



A Trade Area Analysis of Wisconsin Retail and Service Markets: Updated for 2018

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Abstract

For the updated Trade Area Analysis (TAA) of Wisconsin counties we use the sales tax data as reported by the Wisconsin Department of Revenue for 2017. Only those counties that have elected to collect the optional county sales tax are included in the analysis. Because sales tax data are used one must keep in mind that *the analysis focuses only on taxable sales and may not reflect the total level of activity in the county*. Using Pull Factors and measures of Surplus and Leakage, the relative strengths and weaknesses of local retail markets are identified. An example of how to explore changes in Pull Factors over time to identify strengths, weaknesses, opportunities and potential threats is also provided.

Introduction ¹

When a community is exploring economic development options one area of interest is local retail and service markets. Communities naturally ask “are local retail businesses reaching their fullest potential or are there weaknesses that need to be addressed?” In order to address these basic questions, communities need to have basic insights into the relative strengths and weaknesses of local retail and service markets. One approach to identify these local strengths and weaknesses is to examine patterns in current sales activities using the tools of Trade Area Analysis.

The power of Trade Area Analysis (TAA) is the simplicity of the tools and the ease of interpretation. Community economic development practitioners have found that this simplicity has led to community leaders, businesses and concern citizens to adopt the tools and insights gained from TAA. The tools of Trade Area Analysis have proven to be a powerful foundation upon which to build a conversation about community economic development options. Indeed, some businesses have found these tools to be useful in developing business feasibility plans and have been accepted by a number of bank loan officers.



The weakness of Trade Area Analysis is the lack of geographic detail. The data, in the case of Wisconsin, are provided at the county level (and only for counties that have implemented the county option sales tax), which may or may not reflect the true geographic economic market area. In our case here, from a purely economic perspective, the county is an arbitrary political boundary that may or may not reflect local retail and service markets.

It is important to note that the analysis presented here is at the county level, which may not reflect the true market geographic area. Some businesses may service a local community within the county while other businesses draw customer from a much larger geographic area.

Because the TAA reported here ignores the geographical or spatial element of the community's markets, local knowledge of shopping opportunities and behavior is extremely important. There may be very sensible reasons why TAA identifies a particular weakness or strength. For example, one community may be found to have large weaknesses in motor vehicle sales suggesting a market potential. But it may be the case that a neighboring community has a large concentration of automobile dealerships (a strength for that community) and hence easily explains the initial weakness for the community of interest. Knowledge of the condition of surrounding markets is vital to interpreting the results of the analysis presented here. The key is that TAA can serve as a foundation for a conversation about local retail and service markets.

What we will do in the following few pages is to review the tools of Trade Area Analysis and some of the simplifying assumptions that allow the analysis to move forward. Initially, residents in the local market or trade area of interest (e.g., the county) have the same tastes and preferences across the state. This assumption allows the community practitioner to compare the local market to a state average. We then show methods of estimating demand with unique trade area characteristics. As described above, the trade area is defined by the availability of data and the geographic area that the data are reported.

For this particular study we will use sales tax data reported by the Wisconsin Department of Revenue at the county level. Specifically, counties that have imposed the local option sales tax are included in this analysis. Because the data is drawn from tax sales receipts only taxable sales are considered. If a particular item is not included in the tax base, then no data is available. Hence care must be taken and one must keep in mind that the analysis is of “taxable sales”. Still, the analysis provides one set of information that can be used to develop a picture of the local retail market.

[1] For a more detailed discussion of alternative methods to analyze local retail and service markets, see the UW-Extension, Cooperative Extension program entitled “Downtown and Business District Market Analysis” by Bill Ryan and Matt Kures at <https://fyi.extension.wisc.edu/downtown-market-analysis/>

Trade Area Analysis

Sales retention is an indirect measure of locally available goods and services, assuming people buy locally if possible. While measurement of actual sales is relatively easy, measurement of the sales potential presents some difficulty. This assumes that not only that tastes and preferences are identical but also the local trade area is demographically similar to the state. *Local potential sales* can be estimated by statewide average sales per capita adjusted by the ratio of local to state per capita income (Deller, et.al. 1991; Hustedde, Shaffer & Pulver 1993; Shaffer, Deller & Marcouiller 2004; Stone & McConnen 1983):

$$(1) \quad PS_z^i = P_z * PCS_{state}^i * \frac{PCI_z}{PCI_{state}}$$

where PS_z^i is potential sales in community s for sector i , P is population, PCS is per capita sales, PCI is per capita income.

Care must be used in accepting the computed potential sales from equation (1). It ignores all of the shopping area and consumer characteristics that are located within the immediate and surrounding shopping areas. The potential sales provided from equation (1) assume no differences in local consumption patterns except adjusting by relative local income. For example, the approach of Trade Area Analysis used here does not account for differences in the socioeconomic characteristics of the region other than income. But this readily calculated estimate represents a realistic initial estimate.

One way to estimate the sales retention is to divide actual sales by sales potential. Actual sales can be obtained from a variety of sources, including census of business, sales tax data, and the merchants themselves. Another approach to sales potential estimates the number of people buying from local merchants (Hustedde, Shaffer & Pulver, 1993; Stone & McConnen, 1983). *The Trade Area Capture* estimates the customer equivalents. Trade Area Capture used in conjunction with the *Pull Factor* permits the community to measure the extent to which it attracts nonresidents (e.g., tourists and nonlocal shoppers) and differences in local demand patterns.

Trade Area Capture estimates the number of customers a community's retailers sell to. Most trade area models consider market area as the function of population and distance. Trade Area Capture incorporates income and expenditure factors with the underlying assumption that local tastes and preferences are similar to the tastes and preferences of the state. The verbiage here can become somewhat confusing in that the phrase "trade area" discussed above has a definite spatial meaning, but Trade Area Capture is aspatial. Thus, the Trade Area Capture estimate suffers from the same caveats enumerated for Potential Sales estimated:

$$(2) \quad TAC_z^i = \frac{AS_z^i}{PCS_{state}^i * \frac{PCI_z}{PCI_{state}}}$$

where notation remains the same with the addition of TAC is Trade Area Capture and AS is actual sales.

The number calculated from equation (2) is the number of people purchased for, not the people sold to or actual customers in the store (i.e., if one person buys food for a family of four, all four are counted). If Trade Area Capture exceeds the trade area population then the community is capturing outside trade or local residents have higher spending patterns than the state average. If the Trade Area Capture is less than the trade area population the community is losing potential trade or local residents have a lower spending pattern than the statewide average. Further analysis is required to determine which cause is more important. Comparison of the Trade Area Capture estimates for specific retail or service categories to the total allows for additional insight about which local trade sectors are attracting customers to the community. It is important to make Trade Area Capture comparisons over time to identify trends.



Trade Area Capture measures purchases by both residents and nonresidents. The *Pull Factor* makes explicit the proportion of consumers that a community (the primary market) draws from outside its boundaries (the secondary market, including residents in neighboring areas or tourists). The Pull Factor is the ratio of Trade Area Capture to municipal population, which in our case here is the county. The Pull Factor measures the community's drawing power. Over time, this ratio removes the influence of changes in municipal population when determining changes in drawing power. The Pull Factor is computed as:

$$(3) \quad PF_z^i = \frac{TAC_z^i}{P_z}$$

A Pull Factor (*PF*) greater than one implies that the local market is drawing or pulling in customers from surrounding areas. A Pull Factor less than one implies that the local market is losing customers to competing markets. The Pull Factor, much like percent sales retention estimate, can also be loosely interpreted like a location quotient. Pull Factors significantly greater than one often indicates an area of specialization for the local market. For example, tourist areas tend to have high Pull Factors and location quotients for restaurants, hotels and miscellaneous retail stores. The use of any tool by itself can often lead to erroneous conclusions. One must use a variety of tools to gain a clearer understanding of the local economy.

An alternative way to think about sales retention is to compute local *Surplus or Leakage* by looking at the difference between actual sales (*AS*) with Potential Sales (*PS*):

$$(4) \quad S/L_z^i = AS_z^i - PS_z^i$$

If actual sales (*AS*) is larger than Potential Sales (*PS*) and equation (4) is positive then there is said to be a Surplus, or the local market is performing better than one would expect. One could reasonably interpret a Surplus as the dollar value of the Pull Factor being greater than one. If actual sales (*AS*) is smaller than Potential Sales (*PS*) and equation (4) is negative then there is said to be a Leakage, or the local market is performing below what one would expect. Again, one could reasonably argue that a Leakage is the dollar value of the Pull Factor being less than one.

Core Data for Analysis

Before turning to the Trade Area Analysis for Wisconsin counties that have sales tax data, two core pieces of information are required. The first is the Index of Income and the second is per capita expenditure levels for the state along with the county population and per capita income (Table 1). For this analysis, 66 counties have imposed a sales tax from which the data are derived. Please note that for this analysis, the state averages are based on the 66 counties that are contained in this analysis.

Fifty-one of the 66 have an Index of Income strictly below one, but several, including Walworth and La Crosse, are very close to being exactly at the state average. Juneau County has the lowest Index of Income (0.760, which means that per capita income is only 76% of the state average) while Ozaukee has the highest Index of Income (1.668). Again note that here, the Wisconsin average is defined as including only those counties that have a county sales tax. Because of the relatively low income levels, we would not expect

There are several potential sources of data that can be used to undertake a Trade Area Analysis including sales estimates from private vendors such as Woods and Poole, Inc. or ESRI, federal government sources such as the Economic Census conducted every five years. While these data allow for comparisons across state lines, many times they are estimates based on the Economic Census and the methods employed are unclear. For this study we use County Sales Tax data provided by the Wisconsin Department of Revenue. These data are not only timely, but the methods of collection and reporting are clearly documented. The weakness is that the data covers only taxable sales and are reported only at the county level.

spending in these counties to be on par with the state average and these averages are adjusted downward as described above. At the same time one would expect counties that have higher income levels (e.g., Dane, Door, Ozaukee and Washington) to have higher spending levels than the state average and thus are adjusted upward.

Table 1: Base Data for 2018

	Population	Per Capita Income	Index of Income		Population	Per Capita Income	Index of Income
Adams	19,973	37,748	0.794	Langlade	19,160	41,836	0.880
Ashland	15,500	39,621	0.834	Lincoln	27,838	43,935	0.925
Barron	45,251	46,214	0.973	Marathon	135,732	47,617	1.002
Bayfield	15,008	45,438	0.956	Marinette	40,310	42,296	0.890
Brown	262,052	49,618	1.044	Marquette	15,308	39,340	0.828
Buffalo	13,167	43,223	0.910	Milwaukee	952,085	45,099	0.949
Burnett	15,352	40,774	0.858	Monroe	45,625	39,766	0.837
Calumet	50,067	47,920	1.008	Oconto	37,553	44,140	0.929
Chippewa	63,813	43,573	0.917	Oneida	35,254	47,868	1.007
Clark	34,679	38,498	0.810	Ozaukee	88,429	79,255	1.668
Columbia	57,248	48,239	1.015	Pepin	7,254	46,468	0.978
Crawford	16,214	40,252	0.847	Pierce	41,901	44,636	0.939
Dane	536,416	58,100	1.223	Polk	43,450	44,669	0.940
Dodge	87,786	42,640	0.897	Portage	70,474	43,699	0.920
Door	27,483	59,196	1.246	Price	13,442	44,166	0.929
Douglas	43,284	40,846	0.860	Richland	17,516	41,198	0.867
Dunn	44,693	38,345	0.807	Rock	162,309	42,026	0.884
Eau Claire	103,671	45,468	0.957	Rusk	14,151	42,704	0.899
Florence	4,371	50,145	1.055	Sauk	63,981	45,847	0.965
Fond du Lac	102,548	45,753	0.963	Sawyer	16,418	43,724	0.920
Forest	8,970	39,367	0.828	Shawano	40,935	40,357	0.849
Grant	51,999	41,349	0.870	Sheboygan	115,344	50,081	1.054
Green	36,851	48,687	1.025	St. Croix	88,703	52,858	1.112
Green Lake	18,760	44,037	0.927	Taylor	20,321	38,313	0.806
Iowa	23,715	46,563	0.980	Trempealeau	29,472	42,616	0.897
Iron	5,671	48,393	1.018	Vernon	30,759	38,766	0.816
Jackson	20,529	43,185	0.909	Vilas	21,683	51,814	1.090
Jefferson	84,832	43,637	0.918	Walworth	103,082	46,737	0.984
Juneau	26,576	36,103	0.760	Washburn	15,758	45,307	0.953
Kenosha	168,521	44,879	0.944	Washington	135,101	54,760	1.152
Kewaunee	20,445	45,183	0.951	Waupaca	51,225	44,009	0.926
La Crosse	118,274	47,134	0.992	Waushara	24,369	39,064	0.822
Lafayette	16,741	42,908	0.903	Wood	73,126	44,601	0.939
				Wisconsin (taxing counties only)	4,758,528	47,520	1.000

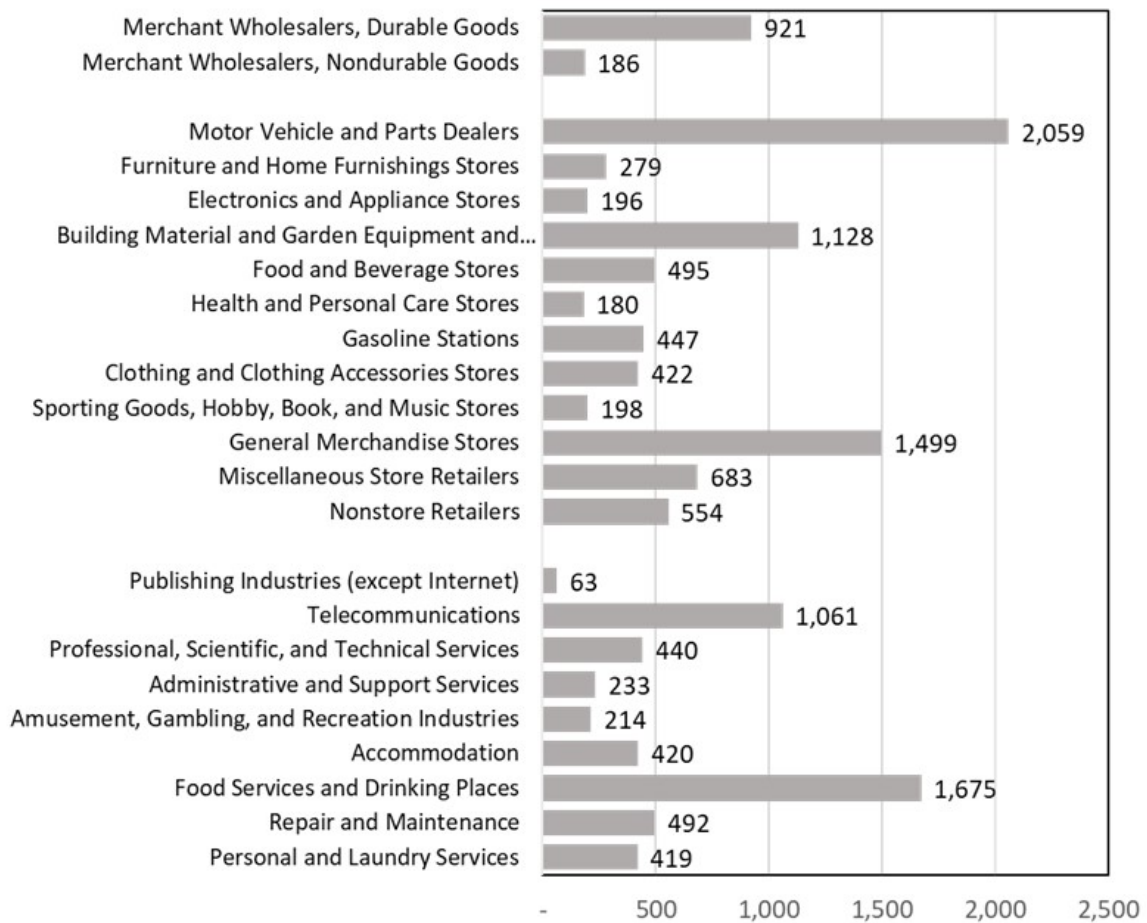
The second set of data is the state per capita expenditure levels (Table 2, Figure 1). It is vital to recall that the data are drawn from taxable sales, not total sales. As a result, the estimated potential sales as well as surplus/leakage levels are conservative. For retail sectors, the largest single category of expenditures is motor vehicle and parts dealers with a state-wide per capita expenditure level of \$2,059.05 in 2018. This result is largely attributed to the expensiveness of automobiles. The second largest single category of retail expenditures is general merchandise stores with \$1,498.57. There are two potential reasons why this category is as large as it is: (1) the growing popularity of "big-box" stores such as Wal-Mart and Target is drawing a larger share of consumer dollars and

(2) many of the “super” stores have expanded into carrying groceries which is in direct competition to more traditional food stores. Many of these “super stores” have become one-stop centers where customers can purchase food, clothing, hardware, toys, electronics, and even have prescriptions filled in one store. Some of these stores have even entered the retail gasoline market thus placing pressure on smaller gasoline retailers. Indeed, even more traditional gasoline retailers have expanded into offering more items associated with general merchandise and food stores. Many gasoline stations have turned into general convenience stores that compete directly with grocery stores.

