full-Time Equivalents	Average Hourly Wage
[redacted]		

Retail, Entertainment and Dining Sales				
Year	Projected Retail Sales	Projected Entertain. Sales	Projected Dining Sales	Total Sales
Project Construction Y1	$ -	$ -	$ -	$ -
Project Operating Y1	$ -	$ -	$ -	$ -
Project Operating Y2	$ -	$ -	$ -	$ -
Project Operating Y3	$ -	$ -	$ -	$ -
Project Operating Y4	$ -	$ -	$ -	$ -
Project Operating Y5	$ -	$ -	$ -	$ -
Total	$ -	$ -	$ -	$ -

Sales, Income, Lodging and Property Taxes					
Year	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax	Total Taxes
[redacted]					

Construction Period Catalyzed Project Impacts

Construction Jobs		
Year	Full-Time Equivalents	Average Hourly Wage
[redacted]		

Retail, Entertainment and Dining Sales				
Year	Projected Retail Sales	Projected Entertain. Sales	Projected Dining Sales	Total Sales
Project Construction Y1	$ -	$ -	$ -	$ -
Project Operating Y1	$ -	$ -	$ -	$ -
Project Operating Y2	$ -	$ -	$ -	$ -
Project Operating Y3	$ -	$ -	$ -	$ -
Project Operating Y4	$ -	$ -	$ -	$ -
Project Operating Y5	$ -	$ -	$ -	$ -
Total	$ -	$ -	$ -	$ -

Sales, Income, Lodging and Property Taxes					
Year	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax	Total Taxes
[redacted]					
Total	$ 81,000	$ 111,000	$ -	$ 56,000	$ 248,000

Construction Period Total Impacts

Construction Jobs		
Year	Full-Time Equivalents	Average Hourly Wage
[redacted]		

Retail, Entertainment and Dining Sales				
Year	Projected Retail Sales	Projected Entertain. Sales	Projected Dining Sales	Total Sales
Project Construction Y1	$ -	$ -	$ -	$ -
Project Operating Y1	$ -	$ -	$ -	$ -
Project Operating Y2	$ -	$ -	$ -	$ -
Project Operating Y3	$ -	$ -	$ -	$ -
Project Operating Y4	$ -	$ -	$ -	$ -
Project Operating Y5	$ -	$ -	$ -	$ -
Total	$ -	$ -	$ -	$ -

Sales, Income, Lodging and Property Taxes					
Year	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax	Total Taxes
[redacted]					
Total	$ 362,000	$ 270,000	$ -	$ 114,000	$ 746,000

Completion Period Impacts

Completion Period Project Impacts

Operations Jobs		
Year	Full-Time Equivalents	Average Hourly Wage
[redacted]		

Tenant Jobs		
Year	Full-Time Equivalents	Average Hourly Wage
[redacted]		

Retail, Entertainment and Dining Sales				
Year	Projected Retail Sales	Projected Entertain. Sales	Projected Dining Sales	Total Sales
[redacted]				

Sales, Income, Lodging and Property Taxes					
Year	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax	Total Taxes
[redacted]					

Completion Period Development Impacts

The Project is not part of a wider development, therefore, no Development impacts are presented.

Operations Jobs		
Year	Full-Time Equivalents	Average Hourly Wage
Project Operating Y1	-	$ -
Project Operating Y2	-	$ -
Project Operating Y3	-	$ -
Project Operating Y4	-	$ -
Project Operating Y5	-	$ -

Tenant Jobs		
Year	Full-Time Equivalents	Average Hourly Wage
Project Operating Y1	-	$ -
Project Operating Y2	-	$ -
Project Operating Y3	-	$ -
Project Operating Y4	-	$ -
Project Operating Y5	-	$ -

Retail, Entertainment and Dining Sales				
Year	Projected Retail Sales	Projected Entertain. Sales	Projected Dining Sales	Total Sales
Project Operating Y1	$ -	$ -	$ -	$ -
Project Operating Y2	$ -	$ -	$ -	$ -
Project Operating Y3	$ -	$ -	$ -	$ -
Project Operating Y4	$ -	$ -	$ -	$ -
Project Operating Y5	$ -	$ -	$ -	$ -
Total	$ -	$ -	$ -	$ -

Sales, Income, Lodging and Property Taxes					
Year	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax	Total Taxes
Project Operating Y1	$ -	$ -	$ -	$ -	$ -
Project Operating Y2	$ -	$ -	$ -	$ -	$ -
Project Operating Y3	$ -	$ -	$ -	$ -	$ -
Project Operating Y4	$ -	$ -	$ -	$ -	$ -
Project Operating Y5	$ -	$ -	$ -	$ -	$ -
Total	$ -	$ -	$ -	$ -	$ -

Completion Period Surrounding Area Impacts

Operations Jobs		
Year	Full-Time Equivalents	Average Hourly Wage
Project Operating Y1	-	$ -
Project Operating Y2	-	$ -
Project Operating Y3	-	$ -
Project Operating Y4	-	$ -
Project Operating Y5	-	$ -

Tenant Jobs		
Year	Full-Time Equivalents	Average Hourly Wage
[redacted]		

Retail, Entertainment and Dining Sales				
Year	Projected Retail Sales	Projected Entertain. Sales	Projected Dining Sales	Total Sales
[redacted]				

Sales, Income, Lodging and Property Taxes					
Year	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax	Total Taxes
[redacted]					

Completion Period Catalyzed Project Impacts

Operations Jobs		
Year	Full-Time Equivalents	Average Hourly Wage
Project Operating Y1	-	$ -
Project Operating Y2	-	$ -
Project Operating Y3	-	$ -
Project Operating Y4	-	$ -
Project Operating Y5	-	$ -

Tenant Jobs		
Year	Full-Time Equivalents	Average Hourly Wage
[redacted]		

Retail, Entertainment and Dining Sales				
Year	Projected Retail Sales	Projected Entertain. Sales	Projected Dining Sales	Total Sales
[redacted]				

Sales, Income, Lodging and Property Taxes					
Year	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax	Total Taxes
[redacted]					

Completion Period Total Impacts

Operations Jobs		
Year	Full-Time Equivalents	Average Hourly Wage
[redacted]		

Tenant Jobs		
Year	Full-Time Equivalents	Average Hourly Wage
[redacted]		

Retail, Entertainment and Dining Sales				
Year	Projected Retail Sales	Projected Entertain. Sales	Projected Dining Sales	Total Sales
[redacted]				

Sales, Income, Lodging and Property Taxes					
Year	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax	Total Taxes
[redacted]					

Total Impacts

Total Economic Impacts

Operations Jobs		
Year	Full-Time Equivalents	Average Hourly Wage
[redacted]		

Tenant Jobs		
Year	Full-Time Equivalents	Average Hourly Wage
[redacted]		

Construction Jobs		
Year	Full-Time Equivalents	Average Hourly Wage
[redacted]		

Retail, Entertainment and Dining Sales				
Year	Projected Retail Sales	Projected Entertain. Sales	Projected Dining Sales	Total Sales
[redacted]				

Sales, Income, Lodging and Property Taxes					
Year	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax	Total Taxes
[redacted]					

Individual Catalyzed Projects Impacts

Catalyzed Project #1: City of Athens Street Beautification

Catalyzed Project #1 Description

The City of Athens is planning to undertake three beautification projects located at State, Washington, and Union Streets. The projects will include new light poles and tree planting, new sidewalks and drives, and stamped concrete crosswalks over seven blocks in downtown Athens. All of the streetscape projects are within a few blocks of the Lostro Building.

The Lostro Building will catalyze the City of Athens Street Beautification projects because residents and visitors of the Project will frequent downtown retail, dining, and entertainment establishments, particularly as the neighborhood's walkability improves. The City is expediting their streetscape projects to dovetail with the Project utility work to limit the street closures for both the screetscape projects and Lostro Building.

Catalyzed Project #1 Details and Assumptions

Catalyzed Project Overview	
Development costs	$1,924,000
Construction commencement	Q4 2023
Construction completion	2024

Catalyzed Project #1 Construction Period Impacts

Construction Jobs		
Year	Full-Time Equivalents	Average Hourly Wage

[redacted]

Retail, Entertainment and Dining Sales				
Year	Projected Retail Sales	Projected Entertain. Sales	Projected Dining Sales	Total Sales
Project Construction Y1	$ -	$ -	$ -	$ -
Project Operating Y1	$ -	$ -	$ -	$ -
Project Operating Y2	$ -	$ -	$ -	$ -
Project Operating Y3	$ -	$ -	$ -	$ -
Project Operating Y4	$ -	$ -	$ -	$ -
Project Operating Y5	$ -	$ -	$ -	$ -
Total	$ -	$ -	$ -	$ -

Sales, Income, Lodging and Property Taxes					
Year	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax	Total Taxes

[redacted]

Catalyzed Project #2: Armory Building

Catalyzed Project #2 Description

The Armory Building is a 12,000 square foot coworking, event, and office project located less than half a mile from the Lostro Building.

The Armory, which was built in 1915, was originally used to house the National Guard and is on the National Register of Historic Places and located in the Athens Downtown Historic District. The building was primarily used for military purposes and community events. In recent years, the Armory has only been used for City storage.

The City of Athens is repurposing the Athens Armory into a coworking space, event space, and headquarters for Athens County Foundation. The space, which will be the only coworking venue in the City of Athens, will create a modern office environment for a growing remote work economy.

The Lostro Building will catalyze the Armory Building project because the uses are synergistic. In addition to activating the streetscape, patrons of the Armory, especially those who are coworking, will have additional restaurant options. The event space users may require overnight lodging and may need banquet catering services provided by one of the new restaurants.

Additionally, the Armory and the Lostro serve as historically significant landmark "bookends" to an activated Court Street. For the architecturally curious, both will serve as monuments to Athens' past while serving the needs of today's citizens. Rather than having two shuttered and decaying buildings, the city will have a bustling streetscape while retaining its unique heritage.

Catalyzed Project #2 Details and Assumptions

Catalyzed Project Overview	
Project SF	12,000
Development costs	$4,500,000
Construction commencement	Q4 2023
Construction completion	2025

Catalyzed Project Details	
Use	SF
[redacted]	

Catalyzed Project #2 Construction Period Impacts

Construction Jobs		
Year	Full-Time Equivalents	Average Hourly Wage
[redacted]		

Retail, Entertainment and Dining Sales				
Year	Projected Retail Sales	Projected Entertain. Sales	Projected Dining Sales	Total Sales
Project Construction Y1	$ -	$ -	$ -	$ -
Project Operating Y1	$ -	$ -	$ -	$ -
Project Operating Y2	$ -	$ -	$ -	$ -
Project Operating Y3	$ -	$ -	$ -	$ -
Project Operating Y4	$ -	$ -	$ -	$ -
Project Operating Y5	$ -	$ -	$ -	$ -
Total	$ -	$ -	$ -	$ -

Sales, Income, Lodging and Property Taxes					
Year	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax	Total Taxes
[redacted]					

Catalyzed Project #2 Completion Period Impacts

Operations Jobs		
Year	Full-Time Equivalents	Average Hourly Wage
Project Operating Y1	-	-
Project Operating Y2	-	$ -
Project Operating Y3	-	$ -
Project Operating Y4	-	$ -
Project Operating Y5	-	$ -

Tenant Jobs		
Year	Full-Time Equivalents	Average Hourly Wage

[redacted]

Retail, Entertainment and Dining Sales				
Year	Projected Retail Sales	Projected Entertain. Sales	Projected Dining Sales	Total Sales

[redacted]

Sales, Income, Lodging and Property Taxes					
Year	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax	Total Taxes

[redacted]

Methodology

Data Sources and Reasonableness of Key Inputs

The Developer's pro-forma financial models and sources/uses analyses, which we understand are being provided to other third parties such as banks and other financial institutions, and thus are assumed to be reliable, and Project tenant data were the source of most project information. The IMPLAN model, which is described in detail in the Methodology section, was also a key source of not only outputs, but key inputs as identified in the table below.

Assumptions Provided by IMPLAN
All indirect impacts
Project short Term Rental FTEs and wages
Project retail FTEs and wages
Catalyzed project FTEs and payroll by use
Direct property tax as a result of construction
Direct property tax as a result of catalyzed project operations

Silverlode assumed a three percent annual rate of inflation.

Where necessary, we relied on independent third-party data, established real estate industry data sources including CoStar, and estimates from the Developer, who has a demonstrated history of success in Ohio. Throughout the modeling, Silverlode also employed professional conservatism to ensure that the inputs and assumptions were reasonable. Silverlode assessed information provided by the Developer for reasonableness, but did not "audit" or validate such information.

IMPLAN

Much of this analysis was completed using the IMPLAN (IMpact Analysis for PLANning) economic impact modeling system. IMPLAN is an input-output model that was originally developed by the U.S. Forest Service in the 1970's and is one of the most respected and widely used approaches to regional economic impact analysis. IMPLAN is used by more than 1,000 universities, government agencies, and consultants to estimate the economic and fiscal impacts of investments and/or changes in one or more industries.

2019 IMPLAN data was used for this study. The Developer provided the capital investment and other operational data necessary to prepare this analysis. The IMPLAN software applies industry specific inflators to convert results to year the impacts will occur.

Data underlying the IMPLAN model is updated annually using thousands of data points from over 90 sources. The main sources for this data include:

- U.S. Bureau of Labor Statistics (BLS) Quarterly Census of Employment and Wages (QCEW)
- U.S. Bureau of Economic Analysis (BEA) Regional Economic Accounts (REA)
- U.S. Census Bureau County Business Patterns (CBP)
- U.S. Bureau of Economic Analysis National Income and Product Accounts (NIPA)

Direct and Indirect Impacts

Economic and fiscal impacts can be divided into three component parts, which are referred to as direct, indirect, and induced. **At the direction of ODOD, this EIS does not include induced impacts.**

A **direct** effect describes an initial, or first-round change in the economy and is the starting point for economic impact analysis. Changes in an economy create "ripples" of economic activity throughout the region being analyzed. These ripples are described as indirect effects (induced effects are not included in this EIS). A positive direct effect causes increased purchases within the economy being modeled, as well as "leakage" of economic activity out of the economy being studied in the form of imports into the economy from other areas outside the economy.

Generally speaking, direct describes activity attributable to the economic activity being modeled. In this EIS, direct impacts include the economic activity of the Project and Surrounding Area (employees, associated payroll, construction investments, etc.). Direct jobs comprise full, part-time, and temporary employees and jobs supported by the Project and future redevelopment and development projects within the Surrounding Area.

Indirect effects represent changes in the industries that provide goods and services to the economic activity being modeled (e.g., suppliers, service providers, etc.). Indirect effects occur in a repeating cycle but diminish in each round as economic activity "leaks" from the region being modeled. Indirect effects cease when the last dollar of economic activity leaks from the economy being studied. Indirect effects are estimated using IMPLAN. In this EIS, indirect impacts include the economic activity of the entities that provide goods and services to the Developer, the Project's tenants, and the Surrounding Area.

Total impact refers only to the cumulative result of all rounds of direct and indirect economic activity.

Silverlode Consulting Qualifications

Company Overview

Silverlode Consulting was founded in 2002 by two leaders of EY's and PwC's consulting practices. As a national leader in the field of economic impact analysis, we have helped hundreds of organizations, ranging from non-profit arts groups to multi-national corporations, to measure their impacts on their communities and communicate those impacts to their stakeholders. For over twenty years, Silverlode has meticulously estimated and effectively communicated the impacts of projects, the presence of organizations, and investments in communities. Our work has helped clients to gain approvals, secure funding, and positively shift public opinion. More information about our firm and our work in economic impact analysis can be found on our website www.silverlodeconsulting.com.

Representative Silverlode economic impact clients are shown below.

HEALTH AND HEALTH EDUCATION

Baystate Health
Cleveland Clinic
Hackensack Meridian Health
Kansas University Health System
Nemours Children's Health System
Texas Medical Center
The University of Kansas Medical Center
University Hospitals
Wingspan Care Group

BUSINESS AND INDUSTRY

ArcelorMittal
CEMEX
Cleveland-Cliffs
Haley & Aldrich
Idaho Elk Breeders Association
InterChange Group
nVent ERICO
Ohio Craft Brewers Association
Owens Corning
Squire Patton Boggs

ARTS AND CULTURE

Lancaster Festival

ECONOMIC DEVELOPMENT

City of Shaker Heights
Cleveland-Cuyahoga County Port Authority
Fairfield County Economic Development
Greater Akron Chamber
JobsOhio
JumpStart
Ohio Department of Transportation
Troy Development Council

REAL ESTATE DEVELOPMENT

GBX Group
Hudson Holdings
Kaufman Development
Millenia Housing Development
Pennrose
Richard E. Jacobs Group

FINANCE

Johnson Bank
New York Community Bank
Rockland Trust

Dennis McAndrew | Founder and President



Dennis has over 25 years of experience estimating economic impacts. He has completed hundreds of projects measuring the impacts associated with development projects, complex health systems, major transportation projects, industry associations, economic development groups, arts, entertainment, and sports organizations, and other entities. Dennis also provides strategic guidance to businesses, developers, economic development organizations, and governmental entities involved in large-scale economic development projects. Dennis is an IMPLAN Certified Economist. Prior to founding Silverlode Consulting in 2002, Dennis worked in the consulting practices of EY and PwC. Dennis earned a Master of Business Administration degree from Georgetown University and a Bachelor of Arts degree in Economics from John Carroll University. Dennis is a certified public accountant (inactive) and is a member of the American Institute of Certified Public Accountants (AICPA).

Michelle Moll | Senior Consultant



Michelle Moll has been an integral part of Silverlode for over a decade. Michelle is an IMPLAN Certified Economist and spearheads Silverlode's modeling for economic impact and other analyses for corporate and public sector clients. Michelle also works with corporate clients to negotiate, procure, and manage compliance for economic incentives. Prior to joining Silverlode, Michelle was a financial analyst with Netrex and a Senior Auditor for PwC. Michelle earned a Bachelor of Science in Accounting from Miami University and is a Certified Public Accountant (inactive).



Kelly Moody has been a consultant with Silverlode Consulting since 2012. She manages client relationships and projects for Silverlode’s economic impact consulting services and a variety of other public sector and corporate consulting projects. Before joining Silverlode, Kelly was a Manager of Consulting at Allegro Realty Advisors, Ltd. and a Manager at Team NEO. Kelly holds a Bachelor of Science in Business Administration in Marketing from the University of Richmond.

Salvation Army Site Redevelopment

Transformational Mixed-Use Tax Credit

Economic Impact Statement

Authored by:

VISTA SITE SELECTION

Introduction

This study is prepared by Vista Site Selection, LLC ("Vista"), a third-party entity, on behalf of an application for the Ohio Transformational Mixed-Use Tax Development Credit Program ("TMUD"). This study accomplishes two primary objectives:

1) To verify that increased tax collections resulting from the project will exceed 10% of the estimated eligible project costs and,

2) To articulate the economic impacts of the Project and/or larger Development to the Project Site and Surrounding Area during both the Construction Period, which is the time period in which the Project is being constructed and the Completion Period, which is the 5 years after Project construction is completed.

In accomplishing these objectives, this document will assess the following categories:

- ***Employment*** **-** The projected number of construction, operational, and tenant jobs created as a result of the Project and the average hourly wages for each job type.
- ***Revenue*** **-** Annual revenue projections generated from retail, entertainment, and dining sales.
- ***Tax Revenues*** **-** Annual revenue projections generated from sales tax, income tax, lodging tax, and property tax.

Economic impacts will be calculated utilizing IMPLAN software and the following methodology:

INPUTS

1. Provided by Developer
2. Calculated by Vista using market assumptions and data support



ECONOMIC OUTPUTS

1. Calculated utilizing IMPLAN software
2. Calculated by Vista utilizing IMPLAN and complementary data sources either publicly available, indexed/created by Vista or subscribed to by Vista.



TAX CALCULATIONS

1. Direct taxes calculated by Vista using state and local tax rates.
2. Indirect taxes calculated by Vista from indirect outputs, with some categories calculated using IMPLAN tax estimates and rates.

EIS Framework Categories and Sections

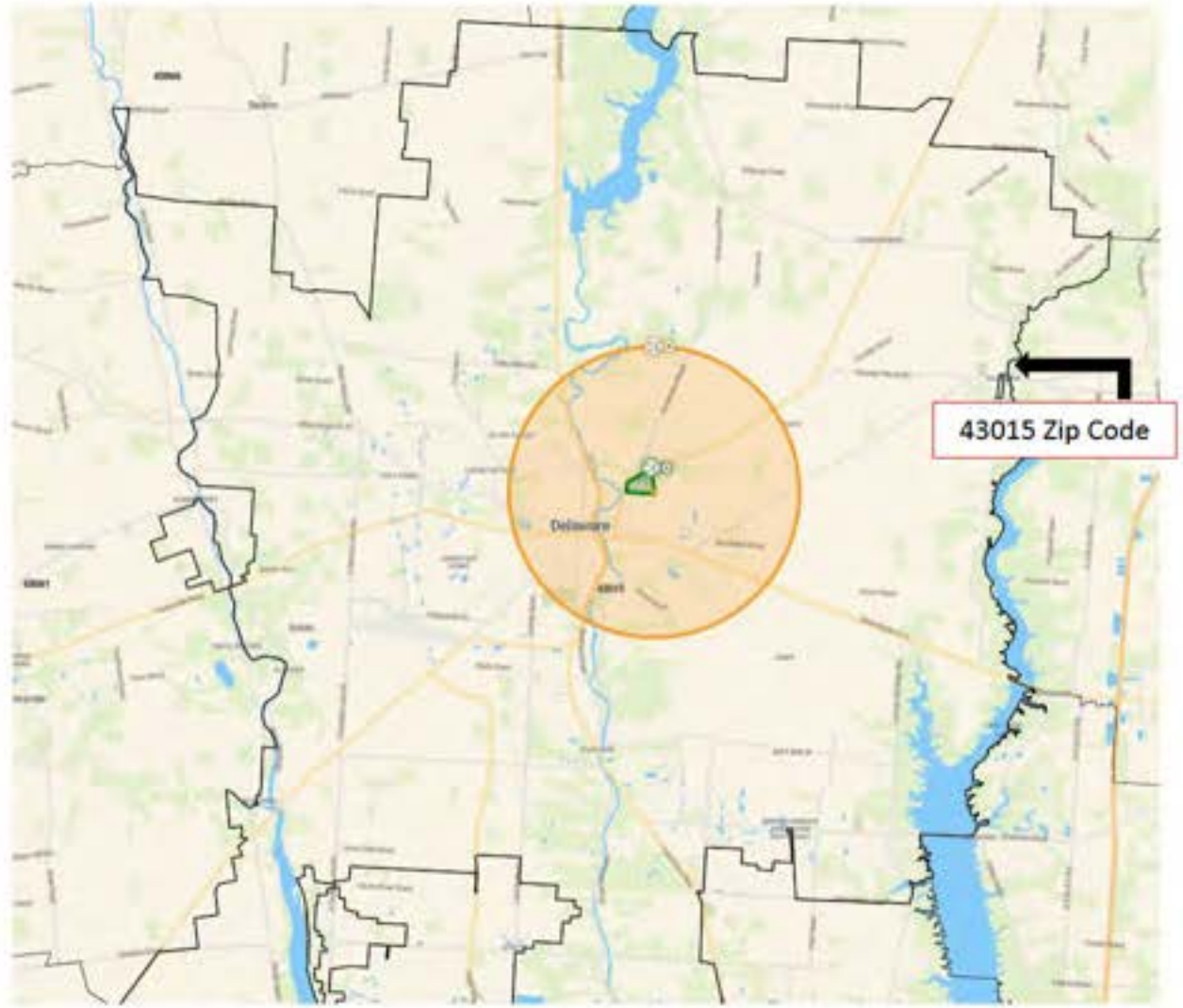
The framework in this study will cover three major sections: 1) Construction Impacts, 2) Completion Period Impacts and 3) Total Impacts.

	1. Construction Impacts	2. Project Completion Period Impacts
Project	The direct economic impacts of the new construction and/or renovation and rehabilitation of structures included in the Project on the Project site during the construction period.	The direct and indirect economic impacts of the Project as defined in the application in the five years after completion of construction of the Project.
Development (if applicable)	The direct economic impacts of the construction and/or renovation and rehabilitation of structures included in the Development as defined in the application during the construction period. Does not include the Construction Project Impacts described above. If the Project is not part of a larger planned Development, this section is not applicable.	The direct and indirect economic impacts of the Development as defined in the application in the five years after completion of construction of the Project, exclusive of the impacts of the Project as identified above. If the Project is not part of a larger planned Development, this section is not applicable.
Surrounding Area Impacts	The indirect economic impacts caused by the new construction and/or renovation and rehabilitation of structures included in the Project in the surrounding area during the completion period of the Project, excluding any impacts specifically identified below in the Construction Catalyzed Project Impacts section.	The direct and indirect economic impacts caused by the Project in the surrounding area in the five years after completion of construction of the Project, excluding any catalyzed projects specifically identified below in the Catalyzed Project Impacts section.
Catalyzed Projects	The direct and indirect economic impacts from construction of the defined projects in the surrounding area that are directly caused or accelerated by the Project/Development during the completion period of the Project.	The direct and indirect economic impacts of other proposed, defined projects in the surrounding area that are directly caused or accelerated by the Project/Development in the five years after completion of construction of the Project.
	3. Total Impacts (1. Construction Impacts + 2. Project Completion Impacts)	

Project Geography

The Economic Impact geography is referred to as the Surrounding Area, which includes any zip code covered in whole or in part encompassed within a perimeter starting from the transformational mixed used development boundary (**in green**) and extending two miles out from that boundary.

The project is located precisely 10.8 miles from the nearest City with a population of at least 100,000 resident (the City of Columbus). The illustration to the right is a 2-mile radius from the Project boundary, illustrating that the radius entirely sits within the 43015 zip code (**zip code boundaries are in black**).



Taxes & Rate Methodology

For simplicity, the Project, Development, Surrounding Area and Catalyzed Projects follow the same tax rates which are based on the City of Delaware, Delaware County, the Delaware City School District and the State of Ohio. It is worth noting that there may be small variations in the actual tax amounts, compared to these estimated amounts, based on per-parcel levies, other school districts and numerous factors particularly when factoring in the Surrounding Area and Catalyzed Project impacts.

Sales Taxes - are calculated using sales and purchases of building tenants, purchases from residents within the Surrounding Area and hotel room stays. In order to account for exemptions, the exemption list provided in the Ohio Department of Taxation Annual Report was utilized and an additional 20% reduction was applied to sales to ensure exempted activities are not counted. Indirect Sales taxes were calculated based off of resident expenditures and estimates of economic output provided by IMPLAN. The combined State and Local rate is 7% in Delaware (with 5.75% to the State of Ohio and 1.25% to Delaware County). Sales tax data can be found utilizing the Ohio Department of Taxation's The Finder tax district lookup tool for the project address.

Income Taxes – income taxes are calculate as a percentage of employee compensation of direct employment within the project and indirect employment caused by the project. Income taxes are collected by the State of Ohio (Ohio Withholding Tax) and the City (Municipal Income Tax). Ohio Withholding Taxes utilize a bracketed rate structure based on salary (which for this project is assumed to be 2.6%), while Municipal Income Taxes are fixed and applied to wages and net profits, which is a rate of 1.85%. Lastly, all residents pay a minimum of 1.85% tax on taxable income which may or may not be subject to credits due to resident circumstances. Income tax data can be found utilizing the Ohio Department of Taxation's The Finder tax district lookup tool.

Lodging Taxes – lodging taxes are collected from room sales of guests staying less than 30 days for each stay. Lodging taxes collected by both the City (3%) and County (6%) for a blended rate of 9%. Lodging rates can be found utilizing the Ohio Department of Taxation's tax analysis data series.

Property Taxes – property taxes are collected by various units of government and published by the County Auditor. Property taxes are assessed at 35% of the market value of the property, then an effective tax rate is applied and distributed to the local government taxing units. The effective tax rate of the property's assessed value is 6.49%

1. Construction Impacts

Methodology

Project Impacts

The value entered in Industry Output for construction represents full cost of the structure as provided by the Developer, and only the structure. Construction cost data was provided by the Developer in all circumstances (each building). This includes hard costs and soft costs. IMPLAN calculates employment based on the number of employees it would take to support the dollar value and type of a given economic event, using a combination of data sources including Census County Business Patterns (CBP), Bureau of Labor Statistics Covered Employment and Wages (CEW) and Bureau of Economic Analysis Regional Economic Accounts (REA) as the basis for its calculation. Further, IMPLAN uses additional data sources to classify its employment estimates into hours worked, headcount and compensation by specific occupation. Occupational source data used by IMPLAN includes Bureau of Labor Statistics (BLS) Occupational Employment Survey (OES), BLS Employment Projections national industry by occupation matrix, Census Bureau American Community Survey (ACS) Public Use Microdata Sample (PUMS) and O*NET™ which is a trademark of the U.S. Department of Labor, Employment and Training Administration. Employees are converted to Full-time equivalent employees (FTEs) by dividing the estimated number of hours of compensation for the job, as calculated by IMPLAN, by 2,080. There are no direct impacts to retail, entertainment and dining as these are not direct construction expenditures.

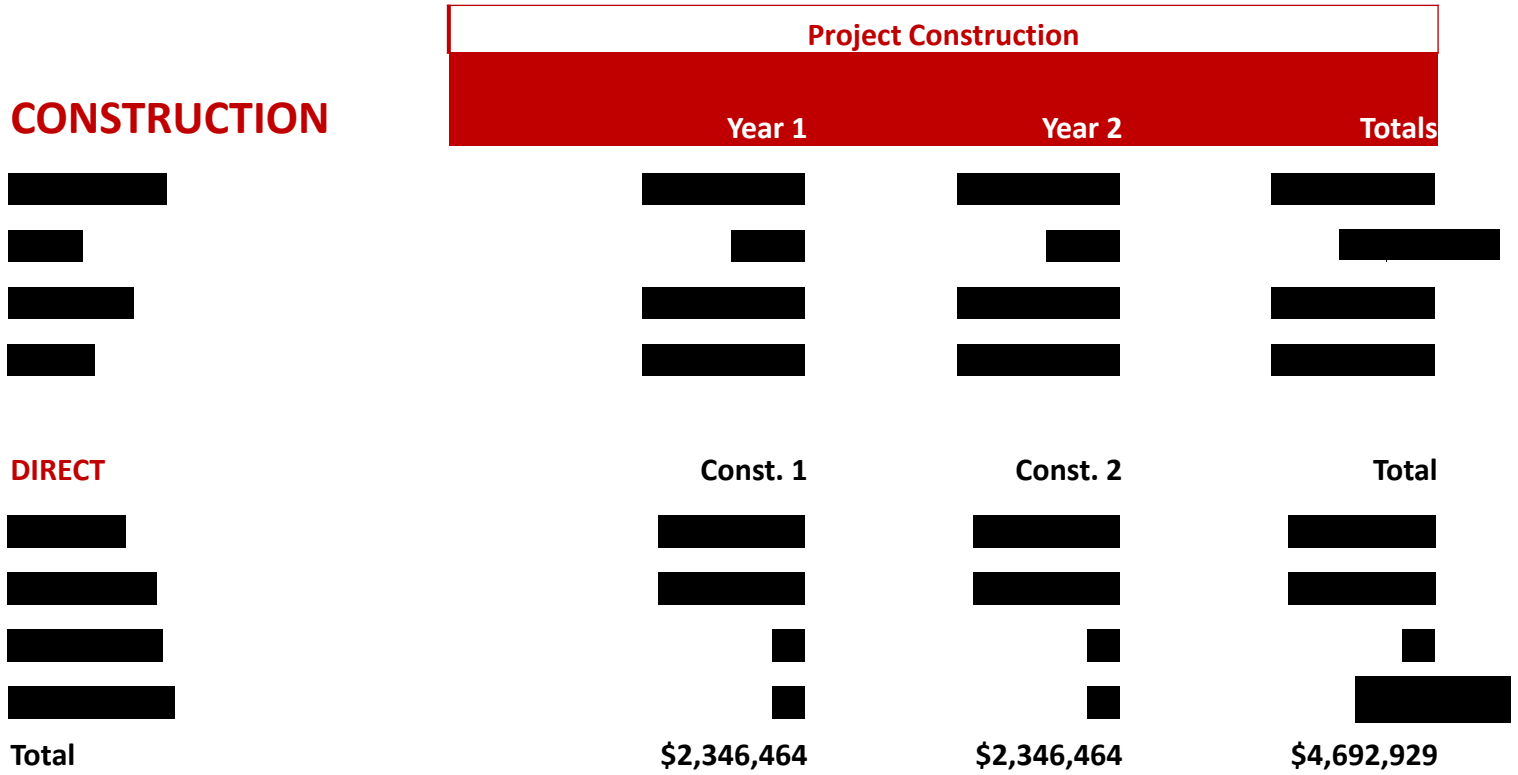
Surrounding Area Impacts

Surrounding Area impacts during the Construction Period were calculating utilizing IMPLAN. In IMPLAN, the project was modeled as $89,093,973 in Output under the industry 55 - Construction of New Commercial Structures, Including Farm Structures. Construction cost calculations were provided using costs provided by the Developer. Outputs resulting from the construction inputs in IMPLAN were filtered in IMPLAN only to show indirect effects of Project Construction. These impacts were categorized by use, to understand specific impacts to Retail, Entertainment and Dining. Additional categories were created and aggregated if the were sales-taxable transactions. Lodging taxes follow a similar rate, as many construction workers travel to larger areas given the overall labor shortage of construction workers. Those who travel and stay overnight are typically provided lodging and meal per diems. Given IMPLAN captures dining expenditures, the lodging per diem method is utilized to get a more accurate picture of construction spending, but was not utilized for dining. In this instance. A typical per-day per diem is $138 for lower cost areas and $222 for higher cost areas. Given the high median home sale price of $386,000 (*Black Knight – 43015 zip code, 2022*) and Median Household Incomes $24,000 higher than the State average (*$85,989 – 43015 Zip Code - Census 2021*) the $222 figure is utilized (per diem rates provided by *PBMares CPAs and Consultants Guidance for Contractors Who Use Per Diem, 2022)*. Further it is assumed 15% of workers will travel as part of this arrangement during 30% of the annual weekdays per year. Lodging taxes are calculated off of estimated lodging expenditures.

Catalyzed Project Impacts

Catalyzed Project construction was calculated differently than Project Construction, as detailed information for Catalyzed Projects is not typically available, as such, costs were either provided 1) by the City of Delaware through its discussion with Catalyzed Project owners or 2) estimated based off of square footage data provided by the City of Delaware through each Catalyzed Project's zoning application. In calculating construction impacts, costs were calculated on a per-square foot basis by analyzing comparable building sizes on the County Auditor's website, costs of recent developments in the area and the size/scale of the project. In all cases, construction costs assumed 60% labor and 40% materials costs, and for purposes of estimating employment, a cost-per-worker of $136,000 was used, the rate provided by IMPLAN for the 43015 zip code. Lastly, average salaries for the area were calculated using IMPLAN employee compensation figures for the 43015 zip code, estimated at $48,575.

Construction Project Impacts



Construction Development Impacts

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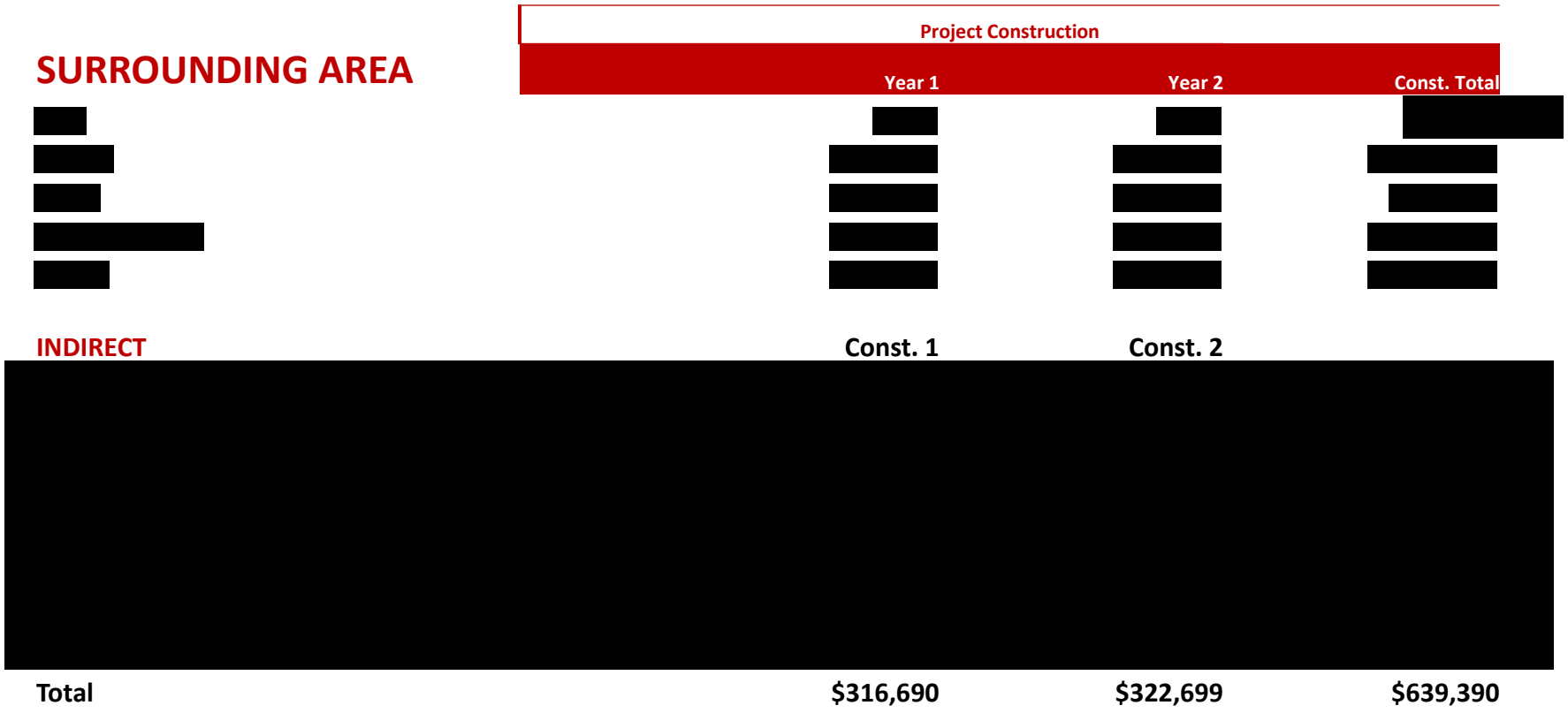
Construction Surrounding Area Impacts



Construction Catalyzed Project Impacts

CATALYZED PROJECTS

TOTALS

	Catalyzed Project Construction		
	Year 1	Year 2	Total
[redacted]			

DIRECT & INDIRECT	Const. 1	Const. 2	Construction Totals
[redacted]			
Total	$6,044,510	$6,044,510	$12,089,021

2. Completion Period Impacts

Methodology

Project Impacts

In calculating the project, the Developer provided data related to project costs, tenants, tenant FTEs, tenant sales and tenant wages. These inputs are detailed on the following page. Commercial rent rates were provided from the Developer's proforma. Other metrics, such as household incomes of the residents and resident spending in the Surrounding Area were calculated by Vista. Resident expenditures were calculated using averages from the *2020 Consumer Expenditure Survey – Shares of Annual Aggregate expenditures and sources of income*. Household income assumptions were calculated using Census and HUD average family income estimates for 1-person, 2-person and 3-person families at 100% and 120% Area Median Income averages. Each consumer expenditure category was assigned an "absorption rate" to account for any expenditures that cannot be made within the Surrounding Area. Further, resident incomes assume 1-bedroom households earn $61,639, 2-bedroom households earn $95,943 and 3-bedroom households earn $96,468. Resident spending is ultimately captured in the "Sales Basis" calculations of Project impact.

Surrounding Area Impacts

Surrounding Area impacts were calculated primarily utilizing IMPLAN data. Metrics including FTEs, payroll, retail, dining and entertainment sales came directly from IMPLAN's indirect effects of Project impacts. Property taxes were calculated directly from IMPLAN, while sales taxes were calculated by aggregating resulting IMPLAN industry transactions into use categories, including Retail, Entertainment, Dining and other sales-taxable use categories. Lastly, given the catalytic effect of the Project to other uses, the indirect Retail, Entertainment and Dining sales increase annually by 15% in the Surrounding Area as more projects come online and more economic activity circulates. This would not be the case but for the catalytic effect of the Development and the City's overall need for employment opportunities, amenities and other goods and services.

Catalyzed Project Impacts

Catalytic projects follow a different method, given the prospective nature of the developments and lack of detail beyond planned square footage and uses. Projects were identified by the City of Delaware in coordination with the Mayor's Office as either caused or accelerated by the project, including what year during the Project's Completion period each project would come online. Square footage was applied to a standard rate table be use and resulting figures were calculated into a series of tables for each project. This document elaborates on the methods and rates in later sections.

Project Inputs

INPUTS	Type	Sales	FTEs	Hrly	Payroll	Units	Residents	Resident Income	Resident Spending
[redacted]									
Totals/Averages		**$10,340,443**	**12**	**$26.77**	**$693,514**	**597**	**1,285**	**$49,216,368**	**$17,871,803**

Residential Units – information provided by the Developer. Residents, incomes and spending calculated by Vista.

Amphitheater – assumes $100,000 in ticketed event sales. [redacted]

Shelter – information provided by the Developer on payroll and employment. Employment and payroll was modeled in IMPLAN to calculate effects of a shelter operation.

Project Impacts

Post-Construction Completion Period

PROJECT	Year 1	Year 2	Year 3	Year 4	Year 5	Total
[redacted]						
Dining	$0	$0	$0	$0	$0	**$0**

DIRECT	Year 1	Year 2	Year 3	Year 4	Year 5	Total
[redacted]						
Total	$3,648,746	$3,724,822	$3,803,060	$3,883,531	$3,966,310	$19,026,469

Development Impacts

This section is intentionally left blank.

Surrounding Area Impacts

SURROUNDING AREA	Year 1	Year 2	Year 3	Year 4	Year 5	Total
[redacted]						

INDIRECT	Year 1	Year 2	Year 3	Year 4	Year 5	Total
[redacted]						
Total	$858,587	$969,438	$1,100,384	$1,255,371	$1,439,133	$5,622,913

Catalyzed Project Impacts

The Catalytic Effect the Project is quantified in this section. The projects catalyzed in this section all fall within Project's two-mile radius and are planned to be placed into series after this Project is complete. Each project was identified and attested by the City of Delaware has being caused or accelerated by the Project as noted in Appendix A. Further detail on the catalytic effect is captured under each project's calculation page later in this document.

Catalyzed Projects within a 2-mile Radius of Salvation Army Site Redevelopment Project

[redacted]

Totals	**1,057,166**	**845,000**	**-**	**-**	**56,618**	**9,600**	**11,828**	**134,120**	**$203,164,884**

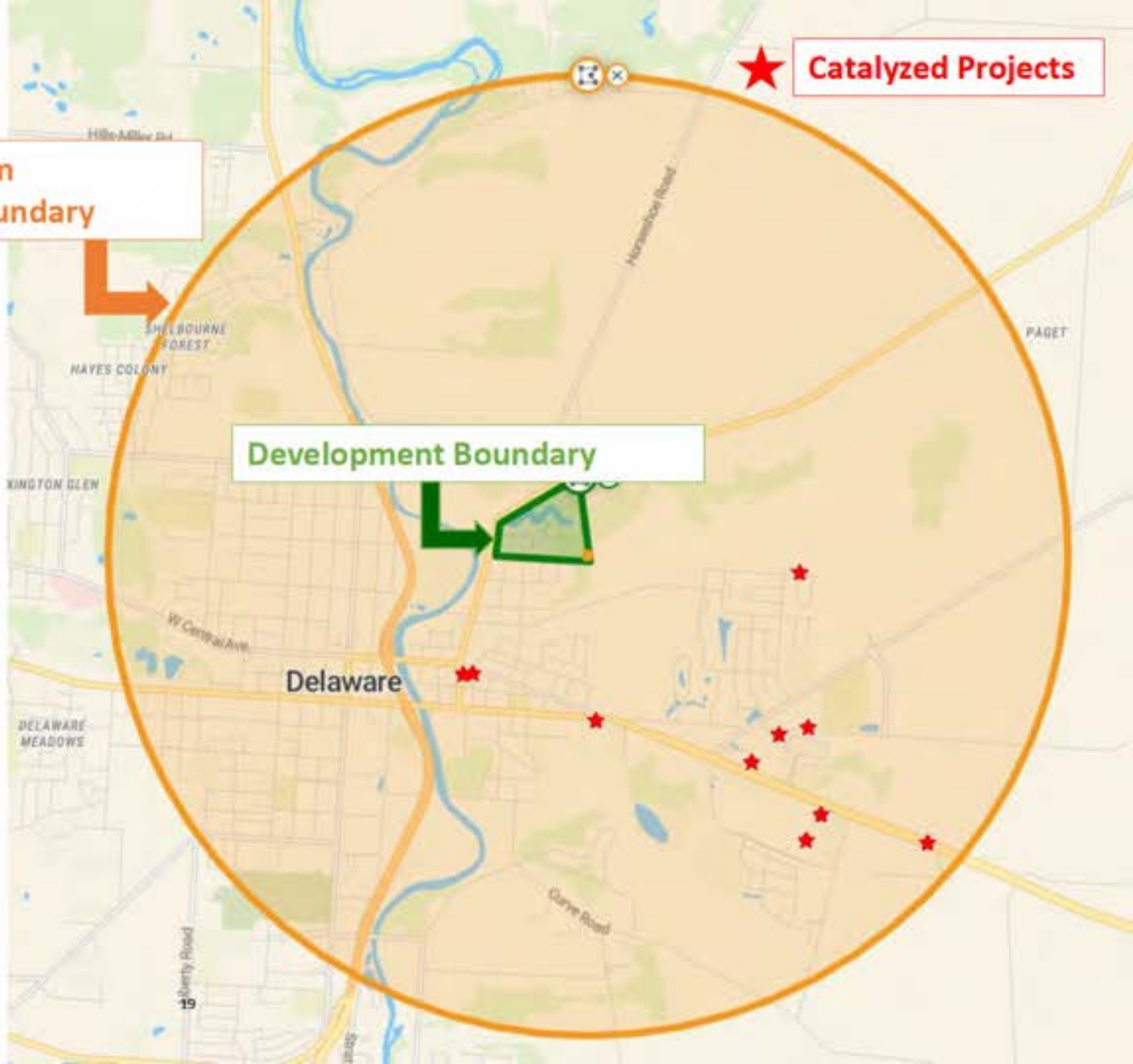
Catalyzed Project Rates

Project impacts are captured during the five-year completion period in each project's corresponding table. The assumptions below were used to calculate impacts from development square footage programs of each catalyzed project. The following page overviews how these were calculated into FTES, Payroll, Sales and Taxes.

Catalyzed Project Rates SF/Jobs Salary Sales/SF Room Sales/SF Rent/SF Methodology



Catalyzed Project Locations



Catalyzed Project Impacts

Each Catalytic Project is calculated utilizing the following methodology in correspondence with the rates from the previous page:

Category	Methodology
[redacted]	[redacted]
[redacted]	[redacted]
[redacted]	[redacted]
[redacted]	[redacted]
[redacted]	[redacted]
[redacted]	[redacted]

3. Total Impacts

Total Impacts

Construction Activity

The Project's will create, cause and accelerate a total one-time infusion of 2,619 construction FTEs and $236 million in payroll from construction activity from both the Project and Catalytic projects.

Jobs and Payroll

Additionally, the Project will create, cause and accelerate a total of 451 FTEs, of which the 12 will be employed by the project and another 439 FTEs caused or accelerated as a result of the Project.

Retail, Entertainment and Dining Sales

[redacted]

Taxes

The Project will result in approximately $78.6 in State and Local Taxes, of which $61.4 will be generated during the Completion Period from Project operations, Surrounding Area impacts and Catalyzed Project impacts. The additional $17.4 million comes in the form of Construction Period Taxes.

Total Impacts

The table to the right illustrates that projected taxes ($78.6 million) meet at least 10% of the total development costs ($8.9 million).

Further, when combining the Construction Period and the first year after construction completion, the project significantly exceeds the 10% development cost threshold by more than $12 million dollars.

TMUD Credit Objectives	
TMUD Project Cost	$89,093,973
10% of Development Cost Threshold	**$8,909,397**
Construction Taxes	$17,421,339
First Year Post-Construction Taxes	$4,507,333
Construction + Year 1	**$21,928,672**
Total Taxes	$78,861,099
Achieved 10% Taxes Threshold	**YES**
Achieve Alternative Method Potential	**YES**

EIS Preparer Qualifications

EIS Preparer Qualifications

Vista Site Selection LLC is a newly formed company, founded in September of 2022 by the law firm Vorys, Sater, Seymour and Pease LLP, focused on economic development, economic analysis, economic incentives and site location consulting. Vista's management team has over 75 years of collective experience in Economic Development and Site Selection in 49 US States and includes certified data analysts, economic consultants and GIS specialists, among others.

Vista's services included:

- Economic Insights, including Economic Footprint and Economic Impact Analysis
- Labor Analytics
- Development of Advanced, Customized Data Analytics Platforms and Mapping
- Retail Performance and Growth Analytics
- Return on Investment Insights for Companies and Communities
- Corporate Site Selection Advisory
- Tax Credit and Incentives Advisory
- Economic and Market Analysis



EIS Preparer Qualifications

This analysis will be performed by Chris Magill. Chris is a Managing Director for Vista Site Selection. Chris has significant experience consulting on capital investment projects and has strategically negotiated and analyzed tax credit, grant and loan-financing solutions for capital investment projects in over 20 different states. Further, Chris utilizes data analytics to help better inform business leaders and site administrators on project ROI, economic impacts, site decisions and market conditions. Prior to joining Vista Site Selection, Chris served as the Economic Development Director at the Ice Miller law firm for 11 years, consulting on various matters related to economic development, economic incentives, public-private partnerships, community advisory and economic impact analysis. Prior to his time at Ice Miller, Chris worked at the Ohio Department of Development ("ODOD"), serving as the Executive Director of the Ohio Tax Credit Authority. During his time at ODOD, Chris managed and structured various tax credit programs and co-developed various economic incentive calculation tools.

Chris carries various economic certifications and has nearly 15 years of experience in authoring economic impact statements and analysis tools. Chris has experience instructing economic impact, fiscal return-on-investment and economic development courses for the International Economic Development and the Ohio Economic Development Association. Further, has volunteered his time instructing pro forma development courses for the Knowlton School of Architecture and Fisher College of Business at The Ohio State University in relation to the annual Urban Land Institute Student Heinz Competition and has served as a Planning Committee member and annual speaker for the Ohio Tax Conference. Chris also serves as the Vice President of the Board of Directors of the Ohio Statewide Development Corporation. Chris' credentials include:

- Certification in Economic Measurement, *National Association of Business Economics*
- Certification of Business Applications of Statistics and Data Analytics, *National Association of Business Economics*
- Certification of Economic Strategy and Managerial Decision Making, *National Association of Business Economics*
- Master's in Business Administration, *Ohio University*

Appendix A – Catalytic Project List


VISTA SITE SELECTION

Appendix A – Catalytic Project List

EST 1808

CITY OF DELAWARE OHIO

Department of Development
77 S High St, 29th Floor
Columbus OH 43215
RE: Transformational Mixed Use Tax Credit for Sunset Ridge Associates LP/T&R Properties Salvation Army Redevelopment

To whom this may concern at the Ohio Department of Development,

I write this letter on behalf of the City of Delaware. The Salvation Army Redevelopment of Parcel #51941003012000 and 51944207001000 for 592 multifamily units, public recreational open space, and a men's shelter will bring increased economic development into the City of Delaware.

Since the zoning and preliminary development plan approval of the above project, titled Greenwood Commons, via City Ordinance Numbers 23-34, 23-35, and 23-36, numerous projects have come to the City of Delaware. Based on the recent City of Delaware approvals and the vicinity of these projects to the Greenwood Commons/Salvation Army Redevelopment, it is our belief that these projects have either been caused or will be accelerated by the demand created from the future residents and open recreational space of the Greenwood Commons/Salvation Army Redevelopment.

Attached on the next page are the projects where we believe this to be the case, which includes estimated costs and completion dates.

Respectfully,

Kent H. Shafer

Vice Mayor, City of Delaware



VISTA SITE SELECTION

AN ECONOMIC IMPACT AND INPUT/OUTPUT ANALYSIS
PREPARED FOR
THE THOMPSON BUILDING
522 MARKET STREET,
EAST LIVERPOOL, OHIO 43920
September 8, 2023



Prepared for:
Gary Fischer
554 W 9th Street,
Lorain, Ohio 44052

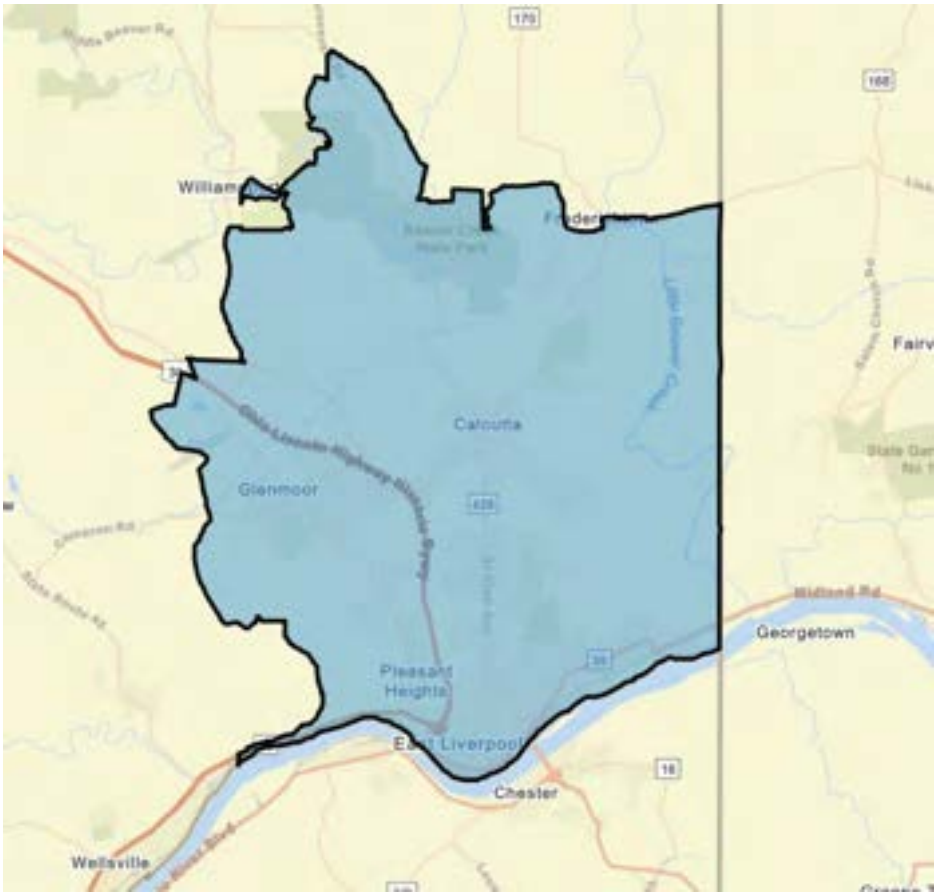
Prepared by:
The Montrose Group LLC
100 East Broad Street, Suite 2320
Columbus, Ohio 43215

I. INTRODUCTION

This analysis was undertaken to identify the economic impact of the proposed redevelopment of The Thompson Building located at 522 Market Street, East Liverpool, Ohio 43920. The redevelopment of the Thomson building will serve as an anchor to the downtown redevelopment efforts of East Liverpool. The tenant commitments already secured represent the largest net new job creation project in the historic downtown area of East Liverpool in over a decade. The investments made in building rehabilitation and the corresponding job creation from new tenants/businesses and the addition of new residential units will catalyze additional business development in the downtown area and bring much needed foot traffic and activity for other existing businesses in the area.

The Thompson Building's current vacant and dilapidated state is emblematic of the surrounding community that has suffered decades of economic decline. Its location at a unique confluence of multiple city streets and its high visibility in an important part of East Liverpool positions this project to inspire community pride, additional new investment, and redevelopment efforts. Conversely, if left in its current condition, the Thompson building becomes a convenient excuse to not invest in the surrounding area. The rehabilitation of the Thompson building will provide a shining example of how to combine the preservation of historic structures with strategic economic development that creates jobs, improves community health, and supports neighboring incumbent businesses. The granting of the TMUD tax credit will serve to validate the ongoing efforts to invigorate the local economy and inspire future public/private redevelopment efforts.

ZIP Code 43920 Map



The Thompson Block is one of the most important structures in East Liverpool's Downtown. Its prominent location at the "diamond" and rich history in the community only add to its importance. The building is a wonderful example of a late Victorian commercial structure and maintains its elaborate ornamentation. This project will save the building from further decay and provide space for new businesses and residents in the downtown. The project will rehabilitate the empty structure and provide construction and permanent jobs as well as new downtown residents. It will provide much needed activity in a portion of the downtown that has been neglected. Saving the building will restore not only a great historic structure, but a portion of East Liverpool's historic identity. This is a required element as the building is collapsing and is beginning to cause damage to the Thompson Block.

The redevelopment includes rehabilitation of the existing Thompson Building structure.

- 4 story building
- 5 apartments
- 11,050 square feet of residential, retail and office space
- Total Project Cost: $2,129,500

The development is expected to open in 2025.

II. EXISTING PROPERTY

In order to compare the predevelopment with the post development tax impact, a summary of predevelopment taxes is provided. The property is currently vacant and owned by the City of East Liverpool Community Improvement Corporation, however, when fully occupied it will contain approximately 11,050 square feet on four floors, of which all 11,050 square feet will be used for mixed-use purposes.

The building is currently 100% vacant as defined in the vacancy table below.

EXISTING PROPERTY VACANCY TABLE

Space	Tenant	Square Feet	Months Vacant	Percent Vacant	Effective Vacant Space
[redacted]					
12 Month Average Vacancy					100.0%

With no existing tenants in the building, no current employment and wage economic impacts exist for the Thompson Building. Additionally, the structure is owned by the City of East Liverpool Community Improvement Corporation and no property taxes are paid on the property. No special assessment taxes are being paid.

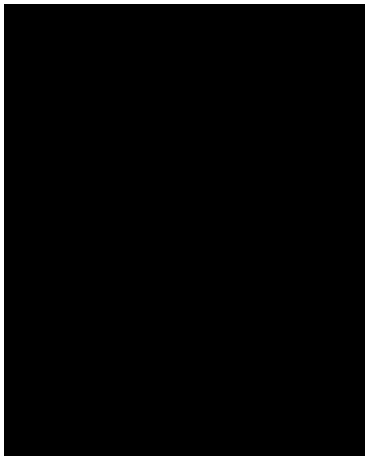
The following Economic Impact Statement was generated to show the cumulative “Net Gain” sales, income, output, value added, and taxes, the overall economic impact, over the construction period and the five years of stabilized occupancy based on a total project cost of $2,129,500 at the Project Site and inclusive of proposed and concurrent developments within a 2-mile radius of the Project Site.

III. POST DEVELOPMENT INPUT (TAXES)

A. PROJECT COST

Total Project Cost $2,129,500

B. BUILDING CONFIGURATION



Total net rentable square feet are distributed as follows:

Retail
Residential
Office Space
Total Net Rentable Space



C. INPUT AT STABILIZED OCCUPANCY (2026)

Apartments

- [redacted]
- [redacted]
- [redacted]
- [redacted]
- [redacted]

Retail / Office

- [redacted]
- [redacted]
- [redacted]

IV. OUTPUT AT STABILIZED OCCUPANCY

All economic impact calculations in this section represent the direct economic impact of the subject site. Income and sales tax calculations are based on the IMPLAN Group, LLC input/output model that establishes direct employment, wages and/or sales. Because of the limitations of the IMPLAN model in estimating actual taxes, we have used tax rates as defined by the appropriate taxing authorities. Given current interest in the development, the developer believes the property will achieve full residential occupancy and partial retail/office occupancy at the completion of construction as reflected in this analysis.

A. CITY INCOME TAX

1. Employee City Income Tax

There will be 7,480 square feet of retail and office space available for lease on the first, second and third floor of the Thompson Building. [redacted] The following is a distribution of space, employees, wages, and taxes generated by property use category. The City of East Liverpool, Ohio has a 1.5% income tax on all earned wages or earned income.

- 55 Full-Time Equivalent Employees
    - 10 Part-Time Employees = 5 Full-Time Employees
    - 50 Full-Time Employee
- 3 Full-Time Operational Jobs
- Total Payroll of Thompson Building employees.
- Total new city income taxes generated annually - $36,000.

2. Residential City Income Tax

[redacted]

- 5 units
    - [redacted]

[redacted]

The following tables show number of renters, employees, annual and hourly wages, and total taxes.

Total City Income Tax

Year	Employees	Payroll	Annual Salary	Average hourly wage	City Income Tax
[redacted]					

Total City Income Tax - Office

Year	Employees	Payroll	Annual Salary	Average hourly wage	City Income Tax
[redacted]					

Total City Income Tax - Residential

Year	Employees	Payroll	Annual Salary	Average hourly wage	City Income Tax
[redacted]					

Total City Income Tax - Retail

Year	Employees	Payroll	Annual Salary	Average hourly wage	City Income Tax
[redacted]					



Total City Income Tax - Operations					
Year	*Employees*	*Payroll*	*Annual Salary*	*Average hourly wage*	*City Income Tax*
[redacted]					

B. STATE INCOME TAX

The State of Ohio has a progressive income tax ranging from 0.0% to 4.797%. State income taxes from employees at the subject site are based on the average of employees for retail, restaurant, office and residential tenants by job classification and average wages. Potential income tax collections are based on tax tables provided by the State of Ohio. The potential state income tax generated from the proposed development is $38,218.29 in year one.

Total State Income Tax

Year	Employees	Payroll	Annual Salary	Average hourly wage	State Income Tax
[redacted]					

Total State Income Tax - Office

Year	Employees	Payroll	Annual Salary	Average hourly wage	State Income Tax
[redacted]					

Total State Income Tax - Residential

Year	Employees	Payroll	Annual Salary	Average hourly wage	State Income Tax
[redacted]					

Total State Income Tax - Retail					
Year	Employees	Payroll	Annual Salary	Average hourly wage	State Income Tax
[redacted]					

Total State Income Tax - Operations					
Year	Employees	Payroll	Annual Salary	Average hourly wage	State Income Tax
[redacted]					

C. ECONOMIC IMPACT OF CONSTRUCTION

The State of Ohio has a progressive income tax ranging from 0.0% to 4.797%. State income taxes from employees at the subject site are based on the average of employees for retail, and office tenants by job classification and average wages. Potential income tax collections are based on a tax calculator provided by The State of Ohio.

1. Construction Period Impacts

Construction Project Impacts: Jobs

Year	*Full-Time Equivalents*	*Average Hourly Wage*	*TOTAL Projected Payroll*

Construction Project Impacts: Retail, Entertainment and Dining Sales

Year	Projected Retail Sales	Projected Entertainment Sales	Projected Dining Sales	TOTAL Projected Sales/Year

Construction Project Impacts: Sales, Income, Lodging and Property Taxes

Year	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax	TOTAL Projected Taxes

2. Construction Period Development Impacts

The entire Thompson Building project will be undertaken in a single phase, so no Development impacts are presented with this EIS.

3. **Construction Period Surrounding Area Impacts**

Construction Surrounding Area Impacts: Jobs			
Year	Full-Time Equivalents	Average Hourly Wage	TOTAL Projected Payroll

Construction Surrounding Area Impacts: Retail, Entertainment and Dining Sales				
Year	Projected Retail Sales	Projected Entertainment Sales	Projected Dining Sales	TOTAL Projected Sales/Year

Construction Surrounding Area Impacts: Sales, Income, Lodging and Property Taxes					
Year	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax	TOTAL Projected Taxes

4. **Construction Period Catalyzed Impacts**

Construction Catalyzed Impacts: Jobs			
Year	Full-Time Equivalents	Average Hourly Wage	TOTAL Projected Payroll

Construction Catalyzed Impacts: Retail, Entertainment and Dining Sales				
Year	Projected Retail Sales	Projected Entertainment Sales	Projected Dining Sales	TOTAL Projected Sales/Year

Construction Catalyzed Impacts: Sales, Income, Lodging and Property Taxes					
Year	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax	TOTAL Projected Taxes
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]

D. COMPLETION PERIOD IMPACTS

The completion period of the project will take place in Q1 of 2026. The total full-time equivalents supported by The Thompson Building development is 63. The total projected payroll in the first year will be $2,580,896.12.

1. Completion Period Project Impacts

Project Impacts: Operational Jobs

Year	Full-Time Equivalents	Average Hourly Wage	TOTAL Projected Payroll

Project Impacts: Tenant Jobs

Year	Full-Time Equivalents	Average Hourly Wage	TOTAL Projected Payroll

Project Impacts: Retail, Entertainment and Dining Sales

Year	Projected Retail Sales	Projected Entertainment Sales	Projected Dining Sales	TOTAL Projected Sales/Year

Project Impacts: Sales, Income, Lodging and Property Taxes					
Year	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax	TOTAL Projected Taxes

2. Completion Development Impacts

The State of Ohio has a progressive income tax ranging from 0.0% to 4.797%. State income taxes from employees at the subject site are based on the average of employees for retail, and office tenants by job classification and average wages. Potential income tax collections are based on a tax calculator provided by The State of Ohio.

3. Completion Period Surrounding Area Impacts

Surrounding Area Impacts: Operational Jobs			
Year	*Full-Time Equivalents*	*Average Hourly Wage*	*TOTAL Projected Payroll*

Surrounding Area Impacts: Tenant Jobs			
Year	*Full-Time Equivalents*	*Average Hourly Wage*	*TOTAL Projected Payroll*

Surrounding Area Impacts: Retail, Entertainment and Dining Sales

Year	Projected Retail Sales	Projected Entertainment Sales	Projected Dining Sales	TOTAL Projected Sales/Year

Surrounding Area Impacts: Sales, Income, Lodging and Property Taxes

Year	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax	TOTAL Projected Taxes

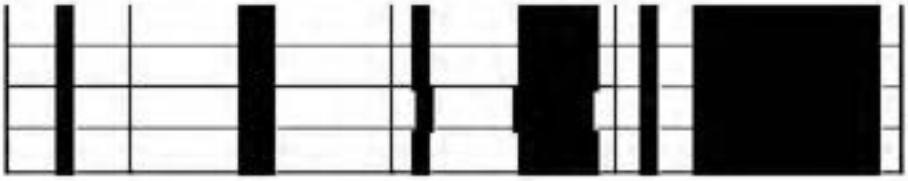
4. **Completion Period Catalyzed Project Impacts**

Catalyzed Project Impacts: Operational Jobs

Year	Full-Time Equivalents	Average Hourly Wage	TOTAL Projected Payroll

Catalyzed Project Impacts: Tenant Jobs

Year	Full-Time Equivalents	Average Hourly Wage	TOTAL Projected Payroll



Catalyzed Project Impacts: Retail, Entertainment and Dining Sales

Year	Projected Retail Sales	Projected Entertainment Sales	Projected Dining Sales	TOTAL Projected Sales/Year
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]

Catalyzed Project Impacts: Sales, Income, Lodging and Property Taxes

Year	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax	TOTAL Projected Taxes
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]

E. THE THOMPSON BUILDING TOTAL IMPACTS

1. Total Construction Impact

Total Construction Period Impacts: Construction Jobs		
Year	*Full-Time Equivalents*	*TOTAL Projected Payroll*

Total Construction Period Impacts: Retail, Entertainment and Dining Sales				
Year	*Projected Retail Sales*	*Projected Entertainment Sales*	*Projected Dining Sales*	*TOTAL Projected Sales/Year*

Total Construction Period Impacts: Sales, Income, Lodging and Property Taxes					
Year	*Projected Sales Tax*	*Projected Income Tax*	*Projected Lodging Tax*	*Projected Property Tax*	*TOTAL Projected Taxes*

2. Total Completion Period Impact

Total Completion Period Impacts: Operational Jobs		
Year	Full-Time Equivalents	TOTAL Projected Payroll

Total Completion Period Impacts: Tenant Jobs

Year	Full-Time Equivalents	TOTAL Projected Payroll
[redacted]	[redacted]	[redacted]

Total Completion Period Impacts: Retail, Entertainment and Dining Sales

Year	Projected Retail Sales	Projected Entertainment Sales	Projected Dining Sales	TOTAL Projected Sales/Year
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]

Total Completion Period Impacts: Sales, Income, Lodging and Property Taxes

Year	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax	TOTAL Projected Taxes
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]

F. CATALYZED PROJECTS

The catalyzed projects surrounding the Thompson Building involve the redevelopment of an adjacent building in East Liverpool. The developer, Cozza Development, has worked throughout East Liverpool for many years and recently redeveloped an old bank building into a new restaurant called “The Vault” (https://cadencevault.plus/). This building was vacant for numerous years and has since turned into a success for downtown East Liverpool. The developer of The Thompson Building plans to redevelop another local building in downtown East Liverpool into additional office space for the Thompson Building tenant, True North. True North Consulting Group was founded in 2014 as a spinoff of Elert & Associates. They offer a full portfolio of consulting services. Their team has over 100 collective years of experience in structured cabling, audio visual, physical security, networking, unified communications, and data centers. These jobs would be relocating from West Virginia to Ohio.

Overall, the redevelopment of The Thompson Building will lead to a revitalization of downtown East Liverpool that will cause a domino effect of development throughout the city by Cozza Development.

G. METHODOLOGY

The primary source of project information stemmed from the Developer's pro-forma financial models and sources/uses analyses. These documents, distributed to various third parties including banks and financial institutions, are generally regarded as reliable. Additionally, the Methodology section provides a comprehensive description of the IMPLAN model, which played a pivotal role not only in generating outputs but also in furnishing crucial inputs, as outlined in the table below. IMPLAN Assumptions encompassed the following aspects:

- Indirect impacts
- Project residential real estate wages
- Project retail real estate FTEs and wages
- FTEs and wages catalyzed by the project
- Direct property tax arising from construction
- Direct property tax resulting from catalyzed project operations

Wage Increase Assumptions

The Montrose Group has made assumptions surrounding the increase in wages that will occur to the residents and employees of The Thompson Building project, surrounding area, and catalyzed projects. The wage increases each year equates to an increase of 4.58%. This increase stems from the average increase in wages for Franklin County residents from 2010 to 2021.

IMPLAN

Much of this analysis was completed using the IMPLAN (IMpact Analysis for PLANning) economic impact modeling system. IMPLAN utilizes an economic modeling technique called Input-Output analysis and a Social Accounting Matrix, which is a type of applied economic analysis that tracks the interdependence among various producing and consuming industries of an economy and the spending of households. It measures the relationship between a given set of demands for final goods and services and the inputs required to satisfy those demands.

2021 IMPLAN data was used for this study. The Developer provided the capital investment and other operational data necessary to prepare this analysis. The IMPLAN software applies industry specific inflators to convert results to year the impacts will occur.

Data underlying the IMPLAN model is updated annually using thousands of data points from over 90 sources. The main sources for this data include:

- U.S. Bureau of Labor Statistics (BLS) Quarterly Census of Employment and Wages (QCEW)
- U.S. Bureau of Economic Analysis (BEA) Regional Economic Accounts (REA)
- U.S. Census Bureau County Business Patterns (CBP)
- U.S. Bureau of Economic Analysis National Income and Product Accounts (NIPA)

Direct and Indirect Impacts

Economic and fiscal impacts can be divided into three component parts, which are referred to as direct, indirect, and induced. **At the direction of ODOD, this EIS does not include induced impacts.**

A **direct** effect describes an initial, or first-round change in the economy and is the starting point for economic impact analysis. Changes in an economy create “ripples” of economic activity throughout the region being analyzed. These ripples are described as indirect effects (induced effects are not included in this EIS). A positive direct effect causes increased purchases within the economy being modeled, as well as “leakage” of economic activity out of the economy being studied in the form of imports into the economy from other areas outside the economy.

Generally speaking, direct describes activity attributable to the economic activity being modeled. In this EIS, direct impacts include the economic activity of the Project and Surrounding Area (employees, associated payroll, construction investments, etc.). Direct jobs comprise full, part-time, and temporary employees and jobs supported by the Project and future redevelopment and development

projects within the Surrounding Area.

Indirect effects represent changes in the industries that provide goods and services to the economic activity being modeled (e.g., suppliers, service providers, etc.). Indirect effects occur in a repeating cycle but diminish in each round as economic activity "leaks" from the region being modeled. Indirect effects cease when the last dollar of economic activity leaks from the economy being studied. Indirect effects are estimated using IMPLAN. In this EIS, indirect impacts include the economic activity of the entities that provide goods and services to the Developer, the Project's tenants, and the Surrounding Area.

Total impact refers only to the cumulative result of all rounds of direct and indirect economic activity.

ESRI (Environmental Systems Research Institute) is a prominent global provider of geographic information system (GIS) software, tools, and solutions. Founded in 1969 by Jack and Laura Dangermond, ESRI has played a pivotal role in revolutionizing how organizations analyze and visualize spatial data. With its headquarters in Redlands, California, ESRI has grown into a leading company in the geospatial technology industry.

ESRI Demographics is a global collection of authoritative demographic data for over 170 countries and regions, supplying context and adding insight to the maps and location-based analyses of organizations worldwide. Esri Standard Demographics provides a consistent data source and methodology across 170+ countries or regions. Many data variables are homogenous across these regions, allowing users to easily compare global markets and communities. Esri Advanced Demographics provides a detailed set of data within a country or region and includes more data variables or finer levels of geography than those available through Standard Demographics. Users can perform more detailed analyses of an area of interest within a country or region. Advanced Demographics are available for a limited set of countries or regions.

H. Qualifications and Limitations

The Montrose Group, LLC provides economic development planning, lobbying, marketing and public finance and incentive consulting services. The firm brings together some of the leading practitioners in economic development planning and strategy engaged in economic development planning at the state, local, and regional levels, and corporate site location. Together the team utilizes a Learn, Listen and Do approach to economic development planning that starts with fundamental economic development research to understand who a community or site is then listens to what the community wants the region or site to be and then develops a detailed action plan tied to local and outside funding sources centered on the

business retention and attraction of high wage jobs and capital investment.

Nothing in this report should be considered legal advice as the Montrose Group LLC is not a law firm and does not provide legal advice. Competent legal counsel should be sought prior to relying on any strategy outlined in this report.

Montrose Group Brings a Multi-Disciplinary Team to Economic Development Planning. Montrose provides a multi-disciplinary project management team to serve the MSMCIA in the development of a comprehensive strategic plan. The Montrose team includes senior leaders who are respected experts in their economic development discipline. Wade Williams, Montrose's Director of Economic Development, will take the lead in serving MSMCIA for this project with the support of the Montrose economic development team listed below.



Wade Williams, Director of Economic Development. Wade Williams provides economic development consulting and corporate site location services to companies and communities based on his 20 years of experience. Prior to joining Montrose Group, Wade was the Founder of the Economic Development Group, a regional economic development consulting firm focused on providing innovative consulting solutions for his clients. Wade has held leadership positions in various organizations, including serving as Vice President of Business Development at REDI Cincinnati, where he oversaw targeted attraction efforts domestically and internationally. He also spent a decade in a COO capacity with NKY Tri-ED, a three-county EDO in the Cincinnati region.



Dave Robinson, Principal, and Founder, Montrose, LLC. Dave Robinson serves clients based on 30 years of experience as a member of the Ohio House of Representatives, economic development executive, lobbyist, lawyer, and public relations executive before the federal, state, and local governments. Dave is a national economic development author with The Energy Economy, and Economic Development from the State & Local Perspective. Mr. Robinson has substantial economic development strategy experience including co-authoring over 40 strategic economic development plans and infrastructure and incentive strategies, negotiating $150M in local, state, and federal financing for economic development projects, and managing a range of economic development for public and private sector clients.



Nate Green, Partner, and Managing Director of Economic Development,
Montrose, LLC. Nate Green serves clients based upon his over 24 years of economic development experience including as an investment banker, leader at JobsOhio and the Ohio Department of Development and the Cleveland Port Authority and a regional economic development organization. Green has substantial local and state economic development leadership experience, advises local communities on economic development matters throughout Ohio, has co-authored over 40 economic development strategic plans and manages a range of economic development for public and private sector clients.



Harrison Crume, Manager of Economic Development. As Manager of Economic Development, Harrison Crume assists clients with economic development research and planning, including economic impact statements, housing market studies, industrial site development, Transformational Mixed Use District program, Downtown Redevelopment District plans, corporate site location analysis, and regional comprehensive economic development plans as well as advising clients on economic development projects in particular housing development projects. Harrison is very engaged in the management of economic development projects for a range of public and private sector clients, and recently has completed the research and listening aspects of three comprehensive economic development strategic plans and three housing studies.



Ryan Scribner, Director of Economic Development, Montrose Group. Ryan Scribner provides corporate site location, economic development advisory, and planning services to companies and communities based upon 20 years of public and private sector economic development service, including as the leader of the regional economic development organization for Pickaway County, Ohio, as Pickaway County Administrator and public policy positions with the Ohio Board of Regents and Ohio General Assembly. Ryan has successfully negotiated and closed over $2 billion in large-scale industrial projects, developed a highly respected workforce development program, guided community economic development planning for cities, counties, and townships, and supported the development and operation of Joint Economic Development Districts, port authorities as well as Transportation

Improvement Districts. Mr. Scribner successfully attracted a global Italian manufacturing company to Ohio as part of a major foreign direct investment win. Ryan is serving companies with corporate site location projects, advises 10 counties in Eastern Ohio and 4 communities in Central Ohio for economic development advisory services, is coordinating housing studies for an Illinois community, and advising the operation of a county Transportation Improvement District.



Tim Biggam, Director of Government Relations, Montrose Group. Tim Biggam provides Ohio lobbying services to clients before local, state, and federal government officials 15 years in state government. Starting as an aide in the Ohio Senate, Mr. Biggam most recently served as the Legislative Director for Governor John R. Kasich serving as the top lobbyist for the administration and being engaged in all issues facing the state of Ohio that included tax, policy, budget, and regulatory matters. Mr. Biggam also worked on the national Presidential campaign of Governor Kasich, at the Ohio Department of Natural Resources, Ohio Department of Transportation and Ohio Municipal League. Tim represents over a dozen clients before the state of Ohio including Accenture, Bowling Green State University, Columbus Association for the Performing Arts, Ohio cities of Forest Park, Piqua and Strongsville, developers Flaherty and Collins Newark Development Partners, Madison County, Ohio, Bon Secours Mercy Health, and leading charter school Performance Academies.

Economic Impact Statement of

Wallick Development, LLC – Central Park

Prepared by:



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September 8, 2023

Michael DiCarlantonio
Wallick Development, LLC
160 West Main Street, Suite 200
New Albany, OH 43054

Re: Central Park- Transformational Mixed-Use Development – Economic Impact Statement

Dear Mr. DiCarlantonio:

At your request, Project Management Consultants, LLC has performed an Economic Impact Statement for the Wallick Development, LLC's Central Park project, located off of Central Parkway in Heath, OH, utilizing inputs provided by your team, direct calculations, conservative assumptions, and the "IMPLAN" software and data produced by IMPLAN Group, LLC. We have not examined the Client-provided data or the assumptions underlying such data in accordance with the standards prescribed by the AICPA, USPAP, or other standards, and, accordingly, do not express an opinion or any other form of assurance on the data estimates obtained for use in our economic impact statement. Further, this analysis is subject to the Assumptions and Limiting Conditions found in Appendix E of this report.

This report contains, to the fullest extent possible and practical, explanations of the data, reasoning, and analyses that were used to develop the opinions contained herein. The depth of discussion contained in the report is specific to the needs of the client.

Heath CP Dev LLC is the Client in this engagement and intended user of this report. As our client, Heath CP Dev LLC owns this report and permission must be granted from them before another third party can use this document. We assume that by reading this report another third party has accepted the terms of the original engagement letter including scope of work and limitations of liability. We are prepared to modify this document to meet any specific needs of the potential user under a separate agreement.

The Stated Purpose of this assignment is to assist with projections of job, tax, and wage information for application to the State of Ohio Transformational Mixed-Use Development Program. You agree not to use this report other than for the Stated Purpose, and you agree to indemnify us for any claims, damages, or losses that we may incur as the result of your use of the Report for other than the Stated Purpose. Without limiting the general applicability of this paragraph, under no circumstances may the Report be used in advertisements, solicitations and/or any form of securities offering.

The authors of this report certify that, while we represent the project in other capacities, we are not part of the development team, nor are we affiliated with any member of the development team. Please do not hesitate to contact us if there are any questions regarding the report or if Project Management Consultants, LLC can be of further assistance. It has been our pleasure to assist you with this project.

Sincerely,



Ryan P. Sommers, CPA
Managing Director of Financial Services
Project Management Consultants, LLC

PROJECT MANAGEMENT CONSULTANTS (PMC) EXPERIENCE

	Name	TMUD Experience & Background
	**Ryan P. Sommers, CPA** Managing Director of Financial Services	Ryan Sommers has an extensive background working with various tax credit programs and complex private and public finance structuring. Ryan's experience with tax credits includes Historic Tax Credits, New Markets Tax Credits, and Opportunity Zone Tax Credits. Ryan recognizes the critical value-add of the Transformational Mixed-Use Development ("TMUD") tax credit program. Since the program's inception he has become an expert on the program. He advises clients on project eligibility, economic impacts, tax credit monetization, and chances of application success. As managing director of financial services, Ryan identifies, secures and manages private and public financing opportunities for business expansion projects and real estate development. Ryan is currently managing a team responsible for 50+ projects throughout the country with $3 billion in development value including $600 million in public financing for public-private partnerships. He has helped his clients obtain over $200 million in state and federal Historic Tax Credits and over $100 million in New Markets Tax Credits. Ryan also created PMC's direct tax impact analysis models which help demonstrate exact tax estimates for a Project or Development site on the surrounding area, including income taxes, sales taxes, bed taxes and property taxes. Ryan has worked on this modeling for a decade. These outputs help demonstrate the ROI of a project to various government entities and provide him with experience needed to complete economic impact statements as complicated as those required for TMUD applications.
	**Kenneth S. Kalynchuk** Director and Principal	Ken Kalynchuk leads PMC's financial analyst and economic impact analysis team. Ken has conducted five economic impact statements (EIS reports) for Rounds 1 and 2 of the TMUD program, with emphasis on conservative estimates and common sense for whether projects can be considered catalyzed or not. Ken helps clients navigate the predevelopment stage of their projects through incentive, land use, and market research; pro forma development; feasibility analyses; economic impact analyses; and property tax analyses. Prior to joining the firm, Ken was a graduate research assistant with the Center for Economic Development at Cleveland State University, where he evaluated economic development programs and best practices in economic development policy, performed studies on Historic Preservation Tax Credit funding and rental markets, and wrote case studies and employment/demographic impact analyses. During his time at Cleveland State Ken learned IMPLAN software and economic impact techniques. These skills have helped clients at PMC, where Ken has helped generate economic impact reports and tax estimates for more than 7 years.

	Name	TMUD Experience & Background
	**Nora Walsh** Senior Analyst	In her more than two years with Project Management Consultants, Nora has worked with the PMC team to complete TMUD applications and economic impact analyses and has supported a half dozen clients on submitting comprehensive applications in Rounds 1 and 2 of the program. Nora leads the Economic Impact Statement (EIS) analysis process in collaboration with the team and has thus far conducted five EIS reports for the TMUD program. Nora brought her economic impact analysis and report writing skills from her experience with the Center for Economic Development at Cleveland State University where she analyzed economic impacts and compiled narratives around those impacts. Since joining PMC, Nora has become an expert in the IMPLAN analysis software and led the economic impact report analysis and writing processes in Round 1 and Round 2 for PMC clients, including PMC's three Round 2 winners.
	**John Sadosky** Project Director	As project director, John identifies, secures, and manages public and private financing opportunities for real estate development and business expansion projects. His expertise includes incentives for industrial and distribution center projects, including speculative development and projects requiring significant public infrastructure investments. John also manages public financing negotiations for site selection projects from intake through incentive procurement and compliance. Prior to joining PMC, John was a manager in Ernst & Young's indirect tax practice specializing in location investment, credits, and incentives. He has more than eight years of direct economic development experience in various roles in local government, nonprofit, and public accounting with significant experience in site selection consulting, credits and incentives negotiation, project management, and tax compliance. Throughout his career, John has worked with clients in the advanced manufacturing, retail, consumer products, and technology sectors. Additionally, he has worked on various product types including manufacturing, retail, mixed-use, multi-family, office, and public infrastructure.
	**Alexander Previts** Development Finance Manager	In his role as development finance manager, Alex assists in identifying, securing and managing public and private financing opportunities for development and construction projects. Alex specializes in helping corporate clients with headquarters relocation projects. In addition, he works with developers to repurpose vacant facilities and develop greenfield sites into productive reuse by utilizing property tax, local and state incentives. Alex has also worked with clients to pair their projects with Qualified Opportunity Zone investments and incentives. Alex works with clients through the finance structuring process by first identifying the needs and gap of the project and assessing the tools available for the project's financing at the local, regional and state level. Alex directs clients through the nuances of the predevelopment stage of their projects through incentive, land use, and market research; pro forma development; feasibility analyses; economic impact analyses; and property tax analyses. He focuses on structuring tax incentives, including tax increment financing (TIF), and monetizing TIF structures through bank and bond financing. His significant knowledge on TIF structures, property tax valuations, and property tax modeling are utilized in the TMUD EIS analyses.

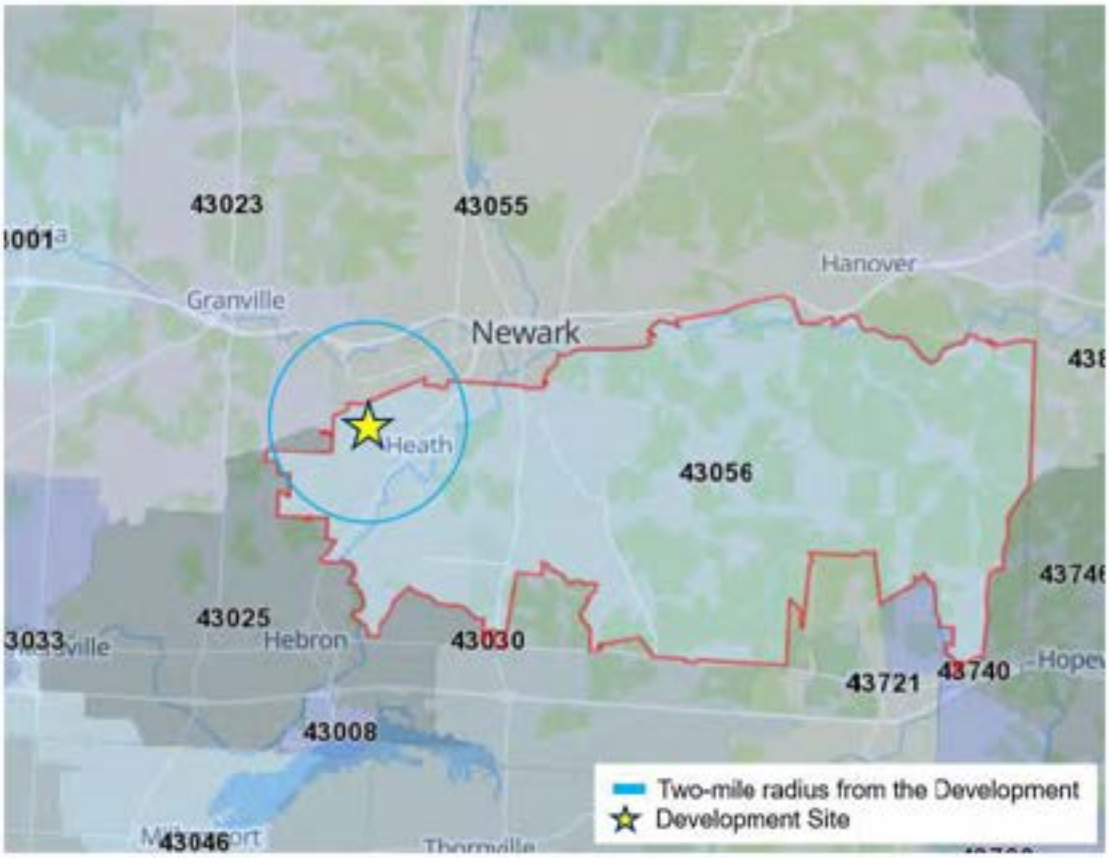
EXECUTIVE SUMMARY

Project Management Consultants LLC (PMC) was engaged by Wallick Development, LLC (the "Company") to analyze the economic and fiscal impacts of the Company's proposed Central Park project (the "Project") which is located off of Central Parkway in Heath, OH. This analysis was prepared to support the Company's application for Ohio Transformational Mixed-Use Development ("TMUD") tax credits from the third round of the program in fiscal year 2024.

For purposes of this Economic Impact Statement ("EIS"), the overall development will be completed in multiple phases. Therefore, this report will consider impacts of the "Project" or "Phase I" and the "Development" (all remaining phases). The Construction period for purposes of the report runs from the date of the TMUD application submittal (September 8, 2023) through the completion of the Project and expected certification by the Ohio Tax Credit Authority (December 31, 2027).

The Project consists of 424 proposed residential units, 4,200 square feet of office space, and 37,800 square feet of retail and restaurant space (including a gym/recreation facility). The Development consists of 432 proposed residential units, a 94,000 SF senior living facility, and 20,000 square feet of restaurant and brewery space. The remaining TMUD-eligible expenditures is $96,495,000 and the total Development investment (including all Phases) is $218,160,583 To date, the Project has incurred approximately $35,000 in architectural and engineering fees.

Economic and fiscal impacts ("Impacts") measured in terms of output, employment, labor income, and taxes were estimated primarily using the IMPLAN input-output model based on 2021 data, which is the most accurate data available and adjusted to reflect 2028 dollars, the first year of the 5-year completion period. Per requirements of the TMUD program defining the project's surrounding area, the impacts are presented at the local ZIP code level for the project ZIP codes in Ohio, 43056, 43055, 43023, and 43025. As this development is considered a "General Project" the radius for the surrounding area was set at 2 miles from the boundary of the project site.



This report considers the one-time direct economic and fiscal impacts resulting from the construction of the Project, Development, and Surrounding Area (indirect) ("Construction Period Impacts"), as well as the permanent economic and fiscal impacts, direct and indirect, resulting from the ongoing activities associated with the Project, Development, and Surrounding Area ("Completion Period Impacts").

The impacts of the two components that are analyzed -- Construction Period Impacts and Completion Period Impacts are presented individually and as a whole in the Total Impacts section. Construction Period and Completion Period Impacts are presented in annual terms.

Project Management Consultants collaborated with Wallick Development, LLC to gather necessary data for both the Project and Development and to establish assumptions where needed. For detailed assumptions please find the Construction Period Impact Assumptions in Appendix A, Completion Period Impact Assumptions of the Project in Appendix B, Completion Period Impact Assumptions of the Development in Appendix C, and Completion Period Impact Assumptions of the Surrounding Area in Appendix D. Assumptions and Limiting Conditions can be found in Appendix E. Project Management Consultants used zip-code level data to collect employment, wage, and tax information. All tax impacts include State, County and local level tax estimates via IMPLAN

analysis as well as direct analysis completed by PMC. All assumptions were verified by the developer to the highest degree of reasonableness.

The table below provides a quick reference of definitions for the items included in the economic impact statement summary tables that follow (pages 10-30). Additional information about terms and the methodology used in this study can be found in the Glossary and Methodology on page 31 through 32.

	Direct	Indirect
Jobs	Individuals directly involved in the redevelopment Project or working at the building upon completion of the redevelopment.	Multiplier-effect jobs at the industry level, such as suppliers, service providers, etc. (indirect).
Earnings or Labor Income	Wages and benefits paid to direct jobs.	Total wages and benefits associated with the indirect jobs.
Taxes	An estimate of all taxes and fees collected by state, county, municipal or other government entities, including, but not limited to property taxes, income taxes, sales taxes, and lodging taxes.	

CONSTRUCTION PERIOD IMPACTS

CONSTRUCTION PROJECT IMPACTS

The Project is anticipated to involve a direct investment of approximately $71 million to be completed over a three-year Construction Period from the 2025 through the end of December 31, 2027. During the Construction Period, the Project is anticipated to create a total of 688 direct construction jobs with $42.9 million in labor income. The Project is also estimated to generate $3.9 million in new sales and income taxes during the Construction Period. Please note that the estimates in the tables below represent annual impacts over the Construction Period.

Estimated Construction Impacts of the Project

- **688 Direct Jobs with $42.9 million in Direct Payroll total over the Construction Period**
- **$3.9 million in new sales and income taxes over the Construction Period**

CONSTRUCTION JOBS AND PAYROLL IMPACTS OF THE PROJECT

During the Construction Period, the Project is expected to create 688 total direct construction jobs and $42,930,032 in direct labor income (Total payroll varies slightly compared to the total payroll shown in Appendix A due to the averaging of the hourly wage and the multiple decimal points that are not shown in the tables). [redacted] Average hourly wages were calculated using the labor income per year estimated by IMPLAN for the industry divided by the number of jobs and then divided by 2,080 hours of work per year. (Construction job estimates are shown in the table below).

Construction Project Impacts: Jobs			
Year	Full-Time Equivalents	Average Hourly Wage ($)	TOTAL Projected Payroll
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]

CONSTRUCTION TAX IMPACTS OF THE PROJECT

The Construction Period of the Project is anticipated to generate significant new tax revenues at the project site and within the surrounding area.

This report focuses on the direct and indirect taxes generated over the Construction Period, as calculated by IMPLAN software and PMC utilizing the hard construction cost impacts outlined

in Appendix A. This input data was provided by the client based on their construction cost budget for the Project.

The table below illustrates the direct sales and income tax estimates analyzed by PMC using local tax rates to calculate direct taxes for the Construction Period. Income taxes were estimated using the appropriate local and state income tax rates (2% for Heath and state income tax varied based on income bracket). Sales taxes were estimated using the appropriate county and state sales tax rate of 7.25%. Over the Construction Period, the Project is estimated to generate a total of $1,849,873 direct local and state income taxes. Over the Construction Period, a total of $2,059,497 in county and state sales taxes on construction materials are estimated to be generated.

Construction Project Impacts: Sales, Income, Lodging and Property Taxes					
Year	Projected Sales Tax ($)	Projected Income Tax ($)	Projected Lodging Tax ($)	Projected Property Tax ($)	TOTAL Projected Taxes
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]

Construction Development Impacts

The Development is anticipated to involve a direct investment of approximately $89 million to be completed over a four-year Construction Period from 2028 through 2031. All Development Construction Impacts (Years 2028-2031) were included in the Completion Period Impacts section because these impacts will occur during the five-year Completion Period. During the Construction Period, the Development is anticipated to create a total of 862 direct construction jobs with $54.6 million in labor income. The Development is also estimated to generate $4.95 million in new sales and income taxes during the Construction Period. These impacts are not reflected in this section they will be reflected in the Completion Period of the Development section per guidance from ODOD.

Estimated Construction Impacts of the Development

- **862 Direct Jobs with $54.6 million in Direct Payroll total over the Construction Period**
- **$4.95 million in new sales and income taxes over the Construction Period**

Construction Jobs and Payroll Impacts of the Development

All Construction Impacts of the Development are included in the Completion Period Impacts.

Construction Development Impacts: Jobs			
Year	Full-Time Equivalents	Average Hourly Wage ($)	TOTAL Projected Payroll
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]

Construction Tax Impacts Of The Development

The Construction Period of the Development is anticipated to generate significant new tax revenues at the project site and within the surrounding area.

This report focuses on the direct and indirect taxes generated over the Construction Period, as calculated by IMPLAN software and PMC utilizing the hard construction cost impacts outlined in Appendix A. This input data was provided by the client based on their construction cost budget for the Development. All Construction Impacts of the Development are included in the Completion Period Impacts.

Construction Development Impacts: Sales, Income, Lodging and Property Taxes					
Year	Projected Sales Tax ($)	Projected Income Tax ($)	Projected Lodging Tax ($)	Projected Property Tax ($)	TOTAL Projected Taxes
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]

Construction Surrounding Area Impacts

During the Construction Period, the Project is anticipated to create a total of approximately 45 indirect construction jobs with $2,707,714 in indirect labor income in the surrounding area. The surrounding area is also estimated to generate $815,748 in new indirect property, sales and income taxes over the Construction Period (2025-2027). Surrounding area impacts were estimated using indirect impacts of the Project in IMPLAN. It is possible that the impacts are much greater in the surrounding area due to the catalytic nature of this development.

Construction Jobs and Payroll Impacts of the Surrounding Area

During the Construction Period, it is expected that approximately 45 total indirect jobs will be created in the surrounding area due to construction activities on the site. [redacted]. Average hourly wages were calculated using the labor income per year estimated by IMPLAN for the industry divided by the number of jobs and then divided by 2,080 hours of work per year. (Construction job estimates are shown in the table below).

Construction Surrounding Area Impacts: Jobs			
Year	Full-Time Equivalents	Average Hourly Wage ($)	TOTAL Projected Payroll
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]

Construction Tax Impacts Of The Surrounding Area

During the Construction Period, the development is anticipated to generate significant new tax revenues within the surrounding area.

This surrounding area impacts identify the indirect taxes generated by the project over the Construction Period, as calculated by IMPLAN software utilizing the hard construction costs outlined in Appendix A. This input data was provided by the client based on their construction cost budget for the Project and Development.

The table below illustrates the indirect and sales, income, lodging and property tax estimates generated in IMPLAN. Over the Construction Period, the Project is estimated to generate $882,907 in new taxes within the surrounding area. Of these taxes, it is expected that $475,126

new indirect sales taxes will be generated in the surrounding area as a result of this development project.

Construction Surrounding Area Impacts: Sales, Income, Lodging and Property Taxes					
Year	Projected Sales Tax ($)	Projected Income Tax ($)	Projected Lodging Tax ($)	Projected Property Tax ($)	TOTAL Projected Taxes
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]

Indirect income taxes were estimated using IMPLAN. The table above shows the indirect income tax estimated impacts. Over the Construction Period, it is estimated that within the surrounding area a total of $28,662 in indirect local and state income taxes will be generated.

Property taxes were estimated based on client-provided data that was then input into IMPLAN. The table above shows the indirect property tax estimated impacts. Over the Construction Period, the surrounding area is expected to generate a total of $311,960 in indirect property taxes.

Construction Catalyzed Project Impacts

The Central Park Transformational Mixed-Use Development will have a catalytic impact on economic growth in Heath, Ohio. Specific catalyzed projects of scale were not identified as of the writing of this Economic Impact Statement for inclusion in this report.

COMPLETION PERIOD IMPACTS

PROJECT IMPACTS

Upon Project construction completion, the Project will have a significant ongoing annual impact on the State and local economy. This impact will come in the form of activities to support the maintenance and operation of the buildings, as well as from businesses that will locate operations at the development site as tenants. Once the buildings reach full occupancy, these ongoing activities are anticipated to support approximately 107 total direct jobs and generate $3.27 million of direct annual labor income in 2028.

The Project is also estimated to generate $12.9 million in new property, sales, and income taxes over the five-year completion period as defined by Ohio Department for Development, which for this project is 2028 through 2032. In addition, the Project is expected to generate approximately $55.7 million in retail, dining, and entertainment sales over the completion period.

Estimated Completion Period Impacts of the Project

- 107 Direct Jobs with $3.27 million in Direct Payroll in 2028
- $12.9 million in new property, sales and income taxes over the 5-year completion period
- $55.7 million in retail, dining, and entertainment sales over completion period

PERMANENT (ANNUAL) JOBS AND PAYROLL IMPACTS OF THE PROJECT

Upon completion of construction, the Project is expected to create 107 total jobs, 10 of which will be jobs to support maintenance and operations of the buildings and commercial parking, 97 of which will be commercial tenant jobs. In year 2032, the 10 Operations jobs are expected to generate $343,213 [redacted] (Operations job estimates are shown in the table below).

Project Impacts: Operational Jobs			
Year	Full-Time Equivalents	Average Hourly Wage ($)	TOTAL Projected Payroll
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]

In year 2032, the Project Tenant jobs are expected to generate a total of $3,338,602 in direct labor income (Total payroll varies slightly compared to the total payroll shown in Appendix B

due to the averaging of the hourly wage and the multiple decimal points that are not shown in the tables). In 2032, Tenant jobs are expected to have an average hourly wage of $16.62. Average hourly wages were calculated using the labor income per year estimated by IMPLAN for the industry divided by the number of jobs and then divided by 2,080 hours of work per year. (Table below displays the Tenant job estimates).

Project Impacts: Tenant Jobs			
Year	Full-Time Equivalents	Average Hourly Wage ($)	TOTAL Projected Payroll
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]

Permanent (Annual) Tax and Sales Impacts Of The Project

The Project is expected to be completed prior to calendar year 2028 following construction years 2025 through 2027. Based on TMUD application requirements, a completion period was set for calendar years 2028 through 2032, when the Project will experience its first five years of operations. During this period, the Project is anticipated to generate significant new tax revenues at the project site and within the surrounding area.

This report focuses on the direct and indirect taxes generated by the project starting in 2028, as calculated by IMPLAN software and PMC utilizing the operations, commercial tenant, and resident spending impacts outlined in Appendix B. This input data was provided by the client based on planned tenants, operations wages and staffing, and resident income requirements for the apartment units.

The table below illustrates the permanent direct sales, income, lodging and property tax estimates analyzed by PMC using local tax rates to calculate direct taxes. Over the 5-year impact period, the Project is estimated to generate a total of $4,040,807 in direct local, county and state sales taxes within the Project site. Sales taxes were calculated using a 7.25% total tax rate for Licking County.

Project Impacts - Sales, Income, Lodging and Property Taxes					
Year	Projected Sales Tax ($)	Projected Income Tax ($)	Projected Lodging Tax ($)	Projected Property Tax ($)	TOTAL Projected Taxes
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]

Income taxes were estimated using the appropriate local and state income tax rates (2% for Heath and state income tax varied based on income bracket). The table above shows the direct permanent income tax estimated impacts. Over the 5-year completion period, the Project is estimated to generate a total of $1,519,095 in direct local and state income taxes.

Property taxes were estimated based on client-provided value estimates of the completed project and a client-provided property tax incentive structure to be used by the Project and Development. The table above shows the permanent incremental property tax estimated impacts. Over the 5-year impact period, the Project is expected to generate a total of $7,352,965 in direct incremental property taxes. A 15-year, 100% tax abatement will be utilized on the Project site whereby the developer will be required to make payments to the local school district and a newly established New Community Authority (NCA). The difference between the total taxes that would have been paid if not for the abatement and the school district payments will be paid to the NCA in the form of NCA charges. Per the published TMUD guidelines, NCA charges are instructed to be included in the property tax projections.

Project Impacts - Retail, Entertainment and Dining Sales				
Year	Projected Retail Sales ($)	Projected Entertainment Sales ($)	Projected Dining Sales ($)	TOTAL Projected Sales/Year
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]

The Project is expected to generate $55,735,270 in new sales revenues in the area over the 5-year completion period, as shown in the table above. These estimates were pulled from the direct sales calculated at the project site found in Appendix B.

Development Impacts

Upon construction completion of the overall development, the Development will have a significant ongoing annual impact on the State and local economy. This impact will come in the form of activities to support the maintenance and operation of the buildings, as well as from businesses that will locate operations at the development site as tenants. Once the buildings reach full occupancy, these ongoing activities are anticipated to support approximately 114 total direct jobs and generate $4.5 million of direct annual labor income by Year 5 (2032).

The Development is also estimated to generate $11.2 million in new property, sales, and income taxes over the five-year completion period as defined by Ohio Department for Development, which for this project is 2028 through 2032. In addition, the Project is expected to generate approximately $26.9 million in retail, dining, and entertainment sales over the completion period.

Estimated Completion Period Impacts of the Development

- 114 Direct Jobs in 2032 with $4.5 million in Direct Payroll)
- $11.2 million in new property, sales and income taxes over the 5-year completion period
- $26.9 million in retail, dining, and entertainment sales over completion period

Permanent (Annual) Jobs and Payroll Impacts of the Development

Upon completion of construction, the Development is expected to create 114 total jobs, 64 of which will be jobs to support maintenance and operations of the buildings and commercial parking, 50 of which will be commercial tenant jobs. [redacted]

(Operations job estimates are shown in the table below).

Development Impacts: Operational Jobs			
Year	Full-Time Equivalents	Average Hourly Wage ($)	TOTAL Projected Payroll
[redacted]			

In year 2032, the Development Tenant jobs are expected to generate a total of $1,532,499 in direct labor income (Total payroll varies slightly compared to the total payroll shown in Appendix C due to the averaging of the hourly wage and the multiple decimal points that are not shown

in the tables). In 2032, Tenant jobs are expected to have an average hourly wage of $14.74. Average hourly wages were calculated using the labor income per year estimated by IMPLAN for the industry divided by the number of jobs and then divided by 2,080 hours of work per year. (Table below displays the Tenant job estimates).

Development Impacts: Tenant Jobs			
Year	Full-Time Equivalents	Average Hourly Wage ($)	TOTAL Projected Payroll
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]

Because construction of the Development will begin in 2028, construction jobs and payroll for years 2028-2031 should be considered in this section. In 2028-2031, the Development is expected to generate 862 construction jobs with $54.6 million in direct payroll.

Permanent (Annual) Tax and Sales Impacts Of The Development

The Development is expected to be completed prior to calendar year 2032 following construction years 2028 through 2031. Based on TMUD application requirements, a completion period was set for calendar years 2028 through 2032, when the Project will experience its first five years of operations. Because construction of the Development will begin in 2028, which happens during the Completion Period, construction sales and income taxes for Years 2028-2031 were included in this section's estimates.

This report focuses on the direct and indirect taxes generated by the project starting in 2028, as calculated by IMPLAN software and PMC utilizing the operations, commercial tenant, and resident spending impacts outlined in Appendix C. This input data was provided by the client based on planned tenants, operations wages and staffing, and resident income requirements for the apartment units.

The table below illustrates the permanent direct sales, income, lodging and property tax estimates analyzed by PMC using local tax rates to calculate direct taxes. Over the 5-year impact period, the Development is estimated to generate a total of $4,541,519 in direct local, county and state sales taxes within the Project site and surrounding area. Sales taxes were calculated using an 7.25% total tax rate for Licking County.

Development Impacts - Sales, Income, Lodging and Property Taxes					
Year	Projected Sales Tax ($)	Projected Income Tax ($)	Projected Lodging Tax ($)	Projected Property Tax ($)	TOTAL Projected Taxes
[redacted]					

Income taxes were estimated using the appropriate local and state income tax rates (2% for Heath and state income tax varied based on income bracket). The table above shows the direct permanent income tax estimated impacts. Over the 5-year completion period, the Development is estimated to generate a total of $3,823,650 in direct local and state income taxes.

Property taxes were estimated based on client-provided value estimates of the completed project and a client-provided property tax incentive structure to be used by the Project and Development, described below. The table above shows the permanent incremental property tax estimated impacts. Over the 5-year impact period, the Development is expected to generate a total of $2,882,549 in direct incremental property taxes. A 15-year, 100% tax abatement will be utilized on the Project site whereby the developer will be required to make payments to the local school district and a newly established New Community Authority (NCA). The difference between the total taxes that would have been paid if not for the abatement and the school district payments will be paid to the NCA in the form of NCA charges. Per the published TMUD guidelines, NCA charges are instructed to be included in the property tax projections.

Development Impacts - Retail, Entertainment and Dining Sales				
Year	Projected Retail Sales ($)	Projected Entertainment Sales ($)	Projected Dining Sales ($)	TOTAL Projected Sales/Year
[redacted]				

The Development is expected to generate $26,931,648 in new sales revenues in the area over the 5-year completion period, as shown in the table above. These estimates were pulled from the direct sales calculated at the project site found in Appendix C.

Surrounding Area Impacts

Upon construction completion of the entire development, the Project will have a significant ongoing annual impact on the State and local economy. This impact will be an indirect result of activities to support the maintenance and operation of buildings and potential tenants that will come to the surrounding area. Once the Project reaches full occupancy, the surrounding area is anticipated to support approximately 32 total indirect jobs and generate approximately $1.7 million of indirect labor income annually.

The surrounding area is also estimated to generate $449,363 in new indirect property, sales, and income taxes over the five-year completion period as defined by Ohio Department for Development, which for this project is 2028 through 2032. Surrounding area impacts were estimated using indirect impacts of the Project in IMPLAN. It is possible that the impacts are much greater in the surrounding area due to the catalytic nature of this development.

