



COMPARATIVE
FOOD PROCESSING INDUSTRY
OPERATING COSTS

The Boyd Company, Inc.
Location Consultants
Princeton, NJ



TABLE OF CONTENTS

COMPARATIVE OPERATING COST ANALYSIS: EXECUTIVE SUMMARY AND NOTES 1

 INTRODUCTION 1

 COMPARATIVE FOOD PROCESSING PLANT LOCATIONS 2

 COMPARATIVE NONEXEMPT LABOR COSTS 2

 COMPARATIVE ELECTRIC POWER AND NATURAL GAS COSTS 3

 COMPARATIVE LAND ACQUISITION AND CONSTRUCTION COSTS 3

 COMPARATIVE AD VALOREM AND SALES TAX COSTS 3

 TOTAL ANNUAL OPERATING COST RANKINGS 3

 ABOUT BOYD 4

COMPARATIVE OPERATING COST SERIES I: 5

 EXHIBIT I: A COMPARATIVE ANNUAL OPERATING COST SUMMARY 6

 EXHIBIT II: COMPARATIVE ANNUAL LABOR COSTS 7

 EXHIBIT III: ANNUAL ELECTRIC POWER AND NATURAL GAS COST
 COMPARISONS 8

 EXHIBIT IV: PLANT CONSTRUCTION & AMORTIZATION COSTS 9

 EXHIBIT V: AD VALOREM & SALES TAX COSTS 10

COMPARATIVE OPERATING COST SERIES II: 11

 EXHIBIT I: COMPARATIVE ANNUAL OPERATING COST SUMMARY 12

 EXHIBIT II: COMPARATIVE ANNUAL LABOR COSTS 13

 EXHIBIT III: ANNUAL ELECTRIC POWER AND NATURAL GAS COST
 COMPARISONS 14

 EXHIBIT IV: PLANT CONSTRUCTION & AMORTIZATION COSTS 15

 EXHIBIT V: AD VALOREM & SALES TAX COSTS 16

COMPARATIVE OPERATING COST SERIES III: 17

 EXHIBIT I: COMPARATIVE ANNUAL OPERATING COST SUMMARY 18

 EXHIBIT II: COMPARATIVE ANNUAL LABOR COSTS 19

 EXHIBIT III: ANNUAL ELECTRIC POWER AND NATURAL GAS COST
 COMPARISONS 20

 EXHIBIT IV: PLANT CONSTRUCTION & AMORTIZATION COSTS 21

 EXHIBIT V: AD VALOREM & SALES TAX COSTS 22

COMPARATIVE OPERATING COST SERIES IV: 23

 EXHIBIT I: COMPARATIVE ANNUAL OPERATING COST SUMMARY 24

 EXHIBIT II: COMPARATIVE ANNUAL LABOR COSTS 25

 EXHIBIT III: ANNUAL ELECTRIC POWER AND NATURAL GAS COST
 COMPARISONS 26

 EXHIBIT IV: PLANT CONSTRUCTION & AMORTIZATION COSTS 27

 EXHIBIT V: AD VALOREM & SALES TAX COSTS 28

**COMPARATIVE OPERATING COST ANALYSIS:
EXECUTIVE SUMMARY AND NOTES**

Introduction

In the following analysis, major operating costs scaled to a representative 325-worker food processing plant are presented for a series of 25 comparative sites in the U.S. Annual operating cost totals are ranked in summary Exhibit I and range from a high of \$27.3 million in Boston, MA, to a low of \$20.5 million in Great Falls, MT.

Annual operating costs were projected solely for comparative purposes, with only major geographically-variable factors being considered. Those costs not varying significantly with geography, including relocation and start-up expenses, were not considered. The Boyd analysis focuses on those key geographically-variable cost elements considered to be most pivotal within the corporate site selection process.

Annual operating costs are scaled to a hypothetical 200,000 sq. ft. processing plant employing 325 nonexempt workers. The analysis provides an independent point of reference for the assessment of comparative operating cost levels in each of the surveyed sites. The format of the cost exhibits will allow a further tailoring of processing plant specifications and staffing levels to reflect alternate scales of operation.

Comparative Food Processing Plant Locations

For purposes of comparative economic analysis, major geographically-variable operating costs have been projected for a series of 25 locations. Selected cities all house significant concentrations of the U.S. food and beverage industry. Shown below are the 25 comparative cities included in the ensuing cost analysis.

- Bakersfield, CA
- Fairfield, CA
- Fresno, CA
- Los Angeles, CA
- Modesto, CA
- San Diego, CA
- Stockton, CA
- Denver, CO
- Atlanta, GA
- Boise, ID
- Chicago, IL
- Portland, ME
- Boston, MA
- Minneapolis, MN
- St. Louis, MO
- Great Falls, MT
- Omaha, NE
- Newark, NJ
- Buffalo, NY
- Rochester, NY
- Cincinnati, OH
- Portland, OR
- Hershey/Lebanon, PA
- Dallas, TX
- Seattle, WA

Comparative Nonexempt Labor Costs

Annual costs for nonexempt labor, including direct and indirect production workers, are presented in Exhibit II. Costs are based on a representative mix of job descriptions for the model 325-worker processing plant. Comparative labor costs for management and technical staff were not included as these costs would tend not to vary as significantly by geography, but rather by individual company compensation practices. Fringe benefit costs are included as a percent of annual base payroll costs and are assumed to include all statutory benefits, pay for time not worked, and company-sponsored benefits.

Comparative Electric Power and Natural Gas Costs

Comparative annual electric power and natural gas costs are presented in Exhibit III. Annual costs reflect industrial rate schedules of the respective utilities serving each surveyed location. No incentive or discounted rates are assumed.

Comparative Land Acquisition and Construction Costs

Exhibit IV presents comparative costs for the purchase of industrially-zoned land and the construction of new production space in each of the 25 surveyed locations.

Comparative Ad Valorem and Sales Tax Costs

Exhibit V presents comparative ad valorem (property) tax costs in each of the 25 locations scaled to the land and building specifications of the model food processing plant. Also presented in this exhibit are comparative local and state sales tax costs based on a fixed annual purchase of taxable supplies, furnishings, equipment and other taxable goods.

Total Annual Operating Cost Ranking

Taken from summary Exhibit I is a ranking of the 25 surveyed food processing locations.

