



INSITE'S PROFILE



Mercedes-Benz



Shell



FLUOR®



CATERPILLAR®



at&t

Louisiana
department of economic development



INSITE – WHO WE ARE!

InSite offers more than four decades of “industry location-based” services experience to leading companies and corporations throughout the world. We execute economic development services to organizations throughout the globe. We offer comprehensive real estate development and investment services.

Our team has performed hundreds of projects for some of the world's most prestigious companies including Shell Oil, Nanolife Technologies (Proton Therapy Cancer Research and Development facility), Caterpillar and Mercedes-Benz. Our Principals have sited billions of dollars' worth of facilities for top, global companies. *InSite was chosen by the world's largest EPC firm, Fluor Corporation, to execute all of their worldwide Site Selection and Incentive Negotiation for new and existing clients.* The InSite team has assisted and consulted for a variety of local, regional, and state economic development organizations throughout the country including: Tennessee Valley Authority; Alabama Power; North Alabama Industrial Development Association; Palmetto Economic Development Corporation, SC; Duke Energy – to name a few.

Our team has unsurpassed experience in executing both site location studies and economic development / marketing services throughout the world. These two complementary services function cohesively because each requires a full understanding of the economic impacts that capital investment projects have for both the community and the company. As economic development experts, we fully realize the needs of countries, states, regions, and local municipalities working daily to procure new and expanding businesses in their areas. As site location professionals with worldwide experience, we know the key variables that enter into location decisions and how the two can best work together. Our company and its owners have also been in the trenches of economic development, which serves to further differentiate us from our competitors.

Our team's combined public and private experience complements our site selection and economic development experience in providing a knowledgeable and resourceful partner for organizations and clients. With our broad-based background of challenging experiences and our solid record of success, InSite offers much more than traditional firms. As our clients will attest, we help them meet their objectives with our "hands-on" services to achieve serious results.

The InSite team has executed projects in over 35 states and multiple countries (some of which are listed below) across the world within the last ten years which gives us unparalleled access to an extensive knowledge base of domestic and international economic activities:

- Alabama
- Arizona
- Arkansas
- California
- Canada
- China
- Colorado
- Connecticut
- Delaware
- Dominican Republic
- Florida
- Georgia
- Germany
- Haiti
- Iceland
- Idaho
- Illinois
- Indiana
- Iowa
- Kansas
- Kentucky
- Libya
- Louisiana
- Maryland
- Mexico
- Michigan
- Minnesota
- Mississippi
- Missouri
- Nebraska
- Nevada
- New Jersey
- New York
- North Carolina
- North Dakota
- Ohio
- Oklahoma
- Pennsylvania
- Russia
- Scotland
- South Africa
- South Carolina
- South Dakota
- Tennessee
- Texas
- Utah
- Virginia
- Washington
- Wyoming

THE BEST DESCRIPTION OF OUR COMPANY'S QUALIFICATIONS AND EXPERIENCE – OUR CLIENTS (blue notes industry)

