



August 20, 2013

Proposal for Site Certification Services

Presented to:



Presented by:

McCallum Sweeney Consulting

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INTRODUCTION

MCCALLUM SWEENEY CONSULTING

McCallum Sweeney Consulting (MSC) is pleased to present this proposal for a site evaluation and certification program to the City of Leesburg, Florida.

MSC specializes in site selection and incentive negotiation services. Established in July 2000 by Ed McCallum and Mark Sweeney, MSC brings more than 70 years of senior staff investment location consulting experience to our clients worldwide. In addition, MSC brings the most comprehensive use of geographic information systems (GIS) technology to bear on our projects, greatly enhancing the effectiveness and efficiency of the process.

In addition to our siting practice, MSC also has significant economic development consulting experience. We believe that our siting experience brings a unique perspective to our economic development consulting practice. As such, the advice and recommendations that we will give to this project team will be based on our knowledge of what companies are looking for in a location.

Our experience in both the site location consulting and economic development professions provide us with first-hand knowledge of what initiatives work in economic development. We believe that our perspective and knowledge, combined with our dedication to client service, make MSC the ideal choice for this important project. A description of the MSC C.I.R.C.L.E. of Values is presented on page 5.

WHY IS SITE CERTIFICATION IMPORTANT?

One of the fastest growing trends in the site location business is the demand for project-ready industrial sites. The reason for this is simple: the location decision process demands available sites and those sites need to be ready for development. Companies looking to build new facilities want sites that are ready-to-go and relatively "risk free."

Intensifying the demand for ready-to-go sites is the fact that clients' decision-making time frames are getting shorter. As a result, communities who are seeking to recruit projects need to be prepared to market their sites with a wealth of site-related information and data on their community. Companies are not willing to wait for a community to find an appropriate site and determine its suitability for development – that due diligence needs to be done before the prospect comes calling.

SCOPE OF SERVICES

MSC is proposing to assist with the evaluation and certification of the City of Leesburg's property. For this particular effort, MSC would recommend the following scope of services:

Site Certification

- Review Site Certification Process
- Proposal Development
- Proposal Evaluation
- Site Visit (if necessary)
- Site Deliverable
- Final Announcement (optional)

The full scope of services is described in more detail starting on page 13.

The outline above shows the key steps in the project. It is important to note that there will be extensive communication between MSC and the City of Leesburg throughout the project.

COMPANY PROFILE AND EXPERIENCE

MSC is dedicated to assisting firms in site selection and incentive negotiation. The firm was established in July 2000 by Ed McCallum and Mark Sweeney, who have more than 40 years of combined experience in the industry. Prior to establishing MSC, Mr. McCallum spent 13 years in the Global Location Strategies group at Fluor Corporation, the last two years as the group's Managing Principal. Similarly, Mr. Sweeney spent seven years in Fluor's Global Location Strategies group. Mr. Sweeney also spent more than five years at the South Carolina Department of Commerce, the last three of those as the Director of the Department's Research and Communications Division.

MSC has performed location consulting services for many of the world's largest and best-known companies including: Boeing, Nissan, Michelin, Alstom, Dollar General, PACCAR, Oreck, and Mitsubishi Electric. For each of these clients, MSC provided comprehensive location consulting and incentive negotiation services, including in-depth research on search regions and candidate communities, detailed site and community evaluations, extensive labor market evaluations, site-specific financial analyses, and custom incentive negotiations. A list of MSC project announcements is included in Appendix A.

MSC has also developed a robust economic development practice focusing on site evaluation and certification programs. Principals at MSC developed and managed some of the first site evaluation programs in the country, Build Now New York and Pennsylvania SelectSites Round I, while at Fluor Global Location Strategies. Over the past decade, MSC has designed and executed many of the country's most significant site evaluation and certification efforts, including:

- Pennsylvania SelectSites Round II (2001-2003)
- TVA Megasites (2004-2006)
- Duke Energy Mega-Site Identification and Evaluation Program (2005-2006)
- Duke Energy Site Readiness Program (2005-present)
- CSX Certified Rail Sites (2005-2011)
- Kansas Warehouse & Industrial Site Evaluation Program (2006-2007)
- Southern California Edison Site Certification Program (2007)
- Mississippi Power Company Project Ready Sites Program (2008-2011)
- MeadWestvaco Site Evaluation and Certification Program (2010-present)
- Cleco SmartSites Program (2010-present)
- Nebraska Department of Economic Development Rail Site Evaluation Program (2010)
- SC Department of Commerce Industrial Site Certification Program (2010-present)
- Iowa Economic Development Authority Site Certification Program (2012-present)
- Wyoming Site Certification Program (scheduled to begin 1st Quarter 2013)

MSC has also conducted numerous stand-alone site evaluations and certifications for companies such as Plum Creek and Terrapointe/Rayonier and in communities such as Mayfield, KY; Aiken, SC; Chester, SC; and Florence, SC.

Four of the largest and most relevant of MSC's site evaluation and certification projects are described in more detail on the following page. A map of all of the sites certified by McCallum Sweeney Consulting is included in Appendix B.

