

## Request for Information (RFI)

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### PROJECT Blackbird

#### Company Overview

The company is a global information technology, engineering, and science solutions and services leader working in the defense, intelligence, homeland security, civil, and health markets. The company supports both government and commercial customers and has reported annual revenues of over \$11 billion in 2020.

#### Project Overview

The client is bidding a federal contract opportunity that would result in a significant cybersecurity operation employing approximately 500 full time employees.

#### Site Search

The Company is looking for leased office space of 75-150K SF in a variety of markets including Alabama, Florida, Georgia, Mississippi, North Carolina, Ohio, South Carolina, Tennessee, and Virginia.

#### Headcount

The project will result in the creation of approximately 500 new jobs. Position titles may include:

- Cybersecurity Manager
- Cybersecurity Analyst
- Cybersecurity Specialist
- Information Systems (IT) Manager
- Information Technology/Software Trainer
- Systems Analyst

Employment benefits include competitive compensation, Health and Wellness programs, Income Protection, Paid Leave and Retirement.

#### Talent

Certain certifications may be required depending on the level.

- CISM, CISSP (or Associate), GSLC, or CCISO
- Currently possess CSSP Analyst certification (CEH, CFR, CCNA CyberOps, CCNA Security, CySA+, GCI, GCIH, GICSP, or SCYBER)

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### Request for Research

1. Needed: community/postsecondary schools with relevant degrees, other training programs or relevant resources, as well as annual regional completions for these skillsets and credentials in the community.
2. Needed: current number of jobs, 2023 hires, and median wages for SOC codes:
  - Information Security Analysts (15-1212)
  - Database Administrators and Architects (15-1245)
  - Software Developers and Software Quality Assurance Analysts and Testers (15-1256)
  - Computer Systems Analysts (15-1211)
  - Network and Computer Systems Administrators (15-1244)
  - Computer Network Architects (15-1241)
  - Web Developers and Digital Interface Designers (15-1257)
  - Computer and Information Research Scientists (15-1221)
  - Computer and Information Systems Managers (11-3021)

### Request for Incentives

- Economic development incentives can help reduce upfront and ongoing project related costs and help the Company overcome specific site issues. Reduced costs will help improve the ROI of the proposed project and increase a community's chances of winning the project.
- The Company respectfully requests a State and/or local proposal of available economic development incentives related to job creation, capital investment, property tax abatements, utility usage reductions, site improvements, training, etc.

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### PROJECT Bluebird

#### General

Forward Consulting is searching for a build-ready site and possible existing building to locate a leading global supplier of Writing Products. The client's name is Scribble. They have determined that their name can be known, but they have requested that their specific Production project be kept **Confidential** at this point and any references to this project should use the Project name – **Bluebird**.

The focus of this RFI is to find a project ready site that can expedite the initial location phase of this project on a fast-track schedule, as well as the second and third expanded Production phases over the next 5 years.

#### Background

Scribble's history is full of free spirits who put their ideas into practice. It was in 1662 when William Scribble came up with his idea, which was free from all typical conventions at that time. Against the requirements of the Nuremberg Council, he began to manufacture both leads and the body for pencils. In doing so, he abolished the separation between the production of the lead by the lead cutters, and the production of the lead's wooden encasement by the carpenters.

Mr. Scribble followed his conviction and stood by his idea. His great-great-grandson Alfred Scribble invented the colored pencil as we still know it today and made it available to a wider audience outside of artist studios. For over 100 years, employees and the environment were already a top priority for the company.

Today Scribble is one of the world's leading manufacturers and suppliers of writing, painting, drawing, and modelling products. They create ideas that make their products more sustainable, efficient, and durable. In this way, they help people realize and share their ideas. Scribble currently employs more than 2,300 employees around the world who work on the right products every day.

#### Project: Bluebird Key Criteria "Must Have's":

1. Minimum of 15-Acre Build Ready Site for Phase 1 - 55,000 square foot Industrial / Manufacturing facility with ability to be expanded to 110,000 square feet in Phase 2.
2. Utilities on-site with appropriate capacities
3. Light Industrial / Manufacturing zoning
4. Available skilled labor within a 20-mile radius (see more information below)
5. Must be within 5 Miles of an Interstate; preferably next to an Interstate with frontage
6. Education & Training for Manufacturing as well as Engineering; preferably within 25 miles of a Technical School.
7. No Flood Planes or Contamination Sites

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### General Project Information

#### Facility / Site Needs:

**Phase 1:** 15-Acre Build-Ready Site for both phases of project. 55,000 square foot build ready Phase 1. Existing 110,000 square foot facilities with expansion capability will be considered based on the following attributes.

