
D. INDUSTRY OPPORTUNITY MODELS

Exhibit D-1

**INCENTIVE RETURN ESTIMATES
HEALTH CARE INDUSTRY
SHAKER HEIGHTS 2011-2021**

INDUSTRY SECTOR	JOB CATEGORY	HOURLY SALARY	HOURS/ WEEK	MEAN SALARY	MEAN STAFFING	MEAN STAFFING	INCOME TAX	SF	INCOME TAX/SF	MKT VALUE /SF	TOTAL MKT VALUE	ASSESSED @	PROPERTY TAX	EFFECTIVE RATE	ABATED RATE
Health Care	Level 11	\$43.60	50	\$109,000	8	42%	\$15,260.00	2000	\$7.63	\$100	\$200,000	\$70,000	\$9,170	\$9,240	\$4,000
	RN	\$28.42	50	\$71,050	4	21%	\$4,973.50	1000	\$4.97	\$100	\$100,000	\$35,000	\$4,585	\$4,620	\$2,000
	Diag/Tech/Lab	\$38.74	40	\$77,480	2	11%	\$2,711.80	500	\$5.42	\$100	\$50,000	\$17,500	\$2,293	\$2,310	\$1,000
	Level 5	\$16.94	40	\$33,880	5	26%	\$2,964.50	1250	\$2.37	\$100	\$125,000	\$43,750	\$5,731	\$5,775	\$2,500
		\$32.88	\$46.32	\$77,924.21	19		\$25,910	4750	\$5.45	\$100	\$475,000	\$166,250	\$21,779	\$21,945	\$9,500

Year	1	2	3	4	5	6	7	8	9	10	Total	
SF	4750											
Full Prop Tax Abatement	\$21,779	\$21,779	\$21,779	\$21,779	\$21,779	\$21,779	\$21,779	\$21,779	\$21,779	\$21,779	\$217,788	
Income Tax Incentive	\$12,279	(\$12,279)	(\$12,279)	(\$12,279)	(\$12,279)	(\$12,279)	(\$12,279)	(\$12,279)	(\$12,279)	(\$12,279)	(\$122,788)	
Income Tax	\$25,910	\$25,910	\$26,687	\$27,488	\$28,312	\$29,162	\$30,037	\$30,938	\$31,866	\$32,822	\$297,027	
NPV @	\$99,750	(\$99,750)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	(\$99,750)	
Total	6%	\$31,062.10	\$14,408	\$15,209	\$16,034	\$16,883	\$17,758	\$18,659	\$19,587	\$20,543	\$21,528	\$74,489

Investment	(\$222,538)	Typical Building Size (SF)	150,000	Building-Wide Incentive	(\$2,740,500)	Cash/Cash Return (Nominal)	\$5,419,921
Return	\$297,027	Efficiency	87%	Building-Wide Abatement	(\$4,456,897)	True-Up NPV	\$853,390
Difference	\$74,489	NRA	130500	Total Investment (Nominal)	(\$7,197,397)	ROI	13%
Per SF	\$15.68	Groups (Theoretical)	27	Total Return (Nominal)	\$8,160,421	Jobs Captured	522
Return less Foregone Revenue	\$215,241						

Exhibit D-2

**INCENTIVE RETURN ESTIMATES
DESIGN AND ENGINEERING
SHAKER HEIGHTS 2011-2021**

INDUSTRY SECTOR	JOB CATEGORY	HOURLY SALARY	HOURS/WEEK	MEAN SALARY	MEAN STAFFING	MEAN STAFFING	INCOME TAX	SF	INCOME TAX/SF	MKT VALUE/SF	TOTAL MKT VALUE	ASSESSED 35%	PROPERTY TAX 0.131	EFFECTIVE RATE 4.62%	ABATED RATE 2%
Design/ Engineering	Architect	\$37.43	50	\$93,575	5	18%	\$8,187.81	1250	\$6.55	\$100	\$125,000	\$43,750	\$5,731	\$5,775	\$2,500
	Engineer	\$33.99	50	\$84,975	3	11%	\$4,461.19	600	\$7.44	\$100	\$60,000	\$21,000	\$2,751	\$2,772	\$1,200
	Technician/Staff	\$20.97	50	\$52,425	10	36%	\$9,174.38	3000	\$3.06	\$100	\$300,000	\$105,000	\$13,755	\$13,860	\$6,000
	Level 6/Drafting	\$19.57	60	\$58,710	10	36%	\$10,274.25	2000	\$5.14	\$100	\$200,000	\$70,000	\$9,170	\$9,240	\$4,000
		\$24.80	\$53.57	\$65,505.36	28		\$32,098	6850	\$4.69	\$100	\$685,000	\$239,750	\$31,407	\$31,647	\$13,700

