

Appendix 1

SITE SELECTION COMPARISON FACTORS	Ceres CA	Stanislaus County	Competitor Cities			Source
			Turlock (Stanislaus)	Atwater CA (Merced)	Lodi (SanJoaq.)	
DEMOGRAPHICS						
Population Jan 1, 2018	48,498	550,289	74,495	31,027	66,389	Calif Dept of Finance, E-4 Population Estimates 2021-2022
Population Jan 1, 2022	48,386	549,466	71,531	31,652	66,570	
Average annual growth rate 2018-2021	-0.06%	-0.04%	-0.99%	0.50%	0.07%	
AGE DISTRIBUTION						
Percent of population under age of 19	32.4%	30.0%	29.6%	30.4%	29.1%	Census 2021 ACS 5-Year Estimates Table S0101
Percent of population age 20 to 29	15.3%	13.9%	15.2%	13.6%	14.4%	
Percent of population age 30 to 39	14.8%	13.8%	13.4%	13.2%	14.2%	
Percent of population age 40 to 49	12.7%	12.1%	11.9%	13.9%	11.9%	
Percent of population age 50 to 59	10.2%	11.9%	12.0%	11.5%	11.3%	
Percent of population age 60 to 69	6.9%	9.6%	9.2%	8.6%	10.0%	
Population over age 70	7.9%	8.5%	8.8%	8.9%	9.1%	
Median age	31.6	34.4	34.4	34.1	34.5	
WORKFORCE (Annual Average)						
2018 Labor Force	21,600	243,100	33,700	11,900	29,700	California EDD, LMI; annual average labor force data
2019 Labor Force	21,500	242,900	33,800	11,900	29,900	
2020 Labor Force	21,400	242,500	33,400	12,100	30,300	
2021 Labor Force	21,300	240,200	33,200	12,100	30,600	
2022 Labor Force	21,400	242,300	33,500	12,100	31,400	
Average annual growth rate 2018-2021	-0.23%	-0.08%	-0.15%	0.42%	1.43%	
COMMUTING						
Workers 16+ y/o (not working from home)	18,713		30,542	12,906	28,274	Census, 2021 ACS 5-Year Estimates; Table S0801
Mean travel time (minutes)	33.2		25.8	28.8	26.3	
Commuting out of place of residence	84.2%		57.0%	80.5%	61.4%	
Commuting out of county of residence	28.5%		20.0%	26.5%	19.6%	
Working at home	3.1%		4.6%	3.3%	6.2%	
INCOME AND WAGES						
Median Household Income 2018	\$54,109	\$57,387	\$56,639	\$52,542	\$54,338	Census, 2018 ACS 5-Yr Estimates; Table DP03
Median Household Income 2021	\$64,153	\$68,368	\$66,646	\$59,436	\$70,302	Census, 2021 ACS 5-Yr Estimates; Table DP03
Average annual growth rate 2018-2021	4.64%	4.78%	4.42%	3.28%	7.34%	
Per capita income 2021	\$21,846	\$29,195	\$29,990	\$24,576	\$32,055	Census, 2021 ACS 5-Yr Estimates; Table DP03
Percent of Population Living Below Poverty 2021	16.1%	13.6%	14.7%	17.3%	14.4%	Census, 2021 ACS 5-Yr Estimates; Table DP03

SITE SELECTION COMPARISON FACTORS	Ceres CA	Stanislaus County	Turlock (Stanislaus)	Atwater CA (Merced)	Lodi (SanJoaq.)	Source
SOURCES OF INCOME						
Wages	80.0%	80.9%	77.6%	77.4%	79.0%	Census, 2021 ACS 5-Yr Estimates; Table DP03
Social Security	30.1%	28.6%	27.2%	27.8%	27.4%	
Retirement	18.1%	21.8%	20.1%	20.0%	22.2%	
Supplemental SSI	10.1%	7.8%	7.6%	9.9%	5.4%	
Public Assistance	3.8%	3.8%	3.9%	4.2%	2.4%	
SOURCES OF INCOME TREND	2018	2019	2021	Annual Avg. Growth Rate		Census, 2021 ACS 5-Yr Estimates; Table DP03
Wages	83.5%	82.8%	80.0%	-1.05%		
Social Security	25.9%	26.3%	30.1%	4.05%		
Retirement	15.1%	15.9%	18.1%	4.97%		
Supplemental SSI	9.4%	9.6%	10.1%	1.86%		
Public Assistance	6.0%	5.7%	3.8%	-9.17%		
EDUCATIONAL ATTAINMENT, QUALITY						
Population 25+ y/o	27,771	339,918	45,856	17,218	40,995	Census, 2020 ACS 5-Year Estimates; Table S1501
Less than High School	28.7%	21.6%	18.9%	27.5%	19.7%	
High School/GED	31.3%	28.6%	25.0%	24.0%	26.6%	
Some College	23.5%	25.1%	23.8%	25.0%	22.7%	
Associate degree	6.9%	7.7%	7.7%	9.1%	11.5%	
Bachelor degree	7.4%	11.5%	16.2%	10.2%	13.0%	
Graduate or Doctorate	2.1%	5.4%	8.3%	4.2%	6.6%	
Total Enrollment 2021-22 (countywide data)		107,091		59,066	152,384	CA Dept of Education, DataQuest (Countywide data)
Enrollment Grades 9-12		32.6%		67.7%	67.2%	
Enrollment Grades K-8		67.3%		32.3%	32.9%	
Graduation rate		89.9%		91.5%	85.6%	
Graduates meeting UC/CSU requirements		33.2%		31.2%	28.3%	
Met English Language Arts Standard (grade 11)		7.9%		18.5%	9.4%	
Met Math Standard (grade 11)		0.0%		1.6%	0.8%	
TALENT PIPELINE	Ceres		Turlock	Atwater	Lodi	
Talent Pipeline (population age 0-19)	15,885	165,298	21,423	9,557	19,222	Census 2021 ACS 5-Year Estimates Table S0101
Prime Workers (age 20-39)	14,751	152,448	20,741	8,414	18,899	
Experienced Workers (age 40-59)	11,228	132,991	17,252	7,966	15,322	
Retiring Soon (age 60-74)	4,932	71,712	933	3,638	8,828	
Median age	31.6	34.4	34.4	34.1	34.5	

SITE SELECTION COMPARISON FACTORS	Ceres CA	Stanislaus County	Turlock (Stanislaus)	Atwater CA (Merced)	Lodi (SanJoaq.)	Source
TALENT PIPELINE TREND						U.S. Census, 2018 to 2021 ACS 5-Yr Estimates; S0101
City of Ceres	2018	2019	2021	Annual Avg. Growth		
Talent Pipeline 0-19 y/o	16,468	16,501	15,885	-0.89%		
Prime Workers 20-39 y/o	14,205	14,419	14,751	0.96%		
Experienced Workers 40-59 y/o	10,986	10,937	11,228	0.55%		
Retiring Soon 60-74 y/o	4,284	4,367	4,932	3.78%		
Stanislaus County						
Talent Pipeline 0-19 y/o	161,531	162,225	165,298	0.58%		
Prime Workers 20-39 y/o	149,915	150,828	152,448	0.42%		
Experienced Workers 40-59 y/o	133,115	133,087	132,991	-0.02%		
Retiring Soon 60-74 y/o	66,510	68,231	71,712	1.96%		
SAFETY						
Violent crimes reported	190		408	152	225	FBI Crime Data Explorer 2021 data; Local PD
Property crimes reported (per 1,000 pop.)	898		2,062	889	1,262	
Violent crimes per 1,000 population	3.9		5.7	4.8	3.4	
Property crimes per 1,000 population	18.6		28.8	28.1	19.0	
EMPLOYMENT BY INDUSTRY						
Civilian Employed Population 16+ y/o	19,404	234,325	31,404	13,190	29,371	Census, 2021 ACS 5-Year Estimates; Table DP03
Ag, Mining	3.2%	4.9%	4.3%	9.3%	5.9%	
Construction	9.0%	8.9%	6.5%	8.1%	10.4%	
Manufacturing	15.2%	12.2%	12.0%	11.5%	9.7%	
Wholesale	3.2%	3.3%	3.6%	4.2%	2.4%	
Retail	11.4%	11.5%	11.7%	11.0%	10.3%	
Transportation, Warehousing, Utilities	9.5%	7.7%	7.0%	7.0%	5.9%	
Information	0.8%	0.9%	1.3%	0.4%	1.4%	
Finance, Ins. Real Estate	2.9%	3.2%	3.1%	3.9%	4.7%	
Professional & Business Services	7.4%	8.5%	6.9%	6.1%	8.5%	
Education & Health Care	19.5%	21.7%	25.8%	25.4%	23.3%	
Arts, Entertainment, Recreation, Hospitality	9.8%	8.4%	8.6%	5.3%	8.3%	
Other Services	5.7%	4.9%	3.1%	3.1%	5.1%	
Public Admin	2.4%	3.8%	6.2%	3.8%	4.2%	

SITE SELECTION COMPARISON FACTORS	Ceres CA	Stanislaus County	Turlock (Stanislaus)	Atwater CA (Merced)	Lodi (SanJoaq.)	Source
OCCUPATIONS						
Civilian Employed Population 16+ y/o	19,404	234,325	31,404	13,190	29,371	Census, 2021 ACS 5-Year Estimates; Table DP03
Management, business, finance	21.3%	29.1%	34.5%	24.0%	33.2%	
Service occupations	19.7%	17.9%	19.3%	17.1%	17.3%	
Sales and office occupations	17.4%	20.0%	18.8%	19.2%	18.3%	
Natural resources, construction, maintenance	14.7%	14.2%	11.0%	19.7%	15.4%	
Production, transportation, warehousing	26.8%	18.7%	16.5%	20.0%	15.8%	
COST OF LIVING INDEX						
Cost of Living	114.8	116.3	113.3	109.9	118.2	bestplaces.net; as of 1-17-2023
Grocery	103.9	104.6	104.5	99.8	105.1	
Health	100.2	100.2	100.2	121.3	100.7	
Housing	131.7	138.6	143.4	120.0	153.4	
Utilities	112.9	110.9	105.7	110.0	106.9	
Transportation	115.6	114.4	94.4	105.2	99.4	
HOUSING REAL ESTATE						
Median Home price 4Q2022		\$429,000		\$360,000	\$496,500	Calif. Association of Realtors; 4Q2022 County data
Minimum Qualifying Income (4Q2022)		\$109,200		\$91,600	\$126,400	
Housing Affordability Index 4Q2022		29		34	28	
Housing Affordability Index 4Q2021		40		45	38	

Appendix 2



Crafting Your Key Messages

Key messages—or Value Propositions—and proof points will guide your sales and marketing efforts with clear and consistent communications with your various audiences.

Key Messages Inform. They are meant to convey benefits or solutions the community can offer; they should entice the audience to want to find out more.

Proof Points Differentiate. They are fact-based statements that prove the key message and demonstrate how you differ from your competition.

Using Key Messages and Proof Points

- Key messages should be used in all communications—print materials, advertising, social media, and conversations
- The message and proof points will be different for different audiences—local businesses, prospects, brokers, developers, media, workers—have different interests and priorities
- Proof points should be from your own experience or knowledge of the facts; should be concise, not long speeches, they are meant to capture your audience’s attention and curiosity
- Have your messages and proof points top-of-mind; consider crafting responses to these questions
 - Where is Ceres?
 - Why should I move my business to Ceres?
 - I hear that the Central Valley is a cultural wasteland, what does Ceres have to offer?
 - I’ve got young kids; why should I want to raise my family in Ceres?
 - How can I convince my managers to move here?
 - Isn’t it really hot and smoggy in the Central Valley?
 - What’s there to do on the weekends?
 - Isn’t Ceres just like all other Central Valley cities—great for blue collar... ag... jobs but not white collar... tech...?
 - California is too expensive for business; why should I expand my business to Ceres instead of somewhere out of state?

A value proposition is your promise of performance and value to your customer, and

Is meaningful to business and relevant to the industry

Addresses a pressing concern or specific issue

Easy to understand, clear and concise

Believable and credible

Truly differentiate you from your competition

Conveys solutions

Is supported with fact-based proof points, drawn from the most-current data available



Message: Workforce

VALUE PROPOSITION	Companies located in the City of Ceres rely on highly productive workers and world-class training programs and facilities.
Proof Points	<ul style="list-style-type: none"> ▪ Excellent K-12 school system evidenced by a 90% graduation rate, 50% matriculation rate, internship programs for both students and teachers, and strong industry partnerships ▪ Three community colleges and 60,000 students within 40 miles (Modesto Junior, Merced, San Joaquin Delta) ▪ Six four-year state colleges and universities and nearly 150,000 students within 100 miles (Stanislaus, Merced, Sacramento, San Jose, Davis, Fresno) ▪ Award-winning career and technical education (CTE) courses at the high schools and community college pathway programs ▪ Describe existing partnership with CalPoly and UC Davis' ag programs ▪ Ratio of job openings to applicants ▪ Turnover rate of local employers in similar industry
Supporting Materials	<ul style="list-style-type: none"> ▪ Testimonials from local employers ▪ Case studies regarding employees, training programs, schools (describe the programs, facilities, and apprenticeships; who uses them, how many are enrolled, where graduates find employment) ▪ CTE course information, average enrollment, graduates and certifications



Message: Cost

VALUE PROPOSITION	Receive a greater return on your investment in the City of Ceres.
Proof Points	<ul style="list-style-type: none"> Over X acres of shovel-ready industrial sites priced at approximately \$X per acre, X% below [comparison major metro area] Operating costs are X% below [comparison major metro area] Electric power provided through the Turlock Irrigation District (TID) is lower cost compared to most areas in California outside the district. Wages are X% below [comparison major metro area] Housing costs are X% [comparison major metro area] which means your employees can be homeowners Cost of living compared to competitor or source cities
Supporting Materials	<ul style="list-style-type: none"> MetroComp operating cost comparison report Estimated power costs for different scenarios, users Property inventory, detailed profile, photos, and maps Wages for specific industry's key occupations Housing developments, price point, affordability index, owner-occupied stats



Message: Industrial Opportunity

VALUE PROPOSITION	The City of Ceres' [named] business park offers [industry] a master planned business park with fully served sites that can accommodate 20,000 to 100,000 square foot buildings.
Proof Points	<ul style="list-style-type: none"> ▪ Electric power provided through the Turlock Irrigation District (TID) which has a reputation for delivering high quality and reliable electricity ▪ Widening and improvements roadways and interchanges are expected to be completed by [year] and will improve the safety and efficiencies for commercial and private vehicles ▪ The Ceres water system has the capacity to support industrial, commercial, and residential growth and recently completed improvements to the system ensure continued water quality and system reliability ▪ The Ceres wastewater treatment system has excess capacity to service growth and the ability to expand capacity in the future as needs increase
Supporting Materials	<ul style="list-style-type: none"> ▪ Estimated power costs for different scenarios, users ▪ Information on power outages, upgrades ▪ Photos and aerials of business park ▪ Development scenarios, cost estimates, fees and permitting timeline

Message: Retail Market Opportunity

VALUE PROPOSITION	Your customers are in the City of Ceres.
Proof Points	<ul style="list-style-type: none"> ▪ The City of Ceres' trade area stretches from XX to XX and includes several communities along Highway 99 ▪ The trade area population is over X with X households ▪ Population is projected to increase gradually of the next five years to XX ▪ Median household incomes are \$XX (or disposable income) ▪ Total square feet of retail space available, age, location (highway visibility, shopping center, downtown, stand alone, etc.)
Supporting Materials	<ul style="list-style-type: none"> ▪ Map of trade area, retail and commercial centers, available locations ▪ Map and data on permitted housing developments ▪ Property profiles and photos (interior and exterior) of available properties ▪ Retail market analysis depicting supply, demand, spending trends

Appendix 3

Guide to Creating an Effective Business Case

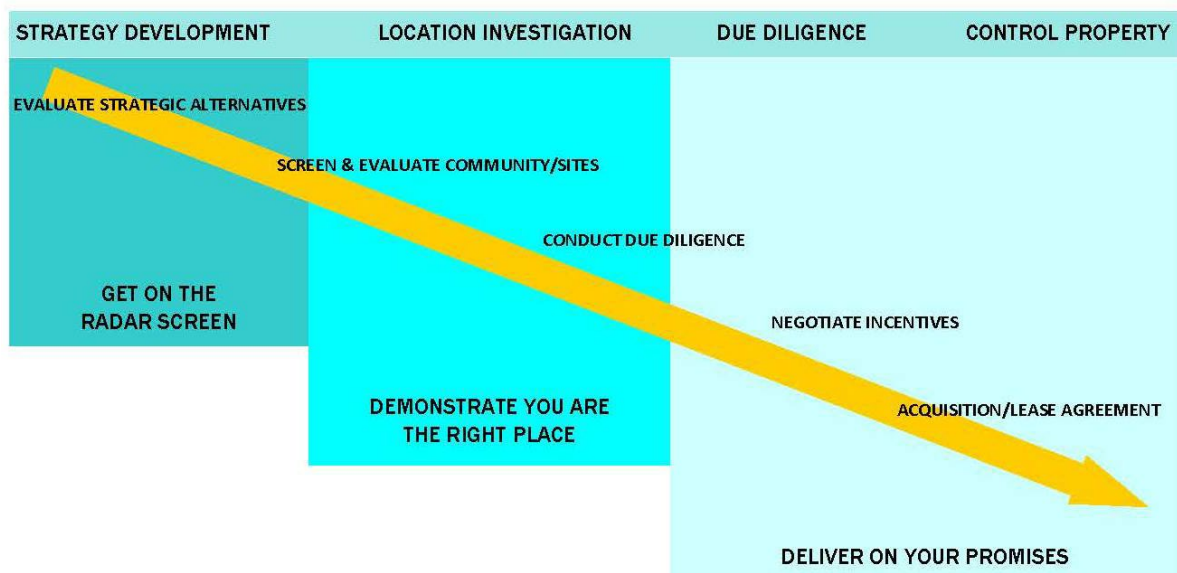
A well-written *Business Case* is a powerful way to differentiate your community from other communities or regions. Promote your assets and value as a business location using a fact-based, straight-forward presentation of your key messages and the compelling evidence that supports them.