South Carolina Department of Commerce Industrial Site Certification Program (2010 - present)

MSC created and facilitated a program for the South Carolina Department of Commerce (SCDOC) to evaluate and certify sites in South Carolina that meet minimum criteria for industrial development. The first few steps of the program involve evaluating a site (or park) to make sure the site will be attractive from both a technical and marketing perspective. If the site meets the technical and marketing standards, it then moves forward with more rigorous requirements for certification. Although the SCDOC previously had their own certification program, they chose to work with MSC in order to give more credibility to their certified site program. To date, MSC has certified 30 industrial sites and parks under the SCDOC's Industrial Site Certification Program and has several more nearing completion.

Duke Energy Site Evaluation Program (2005 - present)

MSC developed and implemented a program to identify and evaluate sites in the Duke Energy territory for specific targeted industries. For this project, MSC designed a unique program for Duke Energy and developed a set of stringent criteria for their targeted industries. The project involved site evaluations and an analysis of the site's strengths and weaknesses. To date, MSC has evaluated 148 sites in this program. Concurrently, MSC also developed and implemented a program to identify and evaluate sites suitable for automotive assembly operations in Duke Energy's territory. The project included an extensive GIS screen of the region to identify potential areas that would be suitable for automotive assembly. Sites were identified, evaluated, and recommendations were made for further study.

Mississippi Power Project Ready Sites Program (2008 - 2011)

MSC designed a program to evaluate sites in the Mississippi Power Company (MPCo) electric service territory and certify sites that meet a stringent set of readiness criteria. In order for a site to be eligible for participation in the certification program, the community economic developer had to complete a qualification application. Based on a MSC review of the site characteristics, the MPCo team selected sites to move forward and participate in the certification program. The program was designed to prepare a variety of different size sites for development. Development categories in which sites were certified included: Mega-Site Industrial, Large Industrial, General Industrial, Industrial Park, and Technology Park. In total, twelve sites were certified under the Project Ready program.

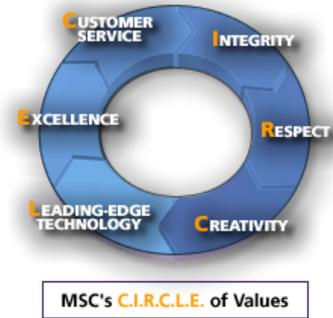
TVA Megsites Program (2004 - 2006)

MSC evaluated 25 sites in the Tennessee Valley Authority electric service territory in an effort to identify and certify properties suitable for automotive assembly operations. The program included the development of minimum site evaluation criteria, automotive assembly project specifications, and a community questionnaire tailored to automotive assembly operations. These tools combined with site visits provided the information necessary to determine certification status. MSC certified nine sites total (one has since been de-certified). Five of the certified sites have been sold to SeverCorr, Toyota, PACCAR, Volkswagen, and Hemlock Semiconductor. These five projects represent more than \$5 billion in investment and more than 5,000 jobs.

MSC'S C.I.R.C.L.E. OF VALUES

Customer Service

- Unrestricted commitment to our clients.
- Active involvement in every project by a MSC principal.
- Independence, allowing sole focus on our clients' projects (not a platform to sell other services).



Integrity

- Emphasis on communication, with an open process that allows our clients to know what we are doing and why.
- Redirection of any and all location bonuses from communities or developers to the benefit of our clients.
- Policy not to pursue or accept economic development consulting assignments in locations that are under consideration by our siting clients.

Respect

- For the values of our clients, and the responsibility we have in representing them.
- For the stewardship role that states, provinces, and communities have as part of their efforts in attracting and retaining investment and employment.
- For each other here at MSC, creating a supportive and collegial environment that thrives on the unique strengths we each bring to the company, and striving to balance the demands of our profession with the rewards of a personal life.

Creativity

- Maintaining a broad knowledge of successful location strategies.
- Emphasizing the promotion of new ideas and finding value in them.
- Committing to an operating environment that fosters innovation and nurtures its development.

Leading-Edge Technology

- Maintaining in-house expertise in geographic information systems (GIS) technologies.
- Supporting integration of GIS into all our assignments, exploring new ways to leverage its value for our clients.
- Managing the technology as a powerful tool, and avoiding the temptation to let it serve as a substitute for a sound and comprehensive site selection process.

Excellence

- Maintaining the goal of MSC, as a company, to be the best in our business.
- Creating and maintaining an operating environment based on the principles of continuous performance improvement.
- Conducting our business with an unrestrained passion for quality.

Ed McCallum, Senior Principal



Ed McCallum, a senior principal in McCallum Sweeney Consulting, provides site selection services and economic development consulting to companies and organizations worldwide.

Mr. McCallum's 25 years of experience in the site selection industry includes a myriad of industrial, headquarters, and warehousing site selection endeavors. Before starting McCallum Sweeney Consulting, Inc. in August of 2000, Mr. McCallum was the Managing Principal of Fluor's Global Location Strategies Group, having dedicated 14 years performing site selection and economic development consulting. Major clients included Mercedes-Benz, Navistar, Caterpillar, US Bioscience, Human Genome Science, Taiwan Semiconductor, Shell Chemical, Flowserve, Florida Power & Light, New Jersey Power & Light, and GAF Materials

Mr. McCallum has assisted clients in a wide variety of industries at McCallum Sweeney as well, from manufacturing to warehousing and distribution. Significant client experience includes Aquion Energy (battery storage), American Titanium Works (metals), Alstom (energy), Nordex, (wind energy), Zarges GmbH (wind energy), PACCAR (engine manufacturing), LM Wind Power (wind energy), Austal (shipbuilding), Atlantic Marine (maritime transportation), BP (petrochemical spin off), Weil McLain (hydraulic heating), Boeing (aeronautics), Kasle Steel (steel blanking auto supplier), Mitsubishi (auto assembler), Tower Automotive (auto frame assemblies), Vought/Alenia (aircraft manufacturing), and International Shipholding Corporation (headquarters relocation).

