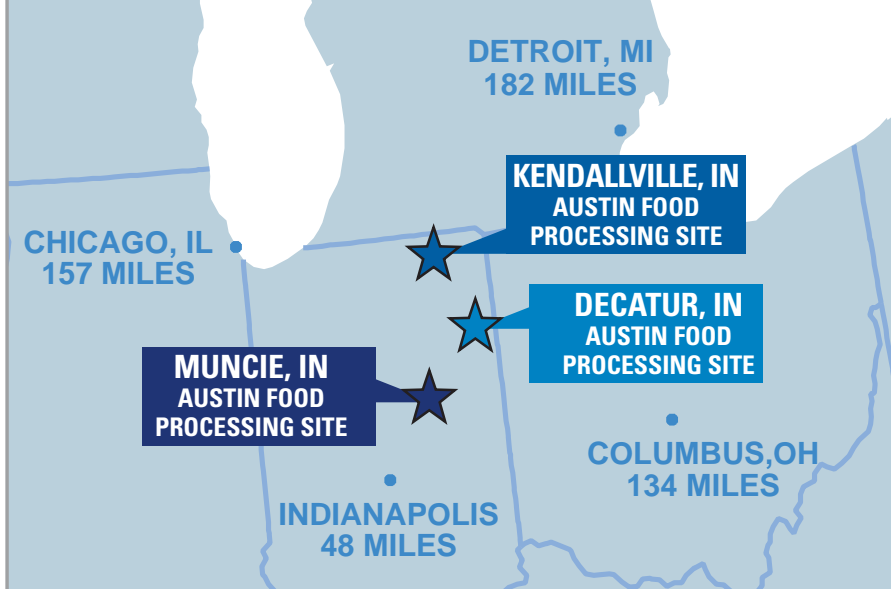


3 AUSTIN FOOD PROCESSING SITE DESIGNATIONS

THE ONLY FOOD PROCESSING SITES CERTIFIED IN THE STATE OF INDIANA!

- ▶ The Austin Consulting "Shovel-Ready" Site Designation Award for the Food and Beverage Industry is designated after Austin Consulting evaluates over 200 critical variables that can significantly decrease the amount of time, expense, and risk during the site selection process. As part of the process, Austin Consulting performed detailed field investigations of the site and conducted numerous meetings with economic development organizations and utility officials at the city and county level. www.theaustinconsulting.com



THREE SHOVEL-READY FOOD PROCESSING SITES

3102 E NORTH ST · KENDALLVILLE, IN · 46755



Certified Shovel Ready by the Indiana Economic Development Corporation and Certified Site Ready by the Northeast Indiana Regional Partnership. 30 acres of prime Industrial Land located in Kendallville's East Industrial Park on US Highway 6. Site offers easy access to I-69 and Norfolk & Southern Rail access. Water and sewer lines at the site with gas and electric services located adjacent to the property.

KENDALLVILLE'S SITE DETAILS:

Available Acres: 36.38
Zoning: Industrial - Heavy
Phase 1 Env. Report: Yes

AVAILABLE UTILITY RESOURCES

POWER • Provider: Indiana Michigan Power

GAS • Provider: NIPSCO
6" line on-site (40 PSI)

WATER • Provider: City of Kendallville
12" on-site (50 PSI)

SEWER • Provider: City of Kendallville
On-site Sewer Main Size: 8"

PRICE • \$20,000 per acre

FRED ISCH DRIVE · DECATUR, IN · 46733



Certified Shovel Ready by the Indiana Economic Development Corporation and Certified Site Ready by the Northeast Indiana Regional Partnership. 48.8 acres and is located just 0.5 mile west of US Highway 27 / 33, a 4-lane divided highway, and 14 miles to I-469. Space is divisible. The site is owned by the City of Decatur with infrastructure in place with an access road. The Phase I site assessment has been completed with no issues.

DECATUR'S SITE DETAILS:

Available Acres: 50.6
Zoning: Industrial - Heavy
Phase 1 Env. Report: Yes

AVAILABLE UTILITY RESOURCES

POWER • Provider: Indiana Michigan Power

GAS • Provider: NIPSCO
3" line on-site (45 PSI)

WATER • Provider: City of Decatur Utilities
12" line on-site

SEWER • Provider: City of Decatur Utilities
On-site Sewer Main Size: 8"

PRICE • \$8,000 per acre

900 WEST FUSON ROAD · MUNCIE, IN · 47302



The first Food Processing and Beverage industry location in the US to achieve this specialized designation from Ady-Austin Consulting that verifies that the 80-acre site meets or exceeds the requirements for Food Processing. It is rail-served, and has four-lane access to I-69 N/S (9 miles) and I-70 E/W (23 miles).