Year	1	2	3	4	5	6	7	8	9	10	Total
SF	6850										
Full Prop Tax	\$31,407	\$31,407	\$31,407	\$31,407	\$31,407	\$31,407	\$31,407	\$31,407	\$31,407	\$31,407	\$314,073
Abatement	\$17,707	(\$17,707)	(\$17,707)	(\$17,707)	(\$17,707)	(\$17,707)	(\$17,707)	(\$17,707)	(\$17,707)	(\$17,707)	(\$177,073)
Income Tax	\$32,098	\$32,098	\$33,061	\$34,052	\$35,074	\$36,126	\$37,210	\$38,326	\$39,476	\$40,660	\$367,963
Incentive	\$77,063	(\$77,063)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	(\$77,063)
Total	(\$62,672)	\$15,353	\$16,345	\$17,367	\$18,419	\$19,503	\$20,619	\$21,769	\$22,953	\$24,173	\$113,828
NPV @	5%	\$70,653.51									

Investment	(\$254,135)		Typical Building Size (SF)	120,000	Building-Wide Incentive	(\$1,174,500)	Cash/Cash Return (Nominal)	\$4,433,583
Return	\$367,963		Efficiency	87%	Building-Wide Abatement	(\$3,565,517)	True-Up NPV	\$1,076,821
Difference	\$113,828		NRA	104400	Total Investment (Nominal)	(\$4,740,017)	ROI	18%
Per SF	\$16.62		Groups (Theoretical)	15	Total Return (Nominal)	\$5,608,083	Jobs Captured	427
Return less Foregone Revenue	\$224,195							

Exhibit D-3

**INCENTIVE RETURN ESTIMATES
LEGAL AND FLEXEXECUTIVE
SHAKER HEIGHTS 2011-2021**

INDUSTRY SECTOR	JOB CATEGORY	HOURLY SALARY	HOURS/WEEK	MEAN SALARY	MEAN STAFFING	MEAN STAFFING	INCOME TAX	SF	INCOME TAX/SF	MKT VALUE/SF	TOTAL MKT VALUE	ASSESSED 35%	PROPERTY TAX 0.131	EFFECTIVE RATE 4.62%	ABATED RATE 2%
Legal	Legal	\$40.43	50	\$101,075	5	38%	\$8,844.06	2,000	\$4.42	\$100	\$200,000	\$70,000	\$9,170	\$9,240	\$4,000
	Regulatory	\$35.22	40	\$70,440	0	0%	\$0.00	0	\$0.00	\$100	\$0	\$0	\$0	\$0	\$0
	Admin	\$25.35	40	\$50,700	3	23%	\$2,661.75	450	\$5.92	\$100	\$45,000	\$15,750	\$2,063	\$2,079	\$900
	Support	\$20.32	40	\$40,640	5	38%	\$3,556.00	750	\$4.74	\$100	\$75,000	\$26,250	\$3,439	\$3,465	\$1,500
		\$29.22	\$43.85	\$66,205.77	13		\$15,062	3,200	\$4.71	\$100	\$320,000	\$112,000	\$14,672	\$14,784	\$6,400

Year	1	2	3	4	5	6	7	8	9	10	Total
SF	3200										
Full Prop Tax	\$14,672	\$14,672	\$14,672	\$14,672	\$14,672	\$14,672	\$14,672	\$14,672	\$14,672	\$14,672	\$146,720
Abatement	\$8,272	(\$8,272)	(\$8,272)	(\$8,272)	(\$8,272)	(\$8,272)	(\$8,272)	(\$8,272)	(\$8,272)	(\$8,272)	(\$82,720)
Income Tax	\$15,062	\$15,062	\$15,514	\$15,979	\$16,458	\$16,952	\$17,461	\$17,985	\$18,524	\$19,080	\$172,667
Incentive	\$28,000	(\$28,000)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	(\$28,000)
Total	(\$21,210)	\$7,242	\$7,707	\$8,186	\$8,680	\$9,189	\$9,713	\$10,252	\$10,808	\$11,380	\$61,947
NPV @ 5%	\$41,213.80										

