

KAED:
**Best Practices For
Completing RFIs**



Next Move Group
We Are Jobs



Who is Next Move Group?



Next Move Group
We Are Jobs



WHO IS NEXT MOVE GROUP?



Next Move Group
We Are Jobs

SITE
SELECTION

EXECUTIVE
SEARCHES ▾

ECONOMIC
DEVELOPMENT
PRODUCTS

PODCAST
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THE
MOVEMENT

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CALL US TODAY
(800) 764-3105

JOIN OUR MOVEMENT TO GROW THE AMERICAN ECONOMY

Which Focuses on Creating Economic
Growth for **Small to Mid-Sized**
Companies, Communities, and Nonprofit
Organizations

LEARN MORE



We are Driven to Create Economic Growth for Small to Mid-Sized Companies, Communities, and Nonprofit Organizations Because We Believe They are Vital to the American Economy

So, We Choose to Be a Leader in Helping Small to Mid-Sized Companies Do 2 Things: 1) Find White Collar Talent & 2) Secure the Same Tax Incentives Large Companies Leverage to Create Jobs

And, We Recognize the Importance Small to Mid-Sized Communities and Small to Mid-Sized Nonprofits, Including Those in Large Metro Areas, Play in Creating Economic Growth



WHO IS NEXT MOVE GROUP?

The screenshot shows the Next Move Group website. The header is dark blue with a white chess knight logo and the text 'Next Move Group We Are Jobs'. Navigation links include SITE SELECTION, EXECUTIVE SEARCHES, ECONOMIC DEVELOPMENT PRODUCTS, PODCAST CHANNEL, NEWS, MEMBERS ONLY, THE MOVEMENT, and ABOUT/CONTACT US. A red banner on the right says 'CALL US TODAY (800) 764-3105'. The main content area has a dark blue background with a large map of the United States filled with the American flag. Text on the left reads 'JOIN OUR MOVEMENT TO GROW THE AMERICAN ECONOMY' and 'Which Focuses on Creating Economic Growth for **Small to Mid-Sized** Companies, Communities, and Nonprofit Organizations'. A 'LEARN MORE' button with a right arrow is below. At the bottom, three red boxes contain text: 'We are Driven to Create Economic Growth for Small to Mid-Sized Companies, Communities, and Nonprofit Organizations Because We Believe They are Vital to the American Economy', 'So, We Choose to Be a Leader in Helping Small to Mid-Sized Companies Do 2 Things: 1) Find White Collar Talent & 2) Secure the Same Tax Incentives Large Companies Leverage to Create Jobs', and 'And, We Recognize the Importance Small to Mid-Sized Communities and Small to Mid-Sized Nonprofits, Including Those in Large Metro Areas, Play in Creating Economic Growth'.

Our 4 Primary Services:

1. Executive Searches for Small to Mid-Sized Communities, Economic Development Organizations, Nonprofits, or Businesses
2. Economic Development Marketing Products
3. Site Selection for Small to Mid-Sized Companies
4. Economic Development Educational Content



Sampling of Our Executive Search Clients





Sampling of Our Site Selection Clients



Sterling
PACKAGING



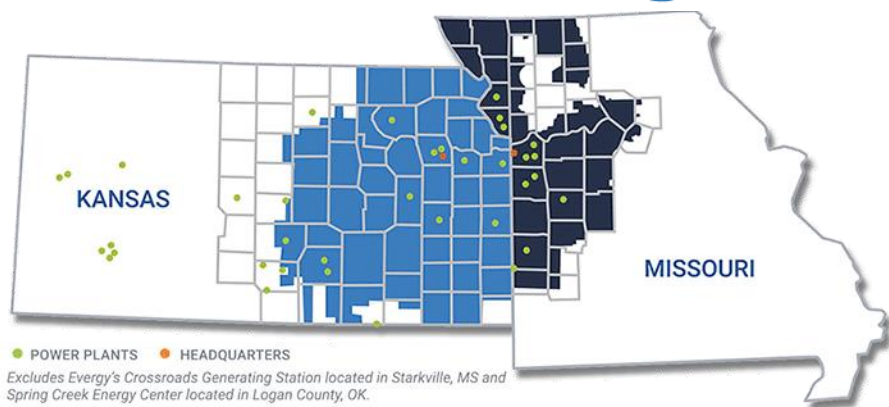
REDGUARD®



Polymer Logistics



Sampling of Our Economic Development Marketing Strategy Clients



**ECONOMIC
DEVELOPMENT**
in Marshall County





Sampling of Our Economic Development Educational Content Clients



Greater Wichita
Partnership

Butte County Idaho
Economic Development



Salina Community
Economic Development
Organization




Nationwide Brand


Our Podcast Channel

www.nextmovepodcast.com, Chad Chancellor hosts shows each Thursday


Some of our recent podcast guests:




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Episode 46 with Barry Broome
[Greater Sacramento Economic Council](#)



Episode 45 with Shannon Landauer
[Carroll Area Development Corporation of Iowa](#)

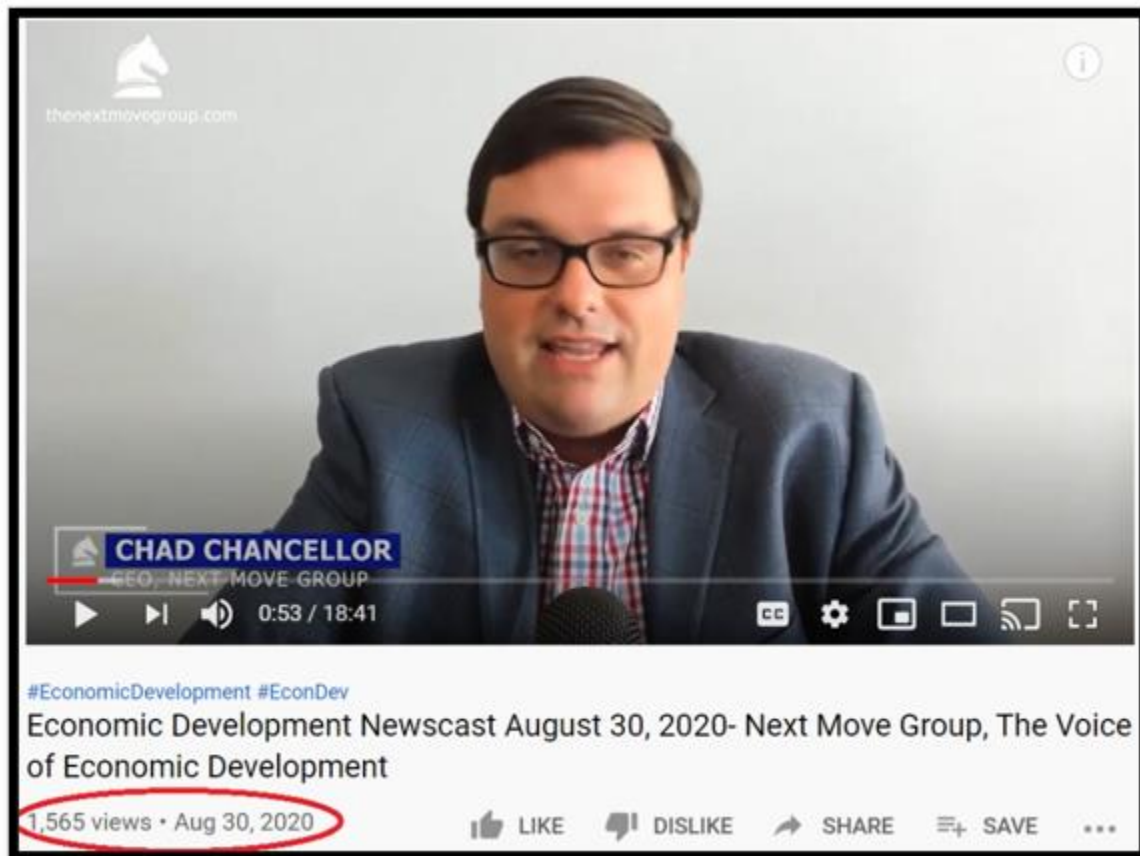


Episode 44 with Kay Brockwell
[Future Focus Development Solutions, LLC](#)



