

**AGENDA
CITY OF HARTFORD
FINANCE & PERSONNEL COMMITTEE
CITY HALL COUNCIL CHAMBERS
TUESDAY, NOVEMBER 1, 2016
6:30 P.M.**

1. Call to order.
2. Roll call.
3. Public comment period.
4. Discussion and consideration of approving budgetary adjustments to the 2016 Annual Budget.
5. Discussion and consideration of approving the write-off of delinquent personal property taxes. (Executive Summary attached)
6. Discussion and consideration of carry-forward of 2016 unexpended General Fund Project Funds. (Executive Summary attached)
7. A) Discussion and consideration of approving the transfer of \$17,500 from the general fund balance account to pay for the counties study on the economic impact of State Highway 60 northern reliever route in Washington County. (Executive Summary attached).
8. Adjournment.

NOTE: "PERSONS WITH DISABILITIES REQUIRING SPECIAL ACCOMODATIONS FOR ATTENDANCE AT THE MEETING SHOULD CONTACT THE CITY CLERK AT LEAST ONE (1) BUSINESS DAY PRIOR TO THE MEETING."

"MEMBERS OF THE COMMON COUNCIL MAY ATTEND THE ABOVE MEETING, PURSUANT TO STATE EX REL. BADKE V. GREENDALE VILLAGE BOARD, 173 WIS 2D 553, 494 N.W. 2D 408 (1993). SUCH ATTENDANCE MAY BE CONSIDERED A MEETING OF THE COMMON COUNCIL. THIS NOTICE IS GIVEN SO THAT MEMBERS OF THE COMMON COUNCIL MAY ATTEND THE MEETING WITHOUT VIOLATING THE OPEN MEETING LAW."

EXECUTIVE SUMMARY

TITLE

2016 BUDGET ALTERATION EXCESS EXPENDITURES OVER APPROPRIATIONS

BACKGROUND

Each year as part of the audit process and according to GAAP (Generally Accepted Accounting Principles) any excess expenditures over appropriations in the City's governmental funds must be disclosed even if revenues within these funds are sufficient to cover the excess expenditures. This process is done prior to year-end and again after all final audit entries are completed. The differences listed below occur for a variety of reasons common to the budget process.

When reviewing the attached list, you will notice the Debt Service Funds, Capital Improvement Funds, Park Project Funds, and TIF Project Funds are grouped together and looked at as a whole not individually, therefore, any excess expenditures within an individual fund are not considered or reported.

In 2016, total expenditures in the following funds exceeded budgeted expenditures:

Fund 255 - DOD Rehab 2 Loan Fund \$2,182.43

This shortfall was the result of a small percentage of salaried time being charged against this fund for work performed and the write-off of an uncollectible loan due to foreclosure. The City did receive a portion of the amount owed. This overage will be covered by fund balance.

Funds 476-480 - TIF Project Funds \$8,169.10

The TIF Project Funds as a whole had a shortfall of \$8,169.10. This was due in part to the check valve project in TIF #7 and will be funded by future tax increments.

FISCAL IMPACT

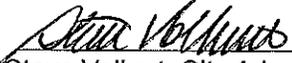
None. The entries proposed are budgetary, not actual. All the discretionary transactions which underlie these entries were approved by prior Common Council action.

RECOMMENDATION

Approval of the above-referenced adjustments to the 2016 Annual Budget.

Prepared By: 
Dawn Timm, Finance Director/Treasurer

10/24/16
Date

Approved By: 
Steve Volkert, City Administrator

10-24-16
Date

Finance Committee: November 1, 2016
Common Council: November 22, 2016

EXCESS EXPENDITURES OVER APPROPRIATIONS

10/21/2016

Fund		Budget	Actual	Difference
100	General Fund	\$10,300,986.00	\$7,895,665.87	\$2,405,320.13
210	Recreation Center Fund	\$733,629.00	\$524,803.28	\$208,825.72
255	DOD Rehab 2 Loan Fund	\$35.00	\$2,217.43	(\$2,182.43)
256	DOD Revit 2 Loan Fund	\$400.00	\$0.00	\$400.00
269	Library Fund	\$906,528.00	\$678,310.77	\$228,217.23
275	TIF #5	\$681,220.00	\$674,675.10	\$6,544.90
276	Transportation Fund	\$228,224.00	\$179,538.47	\$48,685.53
314	2006 GO Refunding Bonds	\$0.00	\$4,986.50	(\$4,986.50)
315	2008 GO Promissory Notes	\$521,838.00	\$521,837.50	\$0.50
317	2010 GO Promissory Notes	\$344,685.00	\$344,673.32	\$11.68
318	2010 GO Refunding Bonds	\$570,025.00	\$19,255.17	\$550,769.83
320	2012 GO Refunding Bonds	\$193,500.00	\$122,048.47	\$71,451.53
321	2012 GO Promissory Notes	\$345,188.00	\$324,093.75	\$21,094.25
322	2012 G.O. Refunding Notes	\$262,125.00	\$5,911.60	\$256,213.40
323	2014 G.O. Promissory Notes	\$542,750.00	\$542,656.00	\$94.00
324	2015 G.O. NAN's	\$7,118,125.00	\$7,118,125.00	\$0.00
325	2015 G.O. Refunding Bonds	\$928,396.00	\$925,273.63	\$3,122.37
326	2016 G.O. Refunding Bonds	\$7,000,000.00	\$7,153,531.15	(\$153,531.15)
327	2016 G.O. Promissory Notes	\$0.00	\$0.00	\$0.00
378	2007 Taxable GO Refunding	\$121,110.00	\$121,362.45	(\$252.45)
379	Debt Retirement Sinking Fund	\$1,735,045.00	\$1,440,584.70	\$294,460.30
300's	Total Debt Service	\$19,682,787.00	\$18,644,339.24	\$1,038,447.76
420	2016-17 Capital Projects	\$1,287,349.00	\$1,057,222.75	\$230,126.25
493	City Hall Project	\$0.00	\$305,326.34	(\$305,326.34)
496	Veterans Pool	\$4,863,740.00	\$3,671,701.99	\$1,192,038.01
420,493 496	Total Capital Improvements	\$6,151,089.00	\$5,034,251.08	\$1,116,837.92
450	Rubicon River Parkway	\$0.00	\$0.00	\$0.00
455	Parks Project	\$55,000.00	\$6,237.31	\$48,762.69
450,455	Total Parks	\$55,000.00	\$6,237.31	\$48,762.69
476	TIF #6 Project	\$11,615.00	\$1,705.72	\$9,909.28
477	TIF #7 Project	\$165,071.00	\$182,738.80	(\$17,667.80)
478	TIF #8 Project	\$53,033.00	\$54,116.15	(\$1,083.15)
479	TIF #9 Project	\$5,000.00	\$4,327.43	\$672.57
480	TIF #10 Project	\$0.00	\$179.10	(\$179.10)
476,477 478,479 480	Total TIF Projects	\$234,719.00	\$242,888.10	(\$8,169.10)

EXECUTIVE SUMMARY

TITLE

WRITE-OFF OF DELINQUENT PERSONAL PROPERTY TAXES

BACKGROUND

Each year, as part of the year-end process, any personal property taxes that remain unpaid are proposed to be written off. This action does not dismiss the unpaid tax, but recognizes the diminishing likelihood that the amount will be collected in full.