- Abbeville County, SC
- **AGFA**
- Allen County, KY
- American Electric Power
- American Electric Power Texas
- **American-Saint Gobain**
- Anderson County, SC
- **AT&T**
- Atlanta, TX
- Barnwell County, SC
- **Bausch and Lomb**
- Berkeley County, SC
- **BIC**
- Birmingham, AL
- **Black & Decker**
- Bledsoe County, TN
- **BorgWarner**
- Bremen, Germany
- Butler County, KY
- Caddo Parish, LA
- Caldwell County, NC
- Camden, AR
- Campbell County, TN
- Carroll County, TN
- Catawba County, NC
- **Caterpillar, Inc.**
- **CertainTeed Products Corp.**
- Cherokee County, SC
- Champaign, IL
- Chesterfield County, SC
- **Chicago Pneumatic Tool Co.**
- Christian County, KY
- City of Greensburg, KY
- Clarendon County, SC
- Clay County, MS
- Cleveland County, NC
- Cocke County, TN
- **Colgate-Palmolive**
- Crockett County, TN
- Davie County, NC
- DeKalb County, AL
- **Delphi Automotive**
- Denton, TX
- Duke Energy
- **DuPont**
- East Kentucky Power
- **Eastman Kodak**
- Economic Development Partnership, SC
- Edmonson County, KY
- El Dorado, AR
- Ellis, TX
- Ennis, TX
- Fairfield, OH
- Fargo, ND
- **Federal Mogul**
- Floyd County, KY
- **Fluor Global Location Strategies**
- **Fluor Telecom**
- Fort Worth, TX
- Franklin County, AL
- **Freightliner**
- **Fuji Heavy Industries**
- **GE Plastics**
- **Genentech**
- **General Dynamics**
- **General Motors**
- Georgetown County, SC
- Georgia Power
- **Gerber Products Co.**
- **Glaxo Holdings PLC**
- Grainger County, TN
- Graves County, KY
- Greensburg, KY
- Greenville-Pitt, NC Chamber of Commerce and Area Partners
- Greenville, TX
- Greenwood County, SC
- Hancock County, TN
- Hawkins County, TN
- **Heartland Quality Foods**
- Henderson, KY
- Hickman County, TN
- **Hitachi**
- **Honda**
- **Horsehead Corporation**
- Humphreys County, TN
- **IAMS Food**
- **IBM**
- Indy Partnership, IN
- **J.P. Stevens & Company**
- **James River Corporation**
- Johnson County, KY
- Kentucky Association for Economic Development
- Kentucky Power
- Kershaw County, SC
- Knott County, KY
- **Krebs Engineering**
- Lancaster County, SC
- Lauderdale County, TN

- Laurinburg / Scotland County COC, NC
- Lawrence County, KY
- Lawrence County, TN
- Lawrenceburg, TN
- **LDK**
- Lee County, VA
- Letcher County, KY
- **Levi Strauss & Company**
- **Lockheed Martin**
- Louisiana Department of Economic Development
- Lowcountry Council of Government, SC
- Lowndes County, MS
- Lyon, NV
- Magoffin County, KY
- MAPI (Manufacturers Alliance for Productivity and Innovation)
- Marlboro County, SC
- Marshall County, MS
- Martin County, KY
- Maury County, TN
- Memphis, TN
- **Mercedes-Benz**
- **Mercedes-Benz, Germany**
- **Met Life**
- **Michelin**
- Mississippi Manufacturer's Association
- Missouri Partnership
- Moberly, MO
- Monroe County, KY
- Monroe County, MS
- Montgomery, AL
- Myrtle Beach Regional Economic Development Corporation
- **Nanolife Technologies**
- **Navistar**
- Newport, KY
- Newport, TN
- **Nitol**
- North Carolina's Southeast
- Northern Alabama Industrial Development Association
- Northwest Kentucky Forward
- **Oppermann**
- Orangeburg County, SC
- Overton County, TN
- Palmetto Economic Development Corporation, SC
- Pekin, IL
- **Philip Morris**
- **PPG Industries, Inc.**
- Prentiss County, MS
- **Procter & Gamble**
- Public Service Company of Oklahoma
- Quincy, IL
- Randolph County, NC
- **Republic Paperboard**
- Rio Grande Valley, TX
- **Riverwood International**
- **RJR Nabisco Brands, Inc.**
- Roane, TN
- Rocky Mount, NC
- Rutherford County, NC
- Sacramento, CA
- **Saint-Gobain**
- San Joaquin, CA
- Scott County, VA
- **Sergeant Controls**
- **Serta International**
- **Shell Oil**
- Sherman, TX
- Shreveport, LA
- **Simmons**
- Solano, CA
- Southern Carolina Regional Development Alliance
- Stanislaus, CA
- State of South Carolina
- Stokes County, NC
- Storey, NV
- **Sumitomo Sitix**
- Surry County, NC
- Tarrant County, TX
- **Taiwan Semiconductor Manufacturing Corp.**
- Taney County, MO
- Tennessee Valley Authority
- Terra Haute, IN
- Transylvania, NC
- Tucson, AZ
- Tulsa, OK
- **Union Carbide**
- Union County, GA
- Union County, SC
- Union County, TN
- **Verizon**
- **Volkswagen**
- Warren County, TN
- Washoe, NV
- Watertown, NY
- Watauga County, NC
- Webster Parish, LA
- **Wellman**
- Winston County, MS
- Yolo, CA



THE INSITE TEAM

The InSite team includes internationally recognized professionals with over 40 years of combined experience and in-depth collective knowledge and experience in site selection and incentive negotiation services, and economic development consulting. They have been utilized by various communities and regional economic development organizations throughout the world. Our project team includes experience in site selection, economic development, strategic planning, target market analysis and studies, market analysis, financial analysis, feasibility studies, community development, economics, land use planning, site design, site planning, design guidelines, innovative public/private partnerships and project implementation.