Table 2: Per Capita Taxable Sales for Wisconsin

	Per Capital Taxable Sales
Merchant Wholesalers, Durable Goods	920.90
Merchant Wholesalers, Nondurable Goods	185.95
<u>Retail</u>	
Motor Vehicle and Parts Dealers	2,059.05
Furniture and Home Furnishings Stores	279.25
Electronics and Appliance Stores	196.31
Building Material and Garden Equipment and Supplies Dealers	1,127.62
Food and Beverage Stores	495.36
Health and Personal Care Stores	180.47
Gasoline Stations	447.23
Clothing and Clothing Accessories Stores	422.03
Sporting Goods, Hobby, Book, and Music Stores	198.21
General Merchandise Stores	1,498.57
Miscellaneous Store Retailers	682.56
Nonstore Retailers	554.47
All Taxable Retail	8,141.12
<u>Services</u>	
Publishing Industries (except Internet)	63.12
Telecommunications	1,061.19
Professional, Scientific, and Technical Services	440.17
Administrative and Support Services	233.16
Amusement, Gambling, and Recreation Industries	213.73
Accommodation	419.68
Food Services and Drinking Places	1,674.82
Repair and Maintenance	492.15
Personal and Laundry Services	418.78
All Taxable Services	5,016.78
All Taxable Sales	14,264.76

Figure 1: Wisconsin Per Capita Expenditures



Many of these “super stores” have become one-stop centers where customers can purchase food, clothing, hardware, toys, electronics, and even have prescriptions filled in one store.

For the services sectors, food services and drinking places (restaurants and taverns/bars) are the largest category at \$1,674.82, followed by telecommunication services, which would include wireless and internet service providers. Also note that, in Wisconsin, the typical per person spending on professional, scientific and technical services is now slightly higher than accommodation (hotels, motels, B&Bs) (\$440.17 vs \$419.68). In 2009, for example, per capital spending on professional, scientific and technical services was \$238.40 which represents a 84.6% increase. While a small part of this increase is due to changes in sales tax laws, this large increase is more a reflection of the growth in this sector and its growing importance to the economy.

Trade Area Analysis Results

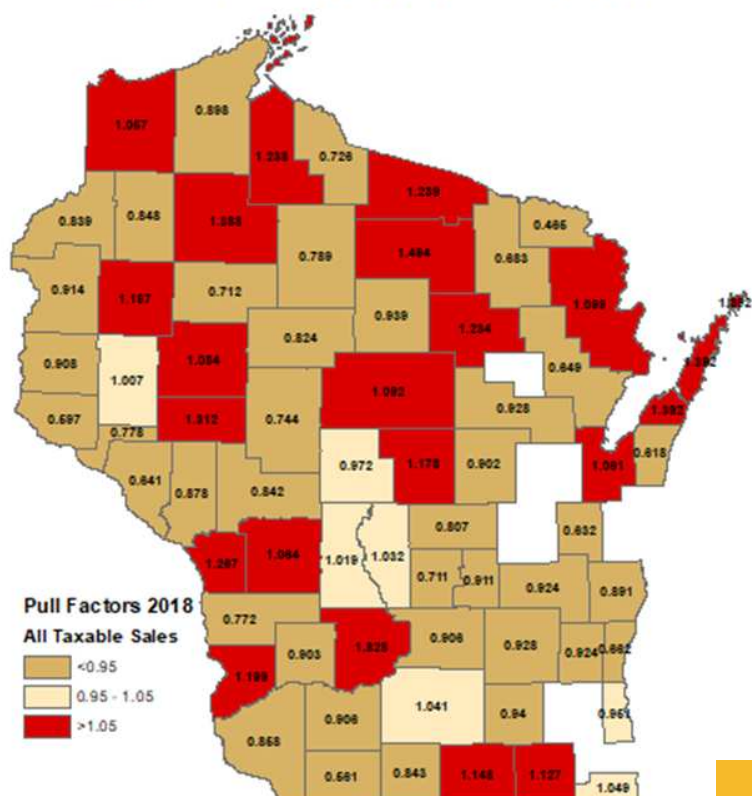
In addition to the tabular presentation of the results for Trade Area Captured, Pull Factors, Potential Sales and Surplus/Leakage, we have presented the Pull Factors in map form. It is important to note that there are at least three reasons why there may be no data for a particular category for any given county. First, there are eight counties in Wisconsin that do not impose the local option sales tax and hence there is no data available. The second is that there are no businesses within the particular category that are reporting taxable sales. Finally, disclosure rules prohibit the release of data that may identify the revenues (sales) of any individual business. In more rural counties, for example, there may be one grocery store that dominates the market, which means that the data will be suppressed. Here local knowledge of the retail and service markets are vital to properly interpreting the results of the Trade Area Analysis.

The volume of results prevents a discussion of all of the results and we have left it to the reader to draw the relevant information for their own purposes. For brevity, we have reported only the key variables of interest: Pull Factors and the Surplus/Leakage that are tied to those Pull Factors. The reader must consider both Leakages as well as Surpluses when developing strategies to build local retail and service markets. Naturally, the tendency is to want to focus on addressing weaknesses in the markets, but there may be solid reasons why such weaknesses exist ranging from lack of market size (small populations such as in Florence county may be a real barrier to the creation of certain types of businesses) to spatial competition from neighboring communities. But focusing attention on sectors that have a revealed strength (i.e., large Pull Factors and Surpluses) can build on existing markets. For example, a community that has a strong tourism and recreation sector may find that the further promotion of tourism and recreation can have strong positive impacts. In other words, it can be just as valuable to build on existing strengths as it is to address weaknesses.

A four step process comes to light when considering the analysis presented here.

- 1. Determine which sectors are strengths and weaknesses based on the relative size of the Pull Factor.**
- 2. This determination should first be based on the county in isolation then in comparison to similar counties.**
- 3. Determine the dollar value of the strength or weaknesses based on the Surplus or Leakage.**
- 4. Identify strategies to build on strengths and address weaknesses.**

Map 1: Pull Factor 2018: All Taxable Sales



One must also consider the relative size of any Leakage before considering it as a business opportunity. For example, the Leakage may not be sufficiently large to justify new business enterprises. Rather, a viable alternative to new business formation is for existing businesses within the sector to rethink their business strategies. The challenge here is to use the analysis as an “excuse” or “reason” to engage the community in a conversation about the strengths and weaknesses of local retail and service markets and strategies that can be pursued to build on those strengths and address the weaknesses.

Consider the Pull Factor and corresponding Surplus/Leakage calculation for total taxable sales (Table 3). In the strictest interpretation 25 of the 66 counties in this analysis, or 33.9%, have a Pull Factor greater than one, suggesting that these 25 counties are experiencing Surpluses of taxable retail and service activities. The three counties that have the largest aggregate

Table 3: Summary Total Taxable Sales for 2018

	All Taxable Sales	All Taxable Sales (\$000)		All Taxable Sales	All Taxable Sales (\$000)
Adams	1.032	7,184.5	Langlade	1.234	56,316.2
Ashland	1.238	43,939.3	Lincoln	0.939	(22,320.3)
Barron	1.197	123,393.0	Marathon	1.092	178,595.3
Bayfield	0.898	(20,779.7)	Marinette	1.099	50,856.8
Brown	1.061	237,294.8	Marquette	0.711	(52,154.4)
Buffalo	0.641	(61,251.4)	Milwaukee	0.951	(634,646.9)
Burnett	0.839	(30,181.8)	Monroe	1.064	34,862.2
Calumet	0.632	(265,177.7)	Oconto	0.649	(174,435.2)
Chippewa	1.084	69,819.7	Oneida	1.494	250,219.4
Clark	0.744	(102,651.7)	Ozaukee	0.662	(711,024.3)
Columbia	0.906	(78,243.7)	Pepin	0.778	(22,435.8)
Crawford	1.199	38,893.2	Pierce	0.597	(226,469.8)
Dane	1.041	386,620.4	Polk	0.914	(49,930.0)
Dodge	0.928	(80,395.0)	Portage	1.178	164,841.2
Door	1.392	191,335.6	Price	0.789	(37,582.3)
Douglas	1.057	30,212.9	Richland	0.903	(20,940.1)
Dunn	1.007	3,827.9	Rock	1.148	303,442.1
Eau Claire	1.312	441,189.3	Rusk	0.712	(52,233.0)
Florence	0.465	(35,184.9)	Sauk	1.828	728,713.0
Fond du Lac	0.924	(107,028.4)	Sawyer	1.388	83,551.4
Forest	0.683	(33,577.3)	Shawano	0.928	(35,631.3)
Grant	0.858	(91,708.9)	Sheboygan	0.891	(189,769.1)
Green	0.843	(84,690.0)	St. Croix	0.908	(128,987.0)
Green Lake	0.911	(21,959.6)	Taylor	0.824	(41,032.0)
Iowa	0.906	(31,018.0)	Trempealeau	0.878	(45,849.6)
Iron	0.726	(22,573.4)	Vernon	0.772	(81,691.9)
Jackson	0.842	(41,930.7)	Vilas	1.239	80,524.7
Jefferson	0.940	(66,140.1)	Walworth	1.127	183,547.7
Juneau	1.019	5,498.5	Washburn	0.848	(32,564.4)
Kenosha	1.049	110,846.7	Washington	0.924	(168,781.7)
Kewaunee	0.618	(105,964.1)	Waupaca	0.902	(66,337.5)
La Crosse	1.267	447,431.1	Waushara	0.807	(55,220.9)
Lafayette	0.561	(94,596.2)	Wood	0.972	(27,867.2)

Pull Factors are Sauk (1.828), Oneida (1.494) and Door (1.392) with Surpluses of \$728.7 million, \$250.2 million, and \$191.3 million, respectively. It is not surprising that each of these three counties have very robust tourism and recreation components to their economies. For example, the Pull Factor for Accommodations is 6.164 for Door County, an extremely high value and the Oneida the Pull Factor is 2.901 for Building Material and Garden Equipment and Supplies Dealers, which is a reflection of the sizable recreational housing market. The three counties with the largest Surplus are Sauk, La Crosse and Eau Claire with \$728.7 million, \$447.4 million and \$441.2 million respectively. Note that Dane County has an aggregate Pull Factor of only 1.041 which is slightly above one, but a Surplus of \$386.6 million. This latter result is a reflection of the relatively large size of the Dane County market.

The three counties with the smallest Pull Factors are Florence (0.465), Lafayette (0.561) and Pierce (0.597), which translates to Leakages of \$35.2 million, \$94.6 million, and \$226.5 million, respectively. The much larger Leakage value for Pierce County relative to Florence and Lafayette, given the Pull Factors, is again a reflection of the relative population size of Pierce County. The three counties with the largest Leakage are Ozaukee, Milwaukee and Calumet at \$711.0 million, \$634.6 million and \$265.2 million, respectively. The Calumet County results make sense given the strong residential development in the northern part of the county and its spatial proximity to Appleton and Green Bay.

In the end, the insights gained from Trade Area Analysis are to help refine the community's thinking about local retail and service business opportunities.

Interpretation of these aggregate results requires an understanding of the local situation. For Calumet County, understanding how the county is growing over time and its geographic location relative to other markets (e.g., proximity to Appleton) is fundamental to interpreting the results of the Trade Area Analysis. A low Pull Factor and corresponding Leakage might be easily explained. Second, the relative size of the Leakage is important in understanding if the gap in the local market is sufficient to support additional businesses. Alternatively, is the gap sufficient to justify existing businesses to expand their product or services line? For tourism and recreational dependent businesses, for example, are markets too seasonal to support a year-round business? In the end, the insights gained from Trade Area Analysis are to help refine the community's thinking about local retail and service business opportunities.

The sector level analysis is provided in a series of tables at the end of this report and for brevity the Pull Factors and Surplus/Leakage results are presented. In addition the Pull Factors are also provided in a series of maps to help gain insights into the spatial patterns of retail and service markets strengths and weaknesses are provided. A detailed discussion of the results of the sector by sector analysis is beyond the scope of this report.

How Close to One is Close Enough?

While the Pull Factor has a definitive threshold of one, there remains room for interpretation. For example, Dane County, where Madison a regional hub is located, has a Pull Factor of 1.041 and Milwaukee, other potential regional hub, has a Pull Factor of 0.951. In the strictest sense one could conclude that Dane County is doing better than expected while Milwaukee is doing poorer than expected but in reality a more reasonable interpretation would be that both counties are performing on par with the state average.

Some have suggested that when interpreting Pull Factors more reasonable thresholds might be above 1.1 and below 0.9 and Pull Factors between those two ranges are close enough to 1.0 to be acceptable.

Others point to the size of the corresponding Surplus and/or Leakage as the relevant metric of interest. For small counties, a very small Pull Factor may translate into a very modest dollar Leakage, too small for businesses to consider addressing. Whereas for a large county, a Pull Factor slightly smaller than one can lead to leakages in the millions of dollars. For example, Milwaukee has a Pull Factor of 0.95, very close to one, but a leakage of about \$634.6 million.

Strategies for Enhancing Retail and Service Markets

Individual business owners do not want to “bet the farm” based on a simple Pull Factor and corresponding measure of Leakage or Surplus. Rather, these tools can be powerful in the initial identification of market ideas and concepts. In a sense, these tools can be used in the “plan-to-plan” stage of the business planning process and can provide useful insights.

Beyond aiding businesses in the initial planning stages there exists a wide range of potential strategies that can put in place to build on strengths of the local retail markets and address potential gaps. A detailed discussion of the vast range of potential strategies is not the intent of this study. Rather, the intent here is to introduce the reader to a broad range of ideas. The two broad classifications of strategies include: (1) increasing the flow of dollars into the community (e.g., build on Surpluses) and (2) increasing the re-circulation of dollars within the community (e.g., plug Leakages). Increasing the flow of dollars into the community means that the community is essentially injecting new money into the local economy by attracting consumers from surrounding communities or by capturing the dollars of visitors to the community. Consumers are both individuals as well as businesses. In each case the community is bringing more money into the community. Increasing the re-circulation of dollars in the community means that the community is plugging Leakages of money out of the local community's economy. In other words, the community is actively seeking ways to get people and businesses to spend more locally.