Nationwide Brand

Our YouTube Channel





Nationwide Brand



Goldman
Sachs

**IN 2017, WE WERE HONORED BY
GOLDMAN SACHS FOR OUR MISSION
OF CREATING ECONOMIC GROWTH
FOR SMALL TO MID-SIZED
CORPORATIONS AND COMMUNITIES.**





Our Team



Next Move Group
We Are Jobs



Our Team



CHAD CHANCELLOR
Co-Founder, CEO



ALEX METZGER
Co-Founder, President



BRANDON NETTLES
Chief Operating Officer



JOHN SISSON
Managing Director of Site
Selection



GABBY MOULIS
Chief Marketing Officer



BRITTANY MCCOY
Vice President

- 2 Staff Members Have **Master's Degrees in Economic Development**
- 1 Staff Member Graduated with a **4.0 in Economics**
- 1 Staff Member Completed the Prestigious **Goldman Sachs 10,000 Small Businesses Accelerator Program**
- 1 Staff Member is a member of the **Site Selectors Guild**
- 1 Staff Member Joined Us Having Come from **TV Media**



Chad Chancellor

Co-Founder

CHAD CHANCELLOR
CEO, NEXT MOVE GROUP

#EconomicDevelopment #EconDev
Economic Development Newscast August 30, 2020- Next Move Group, The Voice of Economic Development

1,565 views • Aug 30, 2020

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Founder/CEO, SizeUp
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Matt Tackett
President/CEO, Kentucky
Association for Economic
Development
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Chief Development Officer,
NAI Earle Furman
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Raul Peralta
Senior VP - Business
Development ECS Southeast,
LLP
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J. P. Dubuque
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Episode 24 –

Episode 23 with
Larry Holt
Greater Portland Inc
(Oregon/Washington)
More info...

Episode 23 –

Episode 22 with
Josh Tubbs
Kentucky Lake Economic
Development
More info...

Episode 22 –



Co-Founder, President- Alex Metzger

- Metzger comes from a family tree of successful entrepreneurs with his family having owned multiple meat processing facilities going back to the 1920s.
- Metzger's manages the day-to-day project management for our clients.



Alex Metzger

Co-Founder, President





Our Executive Managing Director of Site Selection- John Sisson



SITE
SELECTORS
GUILD

*Sisson is a founding
members of the Site
Selectors Guild.*



*Companies Sisson has completed
projects with in his career.*



Our COO- Brandon Nettles



- Nettles graduated with a **4.0 bachelor's degree in economics and a 4.0 masters degree in economic development.**



Gabby Moulis

Chief Marketing Officer



- Moulis worked in TV media for the ABC news station in New Orleans prior to joining Next Move Group.
- Moulis has a Bachelor of Mass Communication in public relations and minor in business administration from LSU in Baton Rouge.



Vice President- Brittany McCoy

- McCoy has a Master's degree in economic development and a Bachelor's degree in tourism.
- Prior to joining Next Move Group, McCoy worked for the City of Jackson, Mississippi's economic development department and the Mississippi Development Authority.





Best Practices in RFI Completion



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Completing RFIs:

What is an RFI's Purpose?

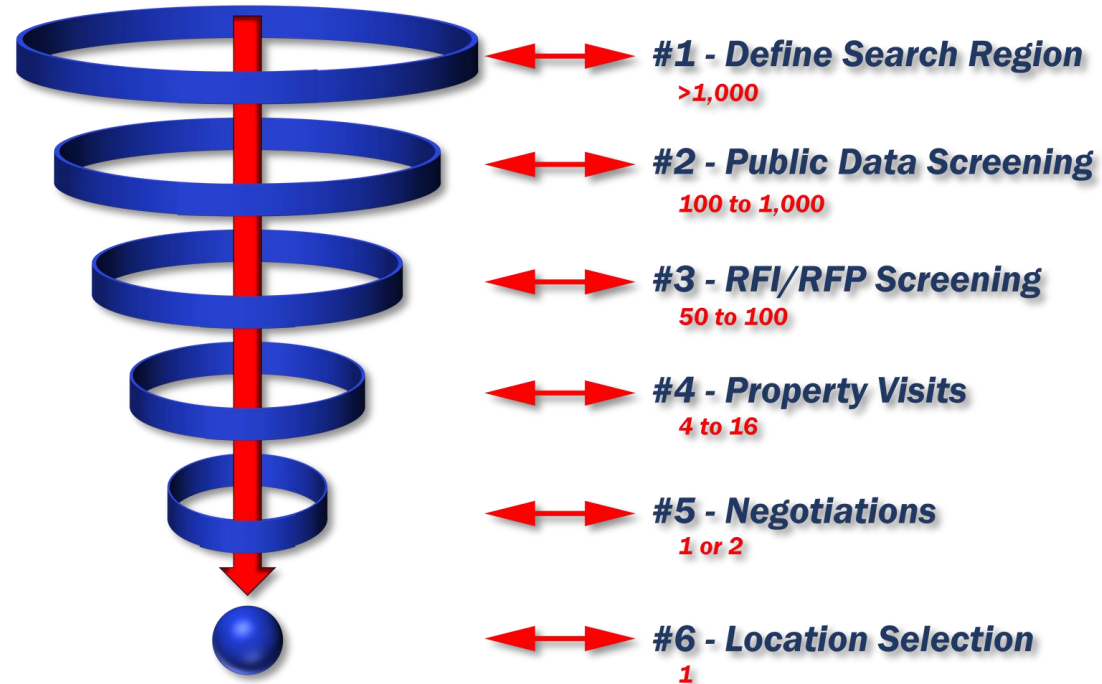




What is an RFI's Purpose?

Sample Steps in Site Selection

Sample of # locations reviewed





Completing RFIs:

**RFIs Are Used To
Eliminate Communities
As Quickly As Possible**

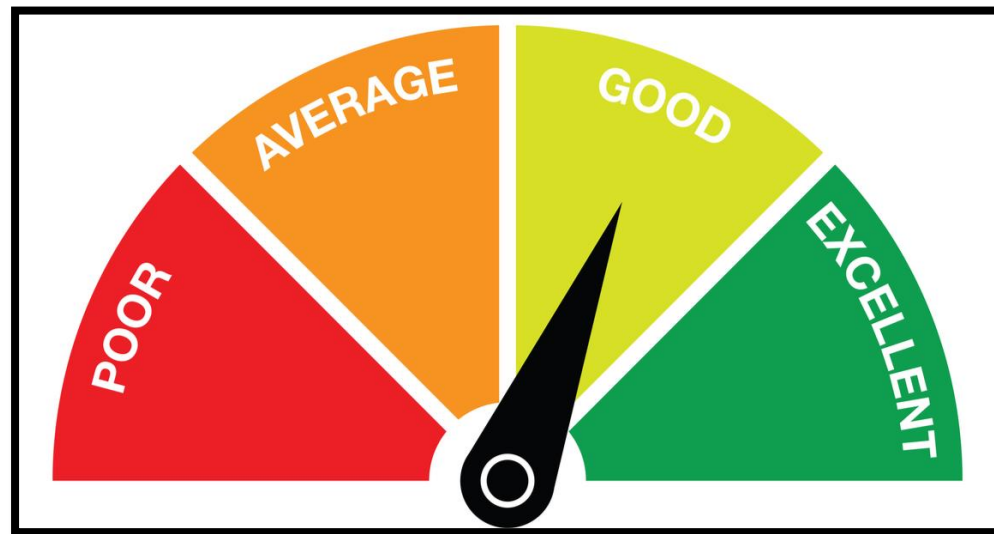
**So, You Must
Understand How They
Are Scored & Judged**





RFIs Are Used To Eliminate Communities As Quickly As Possible

Understanding How RFIs Are Scored Will Help You Submit a Good One





RFIs Are Used To Eliminate Communities As Quickly As Possible

Musts & Wants Meeting

- Establish Macro Search Area
- Develop Project Evaluation Criteria
- Develop Project Timeline
- **Establish “MUSTS”**
- **Establish “WANTS”**





RFIs Are Used To Eliminate Communities As Quickly As Possible

KNOWN MUSTS:

1. **Geography.** Our new facility MUST be located in one of these states:

Answer:

2. **Site.** How many acres must you have on the site for parking, storage, truck turnaround, etc.?