The experience of our team adds a tremendous amount of value to the elements of your proposed scope of work. Some highlights of our team's cumulative experience:

- **Regional and Local:** Executive Director, Clarendon County, SC; Marketing Director, York County, SC; Manager for Greenville Chamber of Commerce, SC; Regional Director, SCANA Corporation Economic Development, Eastern Region (Pee Dee), SC.
- **Site Selection: Fluor Daniel, Skanska USA, M.B. Kahn Corporation:** Mercedes Benz, Black & Decker, Boeing, Union Camp, Navistar, Procter & Gamble, Freightliner, Pirelli, Federal Mogul, Honda, Caterpillar, Michelin, Verizon, Met Life and Charter Communications.

THE OWNERS OF THE COMPANY



Tonya L. Crist

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To meet the objectives of all projects, InSite has a formidable team of experts. Tonya Crist is dedicated and committed to working diligently and closely with all clients to execute to excellence. Ms. Crist has been in and specializes in the field of site selection and incentive negotiation services for over 25 years and has a proven track record of success, both professionally representing some of the world's largest companies and assisting such companies with making multi-million and billion dollar decisions.

Based upon prior demonstrated project capabilities of Crist with the Fluor organization, InSite was chosen to execute all of their site selection and incentive negotiations worldwide for their largest and most prestigious clients. Crist has the experience to create an essential balance between intense, yet professional negotiations on behalf of the client, and humble graciousness for the economic development teams' efforts. Crist has spent many years building integrity, honesty and a forthright process with communities, regions and states all over the world. These relationships, this well-known integrity are a true asset not only to the client's project, but to InSite's valued name.

Tonya Crist is co-founder of and a principal with InSite, LLC, a multifaceted firm that provides site selection, incentive negotiations, and economic development consulting and training to companies and government organizations worldwide. Crist possesses over twenty-six years of experience in the arenas of site selection, economic development consulting, industrial construction sales, and local community level international and domestic recruiting / project management.

During her career, she has been Vice President of Sales for a major construction company (M.B. Kahn); Site Selection Principal with Fluor Daniel's Global Site Selection Group, leading and managing domestic and international projects in site selection, feasibility studies, and economic development solutions; and Senior Project Manager for the largest county economic development organization in the State of South Carolina (Greenville County), managing and representing over one billion dollars of capital investment.



Having managed industrial relocations and expansions from various perspectives (construction arena, site selection and local level), Ms. Crist has had the opportunity to work with a variety of clients such as Mercedes Benz, Borg Warner, Philip Morris, General Electric, Caterpillar, Procter & Gamble, Lockheed Martin, AGFA, BIC, and Navistar International – to name a few.

During the course of her career, she has assisted clients in a variety of industries including automotive, bio-tech, pharmaceutical, aerospace, food and beverage, distribution, advanced manufacturing, and pulp and paper. Her specialized experience and training are in sales, prospect marketing services, economic development training, feasibility studies, site selection analysis, labor market analysis, transportation studies, and industrial market analysis. Ms. Crist's years of experience in the construction industry leading the sales and marketing direction for M.B. Kahn and providing long term facility solutions for new and existing clients enables Ms. Crist to provide her clients with turn-key project services.

Ms. Crist has also served on various economic development boards and committees throughout the State of South Carolina. She was a founding board member for the Greenville Area Development Corporation (GADC) in Greenville, SC. Since forming InSite, Crist's main focus has been on site selection and incentive negotiation services, although she enjoys working with economic development entities. In addition, she is an internationally sought-after panelist and keynote presenter for corporate, state, local, regional, utility and country-specific organizations on a corporate relocation with regard to best practices in site selection and incentive negotiations services and economic development recruitment activities.