Most regions and communities promote their community's features and programs. These are important, but a *Business Case* communicates the community assets that contribute to making businesses successful. It offers a clear, compelling case for why a business should consider your region for their new location.

Economic development marketing is typically focused on those businesses, or their representatives, who make facility location decisions for new locations or expansions for medium to large corporations. The location decision process is often more about *elimination* than a search for the right location—location options are abundant and often one is as “right for the business” as the next. Some economic development organizations are more ready than others, which can make the difference in a final decision. The marketing challenge is to get on the radar screen before the company is even thinking about a new or expansion location and stay in the mix all the way through to final negotiations, as highlighted in the graphic below.

Answer the question: “Why should my company locate in your community instead of any other place?”

Whether dealing with a corporate location consultant or an owner-operator, these are the steps that are involved in the location decision process. The extent of each step depends on the complexity of the project, time and the decision-maker.



Guide to Creating an Effective Business Case

Start building your compelling business case by researching and collecting industry intelligence. You want to thoroughly understand the needs of the specific industry and what drives their business decisions (e.g. market share, profits, controlling costs, etc.). Then demonstrate how your area can meet the needs, challenges and objectives of businesses in that industry.

- STEP 1**
Industry Intelligence
- Gain an understanding of specific industry sector needs and trends through research. Some sources for specific industry information are:
- Industry, journals, tradeshow, and conferences
 - Interview local businesses within the industry
 - Network with site consultants, brokers, developers and industry consultants
 - News articles
- STEP 2**
Unique Assets
- With clear understanding of the industry near- and long-term needs, define your unique assets. What is distinctive, rare, and will specifically differentiate your community from others that are also recruiting this industry sector. For example:
- Innovation and research resources (universities, research centers, patent resources, tech transfer)
 - Partnerships, collaborations and industry associations that would be of value to your target businesses. Not just those located in your community but those that are located in the region or state
 - Special industry-specific programs (for training, hiring, R&D, etc.)
 - Local, regional, state programs that support the industry
- STEP 3**
Location Factors
- Communicate relevant location factors important to the target industry.
- Peers: list of existing employers in this industry, including possible vendors or customers
 - Access: illustrate location and market access advantages; distance to relevant markets and suppliers
 - Labor Shed: illustrate the availability of specific skill sets that support the industry; entry level and experienced wages; industry-specific training programs; commute patterns; productivity measurements; union activity
 - Real Estate: business parks, vacant buildings, spec buildings, land ready for development; status of infrastructure at each; specialty facilities that would be attractive to this industry
 - Resources: access to suppliers, raw materials, financing, etc.
 - Business Climate: factors that make it easier to do business in your community e.g., regulatory, permitting time and cost, development process
 - Cost: customized analysis for this industry's typical operation (wages, benefits taxes, real estate, utility costs, etc)
 - Incentives: industry-specific programs provide a simple overview and criteria, potential benefits and savings



Guide to Creating an Effective Business Case

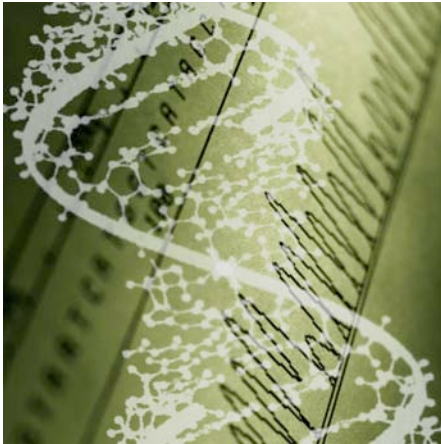
- STEP 4**
Feature Companies
- Gather information on industry leaders in your area, including:
- What they manufacture, their innovations, patents
 - Website URL
 - Get a quote from a business owner or manager
- STEP 5**
Fast Facts
- Summarize the key differentiation proof points. Re-state what sets your community apart from all the others.
- STEP 6**
Value Proposition
- Based on the outcomes of your research, craft your Value Proposition.
- Articulate the thesis of why this industry will be successful in your community
 - Review the Business Case facts and resources; ensure they support the value proposition
- STEP 7**
Continue to Build the Business Case
- A business case should evolve over time, just as the industry sector grows and changes. Continue to build and refresh the information, photos, quotes.
- Update facts, figures, demographics, and industry trends
 - Engage partners and local businesses to ensure new programs, services, announcements, and discoveries are included
 - Use findings from relevant and timely reports and reference the source
 - Create news releases from the updates and local evolution of the industry, e.g. business expansions, business that is highlighted in a news or industry journal article, new products and services. This will continue to support that the area is a leader in this industry and this is where success is happening
 - Develop one or two case studies on local firms within the industry sector
 - Post new information to website

Marketing with a Business Case

- Brochure**
- Use quality photos along with current data and quotes or testimonials from local businesses
 - Emphasize the market overview, value proposition, unique assets, fast facts and feature companies
- One Page**
- A one- or two-page (front/back) sheet can be an attractive and easy to read insert to a brochure or as a direct mail piece
- Webpage(s)**
- Create a webpage for each industry sector
 - Provide a more comprehensive business case than the brochure
 - Spotlight your community's history with the industry, market overview, value proposition, unique assets, fast facts
 - Feature local companies with photos, quotes, testimonials, case studies
 - Link to data points, maps, state and regional resources, reports, etc.



Bioscience Industry Overview



>>GEORGIA FACTS

- 200 bioscience companies employ more than 13,000 workers
- By 2010, it is projected that Georgia bioscience companies will employ more than 30,000
- Ranked 8th in the U.S. for number of bioscience companies (2004)
- Statewide university expenditures for FY2003 recorded \$580 million in biosciences
- Ranks 12th in the nation for total university research expenditures in the life sciences
- Ranks 1st for percentage growth from 1996-2002
- Ranks 7th in the nation for venture capital raised (2004)

For More Information:

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The Big Picture

World-class research institutions, state bioscience research investments in excess of \$1 billion, and plenty of knowledgeable and highly trained workers put Georgia in a strong position for the bioscience industry. A unique eminent scholars program, the only one of its kind in the country, attracts talented specialists and leading researchers, while bioscience companies are connected within the cluster through rich networking and collaboration.

Resources

The headquarters of **The American Cancer Society** and the **Centers for Disease Control & Prevention (CDC)** are located here, as well as several top-notch medical research facilities.

The Atlanta region's 45 universities and colleges are the 7th largest producer of bioscience degrees in the U.S. **Emory University**, considered one of the fastest-growing research universities in the country and ranking in the top 20 research medical schools, houses the **Emory Vaccine Center**, **Emory Center for AIDS Research**, **Yerkes National Primary Research Center**, **Alzheimer's Disease Center**, **Center for Cell & Molecular Signaling**, and **The Winship Cancer Institute**. Emory has also established key partnerships with the **Georgia Institute of Technology** (Georgia Tech).

Start-up and early-stage bioscience companies can utilize specialized incubators, such as **EmTechBio**, a collaboration between Emory and Georgia Tech.

>>SPECIAL PROGRAMS

- **ICAPP Advantage[®]** Expedites the education of highly skilled workers in high demand by corporations but low in supply.
- **Georgia Research Alliance** Has generated more than 100 start-ups through Technology Development Centers.
- **Georgia Research Alliance's Eminent Scholars Program** Attracts renowned scientists to the state. Of the 50 Eminent Scholars in Georgia, 31 specialize in bioscience and six are located in DeKalb County.
- **Georgia Cancer Coalition's Distinguished Cancer Clinicians and Scientists program** Public-private partnership established to recruit scholars to the state.
- **The Georgia Biomedical Partnership** Industry association with more than 200 members.

Top 25 Private-Sector Bioscience Employers in the Region

Company	Employment
CIBA Vision Corp.	2,000
Quest Diagnostics	2,000
MERIAL (Limited & Select)	1,209
Merck & Co., Inc.	560
CR Bard (Bard Medical & Urological Divisions)	516
Solvay Pharmaceuticals, Inc./ Unimed Pharmaceuticals, Inc.	500
UCB Pharma, Inc.	400
PORTEX (Porous Products Group & Surgical Group)	354
CryoLife, Inc.	287
Immucor, Inc.	280
Facet Technologies, LLC (Div. Of Matria Healthcare)	250
Quintiles Laboratories Limited	200
Mikart, Inc.	170
Theragenics Corporation	168
Micromeritics Instrument, Corp.	160
Noramco, Inc.	150
AtheroGenics, Inc.	110
Kiel Pharmaceuticals, Inc.	110
Elan Holdings, Inc.	100
Elekta, Inc.	100
First Horizon Pharmaceutical Corp.	100
Serologicals Corporation	100
Glades Pharmaceuticals, Inc. (Div. Of Stiefel Laboratories, Inc.)	85
Inhibitex, Inc.	80
Murex Diagnostics	75

Source: Metro Atlanta Chamber of Commerce Research
Department, 2005

Wage Rates, Atlanta MSA (2004)

SOC	Occupation	Entry	Median
11-3051	Industrial Prod. Mgrs	24.16	34.80
11-9041	Engineering Mgrs	30.31	40.95
11-9111	Medical & Health Services Mgrs	23.27	32.71
11-9121	Natural Sciences Mgrs	29.67	44.77
19-1021	Biochemists & Biophysicists	20.96	31.47
19-1022	Microbiologists	19.10	31.01
19-1029	Biological Scientists, All Other	18.13	28.76
19-1041	Epidemiologists	18.95	24.86
19-1042	Medical Scientists, Except Epidemiologists	27.03	44.13
19-2031	Chemists	18.43	26.51
19-2032	Materials Scientists	16.21	27.19
19-4021	Biological Techs	11.64	15.28
19-4031	Chemical Techs	12.70	16.55
29-1124	Radiation Therapists	21.52	28.73
29-2011	Medical & Clinical Lab Technologists	16.70	21.23
29-2033	Nuclear Medicine Technologists	17.94	24.22
29-2034	Radiological Technologists & Techs	17.16	21.63
29-2099	Health Technologists & Techs, All Other	11.27	15.87
43-0000	Office & Admin. Support Occupations	9.28	13.44
51-2099	Assemblers, Fabricators	11.43	23.85
51-4111	Tool & Die Makers	14.77	19.69
51-8091	Chemical Plant System Operators	16.16	20.00
51-9011	Chemical Equip. Operators & Tenders	10.99	15.39

Source: Georgia Dept. of Labor, quickstats.dol.state.ga.us, 2006

Logistics in Victor Valley, California



www.VictorValleyCA.com

Road, Rail, and Air Access, Less than 100 Miles from Los Angeles

>> Major Transportation Corridor: Experience immediate access to Southern California— one of the largest U.S. consumer markets – and extend your reach around the world.

>> Multimodal Services: Move product through Victor Valley's hub of full intermodal services: air access through SCLA, rail lines provided by Union Pacific and BNSF, major freeways and interstates.

>> Import/Export Resources: Direct inbound clearance at SCLA. Onsite U.S. Customs Port of Entry offers 24/7 service and frequently clears 747s in less than two hours.

>> Large Sites: Victor Valley offers a rare commodity in Southern California: access to a variety of large-scale sites.

>> Speedy Processing: Get up and running with a 90-120 day entitlement process and California's first SCE Certified Site by McCallum Sweeney.

Transportation Assets

Air

Southern California Logistics Airport (SCLA) features 15,050 ft and 9,100 ft runways, international cargo support.

Rail

- BNSF's third rail through the Cajon Pass will increase capacity to 100-150 trains per day.
- Southern California Rail Complex (SCRC) will offer a 430 acre intermodal yard.
- Hesperia Industrial Rail Park will be completed 2011.

Highways

Victor Valley is the hub of three major transportation routes—Interstate 15, Interstate 10, and U.S. Hwy 395. Together, they provide an east-west corridor to Los Angeles, Nevada, and the Western U.S.

Foreign Trade Zone

Activated Foreign Trade Zone (FTZ #243) – defer, reduce, or eliminate duties



Operating Cost Comparison – Logistics

Metro Area	Employee Payroll	Fringe & Mandated Benefits	Utilities	Building/ Lease Payments	Property Tax	Total Operating Cost
Victor Valley	\$12,058,092	\$3,936,617	\$82,781	\$5,241,714	\$656,459	\$21,975,663
Las Vegas	\$12,027,570	\$3,502,629	\$71,823	\$6,001,084	\$657,935	\$22,261,041
Beaumont/ Banning	\$12,083,122	\$3,944,541	\$85,512	\$5,601,497	\$676,890	\$22,391,561
Riverside/San Bern.	\$12,070,607	\$3,940,579	\$80,894	\$5,742,985	\$643,894	\$22,478,959
Moreno Valley	\$12,083,122	\$3,944,541	\$78,317	\$5,759,748	\$638,319	\$22,504,046
Los Angeles	\$12,671,972	\$4,132,079	\$90,331	\$8,734,367	\$968,934	\$26,597,682

Project Description:

Investment: New building, 500,000 sf, 25.5 acres; \$5 million capital investment

Monthly Utilities: Electricity: 75KW / 50,000KWh; Water & Wastewater: 50,000cf, 2 meter; Natural Gas: none

Workforce (FTE): Warehouse Worker 150, Forklift Operator 90; Materials Handler 50; Heavy Truck Driver 50; General Clerk 20; Shipping Clerk 20; Production Supervisor 10

Source: MetroComp June 2008

“The Victor Valley plant will enable us to get both our carbonated and non-carbonated brands to our customers and consumers more efficiently than ever before and will lay the foundation for future growth in that region.”

[LARRY YOUNG, PRESIDENT AND CEO, DR PEPPER SNAPPLE GROUP]

Major Logistics/Distribution Employers in Victor Valley

Company	City	Size (s.f.)	Empl	Products/Services
Walmart Distribution Company	Apple Valley	1,340,000	1100	Distribution of consumer goods to company stores
Dr. Pepper Snapple Group	Victorville	850,000	200	Beverage manufacture/distribution
Goodyear Tires (Excel Inc.)	Victorville	840,000	140	General warehousing
M&M/Mars (Aspen Distribution)	Victorville	660,000	65	Food/candy distribution
Graco Baby Products/ Amerock/Rubbermaid/Lenox	Hesperia	413,092	101	Baby & infant products, kitchen and bath hardware, hand and power tools
Newell Rubbermaid	Victorville	407,000	150	Office products, cleaning, organization and décor, tools and hardware and home and family
ConAgra Foods (Americold)	Victorville	350,000	90	Packaged food; cold storage
Double Eagle Transportation	Hesperia	85,000	130	Haul dry cement & other bulk products
Fresenius Medical Care	Apple Valley	70,000	30	Dialysis machines, dialyzers and other dialysis-related supplies
Reid Products	Apple Valley	15,000	50	Fasteners for aerospace industry
Hi Desert Transfer & Storage	Victorville	10,000	25	Household goods transport
USA Transport Inc	Adelanto	5,000	50	Local trucking with storage
Coca-Cola	Victorville	1,821	50	Bottled and canned soft drinks
Aartman Jim, Inc.	Victorville		38	Food grade carrier
Gemini Traffic Sales Inc	Adelanto		80	Trucking, except local

Source: Dunn & Bradstreet, local communities; Updated: March 2008.

Resources

Industry Associations

Distribution Management Association of Southern California
www.dmasocal.org

International Warehouse Logistics Association
www.iwla.com/about/chapters.aspx

Training Programs

Logistics Training Consortium of Southern California
www.ltsocal.com

Transportation Center at the San Bernardino Valley College
sbvc.sbccd.cc.ca.us/Transportation/index.php

Trucking Companies

Apex Bulk Commodities / Adelanto

Apple Valley Transf & Stor Inc / Apple Valley

Aspen Distribution III Inc / Victorville

Blue Diamond Enterprise / Hesperia

Bridge Transport Systems Inc / Apple Valley

Dalton Trucking Adelanto / Adelanto

Dee Jay Transportation Inc / Adelanto

Double Eagle Transportation / Hesperia

Exel Inc / Victorville

Gemini Traffic Sales Inc / Adelanto

H & H Truck Terminal / Victorville

Halls Brothers Trucking Inc / Victorville

HI Desert Transfer & Storage / Hesperia

Jay Dee Transportation Inc / Adelanto

Juniors Trucking Inc / Victorville

Landforce Express Corporation / Victorville

OBrien Trucking Inc / Apple Valley

Raider Trucking Inc / Hesperia

Roadway Express Inc / Adelanto

Unique Trucking / Victorville

United Enterprises Inc / Victorville

USA Transport Inc / Adelanto

USA Services Inc / Adelanto

Valley Bulk Inc / Victorville

Westcoast Bulk Transportation / Victorville

Wyatt Corporation / Apple Valley

Featured Sites

Adelanto Gateway Logistics Center

Location: Air Expressway, Adelanto
Size: 400 acre development with sites up to 74 acres
Buildings: spec or build to suit
Developer: AMB Property Corporation

AMB will develop up to 9 warehouse-distribution facilities at this location, directly across from Southern California Logistics Airport. Available for sale or lease, the buildings will also include manufacturing space, and will range from 550,000 to 1.5 million square feet.