Mr. McCallum has conducted siting projects in Europe, Asia, South America, Mexico as well as most regions of the United States and Canada. Specific experience includes location analysis, economic research, financial analysis, site evaluation, real estate negotiations, incentive negotiations, computer modeling and programming, strategy assessments, and marketing analysis. International experience includes project investigations in Mexico, the Netherlands, Caribbean, Czechoslovakia, Germany, Belgium, Austria, France, Luxembourg, Vietnam, Canada, Taiwan, Argentina, and the United Kingdom.

Mr. McCallum also provides consulting services to leading economic development organizations across the United States in such areas as strategic planning and organizational design, site certification, incentive strategies, and sustainable development strategies. He was responsible for designing and heading up Pennsylvania's Certified Sites program – known as "Select Sites[™]" and continuing with Phase II of the same program in a web enabled environment. In addition, he managed Tennessee Valley Authority's (TVA) automotive mega-site certification program within the entire TVA service territory and helped Duke Energy with comprehensive mega-site identification for the automotive industry and a site qualification program for select target-market industries. Due to the TVA mega-site program, PACCAR, Toyota, SeverCorr, and Hemlock Semiconductor have invested within TVA's service territory.

Mr. McCallum has a Masters in City and Regional Planning from Clemson University and a Bachelor of Business Administration from James Madison University. Mr. McCallum received an athletic scholarship to Indiana University and later a vice-presidential appointment to the United States Air Force Academy while serving active duty.

Mark Sweeney, Senior Principal



Mark Sweeney is a senior principal in McCallum Sweeney Consulting (MSC), providing site selection services and economic development consulting to companies and organizations worldwide.

With more than 24 years of experience in site selection and economic development, Mr. Sweeney assists companies in identifying, evaluating, and selecting the optimal location for their capital investments. Such projects cover a wide array of related factors, including sites, infrastructure, transportation, labor and demographics, state and local taxes, and incentives.

Mr. Sweeney also provides consulting services to leading economic development organizations across the United States in such areas as strategic planning, organizational design, site certification, target industry programs, and incentive strategies.

Mr. Sweeney has assisted clients in a wide variety of industries for manufacturing, distribution and headquarters projects. Recent clients include Coeur d'Alene Mines Corp. (headquarters), Tronox (headquarters), PDM Bridge (headquarters), Daiichi Sankyo (pharmaceutical), Mitsubishi Electric (transformer manufacturing), SunCoke Energy (headquarters), SGL/BMW (joint venture carbon fiber manufacturing for electric vehicles), Boy Scouts of America (recreation), Nissan (headquarters; auto assembly; engine; distribution), Michelin (tire and rubber manufacturing distribution), and Dollar General (distribution). Of particular note are the Nissan headquarters relocation from Los Angeles to Nashville, Tennessee (November 2005) and the Nissan auto assembly project that announced in Canton, Mississippi (November 2000). Mr. Sweeney has conducted siting projects in Europe and Asia; Canada; and most regions of the United States.

Recent economic development clients include state agencies (South Carolina, Florida, Nebraska); regional organizations (Miami-Dade FL; Oklahoma City OK, Columbus OH, Central Louisiana); and utilities (Duke Energy (Carolinas; Midwest), CLECO (Louisiana), Southern California Edison, and Tennessee Valley Authority).

Mr. Sweeney spent more than five years at the South Carolina Department of Commerce, serving as Director of Research and Communication. There, he directed departments providing project management support, information management (including world's leading economic development application of Geographic Information Systems), and communications. Mr. Sweeney was also one of the authors of *Approaching 2000 – An Economic Development Vision for South Carolina*, a state strategic plan for economic development.

Mr. Sweeney has a Masters in Business Administration from Clemson University and a Bachelor of Science from Appalachian State University. In addition, Mr. Sweeney was a recipient of a Murphy Fellowship for graduate work in economics at Tulane University. He lives in Greenville, South Carolina.

Jeff Forsythe, Principal



Jeff Forsythe has more than fourteen years of experience in site location consulting and economic development. As a principal with McCallum Sweeney Consulting (MSC), Mr. Forsythe's experience predominantly includes location consulting throughout North America for manufacturing, distribution, and office projects. Primary responsibilities have included performing detailed site/infrastructure and community evaluations, labor market assessments, comparative financial analyses, and strategic real estate and incentive negotiations. In total, he has managed projects that have resulted in more than \$1.2 billion in capital investment, 6,700 full-time jobs, and 7.4 million square feet being developed.

Some of Mr. Forsythe's recent location consulting experience includes serving as the project manager on a battery manufacturing facility for Aquion Energy, two distribution center projects for Dollar General Corporation, a joint venture carbon fiber manufacturing facility for SGL Group and BMW Group, and Alstom Power Inc.'s first United States wind turbine manufacturing operation. Other notable project management experience includes: a wind turbine nacelle assembly and rotor blade manufacturing facility for Nordex, PACCAR's first engine production facility in the United States, an Austal shipbuilding operation, an Oreck household appliance manufacturing plant, a Trex Company composite lumber fabrication facility, and several confidential manufacturing and office projects.