**Ceiling Height:** 28'

**Floor Thickness:** 8" / 4000PSF

**Truck Doors / Docks:** 6

**Parking Spaces:** 150

**Phase 2:** 55,000 square foot expansion on build-ready site

#### Employment:

**Phase 1:** 65 FTE

**Phase 2:** 83 FTE

**TOTAL:** 148 Full-Time Employees (138 Production – Hourly, 10 Office / Management – Salaried)

Average Salary: \$60,000 + Benefits for Production; \$120,000 for Office / Management

#### Capital Investment:

**Machinery & Equipment:** \$12,375,000 USD

**Facility & Site:** \$8,570,000 USD

**TOTAL:** \$20,945,000 USD

Investment	USD	Accumulated
Year 1 - 2024	\$8,825,000	\$8,825,000
Year 2 - 2025	\$2,000,000	\$10,825,000
Year 3 - 2026	\$6,120,000	\$16,945,000
Year 4 - 2027	\$2,500,000	\$19,445,000
Year 5 - 2028	\$1,500,000	\$20,945,000

### Utility Requirements

#### Electric:

**Demand Phase 1:** 2.4 MW

**Demand Phase 2:** 4.8 MW

**Connection Power:** 500 kVA

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### Natural Gas:

<b>Monthly Usage Phase 1:</b>	0.5 million cubic feet
<b>Monthly Usage Phase 2:</b>	1 million cubic feet

### Water/Wastewater Usage:

<b>Monthly Usage Phase 1:</b>	150,000 gallons
<b>Monthly Usage Phase 2:</b>	300,000 gallons

### Project Timeline:

- **RFI's due:** September 23<sup>rd</sup>, 2022
- **Site Visits:** Late October and November 2022
- **Site Selection:** December 2022
- **Phase 1 Construction Completed:** Q4 2023
- **Start of Production:** Q1 2024 (Machinery and Building Dependent)

### Instructions:

- Please answer all questions in the space provided below each question
- This RFI is designed so that you may insert pictures, tables, and other information that you already have prepared by copy / pasting into the document.
- Some questions may note that you are able to provide an additional attachment if necessary.

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# Key Site Selection Questions

## Contact Information

- Name and Contact Information of State / County Economic Development Contact working this project?  
*Answer:*
- Name and Contact Information of Electric Power Contact working this project?  
*Answer:*
- Name and Contact Information of Local Economic Development Contact working this project?  
*Answer:*

## Site Specifications

- What is the address and longitude and latitude of the proposed building(s) / site(s)?  
*Answer:*
- What is the acreage of the proposed site and square footage of any proposed facility?  
*Answer:*
- Is additional acreage available? If so, please add details.  
*Answer:*
- Is the site certified as shovel or build-ready? If so, please provide a link to all documents & diligence involved with the certification:  
*Answer:*
- Please provide an aerial of the site(s) / building(s) below. Aerial should include site outline, road infrastructure, and all utility lines with labels clearly identified:  
*Answer:*
- Zoning Classification?  
*Answer:*
- What is the total property price?  
*Answer:*
- Is the property owned or controlled by an economic development related entity? Who owns the site? Describe options or first rights of refusal.

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Answer:

- Please identify surrounding land uses:

Answer:

- Please indicate all environmental studies that have been previously performed or are currently underway on the proposed building/site:

Answer:

- What is the earthquake rating of the site?

Answer

- Site Accessibility:

- Show ingress / egress map of industrial road to the site from a major highway/interstate:

Answer:

- If industrial access from the site to a major highway/interstate is either not in place or will need significant construction work, please describe in detail, and provide timeline by which such a road can be constructed:

Answer:

- Distance to U.S. Interstate Transportation Corridors:

i. Identify Interstate(s):

ii. Distance to Interstates:

- Identify distance (miles) to 4-lane primary road with limited access:

i. Identify Highway(s):

ii. Distance to Highway(s):

- Distance to International Airport

Answer:

## Utility Infrastructure

- Does the electric utility service for this site have the available capacity to meet Project Bluebird's Phase 2 demand?