A taxation district (city, village or town) may charge back to other taxing agencies (including a school district) their proportionate share of those personal property taxes which remain unpaid providing the entity meets the following criteria:

- * Taxes are owed by an entity that has ceased operations or
- * Entity has filed a petition for bankruptcy or
- * Taxes are due on personal property that has been removed from the next assessment roll

The city will continue its efforts to collect the delinquent personal property taxes before charging them back to a taxation jurisdiction. Failure to collect on any business still in operation where the the unpaid amount exceeds \$500 will be turned over to the City Attorney for processing.

The attached list includes uncollectible personal property taxes for the year 2015 in full. The names of the debtors are available upon request by contacting the Finance Department.

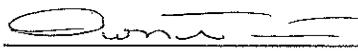
FISCAL IMPACT

The total write-offs equal \$684.89 of which a portion will ultimately be the City's share of the loss. Losses in excess of budgeted amounts are covered by undesignated fund balance in the General Fund.

RECOMMENDATION

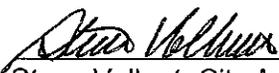
Write-off of uncollectible personal property taxes for the year 2015, per the attached list.

Prepared By:


Dawn Timm, Finance Director/Treasurer

10/21/16
Date

Authorized By:


Steve Volkert, City Administrator

10/29/16
Date

Scheduled: Finance and Personnel 11-01-16
Common Council 11-22-16

Delinquent 2015 Personal Property Taxes

<u>Tax Key #</u>	<u>Amount</u>
PD 127	1.84
PF 125 900	56.47
PM 175	12.75
PP 040 001	453.55
PT 110	80.14
PU 043	80.14
	684.89

EXECUTIVE SUMMARY

TITLE

CARRY-FORWARD OF 2016 UNEXPENDED GENERAL FUND PROJECT FUNDS

BACKGROUND

Each year in preparation for our annual audit, we find a few General Fund projects which are incomplete at the end of the fiscal year. These projects are reviewed and those requiring reallocation in the subsequent fiscal year are presented to the Common Council for carry-forward approval. At the end of 2016 there were three such projects..

The three projects being requested for carry-forward approval from 2016 into 2017 are all in the Street Department. The New Veterans Memorial Aquatic Center Pool construction and the State Highway 83 reconstruction both had an impact on the completion of these projects.

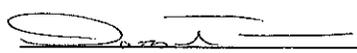
Asphalting for \$25,000 and street repairs for \$15,000 were not able to be completed due to the extra hours required on the above mentioned construction projects. The Emerald Ash Borer Tree Replacement Project was also impacted since time ran out to replace many of the trees that had been removed. A carry-forward of \$15,000 is being requested for this project.

FISCAL IMPACT

The total not to exceed \$55,000 is a designation of General Fund Balance at the end of 2016. The General Fund currently has an unassigned fund balance of approximately \$7.5 million. These amounts would then be added to the 2017 Budget for the projects indicated.

RECOMMENDATION

Carry-forward of \$55,000 for the projects listed above.

Prepared By:  10/27/16
Dawn Timm, Finance Director/Treasurer Date

Approved By:  10/27/16
Steve Volkert, City Administrator Date

Finance Committee: November 1, 2016
Common Council: November 22, 2016

EXECUTIVE SUMMARY

TITLE: Allocating of funds for cost of economic impact study for Hwy 60 Northern Reliever Route.

BACKGROUND:

The City has voted their support for a Hwy 60 Northern Reliever Route to improve traffic flow through the City and to the Industrial Parks.

Washington County obtained the services of SEWRPC to update a 2005 reliever route study and identify an alternative route to those chosen originally.

SEWRPC reported back to Washington County of an alternative route of using CTY Hwy K from US HWY 41 to CTY Hwy U then south on CTY Hwy U to Independence Drive.

The City approved to share the cost of a preliminary engineering study with Washington County on the impact of this alternative route up to \$50,000. While not budgeted for, these funds were approved by the council to be pulled from the General Fund Balance account.

The County Public Works Committee forwarded the decision to name this new route as the official Northern Reliever Route onto the full County Board without recommendation. They also approved diverting county funding which was originally approved for a Hwy K update study to instead pay for their half of the preliminary engineering study.

The County received the bids on the preliminary engineering study which came in at \$42,565 which would make the cities portion \$21,283.

Sighting the SEWRPC study on route alternatives, the county next looked at having UW-Whitewater conduct a study on the economic and fiscal impact of the proposed route on the county. This study will focus on:

- Economic development in distressed areas
- Manufacturing and business development resurgence
- New jobs created
- Increased commuter and transportation safety
- Affordable housing and community development
- Downtown renewal
- Saving infrastructure investment dollars (relative to sprawl)
- Sustainable outcomes such as reduction of both vehicle miles traveled and greenhouse gases (relative to sprawl)
- Rural and small town development
- Economic development through research, technology, and service economy generators

The county is now asking the City of Hartford to pay for this county study in the amount of \$17,500. As the County did not budget for this study and would have to get approval to pull funds from their general fund balance account, they are instead asking the City to pay for the study.

FISCAL IMPACT:

As the City Council, at their September 27th, 2016 meeting approved the pulling of up to \$50,000 from the general fund balance account to pay for the engineering study, and as the said engineering study came back with a city share of only \$21,283, this \$17,500 would be pulled from the same account and bring the city's contribution to \$38,783.

RECOMMENDATION:

The Mayor recommends that Council approve \$17,500 to pay for the counties study on the economic impact of the state highway 60 northern reliever route in Washington County.