Answer:

3. **Community Characteristics.** What are your “MUSTS” in a community? Population? Proximity to metro areas? Proximity to certain support businesses? Proximity or lack of proximity to a competitor? Provide bullet points of all the “MUSTS” you must have in a community:

Answer:

4. **Labor.** Describe in paragraph form the type of laborer you need and the challenges you face in finding them in your current location”

Answer:

5. **Just-In-Time Suppliers.** Do you have any “Just-In-Time” Suppliers which you must be located in close proximity to? If so, detail those suppliers so we can screen locations based on such proximity:

Answer:

6. **Transportation.** What are your “MUSTS” for transportation? Note, many clients say they MUST be within 5 miles of an interstate, but we often find this is actually a “WANT” rather than a “MUST,” so with that in mind what, if any, MUSTS do you have in terms of transportation infrastructure:

Answer:

7. **Financing.** Is there any one particular incentive or financing related activity you MUST receive from a community to make this project a success? (Example, we MUST find a community to finance equipment and lease it to us to keep it off our balance sheet).

Answer:



RFIs Are Used To Eliminate Communities As Quickly As Possible

Sample “Musts”

Project Marengo Musts

1. Minimum size parcel of 80 acres
2. Zoning allowing construction of a 200-foot tower
3. Access to barge dock within ten miles, preferred within two miles
4. Rail served site, preferably dual railroads serving the site, or at minimum a shortline rail with access to multiple Class I rails
5. Dual source Electricity of 34 mw installed capacity, monthly electric usage of 5,500 MW hours.
6. Natural gas capacity 22,250 MM BTU's a month,
7. Potable water capacity of 6mm gallons a month
8. Site must be zoned heave industrial or can quickly be rezoned
9. Compatible surrounding land use for industrial project
10. Enough of the site out of 100-year flood zone to build a 300,000 square foot heavy industrial building





“Wants” Modeling

| <i>Subject</i> | | <i>Want</i> | <i>Weighting</i> 1 (less) – 10 (most) |
|---------------------------------|--|--|--|
| <i>Floor</i> | | Thickness? We have very heavy machinery so the thicker the better – currently 8” | 8 |
| | | Floor Drains? | 5 |
| | | Load Bearing Capacity (PSI) | ? |
| <i>Rail Siding</i> | | Length? | n/a |
| | | Covered? | n/a |
| <i>Roof</i> | | Height? 30’ | 9 |
| <i>Bay Spacing</i> | | | 7 |
| <i>Office sq. ft.</i> | | Currently have 10,000 - require 5,000 | 8 |
| <i>Manufacturing sq. ft.</i> | | Currently 45,000 – this is required | 8 |
| <i>Warehouse sq. ft.</i> | | 10,000 min | 8 |
| <i>Future ability to expand</i> | | YES | 7 |
| <i>Crane Infrastructure</i> | | Number, type, capacity? Currently have 4 overhead with 10ton capacity | 8 |
| <i>Dock Doors</i> | | Currently have 4 – this is a minimum requirement | 8 |



RFIs Are Used To Eliminate Communities As Quickly As Possible

Sample “Wants”

| | | | | | | | | | | | | | | | |
|---|--|----------|--|--|---------------|-------------------|-----------|--------------|---------------|------------------|----------|------------|--|--|--|
| Project: | | Number 2 | | | Site: | | | | Total Score: | | 103.0 | Site Name: | | | |
| Scoring Criteria | | | | | Sub Wt Factor | Overall Wt Factor | Sub Score | Sub Wt Score | Average Score | Overall Wt Score | Comments | | | | |
| 1.) Business Costs (Recurring) | | | | | | 10 | | | 5.6 | 56.5 | | | | | |
| a. Lease Rates | | | | | 10 | | 5 | 50 | | | | | | | |
| b. Workers Comp Insurance Rate | | | | | 10 | | 6 | 60 | | | | | | | |
| c. Labor Cost Projections Per Hour | | | | | 10 | | 8 | 80 | | | | | | | |
| d. Unemployment Insurance Rates | | | | | 10 | | 5 | 50 | | | | | | | |
| e. Property Tax Rates | | | | | 10 | | 4 | 40 | | | | | | | |
| f. State Corporate Income Tax Rate | | | | | 7 | | 6 | 42 | | | | | | | |
| 2.) Building | | | | | | 9 | | | 5.2 | 46.5 | | | | | |
| a. Cubicles in place | | | | | 10 | | 1 | 10 | | | | | | | |
| b. Redundant Fiber | | | | | 10 | | 4 | 40 | | | | | | | |
| c. Offset startup costs; install fees, permit fees, lease | | | | | 10 | | 9 | 90 | | | | | | | |
| d. Redundant Power | | | | | 8 | | 6 | 48 | | | | | | | |
| e. Lease Rate | | | | | 10 | | 6 | 60 | | | | | | | |
| 3.) Workforce | | | | | | 9 | | | 4.1 | 36.8 | | | | | |
| a. underemployed labor in region | | | | | 10 | | 8 | 72 | | | | | | | |
| b. spanish speaking labor | | | | | 10 | | 8 | 72 | | | | | | | |
| c. colleges within 30 miles | | | | | 9 | | 4 | 36 | | | | | | | |
| d. competition for labor | | | | | 6 | | 5 | 45 | | | | | | | |

...

AZ-01

AZ-02

AZ-03

AZ-04

CO-01

KS-01

KS-02

KS-03

KS-04

UT-01

UT-02

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RFIs Are Used To Eliminate Communities As Quickly As Possible

Sample “Wants” Scoring- Analytics of How Locations Are Scored



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Project: Number 2

Company:

Sites

AZ-01

AZ-02

AZ-03

AZ-04

CO-01

KS-01

KS-02

KS-03

KS-04

UT-01

UT-02

UT-03

Cumualtive Score

196.2

177.6

153.4

164.8

174.3

191.6

191.3

167.6

177.9

193.0

173.6

178.8

Business Costs

56.5

49.7

48.8

41.2

40.8

56.5

54.8

51.8

45.5

48.3

47.6

46.1

Building

46.5

51.3

27.2

52.2

57.9

46.5

50.8

34.2

38.1

50.8

45.2

50.2

Workforce

36.8

38.9

32.1

27.7

29.1

36.8

34.4

27.1

42.9

49.0

36.1

35.0

Incentives

18.3

4.5

12.4

12.4

14.8

10.9

10.8

13.9

10.8

7.7

8.9

11.4

Geography

25.2

21.9

21.1

21.3

20.9

28.9

28.7

28.8

28.8

27.6

26.0

26.3

Transportation

12.9

11.3

11.8

10.0

10.8

12.0

11.8

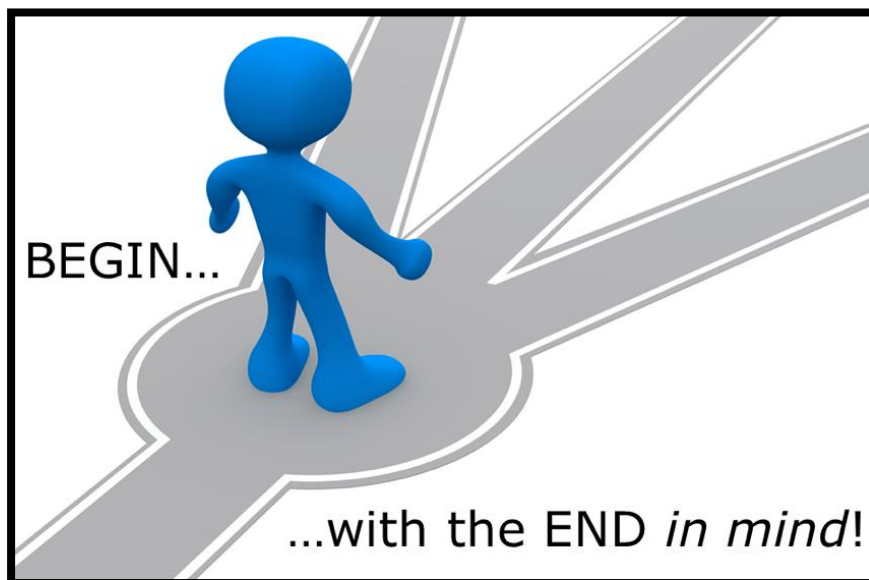
11.8

11.8

9.6

9.8

9.8





Reading The RFI For Comprehension and Critically Thinking About the RFI

Step 1 Should Be Readyng the RFI To Understand What Are This Project's "Musts" And What Are This Projects "Want's"