One can almost think of these as broad approaches to address “gaps” and “disconnects” within the local market. Gaps describe the case where a particular good or service is not available at a sufficient level for purchase in the local community. Disconnects are when the goods and services are available but local customers, both residents and businesses, are not making local purchases.

Because these are broad approaches and specific strategies will be applicable to both we will suggest several possible specific strategies across both approaches. For a more focused discussion see the newsletter Downtown Economics produced by the Center for Community Economic Development at the University of Wisconsin-Extension[2] as well as the collection of resources at the USDA National Rural Resource Library and the references therein.[3]



Examples of specific activities a community can undertake to increase the inflow or re-circulation of dollars include:

1. Develop market information to help retail and service businesses in identifying market potentials and formulate business plans. The TAA presented here is a small piece of such market information.
2. Promote community and regional commercial space necessary to attract new retail and service businesses.
3. Encourage mixed uses for downtown real estate, including housing, lodging, office space, and social spaces. Recognize the shift away from traditional retail spaces to service-oriented businesses.
4. Work to ensure that retail and service development policies aim at complementary growth where local firms are harmonized and not competitive.
5. Match the preferences of local market segments with the assets and amenities of the community, such as tourism linked to agriculture and local foods.

[2] <http://www.uwex.edu/ces/cced/publicat/letstalk.html>

[3] <http://www.nal.usda.gov/ric/ricpubs/downtown.html>

6. Help businesses explore all market segments available, including but not limited to, local residents, in-commuters, second homeowners, visitors, and others. Expand purchases by non-local people through appropriate advertising and promotions.
 - a. Help develop an online presence for each new or existing business including e-retailing and online marketing including the use of social media.
 - b. Coordinated advertising can build on economies of size and scope.
 - c. Coordinate business hours.
 - d. Sponsor downtown activities such as sidewalk sales or art fairs.
 - e. Organize farmers markets to attract customers to the downtown.
 - f. Provide convenient parking or public transit.
7. Ensure that key public services (e.g., fire and police, water and sewer, general administration) are more than satisfactory.
8. Aid businesses in developing employee-training programs to improve quality of service.
9. Recognize the important role of transfers such as retirement benefits, and unemployment compensation as a flow of funds into the community.
10. Consider initiating a business retention and expansion program to support existing businesses first. These business visitation programs can build a stronger sense of community and help identify potential problem areas.
11. Encourage collective action through the formation of organizations such as Chamber of Commerce or Merchants Association. These types of organizations can provide a mechanism for local businesses to network and create learning opportunities that fosters innovation.
12. Create a positive business climate where local government regulators work with businesses to satisfy local rules and regulations rather than create barriers of red tape.

These broad based strategies are clearly not exhaustive and are meant to only introduce the idea that effective strategies can range from the simplistic to the complex. It is also important that there is no one single strategy that effective development of the retail and service sectors require a multi-prong approach with overlapping strategies. Finally, strategies need to be constantly evaluated and adjusted to reflect changing markets.

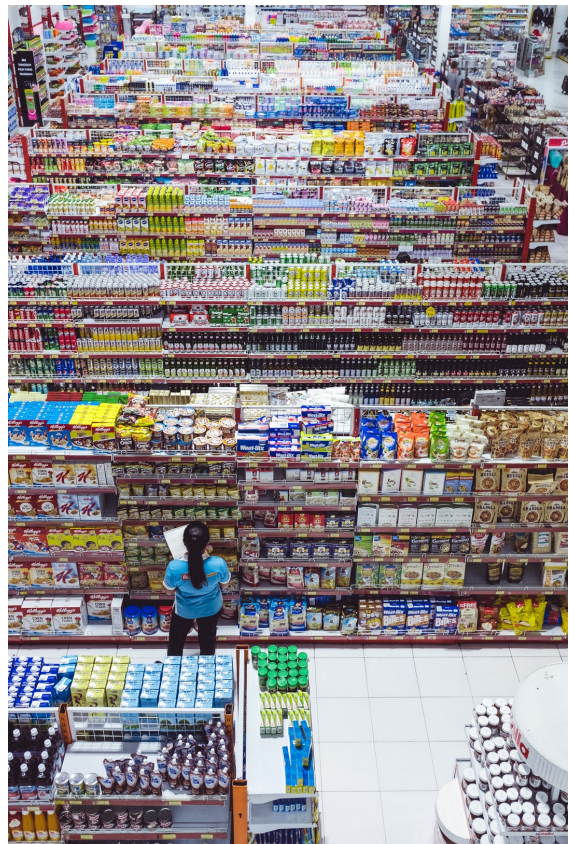
While the tools of Trade Area Analysis are a powerful indicator of retail market strengths and weaknesses, they should not be substituted for detailed business feasibility studies. While businesses have found measures of Surplus/Leakage to be a reasonable first approximation of potential revenues more detailed market analysis is required before specific business investments are made. Again, these tools are most appropriate in the business “plan-to-plan” phase of business planning.

Conclusions

The intent of this applied research project is to: (1) introduce one set of tools, specifically Trade Area Analysis and market threshold analysis, to community development practitioners; (2) apply the tools to a set of data for Wisconsin counties; and (3) outline a set of simple strategies to help build on Surpluses and address Leakages. The tools offered here as well as the analysis should be considered one step in developing a complete understanding of the local retail market. The tools can be used to stimulate discussions within the community about the strengths and weaknesses of the local retail markets as well as a simple set of tools that potential businesses can use in the initial planning, or “plan-to-plan”, stages in business development.

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Pull Factors Retail 2018

	Merchant Wholesalers, Durable Goods	Merchant Wholesalers, Nondurable Goods	Motor Vehicle and Parts Dealers	Furniture and Home Furnishings Stores	Electronics and Appliance Stores	Building Material and Garden Equipment and Supplies Dealers	Food and Beverage Stores	Health and Personal Care Stores	Gasoline Stations	Clothing and Clothing Accessories Stores	Sporting Goods, Hobby, Book, and Music Stores	General Merchandise Stores	Miscellaneous Store Retailers	Nonstore Retailers
Adams	0.791	0.890	1.092	0.390	-	0.709	-	-	-	0.113	0.295	0.315	0.744	1.841
Ashland	1.479	0.816	1.156	0.681	-	1.085	1.428	1.264	1.314	0.445	0.729	2.392	1.014	1.034
Barron	0.920	0.873	1.248	0.848	0.739	2.002	1.025	0.787	1.464	0.587	1.567	1.699	1.625	0.963
Bayfield	0.902	0.625	0.770	0.349	-	1.319	1.251	-	0.808	0.211	2.041	1.098	0.850	1.098
Brown	1.035	1.033	1.094	0.956	1.271	1.139	0.935	0.972	0.790	1.308	0.999	1.349	1.146	1.011
Buffalo	0.668	0.311	0.886	0.301	-	0.984	-	-	-	0.134	0.527	0.070	1.127	0.988
Burnett	1.134	0.552	0.987	0.281	0.441	1.259	-	-	-	0.179	0.877	0.401	1.435	1.126
Calumet	0.596	1.058	0.628	0.560	1.766	0.874	-	0.342	0.672	0.615	0.455	0.961	0.620	0.742
Chippewa	1.159	1.221	1.508	0.668	0.661	0.662	0.608	0.630	1.391	0.261	2.168	1.256	1.115	1.097
Clark	1.061	0.841	1.131	0.439	2.506	0.927	0.588	0.137	1.114	0.160	0.247	0.142	1.039	0.939
Columbia	0.812	1.097	1.127	0.761	0.607	0.647	0.696	0.800	1.714	0.297	0.740	0.655	1.208	1.015
Crawford	1.628	0.545	1.015	0.409	0.849	0.449	0.959	-	-	0.394	-	2.300	1.379	4.412
Dane	1.414	1.047	0.826	1.453	1.313	0.871	1.220	1.349	0.728	1.148	1.267	0.850	1.088	1.113
Dodge	1.251	1.718	1.223	0.685	0.500	0.810	0.851	0.660	1.480	0.231	0.925	0.995	0.855	1.008
Door	0.761	1.133	1.279	1.353	0.641	1.154	1.096	0.713	0.884	1.576	1.327	1.000	2.020	1.200
Douglas	1.322	1.503	0.859	0.434	0.816	1.703	0.943	0.813	-	0.256	0.847	1.084	0.950	0.990
Dunn	1.337	0.914	1.171	0.644	0.570	0.565	0.868	0.722	1.516	0.316	0.860	1.513	1.177	1.049
Eau Claire	1.428	0.855	1.053	0.920	2.839	1.854	1.006	1.024	1.446	1.928	3.578	1.513	1.249	0.921
Florence	0.196	-	0.759	-	-	0.340	-	-	-	-	-	-	0.468	1.041
Fond du Lac	1.044	1.255	0.842	1.123	0.385	0.962	0.846	1.086	1.278	0.628	0.611	1.034	0.896	0.935
Forest	0.373	0.658	1.338	-	-	1.348	-	-	-	0.213	-	-	0.887	1.013
Grant	0.608	0.533	1.011	0.484	0.362	1.363	0.740	0.611	1.267	0.466	0.434	0.924	0.815	1.015
Green	0.806	0.615	1.046	0.765	1.114	0.697	0.811	0.648	0.751	0.283	0.448	0.968	0.939	1.060
Green Lake	0.705	2.748	1.316	1.592	0.543	0.900	-	-	-	0.259	0.305	1.020	1.221	0.823
Iowa	0.638	0.687	1.216	0.700	1.373	0.734	0.558	0.719	1.495	0.208	0.466	1.094	0.797	1.613
Iron	0.486	1.556	0.818	-	-	0.619	-	-	-	-	1.462	-	1.213	0.959
Jackson	1.046	0.902	1.074	0.675	0.516	0.482	0.656	-	-	0.131	0.214	1.635	1.062	0.735
Jefferson	0.848	0.858	0.989	0.889	0.471	1.060	0.766	1.000	1.369	2.278	0.592	0.869	0.780	0.991
Juneau	0.846	0.860	1.531	0.507	0.538	0.697	1.361	1.092	2.945	0.158	0.977	0.351	0.947	1.116
Kenosha	0.763	2.468	0.894	1.006	1.247	0.786	1.210	1.354	0.981	3.071	2.068	1.020	0.820	0.901
Kewaunee	0.714	0.499	1.197	0.356	0.467	0.604	-	-	1.095	0.177	0.413	0.137	0.425	0.824
La Crosse	0.953	0.761	1.128	0.764	2.095	1.564	1.193	1.137	1.957	1.625	1.580	1.620	1.473	0.955
Lafayette	0.561	0.696	0.911	0.416	0.306	0.828	-	-	-	0.114	-	0.144	0.677	0.975

Pull Factors Retail 2018

	Merchant Wholesalers, Durable Goods	Merchant Wholesalers, Nondurable Goods	Motor Vehicle and Parts Dealers	Furniture and Home Furnishings Stores	Electronics and Appliance Stores	Building Material and Garden Equipment and Supplies Dealers	Food and Beverage Stores	Health and Personal Care Stores	Gasoline Stations	Clothing and Clothing Accessories Stores	Sporting Goods, Hobby, Book, and Music Stores	General Merchandise Stores	Miscellaneous Store Retailers	Nonstore Retailers
Langlade	0.790	0.934	1.679	0.680	-	2.061	0.871	1.235	1.338	0.180	0.917	2.232	0.865	1.370
Lincoln	0.707	0.562	1.508	0.841	0.589	0.632	1.124	0.678	1.705	0.150	0.715	0.805	0.764	1.518
Marathon	1.155	0.986	1.173	1.007	1.422	1.497	0.765	0.892	1.377	1.088	1.139	1.318	1.158	0.901
Marquette	0.582	0.766	1.303	0.461	0.930	1.624	1.426	0.724	1.995	0.608	1.086	1.178	1.314	1.047
Marquette	0.664	1.576	1.106	0.662	-	0.470	-	-	-	0.089	2.102	0.130	1.283	1.105
Milwaukee	1.098	0.862	0.807	1.170	0.952	0.607	1.295	1.456	0.654	1.413	0.756	0.797	0.866	0.813
Monroe	1.200	1.127	1.216	0.400	0.475	0.934	0.534	0.440	2.279	0.270	0.732	1.664	1.002	0.960
Oconto	0.428	0.834	1.207	0.477	0.451	0.708	0.529	0.162	1.471	0.100	0.538	0.164	0.468	0.984
Oneida	0.872	1.281	1.625	1.637	0.207	2.901	1.881	1.197	1.244	0.786	1.588	2.038	0.930	1.294
Ozaukee	0.439	0.578	0.724	1.060	0.815	0.587	0.822	0.821	0.504	0.638	0.671	0.685	0.589	0.760
Pepin	1.057	0.535	0.984	0.534	-	1.532	-	-	-	-	-	0.250	1.369	1.115
Pierce	0.759	0.502	0.691	0.379	0.363	0.592	1.078	0.205	0.918	0.160	0.434	0.118	0.758	0.908
Polk	0.789	1.152	0.993	0.636	0.603	2.098	1.136	0.285	0.755	0.122	0.779	0.936	1.098	0.932
Portage	1.011	0.952	1.266	1.033	1.743	1.460	0.977	0.822	1.461	0.758	1.152	1.472	1.130	1.030
Price	0.684	0.676	1.176	0.499	-	1.395	-	-	1.932	0.116	0.578	0.233	0.964	1.209
Richland	0.776	1.234	1.227	0.378	-	0.586	-	-	1.998	0.271	0.550	1.696	1.234	0.810
Rock	1.042	0.810	1.223	0.643	1.412	1.413	1.481	1.041	1.468	0.912	1.064	1.213	1.118	1.022
Rusk	0.493	0.496	1.004	0.164	-	1.022	-	-	-	0.177	-	1.189	0.807	0.773
Sauk	1.113	1.669	1.164	1.088	0.768	2.029	0.967	1.771	1.600	2.769	1.771	1.630	1.281	1.333
Sawyer	1.052	0.689	1.666	1.558	-	1.802	-	-	-	0.888	1.805	2.492	1.154	1.132
Shawano	0.493	0.653	1.382	0.396	0.699	0.909	0.784	0.764	1.106	0.314	0.802	1.020	1.080	0.821
Sheboygan	0.759	0.796	0.964	0.900	1.171	0.931	0.624	0.828	0.979	0.521	0.571	1.129	0.817	0.885
St. Croix	0.790	1.201	0.857	0.540	0.433	1.424	0.971	0.568	1.246	0.252	0.586	1.060	1.045	0.974
Taylor	0.636	0.601	1.303	0.330	-	1.196	-	-	1.375	0.182	0.759	1.244	0.700	0.851
Trempealeau	1.051	0.529	1.012	3.789	0.745	0.888	0.376	0.194	1.915	0.188	0.500	0.266	1.304	1.274
Vernon	0.778	1.149	1.191	0.798	0.770	0.553	-	0.724	-	0.199	0.514	0.869	1.212	1.431
Vilas	0.615	1.321	1.660	1.551	0.302	1.423	1.921	0.961	1.506	0.401	1.739	0.156	1.089	1.087
Walworth	0.756	0.949	1.090	1.039	1.532	1.305	0.944	0.899	1.181	0.699	0.691	1.146	0.997	0.965
Washington	0.982	0.681	1.481	0.491	-	1.136	-	-	-	0.424	1.994	0.158	1.359	0.949
Washington	0.756	0.925	1.032	1.122	0.537	1.137	0.848	0.928	1.014	0.430	0.485	0.979	0.858	1.377
Waupaca	0.565	0.780	1.258	0.536	0.753	1.166	1.472	1.166	1.588	0.214	0.462	0.951	0.912	0.914
Waushara	0.661	2.348	1.154	1.082	0.296	0.576	0.945	0.192	1.403	0.172	0.822	0.126	0.930	1.000
Wood	0.797	0.605	1.171	1.128	0.269	0.833	0.883	0.737	1.374	0.353	0.846	1.223	1.062	1.166