Prospective industrial building at Adelanto Gateway Logistics Center.

Hesperia Industrial Rail Park

Location: Between E and G streets, Hesperia
Size: Approximately 100 acres
Buildings: Industrial land for sale and lease
Developer: City of Hesperia Redevelopment Agency

The City of Hesperia Redevelopment Agency will construct a rail spur connecting this park to the BNSF line. The park is located in a Redevelopment Project Area, qualifying it for tax increment financing for offsite improvements.



Construction of track at Hesperia Industrial Rail Park will be completed by 2011.

Southern California Logistics Airport (SCLA)

Location: Victorville
Size: 5,000 acre commercial and industrial complex
Buildings: spec and build to suit
Developer: Stirling

Multimodal logistics center near I-15 and U.S. 395, featuring manufacturing/distribution facilities from 2,500 to 2 million square feet. International air cargo facilities, executive jet travel, aviation maintenance, and corporate office campus settings available.



1 million sf Distribution Center is available at Southern California Logistics Airport.

North Apple Valley Industrial Specific Plan (NAVISP)

Location: near I-15 in north Apple Valley
Size: 5,100 acre industrial specific plan area
Buildings: industrial land for sale/lease; spec and build-to-suit
Developers: First Industrial Realty Trust, Watson Land Company, others

With shovel-ready industrial sites, a certified EIR and a streamlined entitlement process, a NAVISP project can break ground 120 days after submittal of a complete application (45 days under certain circumstances). It is home to the first certified site under the McCallum Sweeney/Southern California Edison Site Certification Program.



At buildout, NAVISP will comprise 30 million sf of industrial space.



Distance to Markets

City	Miles/Direction	Drive Time
Irvine, CA	79 mi / SW	1 hr, 20 min
San Diego, CA	143 mi / SW	2 hr, 20 min
Fresno, CA	245 mi / NW	4 hr, 17 min
Phoenix, AZ	361 mi / W	5 hr, 23 min
San Jose, CA	391 mi / N	6 hr, 41 min
Reno, NV	421 mi / N	8 hr, 14 min
Salt Lake City, UT	608 mi / NE	8 hr, 47 min
Boise, ID	811 mi / N	12 hr, 47 min
Denver, CO	935 mi / NE	13 hr, 39 min
Portland, OR	991 mi / N	15 hr, 27 min
Seattle, WA	1,173 mi / N	19 hr, 0 min
Dallas, TX	1,419 mi / SE	20 hr, 53 min

Contact:

X Victor Valley CALIFORNIA
 \Victorville \ Hesperia \ Apple Valley \ Adelanto \ San Bernardino County

(800) 747-5840 toll free
 info@victorvalleyca.com
 www.victorvalleyca.com

Clean Energy Overview



>>FAST FACTS

- 40 clean energy businesses (29.0% increase, 2001-2006)
- Roughly 1,300 clean energy workers employed (2006)
- 4th highest clean energy employment concentration in nation
- #1 Innovative/Entrepreneurial Region in U.S. (2005)
- Adults with a bachelor's degree or higher comprise roughly 40% of the population
- CSU graduated 423 engineering, 773 natural sciences, and 865 business majors, ranging from bachelor's to doctoral (2006)
- 66 patents issued to CSU alumni in Northern Colorado (2006-07)
- Fort Collins Ranked 1st – *Best Places to Live* (Money, 2006)

For More Information:
Northern Colorado Economic
Development Corporation
(970) 667-0905
email to specific individual??

Why Your Company Belongs Here

The impact of Northern Colorado clean energy innovations can be felt worldwide, from Manila to Denmark. It is also felt right here at home, where world-renowned innovators are putting their ideas to work in our live proving ground.

The entire Northern Colorado area is committed to clean energy, from utilities leading the nation in clean energy policies to Poudre School District's award-winning energy-saving strategies. Colorado State University (CSU), Fort Collins, features the world's largest smart grid simulation and one of the world's largest engine labs. CSU collaborates with many companies to develop practical business applications and commercialization opportunities.

Clean energy activity is concentrated in three areas:

- Engines and low emission technology
- Renewable energy (wind, solar, biofuels, hydropower)
- Smart grid (distributed energy)

Featured Companies

Roughly 40 clean energy companies operate in the area, an increase of 29% in five years. They range from early-stage start-ups to established world leaders.

- **EnviroFit** A product of CSU's Engines and Energy Conversion Laboratory (EECL), this tax-exempt company addresses environmental problems in the developing world.
- **Solix Biofuels** This start-up has developed a method to produce algae-based biodiesel fuel.
- **Spirae, Inc.** Specializing in power grid modeling and developing large-scale integration of renewables, Spirae's clients include Denmark's forward-thinking Energinet.
- **Vestas** The world's leading manufacturer of wind turbines is establishing its first U.S. blade production facility in Windsor, with the capacity to produce about 1,200 blades per year.
- **Woodward Governor Company** With facilities in over 10 countries, Woodward chose Fort Collins for its headquarters. They design and manufacture energy control systems and components for aircraft and industrial engines and turbines.

>>Business Support

The **Northern Colorado Clean Energy Cluster (CEC)** is a business-led group of regional partners actively facilitating projects by infusing capital, spreading risk, introducing key players, and exerting political force to support clean energy projects. nccleanenergy.com

>>Zero Energy District

FortZED This Fort Collins initiative establishes a zero energy district in the Fort Collins "UniverCity" area. The goal is to create a 5 megawatt jumpstart demonstration (approximately 10% of the district's energy) through a mix of conservation, local power generation, and peak load management. This real life demonstration will make FortZED one of the largest net zero energy districts in the world.

>>Building Green

LEED-Certified Building The City and CSU have produced one gold and three silver LEED-certified buildings so far, including an award-winning high school. CSU also offers a Green Building Certificate through Continuing Education.

Colorado State University (CSU)

Colorado State University introduced its **Clean Energy Supercluster** in July 2007 to address complex global challenges through an alliance of researchers, economists, and businesses. Contrary to the traditional tech transfer model, this approach brings business experts into the mix at the early stages to streamline commercialization.

Start-ups formed out of CSU include **Solix Biofuels** and **Envirofit** (see page 1), and **AVA Solar**, which will turn window glass into affordable solar panels. Projects at CSU include:

- **Engine & Energy Conversion Lab** EECL is one of the world's largest university-based engines/combustion laboratories. Research is concentrated in the areas of transportation, air quality, village energy, and distributed energy.
- **InteGrid Test and Development Laboratory** This partnership between CSU and Spirae tests smart-grid concepts, featuring the world's only megawatt-scale grid simulation.
- **Distributed Power** Caterpillar Inc. and Woodward Governor sponsored research into low-emissions engines and generators used for distributed power.
- **Biofuels** Pooling university expertise in mechanical and chemical engineering, agriculture and plant biotechnology, CSU is a leader in biofuel research, and boasts a noted partnership with Solix Biofuels.
- **Wind Power** Partnering with Wind Holding LLC, CSU will convert to 100% wind power by 2015. The CSU Green Power Project wind farm will also serve as a unique laboratory.

Research Centers

Research centers in Golden, Colorado, (70 mi south) offer further collaboration and commercialization opportunities in advanced vehicles and fuels, fuel cells, electric infrastructure systems, solar power, wind power, extractive energy, energy conversion and distribution, and renewable energy:

- **National Renewable Energy Laboratory (NREL)** nrel.gov
- **Colorado Energy Research Institute (CERI)** ceri-mines.org
- **Colorado Fuel Cell Center** coloradofuelcellcenter.org

Appendix 4



Corral Site and Building Proposals

Lasso is a location data collection software for communities and corporate location decision makers.

Lasso automates the RFI process by reeling in responses from site and community stakeholders in a structure ready for site selection analysis.

The Need for Speed

Location Data Collection is Cloudy, Cluttered, and Monotonous

- **No Visibility** – No method exists for all economic development and site selection stakeholders - Global IPAs, EDOs at the State, Regional, and Local levels, Utilities and Rail providers - to honor sensitive communication protocols between organizations and with the location decision-maker.
- **No Consistency** – There are varying data standards from country to country and between those sending the RFIs.
- **No Memory** – The same location data is submitted by local EDOs again, and again, and again with each RFI they respond to, which reduces economic development capacity, most notably in economically distressed areas.

Fast Data Round Up

Collect Location Data and Collaborate to Compete for Projects

Location Decision-Makers

Communities

Collect



Collect Data From Various Sources

Collaborate



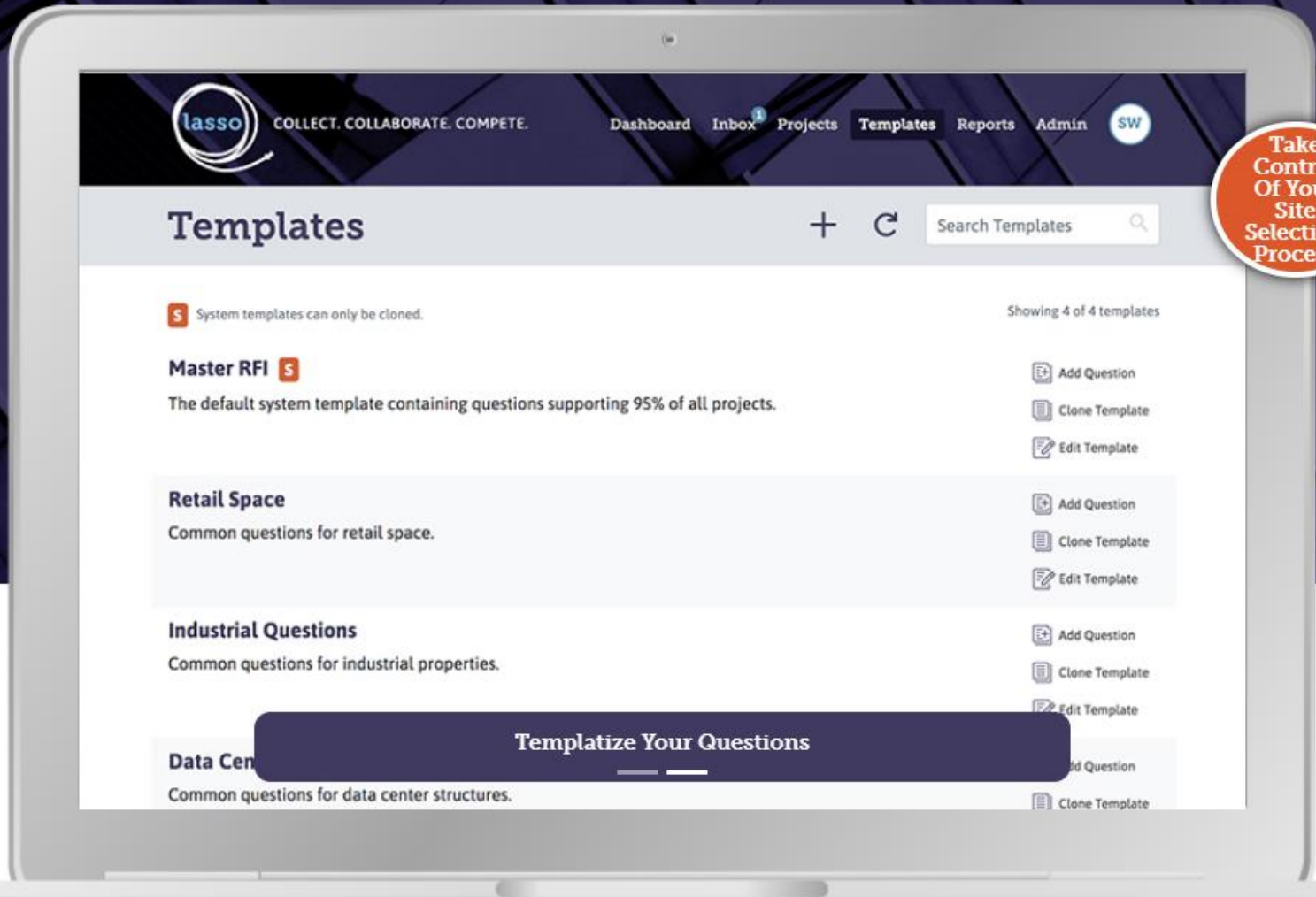
Standardize Questions & Responses

Compete



Compile Comprehensive Property Proposals

Meet Lasso



Lasso Features

Location data collection consistency launches the path to data analytics

Collect Data Globally

EDOs and IPAs in every country are provided with RFI submission capability



View All Properties on a Map and by Data per Property

Location Decision Makers outfitted to assess properties submitted for their project



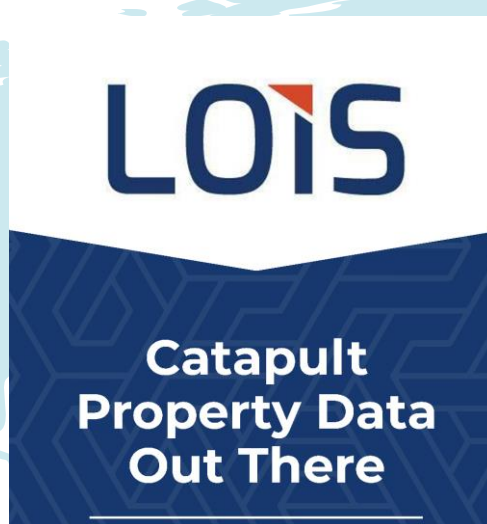
Boost Economic Development Capacity

EDOs and IPAs submit RFI data once and Lasso recalls forever



Data Warehouse Structure

LocationOne Information System - LOIS - is a property database that provides the backbone for Lasso. LOIS provides a web marketing service for economic development organizations. Economic development orgs license LOIS to implement a searchable property database on their organization's website to showcase their available sites and buildings. The website, locationone.com, provides a comprehensive viewport into these marketed properties.



The Corral

Location Decision-Makers

Communities

The LASSO SUBSCRIBER
is the **PROJECT OWNER**



- Location Decision-Makers
- Corporate Economic Development and Real Estate Professionals
- Site Selection Consultants
- Tenant Rep Real Estate Brokers
- Utility and Rail Economic Development Professionals

The **DELEGATOR**
is the Lead EDO



- USA State and Regional Economic Development Orgs
- Global Investment Promotion Agencies

The **DELEGATE**
is the Local Rep



- Local EDOs and IPAs
- Site and Building Representatives


The Project Owners




Location Decision Makers are Lasso Subscribers

- Corporate Economic Development and Real Estate Professionals
- Site Selection Consultants
- Tenant Rep Real Estate Brokers
- Utility and Rail Economic Development Professionals

Choose from RFI Templates


COLLECT. COLLABORATE. COMPETE.

[Dashboard](#)
[Inbox⁴](#)
[Projects](#)
[Templates](#)
[Reports](#)
[Admin](#)


Master RFI Template S

Master RFI - New
Import
Export
Add Question

Categories

0. Attachments to Include

1. Location Information

2. Site and Civil Information

3. Ownership and Entitlements


4. Utility Infrastructure and Characteristics

a. Electricity
b. Natural Gas
c. Potable Water
d. Non-Potable Water
e. Wastewater - Sanitary Sewer
f. Wastewater
g. Fire Protection
h. Telecommunications
i. Industrial Gases

Questions For: 4. Utility Infrastructure and Characteristics > a. Electricity

Question (drag to re-order)	Rqmt
+ Name of electric power transmission company(ies) serving the site.	
+ Please provide contact information (phone number and email address) electric power transmission company contact.	
+ Name of electric power distribution company(ies) serving the site.	
+ Please provide contact information (phone number and email address) electric power distribution company contact.	
+ Provide total electrical capacity available to serve the proposed site (MW) without improvements to the existing infrastructure.	
+ Does this site allow the customer to choose their electricity provider?	

Send RFIs to Participants

 COLLECT. COLLABORATE. COMPETE.

DashboardInbox⁴ProjectsTemplatesReportsAdminLPO

Add Participant

⋮Projects You Own ▾

Project: Project Poinsettia

Participants / Add Participant

Details

Questions

Requirements

Participants

Properties

Participant Information

SearchCreate

* required field

Organization Name *

First Name *

Last Name *

Email *

Phone

Street Address

The Participants

Communities Submit Properties



Delegators

- USA State and Regional Economic Development Orgs - EDOs
- Global Investment Promotion Agencies - IPAs



Delegates

- Local EDOs and IPAs
- Site and Building Representatives

Receive an Invitation

**You've
Got
Mail**



COLLECT. COLLABORATE. COMPETE.