TOTAL GEOGRAPHICALLY-VARIABLE OPERATING COST RANKING	
Location	Total Annual Operating Costs
Boston, MA	\$27,340,201
Newark, NJ	\$26,845,443
Fairfield, CA	\$26,504,354
Seattle, WA	\$26,420,551
San Diego, CA	\$26,092,501
Los Angeles, CA	\$26,091,155
Minneapolis, MN	\$25,754,826
Chicago, IL	\$25,625,975
Stockton, CA	\$25,608,694

**A COMPARATIVE OPERATING
COST ANALYSIS****FOOD PROCESSING
INDUSTRY SITE SELECTION**

Modesto, CA	\$25,080,071
Bakersfield, CA	\$24,825,334
Fresno, CA	\$24,526,443
Portland, OR	\$24,365,544
Denver, CO	\$24,231,103
Rochester, NY	\$24,126,181
St. Louis, MO	\$23,931,895
Portland, ME	\$23,881,791
Hershey/Lebanon, PA	\$23,749,567
Atlanta, GA	\$23,648,997
Cincinnati, OH	\$23,474,267
Dallas, TX	\$23,450,897
Buffalo, NY	\$23,317,167
Omaha, NE	\$22,597,297
Boise, ID	\$22,385,825
Great Falls, MT	\$20,549,458

About Boyd

Founded in 1975, The Boyd Company, Inc., provides independent location counsel to leading U.S. and overseas corporations. Devoted exclusively to corporate mobility, Boyd is a recognized authority in the field of comparative business cost analysis. Its proprietary BizCosts® data base is developed from five decades of corporate site selection case studies and is considered an authoritative benchmark by corporations worldwide.

COMPARATIVE OPERATING COST SERIES I

**A COMPARATIVE OPERATING
COST ANALYSIS**

**FOOD PROCESSING
INDUSTRY SITE SELECTION**

SERIES I - EXHIBIT I							
COMPARATIVE ANNUAL OPERATING COST SIMULATION SUMMARY(1)							
	Bakersfield	Fairfield	Fresno	Los Angeles	Modesto	San Diego	Stockton
	CA	CA	CA	CA	CA	CA	CA
	Metro Area	Metro Area	Metro Area	Metro Area	Metro Area	Metro Area	Metro Area
Nonexempt Labor (2)							
Weighted Average Hourly Earnings	\$23.30	\$24.67	\$22.90	\$24.50	\$23.45	\$24.45	\$23.92
Annual Base Payroll Costs	\$14,418,040	\$15,265,796	\$14,170,520	\$15,160,600	\$14,510,860	\$15,129,660	\$14,801,696
Fringe Benefits	\$5,478,855	\$5,801,002	\$5,384,798	\$5,761,028	\$5,514,127	\$5,749,271	\$5,624,644
Total Annual Labor Costs	\$19,896,895	\$21,066,798	\$19,555,318	\$20,921,628	\$20,024,987	\$20,878,931	\$20,426,340
Electric Power Costs (3)	\$1,102,368	\$1,102,368	\$1,102,368	\$829,668	\$1,102,368	\$1,169,448	\$1,102,368
Natural Gas Power Costs (4)	\$557,100	\$557,100	\$557,100	\$557,100	\$557,100	\$557,100	\$557,100
Amortization Costs (5)	\$2,397,418	\$2,798,275	\$2,425,181	\$2,749,632	\$2,506,997	\$2,615,688	\$2,550,288
Property and Sales Tax Costs (6)	\$871,553	\$979,813	\$886,476	\$1,033,127	\$888,619	\$871,334	\$972,598
Total Annual Geographically-Variable Operating Costs	\$24,825,334	\$26,504,354	\$24,526,443	\$26,091,155	\$25,080,071	\$26,092,501	\$25,608,694
NOTES:							
(1) Includes all major geographically-variable operating costs. Start-up and relocation costs not considered.							
(2) See Exhibit II.							
(3) See Exhibit III.							
(4) See Exhibit III.							
(5) See Exhibit IV.							
(6) See Exhibit V.							

**A COMPARATIVE OPERATING
COST ANALYSIS**

**FOOD PROCESSING
INDUSTRY SITE SELECTION**

SERIES I - EXHIBIT II								
COMPARATIVE ANNUAL LABOR COSTS								
	Number of Workers	Bakersfield CA Metro Area	Fairfield CA Metro Area	Fresno CA Metro Area	Los Angeles CA Metro Area	Modesto CA Metro Area	San Diego CA Metro Area	Stockton CA Metro Area
JOB TITLES								
Sanitation	15	\$16.49	\$17.45	\$16.20	\$17.33	\$16.59	\$17.30	\$16.93
General Helper	35	\$18.59	\$19.68	\$18.27	\$19.54	\$18.71	\$19.51	\$19.09
Material Handler	25	\$19.21	\$20.34	\$18.88	\$20.20	\$19.34	\$20.16	\$19.73
Ingredient Stock Clerk	30	\$18.46	\$19.54	\$18.15	\$19.41	\$18.58	\$19.37	\$18.95
Conveyor Operator	15	\$24.36	\$25.79	\$23.94	\$25.61	\$24.52	\$25.56	\$25.01
Batchmaker	30	\$21.28	\$22.53	\$20.92	\$22.37	\$21.42	\$22.33	\$21.85
Spinning Machine Operator	20	\$25.23	\$26.71	\$24.80	\$26.52	\$25.39	\$26.47	\$25.90
Sorter and Assembler	40	\$19.12	\$20.24	\$18.79	\$20.10	\$19.24	\$20.06	\$19.63
Production Inspector	15	\$31.48	\$33.33	\$30.94	\$33.09	\$31.68	\$33.03	\$32.32
Filling/Packaging Machine Operator	20	\$26.73	\$28.30	\$26.28	\$28.10	\$26.90	\$28.05	\$27.45
Label Machine Operator	15	\$25.73	\$27.24	\$25.29	\$27.05	\$25.90	\$27.00	\$26.42
Quality Control	20	\$31.37	\$33.21	\$30.84	\$32.98	\$31.58	\$32.92	\$32.21
Food Technician	25	\$30.30	\$32.08	\$29.79	\$31.86	\$30.50	\$31.80	\$31.12
Sanitation Technician	15	\$29.85	\$31.60	\$29.34	\$31.38	\$30.04	\$31.32	\$30.65
Maintenance Mechanic	5	\$28.32	\$29.98	\$27.84	\$29.77	\$28.50	\$29.72	\$29.08
Total Workers	325							
Weighted Average Hourly Earnings (1)		\$23.30	\$24.67	\$22.90	\$24.50	\$23.45	\$24.45	\$23.92
Total Annual Base Payroll Costs (2)		\$14,418,040	\$15,265,796	\$14,170,520	\$15,160,600	\$14,510,860	\$15,129,660	\$14,801,696
Fringe Benefits (3)		\$5,478,855	\$5,801,002	\$5,384,798	\$5,761,028	\$5,514,127	\$5,749,271	\$5,624,644
Total Annual Labor Costs		\$19,896,895	\$21,066,798	\$19,555,318	\$20,921,628	\$20,024,987	\$20,878,931	\$20,426,340
NOTES:								
(1) For mature plant in third year of operation based on current wage rates and benefit practices. Comparative labor costs reflect field research, Boyd food industry sources and comparative BizCosts® wage data placing plant in competitive hiring position in each labor market area. Job titles reflect a representative mix of key direct and indirect job functions for a 325-worker production facility.								
(2) Assumes 1,904 hours worked per year per employee based on 12 paid holidays and a two-week vacation for mature plant.								
(3) Based on an estimated 38 percent of total annual base payroll costs. Costs include all statutory benefits, pay for time not worked and company-sponsored benefits.								