Reading The RFI For Comprehension and Critically Thinking About the RFI

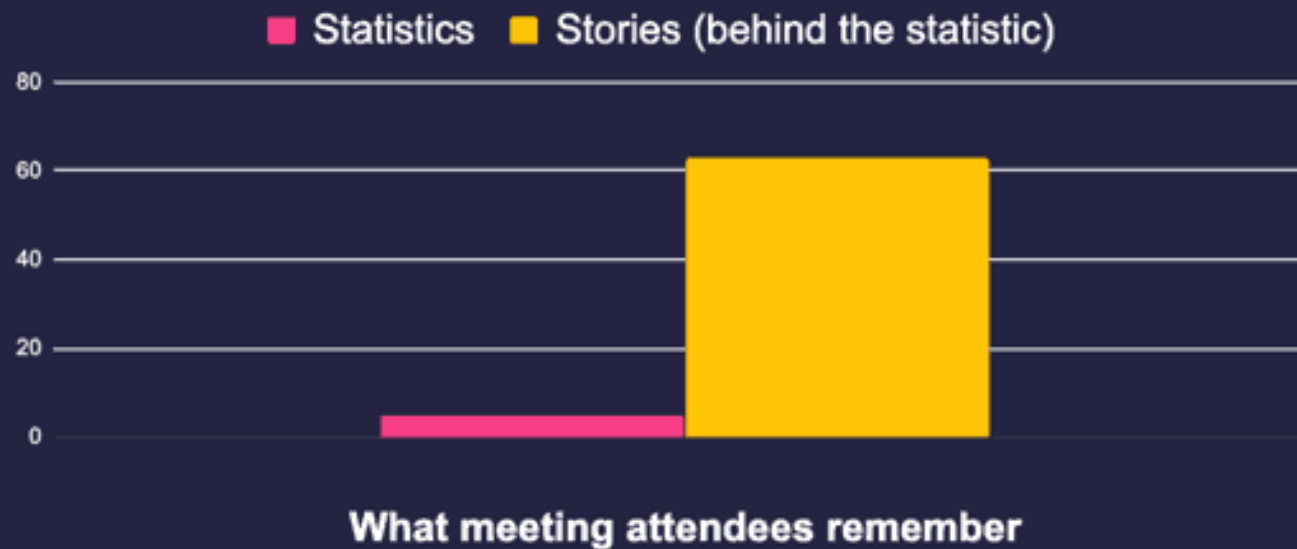
Step 2 Should Be Building a Plan To Address All The Project's "Musts" And Score As High As You Can On The Project's "Wants"





Reading The RFI For Comprehension and Critically Thinking About the RFI

THE BEST Sales Pitch IS NOT JUST A PITCH





Completing RFIs:

**What To Have On-Hand
Before An RFI Arrives**





1. Inventory of Existing Industries

Keep a List Updated of Your Top 10-20 Employers Regardless of Sector With This Information:

- Public Sector/Private Sector
- Product/Service
- Type Operation (Headquarters, Manufacturing, Retail, etc.)
- SIC Code
- Number Employed
- Note those which have expanded or located in the area in the last 3 years

Keep a Separate List of Updated of Your Top 10 Private Sector Employers With This Information:

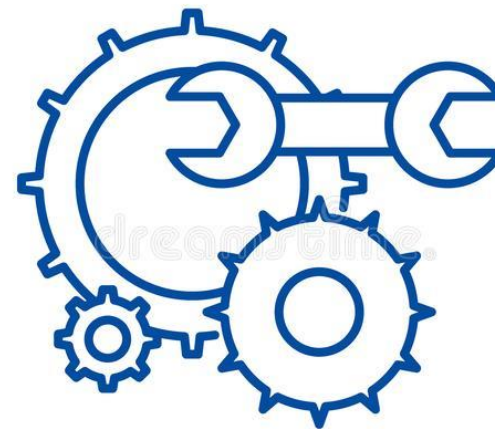
- Product/Service
- Type Operation (Headquarters, Manufacturing, Retail, etc.)
- SIC Code
- Number Employed
- Note those which have expanded or located in the area in the last 2 years



1. Inventory of Existing Industries

Keep a List Updated of the Following Type Companies Which Can Support New or Expanding Industries:

- Tool & Die Shops
- Machine Shops
- Welding Shops
- Trucking Companies
- Temp Employment Agencies
- Plating, Anodizing Companies
- Hazardous Waste Collection Companies
- Industrial Machinery Repair Companies
- 3rd Party Logistics Firms





2. Available Buildings

What Do You Need To Place & Keep Updated On Your Website & Marketing Materials?

- Square Footage
 - Total and by type of space
 - Warehouse
 - Office
 - Etc.
- Acres of Surrounding Lot
- Electrical Infrastructure
- Ceiling Height
- Type of Roof, Condition?
- Floor Thickness
- Column Spacing
- Water, Sewer, Gas, Internet Infrastructure
- Maps Showing Transportation Infrastructure
- Type of Lighting
- Construction Type
- Fire sprinkler system
- # of Dock Doors, # of Drive In Doors
- Is there a crane, if so how many tons?
- Other infrastructure or machinery within the building such as chillers, compressors, etc.
- Pictures of external and internal including mechanical room
- CAD drawings of floor plan
- Parking places
- Aerial map showing lot boundaries and proximity to other industries
- Special incentives zone?
- SALES MAPS, PHOTOS, & VIDEOS



3. Available Sites

What Do You Need To Place & Keep Updated On Your Website & Marketing Materials?

- Acres
- Developable Acres
- Utility Infrastructure Capacity
- Maps Showing Utility Infrastructure
- Maps Showing Transportation Infrastructure
- Topo Map
- Flood Plain Map
- Wetlands Delineation Map
- Phase I Environmental
- Endangered Species
- Soil Boring Capacity
- Aerial map showing lot boundaries and proximity to other industries
- Zoning
- Fire Insurance Class Rating
- Special incentives zone?
- SALES MAPS, PHOTOS, & VIDEOS



4. Available Water Infrastructure

What You Need To Inventory Regarding Water Infrastructure:

- How many gallons of water does your community have in a tank in the air to serve your industrial areas?
- Does your community use surface water (lakes, streams, reservoirs, etc.) or well water (surface water is preferred if possible)? Chemical breakdown of the water, if well water, know the iron composition as it could be problematic for some manufacturers.
- What is the capacity (mgd- million gallons per day) of the water system?
- What is the average daily demand (mgd- million gallons per day) of the water system?
- What is the peak demand (mgd- million gallons per day) of the water system?
- How many million gallons per day of excess capacity does your water system have?
- What size lines feed various parts of your community?
- Cost per 1,000 gallons?



4. Available Water Infrastructure

What You Need To Inventory Regarding Water Infrastructure:

- What is “big” industrial sized water capacity?
 - 12” water line
 - 500,000 gallons of water in a water tank in the air to serve a site





5. Available Wastewater Infrastructure

What You Need To Inventory Regarding Sewer Wastewater Infrastructure:

- What type sewer system does your community use (gravity, force main, vacuum, effluent, etc.)?
- Is there a separate stormwater sewer system, or is it combined with the sanitary sewer system?
- What is the capacity (mgd- million gallons per day) of the sewer system?
- What is the average daily demand (mgd- million gallons per day) of the sewer system?
- What is the peak demand (mgd- million gallons per day) of the sewer system?
- How many million gallons per day of excess capacity does your sewer system have?
- What size lines feed various parts of your community?
- Cost per 1,000 gallons?