Pull Factors Services 2018

	Publishing Industries (except Internet)	Telecommunica- tions	Professional, Scientific, and Technical Services	Administrative and Support Services	Amusement, Gambling, and Recreation Industries	Accommodation	Food Services and Drinking Places	Repair and Maintenance	Personal and Laundry Services	All Taxable Retail	All Taxable Services	All Taxable Sales
Adams	0.682	1.558	0.756	0.751	6.270	6.969	0.654	1.296	0.855	0.647	1.706	1.032
Ashland	0.613	1.192	0.933	0.940	1.282	1.337	1.180	1.048	0.935	1.290	1.126	1.238
Baron	0.612	1.037	1.359	0.790	0.832	0.806	0.848	0.954	1.124	1.383	0.956	1.197
Bayfield	-	1.249	0.539	1.016	2.954	2.769	0.915	0.862	0.519	0.750	1.150	0.898
Brown	0.974	0.741	1.089	0.968	0.758	0.819	1.042	0.914	1.371	1.125	0.962	1.061
Buffalo	0.806	1.334	0.807	0.597	0.911	0.343	0.668	0.705	0.395	0.558	0.784	0.641
Burnett	-	1.258	0.539	0.711	1.153	0.836	1.022	1.129	0.365	0.746	0.948	0.839
Calumet	0.848	0.530	0.502	0.542	1.151	-	0.480	0.569	0.493	0.709	0.498	0.632
Chippewa	1.002	1.194	1.166	1.552	0.721	0.555	0.812	1.514	1.119	1.105	1.030	1.084
Clark	0.791	0.924	0.582	0.687	0.347	-	0.510	1.153	0.413	0.782	0.621	0.744
Columbia	0.905	1.222	0.624	0.603	1.679	0.995	0.756	1.095	0.810	0.894	0.935	0.906
Crawford	-	1.250	0.733	0.283	0.942	1.444	0.978	1.075	1.085	1.272	1.025	1.199
Dane	1.955	1.063	1.713	1.515	0.627	0.995	1.064	0.799	0.914	0.969	1.090	1.041
Dodge	0.706	1.226	1.053	0.622	0.668	0.188	0.570	1.123	0.599	0.963	0.784	0.928
Door	0.459	1.224	0.491	1.986	1.983	6.164	1.813	0.856	1.171	1.225	1.787	1.392
Douglas	0.673	1.206	1.030	0.558	2.485	0.799	1.136	1.545	1.108	0.944	1.176	1.057
Dunn	0.579	1.181	1.215	0.594	0.485	0.469	0.830	1.027	0.662	1.048	0.884	1.007
Eau Claire	1.118	1.203	1.268	0.914	1.089	0.888	1.191	1.342	0.724	1.420	1.133	1.312
Florence	-	1.343	0.506	-	-	-	0.956	0.741	-	0.349	0.720	0.465
Fond du Lac	0.822	1.139	0.743	0.809	1.372	0.492	0.850	1.106	0.674	0.916	0.902	0.924
Forest	-	1.399	0.359	0.459	-	0.693	0.742	0.605	0.402	0.679	0.747	0.683
Grant	0.598	1.108	0.595	0.508	0.555	0.347	0.687	1.362	0.586	0.940	0.782	0.858
Green	0.643	1.073	0.672	0.686	0.856	0.378	0.673	1.163	0.889	0.874	0.807	0.843
Green Lake	-	1.269	0.745	1.150	1.508	1.398	0.622	0.826	0.664	0.892	0.913	0.911
Iowa	1.185	1.198	0.768	0.635	0.382	0.665	0.685	1.126	0.456	0.999	0.814	0.906
Iron	-	1.535	0.584	0.486	-	1.851	1.329	0.790	0.472	0.495	1.114	0.726
Jackson	-	1.028	0.641	1.237	-	0.759	0.768	0.715	0.520	0.866	0.765	0.842
Jefferson	0.683	1.158	0.888	0.814	0.769	0.349	0.745	1.151	0.690	1.008	0.851	0.940
Juneau	0.600	1.260	0.821	0.442	0.817	1.269	0.988	1.284	0.812	1.035	1.031	1.019
Kenosha	0.788	0.850	0.832	0.827	1.243	0.311	1.092	0.948	1.836	1.084	0.991	1.049
Kewaunee	-	1.125	0.510	0.322	-	0.429	0.459	0.858	0.631	0.606	0.624	0.618
La Crosse	0.902	0.984	1.081	0.921	1.466	1.141	1.271	1.305	0.859	1.394	1.139	1.267
Lafayette	-	0.904	0.337	0.343	-	-	0.446	1.677	0.828	0.523	0.619	0.561

TABLE 1. MARKET SERVICE VALUES

	Publishing Industries (except Internet)	Telecommuni- cations	Professional, Scientific, and Technical Services	Administrative and Support Services	Amusement, Gambling, and Recreation Industries	Accommodation	Food Services and Drinking Places	Repair and Maintenance	Personal and Laundry Services	All Taxable Retail	All Taxable Services	All Taxable Sales
Langlade	0.537	1.204	0.713	0.571	0.773	-	0.939	1.530	0.664	1.496	0.902	1.234
Lincoln	1.067	1.115	0.802	0.481	1.115	0.416	0.817	1.107	0.516	1.030	0.849	0.939
Marathon	0.899	0.968	0.960	0.900	1.064	0.697	0.862	1.190	0.709	1.200	0.909	1.092
Marquette	0.601	1.084	0.827	0.712	0.946	0.636	0.916	0.994	1.313	1.258	0.949	1.099
Marquette	-	1.610	0.374	0.429	-	0.851	0.544	1.248	0.618	0.630	0.820	0.711
Milwaukee	1.209	0.850	1.120	1.099	0.680	0.917	1.243	0.865	1.403	0.865	1.067	0.951
Monroe	0.563	1.171	0.536	0.506	0.843	1.344	0.936	1.075	0.711	1.117	0.951	1.064
Oconto	-	0.956	0.244	0.644	0.890	0.178	0.590	0.537	0.510	0.702	0.598	0.649
Oneida	0.513	1.343	0.715	1.272	2.763	1.724	1.151	1.586	0.728	1.704	1.275	1.494
Ozaukee	0.499	0.518	0.658	1.128	0.784	0.250	0.601	0.685	1.292	0.693	0.656	0.662
Pepin	-	1.408	1.210	0.411	-	-	0.736	1.175	0.631	0.716	0.837	0.778
Pierce	0.575	0.988	0.787	0.385	0.635	-	0.571	0.516	0.600	0.565	0.622	0.597
Polk	0.689	0.903	0.602	0.764	0.916	0.299	0.680	0.931	0.492	1.048	0.711	0.914
Portage	1.312	1.301	1.340	0.998	0.439	0.845	1.098	1.028	0.846	1.261	1.083	1.178
Price	-	1.015	0.460	0.900	-	0.775	0.557	1.224	0.743	0.840	0.730	0.789
Richland	-	1.103	0.931	0.816	0.740	0.342	0.571	1.072	0.337	1.013	0.737	0.903
Rock	0.833	1.242	0.804	0.737	2.580	0.657	1.090	1.022	0.783	1.215	1.072	1.148
Rusk	-	1.037	0.572	1.163	-	0.850	0.484	1.085	0.445	0.749	0.700	0.712
Sauk	1.275	1.214	1.084	1.056	4.410	11.334	2.234	1.102	1.029	1.502	2.493	1.828
Sawyer	0.922	1.060	0.933	1.962	1.331	3.414	1.331	1.246	0.729	1.447	1.379	1.388
Shawano	0.380	1.175	0.364	0.732	1.010	0.530	0.949	1.344	0.528	1.001	0.900	0.928
Sheboygan	0.651	0.879	0.793	0.767	1.308	1.076	0.790	0.937	0.844	0.920	0.871	0.891
St. Croix	0.410	0.987	0.581	0.851	1.143	0.386	0.902	0.987	0.633	0.960	0.836	0.908
Taylor	-	1.152	0.434	0.426	-	-	0.542	1.404	0.413	0.955	0.655	0.824
Trempealeau	1.254	1.199	0.597	0.410	0.684	0.283	0.677	1.184	0.552	0.926	0.782	0.878
Vernon	0.471	0.882	0.676	0.459	0.725	0.369	0.571	1.034	0.583	0.822	0.676	0.772
Vilas	0.613	1.211	0.638	1.844	2.602	3.647	1.254	1.687	0.956	1.156	1.485	1.239
Walworth	0.574	0.948	0.611	1.371	1.461	3.033	1.275	1.020	1.241	1.085	1.270	1.127
Washington	0.865	1.125	0.730	1.422	-	0.588	0.836	1.011	0.684	0.827	0.864	0.848
Washington	1.148	0.945	0.814	1.098	0.996	0.228	0.758	1.277	1.087	0.978	0.867	0.924
Waupaca	0.483	1.111	0.465	0.570	1.320	0.815	0.817	0.960	0.729	0.968	0.860	0.902
Waushara	0.397	1.388	0.352	0.481	-	0.952	0.742	1.375	0.593	0.753	0.863	0.807
Wood	1.262	1.279	0.626	0.725	0.559	0.559	0.779	1.599	0.621	1.035	0.914	0.972

Surplus or Leakage Retail 2018 (in thousands of dollars)

	Merchant Wholesalers, Durable Goods	Merchant Wholesalers, Nondurable Goods	Motor Vehicle and Parts Dealers	Furniture and Home Furnishings Stores	Electronics and Appliance Stores	Material and Garden Equipment and Supplies Dealers	Food and Beverage Stores	Health and Personal Care Stores	Gasoline Stations	Clothing and Clothing Accessories Stores	Sporting Goods, Hobby, Book, and Music Stores	General Merchandise Stores	Miscellaneous Store Retailers	Nonstore Retailers
Adams	(3,060.3)	(325.1)	3,011.4	(2,701.9)	(3,114.6)	(5,208.4)	(7,859.2)	(2,863.3)	(7,095.6)	(5,939.1)	(2,218.1)	(16,279.8)	(2,776.8)	7,394.4
Ashland	5,700.7	(443.3)	4,161.3	(1,152.2)	(2,537.0)	1,233.1	2,742.8	616.8	1,816.3	(3,027.8)	(694.9)	26,952.7	127.5	245.2
Barron	(3,236.5)	(1,039.7)	22,494.5	(1,865.0)	(2,250.9)	49,722.9	534.3	(1,688.2)	9,123.2	(7,668.3)	4,946.7	46,101.0	18,760.4	(892.9)
Bayfield	(1,295.8)	(1,001.0)	(6,783.8)	(2,610.7)	(2,817.1)	5,163.0	1,786.1	(2,589.9)	(1,232.7)	(4,777.5)	2,960.1	(17,659.9)	(1,465.5)	781.6
Brown	8,948.8	1,691.7	52,927.4	(3,348.4)	14,532.4	42,803.5	(8,761.9)	(1,392.7)	(25,661.5)	35,580.5	(37.9)	143,088.2	27,199.4	1,611.0
Buffalo	(3,665.1)	(1,533.4)	(2,800.6)	(2,338.1)	(2,351.1)	(892.9)	(5,932.6)	(2,161.4)	(4,374.8)	(4,565.8)	(1,123.8)	(16,689.9)	1,042.1	(82.4)
Burnett	1,627.2	(1,096.5)	(364.0)	(2,645.4)	(1,445.8)	3,842.5	(6,525.1)	(2,377.3)	(5,891.2)	(4,565.8)	(321.7)	(11,826.7)	3,915.5	919.5
Calumet	(18,774.7)	548.2	(38,703.2)	(6,203.7)	7,590.1	(7,152.8)	(25,009.7)	(5,995.7)	(7,409.6)	(8,197.9)	(5,452.2)	(2,945.7)	(13,109.4)	(7,218.4)
Chippewa	8,582.4	2,406.6	61,247.9	(5,431.2)	(3,891.6)	(22,289.9)	(11,371.7)	(3,910.3)	10,223.7	(18,240.7)	13,541.4	22,479.4	4,595.6	3,143.7
Clark	1,573.2	(828.1)	7,581.1	(4,404.6)	8,305.1	(2,321.2)	(5,736.3)	(4,375.2)	1,432.8	(9,958.7)	(4,190.5)	(36,107.5)	750.0	(944.1)
Columbia	(10,043.9)	1,044.8	15,154.9	(3,877.1)	(4,485.0)	(23,127.6)	(8,755.3)	(2,093.6)	18,556.0	(17,229.6)	(2,991.3)	(30,077.2)	8,233.7	475.0
Crawford	7,943.4	(1,162.9)	432.4	(2,266.1)	(406.9)	(8,534.1)	(282.2)	(2,478.7)	(6,142.4)	(3,515.4)	(2,722.3)	26,754.2	3,549.8	25,983.7
Dane	250,123.0	5,672.5	(234,849.2)	82,877.5	40,251.0	(95,593.8)	71,566.7	41,266.4	(79,717.8)	40,935.5	34,657.2	(147,610.8)	39,261.9	41,177.1
Dodge	18,217.1	10,520.0	36,119.9	(6,920.3)	(7,732.1)	(16,890.4)	(5,806.5)	(4,837.9)	16,908.5	(25,557.3)	(1,163.5)	(580.8)	(7,778.2)	360.6
Door	(7,534.6)	847.2	19,668.0	3,375.1	(2,410.8)	5,947.4	1,633.7	(1,774.2)	(1,777.7)	8,328.9	2,221.8	(6.9)	23,824.9	3,791.9
Douglas	11,016.8	3,479.8	(10,819.1)	(5,878.2)	(1,344.0)	29,475.1	(1,056.9)	(1,256.8)	(16,639.1)	(11,679.8)	(1,131.6)	4,687.2	(1,262.4)	(204.3)
Dunn	11,203.7	(576.2)	12,681.1	(3,588.4)	(3,047.0)	(17,670.1)	(2,363.1)	(1,810.5)	8,330.5	(10,417.7)	(1,001.3)	27,718.5	4,352.3	988.6
Eau Claire	39,126.1	(2,671.2)	10,801.2	(2,217.9)	35,810.5	95,511.0	314.7	432.2	19,782.1	38,829.4	50,682.8	76,322.0	16,860.1	(4,352.0)
Florence	(3,414.9)	(857.7)	(2,290.8)	(1,288.0)	(905.5)	(3,433.5)	(2,284.8)	(832.4)	(2,062.8)	(1,946.6)	(914.2)	(6,912.1)	(1,673.9)	105.6
Fond du Lac	4,004.6	4,681.5	(32,145.3)	3,397.1	(11,921.0)	(4,259.0)	(7,528.8)	1,530.6	12,260.4	(15,489.6)	(7,610.1)	5,095.5	(7,025.6)	(3,568.8)
Forest	(4,293.1)	(472.3)	5,166.3	(2,075.1)	(1,458.8)	2,917.4	(3,681.0)	(1,341.1)	(3,323.4)	(2,467.4)	(1,472.9)	(11,135.8)	(574.4)	53.0
Grant	(16,338.6)	(3,924.9)	1,019.8	(6,525.2)	(5,663.7)	18,519.5	(5,830.6)	(3,173.5)	5,400.5	(10,196.8)	(5,075.0)	(5,133.3)	(5,718.1)	377.6
Green	(6,743.0)	(2,700.3)	3,608.5	(2,482.7)	846.2	(12,891.4)	(3,528.3)	(2,396.3)	(4,211.4)	(11,429.7)	(4,132.6)	(1,784.2)	(1,581.1)	1,260.1
Green Lake	(4,717.1)	5,649.7	11,294.2	2,874.5	(1,558.9)	(1,960.0)	(8,611.7)	(3,137.5)	(7,775.0)	(5,436.8)	(2,395.1)	523.3	2,626.0	(1,706.6)
Iowa	(7,752.4)	(1,351.7)	10,353.5	(1,943.6)	1,702.1	(6,976.2)	(5,082.4)	(1,177.0)	5,139.9	(7,764.5)	(2,459.4)	3,257.3	(3,225.9)	7,899.1
Iron	(2,735.3)	597.1	(2,166.1)	(1,612.7)	(1,133.7)	(2,481.7)	(2,860.8)	(1,042.3)	(2,582.8)	(2,437.3)	528.3	(8,654.6)	839.2	(131.6)
Jackson	796.3	(339.9)	2,847.8	(1,692.0)	(1,772.5)	(10,906.8)	(3,182.1)	(3,367.0)	(8,343.7)	(6,840.7)	(2,907.3)	17,762.9	787.5	(2,742.2)
Jefferson	(10,888.3)	(2,055.9)	(1,748.2)	(2,414.1)	(8,088.9)	5,238.9	(9,011.1)	(4.9)	12,853.5	42,030.8	(6,304.1)	(15,289.6)	(11,698.1)	(395.6)
Juneau	(2,869.3)	(525.9)	22,070.6	(2,776.9)	(1,832.6)	(6,904.5)	3,609.1	334.8	17,564.0	(7,170.7)	(91.4)	(19,634.1)	(726.3)	1,293.5
Kenosha	(34,687.8)	43,441.9	(34,792.6)	277.3	7,719.5	(38,374.7)	16,554.6	10,160.3	(1,327.7)	139,113.9	33,703.6	4,693.6	(19,543.6)	(8,728.4)
Kewaunee	(5,116.3)	(1,812.7)	7,878.5	(3,496.2)	(2,033.3)	(8,684.2)	(9,629.5)	(3,508.3)	823.6	(6,754.9)	(2,262.5)	(25,135.0)	(7,634.6)	(1,892.4)
La Crosse	(5,114.0)	(5,222.3)	31,038.3	(7,723.7)	25,207.3	74,584.4	11,204.2	2,904.1	50,220.6	30,957.6	13,497.3	109,063.6	37,875.8	(2,939.7)
Lafayette	(6,113.4)	(853.4)	(2,764.6)	(2,463.9)	(2,058.3)	(2,928.2)	(7,487.9)	(2,728.1)	(6,760.5)	(5,651.8)	(2,996.2)	(19,381.9)	(3,328.6)	(206.2)