MUNCIE'S SITE DETAILS:

Available Acres: 80
Zoning: Industrial - Heavy
Phase 1 Env. Report: Yes

AVAILABLE UTILITY RESOURCES

POWER • Provider: Indiana Michigan Power
138 kV transmission service

GAS • Provider: Vectren Energy
4" medium pressure (50 PSI)

WATER • Indiana American Water
Water Main Size: 16" main (55 PSI)
Capacity for park is 20 million GPD

SEWER • Provider: Muncie Sanitary District
On-site Sewer Main Size: 10"

PRICE \$19,900 per acre



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QR code for
more info!



Rob Cleveland · Indiana Michigan Power
110 East Wayne Street · Fort Wayne, IN 46802
Phone: (260) 408-3453
E-mail: rcleveland@aep.com
Web: IndianaMichiganED.com

November 1, 2013

Robert Cleveland, CEcD
Manager, Economic & Business Development
Indiana Michigan Power
110 E Wayne Street
Fort Wayne, IN 46802

Subject: **Austin Consulting Shovel-Ready Designation Award Letter for the Food and Beverage Industry – Decatur Industrial Park Phase III Site – Decatur, Indiana**

Dear Rob:

Austin Consulting congratulates you and the City of Decatur for all your hard work and effort in successfully fulfilling the Austin **"Shovel-Ready" Site Designation Program for the Food and Beverage Industry**. By granting this designation, Austin Consulting is confident that food and beverage industry operations can make a determination that your site is compatible based on a review of the comprehensive information contained in the **Shovel Ready Report**.

The "Shovel-Ready" designation applies to the **Decatur Industrial Park Phase III Site. The Industrial Park Phase III Site is located approximately one-half mile west of the intersection of US 27 and Winchester Street (County Road 450 N), Decatur, Indiana.** The designation is valid for up to three years, providing no major changes or alterations have occurred at the site. The available site within the park contains 48.86 acres and is located in an established industrial area. The "Shovel-Ready" designation of the Industrial Park Phase III Site is based on information arranged in the following categories:

- Ownership
- Property
- Transportation
- Utility
- Community
- Environmental

Austin Consulting evaluated over 200 critical variables based on the six major categories before designating the site as a shovel-ready property. As part of the process, Austin Consulting principals involved in the analysis performed a detailed field investigation of the site including meetings with economic development and utility officials at the city and county level.

Austin Consulting firmly believes that a company or a site selector interested in a Midwest location can significantly decrease the amount of time and risks during the site selection process by reviewing the detailed information contained in the **Shovel Ready Report**.

Austin Consulting appreciated the opportunity to provide the Shovel-Ready Site Designation Service to Indiana Michigan Power (I&M) and the City of Decatur and look forward to the near future when a quality food and beverage processing or distribution center operation(s) selects this property for their new facility.



Rob Cleveland, CEcD
November 1, 2013

Congratulations on this accomplishment and in your efforts, dedication, and hard work in pursuing and receiving this special designation. Also, we appreciate all the assistance we have received from your staff and the community from the beginning to the completion of the shovel-ready site designation program.

We have also included additional information on Austin Consulting and The Austin Company that includes our credentials and leadership roles in site location and design-build-construction in the manufacturing sector. We believe this information will demonstrate to companies that Austin Consulting integrates the combined talents, experience, and resources of two premier companies.

Sincerely,



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EXECUTIVE SUMMARY

The Austin Consulting “Shovel-Ready” Site Designation Award for the Food and Beverage Industry has been granted to American Electric Power (AEP) and the City of Decatur, Indiana for the Decatur Industrial Park Phase III Site. The 48.86 acre Industrial Park Phase III Site is located a half mile west of the intersection of US 27 and Winchester Street (County Road 450 N), Decatur, Indiana.