Mr. Forsythe's latest economic development consulting experience consists of a site evaluation program for the Nebraska Department of Economic Development to determine the feasibility of speculative industrial park developments. He also conducted an incentive comparison and financial analysis for Chattanooga, Tennessee, and assisted with the Tennessee Valley Authority "mega" site identification and certification program.

Prior to joining MSC, Mr. Forsythe was employed as a consultant with Fluor Global Location Strategies. During his time with Fluor, Mr. Forsythe was engaged in economic development and site location consulting. Noteworthy project management experience included executing tax and incentive analyses for the states of Arkansas and Mississippi, and formulating a local economic development strategic plan for the Arkansas Valley Alliance. In addition, Mr. Forsythe participated in a nine-country competitiveness analysis and site identification for a biopharmaceutical client.

Mr. Forsythe joined Fluor after serving as project manager for the Cabarrus Economic Development Commission in Concord, North Carolina, where his primary role was to aid national and international firms considering Cabarrus County for new or expanding operations. Responsibilities varied from identifying and proposing available sites and buildings to incentive negotiations. Additional tasks included performing research to track the economic prosperity of the county, developing marketing materials to aid prospects considering the county, and conducting targeted marketing missions.

Mr. Forsythe holds a Masters of Public Administration and a Bachelor of Science from East Carolina University. He is a graduate of the University of Oklahoma Economic Development Institute and a member of the International Economic Development Council and South Carolina Economic Developers' Association. Mr. Forsythe also maintains a South Carolina real estate license.

Kimberly Williams, Senior Consultant



Kimberly Williams is a senior consultant with McCallum Sweeney Consulting (MSC), providing specialized skills and services in the areas of site evaluation, economic development strategic planning, geographic information systems (GIS) analysis, and demographics and labor analysis. Current and past site selection experience includes projects in general manufacturing, headquarters, distribution, aerospace, chemical manufacturing, advanced materials, and renewable energy.

Ms. Williams' most recent site location experience includes Hertz (headquarters), Coeur d'Alene Mines Corp. (headquarters), Tronox (headquarters), Daiichi Sankyo (pharmaceutical), Mitsubishi Electric Power Products (manufacturing), and the Boy Scouts of America (National Scouting Center and permanent home for the Boy Scout Jamboree). In 2007, Ms. Williams worked with LM Glasfiber, the world's largest manufacturer of wind turbine blades, to identify a location for additional North American production capacity. In 2006, Ms. Williams assisted Cytec Engineered Materials in determining the optimal location for additional production capacity.

Ms. Williams is currently serving as the project manager for the Iowa Economic Development Authority (IEDA) Site Certification Program. Previous economic development experience includes serving as the project manager on significant economic development assignments for Duke Energy (2005-2007). In 2005, the MSC team, under Ms. Williams' direction, developed and implemented a program to identify and evaluate mega-sites suitable for automotive assembly operations in the Duke Energy region. Additionally in 2005, the MSC team developed a program to identify and evaluate sites in the Duke Energy service territory for specific target industries, and provide recommendations on how to make the sites more ready for development. The program was updated and implemented in 2006 and 2007. Additional economic development experience includes assignments for Mississippi Power Company, Southern California Edison (SCE); Kansas Department of Commerce; Tennessee Valley Authority (TVA); the State of Pennsylvania; Sierra Pacific (Nevada); and Denison/Crawford County, Iowa.

Ms. Williams' professional background includes internships with the Greenville Area Development Corporation; the City of Clemson, South Carolina; the City of Greenville, South Carolina; and Toyota Motor Manufacturing North America.

Ms. Williams has a Masters of City and Regional Planning from Clemson University and was honored with the 2003 Citation in City and Regional Planning award. She earned a Bachelor of Science degree in Economics from Centre College, Danville, Kentucky. Ms. Williams' professional memberships include the Association of Public Data Users (APDU) and the South Carolina Economic Developers Association (SCEDA).

Lindsey Myers, Senior Consultant



Lindsey Myers is a senior consultant with McCallum Sweeney Consulting, providing site selection services and economic development consulting to companies and organizations worldwide. Ms. Myers is currently working on numerous mega industrial park certifications as well as the Wyoming state certification program. She is assisting with the site search for an advanced materials company and is also working on a feasibility study for a siting project in Europe. She recently completed work on the Mitsubishi Electric Power Products manufacturing project as well as a target competitiveness study for the State of Florida.

Ms. Myers worked on the headquarters relocation for SunCoke Energy and assisted with the site analysis for the permanent jamboree site for the Boy Scouts of America. Ms. Myers has also been part of the team for the Mississippi Power Project Ready Program. She also worked on the target industry studies for the Upstate SC Alliance, Charleston Regional Development Alliance, and the Beacon Council (Miami, Florida).

Before joining McCallum Sweeney Consulting, Ms. Myers served as a research analyst and tax and incentive consultant for the South Carolina Department of Commerce. There she was responsible for development of marketing and project deliverables and tax and incentive research for the State. Ms. Myers' professional background also includes positions with Charleston Area Federal Credit Union and Sodexo/Carolina Dining Services as well as an internship with Miller Brewing Company.