Surplus or Leakage Retail 2018 (in thousands of dollars)

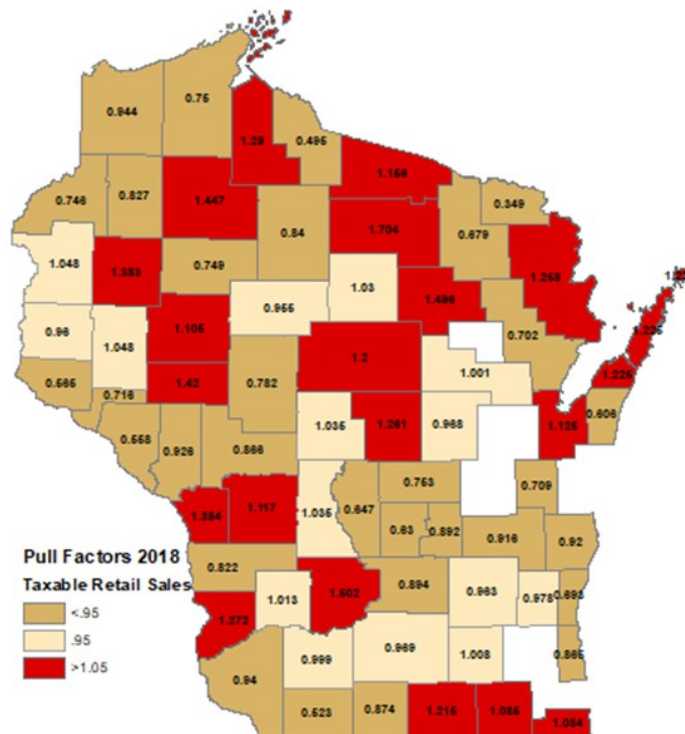
	Merchant Wholesalers, Durable Goods	Merchant Wholesalers, Nondurable Goods	Motor Vehicle and Parts Dealers	Furniture and Home Furnishings Stores	Electronics and Appliance Stores	Building Material and Garden Equipment and Supplies Dealers	Food and Beverage Stores	Health and Personal Care Stores	Gasoline Stations	Clothing and Clothing Accessories Stores	Sporting Goods, Hobby, Book, and Music Stores	General Merchandise Stores	Miscellaneous Store Retailers	Nonstore Retailers
Langlade	(3,265.5)	(208.2)	23,583.2	(1,509.6)	(3,311.3)	20,172.2	(1,074.3)	716.7	2,547.0	(5,839.0)	(279.0)	31,145.4	(1,549.7)	3,458.2
Lincoln	(6,939.5)	(2,096.7)	26,940.2	(1,144.5)	(2,074.7)	(10,676.2)	1,579.0	(1,495.8)	8,111.6	(9,231.4)	(1,453.1)	(7,527.4)	(4,143.6)	7,387.6
Marathon	19,450.4	(358.4)	48,333.9	283.3	11,257.0	76,221.7	(15,854.6)	(2,661.7)	22,941.2	5,052.3	3,736.8	64,861.2	14,641.0	(7,440.7)
Marquette	(13,810.7)	(1,559.9)	22,394.4	(5,400.6)	(489.8)	25,253.6	7,571.9	(1,785.1)	14,995.2	(5,940.0)	614.0	9,577.2	7,694.8	936.6
Marquette	(3,920.6)	1,358.3	2,776.1	(1,197.5)	(2,487.8)	(7,574.8)	(6,277.6)	(2,287.1)	(5,667.7)	(4,872.8)	2,768.4	(16,531.4)	2,448.0	734.9
Milwaukee	83,701.5	(23,235.5)	(359,684.4)	42,884.7	(8,593.7)	(400,241.0)	132,092.4	74,355.9	(139,922.8)	157,497.7	(43,710.7)	(275,045.5)	(82,448.5)	(93,868.5)
Monroe	7,030.9	900.8	16,960.0	(6,395.7)	(3,937.6)	(2,846.9)	(8,810.5)	(3,861.2)	21,835.9	(11,770.4)	(2,026.6)	37,984.2	50.7	(842.4)
Oconto	(18,389.5)	(1,079.5)	14,884.9	(5,096.8)	(3,759.3)	(11,499.4)	(8,141.0)	(5,272.5)	7,343.4	(13,254.8)	(3,196.5)	(43,711.4)	(12,668.1)	(313.6)
Oneida	(4,200.1)	1,857.7	45,706.5	6,318.0	(5,529.4)	76,143.9	15,502.0	1,263.8	3,875.7	(3,208.0)	4,137.2	55,254.7	(1,697.3)	5,793.6
Ozaukee	(76,163.3)	(11,582.1)	(83,871.2)	2,457.0	(5,348.8)	(68,737.8)	(12,997.6)	(4,763.8)	(32,714.9)	(22,539.8)	(9,608.7)	(69,647.1)	(41,398.8)	(19,587.1)
Pepin	374.3	(612.9)	(233.6)	(923.7)	(1,392.5)	4,252.7	(3,513.8)	(1,280.2)	(3,172.4)	(2,993.6)	(1,406.0)	(7,968.2)	1,788.6	452.4
Pierce	(8,733.1)	(3,648.1)	(25,072.7)	(6,829.7)	(4,921.4)	(18,123.2)	1,525.7	(5,650.1)	(1,450.8)	(13,960.1)	(4,413.0)	(52,025.3)	(6,488.3)	(2,007.7)
Polk	(7,935.9)	1,155.0	(617.5)	(4,149.7)	(3,183.4)	50,574.1	2,754.0	(5,269.3)	(4,467.9)	(15,138.8)	(1,785.2)	(3,929.2)	2,726.8	(1,531.2)
Portage	674.7	(573.2)	35,485.0	597.1	9,446.8	33,648.0	(723.4)	(2,076.1)	13,361.2	(6,630.7)	1,952.4	45,804.1	5,734.0	1,095.7
Price	(3,637.1)	(753.6)	4,535.1	(1,748.2)	(2,452.5)	5,567.2	(5,188.5)	(2,254.7)	5,205.0	(4,662.3)	(1,044.3)	(14,352.0)	(309.2)	1,446.0
Richland	(3,130.2)	660.0	7,094.6	(2,635.8)	(2,981.1)	(7,083.2)	(7,522.3)	(2,740.6)	6,777.7	(4,670.5)	(1,353.3)	15,850.1	2,427.3	(1,596.5)
Rock	5,572.8	(5,067.9)	65,777.8	(14,313.0)	11,611.9	66,862.7	34,181.1	1,051.8	30,073.8	(5,349.7)	1,808.9	45,780.9	11,546.0	1,714.3
Rusk	(5,941.4)	(1,191.4)	104.8	(2,969.4)	(2,496.4)	318.5	(6,299.3)	(2,295.0)	(5,687.3)	(4,419.2)	(2,520.6)	3,594.9	(1,673.5)	(1,603.2)
Sauk	6,434.4	7,678.0	20,814.4	1,520.0	(2,807.7)	71,598.2	(1,006.7)	8,590.8	16,553.9	46,078.4	9,432.2	58,288.6	11,825.2	11,392.0
Sawyer	726.4	(872.3)	20,724.6	2,352.0	(2,965.5)	13,667.2	(7,483.1)	(2,726.3)	(6,756.1)	(713.1)	2,411.5	33,782.0	1,589.1	1,109.7
Shawano	(16,235.1)	(2,242.7)	27,371.1	(5,860.9)	(2,051.5)	(3,576.8)	(3,714.1)	(1,481.7)	1,643.2	(10,062.9)	(1,366.7)	1,022.5	1,903.6	(3,457.5)
Sheboygan	(27,024.6)	(4,604.0)	(8,939.6)	(3,404.7)	4,082.0	(9,496.4)	(22,612.5)	(3,777.9)	(1,128.6)	(24,580.5)	(10,328.8)	23,578.0	(15,152.8)	(7,720.5)
St. Croix	(19,126.4)	3,692.3	(29,027.1)	(12,667.0)	(10,973.3)	47,185.5	(1,422.6)	(7,691.2)	10,842.8	(31,143.9)	(8,090.6)	8,890.4	3,055.5	(1,425.1)
Taylor	(5,492.1)	(1,215.7)	10,211.1	(3,066.5)	(3,216.3)	3,613.8	(8,115.7)	(2,956.8)	2,749.4	(5,656.7)	(783.0)	5,988.6	(3,356.8)	(1,350.8)
Trempealeau	1,240.8	(2,314.2)	633.6	20,582.8	(1,322.2)	(3,329.3)	(8,166.0)	(3,842.6)	10,813.9	(9,053.2)	(2,620.4)	(29,078.2)	5,487.9	4,018.9
Vernon	(5,131.6)	697.0	9,882.1	(1,417.7)	(1,131.9)	(12,659.5)	(12,429.7)	(1,249.4)	(11,222.1)	(8,481.9)	(2,415.9)	(4,923.1)	3,630.0	5,993.6
Vilas	(8,386.6)	1,412.0	32,113.4	3,638.5	(3,237.7)	11,287.2	10,781.5	(166.5)	5,353.7	(5,981.0)	3,463.1	(29,893.8)	1,437.3	1,144.4
Walworth	(22,778.4)	(956.3)	18,805.8	1,100.7	10,587.0	34,870.2	(2,810.1)	(1,850.4)	8,191.2	(12,881.6)	(6,203.9)	22,242.5	(225.3)	(1,985.2)
Washburn	(246.8)	(890.2)	14,888.0	(2,134.6)	(2,949.3)	2,302.2	(7,442.2)	(2,711.4)	(6,719.2)	(3,650.5)	2,961.2	(18,966.0)	3,683.7	(422.9)
Washington	(34,976.4)	(2,168.3)	10,326.8	5,284.2	(14,161.1)	24,097.0	(11,722.5)	(2,011.3)	979.8	(37,478.9)	(15,886.9)	(4,963.8)	(15,140.2)	32,549.0
Waupaca	(18,993.8)	(1,940.4)	25,214.0	(5,928.4)	(2,302.1)	(24,796.2)	11,086.4	1,424.5	12,481.9	(15,746.6)	(5,063.5)	(3,451.9)	(2,849.3)	(2,251.4)
Wausara	(6,255.7)	5,019.9	6,372.2	460.9	(2,766.9)	(548.3)	(9,576.9)	(2,921.2)	3,613.4	(7,002.9)	(707.6)	(26,223.9)	(959.1)	(0.1)
Wood	(12,859.8)	(5,046.0)	24,181.4	2,456.5	(9,842.9)	(12,895.5)	(3,964.6)	(3,253.5)	11,493.2	(18,753.1)	(2,090.9)	22,939.4	2,911.8	6,322.1

Surplus or Leakage Services 2018 (in thousands of dollars)