5. Available Wastewater Infrastructure

What You Need To Inventory Regarding Sewer Wastewater Infrastructure:

- What is “big” industrial sized sewer capacity?
 - 10” sewer line
 - Aerated sewer system is best for industrial parks

Can be very expensive and a showstopper. Should be first consideration when siting an industrial park because it is very expensive to run or add capacity. Add capacity to your system every chance you get in order to stay competitive for future projects. If you do not have wastewater at a site, you can put down a sewerage package plant, but this puts cost and upkeep on companies locating on the site which they do not like. Most companies want to outsource sewage to municipal system

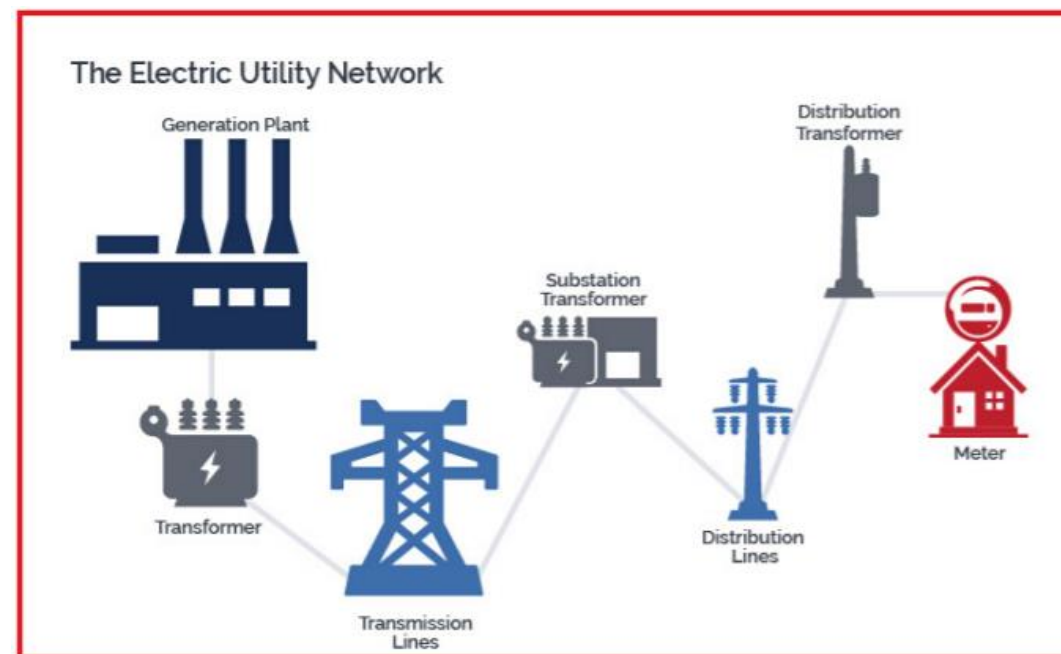


6. Available Electrical Infrastructure

What You Need To Inventory Regarding Electrical Infrastructure:

- How much excess capacity do you have at your industrial parks or buildings?
- What is the reliability of the power at your industrial parks or buildings?
- Can you provide dual service from 2 different substations at your industrial park or buildings?
- What size lines feed various parts of your community?

- Does state have deregulated electric power?
- Average cost per kWh (cents) for industrial power?





6. Available Electrical Infrastructure

What You Need To Inventory Regarding Electric Infrastructure:

- What is “big” industrial sized electricity?
 - 10 MW (megawatts) is enough to attract most industries (most mid-sized industries use around 1 megawatt), ability to be served by 2 different substations is also desirable
 - Heavy industries like steel mills can use 100+ megawatts

Have a plan of what it would cost to increase capacity to 30 megawatts or 50 megawatts if needed



7. Available Gas Infrastructure

What You Need To Inventory Regarding Gas Infrastructure:

- How far are your industrial parks or buildings from the primary gas transmission line (gas transmission lines are typically 20-30 inches in diameter)?
- What is the gas line size which serves your industrial parks or buildings?
- What is the pressure (PSI) of the gas line serving your industrial parks or buildings?
- Average cost per mcf for industrial users?



7. Available Gas Infrastructure

What You Need To Inventory Regarding Gas Infrastructure:

- What is “big” industrial sized gas?
 - 4 inch – 6 inch, high pressure gas line located near a primary gas transmission line of 20 – 30 inches





8. Available High Speed Internet Infrastructure

What You Need To Inventory Regarding High Speed Internet Infrastructure:

- What type high speed internet infrastructure do you have to your industrial buildings or sites (DSL, Fiber Optic, Cable, Satellite, Wireless)?
- Download speed in megabits per second (Mbps)
- Upload speed in megabits per second (Mbps)





8. Available High Speed Internet Infrastructure

What You Need To Inventory Regarding High Speed Internet Infrastructure:

- What is “big” high speed internet infrastructure? 1 gig plus

| Internet speed (download) | Number of connected users/devices | What you can do |
|---------------------------|-----------------------------------|---|
| 5 Mbps | 1 or 2 | Online browsing, research, email |
| 25 Mbps | 3 to 5 | Large-file downloading, basic Wi-Fi, business communication |
| 75 Mbps | 5 to 10 | Video streaming, frequent file sharing, numerous POS transactions |
| 150 Mbps | 10 to 15 | Frequent cloud computing, video conferencing, data backups |
| 250 Mbps | 15 to 20 | Server hosting, seamless streaming and conferencing |
| 500 Mbps | 20 to 30 | Multiple-server hosting, constant cloud-based computing, heavy online backups |
| 1 Gbps (1,000 Mbps) | 30+ | Extreme-speed operating for enterprise-ready offices with near-zero interruptions |



9. Workforce Pipeline

Items Do You Need To Keep Updated:

- Unemployment Rate
- Underemployment Rate
- Labor Force Participation Rate
- # Of High School Graduates
- # of Community College Graduates
- # of 4 Year Graduates
- # of Workforce Age People Within These Commute Times:
 - Less than 30 Minutes
 - 31 Minutes – 1 Hour
- If You Are Near a Military Base:
 - Civilian Employment on the Base
 - Military Personnel on the Base
 - Annual # of Military Personnel Discharge
 - # of Military Dependents





10. EMERGING TREND: How Will You Recruit, Screen, or Train



Sampling of Entities Which Might Participate in Some Part of Workforce Training:

- Community College
- Technical College
- University
- State Economic Development Office
- State Department of Labor
- State Department of Education
- High Schools/Vo-Techs
- Federal Money Which Flows Through Workforce Investment Boards
- Unions
- Unemployment Office
- Office of Veterans
- Department of Corrections
- Private Sector Consortia
- Private Foundations
- Local Chamber of Commerce/Economic Development Office
- Private Staffing Companies
- ACT Work Ready
- Plus, more....



11. Transportation Infrastructure Assets

Road:

- Highlight interstate infrastructure
- Highlight 4-laned infrastructure
- If neither, highlight distance in miles to nearest 4-lane

Rail:

- Highlight rail carriers which serve your area
 - Are they shortline or mainline?
 - Is the line serving your community a main line or branch line?
 - Distance to nearest switching yard
 - Does rail spur serve your building or site

General Aviation Airport:

- Runway Length(s)
- Full instrument landing capabilities?
- Hours of Operation
- # of Runways

Commercial Airport:

- Distance to nearest
- # of Cities to where you can fly nonstop
- # of Daily Flights
- # of Runways
- # of Carriers Serving Airport
- Runway(s) Length



11. Transportation Infrastructure Assets

Port:

- Distance to nearest
- Type (Deep water or shallow water)
- Channel Depth
- Turning Basin
- Railways which serve port?
- Cranes
- Facilities?
 - Barging
 - General Cargo
 - Containerized
 - Storage
 - Cold-Storage
 - Warehousing





12. Business Taxes

Taxes a Typical Manufacturer Pays, You Need to Know Any Local Taxes You Have On The Following Plus Your State Tax Rates. Plus, you need to know how you stack up against your competition:

- Real Property Taxes
- Machinery Property Taxes
- School Taxes
- Inventory Tax
- Tax on Utilities
- Transportation Fuel Tax
- State Corporate Income Tax
- Local Corporate Income Tax
- Insurance Tax
- Workers Comp
- Unemployment Insurance
- Business License Fee
- Payroll Taxes



13. Available Incentives

Break your state/incentives down into the following:

- Cash or Forgivable Loans
- Payroll Tax Rebates
- Property Tax Abatements
- Free or Reduced Real Estate
- Corporate Income Tax Credits
- Workforce Training Cash
- Utility Rate Discounts
- In-Kind Workforce Training Programs: Recruiting, Screening, or Training Programs
- Financing Programs (TIFs, Revolving Loan Funds, Low Interest Loans, etc.)

