

INSITE'S PROFILE



Mercedes-Benz



Shell



FLUOR®



Louisiana
department of economic development

CATERPILLAR®



at&t



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 forming economic development plans and strategies. 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

Owner, InSite

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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 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 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.

OUR SERVICES EQUAL CASH SAVINGS

A significant percentage of available incentive dollars are being left on the table by companies and clearly, these companies do a great job in their core competency, but in order to realize the full array of incentives, cash and credits available to them, they need the assistance of a firm whose core competency is in site selection and incentive negotiation. The tax benefit and incentive landscape is complicated and difficult to maneuver and as can be seen from our client list, many successful companies have utilized InSite to capturing all incentives relative to their project and ensure they receive all credits and incentives they're entitled to.

A current example of our capabilities is with a client whose capital investment is \$45 million, and through InSite's site selection and incentive negotiation services, that client has been awarded over \$43 million in incentives that truly apply to their project over a 30 year timeframe. Examples of incentives negotiated:

- Cash grants upfront for site development; land and / or building cost offsets; machinery and equipment purchase; etc.
- Free land
- Free building
- Free employee training
- Foreign Trade Zone location: goods duty-free
- Reduced to zero corporate income taxation
- Reduction in property tax liability
- Reduced electric rates
- Reduction in labor costs
- Free temporary office space
- Relocation assistance
- Accelerated permitting
- New Market Tax Credit: radical reduction in Federal Income Tax liability

PROCESS OVERVIEW for SITE LOCATION and INCENTIVE NEGOTIATION SERVICES

Need to find a site for your next operation? Need a bullet-proof feasibility analysis for your board of directors? We do it faster than anyone else! Our process is transparent to our client from the very beginning to the very end. Each step is quantified. Each decision is quantified. Each recommendation is made based upon our fully quantifiable and transparent process infused at each and every moment with the client's expertise with regard to his / her industry and process. For example:

We were asked to complete a 15-state site search for a Fortune 300 company in 16 weeks. We delivered in 13 weeks. The chairman of this board of 44 global directors said in our final meeting with the group that "in all his years of executive management, he had never brought a decision before a board of executives where there were absolutely NO questions and the project was approved unanimously – the process was that thorough and that transparent."

We completed the site location of a \$100 million project in 4 months for a client who had been stalled in the process for 18 months.

We were challenged by a Fortune 100 company to complete a \$360 million chemical processing site location in 20 weeks. We delivered in 17 weeks.

How do we do it? We have developed our very own input / output computation models specific to our industry's decision making process yet infused with our clients' industry intelligence. The models change with each and every client. The models are data-driven, quantifiable and transparent. They are fast!

The site / building selection process is one of elimination, not inclusion. Our methodology focuses on finding and eliminating all risk items associated with each location. Each location is forced through a filter process, where at each layer of analysis the location is considered either retained for further consideration or eliminated. The following process focuses on finding and exhausting all sites / buildings, operational and incentive items associated with each location under consideration by our client. As stated above, each location is forced through a filter process, where at each layer of analysis the location is scrutinized based on facility requirements, nonrecurring and recurring costs and maximized incentive offsets. This process is governed by a very strong methodology that operates on quantifiable data, resulting in a transparent decision making process. At any and all points in the process, the client can see quantifiably where we are – even to the point of seeing all community responses in spreadsheet format if desired.

State and local economic development professionals may try to convince you that they can execute your “site” selection for free, or you may think this to be the case. But keep in mind, they work for the state or locality they represent and are charged with getting client's to locate awarding the least amount of incentives. So they are protecting their best interests. The client needs to have their interests protected by an unbiased party who knows all the angles for incentives so that money is not left on the table.

Housekeeping Item: The term Product found throughout this document refers to potential sites and / or buildings

Phase 1: Pre-Project Tasks

As soon as InSite is awarded the project contract, we begin working! We will develop, distribute and analyze key information that will impact the locations to be considered.

Phase 2: Alignment Meeting

An alignment meeting between InSite and the client project team is the most important and most valuable phase of the process. This meeting will be held at the client's corporate headquarters or a similar operating facility so our professionals gain in-depth exposure to the company and operation – imperative to effectively communicate and facilitate the project. This meeting is a must and is nonnegotiable as without it, the process is fatally flawed.

Phase 3: Candidate Product Identification & Screening

Taking the long-list to a short-list (from a universe of possibilities to 8 or less candidate locations)

Our team identifies specific locations that meet your team's requirements from within the targeted search area to present numerous candidate product offerings to potentially locate your facility. We uncover everything, starting with the state and working our way down to the specific community. The process (of elimination) begins with a long-list of all-inclusive potential candidate locations and ends with short-listed product (those not eliminated in the process) that optimally meet the locational and operational needs of our client's project. It is a process of elimination from the very start. Our computation models search out and eliminate all locations that either don't have the “musts” determined by the client or have measurable risk associated with them. Risk means time and money to the client. We will make the necessary contacts and develop the most comprehensive models to ensure we exhaust all resources available to our client to make the best financial decision possible. Utilizing the client's critical location data, we maximize computer overlay models for each layer of information, allowing us to systematically, quantifiably and quickly “compare” each location's data against one another to see which locations provide the necessary project requirements. This computation modeling is used to quantifiably eliminate locations that do not have as much of a competitive advantage as other candidate locations.