Investment	(\$110,720)		Typical Building Size (SF)	120,000	Building-Wide Incentive	(\$913,500)	Cash/Cash Return (Nominal)	\$4,719,754
Return	\$172,667		Efficiency	87%	Building-Wide Abatement	(\$3,565,517)	True-Up NPV	\$1,344,600
Difference	\$61,947		NRA	104400	Total Investment (Nominal)	(\$4,479,017)	ROI	26%
Per SF	\$19.36		Groups (Theoretical)	33	Total Return (Nominal)	\$5,633,254	Jobs Captured	424
Return less Foregone Revenue	\$97,042							

Exhibit D-4

**INCENTIVE RETURN ESTIMATES
REGULATORY AND GOVERNMENT
SHAKER HEIGHTS 2011-2021**

INDUSTRY SECTOR	JOB CATEGORY	HOURLY SALARY	HOURS/WEEK	MEAN SALARY	MEAN STAFFING	MEAN STAFFING	INCOME TAX	SF	INCOME TAX/SF	MKT VALUE/SF	TOTAL MKT VALUE	ASSESSED 35%	PROPERTY TAX 0.131	EFFECTIVE RATE 4.62%	ABATED RATE 2%
Regulatory	Legal	\$40.43	50	\$101,075	2	4%	\$3,537.63	800	\$4.42	\$100	\$80,000	\$28,000	\$3,668	\$3,696	\$1,600
	Management	\$30.58	40	\$61,160	20	38%	\$21,406.00	6000	\$3.57	\$100	\$600,000	\$210,000	\$27,510	\$27,720	\$12,000
	Admin	\$25.35	40	\$50,700	10	19%	\$8,872.50	1500	\$5.92	\$100	\$150,000	\$52,500	\$6,878	\$6,930	\$3,000
	Support	\$20.32	40	\$40,640	20	38%	\$14,224.00	3000	\$4.74	\$100	\$300,000	\$105,000	\$13,755	\$13,860	\$6,000
		\$26.01	\$40.38	\$52,791.35	52		\$48,040	11300	\$4.25	\$100	\$1,130,000	\$395,500	\$51,811	\$52,206	\$22,600

Year	1	2	3	4	5	6	7	8	9	10	Total
SF	11300										
Full Prop Tax	\$51,811	\$51,811	\$51,811	\$51,811	\$51,811	\$51,811	\$51,811	\$51,811	\$51,811	\$51,811	\$518,105
Abatement	\$29,211	(\$29,211)	(\$29,211)	(\$29,211)	(\$29,211)	(\$29,211)	(\$29,211)	(\$29,211)	(\$29,211)	(\$29,211)	(\$292,105)
Income Tax	\$48,040	\$48,040	\$49,481	\$50,966	\$52,495	\$54,070	\$55,692	\$57,362	\$59,083	\$60,856	\$550,726
Incentive	\$98,875	(\$98,875)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	(\$98,875)
Total	(\$80,045)	\$20,271	\$21,755	\$23,284	\$24,859	\$26,481	\$28,152	\$29,873	\$31,645	\$33,471	\$159,746
NPV @	5%	\$100,513									

Investment	(\$390,980)		Typical Building Size (SF)	120,000	Building-Wide Incentive	(\$913,500)	Cash/Cash Return (Nominal)	\$4,174,625
Return	\$550,726		Efficiency	87%	Building-Wide Abatement	(\$3,565,517)	True-Up NPV	\$928,635
Difference	\$159,746		NRA	104400	Total Investment (Nominal)	(\$4,479,017)	ROI	14%
Per SF	\$14.14		Groups (Theoretical)	9	Total Return (Nominal)	\$5,088,125	Jobs Captured	480
Return less Foregone Revenue	\$319,087							