Permanent (Annual) Jobs and Payroll Impacts of the Surrounding Area

Upon completion of construction of the overall development, it is expected that approximately 32 indirect jobs will be created in the surrounding area, 12 of which will be jobs to support maintenance and operations of buildings and commercial parking, and 19 of which will be commercial tenant jobs. Upon full occupancy of the development, in 2032 the 12 Operations jobs are expected to generate $588,382 in indirect labor income with an average hourly wage of $22.43 (Operations job estimates are shown in the table below)

Surrounding Area Impacts: Operational Jobs			
Year	Full-Time Equivalents	Average Hourly Wage ($)	TOTAL Projected Payroll
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]

In 2032, the surrounding area Tenant jobs are expected to generate a total of $1,154,948 in indirect labor income. Tenant jobs are expected to have an average hourly wage of $28.80. Average hourly wages were calculated using the labor income per year divided by the number

of jobs and then divided by 2,080 hours of work per year. (Table below displays the Tenant job estimates).

Surrounding Area Impacts: Tenant Jobs			
Year	Full-Time Equivalents	Average Hourly Wage ($)	TOTAL Projected Payroll
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]

Permanent (Annual) Tax and Sales Impacts Of The Surrounding Area

During the five-year completion period, the overall development is anticipated to generate significant new tax revenues within the surrounding area.

The surrounding area impacts identify the indirect taxes generated by the project starting in 2028, as calculated by IMPLAN software utilizing the operations, commercial tenant, and resident spending impacts outlined in Appendix D. This input data was provided by the client based on planned tenants, operations wages and staffing, and resident income requirements for the apartment units.

The table below illustrates the permanent indirect sales, income, and property tax estimates generated in IMPLAN. Over the five-year completion period, it is expected that $226,412 in new indirect sales taxes will be generated in the surrounding area as a result of this development project.

Surrounding Area Impacts - Sales, Income, Lodging and Property Taxes					
Year	Projected Sales Tax ($)	Projected Income Tax ($)	Projected Lodging Tax ($)	Projected Property Tax ($)	TOTAL Projected Taxes
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]

Indirect income taxes were estimated using IMPLAN. The table above shows the indirect income tax estimated impacts. Over the 5-year completion period, it is estimated that within

the surrounding area a total of $74,293 in indirect local and state income taxes will be generated.

Property taxes were estimated based on client-provided data that was then input into IMPLAN. The table above shows the indirect property tax estimated impacts. Over the 5-year impact period, the overall development will generate a total of $148,658 in indirect property taxes.

Surrounding Area Impacts - Retail, Entertainment and Dining Sales				
Year	Projected Retail Sales ($)	Projected Entertainment Sales ($)	Projected Dining Sales ($)	TOTAL Projected Sales/Year
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]

The surrounding area is expected to generate significant new sales revenues in the area which will include $20,910,401 in total retail, dining and entertainment sales over the 5-year completion period, as shown in the table above. These estimates were generated in IMPLAN using a Household Spending analysis which shows only induced impacts.

Catalyzed Project Impacts

The Central Park Transformational Mixed-Use Development will have a catalytic impact on economic growth in Heath, Ohio. Specific catalyzed projects of scale were not identified as of the writing of this Economic Impact Statement for inclusion in this report.

TOTAL IMPACTS

TOTAL ECONOMIC IMPACTS

Total Economic Impacts – Construction Period Impacts + Completion Period Impacts				
	TOTAL Projected FTEs	TOTAL Projected Payroll	Total Projected Sales	TOTAL Projected Taxes
Construction [redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
TOTAL	985.27	$84,551,153	$103,577,319	$29,335,067

TOTAL CONSTRUCTION PERIOD IMPACTS

Total Construction Period Impacts: Construction Jobs		
Year	Full-Time Equivalents	TOTAL Projected Payroll
[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]

Total Construction Period Impacts: Sales, Income, Lodging and Property Taxes					
Year	Projected Sales Tax ($)	Projected Income Tax ($)	Projected Lodging Tax ($)	Projected Property Tax ($)	TOTAL Projected Taxes
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]

Total Completion Period Impacts: Operational Jobs		
Year	Full-Time Equivalents	TOTAL Projected Payroll
[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]

Total Completion Period Impacts: Tenant Jobs		
Year	Full-Time Equivalents	TOTAL Projected Payroll
[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]

Total Completion Period Impacts - Retail, Entertainment and Dining Sales				
Year	Projected Retail Sales ($)	Projected Entertainment Sales ($)	Projected Dining Sales ($)	TOTAL Projected Sales/Year
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]

Total Completion Period Impacts - Sales, Income, Lodging and Property Taxes					
Year	Projected Sales Tax ($)	Projected Income Tax ($)	Projected Lodging Tax ($)	Projected Property Tax ($)	TOTAL Projected Taxes
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]

CATALYZED PROJECT NARRATIVE

The Central Park Transformational Mixed-Use Development will have a catalytic impact on economic growth in Heath, Ohio. Specific catalyzed projects of scale were not identified as of the writing of this Economic Impact Statement for inclusion in this report.

PROJECT RETURN ON INVESTMENT

In Year 5 (2032), the total Operations and Tenant jobs for the Project are expected to generate $3,681,815 in new direct payroll. It is possible that upon completion of the Project that significantly more payroll will be generated due to local factors within the Project site's surrounding area.

The Project, Development, and Surrounding Area are anticipated to generate $29,335,067 in combined new tax revenues for the State of Ohio and the local entities over the construction and 5-year completion period. Over the construction and 5-year completion period, the Project, and Surrounding Area estimated to generate $103,577,318 in retail, dining and entertainment sales revenues. It is possible that upon completion of the Project that significantly more tax and sales revenues will be generated due to local factors and tax rates within the Project site's surrounding area. This Project will generate significant benefits for the City of Heath and the State of Ohio and will catalyze additional development in Heath and the surrounding area.

[redacted]	[redacted]
[redacted]	[redacted]
[redacted]	[redacted]

Total New Taxes Generated (Over 5-Year Completion Period):	**$29,335,067**
Total New Retail, Dining and Entertainment Sales Generated (Over 5-Year Completion Period):	**$103,577,318**

Tax Credit Requested	**$8,500,000**

GLOSSARY

Direct Jobs – Direct jobs comprise those individuals employed in the redevelopment of the building, its future operation, or involved in the operation of a business located at the Project (tenant) site upon redevelopment.

Direct Earnings/Labor Income – The labor income (wages and benefits) associated with the direct jobs.

Hard Construction Costs for IMPLAN Impact Analysis - Only Hard Construction Costs (including Architecture and Engineering costs, as prescribed by IMPLAN software modeling instructions for construction projects) were entered into IMPLAN. Costs such as acquisition, site work, soft costs, financing costs, and FF&E were excluded from this Direct Development Cost number.

Indirect Jobs – Jobs supported by industries purchasing from industries. For example, purchases of construction materials and other supplies from vendors within the study area. Those vendors employ workers to meet the demand of the Project (and other customers). This cycle may have many iterations between different industry sectors, and the coefficients associated with each industry are calculated within the IMPLAN model. See below for more information about IMPLAN.

Indirect Earnings/Labor Income – The earnings associated with the indirect jobs. This amount can include both wages and benefits paid to workers as well as income earned by business owners. Indirect earnings are calculated using the IMPLAN model.

Retail, Entertainment and Dining Sales – Sales were analyzed using a Household Income impact analysis in IMPLAN using the industry codes listed in Appendix C. This analysis uses only induced impacts to show how new households will impact sales and spending in the area using IMPLAN's estimates. These estimates were then combined with direct dining, entertainment and retail sales generated within the overall development site.

Taxes – This includes all taxes and fees collected by federal, state, county, municipal, or other government entities, including, but not limited to property taxes, income taxes, sales, taxes, license and registration fees, etc.

METHODOLOGY

This analysis was completed using the IMPLAN economic impact model, adjusted for 2028 dollars as well as for actual tax rates. IMPLAN is an input-output model that is used by many universities and government agencies to estimate economic and fiscal impacts. Input-output modeling describes commodity flows from producers to consumers. The value of commodities produced is equal to total industry purchases of commodities, services, employment compensation, value added, and imports.

An IMPLAN impact analysis involves specifying a series of expenditures or other changes and applying them to the region's economic multipliers. The expenditures are identified in terms of the sectoring scheme for the model, in producer prices, and in historical and current dollars with the year the analysis is conducted in as the base year. Only the dollars spent within the region are applied to the model.

The notion of a multiplier rests upon the difference between the initial effect of a change in final demand and the total effects of that change. Total effects can be calculated either as direct and indirect effects, or as direct, indirect, and induced effects. Direct effects are production changes associated with the immediate effects or final demand changes. Indirect effects are production changes in backward-linked industries caused by the changing input needs of directly affected industries (for example, additional purchases to produce additional output). Induced effects are the changes in regional household spending patterns caused by changes in household income generated from the direct and indirect effects.

Purchases for final use (final demand) drive the model. Industries producing goods and services for final demand purchase goods and services from other producers. These other producers, in turn, purchase goods and services. This buying of goods and services (indirect purchases) continues until leakage from the region (imports and value added) stops the cycle.

Creating a regional input-output model requires a tremendous amount of data. The costs of surveying industries within each region to derive a list of commodity purchases (production functions) are prohibitive. IMPLAN was developed as a cost-effective means to develop regional input-output models. The IMPLAN accounts closely follow the accounting conventions used in the "Input-Output Study of the U.S. Economy" by the Bureau of Economic Analysis (1980) and the rectangular format recommended by the United Nations.

(Source for much of this description: Olson, Doug and Scott Lindall, "IMPLAN Professional Software, Analysis, and Data Guide"; Minnesota IMPLAN Group, Inc., 1725 Tower Drive West, Suite 140, Stillwater, MN 55082).

APPENDIX A - CONSTRUCTION ASSUMPTIONS

Central Park - Phase I (Project)						
Commodity Input	Construction Year - 2025	Construction Year - 2026	Construction Year - 2027	Total Construction Costs	IMPLAN Code	Notes
[redacted]						
[redacted]						
[redacted]						

Central Park (Project) - Construction Job Assumptions			
Year	Number of Jobs	Payroll	Average Hourly Wage
[redacted]			
[redacted]			
[redacted]			
[redacted]			
City of Heath Income Tax Rate – 2%, State Income Tax Rate varies dependent upon income tax bracket.			

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Central Park - Phase II (Development)							
Commodity Input	Construction Year - 2028	Construction Year - 2029	Construction Year - 2030	Construction Year - 2031	Total Construction Costs	IMPLAN Code	Notes
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]		

Development - Construction Job Assumptions			
Year	Number of Jobs	Payroll	Average Hourly Wage
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	

City of Columbus Income Tax Rate – 2.5%, State Income Tax Rate varies dependent upon income tax bracket.

*2028-31 Construction Impacts of the Development were included in the Completion Period Impacts of the Development because 2028 is the first year of the Completion Period

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APPENDIX B - PROJECT ASSUMPTIONS

Central Park (Project) – Sales Tax Estimates
Licking County
Sales Tax Rate 7.25%

[redacted]

Project Job Assumptions - Phase I

Building/Use	SF	IMPLAN Job Category	Number of Jobs	Category	Payroll
[redacted]					
TOTAL			107		$3,271,245

City of Heath Income Tax Rate - 2%, State Income Tax Rate varies dependent upon income tax bracket.

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Total Effective Tax Rate	School Portion	Non-School Portion
2.170%	72.940%	27.060%

Central Park Phase I (Project) - Property Tax Estimates

Values

Estimated Taxes Per Year - 1,481,234

Year Payable	Value	Total Taxes Paid	Base Taxes	Less abatement	School Payments (67%)	NCA Charges (Remainder)	Total Taxes Generated
				100.00%	48.87%	51.13%	

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Resident Income Tax Estimates - Central Park (Phase I)	[redacted]
City	
Number of Housing Units	
Average Monthly Rent	
% Gross Income Spent on Rent	
Estimated Total Household Income	
Occupancy % Estimate	
Percent of Households "New" to Surrounding Area	
New Household Income To Area - Used for Induced Spending	
Work-From Home Employees - Income Tax Estimates	
Percent of Households working from home and taxed at local income tax rate	
Estimated Household Income Subject to Local W-2 Income Tax	
Local Income Tax Rate	
Estimated Local W-2 Income Tax Per Year	
Estimated Inflation Increase Per Year	

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APPENDIX C - DEVELOPMENT ASSUMPTIONS

Central Park (Development) – Sales Tax Estimates

Licking County

Sales Tax Rate 7.25%

[redacted]

Development Job Assumptions - Phase II

Building/Use	SF	IMPLAN Job Category	Number of Jobs	Category	Payroll
[redacted]					

City of Heath Income Tax Rate - 2%, State Income Tax Rate varies dependent upon income tax bracket.

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Total Effective Tax Rate	School Portion	Non-School Portion
2.170%	72.9400%	27.0600%

Central Park Phase II (Development) - Property Tax Estimates

Values

Estimated Taxes Per Year - 1,847,636

Year Payable	Value	Total Taxes Paid	Base Taxes	Less abatement	School Payments (67%)	NCA Charges (Remainder)	Total Taxes Generated
				100%	48.87%	51.13%	

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Resident Income Tax Estimates - Central Park (Phase II) - 1	[redacted]
City	
Number of Housing Units	
Average Monthly Rent	
% Gross Income Spent on Rent	
Estimated Total Household Income	
Occupancy % Estimate	
Percent of Households "New" to Surrounding Area	
New Household Income To Area - Used for Induced Spending	
Work-From Home Employees - Income Tax Estimates	
Percent of Households working from home and taxed at local income tax rate	
Estimated Household Income Subject to Local W-2 Income Tax	
Local Income Tax Rate	
Estimated Local W-2 Income Tax Per Year	
Estimated Inflation Increase Per Year	

Resident Income Tax Estimates - Central Park (Phase II) - 2	[redacted]
City	
Number of Housing Units	
Average Monthly Rent	
% Gross Income Spent on Rent	
Estimated Total Household Income	
Occupancy % Estimate	
Percent of Households "New" to Surrounding Area	
New Household Income To Area - Used for Induced Spending	
Work-From Home Employees - Income Tax Estimates	
Percent of Households working from home and taxed at local income tax rate	
Estimated Household Income Subject to Local W-2 Income Tax	
Local Income Tax Rate	
Estimated Local W-2 Income Tax Per Year	
Estimated Inflation Increase Per Year	

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Resident Income Tax Estimates - Central Park (Phase II) - 3	
City	[redacted]
Number of Housing Units	
Average Monthly Rent	
% Gross Income Spent on Rent	
Estimated Total Household Income	
Occupancy % Estimate	
Percent of Households "New" to Surrounding Area	
New Household Income To Area - Used for Induced Spending	
Work-From Home Employees - Income Tax Estimates	
Percent of Households working from home and taxed at local income tax rate	
Estimated Household Income Subject to Local W-2 Income Tax	
Local Income Tax Rate	
Estimated Local W-2 Income Tax Per Year	
Estimated Inflation Increase Per Year	

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APPENDIX D – SURROUNDING AREA ASSUMPTIONS

Induced Spending - Dining, Retail and Entertainment Sales	
Dining	
509	Full-service restaurants
510	Limited-service restaurants
Entertainment	
106	Breweries
107	Wineries
108	Distiller
420	Scenic and sightseeing transportation and support activities for transportation
421	Couriers and messengers
430	Sound recording industries
431	Radio and television broadcasting
432	Cable and other subscription programming
447	Other real estate
474	Travel arrangement and reservation services
496	Performing arts companies
497	Commercial Sports Except Racing
499	Independent artists, writers, and performers
500	Promoters of performing arts and sports and agents for public figures
501	Museums, historical sites, zoos, and parks
502	Amusement parks and arcades
504	Other amusement and recreation industries
511	All other food and drinking places
Retail	
152	Printing
392	Wholesale - Motor vehicle and motor vehicle parts and supplies
393	Wholesale - Professional and commercial equipment and supplies
394	Wholesale - Household appliances and electrical and electronic goods
395	Wholesale - Machinery, equipment, and supplies
396	Wholesale - Other durable goods merchant wholesalers
397	Wholesale - Drugs and druggists' sundries
398	Wholesale - Grocery and related product wholesalers

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399	Wholesale - Petroleum and petroleum products
400	Wholesale - Other nondurable goods merchant wholesalers
401	Wholesale - Wholesale electronic markets and agents and brokers
402	Retail - Motor vehicle and parts dealers
403	Retail - Furniture and home furnishings stores
404	Retail - Electronics and appliance stores
405	Retail - Building material and garden equipment and supplies stores
406	Retail - Food and beverage stores
407	Retail - Health and personal care stores
408	Retail - Gasoline stores
409	Retail - Clothing and clothing accessories stores
410	Retail - Sporting goods, hobby, musical instrument and book stores
411	Retail - General merchandise stores
412	Retail - Miscellaneous store retailers
413	Retail - Nonstore retailers
423	Newspaper publishers
429	Motion picture and video industries
437	News syndicates, libraries, archives and all other information services
451	General and consumer goods rental except video tapes and discs
466	Photographic services
467	Veterinary services
477	Landscape and horticultural services
493	Individual and family services
505	Fitness and recreational sports centers
512	Automotive repair and maintenance, except car washes
513	Car washes
514	Electronic and precision equipment repair and maintenance
516	Personal and household goods repair and maintenance
517	Personal care services
518	Death care services
519	Dry-cleaning and laundry services
520	Other personal services
Sales from the Sales Tax Estimates table were included in Induced Spending in they fell within these categories based on the Job Assumptions table.	

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APPENDIX E

ASSUMPTIONS AND LIMITING CONDITIONS

1. The economic impact analysis contained herein relies on databases and software developed by IMPLAN Group LLC. MIG Inc. has been developing complex localized databases since 1993 and is an industry recognized leader in input-output databases and data modeling. As a result, we believe the information provided is a reliable basis to use in developing the economic impacts for the Project (s). However, we have not examined the data or the assumptions underlying such data in accordance with the standards prescribed by the AICPA, USPAP, or other standards, and, accordingly, do not express an opinion or any other form of assurance on the data estimates obtained for use in our economic impact analysis.
2. All information contained in the report which was furnished by others was assumed to be true, correct, and reliable. A reasonable effort was made to verify such information, but the author assumes no responsibility for its accuracy.
3. The report was made assuming responsible ownership and capable management of the Project.
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7. Acceptance of and/or use of this report constitutes acceptance of all assumptions and the above conditions.

Water Street District Phase II

Transformational Mixed-Use Tax Credit

Economic Impact Statement

Authored by:

VISTA SITE SELECTION

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5. EIS Framework Qualifications

EIS Framework Categories and Sections

The framework in this study will cover three major sections: 1) Construction Impacts, 2) Completion Period Impacts and 3) Total Impacts.

This study is prepared by Vista Site Selection, LLC ("Vista"), a third-party entity, on behalf of an application for the Ohio Transformational Mixed-Use Tax Development Credit Program ("TMUD"). This study accomplishes two primary objectives:

1) To verify that increased tax collections resulting from the project will exceed 10% of the estimated eligible project costs and,

2) To articulate the economic impacts of the Project and/or larger Development to the Project Site and Surrounding Area during both the Construction Period, which is the time period in which the Project is being constructed and the Completion Period, which is the 5 years after Project construction is completed.

In accomplishing these objectives, this document will assess the following categories:

- ***Employment*** **-** The projected number of construction, operational, and tenant jobs created as a result of the Project and the average hourly wages for each job type.
- ***Revenue*** **-** Annual revenue projections generated from retail, entertainment, and dining sales.
- ***Tax Revenues*** **-** Annual revenue projections generated from sales tax, income tax, lodging tax, and property tax.

Economic impacts will be calculated utilizing IMPLAN software and the following methodology:

	1. Construction Impacts	2. Project Completion Period Impacts
Project	The direct economic impacts of the new construction and/or renovation and rehabilitation of structures included in the Project on the Project site during the construction period.	The direct and indirect economic impacts of the Project as defined in the application in the five years after completion of construction of the Project.
Development (if applicable)	The direct economic impacts of the construction and/or renovation and rehabilitation of structures included in the Development as defined in the application during the construction period. Does not include the Construction Project Impacts described above. If the Project is not part of a larger planned Development, this section is not applicable.	The direct and indirect economic impacts of the Development as defined in the application in the five years after completion of construction of the Project, exclusive of the impacts of the Project as identified above. If the Project is not part of a larger planned Development, this section is not applicable.
Surrounding Area Impacts	The indirect economic impacts caused by the new construction and/or renovation and rehabilitation of structures included in the Project in the surrounding area during the completion period of the Project, excluding any impacts specifically identified below in the Construction Catalyzed Project Impacts section.	The direct and indirect economic impacts caused by the Project in the surrounding area in the five years after completion of construction of the Project, excluding any catalyzed projects specifically identified below in the Catalyzed Project Impacts section.
Catalyzed Projects (if applicable)	The direct and indirect economic impacts from construction of the defined projects in the surrounding area that are directly caused or accelerated by the Project/Development during the completion period of the Project.	The direct and indirect economic impacts of other proposed, defined projects in the surrounding area that are directly caused or accelerated by the Project/Development in the five years after completion of construction of the Project.
	3. Total Impacts (1. Construction Impacts + 2. Project Completion Impacts)	

What is an Economic Impact Analysis?

An Economic Impact Analysis (EIA) analyzes the effect of an event in a defined geographic area. These geographies may be a parcel, a municipality, county, region, state or country. For purposes of this study, the geography is referred to as the "Surrounding Area." Events occurring within the Surrounding Area come in many forms, typically engendered from industry changes in revenue, business profits, wages, jobs or capital investment, among others. In this analysis, IMPLAN software was used to map the multiplier effects of each event. These events serve as **inputs** and produce economic impacts **(outputs)** into four categories:

1. ***Output*** – representing the value of industry production. For the service and retail sectors, this represents sales or the value of goods sold.
2. ***Employment*** – representing the number of jobs created directly by the project and through direct industry spending.
3. ***Labor Income*** - all forms of employment income paid to employees, including Employee Compensation (wages and benefits) and Proprietor Income (payments received by self-employed individuals and unincorporated business owners).
4. ***Value Added*** - the difference between an industry's or an establishment's total output and the cost of its intermediate inputs. It is a measure of the contribution to GDP.

For purposes of this study, within each impact category, exists two types of effects:

Direct Effects the set of expenditures applied to an impact analysis. It represents a series (or single) of production changes or expenditures made by producers/consumers as a result of an activity. Applying these initial changes to the multipliers in the IMPLAN model will then display how the region will respond economically to these initial changes (in output, employment, labor income and value added).

Indirect Effects represent the impact of local industries buying goods and services from other local industries. A local industry may include businesses, non-profits, residents of a residential development, institutions and governments. The cycle of spending works its way backward through the supply chain until all money leaks from the local economy, either through imports or by payments to value added. The impacts are calculated by applying Direct Effects to IMPLAN multipliers.

Tax Rate Methodology

Below is a summary of tax collection methodology utilized in estimating taxes[9]:

Sales Taxes – sales taxes are calculated using sales and purchases of building tenants, purchases from residents within the Surrounding Area and hotel room stays. In order to account for exemptions, the exemption list provided in the Ohio Department of Taxation Annual Report was utilized and an additional 25% reduction was applied to sales to ensure exempted activities are not counted. Indirect Sales taxes were calculated based off of resident expenditures and estimates of economic output provided by IMPLAN. Sales taxes are collected by the County, State and Transit Authority from the following rates:

State of Ohio	5.75%
Montgomery County	1.25%
MVRTA	0.50%

Income Taxes – income taxes are calculate as a percentage of employee compensation of direct employment within the project and indirect employment caused by the project. Income taxes are collected by the State of Ohio (Ohio Withholding Tax) and the City (Municipal Income Tax). Ohio Withholding Taxers utilize a bracketed rate structure based on salary. As such, a blended wage rate was utilized for all jobs created for the project, resulting in a 2.8% withholding tax rate. Below are the income tax rates applicable to the Project.

State of Ohio	2.8%
City of Dayton	2.5%

Lodging Taxes – lodging taxes are collected from room sales of guests staying less than 30 days for each stay. The tax is collected by both the City and County utilizing the following rates:

Montgomery County	6.5%
City of Dayton	4.0%

Property Taxes – property taxes are collected by various unit of local government through the County Auditor's Website based off of a 35% assessed rate of the project's market value.

Total Rate	10.7%
Montgomery County	*14.7%*
Dayton City School District	*67.6%*
Dayton City	*9.3%*
Dayton Metro Library	*2.8%*
Fiver Rivers Metro Park District	*1.8%*

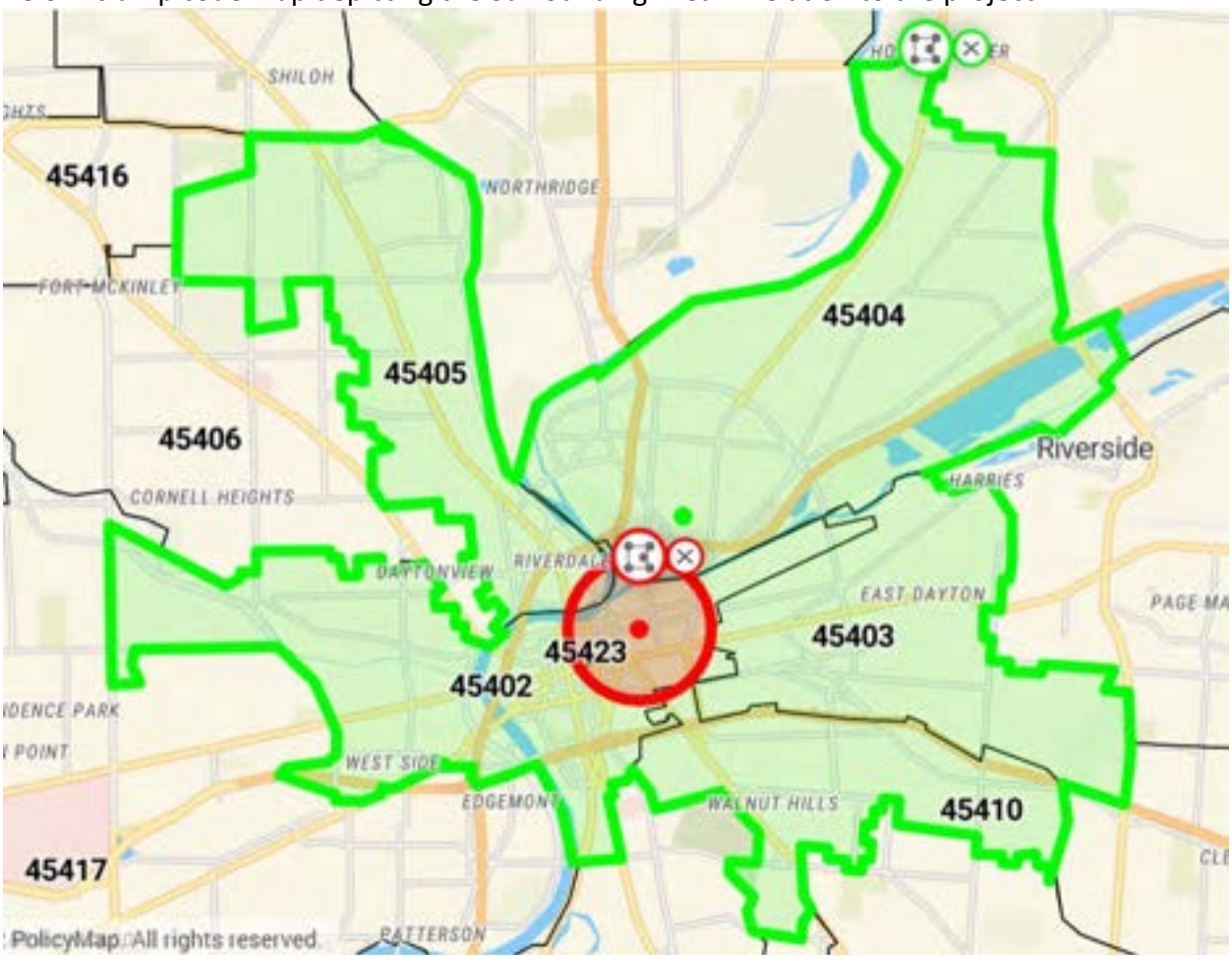
[9] Tax Rate Sources: Property Tax – Montgomery County Auditor; Income Tax & Sales Tax: Ohio Department of Taxation "The Finder" address search function; Lodging Tax – City of Dayton and Montgomery County Finance Department.

Surrounding Area

The "Surrounding area" means any zip code covered in whole or in part encompassed within a perimeter starting from the Delco project boundary and extending one-half mile out from that boundary. The Delco is located within the 45402 zip code and the Surrounding Area in total encompasses 6 zip codes: 45402, 45403, 45404, 45405, 45410, and 45423.

Additionally, the area includes Census Tracts 39113090302, 39113080700, 39113070300, 39113080500, 39113001800, 39113080100, 39113090304, 39113003500, 39113001600, 39113001700, 39113080200, 39113165100, 39113003404, 39113001900, 39113010200, 39113001501, 39113002500, 39113000500, 39113091000, 39113070202, 39113090600, 39113003800, 39113090900, 39113002900, 39113000400, 39113004100, 39113002600, 39113080600, 39113002000, 39113080400, 39113000700, 39113080300, 39113003000, 39113001100, 39113000801, 39113003402, 39113003900, 39113003201, 39113003300, 39113002400, 39113002200, 39113000900, 39113165200, 39113002300, 39113000600, 39113000802, 39113002700, 39113003403, 39113001000, 39113001200[1].

Below is a zip code map depicting the Surrounding Area in relation to the project:



[1] Data and mapping provided by PolicyMap GIS software; custom region built by Ice Miller Whiteboard.

CONSTRUCTION PERIOD IMPACTS

METHODOLOGY

The value entered in Industry Output for construction represents full cost of the structure as provided by the Developer, and only the structure. Construction cost data was provided by the Developer in all circumstances (each building). This includes hard costs and soft costs. IMPLAN then calculates estimated employment and labor income needed to support such costs, classifying employees, hours worked and compensation down to the individual occupational code.

Because Employment, by definition, is based on where the job is located, not where an individual resides, Employment includes estimates of the full value full-time, part-time and temporary Employment on the job site during the year. Additional considerations of costs attributed to construction are considered below. Employees are converted to Full-time equivalent employees (FTEs) by dividing the estimated number of hours of compensation for the job, as calculated by IMPLAN, by 2,080.

PROJECT, DEVELOPMENT AND SURROUNDING AREA

Calculations for the Project and Development represent only Direct construction impacts and inputs. Further, because many of the buildings within the Development are from previously implemented Phases of the Development, only construction impacts of The Project are realized in this section. Indirect construction impacts are included in the Surrounding Area section, and represent impacts that occur as a result of construction employees or items/supplies used in the construction process only. Induced impacts are not included in this addendum.

The Surrounding Area encompasses 6 zip codes: 45402, 45403, 45404, 45405, 45410, and 45423.

CONSTRUCTION INPUTS

Development inputs are omitted as construction for previously implemented phases of the Development have already occurred.

PROJECT	Const. Period
Construction Input	[redacted]
Jobs	
Comp.	
Sales	
Indirect Jobs	
Indrect Comp.	
Indirect Sales	
Base	
Direct Sales Tax	
Indirect Sales Tax	
Base	
Direct Income Tax	
Indirect Income Tax	
Base	
Direct Loding Tax	
Indirect Lodging Tax	
Base	
Direct Property Tax	
Indirect Property Tax	

COMPLETION PERIOD IMPACTS *(the 5 years after construction is completed)*

I. CONSTRUCTION PROJECT IMPACTS (Required)

A. Construction Project Impacts: Jobs

Year	Full-Time Equivalents	Average Hourly Wage	TOTAL Projected Payroll
[redacted]			
			$ 66,765,254.40

B. Construction Project Impacts: Retail, Entertainment and Dining Sales

Year	Projected Retail Sales	Projected Entertainment Sales	Projected Dining Sales	TOTAL Projected Sales/Year
[redacted]				
	$ -	$ -	$ -	$ -

C. Construction Project Impacts: Sales, Income, Lodging and Property Taxes

Year	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax	TOTAL Projected Taxes
[redacted]					
	$ 3,610,755	$ 2,993,091	$ 1,050	$ 449,010	$ 7,053,906

DEVELOPMENT IMPACTS

This section is intentionally left blank as construction impacts have already occurred prior to the Completion Period.

III. CONSTRUCTION SURROUDING AREA IMPACTS (Required)

A. Construction Surrouding Area Impacts: Jobs

Year	Full-Time Equivalents	Average Hourly Wage	TOTAL Projected Payroll
[redacted]			
			$ 1,169,064.00

B. Construction Surrouding Area Impacts: Retail, Entertainment and Dining Sales

Year	Projected Retail Sales	Projected Entertainment Sales	Projected Dining Sales	TOTAL Projected Sales/Year
[redacted]				
	$ 491,672	$ 176,377	$ 89,934	$ 757,983

C. Construction Surrouding Area Impacts: Sales, Income, Lodging and Property Taxes

Year	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax	TOTAL Projected Taxes
[redacted]					
	$ 201,678	$ 53,442	$ 249	$ 95,076	$ 350,445

COMPLETION PERIOD IMPACTS

Methodology and Project Information

The Delco ("The Project") is a transformational mixed-use development proposed along the Water Street District within the City of Dayton, adjacent to Day Air Ballpark, home of the Cincinnati Reds Single-A affiliate Dayton Dragons, running along the Miami River. The Project includes the construction of 216,754 square feet of parking, 23,336 square feet of retail, 142,093 square feet of 140 residential units and 89,764 square feet of office.





PROJECT INPUTS

Delco Residential

[redacted]

Input Metric	Methodology/Source	Amount
[redacted]		

Delco Commercial

[redacted]

Metric	Methodology/Source	Amount
[redacted]		

AC Hotel

[redacted]

Input Metric	Methodology/Source	Amount
[redacted]		

Parking Garage

The Delco building will include a 544-space parking garage.

Input Metric	Methodology/Source	Amount
[redacted]		

The Monument

The monument will include 4,500 square feet of ground floor retail and 124 residential, market rate apartment units.

Input Metric	Methodology/Source	Amount
[redacted]		

The Sutton

The Sutton includes 71 residential, market rate apartment units.

Input Metric	Methodology/Source	Amount
[redacted]		

DEVELOPMENT INPUTS

Property Name	Total Gross SF	Common Space	Residential SF	Total Units	Average Rent	Commercial SF	Hotel SF	# Keys	Total Project Cost
DEVELOPMENT									



Residential Spending Methodology

The table below summarizes the analysis utilized to estimate resident spending. Per-resident spending was calculated using the 2019 Consumer Expenditure Survey (CES)[2] for the Midwest Region. For each consumer spending category, a "Distribution of Spending" is provided by the CES. [redacted]

Residential Spending Methodology – Detailed Table

TYPICAL SPEND - MIDWEST AVERAGE - Consumer Expenditure Survey 2019

[redacted]

Once a per-resident expenditure is calculated, the expenditure category of the Surrounding Area is analyzed to determine that the Surrounding Area has adequate supply of goods or services within that category to allow for the expenditure to take place within the Surrounding Area. The table below illustrates an "Absorption Rate" calculated for each expenditure category based on 1) availability of the commodity (see "Area Supply") and 2) typical spending habits. For instance, clothing and apparel has been increasingly purchased online[3] , and apparel consumers may prefer to travel to a mall or retail centers outside of the surrounding area. As such, a 43% regional absorption was applied to that category. In other circumstances, educational options are robust within the

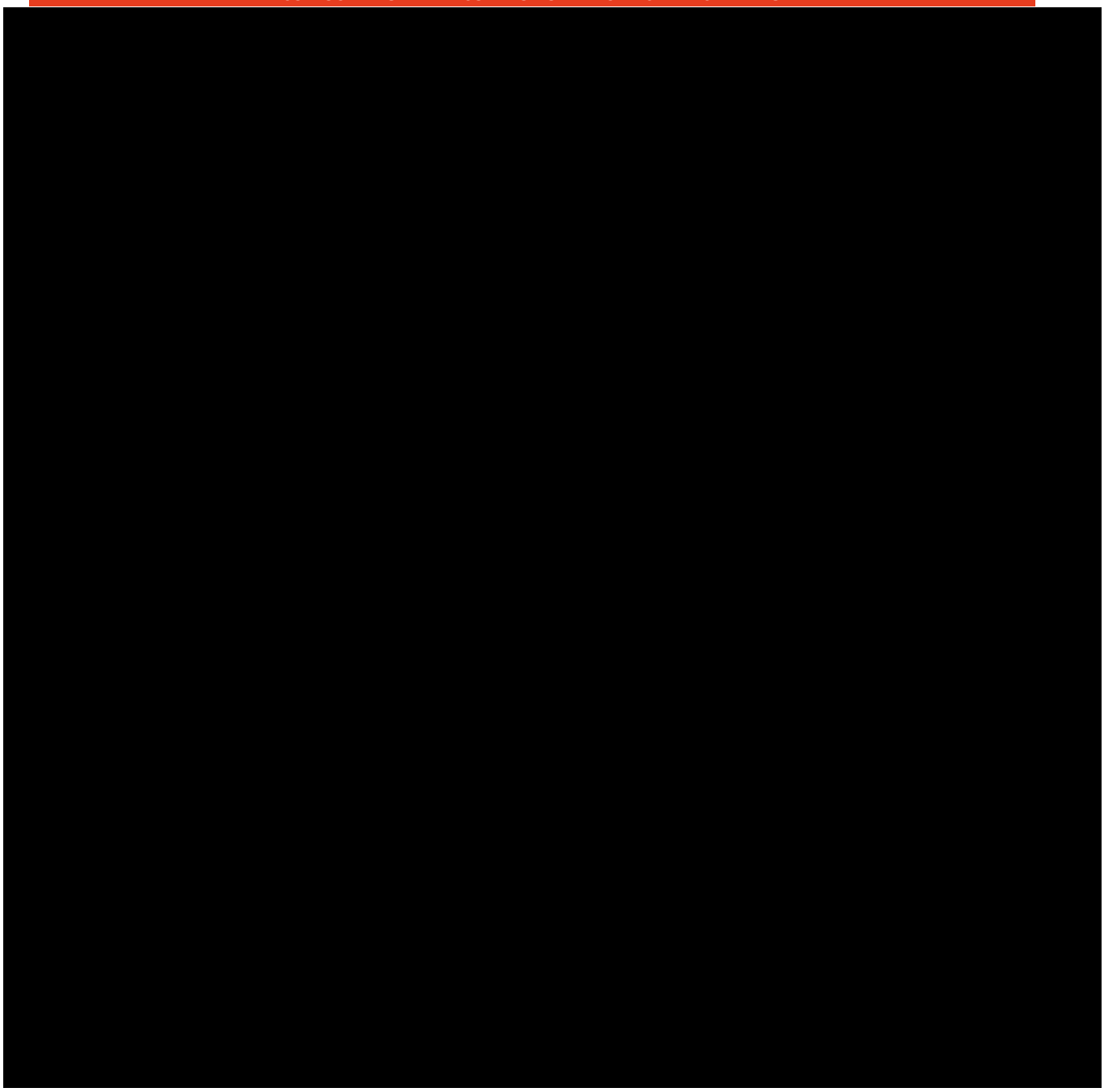
[2] Source Data: Table 1800. Region of residence: Annual expenditure means, shares, standard errors, and coefficients of variation, Consumer Expenditure Surveys, 2020 https://www.bls.gov/cex/tables/calendar-year/mean-item-share-average-standard-error/cu-region-1-year-average-2020.pdf

[3] 14.3% of total retails sales come from online purchases. https://www.census.gov/retail/mrts/www/data/pdf/ec_current.pdf

Surrounding Area due to the presence of a higher educational institution and schools. As a result, 100% of hat commodity would be purchased within the Surrounding Area.

The Absorption Rate is applied to each expenditure category to represent resident spending within the Surrounding Area.

SURROUNDING AREA ABSORPTION OF DIRECT RESIDENT SPENDING



[4] Calculations by Ice Miller Whiteboard; Area Supply data provided by IMPLAN "Commodity Trade Summary" for the custom Region built for zip codes 45402, 45403, 45404, 45405, 45410, and 45423.

Employment, Output and Tax Impacts

Economic Impacts – *Employment*

The table below summarizes employment and employee compensation[5] needed to support estimated sales and activity resulting from the project. Employment represents total headcount (including part time jobs). Employment remains flat given the industries under consideration are higher turnover. Further, compensation is adjusted by 2% annually to account for inflation[6].

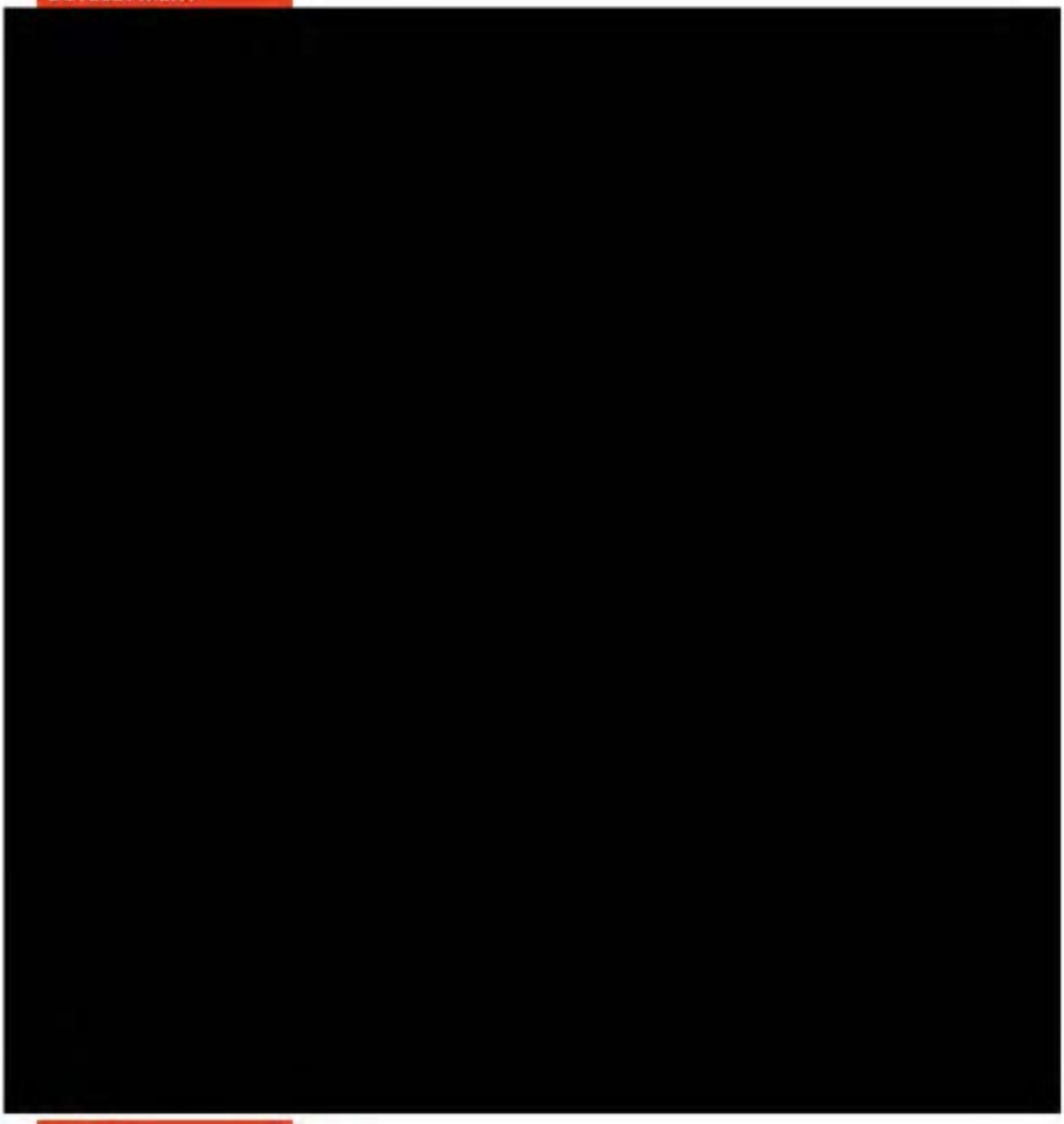
PROJECT	2024	2025	2026	2027	2028
[redacted]					

[5] Employment and employee compensation estimates derived from IMPLAN as a result of inputs overviwed in the Economic Events section.

[6] 2% inflation derived from an examination of the Consumer Price Index, 5 year average for all Urban Consumers.

[redacted] [redacted] [redacted] [redacted] [redacted] [redacted]

DEVELOPMENT



TOTALS

Direct Jobs	884	884	884	884	884
Direct Comp	$67,559,730	$68,910,924	$70,289,143	$71,694,925	$73,128,824
Indirect Jobs	116	116	116	116	116
Indirect Comp.	$5,976,477	$6,096,006	$6,217,927	$6,342,285	$6,469,131

Economic Output Impacts

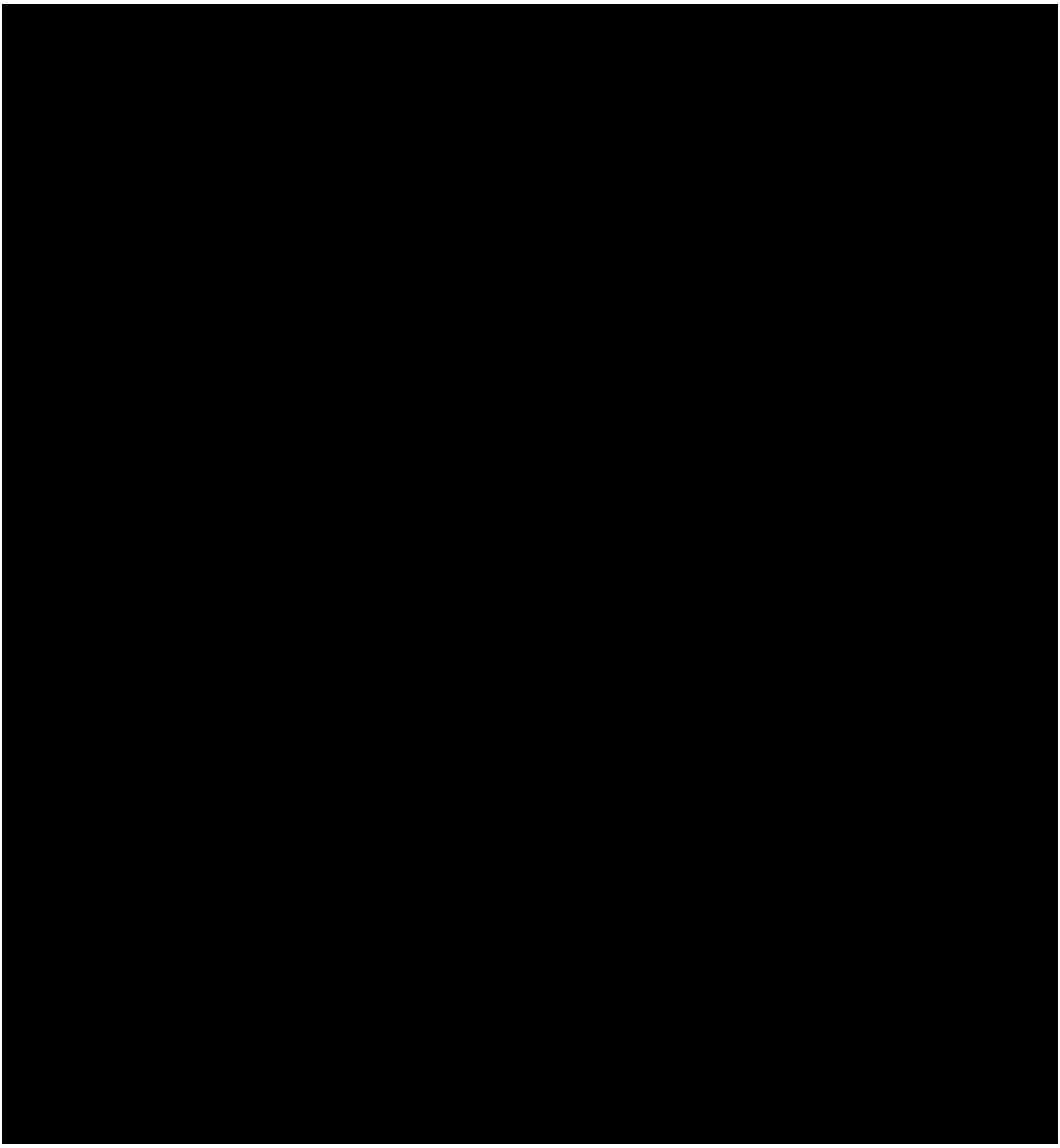
The table below summarizes economic output[7] resulting from project sales, revenues and spending per building. Output is adjusted by 2% annually to account for inflation.

PROJECT	2024	2025	2026	2027	2028
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]

[7] Economic Output refers to the direct effect on sales of businesses from inputs overviewed in the Economic Events section.

DEVELOPMENT					
[redacted]					
[redacted]					
[redacted]					
[redacted]					
[redacted]					
TOTALS					
Total Direct	$39,578,169	$41,017,029	$41,827,369	$42,653,917	$43,496,995
Total Indirect	$21,984,207	$22,423,891	$22,872,369	$23,329,816	$23,796,412
[redacted]					
[redacted]					

Sales Impacts to Retail, Dining and Entertainment



[8] Source Data: IMPLAN Output Summary

Below is a summary of tax collections by amount and tax type.



Property Tax Notes:

***CRA Abatement* –** the entire property is subject to a 100% CRA Property Tax Abatement, of which 5% of property taxes will be collected by the schools through a payment in lieu of taxes (PILOT).

PILOT Payments ("Pilots") – in order to adequately cover debt service on bond payments, The Delco building and the AC Hotel will be paying minimum service payments associated with a 100%, 30 year Tax Increment Financing District that runs with the property. Service payments during the five-year Completion period per building are indicated below.

NCA Charges – the property is within a New Community Authority District. As a result, Community Development Charges are levied on hotel room sales (1%), an annual fixed payment of $140,000 associated with the hotel surface parking lot and an annual payment to ensure debt service coverage. Payments per building during the Completion Period are overviewed below.

Indirect Impact to Property Values

The Water Street District II Development has had and will continue to have an immense impact on property values in the Surrounding Area from Direct and Indirect economic activity. While induced economic effects address the re-spending of household income from new labor income (which is not captured in this study), the Surrounding Area's single family home values and commercial property values will see a significant boost in value, creating new property tax revenues. In order to calculate this impact, single family home values were calculated in aggregate for the Surrounding Area based on the data below:

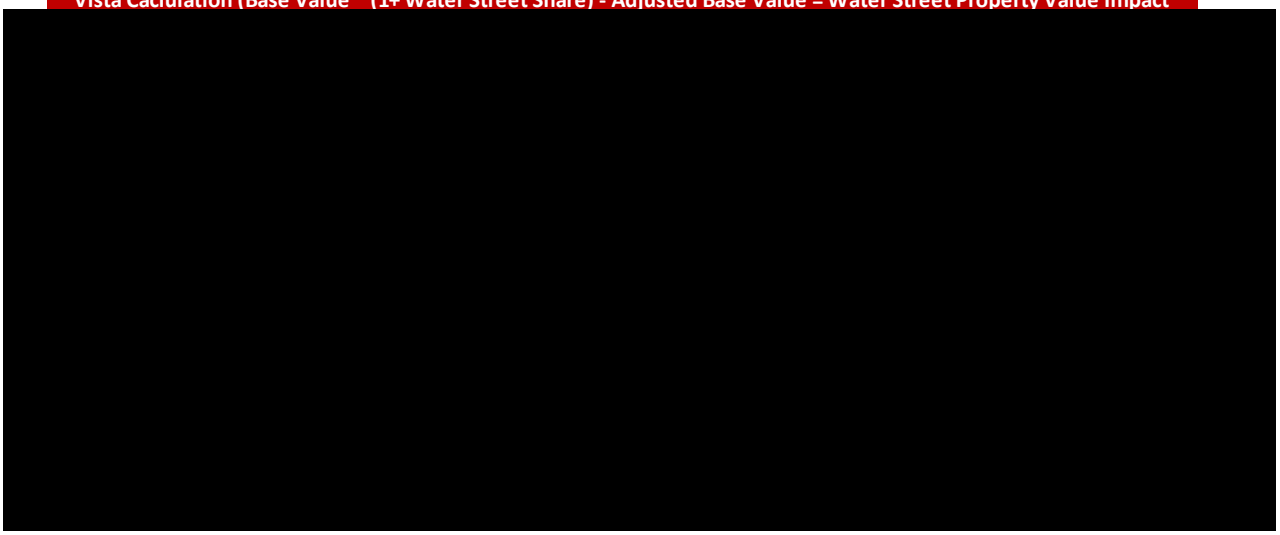
	CENSUS 2022 (Annualized Calculated by Vista)						
Zip Codes	SF Homes	SF Home Value	Calculated Home Value	SF Home Value Growth	Annualized	Real Estate Tax Change	Annualized
45402	4,205	$89,100	$374,665,500	48.01%	9.60%	62.13%	12.43%
45403	4,836	$61,100	$295,479,600	11.09%	2.22%	6.34%	1.27%
45404	3,648	$59,800	$218,150,400	2.40%	0.48%	6.94%	1.39%
45405	6,441	$62,000	$399,342,000	3.68%	0.74%	5.63%	1.13%
45410	5,804	$73,800	$428,335,200	7.89%	1.58%	6.69%	1.34%
45423	-	$0	$0	0	0.00%	0%	0.00%
Total	**24,934**	**$68,821**	**$1,715,972,700**				

On order to understand how single-family home value growth will be apportioned to growth caused by the Project an "Water Street Share" of growth was utilized based on an analysis of gross domestic product (GDP) caused by the Project in relation to current GDP per each zip code in the Surrounding Area.

IMPLAN	
Zip Code GDP	Water District Estimated GDP
$4,000,000,000	$612,350,212
$509,000,000	$612,350,212
$2,000,000,000	$612,350,212
$707,000,000	$612,350,212
$408,000,000	$612,350,212
$0	$612,350,212
$7,624,000,000	**$612,350,212**

This served as the overarching upper limit in how much growth moving forward can be attributed to the Development from direct and indirect economic activity. The GDP Impact rate was multiplied by the Annualized Home Value Growth Rate to obtain the portion of typical growth attributable to the Development, then the difference in GDP rate, if higher than the annualized rate, was added back. The resulting figure was divided by 2, representing two growth scenarios 1) the principal zip code of the Development and 2) the adjacent zip codes of the Development. This result was then added by 5% to account for new growth cause by the Project, CPI inflation (which over the last three years is 5.5%) and to capture commercial property growth caused by the Development. Adjacent zip codes do not utilize the 5% addition to the "Water Street Share" calculation. The resulting "Water Street Share" was applied to the "Calculated Single Family Home Value" to calculate the Development's share of value increases, then the "Annualized" rate was applied to the same figure to calculate "Adjusted Base Value." The table below illustrates the increment attributable to the Development and "Adjusted Base Value."

Vista Caclulation (Base Value * (1+ Water Street Share) - Adjusted Base Value = Water Street Property Value Impact



I. PROJECT IMPACTS (Required)

A. Project Impacts: Operational Jobs

Year	Full-Time Equivalents	Average Hourly Wage	TOTAL Projected [redacted]
[redacted]			
			$ 9,589,507.20

B. Project Impacts: Tenant Jobs

Year	Full-Time Equivalents	Average Hourly Wage	TOTAL Projected [redacted]
[redacted]			
			$ 185,625,460.80

C. Project Impacts: Retail, Entertainment and Dining Sales

Year	Projected Retail Sales	Projected Entertainment Sales	Projected Dining Sales	TOTAL Projected Sales [redacted]
[redacted]				
				$ 76,246,361

D. Project Impacts: Sales, Income, Lodging and Property Taxes

Year	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax	TOTAL Projected Taxes
[redacted]					
					$ 23,772,873

II. DEVELOPMENT IMPACTS (Optional)

A. Development Impacts: Operational Jobs

Year	Full-Time Equivalents	Average Hourly Wage	TOTAL Projected Payroll
[redacted]			
			$ 8,617,772.80

B. Development Impacts: Tenant Jobs

Year	Full-Time Equivalents	Average Hourly Wage	TOTAL Projected Payroll
[redacted]			
			$ 169,277,680.00

C. Development Impacts: Retail, Entertainment and Dining Sales

Year	Projected Retail Sales	Projected Entertainment Sales	Projected Dining Sales	TOTAL Projected Sales/Year
[redacted]				
	$ 4,476,934	$ 75,437,924	$ 61,251,034	$ 141,165,892

D. Development Impacts: Sales, Income, Lodging and Property Taxes

Year	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax	TOTAL Projected Taxes
[redacted]					
					$ 25,067,300

III. SURROUNDING AREA IMPACTS (Required)

A. Surrounding Area Impacts: Operational Jobs

Year	Full-Time Equivalents	Average Hourly Wage	TOTAL Projected Payroll
[redacted]			
			$ 1,625,395.20

B. Surrounding Area Impacts: Tenant Jobs

Year	Full-Time Equivalents	Average Hourly Wage	TOTAL Projected Payroll
[redacted]			
			$ 31,153,408.00

C. Surrounding Area Impacts: Retail, Entertainment and Dining Sales

Year	Projected Retail Sales	Projected Entertainment Sales	Projected Dining Sales	TOTAL Projected Sales/Year
[redacted]				
				$ 15,990,303

D. Surrounding Area Impacts: Sales, Income, Lodging and Property Taxes

Year	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax	TOTAL Projected Taxes
[redacted]					
					$ 53,595,395

CATALYZED PROJECTS

This section is intentionally left blank.

TOTAL IMPACTS



II. TOTAL CONSTRUCTION PERIOD IMPACTS *(totals inputs from Construction Impacts worksheet)*

A. Total Construction Period Impacts: Construction Jobs

[redacted]

B.Total Construction Period Impacts: Retail, Entertainment and Dining Sales

[redacted]

C. Total Construction Period Impacts: Sales, Income, Lodging and Property Taxes

[redacted]

III. TOTAL COMPLETION PERIOD IMPACTS *(totals inputs from Completion Period Impacts worksheet)*

A. Total Completion Period Impacts: Operational Jobs

[redacted]

$ 19,832,675.20

B. Total Completion Period Impacts: Tenant Jobs

[redacted]

$ 386,056,548.80

C. Total Completion Period Impacts: Retail, Entertainment and Dining Sales

[redacted]

$ 9,073,118	$ 144,134,176	$ 80,195,262	$ 233,402,556

D. Total Completion Period Impacts: Sales, Income, Lodging and Property Taxes

[redacted]

$ 102,435,568

Confirmation of Tax Revenues Meeting 10% of Development Costs

The overall costs for all phases of the Development are approximately $218.8 million and eligible costs needed to complete the Project are approximately $43.4 million. Increased taxes during the completion period exceed both 10% of Total Development Costs and 10% of Eligible Costs to Complete the Project. The table below overviews this.

	Total	10%	Taxes Generated Completion Period	Taxes Generated Construction + Completion Period
Total Development Costs	$218,800,000	$21,880,000	$102,435,568	$109,839,919
Remaining to Complete Project	$43,480,900	$4,348,090	$102,435,568	$109,839,919

EIS PREPARER QUALIFICATIONS

Company & Personnel Background and Work Experience

Vista Site Selection LLC is a newly formed company, founded in September of 2022 by the law firm Vorys, Sater, Seymour and Pease LLP, focused on economic development, economic analysis, economic incentives and site location consulting. Vista's management team has over 75 years of collective experience in Economic Development and Site Selection in 49 US States and includes certified data analysts, economic consultants and GIS specialists, among others.



Vista's services included:

- Economic Insights, including Economic Footprint and Economic Impact Analysis
- Labor Analytics
- Development of Advanced, Customized Data Analytics Platforms and Mapping
- Retail Performance and Growth Analytics
- Return on Investment Insights for Companies and Communities
- Corporate Site Selection Advisory
- Tax Credit and Incentives Advisory
- Economic and Market Analysis

This analysis will be performed by Chris Magill. Chris is a Managing Director for Vista Site Selection. Chris has significant experience consulting on capital investment projects and has strategically negotiated and analyzed tax credit, grant and loan-financing solutions for capital investment projects in over 20 different states. Further, Chris utilizes data analytics to help better inform business leaders and site administrators on project ROI, economic impacts, site decisions and market conditions. Prior to joining Vista Site Selection, Chris served as the Economic Development Director at the Ice Miller law firm for 11 years, consulting on various matters related to economic development, economic incentives, public-private partnerships, community advisory and economic impact analysis. Prior to his time at Ice Miller, Chris worked at the Ohio Department of Development ("ODOD"), serving as the Executive Director of the Ohio Tax Credit Authority. During his time at ODOD, Chris managed and structured various tax credit programs and co-developed various economic incentive calculation tools.

Chris carries various economic certifications and has nearly 15 years of experience in authoring economic impact statements and analysis tools. Chris has experience instructing economic impact, fiscal return-on-investment and economic development courses for the International Economic Development and the Ohio Economic Development Association. Further, has volunteered his time instructing pro forma development courses for the Knowlton School of Architecture and Fisher College of Business at The Ohio State University in relation to the annual Urban Land Institute Student Heinz Competition and has served as a Planning Committee member and annual speaker for the Ohio Tax Conference. Chris also serves as the Vice President of the Board of Directors of the Ohio Statewide Development Corporation. Chris' credentials include:

- Certification in Economic Measurement, *National Association of Business Economics*
- Certification of Business Applications of Statistics and Data Analytics, *National Association of Business Economics*
- Certification of Economic Strategy and Managerial Decision Making, *National Association of Business Economics*
- Master's in Business Administration, *Ohio University*

Prior to joining Vista, Chris Magill's related experience includes the following projects. It is worth noting that the majority of these projects were undertaken by Chris during his time at Ice Miller Whiteboard, LLC prior to joining Vista in January of 2023:

Economic Impact Project	Locality	Category
Arts N' Stark Market	Canton, Ohio	Retail
Cannabis Industry Analysis	Ohio	New Industry
Central Franklinton Development	Columbus, Ohio	Mixed-Use
Confidential Manufacturing Tenant	Rural Ohio	Manufacturing
Confidential Manufacturing Tenant	Midwestern US	Manufacturing
Confidential Office Headquarters Relocation 1	East Indiana	Office
Confidential Office Headquarters Relocation 2	Central Ohio	Office
Confidential Sports Facility Project 1	Central Ohio	Arena/Stadium
Confidential Sports Facility Project 2	Central Ohio	Arena/Stadium
Confidential Sports Facility Project 3	Ohio	Arena/Stadium
Confidential State-wide ROI Calculator	Confidential	Calculation Tool
Confidential Warehouse Development	Central Ohio	Industrial
CoverMyMeds Campus	Columbus, Ohio	Mixed-Use
CoverMyMeds Campus TMUD Alternative Method Analysis	Columbus, Ohio	Tax Impact Review
Downtown Painesville to Grand River Corridor	Painesville, Ohio	Mixed-Use
Economic Impact of Venture Capital to Ohio	Ohio	Industry
Erieview Tower	Cleveland, Ohio	Mixed-Use
Gahanna ROI Calculation Tool	Gahanna, Ohio	Calculation Tool
Goodwill Industries	Indianapolis, Indiana	Retail
Hall of Fame Village Phase 2	Canton, Ohio	Mixed-Use
Hall of Fame Village Phase 2 Alternative Method Analysis	Canton, Ohio	Mixed-Use
High North	Worthington, Ohio	Mixed-Use
Historic Flats	Cleveland, Ohio	Mixed-Use
JPMorgan Chase R&D	Columbus, Ohio	Office/R&D
Mason ROI Calculation Tool	Mason, Ohio	Calculation Tool
Merchant Building/North Market Tower	Columbus, Ohio	Mixed-Use
Montgomery County Fairgrounds	Montgomery County, Ohio	Mixed-Use
Municipal Return-on-Investment/Fiscal Calculator	Grove City, Ohio	Land Use Plan
OEDA Economic Impact and ROI Course	Ohio	Course Instruction
Renkert Building	Canton, Ohio	Mixed-Use
The District at Clifton Heights	Cincinnati, Ohio	Mixed-Use
Trew Automation LLC	Fairfield, Ohio	Office/R&D
Valor Acres	Brecksville, Ohio	Mixed-Use
Water Street District Phase II	Dayton, Ohio	Mixed-Use
Whitehall Development Blueprint	Whitehall, Ohio	Land Use Plan

PRIMARY SOURCE DATA (INCLUDES IMPLAN SOURCES)

1. U.S. Bureau of Labor Statistics (BLS) Covered Employment and Wages (CEW) program
2. U.S. Bureau of Labor Statistics Consumer Expenditure Survey (Urban Populations over 1 million)
3. U.S. Bureau of Economic Analysis (BEA) Regional Economic Information System (REA) program
4. U.S. Bureau of Economic Analysis Benchmark I/O Accounts of the U.S
5. JobsOhio Info USA-GIS Planning integration. April 2022 & Applied Geographic Solutions
6. BEA Output estimates
7. BLS Consumer Expenditure Survey
8. U.S. Census Bureau County Business Patterns (CBP) program
9. U.S. Census Bureau Decennial Census and Population Surveys
10. U.S. Census Bureau Economic Censuses and Surveys
11. U.S. Department of Agriculture Census
12. PolicyMap Software
13. American Community Survey
14. U.S. Census Bureau
15. Ohio Department of Taxation – The Finder
16. Ohio Department of Taxation 2020 Annual Report.

Economic Impact Statement of

Five Forty Investments – Circle Square

Construction Addendum

Prepared by:



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Construction Return on Investment 10

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Project Construction Impacts

The Project is anticipated to involve a direct investment of over $120 million to be completed over a four-year Construction Period from 2022 through 2025. During the Construction Period, the Project is anticipated to create a total of 1,157 direct construction jobs with $77 million in labor income. The Project is also estimated to generate $3.7 million in new property, sales, lodging, and income taxes during the Construction Period. Please note that the estimates in the tables below represent annual impacts over the Construction Period.

Estimated Construction Impacts of the Project

- **1,157 Direct Jobs with $77 million in Direct Payroll total over the Construction Period**
- **$3.7 million in new property, sales, lodging and income taxes over the Construction Period**

Construction Jobs and Payroll Impacts of the Project

During the Construction Period, the Project is expected to create 1,157 total direct construction jobs and $77,052,060 in direct labor income (Total payroll varies slightly compared to the total payroll shown in Appendix A due to the averaging of the hourly wage and the multiple decimal points that are not shown in the tables). The average hourly wage for construction jobs in year 2025 is estimated at $32.48. Average hourly wages were calculated using the labor income per year estimated by IMPLAN for the industry divided by the number of jobs and then divided by 2,080 hours of work per year. (Construction job estimates are shown in the table below).

Phase I – Construction Jobs		
Year	Full-Time Equivalents	Average Hourly Wage ($)
2022	170	$31.42
2023	650	$32.04
2024	130	$31.95
2025	207	$32.48

Construction Tax Impacts Of The Project

The Construction Period of the Project is anticipated to generate significant new tax revenues at the project site and within the surrounding area.

This report focuses on the direct and indirect taxes generated over the Construction Period, as calculated by IMPLAN software and PMC utilizing the hard construction cost impacts outlined

in Appendix A. This input data was provided by the client based on their construction cost budget for the Project.

The table below illustrates the direct sales, income, lodging and property tax estimates analyzed by PMC using local tax rates to calculate direct taxes for the Construction Period. Income taxes were estimated using the appropriate local and state income tax rates (2.5% for Cleveland and state income tax varied based on income bracket). The table below shows the direct construction income tax estimated impacts. Over the Construction Period, the Project is estimated to generate a total of $3,776,515 in direct local and state income taxes. Construction material sales taxes are not included in this analysis due to the port authority sales tax exemption in place.

Phase I – Construction Sales, Income, Lodging and Property Taxes					
Year	Projected Sales Tax ($)	Projected Income Tax ($)	Projected Lodging Tax ($)	Projected Property Tax ($)	Projected Total ($)
2022	$0	$544,572	$0	$0	$544,572
2023	$0	$2,123,054	$0	$0	$2,123,054
2024	$0	$423,395	$0	$0	$423,395
2025	$0	$685,495	$0	$0	$685,495
2026	$0	$0	$0	$0	$0

Development Construction Impacts

The Development is anticipated to involve a direct investment of over $163 million to be completed over a three-year Construction Period from 2026 through 2028. During the Construction Period, the Development is anticipated to create a total of 1,460 direct construction jobs with $104.5 million in labor income. The Development is also estimated to generate $5.1 million in new property, sales, lodging, and income taxes during the Construction Period. Please note that the estimates in the tables below represent annual impacts over the Construction Period.

Estimated Construction Impacts of the Development

- **1,460 Direct Jobs with $104.5 million in Direct Payroll total over the Construction Period**
- **$5.1 million in new property, sales, lodging and income taxes over the Construction Period**

Construction Jobs and Payroll Impacts of the Development

During the Construction Period, the Development is expected to create 1,460 total direct construction jobs and $104,533,374 in direct labor income (Total payroll varies slightly compared to the total payroll shown in Appendix B due to the averaging of the hourly wage and the multiple decimal points that are not shown in the tables). The average hourly wage for construction jobs in year 2028 is estimated at $35.06. Average hourly wages were calculated using the labor income per year estimated by IMPLAN for the industry divided by the number of jobs and then divided by 2,080 hours of work per year. (Construction job estimates are shown in the table below).

Phase II – Construction Jobs		
Year	Full-Time Equivalents	Average Hourly Wage ($)
2026	483	$33.77
2027	474	$34.41
2028	503	$35.06

Construction Tax Impacts Of The Development

The Construction Period of the Development is anticipated to generate significant new tax revenues at the project site and within the surrounding area.

This report focuses on the direct and indirect taxes generated over the Construction Period, as calculated by IMPLAN software and PMC utilizing the hard construction cost impacts outlined

in Appendix B. This input data was provided by the client based on their construction cost budget for the Development.

The table below illustrates the direct sales, income, lodging and property tax estimates analyzed by PMC using local tax rates to calculate direct taxes for the Construction Period. Income taxes were estimated using the appropriate local and state income tax rates (2.5% for Cleveland and state income tax varied based on income bracket). The table below shows the direct construction income tax estimated impacts. Over the Construction Period, the Development is estimated to generate a total of $5,123,430 in direct local and state income taxes. Construction material sales taxes are not included in this analysis due to the port authority sales tax exemption in place.

Phase II – Construction Sales, Income, Lodging and Property Taxes					
Year	Projected Sales Tax ($)	Projected Income Tax ($)	Projected Lodging Tax ($)	Projected Property Tax ($)	Projected Total ($)
2026	$0	$1,662,672	$0	$0	$1,662,672
2027	$0	$1,662,672	$0	$0	$1,662,672
2028	$0	$1,798,087	$0	$0	$1,798,087
2029	$0	$0	$0	$0	$0
2030	$0	$0	$0	$0	$0

Surrounding Area Construction Impacts

During the Construction Period, the Project and Development are anticipated to create a total of 0.93 indirect construction jobs with $87,377 in indirect labor income in the surrounding area. The surrounding area is also estimated to generate $6,930 in new indirect property, sales, lodging, and income taxes over the Construction Period (2022-2028). Surrounding area impacts were estimated using indirect impacts of the Project and Development in IMPLAN. It is possible that the impacts are much greater in the surrounding area due to the catalytic nature of this development.

Construction Jobs and Payroll Impacts of the Surrounding Area

During the Construction Period, it is expected that 0.93 total indirect jobs will be created in the surrounding area due to construction activities on the site. The average hourly wage for these jobs in year 2028 is estimated at $48.06. Average hourly wages were calculated using the labor income per year estimated by IMPLAN for the industry divided by the number of jobs and then divided by 2,080 hours of work per year. (Construction job estimates are shown in the table below).

Surrounding Area - Construction Job Impacts		
Year	Full-Time Equivalents	Average Hourly Wage ($)
2022	0.05	$41.93
2023	0.18	$41.22
2024	0.07	$46.19
2025	0.11	$47.28
2026	0.17	$45.47
2027	0.17	$45.17
2028	0.18	$48.06

Construction Tax Impacts Of The Surrounding Area

During the Construction Period, the development is anticipated to generate significant new tax revenues within the surrounding area.

This surrounding area impacts identify the indirect taxes generated by the project over the Construction Period, as calculated by IMPLAN software utilizing the hard construction costs outlined in Appendix A & B. This input data was provided by the client based on their construction cost budget for the Project and Development.

The table below illustrates the indirect and sales, income, lodging and property tax estimates generated in IMPLAN. Over the Construction Period, the overall development is estimated to generate $6,930 in new taxes within the surrounding area. Of these taxes, it is expected that $3,399 new indirect sales taxes will be generated in the surrounding area as a result of this development project.

Surrounding Area – Construction Sales, Income, Lodging and Property Taxes					
Year	Projected Sales Tax ($)	Projected Income Tax ($)	Projected Lodging Tax ($)	Projected Property Tax ($)	Projected Total ($)
2022	$191	$17	$0	$183	$390
2023	$657	$59	$0	$631	$1,347
2024	$335	$25	$0	$321	$681
2025	$538	$41	$0	$516	$1,095
2026	$549	$42	$0	$526	$1,117
2027	$560	$42	$0	$537	$1,139
2028	$571	$43	$0	$548	$1,162

Indirect income taxes were estimated using IMPLAN. The table above shows the indirect income tax estimated impacts. Over the Construction Period, it is estimated that within the surrounding area a total of $269 in indirect local and state income taxes will be generated.

Property taxes were estimated based on client-provided data that was then input into IMPLAN. The table above shows the indirect property tax estimated impacts. Over the Construction Period, the surrounding area is expected to generate a total of $3,261 in indirect property taxes.

Summary of Total Construction Impacts

Total Construction Impacts of the Project, Development and Surrounding Area

Over the Construction Period, the total Construction jobs for the Project, Development and Surrounding Area are expected to generate $181,662,641 in new direct and indirect payroll. In 2028, Construction jobs are estimated to have an average hourly wage of $35.07. Average hourly wages were calculated using the labor income per year divided by the number of jobs and then divided by 2,080 hours of work per year.

Total - Construction Jobs		
Year	Full-Time Equivalents	Average Hourly Wage ($)
2022	170.05	$31.42
2023	650.18	$32.04
2024	130.07	$31.95
2025	207.11	$32.49
2026	483.17	$33.77
2027	474.17	$34.41
2028	503.18	$35.07

Total – Construction Sales, Income, Lodging and Property Taxes					
Year	Projected Sales Tax ($)	Projected Income Tax ($)	Projected Lodging Tax ($)	Projected Property Tax ($)	Projected Total ($)
2022	$191	$544,588	$0	$183	$544,962
2023	$657	$2,123,113	$0	$631	$2,124,401
2024	$335	$423,420	$0	$321	$424,075
2025	$538	$685,535	$0	$516	$686,589
2026	$549	$1,662,713	$0	$526	$1,663,788
2027	$560	$1,662,714	$0	$537	$1,663,810
2028	$571	$1,798,130	$0	$548	$1,799,248

The tables above summarize the total construction impacts for the Project, Development and Surrounding Area expected to be generated during the Construction Period. Over the Construction Period, the development is anticipated to generate $8,906,875 in combined new tax revenues for the State of Ohio and the local entities.

Construction Period Return on Investment

During the Construction Period, the Project, Development and Surrounding Area are anticipated to generate $8,906,875 in combined new tax revenues for the State of Ohio and the local entities. The total Construction Tax Impacts in this Construction Addendum can be added to the Economic Impact Statement to get the total tax impact of the overall development. It is possible that the Construction Period of the development could generate significantly more tax revenues due to local factors and tax rates within the Project site's surrounding area. This Project will generate significant benefits for the City of Cleveland, University Circle and the State of Ohio and will catalyze additional development in the City of Cleveland.

Total Estimated Tax Impacts Generated Over the Construction Period (2022-2028):	**$8,906,875**

APPENDIX A - PROJECT ASSUMPTIONS

Phase I - Construction Cost Assumptions							
Industry Input	Construction Year - 2022	Construction Year - 2023	Construction Year - 2024	Construction Year - 2025	Total Construction Costs	IMPLAN Code	Notes
Construction of new commercial structures, including farm structures	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	55	Includes hard costs plus A&E of commercial space, garage and hotel components
Construction of new multifamily residential structures	[redacted]	[redacted]			[redacted]	58	Includes hard costs of Library Lofts and Artisan
TOTAL	**$16,198,947**	**$61,657,946**	**$16,095,871**	**$26,059,934**	**$120,012,698**		

Phase I - Construction Job Assumptions			
Year	Number of Jobs	Payroll	Average Hourly Wage
2022	170	$11,110,383	$31.42
2023	650	$43,314,662	$32.04
2024	130	$8,638,118	$31.95
2025	207	$13,985,499	$32.48
TOTAL	**1,157**	**$77,048,662**	**$32.02**
City of Cleveland Income Tax Rate – 2.5%, State Income Tax Rate varies dependent upon income tax bracket.			

APPENDIX B – DEVELOPMENT ASSUMPTIONS

Phase II - Construction Cost Assumptions						
Industry Input	**Construction Year – 2026**	**Construction Year - 2027**	**Construction Year - 2028**	**Total Construction Costs**	**IMPLAN Code**	**Notes**
Construction of new commercial structures, including farm structures	[redacted]	[redacted]	[redacted]	[redacted]	55	Includes hard costs plus A&E of commercial space, garage and office components
Construction of new single-family residential structures			[redacted]	[redacted]	57	Includes hard costs and A&E of townhome component
Construction of new multifamily residential structures	[redacted]	[redacted]	[redacted]	[redacted]	58	Includes hard costs plus A&E of multi-family residential component
TOTAL	**$52,732,631**	**$52,732,631**	**$57,920,631**	**$163,385,894**		

Phase II - Construction Job Assumptions			
Year	**Number of Jobs**	**Payroll**	**Average Hourly Wage**
2026	483	$33,921,913	$33.77
2027	474	$33,921,913	$34.41
2028	503	$36,684,662	$35.06
TOTAL	**1,460**	**$104,528,489**	**$34.42**
City of Cleveland Income Tax Rate – 2.5%, State Income Tax Rate varies dependent upon income tax bracket.			

APPENDIX C

ASSUMPTIONS AND LIMITING CONDITIONS

1. The economic impact analysis contained herein relies on databases and software developed by IMPLAN Group LLC. MIG Inc. has been developing complex localized databases since 1993 and is an industry recognized leader in input-output databases and data modeling. As a result, we believe the information provided is a reliable basis to use in developing the economic impacts for the Project (s). However, we have not examined the data or the assumptions underlying such data in accordance with the standards prescribed by the AICPA, USPAP, or other standards, and, accordingly, do not express an opinion or any other form of assurance on the data estimates obtained for use in our economic impact analysis.
2. All information contained in the report which was furnished by others was assumed to be true, correct, and reliable. A reasonable effort was made to verify such information, but the author assumes no responsibility for its accuracy.
3. The report was made assuming responsible ownership and capable management of the Project.
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5. The author of this report is not required to give testimony or attendance in legal or other proceedings relative to this report or to the Subject unless satisfactory additional arrangements are made prior to the need for such services.
6. The opinions contained in this report are those of the author and no responsibility is accepted by the author for the results of actions taken by others based on information contained herein.
7. Acceptance of and/or use of this report constitutes acceptance of all assumptions and the above conditions.

Economic Impact Statement of

City Club Apartments – Union Central

Construction Addendum

Prepared by:



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Project Construction Impacts

The Project is anticipated to involve a direct investment of over $93 million to be completed over a three-year Construction Period from 2022 through 2024. During the Construction Period, the Project is anticipated to create a total of 404 direct construction jobs with $30.8 million in labor income. The Project is also estimated to generate $1.3 million in new property, sales, lodging, and income taxes during the Construction Period. Please note that the estimates in the tables below represent annual impacts over the Construction Period.

Estimated Construction Impacts of the Project

- **404 Direct Jobs with $30.8 million in Direct Payroll total over the Construction Period**
- **$1.3 million in new property, sales, lodging and income taxes over the Construction Period**

Construction Jobs and Payroll Impacts of the Project

During the Construction Period, the Project is expected to create 404 total direct construction jobs and $30,861,105 in direct labor income (Total payroll varies slightly compared to the total payroll shown in Appendix A due to the averaging of the hourly wage and the multiple decimal points that are not shown in the tables). The average hourly wage for construction jobs in year 2024 is estimated at $37.45. Average hourly wages were calculated using the labor income per year estimated by IMPLAN for the industry divided by the number of jobs and then divided by 2,080 hours of work per year. (Construction job estimates are shown in the table below).

Project – Construction Jobs		
Year	Full-Time Equivalents	Average Hourly Wage ($)
2022	103	$36.02
2023	202	$36.73
2024	99	$37.45

Construction Tax Impacts Of The Project

The Construction Period of the Project is anticipated to generate significant new tax revenues at the project site and within the surrounding area.

This report focuses on the direct and indirect taxes generated over the Construction Period, as calculated by IMPLAN software and PMC utilizing the hard construction cost impacts outlined in Appendix A. This input data was provided by the client based on their construction cost budget for the Project.

The table below illustrates the direct sales, income, lodging and property tax estimates analyzed by PMC using local tax rates to calculate direct taxes for the Construction Period. Income taxes were estimated using the appropriate local and state income tax rates (1.8% for Cincinnati and state income tax varied based on income bracket). The table below shows the direct construction income tax estimated impacts. Over the Construction Period, the Project is estimated to generate a total of $1,327,733 in direct local and state income taxes.

Project – Construction Sales, Income, Lodging and Property Taxes					
Year	Projected Sales Tax ($)	Projected Income Tax ($)	Projected Lodging Tax ($)	Projected Property Tax ($)	Projected Total ($)
2022	$0	$330,849	$0	$0	$330,849
2023	$0	$663,878	$0	$0	$663,878
2024	$0	$333,007	$0	$0	$333,007
2025	$0	$0	$0	$0	$0
2026	$0	$0	$0	$0	$0

Surrounding Area Construction Impacts

During the Construction Period, the Project is anticipated to create a total of 10.85 indirect construction jobs with $866,215 in indirect labor income in the surrounding area. The surrounding area is also estimated to generate $100,639 in new indirect property, sales, lodging, and income taxes over the Construction Period (2022-2024). Surrounding area impacts were estimated using indirect impacts of the Project in IMPLAN. It is possible that the impacts are much greater in the surrounding area due to the catalytic nature of this development.

Construction Jobs and Payroll Impacts of the Surrounding Area

During the Construction Period, it is expected that 10.85 total indirect jobs will be created in the surrounding area due to construction activities on the site. The average hourly wage for these jobs in year 2024 is estimated at $38.85. Average hourly wages were calculated using the labor income per year estimated by IMPLAN for the industry divided by the number of jobs and then divided by 2,080 hours of work per year. (Construction job estimates are shown in the table below).

Surrounding Area - Construction Job Impacts		
Year	Full-Time Equivalents	Average Hourly Wage ($)
2022	2.77	$37.86
2023	5.42	$38.42
2024	2.66	$38.85

Construction Tax Impacts Of The Surrounding Area

During the Construction Period, the development is anticipated to generate significant new tax revenues within the surrounding area.

This surrounding area impacts identify the indirect taxes generated by the project over the Construction Period, as calculated by IMPLAN software utilizing the hard construction costs outlined in Appendix A. This input data was provided by the client based on their construction cost budget for the Project.

The table below illustrates the indirect and sales, income, lodging and property tax estimates generated in IMPLAN. Over the Construction Period, the overall development is estimated to generate $100,639 in new taxes within the surrounding area. Of these new taxes, it is expected

that $52,160 new indirect sales taxes will be generated in the surrounding area as a result of this development project.

Surrounding Area – Construction Sales, Income, Lodging and Property Taxes					
Year	Projected Sales Tax ($)	Projected Income Tax ($)	Projected Lodging Tax ($)	Projected Property Tax ($)	Projected Total ($)
2022	$13,130	$711	$0	$11,492	$25,333
2023	$26,080	$1,412	$0	$22,827	$50,319
2024	$12,950	$701	$0	$11,335	$24,987
2025	$0	$0	$0	$0	$0
2026	$0	$0	$0	$0	$0

Indirect income taxes were estimated using IMPLAN. The table above shows the indirect income tax estimated impacts. Over the Construction Period, it is estimated that within the surrounding area a total of $2,824 in indirect local and state income taxes will be generated.

Property taxes were estimated based on client-provided data that was then input into IMPLAN. The table above shows the indirect property tax estimated impacts. Over the Construction Period, the surrounding area is expected to generate a total of $45,655 in indirect property taxes.

Summary of Total Construction Impacts

Total Construction Impacts of the Project and Surrounding Area

Over the Construction Period, the total Construction jobs for the Project and Surrounding Area are expected to generate $31,690,263 in new direct and indirect payroll. In 2024, Construction jobs are estimated to have an average hourly wage of $37.48. Average hourly wages were calculated using the labor income per year divided by the number of jobs and then divided by 2,080 hours of work per year.

Total - Construction Jobs		
Year	Full-Time Equivalents	Average Hourly Wage ($)
2022	105.6	$36.07
2023	207.2	$36.77
2024	101.6	$37.48

Total – Construction Sales, Income, Lodging and Property Taxes					
Year	Projected Sales Tax ($)	Projected Income Tax ($)	Projected Lodging Tax ($)	Projected Property Tax ($)	Projected Total ($)
2022	$13,130	$331,560	$0	$11,492	$356,182
2023	$26,080	$665,289	$0	$22,827	$714,196
2024	$12,950	$333,708	$0	$11,335	$357,993
2025	$0	$0	$0	$0	$0
2026	$0	$0	$0	$0	$0

The tables above summarize the total construction impacts for the Project and Surrounding Area expected to be generated during the Construction Period. Over the Construction Period, the development is anticipated to generate $1,428,372 in combined new tax revenues for the State of Ohio and the local entities.

Construction Period Return on Investment

During the Construction Period, the Project and Surrounding Area are anticipated to generate $1,428,372 in combined new tax revenues for the State of Ohio and the local entities. The total Construction Tax Impacts in this Construction Addendum can be added to the Economic Impact Statement to get the total tax impact of the overall development. It is possible that the Construction Period of the development could generate significantly more tax revenues due to local factors and tax rates within the Project site's surrounding area. This Project will generate significant benefits for the City of Cincinnati and the State of Ohio and will catalyze additional development in Downtown Cincinnati.

Total Estimated Tax Impacts Generated Over the Construction Period (2022-2024):	**$1,428,372**

APPENDIX A - PROJECT ASSUMPTIONS

Project - Construction Cost Assumptions						
Industry Input	Construction Year - 2022	Construction Year - 2023	Construction Year - 2024	Total Construction Costs	IMPLAN Code	Notes
Maintenance and repair construction of non-residential structures	[redacted]	[redacted]	[redacted]	$97,286,175	60	Includes hard costs plus A&E and tenant improvements of the building.

Project - Construction Job Assumptions			
Year	Number of Jobs	Payroll	Average Hourly Wage
2022	103	$7,706,591	$36.02
2023	202	$15,413,182	$36.73
2024	99	$7,706,591	$37.45
TOTAL	**404**	**$30,826,363**	
City of Cincinnati Income Tax Rate – 1.8%, State Income Tax Rate varies dependent upon income tax bracket.			

APPENDIX B

ASSUMPTIONS AND LIMITING CONDITIONS

1. The economic impact analysis contained herein relies on databases and software developed by IMPLAN Group LLC. MIG Inc. has been developing complex localized databases since 1993 and is an industry recognized leader in input-output databases and data modeling. As a result, we believe the information provided is a reliable basis to use in developing the economic impacts for the Project (s). However, we have not examined the data or the assumptions underlying such data in accordance with the standards prescribed by the AICPA, USPAP, or other standards, and, accordingly, do not express an opinion or any other form of assurance on the data estimates obtained for use in our economic impact analysis.
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3. The report was made assuming responsible ownership and capable management of the Project.
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5. The author of this report is not required to give testimony or attendance in legal or other proceedings relative to this report or to the Subject unless satisfactory additional arrangements are made prior to the need for such services.
6. The opinions contained in this report are those of the author and no responsibility is accepted by the author for the results of actions taken by others based on information contained herein.
7. Acceptance of and/or use of this report constitutes acceptance of all assumptions and the above conditions.

Downtown Painesville to Grand River Corridor

Economic Impact Statement

Revised by: VISTA SITE SELECTION

EIS SECTIONS

1. What is an Economic Impact Analysis?
2. Overview
3. Surrounding Area
4. Timeline
5. Project Impacts
6. Development Impact
7. Surrounding Area Impacts
8. Catalyzed Projects
9. Total Impacts
10. Residential Spending Methodology
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12. Qualifications
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Addendum #1 – Construction Impacts

Appendix A – Catalytic Project Attestation and Support

- Letter from the City of Painesville Economic Development Director
- TMUD Catalyzation: Chase Bank Restaurant – Summary by Renew Partners LLC
- TMUD Catalyzation Letter – 8 North State Street
- Catalytic Project Addresses (includes those not modeled)

Total Impacts

TOTAL DEVELOPMENT ACTIVITY

Operations Jobs

Year	Full-time Equivalents	Average Hourly Wage ($)	Payroll
1	13	$29.76	$815,582
2	19	$30.50	$835,972
3	27	$31.27	$856,871
4	29	$32.05	$878,293
5	58	$32.85	$900,249
Total	**58**	**$32.85**	**$917,889**

Tenant Jobs

Year	Full-time Equivalents	Average Hourly Wage ($)	Payroll
1	272	$35.58	$20,142,077
2	386	$33.41	$26,834,275
3	560	$33.05	$38,502,309
4	594	$32.94	$40,712,278
5	1,227	$30.45	$77,720,315
Total	**1,227**	**$30.45**	**$77,720,315**

Retail, Entertainment and Dining Sales

Year	Projected Retail Sales ($)	Projected Entertainment Sales ($)	Projected Dining Sales ($)
1	[redacted]	[redacted]	[redacted]
2	[redacted]	[redacted]	[redacted]
3	[redacted]	[redacted]	[redacted]
4	[redacted]	[redacted]	[redacted]
5	[redacted]	[redacted]	[redacted]
Total	[redacted]	[redacted]	[redacted]

Sales, Income, Lodging and Property Taxes

Year	Projected Sales Tax ($)	Projected Income Tax ($)	Projected Lodging Tax ($)	Projected Property Tax ($)	Total Taxes
1	$1,772,713	$1,292,668	$296,414	$593,779	$3,955,575
2	$1,913,119	$1,653,975	$305,539	$919,548	$4,792,181
3	$10,756,213	$2,416,196	$315,287	$1,044,130	$14,531,825
4	$11,322,654	$2,544,451	$325,277	$3,143,443	$17,335,825
5	$13,124,646	$4,517,336	$617,011	$7,497,654	$25,756,646
Total	**$38,889,345**	**$12,424,626**	**$1,859,527**	**$13,198,554**	**$66,372,052**

1. What is an Economic Impact Analysis?

An Economic Impact Analysis (EIA) analyzes the effect of an event in a defined geographic area. These geographies may be a parcel, a municipality, county, region, state or country. For purposes of this study, the geography is referred to as the "Surrounding Area." Events occurring within the Surrounding Area come in many forms, typically engendered from industry changes in revenue, business profits, wages, jobs or capital investment, among others. In this analysis, IMPLAN software was used to map the multiplier effects of each event. These events serve as **inputs** and produce economic impacts **(outputs)** into four categories:

1. ***Output*** – representing the value of industry production. For the service and retail sectors, this represents sales or the value of goods sold.
2. ***Employment*** – representing the number of jobs created directly by the project and through direct industry spending.
3. ***Labor Income*** - all forms of employment income paid to employees, including Employee Compensation (wages and benefits) and Proprietor Income (payments received by self-employed individuals and unincorporated business owners).
4. ***Value Added*** - the difference between an industry's or an establishment's total output and the cost of its intermediate inputs. It is a measure of the contribution to GDP.

For purposes of this study, within each impact category, exists two types of effects:

Direct Effects the set of expenditures applied to an impact analysis. It represents a series (or single) of production changes or expenditures made by producers/consumers as a result of an activity. Applying these initial changes to the multipliers in the IMPLAN model will then display how the region will respond economically to these initial changes (in output, employment, labor income and value added).

Indirect Effects represent the impact of local industries buying goods and services from other local industries. A local industry may include businesses, non-profits, residents of a residential development, institutions and governments. The cycle of spending works its way backward through the supply chain until all money leaks from the local economy, either through imports or by payments to value added. The impacts are calculated by applying Direct Effects to IMPLAN multipliers.

2. The Development/Project Overview

Downtown Painesville to Grand River Corridor will span over eight (8) acres between Grand River Walk, the surface parking lots, 113 Main, and Victoria Place. In total, the Project will result in new construction and redevelopment of 356,347 gross square feet of mixed-use space, nearly sufficient to meet the major city eligibility criteria.

The Grand River Walk portion (Building 1) of the Project will consist of a 2.01-acre site with a single large mixed-use building consisting of 147,785 gross square feet. The 2nd through 5th floors of the building will be dedicated to the residential component of the GRW portion of the Project, with roughly 88,288 rentable square feet, and an additional 17,614 square feet of common area space. Additionally, the Project will include a 24,852 square foot podium parking structure, bringing the total building and podium area to 147,785 square feet. Of the 120 residential units, 10% will be dedicated to studio units (573 SF average), 40% to 1-bedrooms (672 SF average), 40% to 1-bedrooms with den space (767 SF average), and the remaining 10% will be dedicated to 2-bedroom units (1,026 SF average). Rents for the apartments will range from just under $1,100 per month to over $1,600 per month. The first-floor retail component of Grand River Walk will consist of 13,378 square feet. The ideal tenant mix will include restaurant/brewery space and convenience and amenity- focused retail space. Retail tenants will also benefit from outdoor terrace space (roughly 7,028 SF), which will provide additional seating and views of Kiwanis Recreation Park, the Grand River, and a public amphitheater. The Development will also feature the latest in-demand amenities for residents, including a pool, outdoor balconies, fitness center, a lobby, and community center, and a mail/package room. Approximately 132 parking spaces will be designated for the residential units, 69 of which will be below-grade spaces, and the remaining 63 will be surface spaces (1.10 space to unit ratio). There will be an additional 76 surface spaces for the retail component of the Project, bringing the total number of parking spaces to 208.

Use Summary:

- Multifamily Housing: mix of studio, 1-bedroom, and 2-bedroom units (88,288 RSF)
- Retail Space: 7,968 sq. ft. located on the first floor of the Project
- Restaurant: 5,410 sq. ft. located on the first floor of the Project
- Structured Parking: 208 total spaces with 69 below-grade and 139 surface spaces (podium parking: 24,852 SF)
- Recreational Areas: Pool, fitness center, and outdoor patio seating

The Victoria Place portion (Building 3) of the Project will be a mixed-use building made up of commercial offices, a restaurant, and 75 market rate multifamily apartment units on a 1.75 acre site comprising a good portion of the Downtown Painesville Square. The 188,338 square foot three story building will undergo a complete renovation, including a façade renovation, the creation of 75 multifamily units totaling 72,300 sq. ft., updating the 37,474 square feet of existing office space, and 5,798 square feet of restaurant and retail space that will serve as a catalyst for revitalization of Painesville's Downtown Square. The goal of Victoria Place is to inspire investment, rehabilitation, and revitalization of Painesville's Downtown, and to strengthen the local economy and community.

113 Main (Building 2) is located on a 0.2 acre parcel on the corner of State and Main and shares a party wall with Victoria Place. CLE intends to redevelop that 20,225 square foot building over three (3) stories to accommodate a restaurant on the first floor and office workspace on the second and third floors.

With the anticipated influx of residents and visitors to the Project, GRW LLC has entered into a private Lease with a neighboring property owner and a Sublease with the City of Painesville for use of surface parking lots located in the middle of Grand River Walk and Victoria Place. These parking lots will support customer parking for the office, retail, and restaurant uses and provide ample visitor parking for the Project.

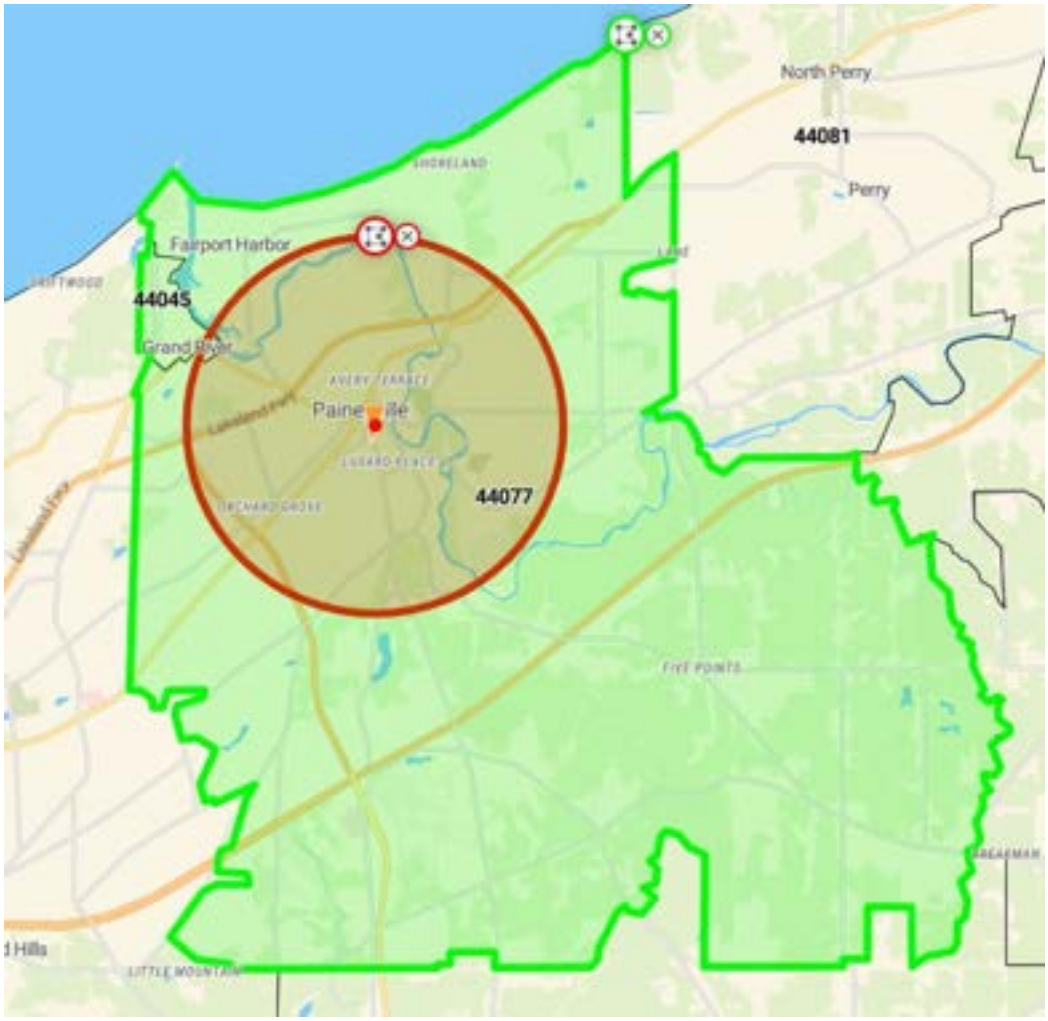
The combination of Grand River Walk and Victoria Place happening at the same time will be completely transformative to Downtown Painesville, and in many ways, to the entire City of Painesville, by bringing Painesville a sense of place that it has never had, and will not be able to have without the boost it needs from a critical TMUD award.

3. Surrounding Area

The "Surrounding area" for purposes of this study is defined as any zip code covered in whole or in part encompassed within a perimeter starting from the project boundary and extending two miles out from that boundary. The project is located within the 44077 zip code and the Surrounding Area in total encompasses 2 zip codes: 44077 and 44045.

Additionally, the Surrounding Area encompasses the following census tracts: 39085205002, 39085204800, 39085204900, 39085206200, 39085204200, 39085204700, 39085204304, 39085204400, 39085204000, 39085204303, 39085204500.[1]

Below is a zip code map depicting the Surrounding Area in relation to the project:



[1] Data and mapping provided by PolicyMap GIS software; custom region built by Vista Site Selection.

4. PROJECT TIMELIME AND PHASING



5. PROJECT DIRECT IMPACTS

The following section overviews the direct impacts of The Project.

PROJECT DIRECT ACTIVITY

Operations Jobs

Year	Full-time Equivalents	Average Hourly Wage ($)	Payroll
1	8	$45.95	$740,090
2	8	$47.10	$758,593
3	8	$48.28	$777,557
4	8	$49.49	$796,996
5	8	$50.72	$816,921
Total	**8**	**$50.72**	**$816,921**

Tenant Jobs

Year	Full-time Equivalents	Average Hourly Wage ($)	Payroll
1	164	$43.50	$14,801,812
2	164	$44.59	$15,171,858
3	164	$45.71	$15,551,154
4	164	$46.85	$15,939,933
5	164	$48.02	$16,338,431
Total	**164**	**$48.02**	**$16,338,431**

Retail, Entertainment and Dining Sales

Year	Projected Retail Sales ($)	Projected Entertainment Sales ($)	Projected Dining Sales ($)
1	[redacted]	[redacted]	[redacted]
2	[redacted]	[redacted]	[redacted]
3	[redacted]	[redacted]	[redacted]
4	[redacted]	[redacted]	[redacted]
5	[redacted]	[redacted]	[redacted]
Total	[redacted]	[redacted]	[redacted]

Sales, Income, Lodging and Property Taxes

Year	Projected Sales Tax ($)	Projected Income Tax ($)	Projected Lodging Tax ($)	Projected Property Tax ($)	Total Taxes
1	$588,895	$1,017,183	$0	$0	$1,606,078
2	$606,880	$1,043,606	$0	$0	$1,650,486
3	$625,414	$1,070,719	$0	$0	$1,696,133
4	$644,511	$1,098,540	$0	$0	$1,743,052
5	$664,190	$1,127,090	$0	$0	$1,791,280
Total	**$3,129,890**	**$5,357,139**	**$0**	**$0**	**$8,487,029**

INPUTS

The following assumptions were modeled into IMPLAN in calculating economic impacts. Input data is provided by the Developer and verified by Vista Site Selection. Data is then classified into IMPLAN industry categories and entered into IMPLAN based on Headcount, Payroll and Estimated Sales, Rents or Expense columns as indicated in the table below.

Use	SF/Units	Headcount	Payroll	Estimated Sales, Rents and Expenses	IMPLAN Input
Commercial 1	60,000	100	$[redacted]	$[redacted]	441 Monetary authorities and depository credit intermediation
Restaurant 1	12,000	20	$[redacted]	$[redacted]	509 Full-service restaurants
Apartments 1	64	3	$[redacted]	$[redacted]	448 Tenant-occupied housing
Restaurant 2	7,969	15	$[redacted]	$[redacted]	509 Full-service restaurants
Brewery	5,410	12	$[redacted]	$[redacted]	511 All other food and drinking places
Apartments 2	120	3	$[redacted]	$[redacted]	448 Tenant-occupied housing
Office 1	24,000	96	$[redacted]	$[redacted]	469 Management of companies and enterprises
Resident Spending	184	N/A	$0	$2,959,000	• Retail – Food and beverage • Full-service Restaurants • Limited- Service Restaurants • All Other Food & Drinking Places • Other Housing Support Services • Local Government Utilities • General Merchandize Stores • Retail – Clothing and Accessories • Retail – Gasoline Stores • Transit and ground passenger Services • Offices of Physicians • Commercial Sports • Retail – Health and Personal Care • Insurance Carriers, except direct life • Junior Colleges, Colleges, Universities and Professional Schools • Miscellaneous Store Retailers
Resident Incomes	195	$0	$11,016,000	$0	448 Tenant-occupied housing
Office Expenses/Supplies	$0	$0	$0	$[redacted]	405 Retail - Building material and garden equipment and supplies stores

6. DEVELOPMENT IMPACTS

This section is intentionally left blank.

7. SURROUNDING AREA IMPACTS

Surrounding Area impacts were calculated by IMPLAN Economic Modeling software based on inputs identified in both Project and Development Uses. In this section, "Development" refers to the Development without The Project.

SURROUNDING AREA IMPACTS

Operations Jobs

Year	Full-time Equivalents	Average Hourly Wage ($)	Payroll
1	0.97	$37.50	$75,492
2	0.97	$38.44	$77,379
3	0.97	$39.40	$79,314
4	0.97	$40.38	$81,296
5	0.97	$41.39	$83,328
Total	**0.97**	**$41.39**	**$84,961**

Tenant Jobs

Year	Full-time Equivalents	Average Hourly Wage ($)	Payroll
1	12.58	$57.69	$1,509,836
2	12.58	$59.13	$1,547,581
3	12.58	$60.61	$1,586,271
4	12.58	$62.13	$1,625,927
5	12.58	$63.68	$1,666,576
Total	**12.58**	**$63.68**	**$1,699,229**

Retail, Entertainment and Dining Sales

Year	Projected Retail Sales ($)	Projected Entertainment Sales ($)	Projected Dining Sales ($)
1	[redacted]	[redacted]	[redacted]
2	[redacted]	[redacted]	[redacted]
3	[redacted]	[redacted]	[redacted]
4	[redacted]	[redacted]	[redacted]
5	[redacted]	[redacted]	[redacted]
Total	[redacted]	[redacted]	[redacted]

Sales, Income, Lodging and Property Taxes

Year	Projected Sales Tax ($)	Projected Income Tax ($)	Projected Lodging Tax ($)	Projected Property Tax ($)	Total Taxes
1	$329,330	$72,472	$2,061	$27,117	$430,980
2	$339,210	$74,284	$2,124	$27,388	$443,005
3	$349,386	$76,141	$2,187	$27,663	$455,377
4	$359,868	$78,045	$2,252	$27,939	$468,104
5	$370,663	$79,996	$2,321	$28,218	$481,198
Total	**$1,748,457**	**$380,937**	**$10,944**	**$138,325**	**$2,278,664**

8. CATALYZED PROJECT IMPACTS

Small communities like Painesville have had difficulty finding re-use of strictly retail and commercial buildings as large as Victoria Place in today's market. At the same time, the vitality of Painesville's downtown relies upon their appropriate re-use. The Project being proposed will help secure high-quality office space providing the City with potential for new income tax revenues, while also focusing new investments on underutilized parts of this building. The residential component to the project will help the City retain and recruit talent to the local workforce by providing a high quality and competitively priced housing option to live and work.

Overall small downtowns have to find new investment opportunities. Painesville is the seat of Lake County and recent new investment around the square has totaled more than $35 Million in the construction of a new County Administration Building. Additionally, the City has invested over $1 Million in two new streetscape projects that have enhanced walkability, parking and added street amenities. The Project will now serve as a catalyst for private investment targeting the attraction of new office and commercial anchor tenants. The City is also committed to working with the Developer to ensure the attraction of the region's key targeted industries. Targeting these industries directly aligns with the City's Economic Development Strategic Plan in which the City is working to secure new corporate anchor office tenants, exploring new technology, and focusing on the attraction of companies that pay 150% above minimum wage and offer solid benefits packages with professional growth opportunities for employees in our region. The City is currently working on new incentives to ensure they have the tools to attract key targeted anchor tenants. As they have done in the past, the City will also work directly with TeamNEO and Jobs Ohio marketing this Project as prime office real estate within the east Cleveland area. Having a regional partnership between Jobs Ohio, TeamNEO, the Lake Development Authority, the City of Painesville and the Lake County Commissioners is important to support the directives of new job creation and bring competitive office sites in small urban communities within the northeast Ohio region. Attached in Appendix A is a letter from the City of Painesville Economic Development Director, stating her belief that the Project will cause or accelerate the projects contained within this catalyzed project category.

The catalytic effect this Project will have is quantified in this section. The projects catalyzed in this section all fall within the Project's two-mile radius and are planned to be placed into service after this Project is complete. Further, project impacts are captured during the five-year completion period in each project's corresponding table. The following assumptions were used to calculate impacts from development square footage programs of each catalyzed project.