PREPARED BY:  DATE: 10/26/2016
Timothy C. Michalak, Mayor

REVIEWED BY:  DATE: 10/26/16
Ian Prust, City Attorney

REVIEWED BY:  DATE: 10/25/16
Dawn Timm, Finance Director

Committee Routing: Personnel & Finance Committee
Common Council

November 1, 2016
November 1, 2016



A PROPOSAL TO ASSESS THE ECONOMIC AND FISCAL IMPACTS OF STATE HIGHWAY 60 NORTHERN RELIEVER ROUTE IN WASHINGTON COUNTY

<p><i>Project Lead:</i> Russ Kashian, Ph.D. Director, Fiscal and Economic Research Center University of Wisconsin-Whitewater 800 West Main Street Whitewater, WI 53190 Email: kashianr@uww.edu Phone: (262) 472-5584 URL: www.uww.edu/ferc</p>	<p><i>Project Partner:</i> Cynthia K. Jaggi, Principal Economic Development Partners 1972 Oakwood View Drive Verona, WI 53593 Email: cjaggiedp@tds.net Phone: (608) 712-1980 URL: www.edpwi.com</p>
---	--

Washington County has been working with the Southeastern Wisconsin Regional Planning Commission (SEWRPC) on the feasibility of a northern reliever route of STH 60 between the western limits of the City of Hartford (Goodland Road) and Interstate Highway 41. The study was conducted in response to a request from the Hartford Area Development Corporation (HADC) to the Washington County Board of Supervisors, which was prompted by their concerns of increasing traffic volume, congestion, and safety problems on STH 60 and, in particular, effects and limitations for economic development and downtown redevelopment. The *Preliminary Draft - STH 60 Northern Reliever Route Feasibility Study, conducted by SEWRPC was completed and presented in July, 2016.*

A well-documented Economic impact analysis will evaluate and present the key data and also tell the story behind the findings. The University of Wisconsin-Whitewater Fiscal and Economic Research Center (FERC) Economic Impact study will evaluate the findings from the *STH 60 Northern Reliever Route Feasibility Study, conducted by SEWRPC* and use it as a foundation for its work going forward.

While concentrating on the central objective of measuring the economic impact for the proposed STH 60 Northern Reliever Route as recommended in the SEWRPC report, the FERC and Economic Development Partners will also help draw out other priority public objectives served by the study project. Some of the public objectives and themes Economic Development Partners has connected to transportation investments include:

- Economic development in distressed areas;
- Manufacturing and business development resurgence;
- New jobs created;

- Increased commuter and transportation safety;
- Affordable housing and community development;
- Downtown renewal;
- Saving infrastructure investment dollars (relative to sprawl);
- Sustainable outcomes such as reduction of both vehicle miles traveled and greenhouse gases (relative to sprawl);
- Rural and small town development; and
- Economic development through research, technology, and service economy generators.

Last year, FERC and Economic Development Partners, conducted a Statewide Economic Impact Study: *Benefits of Modernizing Wisconsin's Highway Corridors, conducted for the Transportation Development Association (TDA) that* estimated the economic impacts of four major Highway projects in the State to modernize these existing highway corridors to meet the mobility and safety demands of an evolving economy. The four major Statewide Highway projects evaluated included:

- I39/90 from Madison to the Wisconsin – Illinois state line,
- US Highway 18/151 Verona Road in Dane County,
- US Highway 10/State Highway 441 in the Fox Valley Region, and
- State Highway 23 between Fond du Lac and Plymouth.

The FERC and Economic Development Partners were contracted to conduct analysis of the economic impact of the highway improvements and the growth of ancillary businesses in the affected communities and counties. <http://tdawisconsin.wpengine.com/wp-content/uploads/2015/12/benefits-of-modernizing-highways-tda.pdf>.

Wisconsin's transportation programs are central to the state's commitment to support commerce, job growth and development, and reliability to move products and people safely.

A. RESEARCH APPROACH AND METHODS

SCOPE OF PROJECT

1. Review of Existing Data and Trend Analysis

- Review of existing land use, future land use, zoning, topography, natural features, TID boundaries and urban sewer service areas.
- Review of demographics and land use trends and projections, comprehensive plans, neighborhood plans and corridor plans to assess needs, feasibility, and likely absorption of new residential, commercial, and industrial development in the vicinity of the Reliever Route.
- Review of applicable development codes to determine allowable development densities and intensities within particular zoning districts.
- Review of population projections for the areas most likely to be impacted by the Reliever Route and evaluate these in light of the Reliever Route to determine any potential changes.

- Review existing and projected traffic volumes and travel patterns on impacted roadways both with and without the proposed Reliever Route.
- Evaluate existing and potential commuting patterns that may be impacted by the Reliever Route.

2. Site Visit and Stakeholder Focus Groups

- Conduct a one-day site visit to consist of a tour of the proposed Reliever Route and surrounding areas as well as up to two stakeholder focus group meetings.
- Work with EDWC and County staff to identify the specific individuals to be invited to participate.

3. Impacted Sites Analysis

- Complete an analysis of the sites within the County that potentially would be impacted by the Reliever Route by either increased or decreased development demand, to include the following components:
 - Development Opportunities – for each identified site, projections for the general type of use (e.g., industrial, commercial, etc.), the magnitude/size of development, and assessed valuations.
 - Economic Impacts – complete projections for the direct and indirect economic impacts associated with the projected development opportunities, such as the number of new jobs and the associated wages and taxes and related economic activity.
 - Buildout Projection – a projection of how the identified levels of development, and the attendant economic impacts, would occur over time based on projected market absorption rates.
 - Qualitative Analysis – a brief, general overview of the potential qualitative impacts from the proposed Reliever Route on the environment, development and community character, residential areas, and general quality of life.

4. Downtown Hartford Impact Analysis

- Analyze and summarize the potential impacts of the proposed Reliever Route on downtown Hartford and the City's ongoing redevelopment efforts in particular.

5. Draft Report

- Summarize all work in a draft report and provide to the EDWC and County staff for review and comment. Incorporate comments and produce a final document.

6. County Board Presentation

- Present the final report at the January 10, 2017 Washington County Board meeting.

METHODOLOGY

Sites included and sampling methods

The team proposes to begin with the identification of the tenants in the Hartford Industrial park and potential industrial expansion—near and in Slinger. Through the use of focus group(s), we will estimate their interest in expansion, given a more efficient transportation network. These expansion plans will provide an idea of the direct jobs (to be) created. From these expansion plans, we will use IMPLAN to estimate the induced and indirect jobs created. Costs and benefits of the proposed reliever route (on existing and/or potential downtown Hartford) will be examined.

By using historic analysis of absorption rates (along with the results of the focus groups), we will create a linear absorption model that estimates how these jobs will be created every year. It is noteworthy to recognize that IMPLAN not only estimates employment numbers, but also income and sales numbers. In addition, we will use this tool/methodology to estimate the tax impact on the State and surrounding communities.

It is anticipated that the development of additional lands near Hartford (and near Slinger) will involve Tax Increment Financing (TIF). As a result, the TIF proposal will be integrated to estimate the eventual property tax impact on the overall community.

A replicate analysis would be conducted for Slinger and two additional sites to be identified by Economic Development Washington County. By using the Comprehensive Plans, created by Hartford and Slinger (and neighboring communities), we will look at the development expectations based on these projects.