Ms. Myers has earned a Masters of Public Administration and a Bachelor of Science in Business Administration, both from the University of South Carolina. She sits on the boards for the Upstate USC Moore School of Business Alumni and the Greenville MyCarolina Alumni Association. She is also a member of PULSE and the South Carolina Economic Developers Association (SCEDA).

Sarah White, Consultant



Sarah White has more than four years of experience with McCallum Sweeney Consulting as a consultant. Presently, Ms. White is providing site evaluation and labor analysis on a number of major site location projects. She has most recently provided siting support for Dollar General and Aquion Energy. Ms. White has also worked on siting announcements including a joint venture carbon fiber manufacturing facility for SGL Group and BMW Group to produce zero and low emission vehicles and Alstom Power Inc. with the location decision for their first United States wind turbine manufacturing operation.

Ms. White is currently managing site certification programs for Cleco and the South Carolina Department of Commerce. She has also assisted on site evaluation programs for Duke Energy (Carolinas, Ohio/Kentucky, and Florida) and MeadWestvaco.

Ms. White graduated from the University of South Carolina with a Bachelor of Science degree in Business Administration. Her professional background includes an internship with the South Carolina Department of Commerce with the South Carolina Coordinating Council for Economic Development and Human Resources Office. She is also a member of the South Carolina Economic Developers Association (SCEDA).

Amanda Taylor, Consultant



Amanda Taylor is a consultant with McCallum Sweeney Consulting, providing site selection services and economic development consulting to companies and organizations worldwide. Ms. Taylor joined McCallum Sweeney Consulting in May 2011.

Ms. Taylor is currently assisting with incentive negotiations for distribution center projects in the Southeast and the Midwest. She is also working on the feasibility study for a manufacturing siting project in Europe. Active economic development projects Ms. Taylor is working on include state site certification programs for the state of Iowa and the state of Wyoming. She recently completed work on the target competitiveness study for the state of Florida as well as site evaluation and labor analysis for an advanced manufacturing project.

Ms. Taylor's professional experience includes more than four years with the Savannah Economic Development Authority (SEDA) in Savannah, Georgia. While at SEDA, she held positions in research, GIS analysis, and project management, assisting in the 2009 location of Mitsubishi Power Systems (500 jobs, \$325 million investment) and 2010 Gulfstream Aerospace expansion (1,000 jobs, \$500 million investment). Ms. Taylor previously held an internship with Cornerstone Alliance and the Council for World Class Communities, an economic development agency in Benton Harbor, Michigan.

Ms. Taylor has a Masters of City and Regional Planning from Clemson University and was honored with the 2012 American Institute of Certified Planners award. She earned a Bachelors of Arts from the University of Connecticut, double majoring in Geography and Economics. Ms. Taylor is an accredited Leadership in Energy and Environmental Design Green Associate (LEED® Green Associate). Her professional memberships include the International Economic Development Council (IEDC) and the South Carolina Economic Developers Association (SCEDA).

Cole Egan, Consultant



Cole Egan is a consultant with McCallum Sweeney Consulting, providing site selection services and economic development consulting to companies and organizations worldwide.

Presently, Mr. Egan is providing site evaluation and labor analysis assistance on major site location projects. He is also assisting on the site readiness program for Duke Energy as well as actively working on site certification programs for the South Carolina Department of Commerce and River Ridge Commerce Center.

Mr. Egan graduated from Furman University with a Bachelor of Arts degree in Economics where he was involved with the Furman Economics Society and Model UN. Mr. Egan's professional background includes positions with the European Parliament and the Furman Financial Aid Office. He also completed a Hollingsworth Research Fellowship with the Furman University Economics Department. He is also a member of the South Carolina Economic Developers Association (SCEDA).

Barbara Dendy, Information and Administration Manager



Barbara Dendy provides marketing, project, administrative, and geographic information systems (GIS) support to McCallum Sweeney Consulting. Ms. Dendy's primary responsibilities are to create, manage, and update GIS databases; manipulate and edit data for site location analyses; and produce project-related exhibits.

Recent projects in which Ms. Dendy has supported McCallum Sweeney Consulting using GIS include Aquion Energy (battery storage), Daiichi Sankyo (pharmaceutical), Mitsubishi Electric (transformer manufacturing), SunCoke Energy (headquarters), SGL Group/BMW Group (carbon fiber), American Titanium Works (metals), Alstom Power Inc. (wind turbines), Nordex (wind turbines), International Shipholding Corp. (headquarters).

Before joining McCallum Sweeney Consulting, Ms. Dendy spent more than 25 years with Fluor Corporation, seven of which were spent in support of site location consulting efforts. Her location consulting experience centered on GIS support. An example of Ms. Dendy's GIS work was published in ESRI's 2003 Map Book, Volume 18, entitled "Alternative Creation Screening Example." She is a member of the South Carolina Economic Developers Association (SCEDA) and the Council for Community and Economic Research (C2ER).

SCOPE OF SERVICES

McCallum Sweeney Consulting (MSC) is pleased to provide the following scope of services.

SITE CERTIFICATION

The purpose of this phase is to collect the information necessary to certify the site as “ready for industrial development.”

Review Site Certification Process

MSC will again review with the project team the requirements that must be met in order for the site to be certified. The items required for certification are based on a major industrial project. These criteria are based on MSC’s knowledge and experience of industry’s location requirements. The criteria are stringent, realistic, and have been validated by industry representatives.