Answer:

- Name of Electric Power Company(ies) serving this site:

Transmission:

Distribution:

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- Explain the electric systems from generation, transmission, substation, distribution to site:  
**Answer:**
- Provide a summary of the electric power company's current generation mix:  
**Answer:**
- Any planned construction projects that improve reliability or capacity to system serving location:  
**Answer:**
- Any needed improvements with estimated costs and schedule to serve load to site:  
**Answer:**
- Distance (miles) to the Closest Substation to Service the Site:  
**Answer:**
- Does the natural gas service for this site have the available capacity to meet Project Bluebird's Phase 2 demand?  
**Answer:**
- Name of Gas Company(ies) serving this site:  
**Transmission:**  
**Distribution:**
- Distance (miles), size, and PSI of the Closest Gas Line to Service the Site:  
**Answer:**
- Does the Water / Wastewater utility for this site have the available capacity to meet Project Bluebird's Phase 2 demand?  
**Answer:**
- Name of Water / Wastewater Company serving this site:  
**Answer:**
- Distance (miles) and size of the Closest Water Line to Service the Site:  
**Answer:**
- Distance (miles) and size of the Closest Sewer Line to Service the Site:  
**Answer:**

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- What is the total available capacity of Water / Wastewater at this site (not at the plant)?

Answer:

### Labor

- Project Bluebird is seeking available skilled labor. Provide workforce data showing that your location can meet their needs with the following types of employees: *Manufacturing Engineering, Various Engineering Degrees, General Management, Quality Technicians, CNC Machinists, Tool Makers, Machine Operators, General Assembly, Production Line, Maintenance Technicians,*

Answer:

- What is the total unionization rate of your county?

Answer:

- What is the private sector unionization rate of your county?

Answer:

- List all unionized manufacturing facilities located within 25 miles of this site with the name of the union(s) associated with each such facility:

Answer:

- Please list any new union elections within 25 miles of the site within the last 10 years. Also, any decertification's in any plants within 25 miles of the plant.

Answer:

- Indicate total population and change in the last ten years

County:

Labor Shed:

- Indicate total workforce size and change in the last ten years

County:

Labor Shed:

- Indicate manufacturing workforce size and change in the last ten years

County:

Labor Shed:

- What is the current Unemployment Rate of the County in which the site is located? What is the Labor Participation Rate?

Answer:

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- Have there been any recent layoffs of manufacturing plants within a 30-mile radius within the last 6 months which could provide some trained workers for our client?

Answer:

- Please provide the number of manufacturing firms employing more than 100 people in county:

Answer:

- How many of these operations regularly utilize more than one shift?

Answer:

- How many operate seven days per week?

Answer:

- Please indicate the crime rates in the county for:

Violent crime:

Nonviolent crime:

- Please indicate the change in average home prices in the last ten years

Answer:

## Education & Training

- List all relevant technical training options and providers (colleges) and distance from the community. Specifically, regarding manufacturing related technical programs and any manufacturing partnerships with educational facilities.

Answer:

- List relevant engineering programs, 4-year degrees, and university providers as well as the distance from the community.

Answer:

- List any relevant programs in high schools and area technology campuses.

Answer:

## Permitting

- Please list all permits required before operation of this type of facility in your state / community and the estimated timeline for obtaining these permits

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○ **Answer:**

- Please indicate the process for obtaining these permits in your state

○ **Answer:**

### **Incentives**

***Project Bluebird is under a fast-track timeline and is seeking options from aggressive communities / states. As you complete this section, keep in mind that our client prefers options that reduce start-up costs around site and facility development as well as a long-term low cost of operation.***

- Detail state incentives this project could qualify for (148 Jobs, \$21 Million Investment, \$8 Million in Annual payroll):
  - Site prep incentives related to the site, utility, or transportation (road) infrastructure to make the site pad ready:
  - Corporate income tax incentives
  - Property tax incentives
  - Payroll related incentives
  - Discounted real estate incentives
  - Workforce incentives
  - Cash incentives
  - Other incentives

**Answer:**

- Detail local incentives this project could qualify for (148 Jobs, \$21 Million Investment, \$8 Million in Annual payroll):
  - Incentives regarding an existing 55,000 or 110,000 square foot facility or build-to-suit. Lease-back option could be considered.
  - Site prep incentives related to the site, utility, or transportation (road) infrastructure to make the site pad ready:
  - Property tax incentives
  - Payroll related incentives
  - Discounted real estate incentives
  - Workforce incentives
  - Cash incentives
  - Other incentives

**Answer:**

- Is this property located in a New Market Tax Credit zone?

**Answer:**

- Why Should We Choose Your Community and this Property for Project Bluebird?

**Answer:**

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### PROJECT Mockingbird

#### General Project Information

Strategic Location Services (“SLS”) has been retained by a US-based manufacturer in the electric vehicle battery supply chain to assist with site selection for a new production facility. The client wishes to remain anonymous at this time and therefore, we ask you use the project code name – Project Mockingbird – on all correspondence.