Ultimately, there are three major components of the methodology. The first involves the focus groups. These focus groups will provide current employers an opportunity to express the limitations created by the current transportation system and the potential of more efficient access. In addition, meeting with the regional planners and administrators—to identify additional opportunities for growth—are necessary. The data obtained in these meetings will be reviewed according to the input-output models offered by IMPLAN. Please note that IMPLAN is a partial equilibrium model that is based on the expectation that the demand will be sufficient to accommodate the supply created. The FERC recognizes this limitation and can hand calculate the impact this demand has on existing businesses. The third component is the production of the reports and the dissemination of the information to economic development/growth stakeholders.

Some notes on Methods for generating full (direct and indirect) spending and tax impacts

Indirect (multiplier-derived) impacts of economic growth plans are important to document. The team will use an input-output (I-O) model through IMPLAN to generate indirect spending and tax revenue estimates. The I-O model will be applied to both the construction phase and on-going business/occupant operations. The impacts of each major sector (industrial, office/research/technology, retail, and warehousing) will be isolated and analyzed, and distinctions will be made between planned and completed projects.

The I-O model will account for income and retail sales taxes directly attributable to the anticipated economic expansion and will also generate a more comprehensive assessment of state revenues

that grow as a result of the project, both in the construction phase and in the operations phase (also both direct and indirect).

To ensure a thorough and defensible analysis, the research team will segregate direct from indirect impacts in the report narrative (in addition to reporting on total impact). The analysis will isolate the relative impacts of jobs generated in each sector to help demonstrate the greater economic growth generated by investments in the industrial office/research/technology, retail, and warehousing sectors. Important parameters for demonstrating the impact of enhanced access and the efficiencies created include localization economies with a focus on cluster analysis and urbanization economies with a focus on larger communities. The data may favor small areas of Wisconsin that feature specialized production (certain sites may be successful because of a focused industrial mix), or the data may favor larger cities that feature more diverse opportunities (certain sites may be successful because of size).

FEE PROPOSAL AND TIMELINE

NOTE: The table below provides an overview of the project tasks, timeline, and cost. We have assembled a strong Team and all members of our team have unique experiences and will be collaborating on all tasks. The result will be a true collaborative effort.

SCOPE OF SERVICES

WORK TASKS	TIMELINE
Market Research - Review of Existing Data and Trend Analysis	October–November 18, 2016
Site Visit and Stakeholder Focus Groups	October–November 18, 2016
Impacted Sites Analysis	November–December 1, 2016
Downtown Hartford Impact Analysis	November–December 1, 2016
Completion of Economic Impact Analysis Report	December 19, 2016
County Board Presentation	January 10, 2017
TOTAL COST	\$17,500

The total cost includes all professional fees and travel (project mngr. travel for market research and field work, 4 trips x .57/mile x 190 miles roundtrip) = \$433.20; Hotel: 2 nights @ \$100/night = \$200; \$633.20 travel total).

B. RESEARCH TEAM QUALIFICATIONS

Russ Kashian, Ph.D., will head a research team of experienced economic development professionals and University of Wisconsin-Whitewater Fiscal and Economic Research Center student staff. Research team collaborators include Cynthia Jaggi (Principal, Economic Development Partners).

**RUSS KASHIAN, PROFESSOR OF ECONOMICS AND
DIRECTOR, UNIVERSITY OF WISCONSIN-WHITEWATER
FISCAL AND ECONOMIC RESEARCH CENTER (FERC)**

Russ Kashian has conducted extensive research in economic development and published in a wide variety of journals. Dr. Kashian's research includes significant study of tax increment financing (TIF) districts and the use of property value appreciation to determine impact. Select publications include:

- “Do Tax Increment Finance Districts Stimulate Growth in Real Estate Values?” (co-investigator with David Merriman and Mark Skidmore). *Real Estate Economics*, Vol. 21, 2011 (available at http://www.lincolninst.edu/pubs/1319_Do-Wisconsin-Tax-Increment-Finance-Districts-Stimulate-Growth-in-Real-Estate-Values-);
- “On the Relationship between Tax Increment Finance and Property Taxation” (co-investigator with Mark Skidmore). *Regional Science and Urban Economics*, Vol. 40, 2010, pp 407-414; and
- “Do Tax Increment Finance Districts Increase Real Estate Values” (co-investigator with David Merriman and Mark Skidmore). *State Tax Notes*. Vol. 47, 2008, pp 105-112 (available at <http://onlinelibrary.wiley.com/doi/10.1111/j.1540-6229.2010.00294.x/pdf>).

Dr. Kashian also possesses a track record of quantifying the impact on various programs/inputs on employment. Sample publications/reports include:

- “Cranberries of Wisconsin: Analyzing the Economic Impact” (principal investigator with Jeremy Peterson). *Journal of Business Case Studies*, Vol. 9, 2013, pp 185-192 (available at <http://www.cluteinstitute.com/ojs/index.php/JBCS/article/view/7794/7858>) and
- “Walworth County Fair: An Economic Impact Analysis” 2009, available at http://www.uww.edu/Documents/colleges/cobe/ferc/FERC_WalworthCty_.pdf.

Finally, Professor Kashian has lead a number of studies of the impact of lakes (shoreline, depth, water quality) on lakeshore/lake district property values—demonstrating the FERC's track record of analyzing the impact of various policies, investments, etc. on property values. Sample publications/presentations include:

- “Lake Drawdown: A Debate on the Value of 2 Inches of Water,” (principal investigator) *Journal of Business and Economics Research*, Vol. 6, 2008, pp 1-22;
- “Lake Rehabilitation and the Value of Shoreline Real Estate: Evidence from Delavan, Wisconsin” (co-investigator with Mark Eiswerth and Mark Skidmore). *Review of Regional Studies*. Vol. 36, 2006, pp 231-238 (available at <http://journal.srsa.org/ojs/index.php/RRS/article/view/123/73>);
- “Estimating the Value of Lake Quality in the Demand for Housing” (co-investigator with Mark Eiswerth and Mark Skidmore). Presented by Mark Eiswerth. Southern Regional Science Association Meeting, April 2005; and

- “The Economic Value of Lake Water Quality Changes: An Input/Output Approach” (co-investigator with Mark Eiswerth and Mark Skidmore). Presented by Mark Eiswerth. Southern Regional Science Association Meeting, April 2005.

CYNTHIA K. JAGGI, PRINCIPAL, ECONOMIC DEVELOPMENT PARTNERS

Economic Development Partners, LLC (EDP) committed to assisting municipalities, communities and businesses throughout the Region Build strong Brands and advance their economic development, business recruitment, retention, expansion, transportation and tourism opportunities. We provide market research services to assist in identifying market and economic development diversification opportunities. Our mission is to design customized community, business and financial solutions that help build outstanding communities and viable projects.

It starts with relationships. We work closely with our clients to better understand what they need and want to accomplish and we help them strategically and tactically build stronger, financially stable, sustainable communities.