Her experience ranges from being chosen as project manager by Shell Oil company to represent them on their most important research and development facilities (working with President Leonel Fernández), to working with Muammar Gaddafi (القذافي معمر) on infrastructure development in Libya, to working with Nitol of Russia (Moscow and Siberia) and Vladimir Vladimirovich Putin (Владимир Владимирович Путин) on an expansion / relocation project.

Ms. Crist earned a Masters from Clemson University's Architectural Department / City and Regional Planning and a Bachelor of Arts in Political Science from Mars Hill College, where she also played collegiate volleyball, and was named as an All-American.



Rob Cornwell

Owner, InSite
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As co-founder of InSite, LLC, Rob Cornwell's career in both economic development and site selection spans nearly two decades and ranges from rural economic development program implementations to strategic leadership of large regional programs representing both private and public sectors.

With a blue-chip brand list of clients served including Black & Decker, Horsehead Corporation, Honda, Federal Mogul, Caterpillar and Pirelli, Rob has assisted communities across the United States in developing sound economic development strategies and marketing implementation programs. During his career, Rob has assisted over 400 clients in North America with total investments exceeding \$2 billion. Leading economic development initiatives in both urban and

rural communities, he has planned and directed the business development, marketing, and site selection efforts for private and regional organizations, including then named Beers/Skanska Corporation, a U.S.-based building construction arm of Sweden-based Skanska AB, and one of the largest construction firms in the U.S.

His extensive experience with public utilities also includes managing a 12 county regional economic development initiative for SCANA Corporation, a \$9 billion Fortune 500 energy-based holding company, in which Mr. Cornwell was responsible for marketing activities and industrial/commercial siting assistance for the company's subsidiary covering eastern South Carolina. Specializing in economic development consulting and marketing, training, and real estate services, his extensive experience in existing industry services, building programs, business/industrial park development, and economic development marketing programs also positions him as an expert presenter on economic development topics. Rob's career also includes service as Director of Marketing for York County Economic Development and as Executive Director of Clarendon County Economic Development. Most recently, he has assisted economic development organizations in such areas as comprehensive economic development planning, direct marketing services, staff and board training, and target industry studies.

Recent InSite clients served include Palmetto Economic Development Corporation, Duke Energy, East Kentucky Power Cooperative, Northern Alabama Industrial Development Association, Upstate SC Alliance, The Indy Partnership, El Dorado Chamber of Commerce, Southeast Kentucky Chamber, South Carolina Department of Commerce, Kentucky Power, American Electric Power, Kershaw County Economic Development, Aiken/Edgefield Partnership, and Greenville-Pitt County Chamber. In addition to providing site selection and economic development consulting expertise, Rob also manages real estate investment activities for a South Carolina based investment firm. Rob is a Certified Economic Developer (CcED) and a licensed real estate professional. He earned a B.S. Degree in Business Administration from Winthrop University in Rock Hill, South Carolina. He has served as a board member of the South Carolina Economic Developers' Association (SCEDA) and a founding board member for the Greenville Area Development Corporation (GADC).

INSITE'S ECONOMIC DEVELOPMENT AND MARKETING SERVICES

There needs to be radical InSite and revolutionary execution plans to change the fate of economic development efforts! The InSite team is led by nationally recognized principals who have in-depth collective knowledge and experience forming economic development / marketing plans and strategies utilized by various communities and regional economic development organizations throughout the country. We assist organizations in differentiating themselves through target marketing, strategic planning, target industry analysis, site feasibility studies, community development programs, innovative public/private partnerships, and project implementation.

Companies across the world subscribe to the concept of "continuous performance improvement" no matter how successful they want to be or already are in their core competency. All economic development organizations should aspire to the same line of thinking to continuously improve no matter how strong they feel their efforts to currently or historically be with regard to creating / creating more jobs and investment. Can you respond to and accommodate a company that needs a fully infra-structured site TODAY? Could our client make a decision to locate in your community TODAY with no risk or infrastructure capital investment? Not within 90 days or 6 months to get infrastructure to the site, not engineering studies, not environmental assessments, not dependent on grant money – TODAY WITH NO RISK? Can you do the deal today? Can you respond with the right answers because you have them? And what are the basic, yet most important questions: Does your site or building have – water with excess capacity; sewer with excess capacity; natural gas; electric; Phase 1... if you have answered no to any of these – you are already out of the ballgame. Does your leadership understand what just happened? All these questions with the viable answers need to form the foundation of each and every strategic plan.