**A COMPARATIVE OPERATING
COST ANALYSIS**

**FOOD PROCESSING
INDUSTRY SITE SELECTION**

SERIES I - EXHIBIT III					
ANNUAL ELECTRIC POWER AND NATURAL GAS COST COMPARISONS					
Location	Electric Utility Company	Annual Electric Power Cost (1)	Annual Cost Per kWh (cents)	Annual Natural Gas Costs (2)	Total Annual Electric Power and Natural Gas Costs
Bakersfield, CA	Pacific Gas & Electric Company	\$1,102,368	14.13	\$557,100	\$1,659,468
Fairfield, CA	Pacific Gas & Electric Company	\$1,102,368	14.13	\$557,100	\$1,659,468
Fresno, CA	Pacific Gas & Electric Company	\$1,102,368	14.13	\$557,100	\$1,659,468
Los Angeles, CA	Southern California Edison	\$829,668	10.64	\$557,100	\$1,386,768
Modesto, CA	Pacific Gas & Electric Company	\$1,102,368	14.13	\$557,100	\$1,659,468
San Diego, CA	San Diego Gas & Electric Company	\$1,169,448	14.99	\$557,100	\$1,726,548
Stockton, CA	Pacific Gas & Electric Company*	\$1,102,368	14.13	\$557,100	\$1,659,468
NOTES:					
(1) Based on assumed monthly demand of 1,000 kW and 650,000 kWh monthly consumption. Annual costs reflect comparative industrial general service rates. No incentives or special discounts assumed.					
(2) Annual costs reflect an assumed monthly use of 75,000 therms of natural gas. Gas prices are based on latest monthly state averages for industrial-use gas.					

**A COMPARATIVE OPERATING
COST ANALYSIS**

**FOOD PROCESSING
INDUSTRY SITE SELECTION**

SERIES I - EXHIBIT IV							
PLANT CONSTRUCTION AND AMORTIZATION COSTS							
	Bakersfield	Fairfield	Fresno	Los Angeles	Modesto	San Diego	Stockton
	CA	CA	CA	CA	CA	CA	CA
	Metro Area	Metro Area	Metro Area	Metro Area	Metro Area	Metro Area	Metro Area
Site Acquisition: No. of Acres	25	25	25	25	25	25	25
Cost per Acre (1)	\$109,500	\$269,500	\$113,500	\$319,500	\$127,500	\$243,500	\$149,500
Site Improvement Cost (2)	--	--	--	--	--	--	--
Total Land Cost	\$2,737,500	\$6,737,500	\$2,837,500	\$7,987,500	\$3,187,500	\$6,087,500	\$3,737,500
Construction Cost (3)	\$19,396,391	\$22,441,329	\$19,784,318	\$20,336,445	\$20,872,202	\$19,882,413	\$21,083,033
Machinery and Equipment	\$20,000,000	\$20,000,000	\$20,000,000	\$20,000,000	\$20,000,000	\$20,000,000	\$20,000,000
Total Project Investment	\$42,133,891	\$49,178,829	\$42,621,818	\$48,323,945	\$44,059,702	\$45,969,913	\$44,820,533
Project Amortization							
Cost of Funds (Interest)	3.0	3.0	3.0	3.0	3.0	3.0	3.0
Payment Factor (4)	0.0569	0.0569	0.0569	0.0569	0.0569	0.0569	0.0569
Total Annual Amortization Cost	\$2,397,418	\$2,798,275	\$2,425,181	\$2,749,632	\$2,506,997	\$2,615,688	\$2,550,288
NOTES:							
(1)	Boyd estimate only. Actual negotiated costs would vary by site specifics, including location, access, visibility, etc. Costs reflect fully serviced industrially-zoned land within a controlled industrial park setting.						
(2)	Land preparation costs limited to normal grading and held constant for purposes of analysis.						
(3)	Based on construction of fully equipped 200,000 sq. ft. industrial building. Geographic differentials in building costs are based on latest BizCosts® construction cost index data for the first quarter of 2018.						
(4)	Assumes 25-year level amortization payments at 3.0 percent.						

**A COMPARATIVE OPERATING
COST ANALYSIS**

**FOOD PROCESSING
INDUSTRY SITE SELECTION**

SERIES I - EXHIBIT V AD VALOREM AND SALES TAX COSTS							
	Bakersfield	Fairfield	Fresno	Los Angeles	Modesto	San Diego	Stockton
	CA	CA	CA	CA	CA	CA	CA
	Metro Area	Metro Area	Metro Area	Metro Area	Metro Area	Metro Area	Metro Area
Real Property Tax Cost							
Land Cost (1)	\$2,737,500	\$6,737,500	\$2,837,500	\$7,987,500	\$3,187,500	\$6,087,500	\$3,737,500
Building Cost (2)	\$19,396,391	\$22,441,329	\$19,784,318	\$20,336,445	\$20,872,202	\$19,882,413	\$21,083,033
Total	\$22,133,891	\$29,178,829	\$22,621,818	\$28,323,945	\$24,059,702	\$25,969,913	\$24,820,533
Effective Tax Rate	\$14.81	\$12.04	\$12.73	\$11.32	\$12.37	\$11.17	\$11.99
Real Property Tax Cost (3)	\$327,803	\$351,313	\$287,976	\$320,627	\$297,619	\$290,084	\$297,598
Sales Tax Cost							
Taxable Goods Purchases	\$7,500,000	\$7,500,000	\$7,500,000	\$7,500,000	\$7,500,000	\$7,500,000	\$7,500,000
Sales Tax Rate (Percent)	7.25	8.38	7.98	9.50	7.88	7.75	9.00
Total Annual Sales Tax Cost (4)	\$543,750	\$628,500	\$598,500	\$712,500	\$591,000	\$581,250	\$675,000
Total Annual Ad Valorem and Sales Tax Costs	\$871,553	\$979,813	\$886,476	\$1,033,127	\$888,619	\$871,334	\$972,598
NOTES:							
(1) See Exhibit IV.							
(2) See Exhibit IV.							
(3) Based on nominal real property tax rate and assessment practices at each location based on \$1,000 of valuation. Petitions for abatements and lower assessments not considered. Effective tax rates are considered representative property tax levy amounts. Actual rates will vary based on alternate municipal, school, fire and special assessment districts within each surveyed locations.							
(4) Based on prevailing local and state sales tax levies on taxable purchases of supplies, furnishings, equipment and other taxable goods.							