Phase 4: Community and Product Visits; Incentive Negotiations

Taking the short-list to the finalist-list

InSite gets on the ground and visits the short-listed locations (typically 8 locations). We focus on product, labor and incentives. We will visit the top retained and screened product, including the property owners and the location officials to conduct a detailed evaluation. We will verify the information that has been provided, inspect the proposed product and meet with key business leaders, elected officials, utility managers and other representatives. Industry interviews with local plant managers strategically provide a first-hand assessment of the labor pool in the area. These visits serve to quantify and qualify the communities and respective product to produce the finalist locations. All working product and financial models will be refined throughout the process to assist in the decision making process. We will eliminate communities.

We conduct a second round of visits, to include client team and InSite consultants, same as round one content, but also financial cost modeling and strategic negotiations. This will include the client team meeting industry professionals, governmental entities, stakeholders, etc. in order to gain a further understanding of the business climate and assets of the location in order to make the final location decision. There will also be community / product visits with initial face-to-face negotiations for real estate, utilities and incentives. Our team conducts negotiations in the same logical structure and order as with other phases of the project. This approach will be tailored according to the location(s) and the conditions that are present at that time to maximize the return to the company.

Incentives negotiated as cost offsets are extremely important to companies. They are also a very important tool for state and local entities on a mission to create and sustain community wealth. All fifty (50) states offer some type of incentives, cash and / or tax credits to companies that choose to expand or relocate within their state, providing a boost to employment and eventually community tax rolls. Most communities have their incentive programs, with offers differing from community to community. Our job is to ensure we have worked in a team-like manner with each and every entity and exhausted all resources available to our client to make the best financial decision possible. This is what we do every day. It is our core competency. We constantly refine our models and our approach to meet our clients' needs. **We make sure our client's don't leave money on the table.**

InSite conducts incentive negotiations on behalf of clients to ensure that all possibilities are explored and that maximum benefit is secured for our clients, whether for major green field development or expansion, or simply when undertaking routine capital investment initiatives – even without creating new jobs. Deploying InSite's professional expertise in this manner creates a win-win situation for the company and the community. InSite has experience in many different countries, states and communities. We can identify, evaluate, and communicate all applicable programs available in a given location, thereby reducing investment and operating costs, improving return on investment and identifying risks associated with relocating or expanding.

With the deep experience offered by InSite, we operate in an environment of cooperation and mutual benefit, rather than establishing adversarial overtones, and always do so with the highest standards of ethics and professionalism. Areas where we can assist clients in negotiation include state and local tax incentives, cash grants, utility rate concessions and procurement, product and infrastructure improvement, training assistance, project financing, and more. From the initial research to the financial offerings which must be formalized in an appropriately binding manner relative to the value of the incentive, whether by legislation, ordinance, contracts or letter of commitment, InSite manages it all.

Maximizing incentive benefits while minimizing risk is the primary objective in how InSite manages the incentive function. We constantly refine working cost / financial models throughout the process. Our financial models include nonrecurring and recurring cost analyses for each location. This multi-stage approach with intense visits allows for necessary detail in our evaluations and heightens the interest and competitiveness of the various locations in the project. **We assess the true value of incentives, getting beyond marketing spins and inflated values that would never be realized by the project. We look at incentives as a cost offset for the company.**

We deliver two (2) candidate locations to choose from that best meet the client's product and community critical location criteria without fatal flaws and including optimal operating capability. **All through a transparent, quantifiable process that intertwines our expertise in the methodology and your expertise in your industry – making a solid team for execution in excellence!** We will manage the final negotiation of the incentive package for the chosen location to include official incentive binding documentation. We work with your team right up through location selection completion and announcement.

EXAMPLES OF COMPUTATION MODELING RESULTS FOR PROJECT X

Order of Magnitude Financial Modeling Overview

Finalist 4 Locations

	Yolo	Sacramento	San Joaquin	Stanislaus	Reno, NV
State and Local Costs					
Labor	\$ 42,628,125	\$ 42,628,125	\$ 36,985,723	\$ 36,985,723	\$ 35,347,971
Utility Costs	\$ 2,573,200	\$ 1,989,788	\$ 2,573,200	\$ 2,376,802	\$ 1,710,335
Corporate Income Tax	\$ 1,250,408	\$ 1,250,408	\$ 1,250,408	\$ 1,250,408	\$ -
Land Property Tax	\$ 701,126	\$ 701,126	\$ 701,126	\$ 701,126	\$ 602,331
Machinery and Equipment Property Tax	\$ 288,937	\$ 288,937	\$ 288,937	\$ 288,937	\$ 246,899
Sales Tax	\$ 429,907	\$ 443,341	\$ 430,374	\$ 396,320	\$ 415,397
Total State and Local Costs - No Incentive Offset	\$ 47,871,703	\$ 47,301,726	\$ 42,229,768	\$ 41,999,317	\$ 38,322,933
Less Actual Economic Incentives Realized by Sprint	\$ 317,757	\$ 2,984,525	\$ 2,232,184	\$ 2,146,263	\$ 898,075
Less Economic Incentives Proposed by the State of California	\$ 317,757	\$ 7,500,237	\$ 6,747,896	\$ 6,661,975	\$ 898,075
Net State and Local Costs to Include State of CA Proposed Incentives	\$ 47,553,946	\$ 39,801,489	\$ 35,481,872	\$ 35,337,341	\$ 37,424,858
Net State and Local Costs Including Incentives Realized by Sprint	\$ 47,553,946	\$ 44,317,201	\$ 39,997,584	\$ 39,853,054	\$ 37,424,858

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.

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.