Cynthia brings 25 years of Economic Development, Marketing, Business Development, and Financial Feasibility experience to the project. Cynthia has strategic and tactical expertise in creating and managing National and Global Brands for Fortune 500 companies such as Mattel, Johnson & Johnson and Springs Window Fashions.

Economic Development Partners was the prime consultant in all of the following unless otherwise noted.

- *Benefits of Modernizing Wisconsin’s Highway Corridors, conducted for the Transportation Development Association (TDA)*, – Collaborated with FERC on studying the Economic impacts of delaying road construction on four major highway projects in the State.
- *Economic Impact of the Ice Age Trail* – Conducted Economic Impact Analysis of the Ice Age Trail throughout Wisconsin.
- *Economic and Tourism Impact of The Fox Wisconsin Heritage Parkway* – Conducted Economic and Tourism Impact Analysis of the Fox Wisconsin Heritage Parkway.

C. REFERENCES

RUSS KASHIAN

UW-WHITEWATER FISCAL AND ECONOMIC RESEARCH CENTER

- Joan Youngman, Lincoln Institute of Land Policy Chair of the Department of Valuation and Taxation; (617) 661-3016 jyoungman@lincolninst.edu
Brief summary of work: Served as principal investigator on multiple projects studying impacts of tax incremental financing.
- Vicki Elkin, Fund for Lake Michigan Executive Director; (414) 418-5008; vicki@fundforlakemichigan.org
Brief summary of work: Measuring the economic impact of water quality initiatives.

- James Caldwell, First Citizens State Bank President; (262) 473-2112;
jcaldwell@firstcitizensww.com
Brief summary of work: Conducted market analyses of community banks.

CYNTHIA K. JAGGI
ECONOMIC DEVELOPMENT PARTNERS

- Craig Thompson, Executive Director
Transportation Development Assn.
(608) 256-7044
craig.thompson@tdawisconsin.org
Brief summary of work: Collaborated with FERC on studying the Economic impacts of delaying road construction on four major highway projects in the State.
- Mike Wollmer
(608) 798-1130
mike@iceagetrail.org <http://www.iceagetrail.org/>
Brief summary of work: Conducted Economic Impact Analysis of the Ice Age Trail throughout Wisconsin.
- Candice Mortara
(920) 739-0299
mortara@heritageparkway.org www.heritageparkway.org/
Brief summary of work: Conducted Economic and Tourism Impact Analysis of the Fox Wisconsin Heritage Parkway.

APPENDIX 1 RESEARCH LEAD RESUME

Russell D Kashian

Department of Economics University of Wisconsin-
Whitewater 4404 Hyland Hall
Whitewater WI 53190
Phone: (262) 472-5584
Email: kashianr@mail.uww.edu

Positions Held

Professor, University of Wisconsin-Whitewater
Fall 2010 – Present

Director: Fiscal and Economic Research Center
University of Wisconsin-Whitewater
Fall 2009 – Present

Economic Development Specialist
University of Wisconsin-Extension
Fall 2004 – Present

Associate Professor, University of Wisconsin-Whitewater
Fall 2006 – 2010

Co-Founder: Fiscal and Economic Research Center University of
Wisconsin-Whitewater Fall 2004

Assistant Professor, University of Wisconsin-Whitewater
Fall 2002 – 2006

Lecturer, Marquette University Fall 2000 – Spring 2002

Lecturer, University of Wisconsin - Whitewater

Fall 1999 – Spring 2000; Summer 2001; Spring 2002

Education

Ph.D., Economics, University of Wisconsin-Milwaukee,
August 1999

M.A., Economics, University of Wisconsin-Milwaukee,
December 1994

M.S., Urban Studies, Levin College of Urban Affairs: Cleveland
State University, May 1992

B.A., University of Wisconsin-Madison, May 1983

Dissertation Effects	Two Studies in Regional Economics: IPO Location, Regional & Fairness in Initial Public Offerings & A Willingness to Pay: The Amenity Value of Farmland. Advisor: Robert Drago
Fields of Interest Macroeconomics,	Regional & Urban Economics, Microeconomics, Money and Banking, and Labor Economics
Publications	<p>"Do Minority-owned Banks Pay Higher Interest Rates on CDs?" <i>The Review of Black Political Economy</i>, forthcoming.</p> <p>"Assessment Ratios and the Consequences of Buying into the Housing Bubble" (with Jeremy Peterson). <i>International Research Journal of Applied Finance</i>, forthcoming.</p> <p>"Town and Gown: The Negative Externality of a University on Housing Prices" (with Steven Rockwell). <i>Journal of Real Estate Practice and Education</i>, forthcoming.</p> <p>"Cranberries of Wisconsin: Analyzing the Economic Impact" (with Jeremy Peterson). <i>Journal of Business Case Studies</i>, Vol 9, 2013 pp 185-192.</p> <p>"A Duration Analysis of the Life Spans of Tax Increment Finance Districts" (with Mark Skidmore and Eric Cramer). <i>State Tax Notes</i>, Vol 63, 2012 pp 465-469.</p> <p>"An Estimation of the Elasticity Demand for Tap Water" (with Jeff Heinrich, et al). <i>Journal of Strategic Innovation and Sustainability</i>, Vol 7, 2012 pp 100-112.</p> <p>"Do Tax Increment Finance Districts Stimulate Growth in Real Estate Values?" (with David Merriman and Mark Skidmore). <i>Real Estate Economics</i>, Vol 31, 2011.</p> <p>"The Economic Impact of Organized Camps" (with Renee Pfeifer- Lockett). <i>Tourism Economics</i>, Vol 17, 2011 pp 905-916.</p> <p>"The X-Efficiency and Profitability of Hispanic Banking in the United States" (with Juan Gómez Casillas). <i>The Journal of Applied Financial Research</i>, Vol 1, 2011 pp 38-50.</p>

“Condominium Sub-Market: Effect of Sheriff Sales on Sub-Market Property Values” (with Joseph Carroll). *Journal of Regional Analysis and Policy*, Vol 41, 2011 pp 71-81.

“Estimating and Analyzing the Cost Efficiency of Subchapter S Banks” (with Richard Cummings and Yannan Wang). *Journal of Business and Economics Research*, Vol 9, 2011 pp 43-52.

“On the Relationship between Tax Increment Finance and Property Taxation” (with Mark Skidmore). *Regional Science and Urban Economics*, Vol 40, 2010 pp 407-414.

“A Regional Examination of Foreclosures in Wisconsin” (with David Welsch). *Industrial Geographer*. Vol 7, 2010 pp 19-38.
“Pricing the Homebuyer’s Proximity to Open Land” (with Jeff Heinrich). *Journal of Applied Business and Economics*, Vol 11, 2010 pp 17-25.

“Does Ownership Form in Community Banking Impact Profitability?” (with Richard Cummings and Peter Westort). *Managerial Finance*, Vol 36 2010 pp 122-133.