COMPARATIVE OPERATING COST SERIES II

**A COMPARATIVE OPERATING
COST ANALYSIS**

**FOOD PROCESSING
INDUSTRY SITE SELECTION**

SERIES II - EXHIBIT I								
COMPARATIVE ANNUAL OPERATING COST SIMULATION SUMMARY(1)								
	Denver	Atlanta	Boise	Chicago	Portland	Boston	Minneapolis	
	CO	GA	ID	IL	ME	MA	MN	
	Metro Area	Metro Area	Metro Area	Metro Area	Metro Area	Metro Area	Metro Area	Metro Area
Nonexempt Labor (2)								
Weighted Average Hourly Earnings	\$23.12	\$22.53	\$21.71	\$23.86	\$23.10	\$24.65	\$24.01	
Annual Base Payroll Costs	\$14,306,656	\$13,941,564	\$13,434,148	\$14,764,568	\$14,294,280	\$15,253,420	\$14,857,388	
Fringe Benefits	\$5,436,529	\$5,297,794	\$5,104,976	\$5,610,536	\$5,431,826	\$5,796,300	\$5,645,807	
Total Annual Labor Costs	\$19,743,185	\$19,239,358	\$18,539,124	\$20,375,104	\$19,726,106	\$21,049,720	\$20,503,195	
Electric Power Costs (3)	\$485,700	\$585,180	\$444,744	\$475,620	\$724,392	\$1,198,956	\$574,380	
Natural Gas Power Costs (4)	\$520,200	\$430,200	\$401,400	\$585,900	\$477,000	\$644,400	\$380,700	
Amortization Costs (5)	\$2,388,506	\$2,315,855	\$2,234,963	\$2,608,062	\$2,196,940	\$2,763,929	\$2,616,186	
Property and Sales Tax Costs (6)	\$1,093,512	\$1,078,404	\$765,594	\$1,581,289	\$757,353	\$1,683,196	\$1,680,365	
Total Annual Geographically-Variable Operating Costs	\$24,231,103	\$23,648,997	\$22,385,825	\$25,625,975	\$23,881,791	\$27,340,201	\$25,754,826	
NOTES:								
(1)	Includes all major geographically-variable operating costs. Start-up and relocation costs not considered.							
(2)	See Exhibit II.							
(3)	See Exhibit III.							
(4)	See Exhibit III.							
(5)	See Exhibit IV.							
(6)	See Exhibit V.							

**A COMPARATIVE OPERATING
COST ANALYSIS**

**FOOD PROCESSING
INDUSTRY SITE SELECTION**

**SERIES II - EXHIBIT II
COMPARATIVE ANNUAL LABOR COSTS**

	Number of Workers	Denver CO Metro Area	Atlanta GA Metro Area	Boise ID Metro Area	Chicago IL Metro Area	Portland ME Metro Area	Boston MA Metro Area	Minneapolis MN Metro Area
JOB TITLES								
Sanitation	15	\$16.36	\$15.94	\$15.36	\$16.88	\$16.34	\$17.44	\$16.99
General Helper	35	\$18.45	\$17.97	\$17.32	\$19.03	\$18.43	\$19.66	\$19.16
Material Handler	25	\$19.06	\$18.57	\$17.90	\$19.67	\$19.05	\$20.32	\$19.80
Ingredient Stock Clerk	30	\$18.32	\$17.85	\$17.20	\$18.90	\$18.30	\$19.53	\$19.02
Conveyor Operator	15	\$24.17	\$23.55	\$22.70	\$24.94	\$24.15	\$25.77	\$25.10
Batchmaker	30	\$21.12	\$20.57	\$19.83	\$21.79	\$21.10	\$22.51	\$21.93
Spinning Machine Operator	20	\$25.03	\$24.39	\$23.51	\$25.83	\$25.01	\$26.69	\$26.00
Sorter and Assembler	40	\$18.97	\$18.48	\$17.82	\$19.57	\$18.95	\$20.22	\$19.70
Production Inspector	15	\$31.24	\$30.43	\$29.34	\$32.23	\$31.21	\$33.30	\$32.44
Filling/Packaging Machine Operator	20	\$26.53	\$25.84	\$24.91	\$27.37	\$26.50	\$28.28	\$27.55
Label Machine Operator	15	\$25.54	\$24.88	\$23.98	\$26.35	\$25.51	\$27.22	\$26.52
Quality Control	20	\$31.13	\$30.33	\$29.24	\$32.12	\$31.11	\$33.19	\$32.33
Food Technician	25	\$30.07	\$29.30	\$28.24	\$31.03	\$30.05	\$32.06	\$31.23
Sanitation Technician	15	\$29.62	\$28.85	\$27.81	\$30.56	\$29.59	\$31.57	\$30.76
Maintenance Mechanic	5	\$28.10	\$27.38	\$26.39	\$28.99	\$28.08	\$29.96	\$29.19
Total Workers	325							
Weighted Average Hourly Earnings (1)		\$23.12	\$22.53	\$21.71	\$23.86	\$23.10	\$24.65	\$24.01
Total Annual Base Payroll Costs (2)		\$14,306,656	\$13,941,564	\$13,434,148	\$14,764,568	\$14,294,280	\$15,253,420	\$14,857,388
Fringe Benefits (3)		\$5,436,529	\$5,297,794	\$5,104,976	\$5,610,536	\$5,431,826	\$5,796,300	\$5,645,807
Total Annual Labor Costs		\$19,743,185	\$19,239,358	\$18,539,124	\$20,375,104	\$19,726,106	\$21,049,720	\$20,503,195
NOTES:								
(1) For mature plant in third year of operation based on current wage rates and benefit practices. Comparative labor costs reflect field research, Boyd food industry sources and comparative BizCosts® wage data placing plant in competitive hiring position in each labor market area. Job titles reflect a representative mix of key direct and indirect job functions for a 325-worker production facility.								
(2) Assumes 1,904 hours worked per year per employee based on 12 paid holidays and a two-week vacation for mature plant.								
(3) Based on an estimated 38 percent of total annual base payroll costs. Costs include all statutory benefits, pay for time not worked and company-sponsored benefits.								

**A COMPARATIVE OPERATING
COST ANALYSIS**

**FOOD PROCESSING
INDUSTRY SITE SELECTION**

SERIES II - EXHIBIT III					
ANNUAL ELECTRIC POWER AND NATURAL GAS COST COMPARISONS					
Location	Electric Utility Company	Annual Electric Power Cost (1)	Annual Cost Per kWh (cents)	Annual Natural Gas Costs (2)	Total Annual Electric Power and Natural Gas Costs
Denver, CO	Public Service Company of Colorado	\$485,700	6.23	\$520,200	\$1,005,900
Atlanta, GA	Georgia Power	\$585,180	7.50	\$430,200	\$1,015,380
Boise, ID	Idaho Power	\$444,744	5.70	\$401,400	\$846,144
Chicago, IL	Commonwealth Edison	\$475,620	6.10	\$585,900	\$1,061,520
Portland, ME	Central Maine Power	\$724,392	9.29	\$477,000	\$1,201,392
Boston, MA	Boston Edison	\$1,198,956	15.37	\$644,400	\$1,843,356
Minneapolis, MN	Northern States Power	\$574,380	7.36	\$380,700	\$955,080
NOTES:					
(1) Based on assumed monthly demand of 1,000 kW and 650,000 kWh monthly consumption. Annual costs reflect comparative industrial general service rates. No incentives or special discounts assumed.					
(2) Annual costs reflect an assumed monthly use of 75,000 therms of natural gas. Gas prices are based on latest monthly state averages for industrial-use gas.					