Use	SF/Jobs	Salary	Sales/SF	Room Sales/SF	Rent/SF	Methodology
Apartment	15000	$35,000	$0	$0	[redacted]	Uses comparable market data within the Northeast Ohio Region, data provided by Developer and Rent.com rent estimates.
Hotel	700	$40,000	[redacted]	[redacted]	$0	Uses comparable hotel sales data for cities under 20,000 in population, assumes 68% occupancy.
Industrial	750	$55,000	$0	$0	$0	Uses data gathered by an Industrial Market analysis authored by Portland State University
Office	350	$65,000	$0	$0	$0	Based on CBRE market data on jobs per sf.
Restaurant	600	$25,000	[redacted]	$0	$0	Based on data provided by Developer in Painesville market
Retail	450	$30,000	[redacted]	$0	$0	Based on data provided by Developer in Painesville market

Catalyzed Project Impact Summary

TOTAL CATALYTIC PROJECT IMPACTS

Operations Jobs

Year	Full-time Equivalents	Average Hourly Wage ($)
1	4	$14.41
2	10	$17.37
3	18	$20.07
4	20	$19.99
5	49	$20.48
Total	**49**	**$20.48**

Tenant Jobs

Year	Full-time Equivalents	Average Hourly Wage ($)	Payroll
1	96	$19.21	$3,830,429
2	210	$23.16	$10,114,836
3	384	$26.76	$21,364,884
4	418	$26.65	$23,146,418
5	1051	$27.30	$59,715,308
Total	**1051**	**$27.30**	**$59,715,308**

Retail, Entertainment and Dining Sales

Year	Projected Retail Sales ($)	Projected Entertainment Sales ($)	Projected Dining Sales ($)
1	[redacted]	[redacted]	[redacted]
2	[redacted]	[redacted]	[redacted]
3	[redacted]	[redacted]	[redacted]
4	[redacted]	[redacted]	[redacted]
5	[redacted]	[redacted]	[redacted]
Total	[redacted]	[redacted]	[redacted]

Sales, Income, Lodging and Property Taxes

Year	Projected Sales Tax ($)	Projected Income Tax ($)	Projected Lodging Tax ($)	Projected Property Tax ($)	Total Taxes
1	$854,488	$203,013	$294,353	$566,662	$1,918,516
2	$967,029	$536,086	$303,415	$892,160	$2,698,690
3	$9,781,413	$1,269,335	$313,100	$1,016,467	$12,380,315
4	$10,318,275	$1,367,866	$323,025	$3,115,504	$15,124,670
5	$12,089,793	$3,310,250	$614,690	$7,469,436	$23,484,169
Total	**$34,010,998**	**$6,686,550**	**$1,848,582**	**$13,060,229**	**$55,606,359**

CATALYTIC DIRECT IMPACTS

Operations Jobs

Year	Full-time Equivalents	Average Hourly Wage ($)
1	4	$14.42
2	10	$17.38
3	18	$20.13
4	19	$20.05
5	48	$20.45
Total	**48**	**$20.45**

Tenant Jobs

Year	Full-time Equivalents	Average Hourly Wage ($)	Payroll
1	93	$19.23	$3,714,286
2	204	$23.18	$9,834,048
3	377	$26.85	$21,040,173
4	410	$26.73	$22,773,211
5	1027	$27.27	$58,275,362
Total	**1027**	**$27.27**	**$58,275,362**

Retail, Entertainment and Dining Sales

Year	Projected Retail Sales ($)	Projected Entertainment Sales ($)	Projected Dining Sales ($)
1	[redacted]	[redacted]	[redacted]
2	[redacted]	[redacted]	[redacted]
3	[redacted]	[redacted]	[redacted]
4	[redacted]	[redacted]	[redacted]
5	[redacted]	[redacted]	[redacted]
Total	[redacted]	[redacted]	[redacted]

Sales, Income, Lodging and Property Taxes

Year	Projected Sales Tax ($)	Projected Income Tax ($)	Projected Lodging Tax ($)	Projected Property Tax ($)	Total Taxes
1	$694,688	$196,857	$292,500	$561,928	$1,745,973
2	$802,434	$521,205	$301,275	$884,706	$2,509,620
3	$9,611,881	$1,115,129	$310,313	$1,008,314	$12,045,637
4	$10,100,001	$1,206,980	$319,623	$3,089,824	$14,716,428
5	$11,681,861	$3,088,594	$607,775	$7,407,392	$22,785,621
Total	**$32,890,865**	**$6,128,765**	**$1,831,486**	**$12,952,164**	**$53,803,280**

CATALYTIC INDIRECT IMPACTS

Operations Jobs

Year	Full-time Equivalents	Average Hourly Wage ($)
1	0	0
2	0	0
3	0	0
4	0	0
5	0	0
Total	**0**	**0**

Tenant Jobs

Year	Full-time Equivalents	Average Hourly Wage ($)	Payroll
1	3	$18.61	$116,143
2	6	$22.50	$280,788
3	7	$22.30	$324,711
4	8	$22.43	$373,207
5	24	$28.85	$1,439,946
Total	**24**	**$28.85**	$1,439,946

Retail, Entertainment and Dining Sales

Year	Projected Retail Sales ($)	Projected Entertainment Sales ($)	Projected Dining Sales ($)
1	[redacted]	[redacted]	[redacted]
2	[redacted]	[redacted]	[redacted]
3	[redacted]	[redacted]	[redacted]
4	[redacted]	[redacted]	[redacted]
5	[redacted]	[redacted]	[redacted]
Total	[redacted]	[redacted]	[redacted]

Sales, Income, Lodging and Property Taxes

Year	Projected Sales Tax ($)	Projected Income Tax ($)	Projected Lodging Tax ($)	Projected Property Tax ($)	Total Taxes
1	$159,801	$6,156	$1,853	$4,734	$172,543
2	$164,595	$14,882	$2,140	$7,454	$189,070
3	$169,533	$154,206	$2,786	$8,153	$334,678
4	$218,273	$160,886	$3,403	$25,679	$408,241
5	$407,932	$221,656	$6,915	$62,044	$698,547
Total	**$1,120,133**	**$557,785**	**$17,097**	**$108,065**	**$1,803,080**

Richmond Street Business Park

Located on a main arterial corridor into Downtown Painesville, Richmond Street has long been littered with fast food chains, despite the City of Painesville's identified need for healthier restaurant options in the community. Negotiations with the developer of this project have stagnated over the past 7 years as the demographics of the Downtown area have lacked the higher income residents to support such retail food options. Downtown Painesville to Grand River Corridor Project will serve as a much-needed catalyst for this project by providing office workers, higher earning renters, and visitors traveling on Richmond Street and around the Downtown Painesville area. The City of Painesville has indicated that talks with the developer have resumed, in earnest, as a result of the pendency and potential for the Downtown Painesville to Grand River Corridor Project.

DEVELOPMENT PROGRAM						
	SF	Jobs	Payroll	Sales	Rooms	Rents
Apartment	65,000	4	$151,667	$0	$0	[redacted]
Hotel	-	0	$0	$0	$0	$0
Industrial	180,000	240	$13,200,000	$0	$0	$0
Office	-	0	$0	$0	$0	$0
Restaurant	5,000	8	$208,333	[redacted]	$0	$0
Retail	5,000	11	$333,333	[redacted]	$0	$0
Total	**255,000**	**264**	**$13,893,333**	[redacted]	**$0**	[redacted]

Richmond Street Business Park					
	2024	2025	2026	2027	2028
Property Value	$0	$0	$0	$0	$62,436,241
Jobs	$0	$0	$0	$0	264
Comp.	$0	$0	$0	$0	$15,637,069
Sales	$0	$0	$0	$0	[redacted]
Indirect Jobs	$0	$0	$0	$0	7
Indirect Comp.	$0	$0	$0	$0	$440,564
Indirect Sales	$0	$0	$0	$0	[redacted]
Base	$0	$0	$0	$0	[redacted]
Direct Sales Tax	$0	$0	$0	$0	$205,757
Indirect Sales Tax	$0	$0	$0	$0	$76,708
Base	$0	$0	$0	$0	[redacted]
Direct Income Tax	$0	$0	$0	$0	$828,765
Indirect Income Tax	$0	$0	$0	$0	$23,350
Base	$0	$0	$0	$0	$0
Direct Lodging Tax	$0	$0	$0	$0	$0
Indirect Lodging Tax	$0	$0	$0	$0	$549
Base	$0	$0	$0	$0	[redacted]
Direct Property Tax	$0	$0	$0	$0	$2,063,804
Indirect Property Tax	$0	$0	$0	$0	$17,387

Casement Development

The largest tract of undeveloped acreage in Painesville and Painesville Township, the Casement Development project that is currently being considered would incorporate townhomes, multi-family and single family development, and nearby amenity convenience mixed-use space on approximately 400 acres of land. In the same manner as the New Downtown Residential, this site is poised to be catalyzed by the completion of the Downtown Painesville to Grand River Corridor Project as it helps establish a market demand for new multi-family construction options, and even more importantly, it gets more people talking favorably about Painesville and will make them more inclined to want to live in that area, in part, because they will be so close to such a nice, new mixed-use development as the Downtown Painesville to Grand River Corridor Project. Residents could easily transition from Downtown Painesville to the Casement Development once they have children, or vice versa when they become empty-nesters.

DEVELOPMENT PROGRAM						
	SF	Jobs	Payroll	Sales	Rooms	Rents
Residential	200000	13	$466,667	$0	$0	[redacted]
Hotel	0	0	$0	$0	$0	$0
Industrial	0	0	$0	$0	$0	$0
Office	0	0	$0	$0	$0	$0
Restaurant	5000	8	$208,333	[redacted]	$0	$0
Retail	5000	11	$333,333	[redacted]	$0	$0
Total	**210,000**	**33**	**$1,008,333**	[redacted]	**$0**	[redacted]

Casement Development					
	2024	2025	2026	2027	2028
Property Value	$0	$0	$0	$59,757,458	$60,355,033
Jobs	$0	$0	$0	$33	33
Comp.	$0	$0	$0	$1,101,833	$1,134,888
Sales	$0	$0	$0	[redacted]	[redacted]
Indirect Jobs	$0	$0	$0	$1	1
Indirect Comp.	$0	$0	$0	$33,646	$34,656
Indirect Sales	$0	$0	$0	[redacted]	[redacted]
Base	$0	$0	$0	[redacted]	[redacted]
Direct Sales Tax	$0	$0	$0	$199,764	$205,757
Indirect Sales Tax	$0	$0	$0	$6,488	$6,682
Base	$0	$0	$0	[redacted]	[redacted]
Direct Income Tax	$0	$0	$0	$58,397	$60,149
Indirect Income Tax	$0	$0	$0	$1,783	$1,837
Base	$0	$0	$0	$0	$0
Direct Lodging Tax	$0	$0	$0	$0	$0
Indirect Lodging Tax	$0	$0	$0	$533	$549
Base	$0	$0	$0	[redacted]	[redacted]
Direct Property Tax	$0	$0	$0	$1,975,258	$1,995,011
Indirect Property Tax	$0	$0	$0	$16,641	$16,808

Encore Business Park

This contemplated mixed-use development would include approximately 170,000 square feet of Industrial space, 55,000 square feet of hotel space, and 10,000 square feet each of restaurant and retail space. The completion of the Downtown Painesville to Grand River Corridor Project will help establish the market viability of the Encore Estates project by demonstrating the demand for new constructions with a mix of commercial uses in Painesville. Downtown Painesville to Grand Corridor River Project would also help attract industrial-focused companies that would not otherwise locate to Painesville due to a lack of available quality multifamily units for their workforce in the City of Painesville. The Downtown Painesville to Grand River Corridor Project's ability to attract additional business to the area would, in turn, help catalyze the Encore Estates Business Park project by stimulating more commercial activity and more overall vibrancy and business attraction to the City of Painesville.

DEVELOPMENT PROGRAM						
	SF	Jobs	Payroll	Sales	Rooms	Rents
Apartment	0	0	$0	$0	$0	$0
Hotel	55000	79	$3,142,857	[redacted]	[redacted]	$0
Industrial	170000	227	$12,466,667	$0	$0	$0
Office	0	0	$0	$0	$0	$0
Restaurant	10000	17	$416,667	[redacted]	$0	$0
Retail	10000	22	$666,667	[redacted]	$0	$0
Total	**245,000**	**344**	**$16,692,857**	[redacted]	[redacted]	**$0**

Encore Business Park					
	2024	2025	2026	2027	2028
Property Value	$0	$0	$0	$0	$42,872,885
Jobs	$0	$0	$0	$0	344
Comp.	$0	$0	$0	$0	$18,787,958
Sales	$0	$0	$0	$0	[redacted]
Indirect Jobs	$0	$0	$0	$0	9
Indirect Comp.	$0	$0	$0	$0	$604,970
Indirect Sales	$0	$0	$0	$0	[redacted]
Base	$0	$0	$0	$0	[redacted]
Direct Sales Tax	$0	$0	$0	$0	$1,073,102
Indirect Sales Tax	$0	$0	$0	$0	$85,037
Base	$0	$0	$0	$0	[redacted]
Direct Income Tax	$0	$0	$0	$0	$995,762
Indirect Income Tax	$0	$0	$0	$0	$32,063
Base	$0	$0	$0	$0	[redacted]
Direct Lodging Tax	$0	$0	$0	$0	$278,563
Indirect Lodging Tax	$0	$0	$0	$0	$2,862
Base	$0	$0	$0	$0	[redacted]
Direct Property Tax	$0	$0	$0	$0	$1,417,145
Indirect Property Tax	$0	$0	$0	$0	$11,939

Downtown Residential

The City of Painesville has long sought a developer to utilize an 8-acre vacant hospital site for residential purposes. While many national builders have expressed interest, a lack of market comparisons have held developers back from making a commitment. The Downtown Painesville to Grand River Corridor Project would catalyze this project by drawing higher income residents to the area and provide the necessary market data that developers rely on when determining where to build and that their lenders utilize to support the security of the loan. Additionally, the Downtown Painesville to Grand River Corridor Project would provide many of the amenities that prospective downtown residents desire, further justifying the market viability of residential product in Downtown Painesville.

DEVELOPMENT PROGRAM						
	SF	Jobs	Payroll	Sales	Rooms	Rents
Apartment	100000	7	$233,333	$0	$0	$[redacted]
Hotel	0	0	$0	$0	$0	$0
Industrial	0	0	$0	$0	$0	$0
Office	0	0	$0	$0	$0	$0
Restaurant	0	0	$0	$0	$0	$0
Retail	0	0	$0	$0	$0	$0
Total	**100,000**	**7**	**$233,333**	**$0**	**$0**	$[redacted]

Downtown Residential					
	2024	2025	2026	2027	2028
Property Value	$0	$0	$0	$0	$21,228,322
Jobs	$0	$0	$0	$0	7
Comp.	$0	$0	$0	$0	$262,619
Sales	$0	$0	$0	$0	$0
Indirect Jobs	$0	$0	$0	$0	0
Indirect Comp.	$0	$0	$0	$0	$6,673
Indirect Sales	$0	$0	$0	$0	$[redacted]
Base	$0	$0	$0	$0	$0
Direct Sales Tax	$0	$0	$0	$0	$0
Indirect Sales Tax	$0	$0	$0	$0	$1,417
Base	$0	$0	$0	$0	$[redacted]
Direct Income Tax	$0	$0	$0	$0	$13,919
Indirect Income Tax	$0	$0	$0	$0	$354
Base	$0	$0	$0	$0	$0
Direct Lodging Tax	$0	$0	$0	$0	$0
Indirect Lodging Tax	$0	$0	$0	$0	$0
Base	$0	$0	$0	$0	$[redacted]
Direct Property Tax	$0	$0	$0	$0	$701,693
Indirect Property Tax	$0	$0	$0	$0	$5,912

Brookstone Hotel

Lake Development Authority has identified strong demand for a hotel in the Encore Business Park area. Downtown Painesville to Grand River Project Corridor Project will help accelerate business and leisure travel to the area through the office space, retail, restaurant, and community amenity components of the Project. The prospective Hotel will total $17 million and feature 95 rooms in 65,000 square feet of hotel space. Having a nearby transformational mixed-use development for hotel guests to enjoy will directly cause, or at least accelerate, the development of that hotel project.

DEVELOPMENT PROGRAM						
	SF	Jobs	Payroll	Sales	Rooms	Rents
Apartment	0	0	$0	$0	$0	$0
Hotel	65000	93	$3,714,286	[redacted]	[redacted]	$0
Industrial	0	0	$0	$0	$0	$0
Office		0	$0	$0	$0	$0
Restaurant	0	0	$0	$0	$0	$0
Retail	0	0	$0	$0	$0	$0
Total	**65,000**	**93**	**$3,714,286**	[redacted]	[redacted]	**$0**

Brookstone Hotel					
	2024	2025	2026	2027	2028
Property Value	$17,000,000	$17,170,000	$17,341,700	$17,515,117	$17,690,268
Jobs	$93	$93	$93	$93	93
Comp.	$3,714,286	$3,825,714	$3,940,486	$4,058,700	$4,180,461
Sales	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Indirect Jobs	$3	$3	$3	$3	3
Indrect Comp.	$116,143	$119,627	$123,216	$126,913	$130,720
Indirect Sales	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Base	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Direct Sales Tax	$694,688	$715,528	$736,994	$759,104	$781,877
Indirect Sales Tax	$17,130	$17,644	$18,173	$18,718	$19,280
Base	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Direct Income Tax	$196,857	$202,763	$208,846	$215,111	$221,564
Indirect Income Tax	$6,156	$6,340	$6,530	$6,726	$6,928
Base	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Direct Lodging Tax	$292,500	$301,275	$310,313	$319,623	$329,211
Indirect Lodging Tax	$1,853	$1,908	$1,965	$2,024	$2,085
Base	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Direct Property Tax	$561,928	$567,547	$573,223	$578,955	$584,744
Indirect Property Tax	$4,734	$4,782	$4,829	$4,878	$4,926

Ohio Associated Enterprises

Ohio Associated Enterprises, an advanced manufacturing company, relocated 88 jobs from its California operation to Painesville in 2020. That company is now considering expanding its footprint in Painesville with $6 million in new and expanded industrial use. The Downtown Painesville to Grand River Project Corridor Project will catalyze this development by providing new housing for the company's employees as well as additional dining and retail options that will encourage that company to proceed with its Painesville expansion.

DEVELOPMENT PROGRAM						
	SF	Jobs	Payroll	Sales	Rooms	Rents
Apartment	0	0	$0	$0	$0	$0
Hotel	0	0	$0	$0	$0	$0
Industrial	75000	100	$5,500,000	$0	$0	$0
Office		0	$0	$0	$0	$0
Restaurant	0	0	$0	$0	$0	$0
Retail	0	0	$0	$0	$0	$0
Total	**75,000**	**100**	**$5,500,000**	**$0**	**$0**	**$0**

Ohio Associated Enterprises					
	2024	2025	2026	2027	2028
Property Value	$0	$6,060,000	$6,120,600	$6,181,806	$6,243,624
Jobs	$0	$100	$100	$100	100
Comp.	$0	$5,665,000	$5,834,950	$6,009,999	$6,190,298
Sales	$0	$0	$0	$0	$0
Indirect Jobs	$0	$3	$3	$3	3
Indirect Comp.	$0	$157,849	$162,584	$167,462	$172,485
Indirect Sales	$0	[redacted]	[redacted]	[redacted]	[redacted]
Base	$0	$0	$0	$0	$0
Direct Sales Tax	$0	$0	$0	$0	$0
Indirect Sales Tax	$0	$27,459	$28,282	$29,131	$30,005
Base	$0	[redacted]	[redacted]	[redacted]	[redacted]
Direct Income Tax	$0	$300,245	$309,252	$318,530	$328,086
Indirect Income Tax	$0	$8,366	$8,617	$8,875	$9,142
Base	$0	$0	$0	$0	$0
Direct Lodging Tax	$0	$0	$0	$0	$0
Indirect Lodging Tax	$0	$0	$0	$0	$0
Base	$0	[redacted]	[redacted]	[redacted]	[redacted]
Direct Property Tax	$0	$200,311	$202,314	$204,337	$206,380
Indirect Property Tax	$0	$1,688	$1,704	$1,722	$1,739

Shamrock Mixed Use

The increase in residential rental properties included in the Downtown Painesville to Grand River Project Corridor Project will be a direct catalyst for this new single-family residential development. The City of Painesville has a young demographic with an average age of 31. The Downtown Painesville to Grand River Project Corridor Project will attract more graduate students, recent college graduates, and young professionals to live in Downtown Painesville. After a few years, they will start families of their own. These young families often transition into single-family homes once they feel established in the community. The addition of Shamrock Development, a $3 million investment in a new residential development will bolster the strong interest for new single-family homes located in the City of Painesville.

DEVELOPMENT PROGRAM						
	SF	Jobs	Payroll	Sales	Rooms	Rents
Residential	50000	3	$116,667	$0	$0	$[redacted]
Hotel	0	0	$0	$0	$0	$0
Industrial	0	0	$0	$0	$0	$0
Office	0	0	$0	$0	$0	$0
Restaurant	0	0	$0	$0	$0	$0
Retail	0	0	$0	$0	$0	$0
Total	**50,000**	**3**	**$116,667**	**$0**	**$0**	$[redacted]

Shamrock Mixed Use					
	2024	2025	2026	2027	2028
Property Value	$0	$0	$0	$0	$3,121,812
Jobs	$0	$0	$0	$0	3
Comp.	$0	$0	$0	$0	$131,309
Sales	$0	$0	$0	$0	$0
Indirect Jobs	$0	$0	$0	$0	0
Indirect Comp.	$0	$0	$0	$0	$3,336
Indirect Sales	$0	$0	$0	$0	$[redacted]
Base	$0	$0	$0	$0	$0
Direct Sales Tax	$0	$0	$0	$0	$0
Indirect Sales Tax	$0	$0	$0	$0	$709
Base	$0	$0	$0	$0	[redacted]
Direct Income Tax	$0	$0	$0	$0	$6,959
Indirect Income Tax	$0	$0	$0	$0	$177
Base	$0	$0	$0	$0	$0
Direct Loding Tax	$0	$0	$0	$0	$0
Indirect Lodging Tax	$0	$0	$0	$0	$0
Base	$0	$0	$0	$0	[redacted]
Direct Property Tax	$0	$0	$0	$0	$103,190
Indirect Property Tax	$0	$0	$0	$0	$869

Blue Heron Residential Development

The City has also had significant population increases over the past decade that are resulting in demand for greater neighborhood amenities and higher-end residential dwellings as many of these incoming residents are relocating to the area for new employment opportunities, particularly with several large corporations and professional services firms that are based in the area. Blue Heron Residential Development is aiming to fill that need with a $2.8 million new luxury home development..

DEVELOPMENT PROGRAM						
	SF	Jobs	Payroll	Sales	Rooms	Rents
Residential SF Homes	50000	0	$0	$0	$0	$0
Hotel	0	0	$0	$0	$0	$0
Industrial	0	0	$0	$0	$0	$0
Office	0	0	$0	$0	$0	$0
Restaurant	0	0	$0	$0	$0	$0
Retail	0	0	$0	$0	$0	$0
Total	**50,000**	**0**	**0**	**$0**	**$0**	**0**

Blue Heron Residential Development					
	2024	2025	2026	2027	2028
Property Value	$0	$0	$0	$2,884,843	$2,913,691
Jobs	$0	$0	$0	0	0
Comp.	$0	$0	$0	$0	$0
Sales	$0	$0	$0	$0	$0
Indirect Jobs	$0	$0	$0	0	0
Indirect Comp.	$0	$0	$0	$5,108	$5,262
Indirect Sales	$0	$0	$0	[redacted]	[redacted]
Base	$0	$0	$0	$0	$0
Direct Sales Tax	$0	$0	$0	$0	$0
Indirect Sales Tax	$0	$0	$0	$1,113	$1,146
Base	$0	$0	$0	$0	$0
Direct Income Tax	$0	$0	$0	$0	$0
Indirect Income Tax	$0	$0	$0	$271	$279
Base	$0	$0	$0	$0	$0
Direct Lodging Tax	$0	$0	$0	$0	$0
Indirect Lodging Tax	$0	$0	$0	$0	$0
Base	$0	$0	$0	[redacted]	[redacted]
Direct Property Tax	$0	$0	$0	$95,357	$96,311
Indirect Property Tax	$0	$0	$0	$803	$811

Chase Bank Restaurant & Entertainment District

Renew Partners ("Renew"), through its affiliate Vic Place LLC, is redeveloping the Victoria Place building as part of the Downtown Painesville + Grand River Project (the "Project"). Simultaneously Renew is currently developing a former bank building less than a quarter mile away from the Project to provide student housing for Lake Erie College students ("Chase Bank"). Renew is considering including a 5,124 square foot restaurant with 1,343 sq. ft. of cooking space on the first floor of the Chase Bank building. In the event that the Project is able to move forward as a result of being awarded a TMUD tax credit certificate, the Project will have a direct catalytic effect on the Chase Bank Restaurant. The increase in residents and employees in Downtown Painesville will provide the customers, activity, energy, and vibrancy necessary to support adding the restaurant space to the first floor of the building and increase Renew's ability to secure a solid restaurant operator as a tenant for the space. Attached in Appendix is a summary from the Developer speaking to the catalytic effect the Project has on this Development.

Further catalyzed by this effort, a restaurant group out of the nearby City of Willoughby is anticipating investing $1.1 million to renovate a 2,400 square foot former bank building into a restaurant and bar. Downtown sorely lacks late night establishments and the Downtown Painesville to Grand River Project Corridor Project will catalyze this project by helping to establish an entertainment district Downtown and offering evening dining and entertainment options that will be synergistic with one another.

DEVELOPMENT PROGRAM						
	SF	Jobs	Payroll	Sales	Rooms	Rents
Apartment	0	0	$0	$0	$0	$0
Hotel	0	0	$0	$0	$0	$0
Industrial	0	0	$0	$0	$0	$0
Office	0	0	$0	$0	$0	$0
Restaurant	5,124	10	$400,000	[redacted]	$0	$0
Retail	12200	17	$413,333	[redacted]	$0	$0
Total	**12,200**	**27**	**$813,333**	[redacted]	**$0**	**$0**

Chase Bank Restaurant & Entertainment District					
	2024	2025	2026	2027	2028
Property Value	$0	$0	$0	$0	$2,289,329
Jobs	$0	$0	$0	$0	27
Comp.	$0	$0	$0	$0	$915,414
Sales	$0	$0	$0	$0	[redacted]
Indirect Jobs	$0	$0	$0	$0	1
Indirect Comp.	$0	$0	$0	$0	$37,661
Indirect Sales	$0	$0	$0	$0	[redacted]
Base	$0	$0	$0	$0	[redacted]
Direct Sales Tax	$0	$0	$0	$0	$231,714
Indirect Sales Tax	$0	$0	$0	$0	$6,398
Base	$0	$0	$0	$0	[redacted]
Direct Income Tax	$0	$0	$0	$0	$48,517
Indirect Income Tax	$0	$0	$0	$0	$1,996
Base	$0	$0	$0	$0	$0
Direct Loding Tax	$0	$0	$0	$0	$0
Indirect Lodging Tax	$0	$0	$0	$0	$618
Base	$0	$0	$0	$0	[redacted]
Direct Property Tax	$0	$0	$0	$0	$75,673
Indirect Property Tax	$0	$0	$0	$0	$638

8 North State Street – Key Bank Building

Should the Downtown Painesville to Grand River Project Corridor Project be awarded TMUD tax credits, Grand River Walk LLC and/or its affiliates ("GRW LLC") are prepared to continue their investment in the Downtown Painesville area with the purchase of 8 North State Street, a building and parking lot immediately adjacent to the Project. Locally known as the "Key Bank Building", this office building is roughly 50% occupied and in major need of rehabilitation. This acquisition, which is currently under purchase agreement and will not move forward or close without a Round 2 TMUD award for the Project, would result in an estimated $8 million of additional investment in Downtown Painesville rehabilitation and redevelopment expenditures by GRW LLC. Located in a Nationally Registered Historic Property ("NHRP") District and containing 51,000+/- rentable square feet, GRW LLC would pursue federal and Ohio historic tax credits for qualified rehabilitation expenditures to redevelop that property and reduce vacancy. The catalytic impact to 8 North State Street will not be possible, and the principals of Grand River Walk LLC will not move forward with acquisition and future investment, unless the Project first becomes viable (financially and otherwise) through an awarded Round 2 TMUD Tax Credit Certificate. The Project will serve as the initial catalyst for the advancement of Painesville's economic growth, whereby properties like 8 North State Street will benefit from the effects of the Downtown Painesville to Grand River Project Corridor Project's impact to the immediate area, Painesville residents, employees, and businesses. Attached in Appendix A is an attestation letter from The Developers Marous Development Group LLC and Grand River Walk LLC attesting to the catalytic effect the Project will have on this Development.

DEVELOPMENT PROGRAM						
	SF	Jobs	Payroll	Sales	Rooms	Rents
Apartment	0	0	$0	$0	$0	$0
Hotel	0	0	$0	$0	$0	$0
Industrial	0	0	$0	$0	$0	$0
Office	51000	146	$9,471,429	$0	$0	$0
Restaurant	0	0	$0	$0	$0	$0
Retail	0	0	$0	$0	$0	$0
Total	**51,000**	**146**	**$9,471,429**	**$0**	**$0**	**$0**

8 North State Street – Key Bank Building					
	2024	2025	2026	2027	2028
Property Value	$0	$0	$8,160,800	$8,242,408	$8,324,832
Jobs	$0	$0	$146	$146	$146
Comp.	$0	$0	$10,048,239	$10,349,686	$10,660,176
Sales	$0	$0	[redacted]	[redacted]	[redacted]
Indirect Jobs	$0	$0	$50	$50	$50
Indirect Comp.	$0	$0	$2,584,829	$2,662,374	$2,742,245
Indirect Sales	$0	$0	[redacted]	[redacted]	[redacted]
Base	$0	$0	[redacted]	[redacted]	[redacted]
Direct Sales Tax	$0	$0	$3,043	$3,135	$3,229
Indirect Sales Tax	$0	$0	$481,892	$496,348	$511,239
Base	$0	$0	[redacted]	[redacted]	[redacted]

Direct Income Tax	$0	$0	$532,557	$548,533	$564,989
Indirect Income Tax	$0	$0	$136,996	$141,106	$145,339
Base	$0	$0	$0	$0	$0
Direct Lodging Tax	$0	$0	$0	$0	$0
Indirect Lodging Tax	$0	$0	$6,029	$6,210	$6,396
Base	$0	$0	[redacted]	[redacted]	[redacted]
Direct Property Tax	$0	$0	$269,752	$272,449	$275,174
Indirect Property Tax	$0	$0	$2,273	$2,295	$2,318

9. TOTAL IMPACTS

PROJECT, SURROUNDING AREA AND CATALYZED PROJECT IMPACTS

Operations Jobs

Year	Full-time Equivalents	Average Hourly Wage ($)	Payroll
1	13	$29.76	$815,582
2	19	$30.50	$835,972
3	27	$31.27	$856,871
4	29	$32.05	$878,293
5	58	$32.85	$900,249
Total	**58**	**$32.85**	**$917,889**

Tenant Jobs

Year	Full-time Equivalents	Average Hourly Wage ($)	Payroll
1	272	$35.58	$20,142,077
2	386	$33.41	$26,834,275
3	560	$33.05	$38,502,309
4	594	$32.94	$40,712,278
5	1227	$30.45	$77,720,315
Total	**1227**	**$30.45**	**$77,720,315**

Retail, Entertainment and Dining Sales

Year	Projected Retail Sales ($)	Projected Entertainment Sales ($)	Projected Dining Sales ($)
1	[redacted]	[redacted]	[redacted]
2	[redacted]	[redacted]	[redacted]
3	[redacted]	[redacted]	[redacted]
4	[redacted]	[redacted]	[redacted]
5	[redacted]	[redacted]	[redacted]
Total	[redacted]	[redacted]	[redacted]

Sales, Income, Lodging and Property Taxes

Year	Projected Sales Tax ($)	Projected Income Tax ($)	Projected Lodging Tax ($)	Projected Property Tax ($)	Total Taxes
1	$1,772,713	$1,292,668	$296,414	$593,779	$3,955,575
2	$1,913,119	$1,653,975	$305,539	$919,548	$4,792,181
3	$10,756,213	$2,416,196	$315,287	$1,044,130	$14,531,825
4	$11,322,654	$2,544,451	$325,277	$3,143,443	$17,335,825
5	$13,124,646	$4,517,336	$617,011	$7,497,654	$25,756,646
Total	**$38,889,345**	**$12,424,626**	**$1,859,527**	**$13,198,554**	**$66,372,052**

10. Residential Spending Methodology

The table below summarizes the analysis utilized to estimate resident spending. Per-resident spending was calculated using the 2019 Consumer Expenditure Survey (CES)[2] for the Midwest Region. For each consumer spending category, a "Distribution of Spending" is provided by the CES. In order to determine actual expenditures, annual incomes are calculated from prospective renters, assuming that renters are spending 25% of their annual income on the Project's projected rents. For instance, someone renting a building at a rent of $1,700 would earn an income of $81,600.

TYPICAL SPEND - MIDWEST AVERAGE - Consumer Expenditure Survey 2019				
Consumer Item			**Apartments 1**	**Apartments 2**
Residents			210	112
Typical Expenditures per Resident			$11,432	$16,483
Surrounding Area Coverage			100%	100%
Surrounding Area Expenditures			$11,432	$16,483
Total Typical Project Resident Spending			$2,400,633	$1,846,118
Consumer unit characteristics (mean values):				
	Rent		$1,179	$1,700
	Income		$56,592	$81,600
Annual aggregate expenditures per		20.2	$11,431.58	$16,483.20
Disttribution of Spending				
Food		11.6	$1,326.06	$1,912.05
Alcoholic beverages		3.5	$400.11	$576.91
Housing		32.3	$3,692.40	$5,324.07
Apparel and services		2.5	$285.79	$412.08
Transportation		17.2	$1,966.23	$2,835.11
Healthcare		7.6	$868.80	$1,252.72
Entertainment		5.6	$640.17	$923.06
Personal care products and services		1.1	$125.75	$181.32
Reading		0.2	$22.86	$32.97
Education		1.6	$182.91	$263.73
Miscellaneous		1.4	$160.04	$230.76
Cash contributions		3.7	$422.97	$609.88
Personal insurance and pensions		11.7	$1,337.50	$1,928.53

Once a per-resident expenditure is calculated, the expenditure category of the Surrounding Area is analyzed to determine that the Surrounding Area has adequate supply of goods or services within that category to allow for the expenditure to take place within the Surrounding Area. The table below illustrates an "Absorption Rate" calculated for each expenditure category based on 1) availability of the commodity (see "Area Supply") and 2) typical spending habits. For instance, clothing and apparel has been increasingly purchased online[3] , and apparel consumers may prefer to travel to a mall or retail centers outside of the surrounding area. As such, a 43% regional absorption was applied to that category. In other circumstances, educational options are robust within the Surrounding Area due to the presence of a higher educational institution and schools. As a result, 100% of hat commodity would be purchased within the Surrounding Area.

[2] Source Data: Table 1800. Region of residence: Annual expenditure means, shares, standard errors, and coefficients of variation, Consumer Expenditure Surveys, 2020 https://www.bls.gov/cex/tables/calendar-year/mean-item-share-average-standard-error/cu-region-1-year-average-2020.pdf

[3] 14.3% of total retails sales come from from online purchases. https://www.census.gov/retail/mrts/www/data/pdf/ec_current.pdf

SURROUNDING AREA ABSORPTION OF DIRECT RESIDENT SPENDING		
Total Residents	210	112
Occupancy	95%	95%
Spend per Resident	$8,386	$12,091
Total Spend	$1,760,984	$1,354,220
Occupancy Factor Total Spending	**$1,672,935**	**$1,286,509**

Surrounding Area Absorption	Absp. Rate	Apartments 1	Apartments 2	Category Total
Food	85%	$1,127	$1,625	$2,752
Alcoholic beverages	85%	$340	$490	$830
Housing	100%	$3,692	$5,324	$9,016
Apparel and services	43%	$123	$177	$300
Transportation	50%	$983	$1,418	$2,401
Healthcare	100%	$869	$1,253	$2,122
Entertainment	80%	$512	$738	$1,251
Personal care products and services	100%	$126	$181	$307
Reading	0%	$0	$0	$0
Education	100%	$183	$264	$447
Miscellaneous	60%	$96	$138	$234
Cash contributions	N/A	N/A	N/A	$0
Personal insurance and pensions	25%	$334	$482	$817

The Absorption Rate is applied to each expenditure category to represent resident spending within the Surrounding Area.

[4]

Surrounding Area Absorption	Apartments 1	Apartments 2	Category Total
Food	$224,867	$172,926	$397,793
Alcoholic beverages	$67,848	$52,176	$120,024
Housing	$736,634	$566,481	$1,303,116
Apparel and services	$24,516	$18,853	$43,370
Transportation	$196,132	$150,828	$346,960
Healthcare	$173,326	$133,290	$306,615
Entertainment	$102,171	$78,571	$180,742
Personal care products and services	$25,087	$19,292	$44,379
Reading	$0	$0	$0
Education	$36,490	$28,061	$64,551
Miscellaneous	$19,157	$14,732	$33,889
Cash contributions	N/A	N/A	N/A
Personal insurance and pensions	$66,708	$51,299	$118,007
Totals	$1,672,935	$1,286,509	$2,959,444

[4] Calculations by Vista Site Selection; Area Supply data provided by IMPLAN "Commodity Trade Summary" for the custom Region built for zip codes 44113, 44115, 44114, and 44102.

11. Economic Output, Sales and Tax Impacts

Economic Impacts – *Annual Economic Output Impacts by Industry Grouping*

Project

Row Labels	Project	Surrounding Area	Total
Commercial	$56,836,012	$1,218,427	$58,054,439
Dining	**$4,418,000**	**$81,230**	**$4,499,230**
Entertainment	**$2,800,000**	**$353,086**	**$3,153,086**
Government	$0	$13,221	$13,221
Industrial	$0	$13,600	$13,600
Residential	$2,699,700	$0	$2,699,700
Retail	**$374,967**	**$184,928**	**$559,895**
Transportation	$0	$5,808	$5,808
Wholesale	$0	$11,958	$11,958

[5]

Catalytic Projects

Row Labels	Catalytic Project	Surrounding Area	Total
Commercial	$114,282,962	$5,490,454	$119,773,416
Dining	**$13,500,000**	**$224,311**	**$13,724,311**
Entertainment	**$18,000,000**	**$1,350,903**	**$19,350,903**
Government	$0	$38,765	$38,765
Industrial	$96,613,706	$139,626	$96,753,332
Residential	$6,975,000	$0	$6,975,000
Retail	**$2,205,147**	**$628,935**	**$2,834,082**
Transportation	$0	$165,045	$165,045
Wholesale	$0	$128,266	$128,266
(blank)			
Grand Total	$134,453,854	$3,602,518	$138,056,372

[5] Source Data: IMPLAN Output Summary

Economic Impacts – *Retail, Dining and Entertainment Annual Sales - Project*

Row Labels	Project Impact	Surrounding Area Impact	Total Impact
Dining	**$5,268,000**	**$88,030**	**$5,356,030**
509 - Full-service restaurants	$5,268,000	$63,359	$5,331,359
510 - Limited-service restaurants	$0	$24,670	$24,670
Entertainment	**$2,800,000**	**$353,086**	**$3,153,086**
420 - Scenic and sightseeing transportation and support activities for transportation	$0	$1,426	$1,426
423 - Newspaper publishers	$0	$0	$0
424 - Periodical publishers	$0	$0	$0
425 - Book publishers	$0	$0	$0
426 - Directory, mailing list, and other publishers	$0	$593	$593
427 - Greeting card publishing	$0	$0	$0
428 - Software publishers	$0	$0	$0
429 - Motion picture and video industries	$0	$66	$66
430 - Sound recording industries	$0	$0	$0
431 - Radio and television broadcasting	$0	$11,188	$11,188
432 - Cable and other subscription programming	$0	$0	$0
433 - Wired telecommunications carriers	$0	$1,617	$1,617
434 - Wireless telecommunications carriers (except satellite)	$0	$211	$211
435 - Satellite, telecommunications resellers, and all other telecommunications	$0	$5,487	$5,487
436 - Data processing, hosting, and related services	$0	$0	$0
437 - News syndicates, libraries, archives and all other information services	$0	$540	$540
438 - Internet publishing and broadcasting and web search portals	$0	$0	$0
447 - Other real estate	$0	$308,053	$308,053
465 - Advertising, public relations, and related services	$0	$0	$0
466 - Photographic services	$0	$0	$0
474 - Travel arrangement and reservation services	$0	$0	$0
496 - Performing arts companies	$0	$447	$447
497 - Commercial Sports Except Racing	$0	$780	$780
498 - Racing and Track Operation	$0	$9	$9
499 - Independent artists, writers, and performers	$0	$6,059	$6,059
500 - Promoters of performing arts and sports and agents for public figures	$0	$1,269	$1,269
501 - Museums, historical sites, zoos, and parks	$0	$0	$0
502 - Amusement parks and arcades	$0	$0	$0
503 - Gambling industries (except casino hotels)	$0	$0	$0
504 - Other amusement and recreation industries	$0	$6,210	$6,210
505 - Fitness and recreational sports centers	$0	$91	$91
506 - Bowling centers	$0	$0	$0
507 - Hotels and motels, including casino hotels	$0	$4	$4
508 - Other accommodations	$0	$0	$0
511 - All other food and drinking places	$2,800,000	$7,986	$2,807,986
523 - Business and professional associations	$0	$1,048	$1,048
524 - Labor and civic organizations	$0	$0	$0
Retail	**$374,967**	**$184,928**	**$559,895**
394 - Wholesale - Household appliances and electrical and electronic goods	$0	$4,979	$4,979
396 - Wholesale - Other durable goods merchant wholesalers	$0	$3,327	$3,327
397 - Wholesale - Drugs and druggists' sundries	$0	$122	$122
398 - Wholesale - Grocery and related product wholesalers	$0	$1,290	$1,290
400 - Wholesale - Other nondurable goods merchant wholesalers	$0	$6,277	$6,277
402 - Retail - Motor vehicle and parts dealers	$0	$209	$209
403 - Retail - Furniture and home furnishings stores	$0	$33	$33
404 - Retail - Electronics and appliance stores	$0	$153	$153
405 - Retail - Building material and garden equipment and supplies stores	$374,967	$4,182	$379,149
406 - Retail - Food and beverage stores	$0	$2,559	$2,559
407 - Retail - Health and personal care stores	$0	$44	$44
408 - Retail - Gasoline stores	$0	$45	$45
409 - Retail - Clothing and clothing accessories stores	$0	$0	$0
410 - Retail - Sporting goods, hobby, musical instrument and book stores	$0	$357	$357
411 - Retail - General merchandise stores	$0	$64	$64
412 - Retail - Miscellaneous store retailers	$0	$747	$747
413 - Retail - Nonstore retailers	$0	$2,844	$2,844
450 - Automotive equipment rental and leasing	$0	$0	$0
451 - General and consumer goods rental except video tapes and discs	$0	$26,391	$26,391
452 - Video tape and disc rental	$0	$0	$0
453 - Commercial and industrial machinery and equipment rental and leasing	$0	$68,432	$68,432
454 - Lessors of nonfinancial intangible assets	$0	$12,480	$12,480
467 - Veterinary services	$0	$18	$18
512 - Automotive repair and maintenance, except car washes	$0	$23,711	$23,711
513 - Car washes	$0	$19,225	$19,225
516 - Personal and household goods repair and maintenance	$0	$4,893	$4,893
517 - Personal care services	$0	$0	$0
518 - Death care services	$0	$0	$0
519 - Dry-cleaning and laundry services	$0	$2,202	$2,202
520 - Other personal services	$0	$346	$346
521 - Religious organizations	$0	$0	$0
Grand Total	$8,442,967	$626,044	$9,069,011

Economic Impacts – *Retail, Dining and Entertainment Annual Sales – Catalytic Projects*

Row Labels	Catalytic Project	Surrounding Area	Total
Dining	**$13,500,000**	**$224,311**	**$13,724,311**
509 - Full-service restaurants	$10,000,000	$200,124	$10,200,124
510 - Limited-service restaurants	$3,500,000	$24,187	$3,524,187
Entertainment	**$18,000,000**	**$1,350,903**	**$19,350,903**
420 - Scenic and sightseeing transportation and support activities for transportation	$0	$65,860	$65,860
423 - Newspaper publishers	$0	$0	$0
424 - Periodical publishers	$0	$0	$0
425 - Book publishers	$0	$0	$0
426 - Directory, mailing list, and other publishers	$0	$752	$752
427 - Greeting card publishing	$0	$0	$0
428 - Software publishers	$0	$0	$0
429 - Motion picture and video industries	$0	$157	$157
430 - Sound recording industries	$0	$0	$0
431 - Radio and television broadcasting	$0	$25,444	$25,444
432 - Cable and other subscription programming	$0	$0	$0
433 - Wired telecommunications carriers	$0	$3,063	$3,063
434 - Wireless telecommunications carriers (except satellite)	$0	$139	$139
435 - Satellite, telecommunications resellers, and all other telecommunications	$0	$3,714	$3,714
436 - Data processing, hosting, and related services	$0	$0	$0
437 - News syndicates, libraries, archives and all other information services	$0	$258	$258
438 - Internet publishing and broadcasting and web search portals	$0	$0	$0
447 - Other real estate	$0	$1,151,040	$1,151,040
465 - Advertising, public relations, and related services	$0	$0	$0
466 - Photographic services	$0	$0	$0
474 - Travel arrangement and reservation services	$0	$0	$0
496 - Performing arts companies	$0	$437	$437
497 - Commercial Sports Except Racing	$0	$590	$590
498 - Racing and Track Operation	$0	$3	$3
499 - Independent artists, writers, and performers	$0	$3,655	$3,655
500 - Promoters of performing arts and sports and agents for public figures	$0	$584	$584
501 - Museums, historical sites, zoos, and parks	$0	$0	$0
502 - Amusement parks and arcades	$0	$0	$0
503 - Gambling industries (except casino hotels)	$0	$0	$0
504 - Other amusement and recreation industries	$0	$5,031	$5,031
505 - Fitness and recreational sports centers	$0	$97	$97
506 - Bowling centers	$0	$0	$0
507 - Hotels and motels, including casino hotels	$18,000,000	$2	$18,000,002
508 - Other accommodations	$0	$0	$0
511 - All other food and drinking places	$0	$89,690	$89,690
523 - Business and professional associations	$0	$386	$386
524 - Labor and civic organizations	$0	$0	$0
Retail	**$2,205,147**	**$628,935**	**$2,834,082**
394 - Wholesale - Household appliances and electrical and electronic goods	$0	$55,031	$55,031
396 - Wholesale - Other durable goods merchant wholesalers	$0	$227,770	$227,770
397 - Wholesale - Drugs and druggists' sundries	$0	$1,812	$1,812
398 - Wholesale - Grocery and related product wholesalers	$0	$4,114	$4,114
400 - Wholesale - Other nondurable goods merchant wholesalers	$0	$72,220	$72,220
402 - Retail - Motor vehicle and parts dealers	$0	$464	$464
403 - Retail - Furniture and home furnishings stores	$0	$136	$136
404 - Retail - Electronics and appliance stores	$0	$458	$458
405 - Retail - Building material and garden equipment and supplies stores	$0	$8,726	$8,726
406 - Retail - Food and beverage stores	$0	$5,437	$5,437
407 - Retail - Health and personal care stores	$445,718	$212	$445,930
408 - Retail - Gasoline stores	$329,491	$1,234	$330,725
409 - Retail - Clothing and clothing accessories stores	$0	$1	$1
410 - Retail - Sporting goods, hobby, musical instrument and book stores	$0	$1,174	$1,174
411 - Retail - General merchandise stores	$1,429,939	$270	$1,430,209
412 - Retail - Miscellaneous store retailers	$0	$2,968	$2,968
413 - Retail - Nonstore retailers	$0	$12,831	$12,831
450 - Automotive equipment rental and leasing	$0	$0	$0
451 - General and consumer goods rental except video tapes and discs	$0	$10,418	$10,418
452 - Video tape and disc rental	$0	$0	$0
453 - Commercial and industrial machinery and equipment rental and leasing	$0	$50,511	$50,511
454 - Lessors of nonfinancial intangible assets	$0	$99,774	$99,774
467 - Veterinary services	$0	$2	$2
512 - Automotive repair and maintenance, except car washes	$0	$24,887	$24,887
513 - Car washes	$0	$22,627	$22,627
516 - Personal and household goods repair and maintenance	$0	$4,757	$4,757
517 - Personal care services	$0	$0	$0
518 - Death care services	$0	$0	$0
519 - Dry-cleaning and laundry services	$0	$20,533	$20,533
520 - Other personal services	$0	$570	$570
521 - Religious organizations	$0	$0	$0
Grand Total	$33,705,147	$2,204,149	$35,909,296

Economic Impacts – *Project and Surrounding Area Taxes by Tax Type*

Below is a summary of tax collection methodology utilized in estimating taxes[6]:

Sales Taxes – sales taxes are calculated using sales and purchases of building tenants, purchases from residents within the Surrounding Area and hotel room stays. In order to account for exemptions, the exemption list provided in the Ohio Department of Taxation Annual Report was utilized and an additional 20% reduction was applied to sales to ensure exempted activities are not counted. Indirect Sales taxes were calculated based off of resident expenditures and estimates of economic output provided by IMPLAN. Sales taxes are collected by the County, State and Transit Authority from the following rates, totaling a 7.25% State & Local rate:

State of Ohio	5.75%
County	1%
Transit	.5%

Income Taxes – income taxes are calculate as a percentage of employee compensation of direct employment within the project and indirect employment caused by the project. Income taxes are collected by the State of Ohio (Ohio Withholding Tax) and the City (Municipal Income Tax). Ohio Withholding Taxers utilize a bracketed rate structure based on salary, while Municipal Income Taxes are fixed and applied to wages and net profits. As such, a blended wage rate was utilized for all jobs created for the project, resulting in a 2.8% withholding tax rate. Below are the income tax rates applicable to the Project for a total State & Local Rate of 4.8%.

State of Ohio	2.8%
City	2%

Lodging Taxes – lodging taxes are collected from room sales of guests staying less than 30 days for each stay. Lodging taxes collected by both the City and County utilizing the following rates, for a total State & Local Rate of 3%:

County	3%
City	0%

Property Taxes – property taxes are collected by various unit of local government through the County Auditor's Website based off of a 35% assessed rate of the project's market value. The Indirect taxes are estimated by IMPLAN based on project operations. When factoring in the 35% assessment rate a 9.44% effective rate, a tax rate of 3.30% is used on the market value of the Project to collect property taxes.

Total Rate	9.44%

[6] Tax Rate Sources: Property Tax - Lake County Auditor; Income Tax & Sales Tax: Ohip Department of Taxation "The Finder" address search function; Lodging Tax – Ohio Department of Taxation.

Below is a summary of tax collections by amount and tax type. The top row of each category represents the taxable base of the specific tax.

PROJECT	2024	2025	2026	2027	2028
Property Value	$40,399,800	$40,803,798	$41,211,836	$41,623,954	$42,040,194
Sales	$9,002,000	$9,272,060	$9,550,222	$9,836,728	$10,131,830
Room Sales	$0	$0	$0	$0	$0
Jobs	257	259	261	262	264
Comp.	$15,091,824	$15,469,120	$15,855,848	$16,252,244	$16,658,550
Sales Taxes	$652,645	$672,224	$692,391	$713,163	$734,558
Income Taxes	$1,037,113	$1,064,053	$1,091,698	$1,120,064	$1,149,173
Lodging Taxes	$0	$0	$0	$0	$0
Property Taxes	$0	$0.000	$0	$0	$0
Abatement Amount	$1,335,046	$1,348,397	$1,361,881	$1,375,499	$1,389,254

SURROUNDING AREA	2024	2025	2026	2027	2028
Property Value	$828,878	$837,167	$845,539	$853,994	$862,534
Sales	$4,879,295	$5,025,674	$5,176,444	$5,331,737	$5,491,690
Room Sales	$69,406	$71,489	$73,633	$75,842	$78,118
Jobs	13	13	13	13	13
Comp.	$1,539,418	$1,577,903	$1,617,351	$1,657,784	$1,699,229
Sales Taxes	$353,749	$364,361	$375,292	$386,551	$398,147
Income Taxes	$73,892	$75,739	$77,633	$79,574	$81,563
Lodging Taxes	$2,082	$2,145	$2,209	$2,275	$2,344
Property Taxes	$27,391	$27,665	$27,942	$28,221	$28,503

In calculating taxes and annual increases, the following growth rates are assumed:

Growth	Annual %	Source
Sales Growth	3%	Consumer Price Index (CPI) - 5yr examination
Income Growth	2.50%	Employment Cost Imdex - 5yr examination
Rent Growth	2%	Consumer Price Index (CPI) - 5yr examination
Property Growth	1%	Lake County Auditor Records

12. Qualifications

About VISTA SITE SELECTION

Vista Site Selection LLC is a newly formed company, founded in September of 2022 by the law firm Vorys, Sater, Seymour and Pease LLP, focused on economic development, economic analysis, economic incentives and site location consulting. Vista's management team has over 75 years of collective experience in Economic Development and Site Selection in 49 US States and includes certified data analysts, economic consultants and GIS specialists, among others. Vista's services included:

Economic Insights, including Economic Footprint and Economic Impact Analysis

- Labor Analytics
- Development of Advanced, Customized Data Analytics Platforms and Mapping
- Retail Performance and Growth Analytics
- Return on Investment Insights for Companies and Communities
- Corporate Site Selection Advisory
- Tax Credit and Incentives Advisory
- Economic and Market Analysis

Qualifications of Personnel

This analysis was performed by Chris Magill. Chris is a Managing Director for Vista Site Selection and a Certified Economist. Chris has significant experience consulting on capital investment projects and has strategically negotiated and analyzed tax credit, grant and loan-financing solutions for capital investment projects in over 20 different states. Further, Chris utilizes data analytics to help better inform business leaders and site administrators on project ROI, economic impacts, site decisions and market conditions. Prior to joining Vista Site Selection, Chris served as the Economic Development Director at the Ice Miller law firm for 11 years, consulting on various matters related to economic development, economic incentives, public-private partnerships, community advisory and economic impact analysis. Prior to his time at Ice Miller, Chris worked at the Ohio Department of Development ("ODOD"), serving as the Executive Director of the Ohio Tax Credit Authority. During his time at ODOD, Chris managed and structured various tax credit programs and co-developed various economic incentive calculation tools.

Chris is a Certified Economist, carries various other economic certifications and has nearly 15 years of experience in authoring economic impact statements and analysis tools. Chris has experience instructing economic impact, fiscal return-on-investment and economic development courses for the International Economic Development and the Ohio Economic Development Association. Further, has volunteered his time instructing pro forma development courses for the Knowlton School of Architecture and Fisher College of Business at The Ohio State University in relation to the annual Urban Land Institute Student Heinz Competition and has served as a Planning Committee member and annual speaker for the Ohio Tax Conference. Chris also serves as the Vice President of the Board of Directors of the Ohio Statewide Development Corporation. Chris'

credentials include:

- Certified Economist, *IMPLAN*
- Certification in Economic Measurement, *National Association of Business Economics*
- Certification of Business Applications of Statistics and Data Analytics, *National Association of Business Economics*
- Certification of Economic Strategy and Managerial Decision Making, *National Association of Business Economics*
- Master's in Business Administration, *Ohio University*

13. PRIMARY SOURCE DATA (INCLUDES IMPLAN SOURCES)

1. U.S. Bureau of Labor Statistics (BLS) Covered Employment and Wages (CEW) program
2. U.S. Bureau of Labor Statistics Consumer Expenditure Survey (Urban Populations over 1 million)
3. U.S. Bureau of Economic Analysis (BEA) Regional Economic Information System (REA) program
4. U.S. Bureau of Economic Analysis Benchmark I/O Accounts of the U.S
5. JobsOhio Info USA-GIS Planning integration. April 2022 & Applied Geographic Solutions
6. BEA Output estimates
7. BLS Consumer Expenditure Survey
8. U.S. Census Bureau County Business Patterns (CBP) program
9. U.S. Census Bureau Decennial Census and Population Surveys
10. U.S. Census Bureau Economic Censuses and Surveys
11. U.S. Department of Agriculture Census
12. PolicyMap Software
13. American Community Survey
14. U.S. Census Bureau
15. Ohio Department of Taxation – The Finder
16. Ohio Department of Taxation 2020 Annual Report.

ADDENDUM #1 – CONSTRUCTION IMPACTS

METHODOLOGY

The value entered in Industry Output for construction represents full cost of the structure as provided by the Developer, and only the structure. Construction cost data was provided by the Developer in all circumstances (each building). This includes hard costs and soft costs. IMPLAN calculates employment based on the number of employees it would take to support the dollar value and type of a given economic event, using a combination of data sources including Census County Business Patterns (CBP), Bureau of Labor Statistics Covered Employment and Wages (CEW) and Bureau of Economic Analysis Regional Economic Accounts (REA) as the basis for its calculation. Further, IMPLAN uses additional data sources to classify its employment estimates into hours worked, headcount and compensation by specific occupation. Occupational source data used by IMPLAN includes Bureau of Labor Statistics (BLS) Occupational Employment Survey (OES), BLS Employment Projections national industry by occupation matrix, Census Bureau American Community Survey (ACS) Public Use Microdata Sample (PUMS) and O*NET™ which is a trademark of the U.S. Department of Labor, Employment and Training Administration.

Because Employment, by definition, is based on where the job is located, not where an individual resides, Employment includes estimates of the full value full-time, part-time and temporary Employment on the job site during the year. Additional considerations of costs attributed to construction are considered below. Employees are converted to Full-time equivalent employees (FTEs) by dividing the estimated number of hours of compensation for the job, as calculated by IMPLAN, by 2,080.

PROJECT, DEVELOPMENT AND SURROUNDING AREA

Calculations for the Project represent only Direct construction impacts and inputs. Indirect construction impacts are included in the Surrounding Area section, and represent impacts that occur as a result of construction employees or items/supplies used in the construction process only. Induced impacts are not included in this addendum.

The Surrounding Area encompasses 4 zip codes: 44077 and 44045.

PROJECT IMPACTS

DIRECT ACTIVITY

Tenant Jobs

Year	Full-time Equivalents	Average Hourly Wage ($)	Payroll
1	85	$38.77	$6,858,462
2	85	$39.74	$7,029,924
3	85	$40.73	$7,205,672
Total	**255**	**$39.75**	**$21,094,057**

Retail, Entertainment and Dining Sales

Year	Projected Retail Sales ($)	Projected Entertainment Sales ($)	Projected Dining Sales ($)
1	$0	$0	$0
2	$0	$0	$0
3	$0	$0	$0
Total	**$0**	**$0**	**$0**

Sales, Income, Lodging and Property Taxes

Year	Projected Sales Tax ($)	Projected Income Tax ($)	Projected Lodging Tax ($)	Projected Property Tax ($)	Total Taxes
1	$403,998	$363,498	$139	$62,730	$830,365
2	$403,998	$363,498	$139	$62,730	$830,365
3	$403,998	$363,498	$139	$62,730	$830,365
Total	**$1,211,994**	**$1,090,495**	**$418**	**$188,189**	**$2,491,096**

DEVELOPMENT IMPACTS

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SURROUNDING AREA IMPACTS

INDIRECT ACTIVITY

Jobs

Year	Full-time Equivalents	Average Hourly Wage ($)	Payroll
1	1	$53.39	$101,549
2	1	$54.72	$104,088
3	1	$56.09	$106,690
Total	**3**	**$56.09**	**$312,328**

Retail, Entertainment and Dining Sales

Year	Projected Retail Sales ($)	Projected Entertainment Sales ($)	Projected Dining Sales ($)
1	[redacted]	[redacted]	[redacted]
2	[redacted]	[redacted]	[redacted]
3	[redacted]	[redacted]	[redacted]
Total	[redacted]	[redacted]	[redacted]

Sales, Income, Lodging and Property Taxes

Year	Projected Sales Tax ($)	Projected Income Tax ($)	Projected Lodging Tax ($)	Projected Property Tax ($)	Total Taxes
1	$16,910	$5,382	$53	$7,199	$29,544
2	$16,910	$5,382	$53	$7,199	$29,544
3	$16,910	$5,382	$53	$7,199	$29,544
Total	**$50,729**	**$16,146**	**$160**	**$21,597**	**$88,633**

TOTAL IMPACTS

TOTAL ACTIVITY

Jobs

Year	Full-time Equivalents	Average Hourly Wage ($)	Payroll
1	86	$35.68	$6,960,011
2	86	$36.57	$7,134,012
3	86	$37.49	$7,312,362
Total	**258**	**$39.91**	**$21,406,385**

Retail, Entertainment and Dining Sales

Year	Projected Retail Sales ($)	Projected Entertainment Sales ($)	Projected Dining Sales ($)
1	[redacted]	[redacted]	[redacted]
2	[redacted]	[redacted]	[redacted]
3	[redacted]	[redacted]	[redacted]
Total	[redacted]	[redacted]	[redacted]

Sales, Income, Lodging and Property Taxes

Year	Projected Sales Tax ($)	Projected Income Tax ($)	Projected Lodging Tax ($)	Projected Property Tax ($)	Total Taxes
1	$420,908	$368,881	$193	$69,929	$859,910
2	$420,908	$368,881	$193	$69,929	$859,910
3	$420,908	$368,881	$193	$69,929	$859,910
Total	**$1,262,723**	**$1,106,642**	**$578**	**$209,786**	**$2,579,729**

CONSTRUCTION INPUTS

Construction 1	2022-2024
Construction Input	$20,000,000
Jobs	186
Comp.	$10,287,693
Sales	[redacted]
Indirect Jobs	2
Indrect Comp.	$152,324
Indirect Sales	[redacted]
Base	[redacted]
Direct Sales Tax	$600,000
Indirect Sales Tax	$25,365
Base	[redacted]
Direct Income Tax	$545,248
Indirect Income Tax	$8,073
Base	[redacted]
Direct Loding Tax	$209
Indirect Lodging Tax	$80
Base	[redacted]
Direct Property Tax	$94,094
Indirect Property Tax	$10,799

Construction 2	2022-2024
Construction Input	$20,399,800
Jobs	186
Comp.	$10,287,693
Sales	[redacted]
Indirect Jobs	2
Indrect Comp.	$152,324
Indirect Sales	[redacted]
Base	[redacted]
Direct Sales Tax	$611,994
Indirect Sales Tax	$25,365
Base	[redacted]
Direct Income Tax	$545,248
Indirect Income Tax	$8,073
Base	[redacted]
Direct Loding Tax	$209
Indirect Lodging Tax	$80
Base	[redacted]
Direct Property Tax	$94,094
Indirect Property Tax	$10,799

July 7, 2022

Ohio Department of Development
77 South High Street
Columbus, Ohio 43215

transformational.development.ohio.gov

Dear Department Development Representative:

The City of Painesville's Economic Development Department has been actively working to attract new residents, employers, and entertainment options to Downtown Painesville and the City as a whole. The City has worked closely with Marous Development Group and Renew Partners to bring a project to fruition that aligns well with the City of Painesville's Downtown Master Plan and that will further the City's larger development goals. The Downtown Painesville to Grand River Corridor Project (the "Project") will give Downtown Painesville a newfound sense of place and will directly cause or accelerate many anticipated developments in the City, including additional mixed-use developments, building renovation, and expansion in the Downtown district.

Specifically, I believe that the Project would directly cause or accelerate the additional projects that are set forth in the attached catalyzed projects list. Moreover, the Project will also enhance our ability to attract businesses that we want located in Painesville. The City is actively working with multiple developers and other involved business owners to help bring the projects in the attached list to fruition.

For these and other reasons, the City of Painesville strongly supports the award of a TMUD Tax Credit Certificate for the Project. The Downtown Painesville to Grand River Corridor Project is the type of transformative development that Painesville has not been fortunate enough to experience and will completely transform Downtown Painesville extending to the Grand River.

We appreciate your consideration in advance! If you have questions, please do not hesitate to contact either myself or Painesville City Manager Doug Lewis at (440) 392-5800 or dlewis@Qainesville.com .

Sincerely,
CITY OF PAINESVILLE, OHIO

Gath - Bi,{erman
Economic Development Director

66 MENTOR AVENUE P.O. BOX 601 PAINESVILLE, OH 44077 440.392-5806 CBIETERMAN@PAINESVILLE.COM

City of Painesville, OH 44077
2 Mile Radius Catalyzed Developments

										Unit Assumptions			SF Assumptions					
Property Name	Address	Developer	Notes	Anticipated Use	Total Development Cost	Construction Start	Construction End	Complete?	Catalyzed by development ?	Apartment Units	Structured Parking Spaces	Hotel Rooms	Industrial	Retail SF	Restaurant SF	Apartment SF	Hotel SF	Total SF (formula)
Richmond Street Retail Prospect	162 Richmond Street	Ken Hicks	Starbucks drive through.	retail	$ 1,800,000	Spring 2024	Summer 2025	No	Yes	0	0	0	0	2280	0	0	0	2,280
Laundry Mat Expansion	118 Richmond Street	George Klko	Expansion of existing laundromat	retail	$ 250,000	Fall 2025	Summer 2026	No	Yes	0	0	0	0	2500	0	0	0	2,000
Gas Station	264 Richmond Street	Ken Hicks	New construction of gas station.	gas station	$ 3,500,000	Fall 2024	Summer 2025	No	Yes	0	0	0	0	5,000	0	0	0	5,000
Encore Estates Business Park	Shamrock Boulevard	GD3/Loreto	New construction of mixed-use homes, industrial, retail, office and hotel.	mixed use	$ 41,200,000	Spring 2024	Fall 2029	No	Yes	0	0	85	170,000	10,000	10,000		55000	245,000
Prospective Hotel	Brookstone Boulevard	Tahara Jaffer	Hotel, extended stay	hotel	$ 17,000,000	Spring 2024	Fall 2024	No	Yes	0	0	95	0	0	0	0	65000	65,000
Richmond Street Business Park	Richmond Street & Richmond Road	Team Developer	Business Park Development	mixed use	$ 60,000,000	Spring 2024	Fall 2029	No	Yes	90	0	0	180,000	5,000	5,000	65,000	0	255,000
Shamrock Development	Brookstone Boulevard	Team Developer	New residential development.	mixed use	$ 3,000,000	Spring 2024	Fall 2029	No	Yes	0	0	0	0	0	0	0	0	0
Renovation of Historic Building	174 Main Street	Urbane Properties	Renovation mixed-use residential and retail	mixed use	$ 250,000	Spring 2023	Fall 2023	No	Yes	2	0	0	0	3,750	0	0	0	3,750
Small Eatery	750 South State Street	RRN, LLC	Renovation of existing site and building into outdoor dining area and carry out eatery.	restaurant	$ 800,000	Spring 2023	Fall 2023	No	Yes	0	0	0	0	2,000	0	0	0	2,000
Ice Cream Store	76 South Park Place	Liberty Storage LLC	Renovation of existing building into ice cream store.	ice cream store	$ 250,000	Winter 2023	Spring 2024	No	Yes	0	0	0	0	1,500	0	0	0	1,500
Gartmans Bakery	30 North State Street	Al Gartman	Historic preservation of existing buiding.	bakery	$ 32,500	Fall 2022	Spring 2023	No	Yes	0	0	0	0	1,500	0	0	0	1,500
Casement Development	436 Casement Avenue	GD3/Loreto	New construction, single family residential, 500 homes	mixed-use	$ 58,000,000	Spring 2023	Fall 2028	No	Yes	200	0	0	0	5,000	5000	200000	0	210,000
Downtown Restaurant & Bar	58 North State Street	Willoughby Restaruant Group	Renovation of a former bank into a second evening downtown restaurant with spirits.	resturant	$ 1,100,000	Spring 2023	Fall 2023	No	Yes	0	0	0	0	0	2,400	0	0	2,400
New Downtown Residential	100 Washington Street	National Builder	New residential development.	residential	$ 20,400,000	Spring 2024	Fall 2029	No	Yes	0	0	0	0	0	0	0	0	0
Ohio Associated Enterprises	Shamrock Boulevard and Jackson Street	Ohio Associated Enterprises	New construction and business expansion. High tech based company expansion.	manufacturing	$ 6,000,000	Spring 2025	Winter 2025	No	Yes	0	0	0	75,000	0	0	0	0	75,000
Key Bank Building	8 North State Street	Consolidated Investment Corporation	Renovation of existing bank building into a retail and restaurant entertainment district	mixed-use	$ 8,000,000	Spring 2024	Winter 2025	No	Yes	0	0	0	0	12,200				12,200
Telegraph Building	89 South State Street	Consolidated Investment Corporation	Renovation of former telegraph building into new offices.	office	$ 150,000	Spring 2023	Winter 2025	No	Yes	0	0	0	0	0	0	0	0	0
Blue Heron Residential Development	12 Blue Heron Ct	Malkamaki	New luxury homes	residential	$ 2,800,000	Fall 2022	Fall 2026	No	Yes	0	0	0	0	0	0	0	0	0
City of Painesville Public Downtown Infrastructure Investment	downtown	City of Painesville	Streetscape enhancements, utility and roadway infrastructure improvements, lighting, amphitheater, spalsh park and additional development enhancements necessary for transformation downtown	public infrastrucutre	$ 6,100,000	Spring 2023	Fall 2028	No	Yes	0	0	0	0	0	0	0	0	0
Chase Banking Hall Adaptive Reuse	30 South Park Place	Renew Partners	Restaurant located in the Chase Bank Building with 5,124 sq/ft of dining space and 1,343 sq/ft. of kitchen space.	restaurant	$ 500,000	Fall 2023	Spring 2024	No	Yes	0	0	0	0	0	6,467	0	0	6,467
																		0
																		0
																		0
																		0

RENEW PARTNERS LLC

Date: 7/7/2022

Ohio Department of Development
77 South High Street
Columbus, OH. 43215

RE: Renew Partners LLC through its affiliate Vic Place LLC - Downtown Painesville to Grand River Corridor Project

TMUD Catalyzation: Chase Bank Restaurant

Renew Partners ("Renew"), through its affiliate Vic Place LLC, is redeveloping the Victoria Place building as part of the Downtown Painesville to Grand River Corridor Project (the "Project"). Simultaneously Renew is currently developing a former bank building less than a quarter mile away from the Project to provide student housing for Lake Erie College students ("Chase Bank"). Renew is considering including a 5,124 square foot restaurant with 1,343 sq. ft. of cooking space on the first floor of the Chase Bank building. In the event that the Project is able to move forward as a result of being awarded a TMUD tax credit certificate, the Project will have a direct catalytic effect on the Chase Bank Restaurant. The increase in residents and employees in Downtown Painesville will provide the customers, activity, energy, and vibrancy necessary to support adding the restaurant space to the first floor of the building and increase Renew's ability to secure a solid restaurant operator as a tenant for the space.

If you have any questions and/or concerns, please feel free to contact Shawn Neece, Email: shawn@renewptr.com PH: 440-901-2024

Sincerely,

Warren Vickers
Member

Renew Partners LLC
9755 Plank Rd | P.O. Box 229. Montville, OH 44064
440-901-2024 | www.renewptr.com

MAROUS
DEVELOPMENT
GROUP

July 8, 2022

Ohio Development of Development
77 South High Street
Columbus, Ohio 43215

RE: Grand River Walk Project – Painesville, Ohio (the "GRW Project") in conjunction with the Downtown Painesville to Grand River Walk Corridor (the "TMUD Project") – TMUD Catalyzation: 8 North State Street

To Whom It May Concern:

As discussed in the accompanying Ohio Transformational Mixed-Use Development ("TMUD") application for the above referenced TMUD Project, Grand River Walk LLC, an affiliated entity of Marous Development Group, will acquire certain land currently owed by the City of Painesville and will develop the above referenced GRW Project. The GRW Project will consist of a new and vibrant, $26.7 million, mixed-use development consisting of 120 new market rate apartments, new restaurant and retail spaces, and a covered parking structure.

Should the TMUD Project be awarded TMUD tax credits, Grand River Walk LLC and/or its affiliates ("GRW LLC") are prepared to continue their investment in the Downtown Painesville area with the purchase of 8 North State Street, a building and parking lot immediately adjacent to the Project. Locally known as the "Key Bank Building", this office building is roughly 50% occupied and in major need of rehabilitation. This acquisition, which is currently under purchase agreement and will not move forward or close without a Round 2 TMUD award for the TMUD Project, would result in an estimated $8 million of investment in downtown Painesville through land acquisition, rehabilitation, and redevelopment expenditures by GRW LLC. Located in a Nationally Registered Historic Property ("NHRP") District and containing 51,000+/- rentable square feet, GRW LLC intends to pursue federal and Ohio historic tax credits for qualified rehabilitation expenditures to redevelop the property and reduce vacancy. The catalytic impact to 8 North State Street will not be possible, and the principals of Grand River Walk LLC will not move forward with acquisition and future investment, unless the Project first becomes viable through an awarded Round 2 TMUD tax credit certificate. The TMUD Project will serve as the initial catalyst for the advancement of Painesville's economic growth, whereby properties like 8 North State Street will benefit from the effects of Downtown Painesville + Grand River's impact to the immediate area, Painesville residents, employees, and businesses.

Should the Ohio Department of Development have any questions or needs, please contact John E. Spear by email at jspear@marous-dg.com.

Sincerely,

Marous Development Group LLC

and Grand River Walk LLC



Adelbert P. Marous, Jr.
Manager

Erieview Tower



Economic Impact Study

Prepared by:

IceMiller Whiteboard

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Economic Impact Statement

Erieview Holdings, LLC is planning to undertake the rehabilitation and conversion of Erieview Tower, a high-rise office building located at "Main and Main", into a Class-A mixed-use development in the heart of Downtown Cleveland, Ohio.

The Project will feature, 227 Marriott-Branded Luxury Residential Apartments Branded by W Residences, a 210 Key Marriott-Branded Hotel Managed by W Hotels, serving as the first W Hotel brand in Ohio and outside of Chicago in the Midwest, retention of 300,000 square-foot Class-A office Space, future conversion of the Galleria into a lifestyle center and heated Indoor Parking Spaces (underground). Below is a synopsis of impacts to the Erieview Tower development.

Annual Impacts to the Surrounding Area

- $367 million in Annual Economic Output
- 1,468 Permanent Jobs
- $107 million in Annual Labor Income
- $56 million in State & Local Taxes collected over 5 Years: (after tax abatements)

One-time Construction Impacts to the Surrounding Area

- $85.2 million in Economic Output
- 818 Jobs
- $52 million in Labor Income
- $56 million in Economic Value Added
- $5.5 million in State and Local Taxes collected

The Project will incur Total Development Costs of approximately $93.7 million and as the table below illustrates, the projected "Tax Collections" which includes Sales Taxes, Lodging Taxes, Property Taxes, and Income Taxes will exceed 10% of Total Development Costs.

Tax Collections	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Income Taxes	$4,900,452	$5,017,083	$5,136,489	$5,258,738	$5,383,896	**$25,696,658**
Lodging Taxes	$1,035,903	$1,133,645	$1,236,318	$1,273,408	$1,311,610	**$5,990,884**
Property Taxes	$1,892,577	$1,930,429	$1,969,037	$2,008,418	$2,048,586	**$9,849,047**
Sales Taxes	$1,452,710	$1,585,053	$1,677,027	$1,721,360	$1,766,879	**$8,203,030**
Total	$9,281,643	$9,666,209	$10,018,872	$10,261,924	$10,510,971	$49,739,619

In addition, the Project will enhance quality of life and catalyze additional spending on dining, entertainment and retail to the Surrounding Area. The table below illustrates total sales generated to the Surrounding Area during the five years immediately following construction.

Retail, Entertainment & Dining Sales	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Retail Sales	[redacted]					$39,307,072
Entertainment Sales						$67,378,737
Dining Sales						$26,336,942
Totals	$25,367,953	$25,971,710	$26,589,837	$27,222,675	$27,870,575	$133,022,751

Introduction

Erieview Tower was purchased in August 2018 with plans to redevelop the building and convert twelve floors in the mid-tier of the tower for a W Residences and eight floors in the lower-tier for a W Hotels by Marriott. This will be the first luxury brand hotel in Downtown Cleveland in almost 30 years, since The Ritz-Carlton opened in Tower City and the first W Hotel brand in Ohio and outside of Chicago within the Midwestern United States.

On August 5, 2020, the Project was awarded $5.0 million in state historic tax credits, the largest award in the highly competitive statewide contest, by the Ohio Department of Development. The Sponsor secured an LOI with Marriott International for their W branded Hotels and Residences, which will include an entire floor dedicated to state-of-the-art amenities featuring a spa, 38th floor restaurant with unobstructed 360-degree views of Downtown Cleveland, rooftop bar, and a refreshed lobby entrance that will have a living room concept feel with a separate bar and cafe, and direct access to both the hotel and apartment units.

The office tower is the fourth tallest building in Cleveland, and the nineth tallest in the state of Ohio. Tenants above the seventh floor enjoy lake views from all sides of the building.

The Property is within walking distance to all downtown amenities and attractions including the Rock and Roll Hall of Fame, First Energy Stadium (Cleveland Browns), Rocket Mortgage FieldHouse (Cleveland Cavaliers), Progressive Field (Cleveland Indians), Great Lakes Science Center, and easily accessible off East 9th Street, the primary artery into Cleveland's financial district and major route connecting Interstates 90, 71, and 77.

In conjunction with this project, this document serves as an Economic Impact Analysis of Erieview Tower.

Impact Analysis Overview

An Economic Impact Analysis (EIA) analyzes the effect of an event in a defined geographic area. These geographies vary from a parcel, to a municipality, county, region, state or country. An event comes in many forms, typically engendered from industry changes in revenue, business profits, wages, jobs or capital investment, among others. In this analysis, IMPLAN software was used to map the multiplier effects of each event.

This analysis will include an examination of the economic impacts of the Project, in two major phases:

> ***Construction Phase*** - represents jobs, income and spending created as a result of the increased construction spending associated with the project, during the construction period of the project. This is a non-recurring, one-time impact. This phase also includes construction worker spending on goods and services during the construction period.
> ***Operational Phase*** – this phase generates an ongoing impact that creates economic activity each year of operations by the businesses at the project site. If the operators, business and organizations maintain the level of projected business operations, the Operational Phase experiences a recurring impact.

In modeling impacts, a series of economic activities result based on project assumptions from the various uses. An economic activity occurs when one or more events represent a related spending change within the Surrounding Area. Typically, these events include, but are not limited to, industry production

(business, construction or retail), consumption of goods and services and institutional spending. These events serve as inputs and produce economic impacts into four categories:

1. ***Output*** – representing the value of industry production. For the service and retail sectors, this represents sales or the value of goods sold.
2. ***Employment*** – representing the number of jobs created directly by the project and through direct industry spending.
3. ***Labor Income*** - all forms of employment income paid to employees, including Employee Compensation (wages and benefits) and Proprietor Income (payments received by self-employed individuals and unincorporated business owners).
4. ***Value Added*** - the difference between an industry's or an establishment's total output and the cost of its intermediate inputs. It is a measure of the contribution to GDP

Within each impact category, exists three types of effects, each effect is calculated as part of this study:

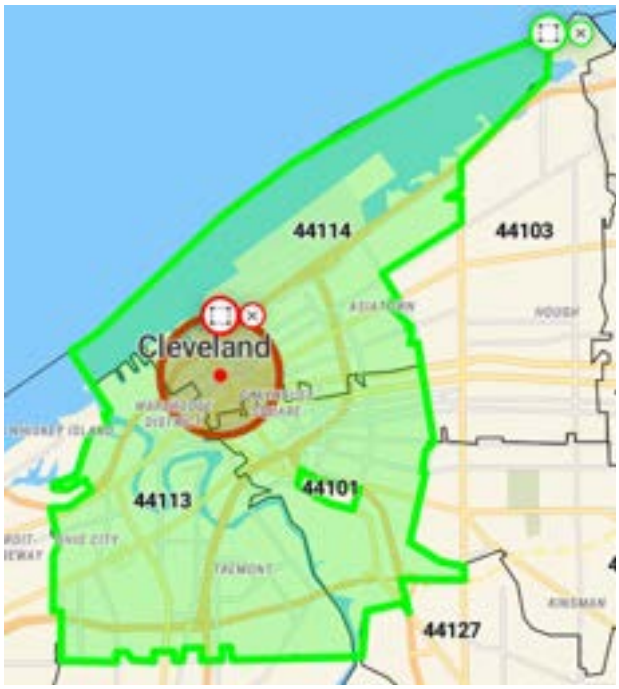
> ***Direct Effects*** the set of expenditures applied to an impact analysis. It represents a series (or single) of production changes or expenditures made by producers/consumers as a result of an activity. Applying these initial changes to the multipliers in the IMPLAN model will then display how the region will respond economically to these initial changes (in output, employment, labor income and value added).
>
> ***Indirect Effects*** represent the impact of local industries buying goods and services from other local industries. The cycle of spending works its way backward through the supply chain until all money leaks from the local economy, either through imports or by payments to value added. The impacts are calculated by applying Direct Effects to IMPLAN multipliers.
>
> ***Induced Effects*** represents the response by an economy to an initial change (direct effect) that occurs through re-spending of income received by a component of value added, recognizing that labor income (employee compensation and proprietor income components of value added) is not a leakage to the regional economy. This money is recirculated through the household spending patterns causing further local economic activity.

In estimating taxes, tax estimates are made for State and Local taxes, including income tax, lodging tax, property tax and sales tax during a) the construction period and b) the first five (5) years of full building operations generated to the Surrounding Area. Income taxes are based on wages paid to employees. Lodging taxes are based on room sales, however lodging taxes do not apply in circumstances where a guest has occupied a room for more than 30 days (a non-transient guest). Property taxes are derived from the assessed appraised value of the property resulting from new building construction, then distributed to the taxing districts illustrated below. The property includes a property tax abatement for residential uses during the first 15 years and as a result, estimated property taxes will not be collected on the residential portion of the development. Sales taxes are derived from taxable sales taking place with vendors within the Surrounding Area. It is worth noting that sales taxes on purchases made in Development building are calculated in a number of different ways: a) using IMPLAN tax estimates, which account for historical sales tax collections by use, b) estimated supplies purchases where data has been provided by the Developer and c) estimated taxable sales (revenues), in which a factor of 70% is applied to account for potential exemptions in events where intimate spending interactions are unknown, for example, this variable would account for carryout food orders, which are not sales taxable as opposed to dining in, which is sales taxable. Further, in instances of method b and c, an additional 50% factor is used to account for any sales or purchases caused by the Development, occurring outside of the Surrounding Area.

The Surrounding Area

The Project is located in the heart of Cleveland's central business district with an abundance of restaurants, attractions, and housing available in the near vicinity. With a revitalized downtown and increased population into the city's urban core, Downtown Cleveland has seen a wide variety of both public and private investments including hotels, condominium projects, apartments, retail, entertainment, cultural ventures, infrastructure, public spaces and much more. This has created a more desirable outlook for the Property's surrounding areas and a true work/life/play environment throughout Downtown.

Geographically, this study will address the impacts the Development's *Surrounding Area*. The Surrounding Area constitutes any zip code covered in whole or in part within a half-mile radius of the development site, which includes Zip Codes 44101, 44113 and 44114.



The Surrounding Area includes census tracts 39035107101, 39035111202, 39035103602, 39035108201, 39035104800, 39035980100, 39035107701, 39035104200, 39035107802, 39035108701, 39035108301, 39035110501, 39035104400, 39035103900, 39035103500, 39035103800, 39035109701, 39035109301, 39035104100, 39035103100, 39035103300, 39035108400, 39035104300[1].

The Surrounding Area is approximately 8.63 square miles in land area with a population of 34,527, including 15,693 households and 132,660 employees spanning 293 industries. Gross Domestic Product (GDP) of the area is $15.6 billion, with total Personal Income of $3.8 billion[2].

[1] *Source:* US Census; PolicyMap; Ice Miller Whiteboard
[2] *Source*: IMPLAN Regional Overview

From a demand perspective, of the $15.6 billion in GDP, $2.7 billion comes from household demand, $677 million from State & Local Government Demand, $304 million from Federal Government Demand, $1.3 billion from Capital and $11 billion from Net Exports. The top producing industries in terms of economic output are 1) Insurance Carriers ($2.7b), 2) Financial Services ($2.5b), 3) Legal Services ($1,8b), 4) Hospitals ($1.3b), 5) Headquartered Companies ($1,2b), and 6) Computer Programming Services ($1,01b)[3].

Approximately 50.8% of Households are considered Low-Income, making less than 60% of Area Median Income. Further, 43.2% of Households make less than $25,000 annually, 17% above the County Average and 22% above the State average and 1,805 people age 16 or older are unemployed. Additionally, residential vacancies (4,83%) and business vacancies (24.6%) are higher than the State average (4.53% and 17.75%, respectively)[4]. Per capita income for the Surrounding Area is $30,617.

[3] *Source*: IMPLAN Industry Data
[4] *Source:* Valassis Lists Q3 – 2021; PolicyMap

Project Summary

The 40-story office tower, the fourth largest in Cleveland (529 feet) was built in 1964, renovated in 1987, and most recently upgraded the lobby in 2020. It features international style architecture and was the centerpiece of the Erieview urban renewal project initiated in the late 1960s. The Tower has been a staple of the Downtown Cleveland landscape for over half a decade and recently achieved historic status, listed as a historic building by the National Park Registry. There are lucrative incentives for the redevelopment of the Property including federal and state tax credits, and various public subsidies. The Tower consists of approximately 700,000 square feet of space and provides a vast array of luxury services and amenities including an indoor heated parking garage, banquet space, and a state-of-the-art conference center.

Within the tower is the The Galleria, a 130,000 square-foot glass enclosed, two-story open-air structure, was developed by the Richard E. Jacobs Group and built in 1987. It was one of the first major retail projects since the 1920s and sparked the downtown revitalization of the early '90s. The retailers offer an eclectic mix, including a large food court and Cleveland's Winking Lizard Tavern, which attracts the downtown working class and also has become a popular event space.

Erieview Holdings, LLC is planning to undertake the rehabilitation and conversion of the tower, a high-rise office building located at "Main and Main", into a Class-A mixed-use development in the heart of Downtown Cleveland, Ohio.

The Project will feature, 227 [redacted] Luxury Residential Apartments [redacted], a 210 Key [redacted] Hotel Managed by [redacted], retention of 300,000 square-foot Class-A office Space, future conversion of the Galleria into a lifestyle center and heated Indoor Parking Spaces (underground). Below is further detail related to the economic events associated within the proposed Development.

Residential Conversion – Construction plans reflect the conversion of twelve floors from the mid-rise office into 227 luxury residential apartments, starting on the 17th floor. The Property will offer a separate entrance for the residents, along with first class amenities including 24 hour doorman/concierge services, onsite building superintendent and top-of-the-line fitness center in addition to the YMCA located on the first floor of the Galleria, all for an additional charge on an a la carte basis. Each floor will be equipped with a trash room and chute to sub-cellar compaction room and designated recyclables. Residential units will have premium quality interior finishes including stainless steel appliances, in-unit stacked washer-dryers, hardwood floors, solid core wood doors, individually controlled heating and cooling systems, and 10-foot high ceilings with panoramic views of Lake Erie, Burke Lakefront Airport, and the downtown corridor. The various restaurants and tenants in the Tower and Galleria make this building one of the most equipped and versatile buildings in Downtown Cleveland. The apartments will have dedicated elevator corridors to help accommodate the flow of traffic between the W Hotels, W Residences, and office tenants. Estimated rent revenue over a five-year period is below:

2023	2024	2025	2026	2027
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]

In addition, the residential units will be able to take advantage of the following amenities:

- ✓ HEATED, UNDERGROUND PARKING - Below the Galleria and Office Tower are 421 heated, indoor parking spaces, which provide secure and convenient access to the various components of the

project. The former Stouffer's kitchen, which is adjacent to the current parking garage, below the office tower, will be repurposed to make way for another 100+/- parking spaces as part of the residential conversion. There will be a total of 521 +/- parking spaces upon completion.

- ✓ GRAND BALLROOM & EVENT CENTER - As part of the hotel conversion, the second floor of the Galleria will be completely renovated for a 15,000 square-foot Grand Ballroom and Event Center. The space will feature a cocktail/reception area and three studio rooms that will have the ability to accommodate 500+ guests for events such as weddings, conferences, and various other events.
- ✓ STATE-OF-THE-ART CONFERENCE ROOM - The fourth floor of the office tower features a state-of-the-art conference room, available to reserve, that can accommodate groups of up to 75 attendees. This conference space will be renovated as part of the hotel conversion and will be available to hotel guests and residences.
- ✓ The YMCA of Greater Cleveland opened in the Galleria at Erieview in 2016 and features a three-lane lap pool, yoga studio, spinning studio, spa, and wellness center.
- ✓ Onsite food service is offered in the large food hall within the Galleria where anyone can enjoy the various food options available. This is currently going through a renovation with new food concepts coming soon.

From a rent perspective, weighted average gross rent is expected to be $1,684. Below is a summary of the unit mix:

Type	Count	% Mix	Avg. SF/Unit	Projected Rent (Mo.)
Efficiency	[redacted]	[redacted]	[redacted]	[redacted]
1BR/BA	[redacted]	[redacted]	[redacted]	[redacted]
1BR/1BA + Den	[redacted]	[redacted]	[redacted]	[redacted]
2BR/2BA	[redacted]	[redacted]	[redacted]	[redacted]

Hotel - The Owners have a signed Letter of Intent with Marriott International to convert eight floors (inclusive of the amenity floor) in the low-rise of Erieview Tower into a [redacted], along with a restaurant on the 38th floor (where the former Top of the Town restaurant was located), lobby bar/lounge/cafe, and a destination rooftop bar, which will be the highest restaurant in the state. The ground floor of the office tower will welcome guests staying at the hotel with a bellman, valet service, and a 24-hour concierge ready to make their stay a memorable one. The second floor of the Galleria will house a 15,000 square-foot Grand Ballroom for large conferences and wedding receptions, and the fourth floor of the office tower will be the future home to the state-of-the-art fitness center and spa. The low-rise will have approximately 210 luxury guest rooms and suites. The rooftop bar, which will be a destination for many Clevelanders and guests of the hotel featuring unobstructed views of Lake Erie and Downtown Cleveland.

[redacted] is perfectly suited for the city of Cleveland, as it aligns well with the cities culture and personality, being recognized as the Rock and Roll capital of the world. Below is an overview of revenues associated with the hotel conversion.

	2023	2024	2025	2026	2027
Rooms	[redacted]				
Food & Beverage					
Rooftop Bar					
Lobby Lounge Bar					
Banquets and Catering					

The Hotel will have onsite parking in the underground heated garage with 24-hour valet service available. Hotel guests will get to enjoy all of the superior amenities including the fitness center, 15,000 square-foot Grand Ballroom (located on the second floor of the Galleria), spa, and 10,000 square feet of dedicated meeting space, driving additional foot traffic through the building. The restaurant on the 38th floor and rooftop bar will have 360 degree views of the city, perfect for a special happy hour drink or a late night dinner, overlooking Lake Erie, FirstEnergy Stadium, and all that Downtown Cleveland has to offer.

Office **-** Erieview Tower is home to a prestigious collection of office tenants. Occupants include law firms, established financial corporations, and innovative consultants. With abundant amenities, ideal access and close proximity to all that Downtown Cleveland has to offer, several of the property's largest tenants have remained in the building for over a decade. The heated parking garage below the building has been a major perk for tenants, allowing them to drive from the comfort of their home, directly into the parking garage and walk straight up to their office, without ever stepping foot outdoors.

After the redevelopment of the building, the office is expected to add 135,823 square feet of new office tenants, while being able to retain and preserve the existing 164,177 square feet of current tenants. But-for this project, these tenants would be at risk of relocating out of the Surrounding Area. Below is an estimation of jobs anticipated from new tenants and those from retained tenants:

	2023	2024	2025	2026	2027
New Office					
Employment	452	452	452	452	452
Compensation	$26,447,548	$27,077,000	$27,721,432	$28,381,202	$29,056,675
Existing Office					
Employment	548	548	548	548	548
Compensation	$50,087,847	$51,279,938	$52,500,400	$53,749,910	$55,029,158

Employment for both New and Existing office users was calculated using a square feet per job metric of 250 sf/job. Existing jobs were grouped into broad categories using a list of tenants provided by the Developer. These categories include Legal, Asset Management, Banking, Headquarters Operations and Consulting Services.

In determining potential new tenants, tenant types were selected based on unmet commodity demand in the Surrounding Area. An assumption was made that two large office tenants would occupy the remaining space, or as an alternative, office tenants within two industries clusters. The first is Insurance Agencies, Brokerages and Related Services. Currently there is $874 million in demand for these services in the Surrounding Area, with only 65.7% of Surrounding Area supply meeting that demand[6]. The second,

[5] Assumes a 3% growth rate provided by the Developer
[6] *Source:* IMPLAN Commodity Summary – Supply Demand Ratios by Commodity

being Financial Services, in which industry production continues to grow annually within the Surrounding Area[7].

Retail **-** The Galleria is currently occupied by ten tenants, from national banks to local restaurants, travel agents, and retail stores along with a 40,060 square foot YMCA of Greater Cleveland. This two-story enclosed shopping mall is currently going through a complete renovation of the existing food court with plans to open a new food hall concept in 2022. A well-established restaurateur signed a license agreement to operate 5 total food concepts, 3 permanent ones and 2 rotating from a group of well-established restaurants within the Cleveland area. Inca Tea, a privately held company which specializes in exclusive teas, signed a new lease and is currently under construction in the Galleria with plans to open in Summer of 2021.

Similarly to the Office, after the redevelopment of the building, retail is expected to add 62,774 square feet of new office tenants, while being able to retain and preserve the existing 70,888 square feet of current tenants. But-for this project, these tenants would continue to be impacted by negative factors associated with building vacancies and lack of capacity, with risk of closure. Below is an estimation of sales anticipated from new tenants and those from retained tenants:

	2023	2024	2025	2026	2027
New Retail					
Clothing & Clothing Accessories	$1,000,000	$1,023,800	$1,048,166	$1,073,113	$1,098,653
Health and Personal Care	$1,000,000	$1,023,800	$1,048,166	$1,073,113	$1,098,653
Sporting Apparel/Hobby/Music	$3,029,000	$3,101,090	$3,174,896	$3,250,459	$3,327,820
Existing Retail					
Gym	$1,300,000	$1,330,940	$1,362,616	$1,395,047	$1,428,249
Restaurant	$3,000,000	$3,071,400	$3,144,499	$3,219,338	$3,295,959
Marketing Agency	$1,733,000	$1,774,245	$1,816,472	$1,859,704	$1,903,965
Museum/Novelty	$1,000,000	$1,023,800	$1,048,166	$1,073,113	$1,098,653

In determining potential new tenants, tenant types were selected based on unmet commodity demand in the Surrounding Area. The following tenant groups were selected based on unmet demand for local commodities:

Commodity	Gross Demand ($)	Percent Met by Surrounding Area Supply	Unmet Demand ($)
Clothing and Clothing Accessory Stores	$24.5 million	66.7%	$8.1 million
Health and Personal Care Stores	$20.8 million	54.9%	$9.4 million
Sporting Apparel/Hobby/Music Stores	$10.2 million	34.6%	$6.7 million

***Note on Payroll & Sales Growth –** in estimating annual payroll and sales growth for tenants, a five-year average of the Consumer Price Index for All Urban Consumers, Midwest United States, was used. In month-ending August, the figure is **2.38%.**

[7] *Source:* IMPLAN Industry Growth Metrics

Construction Phase Impacts

Impact	Employment	Labor Income	Value Added	Output
1 - Direct	807	$51,216,263	$54,890,570	$82,954,739
2 - Indirect	8	$650,876	$1,048,112	$1,719,326
3 - Induced	3	$186,659	$325,884	$556,481
Totals	**819**	**$52,053,798**	**$56,264,567**	**$85,230,546**

Top 15 Industries Impacted by Construction in the Surrounding Area (Annual Output)

#	Industry	Indirect Output	Induced Output	Indirect + Induced
1	457 - Architectural, engineering, and related services	$307,836.31	$243.49	$308,079.80
2	441 - Monetary authorities and depository credit intermediation	$156,628.41	$64,129.53	$220,757.94
3	447 - Other real estate	$196,999.16	$6,454.19	$203,453.35
4	455 - Legal services	$170,095.70	$21,527.68	$191,623.37
5	396 - Wholesale - Other durable goods merchant wholesalers	$159,397.25	$2,153.32	$161,550.57
6	456 - Accounting, tax preparation, bookkeeping, and payroll services	$79,447.52	$4,886.52	$84,334.04
7	490 - Hospitals	$0.00	$55,740.31	$55,740.31
8	395 - Wholesale - Machinery, equipment, and supplies	$51,676.98	$227.31	$51,904.28
9	444 - Insurance carriers, except direct life	$6,942.58	$42,256.79	$49,199.38
10	394 - Wholesale - Household appliances and electrical and electronic goods	$47,131.43	$1,075.47	$48,206.90
11	442 - Other financial investment activities	$7,750.98	$39,586.41	$47,337.38
12	469 - Management of companies and enterprises	$44,039.18	$1,617.48	$45,656.65
13	417 - Truck transportation	$42,751.85	$1,488.50	$44,240.35
14	522 - Grantmaking, giving, and social advocacy organizations	$21.64	$31,712.81	$31,734.45
15	440 - Securities and commodity contracts intermediation and brokerage	$18,537.19	$12,946.47	$31,483.65

Source: IMPLAN; Ice Miller Whiteboard

One-time Construction Tax Impacts

Surrounding Area Property Value Increase	**$858,050**
Property Taxes	
Property Taxes	**$0**
Direct Total	**$0**
Surrounding Area	**$31,221**
Sales Taxes	
Ohio	$2,384,949
Cuyahoga County	$518,467
GCRTA	$414,774
Direct Total	**$3,318,190**
Surrounding Area	**$32,541**
Income Taxes	
Ohio	$1,093,441
Cleveland	$1,012,445
Direct Total	**$2,105,886**
Surrounding Area	**$36,920**
Total Tax Collections	$5,524,778

Source: Ice Miller Whiteboard summary of calculations

Operations Phase Impacts

Impact	Employment	Labor Income	Value Added	Output
1 - Direct	1,301	$96,253,065	$179,367,479	$331,809,507
2 - Indirect	162	$11,357,833	$18,340,965	$35,339,631
3 - Induced	5	$256,195	$447,919	$764,586
Totals	**1,468**	**$107,867,092**	**$198,156,363**	**$367,913,724**

Source: IMPLAN; Ice Miller Whiteboard

Top 15 Industries Impacted by Project Operations in the Surrounding Area (Annual Output)

#	Industry	Indirect Output	Induced Output	Indirect + Induced
1	442 - Other financial investment activities	$7,807,839	$53,497	$7,861,336
2	445 - Insurance agencies, brokerages, and related activities	$5,129,602	$2,329	$5,131,931
3	441 - Monetary authorities and depository credit intermediation	$4,804,433	$88,241	$4,892,674
4	440 - Securities and commodity contracts intermediation and brokerage	$3,890,623	$17,514	$3,908,137
5	447 - Events & Other real estate	$2,717,715	$8,863	$2,726,578
6	455 - Legal services	$1,628,167	$29,759	$1,657,926
7	456 - Accounting, tax preparation, bookkeeping, and payroll services	$1,023,939	$6,697	$1,030,636
8	446 - Funds, trusts, and other financial vehicles	$984,409	$29,847	$1,014,256
9	462 - Management consulting services	$917,316	$2,355	$919,671
10	469 - Management of companies and enterprises	$773,365	$2,219	$775,584
11	444 - Insurance carriers, except direct life	$639,733	$58,523	$698,257
12	431 - Radio and television broadcasting	$491,207	$5,363	$496,570
13	472 - Employment services	$432,592	$1,830	$434,422
14	436 - Data processing, hosting, and related services	$315,265	$5,258	$320,523
15	459 - Custom computer programming services	$301,283	$872	$302,155

Source: IMPLAN; Ice Miller Whiteboard

Tax Collections	Construction	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Income Taxes	$2,142,806	$4,900,452	$5,017,083	$5,136,489	$5,258,738	$5,383,896	**$25,696,658**
Lodging Taxes	$20	$1,035,903	$1,133,645	$1,236,318	$1,273,408	$1,311,610	**$5,990,884**
Property Taxes	$31,221	$1,892,577	$1,930,429	$1,969,037	$2,008,418	$2,048,586	**$9,849,047**
Sales Taxes	$3,350,731	$1,452,710	$1,585,053	$1,677,027	$1,721,360	$1,766,879	**$8,203,030**
Total	**$5,524,778**	**$9,281,643**	**$9,666,209**	**$10,018,872**	**$10,261,924**	**$10,510,971**	**$49,739,619**
with Construction							**$55,264,397**

Tax Collections New Activity	Construction	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Income Taxes	$2,142,806	$2,187,602	$2,239,666	$2,292,971	$2,347,543	$2,403,415	**$11,471,197**
Lodging Taxes	$20	$1,035,903	$1,133,645	$1,236,318	$1,273,408	$1,311,610	**$5,990,884**
Property Taxes	$31,221	$1,892,577	$1,930,429	$1,969,037	$2,008,418	$2,048,586	**$9,849,047**
Sales Taxes	$3,350,731	$1,233,954	$1,361,090	$1,447,734	$1,486,610	$1,526,542	**$7,055,930**
Total	**$5,524,778**	**$6,350,036**	**$6,664,830**	**$6,946,060**	**$7,115,979**	**$7,290,153**	**$34,367,058**
with Construction							**$39,891,836**

Tax Collections Retained Tenants	Construction	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Income Taxes	$0	$2,712,851	$2,777,416	$2,843,519	$2,911,195	$2,980,481	**$14,225,461**
Lodging Taxes	$0	$0	$0	$0	$0	$0	**$0**
Property Taxes	$0	$343	$354	$364	$375	$387	**$1,824**
Sales Taxes	$0	$218,756	$223,963	$229,293	$234,750	$240,337	**$1,147,100**
Total	$0	**$2,931,950**	**$3,001,733**	**$3,073,176**	**$3,146,320**	**$3,221,205**	**$15,374,385**

Source: IMPLAN; Ice Miller Whiteboard

Operational Detailed Tax Impacts

	2023	2024	2025	2026	2027
Direct Property Value Increase	**$82,954,739**	**$84,613,834**	**$86,306,110**	**$88,032,233**	**$89,792,877**
Direct Assessed Value	**$29,034,159**	**$29,614,842**	**$30,207,139**	**$30,811,281**	**$31,427,507**
Surrounding Area Property Value Increase	**$5,906,944**	**$6,025,083**	**$6,145,584**	**$6,268,496**	**$6,393,866**
Property Taxes					
Property Taxes	$3,018,391	$3,078,759	$3,140,334	$3,203,141	$3,267,204
Direct Total	**$3,018,391**	**$3,078,759**	**$3,140,334**	**$3,203,141**	**$3,267,204**
Surrounding Area	**$214,930**	**$219,229**	**$223,613**	**$228,085**	**$232,647**
Sales Taxes					
Ohio	$883,125	$974,414	$1,036,597	$1,064,445	$1,093,050
Cuyahoga County	$191,984	$211,829	$225,347	$231,401	$237,619
GCRTA	$153,587	$169,463	$180,278	$185,121	$190,096
Direct Total	**$1,228,695**	**$1,355,707**	**$1,442,223**	**$1,480,967**	**$1,520,765**
Surrounding Area	**$224,015**	**$229,346**	**$234,805**	**$240,393**	**$246,115**
Lodging Taxes					
Cuyahoga County	$670,068	$733,306	$799,735	$823,727	$848,439
City of Cleveland	$365,492	$399,985	$436,219	$449,306	$462,785
Direct Total	**$1,035,560**	**$1,133,291**	**$1,235,954**	**$1,273,032**	**$1,311,223**
Surrounding Area	$343	$354	$364	$375	$387
Income Taxes					
Ohio	$2,257,585	$2,311,315	$2,366,324	$2,422,643	$2,480,302
City of Cleveland	$2,098,127	$2,148,062	$2,199,186	$2,251,527	$2,305,113
Direct Total	**$4,355,711**	**$4,459,377**	**$4,565,511**	**$4,674,170**	**$4,785,415**
Surrounding Area	**$544,741**	**$557,705**	**$570,979**	**$584,568**	**$598,481**
Total Tax Collections	**$10,622,387**	**$11,033,768**	**$11,413,782**	**$11,684,732**	**$11,962,236**
Abatements					
Residential 100%	$1,340,744	$1,367,559	$1,394,910	$1,422,808	$1,451,264
After Abatements	**$9,281,643**	**$9,666,209**	**$10,018,872**	**$10,261,924**	**$10,510,971**

Source:
Rates – Ohio Department of Taxation Tax Finder; Cuyahoga County Auditor; Cuyahoga County Fiscal Officer
Exemptions – Ohio Department of Taxation Annual Report; Cuyahoga County Auditor; Quick Service Restaurant Data
Calculations – Ice Miller Whiteboard (direct); IMPLAN (indirect and induced).
Inputs – Brown Gibbons Lang, Erieview (Developer); Ice Miller Whiteboard
Growth Assumptions – Consumer Price Index (CPI) and Economic Cost Index (ECI), assumed growth from sales figures provided by Brown Gibbons Lang and Erieview (Developer).

Impacts to Retail, Entertainment and Dining

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Dining Sales	$7,496,011	$7,674,416	$7,857,067	$8,044,065	$8,235,514	**$39,307,072**
Entertainment Sales	$12,849,386	$13,155,201	$13,468,295	$13,788,840	$14,117,015	**$67,378,737**
Retail Sales	$5,022,557	$5,142,094	$5,264,475	$5,389,770	$5,518,046	**$26,336,942**
Totals	**$25,367,953**	**$25,971,710**	**$26,589,837**	**$27,222,675**	**$27,870,575**	**$133,022,751**

Source: IMPLAN; Ice Miller Whiteboard

The table to the right illustrates Dining, Entertainment and Retail Sales by Industry Category. The Entertainment industry is the largest beneficiary of the three, particularly in Events, likely associated with the new hotel space and increased activity from the Development to Downtown Cleveland, "Other Food and Drinking Places" which includes bars and pubs, and Commercial Sports and Sports Promotions, which includes professional sports teams. With the presence of three professional sports teams in the City, one could estimate the potential of an additional 3,000 – 7,000 in ticket sales caused by the Development using average ticket price ranges of $31 (baseball) to $81 (professional football).

Category	Sales Impact
Dining	$7,496,011
509 - Full-service restaurants	$7,460,945
510 - Limited-service restaurants	$35,066
Entertainment	$12,849,386
106 - Breweries	$2,366
107 - Wineries	$1,328
420 - Scenic and sightseeing transportation and support activities for transportation	$5,574
430 - Sound recording industries	$1,753
431 - Radio and television broadcasting	$496,570
474 - Travel arrangement and reservation services	$15,817
496 - Performing arts companies	$8,158
497 - Commercial Sports Except Racing	$112,819
499 - Independent artists, writers, and performers	$9,290
500 - Promoters of performing arts and sports and agents for public figures	$126,335
501 - Museums, historical sites, zoos, and parks	$4,186
504 - Other amusement and recreation industries	$1,886
506 - Bowling centers	$1,410
511 - All other food and drinking places	$5,049,318
447 - Events & Other real estate	$7,012,578
Retail	$5,022,557
152 - Printing	$23,449
392 - Wholesale - Motor vehicle and motor vehicle parts and supplies	$2,493
393 - Wholesale - Professional and commercial equipment and supplies	$31,247
394 - Wholesale - Household appliances and electrical and electronic goods	$20,489
395 - Wholesale - Machinery, equipment, and supplies	$5,546
396 - Wholesale - Other durable goods merchant wholesalers	$9,742
397 - Wholesale - Drugs and druggists' sundries	$5,127
398 - Wholesale - Grocery and related product wholesalers	$10,562
399 - Wholesale - Petroleum and petroleum products	$21,404
400 - Wholesale - Other nondurable goods merchant wholesalers	$29,160
402 - Retail - Motor vehicle and parts dealers	$1,215
404 - Retail - Electronics and appliance stores	$2,193
406 - Retail - Food and beverage stores	$6,637
407 - Retail - Health and personal care stores	$298,293
409 - Retail - Clothing and clothing accessories stores	$514,464
410 - Retail - Sporting goods, hobby, musical instrument and book stores	$1,407,388
411 - Retail - General merchandise stores	$318,113
412 - Retail - Miscellaneous store retailers	$4,136
413 - Retail - Nonstore retailers	$5,778
423 - Newspaper publishers	$6,017
429 - Motion picture and video industries	$4,819
437 - News syndicates, libraries, archives and all other information services	$19,097
451 - General and consumer goods rental except video tapes and discs	$9,458
466 - Photographic services	$24,891
477 - Landscape and horticultural services	$1,227
493 - Individual and family services	$11,082
505 - Fitness and recreational sports centers	$1,306,996
512 - Automotive repair and maintenance, except car washes	$8,024
513 - Car washes	$5,606
514 - Electronic and precision equipment repair and maintenance	$1,042
516 - Personal and household goods repair and maintenance	$7,298
517 - Personal care services	$793,896
519 - Dry-cleaning and laundry services	$3,350
520 - Other personal services	$17,151
60 - Maintenance and repair construction of nonresidential structures	$82,735
61 - Maintenance and repair construction of residential structures	$2,432
Grand Total	$25,367,953

Impacts to Low-Income Residents and Unemployed Persons

As mentioned above, the Surrounding Area includes some economic challenges, with high concentrations of low-income residents, unemployed people and per-capita income of $30,716.

The project will assist in combating these issues by providing employment opportunities in professions with various skills, education and qualification requirements that can both increase incomes and area employment. Approximately 42.2% of jobs caused by project operations and 57.3% of jobs caused by construction require high school degrees or less than a high school degree. Further, approximately 17.6% of jobs caused by operations and 23.5% of jobs caused by construction require an associates degree or post-secondary (post-high school) certificate.

Lastly, average employee compensation from all jobs caused by project operations average $65,900 per job, exceeding the Surrounding Area's per capita income by 115%.