New Lasso Message

You have a new message from a contact in Lasso

You have received an invitation to participate in project Project Lasso Demo via Lasso, an online project management system designed to assist with managing property submissions and associated RFI data. If you are reviewing this message in your email, please click the link below to login to our system. Once you are logged into Lasso, please click the Projects menu item above to review, accept or reject this project.

Review RFI Questions

Choose to Participate or Decline



Project Questions

R = answer is required

Categories

1. Site Characteristics

a. General Site Info

b. Zoning and Land Use

2. Logistics

3. Utilities


4. Due Diligence

Uncategorized

Questions For: 1. Site Characteristics > a. General Site Info

Question	Phase	Rqmt
R Number of total acres of proposed site.	1	
Can the site be subdivided in order to meet the 50-100 acre requirement?	1	✓
Describe the general site configuration/shape.	1	
R Is the site available for sale or lease?	1	

Add Properties


COLLECT. COLLABORATE. COMPETE.

[Dashboard](#)
[Inbox²](#)
[Projects](#)

LP

Properties

Project: Project Victory

Details

Properties

Project Properties ?

 Add New Building

 Add New Site

 Select From Existing Properties

2 properties added

Chaffin Warehouse

100 Chaffin Road, Dodge City Industrial Park
Dodge City, KS 67801
US

Questions Answered: 45%

Status: Working On Market

 Remove

 Export

Norfolk, NE: 228,882 Sq Ft

1600 South Pine Road
Norfolk, NE 68701
US

Questions Answered: 39%

Status: New On Market

 Remove

 Export



info@lassoedapp.com



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Proud Ally of
TECH

In Partnership with
evergy

Delegate

States and Regions can delegate to local EDOs and site representatives

Approve Delegates Properties – Click on Delegates to review and approve of your delegates properties.

Project Delegate ?

Eliminate

Approve

New Participant,

newlassoparticipant@gmail.com

Lasso Client Success

Added On:

Saturday, April 30th 2022

Last Update:

Saturday, April 30th 2022

Property Submissions:

2

Status:

Delegator Approval Needed

on 2 properties

Review Delegates Properties – Click on Properties to see the properties you have submitted yourself and the properties submitted by your delegates. Review the answers for quality control prior to submitting the project.

Collaborate

Respond to the RFI as a Team

Need Help From a 3rd Party?

Select questions and Send Questionnaire to a 3rd party collaborator.

Clear

Select All

Send Questionnaire

Send A Questionnaire to a 3rd Party (Click on Step numbers to navigate)

1 Name 2 Questions 3 Recipient 4 Options 5 Review

Recipient

! Complete Form To Add New User

Search did not return any results. Complete the form and **Add New User**.

Recipient:
No recipient added, use form to add one

Organization Name * **Email ***

Global Technologies siteselectiontechcs3@gmail.com

First Name * **Last Name ***

Dan Morris

Street Address **Phone**

409 Isle of Capri Dr. 954-579-7772

City **State** **Zip**

Fort Lauderdale Florida 33301

Add New User **Clear**

Cancel **Save For Later** **Send Questionnaire**

Submit Confidentially to Project Owner

A Direct and Confidential Pathway

Details

Properties

Project Details ?

✓ Submit Project

📄 Export Project

Project Victory

✉ Contact Project Owner

This is a data center project that is looking for 100,000 sq. ft facility with 19 Ft Ceiling Height.

Project Status:

Active

Created:

Thursday, December 16th 2021

Updated:

Wednesday, January 12th 2022

Start Date:

Monday, December 20th 2021

Deadline:

Friday, December 31st 2021

Property Count:

2

0% complete (2 incomplete)

Attachments

InputFields_EconomicImpactModel.pdf

📄

Recall Answers for Next Time

Increasing Economic Development Capacity

Recall Previous Property Answers

Process was successful, 57 answers were applied to your property.

This action searches for any answers previously supplied for each question in the RFI and apply them to the property.

- Complete this step BEFORE answering questions - this process overwrites existing answers!
- Alternatively, recall answers individually for unanswered questions using the "Recall Previous Answer" button within the Question Answer Form of each question.
- This process saves you time completing the RFI, eliminates redundant data entry and provides consistent answer data for the property.

 This process may take a few minutes and can't be cancelled once started.

Close

Recall Property Answers

The Results



Communities



RFI Submitted



Location Decision Makers



Property Data Collected



Ready for Data Analytics



Location
Decision Makers
are Lasso
Subscribers

1. **Map** - View all properties on a map.
2. **Data** - Review RFI data submitted per property.
3. **Export** - Export data, per property, to Excel.
4. **Ready for Analytics** - Export data for all properties to an Excel workbook in a format ready for data analytics.
5. **Site Selection Analytic Integration** - Import property data into Site Shepherd, an analytic platform to screen, score, financially assess, and deliver location recommendations.



Traction

**Researched and Incubated.
Launched and Serving Subscribers.**

2014 to 2020



- Needs Analysis
- Customer Journey Mapping
- Prototyping
- Software Dev
- Field Testing
- User Feedback

Autumn 2021



Product Launch

Summer 2022



5 Subscriber Accounts
32 Subscribing Users
16 Projects Administered
360 Properties Submitted
463 EDO Participants
19 New Features Implemented

Location Decision Makers License Lasso

Location Decision Makers are Lasso Subscribers

Communities
Submit
Properties

Collect Property Data

PAID

Collaborate to
Compete for Projects

Subscription pricing by the volume of RFIs per year

- Subscription tiers
 - Traveler
 - Expedition
 - Enterprise
- System RFI templates included
- Custom RFI templates available for purchase

FREE

Let's Talk About Lasso



LISA FRANKLIN

Lead Economic
Development
Manager
Evergy

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816-225-5976 mobile



SUSAN DONKERS

Vice President of Strategic
Development
**Global Location
Strategies**

susandonkers@glscsults.com
202-957-4291 mobile

**BOOK A
DEMO!**

Appendix 5

Proposal Guide

Site Selection Proposal Guidebook and References

Chabin Concepts, Inc. | www.chabinconcepts.com

Proposal Guide

Site Selection Proposal Guidebook and References

Introduction

This Proposal Guidebook has been developed to identify and illustrate key elements of a competitive site proposal. Below is a comprehensive outline of an ideal proposal, detailed by section the purpose and desired contents to address each element of a proposal.

Subsequent sections of this guide go into more depth on each proposal element and offers:

- ▶ Desired information for the specific proposal element.
- ▶ Typical information received to address the proposal element.
- ▶ Comments as to why the presented example is a good example.
- ▶ What could be added or changed to enhance the example.

The directions presented here are used to exemplify the top percentile of quality. Some of the proposal elements may not be requested in a Request for Information (RFI).

Keep in mind that every industry and every project may place a different importance on various elements and request information in a different order or detail. You may not be asked to submit information for all sections discussed here, or more specific information for each project may be requested by the client.

The priorities and information depend on the needs of the company. This guidebook has been developed to cover a comprehensive proposal approach.

Key Sections of a Site Proposal are

...

1. Cover Letter – an executive summary of the proposal
2. Community Orientation – where you are and why the community is the right place for the proposed project
3. Workforce – is ready to meet the client's needs
4. Property – community has “shovel-ready” property suitable for the proposed project
5. Costs – comprehensive presentation of state and local fees, wages, and other costs
6. Development Incentives – show how the community actively supports industry

Elements of an Ideal Community Proposal

Corporate real estate executives and site location consultants are trained to make quick assessments of communities. The typical site selection process can start with looking at dozens of communities and often in a short amount of time. These professionals evaluate communities on the highest standards and demand the most from local economic development professionals and governments. Because of their experience with hundreds of communities, they can evaluate and eliminate locations very quickly often based on information included in the initial proposal—or information *not* included.

Proposal Tab / Category	Purpose	Contents
Cover Letter – Executive Summary of the Proposal		
Include a Table of Contents		
Project Understanding	Demonstrate that you have listened and understand what client's needs are	Overview of what you know about the project and the client's prioritized decision factors
Sales Points	Demonstrate that community is a competitive location for the project.	Match assets and available resources to the prioritized siting factors
Action Items	Reinforce your interest in the project by demonstrating you see the community as a team member on the project	State what you will do to follow up or what you need from them to provide additional information Identify the team members involved and include contact information
Community Orientation – community is the right place for the proposed project		
Location	Eliminate possible confusion as to where the community is located	Describe the location of the community within the country, state, and region; add map graphics Local maps detailed to show community influence area Always include a detailed street map in packaged proposals
Community Overview	Provide a “take-away” sketch of the community Demonstrate the community has a clear direction Answer the question, “Who are you?”	Community description including a brief history, basic demographics, etc. Statement on the goals of the community, the types of investments being sought and why An overview of the organizations and programs (e.g., job retention, attraction) that support economic development.
Quality of Life	Demonstrate that some people like the community	Describe parks, recreational opportunities, shopping, culture, etc. School infrastructure, student performance, local technical schools, colleges and universities
Testimonials	Demonstrate that the community has had past successes	Describe past community economic development successes Include testimonials from local companies

Proposal Tab / Category	Purpose	Contents
Workforce – is ready to meet client’s needs		
Labor Market	Demonstrate that workforce will meet client’s needs Establish an accurate dimension to the labor market	Provide labor shed map and demographics Tables and graphs describing the local labor market including commuting patterns (in and out) and underemployment (if present) Reflect the multiplicity of labor markets including those for low-skilled and higher skilled workers
Occupations and Wages	Demonstrate community can supply workers	Provide entry-level, experienced, and average wages for critical occupations Give examples of local companies employing these occupations
Employment Base	Provide an understanding of the community’s economic base	Directory of local employers including: – products or services provided – workforce size – length of time company has been in the community – recent expansion or downsizing
Training Resources	Demonstrate the community actively supports workforce development	Describe training programs and resources available for job retention, new and expanding industry Include physical resources (e.g., schools, incubator space) and programs (e.g., workforce development)
Testimonials	Demonstrate that training is not a new concept within the community	Describe past community training successes Include testimonials related to both attraction and retention
Property – community has “shovel ready” property suitable for the project		
Overview	Provide clear orientation as to development opportunities within the community	Maps showing the location of development areas in the community (e.g., commercial, industrial) Show relative size and location within the community, region
Proposed Property	Orient client to the location and characteristics of property(s) deemed most appropriate for the proposed project	Detailed information about properties deemed most suitable for the proposed project; should include: – maps and aerial photos that show the location, size, and dimensions of the property along with master plan concepts – zoning designations and development covenants – descriptions of surrounding land uses and the nature of other operations in the area

Proposal Tab / Category	Purpose	Contents
Roads	Show that property has suitable access for the proposed operation	Maps showing the property relative to major roadways Descriptions of roads and major highways serving the property
Rail Infrastructure and Service	Demonstrate that the railroad and the community have consulted regarding rail service	Maps showing the rail network within the community Descriptions of rail infrastructure to the site including plan for how rail will be brought to the designated property and surrounding properties if not already present Identify any at-grade rail crossings and level of improvement found at each crossing Description, estimated cost and timing for on-site and off-site improvements (if required) Description of rail service provider and frequency of service that will likely be available at designated site
Electric Power	Demonstrate property is ready for development	Map showing the location of lines and line sizes Description of service providers and rate schedules proposed for the client operation Estimated utility bill based on client's proposed usage (or example based on similar operations, industry, etc.) Illustrate availability/feasibility of dual feed to the site
Natural Gas	Demonstrate property is ready for development	Map showing the location of lines and line sizes Provide description of service providers and rate schedules proposed for the client operation Provide estimated utility bill based on client's proposed usage
Water	Demonstrate property and community are ready for development	Map showing the location of lines and line sizes Describe service provider, system capacity and current system utilization Estimated utility bills for the client operation and the rate schedules used in calculating bills Estimated connection/impact fees related to service Water quality reports (a summary report is sufficient with the ability to follow-up with more detailed information)

Proposal Tab / Category	Purpose	Contents
Wastewater	Demonstrate property and community are ready for development	Map showing the location of lines and line sizes, location of lift stations that handle effluent from site Describe service provider, system capacity and current system utilization Estimated utility bills for the client operation and the rate schedules used in calculating bills Segregate surcharges that may apply to high strength effluent Estimated connection/impact fees related to service Copy of sewer ordinance
Telecommunications	Demonstrate property is ready for development	Description of service options, infrastructure
Development Schedule	Demonstrate the community has developed a clear process for project implementation	Provide an overview of the process for securing building permits including timing Provide time estimates for anticipated infrastructure improvements (if required) such as road and utility extensions
Development Resources	Leverage community resources to make properties more appealing	Itemize resources that will support development of site including studies that have been completed on the sites or in the site area (e.g., geo-technical surveys environmental studies, traffic surveys, archeological assessments) Describe building practices common to the site area (e.g., pilings, spread footings)
Taxes and Fees		
State Taxes	Establish general extent of tax liability the client can expect	Tax rates, basis, responsible agency, contacts
Local Tax	Establish general extent of tax liability the client can expect	Provide documents that describe local taxes including tax schedules An estimated tax bill based on the client's proposed investment
Development Fees	Establish general extent of liability the client can expect	Describe rate and basis for fees Specify one-time and annual fees
Development Incentives - community actively supports industry		
State and Local Programs	Demonstrate working knowledge of programs	Describe programs, criteria, benefits, estimated savings Testimonials Examples of savings
Other Project Support	Demonstrate community is "pro-business" oriented	Outline approach to fast track permitting and assistance programs

1. Proposal Cover Letter

The cover letter is an opportunity to right away show the client that you understand the needs of their project. Make sure that your community's specific selling points are highlighted in the text, starting with those most important to the client. Show the client that your community has solutions to each of their key location concerns. Think of it as an executive summary of the proposal, or a teaser that urges the reader on into the body of proposal.

Too often cover letters are generic templates that repeat a few interesting statistics or fast facts about a community. Having seen hundreds of such letters, consultants know very quickly whether the letter is specific to the project. A one-paragraph custom letter, even though it squanders an opportunity to summarize the key messages of the proposal, shows a greater level of sincerity than a generic, multi-page, form letter.

A strong cover letter should briefly:

- ▶ outline each section of the proposal
- ▶ highlight relevant attributes of the community
- ▶ match the attributes with the client's key location requirements
- ▶ provide contact information for the point of contact
- ▶ state that you will follow-up with a phone call during a specific time
- ▶ discuss what actions the organization will take in the meantime to prepare for your community/site visit, and eventually a corporate location or expansion in the area

2. Community Orientation

It is possible that many other individuals in the company will see all or only part of your proposal, not just a site location consultant or your lead contact at the company. Use the *Community Orientation* section to eliminate any possible confusion about your community's location, demographics, culture, assets.

Location

Where is the community located within the nation, state, and region? This is most easily done with map graphics—multiple maps or map insets that show your community's global, national, state, and regional market. (Figure 1). Always include a detailed street map in packaged proposals and onsite visits.

Community Overview

Assume that the reader knows very little about your area. Craft the community overview in such a way that they will have a picture of the community and know what makes it tick. This can be done in a few paragraphs or several pages and should differentiate your community from neighboring regions, some that may be more well-known.

- ▶ Use short paragraphs and bullet points.
- ▶ Balance narratives with statistics, charts, graphics, and photos.
- ▶ Show the community in a positive light, objectively and with facts.
- ▶ Paint a picture of the community, e.g., small town, urban, historic, rustic, diverse, blue collar; what you are known for, landmarks, current or historic events; distinct terrain or views.
- ▶ Give a little history and basic demographics.
- ▶ Show that the community has a clear direction and economic development goals and the type of investment it is seeking.
- ▶ Touch on available community services and amenities such as schools, hospital, housing, airports, and recreation opportunities.



Figure 1. Orient readers to community's location within the nation, state, and region.

Quality of Life

Quality of life is a very broad term, and its definition can be subjective because people value different environments and activities. And, keep in mind, that nearly every community is a “great place to live and/or raise a family.” You want to **prove** that your community is a great place which will help the company attract and retain workers. Do this by focusing on certain factors that most everyone can agree defines quality of life—a safe environment, good schools, and access to housing and basic amenities. Factually define these quality-of-life factors and then go beyond to paint an appealing picture of life and work in the community.

- ▶ Stay away from unqualified adjectives, e.g., wonderful, best, quaint, attractive etc.
- ▶ Directly confront any negative perceptions about the area with a balance of photos, charts (facts), and testimonials. For example, use crime statistics to show security and that (hopefully) crime is on the decline and discuss special programs in place. Speak to the community’s history and ability to plan, respond, and mitigate natural and weather-related hazards e.g., earthquake, tornado, floods, hurricanes, forest fires, ice, snow, closures (highways, airport, port, schools).
- ▶ Show the variety of neighborhoods and housing options with map and photos.
- ▶ Include stats on the affordability and availability of housing for all wage levels.
- ▶ Describe educational opportunities and excellence e.g., K-12 school system, technical schools, colleges and universities in the region, enrollment levels, and student performance.
- ▶ Discuss how people spend their personal time. In photos and broad terms (not a laundry list), describe parks, recreation, shopping, arts, entertainment, special community events, etc.
- ▶ This section is a good opportunity to splash some color in the document.



3. Workforce and Labor Market

Before drilling down into a wage analysis, your client first wants to know that a sufficient labor market exists so that they will be able to recruit the trained workers they need. With a mix of data, graphics, and descriptive text provide sufficient information that proves there is a workforce that meets the needs of your client.