**A COMPARATIVE OPERATING
COST ANALYSIS**

**FOOD PROCESSING
INDUSTRY SITE SELECTION**

SERIES II - EXHIBIT IV							
PLANT CONSTRUCTION AND AMORTIZATION COSTS							
	Denver	Atlanta	Boise	Chicago	Portland	Boston	Minneapolis
	CO	GA	ID	IL	ME	MA	MN
	Metro Area	Metro Area	Metro Area	Metro Area	Metro Area	Metro Area	Metro Area
Site Acquisition: No. of Acres	25	25	25	25	25	25	25
Cost per Acre (1)	\$151,500	\$144,500	\$73,500	\$177,500	\$62,500	\$183,500	\$178,500
Site Improvement Cost (2)	--	--	--	--	--	--	--
Total Land Cost	\$3,787,500	\$3,612,500	\$1,837,500	\$4,437,500	\$1,562,500	\$4,587,500	\$4,462,500
Construction Cost (3)	\$18,189,767	\$17,087,933	\$17,441,280	\$21,398,386	\$17,048,038	\$23,987,696	\$21,516,167
Machinery and Equipment	\$20,000,000	\$20,000,000	\$20,000,000	\$20,000,000	\$20,000,000	\$20,000,000	\$20,000,000
Total Project Investment	\$41,977,267	\$40,700,433	\$39,278,780	\$45,835,886	\$38,610,538	\$48,575,196	\$45,978,667
Project Amortization							
Cost of Funds (Interest)	3.0	3.0	3.0	3.0	3.0	3.0	3.0
Payment Factor (4)	0.0569	0.0569	0.0569	0.0569	0.0569	0.0569	0.0569
Total Annual Amortization Cost	\$2,388,506	\$2,315,855	\$2,234,963	\$2,608,062	\$2,196,940	\$2,763,929	\$2,616,186
NOTES:							
(1) Boyd estimate only. Actual negotiated costs would vary by site specifics, including location, access, visibility, etc. Costs reflect fully serviced industrially-zoned land within a controlled industrial park setting.							
(2) Land preparation costs limited to normal grading and held constant for purposes of analysis.							
(3) Based on construction of fully equipped 200,000 sq. ft. industrial building. Geographic differentials in building costs are based on latest BizCosts® construction cost index data for the first quarter of 2018.							
(4) Assumes 25-year level amortization payments at 3.0 percent.							

**A COMPARATIVE OPERATING
COST ANALYSIS**

**FOOD PROCESSING
INDUSTRY SITE SELECTION**

SERIES II - EXHIBIT V								
AD VALOREM AND SALES TAX COSTS								
	Denver	Atlanta	Boise	Chicago	Portland	Boston	Minneapolis	
	CO	GA	ID	IL	ME	MA	MN	
	Metro Area	Metro Area	Metro Area	Metro Area	Metro Area	Metro Area	Metro Area	Metro Area
Real Property Tax Cost								
Land Cost (1)	\$3,787,500	\$3,612,500	\$1,837,500	\$4,437,500	\$1,562,500	\$4,587,500	\$4,462,500	
Building Cost (2)	\$18,189,767	\$17,087,933	\$17,441,280	\$21,398,386	\$17,048,038	\$23,987,696	\$21,516,167	
Total	\$21,977,267	\$20,700,433	\$19,278,780	\$25,835,886	\$18,610,538	\$28,575,196	\$25,978,667	
Effective Tax Rate	\$23.65	\$19.85	\$16.37	\$31.45	\$18.53	\$42.50	\$41.50	
Real Property Tax Cost (3)	\$519,762	\$410,904	\$315,594	\$812,539	\$344,853	\$1,214,446	\$1,078,115	
Sales Tax Cost								
Taxable Goods Purchases	\$7,500,000	\$7,500,000	\$7,500,000	\$7,500,000	\$7,500,000	\$7,500,000	\$7,500,000	
Sales Tax Rate (Percent)	7.65	8.90	6.00	10.25	5.50	6.25	8.03	
Total Annual Sales Tax Cost (4)	\$573,750	\$667,500	\$450,000	\$768,750	\$412,500	\$468,750	\$602,250	
Total Annual Ad Valorem and Sales Tax Costs	\$1,093,512	\$1,078,404	\$765,594	\$1,581,289	\$757,353	\$1,683,196	\$1,680,365	
NOTES:								
(1) See Exhibit IV.								
(2) See Exhibit IV.								
(3) Based on nominal real property tax rate and assessment practices at each location based on \$1,000 of valuation. Petitions for abatements and lower assessments not considered. Effective tax rates are considered representative property tax levy amounts. Actual rates will vary based on alternate municipal, school, fire and special assessment districts within each surveyed locations.								
(4) Based on prevailing local and state sales tax levies on taxable purchases of supplies, furnishings, equipment and other taxable goods.								

COMPARATIVE OPERATING COST SERIES III

**A COMPARATIVE OPERATING
COST ANALYSIS**

**FOOD PROCESSING
INDUSTRY SITE SELECTION**

SERIES III - EXHIBIT I							
COMPARATIVE ANNUAL OPERATING COST SIMULATION SUMMARY(1)							
	St. Louis	Great Falls	Omaha	Newark	Buffalo	Rochester	Cincinnati
	MO	MT	NE	NJ	NY	NY	OH
	Metro Area	Metro Area	Metro Area	Metro Area	Metro Area	Metro Area	Metro Area
Nonexempt Labor (2)							
Weighted Average Hourly Earnings	\$22.49	\$19.83	\$21.63	\$24.93	\$21.87	\$22.78	\$22.37
Annual Base Payroll Costs	\$13,916,812	\$12,270,804	\$13,384,644	\$15,426,684	\$13,533,156	\$14,096,264	\$13,842,556
Fringe Benefits	\$5,288,389	\$4,662,906	\$5,086,165	\$5,862,140	\$5,142,599	\$5,356,580	\$5,260,171
Total Annual Labor Costs	\$19,205,201	\$16,933,710	\$18,470,809	\$21,288,824	\$18,675,755	\$19,452,844	\$19,102,727
Electric Power Costs (3)	\$484,128	\$611,376	\$576,420	\$605,388	\$424,884	\$517,020	\$543,792
Natural Gas Power Costs (4)	\$552,600	\$545,400	\$399,600	\$764,100	\$600,300	\$600,300	\$582,300
Amortization Costs (5)	\$2,378,584	\$2,202,636	\$2,208,405	\$2,805,459	\$2,364,290	\$2,335,282	\$2,268,320
Property and Sales Tax Costs (6)	\$1,311,382	\$256,336	\$942,063	\$1,381,672	\$1,251,938	\$1,220,735	\$977,128
Total Annual Geographically-Variable Operating Costs	\$23,931,895	\$20,549,458	\$22,597,297	\$26,845,443	\$23,317,167	\$24,126,181	\$23,474,267
NOTES:							
(1) Includes all major geographically-variable operating costs. Start-up and relocation costs not considered.							
(2) See Exhibit II.							
(3) See Exhibit III.							
(4) See Exhibit III.							
(5) See Exhibit IV.							
(6) See Exhibit V.							