And add any federal incentives zone areas you have:

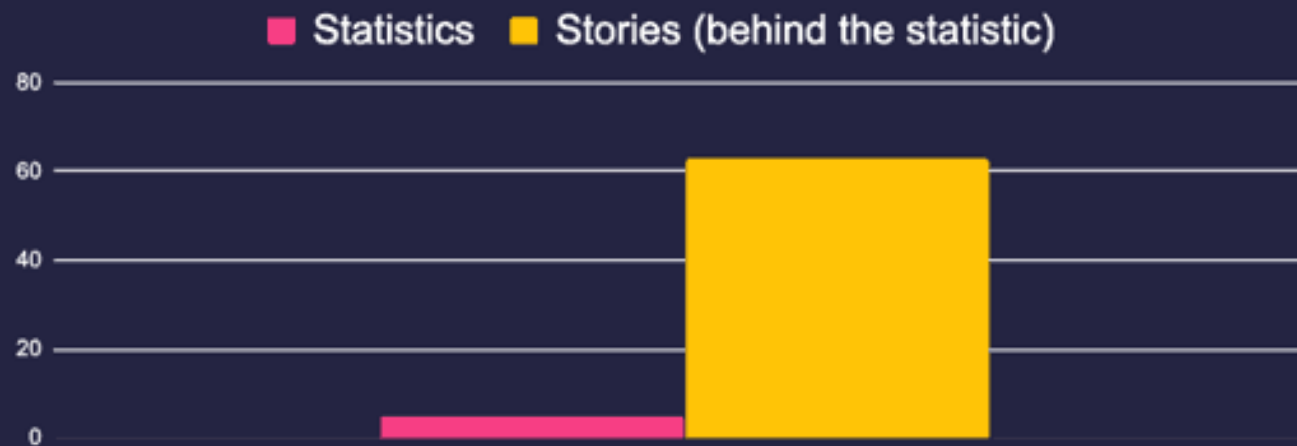
- New Market Tax Credits
- Opportunity Zones



Reading The RFI For Comprehension and Critically Thinking About the RFI

THE BEST Sales Pitch

IS NOT JUST A PITCH



What meeting attendees remember



Completing RFIs:

**Area Development's
Ranking of Site
Selection Factors**





Area Development's Ranking Of Site Selection Factors

| COMBINED RATINGS* | | |
|---|------|------------|
| CORPORATE SURVEY | | |
| Site Selection Factors | 2020 | 2019 |
| Ranking | | |
| 1. Availability of skilled labor | 91.4 | 92.3 (2)** |
| 2. Highway accessibility | 88.7 | 92.4 (1) |
| 3. Energy availability and costs | 85.3 | 79.5 (7) |
| 4. Quality-of-life | 84.8 | 82.2 (4) |
| 5. Labor costs | 84.2 | 87.1 (3) |
| 6. Occupancy or construction costs | 80.6 | 80.3 (5) |
| 7. Corporate tax rate | 80.0 | 79.7 (6) |
| 8. Tax exemptions | 78.6 | 75.0 (8) |
| 9. State and local incentives | 77.2 | 70.2 (14) |
| 10. Inbound/outbound shipping costs | 76.8 | 69.8 (15) |
| 11. Right-to-work state | 71.8 | 72.0 (11) |
| 12. Proximity to major markets | 71.7 | 72.6 (10) |
| 13. Environmental regulations | 71.6 | 73.0 (9) |
| 14. Available buildings | 70.6 | 71.3 (12) |
| 15. Low union profile | 70.0 | 62.7 (18) |
| 16. Available land | 65.2 | 64.4 (17) |
| 17. Proximity to suppliers | 64.2 | 68.1 (16) |
| 18. Training programs/technical schools | 63.3 | 60.3 (19) |
| 19. Expedited or "fast-track" permitting | 61.8 | 70.7 (13) |
| 20. Availability of long-term financing | 59.4 | 59.5 (20) |
| 21. Raw materials availability | 59.1 | 56.1 (22) |
| 22. Availability of unskilled labor | 53.0 | 59.0 (21) |
| 23. Water availability | 50.1 | 45.2 (24) |
| 24. Accessibility to major airport | 47.8 | 50.6 (23) |
| 25. Availability of advanced ICT services | 36.9 | 26.7 (26) |
| 26. Proximity to innovation commercialization/R&D centers | 29.9 | 35.7 (25) |
| 27T. Railroad service | 24.6 | 25.3 (27) |
| 27T. Waterway or oceanport accessibility | 24.6 | 20.3 (28) |



Completing RFIs:

**Put Yourself in the Site
Selectors Shoes**





Put Yourself In The Site Selectors Shoes, They Could Be Scoring Hundreds of Responses Per Project

- Lack of detail is the biggest problem in RFI responses.

Mike Mullis, President & CEO, J.M. Mullis

- Incomplete responses are the easiest way for a community to be eliminated.

Janet Ady, President & CEO, Ady Voltedge



How Many Pages?

- **Shortest I Ever Saw Was 1-Page**
- **Longest I Ever Saw Was 350 Questions**



Put Yourself In The Site Selectors Shoes, They Could Be Scoring Hundreds of Responses Per Project

Organizing & Formatting

Why Important?

- Prospect is looking for any reason to eliminate you
 - They are crunched for time
 - Evaluation Criteria

| 1 st Level Criterion (50%) | 2 nd Level Criterion (10%) |
|---------------------------------------|--|
| Completeness | *Clarity* *Organization* Strategic Positioning Value-Added Information *Creativity* |



Organizing & Formatting

Organizing Do's & Don'ts

| Do's | Don'ts |
|---|---|
| Send your response in Word or PDF | Don't provide more than requested |
| Include a cover letter | Don't send submission in the body of an email or in "Community Checklist" |
| Address all information needs | Don't send submission in multiple pieces or multiple emails |
| Retype scanned information (articles, utility info) | Don't scan into a PDF |
| Develop your own 'branding' | Don't use brochures |



Completing RFIs:

How To Tell Stories In Your Response





How To Tell Stories In Your Response

- Available Properties
- Labor Force
- Existing Employers
- Utility Infrastructure
- Transportation Infrastructure
- Taxes
- Local Incentives





How To Tell Stories In Your Response

- Available Properties



Building Specifications

- Sq. Ft. (Breakdown office sq. ft., manufacturing sq. ft., warehouse sq. ft., etc.)?
Answer: Currently 50,400 sq. ft. - open concept - expandable to 200,000.
- Is the building expandable? To how many sq. ft.?
Answer: Yes, expandable to 200,000 sq. ft.





How To Tell Stories In Your Response

- **Labor Force**

- **What is the sites labor force outlook and the quantity of available workers?**

Answer: [REDACTED]'s location in the [REDACTED] provides access to one of the largest and fastest growing talent pools in the nation. Currently, our area population (about a 5 mile radius) is growing on average at about 6,000 new residents per year. Within a 35 minute commute of [REDACTED] is a labor force of 1.3 million people. This pool includes both blue and white collar skills and includes both urban and rural areas. Most of these workers if hired by [REDACTED] would have a reverse commute pattern, allowing for a peaceful commute to/from [REDACTED]. Further, dozens of educational institutions exist within this radius and provide annual output of trained graduates.