“Modeling the Time to an Initial Public Offering: When does the Fruit Ripen?” (with Yamin Ahmad). *Journal of Economics and Finance*, Vol 34, 2010 pp 391-414.

“Does Tax Increment Finance Stimulate Municipal Annexations?” (with David Merriman and Mark Skidmore). *Land Economics*, Vol 85 pp 2009 pp 598-613.

“The Economic Considerations of Subchapter S Corporations” for Taxation, Tax Policies and Income Taxes, Warren J. Berube and Camron N. Pinto, eds. Co-authors Richard Cummings and Peter Westort. 2009.

“Committee Size and Smart Growth: An Optimal Solution” (with Heather Kohls). *Journal of Applied Business and Economics*, Vol 9, 2009 pp 11-20.

“Lake Drawdown: The Value of 2 Inches of Water”, *Journal of Business and Economics Research*, Vol. 6, 2008 pp 1-22.

“Do Tax Increment Finance Districts Increase Real Estate Values” (with David Merriman and Mark Skidmore). *State Tax Notes*. Vol 47 2008 pp 105-112.

“Examining angler behavior using contingent behavior modeling: a case study of water quality change at a Wisconsin lake” (with Mark Eiswerth and Mark Skidmore). *Water Resources Research*. Vol 44, 2008.

“Credit Union to Mutual Conversion: Do Rates Diverge?” with Jeff Heinrich, *Contemporary Economic Policy*. Vol 26, 2008 pp 107-121.

“Lake Rehabilitation the Value of Shoreline Real Estate: Evidence from Delavan, Wisconsin” (with Mark Eiswerth and Mark Skidmore). *Review of Regional Studies*. Vol 36, 2006 pp 231-238.

“The Publishing Patterns of Seasoned PH.D. Recipients”, with Jeffery Heinrich, *Journal of Business and Economics Research*, Vol. 3, 2005 pp 1-22.

“State Farmland Preferential Assessment: A Comparative Study”. *Journal of Regional Analysis and Policy*. Vol 34, 2004 pp 1-12.

“Comprehensive Planning: Is There a Relationship between Committee Design and Subsequent Outcome: A Baseline Survey”, with Heather Kohls. Proceeding on the Conference on the Small City and Regional Community. 2004.

“Regional Differences and Underwriter Location in Initial Public Offerings”, with Taggart Brooks. *The Industrial Geographer*. Vol 2, 2004 pp 94-110.

“The Pricing of Thrift Conversions”, with Kristen Monaco. *Journal of Applied Business Research*. Vol 19, 2003 pp 25-31.

“Mapping the Terrain of Work/Family Journals” with Robert Drago. *Journal of Family Issues*. Vol 24, 2003 pp 488-512.

“Preserving Agricultural Land via Property Assessment Policy and the Willingness to Pay for Land Preservation”, with Mark

Skidmore. *Economic Development Quarterly*. Vol 16, 2002 pp 75-87.

"The Willingness-to-pay for Work/Family Policies: A Study of Teachers". Co-authors Robert Drago, et al. *Industrial and Labor Relations Review*, Vol. 55, 2001 pp 22-42.

"The Longest Day: Working Time for Teachers," for Working Time: International Trends, Theory and Policy Perspectives, Deborah Figart and Lonnie Golden, eds. Routledge, Co-authors Robert Drago, et al, 2000.

"New Estimates of Working Time for Teachers". Co-authors Robert Drago, et al, *Monthly Labor Review*, Vol. 122, 1999 pp. 31-41.

"Banking Employment in the 1990's: Regional Effects of Consolidation." with Kristen Monaco, *Growth and Change*, Vol. 29, 1998 pp. 146-156.

Instructor Manual for Unlevel Playing Fields, with Corey Wanek The McGraw-Hill Companies, Inc., 1997.

Presentations

"The Effect of Concentrated Sheriff Sales of Condominiums on Adjacent Condominium Property Values" with Joseph D Carroll, Jr. Midcontinent Regional Science Association Meetings, June 2010.

"The Neighborhood Effect of Concentrated Sheriff Sales on Adjacent Property Values" with Matt Kures and Taggart Brooks. North American Regional Science Association Meeting, November 2009.

"A Regional Examination of Foreclosures in Wisconsin", Mid-Continental Regional Science Association Meeting, May 2009.

"The Value of Two Inches of Water", Mid-Continental Regional Science Association Meeting, May 2007.

"Demutualization: A Hazard Analysis of the Conversion of Former Credit Unions to Publically Traded Financial Institutions", with Yamin Ahmad. Midwest Economics Association Meeting, March 2007.

“The Effect of ATM Networks on Community Banks”, with Heather Kohls. Midwest Economics Association Meeting, March 2006.

“Estimating the Value of Lake Quality in the Demand for Housing”, with Mark Eiswerth and Mark Skidmore. Presented by Mark Eiswerth. Southern Regional Science Association Meeting, April 2005.

“Contingent Behavior Analysis Applied to Changes in Lake Quality” with Mark Eiswerth and Mark Skidmore. Presented by Mark Eiswerth. Southern Regional Science Association Meeting, April 2005.

“The Economics Value of Lake Water Quality Changes: An Input/Output Approach” with Mark Eiswerth and Mark Skidmore. Presented by Mark Eiswerth. Southern Regional Science Association Meeting, April 2005.

“Property Taxes: Forests, Recapture and Efficiency”, with David Moeller. Midwest Economics Association Meeting, March 2005.

“Comprehensive Planning: Is There a Relationship between Committee Design and Subsequent Outcome—A Baseline Survey” with Heather Kohls, 15th Conference on the Small City and Regional Community, September 2004.

“Banking Concentration and Disequilibrium: Why Can’t I Get a Loan in Mexico?” with Sarah Szczepaniec, Mid-Continental Regional Science Association Meeting, June 2004.

“The Publishing Patterns of Seasoned PH.D. Recipients”, with Jeffery Heinrich, Midwest Economics Association Meeting, March 2004.

"Credit Union Employment in the 1990's: Regional Effects of Consolidation." Midwest Economics Association, March 2003.

“State Farmland Preferential Assessment: A Comparative Study”, Mid-Continental Regional Science Association Meeting, May 2003.

“Obligor Standard, Taxation, and Consumption”, Midwest Economics Association Meeting, March 2002.

“IPO Location, Regional Effects & Fairness in Initial Public Offerings” with Taggart Brooks, Mid-Continental Regional Science Association Meeting, June 2, 2001.

“Life and Death in the IPO Premarket”, with Taggart Brooks., Midwest Economics Association Meeting, March 31, 2001.

“The Pricing of Thrift Conversions”, with Kristen Monaco, Midwest Economics Association Meeting, March 31, 2001.