You want the economic development strategies to create jobs? You have to have industry. In order to attract industry, you must understand how industry makes decisions (what you can impact and what you cannot). The very first thing you must have is viable product – with a heavy emphasis on VIABLE! If you have viable product, you must be able to communicate the assets that will attract industry – in general – and others as identified. Your product must be found. You must be able to respond to requests.... It is a checklist. Viable product, ability to communicate respective assets, excellent project management, pro-business community and leadership – next natural progress - jobs. Notice again where we started – product! With regard to target marketing, how about we develop a plan that allows you to attract jobs period, then you decide which ones you want. In essence, your target marketing plan makes you the target for industries desiring a new location. The saying "build it and they will come" applies to industry. All economic plans need to address all of this!

When it comes to economic development, our team's guiding philosophy is to listen to our client's needs and focus on action plans to create a step-by-step guide to truly improve economic development efforts. InSite's involvement in your organization's continuous performance improvement will include topics, tools and resources that are most important for successful, sustained development.

ECONOMIC DEVELOPMENT "READINESS": CONTINUOUS PERFORMANCE IMPROVEMENT

We have spent a great deal of time working with and observing organizations all over the country and being totally frustrated that the basics are being completely overlooked. Leadership needs to be educated. Product needs to be the dominant focus. A mental helix with our two core competencies (site selection and economic development) evolved and we came up with intense services to exceed the needs of economic development organizations. Our services will serve a critical need for continuous performance improvement for all organizations – even the already most successful economic development organizations. As a baseline for all professional development, the opportunity to continuously improve should never be lost.

What motivates the site selection process - truthfully? When you drill down to the heart of the matter, if you don't have product that industry can locate in or on with ease and requiring no to very little capital investment for basic infrastructure, all the great labor force and quality of life in the world will not matter! Why would a decision-maker consider such a location, marked with risk, when the best of all worlds is out there - great product, labor force, quality of life, etc.? That is where economic development organizations need to be or at least in a very big hurry to get there!

Building Assessment and Recommendations

The question must be asked and answered honestly, "Does your community have quality product such as a viable, existing building to attract potential prospects?" This is an ideal time for communities to position themselves for future economic expansion by planning and investing in product development initiatives. Organizations can take advantage of this downtime when companies are not expanding by preparing buildings for when their targets are ready to relocate. Realize the value of getting those existing buildings certified as "client-ready" because when the market does re-cover, they will be a hot commodity.

Site Assessment and Recommendations

Develop a "shovel-ready" inventory of sites that are in high demand by site location consultants and companies. This sound program evaluates your area from the eyes of an executive performing a site search. Our approach ultimately will be used to evaluate, make key recommendations, and even prioritize the sites for the community. Our goal will be to make recommendations that enhance the current and future competitiveness and marketability of not only the site(s), but also that of the community.

Community Readiness Simulations

It is critical this day and time that communities are "Client-Ready." It is a "must" that Economic Development organizations not only have product, but focus their efforts in the "right direction" for existing or future needs. Some organizations have quality response mechanisms and product in place and need to be focusing on future development. Some organizations don't have quality response mechanisms or product in place and must focus on developing fundamental initiatives just to be competitive in the marketplace.

It is time for communities to re-evaluate exactly how and what they are selling.

Responding to RFIs

Experience Phase I and II of a site selection project to prepare your team to win the next project for your community. Learn where your community does and does not "stack up" in the eyes of a consultant. Our recommendations for prioritizing future economic development efforts will enhance the ability of your area to win projects.

STRATEGIC PLANNING

InSite assists communities in improving their overall economic performance through an implementable strategic plan with steps that are customized to achieve specific goals set by the community. A clear vision and structure are imperative for communities to remain competitive in this global marketplace. By leveraging each community's unique, existing strengths and taking advantage of prevalent opportunities, our strategic planning process systematically enables organizations to mobilize more effectively to create a dynamic and diverse economic clip-mate. Our proven strategic planning method includes alignment sessions and process development, a comprehensive community assessment and analysis, and the formulation of a dynamic and proactive plan. Responsibilities for carrying out the plan are outlined in an implementation guide featuring both long term and immediate goals to ensure that tasks are completed effectively and on time.