- ▶ Describe the size and growth rate of the population and the workforce in your labor shed.
- ▶ Include graphics of the unemployment and participation rates over time.
- ▶ Along with stats and narrative, include a map of the labor shed that orients your client to the commute patterns and shows from where and how far your workers are willing to travel for employment (Figure 2). It is best to differentiate between the higher and lower skilled labor markets. It is more common to see longer commutes or a larger labor shed for higher paying occupations.

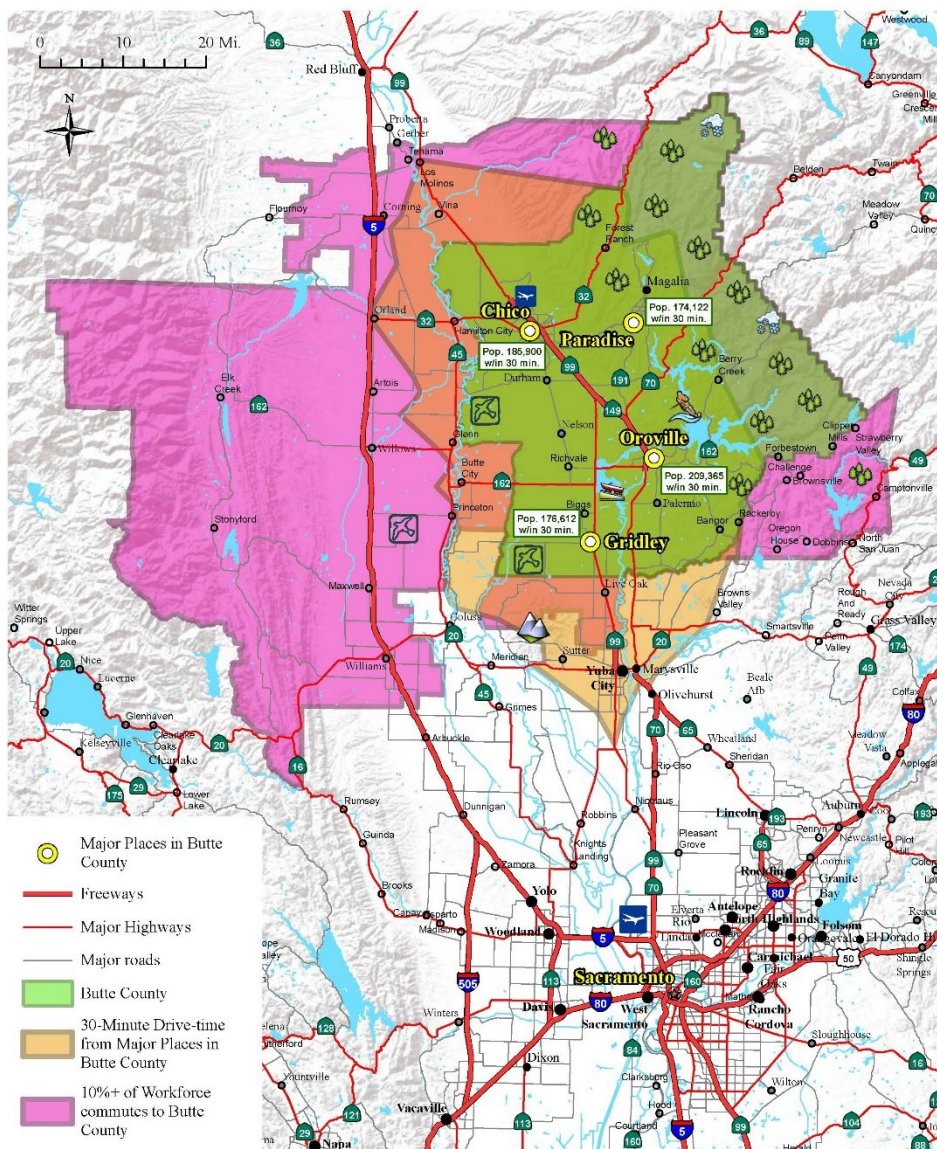


Figure 2. Sample labor shed and commute map.

Occupations and Wages

This section is where you begin to put a price on the identified pool of talent. Labor costs or wages will almost always be a company's largest operational cost, the more specific the data you deliver, the more assurance the company will have about being profitable in your community. A chart or spreadsheet is the most efficient way to present this data. Speak directly to the needs of your client by tailoring the list of occupations to their operations.

- ▶ Information from the federal or state Department of Labor can easily be downloaded and customized.
- ▶ Work with your local economic development and workforce development partners to provide local data including examples of local companies employing these occupations.
- ▶ Compare local wages to communities that may be competing for workers or that you know the client is also considering.
- ▶ Include the number currently employed and wages for entry level and experienced for each relevant occupation.
- ▶ Discuss any mandated benefits.
- ▶ Locally gathered wage and benefits data that augments state and federal statistics and testimonials from employers means the company does not need to make as many assumptions or guesses about the labor market. When good data replaces assumptions, your community is perceived to be less of a risk.

Occupation Title	Employed in Labor Shed	Starting Salary Community A	Median Salary Community A	Median Salary Community X	Savings Community A
General and Operations Managers	1,318	\$ 58,970	\$ 103,587	\$ 152,582	32.1%
Marketing Managers	51	\$ 59,795	\$ 105,676	\$ 182,230	42.0%
Sales Managers	201	\$ 49,127	\$ 96,611	\$ 162,641	40.6%
Administrative Services Managers	239	\$ 59,075	\$ 75,612	\$ 114,305	33.9%
Computer and Information Systems Managers	68	\$ 86,881	\$ 102,543	\$ 175,477	41.6%
Financial Managers	306	\$ 69,347	\$ 101,711	\$ 180,537	43.7%
Industrial Production Managers	70	\$ 59,040	\$ 79,566	\$ 135,000	41.1%
Transportation, Storage, and Distribution Managers	32	\$ 55,795	\$ 80,874	\$ 121,068	33.2%
Human Resources Managers	54	\$ 75,649	\$ 104,915	\$ 152,836	31.4%
Construction Managers	201	\$ 68,743	\$ 104,540	\$ 133,246	21.5%
Architectural and Engineering Managers	137	\$ 96,885	\$ 129,291	\$ 175,234	26.2%
Food Service Managers	354	\$ 40,526	\$ 45,436	\$ 62,085	26.8%
Lodging Managers	30	\$ 38,229	\$ 46,278	\$ 70,633	34.5%
Medical and Health Services Managers	214	\$ 75,774	\$ 105,331	\$ 148,628	29.1%

Figure 3. Sample spreadsheet that presents occupations, compares wages, and defines the savings your community offers employers.

Employment Base

Understanding the current make up of a region's workforce is paramount in making a good site selection decision. Companies generally do not want to be trailblazers—being the first in their industry to come into a region. This can mean they need to set up training systems from scratch, relocate managers and employees for positions that requires industry experience. The best response to this section is one that gives the prospect assurances that a baseline understanding of their industry culture exists in the region.

- ▶ Don't try to fake it. If the industry or similar employers are not present in the region, do not claim they are. Instead, you may want to show examples of complementary employers and transferrable skill sets, how quickly and effectively you have been able to set up special training programs, fill unique positions, etc.
- ▶ Provide a list of the major employers, including their product or service, total number of employees, the year established in the community, and union affiliation (if any).
- ▶ Don't stop at major employers, include employers in the region that are in same industry. Maybe include a brief company bio and testimonial.
- ▶ A discussion of recent expansions, downsizings, or closures can add depth to statistical data.
- ▶ Plot where these employers are on a community map.

Training Resources

Access to a trained workforce is critical to company's long-term success and profitability. Demonstrate that you have the training infrastructure in place to sustain a sufficient and well-trained workforce. Describe:

- ▶ the region's work ethic
- ▶ the specific training programs for the occupations or job descriptions appropriate to the company's operation, vocational schools, community college programs, etc.
- ▶ local primary, secondary, higher education systems' ability to product graduates with the right skill sets
- ▶ how the education infrastructure has been effective in meeting the training needs of local employers; use testimonials and case studies



4. Proposed Properties

Property Overview

Start this section off with a summary or introduction to all the sites you are proposing but don't throw your audience into a sea of real estate flyers. Having multiple sites can be an advantage, but make sure the information is organized and serves to orient your client.

- ▶ A simple matrix can be a good way to present the properties and summary information and present all the critical site information on one or two pages allowing the client to easily compare.
- ▶ Accompany the matrix with a map showing the location of each property and identifies highways, airport, rail, utility lines, schools, business and industrial parks, other major employers, and retail centers with employee amenities (Figure 4).
- ▶ Include a local street map from AAA or the Chamber of Commerce and identify the properties and other places of interest.

	Site A	Site B	Site C	Site D	Site E	Site F
Location (address, business park)	Airport					
Site cost	\$ /acre					
Size	53 acres					
Topography	Flat					
Access road(s)	Lassen Road					
Nearest Interstate or four-lane highway	Less than 1 mile from I-X					
Current zoning	Industrial					
Electric service, cost	Energy Inc \$ /kWh					
Water service, cost	Water Company \$ /month					
Wastewater service, cost	Municipal \$ /month					
Property tax	\$					
Permits required	Building Mechanical Electrical Plumbing Site Development Site Erosion					
Estimated permit fees	\$					
Available incentives	Fee deferral					

Figure 5. Sample property summary matrix



Figure 4. Sample map that orients client to location of proposed properties.

Sites

When proposing undeveloped sites, more information is better, provide:

- ▶ a discussion of the area, city's vision, master planning done or in process
- ▶ a more comprehensive site profile
- ▶ photos of the site and aerials taken from different perspectives that encompass the city, neighborhood, entire business park, nearby business parks or developments
- ▶ concepts showing how the client's development could be oriented on the site (Figure 6)
- ▶ diagrams of future nearby developments



Figure 6. Sample development concept

Buildings

If real estate demands are for an existing building,

- ▶ provide a profile of the available building(s) with all building and site specifications, current condition
- ▶ plot the buildings on a map and note surrounding assets and amenities
- ▶ include both exterior and interior photos, an aerial of the neighborhood
- ▶ floor plans, architectural plans

Utilities

Utility criteria and its importance to the final location decision varies from project to project. Even without project details, having a summary of utility providers and rates helps clarify the process.

- ▶ Include all the utility providers' contact information.
- ▶ When given the project specifications, rather than just providing a single monthly or annual cost figure, work with utility providers to present a sample bill. Include the assumptions you made to calculate the usage and cost.
- ▶ Provide different rate programs e.g., standard, summer and winter, economic development rates.
- ▶ Provide service maps, indicate distance to sites, and address cost and timing of expanding service to sites.
- ▶ Have utility providers discuss their service to the proposed sites e.g., capacity, demand, reliability, recent or plans to upgrade, etc.

Development Process and Schedule

The permitting process is the most common wild card in the development process. Every additional day of permitting time is potentially a day of lost revenue and market share. This is a risk. Often communities will describe their permitting process as fast-tracked. But far too often are reluctant to commit to any timeframe because of the many variables in the process and project unknowns. Alleviate concerns of both the prospect and the community by attempting to address the unknowns about the permitting process.

- ▶ Provide a flowchart of a typical development process including a start to finish timeline. Figure 7 is a simple diagram. Some communities have much more complex diagrams.
- ▶ Include a list of departments and contact information that will be review building plans.
- ▶ Give an estimated timeline (range of dates, minimum, maximum, or average number of days) for each department to review and return comments.
- ▶ List the state agencies that are required to review and approve the plans.
- ▶ Offer a pre-submittal review meeting between the architects, engineers and permitting reps.
- ▶ Let them know the number of sets of plans required with applications.
- ▶ List and describe any associated permitting fees, impact fees, or development fees, when they are due, and the criteria for any incentives to waive or defer fees.

Development Resources

If an RFP includes unique or specific project requirements (i.e., rail and/or port access, large acreage, etc.), that demand a specialized site, submit detailed property profiles and information that are relevant to the site and the project. This will help alleviate some of the concerns about the site viability and sends the message that you are prepared for their development. Some of the information to send may be:

- ▶ copies of any available Phase I environmental report
- ▶ soil reports, traffic studies, engineering drawing, etc.

Sample Permit Process Flowchart

Estimated Timeline: XX to XX Days

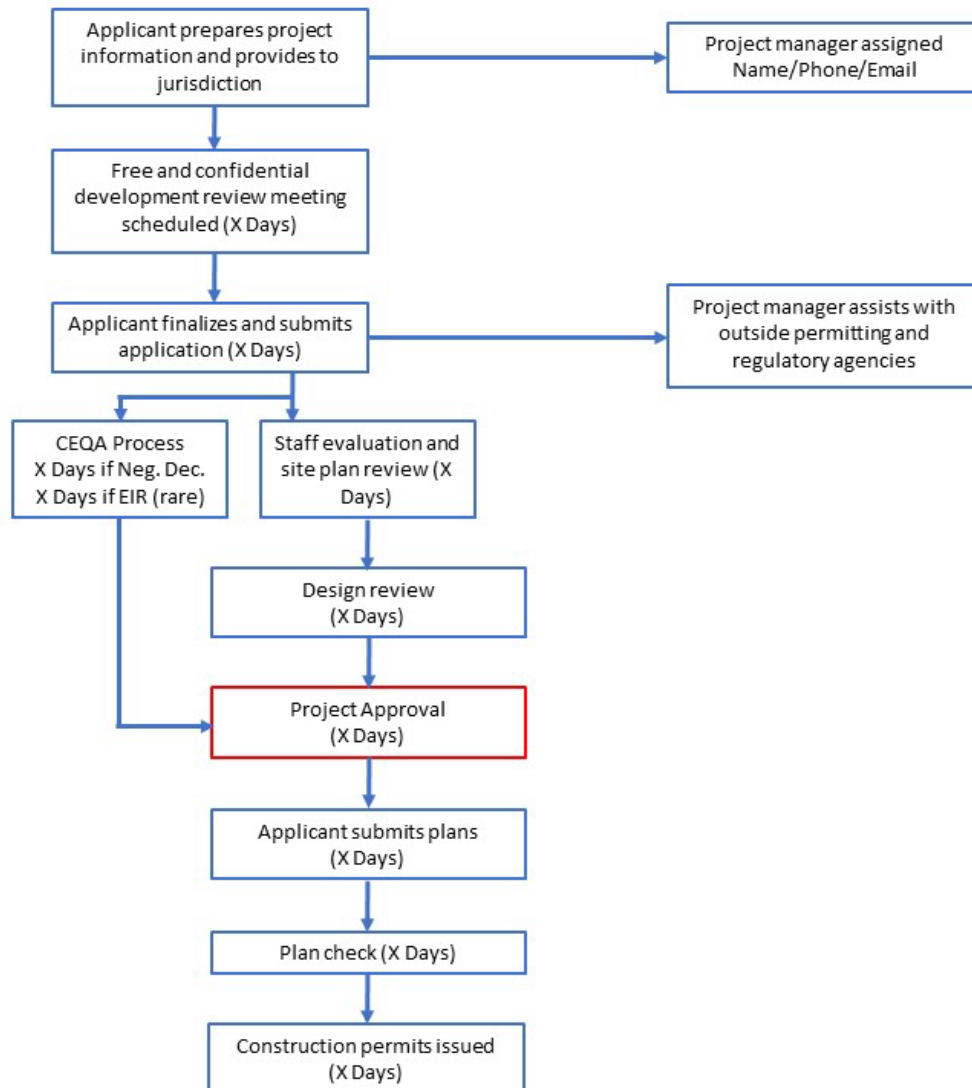


Figure 7. Example of a simple permitting process flowchart.

5. Taxes, Fees, Incentives

Your client wants to know what individual taxes, millages, fees, and mandated benefits are levied. Don't be tempted to provide too much information. Pages of tax information is not helpful but to the other extreme, a simple list of taxes levied and the rate with no associated basis is not helpful either. Provide:

- ▶ the rate and basis for city, county, district, parks and recreation, schools, public safety, sales and use, corporate income, personal income, franchise, inventory, unemployment, transportation, gas, utility, and workers' comp
- ▶ local property tax rate, what properties are taxed, and how the property value is calculated
- ▶ the regulatory agencies and contact information for each
- ▶ an estimated tax bill based on the project's proposed investment would be an ideal addition

State Tax Profile			
Tax	Basis	Rate	Agency
Corporate Income			
Franchise Tax			
Sales and Use Tax			
Unemployment Insurance			
Workers' Compensation			
Personal Income Tax			
Disability Insurance			
Finished Goods, Raw Material, Inventory Tax			
Mineral Severance Tax			
Inheritance Tax			
Employment Training Tax			
<i>Sources:</i>			
Local Tax Profile			
Tax	Basis	Rate	Agency
Property			
Utility			
Transportation			
Business License			
Transient Occupancy			
Business License			
Telecommunications			
<i>Sources:</i>			

Figure 8. Sample matrix for presenting tax information

Development Fees

Development fees go by many names: impact, public service, capital improvement, connection, hook up, or tie-in fees, etc. Let your client know early in the process all the fees that your area has and to what extent they are relevant to the project. Learning about hidden fees and extra costs late in the process can severely damage any trust you have established with the prospect and site selector. Use a spreadsheet to provide:

- ▶ the fee, rate, basis
- ▶ when it is levied and how often (one-time, annual)
- ▶ the administering or regulatory agency and contact information

Development Incentives

Incentives do not win projects on their own merit, but they can help tip the scales in your favor when a few finalist communities are still under consideration. A laundry list of possible state and local incentives is not enough information. Provide enough detail so that your client will have a good idea of the programs you have, if they are relevant to them, and if they might be eligible.