It is important to note that in order for sites to be certified, a significant amount of environmental due diligence and engineering plans are required, which will be the responsibility of the project team.

Proposal Development

The project team will be responsible for completing the items required for certification, which will consist of a completed questionnaire as well as all the required attachments. The timeframe for completion of the proposal is 12 months from the time that the team has received the notification to proceed from MSC.

MSC will be available to answer questions and provide clarification on any information that is required.

Proposal Evaluation

MSC will be responsible for the complete evaluation of all information submitted. The purpose of this review will be to determine the ability of the site and community to meet the minimum criteria.

The proposal evaluation will be completed within four weeks of receiving a completed Site Certification Proposal from the project team.

Once the proposal has been reviewed, MSC will issue a letter to the project team indicating any questions that remain and any items that were unclear or incomplete in the proposal.

Site Visit (if necessary)

If necessary, MSC will conduct an additional site visit to validate data and information provided by the project team and gather any follow-up information that may be necessary.

Site Deliverable

Once all the criteria have been met, MSC will deliver a letter indicating that the site is certified as ready for development. This deliverable will also include a document that will indicate the site's strengths and weaknesses, list potential target industries, and make recommendations on ways in which site readiness can be further improved.

The site deliverable will be completed and delivered to the project team within four weeks of receiving all requested materials.

Final Announcement (optional)

MSC will be prepared to conduct a final announcement event or de-brief with key officials at the completion of the project. The City of Leesburg will determine the nature of this final event.

The time frame for the Final Announcement event is at the discretion of the City of Leesburg, but must be completed within two months of being notified of MSC's final certification decision.

TERMS AND CONDITIONS

McCallum Sweeney Consulting (MSC) offers the above scope of services under the following terms and conditions.

LUMP-SUM FEES

Site Certification	\$19,500 plus expenses
Announcement	\$2,500 plus expenses

REIMBURSABLE EXPENSES

The City of Leesburg will pay travel and communication expenses. Travel expenses include, but are not limited to, all actual and reasonable transportation (air, rail, bus, taxi, car rental, etc.), lodging, meals and sundry travel expenses. Communication expenses include, but are not limited to, all actual and reasonable telephone, cell phone, fax, express mail, regular mail and other sundry communication expenses. Presentation materials (reports, maps, slides, etc.) are also a communication expense. Note that MSC will invoice expenses at cost – without mark-up.

PAYMENT SCHEDULE

- The City of Leesburg will pay McCallum Sweeney Consulting \$5,000 upon notification to proceed.
- The City of Leesburg will pay McCallum Sweeney Consulting \$9,000 plus reimbursable expenses upon submission of the Site Certification application.
- The City of Leesburg will pay McCallum Sweeney Consulting \$5,500 per site plus reimbursable expenses upon delivery of the Site Certification Phase deliverable.
- The City of Leesburg will pay McCallum Sweeney Consulting \$2,500 plus reimbursable expenses upon completion of an announcement event.

PROJECT VALIDITY

This proposal is valid until 5:00 pm Eastern Daylight Time, Friday, September 27, 2013. MSC reserves the right to withdraw or revise the proposal at that time.

McCallum Sweeney Consulting, Inc.
Rate Schedule
Effective January 1, 2013

Billing Classification	Hourly Rate
Senior Principal	\$450.00
Principal	\$350.00
Senior Consultant	\$250.00
Consultant	\$150.00
GIS Specialist	\$100.00

HOURLY RATES

These home office rates include the following associated overhead costs:

- Payroll taxes, including unemployment insurance
- Employer's liability insurance
- General business taxes and licenses
- Office furniture and equipment
- Non-project specific office supplies
- Non-project specific professional services
- MSC operating expenses (rents, utilities, etc.)

REIMBURSABLE EXPENSES

The following reimbursable expenses associated with home office service will be invoiced at actual or scheduled costs as required for the project. Reimbursable expenses, except meals, will be documented with receipts wherever possible. Reimbursable meal expenses greater than \$24.99 will also be documented with receipts wherever possible. All related taxes and levies (for example, on airfares, car rentals, lodging, and telephone) will be included in the reimbursable expense.

TRAVEL EXPENSES

Travel expenses include, but are not limited to:

- Airfare (domestic flights in coach class; international flights in business class)
- Surface transportation, including car rental, taxi, limousine, bus, rail, subway, and ferry
- Transportation insurance
- Tolls and other transportation levies
- Gasoline
- Parking
- Mileage reimbursement at the U.S. Internal Revenue Service rate for the year in which expense occurred (Year 2013 = 56.5¢ per mile)
- Lodging
- Meals
- Tips and gratuities
- Other various and sundry related travel expense

COMMUNICATION EXPENSES

Communication expenses include, but are not limited to:

- Long distance telephone
- Cell phone charges
- Telegram, teletype, and facsimile
- Express mail delivery services
- Shipping and postage
- Report production and reproduction
- Map products
- Special forms and printing

Cell phone and land line (except international long distance charges, conference or special video communications) are billed using 1.0% of lump-sum fees. This avoids accounting and administrative charges that would require charging excessively by the minute. Reproduction and copies are billed at 25¢ per page, with the exception of special presentation materials which are billed at cost.