The designation is based on the information gathered and confirmed in the following report which is arranged by the sections shown below. Within each section are a series of maps, letters, and documents that provide further detail and confirmation to answers for the site designation form that establish the backbone of our analysis and conclusions.

- Section 1: Ownership
- Section 2: Property
- Section 3: Transportation
- Section 4: Utility
- Section 5: Community
- Section 6: Environmental

Before awarding the designation, Austin Consulting evaluated over 200 critical variables which are summarized in the appropriate sections of this report. As part of the process, Austin Consulting performed detailed field investigations of the site and conducted numerous meetings with economic development organizations and utility officials at the city and county level.

Austin Consulting firmly believes that a company or a site selector interested in a Midwest location can significantly decrease the amount of time, expense, and risk during the site selection process by reviewing the information contained in this report.

Information Overview by Section

The following sections present a brief overview of the detailed information compiled for the property by Austin Consulting. Additional, more-detailed information follows this summary.

Section 1: Ownership

The City of Decatur is the owner of the Decatur Industrial Park Phase III Site. The site is currently being marketed for development by the Adams County Economic Development Corporation. The Decatur Industrial Park Phase III Site is currently being leased for crop production. In the event that a company wanted to start construction immediately, the lease provides that a notice be given to the lessee of the impending sale of the lot or real estate, and upon receipt of such written notice, lessee shall refrain from further farming operations regarding that portion of the real state to be developed



or sold. The current tenant must be reimbursed for the resulting crop damage costs for the current crop year or should no crops be planted, for the costs of the inputs placed on the real estate developed or sold in preparation for planting the next year's crops.

Section 2: Property

The approximate 49 acre site is generally flat with some areas slightly sloping for appropriate surface draining. It is located a half mile west of the intersection of US 27 and Winchester Street (County Road 450 N). The property was previously leased for farming. Current zoning is industrial (I-1) which also includes some development standards and protective covenants. Potential building structures with heights over 80' require a zoning variance. The current asking price is \$8,000 per acre. The Industrial Park Phase III Site is surrounded primarily by industrial and agricultural development and adjacent to New Prime, Inc., a clean, food-grade, kosher certified trucking and tank washing company who located in the park in 2011.

Section 3: Transportation

Fred Isch Drive is the two lane road, providing direct access to the site. Fred Isch Drive connects to Winchester Street (County Road 450 N) and has been improved for truck traffic and can be expanded by the city. Winchester Street connects with US-27 and plans to improve US-27 to a "Super 2" highway from Monroe, Indiana, to Portland, Indiana, are in place, but not yet funded. I-469 is 14 miles from the site which loops to I-69, the interstate that connects Lansing, Michigan to Fort Wayne and to Indiana to Indianapolis, Indiana. A traffic study is not necessary in order for development to occur at the site.

Rail does not currently service the site, yet with sufficient need, efforts to add a rail spur can be investigated which would require land acquisition, easements, and other plans and permits. One mile north of the site is the terminus for the Chicago, Fort Wayne and East (CFE) Short Line, a division of Genesee & Wyoming Railroad. This spur then connects with CSX. The nearest commercial, cargo, corporate or general aviation airport is Fort Wayne International Airport located 17 miles or 25 minutes from the site. Also 22 miles and 35 minutes from the site is the Portland Municipal Airport in Portland, Indiana, used for corporate and general aviation with a lighted runway of 4,002'.



Section 4: Utilities

The Decatur Industrial Park Phase III Site is served by Indiana Michigan Power, NIPSCO, and municipal water and sewer.

Utility	Provider	Line Size	Placement	System Capacity
Electric Power	Indiana Michigan Power	3-phase Y-grounded 12,470 V phase to phase, 7,200 phase to ground	Along Winchester Street	25.0 MVA capacity 12.0 MVA reserve capacity
Natural Gas	NIPSCO	6" line	Along Winchester Street	40 psi
Water	City of Decatur	12" line	Fred Isch Drive	Average water system capacity is 2.7 MGD; average daily usage is 1.6 MGD
Waste Water	City of Decatur	8" line (gravity)	Fred Isch Drive	Average waste water capacity is 2.9 MGD; average daily usage is 2.1 MGD

MGD = Million Gallons per Day

Section 5: Community

The City of Decatur and the State of Indiana offer incentives to support and encourage business development. The City of Decatur offers abatement of taxes on real and personal property. In addition, the City will support needs of city utilities hook-ups and other infrastructure needs at the industrial park site. Some of the major components of the State's potential offerings are listed below.