Description	Operations Employment Opportunities	% of Total Opportunities	Construction Employment Opportunities	% of Total Opportunities2
Associate's Degree (or other 2-year degree)	53	*10.4%*	33	*5.60%*
Bachelor's Degree	129	*25.2%*	60	*10.33%*
Doctoral Degree	1	*0.3%*	1	*0.25%*
First Professional Degree - awarded for completion of a program that: requires at least 2 years of college work before entrance into the program, includes a total of at least 6 academic years of work to complete, and provides all remaining academic r	3	*0.7%*	1	*0.24%*
High School Diploma - or the equivalent (for example, GED)	168	*32.8%*	237	*40.74%*
Less than a High School Diploma	48	*9.4%*	96	*16.59%*
Master's Degree	16	*3.2%*	10	*1.73%*
Post-Baccalaureate Certificate - awarded for completion of an organized program of study; designed for people who have completed a Baccalaureate degree but do not meet the requirements of academic degrees carrying the title of Master.	15	*2.9%*	4	*0.65%*
Post-Doctoral Training	1	*0.1%*	0	*0.07%*
Post-Master's Certificate - awarded for completion of an organized program of study; designed for people who have completed a Master's degree but do not meet the requirements of academic degrees at the doctoral level.	3	*0.5%*	1	*0.18%*
Post-Secondary Certificate - awarded for training completed after high school (for example, in agriculture or natural resources, computer services, personal or culinary services, engineering technologies, healthcare, construction trades, mechanic and	37	*7.2%*	104	*17.87%*
Some College Courses	38	*7.5%*	33	*5.74%*

ECONOMIC IMPACT METHODOLOGY

Economic Impact Analysis (EIA) refers to any number of processes that trace how changes in spending, such as business closures, new industrial or infrastructural developments, natural disasters, and conventions, move through an economy. An impact study measures the cumulative effects of that spending on a defined geographic region. Portions of this analysis were completed using the IMPLAN EIA model. IMPLAN Data used for this study is based largely on spending interactions from calendar year 2019. Other data sources include:

1. U.S. Bureau of Labor Statistics (BLS) Covered Employment and Wages (CEW) program
2. U.S. Bureau of Labor Statistics Consumer Expenditure Survey (Urban Populations over 1 million)
3. U.S. Bureau of Economic Analysis (BEA) Regional Economic Information System (REA) program
4. U.S. Bureau of Economic Analysis Benchmark I/O Accounts of the U.S
5. JobsOhio Info USA-GIS Planning integration. October, 2021 & Applied Geographic Solutions
6. BEA Output estimates
7. BLS Consumer Expenditure Survey
8. U.S. Census Bureau County Business Patterns (CBP) program
9. U.S. Census Bureau Decennial Census and Population Surveys
10. U.S. Census Bureau Economic Censuses and Surveys
11. U.S. Department of Agriculture Census
12. PolicyMap Software Subscription
13. American Community Survey – 2019
14. U.S. Census Bureau
15. Valassis Lists

GLOSSARY – Key Terms

Employee and Employment Multipliers. An employee is a person who enters an agreement, which may be formal or informal, with an enterprise to work for the enterprise in return for remuneration in cash or in kind (full-time and part-time). Multipliers are used to estimate the total number of jobs (both full-time and part-time) throughout the economy that are needed, directly and indirectly, to deliver $1 million of final demand for a specific commodity.

Direct effects - the set of expenditures applied to the predictive model (i.e., I/O multipliers) for impact analysis. It is a series (or single) of production changes or expenditures made by producers/consumers as a result of an activity or policy. These initial changes are determined by an analyst to be a result of this activity or policy. Applying these initial changes to the multipliers in an IMPLAN model will then display how the region will respond, economically to these initial changes.

Indirect effects - the impact of local industries buying goods and services from other local industries. The cycle of spending works its way backward through the supply chain until all money leaks from the local economy, either through imports or by payments to value added. The impacts are calculated by applying Direct Effects to the Type I Multipliers.

Labor Income - all forms of employment income, including Employee Compensation (wages and benefits) and Proprietor Income.

Output - output represents the value of industry production. In IMPLAN these are annual production estimates for the year of the data set and are in producer prices. For manufacturers this would be sales plus/minus change in inventory. For service sectors production = sales. For Retail and wholesale trade, output = gross margin and not gross sales.

Value added - the difference between an industry's or an establishment's total output and the cost of its intermediate inputs. It equals gross output (sales or receipts and other operating income, plus inventory change) minus intermediate inputs (consumption of goods and services purchased from other industries or imported). Value added consists of compensation of employees, taxes on production and imports less subsidies (formerly indirect business taxes and nontax payments), and gross operating surplus (formerly other value added). (BEA) Gross value added is the value of output less the value of intermediate consumption; it is a measure of the contribution to GDP made by an individual producer, industry or sector; gross value added is the source from which the primary incomes of the SNA are generated and is therefore carried forward into the primary distribution of income account. (SNA)

Direct Taxes – direct taxes are primarily calculated based on project information provided by the Developer and rates prescribed by taxing units. For property taxes, hard construction costs are used as the estimated market value. For sales taxes, only Ohio taxable sales such as on-premises dining, hotel room stays, resident spending on household items, certain professional services and business operational supplies purchases are subject to sales tax. An exemption list and guidance materials from the Ohio Department of Taxation was used to determine taxable sales interactions.

Indirect Taxes - the "State/Local" tax table estimates taxes paid to all state and local units of government in the study area. In IMPLAN Online, the tables for county government, sub-county general government, sub-county special government, and state government together will sum the values reported in "State/Local" table. Given IMPLAN maps all indirect interactions, tax calculations within this category are made using IMPLAN.

- County - estimates revenue collected by county governments.
- Sub County General - estimates revenue collected by city, township, and village, etc., governments.
- Sub County Special - estimates revenue collected by units of government such as public school districts and fire districts.
- State - estimates revenue collected by state governments.

This methodology was used in estimating indirect and induced taxes only, as State and Local tax rates were tied to known direct spending in order to calculate estimated direct tax revenues.

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Hall of Fame Village

Economic Impact Statement

This information is provided solely for purposes of a request/application for Transformational Mixed-Use Tax Credits and any subsequent monitoring of those credits, if awarded, and cannot be used or relied upon by any other person. Further, certain information contained herein constitutes "forward looking projections or statements." These forward-looking projections or statements are not guarantees of future performance, conditions or results, and involve a number of risks that could cause actual results or outcomes to differ materially from those discussed in the forward-looking statements. Such risks are discussed in the company's publicly available reports and other filings with the U.S. Securities and Exchange Commission.

Authored by: IceMiller WHITEBOARD



EIS SECTIONS

1. What is an Economic Impact Analysis?
2. Overview
3. Surrounding Area
4. Timeline
5. Project Impacts
6. Development Impact
7. Surrounding Area Impacts
8. Catalyzed Projects
9. Total Impacts
10. Tax Impacts
11. Qualifications
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Addendum #1 – Construction Impacts

Summary of Development Impacts (including Project)

TOTAL DEVELOPMENT ACTIVITY

Operations Jobs

Year	Full-time Equivalents	Average Hourly Wage ($)	Payroll
1	54	$16.43	$1,855,519
2	54	$16.84	$1,901,907
3	54	$17.27	$1,949,454
4	54	$17.70	$1,998,191
5	54	$18.14	$2,048,145
Total	**54**	**$18.14**	**$2,048,145**

Tenant Jobs

Year	Full-time Equivalents	Average Hourly Wage ($)	Payroll
1	1,086	$16.43	$37,110,374
2	1,086	$16.84	$38,038,134
3	1,086	$17.27	$38,989,087
4	1,086	$17.70	$39,963,814
5	1,086	$18.14	$40,962,910
Total	**1,086**	**$18.14**	**$40,962,910**

Retail, Entertainment and Dining Sales

Year	Projected Retail Sales ($)	Projected Entertainment Sales ($)	Projected Dining Sales ($)
1	[redacted]	[redacted]	[redacted]
2			
3			
4			
5			
Total			

Sales, Income, Lodging and Property Taxes

Year	Projected Sales Tax ($)	Projected Income Tax ($)	Projected Lodging Tax ($)	Projected Property Tax ($)	Total Taxes
1	$7,041,440	$1,926,028	$784,322	$8,607,188	$18,358,979
2	$7,252,683	$1,974,179	$854,911	$9,680,820	$19,762,594
3	$7,470,264	$2,023,534	$903,192	$9,777,629	$20,174,618
4	$7,694,372	$2,074,122	$984,479	$9,875,405	$20,628,378
5	$7,925,203	$2,125,975	$1,042,675	$9,974,159	$21,068,012
Total	**$37,383,962**	**$10,123,838**	**$4,569,579**	**$47,915,201**	**$99,992,580**

1. What is an Economic Impact Analysis?

An Economic Impact Analysis (EIA) analyzes the effect of an event in a defined geographic area. These geographies may be a parcel, a municipality, county, region, state or country. For purposes of this study, the geography is referred to as the "Surrounding Area." Events occurring within the Surrounding Area come in many forms, typically engendered from industry changes in revenue, business profits, wages, jobs or capital investment, among others. In this analysis, IMPLAN software was used to map the multiplier effects of each event. These events serve as **inputs** and produce economic impacts **(outputs)** into four categories:

1. ***Output*** – representing the value of industry production. For the service and retail sectors, this represents sales or the value of goods sold.
2. ***Employment*** – representing the number of jobs created directly by the project and through direct industry spending.
3. ***Labor Income*** - all forms of employment income paid to employees, including Employee Compensation (wages and benefits) and Proprietor Income (payments received by self-employed individuals and unincorporated business owners).
4. ***Value Added*** - the difference between an industry's or an establishment's total output and the cost of its intermediate inputs. It is a measure of the contribution to GDP.

For purposes of this study, within each impact category, exists two types of effects:

Direct Effects the set of expenditures applied to an impact analysis. It represents a series (or single) of production changes or expenditures made by producers/consumers as a result of an activity. Applying these initial changes to the multipliers in the IMPLAN model will then display how the region will respond economically to these initial changes (in output, employment, labor income and value added).

Indirect Effects represent the impact of local industries buying goods and services from other local industries. A local industry may include businesses, non-profits, residents of a residential development, institutions and governments. The cycle of spending works its way backward through the supply chain until all money leaks from the local economy, either through imports or by payments to value added. The impacts are calculated by applying Direct Effects to IMPLAN multipliers.

2. The Development/Project Overview

Hall of Fame Village powered by Johnson Controls is a 100-acre tourism development located in Canton, Ohio on real property adjacent to (and surrounding) the Pro Football Hall of Fame Museum. The Development currently in progress, includes a Hall of Fame Indoor Waterpark, The Eleven – A Hilton Tapestry Hotel, the Constellation Center for Excellence, the Center for Performance, a Retail Promenade known as the Fan Engagement Zone and the Play-Action Plaza.

This document serves as an Economic Impact Study for the Development currently in progress as described above, ("The Development") and will further analyze the Economic Impacts of the Hilton Tapestry Hotel and the Indoor Waterpark ("The Project").

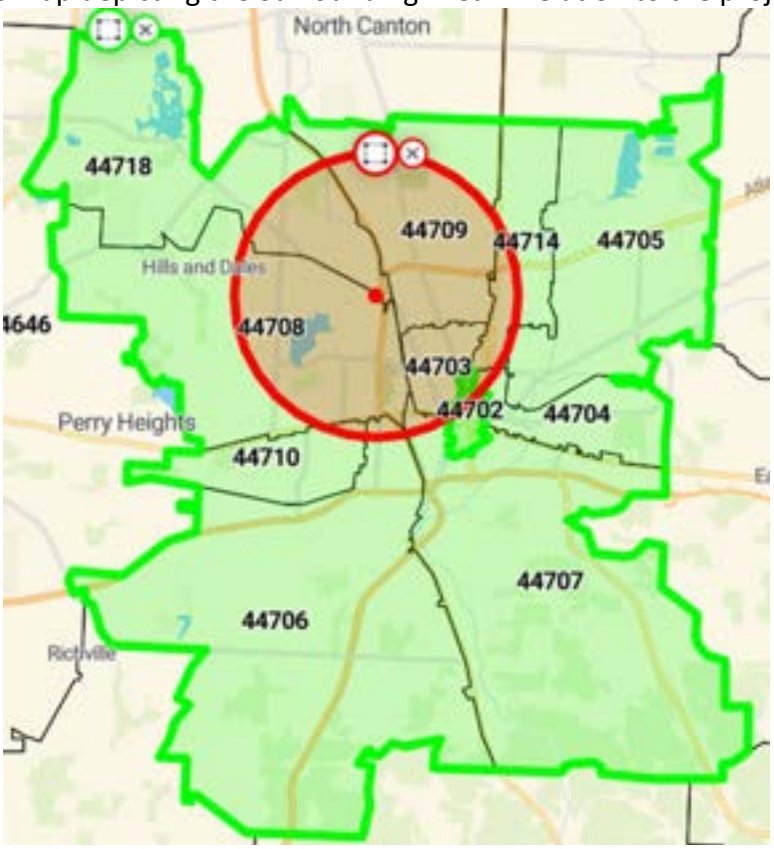
The information contained in this study is provided solely for purposes of a request/application for Transformational Mixed-Use Tax Credits and any subsequent monitoring of those credits, if awarded, and cannot be used or relied upon by any other person.

3. Surrounding Area

The Property is located at the 100 acres surrounding 2626 Fulton Drive NW in Canton Ohio. This study will address the impacts the Development's Surrounding Area. The Surrounding Area constitutes any zip code covered in whole or in part within a two-mile radius of the development site, which includes Zip Codes 44704, 44703, 44705, 44708, 44714, 44709, 44706, 44710, 44707 and 44718.

Additionally, the Surrounding area encompasses the following census tracts: 39151713000, 39151714901, 39151714802, 39151713201, 39151713100, 39151712400, 39151714400, 39151713300, 39151711312, 39151713202, 39151712300, 39151711402, 39151712202, 39151711322, 39151711321, 39151711800, 39151712201, 39151711501, 39151711900, 39151711600, 39151702300, 39151713402, 39151701800, 39151713501, 39151713401, 39151702500, 39151711502, 39151700700, 39151700200, 39151711700, 39151702100, 39151701500, 39151700400, 39151700800, 39151701200, 39151701000, 39151701300, 39151700500, 39151700300, 39151701100, 39151700600, 39151700100 and 39151701700[1].

Below is a zip code map depicting the Surrounding Area in relation to the project:



The Surrounding Area is 61.33 square miles in land area and includes 109,680 residents and 47,126 households. Approximately 41% of households (19,248) are considered Low-income Households, in which household income represents 60% of Area Median Income, and 5,028 people are unemployed[2]. From an economics perspective, the Surrounding Area's Gross Domestic Product is $7.5 billion, its total employment is 82,598, spanning 302 industries[3].

[1] Data and mapping provided by PolicyMap GIS software; custom region built by Ice Miller Whiteboard.
[2] Source: PolicyMap Community Report 2019, 2021; American Community Survey & Census 2015-2019 Estimates
[3] Source: IMPLAN Custom Region Data 2019; Ice Miller Whiteboard

4. Project Timeline & Phasing



Guide:

COE	Constellation Center for Excellence
CFP	Center for Performance
Retail	Retail Promenade – Fan Engagement Zone
Sports Complex	Hall of Fame Village Sports Complex
Play Action Plaza	Play-Action Plaza
Waterpark	Indoor Water Park
[redacted] Hotel	[redacted] Hotel

5. PROJECT DIRECT IMPACTS

The following section overviews the direct impacts of The Project.

PROJECT DIRECT ACTIVITY

Operations Jobs

Year	Full-time Equivalents	Average Hourly Wage ($)	Payroll
1	7	$32.68	$493,648
2	7	$33.50	$505,990
3	7	$34.34	$518,639
4	7	$35.20	$531,605
5	7	$36.08	$544,895
Total	**7**	**$36.08**	**$544,895**

Tenant Jobs

Year	Full-time Equivalents	Average Hourly Wage ($)	Payroll
1	145	$32.68	$9,872,968
2	145	$33.50	$10,119,792
3	145	$34.34	$10,372,787
4	145	$35.20	$10,632,107
5	145	$36.08	$10,897,910
Total	**145**	**$36.08**	**$10,897,910**

Retail, Entertainment and Dining Sales

Year	Projected Retail Sales ($)	Projected Entertainment Sales ($)	Projected Dining Sales ($)
1	[redacted]	[redacted]	[redacted]
2			
3			
4			
5			
Total			

Sales, Income, Lodging and Property Taxes

Year	Projected Sales Tax ($)	Projected Income Tax ($)	Projected Lodging Tax ($)	Projected Property Tax ($)	Total Taxes
1	$2,159,790	$512,407	$558,996	$3,259,030	$6,490,223
2	$2,224,584	$525,217	$609,306	$4,279,180	$7,638,287
3	$2,291,321	$538,348	$664,143	$4,321,972	$7,815,784
4	$2,360,061	$551,806	$723,916	$4,365,192	$8,000,975
5	$2,430,863	$565,602	$789,069	$4,408,844	$8,194,377
Total	**$11,466,618**	**$2,693,380**	**$3,345,430**	**$20,634,218**	**$38,139,646**

INPUTS AND DESCRIPTION

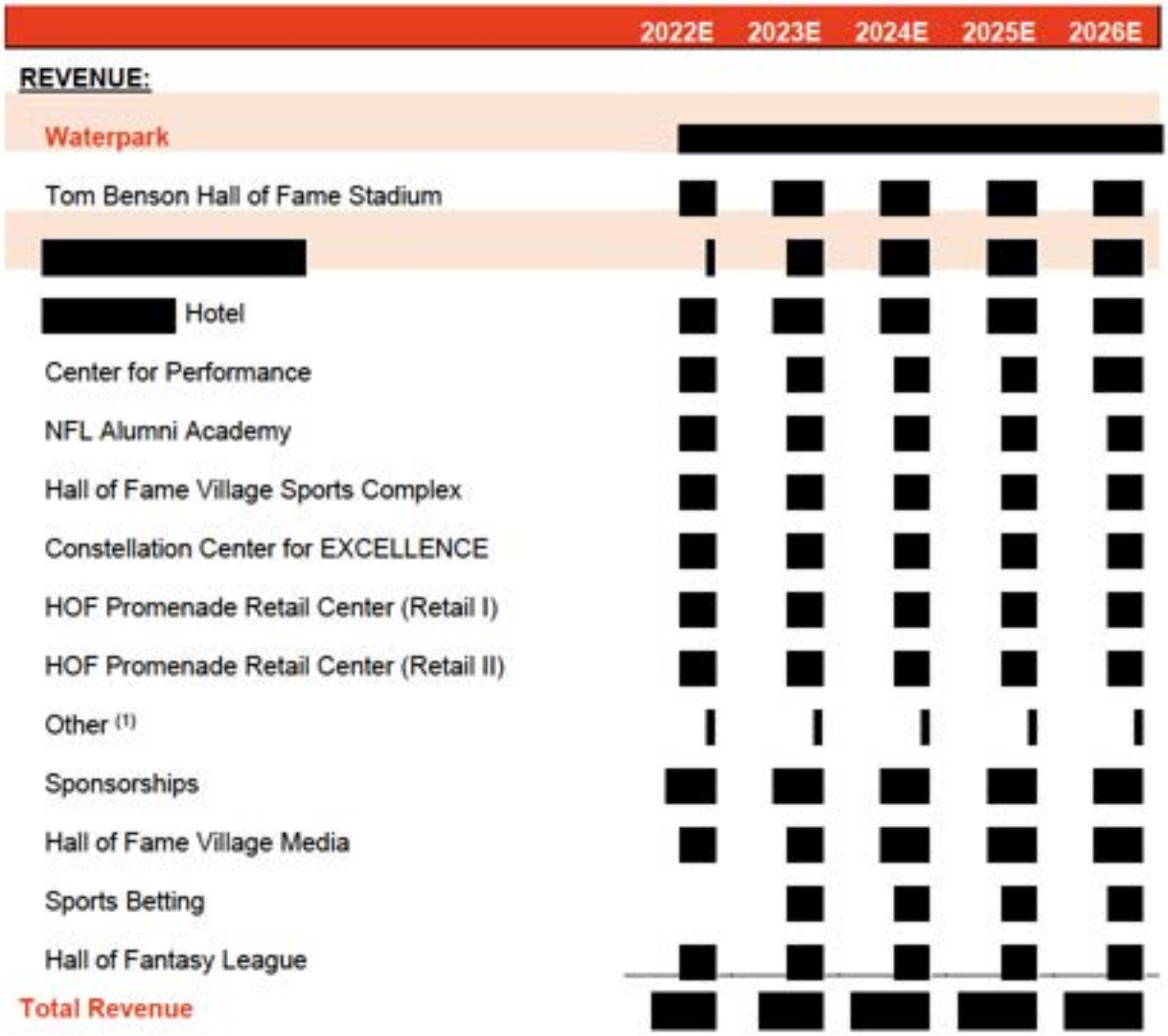
Indoor Water Park (Construction Cost: $93.7 million)
A 147,000-square-foot football-themed waterpark with waterslide tower, lazy river, wave pool, zero entry fun zone, swim up bar and outdoor entertainment area. The park is expected to be technology-driven, football-themed experiential attraction with 85,000 square feet of indoor waterpark wet space.

[redacted] **Hotel (Construction Cost: $57.5 million)**
A seven-story, 154,000-square-foot premium [redacted] Hotel with 180 guestrooms, including 10 suites. Featuring a 5,000-square-foot ballroom plus 2,100 square feet of meeting rooms, indoor pool and fitness center, as well as a full-service 106-seat restaurant with indoor and outdoor seating. The hotel will be branded as an upscale, football-themed hotel.

Employee Headcount and Compensation:

	2022	2023	2024	2025	2026	2027	2028
PROJECT							
Waterpark	0	0	77	82	86	86	86
Hotel	0	158	158	158	158	158	158
Total	**0**	**158**	**235**	**240**	**244**	**244**	**244**
Waterpark Comp.	0	$0	$5,919,000	$6,267,000	$6,555,000	$6,718,875	$6,886,847
Hotel Comp.	0	$3,857,530	$3,953,968	$4,052,817	$4,154,138	$4,257,991	$4,364,441
Total	**$0**	**$3,857,530**	**$9,872,968**	**$10,319,817**	**$10,709,138**	**$10,976,866**	**$11,251,288**
Indirect Jobs	**24**	**25**	**25**	**25**	**25**	**25**	**25**
Indirect Comp.	**$1,208,726**	**$1,208,727**	**$1,238,945**	**$1,269,919**	**$1,301,667**	**$1,334,208**	**$1,367,564**

Revenue/Sales Assumptions



Data provided by HOFV

6. DEVELOPMENT IMPACTS

The following section overviews the direct impacts of The Development not including The Project.

DEVELOPMENT DIRECT ACTIVITY

Operations Jobs

Year	Full-time Equivalents	Average Hourly Wage ($)	Payroll
1	42	$13.18	$1,141,258
2	42	$13.51	$1,169,789
3	42	$13.85	$1,199,034
4	42	$14.20	$1,229,010
5	42	$14.55	$1,259,735
Total	**42**	**$14.55**	**$1,259,735**

Tenant Jobs

Year	Full-time Equivalents	Average Hourly Wage ($)	Payroll
1	832	$13.18	$22,825,157
2	832	$13.51	$23,395,786
3	832	$13.85	$23,980,681
4	832	$14.20	$24,580,198
5	832	$14.55	$25,194,703
Total	**832**	**$14.55**	**$25,194,703**

Retail, Entertainment and Dining Sales

Year	Projected Retail Sales ($)	Projected Entertainment Sales ($)	Projected Dining Sales ($)
1	[redacted]	[redacted]	[redacted]
2			
3			
4			
5			
Total			

Sales, Income, Lodging and Property Taxes

Year	Projected Sales Tax ($)	Projected Income Tax ($)	Projected Lodging Tax ($)	Projected Property Tax ($)	Total Taxes
1	$3,400,251	$1,184,626	$0	$4,236,812	$8,821,689
2	$3,502,258	$1,214,241	$0	$4,279,180	$8,995,680
3	$3,607,326	$1,244,597	$0	$4,321,972	$9,173,896
4	$3,715,546	$1,275,712	$0	$4,365,192	$9,356,450
5	$3,827,012	$1,307,605	$0	$4,408,844	$9,543,461
Total	**$18,052,393**	**$6,226,782**	**$0**	**$21,612,001**	**$45,891,176**

INPUTS AND DESCRIPTION

Hall of Fame Village Sports Complex (Construction Cost: [redacted])
The Hall of Fame Village Sports Complex offers two state of the art turf fields and a championship grass field. These 3 fields are the result of Phase 1 construction, part of an 8-field project. All three fields can accommodate a multitude of sports including football, lacrosse, and soccer. The next Phase of construction includes additional enhancements to the complex.

Center for Performance (Construction Cost: [redacted])
An entertainment and performance area containing 85,000 square feet of exhibition halls and athletic performance space. This facility will be home to the NFL Alumni Academy and will offer world-class offices, training facilities & practice fields.

Constellation Center for Excellence (Construction Cost: [redacted])
Located at the west end zone of Tom Benson Hall of Fame Stadium, the 75,000-square-foot retail, research and office building will serve as the anchor for a one-of-a kind media mesh video wall attached to the side of the structure.

Retail Promenade - Fan Engagement Zone (Construction Cost: [redacted])
Walkable retail complex for guests with rooftop views of campus and the Tom Benson Hall of Fame Stadium., includes 82,000 square feet of unique restaurant & retail offering, includes sports entertainment & themed, experiential offerings

Play-Action Plaza
A 3.5-acre green space located adjacent to the Retail Promenade/Fan Engagement Zone. The space will be football-themed and will include recreation, events and informal gatherings

NFL Alumni Academy
The NFL Alumni Academy is an unprecedented in-season training program developing "NFL Ready" players training and preparing on the campus of the Pro Football Hall-of-Fame Village in Canton, Ohio. The Academy will train the top free agent football players in preparation to sign an in-season contract with NFL teams looking to replace 500+ active roster players lost during each season due to injury.

The Academy combines world class sports science advances in athlete performance, data analytics and digital analysis together with old school technique and improving Football IQ. This player development program is be led by former NFL coaches and players teaching, coaching and mentoring future NFL players with an iconic brand at the NFL Alumni Academy.

Employee Headcount and Compensation:

	2022	2023	2024	2025	2026	2027	2028
DEVELOPMENT							
HOFV	618	1,130	1,139	1,139	1,139	1,139	1,139
Retail	208	208	208	208	208	208	208
Total	**826**	**1,338**	**1,347**	**1,347**	**1,347**	**1,347**	**1,347**
HOFV Comp.	$18,571,419	$19,334,647	$19,596,166	$20,079,771	$20,577,884	$21,092,331	$21,619,639
Retail Comp.	$0	$3,153,928	$3,228,991	$3,305,841	$3,384,521	$3,465,072	$3,547,541
Total	**$18,571,419**	**$22,488,575**	**$22,825,157**	**$23,385,612**	**$23,962,405**	**$24,557,403**	**$25,167,180**
Indirect Jobs	**83**	**83**	**83**	**83**	**83**	**83**	**83**
Indirect Comp.	**$3,020,396**	**$3,095,906**	**$3,173,304**	**$3,252,636**	**$3,333,952**	**$3,417,301**	**$3,502,733**

TOTAL PROJECT AND DEVELOPMENT REVENUES ASSUMPTIONS

Revenue/Sales Assumptions

	2022E	2023E	2024E	2025E	2026E
REVENUE:					
Waterpark	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Tom Benson Hall of Fame Stadium	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
[redacted] Hotel	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Center for Performance	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
NFL Alumni Academy	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Hall of Fame Village Sports Complex	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Constellation Center for EXCELLENCE	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
HOF Promenade Retail Center (Retail I)	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
HOF Promenade Retail Center (Retail II)	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Other [1]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Sponsorships	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Hall of Fame Village Media	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Sports Betting		[redacted]	[redacted]	[redacted]	[redacted]
Hall of Fantasy League	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Total Revenue	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]

Data provided by HOFV

7. SURROUNDING AREA IMPACTS

Surrounding Area impacts were calculated by IMPLAN Economic Modeling software based on inputs identified in both Project and Development Uses. In this section, "Development" refers to the Development without The Project.

DEVELOPMENT DIRECT ACTIVITY

Operations Jobs

Year	Full-time Equivalents	Average Hourly Wage ($)	Payroll
1	5	$19.64	$220,612
2	5	$20.13	$226,128
3	5	$20.64	$231,781
4	5	$21.15	$237,575
5	5	$21.68	$243,515
Total	**5**	**$21.68**	**$243,515**

Tenant Jobs

Year	Full-time Equivalents	Average Hourly Wage ($)	Payroll
1	108	$19.64	$4,412,249
2	108	$20.13	$4,522,555
3	108	$20.64	$4,635,619
4	108	$21.15	$4,751,509
5	108	$21.68	$4,870,297
Total	**108**	**$21.68**	**$4,870,297**

Retail, Entertainment and Dining Sales

Year	Projected Retail Sales ($)	Projected Entertainment Sales ($)	Projected Dining Sales ($)
1			
2			
3			
4			
5			
Total			



Sales, Income, Lodging and Property Taxes

Year	Projected Sales Tax ($)	Projected Income Tax ($)	Projected Lodging Tax ($)	Projected Property Tax ($)	Total Taxes
1	$1,481,400	$228,996	$225,326	$1,111,346	$3,047,067
2	$1,525,842	$234,721	$245,605	$1,122,459	$3,128,627
3	$1,571,617	$240,589	$239,048	$1,133,684	$3,184,938
4	$1,618,765	$246,603	$260,563	$1,145,021	$3,270,952
5	$1,667,328	$252,768	$253,606	$1,156,471	$3,330,174
Total	**$7,864,951**	**$1,203,677**	**$1,224,149**	**$5,668,982**	**$15,961,759**

8. CATALYZED PROJECT IMPACTS

This section is intentionally left blank.

9. TOTAL IMPACTS

TOTAL DEVELOPMENT ACTIVITY

Operations Jobs

Year	Full-time Equivalents	Average Hourly Wage ($)	Payroll
1	54	$16.43	$1,855,519
2	54	$16.84	$1,901,907
3	54	$17.27	$1,949,454
4	54	$17.70	$1,998,191
5	54	$18.14	$2,048,145
Total	**54**	**$18.14**	**$2,048,145**

Tenant Jobs

Year	Full-time Equivalents	Average Hourly Wage ($)	Payroll
1	1,086	$16.43	$37,110,374
2	1,086	$16.84	$38,038,134
3	1,086	$17.27	$38,989,087
4	1,086	$17.70	$39,963,814
5	1,086	$18.14	$40,962,910
Total	**1,086**	**$18.14**	**$40,962,910**

Retail, Entertainment and Dining Sales

Year	Projected Retail Sales ($)	Projected Entertainment Sales ($)	Projected Dining Sales ($)
1	[redacted]	[redacted]	[redacted]
2			
3			
4			
5			
Total			

Sales, Income, Lodging and Property Taxes

Year	Projected Sales Tax ($)	Projected Income Tax ($)	Projected Lodging Tax ($)	Projected Property Tax ($)	Total Taxes
1	$7,041,440	$1,926,028	$784,322	$8,607,188	$18,358,979
2	$7,252,683	$1,974,179	$854,911	$9,680,820	$19,762,594
3	$7,470,264	$2,023,534	$903,192	$9,777,629	$20,174,618
4	$7,694,372	$2,074,122	$984,479	$9,875,405	$20,628,378
5	$7,925,203	$2,125,975	$1,042,675	$9,974,159	$21,068,012
Total	**$37,383,962**	**$10,123,838**	**$4,569,579**	**$47,915,201**	**$99,992,580**

Economic Impacts – *Detailed Impacts to Retail, Dining & Entertainment (Sales Impacts)*

Category (IMPLAN Industry Classification)	Sum of Project	Sum of Development	Sum of Surrounding	Sum of Total
Dining	**$9,398,793**	**$5,279,146**	**$855,520**	**$15,533,459**
509 - Full-service restaurants	$4,910,793	$2,350,771	$537,797	$7,799,361
510 - Limited-service restaurants	$4,488,000	$2,928,375	$317,723	$7,734,098
Entertainment	**$37,865,037**	**$54,090,484**	**$4,884,010**	**$96,839,531**
106 - Breweries	$0	$0	$48,959	$48,959
147 - Paperboard container manufacturing	$0	$0	$2,225	$2,225
420 - Scenic and sightseeing transportation and support activities for transportation	$0	$0	$48,130	$48,130
421 - Couriers and messengers	$0	$0	$88,679	$88,679
431 - Radio and television broadcasting	$0	$0	$157,545	$157,545
447 - Events & Other real estate	$0	$33,995,826	$3,087,783	$37,083,609
474 - Travel arrangement and reservation services	$0	$0	$42,923	$42,923
496 - Performing arts companies	$0	$0	$63,623	$63,623
497 - Commercial Sports Except Racing	$0	$6,003,564	$225,536	$6,229,100
498 - Racing and Track Operation	$0	$0	$1,385	$1,385
499 - Independent artists, writers, and performers	$0	$0	$19,892	$19,892
500 - Promoters of performing arts and sports and agents for public figures	$0	$0	$507,407	$507,407
501 - Museums, historical sites, zoos, and parks	$0	$0	$17,732	$17,732
502 - Amusement parks and arcades	$31,210,322	$3,467,814	$772	$34,678,908
503 - Gambling industries (except casino hotels)	$0	$7,451,280	$17,489	$7,468,769
504 - Other amusement and recreation industries	$0	$0	$41,781	$41,781
506 - Bowling centers	$0	$3,172,000	$2,431	$3,174,431
507 - Hotels and motels, including casino hotels	$6,654,715	$0	$280	$6,654,995
511 - All other food and drinking places	$0	$0	$509,439	$509,439
Retail	**$0**	**$17,532,900**	**$3,975,568**	**$21,508,468**
152 - Printing	$0	$0	$154,731	$154,731
392 - Wholesale - Motor vehicle and motor vehicle parts and supplies	$0	$0	$35,476	$35,476
393 - Wholesale - Professional and commercial equipment and supplies	$0	$0	$151,071	$151,071
394 - Wholesale - Household appliances and electrical and electronic goods	$0	$0	$89,650	$89,650
395 - Wholesale - Machinery, equipment, and supplies	$0	$0	$26,768	$26,768
396 - Wholesale - Other durable goods merchant wholesalers	$0	$0	$81,835	$81,835
397 - Wholesale - Drugs and druggists' sundries	$0	$0	$124,927	$124,927
398 - Wholesale - Grocery and related product wholesalers	$0	$0	$87,755	$87,755
399 - Wholesale - Petroleum and petroleum products	$0	$0	$98,892	$98,892
40 - Electric power generation - Fossil fuel	$0	$0	$153,770	$153,770
400 - Wholesale - Other nondurable goods merchant wholesalers	$0	$0	$320,042	$320,042
401 - Wholesale - Wholesale electronic markets and agents and brokers	$0	$0	$91,103	$91,103
402 - Retail - Motor vehicle and parts dealers	$0	$0	$30,318	$30,318
403 - Retail - Furniture and home furnishings stores	$0	$0	$25,915	$25,915
404 - Retail - Electronics and appliance stores	$0	$0	$13,134	$13,134
405 - Retail - Building material and garden equipment and supplies stores	$0	$0	$29,250	$29,250
406 - Retail - Food and beverage stores	$0	$1,219,138	$76,025	$1,295,163
407 - Retail - Health and personal care stores	$0	$98,355	$41,570	$139,925
408 - Retail - Gasoline stores	$0	$0	$23,192	$23,192
409 - Retail - Clothing and clothing accessories stores	$0	$0	$71,897	$71,897
410 - Retail - Sporting goods, hobby, musical instrument and book stores	$0	$0	$29,160	$29,160
411 - Retail - General merchandise stores	$0	$0	$82,408	$82,408
412 - Retail - Miscellaneous store retailers	$0	$0	$38,932	$38,932
413 - Retail - Nonstore retailers	$0	$93,018	$40,030	$133,048
423 - Newspaper publishers	$0	$0	$243,807	$243,807
437 - News syndicates, libraries, archives and all other information services	$0	$0	$2,142	$2,142
451 - General and consumer goods rental except video tapes and discs	$0	$5,912,730	$84,965	$5,997,695
452 - Video tape and disc rental	$0	$0	$1,705	$1,705
466 - Photographic services	$0	$0	$18,532	$18,532
467 - Veterinary services	$0	$0	$8,272	$8,272
477 - Landscape and horticultural services	$0	$0	$213,463	$213,463
493 - Individual and family services	$0	$0	$39,697	$39,697
505 - Fitness and recreational sports centers	$0	$10,209,658	$8,440	$10,218,098
512 - Automotive repair and maintenance, except car washes	$0	$0	$167,911	$167,911
513 - Car washes	$0	$0	$108,413	$108,413
514 - Electronic and precision equipment repair and maintenance	$0	$0	$26,353	$26,353
516 - Personal and household goods repair and maintenance	$0	$0	$90,995	$90,995
517 - Personal care services	$0	$0	$23,002	$23,002
518 - Death care services	$0	$0	$3,902	$3,902
519 - Dry-cleaning and laundry services	$0	$0	$16,617	$16,617
520 - Other personal services	$0	$0	$11,994	$11,994
60 - Maintenance and repair construction of nonresidential structures	$0	$0	$916,792	$916,792
61 - Maintenance and repair construction of residential structures	$0	$0	$7,882	$7,882
62 - Maintenance and repair construction of highways, streets, bridges, and tunnels	$0	$0	$6,263	$6,263
84 - Fluid milk manufacturing	$0	$0	$17,950	$17,950
86 - Ice cream and frozen dessert manufacturing	$0	$0	$1,139	$1,139
88 - Poultry processing	$0	$0	$28,710	$28,710
90 - Meat processed from carcasses	$0	$0	$8,771	$8,771
Grand Total	**$47,263,831**	**$76,902,529**	**$9,715,098**	**$133,881,458**

[4]

[4] Source Data: IMPLAN Output Summary

Economic Impacts – *Taxes by Detailed Tax Type*

Below is a summary of tax collection methodology utilized in estimating taxes[5]:

Sales Taxes – sales taxes are calculated using sales and purchases of building tenants, purchases from residents within the Surrounding Area and hotel room stays. In order to account for exemptions, the exemption list provided in the Ohio Department of Taxation Annual Report was utilized and an additional 25% reduction was applied to sales to ensure exempted activities are not counted. Indirect Sales taxes were calculated based off of expenditures and estimates of economic output provided by IMPLAN. Sales taxes are collected by the County, State and Transit Authority from the following rates:

State of Ohio	5.75%
County	0.50%
Transit	0.25%

Income Taxes – income taxes are calculate as a percentage of employee compensation of direct employment within the project and indirect employment caused by the project. Income taxes are collected by the State of Ohio (Ohio Withholding Tax) and the City (Municipal Income Tax). Ohio Withholding Taxers utilize a bracketed rate structure based on salary. As such, a blended wage rate was utilized for all jobs created for the project, resulting in a 2.7% withholding tax rate. Below are the income tax rates applicable to the Project.

State of Ohio	2.69%
City	2.50%

Lodging Taxes – lodging taxes are collected from room sales of guests staying less than 30 days for each stay. The basis for sales from indirect lodging taxes derives from an analysis of Tourism Sales Tax Collections related to the Hotel and Accommodations industry from the Ohio Department of Taxation Data series[6]. Dividing total Ohio sales taxes by those collected by the Hotel and Accommodations industry, the resulting figure is $0.02 cents for every sales-taxable dollar spent in Ohio is dedicated to Hotel and Accommodations and as such, it is assumed $0.02 for every sales tax dollar generated in the project can provide a basis for estimated Surrounding Area lodging taxes for HOFV, regarded as a tourism asset. Lodging taxes are collected by both the City and County utilizing the following rates:

County	6%
City	3%

Property Taxes – property taxes are collected by various unit of local government through the County Auditor's Website based off of a 35% assessed rate of the project's market value. The Indirect taxes are estimated by IMPLAN based on project operations.

[5] Tax Rate Sources: Property Tax – Stark County Auditor; Income Tax & Sales Tax: Ohio Department of Taxation "The Finder" address search function; Lodging Tax – City of Canton and Stark County Finance Department.
[6] Ohio Department of Taxation – Tax Data Series – s6q1fy22 – Sales & Use Collections for Industries Related to Travel and Tourism & s2q1fy22 State and Permissive Sales and Use Tax Collections for Major Industrial Classifications

Effective Rate	5.46%
County Dist.	13.64%
School District	74.45%
Township	0.12%
City	8.19%
Special District	3.56%

Below is a summary of tax collections by amount and tax type. The top row of each category represents the taxable base of the specific tax.

PROJECT	2024	2025	2026	2027	2028			
Property Value	$170,450,000	$172,154,500	$173,876,045	$175,614,805	$177,370,954	$179,144,663	$180,936,110	$182,745,471
Sales	$38,396,265	$39,548,153	$40,734,598	$41,956,636	$43,215,335	$44,511,795	$45,847,149	$47,222,563
Room Sales	$6,211,068	$6,397,400	$6,589,322	$6,787,001	$6,990,611	$7,200,330	$7,416,340	$7,638,830
Jobs	235	235	235	235	235	235	235	235
Comp.	$9,872,968	$10,119,792	$10,372,787	$10,632,107	$10,897,910	$11,170,357	$11,449,616	$11,735,857
Sales Taxes	$2,159,790	$2,224,584	$2,291,321	$2,360,061	$2,430,863	$2,503,788	$2,578,902	$2,656,269
Income Taxes	$512,407	$525,217	$538,348	$551,806	$565,602	$579,742	$594,235	$609,091
Lodging Taxes	$558,996	$609,306	$664,143	$723,916	$789,069	$860,085	$937,492	$1,021,867
Property Taxes	$3,259,030	$3,291,620	$3,324,536	$3,357,781	$3,391,359	$3,425,273	$3,459,526	$3,494,121

DEVELOPMENT	2024	2025	2026	2027	2028			
Property Value	$221,588,865	$223,804,754	$226,042,801	$228,303,229	$230,586,261	$232,892,124	$235,221,045	$237,573,256
Sales	$60,448,902	$62,262,369	$64,130,240	$66,054,147	$68,035,771	$70,076,845	$72,179,150	$74,344,524
Room Sales	$0	$0	$0	$0	$0	$0	$0	$0
Jobs	1347	1347	1347	1347	1347	1347	1347	1347
Comp.	$22,825,157	$23,395,786	$23,980,681	$24,580,198	$25,194,703	$25,824,571	$26,470,185	$27,131,940
Sales Taxes	$3,400,251	$3,502,258	$3,607,326	$3,715,546	$3,827,012	$3,941,823	$4,060,077	$4,181,880
Income Taxes	$1,184,626	$1,214,241	$1,244,597	$1,275,712	$1,307,605	$1,340,295	$1,373,803	$1,408,148
Lodging Taxes	$0	$0	$0	$0	$0	$0	$0	$0
Property Taxes	$4,236,812	$4,279,180	$4,321,972	$4,365,192	$4,408,844	$4,452,932	$4,497,462	$4,542,436

SURROUNDING AREA	2024	2025	2026	2027	2028			
Property Value	$58,124,335	$58,705,578	$59,292,634	$59,885,560	$60,484,416	$61,089,260	$61,700,153	$62,317,154
Sales	$26,335,992	$27,126,072	$27,939,854	$28,778,050	$29,641,391	$30,530,633	$31,446,552	$32,389,949
Room Sales	$2,503,623	$2,578,732	$2,656,094	$2,735,777	$2,817,850	$2,902,385	$2,989,457	$3,079,141
Jobs	108	108	108	108	108	108	108	108
Comp.	$4,412,249	$4,522,555	$4,635,619	$4,751,509	$4,870,297	$4,992,054	$5,116,856	$5,244,777
Sales Taxes	$1,481,400	$1,525,842	$1,571,617	$1,618,765	$1,667,328	$1,717,348	$1,768,869	$1,821,935
Income Taxes	$228,996	$234,721	$240,589	$246,603	$252,768	$259,088	$265,565	$272,204
Lodging Taxes	$225,326	$245,605	$239,048	$260,563	$253,606	$276,431	$269,051	$293,266
Property Taxes	$1,111,346	$1,122,459	$1,133,684	$1,145,021	$1,156,471	$1,168,036	$1,179,716	$1,191,513

Impacts to Low-Income Residents and Unemployed Persons

As mentioned above, approximately 41% of households (19,248) are considered Low-income Households, in which household income represents 60% of Area Median Income, and 5,028 people are unemployed.

The project will assist in combating these issues by providing employment opportunities directly and in the Surrounding Area in professions with various skills, education and qualification requirements that can both increase incomes and area employment. Below is a synopsis of new job availability caused by the project. In addition to Headquarters, Office and specialized higher educational jobs, approximately

59% of jobs created by the Project would be available to those with an education level of a high school degree or lower[7].

Description	Operations Employment Opportunities	% of Total Opportunities	Construction Employment Opportunities	% of Total Opportunities2
Associate's Degree (or other 2-year degree)	68	*6.77%*	133	*5.93%*
Bachelor's Degree	158	*15.68%*	236	*10.54%*
Doctoral Degree	3	*0.30%*	7	*0.31%*
First Professional Degree - awarded for completion of a program that: requires at least 2 years of college work before entrance into the program, includes a total of at least 6 academic years of work to complete, and provides all remaining academic r	5	*0.49%*	6	*0.26%*
High School Diploma - or the equivalent (for example, GED)	396	*39.21%*	909	*40.65%*
Less than a High School Diploma	200	*19.78%*	364	*16.28%*
Master's Degree	30	*2.99%*	42	*1.86%*
Post-Baccalaureate Certificate - awarded for completion of an organized program of study; designed for people who have completed a Baccalaureate degree but do not meet the requirements of academic degrees carrying the title of Master.	11	*1.04%*	15	*0.67%*
Post-Doctoral Training	3	*0.29%*	3	*0.12%*
Post-Master's Certificate - awarded for completion of an organized program of study; designed for people who have completed a Master's degree but do not meet the requirements of academic degrees at the doctoral level.	4	*0.43%*	4	*0.20%*
Post-Secondary Certificate - awarded for training completed after high school (for example, in agriculture or natural resources, computer services, personal or culinary services, engineering technologies, healthcare, construction trades, mechanic and	70	*6.91%*	388	*17.35%*
Some College Courses	62	*6.11%*	131	*5.85%*

Source: IMPLAN; Ice Miller Whiteboard

[7] Source: IMPLAN Core Competency Data; O*NET™ of the U.S. Department of Labor, Employment and Training Administration

10. Qualifications

About IceMiller WHITEBOARD

Ice Miller Whiteboard LLC is a wholly-owned subsidiary of the Ice Miller LLP Law Firm. Located in Columbus, the Ice Miller Whiteboard provides growth and development strategies to corporations, organizations and state and local governments through operating professional groups that focus in 1) Government relations, lobbying and public policy consultation, 2) Economic development, including, fiscal and economic impact analysis, planning, site selection and incentives negotiation, structuring and compliance, 3) Telecommunications, broadband and network solutions and 4) Public-Private Partnerships (P3s).

Ice Miller Whiteboard is designed to deliver complete, tailored solutions from within one high-level, strategic organization. The group brings a distinct perspective to the many industries it serves. Ice Miller Whiteboard professionals understand the intricacies of economic growth and development.

Qualifications of Personnel

Chris Magill has over 15 years of economic development experience and 12 years of experience in developing economic and tax revenue impact studies and calculation tools for governments and businesses. During Chris' tenure at the Ohio Department of Development, he authored a series of tax revenue calculation tools for the Job Creation and Job Retention Tax Credit programs. In 2011, Chris co-created the Ohio Department of Development's original ROI Calculator that estimates tax revenue returns for corporate projects to assist in making decisions on incentives and public investment. Chris has a Master's in Business Administration from Ohio University, and carries a number of economic certifications including certifications in economic measurement, economics of strategy and decision making and applications of statistics and data analytics. At Ice Miller Whiteboard, Chris advises clients in communicating project economics to public entities in return for public investment in an effort to attract new business, retain and expand existing business and create new companies through entrepreneurship.

- Bachelors of Science, Bowling Green State University
- Masters in Business Administration, Ohio University
- Certificate in Economic Measurement - National Association for Business Economics
- Certificate in Economics of Strategy and Managerial Decision Making - National Association for Business Economics
- Certificate in Business Applications of Statistics and Data Analytics - National Association for Business Economics
- Trained in IMPLAN Software Economic Modeling Course Instructor - Ohio Economic Development Institute Finance Course - Public Incentives Return on Investment

Selected Work Experience:

- ✓ Creating an economic impact, fiscal impact and tax revenue calculation tool for the City of Gahanna, Ohio.
- ✓ Creating an economic impact tax revenue calculation tool for the City of Mason, Ohio.
- ✓ Authored economic impact studies for the following projects:
    - Old Montgomery County Fairgrounds Redevelopment (Dayton, Ohio)
    - Arts N' Stark (Canton, Ohio)
    - JPMorgan Chase & Otterbein University Fintech R&D Lab (Westerville, Ohio)
    - Merchant Building (formerly North Market Tower) (Columbus, Ohio)
    - Whitehall Development Blueprint Site Scenarios (Whitehall, Ohio)
    - Economic Impacts of Venture Capital to Ohio (Drive Capital)
    - Mt. Carmel Redevelopment (Columbus, Ohio)
    - Erieview Tower (Cleveland, Ohio)
    - Hall of Fame Village Phase 2 (Canton, Ohio)
    - Renkert Building Redevelopment (Canton, Ohio)
    - High North Worthington Mall Redevelopment (Worthington, Ohio)
    - CoverMyMeds Campus (Columbus, Ohio)
    - Grove City Southwestern Area Plan Overpass Scenarios (Grove City, Ohio)
    - Center Ice Reynoldsburg Mixed Use Arena Development (Reynoldsburg, Ohio)
    - Economic & Health Impacts of Free Meal Delivery Services (Columbus, Ohio)
    - Goodwill (Indianapolis, Indiana)
    - Economic Impacts of thee (3) confidential, multi-state site selection manufacturing project
    - Economic Impacts of solar investment of a fortune 500 company
    - Economic Impacts of Transit Corridor Investment (Central Ohio)

11. PRIMARY SOURCE DATA (INCLUDES IMPLAN SOURCES)

1. U.S. Bureau of Labor Statistics (BLS) Covered Employment and Wages (CEW) program
2. U.S. Bureau of Labor Statistics Consumer Expenditure Survey (Urban Populations over 1 million)
3. U.S. Bureau of Economic Analysis (BEA) Regional Economic Information System (REA) program
4. U.S. Bureau of Economic Analysis Benchmark I/O Accounts of the U.S
5. JobsOhio Info USA-GIS Planning integration. April 2022 & Applied Geographic Solutions
6. BEA Output estimates
7. BLS Consumer Expenditure Survey
8. U.S. Census Bureau County Business Patterns (CBP) program
9. U.S. Census Bureau Decennial Census and Population Surveys
10. U.S. Census Bureau Economic Censuses and Surveys
11. U.S. Department of Agriculture Census
12. PolicyMap Software
13. American Community Survey
14. U.S. Census Bureau
15. Ohio Department of Taxation – The Finder
16. Ohio Department of Taxation 2020 Annual Report.

ADDENDUM #1 – CONSTRUCTION IMPACTS

METHODOLOGY

The value entered in Industry Output for construction represents full cost of the structure as provided by the Developer, and only the structure. Construction cost data was provided by the Developer in all circumstances (each building). This includes hard costs and soft costs. IMPLAN then calculates estimated employment and labor income needed to support such costs, classifying employees, hours worked and compensation down to the individual occupational code.

Because Employment, by definition, is based on where the job is located, not where an individual resides, Employment includes estimates of the full value full-time, part-time and temporary Employment on the job site during the year. Additional considerations of costs attributed to construction are considered below. Employees are converted to Full-time equivalent employees (FTEs) by dividing the estimated number of hours of compensation for the job, as calculated by IMPLAN, by 2,080.

PROJECT, DEVELOPMENT AND SURROUNDING AREA

Calculations for the Project and Development represent only Direct construction impacts and inputs. Indirect construction impacts are included in the Surrounding Area section, and represent impacts that occur as a result of construction employees or items/supplies used in the construction process only. Induced impacts are not included in this addendum.

The Surrounding Area encompasses 10 zip codes: 44704, 44703, 44705, 44708, 44714, 44709, 44706, 44710, 44707 and 44718.

PROJECT IMPACTS

DIRECT ACTIVITY

Operations Jobs

Year	Full-time Equivalents	Average Hourly Wage ($)	Payroll
1	60	$29.06	$3,629,351
2	60	$29.06	$3,629,351
3	60	$29.06	$3,629,351
Total	**180**	**$60,452.67**	**$10,888,053**

Tenant Jobs

Year	Full-time Equivalents	Average Hourly Wage ($)	Payroll
1	473	$31.08	$30,578,930
2	473	$31.85	$31,343,404
3	473	$32.65	$32,126,989
Total	**1,419**	**$31.86**	**$94,049,323**

Retail, Entertainment and Dining Sales

Year	Projected Retail Sales ($)	Projected Entertainment Sales ($)	Projected Dining Sales ($)
1	$0	$0	$0
2	$0	$0	$0
3	$0	$0	$0
Total	**$0**	**$0**	**$0**

Sales, Income, Lodging and Property Taxes

Year	Projected Sales Tax ($)	Projected Income Tax ($)	Projected Lodging Tax ($)	Projected Property Tax ($)	Total Taxes
1	$1,661,896	$1,587,047	$0	$0	$3,248,943
2	$1,661,896	$1,587,047	$0	$0	$3,248,943
3	$1,661,896	$1,587,047	$0	$0	$3,248,943
Total	**$4,985,689**	**$4,761,140**	**$0**	**$0**	**$9,746,829**

DEVELOPMENT IMPACTS

DIRECT ACTIVITY

Operations Jobs

Year	Full-time Equivalents	Average Hourly Wage ($)	Payroll
1	41	$29.31	$2,476,844
2	41	$29.31	$2,476,844
3	41	$29.31	$2,476,844
Total	**122**	$29.31	**7430533**

Tenant Jobs

Year	Full-time Equivalents	Average Hourly Wage ($)	Payroll
1	374	$29.65	$23,051,275
2	374	$30.39	$23,627,557
3	374	$31.15	$24,218,246
Total	**1,121**	**$31.15**	**$70,897,078**

Retail, Entertainment and Dining Sales

Year	Projected Retail Sales ($)	Projected Entertainment Sales ($)	Projected Dining Sales ($)
1	$0	$0	$0
2	$0	$0	$0
3	$0	$0	$0
Total	**$0**	**$0**	**$0**

Sales, Income, Lodging and Property Taxes

Year	Projected Sales Tax ($)	Projected Income Tax ($)	Projected Lodging Tax ($)	Projected Property Tax ($)	Total Taxes
1	$1,252,785	$1,196,361	$0	$0	$2,449,146
2	$1,252,785	$1,196,361	$0	$0	$2,449,146
3	$1,252,785	$1,196,361	$0	$0	$2,449,146
Total	**$3,758,356**	**$3,589,083**	**$0**	**$0**	**$7,347,439**

SURROUNDING AREA IMPACTS

INDIRECT ACTIVITY

Operations Jobs

Year	Full-time Equivalents	Average Hourly Wage ($)	Payroll
1	3	$29.16	$159,610.90
2	3	$29.16	$159,610.90
3	3	$29.16	$159,610.90
Total	**3**	**$29.16**	$478,832.70

Tenant Jobs

Year	Full-time Equivalents	Average Hourly Wage ($)	Payroll
1	23	$33.60	$1,588,296
2	23	$34.44	$1,628,003
3	23	$35.30	$1,668,703
Total	**68**	**$35.30**	**$4,885,002**

Retail, Entertainment and Dining Sales

Year	Projected Retail Sales ($)	Projected Entertainment Sales ($)	Projected Dining Sales ($)
1	$882,517	$341,082	$299,663
2	$904,579	$349,609	$307,154
3	$927,194	$358,349	$314,833
Total	**$2,714,290**	**$1,049,040**	**$921,650**

Sales, Income, Lodging and Property Taxes

Year	Projected Sales Tax ($)	Projected Income Tax ($)	Projected Lodging Tax ($)	Projected Property Tax ($)	Total Taxes
1	$390,754	$82,433	$12,023	$127,088	$612,298
2	$390,754	$82,433	$12,023	$127,088	$612,298
3	$390,754	$82,433	$12,023	$127,088	$612,298
Total	**$1,172,262**	**$247,298**	**$36,070**	**$381,265**	**$1,836,894**

TOTAL IMPACTS

TOTAL ACTIVITY

Operations Jobs

Year	Full-time Equivalents	Average Hourly Wage ($)	Payroll
1	103	$29.16	$6,265,806
2	103	$29.16	$6,265,806
3	103	$29.16	$6,265,806
Total	**302**	**$29.16**	$18,797,419

Tenant Jobs

Year	Full-time Equivalents	Average Hourly Wage ($)	Payroll
1	870	$30.53	$55,218,501
2	870	$31.29	$56,598,964
3	870	$32.08	$58,013,938
Total	**2,609**	**$31.30**	**$169,831,402**

Retail, Entertainment and Dining Sales

Year	Projected Retail Sales ($)	Projected Entertainment Sales ($)	Projected Dining Sales ($)
1	$882,517	$341,082	$299,663
2	$904,579	$349,609	$307,154
3	$927,194	$358,349	$314,833
Total	**$2,714,290**	**$1,049,040**	**$921,650**

Sales, Income, Lodging and Property Taxes

Year	Projected Sales Tax ($)	Projected Income Tax ($)	Projected Lodging Tax ($)	Projected Property Tax ($)	Total Taxes
1	$3,305,436	$2,865,840	$12,023	$127,088	$6,310,388
2	$3,305,436	$2,865,840	$12,023	$127,088	$6,310,388
3	$3,305,436	$2,865,840	$12,023	$127,088	$6,310,388
Total	**$9,916,307**	**$8,597,521**	**$36,070**	**$381,265**	**$18,931,163**

CONSTRUCTION INPUTS

PROJECT

	Const. Period
Construction Input	$170,450,923
Jobs	1,572
Comp.	$91,736,793
Sales	$85,225,462
Indirect Jobs	42
Indrect Comp.	$2,716,849
Indirect Sales	$11,425,670
Base	$63,919,096
Direct Sales Tax	$4,985,689
Indirect Sales Tax	$668,402
Base	$91,736,793
Direct Income Tax	$4,761,140
Indirect Income Tax	$141,004
Base	$0
Direct Loding Tax	$0
Indirect Lodging Tax	$20,566
Base	$0
Direct Property Tax	$0
Indirect Property Tax	$217,390

DEVELOPMENT

	Const. Period
Construction Input	$128,490,796
Jobs	1,185
Comp.	$69,153,823
Sales	$64,245,398
Indirect Jobs	32
Indrect Comp.	$2,048,038
Indirect Sales	$8,612,998
Base	$48,184,049
Direct Sales Tax	$3,758,356
Indirect Sales Tax	$503,860
Base	$69,153,823
Direct Income Tax	$3,589,083
Indirect Income Tax	$106,293
Base	$0
Direct Loding Tax	$0
Indirect Lodging Tax	$15,503
Base	$0
Direct Property Tax	$0
Indirect Property Tax	$163,875

INPUTS (BUDGETS)



	CIP	Retail	Sitework	Sports Complex	Waterpark	NOC	Play Action	
Construction	[redacted]							
Total	$20,752,678	$39,495,568	$51,137,942	$13,287,274	$170,450,923	$1,885,312	$1,932,022	$298,941,719

MEMORANDUM

To: **Ohio Department of Development**

From: MCA Center, LLC and Traction Partners, LLC
c/o The Model Group, LLC and Parkes Development Group, LLC

Re: **Economic Impact Statement**

Date: June 30, 2022

Please find attached the third-party report conducted by the University of Cincinnati Economics Center for Research and Consulting showing that the Project's anticipated increase in tax collections during the completion period exceeds 10% of the estimated development costs of the Project. 10% of the estimated development costs for the Project is approximately $11,713,348.

Tax collections are anticipated to exceed $51MM See *Table 29: Total Fiscal Impact (page 27 of report).*

ECONOMICS CENTER
RESEARCH AND CONSULTING

Economic Impact Analysis of the Mercantile Library Building and Traction Building Proposed Mixed-Use Development

Prepared for

Model Group and Parkes Development Group

July 2022

ECONOMICS CENTER
RESEARCH AND CONSULTING

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Executive Summary

Model Group and Parkes Development Group intend to invest $123.8 million to redevelop the Mercantile Library and Traction Buildings in downtown Cincinnati located at 414 and 432 Walnut Street, respectively.[1] The Mercantile Library/Traction Building Project will include 172 apartments, a 151-room hotel, 64,488 square feet of office space, 28,538 square feet of restaurant space, 15,050 square feet of library space, 14,600 square feet of event space, and 10,917 square feet of retail space. Construction is anticipated to begin in 2023 with the opening of the Mercantile Library/Traction Building Project expected in mid-2024. This proposed Project will drive substantial economic activity for the Surrounding Area during the five years after construction is complete.[2]

This report estimates the Project, Surrounding Area, catalyzed project, and total impacts generated by the Mercantile Library/Traction Building Project on the Surrounding Area. The economic impact on jobs, earnings, and economic activity as well as the fiscal impact on tax revenues for state and local jurisdictions are included. Economic impacts are separated into operations impacts, which represent the management of the Project site after construction is complete and operations commence, and the tenant impacts. Operations impacts represent the labor required to operate the Mercantile Library/Traction Building Project as well as the associated impacts on earnings. Tenant impacts represent the labor required by anticipated tenants of the Mercantile Library/Traction Building Project and the associated impacts on earnings and economic activity. All dollars reported in this analysis reflect nominal dollars unless otherwise stated.

Project Impacts

- Operations of the completed Mercantile Library/Traction Building Project will directly support a total of 45 jobs with earnings of $3.7 million during the first five years of operation. The annual earnings of operations jobs average $83,459, which equates to an average hourly wage of $40.12.
- During the first five years of operation, the completed Mercantile Library/Traction Building Project will directly generate $162,067 in earnings tax revenue for the State of Ohio and the City of Cincinnati.
- The tenant businesses of the Mercantile Library/Traction Building Project will directly generate $759.7 million in economic activity at the Project site during the first five years of operation. A total of 3,485 jobs with earnings of $267.1 million will be directly supported by tenant businesses of the Mercantile Library/Traction Building Project. Tenant jobs will have average annual earnings of $76,629, which equates to an average hourly wage of $36.84.
    - The direct economic activity generated by tenant businesses over the first five years of operation comprises $62.0 million in hotel sales, $58.1 million in retail sales, $154.1 million in restaurant sales, $471.8 million in office sales, $10.8 million in library sales, and $3.0 million in event space sales.

[1] Reported in 2022 dollars.
[2] The Surrounding Area for a development located within ten miles of a major city, determined by starting from the corporate boundary of the major city and extending out ten miles from that boundary, is defined as the area encompassed within a perimeter starting from the transformational mixed-use development boundary and extending one-half mile out from that boundary. For the Mercantile Library/Traction Building Project, the Surrounding Area is defined as zip code 45202.

- During the first five years of operation, the tenant businesses of the Mercantile Library/Traction Building Project will directly generate fiscal benefits totaling $42.2 million for state and local jurisdictions.
    - The State of Ohio will receive $7.2 million in earnings tax revenues and $15.8 million in sales tax revenues.
    - Hamilton County will receive $4.0 million in lodging tax revenues and $5.6 million in sales tax revenues.
    - The City of Cincinnati will receive $4.8 million in earnings tax revenues and $922,215 in voluntary tax incentive payments.
    - Payments in lieu of taxes (PILOT payments) totaling $3.9 million will be made to Cincinnati Public Schools.

Surrounding Area Impacts

- In addition to the direct impacts, the operations and tenant businesses of the completed Mercantile Library/Traction Building Project will generate additional indirect impacts within the Surrounding Area as a result of the inter-industry linkages. In total, the direct economic activity generated by operations and tenant business will result in an additional $148.3 million in indirect economic activity in the Surrounding Area during the first five years of operation. The completed Mercantile Library/Traction Building Project will indirectly support a total of 610 jobs with $54.0 million in earnings during the first five years of operation. The annual earnings of indirect jobs average $88,665, which equates to an average hourly wage of $42.63.
- During the first five years of operation, the Mercantile Library/Traction Building Project will indirectly generate fiscal benefits totaling $3.8 million through earnings and property tax revenue.
    - During the first five years of operation, the indirect jobs supported by the completed Mercantile Library/Traction Building Project will generate $2.4 million in earnings tax revenue for the State of Ohio and the City of Cincinnati.
    - Upon its completion, the Mercantile Library/Traction Building Project will increase residential property values in the Surrounding Area resulting in an additional $1.5 million in property tax revenue during the first five years of the Project's operation. Of the total increase in property tax revenue, Hamilton County will receive $332,090, the City of Cincinnati will receive $153,099, and Cincinnati Public Schools will receive $972,381.

Catalyzed Project Impacts

- The Mercantile Library/Traction Building Project will directly cause or accelerate four additional projects in the Surrounding Area during the completion period.
    - The 7th Street Redevelopment Project entails the redevelopment of three historical buildings on 7th Street in downtown Cincinnati. The 7th Street Redevelopment Project will comprise 113 residential units and 12,850 square feet of commercial space. This Project is anticipated to start construction in mid-2023 and take approximately 18 to 24 months to complete. The total development costs associated with the redevelopment of the three historical buildings on 7th Street are approximately $34.2 million.[3]

[3] Reported in 2022 dollars.

  - The City Club Phase II Project involves the redevelopment of the former PNC Bank Tower in downtown Cincinnati. The City Club Phase II Project will comprise 250 residential 113 units and 30,000 square feet of office space. This Project is anticipated to start construction late 2023 and take approximately 18 to 24 months to complete. The total development costs associated with the redevelopment of the former PNC Bank Tower are approximately $75.0 million.[4]
  - The redevelopment of the Terrace Plaza Hotel downtown Cincinnati is a project that has been accelerated by the Mercantile Library/Traction Building Project. The Terrace Plaza Hotel Redevelopment Project will comprise the converting of the hotel building into a yet-to-be determined number of residential units and retail/restaurant space with interior structured parking. This Project is anticipated to start construction by late 2023 and take approximately 18 to 24 months to complete. The total development costs associated with this redevelopment project are approximately $50.0 million.[5]
  - Redeveloping the former Macy's Office Building in downtown Cincinnati is a project that has been accelerated by the Mercantile Library/Traction Building Project. The Macy's Office Building Redevelopment Project will comprise converting the former office space into 338 residential units with a parking garage. This Project is anticipated to start construction in mid-2023 and take approximately 18 to 24 months to complete. The total development costs associated with this redevelopment project are approximately $73.0 million.[6]

- The four projects directly caused or accelerated by the Mercantile Library/Traction Building Project will generate a total of $218.9 million in economic activity during the completion period, of which $182.1 million represents the direct economic activity. A total of 765 jobs with earnings of $82.2 million will be directly and indirectly supported during the completion period by the catalyzed projects of the Mercantile Library/Traction Building Project.

Total Impacts

- During the first five years of operation, the Mercantile Library/Traction Building Project will generate $1.1 billion in economic activity. The sales of tenant business will directly generate $941.8 million in economic activity, while the subsequent spending will indirectly generate $185.2 million in economic activity. The Mercantile Library/Traction Building Project will directly and indirectly support a total of 4,905 jobs with earnings of $407.0 million.
- During the first five years of operation, the Mercantile Library/Traction Building Project will generate fiscal benefits totaling $51.9 million for state and local jurisdictions through the Project, Surrounding Area, and catalyzed project impacts.
  - Earnings tax revenues of $11.1 million will accrue to the State of Ohio and $7.3 million will accrue to the City of Cincinnati. A total of $18.4 in earnings tax revenue will be generated.
  - Lodging tax revenues of $4.0 million will accrue to Hamilton County.
  - Of the $1.5 million in additional property tax revenue generated, Hamilton County will receive $332,090, the City of Cincinnati will receive $153,099, and Cincinnati Public Schools will receive $972,381.

[4] Reported in 2022 dollars.
[5] Reported in 2022 dollars.
[6] Reported in 2022 dollars.

- The State of Ohio and Hamilton County will receive $17.1 million and $6.1 million in sales tax revenue, respectively. A total of $23.1 million sales tax revenue will be generated.
- PILOT payments totaling $3.9 million will be made to Cincinnati Public School District.
- The City of Cincinnati will also receive $922,215 in voluntary tax incentive payments.

Introduction

The Mercantile Library/Traction Building Project is a proposed mixed-use development in the City of Cincinnati, Hamilton County. The proposed redevelopment of the Mercantile Library and Traction Buildings at 414 and 432 Walnut Street will drive substantial economic activity in the Surrounding Area.[7] The Mercantile Library/Traction Building Project is anticipated to start construction in 2023 and open in mid-2024. Model Group and Parkes Development Group plan to invest approximately $123.8 million to redevelop the Mercantile Library and Traction Buildings.[8] As shown in Table 1, the Mercantile Library/Traction Building Project will include 172 apartments, a 151-room hotel, 64,488 square feet of office space, 28,538 square feet of restaurant space, 15,050 square feet of library space, 14,600 square feet of event space, and 10,917 square feet of retail space.

Table 1: Use Breakdown of the Proposed Mercantile Library/Traction Building Project

Type of Mixed-Use	Dimensions/Quantity
Multifamily Residential	96,619 square feet (172 units)
Hotel	113,969 square feet (151 rooms)
Office	64,488 square feet
Restaurants	28,538 square feet
Library	15,050 square feet
Event Space	14,600 square feet
Retail	10,917 square feet

Source: Model Group and Parkes Development Group.

This report estimates the Project, Surrounding Area, catalyzed project, and total impacts generated by the Mercantile Library/Traction Building Project on the Surrounding Area.[9] The economic impact on jobs, earnings, and economic activity as well as the fiscal impact on tax revenues for state and local jurisdictions are detailed for each impact category in the following sections. Table 2 provides a guide to the tables associated with each impact category described in the Ohio Department of Development's Transformational Mixed-Use Development (TMUD) Program Economic Impact Statement Framework, released May 2022 and updated June 10, 2022. All dollars reported in this analysis reflect nominal dollars unless otherwise stated. Long-run inflation estimates for 2022 through 2031 were obtained from the National Economic Estimating Conference.[10]

Table 2: TMUD Economic Impact Statement Table Guide

Impact Category	Associated Tables
Project Impacts	Table 3 - Table 11, Table 31 - Table 36
Surrounding Area Impacts	Table 12 - Table 19
Catalyzed Project Impacts	Table 20 - Table 27
Total Impacts	Table 28 - Table 30, Table 37

[7] The Surrounding Area for a development located within ten miles of a major city, determined by starting from the corporate boundary of the major city and extending out ten miles from that boundary, is defined as the area encompassed within a perimeter starting from the transformational mixed-use development boundary and extending one-half mile out from that boundary. For the Mercantile Library/Traction Building Project, the Surrounding Area is defined as zip code 45202.
[8] Reported in 2022 dollars.
[9] Model Group and Parkes Development Group provided the list of projects directly caused or catalyzed by the Mercantile Library/Traction Building Project and the associated project details.
[10] (National Economic Estimating Conference 2021)

Methodology

Economic Impact

This economic impact analysis measures the amount of economic transactions expected to result from the operations of the Mercantile Library/Traction Building Project. The economic impact analysis includes the impacts of operations resulting from the management of the Project site after construction is complete and operations commence as well as the impacts of the tenant businesses of the Mercantile Library/Traction Building Project.

Economic impact figures represent the effects that a given mixed-use development and its associated economic activities have upon a surrounding community. The economic impacts are reported in terms of jobs, earnings, and economic actvitity. The number of jobs represents full-time equivalent employees. Earnings refer to the compensation of employees excluding personal contributions to Social Security, Medicare, or employee pension plans. Average earnings represent the total earnings divided by the number of jobs. Lastly, economic activity refers to the direct sales of tenant businesses and the subsequent spending on goods and services occuring in the local economy. The impacts of operations represent the labor required to operate the Mercantile Library/Traction Building Project as well as the associated impacts on earnings. The impacts of the tenant businesses represent the labor required by anticipated tenants of the Mercantile Library/Traction Building Project and the associated impacts on earnings and economic activity.

Mixed-use developments will affect local communities through the purchases of local goods and services made by the development and its tenants. In turn, those local businesses supported purchase goods and services at other local businesses. The direct impacts of a development include the impacts resulting from the operations of the development and the impacts resulting from the tenenat businesses. The direct impacts include the local cost of supplies, maintence, and wages paid to employees. These direct expenditures affect other industries by increasing demand for products and services, creating jobs associated with the provision of these products and services, and generating incomes. This is the indirect impact, or the additional economic impact that is a result from inter-industry linkages. The indirect impacts are the expenditures and employment that are created in the local economy to the extent that industries and households are supported by and respond to the new demands of the directly impacted industries. Finally, the direct and indirect impacts create induced impacts due to the spending of private households. Per the Ohio Department of Development's TMUD Program Economic Impact Statement Framework, released May 2022 and updated June 10, 2022, induced impact are excluded from this analysis.

The Economics Center used an input-output model to conduct this economic impact analysis. Input-output models give a picture of the direct and indirect impacts of a given business or organization on its local economy. The input-output model includes industry- and location-specific multipliers that capture the interdependencies of an economy’s various industries, quantifying how direct expenditures on goods or services by a particular industry (or to individuals in the form of wages) yield additional changes in jobs, earnings, and economic activity within that economy. Multipliers are figures that represent all of the inter-industry relationships measured in the input-output model. Multipliers were sourced from Lightcast, a third-party provider of labor market data. Lightcast utilizes labor market data and other publicly available sources in a proprietary methodology to allow for tailored economic multipliers in a specified geographic area. For every dollar spent by a given organization in a particular industry, multipliers reflect how many more dollars will be spent in a local economy by other businesses, thereby determining the total economic impact of a project or investment. Multipliers also measure how many jobs and the amount of earnings that will be generated in an economy for a given level of expenditure.

All economic impact figures refer to the impact of the Mercantile Library/Traction Building Project on its Surrounding Area. The Surrounding Area for a development located within ten miles of a major city, determined by starting from the corporate boundary of the major city and extending out ten miles from that boundary, is defined as the area encompassed within a perimeter starting from the transformational mixed-use development boundary and extending one-half mile out from that boundary and includes any zip code covered in whole or in part. For the Mercantile Library/Traction Building Project, the Surrounding Area is defined as zip code 45202.

The Economics Center calculated the economic impact of the operations of the Project by using estimates of the number of square feet per job. For residential spaces, it was assumed that 50,000 square feet of space supports one job.[11] For nonresidential spaces, it was assumed that 35,657 square feet of space supports one job.[12]

The Economics Center calculated the economic impact of the tenant businesses using projected revenues and/or employees for the industries proposed to locate at the Mercantile Library/Traction Building Project, which wereprovided by Model Group and Parkes Development Group. Data provided by Model Group and Parkes Development Group were supplemented with industry data for the Surrounding Area from Lightcast.

The economic impact of the hotel, retail, restaurant, and commercial spaces are estimated based on direct sales generated. The sales of the hotel's operations are estimated based on the number of hotel rooms, occupancy, and the average daily room rate provided by Model Group and Parkes Development Group. Additionally, the restaurant sales associated with the hotel and the direct jobs supported by the hotel and its restaurant space were provided by Model Group and Parkes Development Group. Model Group and Parkes Development estimate that the retail and restaurant spaces (excluding the hotel) will generate [redacted] in sales per square foot. Industry data for the Surrounding Area was utilized to estimate the direct jobs and direct earnings generated. Direct jobs are estimated using the sales per job of the respective industries, and direct earnings are estimated using the average annual earnings per job of the respective industries.

The economic impact of the office, library, and event spaces are estimated based on the direct jobs supported. Model Group and Parkes Development Group estimate that the office and library spaces of the Mercantile Library/Traction Building Project will support [redacted] respectively. According to the U.S. Energy Information Administration, approximately 2,265 square feet of event space supports one job.[13] Industry data for the Surrounding Area were utilized to estimate direct sales and direct earnings. Direct sales are estimated using the sales per job for the resepective industries, and direct earnings are estimated using the average annual earnings per job of the respective industries.

The economic impact of the commercial space of the catalyzed projects is estimated based on the average sales per square foot of retail and restaurant spaces in general. According to a Cushman and Wakefield report, Cincinnati and Dayton have approximately 61.2 million square feet of retail space.[14] The total retail sales in the Cincinnati and Dayton Metropolitan Statistical Areas (MSAs) totaled approximately $18.6 billion during 2021, according to data from Lightcast. Therefore, the sales per square foot of retail spaces in Cincinnati and Dayton equates to approximately $304. According to a report by Bloom Intelligence, the sales per square foot for full-service restaurants and limited-service

[11] (FacilitiesNet 2017)
[12] (International Facility Management Association 2010)
[13] (U.S. Energy Information Administration 2021)
[14] (Cushman and Wakefield 2022)

restaurants is between $250 and $325 and between $300 and $400, respectively, assuming the restaurant is generating a profit.[15] The Economics Center used the average sales per square foot of full-service and limited-service restaurants, which is $319. The sales per square foot of commercial space is approximately $311. Industry data for the Surrounding Area was utilized to estimate the direct jobs and direct earnings generated. Direct jobs are estimated using the sales per job of the respective industries, and direct earnings are estimated using the average annual earnings per job of the respective industries.

The economic impact of the office space of the catalyzed projects is estimated based on the direct jobs supported. According to the City of Davis, 278 square feet of office space supports one job.[16] Industry data for the Surrounding Area were utilized to estimate direct sales and direct earnings. Direct sales are estimated using the sales per job for the resepective industries, and direct earnings are estimated using the average annual earnings per job of the respective industries.

Fiscal Impact

Once the Mercantile Library/Traction Building Project is operational, fiscal impacts will accrue for the State of Ohio, Hamilton County, the City of Cincinnati, and Cincinnati Public Schools. The fiscal impact represents the subsequent impact of the operations of the Mercantile Library/Traction Building Project on state and local jurisdictions. Fiscal impacts include earnings, lodging, property, and sales tax revenue as well as collections through alternate tax methods such as payments in lieu of taxes (PILOT payments) and voluntary tax incentive payments.

The earnings of operations and tenant employees of the Mercantile Library/Traction Building Project will generate earnings tax revenues for the State of Ohio and the City of Cincinnati. The operations of the hotel generate lodging tax revenues for Hamilton County. Sales tax revenues for the State of Ohio and Hamilton County are generated by the spending at the hotel, retail, restaurant, and commercial spaces. The developers of the Mercantile Library/Traction Building Project will also make PILOT payments to Cincinnati Public Schools and voluntary tax incentive payments to the City of Cincinnati. Additionally, Hamilton County, the City of Cincinnati, and Cincinnati Public Schools benefit from increases in property tax revenues due to increases in residential property values in the Surrounding Area.

All fiscal impacts are calculated using the most recent, applicable tax rates for the State of Ohio, the county, and local jurisdictions. It is assumed that all tax rates remain unchanged in future years. State earnings tax revenues are calculated using the average annual earnings for the direct and indirect jobs supported by each use type. Therefore, the total state earnings tax revenues reported will not match estimates based on the average annual earnings of all jobs supported.

Project Impacts

The Mercantile Library/Traction Building Project will include 172 apartments, a 151-room hotel, 64,488 square feet of office space, 28,538 square feet of restaurant space, 15,050 square feet of library space, 14,600 square feet of event space, and 10,917 square feet of retail space.. The total development costs associated with Project construction are approximately $123.8 million.[17]

Once the Mercantile Library/Traction Building Project is operational, annual economic impacts in the form of jobs, earnings, and economic activity will be directly generated by the operations and tenant businesses of the Mercantile Library/Traction Building Project. Additionally, fiscal impacts in the form of

[15] (Bloom Intelligence n.d.)
[16] (City of Davis 2008)
[17] Reported in 2022 dollars.

tax revenues and collections through alternate tax methods will be generated for state and local jurisdictions. The impacts of operations represent the labor required to operate the Mercantile Library/Traction Building Project as well as the associated impacts on earnings. The impacts of the tenant businesses represent the labor required by anticipated tenants of the Mercantile Library/Traction Building Project and the associated impacts on earnings and economic activity.

Full economic and fiscal impacts of operations of the Mercantile Library/Traction Building Project will be realized once target occupancy and sales are reached and operating revenues and expenditures stabilize. The economic and fiscal impacts discussed in this section reflect full occupancy and target-level sales. The completion period of the Mercantile Library/Traction Building Project refers to 2025 through 2029 with year one referring to the first year after Project construction is complete.

Operations Impacts

Economic Impact

Operations impacts result from the management of the Project site after construction is complete and operations commence. As shown in Table 3, the operations of Mercantile Library/Traction Building Project will directly support nine jobs per year. These jobs represent the labor required to manage the Project site such as leasing agents, grounds crew, and maintenance and custodial staff. A total of 45 jobs will be supported during the first five years of operation. The jobs supported will have total earnings of $3.7 million during the first five years of operation, or an average of $740,722 million per year. The direct jobs supported by the operations of the Mercantile Library/Traction Building Project will have average annual earnings of $83,459. Assuming 40 working hours per week for 52 weeks per year, the average hourly wage of the direct jobs supported by the operations of the Mercantile Library/Traction Building Project is $40.12.

Table 3: Direct Jobs and Earnings Impact of Project Operations at the Project Site

Year of Operation	Jobs	Earnings	Average Hourly Wage
Year 1 (2025)	9	$707,553	$38.33
Year 2 (2026)	9	$723,119	$39.17
Year 3 (2027)	9	$739,751	$40.07
Year 4 (2028)	9	$757,505	$41.03
Year 5 (2029)	9	$775,685	$42.02
Total	**45**	**$3,703,613**	**$40.12**

Source: Economics Center calculations.

Fiscal Impact

The operations of the Mercantile Library/Traction Building Project will directly generate a total of $162,067 in earnings tax revenue for the State of Ohio and the City of Cincinnati during the first five years of operation, as shown in Table 4. Of the earnings tax revenue generated during the first five years of operation, the State of Ohio will receive $95,402, while the City of Cincinnati will receive $66,665. On average, a total of $32,413 in earnings tax revenue will be directly generated annually due to the operations of the Mercantile Library/Traction Building Project.

Table 4: Direct Fiscal Impact of Project Operations

Year of Operation	State of Ohio	City of Cincinnati	Total Earnings Tax Revenue
Year 1 (2025)	$17,952	$12,736	**$30,688**
Year 2 (2026)	$18,455	$13,016	**$31,471**
Year 3 (2027)	$19,018	$13,316	**$32,334**
Year 4 (2028)	$19,660	$13,635	**$33,295**
Year 5 (2029)	$20,317	$13,962	**$34,279**
Total	**$95,402**	**$66,665**	**$162,067**

Source: Economics Center calculations.

Tenant Impacts

Economic Impact

The tenant businesses of the Mercantile Library/Traction Building Project will generate revenues from services provided by tenants of the office, library, and event spaces as well as through hotel, retail, and restaurant purchases. These businesses will also hire and pay wages to hundreds of employees needed to maintain daily operations. The economic impact of the tenant businesses of the Mercantile Library/Traction Building Project respresent the economic activity, jobs, and earnings generated at the Project site.

Tenant businesses of the Mercantile Library/Traction Building Project will directly generate economic activity, comprising business sales, wages and salaries paid to employees, and other non-wage operating expenditures made by tenants. As detailed in Table 5, the tenant businesses operating within the Mercantile Library/Traction Building Project will directly generate an estimated $759.7 million in economic activity during the first five years of operation. The direct economic activity of tenant businesses over the first five years of operation comprises $62.0 million in hotel sales, $58.1 million in retail sales, $154.1 million in restaurant sales, $471.8 million in office sales, $10.8 million in library sales, and $3.0 million in event space sales. On average, a total of $151.9 million in economic activity will be directly generated by the tenant businesses of the Mercantile Library/Traction Building Project each year.

Table 5: Direct Sales of Project Tenants by Use Type at the Project Site

Year of Operation	Hotel	Retail	Restaurants	Office	Library	Event Space	Total Direct Sales
Year 1 (2025)	$9,865,686	$11,092,448	$28,773,851	$90,130,138	$2,057,239	$578,474	**$142,497,836**
Year 2 (2026)	$11,955,792	$11,336,482	$29,895,482	$92,113,001	$2,102,499	$591,200	**$147,994,456**
Year 3 (2027)	$12,810,993	$11,597,221	$30,853,687	$94,231,600	$2,150,856	$604,798	**$152,249,155**
Year 4 (2028)	$13,387,188	$11,875,555	$31,802,576	$96,493,158	$2,202,477	$619,313	**$156,380,267**
Year 5 (2029)	$13,989,476	$12,160,568	$32,773,377	$98,808,994	$2,255,336	$634,177	**$160,621,928**
Total	**$62,009,135**	**$58,062,274**	**$154,098,973**	**$471,776,891**	**$10,768,407**	**$3,027,962**	**$759,743,642**

Source: Economics Center calculations.

Once tenant operations commence, the Mercantile Library/Traction Building Project will directly support 3,485 jobs at the Project site with earnings of $267.1 million during the first five years of operation, as detailed in Table 6. Each year an average of 697 jobs with earnings of $53.4 million will be directly supported by the tenant businesses of the Mercantile Library/Traction Building Project. This translates

into average annual earnings of $76,629 per employee. Assuming 40 working hours per week for 52 weeks per year, the average hourly wage of direct employees of tenant businesses is $36.84.

Table 6: Direct Jobs and Earnings Impact of Project Tenants at the Project Site

Year of Operation	Jobs	Earnings	Average Hourly Wage
Year 1 (2025)	697	$50,846,873	$35.06
Year 2 (2026)	697	$52,011,886	$35.87
Year 3 (2027)	697	$53,357,110	$36.79
Year 4 (2028)	697	$54,742,381	$37.75
Year 5 (2029)	697	$56,164,777	$38.73
Total	**3,485**	**$267,123,027**	**$36.84**

Source: Economics Center calculations.

The economic impacts of tenant businesses are disaggregated by use-type in Appendix A.

Fiscal Impact

Fiscal impacts will accrue for the State of Ohio, Hamilton County, the City of Cincinnati, and the Cincinnati Public School District once the Mercantile Library/Traction Building Project is operational. The earnings of Mercantile Library/Traction Building Project employees will generate earnings tax revenues for the State of Ohio and the City of Cincinnati, and the spending of the Mercantile Library/Traction Building Project's hotel, retail, and restaurant shoppers will generate sales tax revenues for the State of Ohio and Hamilton County. The hotel's visitors will generate lodging tax revenues for Hamilton County during their stay. Additionally, a payment in lieu of taxes (PILOT payment) to Cincinnati Public School District and voluntary tax incentive payment to the City of Cincinnati will be made by the Developers of the Mercantile Library/Traction Building Project.

Table 7 details the fiscal impacts of the tenant businesses of the Mercantile Library/Traction Building Project by type. The State of Ohio and the City of Cincinnati will benefit from a total of $12.0 million in earnings tax revenues as a result of tenant businesses during the first five years of operation. Hamilton County will benefit from $4.0 million in lodging tax revenues from hotel guests. During the first five years of operation, the spending of the Mercantile Library/Traction Building Project's hotel, retail, and restaurant shoppers will generate $21.4 million in sales tax revenues for the State of Ohio and Hamilton County. Cincinnati Public School District will receive PILOT payments totaling $3.9 million during the first five years of operation. Additionally, voluntary tax incentive payments totaling $922,215 will be made to the City of Cincinnati. In total, the Mercantile Library/Traction Building Project will create approximately $42.2 million in fiscal benefits to state and local jurisdictions during the first five years of tenant operation.

Table 7: Direct Fiscal Impact of Project Tenants

Year of Operation	Earnings Tax Revenue	Lodging Tax Revenue	Sales Tax Revenue	PILOT Payment	Voluntary Tax Incentive Payment	Total Tax Revenue
Year 1 (2025)	$2,266,400	$641,270	$3,879,095	$772,908	$184,443	**$7,744,116**
Year 2 (2026)	$2,329,631	$777,126	$4,148,645	$772,908	$184,443	**$8,212,753**
Year 3 (2027)	$2,402,276	$832,715	$4,310,428	$772,908	$184,443	**$8,502,770**
Year 4 (2028)	$2,477,265	$870,167	$4,451,095	$772,908	$184,443	**$8,755,878**
Year 5 (2029)	$2,554,243	$909,316	$4,596,027	$772,908	$184,443	**$9,016,937**
Total[18]	**$12,029,815**	**$4,030,594**	**$21,385,290**	**$3,864,540**	**$922,215**	**$42,232,454**

Source: Economics Center calculations.

Table 8 details the fiscal impacts accruing to state and local jurisdictions by type resulting from the tenant businesses of the Mercantile Library/Traction Building Project during the first five years of operation. The tenant businesses of the Mercantile Library/Traction Building Project will generate earnings tax revenues of $7.2 million for the State of Ohio as well as $4.8 million for the City of Cincinnati. Hamilton County will benefit from $4.0 million in lodging tax revenues. Hamilton County will also benefit from $5.6 million in sales tax revenue, while the State of Ohio will benefit from $15.8 million in sales tax revenue. Cincinnati Public Schools will receive $3.9 million in PILOT payments. Additionally, the City of Cincinnati will receive $922,215 in voluntary tax incentive payments.

Table 8: Direct Fiscal Impact of Project Tenants by Government Entity, Years 1-5

Government Entity	Earnings Tax Revenue	Lodging Tax Revenue	Sales Tax Revenue	PILOT Payment	Voluntary Tax Incentive Payment	Total Tax Revenue
State of Ohio	$7,221,600	N/A	$15,764,797	N/A	N/A	**$22,986,397**
Hamilton County	N/A	$4,030,594	$5,620,493	N/A	N/A	**$9,651,087**
City of Cincinnati	$4,808,214	N/A	N/A	N/A	$922,215	**$5,730,429**
Cincinnati Public Schools	N/A	N/A	N/A	$3,864,540	N/A	**$3,864,540**
Total[19]	**$12,029,814**	**$4,030,594**	**$21,385,290**	**$3,864,540**	**$922,215**	**$42,232,453**

Source: Economics Center calculations.

Total Impacts

Economic Impact

The total economic impacts include the jobs, earnings, and economic activity directly resulting from the Mercantile Library/Traction Building Project's operations and tenant businesses. Economic impacts reflect full occupancy and target-level sales. Table 9 details the total direct economic impacts that will accrue after construction of the Mercantile Library/Traction Building Project is complete and operations commence. During the first five years of the Project's operation, the Mercantile Library/Traction Building

[18] The total fiscal impact reported in Table 7 and Table 8 may not match due to rounding.
[19] The total fiscal impact reported in Table 7 and Table 8 may not match due to rounding.

Project will directly support 3,530 jobs with earnings of $270.8 million. On average, 706 jobs with earnings of $54.2 million will be directly supported each year. The tenant sales of the Mercantile Library/Traction Building Project represent the direct economic activity generated and will total $759.7 million during the first five years of the Project's operation. An average of $151.9 million in direct economic activity will generated at the Project site annually during the first five years of the Project's operation.

Table 9: Total Direct Economic Impact at the Project Site

Year of Operation	Jobs	Earnings	Average Hourly Wage	Economic Activity
Year 1 (2025)	706	$51,554,426	$35.11	$142,497,836
Year 2 (2026)	706	$52,735,005	$35.91	$147,994,456
Year 3 (2027)	706	$54,096,861	$36.84	$152,249,155
Year 4 (2028)	706	$55,499,886	$37.79	$156,380,267
Year 5 (2029)	706	$56,940,462	$38.78	$160,621,928
Total	**3,530**	**$270,826,640**	**$36.89**	**$759,743,642**

Source: Economics Center calculations.

Fiscal Impact

Table 10 details the fiscal related Project impacts of the Mercantile Library/Traction Building Project by type. The State of Ohio and the City of Cincinnati will benefit from a total of $12.2 million in earnings tax revenues as a result of the operations and tenant businesses of the Mercantile Library/Traction Building Project during the first five years of operation. Hamilton County will benefit from $4.0 million in lodging tax revenues from hotel guests. During the first five years of operation, the spending of the Mercantile Library/Traction Building Project's hotel, retail, and restaurant shoppers will generate $21.4 million in sales tax revenues for the State of Ohio and Hamilton County. Cincinnati Public Schools will receive PILOT payments totaling $3.9 million during the first five years of operation. Additionally, voluntary tax incentive payments totaling $922,215 will be made to the City of Cincinnati. In total, the operations and tenant businesses of the Mercantile Library/Traction Building Project will directly create approximately $42.4 million in fiscal benefits to state and local jurisdictions during the first five years of operation.

Table 10: Total Direct Fiscal Impact

Year of Operation	Earnings Tax Revenue	Lodging Tax Revenue	Sales Tax Revenue	PILOT Payment	Voluntary Tax Incentive Payment	Total Tax Revenue
Year 1 (2025)	$2,297,088	$641,270	$3,879,095	$772,908	$184,443	**$7,774,804**
Year 2 (2026)	$2,361,102	$777,126	$4,148,645	$772,908	$184,443	**$8,244,224**
Year 3 (2027)	$2,434,610	$832,715	$4,310,428	$772,908	$184,443	**$8,535,104**
Year 4 (2028)	$2,510,560	$870,167	$4,451,095	$772,908	$184,443	**$8,789,173**
Year 5 (2029)	$2,588,522	$909,316	$4,596,027	$772,908	$184,443	**$9,051,216**
Total[20]	**$12,191,882**	**$4,030,594**	**$21,385,290**	**$3,864,540**	**$922,215**	**$42,394,521**

Source: Economics Center calculations.

[20] The totals reported in Table 10 and Table 11 may not match due to rounding.

Table 11 details the fiscal impacts accruing to state and local jurisdictions by type resulting from the operations and tenant businesses of the Mercantile Library/Traction Building Project during the first five years of operation. The operations and tenant businesses of the Mercantile Library/Traction Building Project will directly generate earnings tax revenues of $7.3 million for the State of Ohio as well as $4.9 million for the City of Cincinnati. Hamilton County will benefit from $4.0 million in lodging tax revenues. Hamilton County will also benefit from $5.6 million in sales tax revenue, while the State of Ohio will benefit from $15.8 million in sales tax revenue. Cincinnati Public Schools will receive $3.9 million in PILOT payments. Additionally, the City of Cincinnati will receive $922,215 in voluntary tax incentive payments.

Table 11: Total Direct Fiscal Impact by Government Entity, Years 1-5

Government Entity	Earnings Tax Revenue	Lodging Tax Revenue	Sales Tax Revenue	Pilot Payment	Voluntary Tax Incentive Payment	Total Tax Revenue
State of Ohio	$7,317,002	N/A	$15,764,797	N/A	N/A	**$23,081,799**
Hamilton County	N/A	$4,030,594	$5,620,493	N/A	N/A	**$9,651,087**
City of Cincinnati	$4,874,879	N/A	N/A	N/A	$922,215	**$5,797,094**
Cincinnati Public Schools	N/A	N/A	N/A	$3,864,540	N/A	**$3,864,540**
Total[21]	**$12,191,881**	**$4,030,594**	**$21,385,290**	**$3,864,540**	**$922,215**	**$42,394,520**

Source: Economics Center calculations.

Surrounding Area Impacts

The direct economic activity generated by the operations and tenant businesses of the Mercantile Library/Traction Building Project will generate additional indirect impacts within the Surrounding Area as a result of the inter-industry linkages. The direct expenditures associated with the operations and tenant businesses of the Mercantile Library/Traction Building Project affect other industries by increasing demand for products and services, creating jobs associated with the provision of these products and services, and generating incomes.

Project Impacts

Operations Impacts

Economic Impact

The operations of the Mercantile Library/Traction Building Project will result in additional indirect impacts within the Surrounding Area. As shown in Table 12, the operations of the Mercantile Library/Traction Building Project will indirectly support four jobs per year in the Surrounding Area's economy. The indirect jobs supported will have total earnings that average $296,439 per year, or approximately $69,346 per job. This equates to an average hourly wage of $33.34, assuming 40 working hours per week for 52 weeks per year. During the first five years of operation, a total of 20 jobs with earnings of $1.5 million will be indirectly supported in the Surrounding Area by the operations of the Mercantile Library/Traction Building Project.

[21] The totals reported in Table 10 and Table 11 may not match due to rounding.

Table 12: Indirect Jobs and Earnings Impact of Project Operations on the Surrounding Area

Year of Operation	Jobs	Earnings	Average Hourly Wage
Year 1 (2025)	4	$283,165	$31.85
Year 2 (2026)	4	$289,395	$32.55
Year 3 (2027)	4	$296,051	$33.30
Year 4 (2028)	4	$303,156	$34.09
Year 5 (2029)	4	$310,432	$34.91
Total	**20**	**$1,482,199**	**$33.34**

Source: Economics Center calculations.

Fiscal Impact

The indirect jobs and earnings supported by the operations of the Mercantile Library/Traction Building Project will generate a total of $62,760 in earnings tax revenue for the State of Ohio and the City of Cincinnati during the first five years of operation, as shown in Table 13. Of the earnings tax revenue generated during the first five years of operation, the State of Ohio will receive $36,080, while the City of Cincinnati will receive $26,680. On average, a total of $12,552 in earnings tax revenue will be indirectly generated annually due to the operations of the Mercantile Library/Traction Building Project.

Table 13: Indirect Fiscal Impact of Project Operations

Year of Operation	State of Ohio	City of Cincinnati	Total Earnings Tax Revenue
Year 1 (2025)	$6,788	$5,097	**$11,885**
Year 2 (2026)	$6,989	$5,209	**$12,198**
Year 3 (2027)	$7,203	$5,329	**$12,532**
Year 4 (2028)	$7,433	$5,457	**$12,890**
Year 5 (2029)	$7,667	$5,588	**$13,255**
Total	**$36,080**	**$26,680**	**$62,760**

Source: Economics Center calculations.

Tenant Impacts

Economic Impact

The tenants of the Mercantile Library/Traction Building Project will source portions of the goods and services required for ongoing operations from other businesses in the Surrounding Area, thus generating additional spending and supporting more jobs locally. The businesses that benefit from the direct expenditures of the Mercantile Library/Traction Building Project tenants will, in turn, continue to spend in the local economy some of the dollars originally spent by the tenant businesses of the Mercantile Library/Traction Building Project. This process will repeat itself until all the original dollars leak out of the economy of the Surrounding Area.

During the first five years of operation, the direct economic activity generated by the tenants of the Mercantile Library/Traction Building Project will result in additional indirect economic activity of $148.3 million within the Surrounding Area, or an average of $29.7 million per year. The business-to-business purchases of the tenenat businesses will indirectly support an average of 117 additional jobs in the Surrounding Area each year. As detailed in Table 14, a total of 585 jobs will be indirectly supported during the first five years of operation. The indirect jobs supported by the tenant businesses of the

Mercantile Library/Traction Building Project will have earnings of $52.5 million during the first five years of operation, or approximately $10.5 million per year. The indirect jobs supported will have average annual earnings of $89,368. This equates to an average hourly wage of $42.97, assuming 40 working hours per week for 52 weeks per year.

Table 14: Indirect Economic Impact of Project Tenants on the Surrounding Area

Year of Operation	Jobs	Earnings	Average Hourly Wage	Economic Activity
Year 1 (2025)	117	$9,991,361	$40.88	$27,859,777
Year 2 (2026)	117	$10,220,768	$41.82	$28,892,543
Year 3 (2027)	117	$10,486,665	$42.91	$29,708,329
Year 4 (2028)	117	$10,760,009	$44.03	$30,506,152
Year 5 (2029)	117	$11,040,716	$45.18	$31,325,150
Total	**585**	**$52,499,519**	**$42.97**	**$148,291,951**

Source: Economics Center calculations.

The indirect economic impacts of tenant businesses are disaggregated by use-type in Appendix A.

Fiscal Impact

The tenant businesses of the Mercantile Library/Traction Building Project will indirectly generate a total of $2.3 million in earnings tax revenue for the State of Ohio and the City of Cincinnati during the first five years of operation, as shown in Table 15. Of the earnings tax revenue generated during the first five years of operation, the State of Ohio will receive $1.4 million, while the City of Cincinnati will receive $944,991. On average, a total of $464,727 in earnings tax revenue will be indirectly generated annually due to the operations of the Mercantile Library/Traction Building Project.

Table 15: Indirect Fiscal Impact of Project Operations

Year of Operation	State of Ohio	City of Cincinnati	Total Earnings Tax Revenue
Year 1 (2025)	$258,239	$179,844	**$438,083**
Year 2 (2026)	$265,793	$183,974	**$449,767**
Year 3 (2027)	$274,926	$188,760	**$463,686**
Year 4 (2028)	$284,778	$193,680	**$478,458**
Year 5 (2029)	$294,908	$198,733	**$493,641**
Total	**$1,378,644**	**$944,991**	**$2,323,635**

Source: Economics Center calculations.

Other Impacts

Upon its completion, the Mercantile Library/Traction Building Project will increase residential property values in the Surrounding Area. In a 2015 study, it was concluded that residential property values were positively impacted upon delivery of a new commercial development within a 0.75-mile radius of construction.[22] The study found residential properties inside of the radius increased by 1.15 percent more each year when compared to the residential properties just outside of the radius. For purposes of the TMUD Program, the Economics Center limited the residential property value impacts to a 0.5-mile radius surrounding the proposed development.

[22] (Wiley 2015)

Upon the completion of the Mercantile Library/Traction Building Project, it is estimated that the increased residential property values inside the Surrounding Area will result in an additional $90,005 of property tax revenue during the first year of operation. By the fifth year of operation, the increased residential property values are estimated to generate $504,838 in property tax revenue, as shown in Table 16. During the first five years of operation, the increased residential property values inside the Surrounding Area will result in an additional $1.5 million of property tax revenue. Of the increase in property tax revenue during the first five years of operation, Hamilton County[23] will receive $332,090, the City of Cincinnati will receive $153,099, and Cincinnati Public Schools will receive $972,381.

Table 16: Fiscal Impact of Increased Residential Property Values

Year of Operation	Hamilton County	City of Cincinnati	Cincinnati Public Schools	Total Property Tax Revenue
Year 1 (2025)	$20,506	$9,454	$60,045	**$90,005**
Year 2 (2026)	$42,156	$19,435	$123,437	**$185,028**
Year 3 (2027)	$65,063	$29,994	$190,505	**$285,562**
Year 4 (2028)	$89,344	$41,189	$261,604	**$392,137**
Year 5 (2029)	$115,021	$53,027	$336,790	**$504,838**
Total	**$332,090**	**$153,099**	**$972,381**	**$1,457,570**

Source: Economics Center calculations.

Total Impacts

Economic Impact

The operations and tenant businesses of the Mercantile Library/Traction Building Project will result in additional indirect impacts within the Surrounding Area due to the inter-industry linkages and household economic relationships. As detailed in Table 17, a total of 610 jobs with earnings of $54.0 million will be indirectly supported in the Surrounding Area during the first five years of the Project's operation. An average of 122 indirect jobs with earnings of $10.8 million will be supported each year. The business-to-business purchases of the tenenat businesses will result in additional spending of $148.3 million in the Surounding Area during the first five years of the Project's operation. An average of $29.7 million in indirect spending will occur annually in the Surrounding Area.

Table 17: Total Indirect Economic Impact on the Surrounding Area

Year of Operation	Jobs	Earnings	Average Hourly Wage	Economic Activity
Year 1 (2025)	122	$10,274,526	$40.57	$27,859,777
Year 2 (2026)	122	$10,510,163	$41.50	$28,892,543
Year 3 (2027)	122	$10,782,716	$42.57	$29,708,329
Year 4 (2028)	122	$11,063,165	$43.68	$30,506,152
Year 5 (2029)	122	$11,351,148	$44.82	$31,325,150
Total	**610**	**$53,981,718**	**$42.63**	**$148,291,951**

Source: Economics Center calculations.

[23] Hamilton County also includes the portions of property tax revenue distributed to Great Parks of Hamilton County and the Cincinnati/Hamilton County Library.

Fiscal Impact

The indirect jobs and earnings supported by the operations and tenant businesses of the Mercantile Library/Traction Building Project will generate a total of $2.4 million in earnings tax revenue for the State of Ohio and the City of Cincinnati during the first five years of operation, as shown in Table 18. Additionally, the increase in residential property values in the Surrounding Area will result in an additional $1.5 million in property tax revenue during the first five years of operation. In total, $3.8 million in fiscal benefits will be indirectly generated by the operations and tenant businesses of the Mercantile Library/Traction Building Project during the first five years of operation.

Table 18: Total Indirect Fiscal Impact

Year of Operation	Earnings Tax Revenue	Property Tax Revenue	Total Tax Revenue
Year 1 (2025)	$449,968	$90,005	**$539,973**
Year 2 (2026)	$461,965	$185,028	**$646,993**
Year 3 (2027)	$476,218	$285,562	**$761,780**
Year 4 (2028)	$491,348	$392,137	**$883,485**
Year 5 (2029)	$506,896	$504,838	**$1,011,734**
Total	**$2,386,395**	**$1,457,570**	**$3,843,965**

Source: Economics Center calculations.

Table 19 details the indirect fiscal impacts accruing to state and local jurisdictions by type during the first five years of the Project's operation. The State of Ohio will benefit from $1.4 million in earnings tax revenue. Hamilton County will benefit from $332,090 in property tax revenue. The City of Cincinnati will benefit from $971,671 in earnings tax revenue and $153,099 in property tax revenue. Additionally, Cincinnati Public Schools will benefit from $972,381 in property tax revenue. During the first five years of Project operations, the Mercantile Library/Traction Building Project will indirectly generate fiscal benefits of $1.4 million for the State of Ohio, $332,090 for Hamilton County, $1.1 million for the City of Cincinnati, and $972,381 for Cincinnati Public Schools.

Table 19: Total Indirect Fiscal Impact by Government Entity, Years 1-5

Year of Operation	Earnings Tax Revenue	Property Tax Revenue	Total Tax Revenue
State of Ohio	$1,414,724	N/A	**$1,414,724**
Hamilton County	N/A	$332,090	**$332,090**
City of Cincinnati	$971,671	$153,099	**$1,124,770**
Cincinnati Public Schools	N/A	$972,381	**$972,381**
Total	**$2,386,395**	**$1,457,570**	**$3,843,965**

Source: Economics Center calculations.

Catalyzed Project Impacts

The Mercantile Library/Traction Building Project will directly cause or accelerate four additional projects in the Surrounding Area during the completion period. The direct and indirect economic impact as well as the total fiscal impact of each catalyzed project will be detailed in this section. The economic impact refers to the jobs, earnings, and economic activity directly generated by the catalyzed projects and the additional indirect impacts within the Surrounding Area as a result of the inter-industry linkages. The

fiscal impact refers to the earnings and sales tax revenues generated by the catalyzed projects for state and local jurisdictions. The economic and fiscal impacts discussed in this section reflect full occupancy and target-level sales.

7th Street Redevelopment Project

The redevelopment of three historical buildings on 7th Street in downtown Cincinnati is a project that has been accelerated by the Mercantile Library/Traction Building Project. The 7th Street Redevelopment Project will comprise 113 residential units and 12,850 square feet of commercial space. This Project is anticipated to start construction in mid-2023 and take approximately 18 to 24 months to complete. The total development costs associated with the redevelopment of the three historical buildings on 7th Street are approximately $34.2 million.[24]

Economic Impact

The direct economic impact of the 7th Street Redevelopment Project includes the jobs, earnings, and economic activity directly supported during the completion period of the Mercantile Library/Traction Building Project. As detailed in Table 20, the 7th Street Redevelopment Project will generate $22.4 million in direct economic activity during the completion period. During the completion period, a total of 185 jobs with earnings of $7.1 million will be directly supported by the 7th Street Redevelopment Project. These direct jobs will have annual earnings that average $37,957. This equates to an average hourly wage of $18.25, assuming 40 working hours per week for 52 weeks per year.

Table 20: Direct Economic Impact of 7th Street Redevelopment Project

Year of Operation	Jobs	Earnings	Average Hourly Wage	Economic Activity
Year 1 (2025)	37	$1,356,361	$17.43	$4,277,723
Year 2 (2026)	37	$1,386,201	$17.81	$4,371,833
Year 3 (2027)	37	$1,418,084	$18.22	$4,472,386
Year 4 (2028)	37	$1,452,118	$18.66	$4,579,723
Year 5 (2029)	37	$1,486,968	$19.11	$4,689,636
Total	**185**	**$7,099,732**	**$18.25**	**$22,391,301**

Source: Economics Center calculations.

The indirect economic impact of the 7th Street Redevelopment Project includes the subsequent jobs, earnings, and economic activity generated in the Surrounding Area during the completion period as a result of the inter-industry linkages. As detailed in Table 21, the 7th Street Redevelopment Project will indirectly generate an additional $3.9 million in economic activity in the Surrounding Area during the completion period. A total of 20 jobs with earnings of $1.6 million will be indirectly supported by the commercial space of the 7th Street Redevelopment Project. These indirect jobs will have annual earnings that average $86,945. This equates to an average hourly wage of $41.80, assuming 40 working hours per week for 52 weeks per year.