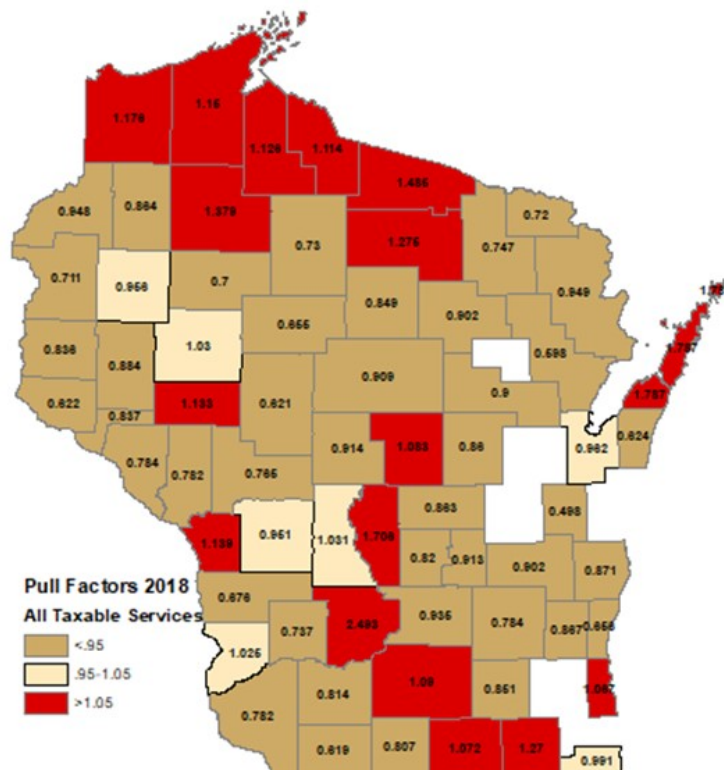
	Publishing Industries (except Internet)	Telecommuni- cations	Professional, Scientific, and Technical Services	Administrative and Support Services	Amusement, Gambling, and Recreation Industries	Accommodation	Food Services and Drinking Places	Repair and Maintenance	Personal and Laundry Services	All Taxable Retail	All Taxable Services	All Taxable Sales
Adams	(318.4)	9,400.0	(1,703.4)	(919.4)	17,869.1	39,747.0	(9,202.0)	2,311.9	(964.0)	(45,651.0)	56,220.8	7,184.5
Ashland	(315.9)	2,628.1	(382.0)	(181.5)	777.9	1,830.3	3,888.4	303.5	(350.8)	30,483.9	8,198.1	43,939.3
Barron	(1,077.0)	1,722.3	6,952.9	(2,149.8)	(1,580.9)	(3,587.8)	(11,220.3)	(993.5)	2,285.6	137,317.7	(9,648.5)	123,393.0
Bayfield	(905.8)	3,797.4	(2,908.8)	52.5	5,992.8	10,656.3	(2,052.7)	(975.8)	(2,892.6)	(29,246.2)	10,763.3	(20,779.7)
Brown	(444.6)	(75,313.9)	10,703.1	(2,014.7)	(14,156.6)	(20,791.1)	19,295.1	(11,619.4)	42,556.3	278,540.1	(51,785.8)	237,294.8
Buffalo	(146.7)	4,248.6	(1,015.6)	(1,124.9)	(228.6)	(3,301.4)	(6,651.2)	(1,739.1)	(3,032.4)	(43,061.7)	(12,991.1)	(61,251.4)
Burnett	(831.5)	3,607.0	(2,674.2)	(887.3)	432.0	(904.0)	496.0	839.4	(3,504.5)	(27,285.5)	(3,427.0)	(30,181.8)
Calumet	(483.1)	(25,203.0)	(11,066.7)	(5,396.3)	1,630.8	(21,188.8)	(43,996.8)	(10,709.9)	(10,729.0)	(119,808.3)	(127,142.9)	(265,177.7)
Chippewa	7.1	12,034.8	4,281.6	7,536.8	(3,491.3)	(10,920.3)	(18,441.0)	14,804.2	2,922.6	50,096.3	8,734.5	69,819.7
Clark	(370.0)	(2,259.7)	(5,169.6)	(2,048.3)	(3,922.1)	(11,790.8)	(23,078.2)	2,112.3	(6,901.2)	(49,969.1)	(53,427.8)	(102,651.7)
Columbia	(347.8)	13,693.8	(9,624.8)	(5,373.5)	8,439.3	(131.4)	(23,768.1)	2,712.3	(4,627.1)	(50,217.2)	(19,027.4)	(78,243.7)
Crawford	(866.9)	3,643.8	(1,616.0)	(2,297.1)	(168.8)	2,559.4	(508.9)	504.9	490.2	30,372.0	1,740.6	38,893.2
Dane	39,530.9	43,845.1	205,751.6	78,707.7	(52,232.6)	(1,322.5)	70,819.2	(64,900.5)	(23,595.5)	(165,778.4)	296,603.4	386,620.4
Dodge	(1,462.6)	18,930.3	1,849.9	(6,938.9)	(5,597.2)	(26,830.0)	(56,743.8)	4,774.1	(13,235.8)	(23,878.1)	(85,254.0)	(80,395.0)
Door	(1,168.5)	8,143.8	(7,677.3)	7,873.9	7,191.7	74,195.8	46,620.7	(2,427.0)	2,448.1	62,822.0	135,201.1	191,335.6
Douglas	(768.8)	8,129.4	484.3	(3,831.0)	11,807.2	(3,140.9)	8,468.0	9,988.1	1,690.1	(17,110.0)	32,826.4	30,212.9
Dunn	(958.1)	6,910.8	3,407.5	(3,413.6)	(3,970.8)	(8,032.1)	(10,276.7)	471.0	(5,110.7)	14,172.9	(20,972.6)	3,827.9
Eau Claire	736.8	21,328.6	11,722.6	(2,000.0)	1,890.3	(4,647.0)	31,717.4	16,673.6	(11,464.4)	338,776.2	65,958.2	441,189.3
Florence	(291.1)	1,677.8	(1,003.7)	(1,075.4)	(983.8)	(1,935.7)	(339.5)	(588.4)	(1,931.6)	(24,438.9)	(6,473.5)	(35,184.9)
Fond du Lac	(1,111.8)	14,601.0	(11,159.0)	(4,400.0)	7,843.0	(21,032.5)	(24,832.5)	5,141.8	(13,499.8)	(67,264.7)	(48,449.9)	(107,028.4)
Forest	(469.0)	3,149.2	(2,096.0)	(938.0)	(1,588.2)	(957.8)	(3,215.3)	(1,443.8)	(1,859.9)	(19,393.1)	(9,418.7)	(33,577.3)
Grant	(1,148.7)	5,170.1	(8,064.9)	(5,187.6)	(4,300.5)	(12,404.8)	(23,716.3)	8,057.1	(7,850.0)	(21,998.9)	(49,445.4)	(91,708.9)
Green	(850.8)	2,944.2	(5,452.2)	(2,765.4)	(1,158.8)	(9,859.2)	(20,660.1)	3,035.6	(1,757.3)	(38,722.8)	(36,523.9)	(84,690.0)
Green Lake	(1,097.3)	4,966.2	(1,951.9)	608.9	1,887.9	2,904.7	(11,012.3)	(1,487.6)	(2,447.1)	(15,263.7)	(7,628.5)	(21,959.6)
Iowa	270.8	4,884.9	(2,373.9)	(1,975.2)	(3,070.6)	(3,262.2)	(12,260.2)	1,445.7	(5,296.1)	(277.1)	(21,636.8)	(31,018.0)
Iron	(364.5)	3,279.2	(1,057.0)	(691.7)	(1,234.3)	2,062.0	3,182.3	(597.1)	(1,278.0)	(23,736.0)	3,300.9	(22,573.4)
Jackson	(1,177.6)	550.8	(2,945.1)	1,029.3	(3,387.4)	(1,886.2)	(7,243.3)	(2,617.6)	(3,754.0)	(20,356.0)	(22,031.1)	(41,930.7)
Jefferson	(1,559.4)	13,099.8	(3,843.3)	(3,380.8)	(3,851.1)	(21,272.1)	(33,235.6)	5,792.2	(10,114.2)	5,168.7	(58,364.6)	(66,140.1)
Juneau	(509.9)	5,579.6	(1,589.0)	(6,405.1)	(789.2)	2,275.6	(421.0)	2,823.4	(1,586.3)	5,735.6	3,158.1	5,498.5
Kenosha	(2,125.4)	(25,292.9)	(11,790.7)	(6,405.6)	8,261.9	(46,035.2)	24,443.0	(4,109.1)	55,690.9	109,455.8	(7,363.2)	110,846.7
Kewaunee	(1,227.0)	2,572.9	(4,192.4)	(3,071.6)	(4,154.8)	(4,655.5)	(17,617.2)	(1,358.9)	(3,001.7)	(62,328.8)	(36,706.2)	(105,964.1)
La Crosse	(723.8)	(1,952.0)	4,172.0	(2,158.4)	11,685.4	6,944.0	53,208.7	17,624.7	(6,923.0)	375,889.8	81,877.6	447,431.1
Lafayette	(954.1)	(1,532.7)	(4,410.9)	(2,314.2)	(3,230.8)	(6,344.0)	(14,036.6)	5,039.1	(1,089.0)	(58,756.2)	(28,873.2)	(94,596.2)

Surplus or Leakage Services 2018 (in thousands of dollars)												
Publishing Industries (except Internet)	Telecommunications	Professional, Scientific, and Technical Services	Administrative and Support Services	Amusement, Gambling, and Recreation Industries	Accommodation	Food Services and Drinking Places	Repair and Maintenance	Personal and Laundry Services	All Taxable Retail	All Taxable Services	All Taxable Sales	
Langlade	(493.3)	3,647.5	(2,130.0)	(1,687.3)	(817.2)	(7,079.1)	(1,732.9)	4,396.4	(2,373.9)	68,059.6	(8,269.7)	56,316.2
Unicoin	108.8	3,136.0	(2,245.5)	(3,117.5)	634.7	(6,312.4)	(7,898.8)	1,355.8	(5,216.8)	6,271.6	(19,555.7)	(22,320.3)
Marathon	(864.8)	(4,636.9)	(2,402.7)	(3,177.1)	1,851.9	(17,268.3)	(31,516.4)	12,718.8	(16,572.8)	221,371.5	(61,868.3)	178,595.3
Marquette	(902.7)	3,197.0	(2,739.1)	(2,411.5)	(412.0)	(5,476.5)	(5,049.0)	(107.5)	4,706.7	75,422.1	(9,194.7)	50,856.8
Marquette	(799.9)	8,204.9	(3,491.9)	(1,686.3)	(2,708.5)	(793.7)	(9,670.2)	1,549.2	(2,026.6)	(38,169.2)	(11,422.9)	(52,154.4)
Millwaukee	11,897.3	(143,948.7)	47,628.9	20,762.8	(61,777.4)	(31,300.4)	367,834.3	(60,199.4)	152,674.0	(996,684.3)	303,571.4	(634,646.9)
Monroe	(1,053.5)	6,916.5	(7,803.8)	(4,399.6)	(1,278.5)	5,506.7	(4,071.8)	1,400.3	(4,625.4)	36,339.6	(9,409.1)	34,862.2
Oconto	(2,201.8)	(1,628.2)	(11,613.2)	(2,897.1)	(817.4)	(12,040.0)	(23,980.2)	(7,949.0)	(7,154.3)	(84,685.2)	(70,281.0)	(174,435.2)
Oneida	(1,091.4)	12,935.7	(4,449.5)	2,248.6	13,383.7	10,786.7	8,984.3	10,240.8	(4,037.9)	203,560.7	49,001.1	250,219.4
Ozaukee	(4,665.0)	(75,402.1)	(22,191.2)	4,387.8	(6,824.3)	(46,422.1)	(98,556.7)	(22,861.2)	18,014.6	(368,758.6)	(254,520.3)	(711,024.3)
Pepin	(447.7)	3,074.4	656.3	(973.5)	(1,516.1)	(2,976.9)	(3,139.8)	612.6	(1,096.5)	(16,390.1)	(5,807.2)	(22,435.8)
Pierce	(1,055.4)	(480.7)	(3,694.4)	(5,645.6)	(3,070.7)	(16,517.8)	(28,251.1)	(9,370.1)	(6,586.2)	(139,416.7)	(74,671.9)	(226,469.8)
Polk	(802.9)	(4,190.6)	(7,148.7)	(2,243.2)	(734.0)	(12,018.8)	(21,921.2)	(1,385.6)	(8,686.8)	15,982.7	(59,131.8)	(49,930.0)
Portage	1,274.8	20,686.3	9,707.6	(23.0)	(7,766.2)	(4,227.7)	10,676.5	906.3	(4,188.8)	137,693.8	27,045.9	164,841.2
Price	(788.6)	193.1	(2,967.4)	(291.8)	(2,670.1)	(1,178.2)	(9,264.0)	1,379.3	(1,345.6)	(16,258.4)	(16,933.2)	(37,582.3)
Richland	(958.5)	1,653.4	(459.4)	(649.9)	(842.5)	(4,190.6)	(10,913.4)	540.9	(4,216.2)	1,566.4	(20,036.3)	(20,940.1)
Rock	(1,510.6)	36,883.6	(12,386.0)	(8,790.1)	48,458.4	(20,671.9)	21,685.5	1,581.6	(13,059.9)	250,746.6	52,190.7	303,442.1
Rusk	(802.7)	501.5	(2,396.7)	483.3	(2,717.9)	(803.0)	(10,995.7)	530.7	(2,953.9)	(25,945.7)	(19,154.6)	(52,233.0)
Sauk	1,071.5	14,014.6	2,277.1	800.8	44,988.9	267,699.6	127,622.6	3,096.7	749.4	252,279.5	462,321.2	728,713.0
Sawyer	(74.0)	968.0	(443.8)	3,387.0	1,067.8	15,307.0	8,377.8	1,828.7	(1,713.2)	54,992.0	28,705.3	83,551.4
Shawano	(1,360.2)	6,443.9	(9,725.1)	(2,170.1)	77.1	(6,857.4)	(2,947.4)	5,882.1	(6,864.4)	368.2	(17,521.7)	(35,631.3)
Sheboygan	(2,677.9)	(15,626.7)	(11,085.5)	(6,614.1)	8,002.1	3,855.3	(42,809.9)	(3,761.4)	(7,940.3)	(79,482.1)	(78,658.4)	(188,769.1)
St. Croix	(3,673.7)	(1,365.9)	(18,201.8)	(3,430.1)	3,014.0	(25,428.3)	(16,172.1)	(645.5)	(15,182.9)	(32,466.5)	(81,086.3)	(128,987.0)
Taylor	(1,034.1)	2,637.5	(4,081.7)	(2,193.4)	(3,501.6)	(6,875.8)	(12,560.7)	3,255.1	(4,029.8)	(5,939.7)	(28,384.5)	(41,032.0)
Trempealeau	423.2	5,587.8	(4,690.1)	(3,633.3)	(1,785.6)	(7,956.9)	(14,287.4)	2,399.5	(4,958.7)	(15,874.8)	(28,901.4)	(45,849.6)
Vernon	(837.1)	(3,144.7)	(3,573.5)	(3,163.8)	(1,475.7)	(6,440.0)	(18,032.2)	420.5	(4,385.4)	(36,425.5)	(40,831.8)	(81,691.9)
Vilas	(576.9)	5,303.4	(3,770.9)	4,650.7	8,093.3	26,264.5	10,038.3	7,993.8	(436.9)	29,940.0	57,559.3	80,524.7
Walworth	(2,727.5)	(5,612.5)	(17,373.7)	8,780.8	9,989.7	86,510.7	46,677.8	974.8	10,221.2	69,841.0	137,441.4	183,547.7
Washburn	(128.1)	1,999.6	(1,783.2)	1,478.3	(3,211.0)	(2,597.7)	(4,120.5)	84.1	(1,988.1)	(21,161.0)	(10,266.4)	(32,564.4)
Washington	1,457.6	(9,057.9)	(12,779.5)	3,559.6	(137.2)	(50,453.9)	(63,048.2)	21,255.9	5,694.5	(28,128.0)	(103,509.0)	(168,781.7)
Waupaca	(1,549.1)	5,564.5	(11,175.6)	(4,753.5)	(3,247.5)	(3,679.5)	(14,553.9)	(930.3)	(5,391.1)	(12,182.4)	(33,220.9)	(66,337.5)
Waushara	(762.2)	8,245.7	(5,715.5)	(2,423.1)	(4,281.5)	(405.3)	(8,663.7)	3,692.4	(3,411.4)	(40,260.5)	(13,724.6)	(55,220.9)
Wood	1,136.7	20,314.7	(11,307.8)	(4,408.6)	(6,472.4)	(12,700.2)	(25,349.3)	20,225.9	(10,904.4)	19,504.0	(29,465.4)	(27,867.2)