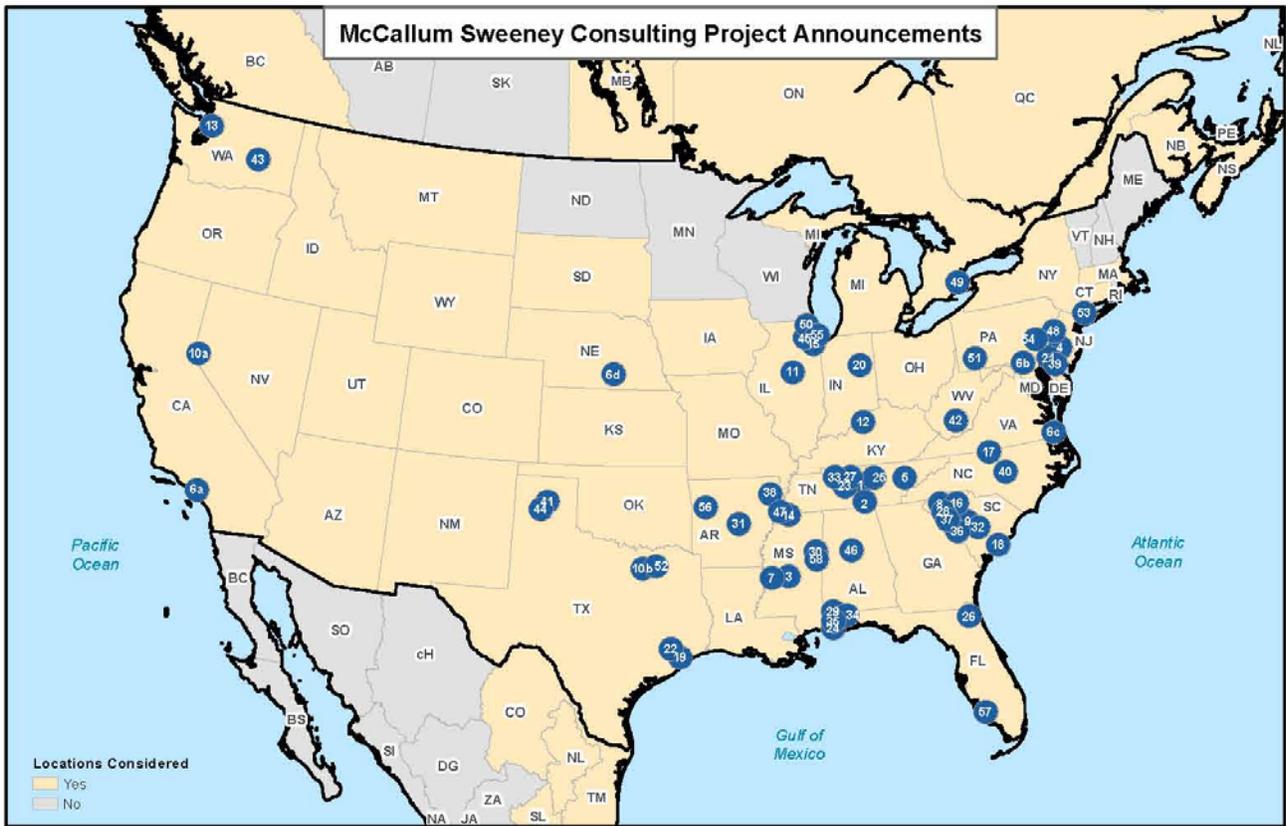
PROFESSIONAL SERVICE EXPENSES

Client approval will be received prior to engagement of professional services. Project related professional services may include, but are not limited to:

- Outside GIS services
- Special legal counsel
- International development services
- Engineering services
- Geotechnical services
- Other consulting services