[24] Reported in 2022 dollars.

Table 21: Indirect Economic Impact of 7th Street Redevelopment Project on the Surrounding Area

Year of Operation	Jobs	Earnings	Average Hourly Wage	Economic Activity
Year 1 (2025)	4	$303,015	$39.93	$747,543
Year 2 (2026)	4	$309,681	$40.81	$763,989
Year 3 (2027)	4	$316,804	$41.75	$781,560
Year 4 (2028)	4	$324,407	$42.75	$800,318
Year 5 (2029)	4	$332,193	$43.77	$819,525
Total	**20**	**$1,586,100**	**$41.80**	**$3,912,935**

Source: Economics Center calculations.

Fiscal Impact

Fiscal impacts will accrue for the State of Ohio, Hamilton County, and the City of Cincinnati once the 7th Street Redevelopment Project is operational. The 7th Street Redevelopment Project will generate earnings tax revenues of $172,963 for the State of Ohio as well as $156,342 for the City of Cincinnati. The direct employees of the commercial space will directly generate $259,554 in earnings tax revenue, while the indirect jobs supported in the Surrounding Area indirectly generate $69,751 in earnings tax revenue. A total of $329,305 in earnings tax revenue will be directly and indirectly generated during the completion period as a result of restaurant space at the 7th Street Redevelopment Project. During the completion period, the sales generated within the commercial space of the 7th Street Redevelopment Project will directly generate $1.7 million in sales tax revenues, of which the State of Ohio will receive $1.3 million and Hamilton County will receive $459,022. As detailed in Table 22, the 7th Street Redevelopment Project will create a total of $2.1 million in fiscal benefits to state and local jurisdictions during the completion period.

Table 22: Total Fiscal Impact of 7th Street Redevelopment Project

Year of Operation	Earnings Tax Revenue	Sales Tax Revenue	Total Tax Revenue
Year 1 (2025)	$62,234	$333,662	**$395,896**
Year 2 (2026)	$63,931	$341,003	**$404,934**
Year 3 (2027)	$65,745	$348,846	**$414,591**
Year 4 (2028)	$67,689	$357,218	**$424,907**
Year 5 (2029)	$69,706	$365,792	**$435,498**
Total	**$329,305**	**$1,746,521**	**$2,075,826**

Source: Economics Center calculations.

City Club Phase II Project

The redevelopment of the former PNC Bank Tower in downtown Cincinnati is a project that has been accelerated by the Mercantile Library/Traction Building Project. The City Club Phase II Project will comprise 250 residential units and 30,000 square feet of office space. This Project is anticipated to start construction late 2023 and take approximately 18 to 24 months to complete. The total development

costs associated with the redevelopment of the former PNC Bank Tower are approximately $75.0 million.[25]

Economic Impact

The direct economic impact of the City Club Phase II Project includes the jobs, earnings, and economic activity directly supported during the completion period of the Mercantile Library/Traction Building Project. As detailed in Table 23, the City Club Phase II Project will generate $159.7 million in direct economic activity during the completion period. During the completion period, a total of 432 jobs with earnings of $62.0 million will be directly supported by the City Club Phase II Project. These direct jobs will have annual earnings that average $143,734. This equates to an average hourly wage of $69.10, assuming 40 working hours per week for 52 weeks per year.

Table 23: Direct Economic Impact of the City Club Phase II Project

Year of Operation	Jobs	Earnings	Average Hourly Wage	Economic Activity
Year 1 (2025)	N/A	N/A	N/A	N/A
Year 2 (2026)	108	$14,974,583	$66.71	$38,535,277
Year 3 (2027)	108	$15,318,998	$68.25	$39,421,589
Year 4 (2028)	108	$15,686,654	$69.89	$40,367,707
Year 5 (2029)	108	$16,063,134	$71.56	$41,336,532
Total	**432**	**$62,043,369**	**$69.10**	**$159,661,105**

Source: Economics Center calculations.

The indirect economic impact of the City Club Phase II Project includes the subsequent jobs, earnings, and economic activity generated in the Surrounding Area during the completion period as a result of the inter-industry linkages. As detailed in Table 24, the City Club Phase II Project will indirectly generate an additional $33.0 million in economic activity in the Surrounding Area during the completion period. A total of 128 jobs with earnings of $11.5 million will be indirectly supported by the office space of the City Club Phase II Project. These indirect jobs will have annual earnings that average $90,257. This equates to an average hourly wage of $43.39, assuming 40 working hours per week for 52 weeks per year.

Table 24: Indirect Economic Impact of the City Club Phase II Project on the Surrounding Area

Year of Operation	Jobs	Earnings	Average Hourly Wage	Economic Activity
Year 1 (2025)	N/A	N/A	N/A	N/A
Year 2 (2026)	32	$2,764,280	$41.89	$7,957,890
Year 3 (2027)	32	$2,827,859	$42.86	$8,140,922
Year 4 (2028)	32	$2,895,727	$43.88	$8,336,304
Year 5 (2029)	32	$2,965,225	$44.94	$8,536,375
Total	**128**	**$11,453,091**	**$43.39**	**$32,971,491**

Source: Economics Center calculations.

[25] Reported in 2022 dollars.

Fiscal Impact

Fiscal impacts will accrue for the State of Ohio and the City of Cincinnati once the City Club Phase II Project is operational. The City Club Phase II Project will generate earnings tax revenues of $2.2 million for the State of Ohio as well as $1.3 million for the City of Cincinnati. The direct employees of the office space will directly generate $3.0 million in earnings tax revenue, while the indirect jobs supported in the Surrounding Area indirectly generate $507,208 in earnings tax revenue. As detailed in Table 25, the City Club Phase II Project will create a total of $3.5 million in fiscal benefits to the State of Ohio and City of Cincinnati during the completion period of the Mercantile Library/Traction Building Project.

Table 25: Total Fiscal Impact of the City Club Phase II Project

Year of Operation	State of Ohio	City of Cincinnati	Total Tax Revenue
Year 1 (2025)	N/A	N/A	**N/A**
Year 2 (2026)	$529,831	$319,299	**$849,130**
Year 3 (2027)	$545,725	$326,643	**$872,368**
Year 4 (2028)	$562,897	$334,483	**$897,380**
Year 5 (2029)	$580,482	$342,510	**$922,992**
Total	**$2,218,935**	**$1,322,935**	**$3,541,870**

Source: Economics Center calculations.

Terrace Plaza Hotel Redevelopment Project

The redevelopment of the Terrace Plaza Hotel in downtown Cincinnati is a project that has been accelerated by the Mercantile Library/Traction Building Project. The Terrace Plaza Hotel Redevelopment Project will comprise the converting of the hotel building into a yet-to-be determined number of residential units and retail/restaurant space with interior structured parking. This Project is anticipated to start construction by late 2023 and take approximately 18 to 24 months to complete. The total development costs associated with this redevelopment project are approximately $50.0 million.[26] The household spending impacts have been omitted from this analysis to avoid the potential for double counting of economic impacts generated at the Mercantile Library/Traction Buidling Project. Further, as the amount of retail and restaurant space is not currently known, those operations impacts have been omitted from this analysis.

Former Macy's Office Building Redevelopment Project

The redevelopment of the former Macy's Office Building in downtown Cincinnati is a project that has been accelerated by the Mercantile Library/Traction Building Project. The Macy's Office Building Redevelopment Project will comprise the conversion of the former office space into 338 residential units with a parking garage. This Project is anticipated to start construction in mid-2023 and take approximately 18 to 24 months to complete. The total development costs associated with this redevelopment project are approximately $73.0 million.[27] The household spending impacts have been omitted from this analysis to avoid the potential for double counting of economic impacts generated at the Mercantile Library/Traction Buidling Project.

[26] Reported in 2022 dollars.
[27] Reported in 2022 dollars.

Total

Economic Impact

The total economic impact of the catalyzed projects of the Mercantile Library/Traction Building Project include the jobs, earnings, and economic activity resulting from the commercial space of the 7th Street Redevelopment Project and the office space of the City Club Phase II Project. As shown in Table 26, catalyzed projects will directly and indirectly support a total of 765 jobs with earnings of $82.2 million in the Surrounding Area's economy during the completion period. During the completion period, a total of $218.9 million in economic activity will occur within the Surrounding Area. Of the total economic activity generated, $182.1 million represents the direct economic activity and $36.9 million represents the indirect economic activity. The direct economic activity comprises $22.4 million in commercial sales from the 7th Street Redevelopment Project and $159.7 million in economic activity from the City Club Phase II office space.

Table 26: Total Economic Impact of Catalyzed Projects

Year of Operation	Jobs	Earnings	Average Hourly Wage	Economic Activity
Year 1 (2025)	41	$1,659,376	$19.46	$5,025,266
Year 2 (2026)	181	$19,434,745	$51.62	$51,628,989
Year 3 (2027)	181	$19,881,744	$52.81	$52,816,456
Year 4 (2028)	181	$20,358,906	$54.08	$54,084,052
Year 5 (2029)	181	$20,847,519	$55.37	$55,382,069
Total	**765**	**$82,182,290**	**$51.65**	**$218,936,832**

Source: Economics Center calculations.

Fiscal Impact

Fiscal impacts will accrue for the State of Ohio, Hamilton County, and the City of Cincinnati once the catalyzed projects are operational. The catalyzed projects of the Mercantile Library/Traction Building Project will generate earnings tax revenues of $2.4 million for the State of Ohio as well as $1.5 million for the City of Cincinnati. A total of $3.9 million in earnings tax revenue will be directly and indirectly generated during the completion period as a result of the catalyzed projects. During the completion period, the spending of the patrons of the commercial space of the catalyzed projects will directly generate $1.7 million in sales tax revenues, of which $1.3 million will accrue to the State of Ohio and $459,022 will accrue to Hamilton County. As detailed in Table 27, the catalyzed projects of the Mercantile Library/Traction Building Project will create more than $5.6 million in total fiscal benefits to state and local jurisdictions during the completion period.

Table 27: Total Fiscal Impact of Catalyzed Projects

Year of Operation	Earnings Tax Revenue	Sales Tax Revenue	Total Tax Revenue
Year 1 (2025)	$62,234	$333,662	$395,896
Year 2 (2026)	$913,061	$341,003	$1,254,064
Year 3 (2027)	$938,113	$348,846	$1,286,959
Year 4 (2028)	$965,069	$357,218	$1,322,287
Year 5 (2029)	$992,698	$365,792	$1,358,490
Total	**$3,871,175**	**$1,746,521**	**$5,617,696**

Source: Economics Center calculations.

Total Impacts

Economic Impacts

The total economic impact of the operations and tenant businesses of the Mercantile Library/Traction Building Project include the jobs, earnings, and economic activity resulting from Project, Surrounding Area, and catalyzed project impacts. As shown in Table 28, the Mercantile Library/Traction Building Project will directly and indirectly support a total of 4,905 jobs with earnings of $407.0 million in the Surrounding Area's economy during the first five years of the Project's operation. An average of 981 jobs with $81.4 million in earnings will be supported each year. During the first five years of the Project's operation, a total of $1.1 billion in direct and indirect spending will occur within the Surrounding Area. Of the total economic activity generated, $941.8 million is the direct impact and $185.2 million is the indirect impact. An average of $225.4 million in total spending is estimated to occur each year. Appendix B details the total direct sales by use type generated by the Mercantile Library/Traction Building Project and the catalyzed projects.

Table 28: Total Economic Impact

Year of Operation	Jobs	Earnings	Average Hourly Wage	Economic Activity
Year 1 (2025)	869	$63,488,328	$35.12	$175,382,879
Year 2 (2026)	1,009	$82,679,913	$39.40	$228,515,988
Year 3 (2027)	1,009	$84,761,321	$40.39	$234,773,940
Year 4 (2028)	1,009	$86,921,957	$41.42	$240,970,471
Year 5 (2029)	1,009	$89,139,129	$42.47	$247,329,147
Total	**4,905**	**$406,990,648**	**$39.89**	**$1,126,972,425**

Source: Economics Center calculations.

Fiscal Impacts

As detailed in Table 29, the total fiscal impacts include the earnings, lodging, property, and sales tax revenue generated by the Mercantile Library/Traction Building Project as well as PILOT payments and voluntary tax incentive payments made by the developers of the Mercantile Library/Traction Building Project. The State of Ohio and the City of Cincinnati will benefit from a total of $18.4 million in earnings tax revenue during the first five years of the Project's operation. Hamilton County will benefit from $4.0 million in lodging tax revenues from hotel guests during the first five years of the Project's operation. The increase in residential property values in the Surrounding Area will result in an additional $1.5 million of property tax revenue. The spending of the hotel, retail, restaurant, and commercial shoppers will generate $23.1 million in sales tax revenues for the State of Ohio and Hamilton County. Cincinnati Public Schools will receive PILOT payments totaling $3.9 million during the first five years of the Project's operation. Additionally, voluntary tax incentive payments totaling $922,215 will be made to the City of Cincinnati. In total, the Mercantile Library/Traction Building Project will create approximately $51.9 million in fiscal benefits to state and local jurisdictions during the first five years of operation.

Table 29: Total Fiscal Impact

Year of Operation	Earnings Tax Revenue	Lodging Tax Revenue	Property Tax Revenue	Sales Tax Revenue	PILOT Payment	Voluntary Tax Incentive Payment	Total Tax Revenue
Year 1 (2025)	$2,809,290	$641,270	$90,005	$4,212,757	$772,908	$184,443	**$8,710,673**
Year 2 (2026)	$3,736,128	$777,126	$185,028	$4,489,648	$772,908	$184,443	**$10,145,281**
Year 3 (2027)	$3,848,941	$832,715	$285,562	$4,659,274	$772,908	$184,443	**$10,583,843**
Year 4 (2028)	$3,966,977	$870,167	$392,137	$4,808,313	$772,908	$184,443	**$10,994,945**
Year 5 (2029)	$4,088,116	$909,316	$504,838	$4,961,819	$772,908	$184,443	**$11,421,440**
Total[28]	**$18,449,452**	**$4,030,594**	**$1,457,570**	**$23,131,811**	**$3,864,540**	**$922,215**	**$51,856,182**

Source: Economics Center calculations.

Table 30 details the fiscal impacts accruing to state and local jurisdictions by type during the first five years of the Project's operation. The State of Ohio will benefit from $11.1 million in earnings tax revenue as well as $17.1 million in sales tax revenue. Hamilton County will benefit from $4.0 in lodging tax revenue, $332,090 in property tax revenue, and $6.1 million in sales tax revenue. The City of Cincinnati will benefit from $7.3 million in earnings tax revenue, $153,099 in property tax revenue, and $922,215 in voluntary tax incentive contributions. Cincinnati Public Schools will benefit from $972,381 in property tax revenue and $3.9 million in PILOT payments. During the first five years of Project operations, the Mercantile Library/Traction Building Project will generate fiscal benefits of $28.2 million for the State of Ohio, $10.4 million for Hamilton County, $8.4 million for the City of Cincinnati, and $4.8 million for Cincinnati Public Schools.

Table 30: Total Fiscal Impact by Government Entity, Years 1-5

Government Entity	Earnings Tax Revenue	Lodging Tax Revenue	Property Tax Revenue	Sales Tax Revenue	PILOT Payment	Voluntary Tax Incentive Payment	Total Tax Revenue
State of Ohio	$11,123,624	N/A	N/A	$17,052,297	N/A	N/A	**$28,175,921**
Hamilton County	N/A	$4,030,594	$332,090	$6,079,515	N/A	N/A	**$10,442,199**
City of Cincinnati	$7,325,828	N/A	$153,099	N/A	N/A	$922,215	**$8,401,142**
Cincinnati Public School District	N/A	N/A	$972,381	N/A	$3,864,540	N/A	**$4,836,921**
Total[29]	**$18,449,452**	**$4,030,594**	**$1,457,570**	**$23,131,812**	**$3,864,540**	**$922,215**	**$51,856,183**

Source: Economics Center calculations.

Conclusion

The Mercantile Library/Traction Building Project is a proposed mixed-use development located in the City of Cincinnati. This proposed mixed-use development will include 172 apartments, a 151-room hotel, 64,488 square feet of office space, 28,538 square feet of restaurant space, 15,050 square feet of library space, 14,600 square feet of event space, and 10,917 square feet of retail space.. With an estimated $123.8 million capital investment, the Mercantile Library/Traction Building Project will generate

[28] The total fiscal impact reported in Table 29 and Table 30 may not match due to rounding.
[29] The total fiscal impact reported in Table 29 and Table 30 may not match due to rounding.

considerable economic activity in the Surrounding Area after construction is complete and operations commence.[30]

Economic impact figures represent the effects that a given mixed-use development and its associated economic activities have upon a surrounding community. The economic impacts are reported in terms of jobs, earnings, and economic activity. Economic activity refers to the direct sales of tenant businesses and catalyzed projects as well as the subsequent spending on goods and services occuring in the local economy. Fiscal impacts represent the subsequent impacts on state and local jurisdictions. Fiscal impacts include earnings, lodging, property, and sales tax revenue as well as collections through alternate tax methods such as PILOT payments and voluntary tax incentive payments. The total economic and fiscal impacts represent the sum of the Project, Surrounding Area, and catalyzed project impacts.

The Mercantile Library/Traction Building Project will generate a total of $1.1 billion in economic activity during the first five years of operation. The direct economic activity generated represents the sales of tenant businesses. The sales of tenant businesses over the first five years of operation comprise $62.0 million in hotel sales, $58.1 million in retail sales, $154.1 million in restaurant sales, $631.4 million in office sales, $10.8 million in Mercantile Library activity, $3.0 million in event space sales, and $22.4 million in commercial sales. The $941.8 million in direct economic activity will lead to further indirect spending of $185.2 million in the Surrounding Area. The Mercantile Library/Traction Building Project will directly support 4,147 jobs with earnings of $340.0 million. Indirectly, the Mercantile Library/Traction Building Project will support 981 jobs with earnings of $67.0 million. During the first five years of operation, a total of 4,905 jobs with earnings of $407.0 million will be supported in the Surrounding Area by the Mercantile Library/Traction Building Project.

During the first five years of operation, the Mercantile Library/Traction Building Project will generate fiscal benefits totaling $51.9 million for state and local jurisdictions. The State of Ohio and the City of Cincinnati will benefit from a total of $18.4 million in earnings tax revenues. Hamilton County will benefit from $4.0 million in lodging tax revenues from hotel guests. The increase in residential property values in the Surrounding Area will result in an additional $1.5 million of property tax revenue. The spending of the hotel, retail, restaurant, and commercial, shoppers will generate $23.1 million in sales tax revenues for the State of Ohio and Hamilton County. Cincinnati Public Schools will receive PILOT payments totaling $3.9 million. The City of Cincinnati will also benefit from $922,215 in voluntary tax incentive payments.

[30] Reported in 2022 dollars.

ECONOMICS CENTER
RESEARCH AND CONSULTING

About the Economics Center

The Alpaugh Family Economics Center began as a teacher training initiative of the Cincinnati Chamber of Commerce in 1976. In 1977, the Center was incorporated and established a permanent existence as part of the University of Cincinnati. While teacher training has remained as a core service, the Center has added student programs and competitions, an award-winning online financial program called $martPath, partnerships for the financial education of the larger community, and a research team to serve businesses and governmental partners in our region and across the State. The Alpaugh Family Economics Center is a part of the Council for Economic Education's national network and a member of the Association of University Business and Economic Research.

The Research and Consulting division of The Alpaugh Family Economics Center provides unbiased, non-partisan economic data and analyses to help clients make better financial, policy, and economic and workforce development decisions. Our dynamic approach and critical data analyses empower business and civic leaders to respond to changing economic conditions, strengthen local economies, and improve the quality of life for their communities. Our work includes everything from economic impact studies to benefit-cost analyses, return on investment analyses, and workforce development initiatives. For decades, the Center has been the choice organization to provide critical data analyses to more than 30 business clients annually. Through this work, the Center and its partners contribute to the health and vitality of our economy.

The Research and Consulting division of The Alpaugh Family Economics Center completed 10 economic impact analyses for developers across Ohio during the fiscal year 2022 funding cycle of the Transformational Mixed-Use Development Program (TMUD). The Ohio Department of Development funded eight "General" Projects, two of which were applications with economic impact analyses prepared by the Economics Center. The TMUD tax credits received by our development partners represented approximately half of the "General" project funding allocation for fiscal year 2022.

Project Staff

Dr. Julie Heath

Dr. Julie Health is the Chief Executive Officer and Executive Director of The Alpaugh Family Economics Center. Dr. Heath is a member of the National Association of Economic Educators. She was a member of the national Board of Directors of the Council for Economic Education and a member of the Economics Standing Committee of the National Assessment of Education Progress. Dr. Heath led the two national committees charged by President Obama's Advisory Council on Financial Capability with integrating financial literacy in the Common Core.

Prior to coming to the University of Cincinnati, Dr. Heath spent 26 years at the University of Memphis. Dr. Heath was the director of the Center for Economic Education at the University of Memphis. In that role, with the support of the State of Tennessee and First Tennessee, she founded the $mart Tennessee program in 2006, which provides financial education to children in elementary, middle, and high schools.

At the University of Memphis, Dr. Heath taught undergraduate and graduate classes and served as head of the Economics Department. She is the recipient of a number of honors and awards. Dr. Heath has received the two highest teaching awards at the University of Memphis: the Thomas W. Briggs Foundation's Excellence in Teaching Award in 2000, and the Distinguished Teaching Award in 2010. The Carnegie Foundation recognized Dr. Heath with the 2010 Tennessee Professor of the Year Award.

In 2008, she earned the Kenneth G. Elzinga Distinguished Teaching Award, the economics discipline's highest award, and was the recipient of the Educator of the Year Award from the National Association for Financial Literacy. She received the Harold Love Award for Community Involvement in 2007, and in 2006, was named the Financial Educator of the Year by the Tennessee Bankers Association.

She was named a Money Magazine "Money Hero" for August of 2013. Dr. Heath received the Alumni Professional Achievement Award from Bluffton University in 2012. She was named a "Woman of Influence" by Venue and LEAD magazines, Cincinnati, in 2014, and a "Woman of Achievement" by the Girl Scouts in 2016. Dr. Heath received a Pillar Award for Executive Director of the Year from Medical Mutual in 2019. Additionally, Dr. Heath served as a Visiting Scholar for the Consumer Financial Protection Bureau for 2019.

Dr. Heath received her Ph.D. in Economics at the University of South Carolina, specializing in labor economics and quantitative methods. She received a Visiting Research Fellowship to Princeton University to conduct research in economics education and has published extensively in the area. She is the author or co-author of over 40 academic articles. She also received a Rockefeller Foundation grant to study women and poverty. Her research focuses on the labor market, particularly women's labor force issues, economic and financial education, curriculum development, assessment, and quantitative analyses.

Brad Evans

Brad Evans is Director of Research and serves as an economic development specialist at The Alpaugh Family Economics Center. A graduate of Miami University, Brad maintains professional memberships in the International Development Council and the Ohio Economic Development Association, and he is currently serving on the Board of Directors for the Butler County Port Authority.

In addition to overseeing processes and timelines for project milestones and deliverables, Brad possesses expertise in state and local financing mechanisms including the Ohio Enterprise Zone Program, Tax Increment Financing, Joint Economic Development Districts, Community Reinvestment Areas, and Job Creation Tax Credits.

Megan Heare

Megan Heare is a Senior Research Associate at The Alpaugh Family Economics Center. Megan earned her Bachelor's Degree in Mathematics from the University of Southern Indiana and holds a Master's Degree in Economics from the University of Cincinnati. Megan also possesses a credential as a Certified Business Economist from the National Association of Business Economists.

Megan's research focuses on investments in human capital, education, economic and workforce development, and health care.

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Appendix A

Table 31: Economic Impact of Project Hotel on the Surrounding Area

	Direct				Indirect				Total			
Year of Operation	Jobs	Earnings	Average Hourly Wage	Economic Activity	Jobs	Earnings	Average Hourly Wage	Economic Activity	Jobs	Earnings	Average Hourly Wage	Economic Activity
Year 1 (2025)	56	$2,472,933	$21.23	$9,865,686	6	$511,688	$41.69	$1,753,893	62	$2,984,621	$23.18	$11,619,579
Year 2 (2026)	56	$2,527,338	$21.70	$11,955,792	6	$522,945	$42.61	$2,125,466	62	$3,050,283	$23.69	$14,081,258
Year 3 (2027)	56	$2,688,364	$23.08	$12,810,993	6	$556,264	$45.32	$2,277,501	62	$3,244,628	$25.20	$15,088,494
Year 4 (2028)	56	$2,807,569	$24.10	$13,387,188	6	$580,930	$47.33	$2,379,936	62	$3,388,499	$26.32	$15,767,124
Year 5 (2029)	56	$2,932,313	$25.17	$13,989,476	6	$606,741	$49.43	$2,487,009	62	$3,539,054	$27.49	$16,476,485
Total	**280**	**$13,428,517**	**$23.06**	**$62,009,135**	**30**	**$2,778,568**	**$45.28**	**$11,023,805**	**310**	**$16,207,085**	**$25.18**	**$73,032,940**

Source: Economics Center calculations.

Table 32: Economic Impact of Project Retail Tenants on the Surrounding Area

	Direct				Indirect				Total			
Year of Operation	Jobs	Earnings	Average Hourly Wage	Economic Activity	Jobs	Earnings	Average Hourly Wage	Economic Activity	Jobs	Earnings	Average Hourly Wage	Economic Activity
Year 1 (2025)	80	$3,768,509	$22.59	$11,092,448	10	$794,895	$38.92	$2,068,940	90	$4,563,404	$24.37	$13,161,388
Year 2 (2026)	80	$3,851,416	$23.09	$11,336,482	10	$812,383	$39.78	$2,114,456	90	$4,663,799	$24.91	$13,450,938
Year 3 (2027)	80	$3,939,999	$23.62	$11,597,221	10	$831,068	$40.69	$2,163,089	90	$4,771,067	$25.48	$13,760,310
Year 4 (2028)	80	$4,034,559	$24.19	$11,875,555	10	$851,013	$41.67	$2,215,003	90	$4,885,572	$26.09	$14,090,558
Year 5 (2029)	80	$4,131,388	$24.77	$12,160,568	10	$871,438	$42.67	$2,268,163	90	$5,002,826	$26.72	$14,428,731
Total	**400**	**$19,725,871**	**$23.65**	**$58,062,274**	**50**	**$4,160,797**	**$40.75**	**$10,829,651**	**450**	**$23,886,668**	**$25.52**	**$68,891,925**

Source: Economics Center calculations.

Table 33: Economic Impact of Project Restaurants Tenants on the Surrounding Area

	Direct				Indirect				Total			
Year of Operation	Jobs	Earnings	Average Hourly Wage	Economic Activity	Jobs	Earnings	Average Hourly Wage	Economic Activity	Jobs	Earnings	Average Hourly Wage	Economic Activity
Year 1 (2025)	266	$8,290,435	$14.96	$28,773,851	22	$1,923,472	$42.34	$4,786,857	288	$10,213,907	$17.03	$33,560,708
Year 2 (2026)	266	$8,519,206	$15.37	$29,895,482	22	$1,975,386	$43.48	$4,979,030	288	$10,494,592	$17.50	$34,874,512
Year 3 (2027)	266	$8,761,200	$15.81	$30,853,687	22	$2,030,349	$44.69	$5,141,656	288	$10,791,549	$17.99	$35,995,343
Year 4 (2028)	266	$9,021,485	$16.28	$31,802,576	22	$2,089,426	$45.99	$5,302,105	288	$11,110,911	$18.53	$37,104,681
Year 5 (2029)	266	$9,289,217	$16.76	$32,773,377	22	$2,150,170	$47.33	$5,466,251	288	$11,439,387	$19.07	$38,239,628
Total	**1,330**	**$43,881,543**	**$15.83**	**$154,098,973**	**110**	**$10,168,803**	**$44.77**	**$25,675,899**	**1,440**	**$54,050,346**	**$18.02**	**$179,774,872**

Source: Economics Center calculations.

Table 34: Economic Impact of Project Office Tenants on the Surrounding Area

	Direct				Indirect				Total			
Year of Operation	Jobs	Earnings	Average Hourly Wage	Economic Activity	Jobs	Earnings	Average Hourly Wage	Economic Activity	Jobs	Earnings	Average Hourly Wage	Economic Activity
Year 1 (2025)	258	$35,024,042	$65.28	$90,130,138	76	$6,465,374	$40.99	$18,612,705	334	$41,489,416	$59.76	$108,742,843
Year 2 (2026)	258	$35,794,571	$66.71	$92,113,001	76	$6,607,612	$41.89	$19,022,184	334	$42,402,183	$61.07	$111,135,185
Year 3 (2027)	258	$36,617,846	$68.25	$94,231,600	76	$6,759,587	$42.86	$19,459,694	334	$43,377,433	$62.48	$113,691,294
Year 4 (2028)	258	$37,496,675	$69.89	$96,493,158	76	$6,921,817	$43.88	$19,926,727	334	$44,418,492	$63.98	$116,419,885
Year 5 (2029)	258	$38,396,595	$71.56	$98,808,994	76	$7,087,941	$44.94	$20,404,968	334	$45,484,536	$65.51	$119,213,962
Total	**1,290**	**$183,329,729**	**$68.34**	**$471,776,891**	**380**	**$33,842,331**	**$42.91**	**$97,426,278**	**1,670**	**$217,172,060**	**$62.56**	**$569,203,169**

Source: Economics Center calculations.

Table 35: Economic Impact of Project Library Space on the Surrounding Area

	Direct				Indirect				Total			
Year of Operation	Jobs	Earnings	Average Hourly Wage	Economic Activity	Jobs	Earnings	Average Hourly Wage	Economic Activity	Jobs	Earnings	Average Hourly Wage	Economic Activity
Year 1 (2025)	30	$1,030,870	$16.47	$2,057,239	3	$242,894	$34.75	$508,805	33	$1,273,764	$18.30	$2,566,044
Year 2 (2026)	30	$1,053,549	$16.83	$2,102,499	3	$248,238	$35.52	$519,999	33	$1,301,787	$18.70	$2,622,498
Year 3 (2027)	30	$1,077,781	$17.21	$2,150,856	3	$253,948	$36.34	$531,959	33	$1,331,729	$19.13	$2,682,815
Year 4 (2028)	30	$1,103,648	$17.63	$2,202,477	3	$260,042	$37.21	$544,726	33	$1,363,690	$19.59	$2,747,203
Year 5 (2029)	30	$1,130,135	$18.05	$2,255,336	3	$266,283	$38.10	$557,799	33	$1,396,418	$20.06	$2,813,135
Total	**150**	**$5,395,983**	**$17.24**	**$10,768,407**	**15**	**$1,271,405**	**$36.38**	**$2,663,288**	**165**	**$6,667,388**	**$19.16**	**$13,431,695**

Source: Economics Center calculations.

Table 36: Economic Impact of Project Event Space on the Surrounding Area

	Direct				Indirect				Total			
Year of Operation	Jobs	Earnings	Average Hourly Wage	Economic Activity	Jobs	Earnings	Average Hourly Wage	Economic Activity	Jobs	Earnings	Average Hourly Wage	Economic Activity
Year 1 (2025)	6	$260,084	$19.40	$578,474	1	$53,037	$34.44	$128,578	7	$313,121	$20.95	$707,052
Year 2 (2026)	6	$265,806	$19.83	$591,200	1	$54,203	$35.20	$131,407	7	$320,009	$21.41	$722,607
Year 3 (2027)	6	$271,919	$20.28	$604,798	1	$55,450	$36.01	$134,430	7	$327,369	$21.90	$739,228
Year 4 (2028)	6	$278,445	$20.77	$619,313	1	$56,781	$36.87	$137,656	7	$335,226	$22.43	$756,969
Year 5 (2029)	6	$285,128	$21.27	$634,177	1	$58,144	$37.76	$140,960	7	$343,272	$22.97	$775,137
Total	**30**	**$1,361,382**	**$20.31**	**$3,027,962**	**5**	**$277,615**	**$36.05**	**$673,031**	**35**	**$1,638,997**	**$21.93**	**$3,700,993**

Source: Economics Center calculations.

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Appendix B

Table 37: Total Direct Sales by Use Type in the Surrounding Area

Year of Operation	Hotel	Retail	Restaurants	Office	Library	Event Space	Commercial	Total Direct Sales
Year 1 (2025)	$9,865,686	$11,092,448	$28,773,851	$90,130,138	$2,057,239	$578,474	$4,277,723	**$146,775,559**
Year 2 (2026)	$11,955,792	$11,336,482	$29,895,482	$130,648,278	$2,102,499	$591,200	$4,371,833	**$190,901,566**
Year 3 (2027)	$12,810,993	$11,597,221	$30,853,687	$133,653,188	$2,150,856	$604,798	$4,472,386	**$196,143,129**
Year 4 (2028)	$13,387,188	$11,875,555	$31,802,576	$136,860,865	$2,202,477	$619,313	$4,579,723	**$201,327,697**
Year 5 (2029)	$13,989,476	$12,160,568	$32,773,377	$140,145,526	$2,255,336	$634,177	$4,689,636	**$206,648,096**
Total	**$62,009,135**	**$58,062,274**	**$154,098,973**	**$631,437,995**	**$10,768,407**	**$3,027,962**	**$22,391,301**	**$941,796,047**

Source: Economics Center calculation.

Economic Impact Statement

North Market Mixed-Use Project

July 7, 2022



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Introduction & Findings

Silverlode Consulting ("Silverlode") was engaged by NM Developer, LLC ("Rockbridge" or the "Developer") to estimate the economic impact and increase in state and local tax collections associated with Rockbridge's proposed development of the North Market Mixed-Use Project. This Economic Impact Statement (EIS) and the supporting addenda were prepared to support the Developer's application to the Ohio Department of Development ("ODOD") for consideration for an award of Ohio Transformational Mixed-Use Development ("TMUD") tax credits.

This EIS and the supporting Addenda demonstrate the Project's eligibility for both the TMUD program generally, and the alternative method of valuing the TMUD tax credits ("AMV"). TMUD eligible development costs are estimated to be approximately $341.1 million. The estimated increase in tax collections is expected to reach $87.0 million within one year after the Project is completed, which well exceeds (2.6 times) the $34 million (10%) AMV eligibility threshold for the first year following Project completion as described in Section 122.09(F) of the Ohio Revised Code ("ORC"). During the Project's construction and the five years that follow its completion, the estimated increase in tax collections is expected to reach approximately $782.7 million, which is approximately 23 times the $34 million of TMUD tax credits requested for the Project.

This EIS and the supporting Addenda provide the economic impact data and supporting information requested by ODOD for considering TMUD and AMV eligibility, based upon ODOD's guidance as of the date of this report.

Project Overview

The proposed North Market Mixed-Use Project ("North Market" or "Project") is located adjacent to the distinctive, historic North Market. North Market is a 146-year-old market where visitors can find variety of merchants offering fresh produce, meat, poultry, seafood, flowers, specialty food items, international prepared foods and distinctive gifts. The Project will include an expansion to the iconic market to continue its legacy and provide new opportunities for promising entrepreneurs. The project will also provide unique opportunities for residents and visitors within the Central Ohio area.

The North Market project will include 31 stories of residential, luxury hotel, office, parking, restaurant/retail, north market expansion, event space, as well as indoor and outdoor recreational and public spaces. The development will allow for the community, visitors, and residents to utilize new amenities and public spaces within the North Market district.

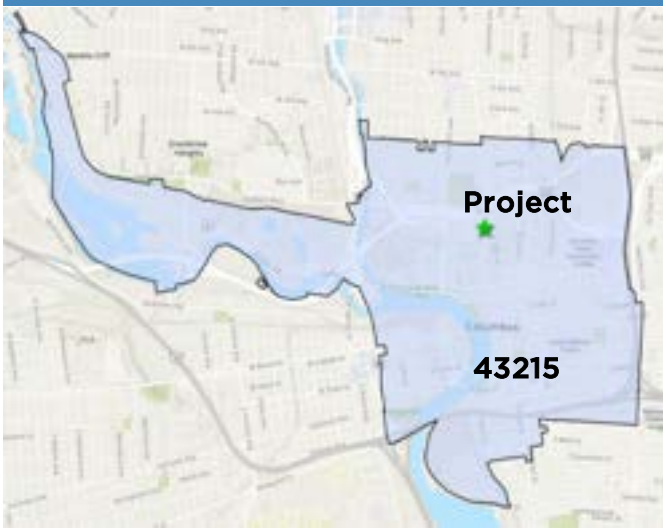
The North Market Mixed-Use Project building is nearly 700,000 square feet and includes 121 premium residential units, a social club and spa, and a 212-room boutique hotel with 17,000 square feet of event and meeting space. In addition, the second residential brand in the building will consist of 52 loft units with 35 workforce units, 68,660 square feet of Class A office space, a parking garage with 353 parking spaces, destination restaurants, bars and retail concepts, 10,000 square feet of indoor and outdoor public spaces and an approximately 10,000 square foot expansion of the North Market that would facilitate new merchants and event space. The project would transform the district into a premier living, working and shopping destination.

The estimated development cost of the Project is $344.8 million with $341.1 million of eligible TMUD tax credit eligible expenditures. The Developer is applying for approximately $34 million of TMUD tax credits to enable the development to proceed. With an award of the requested TMUD tax credits, construction is expected to commence in 2022 and be completed in 2025.

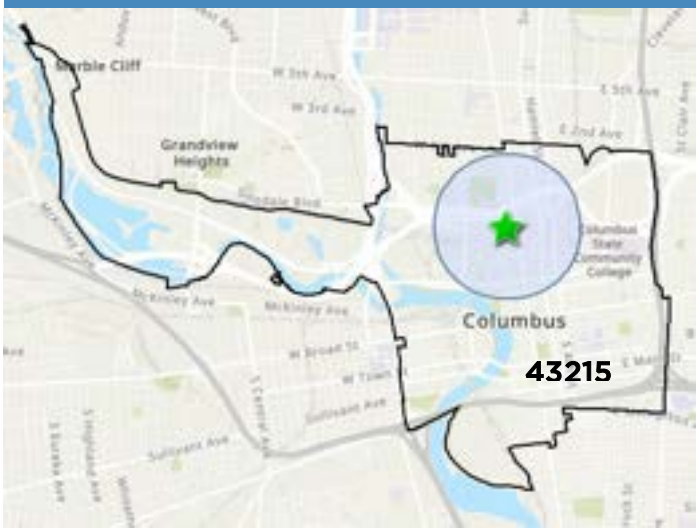
Surrounding Area & Radius

This study estimates the economic impacts associated with the Project on the region comprised of Columbus zip code 43215 (the "Surrounding Area"), which is approximately five square miles in size, portions of which are within a one-half mile (2,640 foot) radius of the Development (the "Radius"). The maps below depict the zip code in the Surrounding Area and the area within the Radius.

Surrounding Area



Radius



EIS Sections

Economic impacts associated with the Project are presented in the following sections of this report:

- **Project Impacts** – The direct and indirect economic impacts of the current phase of the North Market Mixed-Use Project (the "Project"), which is the subject of the TMUD application, in the five years after completion of construction of the Project.
- **Development Impacts** – The Project will be undertaken in a single phase, so no Development impacts are presented with this EIS.
- **Surrounding Area Impacts** – The direct and indirect economic impacts caused by the Project in the surrounding area in the five years after completion of construction of the Project, excluding any catalyzed projects specifically identified below.
- **Catalyzed Projects Impacts** – The direct and indirect economic impacts of other proposed, defined projects ("Catalyzed Projects") within a one-half mile (2,640 foot) radius of the Project (the "Radius") that the Developer expects would be directly caused or accelerated by the Project in the five years after completion of construction of the Project.
- **Total Impacts** – The sum of all impacts described above.

Additionally, the construction impacts from the Project, Surrounding Area, and Catalyzed Projects are presented individually and in aggregate in Addendum #1: Construction Impacts.

The combined operational and construction impacts are presented in Addendum #2: Total Impacts (operational and construction). Addendum #2 also provides the estimated increase in state and local taxes resulting during the one and five-year periods following the completion of Project construction and demonstrates the Project's eligibility for both the TMUD program generally, and the alternative method of valuing the TMUD tax credits ("AMV") as described in Section 122.09(F) of the Ohio Revised Code ("ORC"), specifically.



Project Impacts

The direct and indirect economic impacts of the current phase of the North Market Mixed-Use Project (the "Project") in the five years after completion of construction of the Project are estimated below.

Operations Jobs

Year	Full-Time Equivalents	Average Hourly Wage
1	19	$ 26.93
2	19	$ 28.07
3	19	$ 28.84
4	19	$ 29.45
5	19	$ 30.08

Tenant Jobs

Year	Full-Time Equivalents	Average Hourly Wage
1	991	$ 33.95
2	1,090	$ 32.19
3	1,139	$ 31.67
4	1,181	$ 31.21
5	1,203	$ 31.09

Retail, Entertainment and Dining Sales

Year	Projected Retail Sales	Projected Entertainment Sales	Projected Dining Sales
1	$ 9,859,000	$ 23,897,000	$ 16,422,000
2	$ 10,057,000	$ 28,803,000	$ 18,373,000
3	$ 10,259,000	$ 32,760,000	$ 18,914,000
4	$ 10,464,000	$ 35,430,000	$ 19,434,000
5	$ 10,673,000	$ 36,773,000	$ 19,972,000

Sales, Income, Lodging and Property Taxes

Year	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax
1	$ 3,877,000	$ 3,262,000	$ 2,749,000	$ 602,000
2	$ 4,420,000	$ 3,403,000	$ 3,022,000	$ 702,000
3	$ 4,780,000	$ 3,499,000	$ 3,463,000	$ 750,000
4	$ 5,040,000	$ 3,574,000	$ 3,654,000	$ 772,000
5	$ 5,201,000	$ 3,624,000	$ 3,827,000	$ 791,000



Development Impacts

The Project will be undertaken in a single phase, so no Development impacts are presented with this EIS.



Surrounding Area Impacts

The other sections of this EIS measure the direct and indirect impacts of the operations of the Project and Catalyzed projects on the Surrounding Area. However, the Project is expected to positively impact the Surrounding Area in these additional ways, as well. The economic impacts associated with the following additional impacts on the Surrounding Area during the Completion Period were estimated for this EIS and are presented in the table that follows:

- Residential Impacts: The development of 173 new residential units by the Project is expected to bring 260 new permanent residents to the Surrounding Area, which would result in additional household spending and tax generation within the Surrounding Area.
- Additional North Market Visitor Impacts: The Projects would expand the existing North Market by over 25% and add an outdoor plaza. This expansion would add new food, drink, and retail businesses. In addition, the increased residential, office, event, visitor, etc. activity in the adjacent Project tower would significantly increase economic activity for existing businesses located in North Market.
- RTRX Visitor Impacts: The Project would increase the number of attendees to the annual RTRX conference, many of whom would visit from outside the region. These visits would result in significant visitor spending for lodging, dining, and incidentals
- Hotel Market Impacts: The Project's luxury hotel will disrupt the hotel market in the Surrounding Area and raise room rates and property values across the hotel market. The Developer conducted in-depth analyses of comparable markets based on extensive national real estate data and identified a consistent economic dynamic where similar transformational projects were introduced and subsequently produced significant incremental hotel revenue and property value increases for those markets. The analyses supported economic impact statement inputs and the team can outline further upon request.
- Office Market Impacts: The Project's Class A office space will disrupt the office market in the Surrounding Area and raise lease rates and property values across the office market. The Developer conducted in-depth analyses of comparable markets based on extensive national real estate data and identified a consistent economic dynamic where similar transformational projects were introduced and subsequently produced significant incremental office rent growth and property value increases for those markets. The analyses supported economic impact statement inputs and the team can outline further upon request.
- Multi-Family Residential Market Impacts: The project's luxury multi-family residential units will disrupt the multi-family residential market in the Surrounding



Area and raise rental incomes and property values across the multi-family market. The Developer conducted in-depth analyses of comparable markets based on extensive national real estate data and identified a consistent economic dynamic where similar transformational projects were introduced and subsequently produced significant incremental multi-family residential property value increases for those markets. The analyses supported economic impact statement inputs and the team can outline further upon request.

- Convention Center Impacts: The Project's transformational impact and iconic profile, including a premier luxury hotel and desirable event spaces, will help attract and support additional convention business in the Surrounding Area. Major conventions require both significant hotel room availability and specifically high-end hotel availability, which the local market currently lacks. This product gap contributed to missing national-level business in the past, which this Project will help address. The North Market Mixed-Use Project will be the type of project that will help Ohio's capital city capture high-profile national conventions, which drive significant economic impact through hotel room nights, travel, as well as dining and retail spend.

In addition to the above, key inputs and assumptions are presented in EIS Appendix B: Key Inputs & Assumptions.



Operations Jobs

Year	Full-Time Equivalents	Average Hourly Wage
1	-	$ -
2	-	$ -
3	-	$ -
4	-	$ -
5	-	$ -

Tenant Jobs

Year	Full-Time Equivalents	Average Hourly Wage
1	198	$ 17.52
2	294	$ 18.22
3	388	$ 18.61
4	507	$ 18.84
5	624	$ 19.05

Retail, Entertainment and Dining Sales

Year	Projected Retail Sales	Projected Entertainment Sales	Projected Dining Sales
1	$ 9,616,000	$ 16,825,000	$ 445,000
2	$ 12,320,000	$ 43,673,000	$ 7,029,000
3	$ 13,592,000	$ 79,810,000	$ 14,726,000
4	$ 15,457,000	$ 95,727,000	$ 14,901,000
5	$ 15,766,000	$ 120,349,000	$ 15,786,000

Sales, Income, Lodging and Property Taxes

Year	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax
1	$ 1,973,000	$ 963,000	$ 1,599,000	$ 26,507,000
2	$ 4,611,000	$ 1,818,000	$ 3,994,000	$ 55,600,000
3	$ 7,952,000	$ 2,723,000	$ 7,393,000	$ 87,968,000
4	$ 9,208,000	$ 3,732,000	$ 8,765,000	$ 124,060,000
5	$ 11,097,000	$ 4,801,000	$ 11,110,000	$ 164,112,000



Catalyzed Projects Impacts

The Project is expected to directly cause or accelerate additional redevelopment and development projects ("Catalyzed Projects"), within the Radius, during the Completion Period. The map and table below identify the additional developments which the Developer expects will be directly caused or accelerated by the Project during the Completion Period.

Any parcels that are wholly or partially located within one-half mile of the boundaries of the Development were included. Development projects in the Radius that are imminent or committed to at the time of this report were excluded, as were any projects that applied for tax credits under the Transformational Mixed-Use Development program in 2021. Information about projects in the Radius that may be applying for TMUD this round was not available.

The Developer provided the development scope information necessary to model the economic impact of the Catalyzed Projects individually and in total.

In total, the Catalyzed Projects represent an estimated $622.3 million of private sector investments and more than 1.4 million square feet of new and/or renovated space.

It is critical to note that two of the Catalyzed Projects, representing $269.2 million in investments (43% of Radius area total) would be undertaken directly by the Developer. Therefore, the Developer's confidence in the estimates used for these projects is particularly high.

These Rockbridge-driven Catalyzed Projects (#1 and #4 on the map which follows) within the Radius represent nearly 600,000 additional square feet of apartment, hotel, office, and retail space including 150 additional residential units and 350 additional hotel rooms.

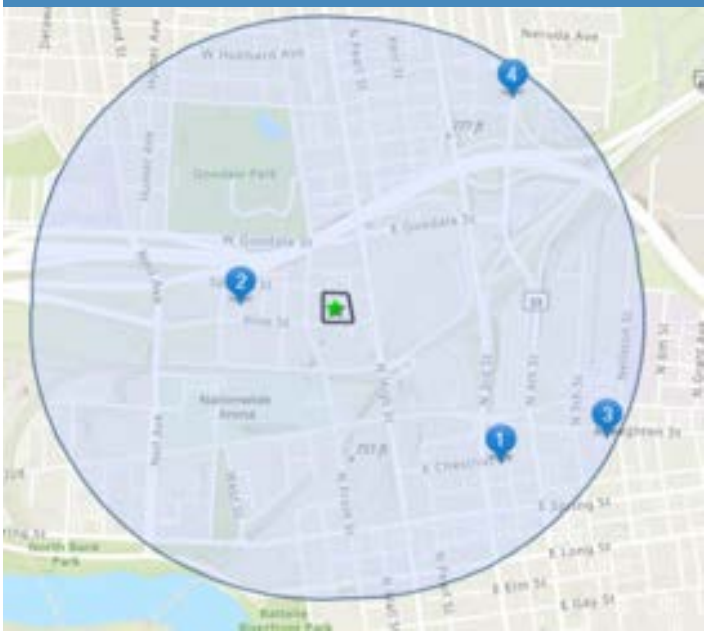


The table below details the assumptions that were provided by the Developer to enable this modeling.

Map #	Property Name	Address	Owner	Developer
1	Chestnut Square	111 E. Nationwide Blvd.	Rockbridge	Rockbridge
2	Vine Street Arena District Development	147 Spruce St.	Hamilton Parker Company	NRI Developer
3	Warehouse District	260 E. Naghten St.	Hackman Capital Partners	Hackman Capital Partners
4	The Jeffrey Hotel	718 N. 4th St.	Jeffrey Phase 10 LLC	Rockbridge

Map #	Development Cost	Construction Start	Construction End	Apartment Units	Hotel Rooms	Office SF	Retail SF	Other SF
1	$193,939,300	2024	2026	150	150	200,000	25,000	-
2	$230,000,000	2025	2027	400	-	200,000	100,000	-
3	$123,127,608	2025	2027	88	150	57,385	19,622	27,526
4	$75,252,400	2024	2026	-	200	-	-	-
Total	**$ 622,319,308**			**638**	**500**	**457,385**	**144,622**	**27,526**
Rockbridge Total	$269,191,700			150	350	200,000	25,000	-
Rockbridge %	**43%**			**23%**	**70%**	**44%**	**17%**	**0%**

Catalyzed Projects in Radius





How Projects Would Be Directly Caused or Accelerated by The Project

Developments #1 and #4 are planned on land that is currently owned, in negotiations to be owned, or anticipated to be controlled by Rockbridge. The North Market project will raise the value and development pressure on all surrounding sites. A successful North Market development will attract tenants who would benefit from proximity to this development.

Developments #2 & #3 are located on sites that are owned by others and are near the project, but the Developer has had direct contact with the owner and developer of the sites. The North Market project would improve the economic viability of these projects.

The resulting direct and indirect economic impacts of the Catalyzed Projects in the five years after completion of construction of the Project are estimated below.



Operations Jobs

Year	Full-Time Equivalents	Average Hourly Wage
1	9	$ 32.98
2	29	$ 31.66
3	29	$ 32.03
4	29	$ 32.37
5	29	$ 32.72

Tenant Jobs

Year	Full-Time Equivalents	Average Hourly Wage
1	1,234	$ 45.79
2	2,715	$ 47.11
3	2,715	$ 47.50
4	2,715	$ 47.88
5	2,715	$ 48.26

Retail, Entertainment and Dining Sales

Year	Projected Retail Sales	Projected Entertainment Sales	Projected Dining Sales
1	$ 9,375,000	$ 22,356,000	$ 7,824,000
2	$ 55,318,000	$ 32,577,000	$ 11,401,000
3	$ 56,424,000	$ 33,228,000	$ 11,628,000
4	$ 57,552,000	$ 33,892,000	$ 11,861,000
5	$ 58,703,000	$ 34,569,000	$ 12,098,000

Sales, Income, Lodging and Property Taxes

Year	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax
1	$ 3,396,000	$ 6,351,000	$ 2,236,000	$ 3,096,000
2	$ 8,430,000	$ 14,233,000	$ 3,257,000	$ 7,629,000
3	$ 8,586,000	$ 14,350,000	$ 3,323,000	$ 7,634,000
4	$ 8,742,000	$ 14,464,000	$ 3,390,000	$ 7,639,000
5	$ 8,904,000	$ 14,579,000	$ 3,457,000	$ 7,643,000



Total Impacts

The sum of the impacts of the Project, Surrounding Area, and Catalyzed Projects in the five years after completion of construction of the Project are estimated below.

Operations Jobs

Year	Full-Time Equivalents	Average Hourly Wage
1	28	$ 28.88
2	48	$ 30.24
3	48	$ 30.77
4	48	$ 31.22
5	48	$ 31.67

Tenant Jobs

Year	Full-Time Equivalents	Average Hourly Wage
1	2,423	$ 38.64
2	4,099	$ 41.07
3	4,242	$ 40.61
4	4,403	$ 40.06
5	4,542	$ 39.70

Retail, Entertainment and Dining Sales

Year	Projected Retail Sales	Projected Entertainment Sales	Projected Dining Sales
1	$ 28,850,000	$ 63,078,000	$ 24,691,000
2	$ 77,695,000	$ 105,053,000	$ 36,803,000
3	$ 80,275,000	$ 145,798,000	$ 45,268,000
4	$ 83,473,000	$ 165,049,000	$ 46,196,000
5	$ 85,142,000	$ 191,691,000	$ 47,856,000

Sales, Income, Lodging and Property Taxes

Year	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax
1	$ 9,246,000	$ 10,576,000	$ 6,584,000	$ 30,205,000
2	$ 17,461,000	$ 19,454,000	$ 10,273,000	$ 63,931,000
3	$ 21,318,000	$ 20,572,000	$ 14,179,000	$ 96,352,000
4	$ 22,990,000	$ 21,770,000	$ 15,809,000	$ 132,471,000
5	$ 25,202,000	$ 23,004,000	$ 18,394,000	$ 172,546,000

Methodology

Reasonableness of Key Inputs

The key inputs and assumptions used to prepare each section of the EIS and the supporting addenda are provided in EIS appendix D: Key Inputs & Assumptions. The Developer's pro-forma financial models and sources/uses analyses, which we understand are being provided to other third parties such as banks and other financial institutions, and thus are assumed to be reliable, were the source of most project information. The IMPLAN model, which is described in detail below, was also a key source of not only outputs, but key inputs. Finally, where necessary, we relied on established real estate industry rules of thumb, independent third-party data, and estimates from the Developer, who has a long history of success in Ohio. Throughout the modeling, Silverlode also employed an appropriate amount of professional conservatism to ensure that the inputs and assumptions were reasonable.

IMPLAN

Much of this analysis was completed using the IMPLAN (IMpact Analysis for PLANning) economic impact modeling system. IMPLAN is an input-output model that was originally developed by the U.S. Forest Service in the 1970's and is one of the most respected and widely used approaches to regional economic impact analysis. IMPLAN is used by more than 1,000 universities, government agencies, and consultants to estimate the economic and fiscal impacts of investments and/or changes in one or more industries.

2019 IMPLAN data was used for this study. The Developer provided the capital investment and other operational data necessary to prepare this analysis. The IMPLAN software applies industry specific inflators to convert results to year the impacts will occur.

Data underlying the IMPLAN model is updated annually using thousands of data points from over 90 sources. The main sources for this data include:

- U.S. Bureau of Labor Statistics (BLS) Quarterly Census of Employment and Wages (QCEW)
- U.S. Bureau of Economic Analysis (BEA) Regional Economic Accounts (REA)
- U.S. Census Bureau County Business Patterns (CBP)
- U.S. Bureau of Economic Analysis National Income and Product Accounts (NIPA)

Direct and Indirect Impacts

Economic and fiscal impacts can be divided into three component parts, which are referred to as direct, indirect, and induced. *At the direction of ODOD, this EIS does not include induced impacts.*

A direct effect describes an initial, or first-round change in the economy and is the starting point for economic impact analysis. Changes in an economy create "ripples" of economic activity throughout the region being analyzed. These ripples are described as indirect effects (induced effects are not included in this EIS). A positive direct effect causes increased purchases within the economy being modeled, as well as "leakage" of economic activity out of the economy being studied in the form of imports into the economy from other areas outside the economy. Generally speaking, direct describes activity attributable to the economic activity being modeled. In this EIS, direct impacts include the economic activity of the Project and Surrounding Area (employees, associated payroll, construction investments, etc.). Direct jobs comprise full, part-time, and temporary employees and jobs supported by the Project and future redevelopment and development projects within the Surrounding Area.

Indirect effects represent changes in the industries that provide goods and services to the economic activity being modeled (e.g., suppliers, service providers, etc.). Indirect effects occur in a repeating cycle but diminish in each round as economic activity "leaks" from the region being modeled. Indirect effects cease when the last dollar of economic activity leaks from the economy being studied. Indirect effects are estimated using IMPLAN. In this EIS, indirect impacts include the economic activity of the entities that provide goods and services to the Developer, the Project's tenants, and the Surrounding Area.

Total impact refers only to the cumulative result of all rounds of direct and indirect economic activity.

Silverlode Consulting Qualifications

Company Overview

Silverlode Consulting was founded in 2002 by two leaders of EY's and PwC's consulting practices. As a national leader in the field of economic impact analysis, we have helped hundreds of organizations, ranging from non-profit arts groups to multi-national corporations, to measure their impacts on their communities and communicate those impacts to their stakeholders. For over twenty years, Silverlode has meticulously estimated and effectively communicated the impacts of projects, the presence of organizations, and investments in communities. Our work has helped clients to gain approvals, secure funding, and positively shift public opinion. More information about our firm and our work in economic impact analysis can be found on our website www.silverlodeconsulting.com.

Representative Silverlode economic impact clients are shown below.

HEALTH AND HEALTH EDUCATION
Baystate Health
Cleveland Clinic
Hackensack Meridian Health
Kansas University Health System
Nemours Children's Health System
Texas Medical Center
The University of Kansas Medical Center
University Hospitals
Wingspan Care Group

BUSINESS AND INDUSTRY
ArcelorMittal
CEMEX
Cleveland-Cliffs
Haley & Aldrich
Idaho Elk Breeders Association
InterChange Group
nVent ERICO
Ohio Craft Brewers Association
Owens Corning
Squire Patton Boggs

FINANCE
Johnson Bank
New York Community Bank
Rockland Trust

ECONOMIC DEVELOPMENT
City of Shaker Heights
Cleveland-Cuyahoga County Port Authority
Fairfield County Economic Development
Greater Akron Chamber
JobsOhio
JumpStart
Ohio Department of Transportation
Troy Development Council

REAL ESTATE DEVELOPMENT
GBX Group
Hudson Holdings
Kaufman Development
Millenia Housing Development
Pennrose
Richard E. Jacobs Group

ARTS AND CULTURE
Lancaster Festival

Dennis McAndrew | Founder and President



Dennis has over 25 years of experience estimating economic impacts. He has completed hundreds of projects measuring the impacts associated with development projects, complex health systems, major transportation projects, industry associations, economic development groups, arts, entertainment, and sports organizations, and other entities. Dennis also provides strategic guidance to businesses, developers, economic development organizations, and governmental entities involved in large-scale economic development projects. Prior to founding Silverlode Consulting in 2002, Dennis worked in the consulting practices of EY and PwC. Dennis earned a Master of Business Administration degree from Georgetown University and a Bachelor of Arts degree in Economics from John Carroll University. Dennis is a certified public accountant (inactive) and is a member of the American Institute of Certified Public Accountants (AICPA).

Michelle Moll | Senior Consultant



Michelle Moll has been an integral part of Silverlode for over a decade. Michelle spearheads the modeling for economic impact and other analyses for corporate and public sector clients. She is an experienced IMPLAN user and has created innovative ways of using the tool to estimate unique client impacts. Prior to joining Silverlode, Michelle was a financial analyst with Netrex and a Senior Auditor for PwC. Michelle earned a Bachelor of Science in Accounting from Miami University and is a Certified Public Accountant (inactive).

Kelly Moody | Senior Consultant



Kelly Moody has been a consultant with Silverlode Consulting since 2012. She manages client relationships and projects for Silverlode's economic impact consulting services and a variety of other public sector and corporate consulting projects. Before joining Silverlode, Kelly was a Manager of Consulting at Allegro Realty Advisors, Ltd. and a Manager at Team NEO. Kelly holds a Bachelor of Science in Business Administration in Marketing from the University of Richmond.

EIS Appendix A: Individual Catalyzed Impacts

The following sections estimate the direct and indirect economic impacts of projects within the Radius that would be directly caused and accelerated by the Project in the five years after completion of construction of the Project.

Catalyzed Project #1: Chestnut Square Project

Rockbridge Capital, the parent company of the Lead Applicant (NM Developer LLC), owns and controls a collection of underutilized assets 0.4 miles from the future North Market Mixed-Use Project (to be formally known as The Merchant Building), at 111 E. Nationwide Blvd., currently identified as "Chestnut Square."

Rockbridge would like to redevelop the property, but requires market rates and rents to rise to make the project economically viable for redevelopment. The planned scope for this redevelopment incorporates multi-family residential, office, hotel, and retail uses, all with associated structured parking and contemplating a scheduled completion in 2026. Given the alignment in use mix between the Project and the vision for Chestnut Square, Rockbridge's ability to improve and redevelop Chestnut Square will be dependent upon and catalyzed by the development of the North Market Mixed-Use Project. Further, by introducing a quality, never-before-seen product to the Columbus market, the transformational North Market Mixed-Use Project will raise the rate ceiling for hotel, office, and multifamily assets, paving the way for the Chestnut Square redevelopment as an economically viable project. Accordingly, the execution of the Chestnut Square redevelopment, which will itself bring material economic impact, hinges upon the North Market Mixed-Use Project proceeding, and thus, upon it being awarded TMUD credit.

Operations Jobs

Year	Full-Time Equivalents	Average Hourly Wage
1	9	$ 32.98
2	9	$ 33.36
3	9	$ 33.75
4	9	$ 34.12
5	9	$ 34.48

Tenant Jobs

Year	Full-Time Equivalents	Average Hourly Wage
1	1,061	$ 50.21
2	1,061	$ 50.62
3	1,061	$ 51.03
4	1,061	$ 51.43
5	1,061	$ 51.83

Retail, Entertainment and Dining Sales

Year	Projected Retail Sales	Projected Entertainment Sales	Projected Dining Sales
1	$ 9,375,000	$ 9,581,000	$ 3,353,000
2	$ 9,563,000	$ 9,773,000	$ 3,420,000
3	$ 9,754,000	$ 9,968,000	$ 3,488,000
4	$ 9,949,000	$ 10,167,000	$ 3,558,000
5	$ 10,148,000	$ 10,370,000	$ 3,629,000

Sales, Income, Lodging and Property Taxes

Year	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax
1	$ 2,076,000	$ 6,028,000	$ 958,000	$ 2,580,000
2	$ 2,109,000	$ 6,077,000	$ 977,000	$ 2,580,000
3	$ 2,144,000	$ 6,126,000	$ 997,000	$ 2,580,000
4	$ 2,178,000	$ 6,174,000	$ 1,017,000	$ 2,580,000
5	$ 2,214,000	$ 6,222,000	$ 1,037,000	$ 2,580,000

Catalyzed Project #2: Vine Street Arena District Development Site

Hamilton Parker Company ("Hamilton Parker"), a local construction materials firm, real estate developer, and close relationship with Rockbridge owns the vacant land and surface parking at and around 147 Spruce St., 0.11 miles from the North Market Mixed-Use Project and adjacent to a newly developed Chipotle Mexican Grill corporate office.

Adjacent current uses also include shuttered bars, a medical marijuana dispensary, and a liquor store. The scope for this site includes a use mix of multi-family residential, office, and retail, as well as additional structured parking and is anticipated to be completed in 2027. The Lead Applicant has certain specific information about this project, including projected timeline, through its relationship with the landowner and its interim leasing of some of the current vacant property for North Market Mixed-Use Project construction support. Based upon research and evidence from similar scenarios in comparable markets, the introduction of the Project's market-leading product immediately adjacent to this site will provide a dramatic catalyst, driving rent increases for the development on the Vine / Spruce Street Arena District Development site. Rent increases will facilitate its financial viability, and will also increase the site's land value, providing equity to the project's developers, and facilitating the capitalization of the development. As a result, the redevelopment viability and execution at the Vine Street Arena District Development site, which will itself bring material economic impact, hinges upon the North Market Mixed-Use Project proceeding, and thus, upon it being awarded TMUD credit.

Operations Jobs

Year	Full-Time Equivalents	Average Hourly Wage
1	-	$ -
2	16	$ 30.79
3	16	$ 31.15
4	16	$ 31.49
5	16	$ 31.83

Tenant Jobs

Year	Full-Time Equivalents	Average Hourly Wage
1	-	$ -
2	1,076	$ 49.62
3	1,076	$ 50.01
4	1,076	$ 50.39
5	1,076	$ 50.78

Retail, Entertainment and Dining Sales

Year	Projected Retail Sales	Projected Entertainment Sales	Projected Dining Sales
1	$ -	$ -	$ -
2	$ 38,250,000	$ -	$ -
3	$ 39,015,000	$ -	$ -
4	$ 39,795,000	$ -	$ -
5	$ 40,591,000	$ -	$ -

Sales, Income, Lodging and Property Taxes

Year	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax
1	$ -	$ -	$ -	$ -
2	$ 3,281,000	$ 5,894,000	$ -	$ 3,276,000
3	$ 3,344,000	$ 5,940,000	$ -	$ 3,281,000
4	$ 3,408,000	$ 5,986,000	$ -	$ 3,285,000
5	$ 3,473,000	$ 6,031,000	$ -	$ 3,289,000

Catalyzed Project #3: Warehouse District Project

Hackman Capital Partners ("Hackman"), a local and national real estate developer, owns vacant warehouse space at and around 260 E. Naghten St., 0.45 miles from the North Market Mixed-Use Project, and adjacent to Chestnut Square, as part of their proposed Warehouse District redevelopment.

The Warehouse District redevelopment is estimated to be completed in 2027. The planned scope for this mixed-use redevelopment incorporates multi-family residential, office, hotel, and retail uses. Given these projects' alignment in use mix and based upon research and evidence from similar scenarios in comparable markets, the North Market Mixed-Use Project's success will be a major determining factor in the viability of this redevelopment at 260 E. Naghten. The quality of product within the North Market Mixed-Use Project will foster transformational impacts across the market, as it catalyzes Chestnut Square and the Warehouse District, creating a connected cascade of significant, mixed-use development within the Surrounding Area. As a result of the North Market Mixed-Use Project's receipt of a TMUD award, the redevelopment viability and execution at the Warehouse District, which will itself bring material economic impact, will be able to become a reality because of the North Market Mixed-Use Project proceeding with the support of a TMUD award.

Operations Jobs

Year	Full-Time Equivalents	Average Hourly Wage
1	-	$ -
2	4	$ 31.30
3	4	$ 31.66
4	4	$ 32.00
5	4	$ 32.35

Tenant Jobs

Year	Full-Time Equivalents	Average Hourly Wage
1	-	$ -
2	405	$ 43.34
3	405	$ 43.72
4	405	$ 44.08
5	405	$ 44.45

Retail, Entertainment and Dining Sales

Year	Projected Retail Sales	Projected Entertainment Sales	Projected Dining Sales
1	$ -	$ -	$ -
2	$ 7,505,000	$ 9,773,000	$ 3,421,000
3	$ 7,655,000	$ 9,968,000	$ 3,489,000
4	$ 7,808,000	$ 10,167,000	$ 3,559,000
5	$ 7,964,000	$ 10,370,000	$ 3,630,000

Sales, Income, Lodging and Property Taxes

Year	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax
1	$ -	$ -	$ -	$ -
2	$ 1,693,000	$ 1,934,000	$ 977,000	$ 1,257,000
3	$ 1,724,000	$ 1,951,000	$ 997,000	$ 1,257,000
4	$ 1,755,000	$ 1,967,000	$ 1,017,000	$ 1,257,000
5	$ 1,788,000	$ 1,984,000	$ 1,037,000	$ 1,257,000

Catalyzed Project #4: The Jeffrey Hotel

Rockbridge Capital, the parent company of the Lead Applicant (NM Developer LLC), has had negotiations to develop a hotel on a vacant site within the Jeffrey Park development. This hotel site, only 0.5 miles from the future North Market Mixed-Use Project, is located at 718 N. 4th St., and, if feasible, contemplates a scheduled completion in 2026.

Based upon research and evidence from similar scenarios in comparable markets, the North Market Mixed-Use Project's introduction of luxury hotel product will have a transformational impact upon local hotel rates across the chain scale and throughout the market. Given Rockbridge's expertise in the hotel industry, local knowledge of existing hotel rates and viability, and direct visibility into the impact of the North Market Mixed-Use Project proceeding, it is in a unique position to understand the feasibility of this project. Rockbridge's ability to develop a financially viable hotel at Jeffrey Park will be catalyzed by the development of the North Market Mixed-Use Project, and thus, is dependent upon the award of this TMUD credit.

Operations Jobs

Year	Full-Time Equivalents	Average Hourly Wage
1	-	$ -
2	-	$ -
3	-	$ -
4	-	$ -
5	-	$ -

Tenant Jobs

Year	Full-Time Equivalents	Average Hourly Wage
1	173	$ 18.68
2	173	$ 18.98
3	173	$ 19.27
4	173	$ 19.52
5	173	$ 19.76

Retail, Entertainment and Dining Sales

Year	Projected Retail Sales	Projected Entertainment Sales	Projected Dining Sales
1	$ -	$ 12,775,000	$ 4,471,000
2	$ -	$ 13,031,000	$ 4,560,000
3	$ -	$ 13,292,000	$ 4,651,000
4	$ -	$ 13,558,000	$ 4,744,000
5	$ -	$ 13,829,000	$ 4,839,000

Sales, Income, Lodging and Property Taxes

Year	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax
1	$ 1,320,000	$ 323,000	$ 1,278,000	$ 516,000
2	$ 1,347,000	$ 328,000	$ 1,303,000	$ 516,000
3	$ 1,374,000	$ 333,000	$ 1,329,000	$ 516,000
4	$ 1,401,000	$ 337,000	$ 1,356,000	$ 517,000
5	$ 1,429,000	$ 342,000	$ 1,383,000	$ 517,000

EIS Appendix B: Key Inputs and Assumptions

Inputs	Project Assumptions	Surrounding Area Assumptions	Catalyzed Projects Assumptions	Source(s)	Reasoning
Residential real estate revenue	Developer estimate from detailed project proformas: $29.18/SF annual gross rent revenue in Y1, with annual growth through Y5	IMPLAN estimate	$28.20/SF annual lease rate, 80% leasable area	Developer/ Costar	
Residential real estate FTEs	Developer estimate	N/A	IMPLAN estimate	Developer/ IMPLAN	IMPLAN estimates jobs, which were then converted to FTEs using IMPLAN's industry-specific conversion factor
Residential real estate payroll	Developer estimate	N/A	IMPLAN estimate	Developer/ IMPLAN	IMPLAN estimates labor income (wages plus benefits) which were converted to employee compensation (without benefits) using IMPLAN's industry-specific conversion factor
Hotel revenue	Developer estimates $226 of RevPAR in Y1 with annual growth in subsequent years	N/A	RevPAR of $175 in 2022 with inflation in subsequent years	Developer	Developer estimate for Project based on detailed Project proforma, and for Catalyzed Project based on expected luxury hotels catalyzed
Hotel FTEs	IMPLAN estimate based upon revenue	N/A	IMPLAN estimate	IMPLAN	IMPLAN estimates jobs, which were then converted to FTEs using IMPLAN's industry-specific conversion factor
Hotel payroll	IMPLAN estimate based upon revenue	N/A	IMPLAN estimate	IMPLAN	IMPLAN estimates labor income (wages plus benefits) which were converted to employee compensation (without benefits) using IMPLAN's industry-specific conversion factor
Hotel food and beverage revenue	Developer estimate from detailed project proformas	IMPLAN estimate	35% of RevPar	Developer/ IMPLAN/ Industry rule of thumb	
Hotel food and beverage FTEs	IMPLAN estimate based upon revenue	N/A	IMPLAN estimate	IMPLAN	IMPLAN estimates jobs, which were then converted to FTEs using IMPLAN's industry-specific conversion factor
Hotel food and beverage payroll	IMPLAN estimate based upon revenue	N/A	IMPLAN estimate	IMPLAN	IMPLAN estimates labor income (wages plus benefits) which were converted to employee compensation (without benefits) using IMPLAN's industry-specific conversion factor
Full service restaurant revenue	Developer estimate from detailed project proformas	IMPLAN estimate	$325/SF annually	Developer/ IMPLAN/ Industry estimate	
Limited service restaurant revenue	Developer estimate	IMPLAN estimate	$375/SF annually	Developer/ IMPLAN/ Industry estimate	
Full service / limited service restaurant FTEs	IMPLAN estimate based upon revenue	N/A	IMPLAN estimate	IMPLAN	IMPLAN estimates jobs, which were then converted to FTEs using IMPLAN's industry-specific conversion factor
Full service / limited service restaurant payroll	IMPLAN estimate based upon revenue	N/A	IMPLAN estimate	IMPLAN	IMPLAN estimates labor income (wages plus benefits) which were converted to employee compensation (without benefits) using IMPLAN's industry-specific conversion factor

Inputs	Project Assumptions	Surrounding Area Assumptions	Catalyzed Projects Assumptions	Source(s)	Reasoning
Recreation tenant revenue	Developer estimate from detailed project proformas	IMPLAN estimate	IMPLAN estimate for indirect impact	Developer/ IMPLAN	
Recreation tenant FTEs	IMPLAN estimate based upon revenue	N/A	IMPLAN estimate	IMPLAN	IMPLAN estimates jobs, which were then converted to FTEs using IMPLAN's industry-specific conversion factor
Recreation tenant payroll	IMPLAN estimate based upon revenue	N/A	IMPLAN estimate	IMPLAN	IMPLAN estimates labor income (wages plus benefits) which were converted to employee compensation (without benefits) using IMPLAN's industry-specific conversion factor
Parking revenue, FTEs and payroll	Developer estimate from detailed project proformas	N/A	N/A	Developer	
Commercial real estate revenue	Developer estimate from detailed project proformas	N/A	$24/SF office annual lease rate, 80% leasable area; $35/SF retail annual lease rate, $30/SF restaurant annual lease rate	Developer/ Costar	
Commercial real estate FTEs	Developer estimate from detailed project proformas	N/A	IMPLAN estimate	Developer/ IMPLAN	IMPLAN estimates jobs, which were then converted to FTEs using IMPLAN's industry-specific conversion factor
Commercial real estate payroll	Developer estimate from detailed project proformas	N/A	IMPLAN estimate	Developer/ IMPLAN	IMPLAN estimates labor income (wages plus benefits) which were converted to employee compensation (without benefits) using IMPLAN's industry-specific conversion factor
Office tenant FTEs	225 SF/job	N/A	250 SF/job	Developer/ Industry estimate/ IMPLAN	Developer estimate and IMPLAN jobs based on industry averages were converted to FTEs using IMPLAN's industry specific conversion factor. 50% of jobs were assumed to be in the IMPLAN legal services industry and 50% in other financial investment activities industry
Office tenant payroll	IMPLAN estimate based upon number of jobs	N/A	IMPLAN estimate	IMPLAN	IMPLAN estimates labor income (wages plus benefits) which were converted to employee compensation (without benefits) using IMPLAN's industry-specific conversion factor
Office tenant revenue	IMPLAN estimate based upon number of jobs	N/A	IMPLAN estimate	IMPLAN	
Retail revenue	$656/SF	Developer estimate of increased sales to existing NM @ $9.84 per visitor / IMPLAN estimate	$375/SF annually	Developer/ Industry estimate	Sales/SF was applied to the North Market expansion (Project). This is based on existing sales/SF at the North Market, adjusted for inflation. In the Surrounding Area, current spending per visitor amount was applied to new visitors, residents, employees, etc. of the project.
Retail FTEs	IMPLAN estimate based upon revenue	IMPLAN estimate	IMPLAN estimate	IMPLAN	IMPLAN estimates jobs, which were then converted to FTEs using IMPLAN's industry-specific conversion factor
Retail payroll	IMPLAN estimate based upon revenue	IMPLAN estimate	IMPLAN estimate	IMPLAN	IMPLAN estimates labor income (wages plus benefits) which were converted to employee compensation (without benefits) using IMPLAN's industry-specific conversion factor
# of residents	1.5 residents/unit in 174 units	N/A	N/A	Per developer, industry rule of thumb	

Input	Project Assumptions	Surrounding Area Assumptions	Catalyzed Projects Assumptions	Source(s)	Reasoning
Avg. income of residents	Residents spend 20% of gross income on rent	IMPLAN estimate based upon spending of new residents to the modeled geography	N/A	Developer/ Industry estimate/ IMPLAN	
Local Retail, entertainment and dining spending by residents		IMPLAN estimate of surrounding area spending for retail, entertainment and dining based upon household income level of new residents to the modeled geography			
% of residents working from home	35%	N/A	N/A	Developer/ Industry estimate	Project impacts include FTEs and earnings of new residents as tenant jobs and payroll. All residents are assumed to be new to the Surrounding Area. For purpose of estimating state income tax, 20% of residents are assumed to be new.
New Community Authority	Developer estimates				The Project is a part of a NCA, which levies additional tax on lodging (included in lodging taxes) and on office rent (included in property tax)
Sales tax	7.5% of taxable revenue per IMPLAN estimate	IMPLAN estimate	7.5% of taxable revenue per IMPLAN estimate	Ohio Department of Taxation	Consultant estimated direct sales tax based upon estimated taxable sales. Indirect sales tax was estimated by IMPLAN.
Municipal income tax	2.5% of direct and indirect earnings. Municipal net profits taxes estimated by IMPLAN	2.5% of direct and indirect earnings. 2.5% of new NOI	2.5% of direct and indirect earnings	City of Columbus tax rate	Consultant estimated direct and indirect local income tax by applying local tax rate to new direct and indirect labor income (net of benefits using IMPLAN benefits factor).
State income tax	Direct and indirect wages - 2.4% or 2.91%, depending on income level. IMPLAN estimated corporate profit taxes	Direct and indirect wages - 2.4%. Incremental NOI- 3.99%.	Direct and indirect wages - 2.4%. IMPLAN estimated corporate net profit taxes	Rates per Ohio Department of Taxation tax tables	2.4% was calculated as the average tax rate from 2021 tax rate table for an individual earning between $44 - $88K. 2.91% was calculated as the average tax rate from 2021 tax rate table for an individual earning $120K (used for residents working from home). 3.99% or the incremental tax rate on income over $110K from the 2021 table was utilized to represent the tax rate on incremental NOI from the Surrounding Area, assuming that this income flows through to highly compensated individuals earning over this threshold.
Lodging tax	10% of lodging revenue	IMPLAN estimate	10% of lodging revenue. IMPLAN estimate	Franklin County/ City of Columbus	Consultant estimated lodging revenue. Indirect sales tax was estimated by IMPLAN.
Property tax	Direct property tax from developer estimate from detailed proforma (excludes abated taxes). Indirect property tax estimated by IMPLAN	Incremental increase in market value for Hotel, Office, & Multifamily properties in the surrounding area times 2.64%	IMPLAN estimate	Developer/ Franklin County Auditor/ IMPLAN	

Addendum #1: Construction Impacts

This Addendum estimates the economic impacts associated with construction of the Project, Surrounding Area, and Catalyzed Projects. Information about the methodology used to prepare these estimates, the zip code(s) included in the Surrounding Area, the key inputs, and a statement about the reasonableness of the inputs are included within the EIS.



Project: Construction Impacts

The direct (indirect excluded) economic impacts of the construction of the current phase of the Project are estimated below.

Construction Jobs

Year	Full-Time Equivalents	Average Hourly Wage
Project Construction Y1	659	$ 31.63
Project Construction Y2	659	$ 31.63
Project Construction Y3	659	$ 31.63
Project Operating Y1	-	$ -
Project Operating Y2	-	$ -
Project Operating Y3	-	$ -
Project Operating Y4	-	$ -
Project Operating Y5	-	$ -

Retail, Entertainment and Dining Sales

Year	Projected Retail Sales	Projected Entertainment Sales	Projected Dining Sales
Project Construction Y1	$ -	$ -	$ -
Project Construction Y2	$ -	$ -	$ -
Project Construction Y3	$ -	$ -	$ -
Project Operating Y1	$ -	$ -	$ -
Project Operating Y2	$ -	$ -	$ -
Project Operating Y3	$ -	$ -	$ -
Project Operating Y4	$ -	$ -	$ -
Project Operating Y5	$ -	$ -	$ -

Sales, Income, Lodging and Property Taxes

Year	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax
Project Construction Y1	$ -	$ 2,589,000	$ -	$ 479,000
Project Construction Y2	$ -	$ 2,589,000	$ -	$ 479,000
Project Construction Y3	$ -	$ 2,589,000	$ -	$ 479,000
Project Operating Y1	$ -	$ -	$ -	$ -
Project Operating Y2	$ -	$ -	$ -	$ -
Project Operating Y3	$ -	$ -	$ -	$ -
Project Operating Y4	$ -	$ -	$ -	$ -
Project Operating Y5	$ -	$ -	$ -	$ -



Development: Construction Impacts

The Project will be undertaken in a single phase, therefore no Development impacts are presented.



Surrounding Area: Construction Impacts

The indirect (direct excluded) economic impacts of the construction of the current phase of the Project are estimated below.

Construction Jobs

Year	Full-Time Equivalents	Average Hourly Wage
Project Construction Y1	9	$ 29.98
Project Construction Y2	9	$ 29.98
Project Construction Y3	9	$ 29.98
Project Operating Y1	-	$ -
Project Operating Y2	-	$ -
Project Operating Y3	-	$ -
Project Operating Y4	-	$ -
Project Operating Y5	-	$ -

Retail, Entertainment and Dining Sales

Year	Projected Retail Sales	Projected Entertainment Sales	Projected Dining Sales
Project Construction Y1	$ -	$ -	$ -
Project Construction Y2	$ -	$ -	$ -
Project Construction Y3	$ -	$ -	$ -
Project Operating Y1	$ -	$ -	$ -
Project Operating Y2	$ -	$ -	$ -
Project Operating Y3	$ -	$ -	$ -
Project Operating Y4	$ -	$ -	$ -
Project Operating Y5	$ -	$ -	$ -

Sales, Income, Lodging and Property Taxes

Year	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax
Project Construction Y1	$ 94,000	$ 63,000	$ -	$ 75,000
Project Construction Y2	$ 94,000	$ 63,000	$ -	$ 75,000
Project Construction Y3	$ 94,000	$ 63,000	$ -	$ 75,000
Project Operating Y1	$ -	$ -	$ -	$ -
Project Operating Y2	$ -	$ -	$ -	$ -
Project Operating Y3	$ -	$ -	$ -	$ -
Project Operating Y4	$ -	$ -	$ -	$ -
Project Operating Y5	$ -	$ -	$ -	$ -



Catalyzed Projects: Construction Impacts

The direct and indirect economic impacts arising from the construction of other proposed, defined projects ("Catalyzed Projects") within a one-half mile (2,640 foot) radius of the Project (the "Radius") that would be directly caused or accelerated by the Project during the Completion Period of the Project are estimated below.

Additional information about the Catalyzed Projects can be found in the Catalyzed Projects Impacts section of the EIS. The construction economic impacts of individual Catalyzed Projects are reported separately in Addendum #1A Individual Catalyzed Projects Construction Impacts.

Construction Jobs

Year	Full-Time Equivalents	Average Hourly Wage
Project Construction Y1	-	$ -
Project Construction Y2	1,059	$ 32.15
Project Construction Y3	2,520	$ 32.38
Project Operating Y1	1,461	$ 32.54
Project Operating Y2	-	$ -
Project Operating Y3	-	$ -
Project Operating Y4	-	$ -
Project Operating Y5	-	$ -

Retail, Entertainment and Dining Sales

Year	Projected Retail Sales	Projected Entertainment Sales	Projected Dining Sales
Project Construction Y1	$ -	$ -	$ -
Project Construction Y2	$ -	$ -	$ -
Project Construction Y3	$ -	$ -	$ -
Project Operating Y1	$ -	$ -	$ -
Project Operating Y2	$ -	$ -	$ -
Project Operating Y3	$ -	$ -	$ -
Project Operating Y4	$ -	$ -	$ -
Project Operating Y5	$ -	$ -	$ -

Sales, Income, Lodging and Property Taxes

Year	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax
Project Construction Y1	$ -	$ -	$ -	$ -
Project Construction Y2	$ 562,000	$ 3,470,000	$ -	$ 452,000
Project Construction Y3	$ 1,063,000	$ 8,314,000	$ -	$ 855,000
Project Operating Y1	$ 501,000	$ 4,844,000	$ -	$ 403,000
Project Operating Y2	$ -	$ -	$ -	$ -
Project Operating Y3	$ -	$ -	$ -	$ -
Project Operating Y4	$ -	$ -	$ -	$ -
Project Operating Y5	$ -	$ -	$ -	$ -



Total: Construction Impacts

The total of all estimated construction impacts are presented below.

Construction Jobs

Year	Full-Time Equivalents	Average Hourly Wage
Project Construction Y1	668	$ 31.60
Project Construction Y2	1,727	$ 31.94
Project Construction Y3	3,188	$ 32.22
Project Operating Y1	1,461	$ 32.54
Project Operating Y2	-	$ -
Project Operating Y3	-	$ -
Project Operating Y4	-	$ -
Project Operating Y5	-	$ -

Retail, Entertainment and Dining Sales

Year	Projected Retail Sales	Projected Entertainment Sales	Projected Dining Sales
Project Construction Y1	$ -	$ -	$ -
Project Construction Y2	$ -	$ -	$ -
Project Construction Y3	$ -	$ -	$ -
Project Operating Y1	$ -	$ -	$ -
Project Operating Y2	$ -	$ -	$ -
Project Operating Y3	$ -	$ -	$ -
Project Operating Y4	$ -	$ -	$ -
Project Operating Y5	$ -	$ -	$ -

Sales, Income, Lodging and Property Taxes

Year	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax
Project Construction Y1	$ 94,000	$ 2,652,000	$ -	$ 554,000
Project Construction Y2	$ 656,000	$ 6,122,000	$ -	$ 1,006,000
Project Construction Y2	$ 1,157,000	$ 10,966,000	$ -	$ 1,409,000
Project Operating Y1	$ 501,000	$ 4,844,000	$ -	$ 403,000
Project Operating Y2	$ -	$ -	$ -	$ -
Project Operating Y3	$ -	$ -	$ -	$ -
Project Operating Y4	$ -	$ -	$ -	$ -
Project Operating Y5	$ -	$ -	$ -	$ -

Addendum #1A: Individual Catalyzed Projects Construction Impacts

This section estimates the economic impacts arising from the construction of future developments that would be directly caused and accelerated by the Project in the five years after completion of construction of the Project. Additional details about the catalyzed projects can be found in the EIS.

Catalyzed Project #1: Construction Impacts

Construction Jobs

Year	Full-Time Equivalents	Average Hourly Wage
Proj. Construction Y1	-	$ -
Proj. Construction Y2	779	$ 32.23
Proj. Construction Y3	779	$ 32.23
Operating 1	-	$ -
Operating 2	-	$ -
Operating 3	-	$ -
Operating 4	-	$ -
Operating 5	-	$ -

Retail, Entertainment and Dining Sales

Year	Projected Retail Sales	Projected Entertainment Sales	Projected Dining Sales
Proj. Construction Y1	$ -	$ -	$ -
Proj. Construction Y2	$ -	$ -	$ -
Proj. Construction Y3	$ -	$ -	$ -
Operating 1	$ -	$ -	$ -
Operating 2	$ -	$ -	$ -
Operating 3	$ -	$ -	$ -
Operating 4	$ -	$ -	$ -
Operating 5	$ -	$ -	$ -

Sales, Income, Lodging and Property Taxes

Year	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax
Proj. Construction Y1	$ -	$ -	$ -	$ -
Proj. Construction Y2	$ 394,000	$ 2,557,000	$ -	$ 317,000
Proj. Construction Y3	$ 394,000	$ 2,557,000	$ -	$ 317,000
Operating 1	$ -	$ -	$ -	$ -
Operating 2	$ -	$ -	$ -	$ -
Operating 3	$ -	$ -	$ -	$ -
Operating 4	$ -	$ -	$ -	$ -
Operating 5	$ -	$ -	$ -	$ -

Catalyzed Project #2: Construction Impacts

Construction Jobs

Year	Full-Time Equivalents	Average Hourly Wage
Proj. Construction Y1	-	$ -
Proj. Construction Y2	-	$ -
Proj. Construction Y3	969	$ 32.40
Operating 1	969	$ 32.40
Operating 2	-	$ -
Operating 3	-	$ -
Operating 4	-	$ -
Operating 5	-	$ -

Retail, Entertainment and Dining Sales

Year	Projected Retail Sales	Projected Entertainment Sales	Projected Dining Sales
Proj. Construction Y1	$ -	$ -	$ -
Proj. Construction Y2	$ -	$ -	$ -
Proj. Construction Y3	$ -	$ -	$ -
Operating 1	$ -	$ -	$ -
Operating 2	$ -	$ -	$ -
Operating 3	$ -	$ -	$ -
Operating 4	$ -	$ -	$ -
Operating 5	$ -	$ -	$ -

Sales, Income, Lodging and Property Taxes

Year	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax
Proj. Construction Y1	$ -	$ -	$ -	$ -
Proj. Construction Y2	$ -	$ -	$ -	$ -
Proj. Construction Y3	$246,000	$ 3,198,000	$ -	$ 198,000
Operating 1	$246,000	$ 3,198,000	$ -	$ 198,000
Operating 2	$ -	$ -	$ -	$ -
Operating 3	$ -	$ -	$ -	$ -
Operating 4	$ -	$ -	$ -	$ -
Operating 5	$ -	$ -	$ -	$ -

Catalyzed Project #3: Construction Impacts

Construction Jobs

Year	Full-Time Equivalents	Average Hourly Wage
Proj. Construction Y1	-	$ -
Proj. Construction Y2	-	$ -
Proj. Construction Y3	492	$ 32.82
Operating 1	492	$ 32.82
Operating 2	-	$ -
Operating 3	-	$ -
Operating 4	-	$ -
Operating 5	-	$ -

Retail, Entertainment and Dining Sales

Year	Projected Retail Sales	Projected Entertainment Sales	Projected Dining Sales
Proj. Construction Y1	$ -	$ -	$ -
Proj. Construction Y2	$ -	$ -	$ -
Proj. Construction Y3	$ -	$ -	$ -
Operating 1	$ -	$ -	$ -
Operating 2	$ -	$ -	$ -
Operating 3	$ -	$ -	$ -
Operating 4	$ -	$ -	$ -
Operating 5	$ -	$ -	$ -

Sales, Income, Lodging and Property Taxes

Year	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax
Proj. Construction Y1	$ -	$ -	$ -	$ -
Proj. Construction Y2	$ -	$ -	$ -	$ -
Proj. Construction Y3	$ 255,000	$ 1,646,000	$ -	$ 205,000
Operating 1	$ 255,000	$ 1,646,000	$ -	$ 205,000
Operating 2	$ -	$ -	$ -	$ -
Operating 3	$ -	$ -	$ -	$ -
Operating 4	$ -	$ -	$ -	$ -
Operating 5	$ -	$ -	$ -	$ -

Catalyzed Project #4: Construction Impacts

Construction Jobs

Year	Full-Time Equivalents	Average Hourly Wage
Proj. Construction Y1	-	$ -
Proj. Construction Y2	281	$ 31.94
Proj. Construction Y3	281	$ 31.94
Operating 1	-	$ -
Operating 2	-	$ -
Operating 3	-	$ -
Operating 4	-	$ -
Operating 5	-	$ -

Retail, Entertainment and Dining Sales

Year	Projected Retail Sales	Projected Entertainment Sales	Projected Dining Sales
Proj. Construction Y1	$ -	$ -	$ -
Proj. Construction Y2	$ -	$ -	$ -
Proj. Construction Y3	$ -	$ -	$ -
Operating 1	$ -	$ -	$ -
Operating 2	$ -	$ -	$ -
Operating 3	$ -	$ -	$ -
Operating 4	$ -	$ -	$ -
Operating 5	$ -	$ -	$ -

Sales, Income, Lodging and Property Taxes

Year	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax
Proj. Construction Y1	$ -	$ -	$ -	$ -
Proj. Construction Y2	$ 168,000	$ 913,000	$ -	$ 135,000
Proj. Construction Y3	$ 168,000	$ 913,000	$ -	$ 135,000
Operating 1	$ -	$ -	$ -	$ -
Operating 2	$ -	$ -	$ -	$ -
Operating 3	$ -	$ -	$ -	$ -
Operating 4	$ -	$ -	$ -	$ -
Operating 5	$ -	$ -	$ -	$ -

Addendum #2: Total Impacts (Operational and Construction)

Total Impacts

The tables below represent the total economic impact associated with the operational and construction activities of the Project, Surrounding Area, and Catalyzed Projects.

Operations Jobs

Year	Full-Time Equivalents	Average Hourly Wage
1	28	$ 28.88
2	48	$ 30.24
3	48	$ 30.77
4	48	$ 31.22
5	48	$ 31.67

Tenant Jobs

Year	Full-Time Equivalents	Average Hourly Wage
1	2,423	$ 38.64
2	4,099	$ 41.07
3	4,242	$ 40.61
4	4,403	$ 40.06
5	4,542	$ 39.70

Construction Jobs

Year	Full-Time Equivalents	Average Hourly Wage
Project Construction Y1	668	$ 31.60
Project Construction Y2	1,727	$ 31.94
Project Construction Y3	3,188	$ 32.22
Project Operating Y1	1,461	$ 32.54
Project Operating Y2	-	$ -
Project Operating Y3	-	$ -
Project Operating Y4	-	$ -
Project Operating Y5	-	

Retail, Entertainment and Dining Sales

Year	Projected Retail Sales	Projected Entertainment Sales	Projected Dining Sales
Project Construction Y1	$ -	$ -	$ -
Project Construction Y2	$ -	$ -	$ -
Project Construction Y3	$ -	$ -	$ -
Project Operating Y1	$ 28,850,000	$ 63,078,000	$ 24,691,000
Project Operating Y2	$ 77,695,000	$ 105,053,000	$ 36,803,000
Project Operating Y3	$ 80,275,000	$ 145,798,000	$ 45,268,000
Project Operating Y4	$ 83,473,000	$ 165,049,000	$ 46,196,000
Project Operating Y5	$ 85,142,000	$ 191,691,000	$ 47,856,000

Sales, Income, Lodging and Property Taxes

Year	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax
Project Construction Y1	$ 94,000	$ 2,652,000	$ -	$ 554,000
Project Construction Y2	$ 656,000	$ 6,122,000	$ -	$ 1,006,000
Project Construction Y3	$ 1,157,000	$ 10,966,000	$ -	$ 1,409,000
Project Operating Y1	$ 9,747,000	$ 15,420,000	$ 6,584,000	$ 30,608,000
Project Operating Y2	$ 17,461,000	$ 19,454,000	$ 10,273,000	$ 63,931,000
Project Operating Y3	$ 21,318,000	$ 20,572,000	$ 14,179,000	$ 96,352,000
Project Operating Y4	$ 22,990,000	$ 21,770,000	$ 15,809,000	$ 132,471,000
Project Operating Y5	$ 25,202,000	$ 23,004,000	$ 18,394,000	$ 172,546,000
Total	**$ 98,625,000**	**$ 119,960,000**	**$ 65,239,000**	**$ 498,877,000**

Year	Annual Total	Cumulative Total
Project Construction Y1	$ 3,300,000	$ 3,300,000
Project Construction Y2	$ 7,784,000	$ 11,084,000
Project Construction Y3	$ 13,532,000	$ 24,616,000
Project Operating Y1	$ 62,359,000	**$ 86,975,000**
Project Operating Y2	$ 111,119,000	$ 198,094,000
Project Operating Y3	$ 152,421,000	$ 350,515,000
Project Operating Y4	$ 193,040,000	$ 543,555,000
Project Operating Y5	$ 239,146,000	**$ 782,701,000**
Total	**$ 782,701,000**	

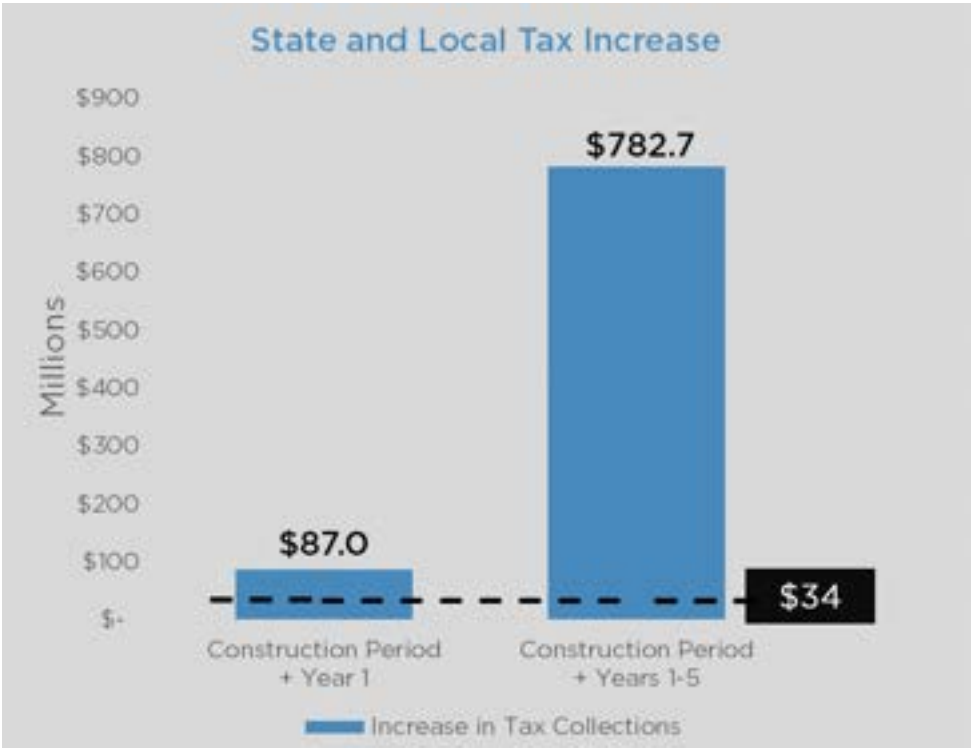
TMUD Qualification and Alternative Method of Valuation

The Developer requests that ODOD consider this EIS and the associated addenda both for the purposes of determining TMUD eligibility and eligibility for the alternative method of valuing the TMUD tax credits ("AMV") as described in Section 122.09(F) of the Ohio Revised Code ("ORC").

Having reviewed the provisions of ORC Section 122.09 and ODOD's guidance to date, Silverlode can confirm, with reasonable certainty, that the increase in tax collections in the Surrounding Area would exceed ten percent (10%) of the estimated development costs within one year after the Project is completed.

As set forth in this report, TMUD eligible development costs ("Development Costs") are estimated to be approximately $341.1 million, and the estimated increase in tax collections is expected to reach $87.0 million within one year after the Project is completed, which well exceeds (2.6 times) the $34 million (10%) AMV eligibility threshold for the first year following Project completion. During the Project's construction and the five years that follow its completion, the estimated increase in tax collections is expected to reach approximately $782.7 million, which is approximately 23 times the $34 million of TMUD tax credits requested for the Project.

To determine the increase in state and local tax collections, only taxes collected under chapters 718, 5705, 5739, 5741, and 5747 of the Ohio Revised Code were considered. Property tax estimates included in this analysis include tax increment financing service payments, but do not include abated real estate taxes. The computation of the increase in tax collections does not include baseline taxes being collected.



North Market Public Support

Economic Impact Statement

Further, the importance and transformational nature of this project is highlighted by the State and Local leaders, including the business, civic and institutional community. The pages that follow include statements addressing the project's impact from key leaders, business owners, community stakeholders and others invested in Ohio's future.











JAMES MERKEL
CEO, ROCKBRIDGE

"This transformational and iconic project began with a big vision for driving impact in our city and our state – exactly the type of catalytic vision the TMUD program was designed to support. Every aspect of the project – from its blueprint to its funding structure – was designed to address our state's most essential needs including housing, density, small business incubation that promotes diversity, walkability, accommodation enhancement to grow convention business, and more. It also models the power of public-private collaboration in urban development while celebrating the resilience, grit and entrepreneurial spirit of our treasured North Market merchants. As a local firm, Rockbridge is proud to have successfully executed premier mixed-use projects and experiences across the country, and we look forward bringing this vision to life for the State of Ohio and our capital city."

Economic Impact Statement



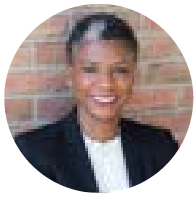
ANDREW J. GINTHER
MAYOR, CITY OF COLUMBUS

"It's exciting to see this transformational vision progressing at such a critical time in Columbus, as this proposed plan for the project not only secures the preservation and expansion of the North Market – it also creates construction and permanent jobs for residents. This partnership between public and private entities addresses the region's need for housing Columbus residents can afford and adds important hotel accommodations that help us compete for convention business and events."



MICHAEL STEVENS
DIRECTOR OF DEVELOPMENT, CITY OF COLUMBUS

"The City is pleased to support this project for Ohio's new Transformational Mixed-Use Development Tax Credit, as it represents the type of catalytic economic impact the program was created to support. The project expands our city's ability to compete for large conventions; protects a historic treasure that fosters commerce and community exchange; creates residential housing including affordable workforce units; creates a new parking solution; offers social and recreational activities; and much more. This project is vital for Columbus and without the TMUD credit, the project cannot move forward."



JANELLE N. COLEMAN
PRESIDENT, AMERICAN ELECTRIC POWER FOUNDATION
VICE PRESIDENT, COMMUNITY ENGAGEMENT, DIVERSITY INCLUSION

"In urban development today, many projects are designed to capitalize on opportunities that exist within communities – but few are deliberately designed to meet a community's socioeconomic needs while providing for its residents and protecting its historic assets. The North Market Mixed-Use Development Project is poised to help our community grow stronger in many ways and will be a rising tide for the surrounding area, Columbus, and our entire statewide economy."



DEE HASLAM
COLUMBUS CREW INVESTOR/CO-OWNER; CLEVELAND BROWNS OWNER; CEO HASLAM SPORTS GROUP

"During the 2020 MLS season, we learned that ultimate success in professional sports can only be achieved when team goals are held in higher regard than individual goals. We are extremely excited about the opportunities that can be created for the city of Columbus, our region, and across the state of Ohio when the North Market Mixed-Use development is completed. Success will come with a continued focus on mutual respect paired with bold leadership and a team-first mindset. This approach represents a winning combination, and I strongly support the efforts to move this transformational project forward to benefit the entire region."



ALEX FISCHER
PRESIDENT AND CEO, COLUMBUS PARTNERSHIP

"Transformational projects absolutely demand a willingness to work together across public and private boundary lines to solve problems. The key to success stems from a bold vision for a better future, and our region has established a great track record for this type of innovation. The North Market Mixed-Use Development is one of the best examples of the type of community minded development we need to be successful as a city and as a state in the future."

Economic Impact Statement



KENNY MCDONALD
PRESIDENT AND CEO, ONE COLUMBUS

"The North Market project is a great example of how collaboration in the development realm can dramatically change the face of local and statewide economies. This project, quite simply, needs to move forward – and awarding the Transformational Mixed-Use Development Tax Credit to the project is critical to ensuring that happens."



BRIAN ROSS
PRESIDENT AND CEO, EXPERIENCE COLUMBUS

"It is extremely important that our city's historic and vibrant North Market thrives for years to come and adds a distinct hospitality experience that does not exist today for our visitors and residents. The North Market enhancement will help differentiate our destination and attract millions of dollars into Columbus and Ohio."



DOUG ULMAN
CEO, PELOTONIA

"At Pelotonia, we're incredibly proud of the legacy and power of what we built – but none of us can claim we did it alone. That is certainly the spirit of this transformational project, and it's remarkable to see new innovation that will change the face of Columbus and our state. This project stands to be truly dramatic and impactful for Columbus and all of Ohio. I strongly support this important project and it's awarding of the TMUD credit so that it can help our state grow and prosper."



CHRIS OLSEN
PARTNER, DRIVE CAPITAL

"At Drive Capital, we support projects that aim to transform; and we partner with founders who are solving critical problems in massive markets. In order for us to get involved, we have to be convinced that a project's/company's vision and the leadership team are truly world class. The North Market Mixed-Use Development is unique in its structure and vision and we believe it sets a high-water mark for how cities everywhere should be approaching urban development and small business incubation. This is the type of project that the forward-looking cities need and that growing businesses demand."



SUE ZAZON
CENTRAL OHIO PRESIDENT, HUNTINGTON BANK

"It's easy to understand a tall building going up in an urban center or new residential units being built. What's at the heart of this project, however, is something so critical to our community but easy to overlook – the small business merchants and the historic legacy of the North Market. This project embodies how large developments can be directly impactful to small businesses and job growth; and how old and new elements can be combined to live in harmony. This mixed-use design will be a change agent for future positive development in Ohio's capital city. Rockbridge is exceptionally creative and builds experiences via real estate, not just buildings. This unique, experiential building will have a transformational impact and help drive growth for Ohio as we compete for talent. It also is a great representation of public/private partnership. I encourage the State of Ohio to support this project via the TMUD tax credit."

Economic Impact Statement

Lastly, this project will enhance and support the North Market and its merchants, providing additional space, capacity and financial support to ensure it will thrive long-term. Below is a collection of statements from a number of North Market leadership and merchants, illustrating this project's importance to North Market itself.



RICK HARRISON WOLFE
EXECUTIVE DIRECTOR, NORTH MARKET DEVELOPMENT AUTHORITY
EXECUTIVE DIRECTOR, OHIO PUBLIC MARKET AUTHORITY

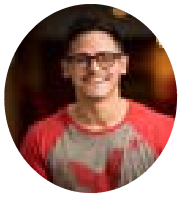
"The North Market must continue to be an evolving institution to stay relevant and prosperous. This project will provide financial stability, expand merchant space, and provide more areas for the public to engage with the market and our merchants. It is a groundbreaking project for a public market on a global scale."





MARTY MCGREEVY
OWNER, MARKET BLOOMS
LONGEST RUNNING MERCHANT | AT THE MARKET SINCE 1990

"In 1876, a group of merchants collaborated to become The North Market. 145 years later we are still reaping the benefits of these individuals' vision. Originally started as a way to provide their neighbors with sustenance, the Market now feeds the city of Columbus with a vibrant destination. Working together on this Mixed-Use project pays tribute to these earliest merchants."



JOE DELOSS
HOT CHICKEN TAKEOVER
SMALL BUSINESS SUCCESS STORY | MISSION DRIVEN OWNER FOR EQUITABLE EMPLOYMENT

"The evolution of the North Market represents such a huge opportunity for our city and our community of entrepreneurs. This space has already been home to so many of the ideas, businesses, and people that have made Columbus such a destination. It's hard to even imagine the potential of an enhanced facility, more vendors, and more traffic - I know whatever comes of it will enrich our community even further."

Economic Impact Statement



ABDILAHI & MOHAMMED HASSAN
OWNERS, HOYO'S KITCHEN

SMALL BUSINESS OWNERS & PURVEYORS OF SOMALI CUISINE

"We never would have survived as a family owned business by only marketing to Somali diners, so being invited to bring Hoyo's to the North Market was a turning point in our mission to bring African cuisine into the mainstream. Columbus has the second-largest Somali population in the United States, which many people don't know. This is our way of helping our community understand the best of our Somali culture and meet the neighbors they didn't know they had."



JEN BURTON
CO-OWNER, THE BARREL AND BOTTLE

SMALL BUSINESS OWNER

"As North Market merchants, we are, in a way, ambassadors to Columbus. We recommend restaurants, bars and shopping to all that come through our doors while they are in town. The market has grown into a real hub of new and exciting things! It really highlights all different cultures and genres of food in Columbus and it's ever-evolving. It is an amazing place to start and grow a business. It is a small business family community that has a huge impact on Columbus as a whole. This development will be just what the market has needed and we cannot wait for it to happen!"



COLLIN CASTORE
CO-OWNER, THE BARRELL AND BOTTLE

MERCHANT REPRESENTATIVE TO NMDA BOARD OF DIRECTORS

"The downtown North Market has played a vital role incubating Columbus small business and showcasing talented vendors for decades. The cooperative mixed use tower offers a unique opportunity and a truly unique space that will continue to showcase the best and most creative parts of our city. We can't wait to grow with our North Market."

MEMORANDUM

To: **Ohio Department of Development**

From: Van Wert County Foundation

Re: **Economic Impact Statement**

Date: July 5, 2022

Please find attached the third-party report conducted by the University of Cincinnati Economics Center for Research and Consulting showing that the Van Wert Forward Project Phase II's projected increase in tax collections during the completion period exceeds 10% of the estimated development costs of the Project. 10% of the estimated development costs for the Project is approximately $1.12MM.

Tax collections are anticipated to exceed $7.5MM. See *Table 44: Total Fiscal Impact* (page 35 of report).