- ▶ Describe the program in plain English (not statutory language), include criteria for using the incentive, how it benefits company, savings (time or money), any claw backs, and contact information for the administering agency.
- ▶ It is OK to include a full list of possible incentives, but as an introduction highlight those that you consider to be most relevant and accessible to your client.
- ▶ Include an example (based on the RFP information) of the time or money that company could save.
- ▶ Include testimonials from companies that have used and benefited from the incentive.

Description of Incentive	Available?		Source Contact-Phone-Email	Type			Formula / Basis of Incentive	Estimated Annual Savings	Estimated One-Time Savings
	Yes	No		Waiver	Deferral	Subsidy			
Development and Infrastructure									
Permits								\$0.00	\$0.
Development Fees								\$0.00	\$0.
Expedited Permitting								\$0.00	\$0.
Land Write-Down								\$0.00	\$0.
Land/Building Donations								\$0.00	\$0.
Redevelopment Agency								\$0.00	\$0.
Sale/Lease-back Arrangement								\$0.00	\$0.
Utility Connection Fee Waiver								\$0.00	\$0.
Utility Security Depot Fee Waiver								\$0.00	\$0.
Utility Infrastructure Assistance								\$0.00	\$0.
Road Extension Infrastructure Assistance								\$0.00	\$0.
Rail Infrastructure Assistance								\$0.00	\$0.
Other Infrastructure								\$0.00	\$0.
Utility									
Electrical Discounts								\$0.00	\$0.
Natural Gas Discounts								\$0.00	\$0.
Water/Sewer								\$0.00	\$0.
Labor									
Screening/Interviewing/Hiring								\$0.00	\$0.
Training								\$0.00	\$0.
Testing								\$0.00	\$0.
Relocation Assistance								\$0.00	\$0.
Job Fairs/Advertising								\$0.00	\$0.
Financing									
Development Costs								\$0.00	\$0.
Operating Costs								\$0.00	\$0.
Building/Capital Improvements								\$0.00	\$0.
Working Capital								\$0.00	\$0.

Figure 9. Sample spreadsheet to present incentive savings

Appendix 6

METROCOMP DATABASE USER'S GUIDE

Interactive Business Climate & Operating Cost Information

1.0 Introduction

The Metrocomp Database is a user-friendly, customized database application that allows economic developers to create high quality, customized responses and proposals for clients. It contains detailed comparative business climate and operating cost information on the targeted metro areas that you select.

The business climate information that is collected on the pre-selected metro areas, along with your region, includes the following topic areas:

Demographics	Labor Availability	Labor Force Quality
Economy	Major Employers	Education
Real Estate	Market Access	Quality of Life
Cost of Living	Utilities and Taxes	Wage Rates
Two Year Colleges	Four Year Colleges	

All of data can be accessed individually, customized and printed for a quick response to a client, or included as part of a comprehensive proposal for a client. The same information can also be exported to a spreadsheet in Excel, for chart making or other modifications, or inserted as a picture in a word processing document. This allows you to present prospects with comparative business climate information for their current location, your area, and the other areas under consideration in a matter of minutes.

In addition to the comparative business climate information, the Metrocomp Database also includes a complete interactive operating cost comparison module. This module allows you to define your own prototype facility based on building size and type, work force size and occupational mix, utility usage, and capital investment. An operating cost comparison can be performed for each of the comparative metro areas included in your database. The results of the annual operating cost comparison are detailed in easy-to-read charts that can be viewed on-screen or printed.

2.0 Getting Started

The model is designed for 64-bit Windows. It is a Microsoft Access application that requires the user to have MS Access software installed. It can be on a shared drive so that multiple users can access the model.

The model is provided to you on a flash drive or via a link that allows the user to initiate an online download. To install the model, insert the flash drive into your computer and open Windows Explorer. It is recommended that you install Metrocomp on a shared drive if more than one person will be using the database. Proceed through the set-up routine, which will install the model and create a shortcut. When the set-up is complete you will be in a window that shows the new shortcut. Close this window using the "X" in the upper right corner of the window. Another window will appear that indicates the set-up is complete; click on the Finish button. Close Windows Explorer. From now on, you can open the model using the shortcut.

Once the model is opened, the main menu presents two options: Business Climate and Operating Costs. The Business Climate section includes static data on a large number of site selection topics (described above). The Operating Costs section allows the user to define a pro-forma company and run an operating cost comparison that includes all the comparative areas.



3.0 Business Climate

In the business climate section three options are available to the user: select metro comparison areas, view data and print reports and a button that will return you to the main menu.

Select Metro Comparison Areas shows the list of metro areas included in your database, along with current population estimates, which are provided as a guide for the user to show the relative sizes of the areas being compared. You may select as many areas as needed. Selected areas will rise to the top of the list; depending on the number of metro areas in your model, you may have to use the scroll bar on the right side of the window pane to see all the selections that are available.

MetroComp

Business Climate

Select Metro Comparison Areas

Selected	Metropolitan Area	Current Population	Unselect All
<input checked="" type="checkbox"/>	Atlanta, GA	5,882,450	
<input checked="" type="checkbox"/>	Chicago, IL	7,319,978	
<input checked="" type="checkbox"/>	Houston, TX	6,892,427	
<input type="checkbox"/>	Allentown, PA	840,550	
<input type="checkbox"/>	Cedar Rapids, IA	270,293	
<input type="checkbox"/>	Cincinnati, OH	2,180,746	
<input type="checkbox"/>	Des Moines, IA	645,911	
<input type="checkbox"/>	Grand Rapids, MI	1,059,113	
<input type="checkbox"/>	Huntsville, AL	455,448	
<input type="checkbox"/>	Indianapolis, IN	2,027,059	
<input type="checkbox"/>	Iowa City, IA	171,491	
<input type="checkbox"/>	Kansas City, MO	2,126,945	
<input type="checkbox"/>	Peoria, IL	373,637	
<input type="checkbox"/>	Quad Cities IA, IA	382,298	

[View Data & Print Reports](#)

View and Print Reports will lead you to a menu showing the 14 business climate reports included in the database; there are multiple datasets within each of these reports. By selecting the preview option next to any of the reports and choosing one of the tabs along the top of the form, you can view individual tables for each dataset associated with that report topic on your screen. In some cases, it may be necessary to use the page-up and page-down keys to scroll through an entire dataset on your screen; this is particularly true for the Major Employers and Two- and Four-Year College topic areas.

MetroComp

Business Climate Reports

Population

Labor Force Availability

Labor Force Quality

Economy

Major Employers

Education

Real Estate

Market Access

Quality of Life

Cost of Living

Utilities & Taxes

Wage Rates

Two Year Colleges

Four Year Colleges

Print All

PDF All

Report Options

When previewing a dataset, you can use the icons in the upper right corner of the form to print individual tables or export them to either Microsoft Word or Excel. When choosing appropriate software for exporting data tables, keep in mind that Word will preserve most formatting, but may be more difficult to edit. Excel will not preserve the report formatting, but it may eliminate the need to re-type data and is useful for making customized graphs. When you have finished reviewing the datasets within a topic area, use the return menu button in the upper right corner of the form to go back to the list of business climate reports.

Population					
History	Race	Age	Income	Projections	
Projected Population					
Metropolitan Area	2020	2030	2040	Annual Change	
				2020-2030	2030-2040
Atlanta	6,101,146	6,867,166	7,678,073	1.2%	1.1%
Austin	2,299,125	2,787,985	3,330,899	1.9%	1.8%
Charlotte	2,669,665	3,045,287	3,435,578	1.3%	1.2%
Dallas-Fort Worth	7,662,325	8,807,888	10,012,420	1.4%	1.3%
Denver	2,969,289	3,276,395	3,609,190	1.0%	1.0%
Houston	7,137,747	8,160,818	9,259,024	1.3%	1.3%

By selecting the printer icon next to each report topic, Metrocomp will print all the datasets in that topic for the geographic regions that you have chosen without a preview. Alternatively, you may choose to print all the reports at once by choosing the “Print All” or “PDF All” buttons on the Business Climate Report screen. If you choose the “Report Options” button, a form will open that allows you to customize your print selections by choosing specific datasets and their print order; on this screen you may also choose whether the resulting reports are presented for preview on the screen, sent to a printer, or created as either an RTF or PDF document. Note that RTF is a universal text format that can be opened using Microsoft Word. *Once the tables and print order are specified, you must select **Run Reports** to complete your selections.*

4.0 Operating Costs

The operating cost section allows the user to define a pro-forma business in terms of capital investment, utilities, real estate and work force. Operating costs are calculated for each of the comparative metro areas based on this pro-forma information.

Creating an operating cost report involves several steps, which will vary depending on whether you have a new project or are modifying an existing pro-forma.

Adding a pro-forma allows the user to create a pro-forma description for a new project. If you are using the model for the first time, you will want to choose this option to open a blank project form; the project forms are where you will enter all the required information that describes the company’s

operation. Follow the directions below to fill in the information pertaining to the capital investment, utilities, real estate and work force requirements associated with the project.

The pro-forma allows you to enter information about a company's operations so that a cost comparison can be calculated. All pro-formas are automatically saved in the database. At the top of the form, fill in the **project name**, the **group** (if desired) and the **year**. Note that the project name will appear on the reports as it is entered here. Enter the amount of **capital investment** (machinery and equipment) required. This amount will be used in calculating property taxes. The **last updated** field is for your reference and is an optional field to indicate the date that the project was entered into the system, or the last date that any changes were made.

MetroComp | **Operating Costs**

Add Proforma | Edit or Delete Proforma

Name: Group: Year:

Amount of Capital Investment (Machinery & Equipment): Last Updated:

Utilities | Real Estate | WorkForce

Utilities Select a monthly level of..

Electric usage:	Water usage:	Wastewater usage:	Natural Gas usage:
Included in lease	3,000cf, 5/8 meter	3,000cf, 5/8 meter	None
40Kw, 10,000Kwh	50,000cf, 2 meter	50,000cf, 2 meter	500 ccf
40Kw, 14,000Kwh	500,000cf, 4 meter	500,000cf, 4 meter	2,000 ccf
75Kw, 15,000Kwh	1,000,000cf, 4 met	1,000,000cf, 4 met	6,000 ccf
75Kw, 30,000Kwh	1,500,000cf, 8 met	1,500,000cf, 8 met	10,000 ccf
75Kw, 50,000Kwh	Included in lease	Included in lease	15,000 ccf
500Kw, 150,000Kwh			30,000 ccf
500Kw, 180,000Kwh			50,000 ccf
1,000Kw, 200,000Kwh			
1,000Kw, 400,000Kwh			
1,000Kw, 650,000Kwh			
5,000Kw, 1,500,000Kwh			
5,000Kw, 2,500,000Kwh			
20,000Kw, 6,000,000Kwh			

Select Comparison Metro Areas

Select Comparison Pro-Forma

Adjust Real Estate Costs

Run Pro-Forma Analysis

Review Pro-Forma Reports

The next step is to enter additional company information in each of the three tabs (utilities, real estate and work force) of the pro-forma form.

For **utilities**, there are 14 monthly electric usage levels available to choose from. Select the one that is closest to what the company requires in terms of demand (kilowatts) and usage (kilowatt hours). There are six choices each for monthly water and wastewater usage ranging from "included in lease" to levels associated with large volume industrial users. These levels reflect both a meter size (5/8 inches to 8 inches) and an estimated monthly volume (in cubic feet). Finally, there are eight choices for monthly natural gas usage (including "none") that are expressed in terms of hundred cubic feet (CCF). Because there are a limited number of usage levels it is not possible to calculate an exact utility cost, however, the estimation provides a realistic comparison between metro areas.

For **real estate**, the user must enter one or more **building types** that are chosen from the pull-down menu, and the associated amount of square footage for each type. If the project involves new

construction, check the **“Constructed”** box and enter the number of **Site Acres**. The building type will be used to determine the construction cost per square foot in each location. *The number of Site Acres is only required for new construction.* If the project does not involve new construction, check either **“Purchased”** or **“Leased”** as the building status for each building type. This information is used to calculate real estate costs and property taxes.

Name: **Advanced Manufacturing** Group: ▼ Year: **2023**

Amount of Capital Investment (Machinery & Equipment): \$8,000,000 Import Pro-Forma Last Updated: 5/1/2023

Utilities Real Estate WorkForce

Real Estate

Building Type	Square Feet	Building Status			Site Acres
Industrial Manufacturing ▼	35,000	<input checked="" type="radio"/> Constructed	<input type="radio"/> Purchased	<input type="radio"/> Leased	4.00
Industrial Warehouse ▼	10,000	<input checked="" type="radio"/> Constructed	<input type="radio"/> Purchased	<input type="radio"/> Leased	1.00
* ▼	0	<input type="radio"/> Constructed	<input type="radio"/> Purchased	<input checked="" type="radio"/> Leased	0.00

For **work force**, the user may select from 110 occupations. Choose the occupation title from the pull-down menu and enter the associated number of employees for each occupation. A running total number of employees is shown on the form. If the exact occupational title required is not shown on the list, select an occupation that is similar in nature. You may select as many different occupational titles as needed to describe the work force. This information is used to calculate payroll and benefits.

Name: **Advanced Manufacturing** Group: ▼ Year: **2023**

Amount of Capital Investment (Machinery & Equipment): \$8,000,000 Import Pro-Forma Last Updated: 5/1/2023

Utilities Real Estate WorkForce

Work Force * Category: 53 | Transportation and Material Moving Total Employees : 69

Occupation: Number of Employees:

51-2092 Team Assemblers	35
51-4111 Tool and Die Makers	2
51-4011 Computer-Controlled Machine Operators	10
51-4121 Welders, Cutters, Solderers, and Brazers	10
11-3051 Industrial Production Managers	2
11-3071 Transportation and Distribution Managers	1
53-7051 Industrial Truck and Tractor Operators	4
▶ 	

* Full-time equivalents

When the pro-forma information for a company is complete (either new or edited), simply click the return button in the upper right corner of the form to return to the main menu.

You may also **edit** a pro-forma that was saved previously or **delete** a pro-forma that is no longer needed. Clicking on the “Edit or Delete Pro-forma” tab will open a form that lists all the existing projects, along with the project name, date and project group (which is defined by the user). To organize the project list, there are filters at the top of the menu to limit the list of projects based on the year or the project group. To run the query to apply the filters, click on the pull-down menus for “year” or “group”. To undo the filter and refresh the list with all the existing pro-formas, click on “remove filter”.

By selecting the appropriate **edit** button in the second to last column on the form, you can modify the information for any project. If a similar pro-forma already exists in the database, you may import that information into the current pro-forma using the “Import Pro-Forma” button, located in the bottom right corner of the edit form. Use the return button to close the edit form and go back to the menu of existing pro-formas. To **delete** a pro-forma that has already been created, choose the appropriate delete button in the last column of the form; you will be asked to confirm your selection but, once executed, *all deletes are permanent*.

MetroComp | **Operating Costs**

Add Proforma | **Edit or Delete Proforma**

Group: Year: Note: Scroll down for additional projects

ProForma	Last Updated	Group	Year	Edit	Delete
Advanced Manufacturing	10/1/2019	Sample Project	2019	<input type="button" value="Edit"/>	<input type="button" value="Delete"/>
Information Technology	6/13/2019	Sample Project	2019	<input type="button" value="Edit"/>	<input type="button" value="Delete"/>
Back Office/Call Center	6/13/2019	Sample Project	2019	<input type="button" value="Edit"/>	<input type="button" value="Delete"/>
Logistics	6/13/2019	Sample Project	2019	<input type="button" value="Edit"/>	<input type="button" value="Delete"/>


To create an operating cost report, click on the **Select Comparison Metro Areas** button on the right side of the operating cost menu. It is recommended that you select not more than eight areas for optimal formatting. Use the return button in the upper right corner of the form when finished.

Select MSA

Select Metro Areas for Comparison

SELECT NO MORE THAN 8 METRO AREAS

Unselect All



Selected: **5** Metropolitan Area

Current Population



	Metropolitan Area	Current Population
<input checked="" type="checkbox"/>	Atlanta, GA	6,101,146
<input checked="" type="checkbox"/>	Austin, TX	2,299,125
<input checked="" type="checkbox"/>	Charlotte, NC	2,669,665
<input checked="" type="checkbox"/>	Denver, CO	2,969,289
<input checked="" type="checkbox"/>	Houston, TX	7,137,747
<input type="checkbox"/>	Boston, MA	2,052,435
<input type="checkbox"/>	Chicago-Naperville-Evanston, IL	7,252,081
<input type="checkbox"/>	Dallas-Fort Worth, TX	7,662,325
<input type="checkbox"/>	Jacksonville, FL	1,611,388
<input type="checkbox"/>	Las Vegas, NV	2,273,386
<input type="checkbox"/>	Los Angeles, CA	9,989,165
<input type="checkbox"/>	Miami, FL	2,692,459
<input type="checkbox"/>	Nashville, TN	1,995,343

Next, click on **Select Comparison Pro-Forma**. You must select the pro-forma you want to run, as the model will not assume it is the one most recently edited. Click on the “selected” box in the left column and be sure to *only pick one pro-forma*. Note that the list of pro-formas may be filtered by year and group. Use the return button in the upper right corner of the form when finished.