Indiana Economic Development for a Growing Economy (EDGE) – a refundable corporate income tax credit that is calculated as a percentage (not to exceed 100%) of the expected increased tax withholdings generated from new jobs creation. The credit certification is phased in annually for up to 10 years based upon the employment ramp-up outlined by the business.

Indiana Hoosier Business Investment Tax Credit (HBITC) - The non-refundable corporate income tax credits are calculated as a percentage of the eligible capital investment to support the project. The credit may be certified annually, based on the phase-in of eligible capital investment, over a period of two full calendar years from the commencement of the project.



Indiana Industrial Development Grant Fund (IDGF) - grant provides money to local governments for off-site infrastructure projects associated with an expansion of an existing Indiana company or the location of a new facility in Indiana. State funding through the IDGF program must be matched by a combination of local government and company financial support.

Indiana Michigan Power Economic Development Rider – 30-40% discount on the demand portion of the company's electric bill.

Building code standards followed at the local level for the Decatur Industrial Park Phase III Site are the 2006 International Building Code Standards. Per City of Decatur, there are no one-time impact fees assessed with industrial development. All members of the fire emergency response team and police department are Hazmat Certified.

As of the 2010 data from the Indiana Department of Workforce Development, the population of Adams County is approximately 35,000 and within a 50 mile radius the population is approximately 1,173,300. The median household income of Adams County is \$46,500. Agriculture, both crops and livestock, remains a leading industry in Adams County, Indiana. While manufacturing remains the largest employer, agricultural is also important to the region. Good soils, growing conditions are abundant. Adams County food processing industries rely directly on agriculture – such as Bunge North America (soy), Dean Foods (milk) and Red Gold (tomatoes).

Section 6: Environmental

A Phase I Environmental Site Assessment was performed by MLS Engineering, LLC in July of 2013. The report stated that no potential contamination liabilities were found at this site. The report also stated that the nearby ponds represent no threat to this land nor does the industrial land to the east of the property. The report concluded by stating that no additional assessment is believed to be necessary or advised at this time.

A jurisdictional water determination report was completed for the Decatur Industrial Park Phase III Site on November 22, 2011, by Davey Resource Group. The study revealed that no wetlands are present within the site acreage. Most of the Decatur Industrial Park Phase III Site is located outside of the floodplain except for a small portion at the northern section of the site. This area has reportedly been set aside for detention.

A letter dated June 4, 2013 from Ronald P. Hellmich of the Indiana Natural Heritage Data Center has verified that there are no endangered, threatened, or rare (ETR) species at the site or within 0.5 mile of the project area. This is not to be interpreted to mean that the site does not support special plants or animals. This also does not



preclude the requirement for further consultation with the U.S. Fish and Wildlife Service as required under Section 7 of the Endangered Species Act of 1973 or the consultation of the Department of Natural Resources' Environmental Review Coordinator.

The Indiana Department of Natural Resources (DNR) has responded with a letter dated September 20, 2013, stating that there are no current archaeological resources have been recorded within the proposed project area. The letter also states recordings have been found in the nearby vicinity. The State DNR also indicated if any significant artifacts are uncovered during project construction, a notification to the DNR is required.

A Preliminary Report of General Subsurface Conditions was performed on the Industrial Park Phase III Site by Alt & Witzig Engineering, Inc. on February 22, 2008. A total of 11 borings were drilled within the Industrial Park Phase III Site and an additional 5 borings were drilled throughout other parts of the park. A review of this geotechnical report by qualified engineers within The Austin Company indicates top soil is 8"-12" thick and groundwater was discovered in some borings. Additional geotechnical investigation and analysis will be required when specific building types and locations are determined. Based on our review of the geotechnical exploration, Austin believes this site is suitable for industrial development (loads up to 2000 to 4000 psf) given that proper considerations mentioned in the Austin Company Geotechnical Review are taken in consideration.

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Delivery



CONSULTANTS

DESIGNERS

ENGINEERS

CONSTRUCTORS

The Austin Company's

Food & Beverage Group is a dedicated team of professionals with expertise in all aspects of facility planning, including design, engineering, construction and project management. This team specializes in production process planning, providing a broad spectrum of technical capabilities — from systems design, engineering, integration and installation to technical assistance and plant start-up.