ECONOMICS CENTER
RESEARCH AND CONSULTING

Economic Impact Analysis of the Van Wert Forward II Proposed Mixed-Use Development

Prepared for

Model Group

July 2022

ECONOMICS CENTER
RESEARCH AND CONSULTING

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Executive Summary

Model Group intends to invest $11.2 million to redevelop five adjacent, historical buildings in downtown Van Wert.[1] The Van Wert Forward II Project will include 15 apartments, 3,180 square feet of office space, 2,635 square feet of restaurant space, and 1,625 square feet of retail space. Construction is anticipated to begin in 2023 with the opening of the Van Wert Forward II Project expected in 2025. This proposed Project will drive substantial economic activity in the Surrounding Area during the five years after construction is complete, referred to as the completion period.[2]

This report estimates the Project, Development, Surrounding Area, catalyzed project, and total impacts generated by the Van Wert Forward II Project on the Surrounding Area. The economic impact on jobs, earnings, and economic activity as well as the fiscal impact on tax revenues for state and local jurisdictions are included. Economic impacts are separated into operations impacts, which represent the management of the Project site after construction is complete and operations commence, and the tenant impacts. Operations impacts represent the labor required to operate the Van Wert Forward II Project as well as the associated impacts on earnings. Tenant impacts represent the labor required by anticipated tenants of the Van Wert Forward II Project and the associated impacts on earnings and economic activity. All dollars reported in this analysis reflect nominal dollars unless otherwise stated

Project Impacts

- Operations of the completed Van Wert Forward II Project will directly support a total of five jobs with earnings of $171,065 during the first five years of operation. The annual earnings of operations jobs average $66,504, which equates to an average hourly wage of $31.97.
- During the first five years of operation, the completed Van Wert Forward II Project will directly generate $7,048 in earnings tax revenue for the State of Ohio and the City of Van Wert.
- The tenant businesses of the Van Wert Forward II Project will directly generate $23.9 million in economic activity at the Project site during the first five years of operation. A total of 175 jobs with earnings of $7.1 million will be directly supported by tenant businesses of the Van Wert Forward II Project. Tenant jobs will have average annual earnings of $40,349, which equates to an average hourly wage of $19.40.
    - The direct economic activity generated during the first five years of operation comprises $15.5 million in office sales, $5.2 million in restaurant sales, $3.2 million in retail sales.
- During the first five years of operation, the tenant businesses of the Van Wert Forward II Project will directly generate fiscal benefits totaling $857,537 for state and local jurisdictions.
    - The State of Ohio will receive $130,806 in earnings tax revenues and $479,968 in sales tax revenues.
    - Van Wert County will receive $125,209 in sales tax revenues.
    - The City of Van Wert will receive $121,554 in earnings tax revenues.

[1] Reported in 2022 dollars.
[2] The Surrounding Area for a development not located within ten miles of a major city, determined by starting from the corporate boundary of the major city and extending out ten miles from that boundary, is defined as the area encompassed within a perimeter starting from the transformational mixed-use development boundary and extending two miles out from that boundary. For the Van Wert Forward II Project, the Surrounding Area is defined as zip code 45891.

Development Impacts

- The Van Wert Forward II Project is part of the larger Van Wert Forward Development. The Van Wert Forward Development encompasses the redevelopment of 19 adjacent, historical buildings in downtown Van Wert. The Van Wert Forward Development will include 58 apartments and a total of 49,035 square feet of tenant space. The tenant space comprises 20,059 square feet of restaurant space, 17,695 square feet of office space, 6,920 square feet of institutional space to house a co-working space and business incubator, and 4,361 square feet of retail space. The total development costs of the Van Wert Forward Development are approximately $42.2 million.[3]
- Phase I of the Van Wert Forward Development is currently under construction and was awarded a tax credit during the fiscal year 2022 funding cycle for the Transformational Mixed-Use Development Program, and phase II refers to the Project. Therefore, the Van Wert Forward Development related impacts refer to only the impacts generated by phase III of the Van Wert Forward Development.
- Phase III of the Van Wert Forward Development encompasses the redevelopment of three historic properties in downtown Van Wert. Construction of phase III is expected to occur in 2024. Phase III of the Van Wert Forward Development will include two apartments and 7,106 square feet of commercial space. The commercial space of phase III comprises 4,370 square feet of office space and 2,736 square feet of retail space. The total development costs associated with construction of the Van Wert Forward Development are approximately $4.2 million.[4]
- Opening in 2025, the operations of the completed phase III of the Van Wert Forward Development will directly support one job with earnings of $89,619 during the completion period. The average annual hourly wage of operations jobs supported by phase III of the Van Wert Forward Development is $31.05.
- During the completion period, the completed phase III of the Van Wert Forward Development will directly generate $3,830 in earnings tax revenue for the State of Ohio and the City of Van Wert.
- The tenant businesses of phase III of the Van Wert Forward Development will directly generate $26.7 million in economic activity at the Development site during the completion period. The direct economic activity comprises $21.3 million in office sales and $5.4 million in retail sales. A total of 125 jobs with earnings of $7.9 million will be directly supported by tenant businesses of phase III of the Van Wert Forward Development. Tenant jobs will have average annual earnings of $62,189, which equates to an average hourly wage of $29.90.
- During the completion period, the tenant businesses of phase III of the Van Wert Forward Development will directly generate fiscal benefits totaling $710,290 for state and local jurisdictions.
    - The State of Ohio will receive $186,130 in earnings tax revenues and $380,261 in sales tax revenues.
    - Van Wert County will receive $80,416 in sales tax revenues.
    - The City of Van Wert will receive $135,483 in earnings tax revenues.

[3] Reported in 2022 dollars.
[4] Reported in 2022 dollars.

Surrounding Area Impacts

- In addition to the direct impacts, the operations and tenant businesses of the completed Van Wert Forward II Project and phase III of the Van Wert Forward Development will generate additional indirect impacts within the Surrounding Area as a result of the inter-industry linkages. In total, the direct economic activity generated by operations and tenant business will result in an additional $12.3 million in indirect economic activity in the Surrounding Area during the completion period. The completed Van Wert Forward II Project and phase III of the Van Wert Forward Development will indirectly support a total of 75 jobs with $4.3 million in earnings during the completion period. The average hourly wage of indirect jobs is $27.58.
- During the completion period, the Van Wert Forward II Project and phase III of the Van Wert Forward Development will indirectly generate fiscal benefits totaling $523,633 through earnings and property tax revenue.
    - During the completion period, the indirect jobs supported by the completed Van Wert Forward II Project and phase III of the Van Wert Forward Development will generate $171,418 in earnings tax revenue for the State of Ohio and the City of Van Wert.
    - Upon its completion, the Van Wert Forward II Project will increase residential property values in the Surrounding Area resulting in an additional $352,215 in property tax revenue during the first five years of the Project's operation. Of the total increase in property tax revenue, Van Wert County will receive $36,551, the City of Van Wert[5] will receive $26,327, Van Wert City Schools will receive $266,333, and the Joint Vocational School District will receive $23,004.

Catalyzed Project Impacts

- The Van Wert Forward II Project will directly cause or accelerate three additional projects in the Surrounding Area during the completion period.
    - The redevelopment of the vacant, historical building at 223 E. Main Street in downtown Van Wert will comprise 17,500 square feet of restaurant space. This Project is anticipated to start construction in early 2023 and take approximately 18 to 24 months to complete. The total development costs associated with the redevelopment of the historical building at 223 E. Main Street are approximately $3.5 million.[6]
    - The redevelopment of the former theater building at 147 E. Main Street in downtown Van Wert will comprise 7,900 square feet of entertainment space. This Project is anticipated to start construction in early 2023 and take approximately 18 to 24 months to complete. The total development costs associated with the redevelopment of the historical building at 147 E. Main Street are approximately $1.5 million.[7]
    - The Van Wert Forward IV Project encompasses the redevelopment of four historic properties in downtown Van Wert. This Project is outside the scope of the Van Wert Forward Development and is therefore included as a catalyzed project. The Van Wert Forward IV Project is anticipated to start construction in late 2023 and take approximately 18 to 24 months to complete. The Van Wert Forward IV Project will include 60 apartments and 20,000 square feet of commercial space for retail and/or

[5] The City of Van Wert also includes the portions of property tax revenue distributed to the township and other entities.
[6] Reported in 2022 dollars.
[7] Reported in 2022 dollars.

restaurant tenants. The total development costs associated with construction of the Van Wert Forward IV Project are approximately $23.8 million.[8]

- The three projects directly caused or accelerated by the Van Wert Forward II Project will generate a total of $73.7 million in economic activity during the completion period, of which $67.2 million represents the direct economic activity. The direct economic activity generated comprises $34.3 million in restaurant sales, $31.7 million in commercial sales, and $1.2 million in entertainment sales. A total of 1,008 jobs with earnings of $24.2 million will be directly and indirectly supported during the completion period by the catalyzed projects of the Van Wert Forward II Project.

Total Impacts

- During the completion period, the Project, Development, Surrounding Area, and catalyzed project impacts of the Van Wert Forward II Project will generate $136.6 million in economic activity. The sales of office, restaurant, retail, entertainment, and commercial business will directly generate $117.7 million in economic activity, while the subsequent spending will indirectly generate $18.9 million in economic activity. The Van Wert Forward II Project will directly and indirectly support a total of 1,388 jobs with earnings of $43.7 million.
- During the completion period, the Van Wert Forward II Project will generate fiscal benefits totaling $7.5 million for state and local jurisdictions through the Project, Development, Surrounding Area, and catalyzed project impacts.
    - Earnings tax revenues of $655,933 will accrue to the State of Ohio and $751,406 will accrue to the City of Van Wert. A total of $1.4 million in earnings tax revenue will be generated.
    - Of the $352,215 in additional property tax revenue generated, Van Wert County will receive $36,551, the City of Van Wert will receive $26,327, Van Wert City Schools will receive $266,333, and the Joint Vocational School District will receive $23,004.
    - The State of Ohio and Van Wert County will receive $4.6 million and $1.2 million in sales tax revenue, respectively. A total of $5.8 million in sales tax revenue will be generated.

[8] Reported in 2022 dollars.

Introduction

The Van Wert Forward II Project is a proposed mixed-use development in the City of Van Wert, Van Wert County. The proposed redevelopment of five adjacent, historical buildings in downtown Van Wert will drive substantial economic activity in the Surrounding Area.[9] The Van Wert Forward II Project is anticipated to start construction in 2023 and open in 2025. Model Group plans to invest approximately $11.2 million to construct the Van Wert Forward II Project.[10] As shown in Table 1, the Van Wert Forward II Project will include 15 apartments, 3,180 square feet of office space, 2,635 square feet of restaurant space, 1,625 square feet of retail space.

Table 1: Use Breakdown of the Proposed Van Wert Forward II Project

Type of Mixed-Use	Dimensions/Quantity
Multifamily Residential	15,290 square feet (15 apartments)
Office	3,180 square feet
Restaurants	2,635 square feet
Retail	1,625 square feet

Source: Model Group.

The Van Wert Forward II Project refers to phase II of the larger Van Wert Forward Development. Phase I of the Van Wert Forward Development was awarded a tax credit of $2.6 million during the fiscal year 2022 funding cycle for the Transformational Mixed-Use Development (TMUD) Program. Per the Ohio Department of Development's Transformational Mixed-Use Development Guidelines, the impacts of phase I of the Van Wert Forward Development are not included in this report since it was already awarded a tax credit.

This report estimates the Project, Development, Surrounding Area, catalyzed project, and total impacts generated by the Van Wert Forward II Project on the Surrounding Area.[11] The economic impact on jobs, earnings, and economic activity as well as the fiscal impact on tax revenues for state and local jurisdictions are detailed for each impact category in the following sections. Table 2 provides a guide to the tables associated with each impact category described in the Ohio Department of Development's TMUD Program Economic Impact Statement Framework, released May 2022 and updated June 10, 2022. All dollars reported in this analysis reflect nominal dollars unless otherwise stated. Long-run inflation estimates for 2022 through 2031 were obtained from the National Economic Estimating Conference.[12]

[9] The Surrounding Area for a development not located within ten miles of a major city, determined by starting from the corporate boundary of the major city and extending out ten miles from that boundary, is defined as the area encompassed within a perimeter starting from the transformational mixed-use development boundary and extending two miles out from that boundary. For the Van Wert Forward II Project, the Surrounding Area is defined as zip code 45891.
[10] Reported in 2022 dollars.
[11] Model Group provided the list of projects directly caused or catalyzed by the Van Wert Forward II Project and the associated project details.
[12] (National Economic Estimating Conference 2021)

Table 2: TMUD Economic Impact Statement Table Guide

Impact Category	Associated Tables
Project Impacts	Table 3 - Table 11, Table 46 - Table 48
Development Impacts	Table 12 - Table 19
Surrounding Area Impacts	Table 20 - Table 31
Catalyzed Project Impacts	Table 32 - Table 42
Total Impacts	Table 43 - Table 45, Table 49

Methodology

Economic Impact

This economic impact analysis measures the amount of economic transactions expected to result from the operations of the Van Wert Forward II Project. The economic impact analysis includes the impacts of operations resulting from the management of the Project site after construction is complete and operations commence as well as the impacts of the tenant businesses of the Van Wert Forward II Project.

Economic impact figures represent the effects that a given mixed-use development and its associated economic activities have upon a surrounding community. The economic impacts are reported in terms of jobs, earnings, and economic actvitity. The number of jobs represents full-time equivalent employees. Earnings refer to the compensation of employees excluding personal contributions to Social Security, Medicare, or employee pension plans. Average earnings represent the total earnings divided by the number of jobs. Lastly, economic activity refers to the direct sales of tenant businesses and the subsequent spending on goods and services occuring in the local economy. The impacts of operations represent the labor required to operate the Van Wert Forward II Project as well as the associated impacts on earnings. The impacts of the tenant businesses represent the labor required by anticipated tenants of the Van Wert Forward II Project and the associated impacts on earnings and economic activity.

Mixed-use developments will affect local communities through the purchases of local goods and services made by the development and its tenants. In turn, those local businesses supported purchase goods and services at other local businesses. The direct impacts of a development include the impacts resulting from the operations of the development and the impacts resulting from the tenenat businesses. The direct impacts include the local cost of supplies, maintence, and wages paid to employees. These direct expenditures affect other industries by increasing demand for products and services, creating jobs associated with the provision of these products and services, and generating incomes. This is the indirect impact, or the additional economic impact that is a result from inter-industry linkages. The indirect impacts are the expenditures and employment that are created in the local economy to the extent that industries and households are supported by and respond to the new demands of the directly impacted industries. Finally, the direct and indirect impacts create induced impacts due to the spending of private households. Per the Ohio Department of Development's TMUD Program Economic Impact Statement Framework, released May 2022 and updated June 10, 2022, induced impact are excluded from this analysis.

The Economics Center used an input-output model to conduct this economic impact analysis. Input-output models give a picture of the direct and indirect impacts of a given business or organization on its local economy. The input-output model includes industry- and location-specific multipliers that capture the interdependencies of an economy's various industries, quantifying how direct expenditures on goods or services by a particular industry (or to individuals in the form of wages) yield additional changes in jobs, earnings, and economic activity within that economy. Multipliers are figures that

represent all of the inter-industry relationships measured in the input-output model. Multipliers were sourced from Lightcast, a third-party provider of labor market data. Lightcast utilizes labor market data and other publicly available sources in a proprietary methodology to allow for tailored economic multipliers in a specified geographic area. For every dollar spent by a given organization in a particular industry, multipliers reflect how many more dollars will be spent in a local economy by other businesses, thereby determining the total economic impact of a project or investment. Multipliers also measure how many jobs and the amount of earnings that will be generated in an economy for a given level of expenditure.

All economic impact figures refer to the impact of the Van Wert Forward II Project on its Surrounding Area. The Surrounding Area for a project not located within ten miles of a major city, determined by starting from the corporate boundary of the major city and extending out ten miles from that boundary, is defined as the area encompassed within a perimeter starting from the transformational mixed-use development boundary and extending two miles out from that boundary and includes any zip code covered in whole or in part. For the Van Wert Forward II Project, the Surrounding Area is defined as zip code 45891.

The Economics Center calculated the economic impact of the operations of the Project by using estimates of the number of square feet per job. For residential spaces, it was assumed that 50,000 square feet of space supports one job.[13] For nonresidential spaces, it was assumed that 35,657 square feet of space supports one job.[14]

The Economics Center calculated the economic impact of the tenant businesses using projected revenues and/or employees for the industries proposed to locate at the Van Wert Forward II Project using projections provided by Model Group and supplemented with industry data for the Surrounding Area from Lightcast.

The economic impact of the retail and restaurant spaces are estimated based on direct sales generated per square foot. Model Groups estimates that the retail and restaurant spaces of the Van Wert Forward will generate $350 in sales per square foot. Industry data for the Surrounding Area was utilized to estimate the direct jobs and direct earnings generated. Direct jobs are estimated using the sales per job of the respective industries, and direct earnings are estimated using the average annual earnings per job of the respective industries.

The economic impact of the office space is estimated based on the direct jobs supported. Model Group estimates that approximately 286 square feet of office space of the Van Wert Forward will support one job. Industry data for the Surrounding Area were utilized to estimate direct sales and direct earnings. Direct sales are estimated using the sales per job for the resepective industries, and direct earnings are estimated using the average annual earnings per job of the respective industries.

The economic impact of the entertainment space is estimated based on the direct jobs supported. According to the U.S. Energy Information Administration, approximately 2,393 square feet of entertainment space supports one job.[15] Industry data for the Surrounding Area were utilized to estimate direct sales and direct earnings. Direct sales are estimated using the sales per job for the resepective industries, and direct earnings are estimated using the average annual earnings per job of the respective industries.

[13] (FacilitiesNet 2017)
[14] (International Facility Management Association 2010)
[15] (U.S. Energy Information Administration 2021)

Fiscal Impact

Once the Van Wert Forward II Project is operational, fiscal impacts will accrue for the State of Ohio, Van Wert County, the City of Van Wert, Van Wert City Schools, and the Joint Vocational School District. The fiscal impact represents the subsequent impact of the operations of the Van Wert Forward II Project on state and local jurisdictions. Fiscal impacts include earnings, property, and sales tax revenue.

The earnings of operations and tenant employees of the Van Wert Forward II Project will generate earnings tax revenues for the State of Ohio and the City of Van Wert. Sales tax revenues for the State of Ohio and Van Wert County are generated by the spending at the hotel, restaurant, and retail spaces. Additionally, Van Wert County, the City of Van Wert, Van Wert City Schools, and the Joint Vocational School District benefit from increases in property tax revenues due to increases in residential property values in the Surrounding Area.

All fiscal impacts are calculated using the most recent, applicable tax rates for the State of Ohio, the county, and local jurisdictions.[16] It is assumed that all tax rates remain unchanged in future years. State earnings tax revenues are calculated using the average annual earnings for the direct and indirect jobs supported by each use type. Therefore, the total state earnings tax revenues reported will not match estimates based on the average annual earnings of all jobs supported.

Project Impacts

The Van Wert Forward II Project will include 15 apartments, 3,180 square feet of office space, 2,635 square feet of restaurant space, and 1,625 square feet of retail space. The total development costs associated with Project construction are approximately $11.2 million.[17]

Once the Van Wert Forward II Project is operational, annual economic impacts in the form of jobs, earnings, and economic activity will be directly generated by the operations and tenant businesses of the Van Wert Forward II Project. Additionally, fiscal impacts in the form of tax revenues will be generated for state and local jurisdictions. The impacts of operations represent the labor required to operate the Van Wert Forward II Project as well as the associated impacts on earnings. The impacts of the tenant businesses represent the labor required by anticipated tenants of the Van Wert Forward II Project and the associated impacts on earnings and economic activity.

Full economic and fiscal impacts of operations of the Van Wert Forward II Project will be realized once target occupancy and sales are reached and operating revenues and expenditures stabilize. The economic and fiscal impacts discussed in this section reflect full occupancy and target-level sales.

Operations Impacts

Economic Impact

Operations impacts result from the management of the Project site after construction is complete and operations commence. As shown in Table 3, the operations of Van Wert Forward II Project will directly support one job per year. These jobs represent the labor required to manage the Project site such as leasing agents, grounds crew, and maintenance and custodial staff. A total of five jobs will be supported during the first five years of operation. The jobs supported will have total earnings of $171,065 during the first five years of operation, or an average of $34,213 per year. The direct jobs supported by the operations of the Van Wert Forward II Project will have average annual earnings of $66,504. Assuming

[16] The distribution of the additional property tax revenue accruing to various local jurisdictions utilizes published tax rates for 2020 due to discrepancies in the published tax rates for 2021.
[17] Reported in 2022 dollars.

40 working hours per week for 52 weeks per year, the average hourly wage of the direct jobs supported by the operations of the Van Wert Forward II Project is $31.97.

Table 3: Direct Jobs and Earnings Impact of Project Operations at the Project Site

Year of Operation	Jobs	Earnings	Average Hourly Wage
Year 1 (2025)	1	$32,681	$30.54
Year 2 (2026)	1	$33,400	$31.21
Year 3 (2027)	1	$34,168	$31.93
Year 4 (2028)	1	$34,988	$32.70
Year 5 (2029)	1	$35,828	$33.48
Total	**5**	**$171,065**	**$31.97**

Source: Economics Center calculations.

Fiscal Impact

The operations of the Van Wert Forward II Project will directly generate a total of $7,048 in earnings tax revenue for the State of Ohio and the City of Van Wert during the first five years of operation, as shown in Table 4. Of the earnings tax revenue generated during the first five years of operation, the State of Ohio will receive $4,106, while the City of Van Wert will receive $2,942. On average, a total of $1,410 in earnings tax revenue will be directly generated annually due to the operations of the Van Wert Forward II Project.

Table 4: Direct Fiscal Impact of Project Operations

Year of Operation	State of Ohio	City of Van Wert	Total Earnings Tax Revenue
Year 1 (2025)	$772	$562	**$1,334**
Year 2 (2026)	$795	$574	**$1,369**
Year 3 (2027)	$820	$588	**$1,408**
Year 4 (2028)	$846	$602	**$1,448**
Year 5 (2029)	$873	$616	**$1,489**
Total	**$4,106**	**$2,942**	**$7,048**

Source: Economics Center calculations.

Tenant Impacts

Economic Impact

The tenant businesses of the Van Wert Forward II Project will generate revenues from services provided by tenants of the office space as well as through restaurant and retail purchases. These businesses will also hire and pay wages to employees needed to maintain daily operations. The economic impact of the tenant businesses of the Van Wert Forward II Project respresent the economic activity, jobs, and earnings generated at the Project site.

Tenant businesses of the Van Wert Forward II Project will directly generate economic activity, comprising business sales, wages and salaries paid to employees, and other non-wage operating expenditures made by tenants. As detailed in Table 5, the tenant businesses operating within the Van Wert Forward II Project will directly generate an estimated $23.9 million in economic activity during the first five years of operation. The direct economic activity of tenant businesses over the first five years of operation

comprises $15.5 million in office sales, $5.2 million in restaurant sales, and $3.2 million in retail sales. On average, a total of $4.8 million in economic activity will be directly generated by the tenant businesses of the Van Wert Forward II Project each year.

Table 5: Direct Sales of Project Tenants by Use Type at the Project Site

Year of Operation	Office	Restaurant	Retail	Total Direct Sales
Year 1 (2025)	[redacted]	[redacted]	[redacted]	[redacted]
Year 2 (2026)	[redacted]	[redacted]	[redacted]	[redacted]
Year 3 (2027)	[redacted]	[redacted]	[redacted]	[redacted]
Year 4 (2028)	[redacted]	[redacted]	[redacted]	[redacted]
Year 5 (2029)	[redacted]	[redacted]	[redacted]	[redacted]
Total	**$15,512,846**	**$5,163,163**	**$3,184,113**	**$23,860,122**

Source: Economics Center calculations.

Once tenant operations commence, the Van Wert Forward II Project will directly support 175 jobs at the Project site with earnings of $7.1 million during the first five years of operation, as detailed in Table 6. Each year an average of 35 jobs with earnings of $1.4 million will be directly supported by the tenant businesses of the Van Wert Forward II Project. This translates into average annual earnings of $40,349 per employee. Assuming 40 working hours per week for 52 weeks per year, the average hourly wage of direct employees of tenant businesses is $19.40.

Table 6: Direct Jobs and Earnings Impact of Project Tenants at the Project Site

Year of Operation	Jobs	Earnings	Average Hourly Wage
Year 1 (2025)	35	$1,350,126	$18.53
Year 2 (2026)	35	$1,379,829	$18.94
Year 3 (2027)	35	$1,411,565	$19.37
Year 4 (2028)	35	$1,445,442	$19.84
Year 5 (2029)	35	$1,480,133	$20.31
Total	**175**	**$7,067,095**	**$19.40**

Source: Economics Center calculations.

The economic impacts of tenant businesses are disaggregated by use-type in Appendix A.

Fiscal Impact

Fiscal impacts will accrue for the State of Ohio, Van Wert County, and the City of Van Wert once the Van Wert Forward II Project is operational. The earnings of Van Wert Forward II Project employees will generate earnings tax revenues for the State of Ohio and the City of Van Wert, and the spending of the Van Wert Forward II Project's restaurant and retail shoppers will generate sales tax revenues for the State of Ohio and Van Wert County.

Table 7 details the fiscal impacts of the tenant businesses of the Van Wert Forward II Project by type. The State of Ohio and the City of Van Wert will benefit from a total of $252,360 in earnings tax revenues as a result of tenant businesses during the first five years of operation. During the first five years of operation, the spending of the Van Wert Forward II Project's restaurant and retail shoppers will generate

$605,178 in sales tax revenues for the State of Ohio and Van Wert County. In total, the Van Wert Forward II Project will create $857,538 in fiscal benefits to state and local jurisdictions during the first five years of tenant operation.

Table 7: Direct Fiscal Impact of Project Tenants

Year of Operation	Earnings Tax Revenue	Sales Tax Revenue	Total Tax Revenue
Year 1 (2025)	$47,846	$115,616	**$163,462**
Year 2 (2026)	$49,078	$118,159	**$167,237**
Year 3 (2027)	$50,395	$120,877	**$171,272**
Year 4 (2028)	$51,801	$123,778	**$175,579**
Year 5 (2029)	$53,240	$126,748	**$179,988**
Total[18]	**$252,360**	**$605,178**	**$857,538**

Source: Economics Center calculations.

Table 8 details the fiscal impacts accruing to state and local jurisdictions by type resulting from the tenant businesses of the Van Wert Forward II Project during the first five years of operation. The tenant businesses of the Van Wert Forward II Project will generate earnings tax revenues of $130,806 for the State of Ohio as well as $121,554 for the City of Van Wert. Van Wert County will benefit from $125,209 in sales tax revenue, while the State of Ohio will benefit from $479,968 in sales tax revenue.

Table 8: Direct Fiscal Impact of Project Tenants by Government Entity, Years 1-5

Government Entity	Earnings Tax Revenue	Sales Tax Revenue	Total Tax Revenue
State of Ohio	$130,806	$479,968	**$610,774**
Van Wert County	N/A	$125,209	**$125,209**
City of Van Wert	$121,554	N/A	**$121,554**
Total[19]	**$252,360**	**$605,177**	**$857,537**

Source: Economics Center calculations.

Total Impacts

Economic Impact

The total economic impacts include the jobs, earnings, and economic activity directly resulting from the Van Wert Forward II Project's operations and tenant businesses. Economic impacts reflect full occupancy and target-level sales. Table 9 details the total Project related economic impacts that will accrue after construction of the Van Wert Forward II Project is complete and operations commence. During the first five years of the Project's operation, the Van Wert Forward II Project will directly support 180 jobs with earnings of $7.2 million. On average, 36 jobs with earnings of $1.4 million will be directly supported each year. The tenant sales of the Van Wert Forward II Project represent the direct economic activity generated and will total $23.9 million during the first five years of the Project's operation. An average of $4.8 million in direct economic activity will generated at the Project site annually during the first five years of the Project's operation.

[18] The total fiscal impact reported in Table 7 and Table 8 may not match due to rounding.
[19] The total fiscal impact reported in Table 7 and Table 8 may not match due to rounding.

Table 9: Total Direct Economic Impact of the Project at the Project Site

Year of Operation	Jobs	Earnings	Average Hourly Wage	Economic Activity
Year 1 (2025)	36	$1,382,807	$18.70	$4,558,333
Year 2 (2026)	36	$1,413,229	$19.12	$4,658,616
Year 3 (2027)	36	$1,445,733	$19.56	$4,765,764
Year 4 (2028)	36	$1,480,430	$20.02	$4,880,143
Year 5 (2029)	36	$1,515,961	$20.51	$4,997,266
Total	**180**	**$7,238,160**	**$19.58**	**$23,860,122**

Source: Economics Center calculations.

Fiscal Impact

Table 10 details the fiscal related Project impacts of the Van Wert Forward II Project by type. The State of Ohio and the City of Van Wert will benefit from a total of $259,408 in earnings tax revenues as a result of the operations and tenant businesses of the Van Wert Forward II Project during the first five years of operation. During the first five years of operation, the spending of the Van Wert Forward II Project's restaurant and retail shoppers will generate $605,178 in sales tax revenues for the State of Ohio and Van Wert County. In total, the operations and tenant businesses of the Van Wert Forward II Project will directly create $864,586 in fiscal benefits to state and local jurisdictions during the first five years of operation.

Table 10: Total Direct Fiscal Impact of the Project

Year of Operation	Earnings Tax Revenue	Sales Tax Revenue	Total Tax Revenue
Year 1 (2025)	$49,180	$115,616	**$164,796**
Year 2 (2026)	$50,447	$118,159	**$168,606**
Year 3 (2027)	$51,803	$120,877	**$172,680**
Year 4 (2028)	$53,249	$123,778	**$177,027**
Year 5 (2029)	$54,729	$126,748	**$181,477**
Total[20]	**$259,408**	**$605,178**	**$864,586**

Source: Economics Center calculations.

Table 11 details the fiscal impacts accruing to state and local jurisdictions by type resulting from the operations and tenant businesses of the Van Wert Forward II Project during the first five years of operation. The operations and tenant businesses of the Van Wert Forward II Project will directly generate earnings tax revenues of $134,912 for the State of Ohio as well as $124,496 for the City of Van Wert. Van Wert County will benefit from $125,209 in sales tax revenue, while the State of Ohio will benefit from $479,968 in sales tax revenue.

[20] The total fiscal impact reported in Table 10 and Table 11 may not match due to rounding.

Table 11: Total Direct Fiscal Impact of the Project by Government Entity, Years 1-5

Government Entity	Earnings Tax Revenue	Sales Tax Revenue	Total Tax Revenue
State of Ohio	$134,912	$479,968	**$614,880**
Van Wert County	N/A	$125,209	**$125,209**
City of Van Wert	$124,496	N/A	**$124,496**
Total[21]	**$259,408**	**$605,177**	**$864,585**

Source: Economics Center calculations.

Development Impacts

The Van Wert Forward II Project is part of the larger Van Wert Forward Development. The Van Wert Forward Development encompasses the redevelopment of 19 adjacent, historical buildings in downtown Van Wert. The Van Wert Forward Development will include 58 apartments and a total of 49,035 square feet of tenant space. The tenant space comprises 20,059 square feet of restaurant space, 17,695 square feet of office space, 6,920 square feet of institutional space to house a co-working space and business incubator, and 4,361 square feet of retail space. The total development costs of the Van Wert Forward Development are approximately $42.2 million.[22]

Phase I of the Van Wert Forward Development is currently under construction and was awarded a tax credit during the fiscal year 2022 funding cycle for the TMUD Program, and phase II refers to the Project. Therefore, the Van Wert Forward Development related impacts refer to only the impacts generated by phase III of the Van Wert Forward Development.

Phase III of the Van Wert Forward Development encompasses the redevelopment of three historic properties in downtown Van Wert. Construction of phase III is expected to occur in 2024. Phase III will include two apartments and 7,106 square feet of commercial space. The commercial space of phase III comprises 4,370 square feet of office space and 2,736 square feet of retail space. The total development costs associated with construction of phase III of the Van Wert Forward Development are approximately $4.2 million.[23]

Once the phase III of the Van Wert Forward Development is operational in 2025, annual economic impacts in the form of jobs, earnings, and economic activity will be directly generated by the operations and tenant businesses. Additionally, fiscal impacts in the form of tax revenues will be generated for state and local jurisdictions. The impacts of operations represent the labor required to operate phase III of the Van Wert Forward Development as well as the associated impacts on earnings. The impacts of the tenant businesses represent the labor required by anticipated tenants of phase III of the Van Wert Forward Development and the associated impacts on earnings and economic activity. The economic and fiscal impacts of phase III the Van Wert Forward Development are reported for the completion period associated with the Van Wert Forward II Project, which refers to 2025 through 2029. The economic and fiscal impacts discussed in this section reflect full occupancy and target-level sales.

[21] The total fiscal impact reported in Table 10 and Table 11 may not match due to rounding.
[22] Reported in 2022 dollars.
[23] Reported in 2022 dollars.

Operations Impacts

Economic Impact

Operations impacts result from the management of the Development site after construction is complete and operations commence. As shown in Table 12, the operations of phase III of Van Wert Forward Development will directly support one job during the completion period. These jobs represent the labor required to manage the Development site such as leasing agents, grounds crew, and maintenance and custodial staff. The job supported will have total earnings of $89,619 during the completion period. Assuming 40 working hours per week for 52 weeks per year, the average hourly wage of the direct job supported by the operations of phase III of the Van Wert Forward Development is $39.30.

Table 12: Direct Jobs and Earnings Impact of Development Operations at the Development Site

Year of Operation	Jobs	Earnings	Average Hourly Wage
Year 1 (2025)	<1	$17,121	$37.54
Year 2 (2026)	<1	$17,498	$38.36
Year 3 (2027)	<1	$17,900	$39.24
Year 4 (2028)	<1	$18,330	$40.19
Year 5 (2029)	<1	$18,770	$41.15
Total	**1**	**$89,619**	**$39.30**

Source: Economics Center calculations.

Fiscal Impact

The operations of phase III of the Van Wert Forward Development will directly generate a total of $3,830 in earnings tax revenue for the State of Ohio and the City of Van Wert during the completion period, as shown in Table 13. Of the total earnings tax revenue generated during the completion period, the State of Ohio will receive $2,289, while the City of Van Wert will receive $1,541.

Table 13: Direct Fiscal Impact of Development Operations

Year of Operation	State of Ohio	City of Van Wert	Total Earnings Tax Revenue
Year 1 (2025)	$432	$294	$726
Year 2 (2026)	$444	$301	$745
Year 3 (2027)	$457	$308	$765
Year 4 (2028)	$471	$315	$786
Year 5 (2029)	$485	$323	$808
Total	**$2,289**	**$1,541**	**$3,830**

Source: Economics Center calculations.

Tenant Impacts

Economic Impact

The tenant businesses of phase III of the Van Wert Forward Development will generate revenues from office and retail purchases. These businesses will also hire and pay wages to employees needed to maintain daily operations. The economic impact of the tenant businesses of phase III of the Van Wert Forward Development respresent the economic activity, jobs, and earnings generated at the Development site.

Tenant businesses of the Van Wert Forward Development will directly generate economic activity, comprising business sales, wages and salaries paid to employees, and other non-wage operating expenditures made by tenants. As detailed in Table 14, the tenant businesses operating within phase III of the Van Wert Forward Development will directly generate an estimated $26.7 million in economic activity during the completion period. The direct economic activity of tenant businesses comprises $21.3 million in office sales and $5.4 million in retail sales. Once tenant operations commence, phase III of the Van Wert Forward Development will directly support 125 jobs at the Development site with earnings of $7.9 million during the completion period. This translates into average annual earnings of $62,189 per employee. Assuming 40 working hours per week for 52 weeks per year, the average hourly wage of direct employees of tenant businesses of phase III of the Van Wert Forward Development is $29.90.

Table 14: Direct Economic Impact of Development Tenants at the Development Site

Year of Operation	Jobs	Earnings	Average Hourly Wage	Economic Activity
Year 1 (2025)	25	$1,504,833	$28.56	$5,096,870
Year 2 (2026)	25	$1,537,939	$29.19	$5,209,001
Year 3 (2027)	25	$1,573,312	$29.86	$5,328,808
Year 4 (2028)	25	$1,611,071	$30.58	$5,456,699
Year 5 (2029)	25	$1,649,737	$31.31	$5,587,659
Total	**125**	**$7,876,892**	**$29.90**	**$26,679,037**

Source: Economics Center calculations.

Fiscal Impact

Fiscal impacts will accrue for the State of Ohio, Van Wert County, and the City of Van Wert once phase III of the Van Wert Forward Development is operational. The earnings of employees of phase III of the Van Wert Forward Development will generate earnings tax revenues for the State of Ohio and the City of Van Wert, and the spending of the Van Wert Forward Development's retail shoppers will generate sales tax revenues for the State of Ohio and Van Wert County.

Table 15 details the fiscal impacts of the tenant businesses of phase III of the Van Wert Forward Development by type. The State of Ohio and the City of Van Wert will benefit from a total of $321,612 in earnings tax revenues during the completion period as a result of tenant businesses. During the completion period, the spending of retail shoppers at phase III of the Van Wert Forward Development will generate $388,678 in sales tax revenues for the State of Ohio and Van Wert County. In total, phase III of the Van Wert Forward Development will create approximately $710,290 in fiscal benefits to state and local jurisdictions during the completion period.

Table 15: Direct Fiscal Impact of Development Tenants

Year of Operation	Earnings Tax Revenue	Sales Tax Revenue	Total Tax Revenue
Year 1 (2025)	$60,911	$74,254	**$135,165**
Year 2 (2026)	$62,512	$75,888	**$138,400**
Year 3 (2027)	$64,222	$77,634	**$141,856**
Year 4 (2028)	$66,049	$79,497	**$145,546**
Year 5 (2029)	$67,918	$81,405	**$149,323**
Total[24]	**$321,612**	**$388,678**	**$710,290**

Source: Economics Center calculations.

Table 16 details the fiscal impacts accruing to state and local jurisdictions by type resulting from the tenant businesses of the Van Wert Forward Development during the completion period. The tenant businesses of the Van Wert Forward Development will generate earnings tax revenues of $186,130 for the State of Ohio as well as $135,483 for the City of Van Wert. Van Wert County will benefit from $80,416 in sales tax revenue, while the State of Ohio will benefit from $308,261 in sales tax revenue.

Table 16: Direct Fiscal Impact of Development Tenants by Government Entity, Years 1-5

Government Entity	Earnings Tax Revenue	Sales Tax Revenue	Total Tax Revenue
State of Ohio	$186,130	$308,261	**$494,391**
Van Wert County	N/A	$80,416	**$80,416**
City of Van Wert	$135,483	N/A	**$135,483**
Total[25]	**$321,613**	**$388,677**	**$710,290**

Source: Economics Center calculations.

Total Impacts

Economic Impact

The total economic impacts include the jobs, earnings, and economic activity directly resulting from phase III of the Van Wert Forward Development's operations and tenant businesses. Economic impacts reflect full occupancy and target-level sales. Table 17 details the total direct economic impacts that will accrue after construction of the Van Wert Forward Development is complete and operations commence. During the completion period, the Van Wert Forward Development will directly support 125 jobs with earnings of $8.0 million. The tenant sales of phase III of the Van Wert Forward Development represent the direct economic activity generated and will total $26.7 million during the completion period.

[24] The total fiscal impact reported in Table 15 and Table 16 may not match due to rounding.
[25] The total fiscal impact reported in Table 15 and Table 16 may not match due to rounding.

Table 17: Total Direct Economic Impact of the Development at the Development Site

Year of Operation	Jobs[26]	Earnings	Average Hourly Wage	Economic Activity
Year 1 (2025)	25	$1,521,954	$28.64	$5,096,870
Year 2 (2026)	25	$1,555,437	$29.27	$5,209,001
Year 3 (2027)	25	$1,591,212	$29.94	$5,328,808
Year 4 (2028)	25	$1,629,401	$30.66	$5,456,699
Year 5 (2029)	25	$1,668,507	$31.39	$5,587,659
Total	**125**	**$7,966,511**	**$29.98**	**$26,679,037**

Source: Economics Center calculations.

Fiscal Impact

Table 18 details the fiscal related Development impacts of phase III of the Van Wert Forward Development by type. The State of Ohio and the City of Van Wert will benefit from a total of $325,442 in earnings tax revenues as a result of the operations and tenant businesses of phase III of the Van Wert Forward Development during the completion period. During the completion period, the spending of the retail shoppers of phase III of the Van Wert Forward Development will generate $388,678 in sales tax revenues for the State of Ohio and Van Wert County. In total, the operations and tenant businesses of phase III of the Van Wert Forward Development will directly create $714,120 in fiscal benefits to state and local jurisdictions during the completion period.

Table 18: Total Direct Fiscal Impact of the Development

Year of Operation	Earnings Tax Revenue	Sales Tax Revenue	Total Tax Revenue
Year 1 (2025)	$61,637	$74,254	**$135,891**
Year 2 (2026)	$63,257	$75,888	**$139,145**
Year 3 (2027)	$64,987	$77,634	**$142,621**
Year 4 (2028)	$66,835	$79,497	**$146,332**
Year 5 (2029)	$68,726	$81,405	**$150,131**
Total[27]	**$325,442**	**$388,678**	**$714,120**

Source: Economics Center calculations.

Table 19 details the fiscal impacts accruing to state and local jurisdictions by type resulting from the operations and tenant businesses of phase III of the Van Wert Forward Development during the completion period. The operations and tenant businesses of phase III of the Van Wert Forward Development will directly generate earnings tax revenues of $188,419 for the State of Ohio as well as $137,024 for the City of Van Wert. Van Wert County will benefit from $80,416 in sales tax revenue, while the State of Ohio will benefit from $308,261 in sales tax revenue.

[26] The operations of phase III of the Van Wert Forward Development will support less than one job annually during the completion period. Therefore, the jobs reported in Table 17 do not match the sum of the jobs reported in Table 12 and Table 14.

[27] The totals reported in Table 18 and Table 19 may not match due to rounding.

Table 19: Total Direct Fiscal Impact of the Development by Government Entity, Years 1-5

Government Entity	Earnings Tax Revenue	Sales Tax Revenue	Total Tax Revenue
State of Ohio	$188,419	$308,261	**$496,680**
Van Wert County	N/A	$80,416	**$80,416**
City of Van Wert	$137,024	N/A	**$137,024**
Total[28]	**$325,443**	**$388,677**	**$714,120**

Source: Economics Center calculations.

Surrounding Area Impacts

The direct economic activity generated by the operations and tenant businesses of the Van Wert Forward II Project and phase III of the Van Wert Forward Development will generate additional indirect impacts within the Surrounding Area as a result of the inter-industry linkages. The direct expenditures associated with the operations and tenant businesses of the Van Wert Forward II Project and phase III of the Van Wert Forward Development affect other industries by increasing demand for products and services, creating jobs associated with the provision of these products and services, and generating incomes.

Project Impacts

Operations Impacts

Economic Impact

The operations of the Van Wert Forward II Project will result in additional indirect impacts within the Surrounding Area. As shown in Table 20, the operations of the Van Wert Forward II Project will indirectly support less than one job per year in the Surrounding Area's economy. The indirect job supported will have total earnings that average $9,897 per year. The average hourly wage of the indirect jobs supports is $18.44, assuming 40 working hours per week for 52 weeks per year. During the first five years of operation, one job with earnings of $49,485 will be indirectly supported in the Surrounding Area by the operations of the Van Wert Forward II Project.

Table 20: Indirect Jobs and Earnings Impact of Project Operations on the Surrounding Area

Year of Operation	Jobs	Earnings	Average Hourly Wage
Year 1 (2025)	<1	$9,454	$17.62
Year 2 (2026)	<1	$9,662	$18.00
Year 3 (2027)	<1	$9,884	$18.42
Year 4 (2028)	<1	$10,121	$18.86
Year 5 (2029)	<1	$10,364	$19.31
Total	**1**	**$49,485**	**$18.44**

Source: Economics Center calculations.

Fiscal Impact

The indirect jobs and earnings supported by the operations of the Van Wert Forward II Project will generate a total of $1,774 in earnings tax revenue for the State of Ohio and the City of Van Wert during the first five years of operation, as shown in Table 21. Of the earnings tax revenue generated during

[28] The totals reported in Table 18 and Table 19 may not match due to rounding.

the first five years of operation, the State of Ohio will receive $923, while the City of Van Wert will receive $851.

Table 21: Indirect Fiscal Impact of Project Operations

Year of Operation	State of Ohio	City of Van Wert	Total Earnings Tax Revenue
Year 1 (2025)	$172	$163	$335
Year 2 (2026)	$178	$166	$344
Year 3 (2027)	$184	$170	$354
Year 4 (2028)	$191	$174	$365
Year 5 (2029)	$198	$178	$376
Total	**$923**	**$851**	**$1,774**

Source: Economics Center calculations.

Tenant Impacts

Economic Impact

The tenants of the Van Wert Forward II Project will source portions of the goods and services required for ongoing operations from other businesses in the Surrounding Area, thus generating additional spending and supporting more jobs locally. The businesses that benefit from the direct expenditures of the Van Wert Forward II Project tenants will, in turn, continue to spend in the local economy some of the dollars originally spent by the tenant businesses of the Van Wert Forward II Project. This process will repeat itself until all the original dollars leak out of the economy of the Surrounding Area.

During the first five years of operation, the direct economic activity generated by the tenants of the Van Wert Forward II Project will result in additional indirect economic activity of $5.5 million within the Surrounding Area, or an average of $1.1 million per year. The business-to-business purchases of the tenenat businesses will indirectly support an average of seven additional jobs in the Surrounding Area each year. As detailed in Table 22, a total of 35 jobs will be indirectly supported during the first five years of operation. The indirect jobs supported by the tenant businesses of the Van Wert Forward II Project will have earnings of $1.9 million during the first five years of operation, or approximately $372,604 per year. The indirect jobs supported will have average annual earnings of $56,980. This equates to an average hourly wage of $27.39, assuming 40 working hours per week for 52 weeks per year.

Table 22: Indirect Economic Impact of Project Tenants on the Surrounding Area

Year of Operation	Jobs	Earnings	Average Hourly Wage	Economic Activity
Year 1 (2025)	7	$355,919	$26.17	$1,042,744
Year 2 (2026)	7	$363,749	$26.74	$1,065,684
Year 3 (2027)	7	$372,115	$27.36	$1,090,195
Year 4 (2028)	7	$381,046	$28.01	$1,116,359
Year 5 (2029)	7	$390,191	$28.69	$1,143,152
Total	**35**	**$1,863,020**	**$27.39**	**$5,458,134**

Source: Economics Center calculations.

The indirect economic impacts of tenant businesses are disaggregated by use-type in Appendix A.

Fiscal Impact

The tenant businesses of the Van Wert Forward II Project will indirectly generate a total of $74,193 in earnings tax revenue for the State of Ohio and the City of Van Wert during the first five years of operation, as shown in Table 23. Of the earnings tax revenue generated during the first five years of operation, the State of Ohio will receive $42,150, while the City of Van Wert will receive $32,043. On average, a total of $14,839 in earnings tax revenue will be indirectly generated annually due to the operations of the Van Wert Forward II Project.

Table 23: Indirect Fiscal Impact of Project Operations

Year of Operation	State of Ohio	City of Van Wert	Total Earnings Tax Revenue
Year 1 (2025)	$7,893	$6,122	**$14,015**
Year 2 (2026)	$8,144	$6,256	**$14,400**
Year 3 (2027)	$8,414	$6,400	**$14,814**
Year 4 (2028)	$8,702	$6,554	**$15,256**
Year 5 (2029)	$8,997	$6,711	**$15,708**
Total	**$42,150**	**$32,043**	**$74,193**

Source: Economics Center calculations.

Development Impacts

Operations Impacts

Economic Impact

The operations of phase III of the Van Wert Forward Development will result in additional indirect impacts within the Surrounding Area. As shown in Table 24, the operations of phase III of the Van Wert Forward Development will indirectly support less than one job per year in the Surrounding Area's economy. The average hourly wage of the indirect job supported is $18.43, assuming 40 working hours per week for 52 weeks per year. During the completion period, a total of one job with earnings of $25,946 will be indirectly supported in the Surrounding Area by the operations of phase III of the Van Wert Forward Development.

Table 24: Indirect Jobs and Earnings Impact of Development Operations on the Surrounding Area

Year of Operation	Jobs	Earnings	Average Hourly Wage
Year 1 (2025)	<1	$4,957	$17.61
Year 2 (2026)	<1	$5,066	$18.00
Year 3 (2027)	<1	$5,182	$18.41
Year 4 (2028)	<1	$5,307	$18.85
Year 5 (2029)	<1	$5,434	$19.30
Total	**1**	**$25,946**	**$18.43**

Source: Economics Center calculations.

Fiscal Impact

The indirect job and earnings supported by the operations of phase III of the Van Wert Forward Development will generate a total of $929 in earnings tax revenue for the State of Ohio and the City of

Van Wert during the completion period, as shown in Table 25. Of the earnings tax revenue generated during the completion period, the State of Ohio will receive $484, while the City of Van Wert will receive $445.

Table 25: Indirect Fiscal Impact of Development Operations

Year of Operation	State of Ohio	City of Van Wert	Total Earnings Tax Revenue
Year 1 (2025)	$90	$85	**$175**
Year 2 (2026)	$93	$87	**$180**
Year 3 (2027)	$97	$89	**$186**
Year 4 (2028)	$100	$91	**$191**
Year 5 (2029)	$104	$93	**$197**
Total	**$484**	**$445**	**$929**

Source: Economics Center calculations.

Tenant Impacts

Economic Impact

The tenants of phase III of the Van Wert Forward Development will source portions of the goods and services required for ongoing operations from other businesses in the Surrounding Area, thus generating additional spending and supporting more jobs locally. The businesses that benefit from the direct expenditures of tenant businesses of phase III of the Van Wert Forward Development will, in turn, continue to spend in the local economy some of the dollars originally spent by the tenant businesses of phase III of the Van Wert Forward Development. This process will repeat itself until all the original dollars leak out of the economy of the Surrounding Area.

During the completion period, the direct economic activity generated by the tenants of phase III of the Van Wert Forward Development will result in additional indirect economic activity of $6.9 million within the Surrounding Area. The business-to-business purchases of the tenenat businesses will indirectly support an average of eight additional jobs in the Surrounding Area each year. As detailed in Table 26, a total of 40 jobs will be indirectly supported during the completion period. The indirect jobs supported by the tenant businesses of phase III of the Van Wert Forward Development will have earnings of $2.4 million during the completion period. The indirect jobs supported will have average annual earnings of $57,885. This equates to an average hourly wage of $27.83, assuming 40 working hours per week for 52 weeks per year.

Table 26: Indirect Economic Impact of Project Tenants on the Surrounding Area

Year of Operation	Jobs	Earnings	Average Hourly Wage	Economic Activity
Year 1 (2025)	8	$451,722	$26.58	$1,316,025
Year 2 (2026)	8	$461,659	$27.17	$1,344,978
Year 3 (2027)	8	$472,278	$27.79	$1,375,912
Year 4 (2028)	8	$483,612	$28.46	$1,408,934
Year 5 (2029)	8	$495,219	$29.14	$1,442,748
Total	**40**	**$2,364,490**	**$27.83**	**$6,888,597**

Source: Economics Center calculations.

Fiscal Impact

The tenant businesses of phase III of the Van Wert Forward Development will indirectly generate a total of $94,522 in earnings tax revenue for the State of Ohio and the City of Van Wert during the completion period, as shown in Table 27. Of the earnings tax revenue generated during the completion period, the State of Ohio will receive $53,852, while the City of Van Wert will receive $40,670.

Table 27: Indirect Fiscal Impact of Project Operations

Year of Operation	State of Ohio	City of Van Wert	Total Earnings Tax Revenue
Year 1 (2025)	$10,089	$7,770	**$17,859**
Year 2 (2026)	$10,407	$7,941	**$18,348**
Year 3 (2027)	$10,750	$8,123	**$18,873**
Year 4 (2028)	$11,116	$8,318	**$19,434**
Year 5 (2029)	$11,490	$8,518	**$20,008**
Total	**$53,852**	**$40,670**	**$94,522**

Source: Economics Center calculations.

Other Impacts

Upon its completion, the Van Wert Forward II Project will increase residential property values in the Surrounding Area. In a 2015 study, it was concluded that residential property values were positively impacted upon delivery of a new commercial development within a 0.75-mile radius of construction.[29] The study found residential properties inside of the radius increased by 1.15 percent more each year when compared to the residential properties just outside of the radius. For purposes of the TMUD Program, the Economics Center limited the residential property value impacts to a 0.5-mile radius surrounding the proposed Project.

Upon the completion of the Van Wert Forward II Project, it is estimated that the increased residential property values inside the Surrounding Area will result in an additional $21,749 of property tax revenue during the first year of operation. By the fifth year of operation, the increased property values are estimated to generate $121,992 in additional property tax revenue, as shown in Table 28. During the first five years of operation, the increased residential property values inside the Surrounding Area will result in an additional $352,215 of property tax revenue. Of the increase in property tax revenue during the first five years of operation, Van Wert County will receive $36,551, the City of Van Wert[30] will receive $26,327, Van Wert City Schools will receive $266,333, and the Joint Vocational School District will receive the remaining $23,004.

[29] (Wiley 2015)
[30] The City of Van Wert also includes the portions of property tax revenue distributed to the township and other entities.

Table 28: Fiscal Impact of Increased Residential Property Values

Year of Operation	Van Wert County	City of Van Wert	Van Wert City Schools	Joint Vocational School District	Total Property Tax Revenue
Year 1 (2025)	$2,257	$1,626	$16,446	$1,420	**$21,749**
Year 2 (2026)	$4,640	$3,342	$33,809	$2,920	**$44,711**
Year 3 (2027)	$7,161	$5,158	$52,179	$4,507	**$69,005**
Year 4 (2028)	$9,833	$7,083	$71,653	$6,189	**$94,758**
Year 5 (2029)	$12,660	$9,118	$92,246	$7,968	**$121,992**
Total	**$36,551**	**$26,327**	**$266,333**	**$23,004**	**$352,215**

Source: Economics Center calculations.

Total Impacts

Economic Impact

The operations and tenant businesses of the Van Wert Forward II Project and phase III of the Van Wert Forward Development will result in additional indirect impacts within the Surrounding Area due to the inter-industry linkages and household economic relationships. As detailed in Table 29, a total of 75 jobs with earnings of $4.3 million will be indirectly supported in the Surrounding Area during the completion period. The business-to-business purchases of the tenenat businesses will result in additional spending of $12.3 million in the Surounding Area during the completion period.

Table 29: Total Indirect Economic Impact on the Surrounding Area

Year of Operation	Jobs[31]	Earnings	Average Hourly Wage	Economic Activity
Year 1 (2025)	15	$822,052	$26.35	$2,358,769
Year 2 (2026)	15	$840,136	$26.93	$2,410,662
Year 3 (2027)	15	$859,459	$27.55	$2,466,107
Year 4 (2028)	15	$880,086	$28.21	$2,525,293
Year 5 (2029)	15	$901,208	$28.88	$2,585,900
Total	**75**	**$4,302,941**	**$27.58**	**$12,346,731**

Source: Economics Center calculations.

Fiscal Impact

The indirect jobs and earnings supported by the operations and tenant businesses of the Van Wert Forward II Project and phase III of the Van Wert Forward Development will generate a total of $171,418 in earnings tax revenue for the State of Ohio and the City of Van Wert during the completion period, as shown in Table 30. Additionally, the increase in residential property values in the Surrounding Area will result in an additional $352,215 in property tax revenue during the completion period. In total, $523,633 in fiscal benefits will be indirectly generated by the operations and tenant businesses of the Van Wert Forward II Project and phase III of the Van Wert Forward Development during the completion period.

[31] The operations of the Van Wert Forward II Project and phase III of the Van Wert Forward Development will each support less than one job annually during the first five years of operation. Therefore, the jobs reported in Table 29 do not match the sum of the jobs reported in Table 20, Table 22, Table 24, and Table 26.

Table 30: Total Indirect Fiscal Impact

Year of Operation	Earnings Tax Revenue	Property Tax Revenue	Total Tax Revenue
Year 1 (2025)	$32,384	$21,749	**$54,133**
Year 2 (2026)	$33,272	$44,711	**$77,983**
Year 3 (2027)	$34,227	$69,005	**$103,232**
Year 4 (2028)	$35,246	$94,758	**$130,004**
Year 5 (2029)	$36,289	$121,992	**$158,281**
Total	**$171,418**	**$352,215**	**$523,633**

Source: Economics Center calculations.

Table 31 details the indirect fiscal impacts accruing to state and local jurisdictions by type during the completion period. The State of Ohio will benefit from $97,409 in earnings tax revenue. Van Wert County will benefit from $36,551 in property tax revenue. The City of Van Wert will benefit from $74,009 in earnings tax revenue and $26,327 in property tax revenue.[32] Additionally, Van Wert City Schools and the Joint Vocational School District will benefit from $266,333 and $23,004 in property tax revenue, respectively.

Table 31: Total Indirect Fiscal Impact by Government Entity, Years 1-5

Government Entity	Earnings Tax Revenue	Property Tax Revenue	Total Tax Revenue
State of Ohio	$97,409	N/A	**$97,409**
Van Wert County	N/A	$36,551	**$36,551**
City of Van Wert	$74,009	$26,327	**$100,336**
Van Wert City Schools	N/A	$266,333	**$266,333**
Joint Vocational School District	N/A	$23,004	**$23,004**
Total	**$171,418**	**$352,215**	**$523,633**

Source: Economics Center calculations.

Catalyzed Project Impacts

The Van Wert Forward II Project will directly cause or accelerate three additional projects in the Surrounding Area during the completion period. The direct and indirect economic impact as well as the total fiscal impact of each catalyzed project will be detailed in this section. The economic impact refers to the jobs, earnings, and economic activity directly generated by the catalyzed projects and the additional indirect impacts within the Surrounding Area as a result of the inter-industry linkages. The fiscal impact refers to the earnings and sales tax revenues generated by the catalyzed projects for state and local jurisdictions. The economic and fiscal impacts discussed in this section reflect full occupancy and target-level sales.

223 E. Main Street Project

The redevelopment of the vacant, historical building at 223 E. Main Street in downtown Van Wert is a project that has been accelerated by the Van Wert Forward II Project. The 223 E. Main Street Project will comprise 17,500 square feet of restaurant space. This Project is anticipated to start construction in

[32] The City of Van Wert also includes the portions of property tax revenue distributed to the township and other entities.

early 2023 and take approximately 18 to 24 months to complete. The total development costs associated with the redevelopment of the historical building at 223 E. Main Street are approximately $3.5 million.[33]

Economic Impact

The direct economic impact of the 223 E. Main Street Project includes the jobs, earnings, and economic activity directly supported during the completion period of the Van Wert Forward II Project. As detailed in Table 32, the 223 E. Main Street Project will generate $34.3 million in direct economic activity during the completion period through the purchases made by patrons of the restaurant space. During the completion period, a total of 595 jobs with earnings of $10.5 million will be directly supported by the 223 E. Main Street Project. These direct jobs will have annual earnings that average $17,691. This equates to an average hourly wage of $8.51, assuming 40 working hours per week for 52 weeks per year.

Table 32: Direct Economic Impact of 223 E. Main Street Project

Year of Operation	Jobs	Earnings	Average Hourly Wage	Economic Activity
Year 1 (2025)	119	$2,013,191	$8.12	$6,550,985
Year 2 (2026)	119	$2,057,482	$8.30	$6,695,107
Year 3 (2027)	119	$2,104,804	$8.49	$6,849,094
Year 4 (2028)	119	$2,155,319	$8.70	$7,013,472
Year 5 (2029)	119	$2,207,047	$8.91	$7,181,796
Total	**595**	**$10,537,843**	**$8.51**	**$34,290,454**

Source: Economics Center calculations.

The indirect economic impact of the 223 E. Main Street Project includes the subsequent jobs, earnings, and economic activity generated in the Surrounding Area during the completion period as a result of the inter-industry linkages. As detailed in Table 33, the 223 E. Main Street Project will indirectly generate an additional $3.4 million in economic activity in the Surrounding Area during the completion period. A total of 25 jobs with earnings of $1.1 million will be indirectly supported by the restaurant space of the 223 E. Main Street Project. These indirect jobs will have annual earnings that average $47,552. This equates to an average hourly wage of $22.86, assuming 40 working hours per week for 52 weeks per year.

Table 33: Indirect Economic Impact of 223 E. Main Street Project on the Surrounding Area

Year of Operation	Jobs	Earnings	Average Hourly Wage	Economic Activity
Year 1 (2025)	5	$213,929	$21.84	$650,770
Year 2 (2026)	5	$218,636	$22.32	$665,087
Year 3 (2027)	5	$223,665	$22.83	$680,384
Year 4 (2028)	5	$229,032	$23.38	$696,714
Year 5 (2029)	5	$234,529	$23.94	$713,435
Total	**25**	**$1,119,791**	**$22.86**	**$3,406,390**

Source: Economics Center calculations.

[33] Reported in 2022 dollars.

Fiscal Impact

Fiscal impacts will accrue for the State of Ohio, Van Wert County and the City of Van Wert once the 223 E. Main Street Project is operational. The 223 E. Main Street Project will generate earnings tax revenues of $23,194 for the State of Ohio as well as $200,511 for the City of Van Wert. The direct employees of the restaurant space will directly generate $181,251 is earnings tax revenue, while the indirect jobs supported in the Surrounding Area indirectly generate $42,455 is earnings tax revenue. A total of $223,705 in earnings tax revenues will directly and indirectly generated during the completion period as a result of restaurant space at the 223 E. Main Street Project. During the completion period, the spending of the restaurant patrons of the 223 E. Main Street Project will directly generate $2.5 million in sales tax revenues, of which the State of Ohio will receive $2.0 million and Van Wert County will receive $514,357. As detailed in Table 34, the 223 E. Main Street Project will create a total of $2.7 million in fiscal benefits to state and local jurisdictions during the completion period.

Table 34: Total Fiscal Impact of 223 E. Main Street Project

Year of Operation	Earnings Tax Revenue	Sales Tax Revenue	Total Tax Revenue
Year 1 (2025)	$42,622	$474,946	**$517,568**
Year 2 (2026)	$43,617	$485,395	**$529,012**
Year 3 (2027)	$44,679	$496,559	**$541,238**
Year 4 (2028)	$45,813	$508,477	**$554,290**
Year 5 (2029)	$46,975	$520,680	**$567,655**
Total	**$223,706**	**$2,486,057**	**$2,709,763**

Source: Economics Center calculations.

147 E. Main Street Project

The redevelopment of the former theater building at 147 E. Main Street in downtown Van Wert is a project that has been accelerated by the Van Wert Forward II Project. The 147 E. Main Street Project will comprise 7,900 square feet of entertainment space. This Project is anticipated to start construction in early 2023 and take approximately 18 to 24 months to complete. The total development costs associated with the redevelopment of the historical building at 147 E. Main Street are approximately $1.5 million.[34]

Economic Impact

The direct economic impact of the 147 E. Main Street Project includes the jobs, earnings, and economic activity directly supported during the completion period of the Van Wert Forward II Project. As detailed in Table 35, the 147 E. Main Street Project will generate $1.2 million in direct economic activity during the completion period through the purchases made by patrons of the entertainment space. During the completion period, a total of 15 jobs with earnings of $491,270 will be directly supported by the 147 E. Main Street Project. These direct jobs will have annual earnings that average $29,762. This equates to an average hourly wage of $14.31, assuming 40 working hours per week for 52 weeks per year.

[34] Reported in 2022 dollars.

Table 35: Direct Economic Impact of 147 E. Main Street Project

Year of Operation	Jobs	Earnings	Average Hourly Wage	Economic Activity
Year 1 (2025)	3	$93,854	$13.67	$223,714
Year 2 (2026)	3	$95,919	$13.97	$228,636
Year 3 (2027)	3	$98,125	$14.29	$233,894
Year 4 (2028)	3	$100,480	$14.63	$239,508
Year 5 (2029)	3	$102,892	$14.98	$245,256
Total	**15**	**$491,270**	**$14.31**	**$1,171,008**

Source: Economics Center calculations.

The indirect economic impact of the 147 E. Main Street Project includes the subsequent jobs, earnings, and economic activity generated in the Surrounding Area during the completion period as a result of the inter-industry linkages. As detailed in Table 36, the 147 E. Main Street Project will indirectly generate an additional $128,494 in economic activity in the Surrounding Area during the completion period. Approximately one job with earnings of $51,020 will be indirectly supported by the entertainment space of the 147 E. Main Street Project. The average hourly wage of the indirect job supported is $20.09, assuming 40 working hours per week for 52 weeks per year.

Table 36: Indirect Economic Impact of 147 E. Main Street Project on the Surrounding Area

Year of Operation	Jobs	Earnings	Average Hourly Wage	Economic Activity
Year 1 (2025)	<1	$9,747	$19.19	$24,548
Year 2 (2026)	<1	$9,961	$19.61	$25,088
Year 3 (2027)	<1	$10,191	$20.06	$25,665
Year 4 (2028)	<1	$10,435	$20.55	$26,281
Year 5 (2029)	<1	$10,686	$21.04	$26,912
Total	**1**	**$51,020**	**$20.09**	**$128,494**

Source: Economics Center calculations.

Fiscal Impact

Fiscal impacts will accrue for the State of Ohio and the City of Van Wert once the 147 E. Main Street Project is operational. The State of Ohio and the City of Van Wert will directly and indirectly benefit from a total of $18,204 in earnings tax revenues during the completion period as a result of entertainment space at the 147 E. Main Street Project, as detailed in Table 37. The direct employees of the entertainment space will directly generate $16,338 is earnings tax revenue, while the indirect jobs supported in the Surrounding Area indirectly generate $1,866 is earnings tax revenue. Of the total earnings tax revenue generated during the completion period, the State of Ohio will receive $8,877, while the City of Van Wert will receive $9,327.

Table 37: Total Fiscal Impact of 223 E. Main Street Project

Year of Operation	State of Ohio	City of Van Wert	Total Earnings Tax Revenue
Year 1 (2025)	$1,641	$1,782	**$3,423**
Year 2 (2026)	$1,704	$1,821	**$3,525**
Year 3 (2027)	$1,772	$1,863	**$3,635**
Year 4 (2028)	$1,843	$1,907	**$3,750**
Year 5 (2029)	$1,917	$1,954	**$3,871**
Total	**$8,877**	**$9,327**	**$18,204**

Source: Economics Center calculations.

Van Wert Forward IV Project

The Van Wert Forward IV Project encompasses the redevelopment of four historic properties in downtown Van Wert. This Project is outside the scope of the Van Wert Forward Development and is therefore included as a catalyzed project. The Van Wert Forward IV Project is anticipated to start construction in late 2023 and take approximately 18 to 24 months to complete. The Van Wert Forward IV Project will include 60 apartments and 20,000 square feet of commercial space for retail and/or restaurant tenants. The total development costs associated with construction of the Van Wert Forward IV Project are approximately $23.8 million.[35]

Economic Impact

The direct economic impact of the Van Wert Forward IV Project includes the jobs, earnings, and economic activity directly supported during the completion period of the Van Wert Forward II Project. As detailed in Table 38, the Van Wert Forward IV Project will generate $31.7 million in direct economic activity during the completion period through the purchases made by patrons of the commercial space. During the completion period, a total of 344 jobs with earnings of $10.8 million will be directly supported by the Van Wert Forward IV Project. These direct jobs will have annual earnings that average $31,619. This equates to an average hourly wage of $15.20, assuming 40 working hours per week for 52 weeks per year.

Table 38: Direct Economic Impact of Van Wert Forward IV Project

Year of Operation	Jobs	Earnings	Average Hourly Wage	Economic Activity
Year 1 (2025)	N/A	N/A	N/A	N/A
Year 2 (2026)	86	$2,618,264	$14.68	$7,651,550
Year 3 (2027)	86	$2,678,484	$15.01	$7,827,536
Year 4 (2028)	86	$2,742,767	$15.37	$8,015,397
Year 5 (2029)	86	$2,808,594	$15.74	$8,207,766
Total	**344**	**$10,848,109**	**$15.20**	**$31,702,249**

Source: Economics Center calculations.

The indirect economic impact of the Van Wert Forward IV Project includes the subsequent jobs, earnings, and economic activity generated in the Surrounding Area during the completion period as a result of the inter-industry linkages. As detailed in Table 39, the Van Wert Forward IV Project will indirectly generate

[35] Reported in 2022 dollars.

an additional $3.0 million in economic activity in the Surrounding Area during the completion period. A total of 28 jobs with earnings of $1.1 million will be indirectly supported by the commercial space of the Van Wert Forward IV Project. These indirect jobs will have annual earnings that average $40,227. This equates to an average hourly wage of $19.34, assuming 40 working hours per week for 52 weeks per year.

Table 39: Indirect Economic Impact of Van Wert Forward IV Project on the Surrounding Area

Year of Operation	Jobs	Earnings	Average Hourly Wage	Economic Activity
Year 1 (2025)	N/A	N/A	N/A	N/A
Year 2 (2026)	7	$272,949	$18.67	$722,013
Year 3 (2027)	7	$279,227	$19.10	$738,619
Year 4 (2028)	7	$285,929	$19.56	$756,346
Year 5 (2029)	7	$292,791	$20.03	$774,499
Total	**28**	**$1,130,896**	**$19.34**	**$2,991,477**

Source: Economics Center calculations.

Fiscal Impact

Fiscal impacts will accrue for the State of Ohio, Van Wert County and the City of Van Wert once the Van Wert Forward IV Project is operational. The Van Wert Forward IV Project will generate earnings tax revenues of $203,122 for the State of Ohio as well as $206,039 for the City of Van Wert. The direct employees of the commercial space will directly generate $368,141 is earnings tax revenue, while the indirect jobs supported in the Surrounding Area indirectly generate $41,020 is earnings tax revenue. A total of $409,161 in earnings tax revenues will be directly and indirectly generated during the completion period as a result of commercial space at the Van Wert Forward IV Project. During the completion period, the spending of the patrons of the commercial space of the Van Wert Forward IV Project will directly generate $2.3 million in sales tax revenues, of which the State of Ohio will receive $1.8 million and Van Wert County will receive $475,534. As detailed in Table 40, the Van Wert Forward IV Project will create a total of $2.7 million in fiscal benefits to state and local jurisdictions during the completion period.

Table 40: Total Fiscal Impact of Van Wert Forward IV Project

Year of Operation	Earnings Tax Revenue	Sales Tax Revenue	Total Tax Revenue
Year 1 (2025)	N/A	N/A	**N/A**
Year 2 (2026)	$97,647	$554,737	**$652,384**
Year 3 (2027)	$100,629	$567,496	**$668,125**
Year 4 (2028)	$103,813	$581,116	**$684,929**
Year 5 (2029)	$107,072	$595,063	**$702,135**
Total	**$409,161**	**$2,298,412**	**$2,707,573**

Source: Economics Center calculations.

Total Impacts

Economic Impact

The total economic impact of the catalyzed projects of the Van Wert Forward II Project include the jobs, earnings, and economic activity resulting from the restaurant space of the 223 E. Main Street Project, the entertainment space of the 147 E. Main Street Project, and the commercial space of the Van Wert Forward IV Project. As shown in Table 41, catalyzed projects will directly and indirectly support a total of 1,008 jobs with earnings of $24.2 million in the Surrounding Area's economy during the completion period. During the completion period, a total of $73.7 million in economic activity will occur within the Surrounding Area. Of the total economic activity generated, $67.2 million represents the direct economic activity and $6.5 million represents the indirect economic activity. The direct economic activity comprises $34.3 million in restaurant sales from the 223 E. Main Street Project, $1.2 million in entertainment sales from the 147 E. Main Street Project, and $31.7 million in commercial sales from the Van Wert Forward IV Project.

Table 41: Total Economic Impact of Catalyzed Projects

Year of Operation	Jobs	Earnings	Average Hourly Wage	Economic Activity
Year 1 (2025)	128	$2,330,721	$8.80	$7,450,017
Year 2 (2026)	220	$5,273,211	$11.51	$15,987,481
Year 3 (2027)	220	$5,394,496	$11.78	$16,355,192
Year 4 (2028)	220	$5,523,962	$12.06	$16,747,718
Year 5 (2029)	220	$5,656,539	$12.35	$17,149,664
Total	**1,008**	**$24,178,929**	**$11.53**	**$73,690,072**

Source: Economics Center calculations.

Fiscal Impact

Fiscal impacts will accrue for the State of Ohio, Van Wert County, and the City of Van Wert once the catalyzed projects are operational. The catalyzed projects of the Van Wert Forward II Project will generate earnings tax revenues of $235,193 for the State of Ohio as well as $415,877 the City of Van Wert. A total of $651,070 in earnings tax revenues will be directly and indirectly generated during the completion period as a result of the catalyzed projects. During the completion period, the spending of the patrons of the restaurant and commercial spaces of the catalyzed projects will directly generate $4.8 million in sales tax revenues, of which $3.8 million will accrue to the State of Ohio and $989,891 will accrue to Van Wert County. As detailed in Table 42, the catalyzed projects of the Van Wert Forward II Project will create more than $5.4 million in total fiscal benefits to state and local jurisdictions during the completion period.

Table 42: Total Fiscal Impact of Catalyzed Projects

Year of Operation	Earnings Tax Revenue	Sales Tax Revenue	Total Tax Revenue
Year 1 (2025)	$46,045	$474,946	**$520,991**
Year 2 (2026)	$144,789	$1,040,132	**$1,184,921**
Year 3 (2027)	$148,943	$1,064,055	**$1,212,998**
Year 4 (2028)	$153,376	$1,089,593	**$1,242,969**
Year 5 (2029)	$157,918	$1,115,743	**$1,273,661**
Total	**$651,071**	**$4,784,469**	**$5,435,540**

Source: Economics Center calculations.

Total Impacts

Economic Impact

The total economic impact of the Van Wert Forward II Project include the jobs, earnings, and economic activity resulting from Project, Development, Surrounding Area, and catalyzed project impacts. As shown in Table 43, the Van Wert Forward II Project will directly and indirectly support a total of 1,388 jobs with earnings of $43.7 million in the Surrounding Area's economy during the completion period. During the completion period, a total of $136.6 million in economic activity will occur within the Surrounding Area. Of the total economic activity generated, $117.7 million represents the direct economic activity and $18.9 million represents the indirect economic activity. Appendix B details the total direct sales by use type generated by the Van Wert Forward II Project, phase III of the Van Wert Forward Development, and the catalyzed projects.

Table 43: Total Economic Impact

Year of Operation	Jobs	Earnings	Average Hourly Wage	Economic Activity
Year 1 (2025)	204	$6,057,534	$14.28	$19,463,989
Year 2 (2026)	296	$9,082,013	$14.75	$28,265,760
Year 3 (2027)	296	$9,290,900	$15.09	$28,915,871
Year 4 (2028)	296	$9,513,879	$15.45	$29,609,853
Year 5 (2029)	296	$9,742,215	$15.82	$30,320,489
Total	**1,388**	**$43,686,541**	**$15.13**	**$136,575,962**

Source: Economics Center calculations.

Fiscal Impact

As detailed in Table 44, the total fiscal impacts include the earnings, property, and sales tax revenue generated by the Project, Development, Surrounding Area, and catalyzed project impacts. The State of Ohio and the City of Van Wert will benefit from a total of $1.4 million in earnings tax revenues during the completion period. The increase in residential property values in the Surrounding Area will result in an additional $352,215 of property tax revenue. The spending of the restaurant and retail shoppers will generate $5.8 million in sales tax revenues for the State of Ohio and Van Wert County. In total, approximately $7.5 million in fiscal benefits will be created for state and local jurisdictions the completion period of the Van Wert Forward II Project.

Table 44: Total Fiscal Impact

Year of Operation	Earnings Tax Revenue	Property Tax Revenue	Sales Tax Revenue	Total Tax Revenue
Year 1 (2025)	$189,246	$21,749	$664,816	**$875,811**
Year 2 (2026)	$291,765	$44,711	$1,234,179	**$1,570,655**
Year 3 (2027)	$299,960	$69,005	$1,262,566	**$1,631,531**
Year 4 (2028)	$308,706	$94,758	$1,292,868	**$1,696,332**
Year 5 (2029)	$317,662	$121,992	$1,323,896	**$1,763,550**
Total	**$1,407,339**	**$352,215**	**$5,778,325**	**$7,537,879**

Source: Economics Center calculations.

Table 45 details the total fiscal impacts accruing to state and local jurisdictions by type during the completion period. The State of Ohio will benefit from $655,933 in earnings tax revenue as well as $4.6 million in sales tax revenue. Van Wert County will benefit from $36,551 in property tax revenue and $1.2 million in sales tax revenue. The City of Van Wert will benefit from $751,406 in earnings tax revenue and $26,327 in property tax revenue.[36] Van Wert City Schools will benefit from $266,333 in property tax revenue, while the Joint Vocational School District will benefit from $23,004 in property tax revenue. During the completion period, the Van Wert Forward II Project will generate total fiscal benefits of $5.2 million for the State of Ohio, $1.2 million for Van Wert County, $777,733 for the City of Van Wert, $266,333 for Van Wert City Schools, and $23,004 for the Joint Vocational School District.

Table 45: Total Fiscal Impact by Government Entity, Years 1-5

Government Entity	Earnings Tax Revenue	Property Tax Revenue	Sales Tax Revenue	Total Tax Revenue
State of Ohio	$655,933	N/A	$4,582,809	**$5,238,742**
Van Wert County	N/A	$36,551	$1,195,516	**$1,232,067**
City of Van Wert	$751,406	$26,327	N/A	**$777,733**
Van Wert City Schools	N/A	$266,333	N/A	**$266,333**
Joint Vocational School District	N/A	$23,004	N/A	**$23,004**
Total	**$1,407,339**	**$352,215**	**$5,778,325**	**$7,537,879**

Source: Economics Center calculations.

Conclusion

The Van Wert Forward II Project is a proposed mixed-use development located in the City of Van Wert. This proposed mixed-use development will include 15 apartments, 3,180 square feet of office space, 2,635 square feet of restaurant space, and 1,625 square feet of retail space. With an estimated $11.2 million capital investment, the Van Wert Forward II Project will generate considerable economic activity in the Surrounding Area after construction is complete and operations commence.[37]

Economic impact figures represent the effects that a given mixed-use development and its associated economic activities have upon a surrounding community. The economic impacts are reported in terms of jobs, earnings, and economic activity. Economic activity refers to the direct sales of tenant businesses

[36] The City of Van Wert also includes the portions of property tax revenue distributed to the township and other entities.
[37] Reported in 2022 dollars.

and catalyzed projects as well as the subsequent spending on goods and services occuring in the local economy. Fiscal impacts represent the impact on state and local jurisdictions. Fiscal impacts include earnings, property, and sales tax revenue. The total economic and fiscal impacts represent the sum of the Project, Development, Surrounding Area, and catalyzed project impacts.

The Van Wert Forward II Project will generate a total of $136.6 million in economic activity during the completion period. The direct economic activity generated represents the sales of tenant businesses of the Van Wert Forward II Project, phase III of the Van Wert Forward Development, and the catalyzed projects. The direct economic activity during the completion period comprise $36.8 million in office sales, $39.5 million in restaurant sales, $8.5 million in retail sales, $31.7 million in commercial sales related to restaurant and/or retail tenants, and $1.2 million in entertainment sales. The $117.7 million in direct economic activity will lead to further indirect spending of $18.9 million in the Surrounding Area.

The Van Wert Forward II Project will directly and indirectly support jobs and earnings in the Surrounding Area through its Project, Development, Surrounding Area, and catalyzed project impacts. In total, the Van Wert Forward II Project will directly support 1,259 jobs with earnings of $37.1 million. Indirectly, the Van Wert Forward II Project will support a total of 129 jobs with earnings of $6.6 million. During the completion period, a total of 1,388jobs with earnings of $43.7 million will be supported in the Surrounding Area by the Van Wert Forward II Project.

During the completion period, the Van Wert Forward II Project will generate fiscal benefits totaling $7.5 million for state and local jurisdictions. The State of Ohio and the City of Van Wert will benefit from a total of $1.4 million in earnings tax revenues. The increase in residential property values in the Surrounding Area will result in an additional $352,215 of property tax revenue. The spending of the restaurant and retail shoppers will generate $5.8 million in sales tax revenues for the State of Ohio and Van Wert County.

ECONOMICS CENTER
RESEARCH AND CONSULTING

About the Economics Center

The Alpaugh Family Economics Center began as a teacher training initiative of the Cincinnati Chamber of Commerce in 1976. In 1977, the Center was incorporated and established a permanent existence as part of the University of Cincinnati. While teacher training has remained as a core service, the Center has added student programs and competitions, an award-winning online financial program called $martPath, partnerships for the financial education of the larger community, and a research team to serve businesses and governmental partners in our region and across the State. The Alpaugh Family Economics Center is a part of the Council for Economic Education's national network and a member of the Association of University Business and Economic Research.

The Research and Consulting division of The Alpaugh Family Economics Center provides unbiased, non-partisan economic data and analyses to help clients make better financial, policy, and economic and workforce development decisions. Our dynamic approach and critical data analyses empower business and civic leaders to respond to changing economic conditions, strengthen local economies, and improve the quality of life for their communities. Our work includes everything from economic impact studies to benefit-cost analyses, return on investment analyses, and workforce development initiatives. For decades, the Center has been the choice organization to provide critical data analyses to more than 30 business clients annually. Through this work, the Center and its partners contribute to the health and vitality of our economy.

The Research and Consulting division of The Alpaugh Family Economics Center completed 10 economic impact analyses for developers across Ohio during the fiscal year 2022 funding cycle of the Transformational Mixed-Use Development (TMUD) Program. The Ohio Department of Development funded eight "General" Projects, two of which were applications with economic impact analyses prepared by the Economics Center. The TMUD tax credits received by our development partners represented approximately half of the "General" project funding allocation for fiscal year 2022.

Project Staff

Dr. Julie Heath

Dr. Julie Health is the Chief Executive Officer and Executive Director of The Alpaugh Family Economics Center. Dr. Heath is a member of the National Association of Economic Educators. She was a member of the national Board of Directors of the Council for Economic Education and a member of the Economics Standing Committee of the National Assessment of Education Progress. Dr. Heath led the two national committees charged by President Obama's Advisory Council on Financial Capability with integrating financial literacy in the Common Core.

Prior to coming to the University of Cincinnati, Dr. Heath spent 26 years at the University of Memphis. Dr. Heath was the director of the Center for Economic Education at the University of Memphis. In that role, with the support of the State of Tennessee and First Tennessee, she founded the $mart Tennessee program in 2006, which provides financial education to children in elementary, middle, and high schools.

At the University of Memphis, Dr. Heath taught undergraduate and graduate classes and served as head of the Economics Department. She is the recipient of a number of honors and awards. Dr. Heath has received the two highest teaching awards at the University of Memphis: the Thomas W. Briggs Foundation's Excellence in Teaching Award in 2000, and the Distinguished Teaching Award in 2010. The Carnegie Foundation recognized Dr. Heath with the 2010 Tennessee Professor of the Year Award.

In 2008, she earned the Kenneth G. Elzinga Distinguished Teaching Award, the economics discipline's highest award, and was the recipient of the Educator of the Year Award from the National Association for Financial Literacy. She received the Harold Love Award for Community Involvement in 2007, and in 2006, was named the Financial Educator of the Year by the Tennessee Bankers Association.

She was named a Money Magazine "Money Hero" for August of 2013. Dr. Heath received the Alumni Professional Achievement Award from Bluffton University in 2012. She was named a "Woman of Influence" by Venue and LEAD magazines, Cincinnati, in 2014, and a "Woman of Achievement" by the Girl Scouts in 2016. Dr. Heath received a Pillar Award for Executive Director of the Year from Medical Mutual in 2019. Additionally, Dr. Heath served as a Visiting Scholar for the Consumer Financial Protection Bureau for 2019.

Dr. Heath received her Ph.D. in Economics at the University of South Carolina, specializing in labor economics and quantitative methods. She received a Visiting Research Fellowship to Princeton University to conduct research in economics education and has published extensively in the area. She is the author or co-author of over 40 academic articles. She also received a Rockefeller Foundation grant to study women and poverty. Her research focuses on the labor market, particularly women's labor force issues, economic and financial education, curriculum development, assessment, and quantitative analyses.

Brad Evans

Brad Evans is Director of Research and serves as an economic development specialist at The Alpaugh Family Economics Center. A graduate of Miami University, Brad maintains professional memberships in the International Development Council and the Ohio Economic Development Association, and he is currently serving on the Board of Directors for the Butler County Port Authority.

In addition to overseeing processes and timelines for project milestones and deliverables, Brad possesses expertise in state and local financing mechanisms including the Ohio Enterprise Zone Program, Tax Increment Financing, Joint Economic Development Districts, Community Reinvestment Areas, and Job Creation Tax Credits.

Megan Heare

Megan Heare is a Senior Research Associate at The Alpaugh Family Economics Center. Megan earned her Bachelor's Degree in Mathematics from the University of Southern Indiana and holds a Master's Degree in Economics from the University of Cincinnati. Megan also possesses a credential as a Certified Business Economist from the National Association of Business Economists.

Megan's research focuses on investments in human capital, education, economic and workforce development, and health care.

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Appendix A

Table 46: Economic Impact of Project Office Tenants on the Surrounding Area

	Direct				Indirect				Total			
Year of Operation	Jobs	Earnings	Average Hourly Wage	Economic Activity	Jobs	Earnings	Average Hourly Wage	Economic Activity	Jobs	Earnings	Average Hourly Wage	Economic Activity
Year 1 (2025)	11	$833,620	$36.01	$2,963,636	5	$301,479	$27.25	$887,473	16	$1,135,099	$33.17	$3,851,109
Year 2 (2026)	11	$851,960	$36.80	$3,028,836	5	$308,112	$27.85	$906,997	16	$1,160,072	$33.90	$3,935,833
Year 3 (2027)	11	$871,555	$37.65	$3,098,499	5	$315,199	$28.49	$927,858	16	$1,186,754	$34.68	$4,026,357
Year 4 (2028)	11	$892,472	$38.55	$3,172,863	5	$322,763	$29.17	$950,127	16	$1,215,235	$35.52	$4,122,990
Year 5 (2029)	11	$913,892	$39.48	$3,249,012	5	$330,510	$29.87	$972,930	16	$1,244,402	$36.37	$4,221,942
Total	**55**	**$4,363,499**	**$37.70**	**$15,512,846**	**25**	**$1,578,063**	**$28.52**	**$4,645,385**	**80**	**$5,941,562**	**$34.73**	**$20,158,231**

Source: Economics Center calculations.

Table 47: Economic Impact of Project Restaurant Tenants on the Surrounding Area

	Direct				Indirect				Total			
Year of Operation	Jobs	Earnings	Average Hourly Wage	Economic Activity	Jobs	Earnings	Average Hourly Wage	Economic Activity	Jobs	Earnings	Average Hourly Wage	Economic Activity
Year 1 (2025)	18	$303,129	$8.12	$986,391	1	$32,212	$21.84	$97,987	19	$335,341	$8.65	$1,084,378
Year 2 (2026)	18	$309,798	$8.30	$1,008,092	1	$32,920	$22.32	$100,143	19	$342,718	$8.84	$1,108,235
Year 3 (2027)	18	$316,923	$8.49	$1,031,278	1	$33,677	$22.83	$102,446	19	$350,600	$9.04	$1,133,724
Year 4 (2028)	18	$324,529	$8.70	$1,056,029	1	$34,486	$23.38	$104,905	19	$359,015	$9.26	$1,160,934
Year 5 (2029)	18	$332,318	$8.91	$1,081,373	1	$35,313	$23.94	$107,423	19	$367,631	$9.48	$1,188,796
Total	**90**	**$1,586,697**	**$8.51**	**$5,163,163**	**5**	**$168,608**	**$22.86**	**$512,904**	**95**	**$1,755,305**	**$9.05**	**$5,676,067**

Source: Economics Center calculations.

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Table 48: Economic Impact of Project Retail Tenants on the Surrounding Area

	Direct				Indirect				Total			
Year of Operation	Jobs	Earnings	Average Hourly Wage	Economic Activity	Jobs	Earnings	Average Hourly Wage	Economic Activity	Jobs	Earnings	Average Hourly Wage	Economic Activity
Year 1 (2025)	6	$213,377	$17.21	$608,306	1	$22,228	$20.94	$57,284	7	$235,605	$17.50	$665,590
Year 2 (2026)	6	$218,071	$17.59	$621,688	1	$22,717	$21.41	$58,544	7	$240,788	$17.89	$680,232
Year 3 (2027)	6	$223,087	$17.99	$635,987	1	$23,239	$21.90	$59,890	7	$246,326	$18.30	$695,877
Year 4 (2028)	6	$228,441	$18.42	$651,251	1	$23,797	$22.42	$61,328	7	$252,238	$18.74	$712,579
Year 5 (2029)	6	$233,923	$18.87	$666,881	1	$24,368	$22.96	$62,800	7	$258,291	$19.19	$729,681
Total	**30**	**$1,116,899**	**$18.01**	**$3,184,113**	**5**	**$116,349**	**$21.93**	**$299,846**	**35**	**$1,233,248**	**$18.32**	**$3,483,959**

Source: Economics Center calculations.

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Appendix B

Table 49: Total Direct Sales by Use Type in the Surrounding Area

Year of Operation	Restaurant	Retail	Office	Commercial	Entertainment	Total Direct Sales
Year 1 (2025)	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Year 2 (2026)	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Year 3 (2027)	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Year 4 (2028)	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Year 5 (2029)	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Total	**$39,453,616**	**$8,545,180**	**$36,830,817**	**$31,702,249**	**$1,171,008**	**$117,702,870**

Source: Economics Center calculations.

Amendment to the TMUD Economic Impact Statement

Wren Lofts

April 2025



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Introduction & Findings

Silverlode Consulting ("Silverlode") was engaged by The Wren Building LLC, ("Wren" or the "Developer") to estimate the economic impact and increase in state and local tax collections associated with Wren's proposed TMUD Project scope change ("Scope Change") for the mixed-use redevelopment of the Edward Wren Co building in downtown Springfield ("Wren Lofts" or "Project"). This amendment presents the revised Project and Surrounding Area impacts due to the Scope Change, as well as the new total impacts for the Project, including the Catalyzed Project impacts from the July 2022 original EIS. This Amendment to the TMUD Economic Impact Statement (Amended EIS) was prepared to support the Developer's request for a Scope Change to the Ohio Department of Development ("ODOD") for consideration for the previously awarded Ohio Transformational Mixed-Use Development ("TMUD") tax credits.

Project Overview

Wren Lofts is a transformational mixed-use development that will combine historic renovation and new construction in downtown Springfield, across the street from Springfield's City Hall.

The Edward Wren Co. was Springfield, Ohio's largest and most prominent department store for over a century. The Project includes the renovation of this 53,138 square-foot historic building and the addition of a 42,713 square-foot building into a five-story, residential and commercial mixed-use development with a parking garage. Upon completion, the 95,851 square-foot Project is expected to include 74 market-rate apartments, structured and surface parking spaces, basement level amenities for residents, and 2,550 square feet of first-floor retail space, and 9,170 square feet of office space. The changes from the original scope, include an increase in construction cost, a reduction in the total square footage of the project, a reduction from 89 to 74 residential units, and the substitution of office space for a portion of the retail space and all restaurant space.

There is currently almost no housing in downtown Springfield and the Project will be the first market rate multi-family investment in downtown Springfield in several years. The Project is poised to be a catalytic spark for the redevelopment in the downtown core. New residents will spur restaurant and retail activity and the influx of commercial and residential investment will be attractive to expanding or relocating office users.

The TMUD eligible development costs per the original TMUD application were approximately $28.2 million and the Developer was awarded approximately $2.8 million of TMUD tax credits to enable the development to proceed. Construction commenced in late 2023 and is expected to be completed in August of 2026.

Project Overview	
Project SF	95,851
TMUD Eligible Development costs	$28,207,360
TMUD tax credit award	$2,820,736
Current estimated Development costs	$31,751,377
Construction commencement	2023
Construction completion	2026
Operations stabilized	2027

Revised Economic Impact Section of the TMUD Application

The below table summarizes the changes to the Impacts section of the TMUD application

Project DIRECT ONLY Employment (Construction of the Project and 5th Year of Completion Period)			
Job Type	Total FTEs	Average hourly Wage	Total Payroll
Project Construction	249	$ 24.49	$ 12,683,231
Operations	3	$ 22.81	$ 142,317
Tenant	41	$ 27.65	$ 2,357,688
Total	293	$ 24.91	$ 15,183,236

Total Sales Projections			
Completion Year	Total Construction Period Sales	Total Completion Period Sales	Total Sales
1	[redacted]		
2			
3			
4			
5			
Total			

Total Tax Projections			
Completion Year	Total Construction Period Taxes	Total Completion Period Taxes	Total Anticipated Taxes
1	$ 442,000	$ 2,042,000	$ 2,484,000
2	$ 2,543,000	$ 4,522,000	$ 7,065,000
3	$ 2,804,000	$ 7,465,000	$ 10,269,000
4	$ 5,565,000	$ 11,409,000	$ 16,974,000
5	$ 4,650,000	$ 14,685,000	$ 19,335,000
Total	$ 16,004,000	$ 40,123,000	$ 56,127,000

EIS Sections

Amended economic impacts associated with the Project are presented in the following sections of this report:

- **Amended Total Impacts** – The sum of all impacts described below during the construction of the Project and in the five years after completion of construction of the Project.
- **Amended Project Impacts** – The direct economic impacts of the construction of the Project and the first 5 operating years of the Project.
- **Development Impacts** – The Project will be undertaken in a single phase, so no Development impacts are presented with this EIS.
- **Amended Surrounding Area Impacts** – The direct and indirect economic impacts caused by the Project in the surrounding area during the Project Construction Period and in the five years after completion of construction of the Project, excluding any catalyzed projects specifically identified.
- **Catalyzed Projects Impacts** – Refer to the original EIS dated July 2022 for details of the direct and indirect economic impacts of other projects ("Catalyzed Projects") within a two mile (10,560 foot) radius of the Project (the "Radius") that the Developer feels would be directly caused or accelerated by the Project in the five years after completion of construction of the Project.

Amended Total Impacts

The sum of the impacts of the Amended Project, Amended Surrounding Area, and Catalyzed Projects during the Project Construction Period and in the five years after completion of construction of the Project are estimated below.

TOTAL

Operations Jobs

Year	Full-Time Equivalents	Average Hourly Wage	Payroll
1	5	$ 18.66	$ 187,332
2	9	$ 18.07	$ 353,257
3	17	$ 18.38	$ 642,265
4	28	$ 17.89	$ 1,026,651
5	39	$ 17.78	$ 1,427,268
	97		$ 3,637,013

Tenant Jobs

Year	Full-Time Equivalents	Average Hourly Wage	Payroll
1	220	$ 19.60	$ 8,966,883
2	483	$ 21.26	$ 21,358,371
3	934	$ 25.14	$ 48,849,458
4	1,516	$ 26.61	$ 83,908,174
5	2,186	$ 28.89	$ 131,379,617
	5,339		$ 294,462,504

Construction Jobs

Year	Full-Time Equivalents	Average Hourly Wage	Payroll
Project Construction Y1	96	$ 22.74	$ 4,540,594
Project Construction Y2	650	$ 22.55	$ 30,481,818
Project Construction Y3	709	$ 22.66	$ 33,421,582
Project Operating Y1	1,452	$ 22.97	$ 69,182,868
Project Operating Y2	882	$ 23.24	$ 42,628,026
Project Operating Y3	271	$ 23.16	$ 13,057,383
Project Operating Y4	-	$ -	$ -
Project Operating Y5	-	$ -	$ -
	4,060		$ 193,512,290

Retail, Entertainment and Dining Sales

Year	Projected Retail Sales	Projected Entertainment Sales	Projected Dining Sales	Total Projected Sales
Project Construction Y1	[redacted]			
Project Construction Y2				
Project Construction Y3				
Project Operating Y1				
Project Operating Y2				
Project Operating Y3				
Project Operating Y4				
Project Operating Y5				

Sales, Income, Lodging and Property Taxes

Year	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax	Total Projected Tax
Project Construction Y1	$ 96,000	$ 247,000	$ 11,000	$ 88,000	$ 442,000
Project Construction Y2	$ 696,000	$ 1,480,000	$ 12,000	$ 435,000	$ 2,543,000
Project Construction Y3	$ 688,000	$ 1,620,000	$ 12,000	$ 484,000	$ 2,804,000
Project Operating Y1	$ 2,497,000	$ 3,771,000	$ -	$ 1,339,000	$ 7,607,000
Project Operating Y2	$ 3,103,000	$ 3,082,000	$ -	$ 1,841,000	$ 8,026,000
Project Operating Y3	$ 3,365,000	$ 2,969,000	$ -	$ 2,277,000	$ 8,611,000
Project Operating Y4	$ 4,249,000	$ 3,997,000	$ -	$ 3,163,000	$ 11,409,000
Project Operating Y5	$ 4,673,000	$ 6,220,000	$ -	$ 3,792,000	$ 14,685,000
	$ 19,287,000	$ 23,386,000	$ 35,000	$ 13,419,000	$ 56,127,000

Amended Project Impacts

Project Construction Impacts

Project Overview	
Project SF	95,851
TMUD Eligible Development costs	$28,207,360
TMUD tax credit award	$2,820,736
Current estimated Development costs	$31,751,377
Construction commencement	2023
Construction completion	2026
Operations stabilized	2027

The direct (indirect excluded) economic impacts of the construction of the Project are estimated below.

Construction Jobs

Year	Full-Time Equivalents	Average Hourly Wage	Payroll
Project Construction Y1	83	$ 23.53	$ 4,063,055
Project Construction Y2	83	$ 24.48	$ 4,225,577
Project Construction Y3	83	$ 25.46	$ 4,394,600
Project Operating Y1			
Project Operating Y2			
Project Operating Y3			
Project Operating Y4			
Project Operating Y5			
	249		$ 12,683,231

Retail, Entertainment and Dining Sales

Year	Projected Retail Sales	Projected Entertainment Sales	Projected Dining Sales	Total Projected Sales
Project Construction Y1				
Project Construction Y2				
Project Construction Y3				
Project Operating Y1				
Project Operating Y2				
Project Operating Y3				
Project Operating Y4				
Project Operating Y5				

Sales, Income, Lodging and Property Taxes

Year	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax	Total Projected Tax
Project Construction Y1	-	$ 224,000	$ -	$ 45,000	$ 269,000
Project Construction Y2	-	$ 233,000	$ -	$ 47,000	$ 280,000
Project Construction Y3	-	$ 242,000	$ -	$ 49,000	$ 291,000
Project Operating Y1					
Project Operating Y2					
Project Operating Y3					
Project Operating Y4					
Project Operating Y5					
	$ -	$ 699,000	$ -	$ 141,000	$ 840,000

Project Operating Impacts

Project Details		
Use	GSF	Units
Residential	54,691	74
Retail	2,550	
Office	9,170	
Parking and Common Areas	29,440	
Total	95,851	

Tax Incentives	
Incentive	Details
Building materials sales tax exemption	Yes, expected
Property tax incentives	15 year, 100% abatement residential, 15 year, 50% abatement commerical (improved property tax value)

Residential Assumptions	
New units	74
Average residents per unit	1.5
Project residents	111
Average resident income	$51,440
Occupancy	95%
% of households new to Surrounding Area	100%
% of households new to Ohio	20%
% of households working from home	35%
Local income tax rate	2.40%
Effective state income tax rate	2.40%

Retail Assumptions	
Sales per SF	[redacted]
Occupancy rate	[redacted]
Sales tax rate	7.25%

Office Assumptions	
SF per job	[redacted]
Occupancy rate	90%
Assumed jobs in IMPLAN Legal Services/Financial Investment Services industries	

The direct (indirect excluded) economic impacts of the Project in the five years after completion of construction of the Project are estimated below.

Operations Jobs

Year	Full-Time Equivalents	Average Hourly Wage	Payroll
1	3	$ 19.50	$ 121,653
2	3	$ 20.28	$ 126,519
3	3	$ 21.09	$ 131,580
4	3	$ 21.93	$ 136,843
5	3	$ 22.81	$ 142,317
			$ 658,912

Tenant Jobs

Year	Full-Time Equivalents	Average Hourly Wage	Payroll
1	41	$ 23.63	$ 2,015,361
2	41	$ 24.58	$ 2,095,976
3	41	$ 25.56	$ 2,179,815
4	41	$ 26.58	$ 2,267,008
5	41	$ 27.65	$ 2,357,688
			$ 10,915,848

Retail, Entertainment and Dining Sales

Year	Projected Retail Sales	Projected Entertainment Sales	Projected Dining Sales	Total Projected Sales
1	[redacted]			
2				
3				
4				
5				

Sales, Income, Lodging and Property Taxes

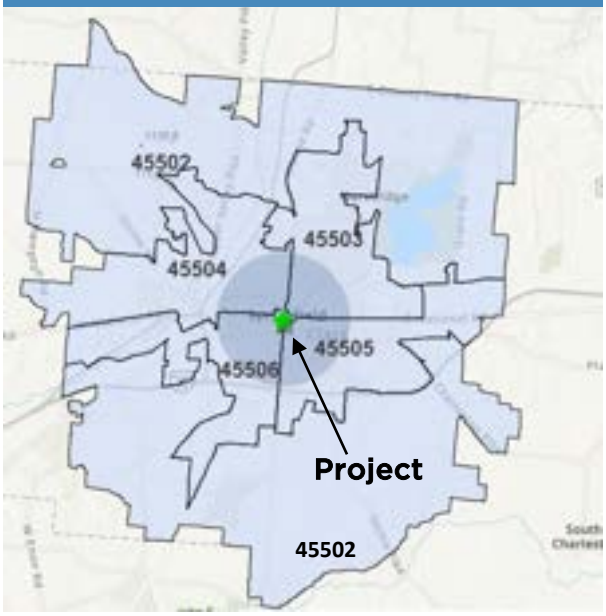
Year	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax	Total Projected Tax
1	$ 214,000	$ 156,000	$ -	$ 14,000	$ 384,000
2	$ 223,000	$ 162,000	$ -	$ 15,000	$ 400,000
3	$ 232,000	$ 169,000	$ -	$ 16,000	$ 417,000
4	$ 241,000	$ 176,000	$ -	$ 17,000	$ 434,000
5	$ 250,000	$ 183,000	$ -	$ 18,000	$ 451,000
	$ 1,160,000	$ 846,000	$ -	$ 80,000	$ 2,086,000

Amended Surrounding Area Impacts

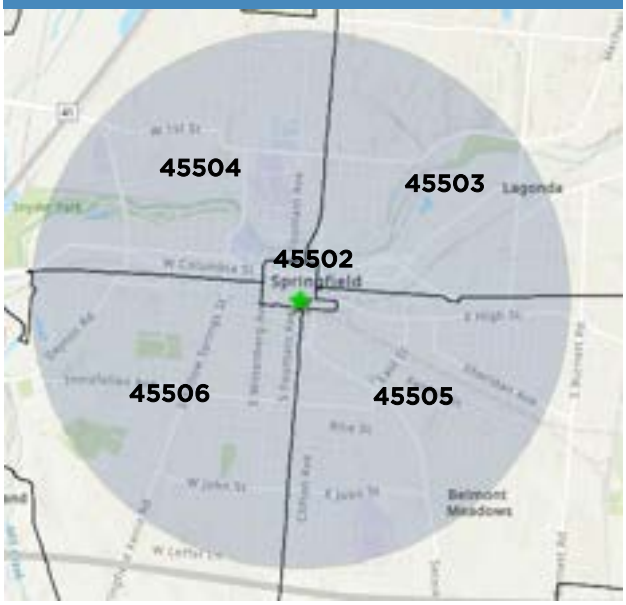
Surrounding Area & Radius

This study estimates the economic impacts associated with the Project on the region comprised of Springfield zip codes 45502, 45503, 45504, 45505, and 45506 (the "Surrounding Area"), portions of which are within a two-mile (10,560 foot) radius of the Development (the "Radius"). The maps below depict the zip codes in the Surrounding Area and the area within the Radius.

Surrounding Area



Radius



Construction Period Surrounding Area Methodology

The Construction Period Surrounding Area Impacts include the indirect construction impacts in the Surrounding Area that occur as a result of construction employees or items/supplies used in the construction process ONLY. The Construction Period Surrounding Area Impacts also include estimated lodging and dining spending by Project construction workers. IRS Notice 2022-44 "low" rates for daily spending were used. It was assumed that 5% of Project construction workers would require overnight stays and that, of the remaining 95% of workers that commute to work daily, half of the workers would purchase one meal per day in the surrounding area.

Construction Worker Per Diem Assumptions	
% of construction workers receiving overnight per diem	5%
# of work days per year (excludes weekends & holidays)	250
Per diem lodging allowance	$150
Per diem meal allowance	$64
% of construction workers assumed to be commuting daily and purchasing one meal	48%
Daily per diem meal spending by 50% of commuting workers	$21

Surrounding Area: Construction Impacts

The indirect (direct excluded) economic impacts of the construction of the Project are estimated below.

Construction Jobs

Year	Full-Time Equivalents	Average Hourly Wage	Payroll
Project Construction Y1	11	$ 17.03	$ 389,542
Project Construction Y2	11	$ 17.71	$ 405,123
Project Construction Y3	11	$ 18.41	$ 421,328
Project Operating Y1			
Project Operating Y2			
Project Operating Y3			
Project Operating Y4			
Project Operating Y5			
	33		$ 1,215,993

Retail, Entertainment and Dining Sales

Year	Projected Retail Sales	Projected Entertainment Sales	Projected Dining Sales	Total Projected Sales
Project Construction Y1	[redacted]			
Project Construction Y2				
Project Construction Y3				
Project Operating Y1				
Project Operating Y2				
Project Operating Y3				
Project Operating Y4				
Project Operating Y5				

Sales, Income, Lodging and Property Taxes

Year	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax	Total Projected Tax
Project Construction Y1	$ 94,000	$ 19,000	$ 11,000	$ 42,000	$166,000
Project Construction Y2	$ 98,000	$ 19,000	$ 12,000	$ 44,000	$173,000
Project Construction Y3	$ 102,000	$ 20,000	$ 12,000	$ 46,000	$180,000
Project Operating Y1					
Project Operating Y2					
Project Operating Y3					
Project Operating Y4					
Project Operating Y5					
	$ 294,000	$ 58,000	$ 35,000	$ 132,000	$519,000

Indirect Impacts From Project Operations

The Surrounding Area Operating Impacts include the indirect impacts in the Surrounding Area that occur as a result of direct Project operations and tenant activity in the five years after completion of construction of the Project.

Residential Spending

The Project's new residential units are expected to bring new permanent residents to the Surrounding Area, which would result in additional household spending and tax generation within the Surrounding Area. The economic impacts of this increased activity during the Completion Period are estimated in the Completion Period Surrounding Area impacts.

Increased household spending estimates were based on the Bureau of Labor Statistics, Consumer Expenditure Survey (CES) for 2022 for the average household in the Midwest. Silverlode utilized the CES household spending estimates for the retail, entertainment, and dining categories and estimated the percentage of total spending that would occur in the Surrounding Area.

Residential Household Spending Assumptions	
New residential units	74
Household income per unit	$77,160
Occupancy	95%
% of households new to Surrounding Area	100%
Y1 Retail spending/household in the Surrounding Area	$23,270
Y1 Entertainment spending/household in the Surrounding Area	$4,230
Y1 Dining spending/household in the Surrounding Area	$4,350

Surrounding Area Operating Impacts

The resulting direct and indirect economic impacts in the Surrounding Area in the five years after completion of construction of the Project are estimated below.

Operations Jobs

Year	Full-Time Equivalents	Average Hourly Wage	Payroll
1			
2			
3			
4			
5			

Tenant Jobs

Year	Full-Time Equivalents	Average Hourly Wage	Payroll
1	19	$ 19.73	$ 779,712
2	19	$ 20.52	$ 810,901
3	19	$ 21.34	$ 843,337
4	19	$ 22.19	$ 877,071
5	19	$ 23.08	$ 912,153
			$ 4,223,174

Retail, Entertainment and Dining Sales

Year	Projected Retail Sales	Projected Entertainment Sales	Projected Dining Sales	Total Projected Sales
1	[redacted]			
2				
3				
4				
5				

Sales, Income, Lodging and Property Taxes

Year	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax	Total Projected Tax
1	$ 199,000	$ 31,000	$ -	$ 24,000	$ 254,000
2	$ 207,000	$ 32,000	$ -	$ 25,000	$ 264,000
3	$ 215,000	$ 33,000	$ -	$ 26,000	$ 274,000
4	$ 224,000	$ 34,000	$ -	$ 27,000	$ 285,000
5	$ 233,000	$ 35,000	$ -	$ 28,000	$ 296,000
	$ 1,078,000	$ 165,000	$ -	$ 130,000	$ 1,373,000

Catalyzed Project Impacts

Catalyzed Project details, methodologies and impacts remain unchanged from the original TMUD EIS.

Methodology

Reasonableness of Key Inputs

The Developer's pro-forma financial models and sources/uses analyses, which we understand are being provided to other third parties such as banks and other financial institutions, and thus are assumed to be reliable, were the source of most Project information. The IMPLAN model, which is described in detail below, was also a key source of not only outputs, but key inputs. Finally, where necessary, we relied on established real estate industry rules of thumb, independent third-party data, and estimates from the Developer, who has a long history of success in Ohio. Throughout the modeling, Silverlode also employed an appropriate amount of professional conservatism to ensure that the inputs and assumptions were reasonable.