“Preserving Agricultural Land via Property Assessment Policy and the Willingness to Pay for Land Preservation”, with Mark Skidmore, Mid-Continental Regional Science Association Meeting, June 2000.

Research Experience

A Gap Analysis of the Leading Industries in Wisconsin Counties. Winter 2012. External Grant—Small Business Development Center

State of Ingenuity Impact Analysis. Winter 2012. External Grant— Economic Development Agency Subgrant

The Spillover Costs of Housing of the University on Whitewater Wisconsin. Fall, 2011. External Grant—City of Whitewater

The Demand for Housing by “Newcomers” to Whitewater Wisconsin. Fall 2011. External Grant—City of Whitewater.

Principal Investigator. The Feasibility of a Silent Sports Facility in Gays Mills Wisconsin. Winter 2011. External Grant— Economic Development Partners.

IMPLAN Investigator: The Economic Impact of a Taconite Mine in Northeastern Wisconsin. Winter 2011. In Cooperation with Northstar Economics.

IMPLAN Investigator: The Economic Impact of a Paper Mill in Easter- Central Wisconsin. Winter 2011. In Cooperation with Northstar Economics.

Principal Investigator: Foreclosures: The New Relationship Between Foreclosures and Unemployment. Winter 2011. External Grant— University of Wisconsin Extension.

Principal Investigator: The Feasibility of a Privately Owned Fitness

Center in a Small Town in Rural Wisconsin. Fall 2010. External Grant—Western Wisconsin Investment Group

Principal Investigator: A Duration Analysis of Wisconsin's Tax Increment Finance Districts. Fall 2010. External Grant—Lincoln Land Institute.

Principal Investigator: The Economic Impact of the Waukesha County Fair. Summer 2010. External Grant—Waukesha County Fair.

Principal Investigator: The Increase in Evictions in Wisconsin—2000 through 2010. Summer 2010. External Grant—University of Wisconsin-Extension.

Co-Principal Investigator: The Social and Economic Impacts of Evictions in Wisconsin—2000 through 2010. Summer 2010. Internal Grant. University of Wisconsin-Whitewater.

Co-Principal Investigator: An Alternative Use of a Historic Standard Oil Gas Station—A Case Study in Janesville, Wisconsin. Summer 2010. External Grant—Forward Janesville.

Principal Investigator: The Economic Impact of the Tainter Lake Watershed. Fall 2010. External Grant—Tainter Lake Association, Menomonee, Wisconsin.

Principal Investigator: The Economic Impact of an Entrepreneurial Network 2007-2010. Spring 2010. External Grant—Wisconsin Entrepreneurial Network.

Principal Investigator: The Economic Value of a Graduate Degree from the University of Wisconsin-Whitewater. Summer 2010. Internal Grant—University of Wisconsin-Whitewater.

Principal Investigator: The Impact of the Housing Crisis on Tax Increment Finance Districts. Spring 2010. External Grant—Lincoln Land Institute.

Principal Investigator: The Relationship between PILOT and Default in Tax Increment Financing. Spring 2010. Internal Grant—University of Wisconsin-Whitewater.

IMPLAN Investigator: The Economic Impact of a Bike Trail in Ozaukee County Wisconsin. Spring 2010. In Cooperation with University of Wisconsin Extension

Principal Investigator: A Census Tract Examination of Foreclosures in Wisconsin 2000-2009. Spring 2010. External Grant—Department of Commerce, State of Wisconsin

Principal Investigator: Sheriff's Sales: Is There a Relationship between Foreclosures, Sheriff's Sales and Property Values. Fall 2009. External Grant—University of Wisconsin Extension.

Principal Investigator: The Economic Value of the Walworth County Fair. Fall 2009. External Grant—Walworth County Fair

Principal Investigator: Determinants of Entrepreneurial Activity in Wisconsin: Spring 2009. External Grant—Wisconsin Entrepreneurial Network.

Principal Investigator: The Economic Value of the University of Wisconsin-Whitewater. Spring 2009. Internal Grant—University of Wisconsin-Whitewater.

Principal Investigator: The Economic Impact of an Entrepreneurial Network 2007. Spring 2008. External Grant—Wisconsin Entrepreneurial Network.

Principal Investigator: A Census Tract Examination of Foreclosures in Wisconsin. Spring 2009. External Grant—Department of Commerce, State of Wisconsin

Principal Investigator: Determinants of Entrepreneurial Activity in Wisconsin: Spring 2009. External Grant—Wisconsin Entrepreneurial Network.

Principal Investigator: A Study of Off-Campus Housing in Whitewater Wisconsin. Spring 2009. External Grant—City of Whitewater

Principal Investigator: A Best Practices Review of Snow Plowing in Wisconsin. Spring 2009. Internal Grant—University of Wisconsin-Whitewater.

Principal Investigator: The Economic Impact of the Eagle Lake Watershed. Winter 2008. External Grant—Town of Dover Wisconsin

Principal Investigator: The Economic Impact of an Entrepreneurial Network 2007. Spring 2008. External Grant—Wisconsin Entrepreneurial Network.

Principal Investigator: Foreclosure Patterns: Is There a Relationship Between Demography and the Spike in Foreclosures. Fall 2007. External Grant—University of Wisconsin Extension.

Principal Investigator: The Economic Impact of the Young Theatre on Walworth County. Fall 2007. External Grant—University of Wisconsin Extension.

IMPLAN Investigator: Feasibility Analysis: Creation of a Wood Technology Program at North Central Wisconsin Technical College. Fall 2007. In Cooperation with University of Wisconsin Extension

Co-Principal Investigator: Public Support for and Understand of Tax Increment Financing. Spring 2007. External Grant—The Lincoln Land Institute.

Principal Investigator: Town of Richmond Comprehensive Plan Survey. Winter 2007. External Grant—Town of Richmond.

Co-Principal Investigator: Demutualization: A Hazard Analysis of the Conversion of Former Credit Unions to Publicly Traded Financial Institutions. Winter 2006. External Grant—Credit Union National Association.

Principal Investigator: City of Appleton Comprehensive Plan Survey. Winter 2006. External Grant—City of Appleton.

Principal Investigator: Village of Menomonee Falls Comprehensive Plan Survey. Summer 2006. External Grant—Village of Menomonee Falls.

Co-Principal Investigator: The Economic Impact of Development on the Geneva Lake Watershed Survey. Summer 2006. External Grant—Geneva Lakes Conservancy.

Co-Principal Investigator: The History of TIF in Wisconsin. Spring 2006. External Grant—The Lincoln Land Institute.

Principal Investigator, Lake Drawdown: A Debate on the Value of 2 Inches of Water. Spring 2006. External Grant—Rock Koshkonong Lake District.

Principal Investigator. 2006 Survey of Current and Future Manufacturing Jobs In Walworth County Wisconsin. Spring 2006. External Grant—Walworth County Workforce Development Board.