**A COMPARATIVE OPERATING
COST ANALYSIS**

**FOOD PROCESSING
INDUSTRY SITE SELECTION**

SERIES III - EXHIBIT II								
COMPARATIVE ANNUAL LABOR COSTS								
	Number of Workers	St. Louis MO Metro Area	Great Falls MT Metro Area	Omaha NE Metro Area	Newark NJ Metro Area	Buffalo NY Metro Area	Rochester NY Metro Area	Cincinnati OH Metro Area
JOB TITLES								
Sanitation	15	\$15.91	\$14.03	\$15.31	\$17.64	\$15.48	\$16.12	\$15.83
General Helper	35	\$17.94	\$15.82	\$17.26	\$19.89	\$17.45	\$18.18	\$17.84
Material Handler	25	\$18.54	\$16.35	\$17.84	\$20.55	\$18.03	\$18.79	\$18.44
Ingredient Stock Clerk	30	\$17.82	\$15.71	\$17.14	\$19.75	\$17.33	\$18.05	\$17.72
Conveyor Operator	15	\$23.51	\$20.73	\$22.62	\$26.06	\$22.87	\$23.82	\$23.38
Batchmaker	30	\$20.54	\$18.11	\$19.76	\$22.76	\$19.98	\$20.81	\$20.43
Spinning Machine Operator	20	\$24.35	\$21.47	\$23.42	\$26.99	\$23.68	\$24.67	\$24.22
Sorter and Assembler	40	\$18.45	\$16.27	\$17.75	\$20.45	\$17.95	\$18.69	\$18.35
Production Inspector	15	\$30.38	\$26.79	\$29.23	\$33.68	\$29.55	\$30.78	\$30.22
Filling/Packaging Machine Operator	20	\$25.80	\$22.75	\$24.82	\$28.60	\$25.09	\$26.14	\$25.66
Label Machine Operator	15	\$24.83	\$21.90	\$23.89	\$27.53	\$24.16	\$25.16	\$24.70
Quality Control	20	\$30.28	\$26.70	\$29.13	\$33.56	\$29.45	\$30.68	\$30.12
Food Technician	25	\$29.25	\$25.79	\$28.14	\$32.42	\$28.45	\$29.63	\$29.09
Sanitation Technician	15	\$28.80	\$25.40	\$27.71	\$31.93	\$28.02	\$29.18	\$28.65
Maintenance Mechanic	5	\$27.33	\$24.10	\$26.29	\$30.29	\$26.58	\$27.69	\$27.18
Total Workers	325							
Weighted Average Hourly Earnings (1)		\$22.49	\$19.83	\$21.63	\$24.93	\$21.87	\$22.78	\$22.37
Total Annual Base Payroll Costs (2)		\$13,916,812	\$12,270,804	\$13,384,644	\$15,426,684	\$13,533,156	\$14,096,264	\$13,842,556
Fringe Benefits (3)		\$5,288,389	\$4,662,906	\$5,086,165	\$5,862,140	\$5,142,599	\$5,356,580	\$5,260,171
Total Annual Labor Costs		\$19,205,201	\$16,933,710	\$18,470,809	\$21,288,824	\$18,675,755	\$19,452,844	\$19,102,727
NOTES:								
(1) For mature plant in third year of operation based on current wage rates and benefit practices. Comparative labor costs reflect field research, Boyd food industry sources and comparative BizCosts® wage data placing plant in competitive hiring position in each labor market area. Job titles reflect a representative mix of key direct and indirect job functions for a 325-worker production facility.								
(2) Assumes 1,904 hours worked per year per employee based on 12 paid holidays and a two-week vacation for mature plant.								
(3) Based on an estimated 38 percent of total annual base payroll costs. Costs include all statutory benefits, pay for time not worked and company-sponsored benefits.								

**A COMPARATIVE OPERATING
COST ANALYSIS**

**FOOD PROCESSING
INDUSTRY SITE SELECTION**

SERIES III - EXHIBIT III					
ANNUAL ELECTRIC POWER AND NATURAL GAS COST COMPARISONS					
		Annual Electric	Annual Cost	Annual Natural	Total Annual
Location	Electric Utility Company	Power Cost (1)	Per kWh (cents)	Gas Costs (2)	Electric Power and Natural Gas Costs
St. Louis, MO	Ameren Missouri	\$484,128	6.21	\$552,600	\$1,036,728
Great Falls, MT	NorthWestern Energy	\$611,376	7.84	\$545,400	\$1,156,776
Omaha, NE	Omaha Public Power District	\$576,420	7.39	\$399,600	\$976,020
Newark, NJ	PSE&G	\$605,388	7.76	\$764,100	\$1,369,488
Buffalo, NY	Niagara Mohawk Power Company	\$424,884	5.45	\$600,300	\$1,025,184
Rochester, NY	Rochester Gas & Electric Corporation	\$517,020	6.63	\$600,300	\$1,117,320
Cincinnati, OH	Duke Energy Ohio	\$543,792	6.97	\$582,300	\$1,126,092
NOTES:					
(1) Based on assumed monthly demand of 1,000 kW and 650,000 kWh monthly consumption. Annual costs reflect comparative industrial general service rates. No incentives or special discounts assumed.					
(2) Annual costs reflect an assumed monthly use of 75,000 therms of natural gas. Gas prices are based on latest monthly state averages for industrial-use gas.					