IMPLAN

Much of this analysis was completed using the IMPLAN (IMpact Analysis for PLANning) economic impact modeling system. IMPLAN is an input-output model that was originally developed by the U.S. Forest Service in the 1970's and is one of the most respected and widely used approaches to regional economic impact analysis. IMPLAN is used by more than 1,000 universities, government agencies, and consultants to estimate the economic and fiscal impacts of investments and/or changes in one or more industries.

2019 IMPLAN data was used for this study. The Developer provided the capital investment and other operational data necessary to prepare this analysis. The IMPLAN software applies industry specific inflators to convert results to year the impacts will occur.

Data underlying the IMPLAN model is updated annually using thousands of data points from over 90 sources. The main sources for this data include:

- U.S. Bureau of Labor Statistics (BLS) Quarterly Census of Employment and Wages (QCEW)
- U.S. Bureau of Economic Analysis (BEA) Regional Economic Accounts (REA)
- U.S. Census Bureau County Business Patterns (CBP)
- U.S. Bureau of Economic Analysis National Income and Product Accounts (NIPA)

Assumptions Provided by IMPLAN
All indirect impacts
Project retail FTEs and wages
Project office wages
Catalyzed project FTEs and payroll by use
Direct property tax as a result of construction
Direct property tax as a result of catalyzed project operations

Direct and Indirect Impacts

Economic and fiscal impacts can be divided into three component parts, which are referred to as direct, indirect, and induced. *At the direction of ODOD, this EIS does not include induced impacts.*

A direct effect describes an initial, or first-round change in the economy and is the starting point for economic impact analysis. Changes in an economy create "ripples" of economic activity throughout the region being analyzed. These ripples are described as indirect effects (induced effects are not included in this EIS). A positive direct effect causes increased purchases within the economy being modeled, as well as "leakage" of economic activity out of the economy being studied in the form of imports into the economy from other areas outside the economy. Generally speaking, direct describes activity attributable to the economic activity being modeled. In this EIS, direct impacts include the economic activity of the Project and Surrounding Area (employees, associated payroll, construction investments, etc.). Direct jobs comprise full, part-time, and temporary employees and jobs supported by the Project and future redevelopment and development projects within the Surrounding Area.

Indirect effects represent changes in the industries that provide goods and services to the economic activity being modeled (e.g., suppliers, service providers, etc.). Indirect effects occur in a repeating cycle but diminish in each round as economic activity "leaks" from the region being modeled. Indirect effects cease when the last dollar of economic activity leaks from the economy being studied. Indirect effects are estimated using IMPLAN. In this EIS, indirect impacts include the economic activity of the entities that provide goods and services to the Developer, the Project's tenants, and the Surrounding Area.

Total impact refers only to the cumulative result of all rounds of direct and indirect economic activity.

Silverlode Consulting Qualifications

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HEALTH AND HEALTH EDUCATION
Baystate Health
Cleveland Clinic
Hackensack Meridian Health
Kansas University Health System
Nemours Children's Health System
Texas Medical Center
The University of Kansas Medical Center
University Hospitals
Wingspan Care Group

BUSINESS AND INDUSTRY
ArcelorMittal
CEMEX
Cleveland-Cliffs
Haley & Aldrich
Idaho Elk Breeders Association
InterChange Group
nVent ERICO
Ohio Craft Brewers Association
Owens Corning
Squire Patton Boggs

FINANCE
Johnson Bank
New York Community Bank
Rockland Trust

ECONOMIC DEVELOPMENT
City of Shaker Heights
Cleveland-Cuyahoga County Port Authority
Fairfield County Economic Development
Greater Akron Chamber
JobsOhio
JumpStart
Ohio Department of Transportation
Troy Development Council

REAL ESTATE DEVELOPMENT
GBX Group
Hudson Holdings
Kaufman Development
Millenia Housing Development
Pennrose
Richard E. Jacobs Group

ARTS AND CULTURE
Lancaster Festival

Dennis McAndrew | Founder and President



Dennis has over 25 years of experience estimating economic impacts. He has completed hundreds of projects measuring the impacts associated with development projects, complex health systems, major transportation projects, industry associations, economic development groups, arts, entertainment, and sports organizations, and other entities. Dennis also provides strategic guidance to businesses, developers, economic development organizations, and governmental entities involved in large-scale economic development projects. Dennis is an IMPLAN Certified Economist. Prior to founding Silverlode Consulting in 2002, Dennis worked in the consulting practices of EY and PwC. Dennis earned a Master of Business Administration degree from Georgetown University and a Bachelor of Arts degree in Economics from John Carroll University. Dennis is a certified public accountant (inactive) and is a member of the American Institute of Certified Public Accountants (AICPA).

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Economic Impact Statement

The Edward Wren Building Redevelopment

July 7, 2022



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SILVERLODE CONSULTING
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Introduction & Findings

Silverlode Consulting ("Silverlode") was engaged by Wren Building Partners, LLC, ("Wren" or the "Developer") to estimate the economic impact and increase in state and local tax collections associated with Wren's proposed mixed-use redevelopment of the Edward Wren Co building in downtown Springfield ("Project"). This Economic Impact Statement (EIS) and the supporting addenda were prepared to support the Developer's application to the Ohio Department of Development ("ODOD") for consideration for an award of Ohio Transformational Mixed-Use Development ("TMUD") tax credits.

This EIS and the supporting Addenda demonstrate the Project's eligibility for both the TMUD program generally, and the alternative method of valuing the TMUD tax credits ("AMV") as described in Section 122.09(F) of the Ohio Revised Code ("ORC"), specifically.

This EIS and the supporting Addenda provide the economic impact data and supporting information requested by ODOD for considering TMUD and AMV eligibility, based upon ODOD's guidance as of the date of this report.

Project Overview

The Project is a transformational mixed-use development that will combine historic renovation and new construction in downtown Springfield, across the street from Springfield's City Hall.

The Edward Wren Co. was Springfield, Ohio's largest and most prominent department store for over a century. The Project includes the renovation of this 47,662 square-foot historic building and the addition of a 52,704 square-foot building into a five-story, residential and commercial mixed-use development and a 28,674 square-foot parking garage. Upon completion, the 129,040 square-foot Project is expected to include 89 market-rate apartments, 87 structured and surface parking spaces, basement level amenities for residents, and 16,000 square feet of first-floor restaurant and retail space.

There is currently almost no housing in downtown Springfield and the Project will be the first market rate multi-family investment in downtown Springfield in several years. The Project is poised to be a catalytic spark for the redevelopment in the downtown core. New residents will spur restaurant and retail activity and the influx of commercial and residential investment will be attractive to expanding or relocating office users.

The estimated development costs of the Project are approximately $28.2 million and the Developer is applying for approximately $2.8 million of TMUD tax credits to enable the development to proceed. With an award of the requested TMUD tax credits, construction is expected to commence in 2022 and be completed in 2023.

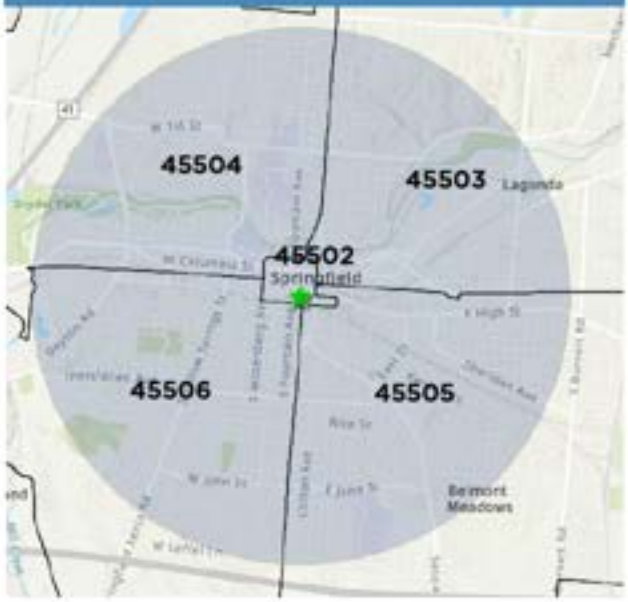
Surrounding Area & Radius

This study estimates the economic impacts associated with the Project on the region comprised of Springfield zip codes 45502, 45503, 45504, 45505, and 45506 (the "Surrounding Area"), portions of which are within a two mile (10,560 foot) radius of the Development (the "Radius"). The maps below depict the zip codes in the Surrounding Area and the area within the Radius.

Surrounding Area



Radius



EIS Sections

Economic impacts associated with the Project are presented in the following sections of this report:

- **Project Impacts** – The direct and indirect economic impacts of the current phase of the Wren Building Project (the "Project"), which is the subject of the TMUD application, in the five years after completion of construction of the Project.
- **Development Impacts** – The Project will be undertaken in a single phase, so no Development impacts are presented with this EIS.
- **Surrounding Area Impacts** – The direct and indirect economic impacts caused by the Project in the surrounding area in the five years after completion of construction of the Project, excluding any catalyzed projects specifically identified below.
- **Catalyzed Projects Impacts** – The direct and indirect economic impacts of other proposed, defined projects ("Catalyzed Projects") within a two mile (10,560 foot) radius of the Project (the "Radius") that the Developer feels would be directly caused or accelerated by the Project in the five years after completion of construction of the Project.
- **Total Impacts** – The sum of all impacts described above in the five years after completion of construction of the Project.

Additionally, the construction impacts from the Project, Surrounding Area, and Catalyzed Projects are presented individually and in aggregate in Addendum #1: Construction Impacts.

The combined operational and construction impacts are presented in Addendum #2: Total Impacts (operational and construction). Addendum #2 also provides the estimated increase in state and local taxes resulting during the one and five-year periods following the completion of Project construction and demonstrates the Project's eligibility for both the TMUD program generally, and the alternative method of valuing the TMUD tax credits ("AMV") as described in Section 122.09(F) of the Ohio Revised Code ("ORC"), specifically.



Project Impacts

The direct and indirect economic impacts of the current phase of the Wren Building Project (the "Project") in the five years after completion of construction of the Project are estimated below.

Operations Jobs

Year	Full-Time Equivalents	Average Hourly Wage
1	4	$ 19.21
2	4	$ 19.57
3	4	$ 19.98
4	4	$ 20.39
5	4	$ 20.80

Tenant Jobs

Year	Full-Time Equivalents	Average Hourly Wage
1	79	$ 19.46
2	70	$ 22.43
3	70	$ 22.69
4	71	$ 22.94
5	72	$ 23.20

Retail, Entertainment and Dining Sales

Year	Projected Retail Sales	Projected Entertainment Sales	Projected Dining Sales
1	[redacted]		
2			
3			
4			
5			

Sales, Income, Lodging and Property Taxes

Year	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax
1	$ 235,000	$ 116,000	$ -	$ 28,000
2	$ 240,000	$ 118,000	$ -	$ 28,000
3	$ 246,000	$ 121,000	$ -	$ 29,000
4	$ 253,000	$ 124,000	$ -	$ 29,000
5	$ 259,000	$ 126,000	$ -	$ 29,000



Development Impacts

The Project will be undertaken in a single phase, so no Development impacts are presented with this EIS.



Surrounding Area Impacts

The other sections of this EIS measure the direct and indirect impacts of the operations of the Project and Catalyzed projects on the Surrounding Area. However, the Project is expected to positively impact the Surrounding Area in other ways, as well.

The development of 89 new residential units by the Project is expected to bring 115 new permanent residents to the Surrounding Area, which would result in additional household spending and tax generation within the Surrounding Area. The resulting direct and indirect economic impacts in the Surrounding Area in the five years after completion of construction of the Project are estimated on the following page.



Operations Jobs

Year	Full-Time Equivalents	Average Hourly Wage
1	-	$ -
2	-	$ -
3	-	$ -
4	-	$ -
5	-	$ -

Tenant Jobs

Year	Full-Time Equivalents	Average Hourly Wage
1	-	$ -
2	-	$ -
3	-	$ -
4	-	$ -
5	-	$ -

Retail, Entertainment and Dining Sales

Year	Projected Retail Sales	Projected Entertainment Sales	Projected Dining Sales
1	[redacted]		
2			
3			
4			
5			

Sales, Income, Lodging and Property Taxes

Year	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax
1	$ 81,000	$ 25,000	$ -	$ 54,000
2	$ 81,000	$ 25,000	$ -	$ 54,000
3	$ 81,000	$ 25,000	$ -	$ 54,000
4	$ 81,000	$ 25,000	$ -	$ 54,000
5	$ 81,000	$ 25,000	$ -	$ 54,000



Catalyzed Projects Impacts

The current Project is expected to directly cause or accelerate additional redevelopment and development projects ("Catalyzed Projects"), within the Radius, during construction of the Project and in the five years after completion of construction of the Project. The map and tables which follow identify the additional developments that the Developer expects will be directly caused or accelerated by the Project.

Any parcels that are wholly or partially within two miles of the boundaries of the Project were included, but development projects in the Radius that are imminent or committed to at the time of this report were excluded, as were any projects that applied for tax credits under the Transformational Mixed-Use Development program in 2021. Information about projects in the Radius that may be applying for TMUD this round was not available.

The Developer provided the information necessary to model the economic impact of the Catalyzed Projects individually and in total. The table below details the assumptions that were provided by the Developer to enable this modeling.

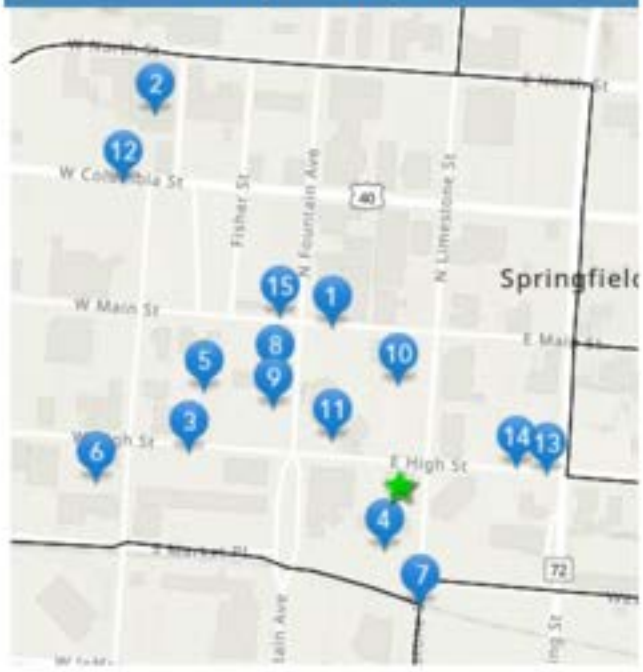
In total, the Catalyzed Projects represent an estimated $329.0 million of private sector investments and almost one million square feet of new and/or renovated space.

It is critical to note that the Developer owns or controls a significant amount of property surrounding the Development and that many of the Catalyzed Projects would be undertaken directly by the Developer and its affiliates, versus others. Therefore, the Developer's confidence in the estimates used for these projects is uniquely high.

These Developer-driven Catalyzed Projects within the Radius represent an additional $84.4 million of development and nearly 246,000 additional square feet of retail, restaurant, office, apartment, and other space including 317 additional residential units.

EIS Appendix A: Individual Catalyzed Impacts presents the Catalyzed Projects individually and describes how each of the Catalyzed Projects would be directly caused or accelerated by the Project.

Catalyzed Projects



Map #	Property Name	Address
1	Lagonda Bank & Starrett and Fried	2 -10 E Main Street
2	The Springfield Metallic Casket Company Building	107-109 N Center Street
3	The Tecumseh Building/Francis Drolla Building	24-36 W High Street
4	Regent Theater Building	117-119 S Limestone Avenue
5	Downtown Core Development	Center-High-Main-Fountain Block
6	Columbia Gas Building/Craig Dillon	105 W High Street
7	The Big 4 Event and Conference Center	Washington and Limestone Streets
8	Key Bank Block	High Street, Fountain Avenue, Main Street and South Center Street Block
9	State Theater	19 S Fountain Street
10	Credit Life Tower	1 Main Street
11	Springfield City Hall Plaza Redevelopment	Downtown Core Block
12	Barrett Building	110 W. Columbia Street
13	Lagonda Club	136-138 E High Street
14	Tot Shop	126 E High Street
15	Hull Building	4 W Main Street

Map #	Developer	Development Cost	Construction Start	Office SF	Retail SF	Restaurant SF	Apartment SF	Other
1	Wren/Affiliate	$ [redacted]	2024	18,140	4,071	8,831		
2	Wren/Affiliate	$ [redacted]	2025		15,000	15,000	121,267	
3	Wren/Affiliate	$ [redacted]	2025				38,016	
4	Wren/Affiliate	$ [redacted]	2026	5,000	900			19,638
5	Others	$ [redacted]	2023	10,000	8,000	2,000	100,000	
6	Others	$ [redacted]	2022	11,920	5,960			
7	Others	$ [redacted]	2023		5,000	3,000		103,263
8	Others	$ [redacted]	2023	54,463	7,922	4,000	88,424	
9	Others	$ [redacted]	2023			17,404		
10	Others	$ [redacted]	2026	160,835				
11	Others	$ [redacted]	2023					
12	Others	$ [redacted]	2025	12,000		4,000		
13	Others	$ [redacted]	2025	18,390				
14	Others	$ [redacted]	2025		5,520		16,560	
15	Others	$ [redacted]	2025	100,557				
Total		**$329,041,363**		**391,305**	**52,373**	**54,235**	**364,267**	**122,901**

Wren/Affiliate Total	$ [redacted]							
Wren/Affiliate %	[redacted]							



The aggregated direct and indirect economic impacts of the Catalyzed Projects in the five years after completion of construction of the Project are estimated below.

Operations Jobs

Year	Full-Time Equivalents	Average Hourly Wage
1	2	$ 17.30
2	6	$ 18.17
3	13	$ 18.89
4	24	$ 17.98
5	35	$ 17.75

Tenant Jobs

Year	Full-Time Equivalents	Average Hourly Wage
1	160	$ 18.55
2	423	$ 20.97
3	874	$ 25.21
4	1,456	$ 26.67
5	2,126	$ 28.97

Retail, Entertainment and Dining Sales

Year	Projected Retail Sales	Projected Entertainment Sales	Projected Dining Sales
1	[redacted]		
2			
3			
4			
5			

Sales, Income, Lodging and Property Taxes

Year	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax
1	$ 721,000	$ 289,000	$ -	$ 394,000
2	$ 1,784,000	$ 865,000	$ -	$ 1,209,000
3	$ 2,601,000	$ 2,149,000	$ -	$ 2,024,000
4	$ 3,784,000	$ 3,787,000	$ -	$ 3,119,000
5	$ 4,190,000	$ 6,002,000	$ -	$ 3,746,000



Total Impacts

The sum of the impacts of the Project, Surrounding Area, and Catalyzed Projects in the five years after completion of construction of the Project are estimated below.

Operations Jobs

Year	Full-Time Equivalents	Average Hourly Wage
1	6	$ 18.61
2	10	$ 18.73
3	17	$ 14.44
4	28	$ 18.32
5	39	$ 18.07

Tenant Jobs

Year	Full-Time Equivalents	Average Hourly Wage
1	239	$ 18.82
2	493	$ 21.17
3	944	$ 25.03
4	1,527	$ 26.50
5	2,198	$ 28.78

Retail, Entertainment and Dining Sales

Year	Projected Retail Sales	Projected Entertainment Sales	Projected Dining Sales
1	[redacted]		
2			
3			
4			
5			

Sales, Income, Lodging and Property Taxes

Year	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax
1	$ 1,037,000	$ 430,000	$ -	$ 476,000
2	$ 2,105,000	$ 1,008,000	$ -	$ 1,291,000
3	$ 2,928,000	$ 2,295,000	$ -	$ 2,107,000
4	$ 4,118,000	$ 3,936,000	$ -	$ 3,202,000
5	$ 4,530,000	$ 6,153,000	$ -	$ 3,829,000

Methodology

Reasonableness of Key Inputs

The key inputs and assumptions used to prepare each section of the EIS and the supporting addenda are provided in EIS appendix B: Key Inputs & Assumptions. The Developer's pro-forma financial models and sources/uses analyses, which we understand are being provided to other third parties such as banks and other financial institutions, and thus are assumed to be reliable, were the source of most project information. The IMPLAN model, which is described in detail below, was also a key source of not only outputs, but key inputs. Finally, where necessary, we relied on established real estate industry rules of thumb, independent third-party data, and estimates from the Developer, who has a 30-year long history of success in Ohio. Throughout the modeling, Silverlode also employed an appropriate amount of professional conservatism to ensure that the inputs and assumptions were reasonable.

IMPLAN

Much of this analysis was completed using the IMPLAN (IMpact Analysis for PLANning) economic impact modeling system. IMPLAN is an input-output model that was originally developed by the U.S. Forest Service in the 1970's and is one of the most respected and widely used approaches to regional economic impact analysis. IMPLAN is used by more than 1,000 universities, government agencies, and consultants to estimate the economic and fiscal impacts of investments and/or changes in one or more industries.

2019 IMPLAN data was used for this study. The Developer provided the capital investment and other operational data necessary to prepare this analysis. The IMPLAN software applies industry specific inflators to convert results to year the impacts will occur.

Data underlying the IMPLAN model is updated annually using thousands of data points from over 90 sources. The main sources for this data include:

- U.S. Bureau of Labor Statistics (BLS) Quarterly Census of Employment and Wages (QCEW)
- U.S. Bureau of Economic Analysis (BEA) Regional Economic Accounts (REA)
- U.S. Census Bureau County Business Patterns (CBP)
- U.S. Bureau of Economic Analysis National Income and Product Accounts (NIPA)

Direct and Indirect Impacts

Economic and fiscal impacts can be divided into three component parts, which are referred to as direct, indirect, and induced. *At the direction of ODOD, this EIS does not include induced impacts.*

A direct effect describes an initial, or first-round change in the economy and is the starting point for economic impact analysis. Changes in an economy create "ripples" of economic activity throughout the region being analyzed. These ripples are described as indirect effects (induced effects are not included in this EIS). A positive direct effect causes increased purchases within the economy being modeled, as well as "leakage" of economic activity out of the economy being studied in the form of imports into the economy from other areas outside the economy. Generally speaking, direct describes activity attributable to the economic activity being modeled. In this EIS, direct impacts include the economic activity of the Project and Surrounding Area (employees, associated payroll, construction investments, etc.). Direct jobs comprise full, part-time, and temporary employees and jobs supported by the Project and future redevelopment and development projects within the Surrounding Area.

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Wingspan Care Group

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Cleveland-Cliffs
Haley & Aldrich
Idaho Elk Breeders Association
InterChange Group
nVent ERICO
Ohio Craft Brewers Association
Owens Corning
Squire Patton Boggs

FINANCE
Johnson Bank
New York Community Bank
Rockland Trust

ECONOMIC DEVELOPMENT
City of Shaker Heights
Cleveland-Cuyahoga County Port Authority
Fairfield County Economic Development
Greater Akron Chamber
JobsOhio
JumpStart
Ohio Department of Transportation
Troy Development Council

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Michelle Moll | Senior Consultant



Michelle Moll has been an integral part of Silverlode for over a decade. Michelle spearheads the modeling for economic impact and other analyses for corporate and public sector clients. She is an experienced IMPLAN user and has created innovative ways of using the tool to estimate unique client impacts. Prior to joining Silverlode, Michelle was a financial analyst with Netrex and a Senior Auditor for PwC. Michelle earned a Bachelor of Science in Accounting from Miami University and is a Certified Public Accountant (inactive).

Kelly Moody | Senior Consultant



Kelly Moody has been a consultant with Silverlode Consulting since 2012. She manages client relationships and projects for Silverlode's economic impact consulting services and a variety of other public sector and corporate consulting projects. Before joining Silverlode, Kelly was a Manager of Consulting at Allegro Realty Advisors, Ltd. and a Manager at Team NEO. Kelly holds a Bachelor of Science in Business Administration in Marketing from the University of Richmond.

EIS Appendix A: Individual Catalyzed Impacts

The following sections estimate the direct and indirect economic impacts of projects within the Radius that would be directly caused and accelerated by the Project in the five years after completion of construction of the Project.

Catalyzed Project # 1

The Wren Lofts and Lagonda Bank properties share common ownership and development partner. The Wren Lofts project will be the first market rate multifamily investment in downtown Springfield in several years. The Developer believes the introduction of multifamily to the downtown market this will spur additional restaurant and retail leasing activity in the downtown core. As a result of new commercial and residential investment in downtown, office users will again be attracted to locate new or expand existing businesses into downtown Springfield.

Operations Jobs

Year	Full-Time Equivalents	Average Hourly Wage
1	-	$ -
2	2	$ 17.09
3	2	$ 17.09
4	2	$ 17.09
5	2	$ 17.09

Tenant Jobs

Year	Full-Time Equivalents	Average Hourly Wage
1	-	$ -
2	135	$ 24.16
3	135	$ 24.16
4	135	$ 24.16
5	135	$ 24.16

Retail, Entertainment and Dining Sales

Year	Projected Retail Sales	Projected Entertainment Sales	Projected Dining Sales
1	[redacted]		
2			
3			
4			
5			

Sales, Income, Lodging and Property Taxes

Year	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax
1	$ -	$ -	$ -	$ -
2	$ 405,000	$ 317,000	$ -	$ 266,000
3	$ 405,000	$ 317,000	$ -	$ 266,000
4	$ 405,000	$ 317,000	$ -	$ 266,000
5	$ 405,000	$ 317,000	$ -	$ 266,000

Catalyzed Project #2

The Wren Lofts project and Metallic Casket project share common ownership. The Wren Lofts project will be the first market rate multi-family investment in downtown Springfield and the former Metallic Casket Company Building will be the next phase of multifamily/mixed-use redevelopment as the Wren Lofts project stabilizes.

Operations Jobs

Year	Full-Time Equivalents	Average Hourly Wage
1	-	$ -
2	-	$ -
3	-	$ -
4	3	$ 19.19
5	3	$ 19.19

Tenant Jobs

Year		Average Hourly Wage
1	-	$ -
2	-	$ -
3	-	$ -
4	136	$ 14.18
5	136	$ 14.18

Retail, Entertainment and Dining Sales

Year	Projected Retail Sales	Projected Entertainment Sales	Projected Dining Sales
1	[redacted]		
2			
3			
4			
5			

Sales, Income, Lodging and Property Taxes

Year	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax
1	$ -	$ -	$ -	$ -
2	$ -	$ -	$ -	$ -
3	$ -	$ -	$ -	$ -
4	$ 849,000	$ 191,000	$ -	$ 621,000
5	$ 849,000	$ 191,000	$ -	$ 621,000

Catalyzed Project #3

The Wren Lofts project and Tecumseh Building project share common ownership. The Wren Lofts project will be the first market rate multifamily investment in downtown Springfield and the Tecumseh Building will be the next phase of multifamily/mixed-use redevelopment as the Wren Lofts project stabilizes.

Operations Jobs

Year	Full-Time Equivalents	Average Hourly Wage
1	-	$ -
2	-	$ -
3	-	$ -
4	0.4	$ 20.94
5	0.4	$ 20.94

Tenant Jobs

Year	Full-Time Equivalents	Average Hourly Wage
1	-	$ -
2	-	$ -
3	-	$ -
4	-	$ -
5	-	$ -

Retail, Entertainment and Dining Sales

Year	Projected Retail Sales	Projected Entertainment Sales	Projected Dining Sales
1	[redacted]		
2			
3			
4			
5			

Sales, Income, Lodging and Property Taxes

Year	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax
1	$ -	$ -	$ -	$ -
2	$ -	$ -	$ -	$ -
3	$ -	$ -	$ -	$ -
4	$ 1,000	$ 1,000	$ -	$ 17,000
5	$ 1,000	$ 1,000	$ -	$ 17,000

Catalyzed Project #4

The Wren Lofts project and Regent Theater share common ownership. The Wren Lofts and Regent Theater are neighboring properties. As the Wren Lofts project leases up and commercial activity along Limestone Avenue grows, the State Theater will be a natural next phase of redevelopment once the Wren Lofts project is completed.

Operations Jobs

Year	Full-Time Equivalents	Average Hourly Wage
1	-	$ -
2	-	$ -
3	-	$ -
4	0.4	$ 17.38
5	0.4	$ 17.38

Tenant Jobs

Year	Full-Time Equivalents	Average Hourly Wage
1	-	$ -
2	-	$ -
3	-	$ -
4	27	$ 29.35
5	27	$ 29.35

Retail, Entertainment and Dining Sales

Year	Projected Retail Sales	Projected Entertainment Sales	Projected Dining Sales
1	[redacted]		
2			
3			
4			
5			

Sales, Income, Lodging and Property Taxes

Year	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax
1	$ -	$ -	$ -	$ -
2	$ -	$ -	$ -	$ -
3	$ -	$ -	$ -	$ -
4	$ 83,000	$ 77,000	$ -	$ 70,000
5	$ 83,000	$ 77,000	$ -	$ 70,000

Catalyzed Project #5

The Wren Lofts property sits on the corner of E High Street and S Limestone Avenue. Currently, there are future development planning efforts to renovate existing vacant building and construct new buildings in downtown, creating additional apartment and commercial capacity. As the Wren Lofts project stabilizes, it will naturally catalyze new development in the immediate surrounding block.

Operations Jobs

Year	Full-Time Equivalents	Average Hourly Wage
1	-	$ -
2	2	$ 18.77
3	2	$ 18.77
4	2	$ 18.77
5	2	$ 18.77

Tenant Jobs

Year	Full-Time Equivalents	Average Hourly Wage
1	-	$ -
2	86	$ 23.69
3	86	$ 23.69
4	86	$ 23.69
5	86	$ 23.69

Retail, Entertainment and Dining Sales

Year	Projected Retail Sales	Projected Entertainment Sales	Projected Dining Sales
1	[redacted]		
2			
3			
4			
5			

Sales, Income, Lodging and Property Taxes

Year	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax
1	$ -	$ -	$ -	$ -
2	$ 310,000	$ 201,000.0	$ -	$ 316,000.0
3	$ 310,000	$ 201,000.0	$ -	$ 316,000.0
4	$ 310,000	$ 201,000.0	$ -	$ 316,000.0
5	$ 310,000	$ 201,000.0	$ -	$ 316,000.0

Catalyzed Project #6

By injecting 89 residential units into downtown Springfield and adding 15,000 square feet of new commercial storefront space, Wren Lofts will quickly attract new retail and restaurant users into downtown. The redevelopment of the Columbia Gas building is a great example of a smaller scale project that will benefit from the Wren Lofts redevelopment.

Operations Jobs

Year	Full-Time Equivalents	Average Hourly Wage
1	1	$ 16.61
2	1	$ 16.61
3	1	$ 16.61
4	1	$ 16.61
5	1	$ 16.61

Tenant Jobs

Year	Full-Time Equivalents	Average Hourly Wage
1	77	$ 26.47
2	77	$ 26.47
3	77	$ 26.47
4	77	$ 26.47
5	77	$ 26.47

Retail, Entertainment and Dining Sales

Year	Projected Retail Sales	Projected Entertainment Sales	Projected Dining Sales
1	[redacted]		
2			
3			
4			
5			

Sales, Income, Lodging and Property Taxes

Year	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax
1	$ 199,000	$ 197,000	$ -	$ 199,000
2	$ 199,000	$ 197,000	$ -	$ 199,000
3	$ 199,000	$ 197,000	$ -	$ 199,000
4	$ 199,000	$ 197,000	$ -	$ 199,000
5	$ 199,000	$ 197,000	$ -	$ 199,000

Catalyzed Project #7

This anticipated development project is currently in the planning stages and is proposed to be less than a block south of the Wren Lofts project. Similar to the Regent Theater redevelopment, as the Wren Lofts project leases up and commercial activity along Limestone Ave grows, this large 'convention center and sports facility' will continue to gain momentum. Wren will redefine the downtown landscape for the City of Springfield and continue to attract additional investment in downtown.

Operations Jobs

Year	Full-Time Equivalents	Average Hourly Wage
1	-	$ -
2	0.4	$ 17.06
3	0.4	$ 17.06
4	0.4	$ 17.06
5	0.4	$ 17.06

Tenant Jobs

Year	Full-Time Equivalents	Average Hourly Wage
1	-	$ -
2	42	$ 14.27
3	42	$ 14.27
4	42	$ 14.27
5	42	$ 14.27

Retail, Entertainment and Dining Sales

Year	Projected Retail Sales	Projected Entertainment Sales	Projected Dining Sales
1	[redacted]		
2			
3			
4			
5			

Sales, Income, Lodging and Property Taxes

Year	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax
1	$ -	$ -	$ -	$ -
2	$ 348,000	$ 58,000	$ -	$ 233,000
3	$ 348,000	$ 58,000	$ -	$ 233,000
4	$ 348,000	$ 58,000	$ -	$ 233,000
5	$ 348,000	$ 58,000	$ -	$ 233,000

Catalyzed Project #8

The "Key Bank Block" is bounded by Fountain Avenue, High Street, Main Street, and South Center Street. This planning area is within one to two blocks of the Wren Lofts project. Currently, several developers and groups are targeting this block for future residential and mixed use development. As the Wren Lofts project stabilizes, it will naturally catalyze new development in the immediate downtown area.

Operations Jobs

Year	Full-Time Equivalents	Average Hourly Wage
1	-	$ -
2	-	$ -
3	5	$ 18.02
4	5	$ 18.02
5	5	$ 18.02

Tenant Jobs

Year	Full-Time Equivalents	Average Hourly Wage
1	-	$ -
2	-	$ -
3	281	$ 29.69
4	281	$ 29.69
5	281	$ 29.69

Retail, Entertainment and Dining Sales

Year	Projected Retail Sales	Projected Entertainment Sales	Projected Dining Sales
1	[redacted]		
2			
3			
4			
5			

Sales, Income, Lodging and Property Taxes

Year	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax
1	$ -	$ -	$ -	$ -
2	$ -	$ -	$ -	$ -
3	$ 473,000	$ 813,000	$ -	$ 502,000
4	$ 473,000	$ 813,000	$ -	$ 502,000
5	$ 473,000	$ 813,000	$ -	$ 502,000

Catalyzed Project #9

A local development group of five capitalized investors have purchased the State Theater building and have redevelopment plans in the work for the space. The State Theater is a part of a larger redevelopment effort around the "Key Bank" block. There are multiple developers looking at this block for future residential and mixed-use redevelopment opportunities.

Operations Jobs

Year	Full-Time Equivalents	Average Hourly Wage
1	1	$ 16.84
2	1	$ 16.84
3	1	$ 16.84
4	1	$ 16.84
5	1	$ 16.84

Tenant Jobs

Year	Full-Time Equivalents	Average Hourly Wage
1	83	$ 11.41
2	83	$ 11.41
3	83	$ 11.41
4	83	$ 11.41
5	83	$ 11.41

Retail, Entertainment and Dining Sales

Year	Projected Retail Sales	Projected Entertainment Sales	Projected Dining Sales
1	[redacted]		
2			
3			
4			
5			

Sales, Income, Lodging and Property Taxes

Year	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax
1	$ 522,000	$ 92,000	$ -	$ 195,000
2	$ 522,000	$ 92,000	$ -	$ 195,000
3	$ 522,000	$ 92,000	$ -	$ 195,000
4	$ 522,000	$ 92,000	$ -	$ 195,000
5	$ 522,000	$ 92,000	$ -	$ 195,000

Catalyzed Project #10

The Wren Lofts project will be the first market rate multifamily investment in downtown Springfield in several years. The Developer believes the introduction of multifamily product to the downtown market will spur additional restaurant & retail leasing activity in the downtown core. As a result of new commercial and residential investment in downtown, office users will again be attracted to locate new or expand existing businesses into downtown Springfield. The Credit Life Tower will see a second life as additional residents and office users seek space in downtown.

Operations Jobs

Year	Full-Time Equivalents	Average Hourly Wage
1	-	$ -
2	-	$ -
3	-	$ -
4	-	$ -
5	11	$ 17.87

Tenant Jobs

Year	Full-Time Equivalents	Average Hourly Wage
1	-	$ -
2	-	$ -
3	-	$ -
4	-	$ -
5	670	$ 33.97

Retail, Entertainment and Dining Sales

Year	Projected Retail Sales	Projected Entertainment Sales	Projected Dining Sales
1	[redacted]		
2			
3			
4			
5			

Sales, Income, Lodging and Property Taxes

Year	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax
1	$ -	$ -	$ -	$ -
2	$ -	$ -	$ -	$ -
3	$ -	$ -	$ -	$ -
4	$ -	$ -	$ -	$ -
5	$ 406,000	$ 2,215,000	$ -	$ 627,000

Catalyzed Project #11

The City is making public improvements to the park and City plaza directly to the north of the Wren Lofts project. The Wren Lofts project team is working directly with the City on a streetscape plan to improve the immediate environment around the project and the downtown City core block. It is anticipated this streetscape and public park improvement work will proceed concurrently with project construction or following shortly after project completion.

There are no operating impacts associated with this public improvement project.

Catalyzed Project #12

The Developer believes the introduction of multifamily product to the downtown market will spur additional restaurant and retail leasing activity in the downtown core. As a result of new commercial and residential investment in downtown, office users will again be attracted to locate new or expand existing businesses into downtown Springfield. The Barrett Brothers Building is another vacant building in downtown Springfield the Developer believes believe will be catalyzed by the Wren Lofts development.

Operations Jobs

Year	Full-Time Equivalents	Average Hourly Wage
1	-	$ -
2	-	$ -
3	1	$ 17.31
4	1	$ 17.31
5	1	$ 17.31

Tenant Jobs

Year	Full-Time Equivalents	Average Hourly Wage
1	-	$ -
2	-	$ -
3	68	$ 27.45
4	68	$ 27.45
5	68	$ 27.45

Retail, Entertainment and Dining Sales

Year	Projected Retail Sales	Projected Entertainment Sales	Projected Dining Sales
1	[redacted]		
2			
3			
4			
5			

Sales, Income, Lodging and Property Taxes

Year	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax
1	$ -	$ -	$ -	$ -
2	$ -	$ -	$ -	$ -
3	$ 140,000	$ 183,000	$ -	$ 86,000
4	$ 140,000	$ 183,000	$ -	$ 86,000
5	$ 140,000	$ 183,000	$ -	$ 86,000

Catalyzed Project #13

The Developer believes the introduction of multifamily product to the downtown market will spur additional restaurant and retail leasing activity in the downtown core. As a result of new commercial and residential investment in downtown, office users will again be attracted to locate new or expand existing businesses into downtown Springfield. The Lagonda Club is another vacant building in downtown Springfield the Developer believes will be catalyzed by the Wren Lofts development.

Operations Jobs

Year	Full-Time Equivalents	Average Hourly Wage
1	-	$ -
2	-	$ -
3	1	$ 17.33
4	1	$ 17.33
5	1	$ 17.33

Tenant Jobs

Year	Full-Time Equivalents	Average Hourly Wage
1	-	$ -
2	-	$ -
3	77	$ 33.21
4	77	$ 33.21
5	77	$ 33.21

Retail, Entertainment and Dining Sales

Year	Projected Retail Sales	Projected Entertainment Sales	Projected Dining Sales
1	[redacted]		
2			
3			
4			
5			

Sales, Income, Lodging and Property Taxes

Year	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax
1	$ -	$ -	$ -	$ -
2	$ -	$ -	$ -	$ -
3	$ 45,000	$ 249,000	$ -	$ 70,000
4	$ 45,000	$ 249,000	$ -	$ 70,000
5	$ 45,000	$ 249,000	$ -	$ 70,000

Catalyzed Project #14

The Wren Lofts property sits on the corner of E High Street and S Limestone Avenue. Currently, there are future development planning efforts to renovate the former "Tot Shop" building, just few blocks from the Wren Lofts project. The Developer believes the introduction of multifamily product to the downtown market will spur additional restaurant and retail leasing activity in the downtown core. As a result of new commercial and residential investment in downtown, office users will again be attracted to locate new or expand existing businesses into downtown Springfield.

Operations Jobs

Year	Full-Time Equivalents	Average Hourly Wage
1	-	$ -
2	-	$ -
3	0.4	$ 18.77
4	0.4	$ 18.77
5	0.4	$ 18.77

Tenant Jobs

Year	Full-Time Equivalents	Average Hourly Wage
1	-	$ -
2	-	$ -
3	25	$ 16.31
4	25	$ 16.31
5	25	$ 16.31

Retail, Entertainment and Dining Sales

Year	Projected Retail Sales	Projected Entertainment Sales	Projected Dining Sales
1	[redacted]		
2			
3			
4			
5			

Sales, Income, Lodging and Property Taxes

Year	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax
1	$ -	$ -	$ -	$ -
2	$ -	$ -	$ -	$ -
3	$ 159,000	$ 39,000	$ -	$ 157,000
4	$ 159,000	$ 39,000	$ -	$ 157,000
5	$ 159,000	$ 39,000	$ -	$ 157,000

Catalyzed Project #15

The Hull Building is located around the core city block on Main Street. The primarily vacant office building continues to deteriorate. As the Wren Lofts project stabilizes and other projects in along the downtown core are catalyzed, the Hull Building is a large scale renovation project for future office or residential redevelopment. The Wren Lofts project will be the first step in accelerating the Hull buildings restoration and reuse.

Operations Jobs

Year	Full-Time Equivalents	Average Hourly Wage
1	-	$ -
2	-	$ -
3	-	$ -
4	7	$ 17.64
5	7	$ 17.64

Tenant Jobs

Year	Full-Time Equivalents	Average Hourly Wage
1	-	$ -
2	-	$ -
3	-	$ -
4	419	$ 33.60
5	419	$ 33.60

Retail, Entertainment and Dining Sales

Year	Projected Retail Sales	Projected Entertainment Sales	Projected Dining Sales
1	[redacted]		
2			
3			
4			
5			

Sales, Income, Lodging and Property Taxes

Year	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax
1	$ -	$ -	$ -	$ -
2	$ -	$ -	$ -	$ -
3	$ -	$ -	$ -	$ -
4	$ 250,000	$ 1,369,000	$ -	$ 387,000
5	$ 250,000	$ 1,369,000	$ -	$ 387,000

EIS Appendix B: Key Inputs and Assumptions

Inputs	Project Assumptions	Surrounding Area Assumptions	Catalyzed Projects Assumptions	Source(s)	Reasoning
Residential real estate revenue	Developer estimate from detailed project proformas for 89 units with growth each year through Y5	IMPLAN estimate	[redacted] annual lease rate fo [redacted] of residential use SF	Developer/ Costar	
Residential real estate FTEs	Developer estimate		IMPLAN estimate	Developer/ IMPLAN	IMPLAN provides jobs based on industry averages, which were then converted to FTEs using IMPLAN's industry specific conversion factor
Residential real estate payroll	Developer estimate		IMPLAN estimate	Developer/ IMPLAN	IMPLAN provides labor income for the region based on industry averages (wages plus benefits) which were converted to employee compensation (without benefits) using IMPLAN's industry specific conversion factor
Full service restaurant revenue	Develop estimate of [redacted]	IMPLAN estimate	[redacted] annually	Developer/ IMPLAN/ Industry estimate	
Limited service restaurant revenue	Develop estimate of [redacted]	IMPLAN estimate	[redacted] annually	Developer/ IMPLAN/ Industry estimate	
Full service/limited service restaurant FTEs	IMPLAN estimate		IMPLAN estimate	IMPLAN	IMPLAN provides jobs based on industry averages, which were then converted to FTEs using IMPLAN's industry specific conversion factor
Full service/limited service restaurant payroll	IMPLAN estimate		IMPLAN estimate	IMPLAN	IMPLAN provides labor income for the region based on industry averages (wages plus benefits) which were converted to employee compensation (without benefits) using IMPLAN's industry specific conversion factor
Recreation tenant revenue		IMPLAN estimate	Developer estimate of direct impact, IMPLAN estimate for indirect impact	Developer/ IMPLAN	
Recreation tenant FTEs	IMPLAN estimate		IMPLAN estimate	IMPLAN	IMPLAN provides jobs based on industry averages, which were then converted to FTEs using IMPLAN's industry specific conversion factor
Recreation tenant payroll	IMPLAN estimate		IMPLAN estimate	IMPLAN	IMPLAN provides labor income based on industry averages (wages plus benefits) which were converted to employee compensation (without benefits) using IMPLAN's industry specific conversion factor

Inputs	Project Assumptions	Surrounding Area Assumptions	Catalyzed Projects Assumptions	Source(s)	Reasoning
Parking Revenue, FTEs and payroll	Developer estimate from detailed project proformas			Developer	
Commercial real estate revenue	Developer estimate from detailed project proformas		[redacted] office annual lease rate, fo[redacted] of office use SF; [redacted] retail annual lease, [redacted] restaurant annual lease	Developer/ Costar	
Commercial real estate FTEs	Developer estimate from detailed project proformas		IMPLAN estimate	Developer/ IMPLAN	IMPLAN provides jobs based on industry averages, which were then converted to FTEs using IMPLAN's industry specific conversion factor
Commercial real estate payroll	Developer estimate from detailed project proformas		IMPLAN estimate	Developer/ IMPLAN	IMPLAN provides labor income for the region based on industry averages (wages plus benefits) which were converted to employee compensation (without benefits) using IMPLAN's industry specific conversion factor
Office tenant FTEs	[redacted] /job for office SF per Developer estimate		[redacted] /job	Developer/ Industry estimate/ IMPLAN	Developer estimate and IMPLAN jobs based on industry averages were converted to FTEs using IMPLAN's industry specific conversion factor. 50% of jobs were assumed to be in the IMPLAN legal services industry and 50% in other financial investment activities industry
Office tenant payroll	IMPLAN estimate		IMPLAN estimate	IMPLAN	IMPLAN provides labor income for the region based on industry averages (wages plus benefits) which were converted to employee compensation (without benefits) using IMPLAN's industry specific conversion factor
Office tenant's revenue	IMPLAN estimate		IMPLAN estimate	IMPLAN	

Inputs	Project Assumptions	Surrounding Area Assumptions	Catalyzed Projects Assumptions	Source(s)	Reasoning
Retail revenue	[redacted] F sales	Developer estimate of increased sales to existing NM @ [redacted] per visit/IMPLAN estimate	[redacted] SF annually	Developer/ Industry estimate	Sales/SF was applied to the North Market expansion (Project). This is based on existing sales/SF at the North Market, adjusted for inflation. In the Surrounding Area, existing spending per visitor amount was applied to new visitors, residents, employees, etc. of the project.
Retail FTEs	IMPLAN estimate	IMPLAN estimate	IMPLAN estimate	IMPLAN	IMPLAN provides jobs based on industry averages, which were then converted to FTEs using IMPLAN's industry specific conversion factor
Retail Payroll	IMPLAN estimate	IMPLAN estimate	IMPLAN estimate	IMPLAN	IMPLAN provides labor income based on industry averages (wages plus benefits) which were converted to employee compensation (without benefits) using IMPLAN's industry specific conversion factor
# of residents	[redacted] unit in 174			Developer/ Industry estimate	
Avg. income of residents	Residents spend [redacted] of income on rent	Resident's household income was modeled in IMPLAN and spending on retail/entertainment/dining in S.A. is IMPLAN estimate		Developer/ Industry estimate/ IMPLAN	
% of residents working from home	35%			Developer/ Industry estimate	Project results include FTEs, wages, and resulting income taxes in the Project impacts section. These impacts are assumed tp be new to the Surrounding Area, except for state income tax, 20% of which is assumed to be new to the Surrounding Area.
Sales tax	7.5% of taxable revenue/IMPLAN estimate	IMPLAN estimate	7.5% of taxable revenue/IMPLAN estimate	Ohio Department of Taxation	Consultant replaced IMPLAN estimate of direct sales tax with area sales tax rate times the identified sales taxable revenue. Indirect sales tax is estimated by IMPLAN.
Municipal income tax	Direct and indirect wages- 2.5%/IMPLAN estimated corporate profits taxes	Direct and indirect wages and incremental NOI - 2.5%	Direct and indirect wages - 2.5%	City of Columbus	Consultant replaced IMPLAN estimate of direct and indirect local income tax with area income tax rate times the direct and indirect labor income (after removing benefits using IMPLAN benefits factor).
State income tax	Direct and indirect wages - 2.4%/2.91%, depending on income level/IMPLAN estimated corporate profit taxes	Direct and indirect wages - 2.4%/Incremental NOI- 3 99%	Direct and indirect wages - 2.4%?IMPLAN estimated corporate profit taxes	Ohio Department of Taxation	2.4% was calculated as the average tax rate from 2021 tax rate table for an individual earning between $44 - $88K. 2.91% was calculated as the average tax rate from 2021 tax rate table for an individual earning $120K (used for residents working from home). 3.99% or the incremental tax rate on income over $110K from the 2021 table was utilized to represent the tax rate on incremental NOI from the Surrounding Area, assuming that this income flows through to highly compensated individuals earning over this threshold.
Lodging tax	10% of taxable revenue	IMPLAN estimate	10% of taxable revenue/IMPLAN estimate	Franklin County/ City of Columbus	Consultant replaced IMPLAN estimate of direct sales tax with the area tax rate times lodging revenue. Indirect sales tax is estimated by IMPLAN.
Property tax	Direct - developer estimate from detailed proforma (excludes abated taxes)/Indirect - IMPLAN estimate	Incremental increase in MV for Hotel, Office, & Multifamily properties in the surrounding area times 2.64%	IMPLAN estimate	Developer/ Franklin County Auditor/ IMPLAN	

Addendum #1: Construction Impacts

This Addendum estimates the economic impacts associated with construction of the Project, Surrounding Area, and Catalyzed Projects. Information about the methodology used to prepare these estimates, the zip code(s) included in the Surrounding Area, the key inputs, and a statement about the reasonableness of the inputs are included within the EIS.



Project: Construction Impacts

The direct (indirect excluded) economic impacts of the construction of new structures for the current phase of the Project are estimated below.

Construction Jobs

Year	Full-Time Equivalents	Average Hourly Wage
Project Construction Y1	206	$ 22.73
Project Construction Y2	51	$ 22.95
Project Operating Y1	-	$ -
Project Operating Y2	-	$ -
Project Operating Y3	-	$ -
Project Operating Y4	-	$ -
Project Operating Y5	-	$ -

Retail, Entertainment and Dining Sales

Year	Projected Retail Sales	Projected Entertainment Sales	Projected Dining Sales
Project Construction Y1	$ -	$ -	$ -
Project Construction Y2	$ -	$ -	$ -
Project Operating Y1	$ -	$ -	$ -
Project Operating Y2	$ -	$ -	$ -
Project Operating Y3	$ -	$ -	$ -
Project Operating Y4	$ -	$ -	$ -
Project Operating Y5	$ -	$ -	$ -

Sales, Income, Lodging and Property Taxes

Year	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax
Project Construction Y1	$ -	$ 476,000	$ -	$ 57,000
Project Construction Y2	$ -	$ 119,000	$ -	$ 14,000
Project Operating Y1	$ -	$ -	$ -	$ -
Project Operating Y2	$ -	$ -	$ -	$ -
Project Operating Y3	$ -	$ -	$ -	$ -
Project Operating Y4	$ -	$ -	$ -	$ -
Project Operating Y5	$ -	$ -	$ -	$ -



Development: Construction Impacts

The Project will be undertaken in a single phase, therefore no Development impacts are presented.



Surrounding Area: Construction Impacts

The indirect (direct excluded) economic impacts of the construction of new structures for the current phase of the Project are estimated below.

Construction Jobs

Year	Full-Time Equivalents	Average Hourly Wage
Project Construction Y1	16	$ 18.08
Project Construction Y2	4	$ 18.08
Project Operating Y1	-	$ -
Project Operating Y2	-	$ -
Project Operating Y3	-	$ -
Project Operating Y4	-	$ -
Project Operating Y5	-	$ -

Retail, Entertainment and Dining Sales

Year	Projected Retail Sales	Projected Entertainment Sales	Projected Dining Sales
Project Construction Y1	$ -	$ -	$ -
Project Construction Y2	$ -	$ -	$ -
Project Operating Y1	$ -	$ -	$ -
Project Operating Y2	$ -	$ -	$ -
Project Operating Y3	$ -	$ -	$ -
Project Operating Y4	$ -	$ -	$ -
Project Operating Y5	$ -	$ -	$ -

Sales, Income, Lodging and Property Taxes

Year	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax
Project Construction Y1	$ 125,000	$ 29,000	$ -	$ 83,000
Project Construction Y2	$ 31,000	$ 7,000	$ -	$ 21,000
Project Operating Y1	$ -	$ -	$ -	$ -
Project Operating Y2	$ -	$ -	$ -	$ -
Project Operating Y3	$ -	$ -	$ -	$ -
Project Operating Y4	$ -	$ -	$ -	$ -
Project Operating Y5	$ -	$ -	$ -	$ -



Catalyzed Projects: Construction Impacts

The direct and indirect economic impacts arising from the construction of other proposed, defined projects ("Catalyzed Projects") within a two mile (10,560 foot) radius of the Project (the "Radius") that would be directly caused or accelerated by the Project during the Completion Period of the Project are estimated below.

Additional information about the Catalyzed Projects can be found in the Catalyzed Projects Impacts section of the EIS. The construction economic impacts of individual Catalyzed Projects are reported separately in Addendum #1A: Individual Catalyzed Projects Construction Impacts.

Construction Jobs

Year	Full-Time Equivalents	Average Hourly Wage
Project Construction Y1	2	$ 21.15
Project Construction Y2	556	$ 22.35
Project Operating Y1	615	$ 22.36
Project Operating Y2	1,452	$ 22.97
Project Operating Y3	882	$ 23.24
Project Operating Y4	271	$ 23.16
Project Operating Y5	-	$ -

Retail, Entertainment and Dining Sales

Year	Projected Retail Sales	Projected Entertainment Sales	Projected Dining Sales
Project Construction Y1	$ -	$ -	$ -
Project Construction Y2	$ -	$ -	$ -
Project Operating Y1	$ -	$ -	$ -
Project Operating Y2	$ -	$ -	$ -
Project Operating Y3	$ -	$ -	$ -
Project Operating Y4	$ -	$ -	$ -
Project Operating Y5	$ -	$ -	$ -

Sales, Income, Lodging and Property Taxes

Year	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax
Project Construction Y1	$ 2,000	$ 4,000	$ -	$ 1,000
Project Construction Y2	$ 518,000	$ 1,228,000	$ -	$ 344,000
Project Operating Y1	$ 586,000	$ 1,358,000	$ -	$ 389,000
Project Operating Y2	$ 1,363,000	$ 3,295,000	$ -	$ 907,000
Project Operating Y3	$ 889,000	$ 2,023,000	$ -	$ 592,000
Project Operating Y4	$ 317,000	$ 618,000	$ -	$ 211,000
Project Operating Y5	$ -	$ -	$ -	$ -



Total: Construction Impacts

The total of all estimated construction impacts are presented below.

Construction Jobs

Year	Full-Time Equivalents	Average Hourly Wage
Project Construction Y1	224	$ 22.38
Project Construction Y2	611	$ 22.26
Project Operating Y1	615	$ 22.36
Project Operating Y2	1,452	$ 22.97
Project Operating Y3	882	$ 23.24
Project Operating Y4	271	$ 23.16
Project Operating Y5	-	$ -

Retail, Entertainment and Dining Sales

Year	Projected Retail Sales	Projected Entertainment Sales	Projected Dining Sales
Project Construction Y1	$ -	$ -	$ -
Project Construction Y2	$ -	$ -	$ -
Project Operating Y1	$ -	$ -	$ -
Project Operating Y2	$ -	$ -	$ -
Project Operating Y3	$ -	$ -	$ -
Project Operating Y4	$ -	$ -	$ -
Project Operating Y5	$ -	$ -	$ -

Sales, Income, Lodging and Property Taxes

Year	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax
Project Construction Y1	$ 127,000	$ 509,000	$ -	$ 141,000
Project Construction Y2	$ 549,000	$ 1,354,000	$ -	$ 379,000
Project Operating Y1	$ 586,000	$ 1,358,000	$ -	$ 389,000
Project Operating Y2	$ 1,363,000	$ 3,295,000	$ -	$ 907,000
Project Operating Y3	$ 889,000	$ 2,023,000	$ -	$ 592,000
Project Operating Y4	$ 317,000	$ 618,000	$ -	$ 211,000
Project Operating Y5	$ -	$ -	$ -	$ -

Addendum #1A: Individual Catalyzed Projects Construction Impacts

This section estimates the economic impacts arising from the construction of future developments that would be directly caused and accelerated by the Project and Development in the five years after completion of construction of the Project. Additional details about the catalyzed projects can be found in the EIS.

Catalyzed Project #1: Construction Impacts

Construction Jobs

Year	Full-Time Equivalents	Average Hourly Wage
Project Construction Y1	-	$ -
Project Construction Y2	-	$ -
Project Operating Y1	59	$ 22.45
Project Operating Y2	-	$ -
Project Operating Y3	-	$ -
Project Operating Y4	-	$ -
Project Operating Y5	-	$ -

Retail, Entertainment and Dining Sales

Year	Projected Retail Sales	Projected Entertainment Sales	Projected Dining Sales
Project Construction Y1	$ -	$ -	$ -
Project Construction Y2	$ -	$ -	$ -
Project Operating Y1	$ -	$ -	$ -
Project Operating Y2	$ -	$ -	$ -
Project Operating Y3	$ -	$ -	$ -
Project Operating Y4	$ -	$ -	$ -
Project Operating Y5	$ -	$ -	$ -

Sales, Income, Lodging and Property Taxes

Year	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax
Project Construction Y1	$ -	$ -	$ -	$ -
Project Construction Y2	$ -	$ -	$ -	$ -
Project Operating Y1	$ 68,000	$ 130,000	$ -	$ 45,000
Project Operating Y2	$ -	$ -	$ -	$ -
Project Operating Y3	$ -	$ -	$ -	$ -
Project Operating Y4	$ -	$ -	$ -	$ -
Project Operating Y5	$ -	$ -	$ -	$ -

Catalyzed Project #2: Construction Impacts

Construction Jobs

Year	Full-Time Equivalents	Average Hourly Wage
Project Construction Y1	-	$ -
Project Construction Y2	-	$ -
Project Operating Y1	-	$ -
Project Operating Y2	385	$ 23.43
Project Operating Y3	385	$ 23.43
Project Operating Y4	-	$ -
Project Operating Y5	-	$ -

Retail, Entertainment and Dining Sales

Year	Projected Retail Sales	Projected Entertainment Sales	Projected Dining Sales
Project Construction Y1	$ -	$ -	$ -
Project Construction Y2	$ -	$ -	$ -
Project Operating Y1	$ -	$ -	$ -
Project Operating Y2	$ -	$ -	$ -
Project Operating Y3	$ -	$ -	$ -
Project Operating Y4	$ -	$ -	$ -
Project Operating Y5	$ -	$ -	$ -

Sales, Income, Lodging and Property Taxes

Year	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax
Project Construction Y1	$ -	$ -	$ -	$ -
Project Construction Y2	$ -	$ -	$ -	$ -
Project Operating Y1	$ -	$ -	$ -	$ -
Project Operating Y2	$ 337,000	$ 892,000	$ -	$ 224,000
Project Operating Y3	$ 337,000	$ 892,000	$ -	$ 224,000
Project Operating Y4	$ -	$ -	$ -	$ -
Project Operating Y5	$ -	$ -	$ -	$ -

Catalyzed Project #3: Construction Impacts

Construction Jobs

Year	Full-Time Equivalents	Average Hourly Wage
Project Construction Y1	-	$ -
Project Construction Y2	-	$ -
Project Operating Y1	-	$ -
Project Operating Y2	77	$ 23.42
Project Operating Y3	77	$ 23.42
Project Operating Y4	-	$ -
Project Operating Y5	-	$ -

Retail, Entertainment and Dining Sales

Year	Projected Retail Sales	Projected Entertainment Sales	Projected Dining Sales
Project Construction Y1	$ -	$ -	$ -
Project Construction Y2	$ -	$ -	$ -
Project Operating Y1	$ -	$ -	$ -
Project Operating Y2	$ -	$ -	$ -
Project Operating Y3	$ -	$ -	$ -
Project Operating Y4	$ -	$ -	$ -
Project Operating Y5	$ -	$ -	$ -

Sales, Income, Lodging and Property Taxes

Year	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax
Project Construction Y1	$ -	$ -	$ -	$ -
Project Construction Y2	$ -	$ -	$ -	$ -
Project Operating Y1	$ -	$ -	$ -	$ -
Project Operating Y2	$ 63,000	$ 179,000	$ -	$ 42,000
Project Operating Y3	$ 63,000	$ 179,000	$ -	$ 42,000
Project Operating Y4	$ -	$ -	$ -	$ -
Project Operating Y5	$ -	$ -	$ -	$ -

Catalyzed Project #4: Construction Impacts

Construction Jobs

Year	Full-Time Equivalents	Average Hourly Wage
Project Construction Y1	-	$ -
Project Construction Y2	-	$ -
Project Operating Y1	-	$ -
Project Operating Y2	-	$ -
Project Operating Y3	32	$ 23.26
Project Operating Y4	32	$ 23.26
Project Operating Y5	-	$ -

Retail, Entertainment and Dining Sales

Year	Projected Retail Sales	Projected Entertainment Sales	Projected Dining Sales
Project Construction Y1	$ -	$ -	$ -
Project Construction Y2	$ -	$ -	$ -
Project Operating Y1	$ -	$ -	$ -
Project Operating Y2	$ -	$ -	$ -
Project Operating Y3	$ -	$ -	$ -
Project Operating Y4	$ -	$ -	$ -
Project Operating Y5	$ -	$ -	$ -

Sales, Income, Lodging and Property Taxes

Year	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax
Project Construction Y1	$ -	$ -	$ -	$ -
Project Construction Y2	$ -	$ -	$ -	$ -
Project Operating Y1	$ -	$ -	$ -	$ -
Project Operating Y2	$ -	$ -	$ -	$ -
Project Operating Y3	$ 38,000	$ 73,000	$ -	$ 25,000
Project Operating Y4	$ 38,000	$ 73,000	$ -	$ 25,000
Project Operating Y5	$ -	$ -	$ -	$ -

Catalyzed Project #5: Construction Impacts

Construction Jobs

Year	Full-Time Equivalents	Average Hourly Wage
Project Construction Y1	-	$ -
Project Construction Y2	231	$ 22.57
Project Operating Y1	231	$ 22.57
Project Operating Y2	231	$ 22.57
Project Operating Y3	-	$ -
Project Operating Y4	-	$ -
Project Operating Y5	-	$ -

Retail, Entertainment and Dining Sales

Year	Projected Retail Sales	Projected Entertainment Sales	Projected Dining Sales
Project Construction Y1	$ -	$ -	$ -
Project Construction Y2	$ -	$ -	$ -
Project Operating Y1	$ -	$ -	$ -
Project Operating Y2	$ -	$ -	$ -
Project Operating Y3	$ -	$ -	$ -
Project Operating Y4	$ -	$ -	$ -
Project Operating Y5	$ -	$ -	$ -

Sales, Income, Lodging and Property Taxes

Year	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax
Project Construction Y1	$ -	$ -	$ -	$ -
Project Construction Y2	$ 195,000	$ 516,000	$ -	$ 130,000
Project Operating Y1	$ 195,000	$ 516,000	$ -	$ 130,000
Project Operating Y2	$ 195,000	$ 516,000	$ -	$ 130,000
Project Operating Y3	$ -	$ -	$ -	$ -
Project Operating Y4	$ -	$ -	$ -	$ -
Project Operating Y5	$ -	$ -	$ -	$ -

Catalyzed Project #6: Construction Impacts

Construction Jobs

Year	Full-Time Equivalents	Average Hourly Wage
Project Construction Y1	2	$ 21.15
Project Construction Y2	-	$ -
Project Operating Y1	-	$ -
Project Operating Y2	-	$ -
Project Operating Y3	-	$ -
Project Operating Y4	-	$ -
Project Operating Y5	-	$ -

Retail, Entertainment and Dining Sales

Year	Projected Retail Sales	Projected Entertainment Sales	Projected Dining Sales
Project Construction Y1	$ -	$ -	$ -
Project Construction Y2	$ -	$ -	$ -
Project Operating Y1	$ -	$ -	$ -
Project Operating Y2	$ -	$ -	$ -
Project Operating Y3	$ -	$ -	$ -
Project Operating Y4	$ -	$ -	$ -
Project Operating Y5	$ -	$ -	$ -

Sales, Income, Lodging and Property Taxes

Year	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax
Project Construction Y1	$ 2,000	$ 4,000	$ -	$ 1,000
Project Construction Y2	$ -	$ -	$ -	$ -
Project Operating Y1	$ -	$ -	$ -	$ -
Project Operating Y2	$ -	$ -	$ -	$ -
Project Operating Y3	$ -	$ -	$ -	$ -
Project Operating Y4	$ -	$ -	$ -	$ -
Project Operating Y5	$ -	$ -	$ -	$ -

Catalyzed Project #7: Construction Impacts

Construction Jobs

Year	Full-Time Equivalents	Average Hourly Wage
Project Construction Y1	-	$ -
Project Construction Y2	76	$ 21.95
Project Operating Y1	76	$ 21.95
Project Operating Y2	76	$ 21.95
Project Operating Y3	-	$ -
Project Operating Y4	-	$ -
Project Operating Y5	-	$ -

Retail, Entertainment and Dining Sales

Year	Projected Retail Sales	Projected Entertainment Sales	Projected Dining Sales
Project Construction Y1	-		
Project Construction Y2	-		
Project Operating Y1	-		
Project Operating Y2	-		
Project Operating Y3	-		
Project Operating Y4	-		
Project Operating Y5	-		

Sales, Income, Lodging and Property Taxes

Year	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax
Project Construction Y1	$ -	$ -	$ -	$ -
Project Construction Y2	$ 86,000	$ 164,000	$ -	$ 57,000
Project Operating Y1	$ 86,000	$ 164,000	$ -	$ 57,000
Project Operating Y2	$ 86,000	$ 164,000	$ -	$ 57,000
Project Operating Y3	$ -	$ -	$ -	$ -
Project Operating Y4	$ -	$ -	$ -	$ -
Project Operating Y5	$ -	$ -	$ -	$ -

Catalyzed Project #8: Construction Impacts

Construction Jobs

Year	Full-Time Equivalents	Average Hourly Wage
Project Construction Y1	-	$ -
Project Construction Y2	208	$ 22.39
Project Operating Y1	208	$ 22.39
Project Operating Y2	208	$ 22.39
Project Operating Y3	-	$ -
Project Operating Y4	-	$ -
Project Operating Y5	-	$ -

Retail, Entertainment and Dining Sales

Year	Projected Retail Sales	Projected Entertainment Sales	Projected Dining Sales
Project Construction Y1	$ -	$ -	$ -
Project Construction Y2	$ -	$ -	$ -
Project Operating Y1	$ -	$ -	$ -
Project Operating Y2	$ -	$ -	$ -
Project Operating Y3	$ -	$ -	$ -
Project Operating Y4	$ -	$ -	$ -
Project Operating Y5	$ -	$ -	$ -

Sales, Income, Lodging and Property Taxes

Year	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax
Project Construction Y1	$ -	$ -	$ -	$ -
Project Construction Y2	$ 191,000	$ 460,000	$ -	$ 127,000
Project Operating Y1	$ 191,000	$ 460,000	$ -	$ 127,000
Project Operating Y2	$ 191,000	$ 460,000	$ -	$ 127,000
Project Operating Y3	$ -	$ -	$ -	$ -
Project Operating Y4	$ -	$ -	$ -	$ -
Project Operating Y5	$ -	$ -	$ -	$ -

Catalyzed Project #9: Construction Impacts

Construction Jobs

Year	Full-Time Equivalents	Average Hourly Wage
Project Construction Y1	-	$ -
Project Construction Y2	26	$ 21.74
Project Operating Y1	26	$ 21.74
Project Operating Y2	-	$ -
Project Operating Y3	-	$ -
Project Operating Y4	-	$ -
Project Operating Y5	-	$ -

Retail, Entertainment and Dining Sales

Year	Projected Retail Sales	Projected Entertainment Sales	Projected Dining Sales
Project Construction Y1	$ -	$ -	$ -
Project Construction Y2	$ -	$ -	$ -
Project Operating Y1	$ -	$ -	$ -
Project Operating Y2	$ -	$ -	$ -
Project Operating Y3	$ -	$ -	$ -
Project Operating Y4	$ -	$ -	$ -
Project Operating Y5	$ -	$ -	$ -

Sales, Income, Lodging and Property Taxes

Year	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax
Project Construction Y1	$ -	$ -	$ -	$ -
Project Construction Y2	$ 29,000	$ 56,000	$ -	$ 19,000
Project Operating Y1	$ 29,000	$ 56,000	$ -	$ 19,000
Project Operating Y2	$ -	$ -	$ -	$ -
Project Operating Y3	$ -	$ -	$ -	$ -
Project Operating Y4	$ -	$ -	$ -	$ -
Project Operating Y5	$ -	$ -	$ -	$ -

Catalyzed Project #10: Construction Impacts

Construction Jobs

Year	Full-Time Equivalents	Average Hourly Wage
Project Construction Y1	-	$ -
Project Construction Y2	-	$ -
Project Operating Y1	-	$ -
Project Operating Y2	-	$ -
Project Operating Y3	239	$ 23.15
Project Operating Y4	239	$ 23.15
Project Operating Y5	-	$ -

Retail, Entertainment and Dining Sales

Year	Projected Retail Sales	Projected Entertainment Sales	Projected Dining Sales
Project Construction Y1	$ -	$ -	$ -
Project Construction Y2	$ -	$ -	$ -
Project Operating Y1	$ -	$ -	$ -
Project Operating Y2	$ -	$ -	$ -
Project Operating Y3	$ -	$ -	$ -
Project Operating Y4	$ -	$ -	$ -
Project Operating Y5	$ -	$ -	$ -

Sales, Income, Lodging and Property Taxes

Year	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax
Project Construction Y1	$ -	$ -	$ -	$ -
Project Construction Y2	$ -	$ -	$ -	$ -
Project Operating Y1	$ -	$ -	$ -	$ -
Project Operating Y2	$ -	$ -	$ -	$ -
Project Operating Y3	$ 279,000	$ 545,000	$ -	$ 186,000
Project Operating Y4	$ 279,000	$ 545,000	$ -	$ 186,000
Project Operating Y5	$ -	$ -	$ -	$ -

Catalyzed Project #11: Construction Impacts

Construction Jobs

Year	Full-Time Equivalents	Average Hourly Wage
Project Construction Y1	-	$ -
Project Construction Y2	15	$ 21.65
Project Operating Y1	15	$ 21.65
Project Operating Y2	-	$ -
Project Operating Y3	-	$ -
Project Operating Y4	-	$ -
Project Operating Y5	-	$ -

Retail, Entertainment and Dining Sales

Year	Projected Retail Sales	Projected Entertainment Sales	Projected Dining Sales
Project Construction Y1	$ -	$ -	$ -
Project Construction Y2	$ -	$ -	$ -
Project Operating Y1	$ -	$ -	$ -
Project Operating Y2	$ -	$ -	$ -
Project Operating Y3	$ -	$ -	$ -
Project Operating Y4	$ -	$ -	$ -
Project Operating Y5	$ -	$ -	$ -

Sales, Income, Lodging and Property Taxes

Year	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax
Project Construction Y1	$ -	$ -	$ -	$ -
Project Construction Y2	$ 17,000	$ 32,000	$ -	$ 11,000
Project Operating Y1	$ 17,000	$ 32,000	$ -	$ 11,000
Project Operating Y2	$ -	$ -	$ -	$ -
Project Operating Y3	$ -	$ -	$ -	$ -
Project Operating Y4	$ -	$ -	$ -	$ -
Project Operating Y5	$ -	$ -	$ -	$ -

Catalyzed Project #12: Construction Impacts

Construction Jobs

Year	Full-Time Equivalents	Average Hourly Wage
Project Construction Y1	-	$ -
Project Construction Y2	-	$ -
Project Operating Y1	-	$ -
Project Operating Y2	47	$ 22.97
Project Operating Y3	-	$ -
Project Operating Y4	-	$ -
Project Operating Y5	-	$ -

Retail, Entertainment and Dining Sales

Year	Projected Retail Sales	Projected Entertainment Sales	Projected Dining Sales
Project Construction Y1	$ -	$ -	$ -
Project Construction Y2	$ -	$ -	$ -
Project Operating Y1	$ -	$ -	$ -
Project Operating Y2	$ -	$ -	$ -
Project Operating Y3	$ -	$ -	$ -
Project Operating Y4	$ -	$ -	$ -
Project Operating Y5	$ -	$ -	$ -

Sales, Income, Lodging and Property Taxes

Year	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax
Project Construction Y1	$ -	$ -	$ -	$ -
Project Construction Y2	$ -	$ -	$ -	$ -
Project Operating Y1	$ -	$ -	$ -	$ -
Project Operating Y2	$ 55,000	$ 106,000	$ -	$ 37,000
Project Operating Y3	$ -	$ -	$ -	$ -
Project Operating Y4	$ -	$ -	$ -	$ -
Project Operating Y5	$ -	$ -	$ -	$ -

Catalyzed Project #13: Construction Impacts

Construction Jobs

Year	Full-Time Equivalents	Average Hourly Wage
Project Construction Y1	-	$ -
Project Construction Y2	-	$ -
Project Operating Y1	-	$ -
Project Operating Y2	54	$ 22.98
Project Operating Y3	-	$ -
Project Operating Y4	-	$ -
Project Operating Y5	-	$ -

Retail, Entertainment and Dining Sales

Year	Projected Retail Sales	Projected Entertainment Sales	Projected Dining Sales
Project Construction Y1	$ -	$ -	$ -
Project Construction Y2	$ -	$ -	$ -
Project Operating Y1	$ -	$ -	$ -
Project Operating Y2	$ -	$ -	$ -
Project Operating Y3	$ -	$ -	$ -
Project Operating Y4	$ -	$ -	$ -
Project Operating Y5	$ -	$ -	$ -

Sales, Income, Lodging and Property Taxes

Year	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax
Project Construction Y1	$ -	$ -	$ -	$ -
Project Construction Y2	$ -	$ -	$ -	$ -
Project Operating Y1	$ -	$ -	$ -	$ -
Project Operating Y2	$ 63,000	$ 122,000	$ -	$ 42,000
Project Operating Y3	$ -	$ -	$ -	$ -
Project Operating Y4	$ -	$ -	$ -	$ -
Project Operating Y5	$ -	$ -	$ -	$ -

Catalyzed Project #14: Construction Impacts

Construction Jobs

Year	Full-Time Equivalents	Average Hourly Wage
Project Construction Y1	-	$ -
Project Construction Y2	-	$ -
Project Operating Y1	-	$ -
Project Operating Y2	225	$ 23.47
Project Operating Y3	-	$ -
Project Operating Y4	-	$ -
Project Operating Y5	-	$ -

Retail, Entertainment and Dining Sales

Year	Projected Retail Sales	Projected Entertainment Sales	Projected Dining Sales
Project Construction Y1	$ -	$ -	$ -
Project Construction Y2	$ -	$ -	$ -
Project Operating Y1	$ -	$ -	$ -
Project Operating Y2	$ -	$ -	$ -
Project Operating Y3	$ -	$ -	$ -
Project Operating Y4	$ -	$ -	$ -
Project Operating Y5	$ -	$ -	$ -

Sales, Income, Lodging and Property Taxes

Year	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax
Project Construction Y1	$ -	$ -	$ -	$ -
Project Construction Y2	$ -	$ -	$ -	$ -
Project Operating Y1	$ -	$ -	$ -	$ -
Project Operating Y2	$ 201,000	$ 522,000	$ -	$ 133,000
Project Operating Y3	$ -	$ -	$ -	$ -
Project Operating Y4	$ -	$ -	$ -	$ -
Project Operating Y5	$ -	$ -	$ -	$ -

Catalyzed Project #15: Construction Impacts

Construction Jobs

Year	Full-Time Equivalents	Average Hourly Wage
Project Construction Y1	-	$ -
Project Construction Y2	-	$ -
Project Operating Y1	-	$ -
Project Operating Y2	149	$ 22.78
Project Operating Y3	149	$ 22.78
Project Operating Y4	-	$ -
Project Operating Y5	-	$ -

Retail, Entertainment and Dining Sales

Year	Projected Retail Sales	Projected Entertainment Sales	Projected Dining Sales
Project Construction Y1	$ -	$ -	$ -
Project Construction Y2	$ -	$ -	$ -
Project Operating Y1	$ -	$ -	$ -
Project Operating Y2	$ -	$ -	$ -
Project Operating Y3	$ -	$ -	$ -
Project Operating Y4	$ -	$ -	$ -
Project Operating Y5	$ -	$ -	$ -

Sales, Income, Lodging and Property Taxes

Year	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax
Project Construction Y1	$ -	$ -	$ -	$ -
Project Construction Y2	$ -	$ -	$ -	$ -
Project Operating Y1	$ -	$ -	$ -	$ -
Project Operating Y2	$ 172,000	$ 334,000	$ -	$ 115,000
Project Operating Y3	$ 172,000	$ 334,000	$ -	$ 115,000
Project Operating Y4	$ -	$ -	$ -	$ -
Project Operating Y5	$ -	$ -	$ -	$ -

Addendum #2: Total Impacts (Operational and Construction)

Total Impacts

The tables below represent the total economic impact associated with the operational and construction activities of the Project, Surrounding Area, and Catalyzed Projects.

Operations Jobs

Year	Full-Time Equivalents	Average Hourly Wage
1	6	$ 18.61
2	10	$ 18.73
3	17	$ 19.14
4	28	$ 18.32
5	39	$ 18.07

Tenant Jobs

Year	Full-Time Equivalents	Average Hourly Wage
1	239	$ 18.82
2	493	$ 21.17
3	944	$ 25.03
4	1,527	$ 26.50
5	2,198	$ 28.78

Construction Jobs

Year	Full-Time Equivalents	Average Hourly Wage
Project Construction Y1	224	$ 22.38
Project Construction Y2	611	$ 22.26
Project Operating Y1	615	$ 22.36
Project Operating Y2	1,452	$ 22.97
Project Operating Y3	882	$ 23.24
Project Operating Y4	271	$ 23.16
Project Operating Y5	-	$ -

Retail, Entertainment and Dining Sales

Year	Projected Retail Sales	Projected Entertainment Sales	Projected Dining Sales
Project Construction Y1	[redacted]		
Project Construction Y2			
Project Operating Y1			
Project Operating Y2			
Project Operating Y3			
Project Operating Y4			
Project Operating Y5			

Sales, Income, Lodging and Property Taxes

Year	Projected Sales Tax	Projected Income Tax	Projected Lodging Tax	Projected Property Tax
Project Construction Y1	$ 127,000	$ 509,000	$ -	$ 141,000
Project Construction Y2	$ 549,000	$ 1,354,000	$ -	$ 379,000
Project Operating Y1	$ 1,623,000	$ 1,788,000	$ -	$ 865,000
Project Operating Y2	$ 3,468,000	$ 4,303,000	$ -	$ 2,198,000
Project Operating Y3	$ 3,817,000	$ 4,318,000	$ -	$ 2,699,000
Project Operating Y4	$ 4,435,000	$ 4,554,000	$ -	$ 3,413,000
Project Operating Y5	$ 4,530,000	$ 6,153,000	$ -	$ 3,829,000
Total	**$ 18,549,000**	**$ 22,979,000**	**$ -**	**$ 13,524,000**

Year	Annual Total	Cumulative Total
Project Construction Y1	$ 777,000	$ 777,000
Project Construction Y2	$ 2,282,000	$ 3,059,000
Project Operating Y1	$ 4,276,000	$ 7,335,000
Project Operating Y2	$ 9,969,000	$ 17,304,000
Project Operating Y3	$ 10,834,000	$ 28,138,000
Project Operating Y4	$ 12,402,000	$ 40,540,000
Project Operating Y5	$ 14,512,000	$ 55,052,000
Total	**$ 55,052,000**	

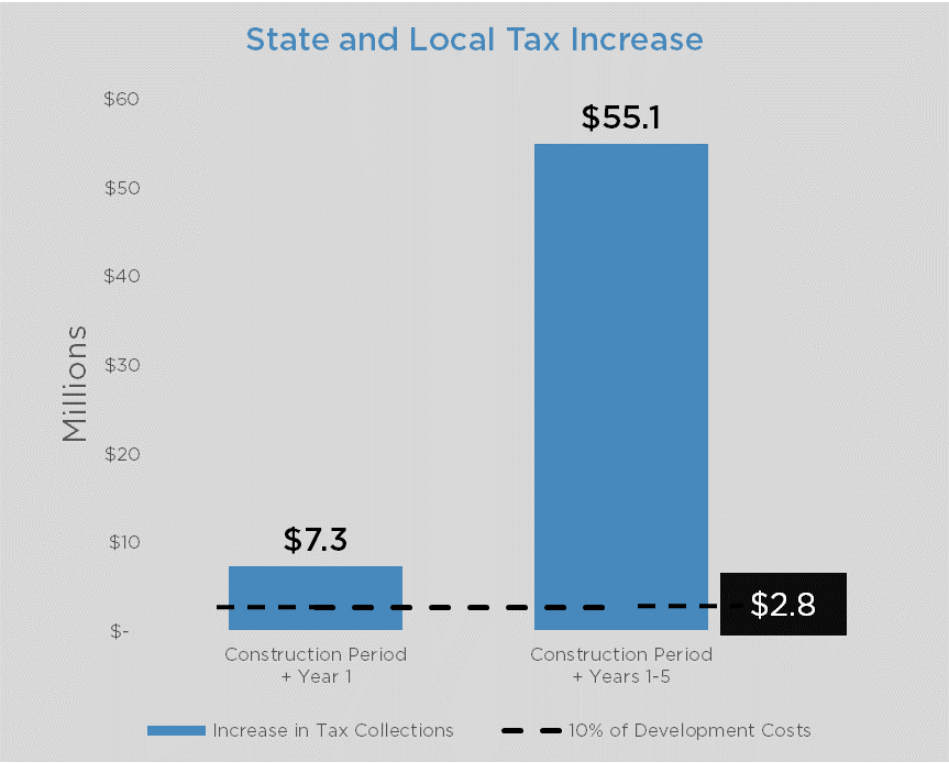
TMUD Qualification and Alternative Method of Valuation

The Developer requests that ODOD consider this EIS and the associated addenda both for the purposes of determining TMUD eligibility and eligibility for the alternative method of valuing the TMUD tax credits ("AMV") as described in Section 122.09(F) of the Ohio Revised Code ("ORC").

Having reviewed the provisions of ORC Section 122.09 and ODOD's guidance to date, Silverlode can confirm, with reasonable certainty, that the increase in tax collections in the Surrounding Area would exceed ten percent (10%) of the estimated development costs within one year after the Project is completed.

As set forth in this report, TMUD eligible development costs ("Development Costs") are estimated to be approximately $28.2 million, and the estimated increase in tax collections is expected to reach $7.3 million within one year after the Project is completed, which well exceeds (2.6 times) the $2.8 million (10%) AMV eligibility threshold for the first year following Project completion. During the Project's construction and the five years that follow its completion, the estimated increase in tax collections is expected to reach approximately $55.1 million, which is approximately 19.7 times the $2.8 million of TMUD tax credits requested for the Project.

To determine the increase in state and local tax collections, only taxes collected under chapters 718, 5705, 5739, 5741, and 5747 of the Ohio Revised Code were considered. Property tax estimates included in this analysis include tax increment financing service payments, but do not include abated real estate taxes. The computation of the increase in tax collections does not include baseline taxes being collected.



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IMPLAN ANALYSIS:

21ST STREET & SUPERIOR AVENUE

IMPLAN ECONOMIC IMPACT ANALYSIS FOR:

21st Street & Superior Avenue

2104 Superior Avenue
2110 Superior Avenue
2140 Superior Avenue
2160 Superior Avenue
2204 Superior Avenue
2230 Superior Avenue
Cleveland, OH 44114

Report Date: 10/29/2021

Prepared For:
CC Superior Holding LLC
Attn: Jon Pinney
3900 Park East Dr. Suite 200
Beachwood, Ohio 44122

Prepared By:
Novogradac Consulting LLP
1100 Superior Avenue, Suite 900
Cleveland, OH 44114
Phone (216) 298-9000

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Consulting LLP®

October 29, 2021

CC Superior Holding LLC
Attn: Jon Pinney
3900 Park East Dr. Suite 200
Beachwood, Ohio 44122

Re: Economic Impact Analysis for the 21st Street & Superior Avenue in Cleveland, OH

Dear Jon Pinney:

At your request, Novogradac Consulting LLP has performed an Economic Impact Analysis of the above referenced project using the "IMPLAN" software and data produced by IMPLAN Group, LLC. We have not examined the Client-provided data or the assumptions underlying such data in accordance with the standards prescribed by the AICPA, or USPAP, or other standards, and, accordingly, do not express an opinion or any other form of assurance on the data estimates obtained for use in our economic impact analysis. Further, this analysis is subject to the Assumptions and Limiting Conditions found in Addendum B of this report.

This report contains, to the fullest extent possible and practical, explanations of the data, reasoning, and analyses that were used to develop the opinions contained herein. The depth of discussion contained in the report is specific to the needs of the client.

CC Superior Holding LLC is the Client in this engagement and intended user of this report. As our client, CC Superior Holding LLC owns this report and permission must be granted from them before another third party can use this document. We assume that by reading this report another third party has accepted the terms of the original engagement letter including scope of work and limitations of liability. We are prepared to modify this document to meet any specific needs of the potential uses under a separate agreement.

The Stated Purpose of this assignment is to assist with projections of job, tax, and wage information for application to the State of Ohio Transformation Mixed-Use Development Program. You agree not to use the Report other than for the Stated Purpose, and you agree to indemnify us for any claims, damages or losses that we may incur as the result of your use of the Report for other than the Stated Purpose. Without limiting the general applicability of this paragraph, under no circumstances may the Report be used in advertisements, solicitations and/or any form of securities offering.

The authors of this report certify that we are not part of the development team, nor are we affiliated with any member of the development team. Please do not hesitate to contact us if there are any questions regarding the report or if Novogradac Consulting LLP can be of further assistance. It has been our pleasure to assist you with this project.

Respectfully submitted,

Blair Kincer, MAI, CRE
Partner

Matt Yunker
Manager

Jenna Jordan
Junior Analyst

BACKGROUND

CC Superior Holding LLC (hereinafter, the "Client") has represented to us that they are applying to the State of Ohio for the Transformational Mixed-Use Development Program (TMUD) tax credit financing for various phases of the 21st Street & Superior Avenue in Cleveland, OH. The project centers around the relocation of CrossCountry Mortgage Headquarters from a suburb of the Cleveland MSA to 21st Street & Superior Avenue, located in Cleveland's central business district. The project consists of the following components:

- Building 1 (2104 Superior Avenue)
  - 8,545 square feet of retail (restaurant)
  - 13,888 square feet of multifamily (8 units plus storage)
- Building 2 (2110 Superior Avenue)
  - 6,346 square feet of retail (restaurant)
  - 45,669 square feet of multifamily (38 units plus storage)
- Building 3 (2140 Superior Avenue)
  - 26,173 square feet of office ([redacted])
- Building 4 (2160 Superior Avenue)
  - 137,828 square feet of office ([redacted])
- Building 5 (2202 Superior Avenue
  - 12,969 square feet of ground-floor retail
  - 39,707 square feet of office ([redacted])
  - 12,693 square feet of multifamily (storage)
- Building 6 (2230 Superior Avenue)
  - 24,937 square fee of retail
  - 67,026 square feet of multifamily (81 units)

The following tables summarize the above-listed buildings and uses:

Address	Tenant	Use	# of units	Square Footage
2104/2110 Superior	[redacted]	Retail	N/Ap	14,891
2104/2110 Superior	[redacted]	Multifamily	46	59,557
2202/2140/2160/2230 Superior	[redacted]	Office	N/Ap	203,708
2202/2140/2160/2230 Superior	[redacted]	Retail	N/Ap	37,906
2202/2140/2160/2230 Superior	[redacted]	Multifamily	81	79,719
		Total Square Footage		**395,781**
		Total Office Square Footage		**203,708**
		Total Retail Square Footage		**52,797**
		Total Multifamily Square Footage		**139,276**

As represented by the Client, the investments made will generate both short-term and long-term impacts for the Cleveland economy, as well as the surrounding area. The Client engaged us to estimate these impacts, which include short-term and long-term direct, indirect, and induced economic impacts on the area economy.

Tremendous amounts of data are required in order to produce reliable economic impact models that accurately estimate the effects of a given event on an economy. There are numerous factors that need to be taken into account to accurately estimate direct, indirect and induced effects of an event. The expense and labor of Novogradac Consulting LLP doing this independently are prohibitive. However, there are companies that do specialize in creating data sets that can be used to estimate impacts. Novogradac Consulting LLP utilizes the software and data sets developed by IMPLAN Group, LLC. IMPLAN Group, LLC has developed an input-output model known as "IMPLAN." Input-output methodology and the IMPLAN software are discussed in

greater detail in Addendum A. IMPLAN, using data produced by IMPLAN Group LLC and updated annually, is used by us in conjunction with user provided inputs to help us determine reliable estimates of economic impact for a specific project or projects.

IMPLAN Group LLC has been developing complex localized databases since 1993, and is an industry recognized leader in input-output databases and data modeling. As a result, we believe the information provided is a reliable basis to use in developing the economic impacts for the Project. However, we have not examined the Client-provided data or the assumptions underlying such Client-provided data in accordance with the standards prescribed by the AICPA, or USPAP, or other standards, and, accordingly, do not express an opinion or any other form of assurance on the data estimates obtained for use in our economic impact analysis. We are qualified to utilize the IMPLAN software and have appropriate training and have completed over 100 engagements with its use. However, based upon the user license and use agreements we are not permitted to look beyond the data entry phase on the calculations. We do not represent that we have tested, verified, or audied in anyway the output of the IMPLAN model. This is typical of IMPLAN users and accepted within the industry. Once the output is generated, we conduct a brief review for general reasonability with a comparative eye towards previous analyses.

ANALYSIS ASSUMPTIONS

The inputs into the IMPLAN software were developed based on information provided by the Client, independent analysis of Client-provided information, and independent assumptions based on industry standards and independent research, as needed. The following are a list of input assumptions.

- The effective date of this report is October 29, 2021, and all figures are represented in 2021 dollars. Per Client-provided information, the study area for our report consists of zip codes 44114 and 44115. The following map outlines the border of the study area.



We utilize zip code-level data to derive outputs from IMPLAN for the requested impacts.

- Per the TMUD Guidance issued by the Ohio Department of Development, we used the following definitions when presenting impacts in the report:
    - Development – "The full scope of the transformational mixed-used development and the entirety of what will be implemented on the defined site"

- Project – "The portion of the Development that is being applied for in the application. This may be the entire Development (as described above) OR it may be a portion of the Development, i.e., a phase (or phases) of the total Development"

Within the context of these definitions, all buildings are considered to be the Development and Project:

- According to Client-provided information, the hard construction costs are estimated to be $73,163,726. It should be noted that this figure does not include acquisition costs, furniture, fixtures, and equipment (FF&E), or other costs that are not incurred within the local economy.

- At the direction of the Client, the residential portions of the development will [redacted]. According to Client-provided information, the residential impacts are calculated based on a median income of $73,260. This is derived from a rent-to-income ratio based on average rent per square foot for the multifamily units.

- The following table details the industry classification and employment total, for the Project's construction and operation phases, as provided by the Client and described previously. It should be noted that the IMPLAN impacts are based on this information, and represent the development operating at full capacity.

IMPLAN MODEL INPUTS

	Jobs	Description	IMPLAN Code	Start Date
Construction	N/A	Rehabilitation Construction	55 - Construction of new commerical structures, including farm structures/55 - Construction of new multifamily structures	2022
CrossCountry Mortgage	850	CrossCountry Mortgage HQ	445 - Insurance agencies, brokerages, and related activites	2023
Retail	37	General Retail	411 - Retail - General Merchandise Stores	2022
Retail	50	Steakhouse	509 - Full-service restaurants	2023
Multifamily	4	Residential Management	469 - Management of companies and enterprises	2023

Source: Sponsor-provided information

- At the direction of the Client, we have utilized Client-provided projected financial outputs and employment at the development, once operating at full capacity.

- We grow all revenue outputs and tax outputs outputs at 2.0 percent throughout the five-year duration of the development. To arrive at our concluded growth rate of 2.0 percent, we consulted the Federal Reserve Bank of St. Louis Federal Reserve Economic Data (FRED). FRED provides data surrounding hundreds of thousands of economic data, one of which is the Consumer Price Index (CPI). The CPI is a measure of the average monthly change in the price for goods and services paid by urban consumers between any two time periods. The following table displays the CPI for all urban consumers for the past 10 years.



The current CPI of 274.158, as of September 2021, represents a 2.1 percent annual increase over the September 2011 CPI of 226.597. Therefore, we believe a 2.0 percent increase conclusion is reasonable.

Economic Impacts

Based on our analysis of the IMPLAN modeling results, the Project will generate lasting effects for surrounding area. The direct impacts are the total financial equivalents of the number of employees in a given industry. Indirect effects are impacts caused by the iteration of industries purchasing from other industries. Induced effects are the impacts on all local industries caused by the expenditures of new household income generated by the direct and indirect effects.

Construction Phase

During the construction phase, the Project is expected to support an estimated 536 direct construction jobs, according to IMPLAN estimates, with hard construction costs totaling $73,163,726. Additionally, IMPLAN estimates the Project's construction phase will support approximately 246 induced and indirect jobs as a result of the investment, with a total indirect and induced impact of approximately $40,829,010.

Construction Development Impacts

Impact Type	Jobs	Earnings	Output
Direct	536	$33,786,187	$58,769,465
Indirect	71	$4,762,439	$13,999,944
Induced	183	$9,083,253	$28,946,646
Total	**790**	**$47,631,879**	**$101,716,055**

The following table details direct and indirect jobs at each building of the development.

Direct Construction Jobs and Earnings by Phase

Use/Building	Direct Jobs	Direct Earnings	Indirect Jobs	Indirect Earnings
Office/2202/2140/2160/2230	307	$19,209,517	46	$3,181,579
Retail/2202/2140/2160/2230	65	$4,095,682	10	$676,957
Multifamily/2202/2140/2160/2230	69	$4,440,031	6	$320,209
Retail/2202/2140/2160/2230	26	$1,600,927	4	$263,484
Multifamily/2202/2140/2160/2230	69	$4,440,030	6	$320,209
Total	**536**	**$33,786,186**	**71**	**$4,762,437**

The following tables demonstrate the IMPLAN model's tax output during the Project's construction phase. These estimates represent total tax impacts during all phases, and these impacts do not recur.

LOCAL TAXES		
CONSTRUCTION		
YEAR	2023	Total
Office/2022/2140/2160/2230	$878,997	$878,997
Retail/2022/2140/2160/2230	$187,161	$187,161
Multifamily/2202/2140/2160/2230	$157,381	$157,381
Retail/2104/2110	$73,023	$73,023
Multifamily/2104/2110	$157,381	$157,381
Income Tax	$182,224	$182,224
Sales Tax	$266,020	$266,020
Property Tax	-	$0

STATE TAXES		
CONSTRUCTION		
YEAR	2023	Total
Office/2022/2140/2160/2230	$979,750	$979,750
Retail/2022/2140/2160/2230	$208,628	$208,628
Multifamily/2202/2140/2160/2230	$181,420	$181,420
Retail/2104/2110	$81,406	$81,406
Multifamily/2104/2110	$181,420	$181,420
Income Tax	$205,570	$205,570
Sales Tax	$1,123,753	$1,123,753
Property Tax	-	-

Operation Phase

The following table details the direct, indirect, an induced jobs expected at the development over a five year period.

PROJECT JOB IMPACTS					
	OPERATIONS				
YEAR	2024	2025	2026	2027	2028
Office/2202/2140/2160/2230					
Direct	850	850	850	850	850
Indirect	801	801	801	801	801
Induced	548	548	548	548	548
Retail/2202/2140/2160/2230					
Direct	37	37	37	37	37
Indirect	9	9	9	9	9
Induced	11	11	11	11	11
Multifamily/2202/2140/2160/2230					
Direct	2	2	2	2	2
Indirect	1	1	1	1	1
Induced	4.68	4.68	4.68	4.68	4.68
Retail/2104/2110					
Direct	50	50	50	50	50
Indirect	15	15	15	15	15
Induced	20	20	20	20	20
Multifamily/2104/2110					
Direct	2	2	2	2	2
Indirect	1	1	1	1	1
Induced	4	4	4	4	4

According to Client-provided information, the project is expected to benefit from tax increment financing (TIF). We have applied Client-projected PILOT payments to the respective phases of the project. It should be noted that we did not apply a growth factor to these payments, however we have summed the PILOT payments on a rolling basis as more phases come online. Aside from the PILOT payments, we assume a 2.0 percent growth rate to all other taxes. The following table details the tax impacts from the development over a five year period, once each phase is fully operational.

LOCAL TAXES (including PILOT's)						
	OPERATIONS					
YEAR	2024	2025	2026	2027	2028	Total
Office/2022/2140/2160/2230	$[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	$27,904,443
Retail/2022/2140/2160/2230	$[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	$3,835,747
Multifamily/2202/2140/2160/2230	$[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	$1,571,209
Retail/2104/2110	$[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	$1,961,819
Multifamily/2104/2110	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	$7,296
Income Tax	$901,513	$1,638,971	$1,671,750	$2,204,306	$2,248,392	$8,664,933
Sales Tax	$789,309	$2,153,265	$2,196,330	$3,174,733	$3,238,228	$11,551,865
PILOT	$2,033,600	$2,033,600	$2,033,600	$2,033,600	$2,033,600	$10,168,000

*PILOTS are recurring each year and assume no growth

	STATE TAXES					
	OPERATIONS					
YEAR	2024	2025	2026	2027	2028	Total
Office/2022/2140/2160/2230	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	$32,753,464
Retail/2022/2140/2160/2230	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	$1,761,890
Multifamily/2202/2140/2160/2230	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	$226,352
Retail/2104/2110	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	$1,709,605
Multifamily/2104/2110	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]	$24,048
Income Tax	$1,376,712	$1,404,246	$1,432,331	$1,460,978	$1,490,197	$7,164,465
Sales Tax	$4,406,881	$4,495,019	$4,584,919	$4,676,617	$4,770,150	$22,933,586
PILOT	-	-	-	-	-	-

The following tables demonstrates the induced spending that the development will spur in the local economy as a result of the operation phases.

INDUCED SPENDING

Category	2024	2025	2026	2027	2028
Retail	$8,073,824	$8,235,300	$8,400,006	$8,568,006	$8,739,366
Entertainment	$1,584,557	$1,616,248	$1,648,573	$1,681,544	$1,715,175
Restaurtant	$4,918,552	$5,016,923	$5,117,262	$5,219,607	$5,323,999
Total	**$14,576,933**	**$14,868,471**	**$15,165,841**	**$15,469,157**	**$15,778,541**

As seen in the preceding table, induced spending in the local economy is most heavily concentrated in the retail industry.

ADDENDA A

IMPLAN and Input-Output Modeling

BACKGROUND

The direct impacts are the total financial equivalents of the number of employees in a given industry. Indirect effects are impacts caused by the iteration of industries purchasing from other industries. Induced effects are the impacts on all local industries caused by the expenditures of new household income generated by the direct and indirect effects.

Input-output accounting describes commodity flows from producers to intermediate and final consumers. The total industry purchases of commodities, services, employment compensation, value added, and imports are equal to the value of the commodities produced.

Purchases for final use (final demand) drive the model. Industries produce goods and services for final demand and purchase goods and services from other producers. These other producers, in turn, purchase goods and services. This buying of goods and services (indirect purchases) continues until leakages from the region (imports and value added) stop the cycle.

These indirect and induced effects (the effects of household spending) can be mathematically derived. The derivation is called the Leontief inverse. The resulting sets of multipliers describe the change of output for each and every regional industry caused by a one dollar change in final demand for any given industry. Creating regional input-output models require a tremendous amount of data. The costs of surveying industries within each region to derive a list of commodity purchases (production functions) are prohibitive. IMPLAN was developed as a cost-effective means to develop regional input-output models.

The IMPLAN accounts closely follow the accounting conventions used in the "Input-Output Study of the U.S. Economy" by the Bureau of Economic Analysis (1980) and the rectangular format recommended by the United Nations. The IMPLAN system was designed to serve three functions: 1) data retrieval, 2) data reduction and model development, and 3) impact analysis. Comprehensive and detailed data coverage of the entire U.S. by county, and the ability to incorporate user-supplied data at each stage of the model building process, provides a high degree of flexibility both in terms of geographic coverage and model formulation. The IMPLAN database consists of two major parts: a national-level technology matrix; and estimates of sectorial activity for final demand, final payments, industry output and employment for each county in the U.S. along with state and national totals.

New databases are developed annually by IMPLAN Group LLC, the developer of IMPLAN.

TECHNICAL INFORMATION

The notion of a multiplier rests upon the difference between the initial effect of a change in final demand and the total effects of that change. Total effects can be calculated either as direct and indirect effects, or as direct, indirect, and induced effects. Direct effects are production changes associated with the immediate effects or final demand changes. Indirect effects are production changes in backward-linked industries caused by the changing input needs of directly affected industries (for example, additional purchases to produce additional output). Induced effects are the changes in regional household spending patterns caused by changes in household income generated from the direct and indirect effects. Five different sets of multipliers are estimated by IMPLAN corresponding to five measures of regional economic activity: total industry output; personal income; total income; value added; and employment. For each set of multipliers, three types of multipliers are generated, Type I, Type II and Type SAM.

Type I Multiplier

A Type I multiplier is the direct effect, produced by a change in final demand, plus the indirect effect divided by the direct effect. Increased demands are assumed to lead to increased employment and population with the average income level remaining constant. The Leontief inverse (Type I multipliers matrix) is derived by inverting the direct coefficients matrix. The result is a matrix of total requirement coefficients, the amount each industry must produce in order for the purchasing industry to deliver one dollar's worth of output to final demand.

Type II Multiplier

Type II multipliers incorporate “induced” effects resulting from the household expenditures from new labor income. The linear relationship between labor income and household expenditure can be customized in the IMPLAN Professional® software:

The default relationship is PCE (personal consumption expenditures) and total household expenditures. Each dollar of work-place based income is spent based on the SAM relationship generated by IMPLAN.

The second possibility is a RIMS II style of Type II multiplier, where PCE is adjusted to represent only the spending of the disposable income portion of labor income. In this way there is a direct one-to-one relationship to labor income and PCE. Then a ratio, which the user can specify, is applied to convert total income to disposable income before the rounds of induced effects are calculated.

Type SAM

Type SAM multipliers are the direct, indirect, and induced effects where the induced effect is based on information in the social account matrix. This relationship accounts for social security and income tax leakage, institution savings, and commuting. It also accounts for inter-institutional transfers.

ADDENDA B

Assumptions and Limiting Conditions

ASSUMPTIONS AND LIMITING CONDITIONS

1. The economic impact analysis contained herein relies on databases and software developed by IMPLAN Group LLC. MIG Inc. has been developing complex localized databases since 1993, and is an industry recognized leader in input-output databases and data modeling. As a result, we believe the information provided is a reliable basis to use in developing the economic impacts for the Project (s). However, we have not examined the data or the assumptions underlying such data in accordance with the standards prescribed by the AICPA, USPAP, or other standards, and, accordingly, do not express an opinion or any other form of assurance on the data estimates obtained for use in our economic impact analysis.

2. All information contained in the report which was furnished by others was assumed to be true, correct, and reliable. A reasonable effort was made to verify such information, but the author assumes no responsibility for its accuracy.

3. The report was made assuming responsible ownership and capable management of the Project.

4. Possession of the report, or a copy thereof, does not carry with it the right of publication, nor may it be reproduced in whole or in part, in any manner, by any person, without the prior written consent of Novogradac Consulting LLP. Neither all nor any part of the report, or copy thereof shall be disseminated to the general public by the use of advertising, public relations, news, sales, or other media for public communication without the prior written consent and approval of Novogradac Consulting LLP.

5. The author of this report is not required to give testimony or attendance in legal or other proceedings relative to this report or to the Subject unless satisfactory additional arrangements are made prior to the need for such services.

6. The opinions contained in this report are those of the author and no responsibility is accepted by the author for the results of actions taken by others based on information contained herein.

7. Acceptance of and/or use of this report constitutes acceptance of all assumptions and the above conditions.

Connect Real Estate

Economic Impact Report – Columbus, OH

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REAL ESTATE

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EXECUTIVE SUMMARY

The purpose of this report is to quantify the estimated direct and indirect economic and financial impact the potential Mixed Use Development project may have on Columbus, Ohio based on the proposed capital investment and job creation of the project.

Connect Real Estate ("Connect") plans to rehabilitate a vacant site in the Linden community to transform the property into a new state-of-the-art Multi-Use Development. If Connect moves forward with the project, the proposed project will result in 359 direct net-new jobs, 433 construction jobs, $69,325,154 in estimated capital investment, and the restoration of approximately 670,000 square feet of currently vacant space. The property will be comprised of 5 parcels, consisting of research and advanced manufacturing facilities as well as 3 buildings containing a total of 122 affordable housing units.

To fully-understand the significance of the proposed project, this report measures the direct, indirect, and induced economic and fiscal impacts that could take place as a result of the type and level of capital investment, revenue generating activity, and job creation by Connect and its Tenants in Columbus, OH (Franklin County).

In addition to the direct, indirect and induced economic and fiscal impacts estimated as part of this analysis, Connect estimates an additional 35% of added economic and fiscal benefit to the State, County and City through the additional expenditures required by customers in order to utilize and put into service the purchased manufactured goods.

In summary, and in order to give context to the information outlined within, please see below for some of the key insights gained from the analysis:

- Over $5.8 million in potential real property tax revenue over 6 years;
- Over $3.1 million in total use tax on the construction of the project;
- Potential sales tax revenues in excess of $16 million for anticipated taxable sales of manufactured products;
- Over $2.4 million in state withholding tax on new employee earnings and $1.6 million on construction worker earnings;

This Economic Impact Report and Study are for the sole use by Connect Real Estate, State of Ohio, Franklin County and City of Columbus, along with their representatives.

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- Over $1.8 million in local withholding tax on new employee earnings and $1.5 million on construction worker earnings;
- Approximately $560 thousand in incremental Commercial Activity Tax over 6 years;
- More than $29 million in labor income (earnings) potentially generated by the proposed project through indirect spending activity; and
- The creation of over 480 jobs indirectly supported by the potential spending activity of Connect.

It's important to note that all estimates above are measured over a 6-year period. For more detail, please refer to the contents of this report.

ANALYSIS OVERVIEW

Direct, fiscal impacts were measured using:

- Estimated, future property tax paid to the City of Columbus and Franklin County;
- Estimated, future sales and use tax paid to the State of Ohio and Franklin County (based on the current Ohio sales tax rate of 5.75% and County sales tax rate of 1.75%) measured for both the direct capital investment by Connect and future sales tax resulting from revenue generating activities of the project; and
- Estimated, future withholding tax paid to the State of Ohio (based on the current Ohio withholding tax table) and the City of Columbus (based on current Columbus withholding tax rate of 2.5%) for the creation of 433 construction jobs, and 359 Connect and tenant permanent jobs at the facility.

In addition, to assess the future economic impact of the proposed Multi-Use Development, the following four metrics were used to estimate the indirect and induced fiscal impact of the project that is a direct result of the size of capital investment being made:

1. Employment: The number of jobs created or needed to support the investment.
2. Labor income: All forms of employment income, including employee compensation.

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3. Output: The value of industry production by calendar year.

4. Value added: Compensation of employees, taxes on production and imports less subsidies, and gross operating surplus.

To measure the significance of each metric, IMPLAN datasets for Franklin County, Ohio were used to identify the indirect and induced values of the same. IMPLAN is the leading provider of economic impact data analysis for resource outputs on local communities. The platform utilizes an input-output model that combines a set of extensive databases, economic factors, the most up-to-date industry multipliers, and demographic statistics with a highly refined modeling system to determine how the effects of one industry will impact other sectors. The multipliers calculate total impact rather than direct "head count," to organize data, recall information, and process. Trade flow information is also considered to offer insights into the multidirectional movements of goods and services between economies. IMPLAN's data is constantly being vetted by industry-leading research analysts and is recognized as the most accurate and reliable of its kind. By inputting project specific data, IMPLAN quantifies the impact via a series of mathematical calculations spanning the software's database of interrelated input-output matrices.

ASSUMPTIONS

All data provided and accumulated within this report was provided exclusively by Connect. Results are based solely on the information provided, and changes to the data points provided would likely alter results computed by IMPLAN. The assumptions provided by Connect include number of new jobs, annual employee payroll created, total project capital investment and anticipated revenue streams. BDO has not validated any of the information provided by Connect. BDO's role is strictly limited to using the information provided by Connect to create this Economic and Fiscal Impact Study.