After an analysis of key criteria for this project, we have identified the State of North Carolina as a potential candidate location for this project. The purpose of this letter is to provide you with details on the project, including site requirements. In addition, this letter will request specific information on potential sites in North Carolina that are available for this project.

#### ANTICIPATED INVESTMENT AND JOB CREATION

Project Mockingbird is a heavy industrial project with total anticipated investment of between US \$350 and \$450 million. Approximately \$100 million of the investment will be in real property (land and building), with the balance in machinery and equipment. The facility is expected to create approximately 300 direct new jobs.

#### ANTICIPATED PROJECT TIMELINE

The following is an anticipated timeline for Project Mockingbird. This schedule is subject to change based on search conditions. However, our client is focused on completing their site selection activities as quickly as possible.

##### Anticipated Schedule for Project Mockingbird

Key Milestone	Estimated Date
Final Site Identification	Q2 2023
Construction Start Date	Q2 2024
Full Production Start Date	Q4 2025

#### SITE REQUIREMENTS

The following is a summary of essential site requirements:

- An absolute minimum site size of 120 acres (contiguous), with a preference of a larger site up to 240 acres. The client would like to consider greenfield sites as well as brownfield locations without existing environmental liabilities.
- If available, the company would consider an existing building of 1.5 million square feet with a minimum of 80-foot clear height and additional land for expansion.
- Located in an industrial area and zoned (or can be re-zoned) appropriately for heavy industry. The site should be in an area with similar surrounding heavy industrial development and/or have significant buffer.

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- Access to Class 1 or short-line railroad.
- Located proximate to an interstate or within 5 miles of a 4-lane divided highway capable of handling Class 8 truck traffic, with appropriate connection to an interstate.
- Electricity is an extremely important criteria for this project. Access to renewable sources of electricity is required and the client has a strong preference to source all its energy needs from renewable sources. In addition, the site must be served by electric utilities that can meet the following demands.

	<i>Full Production</i>
Peak kW Demand	60,000 – 100,000
Average kW Demand	Approx. 45,000
Usage (kWh/month)	27,390,000
Load Factor (%)	63%
Power Factor (%)	90% (based on process demand of 50,000 KW)

- Presence of other utilities at the site that meet the requirements outlined in the table below. In the event utilities are not on or adjacent to a candidate site which is otherwise qualified, please explain the plan (including cost and timing) to extend utilities to the site.

<i>Utility</i>	<i>Estimated Usage</i>
Natural Gas	Minimal needed for comfort heat only
Water	Approximately 70,000 gallons per day (depending on the ultimate output of the facility)
Wastewater	TBD

### SUBMITTAL INSTRUCTIONS

In addition to sites in North Carolina’s existing databases, we are requesting that the State use a high-level of innovation to identify site candidates that have not yet been identified. Consultation with other allies including local ED partners as well as rail and utility providers will be important to identify sites or tracts of land that can be assembled to meet the complex requirements of this project. You may also wish to consider submittal of sites that accommodated previous locations, such as powerplants or former manufacturing sites.

For each site submitted, please complete the project questionnaire that has been provided. In addition, please provide the following attachments:

1. General location map
2. Site boundary map
3. Aerial photograph with site boundaries identified

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4. If any portion of the site is in the floodplain, please provide FEMA floodplain maps with the site outline included
5. General transportation map including roads and rail infrastructure
6. Infrastructure map(s) identifying the following:
  - a. Electric lines
  - b. Natural gas lines
  - c. Water lines
  - d. Sewer lines

Please limit your submittal to **ONLY** the information that is requested above. We are relying on the State to coordinate its partners, including rail providers, local economic development authorities, electric utilities, and the real estate community to fully identify qualified sites in the state. It is likely that we may also contact rail and electricity providers as part of our research and mention we have sent you this letter. Please also ensure the quality of information being sent to us by conducting a thorough screening per the search parameters.

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### PROJECT Hummingbird

#### PERTINENT OUTLINE CRITERIA DOCUMENT

##### 1. Products:

Building materials-related production and distribution.

##### 2. Transportation Requirements:

- Highway access –Preferred, north-south and east-west interstate access within an approximate 10-mile radius.
- Trucking –Daily anticipated volumes –approximately 100.
- Rail -Direct connection to a railroad network with daily switching service. Anticipated average monthly volumes: 35-40 for the initial project; additional rail usage for the Phase 2 and 3 projects TBD.
- Air Services–Commercial -Within approximately 1½ hours’ commute time to a commercial airport.