**A COMPARATIVE OPERATING
COST ANALYSIS**

**FOOD PROCESSING
INDUSTRY SITE SELECTION**

SERIES III - EXHIBIT IV							
PLANT CONSTRUCTION AND AMORTIZATION COSTS							
	St. Louis	Great Falls	Omaha	Newark	Buffalo	Rochester	Cincinnati
	MO	MT	NE	NJ	NY	NY	OH
	Metro Area	Metro Area	Metro Area	Metro Area	Metro Area	Metro Area	Metro Area
Site Acquisition: No. of Acres	25	25	25	25	25	25	25
Cost per Acre (1)	\$96,500	\$25,000	\$70,560	\$310,000	\$82,500	\$86,500	\$83,500
Site Improvement Cost (2)	--	--	--	--	--	--	--
Total Land Cost	\$2,412,500	\$625,000	\$1,764,000	\$7,750,000	\$2,062,500	\$2,162,500	\$2,087,500
Construction Cost (3)	\$19,390,387	\$18,085,657	\$17,048,038	\$21,555,074	\$19,489,172	\$18,879,363	\$17,777,529
Machinery and Equipment	\$20,000,000	\$20,000,000	\$20,000,000	\$20,000,000	\$20,000,000	\$20,000,000	\$20,000,000
Total Project Investment	\$41,802,887	\$38,710,657	\$38,812,038	\$49,305,074	\$41,551,672	\$41,041,863	\$39,865,029
Project Amortization							
Cost of Funds (Interest)	3.0	3.0	3.0	3.0	3.0	3.0	3.0
Payment Factor (4)	0.0569	0.0569	0.0569	0.0569	0.0569	0.0569	0.0569
Total Annual Amortization Cost	\$2,378,584	\$2,202,636	\$2,208,405	\$2,805,459	\$2,364,290	\$2,335,282	\$2,268,320
NOTES:							
(1)	Boyd estimate only. Actual negotiated costs would vary by site specifics, including location, access, visibility, etc. Costs reflect fully serviced industrially-zoned land within a controlled industrial park setting.						
(2)	Land preparation costs limited to normal grading and held constant for purposes of analysis.						
(3)	Based on construction of fully equipped 200,000 sq. ft. industrial building. Geographic differentials in building costs are based on latest BizCosts® construction cost index data for the first quarter of 2018.						
(4)	Assumes 25-year level amortization payments at 3.0 percent.						

**A COMPARATIVE OPERATING
COST ANALYSIS**

**FOOD PROCESSING
INDUSTRY SITE SELECTION**

**SERIES III - EXHIBIT V
AD VALOREM AND SALES TAX COSTS**

	St. Louis	Great Falls	Omaha	Newark	Buffalo	Rochester	Cincinnati
	MO	MT	NE	NJ	NY	NY	OH
	Metro Area	Metro Area	Metro Area	Metro Area	Metro Area	Metro Area	Metro Area
Real Property Tax Cost							
Land Cost (1)	\$2,412,500	\$625,000	\$1,764,000	\$7,750,000	\$2,062,500	\$2,162,500	\$2,087,500
Building Cost (2)	\$19,390,387	\$18,085,657	\$17,048,038	\$21,555,074	\$19,489,172	\$18,879,363	\$17,777,529
Total	\$21,802,887	\$18,710,657	\$18,812,038	\$29,305,074	\$21,551,672	\$21,041,863	\$19,865,029
Effective Tax Rate	\$28.50	\$13.70	\$22.17	\$29.54	\$27.64	\$29.50	\$22.76
Real Property Tax Cost (3)	\$621,382	\$256,336	\$417,063	\$865,672	\$595,688	\$620,735	\$452,128
Sales Tax Cost							
Taxable Goods Purchases	\$7,500,000	\$7,500,000	\$7,500,000	\$7,500,000	\$7,500,000	\$7,500,000	\$7,500,000
Sales Tax Rate (Percent)	9.20	0.00	7.00	6.88	8.75	8.00	7.00
Total Annual Sales Tax Cost (4)	\$690,000	\$0	\$525,000	\$516,000	\$656,250	\$600,000	\$525,000
Total Annual Ad Valorem and Sales Tax Costs	\$1,311,382	\$256,336	\$942,063	\$1,381,672	\$1,251,938	\$1,220,735	\$977,128
NOTES:							
(1) See Exhibit IV.							
(2) See Exhibit IV.							
(3) Based on nominal real property tax rate and assessment practices at each location based on \$1,000 of valuation. Petitions for abatements and lower assessments not considered. Effective tax rates are considered representative property tax levy amounts. Actual rates will vary based on alternate municipal, school, fire and special assessment districts within each surveyed locations.							
(4) Based on prevailing local and state sales tax levies on taxable purchases of supplies, furnishings, equipment and other taxable goods.							

COMPARATIVE OPERATING COST SERIES IV

**A COMPARATIVE OPERATING
COST ANALYSIS**

**FOOD PROCESSING
INDUSTRY SITE SELECTION**

SERIES IV - EXHIBIT I				
COMPARATIVE ANNUAL OPERATING COST SIMULATION SUMMARY(1)				
	Portland	Hershey/Lebanon	Dallas	Seattle
	OR	PA	TX	WA
	Metro Area	Metro Area	Metro Area	Metro Area
Nonexempt Labor (2)				
Weighted Average Hourly Earnings	\$23.42	\$22.25	\$22.71	\$25.03
Annual Base Payroll Costs	\$14,492,296	\$13,768,300	\$14,052,948	\$15,488,564
Fringe Benefits	\$5,507,072	\$5,231,954	\$5,340,120	\$5,885,654
Total Annual Labor Costs	\$19,999,368	\$19,000,254	\$19,393,068	\$21,374,218
Electric Power Costs (3)	\$575,340	\$537,012	\$456,216	\$577,656
Natural Gas Power Costs (4)	\$477,900	\$818,100	\$288,900	\$650,700
Amortization Costs (5)	\$2,499,795	\$2,370,288	\$2,207,901	\$2,678,689
Property and Sales Tax Costs (6)	\$813,141	\$1,023,913	\$1,104,812	\$1,139,288
Total Annual Geographically-Variable Operating Costs	\$24,365,544	\$23,749,567	\$23,450,897	\$26,420,551
NOTES:				
(1)	Includes all major geographically-variable operating costs. Start-up and relocation costs not considered.			
(2)	See Exhibit II.			
(3)	See Exhibit III.			
(4)	See Exhibit III.			
(5)	See Exhibit IV.			
(6)	See Exhibit V.			

**A COMPARATIVE OPERATING
COST ANALYSIS**

**FOOD PROCESSING
INDUSTRY SITE SELECTION**

SERIES IV - EXHIBIT II					
COMPARATIVE ANNUAL LABOR COSTS					
	Number of Workers	Portland OR Metro Area	Hershey/Lebanon PA Metro Area	Dallas TX Metro Area	Seattle WA Metro Area
JOB TITLES					
Sanitation	15	\$16.57	\$15.74	\$16.06	\$17.71
General Helper	35	\$18.68	\$17.75	\$18.11	\$19.96
Material Handler	25	\$19.31	\$18.34	\$18.72	\$20.63
Ingredient Stock Clerk	30	\$18.55	\$17.63	\$17.99	\$19.83
Conveyor Operator	15	\$24.48	\$23.26	\$23.74	\$26.16
Batchmaker	30	\$21.39	\$20.32	\$20.74	\$22.85
Spinning Machine Operator	20	\$25.36	\$24.09	\$24.58	\$27.10
Sorter and Assembler	40	\$19.21	\$18.25	\$18.63	\$20.53
Production Inspector	15	\$31.64	\$30.06	\$30.67	\$33.81
Filling/Packaging Machine Operator	20	\$26.87	\$25.53	\$26.05	\$28.71
Label Machine Operator	15	\$25.86	\$24.57	\$25.08	\$27.64
Quality Control	20	\$31.53	\$29.96	\$30.57	\$33.70
Food Technician	25	\$30.46	\$28.94	\$29.53	\$32.55
Sanitation Technician	15	\$30.00	\$28.50	\$29.08	\$32.05
Maintenance Mechanic	5	\$28.46	\$27.04	\$27.59	\$30.41
Total Workers	325				
Weighted Average Hourly Earnings (1)		\$23.42	\$22.25	\$22.71	\$25.03
Total Annual Base Payroll Costs (2)		\$14,492,296	\$13,768,300	\$14,052,948	\$15,488,564
Fringe Benefits (3)		\$5,507,072	\$5,231,954	\$5,340,120	\$5,885,654
Total Annual Labor Costs		\$19,999,368	\$19,000,254	\$19,393,068	\$21,374,218
NOTES:					
(1) For mature plant in third year of operation based on current wage rates and benefit practices. Comparative labor costs reflect field research, Boyd food industry sources and comparative BizCosts® wage data placing plant in competitive hiring position in each labor market area. Job titles reflect a representative mix of key direct and indirect job functions for a 325-worker production facility.					
(2) Assumes 1,904 hours worked per year per employee based on 12 paid holidays and a two-week vacation for mature plant.					
(3) Based on an estimated 38 percent of total annual base payroll costs. Costs include all statutory benefits, pay for time not worked and company-sponsored benefits.					