Based on discussions with Connect, the following assumptions were utilized to complete this report:

- The proposed project will locate in Franklin County within the City of Columbus, Ohio;
- $69,325,154 in total, direct capital expenditures by Connect unless stated otherwise,
- 359 new jobs will be created during the first 6 years and maintained for at least the next 10 years, generating a total estimated payroll equal to $75,925,500 over 6 years;
- Revenue projections will begin in Year 1 following completion of Phase 1 of the project:

Year	Revenue
1	[redacted]

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2	[redacted]
3	[redacted]
4	[redacted]
5	[redacted]
6	[redacted]

Connect provided the six years of revenue projections. It is anticipated by Connect that [redacted]. At this time, it is not feasible to determine a percentage of revenue that will be generated on sales to other counties in Ohio.

Additionally, [redacted].

IMPLAN produced results on a total period basis. In order to determine the indirect and induced tax impacts broken out between Withholding Tax, Sales Tax and Property Tax by year, it was assumed that the direct and indirect results would closely resemble the ratio of direct tax each year to total tax for the period would closely resemble the breakout of these taxes for indirect and induced. Therefore, a ratio of total indirect and induced tax based on direct taxes was used to break out the tax impact for these by year.

Detailed assumptions related to the calculations and estimates outlined within can be found in the corresponding sections of the report.

It's important to note that the projections outlined within this report and supporting documents are estimates only and are based on detailed inputs created and provided by Connect. Outcomes may vary based on actual project results and factors outside of Connect's or BDO's control. Any changes in project assumptions provided by the Company will impact the calculations and results outlined within.

DIRECT IMPACT

To understand the direct impact Connect's development may have on Columbus, Franklin County and the State of Ohio, we calculated the estimated new County and State level tax increment for both property and sales/use taxes over a 6-year period based on the creation of 359 new jobs and capital investment of approximately $69,325,154 for the construction and rehabilitation of buildings and personal property. The major assumptions are outlined below:

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Property Tax

In Ohio, property taxes are assessed and collected at the County level. The property tax calculation estimates a total tax rate of 0.097686651 and $50,290,154 land and building improvements.

For the purpose of this calculation, we assume that True Cash Value is equal to 80% of total real property cost, and the reduction rate is .332331000 millage rates based on surrounding properties. Based on our analysis, Connect's facility may generate an estimated $5.8 million in new property taxes over the next 6 years.

For more information, please see our detailed calculations provided in the appendix.

Sales Tax

The current sales tax rate in the State of Ohio is 7.5% of the selling price of tangible personal property on sales at retail, broken out as 5.75% in State sales tax, 1.25% in County sales tax, and .5% in Special sales tax. The use tax is complementary to the sales tax and is imposed at 7.5% of the purchase price of tangible personal property purchased. Connect will be required to collect and remit 7.5% of the selling price on all its sales of tangible personal property at the facility. In addition, much of the initial purchases to construct and equip the project will also be subject to sales/use taxes, including the purchase or sale of:

- Tangible Personal Property utilized during construction;
- Furniture and Fixtures; and
- Tangible Personal Property created and sold as part of the manufacturing process

Based on our analysis, Connect's facility could generate approximately $14,730,919 in State sales/use tax revenue and $4,483,323 in Local sales/use tax over a 6-year period.

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INDIRECT IMPACT

Indirect impacts are the results of business-to-business transactions indirectly caused by the direct investment into the proposed project. Businesses initially benefiting from the direct effects will subsequently increase spending at other local businesses. The indirect effect is a measure of this increase in business-to-business activity.

Over the next six years the proposed project is expected to have an indirect impact on Franklin County resulting in the following:

- 433 construction jobs;
- 213 new jobs in the community;
  - 122 from the operations of Connect Housing Blocks;
  - 21 from other tenant operations;
  - 70 from construction;
- $13,325,591 in new labor income
  - [redacted] from the operations of Connect Housing Blocks;
  - [redacted] from other tenant operations;
  - [redacted] from construction.

Please see our Impact Result by Employment and Impact Results Overview provided in the appendix for further details.

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INDUCED IMPACT

Induced impacts are the results of increased personal income caused by the direct and indirect impacts. Businesses experiencing increased revenue from the direct and indirect effects will subsequently increase payroll expenditures by hiring more employees, increasing payroll hours, raising salaries, etc. Households will, in turn, increase spending at local businesses. The induced effect is a measure of this increase in household-to-business activity.

Over the next six years the proposed project is expected to have an induced impact on Franklin County resulting in the following:

- 273 new jobs;
  - 96 from the operations of Connect Housing Blocks;
  - 21 from other tenant operations;
  - 156 from construction;
- $14,258,689 new labor income;
  - $5,020,015 from the operations of Connect Housing Blocks;
  - $1,089,724 from other tenant operations;
  - $8,148,950 from construction;

Please see our Impact Result by Employment and Impact Results Overview provided in the appendix for further details.

Collectively, the indirect and induced impact as it relates to state and local tax revenue is equal to approximately $2,889,937:

  - $1,833,465 from the operations of Connect Housing Blocks;
  - $637,220 from other tenant operations;
  - $419,252 from construction;

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APPENDIX

Definitions

Indirect impact: the results of business-to-business transactions indirectly caused by the direct investment into the Multi-Use Development. Businesses initially benefiting from the direct effects will subsequently increase spending at other local businesses. The indirect effect is a measure of this increase in business-to-business activity.

Induced impact: the results of increased personal income caused by the direct and indirect impacts. Businesses experiencing increased revenue from the direct and indirect effects will subsequently increase payroll expenditures (by hiring more employees, increasing payroll hours, raising salaries, etc.). Households will, in turn, increase spending at local businesses. The induced effect is a measure of this increase in household-to-business activity.

Labor Income: all forms of employment income, including employee compensation (wages + benefits).

Multipliers: formulas based on various direct/indirect/induced effects to create matrices to determine specific economic effects.

Output by Absolute Value: defined as value added (employee compensation, other property income and tax on production and imports) plus intermediate expenditures (materials needed on a day to day basis).

Other Property Type Income: A.K.A. Gross Operational Surplus. All money collected by an industry that isn't paid into the operations of the company. This would include profits, capital consumption allowance, payments for rent, royalties & interest income.

Other taxes: all taxes paid to governments other than payroll and income/profits, not already included on a specific line item (ex: excise taxes, fees and fines, licenses and permits, etc). The tax impact report splits the TOPI tax impacts into the various categories based on the picture of that region's economy. There are not industry-specific taxes paid (other than total TOPI, which is industry-specific) so the distribution will be an all industry average.

Property Taxes: on a state and local basis include all property taxes on all real property paid to Franklin County.

Taxes on Production and Imports: (sales tax, property tax, custom duties, and other taxes and fees) less government subsidies

Value Added: The difference between an industry's or an establishment's total output and the cost of its intermediate inputs (gross output – intermediate inputs). Value added consists of compensation of employees, taxes on production and imports less subsidies, and gross operating surplus.

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Calculations

Please see attached schedules for direct and indirect economic and financial impacts.

Disclaimer

Please note this document is based on certain key objectives and assumptions, all of which were provided by Connect. The input data and assumptions need to be confirmed with factual due diligence, and additional research, prior to moving forward with the proposed project.

This document is not written tax advice directed at the particular facts and circumstances of any person. This document is for general information purposes only and should not be used as a substitute for consultation with professional advisors.

Also, as previously stated, it is important to note that the projections outlined within this report and supporting documents are estimates only and are based on detailed inputs created and provided by Connect. Future outcomes may vary based on actual project results and factors outside of Connect's or BDO's control. Any changes in project assumptions provided by the Company and/or established by BDO on the Company's behalf will impact the calculations and results outlined within.

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APPLIED ECONOMICS

ECONOMIC AND REVENUE IMPACTS OF DOWNTOWN ELYRIA REDEVELOPMENT ELYRIA, OHIO

PREPARED FOR:

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OCTOBER 2021

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1.0 INTRODUCTION

Applied Economics was retained by Elyria Block Development LLC to perform an economic impact analysis for a proposed transformational mixed-use redevelopment project in Elyria, Ohio. This analysis is intended support an application to the Ohio Department of Development for the Transformational Mixed Use Development Program (TMUD). The results are shown over a five-year period as tenants in the commercial development reach full employment levels. The economic and tax impacts in this report are limited to the Surrounding Area defined as zip codes 44035 and 44039.

1.1 Project Description

- The development site is located on the south side of Broad Street at Washington Avenue in downtown Elyria. It includes a new residential building and redevelopment of several existing buildings into mixed-use commercial.

- The commercial component that would be housed in the historic Dixon and Robinson buildings. The renovation of this four-story structure would result in about 67,800 gross square feet that would house an Esports arena and game hub, as well as a restaurant and café on the ground floor; commercial office space on the second floor; and a media production facility and smart classrooms on the third floor that would be used by Lorain Community College.

- The project would also include a multi-family component with 51 studio, one and two-bedroom units on the site of the Mussey Block. This 77,000 square foot, six-story building would be new construction and would also include a wine bar and several retail stores on the ground floor (Figure 1).

- The mix of uses that are envisioned for the project would ensure a well-planned, high-quality development that would transform the downtown area, and support new jobs and tax revenues at the project site and in the surrounding area.

1.2 Summary of Impacts

- The development could directly employ an estimated 141 people by year 5, based on a long-term occupancy rate of 100% for the Esports, retail, restaurant and community college tenants, and 90% occupancy for the office space. **Estimated annual payroll of $5.5 million by year 5 would significantly exceed the $4.0 million payroll required for the TMUD program.**

- **The 141 direct jobs created by tenant businesses in the development could support an additional 13 jobs and $473,000 in annual labor income at other local businesses in the Surrounding Area based on the economic impact results.**

- Total development costs for the project are estimated at $35.1 million, including site work, demolition and hard costs and soft costs. The economic impacts of construction are estimated at $30.9 million in terms of total output over the 18-month development period.

- Annual taxable sales for the retail, wine bar, restaurant and Esports are estimated at $16.8 million by year 5, or an average of about $690 per square foot. Taxable construction materials are estimated at $14.1 million. Figure 2 shows estimated annual taxable sales by type, which form the basis for the state and local sales tax estimates.

- The TMUD program requires that the increase in tax collections over five years exceeds 10% of development costs, or $3.5 million. Direct taxes generated by the project are estimated at $8.9 million over five years including property, sales and income taxes. Taxes generated by direct and indirect employees at the site and in the Surrounding Area are estimated at $2.5 million over five years, including construction workers. **This total of $11.4 million in new state and local tax revenues over five years represents 33% of Development Costs, significantly exceeding the 10% level required for the program.**

FIGURE 1
DEVELOPMENT CHARACTERISTICS

Development Type	Gross Sq Ft	Occupancy Rate	Estimated Jobs*	Annual Payroll*
Residential New Build	**76,986**			
Wine Bar	6,123	100%	8	$270,000
Retail	2,679	100%	4	$74,214
Apartments (51 units)	42,790	95%	6	$190,600
Structured Parking/Storage	25,394		na	na
Elyria Commercial Block	**67,800**			
e-Sports Arena, Restaurant, Media Production	24,500	100%	60	$1,735,000
Office-Level 2 and 3	14,722	90%	53	$2,791,298
Comm College Classrooms	2,642	100%	10	$450,000
Storage/Support Space	25,936	100%	na	na
Total	**144,786**		**141**	**$5,511,112**

*Represents Year 5 levels. Property management jobs are included with the apartments.

FIGURE 2
ESTIMATED ANNUAL TAXABLE SALES



Year	Wine Bar	Retail	Esports/ Restaurant	Construction Materials	Total
Year 0 (Construction)					$14,144,080
Year 1					$8,589,800
Year 2					$9,972,516
Year 3					$12,300,446
Year 4					$13,840,595
Year 5					$16,791,967
Total					$75,639,405

2.0 ECONOMIC IMPACT ANALYSIS

The economic benefits resulting from Downtown Elyria Redevelopment include both the one-time construction impacts and on-going operations impacts. These impacts are quantified in terms of direct and indirect jobs, labor income and output that could be generated by the project. Indirect impacts are the result of the multiplier effect and capture supported supplier and consumer businesses and employees in the Surrounding Area that could benefit from this new development.

3.1 Economic Impacts of Construction

Total construction costs for the project are estimated at $35.1 million, and of this total $29.1 million in demolition, site work and hard construction cost have the potential to generate local jobs and economic impacts. The multiplier effects of this local construction spending could result in a total increase in economic activity in the Surrounding Area of about $30.9 million (Figure 3). It is anticipated that the project would begin in Q1 2022, with completion of the commercial block in Q1 2023, and completion of the residential building in Q3 2023.

The 360 direct and indirect jobs that are anticipated to be created by this construction project could result in close to $17.2 million in additional labor income in the Surrounding Area during the construction phase.[1] Note that labor income includes both employee compensation and proprietor income. The average direct labor income per job for the construction impact is $27.86 per hour. This is generally consistent with data from the Bureau of Labor Statistics Quarterly Census of Employment and Wage for Lorain County of $26.48 per hour for the construction sector, which reflects only wage and salary income.

FIGURE 3
CONSTRUCTION IMPACTS

	Direct Impacts			Total Impacts		
	Construction Cost*	Jobs	Labor Income	Output	Jobs	Labor Income
Residential New Build	$17,025,000	175	$11,801,046	$18,067,037	180	$8,557,807
Commercial Block Renovation	$12,063,148	174	$8,361,689	$12,863,842	180	$8,614,249
Total	**$29,088,148**	**348**	**$20,162,735**	**$30,930,879**	**360**	**$17,172,056**

3.2 Annual Economic Impacts of Business Operations

The total economic activity from on-going operations is shown in Figure 4. These impacts are projected to occur on an annual basis once the development is complete. The commercial portion of the project could directly support an estimated 141 jobs at full occupancy. This translates into an estimated $5.5 million in annual direct labor income or payroll, based on the

[1] The jobs represented in Figure 3 and 4 are not FTE, but rather they are based on the methodology used by IMPLAN that includes full-time, part-time, and seasonal jobs.

projected mix of uses and information from key tenants, and $16.3 million in increased direct economic output each year by the fifth year of operations.[2]

FIGURE 4
ANNUAL ECONOMIC IMPACTS

	Direct Impacts			Total Impacts		
Year/Development Type	Output	Jobs	Labor Income	Output	Jobs	Labor Income
Year 1	**$13,819,134**	**127**	**$4,641,112**	**$15,146,863**	**139**	**$5,063,825**
Wine Bar	$241,109	4	$120,000	$260,405	4	$126,202
Retail	$191,982	4	$74,214	$214,864	5	$80,595
Office	$7,168,512	53	$2,791,298	$8,002,439	61	$3,089,384
e-Sports Arena and Game Hub	$4,532,596	55	$1,240,000	$4,927,123	58	$1,339,035
Community College	$419,111	5	$225,000	$441,089	5	$229,341
Property Management	$1,265,823	6	$190,600	$1,300,942	6	$199,268
Year 2	**$14,182,552**	**129**	**$4,776,112**	**$15,538,591**	**141**	**$5,206,036**
Wine Bar	$301,386	5	$150,000	$325,507	5	$157,753
Retail	$191,982	4	$74,214	$214,864	5	$80,595
Office	$7,168,512	53	$2,791,298	$8,002,439	61	$3,089,384
e-Sports Arena and Game Hub	$4,751,915	55	$1,300,000	$5,165,532	58	$1,403,827
Community College	$502,934	6	$270,000	$529,307	6	$275,210
Property Management	$1,265,823	6	$190,600	$1,300,942	6	$199,268
Year 3	**$14,926,124**	**133**	**$5,021,112**	**$16,343,562**	**146**	**$5,466,553**
Wine Bar	$361,664	6	$186,000	$390,608	6	$195,303
Retail	$191,982	4	$74,214	$214,864	5	$80,595
Office	$7,168,512	53	$2,791,298	$8,002,439	61	$3,089,384
e-Sports Arena and Game Hub	$5,351,387	57	$1,464,000	$5,817,184	60	$1,580,925
Community College	$586,756	7	$315,000	$617,525	7	$321,078
Property Management	$1,265,823	6	$190,600	$1,300,942	6	$199,268
Year 4	**$15,344,373**	**136**	**$5,177,112**	**$16,794,893**	**149**	**$5,630,962**
Wine Bar	$421,941	7	$222,000	$455,709	7	$232,854
Retail	$191,982	4	$74,214	$214,864	5	$80,595
Office	$7,168,512	53	$2,791,298	$8,002,439	61	$3,089,384
e-Sports Arena and Game Hub	$5,625,536	58	$1,539,000	$6,115,195	62	$1,661,915
Community College	$670,578	8	$360,000	$705,743	8	$366,946
Property Management	$1,265,823	6	$190,600	$1,300,942	6	$199,268
Year 5	**$16,288,737**	**141**	**$5,511,112**	**$17,815,233**	**155**	**$5,983,903**
Wine Bar	$482,218	8	$270,000	$520,811	8	$282,405
Retail	$191,982	4	$74,214	$214,864	5	$80,595
Office	$7,168,512	53	$2,791,298	$8,002,439	61	$3,089,384
e-Sports Arena and Game Hub	$6,341,979	60	$1,735,000	$6,893,999	64	$1,873,569
Community College	$838,223	10	$450,000	$882,179	10	$458,683
Property Management	$1,265,823	6	$190,600	$1,300,942	6	$199,268
5 Year Total	**$74,560,920**	**141**	**$25,126,560**	**$81,639,143**	**155**	**$27,351,279**

[2] Projections of jobs and payroll were provided by the Esports operator, the community college and the wine bar. Other office and retail jobs were estimated based on standard square feet per employee by type of use and labor income estimates from IMPLAN.

The multiplier effect of this increase in economic activity will result in a total annual output impact of $17.8 million by year 5, or a total of $81.6 million over five years. The estimated 155 direct, indirect and induced jobs supported by this project could result in about $6.0 million in annual labor income in the Surrounding Area by year 5, or a total of $27.4 million in total labor income over five years.

The differences between direct and total impacts are called multiplier effects. Multiplier effects are a way of representing the larger economic effects on the local economy. The multiplier effects translate an increase in output (loosely defined as cost of labor plus cost of inputs plus profits) into a corresponding increase in jobs and labor income. In essence, the multiplier effect represents the recycling of local spending, which creates new business opportunities.

The multipliers used in this analysis are from IMPLAN, a national vendor of input/output software and data, and are specific to the economic base of the Surrounding Area in Elyria, defined as zip codes 44035 and 44039. Industry specific multipliers were used for the various types of potential tenants in the development, and for commercial and residential construction. The average output multiplier for this mixed-use development is 1.1. This means that for every $1 million of output created by the Esports, retail, restaurants, education and office users in the development, an additional $110,000 in output and 0.8 indirect and induced jobs are generated in the local economy immediately surrounding the development. Additional indirect and induced impacts would be generated elsewhere in the county and metro area that are not reflected here.

4.0 REVENUE IMPACTS

In addition to generating new jobs, payroll and output in downtown Elyria through multiplier effects, the project would also generate new state and local tax revenues. All total, Downtown Elyria Redevelopment could generate about $8.9 million in new direct revenues and $2.5 million in revenues from new jobs in the Surrounding Area over the next five years, including construction-related revenues. The combined increase in tax collections could total $11.4 million over five years, which significantly exceeds 10% of development costs at $3.5 million.

4.1 Direct Tax Collections

The increase in property tax revenues and payments in lieu of taxes (PILOT) generated by the new and redevelopment activity are estimated at $3.9 million over the first five years (Figure 5). This represents incremental new taxes over and above the approximately $17,000 in annual property taxes that are currently generated by the existing buildings on the site. This estimate is based on net assessed value of $10.5 million, and a current Class II property tax rate of 7.583% at the site.

FIGURE 5
DIRECT ANNUAL INCREASE IN TAX COLLECTIONS

	Property Tax/PILOT				Sales Tax		Income Tax	
Year	City of Elyria	Lorain County	Elyria ESD	Other Special Districts	Lorain County	State	City of Elyria	Total Revenues
Year 0 (Construction)	$0	$0	$0	$0	$106,081	$813,285	$0	**$919,365**
Year 1	$42,962	$140,957	$539,177	$52,578	$64,424	$493,914	$16,665	**$1,350,676**
Year 2	$42,962	$140,957	$539,177	$52,578	$74,794	$573,420	$16,998	**$1,440,885**
Year 3	$42,962	$140,957	$539,177	$52,578	$92,253	$707,276	$17,338	**$1,592,541**
Year 4	$44,251	$145,186	$555,352	$54,155	$103,804	$795,834	$17,685	**$1,716,268**
Year 5	$44,251	$145,186	$555,352	$54,155	$125,940	$965,538	$18,039	**$1,908,460**
Total	**$217,389**	**$713,243**	**$2,728,233**	**$266,043**	**$567,296**	**$4,349,266**	**$86,725**	**$8,928,195**

Note: A 2% annual inflation rate is applied to taxable sales and resident income estimates.

The residents of the 51 multi-family units that are anticipated to work in Elyria would pay local income taxes estimated at $87,000 over five years, based on implied household income levels of $71,000 (based on rents) and a municipal tax rate of 2.25%. [3]

There would also be county and state sales taxes. Taxable construction materials are estimated at $5.6 million (50% of hard costs), and restaurant, retail and Esports sales are estimated at $16.8 million by year 5, resulting in state and county sales taxes of $4.9 million over five years.

4.2 Employee Tax Collections

Along with the direct taxes generated by businesses and residents in Downtown Elyria Redevelopment, there would also be taxes generated by increases in employment in the

[3] This estimate assumes that 22% of the employees live and work in the city, based on Census OnTheMap data. This is likely low given the location and market orientation of this multi-family project.

Surrounding Area. Using the results from the economic impact analysis showing direct, indirect and induced jobs in zip codes 44035 and 44039 that could be supported by this development, it is possible to estimate employee tax impacts including income and sales taxes. Over five years, the increase in employee tax collections is estimated at $2.5 million (Figure 6).

FIGURE 6
ANNUAL INCREASE IN TAX COLLECTIONS FROM NEW JOBS CREATED

	Sales Tax		Income Tax		
Year	Lorain County	State	City of Elyria	State	Total Revenues
Year 0 (Construction)	$0	$0	$386,371	$381,982	**$768,353**
Year 1	$7,470	$96,086	$113,936	$100,446	**$317,938**
Year 2	$7,679	$98,785	$117,136	$103,806	**$327,406**
Year 3	$8,064	$103,728	$122,997	$109,830	**$344,619**
Year 4	$8,306	$106,848	$126,697	$113,496	**$355,346**
Year 5	$8,827	$113,545	$134,638	$121,806	**$378,815**
Total	**$40,346**	**$518,991**	**$1,001,775**	**$931,366**	**$2,492,477**

Income tax revenues of about $1.0 million to the city and $931,000 to the state includes income taxes from direct employees at businesses in the development, construction workers, and employees at other supported local businesses in the Surrounding Area.

The employees that live in Elyria also spend a portion of their earnings on taxable goods resulting in an estimated $40,000 in county sales taxes and $519,000 in state sales taxes over the next five years. Based on data from the annual Census Consumer Expenditure Survey, it is assumed that employees spend 33% of their income on retail items. This rate can be applied to total labor income from the economic impact, and adjusted to include only the share of employees that would also live in Elyria, which is estimated at 22%.

4.3 Summary

The proposed mix of uses in the Downtown Elyria Redevelopment project could create significant economic benefits, as well as increases in tax collections for the city, county, schools and state government. The development would bring a number of new office workers and Esports players into the downtown area that would create demand at new and existing restaurants and shops. It would provide new educational opportunities for local residents in media production through Lorain Community College. In addition, the development would include rental housing for young professionals to help attract and retain talent in Elyria. This project also meets the eligibility guidelines of the TMUD program and could have a transformational impact on downtown Elyria, creating a synergistic effect on economic activity in the Surrounding Area.

Renkert Building



Economic Impact Study

Prepared by:

IceMiller Whiteboard

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Economic Impact Statement

The Renkert building at 306 Market Avenue North is a 10-story brick building built in 1914 purchased by the Downtown Canton Land Bank. Across the street from Canton's Centennial Plaza, the Renkert Building will be rehabilitated into a 92-room hotel with event space, restaurant, bar, and commercial spaces. Standing 10 stories tall, the building was Canton's first skyscraper. Once home to a department store and offices above, it was completely vacant by 2017.

Total Impacts to the Surrounding Area

- $15.5 million in Annual Economic Output
- 149 Permanent Jobs
- $3.9 in Annual Labor Income
- $7.4 million in State & Local Taxes collected over 5 Years: (after tax abatements)

One-time Construction Impacts to the Surrounding Area

- $38.6 million in Economic Output
- 340 Direct Jobs
- $19.4 million in Direct Labor Income
- $28.7 million in Direct Economic Value Added
- $3.1 million in State and Local Taxes collected

The Project will incur Total Development Costs of approximately $42,084,456 million and as the table below illustrates, the projected "Tax Collections" which includes Sales Taxes, Lodging Taxes, Property Taxes, and Income Taxes will exceed 10% of Total Development Costs.

Tax Collections	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Income Taxes	$163,076	$166,958	$170,931	$174,999	$179,164	**$855,129**
Lodging Taxes	$409,967	$453,490	$459,900	$487,231	$524,191	**$2,334,779**
Property Taxes	$336,588	$343,320	$350,186	$357,190	$364,333	**$1,751,616**
Sales Taxes	$449,839	$475,371	$486,878	$507,326	$532,591	**$2,452,004**
Total	$1,359,470	$1,439,138	$1,467,895	$1,526,746	$1,600,279	$7,393,528
with Construction						$10,561,645

In addition, the Project will enhance quality of life and catalyze additional spending on dining, entertainment and retail to the Surrounding Area. The table below illustrates total sales generated to the Surrounding Area during the five years immediately following construction.

Retail, Entertainment & Dining Sales	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Dining Sales	[redacted]					
Entertainment Sales						
Retail Sales						
Totals	$11,037,877	$11,300,579	$11,569,533	$11,844,888	$12,126,796	$57,879,673

Introduction and Site Overview

The Renkert building at 306 Market Avenue North is a 10-story brick building built in 1914 purchased by the Downtown Canton Land Bank. Across the street from Canton's Centennial Plaza, the Renkert Building will be rehabilitated into a 92-room hotel with event space, restaurant, bar, and commercial spaces. Standing 10 stories tall, the building was Canton's first skyscraper. Once home to a department store and offices above, it was completely vacant by 2017.

The site is located at 306 Market Avenue in Canton, Ohio, on 0.93-acre collection of parcels including parcels 214195, 217420, 234880, 237837 and 221666, within the Canton City School District.

Impact Analysis Overview

An Economic Impact Analysis (EIA) analyzes the effect of an event in a defined geographic area. These geographies vary from a parcel, to a municipality, county, region, state or country. An event comes in many forms, typically engendered from industry changes in revenue, business profits, wages, jobs or capital investment, among others. In this analysis, IMPLAN software was used to map the multiplier effects of each event.

This analysis will include an examination of the economic impacts of the Project, in two major phases:

> ***Construction Phase*** - represents jobs, income and spending created as a result of the increased construction spending associated with the project, during the construction period of the project. This is a non-reoccurring, one-time impact. This phase also includes construction worker spending on goods and services during the construction period.
> ***Operational Phase*** – this phase generates an ongoing impact that creates economic activity each year of operations by the businesses at the project site. If the operators, business and organizations maintain the level of projected business operations, the Operational Phase experiences a reoccurring impact.

In modeling impacts, a series of economic activities result based on project assumptions from the various uses. An economic activity occurs when one or more events represent a related spending change within the Surrounding Area. Typically, these events include, but are not limited to, industry production (business, construction or retail), consumption of goods and services and institutional spending. These events serve as inputs and produce economic impacts into four categories:

1. ***Output*** – representing the value of industry production. For the service and retail sectors, this represents sales or the value of goods sold.
2. ***Employment*** – representing the number of jobs created directly by the project and through direct industry spending.
3. ***Labor Income*** - all forms of employment income paid to employees, including Employee Compensation (wages and benefits) and Proprietor Income (payments received by self-employed individuals and unincorporated business owners).
4. ***Value Added*** - the difference between an industry's or an establishment's total output and the cost of its intermediate inputs. It is a measure of the contribution to GDP

Within each impact category, exists three types of effects, each effect is calculated as part of this study:

> ***Direct Effects*** the set of expenditures applied to an impact analysis. It represents a series (or single) of production changes or expenditures made by producers/consumers as a result of an activity. Applying these initial changes to the multipliers in the IMPLAN model will then display how the region will respond economically to these initial changes (in output, employment, labor income and value added).
>
> ***Indirect Effects*** represent the impact of local industries buying goods and services from other local industries. The cycle of spending works its way backward through the supply chain until all money leaks

from the local economy, either through imports or by payments to value added. The impacts are calculated by applying Direct Effects to IMPLAN multipliers.

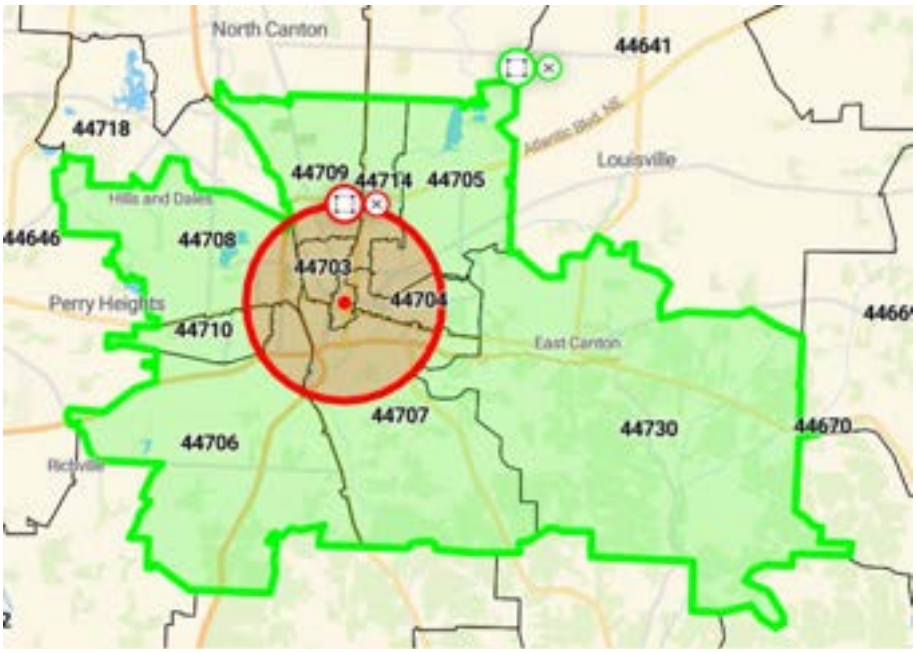
Induced Effects represents the response by an economy to an initial change (direct effect) that occurs through re-spending of income received by a component of value added, recognizing that labor income (employee compensation and proprietor income components of value added) is not a leakage to the regional economy. This money is recirculated through the household spending patterns causing further local economic activity.

In estimating taxes, tax estimates are made for State and Local taxes, including income tax, lodging tax, property tax and sales tax during a) the construction period and b) the first five (5) years of full building operations generated to the Surrounding Area. Income taxes are based on wages paid to employees. Lodging taxes are based on hotel room sales, however lodging taxes do not apply in circumstances where a guest has occupied a room for more than 30 days (a non-transient guest). Property taxes are derived from the assessed appraised value of the property resulting from new building construction, then distributed to the taxing districts illustrated below. The property includes a property tax abatement during the first 10 years and as a result, only 25% of property taxes will be collected. Sales taxes are derived from taxable sales taking place with vendors within the Surrounding Area. It is worth noting that sales taxes on purchases made by the office building are calculated by IMPLAN, as the tenant may not have made all decisions on whether to purchase specific supplies and services from within the Surrounding Area, therefore IMPLAN's tax estimates are used, which uses historical sales tax figures based on similar expenditures within the Surrounding Area from previous events in the surrounding area. This method also accounts for exemptions as it uses sales taxes collected. These estimates were cross-examined by utilizing the Ohio Department of Taxation's Tax Data Series – Sales and Use Tax Collections by Industrial Classification table, to better account for typical average tax collections by County in certain industries.

The period of time utilized in calculating impacts is known as the "Completion Period" which is the time period beginning on the day beginning with the beginning of construction and ending on the fifth anniversary of the day the project is completed. For purposes of this study, "Year 1" will refer to the first year following the completion of construction.

The Surrounding Area

Geographically, this study will address the impacts the Development's *Surrounding Area*. The Surrounding Area constitutes any zip code covered in whole or in part within a two-mile radius of the development site, which includes Zip Codes 44702, 44704, 44703, 44705, 44708, 44714, 44709, 44730, 44706, 44710, 44707 and Census Tracts 39151713000, 39019720300, 39151714901, 39151714802, 39151713201, 39151713100, 39151712400, 39151714400, 39151713300, 39151713202, 39151712300, 39151711402, 39151712202, 39151711322, 39151712500, 39151711800, 39151712201, 39151711501, 39151711600, 39151702300, 39151713402, 39151701800, 39151713501, 39151713401, 39151702500, 39151711502, 39151700700, 39151700200, 39151711700, 39151702100, 39151701500, 39151700400, 39151700800, 39151701200, 39151701000, 39151701300, 39151700500, 39151700300, 39151701100, 39151700600, 39151700100, and 39151701700. Further, the Surrounding Area is located in Stark County with a small portion overlapping with Carroll County. The graphic below depicts the project's two-mile radius (red circle) and zip code footprint (green boundary).



The Surrounding Area has 113,505 residents, representing a 10.32% decline in population since 2000. There are 48,358 households, of which 41.59% (20,111 households) are considered Low Income Households, with Median Household Income at 60% or lower of Area Median Income and 4,976 residents over the age of 16 are unemployed[1].

As of the second quarter of 2021, the Surrounding Area's Residential and Business Vacant Addresses (5.98%, 22.26%) outpaced Stark County (3.56%, 17.91%), Carroll County (1.43%, 3.83%) and State of Ohio (4.53%, 17.75%) rates[2].

Economically, the Surrounding Area's GDP is approximately $6.4 billion, however it carries an Export-Import Ratio of 1.02, illustrating that the Surrounding Area is nearly spending as many dollars outside of the Surrounding Area as it is bringing in[3]. The top 5 producing industries in the Surrounding Area, in terms of Economic Output, include: 1. Petroleum Refineries ($2.9 billion), 2. Hospitals ($835 million), 3.

[1] Source: ACS 2015-2019; PolicyMap
[2] Source: Valassis Lists Q2 2021; PolicyMap
[3] Source: IMPLAN Custom Regional Data

Iron and Steel Mills ($629 million), 4. Owner-Occupied Dwellings ($503 million) and 5. Ball and Roller Bearing Manufacturing ($440 million).

In evaluating the consumption of commodities in the Surrounding Area, a few notable characteristics stick out as it relates to surplus demand for commodities:

- *Hotels and Motel Services, including Casinos*, are only meeting 70% of the $52.5 million in Surrounding Area demand with Surrounding Area supply
- *Full-service Restaurants*, are only meeting 67.4% of the $111 million in Surrounding Area demand with Surrounding Area supply.
- *All Other Food and Drinking Places (bars),* are only meeting 77.5% of the $55.1 million in Surrounding Area demand with Surrounding Area supply[4].

[4] Source: IMPLAN Commodity Trade Tables – Supply/Demand Ratios

Project Summary

The Renkert Building redevelopment project includes a renovation of 113,502 square feet of a vacant existing building with renovations of 102,984 square feet of hotel space and 10,518 square feet of restaurant space, including a new addition of 31,233 of restaurant space and 1,785 of retail space and a parking garage. After the project is complete, the building will have 151,500 total square footage, of which 100% of leasable space has been committed. The total project cost is $42.1 million, including $23.9 million in historic renovations, $3.8 million for the parking garage construction, $1.6 million for the restaurant construction and $510,000 for demolition. Below is a specific summary of economic events associated with the project.

Hotel ($23,950,000 million cost; 102,984 square feet) **–** the Hotel will include 92 keys and an occupancy of [redacted] in Year 1 of operations, increasing to [redacted] stabilized by Year 3. Average daily room rates will start at [redacted] in Year 1 of operations and increase to [redacted] by Year 3. The hotel will include Food & Beverage operations. Below is a summary of Hotel Revenues[5].

Revenues	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**
Rooms	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Food & Beverage					
Other Income					

Restaurant, Event & Retail/Incubation Space ($1,650,000 million cost; 41,751 square feet) **–** the restaurant space will include the existing Basil Asian Bistro and the Onesto Event Center. Below is an estimate of sales for both restaurant uses. Sales for both spaces are estimated using [redacted] per square foot for the 41,751 space[6]. However, specific sales estimations for the existing Basil Asian Bistro illustrate [redacted] in annual sales. As such the Onesto Event Center sales are estimated assuming [redacted] in total sales (41,751 x [redacted] /sf) with [redacted] subtracted from the total. In addition to the Restaurant and Event space, 1,785 is reserved for [redacted]

Revenues	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**
Basil Asian Bistro	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Onesto Event Center					
[redacted]					
Rental Income					

Parking Garage ($3,750,000 million cost; 161 spaces) **–** the parking garage will include 161 parking spaces to support the hotel.

[5] Source: Brown Gibbons & Lang Company – Hotel Estimates
[6] Source: Renkert Building ODOD Historic Tax Credit Application Assumptions

Construction Phase Impacts

Impact	Employment	Labor Income	Value Added	Output
1 - Direct	323	$18,499,606	$18,969,372	$35,050,000
2 - Indirect	7	$473,553	$988,560	$2,102,079
3 - Induced	10	$442,663	$823,399	$1,498,863
Totals	**340**	**$19,415,822**	**$20,781,331**	**$38,650,942**

Source: IMPLAN; Ice Miller Whiteboard

Top 15 Industries Impacted by Construction in the Surrounding Area (Annual Output)

#	Industry	Indirect Output	Induced Output	Indirect + Induced
1	154 - Petroleum refineries	$478,467	$60,461	$538,928
2	490 - Hospitals	$0	$309,879	$309,879
3	396 - Wholesale - Other durable goods merchant wholesalers	$222,095	$5,521	$227,616
4	449 - Owner-occupied dwellings	$0	$192,409	$192,409
5	441 - Monetary authorities and depository credit intermediation	$101,764	$69,863	$171,627
6	453 - Commercial and industrial machinery and equipment rental and leasing	$147,308	$1,485	$148,793
7	417 - Truck transportation	$109,726	$7,176	$116,902
8	47 - Electric power transmission and distribution	$62,402	$31,965	$94,367
9	394 - Wholesale - Household appliances and electrical and electronic goods	$89,939	$3,456	$93,395
10	399 - Wholesale - Petroleum and petroleum products	$72,141	$9,164	$81,305
11	483 - Offices of physicians	$0	$78,212	$78,212
12	447 - Other real estate	$61,453	$9,370	$70,823
13	395 - Wholesale - Machinery, equipment, and supplies	$63,943	$577	$64,520
14	204 - Ready-mix concrete manufacturing	$58,517	$38	$58,556
15	20 - Oil and gas extraction	$48,805	$6,390	$55,195

Source: IMPLAN; Ice Miller Whiteboard

One-time Construction Tax Impacts

	Construction
Surrounding Area Property Value Increase	**$2,649,002**
Property Taxes	
County Dist.	$122,982
School District	$769,974
Township	$0
City	$89,830
Special District	$32,082
Direct Total	**$1,014,869**
Surrounding Area	**$68,942**
Sales Taxes	
Ohio	$1,027,841
Stark County	$89,378
SARTA	$44,689
Direct Total	**$1,161,908**
Surrounding Area	**$174,208**
Income Taxes	
Ohio	$367,249
City of Canton	$341,310
Direct Total	**$708,559**
Surrounding Area	**$39,631**
Total Tax Collections	**$ 3,168,117**

Source: Ice Miller Whiteboard summary of calculations

Operations Phase Impacts

Impact	Employment	Labor Income	Value Added	Output
1 - Direct	138	$3,388,949	$6,398,172	$15,511,429
2 - Indirect	10	$431,513	$916,396	$1,896,317
3 - Induced	2	$78,272	$145,634	$265,108
Totals	149	$3,898,734	$7,460,201	$17,672,853

Source: IMPLAN; Ice Miller Whiteboard

Top 15 Industries Impacted by Project Operations in the Surrounding Area (Annual Outputs)				
#	Industry	Indirect	Induced	Indirect + Induced
1	447 - Other real estate	$206,874	$1,657	$208,530
2	507 - Hotels and motels, including casino hotels	$24	$3	$27
3	509 - Full-service restaurants	$27,154	$3,281	$30,435
4	510 - Limited-service restaurants	$21,809	$8,252	$30,061
5	462 - Management consulting services	$2,522	$81	$2,603
6	47 - Electric power transmission and distribution	$387,858	$5,681	$393,539
7	441 - Monetary authorities and depository credit intermediation	$197,863	$12,364	$210,227
8	60 - Maintenance and repair construction of nonresidential structures	$159,010	$271	$159,281
9	476 - Services to buildings	$107,143	$347	$107,490
10	444 - Insurance carriers, except direct life	$77,075	$7,067	$84,143
11	154 - Petroleum refineries	$67,506	$10,727	$78,234
12	48 - Natural gas distribution	$65,907	$1,395	$67,301
13	511 - All other food and drinking places	$56,954	$1,752	$58,706
14	490 - Hospitals	$0	$54,713	$54,713
15	479 - Waste management and remediation services	$49,233	$757	$49,990

Source: IMPLAN; Ice Miller Whiteboard

Tax Collections	Construction	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Income Taxes	$748,190	$163,076	$166,958	$170,931	$174,999	$179,164	**$855,129**
Lodging Taxes	$0	$409,967	$453,490	$459,900	$487,231	$524,191	**$2,334,779**
Property Taxes	$1,083,811	$1,034,420	$1,055,109	$1,076,211	$1,097,735	$1,119,690	**$5,383,164**
Sales Taxes	$1,336,116	$449,839	$475,371	$486,878	$507,326	$532,591	**$2,452,004**
Total	$3,168,117	$2,057,302	$2,150,927	$2,193,920	$2,267,291	$2,355,635	$11,025,076
with Construction							$14,193,192

Source: IMPLAN; Ice Miller Whiteboard

Operational Detailed Tax Impacts

	2024	2025	2026	2027	2028
Direct Property Value Increase	**$35,751,000**	**$36,466,020**	**$37,195,340**	**$37,939,247**	**$38,698,032**
Direct Assessed Value	**$12,512,850**	**$12,763,107**	**$13,018,369**	**$13,278,737**	**$13,544,311**
Surrounding Area Property Value Increase	**$3,995,173**	**$4,075,077**	**$4,156,578**	**$4,239,710**	**$4,324,504**
Property Taxes					
County Dist.	$112,751	$115,006	$117,306	$119,653	$122,046
School District	$705,921	$720,039	$734,440	$749,129	$764,112
Township	$0	$0	$0	$0	$0
City	$82,357	$84,005	$85,685	$87,398	$89,146
Special District	$29,413	$30,002	$30,602	$31,214	$31,838
Tax Abatement Value	$697,832	$711,789	$726,025	$740,545	$755,356
Direct Total	**$930,443**	**$949,052**	**$968,033**	**$987,394**	**$1,007,142**
Direct After Tax Abatement	**$232,611**	**$237,263**	**$242,008**	**$246,848**	**$251,785**
Surrounding Area	**$108,977**	**$106,057**	**$108,178**	**$110,341**	**$112,548**
Sales Taxes					
Ohio	$347,833	$369,227	$378,186	$395,024	$416,094
Stark County	$30,246	$32,107	$32,886	$34,350	$36,182
SARTA	$15,123	$16,053	$16,443	$17,175	$18,091
Direct Total	**$393,203**	**$417,387**	**$427,514**	**$446,549**	**$470,367**
Surrounding Area	**$56,636**	**$57,984**	**$59,364**	**$60,777**	**$62,223**
Lodging Taxes					
Stark County	$273,311	$302,327	$306,600	$324,821	$349,460
City of Canton	$136,656	$151,163	$153,300	$162,410	$174,730
Direct Total	**$409,967**	**$453,490**	**$459,900**	**$487,231**	**$524,191**
Surrounding Area	$0	$0	$0	$0	$0
Income Taxes					
Ohio	$72,676	$74,406	$76,177	$77,990	$79,846
City of Canton	$67,543	$69,150	$70,796	$72,481	$74,206
Direct Total	**$140,219**	**$143,556**	**$146,973**	**$150,470**	**$154,052**
Surrounding Area	**$22,858**	**$23,402**	**$23,959**	**$24,529**	**$25,113**
Total Tax Collections	**$1,359,470**	**$1,439,138**	**$1,467,895**	**$1,526,746**	**$1,600,279**

Source:

Rates – Ohio Department of Taxation Tax Finder; Stark County Auditor;
Exemptions – Ohio Department of Taxation Annual Report; Stark County Auditor; Quick Service Restaurant Data
Calculations – Ice Miller Whiteboard (direct); IMPLAN (indirect and induced).
Inputs – Ceres Enterprises (Developer); Ice Miller Whiteboard
Growth Assumptions – Consumer Price Index (CPI) and Economic Cost Index (ECI), Developer Pro Forma
Abatements – City of Canton Enterprise Zone Tax Abatement Local Match Letter dated September 2021.

Impacts to Retail, Entertainment and Dining

Source: IMPLAN; Ice Miller Whiteboard

Retail, Entertainment & Dining Sales	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Dining Sales	[redacted]					$11,554,252
Entertainment Sales						$45,267,657
Retail Sales						$1,057,764
Totals	$11,037,877	$11,300,579	$11,569,533	$11,844,888	$12,126,796	$57,879,673

Detailed Dining, Entertainment and Retail Impacts

Category	Sales
Dining	**$2,102,186**
509 - Full-service restaurants	$1,467,471
510 - Limited-service restaurants	$634,715
Entertainment	**$8,236,018**
106 - Breweries	$648
147 - Paperboard container manufacturing	$160
420 - Scenic and sightseeing transportation and support activities for transportation	$1,273
431 - Radio and television broadcasting	$10,800
474 - Travel arrangement and reservation services	$1,372
496 - Performing arts companies	$3,149
497 - Commercial Sports Except Racing	$852
498 - Racing and Track Operation	$62
499 - Independent artists, writers, and performers	$1,256
500 - Promoters of performing arts and sports and agents for public figures	$6,038
501 - Museums, historical sites, zoos, and parks	$1,308
502 - Amusement parks and arcades	$135
503 - Gambling industries (except casino hotels)	$1,435
504 - Other amusement and recreation industries	$1,152
506 - Bowling centers	$173
511 - All other food and drinking places	$58,706
447 - Events & other real estate	$8,147,499
Retail	**$192,450**
152 - Printing	$12,568
392 - Wholesale - Motor vehicle and motor vehicle parts and supplies	$2,287
393 - Wholesale - Professional and commercial equipment and supplies	$6,939
394 - Wholesale - Household appliances and electrical and electronic goods	$3,401
395 - Wholesale - Machinery, equipment, and supplies	$2,655
396 - Wholesale - Other durable goods merchant wholesalers	$10,053
397 - Wholesale - Drugs and druggists' sundries	$2,557
398 - Wholesale - Grocery and related product wholesalers	$7,695
399 - Wholesale - Petroleum and petroleum products	$9,995
400 - Wholesale - Other nondurable goods merchant wholesalers	$13,374
401 - Wholesale - Wholesale electronic markets and agents and brokers	$1,081
402 - Retail - Motor vehicle and parts dealers	$2,977
403 - Retail - Furniture and home furnishings stores	$1,304
404 - Retail - Electronics and appliance stores	$1,089
405 - Retail - Building material and garden equipment and supplies stores	$3,424
406 - Retail - Food and beverage stores	$5,230
407 - Retail - Health and personal care stores	$2,642
408 - Retail - Gasoline stores	$1,903
409 - Retail - Clothing and clothing accessories stores	$782
410 - Retail - Sporting goods, hobby, musical instrument and book stores	$378
411 - Retail - General merchandise stores	$6,832
412 - Retail - Miscellaneous store retailers	$2,892
413 - Retail - Nonstore retailers	$5,514
423 - Newspaper publishers	$17,707
437 - News syndicates, libraries, archives and all other information services	$121
451 - General and consumer goods rental except video tapes and discs	$3,192
452 - Video tape and disc rental	$121
466 - Photographic services	$589
467 - Veterinary services	$365
477 - Landscape and horticultural services	$20,921
493 - Individual and family services	$2,635
505 - Fitness and recreational sports centers	$629
512 - Automotive repair and maintenance, except car washes	$14,889
513 - Car washes	$6,528
514 - Electronic and precision equipment repair and maintenance	$1,456
516 - Personal and household goods repair and maintenance	$6,291
517 - Personal care services	$755
518 - Death care services	$280
519 - Dry-cleaning and laundry services	$1,829
520 - Other personal services	$530
61 - Maintenance and repair construction of residential structures	$619
84 - Fluid milk manufacturing	$1,769
86 - Ice cream and frozen dessert manufacturing	$72
87 - Frozen cakes and other pastries manufacturing	$35
88 - Poultry processing	$2,581
90 - Meat processed from carcasses	$660
93 - Bread and bakery product, except frozen, manufacturing	$135
97 - Roasted nuts and peanut butter manufacturing	$53
98 - Other snack food manufacturing	$116
Grand Total	**$10,530,653**

Impacts to Low-Income Residents

As mentioned above, the Surrounding Area includes some economic challenges, with high concentrations of low-income residents and unemployed people.

The project will assist in combating these issues by providing employment opportunities in professions with various skills, education and qualification requirements that can both increase incomes and area employment. Approximately 71.8% of jobs caused by project operations and 58% of jobs caused by construction require high school degrees or less than a high school degree. Further, approximately 10.2% of jobs caused by operations and 23.5% of jobs caused by construction require an associates degree or post-secondary (post-high school) certificate.

Description	Operations Employment Opportunities	% of Total Opportunities	Construction Employment Opportunities	% of Total Opportunities2
Associate's Degree (or other 2-year degree)	3	*4.1%*	12	*5.5%*
Bachelor's Degree	7	*8.8%*	22	*10.1%*
Doctoral Degree	0	*0.0%*	1	*0.2%*
First Professional Degree - awarded for completion of a program that: requires at least 2 years of college work before entrance into the program, includes a total of at least 6 academic years of work to complete, and provides all remaining academic r	0	*0.2%*	0	*0.2%*
High School Diploma - or the equivalent (for example, GED)	40	*47.0%*	90	*40.9%*
Less than a High School Diploma	21	*24.8%*	37	*16.7%*
Master's Degree	1	*0.8%*	4	*1.7%*
Post-Baccalaureate Certificate - awarded for completion of an organized program of study; designed for people who have completed a Baccalaureate degree but do not meet the requirements of academic degrees carrying the title of Master.	0	*0.4%*	1	*0.6%*
Post-Doctoral Training	1	*0.9%*	0	*0.1%*
Post-Master's Certificate - awarded for completion of an organized program of study; designed for people who have completed a Master's degree but do not meet the requirements of academic degrees at the doctoral level.	0	*0.3%*	0	*0.2%*
Post-Secondary Certificate - awarded for training completed after high school (for example, in agriculture or natural resources, computer services, personal or culinary services, engineering technologies, healthcare, construction trades, mechanic and	5	*6.1%*	40	*18.0%*
Some College Courses	5	*6.5%*	13	*5.7%*

ECONOMIC IMPACT METHODOLOGY

Economic Impact Analysis (EIA) refers to any number of processes that trace how changes in spending, such as business closures, new industrial or infrastructural developments, natural disasters, and conventions, move through an economy. An impact study measures the cumulative effects of that spending on a defined geographic region. Portions of this analysis were completed using the IMPLAN EIA model. IMPLAN Data used for this study is based largely on spending interactions from calendar year 2019. Other data sources include:

1. U.S. Bureau of Labor Statistics (BLS) Covered Employment and Wages (CEW) program
2. U.S. Bureau of Labor Statistics Consumer Expenditure Survey (Urban Populations over 1 million)
3. U.S. Bureau of Economic Analysis (BEA) Regional Economic Information System (REA) program
4. U.S. Bureau of Economic Analysis Benchmark I/O Accounts of the U.S
5. JobsOhio Info USA-GIS Planning integration. September, 2021 & Applied Geographic Solutions
6. BEA Output estimates
7. BLS Consumer Expenditure Survey
8. U.S. Census Bureau County Business Patterns (CBP) program
9. U.S. Census Bureau Decennial Census and Population Surveys
10. U.S. Census Bureau Economic Censuses and Surveys
11. U.S. Department of Agriculture Census
12. PolicyMap Software Subscription
13. American Community Survey – 2019
14. U.S. Census Bureau
15. Valassis Lists

GLOSSARY – Key Terms

Employee and Employment Multipliers. An employee is a person who enters an agreement, which may be formal or informal, with an enterprise to work for the enterprise in return for remuneration in cash or in kind (full-time and part-time). Multipliers are used to estimate the total number of jobs (both full-time and part-time) throughout the economy that are needed, directly and indirectly, to deliver $1 million of final demand for a specific commodity.

Direct effects - the set of expenditures applied to the predictive model (i.e., I/O multipliers) for impact analysis. It is a series (or single) of production changes or expenditures made by producers/consumers as a result of an activity or policy. These initial changes are determined by an analyst to be a result of this activity or policy. Applying these initial changes to the multipliers in an IMPLAN model will then display how the region will respond, economically to these initial changes.

Indirect effects - the impact of local industries buying goods and services from other local industries. The cycle of spending works its way backward through the supply chain until all money leaks from the local economy, either through imports or by payments to value added. The impacts are calculated by applying Direct Effects to the Type I Multipliers.

Labor Income - all forms of employment income, including Employee Compensation (wages and benefits) and Proprietor Income.

Output - output represents the value of industry production. In IMPLAN these are annual production estimates for the year of the data set and are in producer prices. For manufacturers this would be sales plus/minus change in inventory. For service sectors production = sales. For Retail and wholesale trade, output = gross margin and not gross sales.

Value added - the difference between an industry's or an establishment's total output and the cost of its intermediate inputs. It equals gross output (sales or receipts and other operating income, plus inventory change) minus intermediate inputs (consumption of goods and services purchased from other industries or imported). Value added consists of compensation of employees, taxes on production and imports less subsidies (formerly indirect business taxes and nontax payments), and gross operating surplus (formerly other value added). (BEA) Gross value added is the value of output less the value of intermediate consumption; it is a measure of the contribution to GDP made by an individual producer, industry or sector; gross value added is the source from which the primary incomes of the SNA are generated and is therefore carried forward into the primary distribution of income account. (SNA)

Direct Taxes – direct taxes are primarily calculated based on project information provided by the Developer and rates prescribed by taxing units. For property taxes, hard construction costs are used as the estimated market value. For sales taxes, only Ohio taxable sales such as on-premises dining, hotel room stays, resident spending on household items, certain professional services and business operational supplies purchases are subject to sales tax. An exemption list and guidance materials from the Ohio Department of Taxation was used to determine taxable sales interactions.

Indirect Taxes - the "State/Local" tax table estimates taxes paid to all state and local units of government in the study area. In IMPLAN Online, the tables for county government, sub-county general government, sub-county special government, and state government together will sum the values reported in "State/Local" table. Given IMPLAN maps all indirect interactions, tax calculations within this category are made using IMPLAN.

- County - estimates revenue collected by county governments.
- Sub County General - estimates revenue collected by city, township, and village, etc., governments.
- Sub County Special - estimates revenue collected by units of government such as public school districts and fire districts.
- State - estimates revenue collected by state governments.

This methodology was used in estimating indirect and induced taxes only, as State and Local tax rates were tied to known direct spending in order to calculate estimated direct tax revenues.

Prepared by:

IceMiller Whiteboard

Chris Magill
Economic Development Director

Economic Impact Assessment of the Redevelopment of 909 - 925 Euclid Avenue

Prepared for HH Cleveland Huntington LP

October 2021



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Introduction

Silverlode Consulting was engaged by HH Cleveland Huntington LP ("HH Cleveland"), to estimate the economic impact and increase in tax collections associated with HH Cleveland's proposed redevelopment entitled the Centennial, located at 909 - 925 Euclid Avenue (the "Project") and the economic activity within a one-half mile (2,640 foot) radius of the Project ("Surrounding Area").

The analysis considers the economic and fiscal impacts of the construction of the Project and future redevelopment and development projects within the Surrounding Area, as well as the impacts generated by the operations of the Project and economic activity in the Surrounding Area during the one and five-year periods following completion of the Project, on the economy of Cleveland zip codes 44113, 44114, and 44115 (the "Analyzed Area"), a portion of which are located within one-half mile of the Project.

This analysis was prepared to support HH Cleveland's application to the Ohio Department of Development ("ODOD") for consideration for an award of Ohio Transformational Mixed-Use Development ("TMUD") tax credits.

HH Cleveland has informed Silverlode Consulting that it will be requesting the alternative method of computing the value of the tax credits. This report, and the analysis contained herein, is therefore also being submitted to support an alternative method tax credit calculation as described in Section 122.09(F) of the Ohio Revised Code (the "ORC") and Section 10(b) of the ODOD guidelines for the TMUD program. As set forth on page 9 of this report, having reviewed the provisions of ORC Section 122.09, and having modeled the tax impacts of the Project and the Analyzed Area, Silverlode Consulting can confirm that it is reasonably certain the increase in tax collections will exceed ten percent (10%) of the estimated development costs within one year after the Project is completed. As set forth in this report, TMUD eligible development costs ("Development Costs") are estimated to be $465.1 million, and the estimated increase in tax collections is expected reach $109.4 million within one year after the Project is completed, far exceeding the $46.5 million/10% threshold the first year following Project completion.

Over the construction period and the five-year completion period, the Project and economic activity in the Surrounding Area are expected to generate an increase in tax collections of $326.4 million, over 7 times the $46.5 million/10% threshold.

Project Overview

The Centennial, which was formerly known as the 925 Building, the Huntington Building, and the Union Trust Building, is prominently located at the corner of 9th Street and Euclid Avenue in the center of downtown Cleveland. A significant portion of Cleveland's central business district lies within a half-mile radius of the Centennial.

Built in 1924, the building encompasses approximately 1.4 million square feet (more than 30 acres) of floor space and was once the second largest building in the world. The Centennial's Corinthian columns, vaulted ceilings, skylights, and murals were designed by artist Jules Guerin, who created murals at the Lincoln Memorial in Washington, D.C. Due to its prominent location, size, history, and ornate interior and exterior, its significance to the City of Cleveland and surrounding region is tremendous.

The building has been vacant for many years, during which time there have been several unsuccessful attempts to redevelop the building by prior owners. Today, HH Cleveland proposes to redevelop the Centennial as a mix of affordable housing, event, restaurant, museum, retail, and a luxury boutique hotel.

Following redevelopment, the Centennial will include 864 affordable apartments, a historically-oriented museum in the ornate former bank lobby on the first floor, event and meeting spaces on several floors, retail and restaurant spaces on the lower level and first floor, and 61 boutique hotel suites and amenities on the 2nd and 3rd floors.

The estimated development costs of the Project are $465.1 million and HH Cleveland is applying for $40 million of TMUD tax credits to enable the redevelopment of the building.

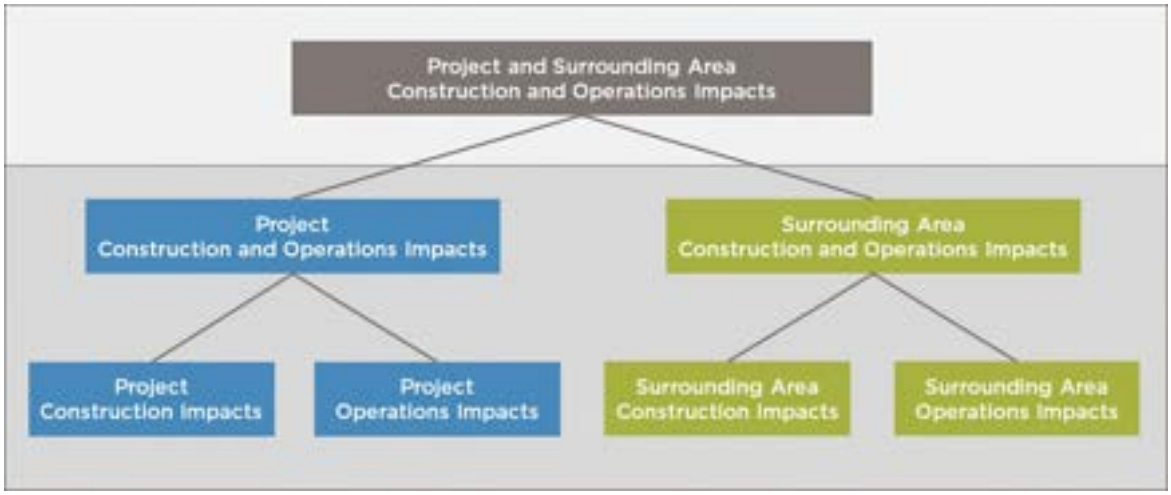
The project is shovel-ready and with an award of the requested TMUD tax credits, construction is expected to commence in early 2022 and be completed in 2025, approximately 39 months after commencement.

Areas of Analysis

The Project would catalyze additional development and redevelopment in the Surrounding Area. As such, this study models the economic activity of both the Project itself and the real estate developments of scale in the Surrounding Area.

IMPLAN, one of the most well-respected and widely used methodologies for assessing economic impacts, was used to complete this analysis. Because IMPLAN does not allow for an economic impact analysis of a radius area, the impact of the Project and increased economic activity in the Surrounding Area were modeled for the Analyzed Area, which includes zip codes 44113, 44114, and 44115. The Analyzed Area represents the closest proxy for the Surrounding Area that IMPLAN allows.

The analysis considers the one-time economic and fiscal impacts generated during the redevelopment of the Project and redevelopment and development projects within the Surrounding Area, as well as the operating impacts generated by the Project and within the Surrounding Area during the one-year and five-year periods following completion. The image below illustrates the economic activities that are included in this analysis. While this report includes the aggregated impacts at the highest level, the details of the other impact analyses have not been submitted with this application.



To determine the increase in tax collections, only taxes collected under sections 718, 5705, 5739, 5741, and 5747 of the Ohio Revised Code were considered, as required by the TMUD program. Property tax estimates included in this analysis include tax increment financing service payments but do not include abated real estate taxes. The computation of the increase in tax collections does not include baseline taxes.

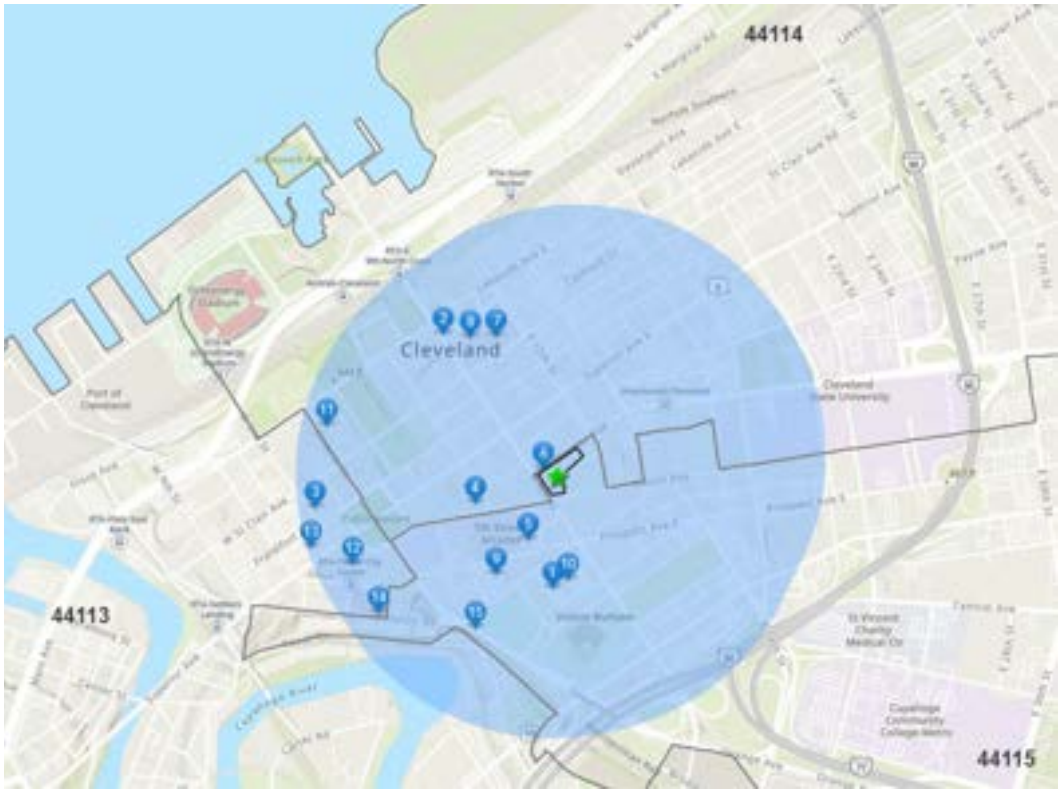
Economic Activity in the Surrounding Area

The Project is expected to spur additional redevelopment and development activity in the Surrounding Area. This analysis considers significant redevelopment and development projects within the Surrounding Area which are poised for development during the construction of the Project or the five years following completion of the Project. Development or redevelopment projects that are imminent or committed to at the time of this report were excluded from this analysis. The analysis includes any parcels which are wholly or partially within one half mile of the boundaries of the Project site.

HH Cleveland gathered data and provided proposed assumptions that Silverlode reviewed and incorporated to model the impacts of the construction and operations activity associated with these redevelopment and development projects in the Surrounding Area. These assumptions included the estimated cost of construction or renovation, types of uses, number of square feet for each use, number of hotel rooms and residential units, and other parameters.

As the development timeframes for this redevelopment and development activity in the Surrounding Area is uncertain, it was assumed that construction of these redevelopment or development projects would begin one year after the start of Project construction and occur evenly during the years that would follow.

The below map and accompanying table identify redevelopment or development activity in the Surrounding Area that was included in this analysis. The projected redevelopment or development activity in the Surrounding Area represents an estimated $1.22 billion of private and public sector investments, four million square feet of total new and/or renovated space, nearly 1,400 apartment units, and 900 hotel rooms.



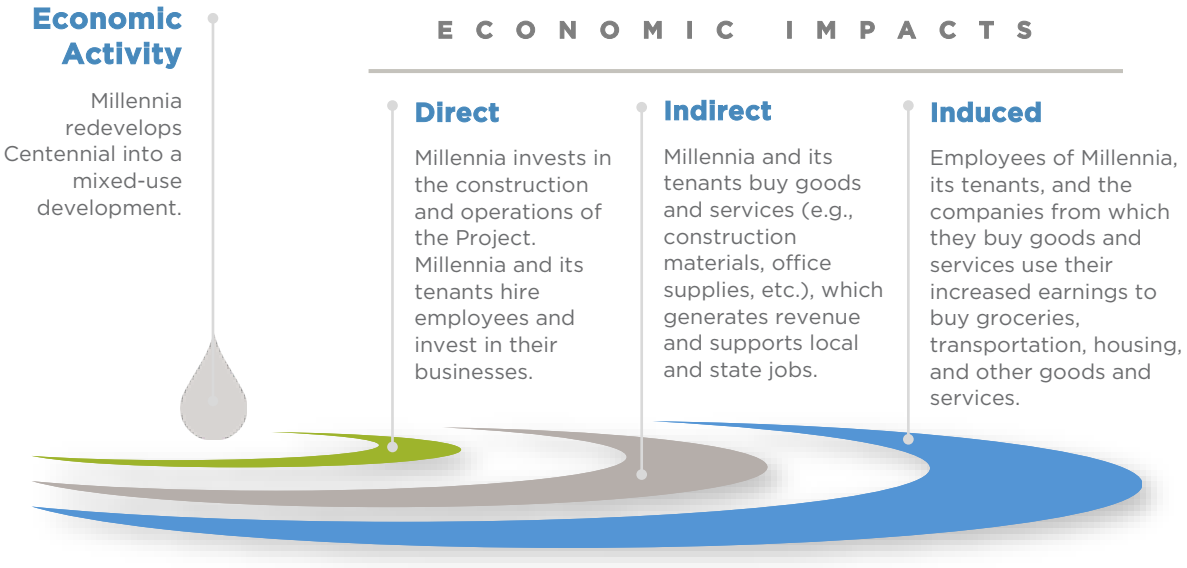
Map Number	Project Name	Address	Anticipated Use
1	Hilton Curio	750 Huron Rd.	Hotel
2	45 Erieview Plaza	45 Erieview Plaza	Mixed Use
3	55 Public Square	55 Public Square	Mixed Use
4	Baker Building	1900 E 6th St.	Hotel
5	City Club Apartments	720 Euclid Ave.	Residential
6	Huntington Garage	999 Chester Ave	Parking
7	Tower at Erieview	1301 E 9th St.	Mixed Use
8	55-65-75 Erieview (The Fives)	55, 65, 75, Erieview Plaza	Office
9	NuCleus	E 4th, Prospect, Huron	Mixed Use
10	Caxton Bldg and surrounding lots	812 Huron Rd.	Mixed Use
11	Hilton Cleveland Downtown	100 Lakeside Ave.	Hotel
12	Renaissance Hotel	24 Public Square	Hotel
13	Proposed Sherwin Williams HQ	550 Superior	Office
14	Landmark Building	101 W Prospect	Office and Residential
15	Rocket Mortgage offices	230 W Huron	Office

Data and Analysis

IMPLAN, one of the most widely used and accepted methodologies for estimating regional economic impacts, was used to complete the analyses. 2019 IMPLAN data, the most current data available at the time, was used for this study. HH Cleveland provided the capital investment and other operational data necessary to prepare this analysis. Economic and fiscal impacts can be divided into three component parts, which are referred to as Direct, Indirect, and Induced, and are described below.

- Direct — Activity attributable to the construction and operations of the Project and Surrounding Area (employees, associated payroll, construction investments, etc.)
- Indirect — The economic activity of the of the entities that provide goods and services to HH Cleveland, HH Cleveland's tenants, and the Surrounding Area.
- Induced — Economic activity arising from employee (both Direct and Indirect) household spending.

Another way of looking at economic impacts is to think of an economic activity as creating "ripples" of economic activity throughout the region being analyzed. The graphic below depicts this ripple activity.



Additional information about data sources, methodology, and terms used in this study appears in the *Study Methodology* section near the end of the report.

Economic Impacts and Increase in Tax Collections

Construction Period + Operations Year 1

This analysis estimates the impact of the construction and operations of the Project and the Surrounding Area on the Analyzed Area during the Project's construction and first year of operations. During this timeframe, the Project and the economic activity in the Surrounding Area are estimated to support $3.51 billion of economic activity in the Analyzed Area. The Project and economic activity in the surrounding area are also estimated to support 23,129 total jobs, $1.65 billion of annual labor income, including benefits, and result in the generation of an estimated $109.4 million of increased state and local taxes during this time period.

Analyzed Area Impacts
Project and Surrounding Area: Construction + Operations Year 1



$3.51 billion
economic output



23,129
jobs



$1.65 billion
labor income



$109.4 million
Increased state and local taxes

	Construction Period	Operations Year 1	Total (Construction + Operations Year 1)
Economic Impacts			
Economic Output	$ 2,102,970,000	$ 1,404,277,000	**$ 3,507,247,000**
Jobs	15,578	7,551	**23,129**
Labor Income	$ 1,055,720,000	$ 595,731,000	**$ 1,651,451,000**
Households Supported	10,474	5,077	**15,551**
Increased State & Local Taxes			
Property Tax	$ 10,751,000	$ 8,134,000	**$ 18,885,000**
Municipal Personal Income Tax	$ 22,366,000	$ 12,621,000	**$ 34,987,000**
State Personal Income Tax	$ 22,366,000	$ 12,621,000	**$ 34,987,000**
Sales & Use Tax	$ 9,615,000	$ 8,248,000	**$ 17,863,000**
Lodging Tax	$ 809,000	$ 1,101,000	**$ 1,910,000**
Other State & Local Taxes	$ 398,000	$ 342,000	**$ 740,000**
Total Increased State & Local Taxes	**$ 66,305,000**	**$ 43,067,000**	**$ 109,372,000**

Construction Period + Operations Years 1-5

This analysis estimates the impact of the construction and operations of the Project and the Surrounding Area on the Analyzed Area during the construction period and first five years of operations.

The increased economic activity of the Project and the Surrounding Area is estimated to support $10.90 billion of economic activity in the Analyzed Area during the construction period and first five years of operations. The increased economic activity of the Project and the Surrounding Area is also estimated to support 57,163 total jobs, $4.56 billion of annual labor income, including benefits, and result in the generation of an estimated $326.4 million of increased state and local taxes during this time period.

The notable increase in economic activity and tax generation during this timeframe reflects the completion of construction of the Project, its full operational impact, approximately $1.22 billion of Surrounding Area construction, and nearly the full operational impact of these Surrounding Area projects.

Analyzed Area Impacts
Project and Surrounding Area: Construction + Operations Years 1-5



$10.90 billion
economic output



57,163
jobs



$4.56 billion
labor income



$326.4 million
Increased state and local taxes

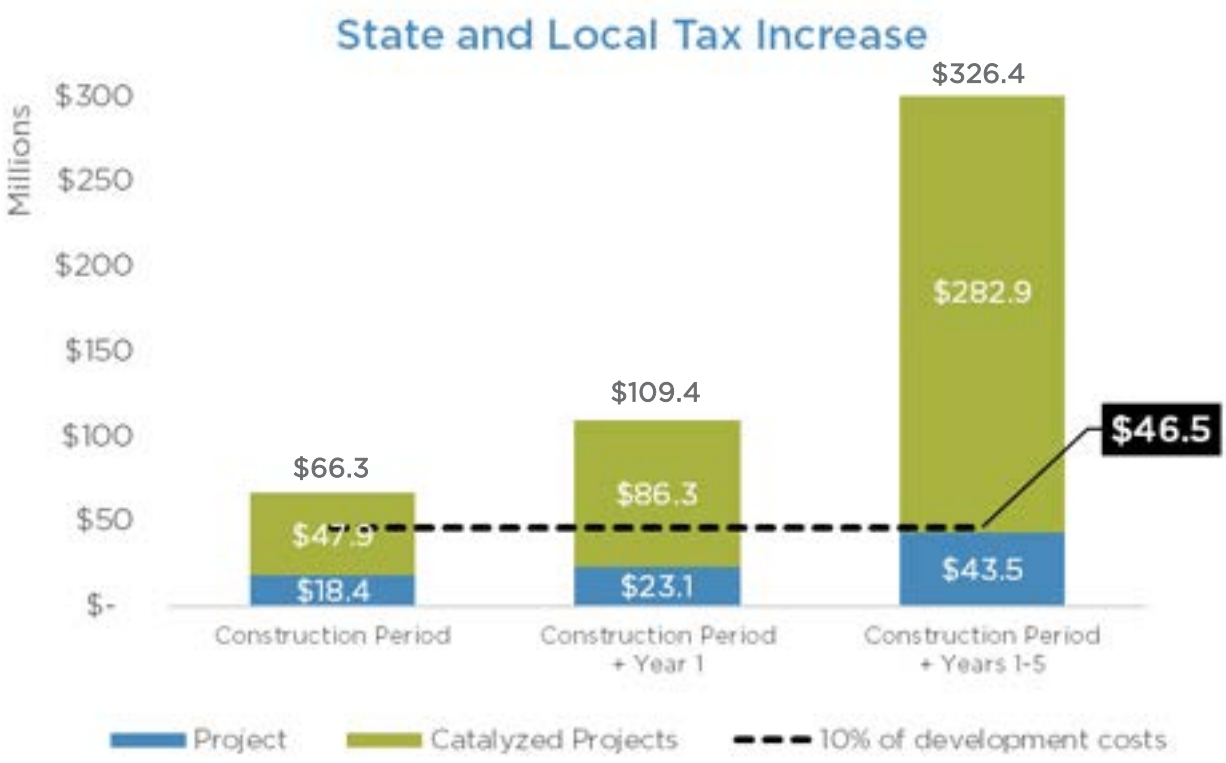
	Construction Period	Operations Years 1-5	Total (Construction + Operations Years 1-5)
Economic Impacts			
Economic Output	$ 2,102,970,000	$8,800,944,000	**$ 10,903,914,000**
Jobs	15,578	41,585	**57,163**
Labor Income	$ 1,055,720,000	$ 3,499,469,000	**$ 4,555,189,000**
Households Supported	10,474	27,959	**38,433**
Increased State & Local Taxes			
Property Tax	$ 10,751,000	$ 53,475,000	**$ 64,226,000**
Municipal Personal Income Tax	$ 22,366,000	$ 74,140,000	**$ 96,506,000**
State Personal Income Tax	$ 22,366,000	$ 74,140,000	**$ 96,506,000**
Sales & Use Tax	$ 9,615,000	$ 49,248,000	**$ 58,863,000**
Lodging Tax	$ 809,000	$ 6,739,000	**$ 7,548,000**
Other State & Local Taxes	$ 398,000	$ 2,363,000	**$ 2,761,000**
Total Increased State & Local Taxes	**$ 66,305,000**	**$ 260,105,000**	$ 326,410,000

TMUD Qualification

Qualification for TMUD tax credits requires applicants to demonstrate that state and local taxes derived from economic activity associated with a TMUD project within the development site and Surrounding Area during the construction period and the five years that follow ("Increase in Tax Collections") exceed ten percent of the TMUD project's development costs.

Applicants are eligible to have the value of TMUD tax credit certificates computed prior to completion of the Project under an "alternate method" if it is reasonably certain that the Increase in Tax Collections would exceed 10% of estimated development costs within one year after the project is completed.

As illustrated in the graph below, it is estimated that the Increase in Tax Collections would reach $109.4 million within one year after the Project has been completed, which far exceeds ten percent of the estimated development costs, or $46.5 million. Therefore, it is reasonably certain that the Increase in Tax Collections would exceed 10% of estimated development costs within one year of the Project's completion.



Study Methodology

About IMPLAN

Portions of this analysis were completed using the IMPLAN (IMpact Analysis for PLANning) economic impact modeling system. IMPLAN is an input-output model that was originally developed by the U.S. Forest Service in the 1970s and is one of the most respected and widely used approaches to regional economic impact analysis. IMPLAN is used by more than 1,000 universities, government agencies, and consultants to estimate the economic and fiscal impacts of investments and/or changes in one or more industries. Data underlying the IMPLAN model is partially derived from industry surveys conducted periodically by the U.S. Bureau of Economic Analysis (BEA), as well as other sources.

Terminology

A Direct effect describes an initial, or first-round change in the economy and is the starting point for economic impact analysis. Changes in an economy create "ripples" of economic activity throughout the region being analyzed. These ripples are described as Indirect and Induced effects. A positive Direct effect causes increased purchases within the economy being modeled, as well as "leakage" of economic activity out of the economy being studied in the form of imports into the economy from other areas outside the economy. Generally speaking, Direct describes activity attributable to the economic activity being modeled. In this report, Direct jobs comprise full, part-time, and temporary employees and jobs supported by the Project and future redevelopment and development projects within the Surrounding Area.

Indirect effects represent changes in the industries that provide goods and services to the economic activity being modeled (e.g., suppliers, service providers, etc.). Indirect effects occur in a repeating cycle but diminish in each round as economic activity "leaks" from the region being modeled. Indirect effects cease when the last dollar of economic activity leaks from the economy being studied. Indirect effects are estimated using IMPLAN.

Induced effects represent the impact of changes in household spending resulting from the Direct and Indirect effects. Like Indirect effects, Induced effects occur in repeating cycles, but diminish in each round as economic activity "leaks" from the region being modeled. Induced effects cease when the last dollar of economic activity leaks from the economy being studied. Induced effects are estimated using IMPLAN. For ease of presentation, in this report, Induced effects are combined with Indirect effects and referred to simply as Indirect.

Total Impact refers to the final cumulative result of all rounds of Direct, Indirect, and Induced economic activity.

Report Definitions

	Direct	Indirect and Induced
Economic Output	The total value of goods and services produced by the activity being modeled. Output is roughly equivalent to sales or revenue associated with the Direct activity.	IMPLAN estimate of the total value of goods and services produced by Indirect and Induced economic activity. Output is roughly equivalent to sales or revenue associated with this activity.
Jobs	Jobs directly engaged in the activity being analyzed.	IMPLAN estimate of the number of jobs supported by the purchase of goods and services by the activity being modeled (Indirect) as well as by changes in household spending (Induced).
Labor Income	Wages and benefits associated with Direct jobs.	IMPLAN estimate of the wages, benefits, and proprietor income associated with the Indirect and Induced economic activity.
Households Supported	IMPLAN estimate of the number of households supported by the economic activity being analyzed.	IMPLAN estimate of the number of households supported by Indirect and induced economic activity.
State and Local Taxes	Estimate of all TMUD-eligible taxes paid to state and local units of government as a direct result of the economic activity being analyzed.	Estimate of all TMUD-eligible taxes paid to state and local units of government due to Indirect and Induced economic activity.

About Silverlode Consulting

Silverlode Consulting was founded in 2002 by two leaders of EY's and PwC's consulting practices. As a national leader in the field of economic impact analysis, we have helped hundreds of organizations, ranging from non-profit arts groups to multi-national corporations, to measure their impacts on their communities and communicate those impacts to their stakeholders. By meticulously estimating and effectively communicating the direct, indirect, and induced jobs, earnings, taxes and other impacts of projects, the presence of an organization, or an investment in a community, our work has helped clients to gain approvals, secure funding, and positively shift public opinion. More information about our firm and our work in economic impact analysis can be found on our website www.silverlodeconsulting.com.

Appendix A: Application Tables

The table below reflects construction jobs and average hourly wages for the Project only. Non-construction Project costs such as soft cost are excluded, as are indirect and induced effects. Construction projections are derived from input-output modeling using IMPLAN.

Project Construction Jobs & Wages			
Project Construction Year	FTEs		Average Hourly Wage
Year 1	1,000	$	26.94
Year 2	1,000	$	26.94
Year 3	1,000	$	26.94
Year 4	250	$	26.94
Total Construction	3,249	$	26.94

The table below reflects operations jobs and average hourly wages for the Project and Surrounding Area. Indirect and induced effects are not included. Operations projections are derived from input-output modeling using IMPLAN. Data necessary to perform IMPLAN modeling was gathered from HH Cleveland and publicly available sources. Reasonable estimates were made when necessary.

Operations Jobs for Project and Surrounding Area			
Project Operating Year	Total Project and Surrounding Area Direct Operating FTEs		Total Project and Surrounding Area Direct Operating Jobs Average Hourly Wage
Year 1	113	$	21.14
Year 2	132	$	21.56
Year 3	146	$	21.99
Year 4	154	$	22.43
Year 5	154	$	22.88

The table below reflects tenant jobs and average hourly wages for the Project and Surrounding Area. Indirect and induced effects are not included. Tenant FTE and wage projections are derived from input-output modeling using IMPLAN. Data necessary to perform the IMPLAN modeling was gathered from HH Cleveland and publicly available sources. Reasonable estimates were made when necessary.

Tenant Jobs for Project and Surrounding Area		
Project Operating Year	Total Project and Surrounding Area Direct Operating FTEs	Total Project and Surrounding Area Direct Operating Average Hourly Wage
Year 1	4,002	$ 40.81
Year 2	5,151	$ 41.50
Year 3	5,988	$ 41.75
Year 4	6,444	$ 41.87
Year 5	6,444	$ 41.90

The table below reflects direct retail, entertainment, and dining sales for the Project and Surrounding Area. Indirect and induced effects are not included.

Annual Sales from Retail, Entertainment, and Dining Operations for Project and Surrounding Area				
Project Operating Year	Projected Annual Retail Sales	Projected Annual Entertainment Sales	Projected Annual Dining Sales	Projected Total
Year 1	$ 39,100,169	$ 11,584,272	$ 29,482,380	$ 80,166,821
Year 2	$ 49,629,297	$ 13,548,823	$ 33,149,813	$ 96,327,933
Year 3	$ 57,108,942	$ 14,807,927	$ 35,195,938	$ 107,112,807
Year 4	$ 61,188,749	$ 15,494,711	$ 36,312,007	$ 112,995,466
Year 5	$ 61,188,749	$ 15,494,711	$ 36,312,007	$ 112,995,466

The table below reflects direct, indirect, and induced tax generation for the Project and Surrounding Area.

Annual Taxes from Sales, Income, Lodging and Property Taxes for Project and Surrounding Area					
Project Operating Year	Projected Annual Sales Tax	Projected Annual Income Tax	Projected Annual Lodging Tax	Projected Annual Property Tax	Projected Total
Year 1	$ 8,248,028	$ 25,242,866	$ 1,100,506	$ 8,133,334	$ 42,724,733
Year 2	$ 9,490,224	$ 29,282,539	$ 1,269,076	$ 10,030,239	$ 50,072,077
Year 3	$ 10,304,996	$ 31,387,119	$ 1,400,732	$ 11,379,473	$ 54,472,320
Year 4	$ 10,574,613	$ 31,176,952	$ 1,478,018	$ 11,955,031	$ 55,184,615
Year 5	$ 10,630,679	$ 31,193,123	$ 1,490,060	$ 11,976,919	$ 55,290,780

Appendix B: Attachment to Accompany Application Tables

Much of this analysis was completed using the IMPLAN (IMpact Analysis for PLANning) economic impact modeling system. IMPLAN is an input-output model that was originally developed by the U.S. Forest Service in the 1970's and is one of the most respected and widely used approaches to regional economic impact analysis. IMPLAN is used by more than 1,000 universities, government agencies, and consultants to estimate the economic and fiscal impacts of investments and/or changes in one or more industries.

Data underlying the IMPLAN model is updated annually using thousands of data points from over 90 sources. The main sources for this data include:

- U.S. Bureau of Labor Statistics (BLS) Quarterly Census of Employment and Wages (QCEW)
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- U.S. Census Bureau County Business Patterns (CBP)
- U.S. Bureau of Economic Analysis National Income and Product Accounts (NIPA)

Economic Impact Assessment of the Development of Uptown Mentor

October 2021



SILVERLODE
CONSULTING
A GBX Group Company

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Introduction

Silverlode Consulting ("Silverlode") was engaged by Uptown Mentor LLC to estimate the economic impact and increase in state and local tax collections associated with Uptown Mentor LLC's proposed development of Uptown Mentor, located on Mentor Avenue in the heart of Mentor, Ohio (the "Project") and the economic activity located within a two-mile (10,560 foot) radius of the Project ("Surrounding Area").

The analysis considers the economic and fiscal impacts of the construction of the Project and future redevelopment and development projects within the Surrounding Area, as well as the impacts generated by the operations of the Project and economic activity in the Surrounding Area during the one and five-year periods following completion of the Project. The analysis measures these impacts on the region comprised of Mentor zip code 44060 (the "Analyzed Area"), a significant portion of which is within two miles of the Project. This analysis was prepared to support Uptown Mentor LLC's application to the Ohio Department of Development ("ODOD") for consideration for an award of Ohio Transformational Mixed-Use Development ("TMUD") tax credits.

Uptown Mentor LLC has informed Silverlode that it will be requesting the alternative method of computing the value of the tax credits. This report, and the analysis contained herein, is therefore also being submitted to support an alternative method tax credit calculation as described in Section 122.09(F) of the Ohio Revised Code (the "ORC") and Section 10(b) of the ODOD guidelines for the TMUD program. As set forth on page eight of this report, having reviewed the provisions of ORC Section 122.09, and having modeled the tax impacts of the Project and the Analyzed Area, Silverlode can confirm that it is reasonably certain the increase in tax collections will exceed ten percent (10%) of the estimated development costs within one year after the Project is completed. As set forth in this report, TMUD eligible development costs ("Development Costs") are estimated to be $11.6 million, and the estimated increase in tax collections is expected reach $3.1 million within one year after the Project is completed, far exceeding the $1.2 million/10% threshold the first year following Project completion.

Over the construction period and the five-year completion period, the Project and economic activity in the Surrounding Area are expected to generate an increase in tax collections of $53.5 million, which is approximately 45 times the $1.2 million/10% threshold.

Project Overview

Uptown Mentor is a new, transformational mixed-use development which will rejuvenate a historic stretch of Mentor Avenue to create a vibrant, walkable downtown district in the heart of the City of Mentor. The four-story, 43,414 square foot new building will include restaurant, retail, office, and recreation space as well as rooftop terraces on the second and fourth floors. The ground floor will include 11,000 square feet of prominent restaurant and retail space and an outdoor patio overlooking Mentor Avenue. There will be more than 26,000 square feet of new office space. The Project will incorporate 232 new and existing parking spaces to provide ample parking for the mixed-uses that make up the development.

The estimated development costs of the Project are $11.6 million and Uptown Mentor LLC is applying for $1.2 million of TMUD tax credits to enable the development to proceed.

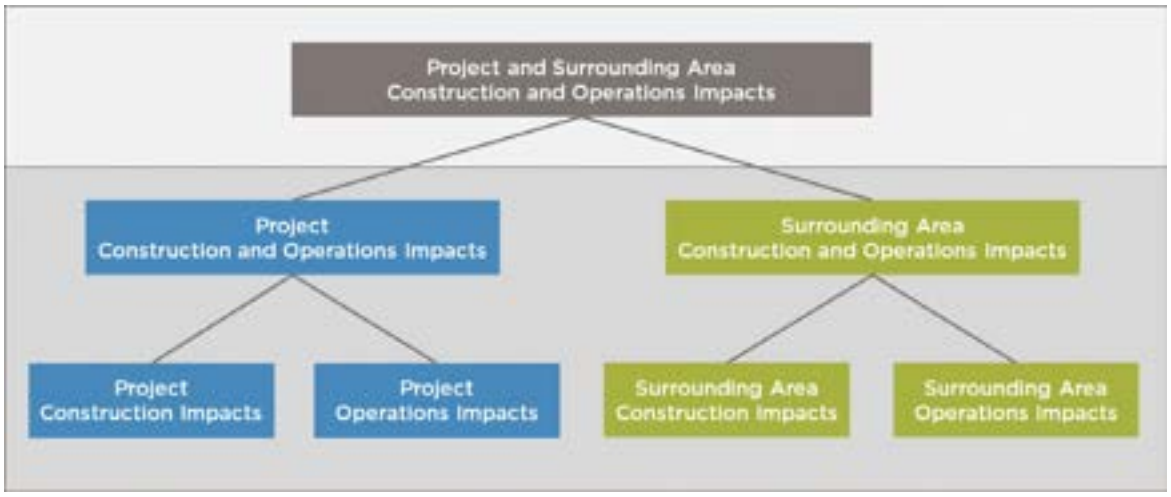
With an award of the requested TMUD tax credits, construction is expected to commence in 2022 and construction of the core and shell should be completed by late 2022, approximately 10 months after commencement, with tenant buildouts to follow and be completed in early 2023.

Areas of Analysis

The Project would catalyze additional development and redevelopment in the Surrounding Area. As such, this study models the economic activity of both the Project itself and the real estate developments of scale in the Surrounding Area.

IMPLAN, one of the most well-respected and widely used methodologies for assessing economic impacts, was used to complete this input-output economic model and analysis. In accordance with the definition of the Surrounding Area in ODOD's Guidelines, the impact of the Project and increased economic activity in the Surrounding Area were modeled for the Analyzed Area, which encompasses zip code 44060.

The analysis considers the one-time economic and fiscal impacts generated during the construction of the Project and redevelopment and development projects within the Surrounding Area, as well as the operating impacts generated by the Project and within the Surrounding Area during the one-year and five-year periods following completion. The image below illustrates the economic activities that are included in these analyses.



To determine the increase in state and local tax collections, only taxes collected under chapters 718, 5705, 5739, 5741, and 5747 of the Ohio Revised Code were considered, as required by the TMUD program. Property tax estimates included in this analysis do not include abated real estate taxes. The computation of the increase in tax collections does not include baseline taxes being collected prior to construction.

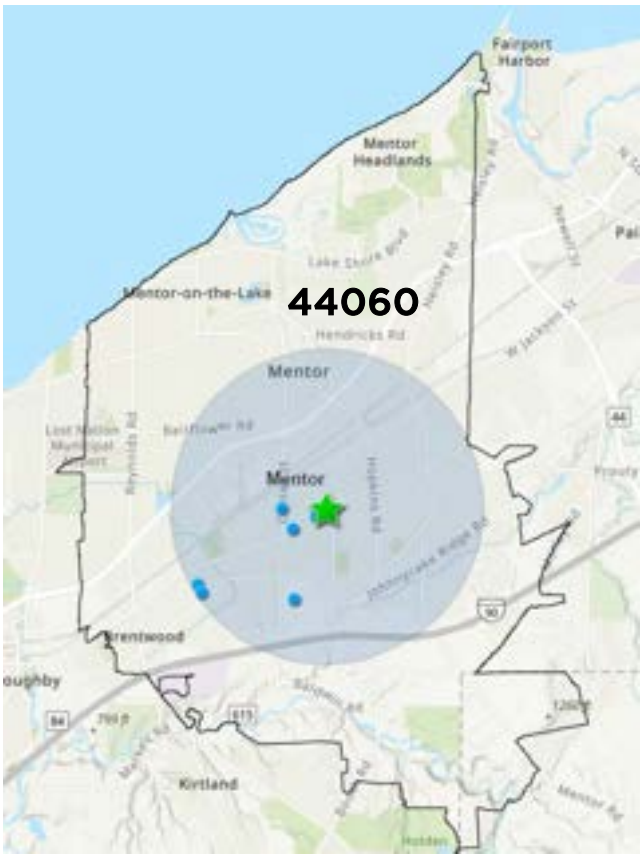
Economic Activity in the Surrounding Area

The Project is expected to spur additional redevelopment and development activity in the Surrounding Area. This analysis considers significant redevelopment and development projects within the Surrounding Area which are poised for development during the construction of the Project or the five years following completion of the Project. Development or redevelopment projects that are imminent or committed to at the time of this report were excluded from this analysis. The analysis includes any parcels which are wholly or partially within two miles of the boundaries of the Project site.

Uptown Mentor LLC gathered data and provided proposed assumptions that Silverlode reviewed and incorporated to model the impacts of the construction and operations activity associated with these redevelopment and development projects in the Surrounding Area. These assumptions included the estimated cost of construction or renovation, types of uses, number of square feet for each use, number of hotel rooms and residential units, and other parameters.

As the timeframes for this redevelopment and development activity in the Surrounding Area is uncertain, it was assumed that construction of these redevelopment or development projects would begin one year after the start of Project construction and occur evenly during the years that would follow.

The map to the right identifies redevelopment or development activity in the Surrounding Area that was included in this analysis. The projected redevelopment or development activity in the Surrounding Area represents an estimated $272 million of private and public sector investments, more than 1.3 million square feet of new and/or renovated space, including over 1,000 apartments and nearly 200 hotel rooms.



Data and Analysis

IMPLAN, one of the most widely used and accepted methodologies for estimating regional economic impacts, was used to complete the analyses. 2019 IMPLAN data, the most current data available at the time, was used for this study. Uptown Mentor LLC provided the capital investment and other operational data necessary to prepare this analysis. Economic and fiscal impacts can be divided into three component parts, which are referred to as Direct, Indirect, and Induced, and are described below.

- Direct — Activity attributable to the construction and operations of the Project and Surrounding Area (employees, associated payroll, construction investments, etc.)
- Indirect — The economic activity of the entities that provide goods and services to Uptown Mentor LLC and its tenants, and the Surrounding Area.
- Induced — Economic activity arising from employee (both Direct and Indirect) household spending.

Another way of looking at economic impacts is to think of an economic activity as creating "ripples" of economic activity throughout the region being analyzed. The graphic below depicts this ripple activity.



Additional information about data sources, methodology, and terms used in this study appears in the *Study Methodology* section near the end of the report.

Economic Impacts and Increase in Tax Collections

Construction Period + Operations Year 1

This analysis estimates the impact of the construction and operations of the Project and the Surrounding Area on the Analyzed Area during the Project's construction and first year of operations. During this timeframe, the Project and the economic activity in the Surrounding Area are estimated to support $92.5 million of economic activity in the Analyzed Area. The Project and the economic activity in the Surrounding Area are also estimated to support 908 total jobs, $49.2 million of annual labor income, including benefits, and result in increased state and local tax collections of an estimated $3.1 million during this time period.

Analyzed Area Impacts
Project and Surrounding Area: Construction + Operations Year 1



$92.5 million
economic output



908
jobs



$49.2 million
labor income



$3.1 million
Increased state and local taxes

	Construction Period	Operations Year 1	Total (Construction + Operations Year 1)
Economic Impacts			
Economic Output	$ 11,248,000	$ 81,278,000	$ 92,526,000
Jobs	102	806	908
Labor Income	$ 5,436,000	$ 43,777,000	$ 49,213,000
Households Supported	69	542	611
Increased State & Local Taxes			
Property Tax	$ 66,000	$ 381,000	$ 447,000
Municipal Personal Income Tax	$ 92,000	$ 742,000	$ 834,000
State Personal Income Tax	$ 115,000	$ 927,000	$ 1,042,000
Sales & Use Tax	$ 66,000	$ 650,000	$ 716,000
Lodging Tax	$ -	$ -	$ -
Other State & Local Taxes	$ 32,000	$ 9,000	$ 41,000
Total Increased State & Local Taxes	$ 371,000	$ 2,709,000	$ 3,080,000

Construction Period + Operations Years 1-5

This analysis estimates the impact of the construction and operations of the Project and the Surrounding Area on the Analyzed Area during the construction period and first five years of operations.

The increased economic activity of the Project and the Surrounding Area is estimated to support $860.9 million of economic activity in the Analyzed Area during the construction period and first five years of operations. The increased economic activity of the Project and the Surrounding Area is also estimated to support 8,635 total jobs, $369.7 million of annual labor income, including benefits, and result in increased state and local tax collections of an estimated $53.5 million during this time period.

Analyzed Area Impacts
Project and Surrounding Area: Construction + Operations Years 1-5



$860.9 million
economic output



8,635
jobs



$369.7 million
labor income



$53.5 million
Increased state and local taxes

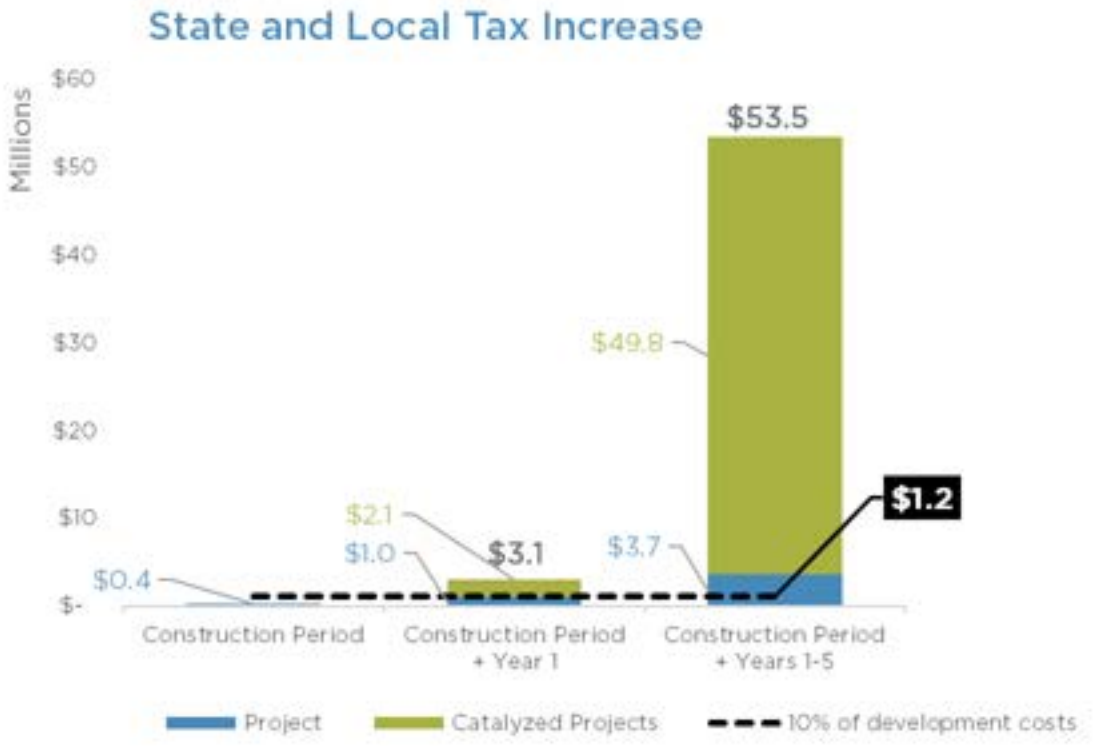
	Construction Period	Operations Years 1-5	Total (Construction + Operations Years 1-5)
Economic Impacts			
Economic Output	$ 11,248,000	$ 849,651,000	$ 860,899,000
Jobs	102	8,533	8,635
Labor Income	$ 5,436,000	$ 364,300,000	$ 369,736,000
Households Supported	69	5,737	5,806
Increased State & Local Taxes			
Property Tax	$ 66,000	$ 14,645,000	$ 14,711,000
Municipal Personal Income Tax	$ 92,000	$ 6,175,000	$ 6,267,000
State Personal Income Tax	$ 115,000	$ 7,718,000	$ 7,833,000
Sales & Use Tax	$ 66,000	$ 23,451,000	$ 23,517,000
Lodging Tax	$ -	$ 994,000	$ 994,000
Other State & Local Taxes	$ 32,000	$ 125,000	$ 157,000
Total Increased State & Local Taxes	$ 371,000	$ 53,108,000	$ 53,479,000

TMUD Qualification

Qualification for TMUD tax credits requires applicants to demonstrate that state and local taxes derived from economic activity associated with a TMUD project within the development site and Surrounding Area during the construction period and the five years that follow ("Increase in Tax Collections") exceed ten percent of the TMUD project's development costs.

Further, applicants are eligible to have the value of TMUD tax credit certificates computed prior to the completion of the project under an "alternate method" if it is reasonably certain that the Increase in Tax Collections would exceed 10% of estimated development costs within one year after the project is completed.

As illustrated in the graph below, it is estimated that the Increase in Tax Collections would reach $3.1 million within one year after the Project has been completed, which would exceed 10% of the estimated development costs, or $1.2 million, within one year of the Project's completion. Therefore, it is reasonably certain that the Increase in Tax Collections would exceed 10% of estimated development costs within one year of the Project's completion.



Study Methodology

Terminology

A Direct effect describes an initial, or first-round change in the economy and is the starting point for economic impact analysis. Changes in an economy create "ripples" of economic activity throughout the region being analyzed. These ripples are described as Indirect and Induced effects. A positive Direct effect causes increased purchases within the economy being modeled, as well as "leakage" of economic activity out of the economy being studied in the form of imports into the economy from other areas outside the economy. Generally speaking, Direct describes activity attributable to the economic activity being modeled. In this report, Direct jobs comprise full, part-time, and temporary employees and jobs supported by the Project and future redevelopment and development projects within the Surrounding Area.

Indirect effects represent changes in the industries that provide goods and services to the economic activity being modeled (e.g., suppliers, service providers, etc.). Indirect effects occur in a repeating cycle but diminish in each round as economic activity "leaks" from the region being modeled. Indirect effects cease when the last dollar of economic activity leaks from the economy being studied. Indirect effects are estimated using IMPLAN.

Induced effects represent the impact of changes in household spending resulting from the Direct and Indirect effects. Like Indirect effects, Induced effects occur in repeating cycles, but diminish in each round as economic activity "leaks" from the region being modeled. Induced effects cease when the last dollar of economic activity leaks from the economy being studied. Induced effects are estimated using IMPLAN. For ease of presentation, in this report, Induced effects are combined with Indirect effects and referred to simply as Indirect.

Total Impact refers to the final cumulative result of all rounds of Direct, Indirect, and Induced economic activity.

Report Definitions

	Direct	Indirect and Induced
Economic Output	The total value of goods and services produced by the activity being modeled. Output is roughly equivalent to sales or revenue associated with the Direct activity.	IMPLAN estimate of the total value of goods and services produced by Indirect and Induced economic activity. Output is roughly equivalent to sales or revenue associated with this activity.
Jobs	Jobs directly engaged in the activity being analyzed.	IMPLAN estimate of the number of jobs supported by the purchase of goods and services by the activity being modeled (Indirect) as well as by changes in household spending (Induced).
Labor Income	Wages and benefits associated with Direct jobs.	IMPLAN estimate of the wages, benefits, and proprietor income associated with the Indirect and Induced economic activity.
Households Supported	IMPLAN estimate of the number of households supported by the economic activity being analyzed.	IMPLAN estimate of the number of households supported by Indirect and induced economic activity.
State and Local Taxes	Estimate of all TMUD-eligible taxes paid to state and local units of government as a direct result of the economic activity being analyzed.	Estimate of all TMUD-eligible taxes paid to state and local units of government due to Indirect and Induced economic activity.

About Silverlode Consulting

Silverlode Consulting was founded in 2002 by two leaders of EY's and PwC's consulting practices. As a national leader in the field of economic impact analysis, we have helped hundreds of organizations, ranging from non-profit arts groups to multi-national corporations, to measure their impacts on their communities and communicate those impacts to their stakeholders. By meticulously estimating and effectively communicating the direct, indirect, and induced jobs, earnings, taxes and other impacts of projects, the presence of an organization, or an investment in a community, our work has helped clients to gain approvals, secure funding, and positively shift public opinion. More information about our firm and our work in economic impact analysis can be found on our website www.silverlodeconsulting.com.

Appendix A: Application Tables

The table below reflects construction jobs and average hourly wages for the Project only. Non-construction Project costs such as soft cost are excluded, as are indirect and induced effects. Construction projections are derived from input-output modeling using IMPLAN.

Project Construction Jobs & Wages			
Project Construction Year	FTEs		Average Hourly Wage
Year 1	89	$	22.75
Total	89	$	22.75

The table below reflects operations jobs and average hourly wages for the Project and Surrounding Area. Indirect and induced effects are not included. Operations projections are derived from input-output modeling using IMPLAN. Data necessary to perform IMPLAN modeling was gathered from Uptown Mentor LLC and publicly available sources. Reasonable estimates were made when necessary.

Operations Jobs for Project and Surrounding Area			
Project Operating Year	Total Project and Surrounding Area Direct Operating FTEs		Total Project and Surrounding Area Direct Operating Jobs Average Hourly Wage
Year 1	4	$	20.67
Year 2	20	$	21.09
Year 3	36	$	21.51
Year 4	52	$	21.94
Year 5	68	$	22.38

The table below reflects tenant jobs and average hourly wages for the Project and Surrounding Area. Indirect and induced effects are not included. Tenant FTE and wage projections are derived from input-output modeling using IMPLAN. Data necessary to perform the IMPLAN modeling was gathered from Uptown Mentor LLC and publicly available sources. Reasonable estimates were made when necessary.

Tenant Jobs for Project and Surrounding Area		
Project Operating Year	Total Project and Surrounding Area Direct Operating FTEs	Total Project and Surrounding Area Direct Operating Average Hourly Wage
Year 1	110	$ 25.94
Year 2	452	$ 17.36
Year 3	792	$ 16.15
Year 4	1,133	$ 15.66
Year 5	1,474	$ 15.40

The table below reflects direct retail, entertainment, and dining sales for the Project and Surrounding Area. Indirect and induced effects are not included.

Annual Sales from Retail, Entertainment, and Dining Operations for Project and Surrounding Area				
Project Operating Year	Projected Annual Retail Sales	Projected Annual Entertainment Sales	Projected Annual Dining Sales	Projected Total
Year 1	$ [redacted]	$ [redacted]	$ [redacted]	$ 3,635,000
Year 2	$	$	$	$ 30,755,000
Year 3	$	$	$	$ 57,876,000
Year 4	$	$	$	$ 84,997,000
Year 5	$	$	$	$ 112,121,000

The table below reflects direct, indirect, and induced tax generation for the Project and Surrounding Area.

Annual Taxes from Sales, Income, Lodging and Property Taxes for Project and Surrounding Area				
Project Operating Year	Projected Annual Sales Tax	Projected Annual Income Tax	Projected Annual Lodging Tax	Projected Annual Property Tax	Projected Total
Year 1	$ 650,000	$ 1,669,000	$ -	$ 381,000	$ 2,700,000
Year 2	$ 2,679,000	$ 2,226,000	$ 99,000	$ 1,655,000	$ 6,659,000
Year 3	$ 4,693,000	$ 2,779,000	$ 199,000	$ 2,929,000	$ 10,600,000
Year 4	$ 6,707,000	$ 3,332,000	$ 298,000	$ 4,203,000	$ 14,540,000
Year 5	$ 8,722,000	$ 3,886,000	$ 398,000	$ 5,477,000	$ 18,483,000

Appendix B: Attachment to Accompany Application Tables

Much of this analysis was completed using the IMPLAN (IMpact Analysis for PLANning) economic impact modeling system. IMPLAN is an input-output model that was originally developed by the U.S. Forest Service in the 1970's and is one of the most respected and widely used approaches to regional economic impact analysis. IMPLAN is used by more than 1,000 universities, government agencies, and consultants to estimate the economic and fiscal impacts of investments and/or changes in one or more industries.

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