- **What is the current labor force outlook of workers in manufacturing?**

Answer: Within a 35 minute commute of [REDACTED], there are 64,851 people employed in the Production Occupations sector (SOC Code 51-0000). This was a net increase of 3,440 employees over the last 5 years. Median earnings for this category are \$15.86/hr.

- **What is the current labor outlook of Electricians and Welders? Include wage data.**

Answer: Within a 35 minute commute of [REDACTED], there are 8,273 people employed in the electric and welding sectors (SOC Codes 47-2111 & 51-4121). This number has increased by 1,223 over the last 5 years. Median earnings for this category are \$20.98/hr.





How To Tell Stories In Your Response

• Existing Employers

Good Answer:

- How many miles is the site from the nearest of these business types?
 - Flour Mill (Include two)
 - Soy Oil Processing plant
 - Corrugated Paper Plant

Answer:

- Flour Mill:
 - i. Archer Daniels Midland Co, Red Wing, MN (72 miles)
 - ii. Archer Daniels Midland Co, Mankato, MN (95miles)
 - iii. SunOpta, Inc., Alexandria, MN (126 miles)
- Soy Oil Processing Plant:
 - i. Archer Daniels Midland Co, Mankato, MN (95 miles)
- Corrugated Paper Plant:
 - i. Green Bay Packaging Inc, Coon Rapids, MN (6 miles)
 - ii. Central Container Corporation, Brooklyn Park, MN (8 miles)
 - iii. KapStone Container, Fridley, MN (11 miles)
 - iv. International Paper Co, White Bear Lake, MN (23 miles)

Bad Answer:

- How many miles is the site from the nearest of these business types?
 - Flour Mill (Include two)
 - Soy Oil Processing plant
 - Corrugated Paper Plant

Answer: 193 Miles to



Note: Each listed facility exceeds \$50 million in annual revenue; additional facilities attached in Tableau link



How To Tell Stories In Your Response

• Utility Infrastructure

Good Answer:

- Explain the electric systems from generation, transmission, substation, distribution to site:

Answer: [REDACTED] owns, operates and maintains multiple generation assets throughout the [REDACTED] service territory that are interconnected with the [REDACTED] transmission system to support area load. In addition to [REDACTED]'s generation assets, [REDACTED] is also a MISO [REDACTED] market participant which is committed to reliable, nondiscriminatory operation of the bulk power transmission system. Being a MISO market participant allows [REDACTED] customers access to all the benefits of market stability, reliability and cost savings from the greater bulk power transmission system.

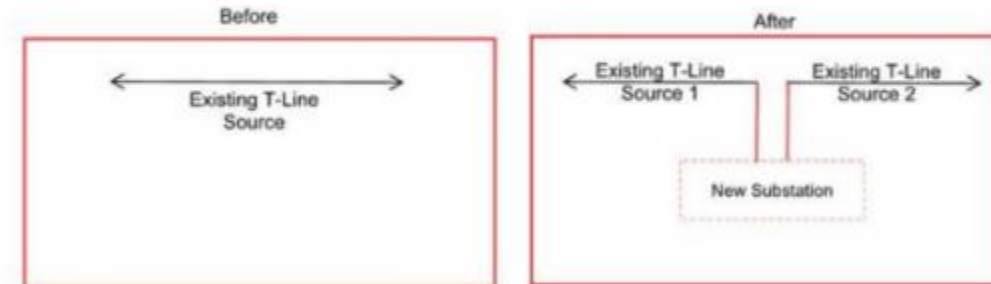
This site will be conceptually served from a new four breaker ring substation. The substation will consist of four nodes. Two nodes will be dedicated to transmission line sources and two nodes will be dedicated to transformers that will serve the customer's block load addition. The substation will be energized from a transmission line extension "cut-in" from existing [REDACTED] infrastructure. The transformers should be sized such that one transformer can handle the entire load. This will allow for maintenance and increased reliability. The point of demarcation between the customer and the company assets is negotiable. It is very common for [REDACTED] to own the substation transformers and the first low side master breaker. [REDACTED] will maintain ownership, operation control and maintenance of all high side equipment.

All these assets are engineered to support operational stability and control of the transmission grid while reliably serving the customer's load. Each new substation will be analyzed by computer simulation and modeling to determine the impact on the transmission grid and the customer's load. Substation ring bus designs, multiple transmission line sources, multiple transformers and redundant feeder breakers all contribute to a very reliable electric power design to ensure the customer's operations are not interrupted by power outages.

The main electrical system currently on site enters the northwest end of the plant site and is distributed throughout the plant from the [REDACTED] substation to various substations.

- Is dual feed service currently available to the site from 2 different transmission lines to meet the 30MW demand? Please describe and if the infrastructure is not currently in place please detail a plan to get it in place:

Answer: There are two transmission lines that will meet 30MW demand. An



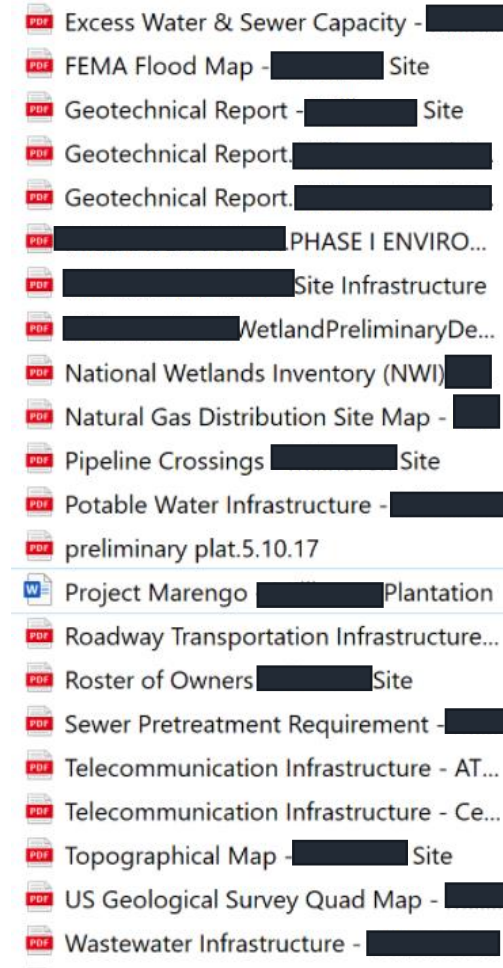
existing transmission line will be cut and both ends will be brought into the high side of the new substation. This will create two independent sources to maintain an energized substation ring bus.



How To Tell Stories In Your Response

- **Utility Infrastructure**

Bad Answer:





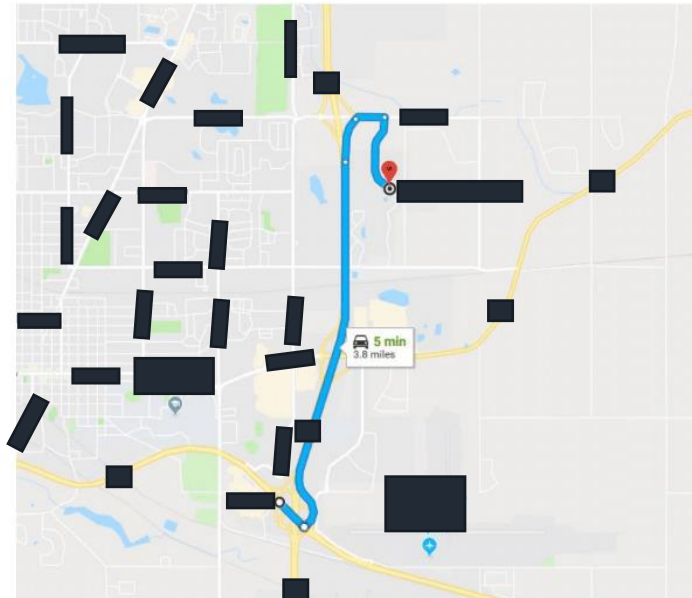
How To Tell Stories In Your Response

• Transportation Infrastructure

Good Answer:

- How far is the building from a Major Highway or Interstate? Please describe the truck route to the closest Interstate and include a street map.