Austin's Food & Beverage Group understands the requirements unique to food and beverage plants and has the unique capability to integrate production process equipment and systems with mechanical, electrical and structural components.

The result? A highly successful facility that accommodates immediate and future requirements, ensuring a quick payback on the facility investment.

Austin's planners, engineers, cost estimators and construction professionals are experienced at addressing these critical issues:

Technical and business requirements planning

Site and Facility location

Architectural, Structural, Electrical and Mechanical design

Process and Packaging design

Structural, Electrical and Mechanical engineering

Construction

Commissioning



Serving the Food & Beverage Industry for more than a Century

The food and beverage industry is undergoing enormous change. Manufacturers and distributors are facing: intense competition from both domestic and overseas markets; higher energy and marketing costs; and greater consumer demand for quality, convenience and variety. These and other challenges are requiring food and beverage companies to re-evaluate business strategies to increase customer satisfaction and meet operational objectives.

As owners address these challenges, one thing remains apparent — the importance of maintaining efficient, cost-effective manufacturing and distribution operations that are flexible enough to withstand changing environments.

For more than a century, The Austin Company has helped food and beverage companies implement operational improvements that improve their bottom lines. From planning, site-location, and design to equipment installation, construction and start-up, Austin has the right "ingredients" to ensure your next facility project's complete success.



Mars Incorporated, Chicago, Illinois — This Mars candy manufacturing plant and office building, constructed by The Austin Company in 1928, is evidence of our longstanding history in serving the confectionery industry.



Tanimura & Antle Inc., Plymouth, Indiana - Austin converted a former orange drink factory into a produce production, packaging and distribution facility for SaladTime® brand of premium-quality pre-cut, pre-washed bagged salads.



New England Confectionery Company (NECCO), Revere, Massachusetts - Austin provided design, engineering and construction services for retrofit of a 572,000 SF warehousing and distribution facility into a candy manufacturing facility.



The Portuguese Baking Company, Woodbridge, New Jersey - Portuguese Baking needed to quickly add baking lines to meet a growing demand for their Teixeira's brand of par-baked breads and rolls. They called on Austin to convert an old ice cream plant into a 113,000 SF baking facility.



Mother Parkers Tea & Coffee Inc., Fort Worth, Texas - Austin provided site-location, design, engineering and construction services for this new coffee roasting and distribution facility for Canada's largest coffee supplier. The plant was designed to produce 20 million pounds of coffee per year, with flexibility to produce four times that in the future.



Jelly Belly Candy Company, Pleasant Prairie, Wisconsin - Austin provided design, engineering and construction services for this warehousing and distribution facility, complete with a retail store and tour area, designed to process 4.5 billion Jelly Belly jelly beans annually.



Danisco, Olathe, Kansas - Austin completed a major plant expansion for this facility that produces food additives used in a wide variety of dairy, meat, confectionery, beverage and bakery products. The expansion provided for service to North American market with products previously imported from Denmark.

SERVICES

Consulting

Location Strategy Studies
 Supply Chain Network Studies
 Favorable Area Analysis
 Site Selection Services
 Labor Market Studies
 Property Due Diligence
 Incentives Negotiation
 Strategic Master Planning
 Manufacturing Studies
 Process Analyses
 Plant Utility Analyses
 Feasibility Studies

Management

Program Management
 Project Management
 Construction Management
 Cost Estimating
 Value Engineering
 Scheduling
 Procurement
 Cost Control

Design

Site Master Planning
 Requirements Programming
 Space Planning and Layout
 Process Design
 Architectural Design

Engineering

Civil
 Electrical
 Mechanical
 Structural
 Industrial
 Process

Systems

Systems Integration
 Material Handling Engineering
 Plant Automation
 Instrumentation and Controls

Construction

Construction Management
 Owner Representative
 General Contracting
 Equipment Installation
 Start-Up and Commissioning
 Systems Training
 Operations and Maintenance

DESIGN CONSIDERATIONS

Architectural

Site Design/Future Growth
 Building Expandability
 Product Flow
 Functionality
 Building Code Investigation
 USDA/FDA Design Requirements
 Finishes and Materials
 Solid Waste Handling
 Materials Handling
 Finished Goods Packaging/Handling
 Employee Amenities
 Cleanability