Select Pro-Forma

Select Pro-Forma for Comparison

Group: Year: Remove Filter

Selected	Pro-Forma Name	Last Updated	Group	Year
<input checked="" type="checkbox"/>	Advanced Manufacturing	5/1/2023		2023

Clicking on the **Adjust Real Estate Costs** button is optional and will allow you to modify specific lease rate, purchase price and land value assumptions to make the operating cost comparison more accurate for a particular building or site. Using this menu option, you may review the real estate rates in the database for the selected comparison areas and modify them using the arrows at the bottom of the form. *If no additional information is available, skip this step to use the default rates.* Close this window after all the adjustments have using the red return arrow been made.



Lease Override Rates

Proforma - **Advanced Manufacturing**

Building Type - **Industrial Manufacturing**



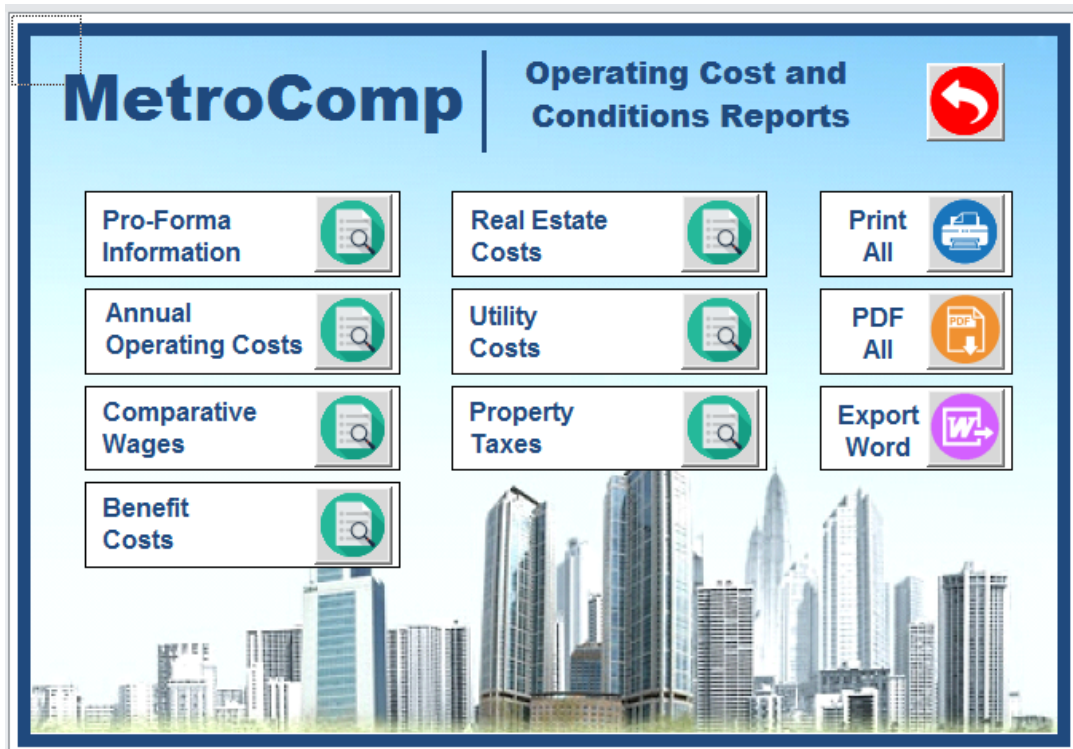
Metropolitan Area	Base Lease Rates
Austin	\$10.95
Charlotte	\$6.20
Denver	\$9.14
Houston	\$7.27
Nashville	\$8.10

PLEASE NOTE:

Base rates given are averages for each metro area. Overriding these base lease rates may violate the internal consistency of the operating cost results. If actual rates for a specific project (property) are used, they should be used for all metro areas included in the analysis, although you can choose to override the rates for any number of areas.

Austin **Override Lease Rate:**

Next, select the **Run Pro-Forma Analysis** button to calculate the comparative operating costs. Close the "Run Complete" window by clicking on "OK" and the **Operating Cost and Conditions Reports** menu will open. Alternately, after running the pro-forma analysis, you can click on the **Review Pro-Forma Reports** button to open the Operating Cost and Conditions Reports menu. This menu presents the seven reports that summarize the operating cost comparison. The first report, **Pro-Forma Information**, simply details the project information entered by the user. The **Annual Operating Costs** is a summary report with a column that corresponds to each one of the other reports including wages, benefits, real estate, utility costs and property taxes.



Each operating cost report can be previewed on your screen individually, or all the reports can be sent to the printer (without previewing). Alternatively, the reports can be combined in a PDF document or exported to Microsoft Word. If you have run a comparison, the database will automatically save the reports from the most recent run.

Finally, use the return buttons to go back to either the operating cost menu or the main menu. From the main menu, select **Exit** to close the database and return to Windows. All changes made within the database will automatically be saved.

5.0 Support

Technical support is provided free of charge for a period of two years from date of purchase. For technical support or questions about the model, please contact Sarah Murley at 602-765-2400 x102.

For more extensive support or consulting, Applied Economics staff is available at a reduced hourly billing rate for current subscribers and at a standard rate for all users of the Metrocomp database.

We will make every effort to respond to support requests within one business day, or as soon as reasonably possible.

Appendix 7



Lead Generation Services May 2023

Address

ResearchFDI
1980 Sherbrooke St West #888
Montreal, Quebec, Canada
H3H 1E3

Phone & Fax

Tel: +1 514-488-3168
Cell: +1 514-944-8359

E-mail & Web

erika@researchfdi.com
www.researchfdi.com

| Company Profile

1



ResearchFDI - Profile

ResearchFDI is an economic development consulting firm that provides high-quality, customized strategy and research plans as well as investment attraction programs, for economic development organizations and regional and investment promotion agencies around the world.

ResearchFDI was founded in 2010 in Montreal, Canada, with offices and partners around the globe. Our goal is to position our clients to efficiently identify and capture inward investment opportunities. To date, our experienced team of economic development consultants has generated leads and investment projects for more than 200 economic development entities worldwide and has facilitated over \$5 billion in Capital Investment worldwide.

Our core services include:

- ☐ Strategies (FDI, BR&E and Economic Development Strategy)
- ☐ Lead Generation Campaigns
- ☐ Representation
- ☐ Studies (Market Study, Sector Study, Benchmarking, Supply Chain Analysis)
- ☐ Investment Attraction Training
- ☐ Marketing Strategies
- ☐ Value Proposition Development

With team members fluent in numerous languages and worldwide market experience in North America, South America, Asia, the Middle East, and Europe, we can connect your region to the rest of the world. With ResearchFDI, you will receive the experience and expertise of our entire team on your project. We provide exceptional customer service, and, with our 24-hour customer service, a team member will always be available to attend to your needs.

Meet our Clients

Some of our Clients In The U.S.



Some Of Our Clients In Canada



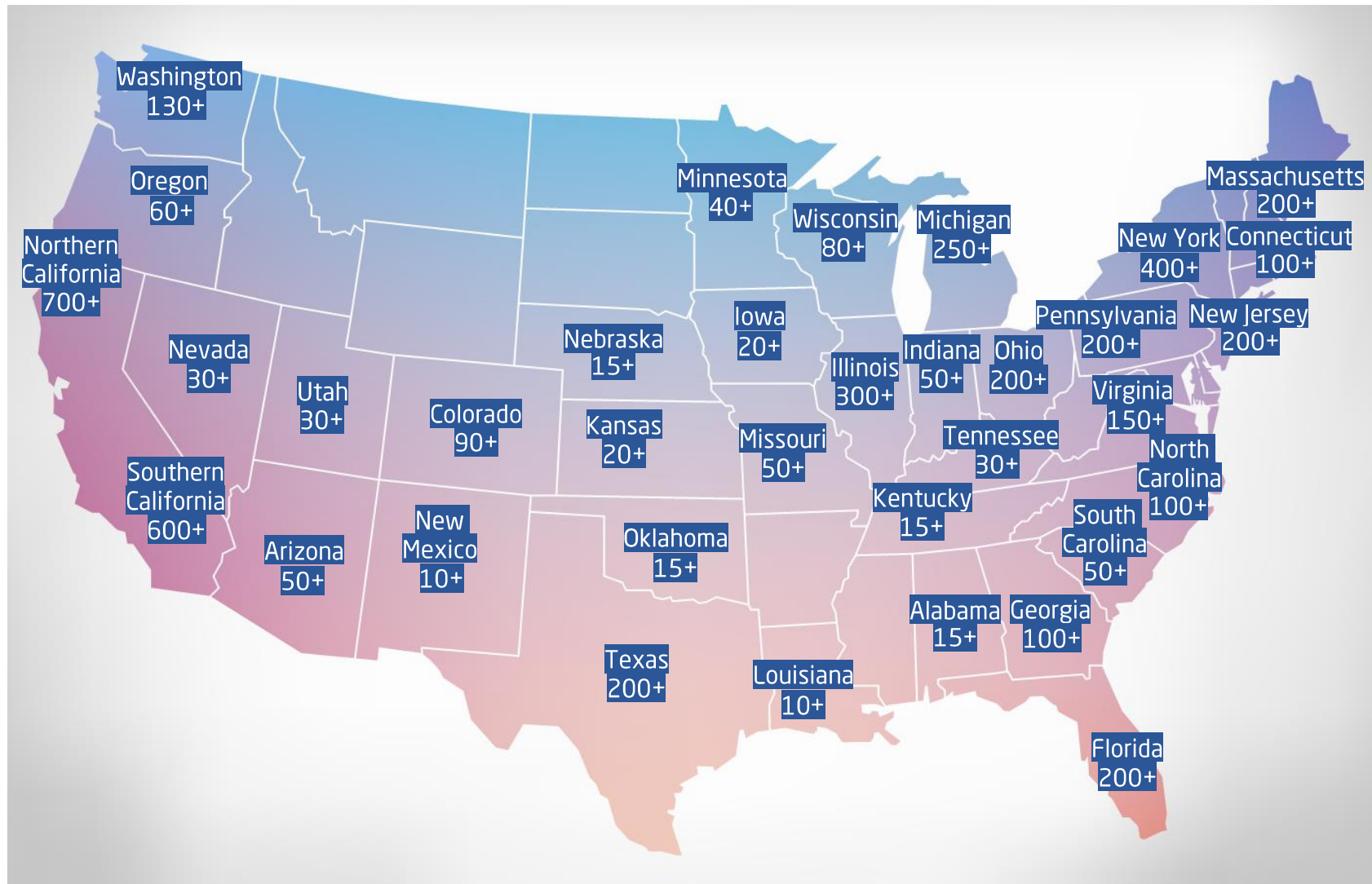
Some of our Clients Around The World



| Our Lead Generation Experience



US Experience (Number of meetings organized)

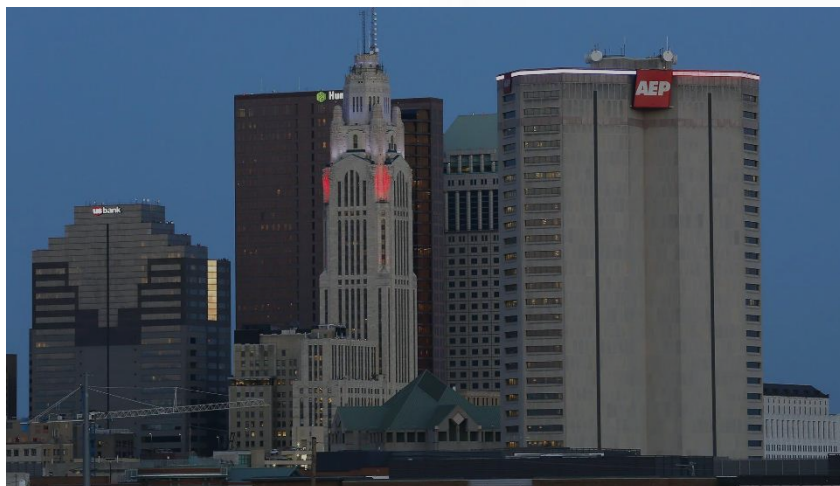




Sample Case Studies and Results

3

American Electric Power (AEP) - Global FDI Attraction



**AMERICAN
ELECTRIC
POWER**

 **INVESTMENT SUCCESSES** 

SABEY
Data Centers



Project Summary

Since 2016, ResearchFDI has worked with AEP on an annual international lead generation campaign, focused on generating high-quality investment leads in Europe, Canada, Asia, and India.

Activities

1. Our in-market representative planned, organized and hosted several delegations representing AEP in the U.K., France, Italy and Germany during 3 overseas visit. This included setting up meetings with potential investors interested in expanding to North America
2. Our German in-market representative aided the AEP delegation in planning, organizing and exhibiting at a trade show in Germany

Results

- To-date ResearchFDI has secured over 120 qualified appointments.
- AEP has generated 2 investment wins from leads procured during our mandates, totalling over \$35 million in new capital investments and generating over 150 jobs

Biomedical Research Foundation (BRF) - North American Lead Generation



Project Summary

The Biomedical Research Foundation (BRF) is an economic development organization responsible for recruiting new business and growing business specifically in the biomedical sector in Northern Louisiana in the U.S. ResearchFDI was contracted by BRF from 2019-2023 to facilitate introductions to international companies interested in expanding their operations in Louisiana. BRF specifically focuses on the biomedical, and life sciences industries in support of LSU's Health Sciences Center in Shreveport Louisiana.

Activities

1. To date, ResearchFDI has facilitated introductions to over 240 growing companies based in Canada and the United States
2. Meetings were scheduled in person, virtually and at industry tradeshows including the International BIO Convention in San Diego in 2022.

Results

- Several of the companies that we have introduced to BRF are currently exploring the plans to expand to the region
- BioflightVR based in Santa Monica, California announced in 2023 that it would be setting up a location in Shreveport. The project will create 15 high paying jobs in the region. BioflightVR is a virtual reality medical training company. To learn more about this project please [click here](#).

Jobs Ohio - U.S and Canadian Lead Generation



\$28.6 Million USD in new
Capital Investment



359 jobs created

Project Summary

JobsOhio is dedicated to Ohio economic development by helping companies seize innovative growth opportunities in Ohio. Since 2017, ResearchFDI has worked closely with JobsOhio to uncover qualified leads in both Canada and the United States. To-date ResearchFDI has uncovered over 100 qualified leads for JobsOhio, with 6 current projects active in their pipeline and two investment wins. In addition, ResearchFDI has provided in-market representation in Canada for the JobsOhio team at major industry events in Toronto and Montreal.

Two Investment Successes:

1. In 2019, Ontario-based Axiom Group, landed in Toledo, Ohio. Yielding over \$20 million USD in new capital and will create at least 250 new jobs. [Press Release](#).
2. In 2020, California-based ISSQUARED, landed in the City of Solon, Ohio. Yielding over \$8.6 million USD in new capital and creating up to 109 new jobs. [Press Release](#).

Thomasville, Georgia - Rural Community Attraction Program



Project Summary

Imagine Thomasville is the economic development arm for investment attraction for the rural county of Thomas and the City of Thomasville in Georgia. ResearchFDI has been working with Thomasville since 2018, on an annual contract basis that focuses on hyper targeting heavy manufacturers at domestic trade shows and during in-market investment missions.

Activities

1. Development and maintenance of the Thomasville targeted prospect company list.
2. Continuous monitoring of corporate announcements regarding company growth in sectors that match Thomasville's investment criteria
3. To-date ResearchFDI has scheduled over 40 qualified leads for Imagine Thomasville

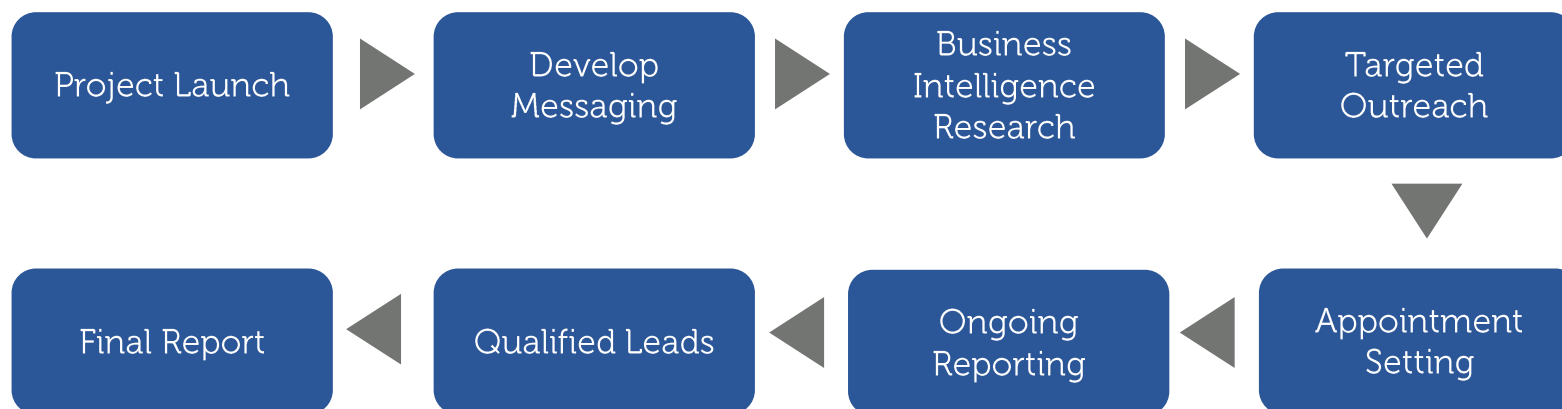
Results

- ✓ Currently two leads are active projects that have completed site visits with announcements pending
- ✓ In addition, to-date, two leads uncovered by ResearchFDI have resulted in project wins Imagine Thomasville:
 - ✓ [Troy Acoustics Corporation](#): will invest almost \$40 million in a new manufacturing facility and employ 88 people.
 - ✓ [Ecrimesa](#): Spanish-based manufacturing firm creating US-based HQ in Thomasville, with an initial \$6 million investment and the creation of 30 jobs.

| Lead Generation Methodology

4

Lead Generation Methodology Visualized



Methodology Overview

Phase 1: Project Launch: We will have an initial meeting to introduce both teams guided by a Q&A launch document to walkthrough the project scope and to develop a keener understanding of your region's value proposition and regional assets. In addition, we will develop a communication strategy to ensure that expectations and outcomes are aligned and that realistic timelines around each phase of the work are set and effectively managed.