TARGET MARKETING AND INDUSTRY IDENTIFICATION

Identifying optimal target prospects by examining a community through the prospect's eyes and developing action plans to effectively reach out to those targets is a crucial part of an economic development strategy. InSite's program provides communities with the knowledge of industries that will thrive in a particular area and enables organizations to successfully address and execute internal and external marketing strategies. With the proper strategy and targets, the unique assets of your area can be leveraged to promote the right kind of growth to benefit all stakeholders.

INSITE'S SITE SELECTION SERVICES

No one has more experience than InSite. A bit of history will quantify our capabilities. Bill Dorsey, Managing Partner of Fluor's (world's largest Engineering, Procurement and Construction firm) Site Selection team, was one of the original founders of the industry called Site Selection and Incentive Negotiations, which was never a real estate function. The methodology was developed from an engineering and construction model. The original, true development of the process was a collaborative effort between Fluor's Site Selection team (Bill Dorsey, Ed McCallum) and their world-wide clients, such as Philip Morris and Milliken. How does InSite fit into the history? Tonya Crist, co-owner of InSite, was fortunate to be recruited from Clemson University by Bill Dorsey and Ed McCallum in the infancy stages of the site selection industry. She was born into the process over 25 years ago. Bill Dorsey and Ed McCallum still represent the best-of-the-best in our industry. The Site Selection/William Dorsey Service Provider Award was established in 1999 in memory of William Dorsey, of which Ed McCallum was the first site selection consultant to be chosen for that award. The Dorsey award recognizes the corporate site selection profession's elite service provider organizations for their work in outstanding contributions to client and industry solutions. It was a privilege and honor to not only be mentored and trained by but also dear friends with Bill and Ed, who although are no longer with us, still define Best-in-Class! Due to the loss of these two individuals, our industry, the site selection industry, will forever be playing a man, two men, down!

So, having been born into the industry, no one has more experience. We are trained site selection professionals - we analyze locations for companies whether it is a new location, existing locations or a comparison for consolidating locations. We understand from a client's perspective how product is eliminated in the site search – the first step in the process. Site selection and choosing a location for a new facility has a lasting impact on the success of any corporation's venture, making it one of the most important factors in the facility planning process. The most optimized operation in the wrong location can be a disaster! Our foremost objective is to find a location that grants maximum operational flexibility, lowest operating costs, and a favorable overall business climate.

The purpose of the process is to research, exhaust and quantify all site and incentive / financial options that will impact our client's bottom line. The methodology utilizes computation models that create a machine (powerful decision making model) that works with amazing accuracy and validity. It is important to note that site selection does not begin with a "site / real estate". Rather, the process begins with a location that meets the overall operational needs of the client. True "site location" consultants are not easy to find, especially one's whose methodology was born out of engineering and construction. The InSite team houses individuals with demonstrated experience and capabilities. Our methodology is proven, as we have performed successful site selection services for some of the world's best-known companies including Fluor Corporation, Shell Oil, Procter & Gamble, Taiwan Semiconductor, Fluor Corporation and Levi Straus. We do not have a geographic or industry focus – our projects take us across industry and international lines. What we do focus on is this: a highly flexible, quantifiable, transparent approach and timeline to identify the most competitive, operationally efficient location for our clients.

After hundreds of successful site selection assignments for clients around the globe, InSite fully maximizes location incentives for clients in the site selection process. Our thorough process saves clients time, money, and stress when considering location alternatives. The InSite team has performed full-service location analyses for many Fortune 100 companies as well as a broad range of other companies around the world. Our team uses a systematic and orderly site selection process to perform regional and global location studies – with the utmost of confidentiality that such an initiative requires. Although our commitment to excellence for our client never changes, each project is unique. There is no doubt the experience, leadership, and integrity of our team can make the difference in success and failure.

InSite...

We are experienced.
We are knowledgeable.
We are professional.
We are site selection.
We are economic development.
We are community building.
We are innovators.