Sustainability

Sustainable Design
 Sustainable Packaging
 Sustainable Construction
 LEED Certification
 Stormwater Management
 Water Conservation
 Maintenance Practices
 Recycling Programs
 Energy Optimization
 Alternative Energy Sources

Electrical

Power and Lighting Systems
 Auxiliary Systems
 Emergency Power/UPS
 Automated Building/Process Controls
 Washdown Motors and Electrical Equipment
 Lighting Levels
 Utility Requirements
 Control and Monitoring of Process Variables

Civil / Structural

Soil Bearing Capacity
 Site Access and Utilization
 Building Structural Loading
 Equipment Loading
 Building Clear Heights/Spans
 Floor Finishes
 Suspended Loads

Mechanical / Process

Temperature and Humidity Control
 Hot Water Systems
 Steam and Condensate Systems
 Refrigeration and Cooling Water Systems
 Freezer and Cooler Requirements
 Process Material Flow
 CIP/COP Systems
 Fire Protection Systems
 Material Handling for Bulk and Finished Goods
 Wastewater Pretreatment
 Energy Efficiency
 Equipment Assembly
 Corrosion Control
 Sanitary Piping Requirements

Packaging

Barrier Properties
 Physical Protection
 Dispensing
 Consumer Appeal
 Shelf Appeal
 Storage
 Ease of Break-down
 Physical Protection
 Marketing Appeal
 Ease of SetUp



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LOCATION SELECTION

aligning
LOCATION with
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STRATEGY



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SITE SELECTION

DUE DILIGENCE

INCENTIVE NEGOTIATION

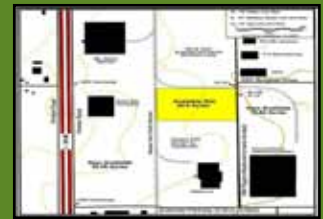
Austin Consulting

is an objective in-house team of location consultants offering specialized experience in identifying the right location for each client's specific requirements. Austin's team helps clients identify and prioritize location factors, saving them time and money and helping them realize long-term success by choosing the best location strategy.

The Austin Consulting team has more than 60 years' experience helping clients select the most appropriate locations for new, expanded or consolidated operations. With experience in virtually every major industry, Austin can help you implement a strategy that will: minimize risk and cost; maximize efficiency; empower your company to use its resources wisely; realize the fastest return on your expansion or relocation investment, and complement your overall business strategy.

When your business plan dictates a possible location change, Austin Consulting can help you ask the right questions and find the best answers to ease the complex location process.

- Should you expand or relocate?
- In what market can you find ample labor resources to accommodate short- and long-term requirements?
- Which geographical area offers the lowest utility rates?
- Will a desired location allow room for expansion as your business grows?
- Which location will allow you to reduce logistics costs while achieving a high level of customer service?
- Which option has a greater and faster payback — tax incentives or lower operating costs?



Why Choose Austin Consulting?

Objectivity

Austin Consulting receives no commissions or incentive payments from projects. Consequently, Austin has no vested interest in recommending a particular community or property. Austin's single focus behind our recommendation is your company's success. Austin's relationships with economic development agencies, utilities, transportation companies, brokers and developers allows efficient, objective and confidential research.

Experience

Austin Consulting has successfully completed projects for clients in most major industries, including aviation, aerospace, automotive, banking, broadcasting, chemical processing, food and beverage, general manufacturing, renewable energy, information technology, laboratory research and testing, life sciences, logistics, newspaper publishing and pharmaceuticals.

Confidentiality

Austin Consulting guarantees that your project will be completed in the strictest confidence. Complete confidentiality not only protects you from third parties that have a biased interest in the location decision, but also preserves employee morale and gives you control over the project.



CRITICAL FACTORS

Austin Consulting thoroughly analyzes the following critical factors to ensure the recommended location strategy will meet current and long-term requirements:

Labor

A market's labor force is one of the most critical factors to consider when qualifying a candidate site. Austin carefully analyzes labor-related variables that can affect your profitability, including: labor/management relations, wage and fringe benefit structures, productivity, labor costs, availability of skilled or specialized workers and availability of training resources.

Network Logistics

Austin can help you determine the most strategic location for each manufacturing plant and distribution center in your networked operations. Consideration is given to all critical variables, such as proximity to suppliers and customers.