Phase 2: Develop Messaging Strategy: Following the Project Launch meeting, your assigned Project Manager will develop email messaging templates that are sector and market specific. These templates will highlight key selling points of your region relative to the sector being targeted. All documents will be sent to your team for review and final approval.

Phase 3: Business Intelligence Gathering: During this phase your project will be transferred to our Business Intelligence team, using the pre-approved targeting criteria the development will begin of the internal target company prospect list (ITCPL) that will be utilized throughout the outreach campaign. This list will be developed by pulling data from our proprietary sources as well as external paid and free sources, from that initial batch of companies our team will then shortlist priority prospective companies that are signaling growth.

Phase 4: Targeted Outreach: The outreach phase will see our specially trained, university-educated economic development consultants (EDCs) pre-research all prioritized target prospects before engaging in an investor interview. All interviews with C-level executives aim to identify qualified prospects with active expansion projects that are open to your region as a business location.

Phase 5: Appointment Setting: Once a pre-qualified lead is uncovered, our team will coordinate schedules between your team and the prospect to confirm and set up the appointment whether it is to be held virtually or in-person. All appointments will be reconfirmed a few days prior to the date.

Throughout Phase 1-5: Reporting: Reporting will be conducted throughout the entirety of the campaign. Your assigned Project Manager will provide weekly email updates, real-time access to the state of your program through our proprietary client CRM, ProjectDock, in-depth monthly reports and a final report once the program has concluded.

Phase 1 - Project Launch

The Project Launch phase is used by ResearchFDI to best help meet client objectives and ensure alignment on project scope. Prior to the launch your assigned Project Manager will send your team a Launch Document. This document will be reviewed during the meeting in an open discussion format. The goal of this meeting is to reconfirm the already established parameters of the project and investment criteria. To learn more about your region's value proposition and regional assets and to confirm project logistics.

A snapshot of the guide, includes:

- i. Introduction: Introduction of both teams
- ii. Understanding of the Project: Ensuring that our understanding of the project is consistent with your mission expectations.
- iii. Planning & Logistics: Reviewing all mission-related logistics and confirming communication preferences.
- iv. Industry Targets: Reconfirming target sectors, sub-sectors, and regional markets.
- v. Project Preferences: Determining if your team has a "Do Not Contact" list of prospects in specific markets that you may already be in negotiations with. Conversely, we will request a "Wish List" of prospects that your team would like us to prioritize for outreach and intelligence gathering.
- vi. Value Proposition: Uncovering further details and data surrounding your region's value proposition and regional assets. Our team will request that you share any relevant information or marketing materials that will further inform us as we develop strategic messaging to be used during the outreach phase

Phase 2 - Develop Messaging

Drawing from the intelligence and information gathered and shared during the Project Launch, your assigned Project Manager will begin developing a messaging strategy that showcases your region's key selling points specific to each target sector. This phase includes:

Draft Email Templates: Your Project Manager will send draft email templates for your review and approval.

Optional Email Address: Your team will have the option to have a customized email address created for outreach. Such as "@regionsname.com". All correspondences with prospects whether written or verbal will clearly outline that we are working on behalf of your organization. However, our data has indicated that a address similar bearing the regions name we are representing slightly increases the odds of an investor opening the correspondence. Alternatively, we can also use our generic @econdevelopment.org email for all correspondences.

ResearchFDI

Email Template

Invitation: Canadian Delegation Visit to Toronto

Hello [First name],

I am contacting you on behalf of Toronto Global, the primary **non-profit economic development organization** for the Greater Toronto Region; Canada's capital, and North America's fourth-largest metropolitan area. **JanWillem Gille, Director at Toronto Global**, as well as a number of regional communities, will be visiting Lisbon during the first week of November to connect with growing companies that may have plans to expand operations to North America in the coming years.

JanWillem will be pleased to provide an overview of Toronto's business climate, workforce availability, incentive programs, and having access to the US market without the need of being present there physically.

I am looking forward to your response. Thank you in advance.

Davor Davidovic
Project Manager
ResearchFDI
On behalf of Toronto Global
1980 Sherbrooke Street West
Montreal, QC H3H 1E8

If you do not wish to receive emails during this outreach initiative, please reply with the word 'Discontinue'. ResearchFDI is an independent company that has been commissioned by the VEDP to perform market research and appointment setting services, and has full permission to act on behalf of the VEDP for the purpose of this communication.

Phase 3 - Business Intelligence Research

Step 1: Our business intelligence team, using the pre-established project targeting criteria will firstly develop a long list of prospective companies utilizing our proprietary internal CRM as well as multiple external paid databases. In addition, our BI team closely monitors and has connections with industry associations, major trade events, press releases and fastest growing company lists. Some of these tools include:



Our Proprietary CRM: Over the past decade, ResearchFDI's proprietary CRM has amassed over 2 million companies and thousands of executive interviews recording project details and strategic plans. Our number one resource when developing an initial ITCPL is to pull companies that align with a project's investment criteria and that have been in growth or gearing towards growth mode.



S&P Capital IQ: Provides detailed research and analysis of the stock market to a variety of investing stakeholders. Biotech Gate



Seamless.AI: a lead management solution that helps businesses streamline processes related to contact search, market research, lead conversion, data importing



FDI365: Our proprietary software that continuously monitors growth indicators emanating from prospective companies



LinkedIn Sales Navigator: Utilized to research and verify company size and location as well as to identify key target contracts for outreach.



Biotech Gate: The global Business Development Database for the Biotech, Pharma and Medtech industries.



PitchBook Data: A private equity and venture capital database that includes analytical tools. It collects on companies, investors, deals, mergers and

Phase 3 - Business Intelligence Research

Step 2: Pulling from the initial long ITCPL, the BI team will then develop a short-list of prospects that are emitting signals of growth. Using our research strategies and the analysis of the data drawn from the initial development stage, our team will determine which prospective companies have the most growth indicators and allocate those as high-priority companies to the final TCPL that will be used for outreach. Key indicators that suggest a company has a high likelihood to expand in the short-term are:

Growth

Company has a solid operating and financial track record with yearly revenue or employee trends showing growth and profitability.

Track Record

Company has experience with foreign direct investment or domestic expansion projects and has completed a project within the last five years.

Market Access

Company has an obvious market in your region due to the presence of original equipment manufacturers.

Recent Expansions

Companies tend to use the same strategies to expand into new markets. Therefore a company that growth through greenfield expansion is likely to continue to execute a similar strategy in new markets.

M&A Activity

M&A are generally well documented in media and can lead to subsequent expansions in the region after the acquisition takes place.

R&D Activity

Company may have an easier access to export markets if operating from your region.

Product Launch

Companies launching new products on a regular basis may require additional manufacturing or distribution. Service companies need to establish their market share quickly in order to build momentum.

New Funding

Companies funded by VC or other capital sources are required to show quick revenue growth therefore market expansion may be an important tool to quickly increase revenue and market share

Phase 4 - Targeted Outreach

The outreach campaign will be led and managed by your Project Manager, depending on the size and scope of the project your team will generally include 1-2 Economic Development Consultants (EDCs). Our EDCs are all University graduates with Bachelor or Master level degrees in Political Science, Business, Economics and/or International Relations. Combined our firm speaks over 20 languages.

Each EDC assigned to your project to conduct outreach will be selected based on their sector knowledge and market experience. All international campaigns are assigned EDCs with the necessary language skills and/or those based in-market in order to tap into their existing investor network. The lead generation outreach process utilizes the below strategic approach:

Step 1: Pre-Outreach Research

Prior to contacting any target prospect, all EDC's conduct preliminary research in order to determine the prospect's business model, client base, national and international footprint, operating industries and any recent press releases or news on the company.

Step 2: Multichannel Outreach

Working from the final ITCPL developed by our business intelligence team. Your assigned EDCs will now begin combing through this database via a combination of phone, email, and social media to engage key C-level executives.

Typical contacts that our EDCs engage with include CEOs, CFOs, COOs, Corporate Real Estate Executives, Vice Presidents of Corporate Development, Managing Directors, Presidents, Founders, Owners, and Board Directors, as is relevant to the company size and structure for decision-making. Our "Touch Cycle" (communication attempts) blends our collaborative prospecting approach, company knowledge and vast experience. Our team understands the best times to call and the most effective frequency for effective outreach and contact.

| Phase 4 - Targeted Outreach

Step 3: Conversation Strategy

Once contact is made and armed with the business knowledge garnered through the pre-research step, our EDCs engage in high-level investor prospecting conversations. These organic interviews have the objective of illustrating the value of the executive speaking with your organization and informing them on the types of assistance you can provide with their growth plans.

In addition, our team will uncover all project details possible, such as scope, timeframe, and budget. We will record if the investor has predetermined the size and type of facility required or if they are open or interested in a greenfield project. Key criteria gleaned will also focus on the drivers for the project, the number and types of jobs to be created, possible incentives sought, and business locations being considered.

Phase 5 - Appointment Setting

Once all necessary project information has been determined and is inline with the investment criteria agreed upon during the contract discussion phase of the project, our team will begin the process of confirming the appointment.

Step 1: Pre-Qualified Lead: As stated, all project details must be in line with the investment criteria pre-established at the outset of the project. In order for our team to determine a lead to be considered pre-qualified, the project must satisfy the below investment criteria:

- ☐ Expansion plan to execute within 6 to 24 months would consider your region as a possible site location.
- ☐ The company is operating within the agreed upon target sectors
- ☐ The company has not yet selected a location in which to expand
- ☐ The company has set up the relevant internal processes
- ☐ General interest meetings may be submitted to the client for lead approval, if the company has a strong track record of global and/or domestic expansions

Step 2: Meeting Confirmation: Once a lead is pre-qualified, our EDCs will confirm via phone the prospect's availability for the appointment. Whether the appointment is virtual or in-person our team will attempt to confirm an initial date at the outset for the meeting.

Step 3: Company Profile: Once a meeting is pre-qualified and a time and date has been set you will be sent a company profile succinctly outlining all high-level information on the company and the expansion project. All leads uncovered and profiles completed are sent out to your team on a weekly basis. In addition, real-time project results are available to you when you login to the secure client Project Dock CRM.

Step 4: Meeting Confirmation: Once a date and time has been confirmed by both your team and the prospect, your Project Manager will send out a calendar invitation via email to all parties. If the initial meeting is virtual our team can either use a virtual platform link that your organization prefers, or we can offer a meeting link using Zoom, GoToMeeting or Google Meets. One day or two prior to the appointment, our team will send a meeting confirmation reminder email to the prospect reiterating the details of the meeting as well as the time and location (if in-person).

Company Profile Sample

Company Information

1. Company background (name of company, website, sector, address, size, global headcount, revenues, location of corporate HQ, global subsidiaries and/or North America locations).
2. List of key executives, contact details including name, title, business address, email and telephone number, and LinkedIn profile.
3. Description of the company's products and services.

Project Information

1. Description of the investment expansion opportunity (e.g. function of office, number of jobs created, investment value, timeline).
2. Description about what is driving the investment (e.g. talent, market expansion, new product/product).
3. Proposed project location(s) they are exploring.
4. Synopsis of information requirements they would like us to prepare for the meeting



GlobalStep, LLC

DETAILS


<http://www.globalstep.com>


 9999 Stearns Lane, Suite 1000


 Dallas, Texas, United States


 2,000 worldwide employees


 \$75 Million (USD)


 Mr. Gagan Ahlawalia


 CEO


 xxx@globalstep.com


 214-222-8080


 214-222-8080

MEETING SPECIFICS

QA Testing	50-150	January 26, 2015 10:00 am
Project Type	Job Creation	Date and Time
12-24 months	Montreal	In-person - Company's HQ
Timeline	Project Location	Meeting Location

INTELLIGENCE

GlobalStep, LLC provides quality assessment (QA) services for the gaming industry. The company offers full service QA across console, media, MMO, and social gaming content categories. GlobalStep's core services include: Console/PC compliance, functionality, compatibility, and customized QA; MMO full QA, regression checklists, customer bug filtering & disposition, load performance, micro-payment QA; Social Interaction QA; iOS Full Product QA, live-QA (iOS and device updates), and cloud interface QA.

Founded in 2009, GlobalStep provides QA services to most top 20 publishers in both Europe and the U.S. GlobalStep is an authorized QA testing partner for Sony, Microsoft, and Nintendo, as well as for Apple and Android, with operating facilities in Pune, India, and additional locations in Dallas, TX and London, UK.

Mr. Gagan Ahlawalia, CEO, would like to discuss the possibility of setting up an on-shore multilingual QA testing facility in the province of Quebec. As part of the firm's 2015 growth strategy, the company is seeking to grow its international presence by either acquiring a Quebec-based QA testing provider, or setting up a greenfield facility. In the case of the proposed greenfield facility, the firm would eventually employ 100 - 200 individuals, and would require approximately 20,000 - 40,000 square feet of space. Mr. Ahlawalia stated that the company has major clients in France, thus a facility employing French-speaking QA testers is an essential requirement.

Update:

Our client Investissement Quebec announced the successful project landing in Montreal in October 2017 - [Press Release Here](#)

In Feb, 2019 the company announced further expansion in Montreal doubling its headcount! - [Press Release Here](#)


 Prepared by: Rajat Hiden


 Project: Chicago Roadshow

Research Consultants International FDI, Inc.
 1080 Sherbrooke St. W., Suite 508 | Montreal | QC H3H 1C3

Phase 6 - Reporting

Internal communication throughout the program will be spearheaded by your assigned Program Manager. Clients will have 24/7 communication guaranteed via their Project Manager, with weekly program updates that will include meeting profiles, lead pipeline and calendar & logistics updates.

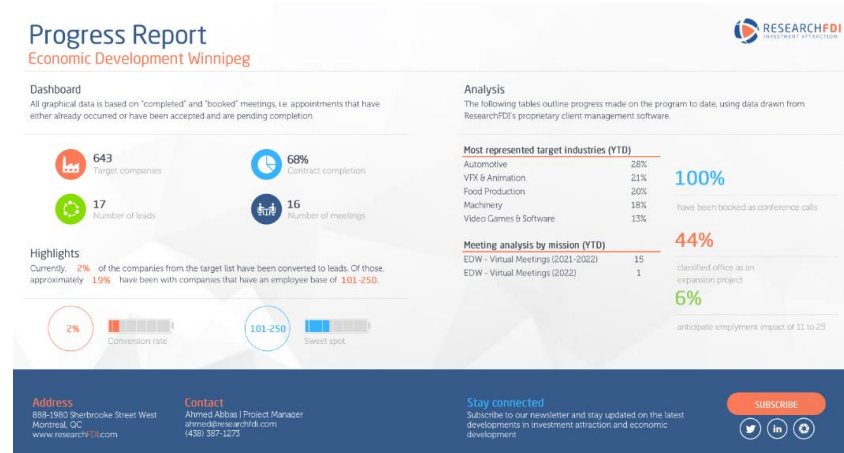
ResearchFDI guarantees full transparency throughout the lead generation process and provides detailed reporting to illustrate the progress of a campaign as well as provide data that your organization can record for your own internal strategic recruitment decisions. All campaigns include the following:

Weekly Updates: Your Project Manager will provide you with a weekly email update outlining project milestones and sharing any lead potential, confirmed meetings and meeting profiles.

Project Dock: Real-time access to our secure client CRM, to view your account's progress, displaying how many leads have been booked to-date, dates and times for upcoming conference calls; plus, all relevant lead data,

Monthly Reports: Upon request and dependent on size and scope of the project. Our team can develop an in-depth monthly report outlining all project activity, lead pipeline and data outlining which sectors and markets are seeing the most traction within the lead generation campaign.

Final Report: Each program will culminate with a Final Report, detailing your program's data, analyzing the most prominent sectors, regions and industries that yielded results during your campaign.





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