##### 3. Applicable Business Code:

- NAICS TBD.

##### 4. Utility Requirements:(Subject to Revision Based on Additional Engineering Studies)

A. Water (gpd)	
Domestic (31.25 gal/employee/day)	4,218
Process	20,000
Fire Protection	4,000 gpm @ 80 psi (2 hours)
B. Wastewater (gpd)	
Domestic (25 gal/employee/day)	3,375
Process	0
C. Electric Demand (kW)**	7,000
D. Electric Usage (kWh/Month) (75% Load Factor)	3,832,500
E. Process Natural Gas (Peak flow –cu.ft./hr.) (Facility Heating + RTO-if necessary)	8,000 @ 10 psi
F. Process Natural Gas (Volume –cu.ft./mo.) (Facility Heating + RTO-if necessary)	5,785,920
G. Telecommunications (latest fiber technology)	500mb

\*\* Note: Prefer two independent sources of electric services at the site.

##### 5. Process Effluent Characteristics:

- Wastewater: Very minimal; 100% domestic.
- Air: EPA Attainment area required.

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### 6. Labor:

- Approximately 135 employees: (Yr. 1) 60; (Yr. 4) 25; (Yr. 6) 50.
- Competitive wage and fringe packages.
- Non-union.

### 7. Typical Operational Schedule:

- 24/7/365 operation.

### 8. Physical Site Requirements:

- Size –Approximate 127 acres.
- Approx. minimum dimensions –1,775 ft. (width) x 2,195 ft. (depth).
- No onsite wetlands, easements, rights-of-way within the development footprint. Site will eventually need to be all useable.
- Good highway access.
- Direct onsite rail access.
- Appropriately zoned, with all required offsite infrastructure improvements (roads, utilities) to mutually agreed upon site boundaries.
- Industrial setting with minimal noise restrictions for outdoor equipment storage & operations +/-65 dB (RTO and dust collectors) at the site boundaries.

### 9. Physical Facility Requirements:

Size (SF)	500,000-600,000 + 15,000
Possible Future Adjacent	75,000
Buildings (SF)	
Ceiling clear height (ft.)	50
Storage Silo height (ft.)	65

### 10. Project’s Estimated Values (\$U.S. Dollars)

	Year 1	Year 4	Year 6
A. Site (Approximately 90 acres)	\$ Value TBD	--	--
B. Facility	\$50.0-\$60.0M	\$7.50M	--
C. Equipment	\$45.0M	\$4.0M	\$40.0M
D. Rail (estimate based on conceptual plan)	\$2.17M	--	--
Subtotal	\$97.2-\$107.2M	\$11.5M	\$40.0M
<b>Total</b>			<b>\$148.7-158.7M</b>

### 11. Project Occupancy Basis:

- Company funded, owned, and operated.

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### 12. Project's Estimated Schedule at This Time (Subject to Revision)

A. Preferred location selection decision; including completion of all state and local level incentive documents	March 2023
B. Conditional Site Purchase Agreement (PSA) in place; including due diligence and permitting periods	April 2023 –July 2023
C. Facility construction period	August 2023 –August 2024
D. Facility occupancy	July 2024 –March 2025
E. Facility operational date	April 2025

### 13. U.S. States Under Consideration at this Time:

- Georgia, Florida, North Carolina, South Carolina

### 14. Important Institutional Factors Regarding the Project Team's Preferred State/Location Candidate Selection Decision

1. Labor –Availability, quality, costs, dependability, pro-business attitude.
2. Transportation access –
  - a. Immediate good highway access.
  - b. Direct rail access.
3. Overall costs of doing business (labor, taxes, utilities, etc.)
4. Environmental constraints: Attainment area with minimal noise restrictions.
5. Preferred incentives –
  - a. Approximate 127-acre industrial site at no cost.
  - b. Direct significant state grants to assist with offsetting new facility's development costs.
  - c. Employee income tax rebates (if applicable); highest legal level for at least ten (10) years.
  - d. All required offsite infrastructure improvements (roads and utilities) to the selected site, at no cost to the Company.
  - e. Tax reductions of all types (property, sales/use, franchise, corporate income, etc.) to the highest levels possible.
  - f. Employee recruitment and training funds.
  - g. Waiver and/or rebate of utility connection related fees and building permit fees.
  - h. Accelerated permitting –facility development and environmental related.
  - i. Other incentive program opportunities TBD.