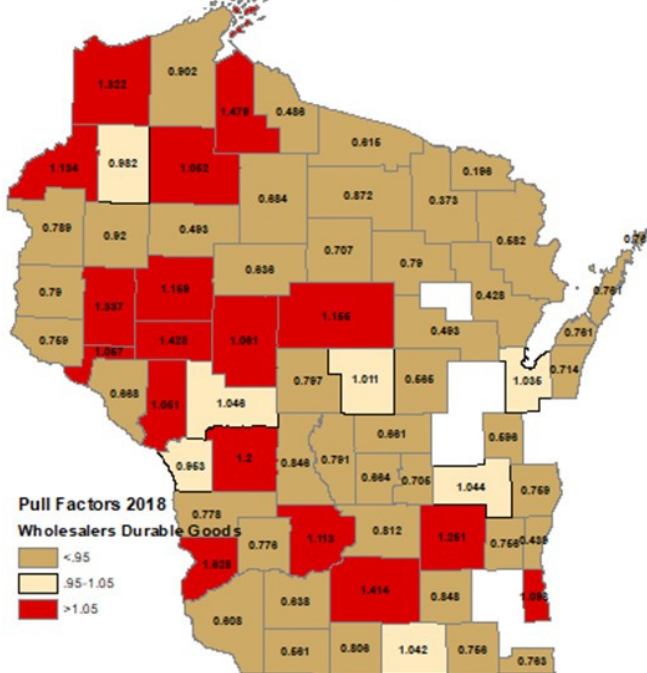
Pull Factor 2018: All Taxable Retail Sales



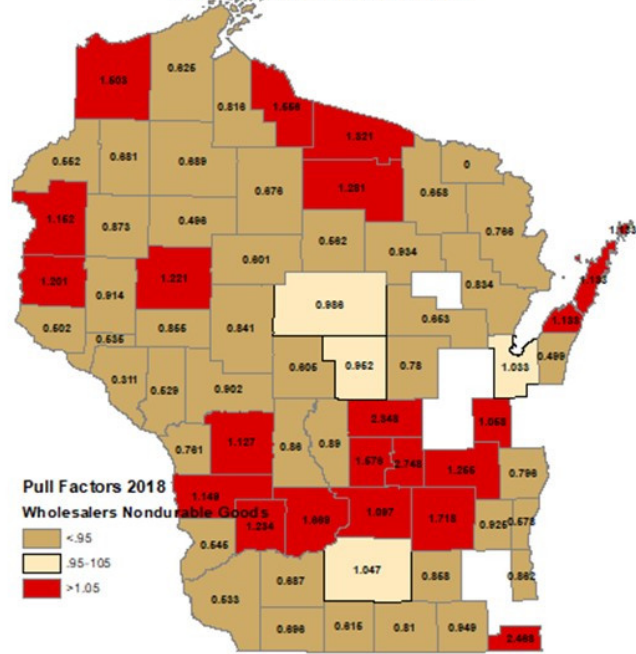
Pull Factor 2018: All Taxable Services Sales



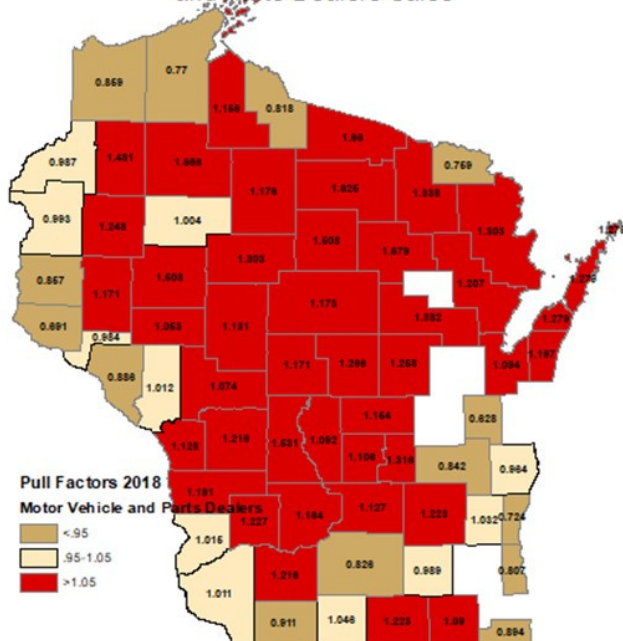
Pull Factor 2018: All Taxable Wholesalers Durable Goods Sales



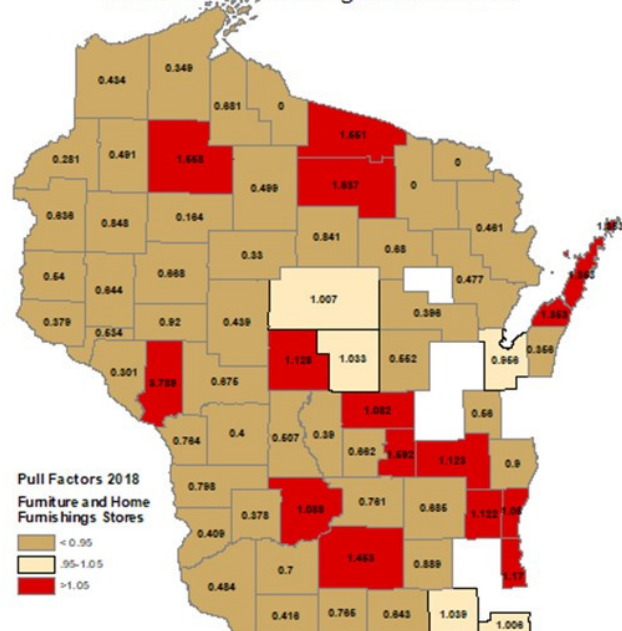
Pull Factor 2018: All Taxable Wholesalers Nondurable Goods Sales



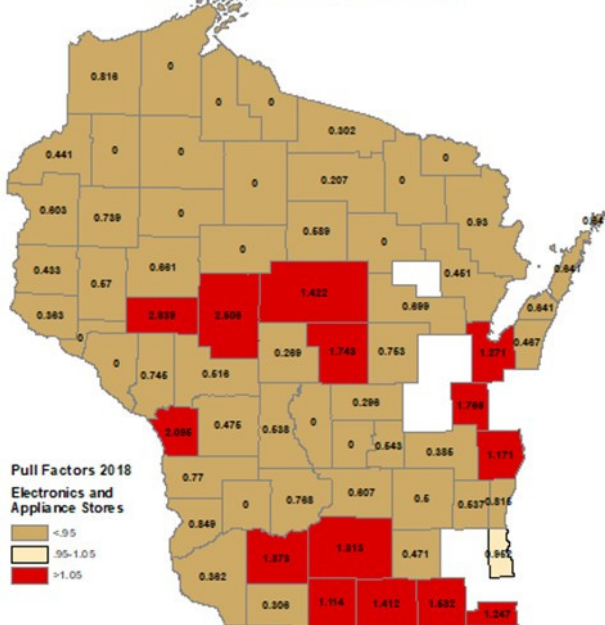
Pull Factor 2018: All Taxable Motor Vehicle and Parts Dealers Sales



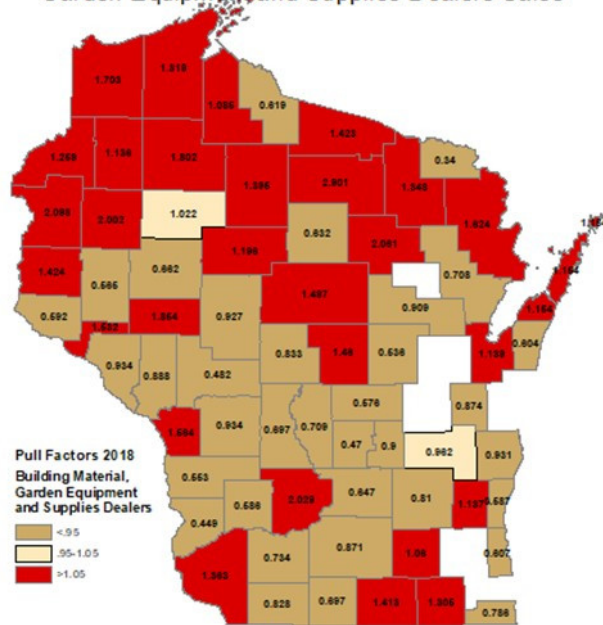
Pull Factor 2018: All Taxable Furniture and Home Furnishings Stores Sales



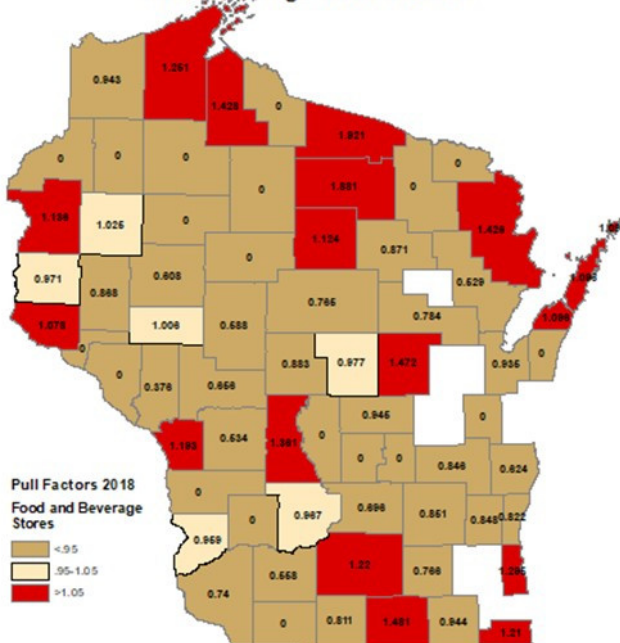
Pull Factor 2018: All Taxable Electronics and Appliance Stores Sales



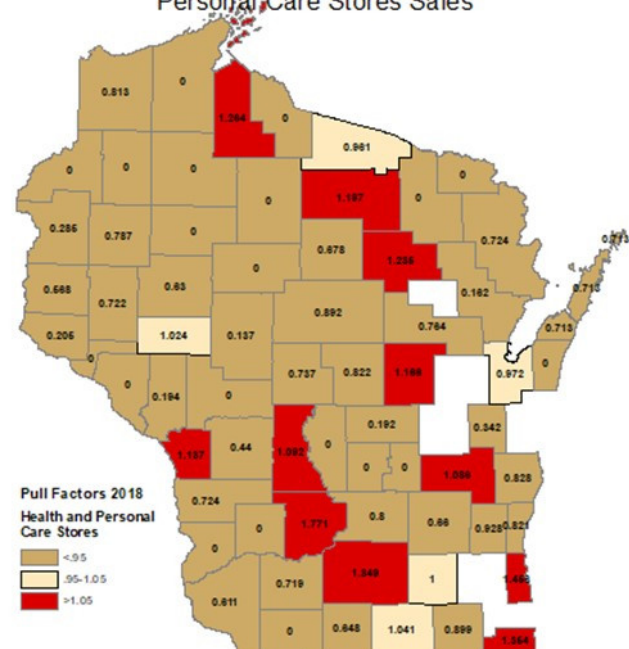
Pull Factor 2018: All Taxable Building Material, Garden Equipment and Supplies Dealers Sales



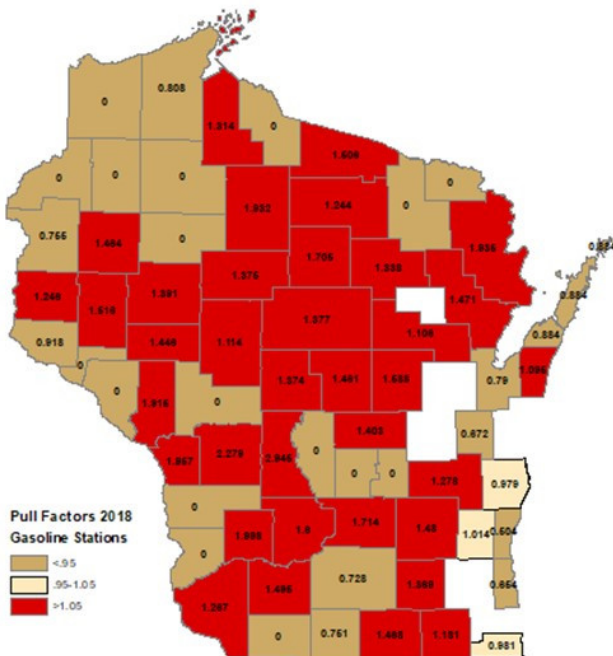
Pull Factor 2018: All Taxable Food and Beverage Stores Sales



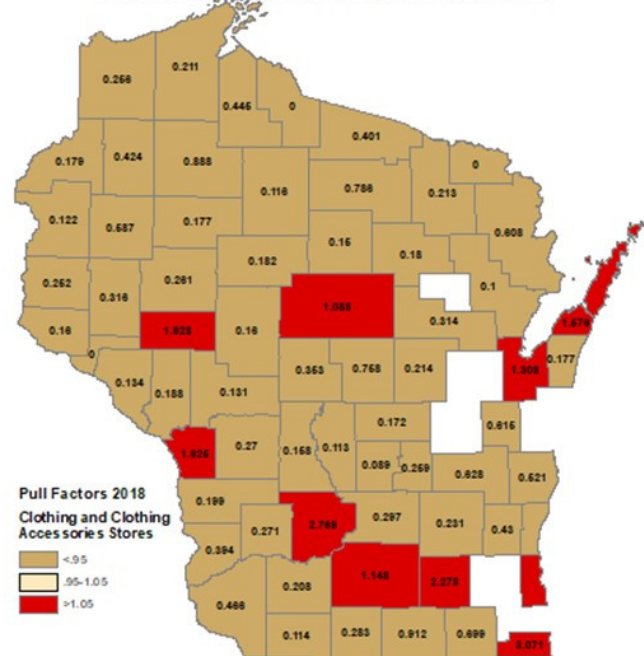
Pull Factor 2018: All Taxable Health and Personal Care Stores Sales



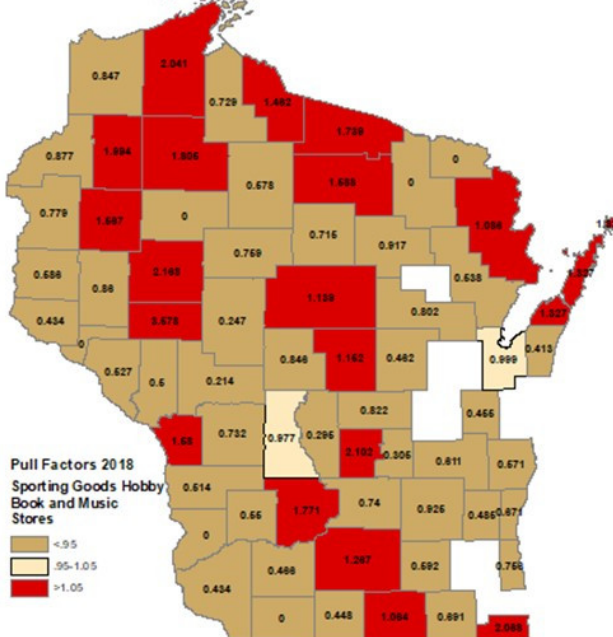
Pull Factor 2018: All Taxable Gasoline Stations Sales