Answer: The shell building is located [redacted] and is approximately 4 miles to [redacted]. It is 20 miles to [redacted], 12 miles to [redacted], and 15 miles to [redacted]. If traveling E/W on [redacted], take the [redacted] exit approximately 3.6 miles to the [redacted] exit, turning right onto [redacted]. Go .5 mile and turn right on [redacted]. The shell building is located approx. 1 mile down on the east side of the road. (See map below)
Total miles traveled = ~4



Bad Answer:

- Insert a map showing a minimum of 2 road access points from this site to a 4-lane or Interstate highway where the following truck load is permitted 18' W x 90' 6" L x 13' 11.5" H with a total weight of 312,150 lbs.
Answer: The property faces the service road for Interstate [redacted]. There is only one access at this time, however you have 1,585 feet of frontage onto the service road.



How To Tell Stories In Your Response

• Incentives

Good Answer:

| | | |
|---|-----------------------|--------------------|
| <u>State Incentives</u> | | |
| 1a Quality Jobs Suggestion: Regular Quality Jobs Incentive | \$2,330,246 | Ten Years |
| Quarterly payments based on a fixed percentage of new payroll for up to Ten Years | | |
| 1b Alternative to Quality Jobs Incentive | | |
| Investment Tax Credit | \$299,250 | Five Years |
| Eligible new manufacturing investment earns a credit of 1% each year for five years (total of 5% of investment). | | |
| 2 Five Year Property Tax Exemption | \$414,856 | Five Years |
| Real and personal property used in the manufacturing process earns a five year abatement assuming a minimum of \$250,000 in investment and \$250,000 in new payroll in counties with a population of 75,000 or less, additional payroll of \$1,000,000 is required for larger counties, OR certain computer service companies already in the program with \$7,000,000 investment. | | |
| 4 Freeport (Inventory) Tax Exemption | \$29,727 | Annual |
| Firms able to move inventory through their facilities within a nine month period are able to avoid property tax liability on imported items. | | |
| 5 Sales and Use Tax Exemption on Goods Consumed in Manufacturing | Est. Available | Annual |
| Includes tangible personal property used in the manufacturing process as well as primary and secondary packaging materials. | | |
| 6 Sales and Use Tax Exemption on Energy Used in Manufacturing | \$46,807 | Annual |
| Includes all fuel and electric power used in the manufacturing process. | | |
| ESTIMATED TOTAL VALUE OF STATE INCENTIVES OVER TEN YEARS: | | |
| * With 1a, Quality Jobs Cash Incentive | | \$3,510,438 |
| * With 1b, Investment/New Jobs Tax Credit Package | | \$1,479,442 |

Bad Answer:

Detail state incentives this project could qualify for:

- Corporate income tax incentives
- Property tax incentives
- Payroll related incentives
- Discounted real estate incentives
- Workforce incentives
- Cash incentives
- Other incentives

Answer: See state tax incentive sheet.



Completing RFIs:

**Organizing &
Submitting the RFI**





Using Attachments



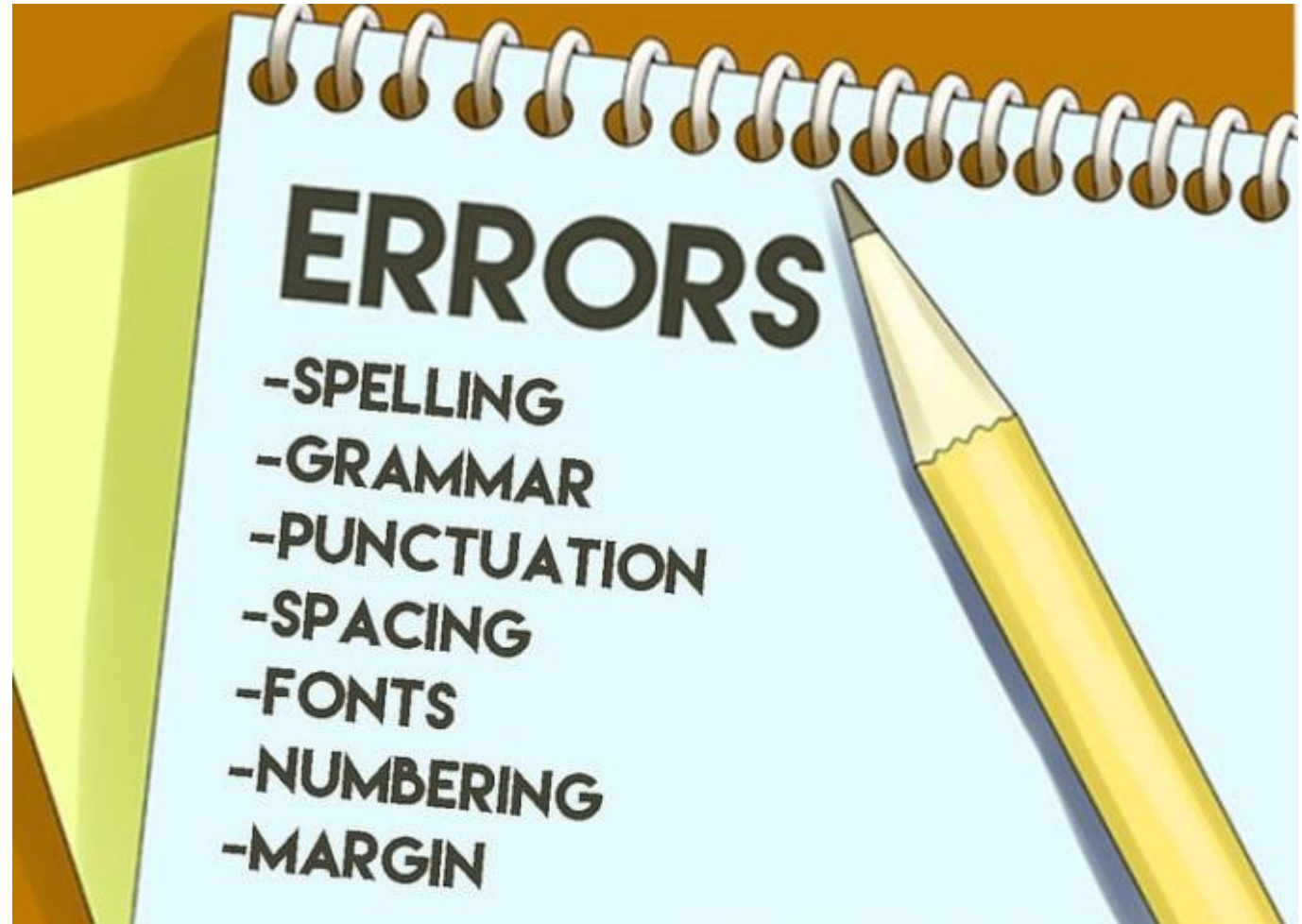
Submit attachments however the consultant requests but make the files as small as possible while still being descriptive.

Refer to the attachments as you complete the RFI.



Proofing

It is virtually impossible to proof your own work, have someone else proof it.





Submitting The RFI

RFI / RFP Submission



5 Tips On How To Compete



TOP 5 TIPS ON HOW TO COMPETE

1. Understand there are 2 costs that will drive most all of these decisions. Start up costs and on-going costs. Have a plan for dealing with both. Typically, start up costs win.
2. Inventory and know your weaknesses from a business cost perspective so you know how to most effectively structure your incentives. Offset your death by a thousand cuts.
3. Understand the first 80% of the process is elimination, rather than selection. In order to get to the selection stage you likely have to beat out other towns in your state. Be aggressive in losing and you will get more opportunities. Be aggressive from the outset to get in the game.
4. Understand labor is supply and demand. Don't oversell training. Show the supply of labor you have at what price. Work at all times to build your "supply" inventory.
5. Once you make the finals have the flexibility in your incentives menu to be "negotiable."





Questions?



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