Transportation

Before making a facility investment, Austin analyzes transportation issues, including: cost and quality of air, rail and freight services; roadway access; public transportation and site ingress/egress.

Utilities

The cost and quality of electric power, natural gas, water and wastewater services can vary from community to community and from site to site. Austin identifies utility sources and evaluates cost, quality and reliability.

Communications

Austin assesses the telecommunications network serving the site and its satellite/microwave transmission capabilities.

Taxes/Incentives

Austin evaluates government and economic development agency programs to identify and negotiate the best incentive packages for clients.

Business/Community Climate

Community attitudes toward the development of a facility may be more favorable in certain areas than in others. Austin analyzes factors such as the availability of employee amenities, political stability, development trends and industry mix as part of the assessment of an area's business climate.

Environmental Regulations

Air quality, clean water, solid waste disposal and other environmental regulations are considered.

Building/Site Characteristics

Austin analyzes each site or building relative to the client's needs, including: size and configuration, expansion opportunities, soil conditions, development costs, compatibility of neighboring land uses, adherence to image requirements and security features.

Quality of Life

Before making a site recommendation, Austin analyzes crime rates, education, climate, housing availability, cost of living and other quality-of-life variables that are important to attract and retain workers.



Tanimura & Antle, Inc., produce processing, packaging and distribution facility - assessment of building/site; evaluation of rail service; negotiation of development incentives.



Alkermes, pharmaceutical manufacturing center - evaluated other location options before recommending to expand at the current facility in Wilmington, OH.



Mother Parkers Tea & Coffee, coffee roasting facility - evaluated more than 20 locations before recommending a Fort Worth, TX site.



Colgate Palmolive, consumer products manufacturing facility - investigated many locations before recommending a site in Morristown, TN.



Celebration Foods/Carvel, Ice cream cake production and distribution - investigated over 20 location options in Eastern US before recommending a site in New Britain, CT.

SERVICES

Global Analysis

- Identify the number, general location and function of facilities.
- Evaluate critical factors: labor, taxes, incentives, transportation and utilities
- Strategy development for:
 - Manufacturing and distribution facility location
 - Facility relocation
 - Supply chain modernization
 - Network optimization
 - Facility expansion and consolidation evaluation

Site Selection

- Select candidate building sites in appropriate metropolitan areas or communities.
- Evaluate and compare critical factors as they relate to operational requirements.
- Operating cost analysis
- Transportation assessment
- Community screening
- Site/building evaluation
- Utility service assessment
- Labor market assessment

Due Diligence

- Ensure risk is minimized and that project moves forward within the timeline.
- Manage outside contract services
- Environmental assessment
- Geo-technical analysis
- Risk management
- Zoning and building code review
- Fees and surcharge evaluation
- Permitting schedule review

Incentive Negotiation

- Negotiate development incentive programs that are tailored to the needs of the project.
- Prepare program applications and represent client to obtain local, state, regional, utility and other incentive packages.
- Incentive agreement negotiation
- Tax segregation analysis
- Workforce development programs review
- Infrastructure grant negotiation
- Claw-back impact analysis
- Incentive programs on-going audit and compliance

REPRESENTATIVE CLIENTS

- Amylin
- Alkermes
- Always Bagels
- Ann Arbor News
- AOC Polyester
- Avery Dennison - Fasson
- AVON Cosmetics Limited Products, Inc.
- AVON Products, Inc.
- BioProducts, Inc. Animal
- Carvel-Celebration Foods
- Cleveland Plain Dealer
- Colgate - Palmolive
- Dole Fresh Vegetables, Inc.
- Fresh Express
- George Weston Bakeries
- Ghirardelli (Lindt & Sprungli)
- Kansas City Star
- Meggitt Aircraft Braking Systems Corp
- Morton Grove Pharmaceuticals
- Mother Parker's Tea and Coffee
- Murdock Madaus Schwabe
- Orgill, Inc.
- Portuguese Baking Company
- Raleigh News and Observer
- Rawlings
- Schurz Communications
- State of Ohio
- Storck
- Sun Rich Fresh Foods
- Tanimura & Antle - Salad Time
- Tanimura & Antle - Hydroserre
- The Children's Place
- Therma-Stor, LLC
- United Steel Deck
- Vickers (Eaton Corp.)



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