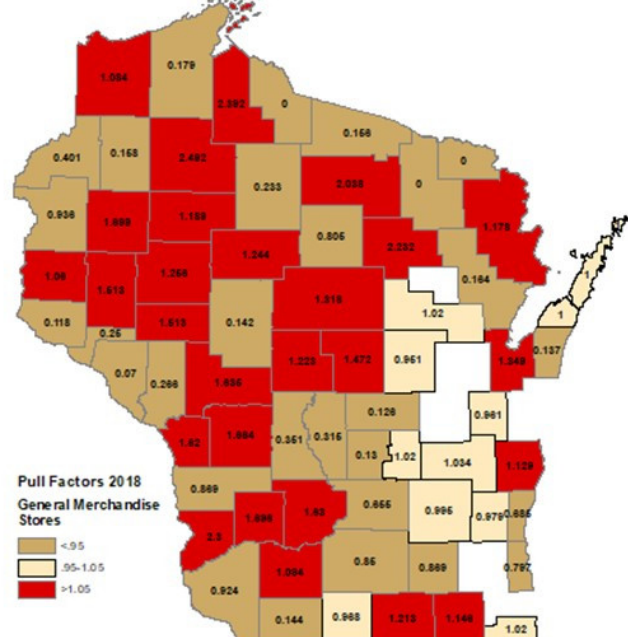
Pull Factor 2018: All Taxable Clothing and Clothing Accessories Stores Sales



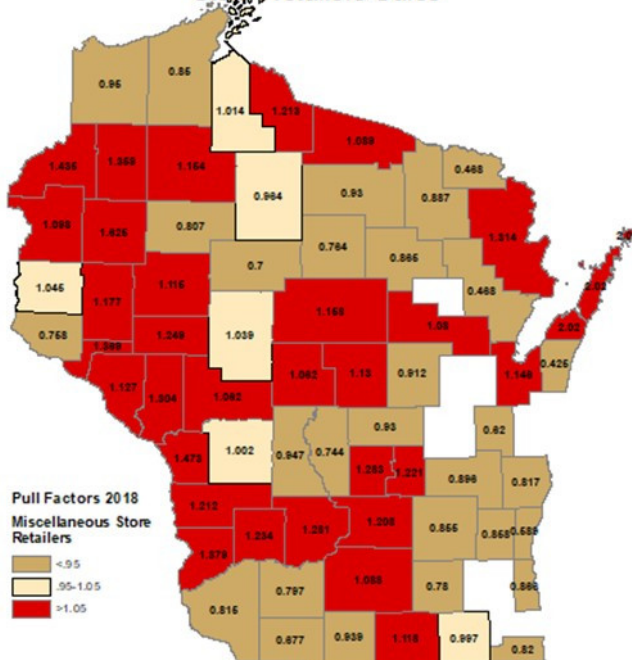
Pull Factor 2018: All Taxable Sporting Goods, Hobby, Book and Music Stores Sales



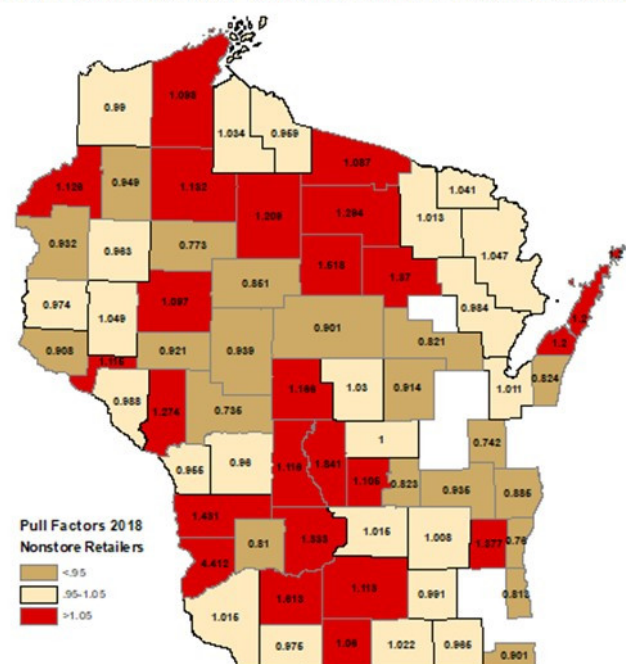
Pull Factor 2018: All Taxable General Merchandise Stores Sales



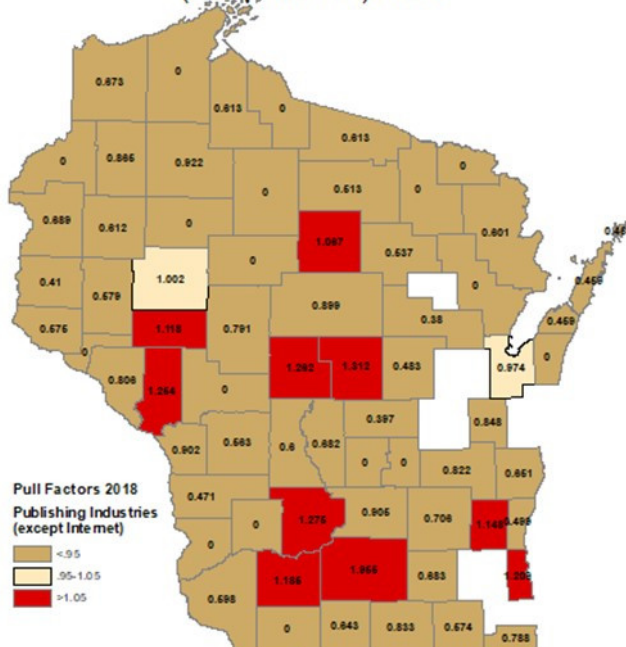
Pull Factor 2018: All Taxable Miscellaneous Store Retailers Sales



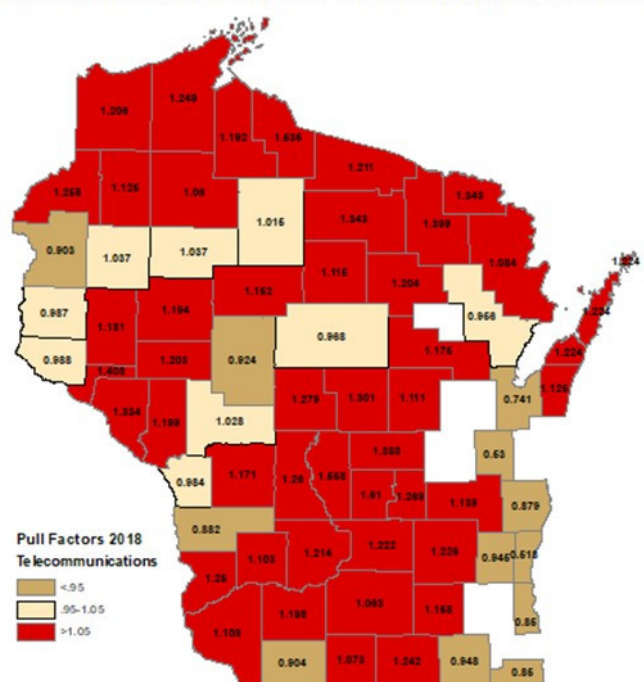
Pull Factor 2018: All Taxable Nonstore Retailers Sales



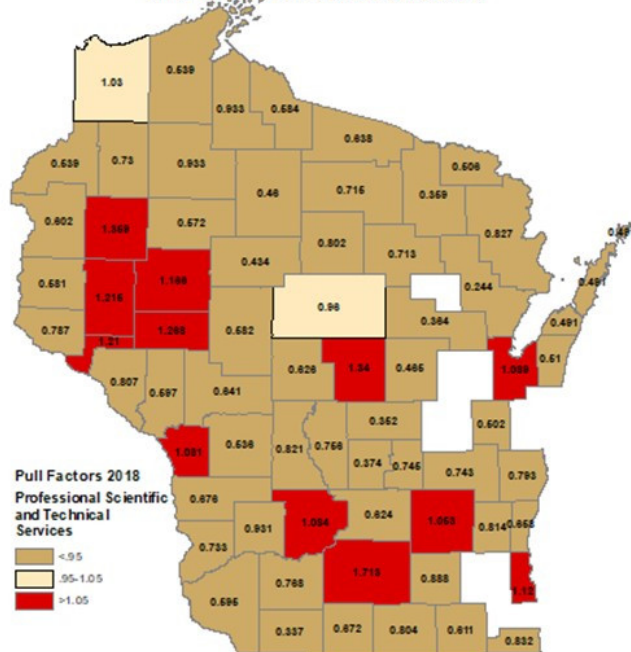
Pull Factor 2018: All Taxable Publishing Industries (except Internet) Sales



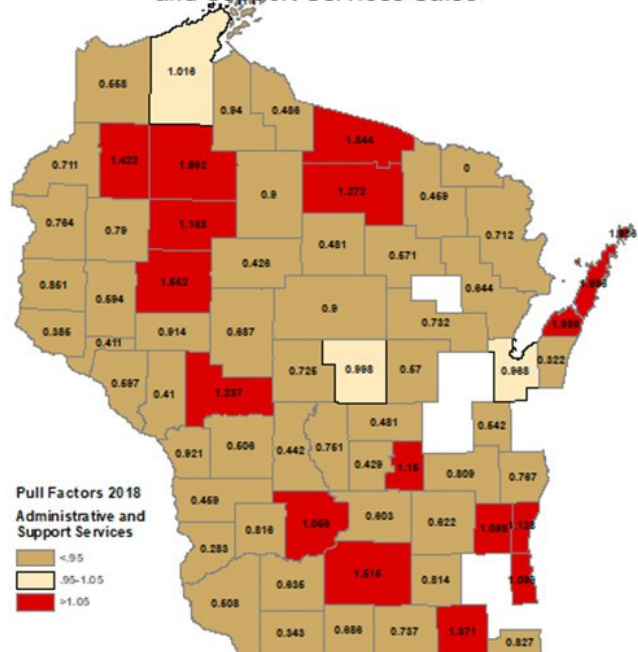
Pull Factor 2018: All Taxable Telecommunications Sales



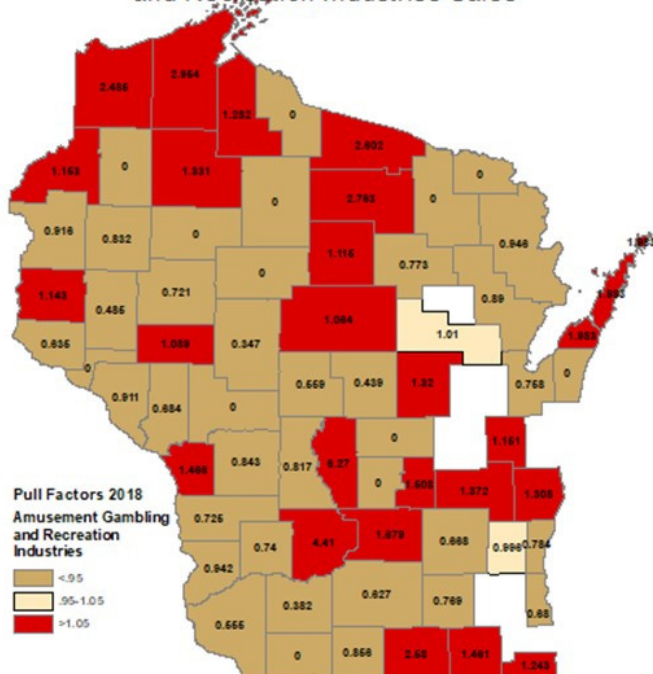
Pull Factor 2018: All Taxable Professional Scientific and Technical Services Sales



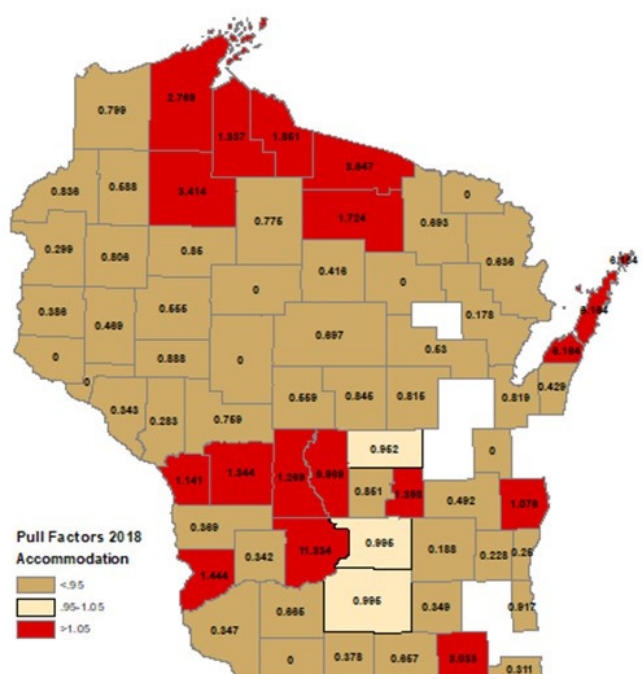
Pull Factor 2018: All Taxable Administrative and Support Services Sales



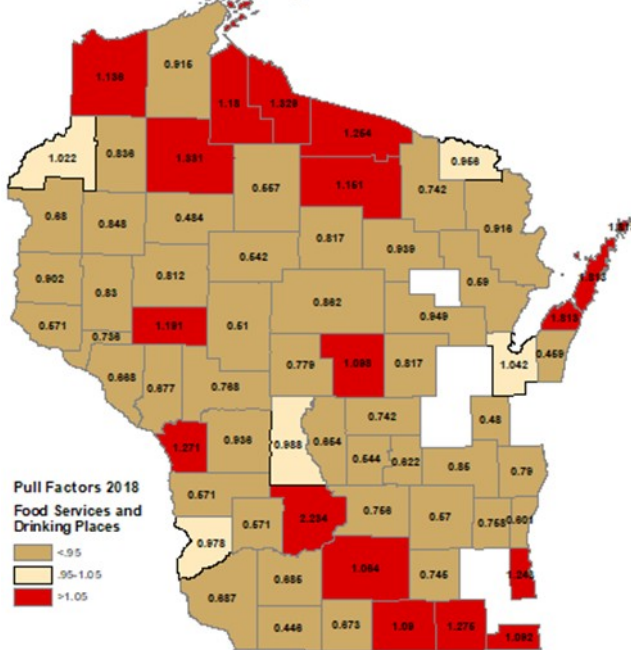
Pull Factor 2018: All Taxable Amusement Gambling and Recreation Industries Sales



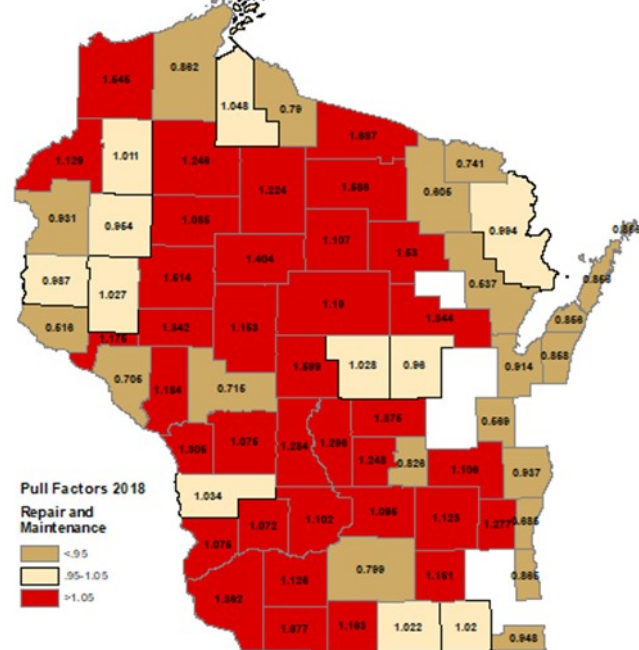
Pull Factor 2018: All Taxable Accommodation Sales



Pull Factor 2018: All Taxable Food Services and Drinking Places Sales



Pull Factor 2018: All Taxable Repair and Maintenance Sales



Pull Factor 2018: All Taxable Personal and Laundry Services Sales