**A COMPARATIVE OPERATING
COST ANALYSIS**

**FOOD PROCESSING
INDUSTRY SITE SELECTION**

SERIES IV - EXHIBIT III					
ANNUAL ELECTRIC POWER AND NATURAL GAS COST COMPARISONS					
Location	Electric Utility Company	Annual Electric Power Cost (1)	Annual Cost Per kWh (cents)	Annual Natural Gas Costs (2)	Total Annual Electric Power and Natural Gas Costs
Portland, OR	Portland General Electric	\$575,340	7.38	\$477,900	\$1,053,240
Hershey/Lebanon, PA	PPL Electric Utilities	\$537,012	6.89	\$818,100	\$1,355,112
Dallas, TX	Oncor Electric Utility	\$456,216	5.85	\$288,900	\$745,116
Seattle, WA	Pugent Sound Energy	\$577,656	7.41	\$650,700	\$1,228,356
NOTES:					
(1) Based on assumed monthly demand of 1,000 kW and 650,000 kWh monthly consumption. Annual costs reflect comparative industrial general service rates. No incentives or special discounts assumed.					
(2) Annual costs reflect an assumed monthly use of 75,000 therms of natural gas. Gas prices are based on latest monthly state averages for industrial-use gas.					

**A COMPARATIVE OPERATING
COST ANALYSIS**

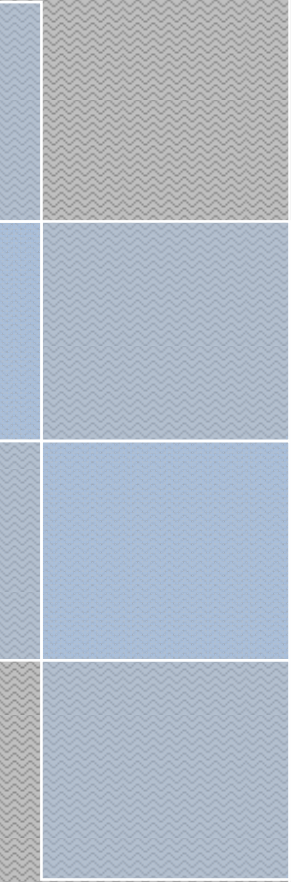
**FOOD PROCESSING
INDUSTRY SITE SELECTION**

SERIES IV - EXHIBIT IV				
PLANT CONSTRUCTION AND AMORTIZATION COSTS				
	Portland	Hershey/Lebanon	Dallas	Seattle
	OR	PA	TX	WA
	Metro Area	Metro Area	Metro Area	Metro Area
Site Acquisition: No. of Acres	25	25	25	25
Cost per Acre (1)	\$167,500	\$145,000	\$93,500	\$292,500
Site Improvement Cost (2)	--	--	--	--
Total Land Cost	\$4,187,500	\$3,625,000	\$2,337,500	\$7,312,500
Construction Cost (3)	\$19,745,633	\$18,032,091	\$16,465,682	\$19,764,631
Machinery and Equipment	\$20,000,000	\$20,000,000	\$20,000,000	\$20,000,000
Total Project Investment	\$43,933,133	\$41,657,091	\$38,803,182	\$47,077,131
Project Amortization				
Cost of Funds (Interest)	3.0	3.0	3.0	3.0
Payment Factor (4)	0.0569	0.0569	0.0569	0.0569
Total Annual Amortization Cost	\$2,499,795	\$2,370,288	\$2,207,901	\$2,678,689
NOTES:				
(1) Boyd estimate only. Actual negotiated costs would vary by site specifics, including location, access, visibility, etc. Costs reflect fully serviced industrially-zoned land within a controlled industrial park setting.				
(2) Land preparation costs limited to normal grading and held constant for purposes of analysis.				
(3) Based on construction of fully equipped 200,000 sq. ft. industrial building. Geographic differentials in building costs are based on latest BizCosts® construction cost index data for the first quarter of 2018.				
(4) Assumes 25-year level amortization payments at 3.0 percent.				

**A COMPARATIVE OPERATING
COST ANALYSIS**

**FOOD PROCESSING
INDUSTRY SITE SELECTION**

SERIES IV - EXHIBIT V				
AD VALOREM AND SALES TAX COSTS				
	Portland	Hershey/Lebanon	Dallas	Seattle
	OR	PA	TX	WA
	Metro Area	Metro Area	Metro Area	Metro Area
Real Property Tax Cost				
Land Cost (1)	\$4,187,500	\$3,625,000	\$2,337,500	\$7,312,500
Building Cost (2)	\$19,745,633	\$18,032,091	\$16,465,682	\$19,764,631
Total	\$23,933,133	\$21,657,091	\$18,803,182	\$27,077,131
Effective Tax Rate	\$16.74	\$26.50	\$25.85	\$14.10
Real Property Tax Cost (3)	\$400,641	\$573,913	\$486,062	\$381,788
Sales Tax Cost				
Taxable Goods Purchases	\$7,500,000	\$7,500,000	\$7,500,000	\$7,500,000
Sales Tax Rate (Percent)	5.50	6.00	8.25	10.10
Total Annual Sales Tax Cost (4)	\$412,500	\$450,000	\$618,750	\$757,500
Total Annual Ad Valorem and Sales Tax Costs	\$813,141	\$1,023,913	\$1,104,812	\$1,139,288
NOTES:				
(1) See Exhibit IV.				
(2) See Exhibit IV.				
(3) Based on nominal real property tax rate and assessment practices at each location based on \$1,000 of valuation. Petitions for abatements and lower assessments not considered. Effective tax rates are considered representative property tax levy amounts. Actual rates will vary based on alternate municipal, school, fire and special assessment districts within each surveyed locations.				
(4) Based on prevailing local and state sales tax levies on taxable purchases of supplies, furnishings, equipment and other taxable goods.				



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