Co-Principal Investigator. Preliminary Cost of Community Services Study: Town of Delavan. Spring 2006. External Grant—Sho-Deen Incorporated.

Co-Principal Investigator: Department of Administration Comprehensive Plan Survey. Fall 2005. External Grant—State of Wisconsin Department of Administration.

Principal Investigator: Is there a Profit Incentive to an ATM Network for Community Banks. Fall 2005. Internal Grant—University of Wisconsin Whitewater.

Co-Principal Investigator: Examination of Interest Rate Differentials between Credit Unions and Commercial Banks. Summer 2005. External Grant—Credit Union National Association.

Principal Investigator: City of Muskego Comprehensive Plan Survey. Winter 2005. External Grant.—City of Muskego.

Co-Principal Investigator: Delavan Lake Economic Impact Study. Summer 2004. External Grant—University of Wisconsin Extension.

Co-Principal Investigator: Economic Impact of Fort Atkinson Memorial Health Services Study. July 2003. External Grant—Fort Atkinson Memorial Hospital

Principal Investigator: City of Muskego —Big Muskego Lake/Bass Bay Lake District Survey. November 2002.
External Grant—City of Muskego.

Principal Investigator: City of Muskego Census of Households— Proposed Community Recreation Center. June 2002. External Grant—City of Muskego.

Research Assistant: City of Muskego Comprehensive Plan Survey. Spring 1998.

Research Assistant: Time, Work & Family Life: A Study of School Teachers, University of Wisconsin-Milwaukee, 1998 - 1999.

Student Research:

Joseph Carroll. A Coincident Economic Index for Wisconsin's Counties. Summer Undergraduate Research Fellowship. 2010.

Joseph Carroll. Factor Analysis and Principal Component Analysis. NCUR. 2010.

Jon Schellin. The Economic Value of a UW-Whitewater Education to the State of Wisconsin: A Subset Analysis of Varsity Athletes at UW-Whitewater. NCUR. 2010.

Kevin J. Selch. An Evaluation of the Contemporaneous Response to the Publication of John Maynard Keynes' the General Theory of Employment, Interest, and Money. Proceedings of the National Conference on Undergraduate Research (NCUR) 2003

Teaching Experience

MBA *Introductory Economics* (Fall 2001)

MBA *Managerial Economics* (Spring 2007, Fall 2007, Spring 2008,

Spring 2009, Summer 2010, Spring 2011)

Intermediate Microeconomics (Summer 2001, Fall 2001, Spring 2002, Fall 2008, Fall 2009, Fall 2010)

MBA *Business Conditions Analysis* (Summer 2001, Spring 2004, Fall 2004, Spring 2005, Fall 2005, Spring 2006)

Introduction to Microeconomics (Fall 2000, Fall 2002, Spring 2003, Fall 2003, Fall 2004, Fall 2005, Fall 2006, Fall 2007, Spring 2008, Fall 2008, Spring 2009, Spring 2011)

Global Perspectives (Fall 1999, Spring 2000)

Money and Banking (Spring 1996, Summer 1996, Fall 1996, Spring 1997, Spring 2002, Fall 2002, Spring 2003, Fall 2003, Spring 2004, Spring 2008, Fall 2009, Fall 2010)

Urban, Regional, and Transportation Economics (Fall 2003, Fall 2004, Fall 2005, Fall 2006, Fall 2007, Fall 2008, Fall 2009, Fall 2010)

Labor Problem Analysis (Spring 1999)

Economics of Discrimination (Spring 1997, Summer 1997, Fall 1997, Summer 1998, Fall 1998)

Introduction to Macroeconomics (Spring 1998, Fall 1999, Spring 2000, Spring 2003, Spring 2004, Spring 2005, Spring 2006) *Comparative Economic Systems* (Fall 2007)

Honors/Awards/Membership

Wisconsin Idea Fellow 2004

Adjunct Faculty: University of Wisconsin Extension 2005—Present

American Economic Association 2000—Present

Midcontinent Regional Science Association (MCRSA) 2002—Present

Secretary: Midcontinent Regional Science Association (MCRSA). 2007-2009

Vice President: Midcontinent Regional Science Association (MCRSA). 2009

President Elect: Midcontinent Regional Science Association (MCRSA). 2010

Program Chair: MCRSA Meetings June 2010, —St Louis,

Missouri Program Chair: MCRSA Meetings May 2009, —
Milwaukee, Wisconsin

Program Chair: MCRSA Meetings June 2008, —Colorado
Springs, Colorado

Program Chair: MCRSA Meetings June 2007, —Kansas City
Missouri

Program Chair: MCRSA Meetings June 2006, —Indianapolis

Indiana Program Chair: MCRSA Meetings June 2004, —
Madison Wisconsin

Associate Editor

Journal of Regional Analysis and Policy—2009-Present

Referee

Contemporary Economic Policy
Economic Development Quarterly
The Industrial Geographer

Employment

All Employee's Credit Union Chief Operating Officer
COO of \$13,000,000 Industrial Credit Union in Euclid Ohio
1990 to 1994

Warner & Swasey Credit Union Loan/Collections Manager;
Supervised Lending Operations for \$7,000,000 Credit Union in
Cleveland Ohio 1988 to 1990

Transamerica Financial Services Branch Manger
Supervised Operations of Finance Company in Janesville
Wisconsin 1986 to 1988

University Service

Seminar: 27th Annual UW System Faculty College May 2005

Seminar: AACSB Strategic Management Seminar, Madison June
2003

Department of Economics

Assessment Committee, 2002- present
Advisory Committee, 2002-present
Advisor, Whitewater Economics Society, 2002-
2007 Advisor, Omicron Delta Epsilon, 2002-
2007 Internship Committee, 2002-present

College of Business and Economics

Irvin L. Young Professor of Entrepreneurship Selection
Committee, Fall 2002
Strategic Planning Committee, 2003-present University
of Wisconsin-Whitewater
University Writing Award Committee, 2004-
present General Education Review Committee,
2003-2005
Public Policy and Administrative Review Committee,
2003- present

Advisor— Undergraduate Research Grant Recipient 2002-2003
Graduate Economics Forum, Lecture Series Chair, 1996-1999
Economics Department Graduate Recruiting Committee, 1998-
1999

Community Service

Comprehensive Planning Commission: Muskego, Wisconsin,
1997-2000

Michael Vartanian College Scholarship Committee, 1994-Present
Conservation Planning Committee: Muskego, Wisconsin, 2000-
2001 St John the Baptist Armenian Church, Chairman 1994-1998,
1999-2005

St John the Baptist Armenian Church, Diocesan Council Delegate
2005-Present

Diocese of the Armenian Church of America, Audit Committee,
2010-Present

Zoning Board of Appeals: Muskego Wisconsin, 2002-Present
Whitewater Community Development Authority, ad-hoc member
2002-2004