Appendix A

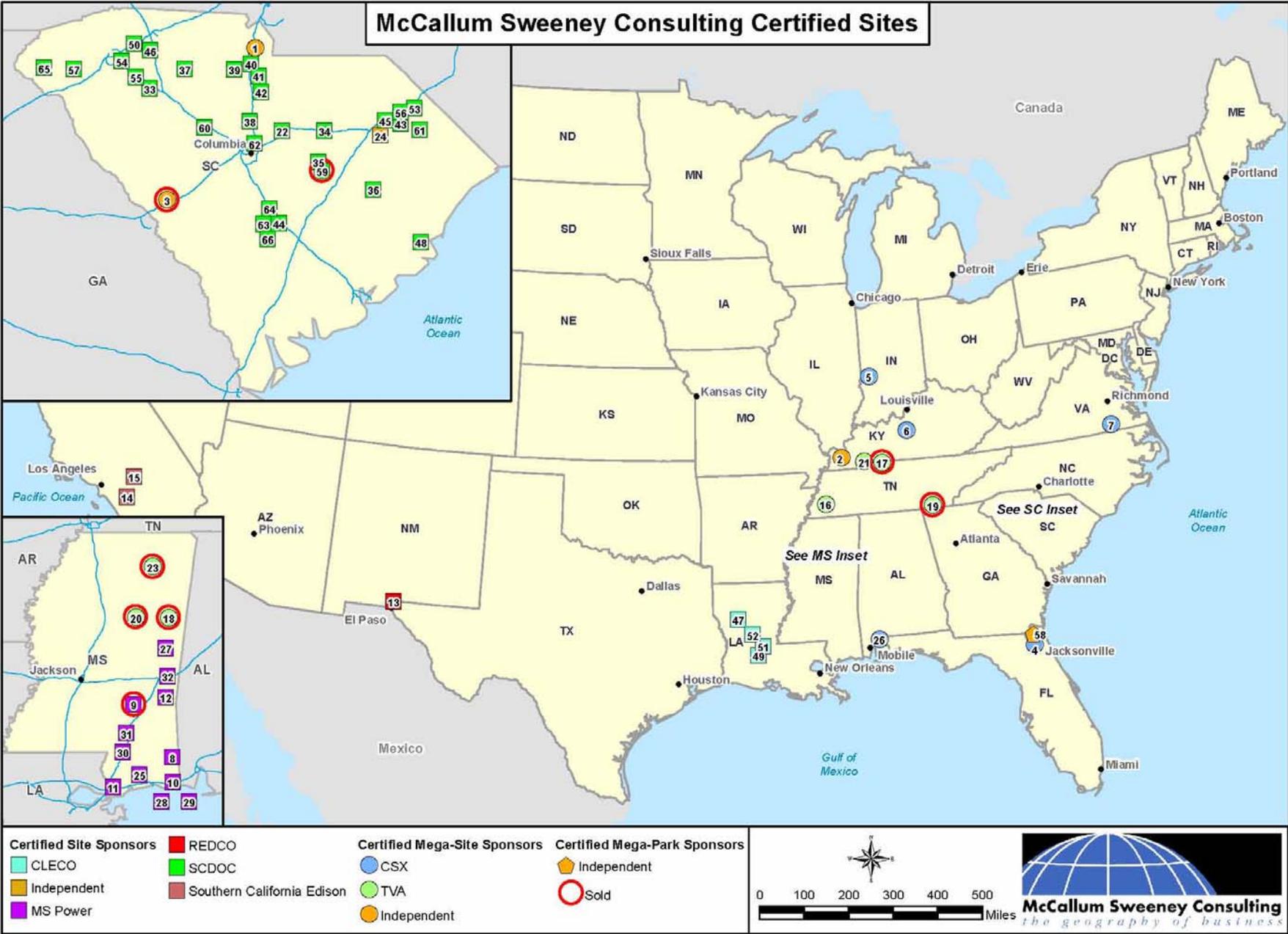
MSC Project Announcements



No.	Company/Location/Activity	Inv./Emp.	No.	Company/Location/Activity	Inv./Emp.	No.	Company/Location/Activity	Inv./Emp.
2013			2008			2004		
58	CalStar, Columbus, MS	--	40	Uniboard, Moncure, NC	\$180 M	18	Vought/Alenia (JV) - Charleston, SC	\$560 M
	Mfg - Building materials	60		Mfg. - Forest products	104		Global Aeronautics	645
57	Hertz Corp. - Estero, FL	\$60M	39	SLM Corporation (Sallie Mae), Newark, DE	--		Mfg. - Aircraft structures	
	Office - Headquarters	700		Office - Credit operations	1,100	17	Weil-McLain - Eden, NC	\$6.9 M
56	SGL Group - Ozark, AR	\$26 M	38	Nordex - Jonesboro, AR	\$100 M		Mfg. - Cast iron boilers	103
	Mfg. - Graphite electrodes	--		Mfg. - Wind turbines and rotor blades	700	16	Dollar General - Jonesville, SC	\$70 M
55	Coeur d'Alene Mines Corp. - Chicago, IL	--	37	American Titanium Works - Greenville, SC	\$15 M		Distribution - Retail	600
	Office - Headquarters	120		R&D - Applied engineering center	30	15	Michelin/TNT - Moneka, IL	\$10 M
2012			36	American Titanium Works - Laurens Co., SC	\$420 M		Distribution - Tires	75
54	Dollar General - Bethel Township, PA	\$100 M		Mfg. - Titanium melting and forming	300	2003		
	Distribution - Retail	500	35	Austal - Mobile, AL	\$120 M	14	Trex - Olive Branch, MS	\$50 M
53	Tronox Inc., Stamford, CT	\$10 M		Mfg. - Litoral battleships	1,100		Mfg. - Composite lumber	100
	Office - Headquarters	60	2007			13	Boeing - Everett, WA	\$700 M
52	Cytec Engineered Materials, Greenville, TX	\$6.8 M	34	Atlantic Marine - Mobile, AL	\$60 M		Mfg. - Aircraft	1,200
	Mfg. - composite materials - aerospace	10		Mfg. - Ship repairs and modifications	500	12	Kasle Steel - Jeffersonville, IN	\$20 M
51	Aquion Energy - East Huntingdon Twp, PA	\$70 M	33	Oreck - Nashville, TN	--		Mfg. - Automotive steel	100
	Mfg. - Batteries	400		Office - Headquarters	90	11	Mitsubishi - Normal, IL	\$300 M
2011			32	Eastman Chemical - Calhoun Co., SC	\$100 M		Mfg. - Auto assembly	900
50	PDM Bridge - Downers Grove, IL	--		Mfg. - PET/PTA	50	2002		
	Office - Headquarters	35	31	LM Wind Power - Little Rock, AR	\$150 M	10a	Harley Davidson Financial - Carson City, NV	--
49	Cytec Industries - Welland, Ontario, CN	\$125 M		Mfg. - Rotor blades for wind turbines	1,000		Office - Financial services	100
	Mfg. - Phosphine chemicals	35	30	PACCAR - Columbus, MS	\$300 M	10b	Harley Davidson Financial - Plano, TX	--
48	Daiichi Sankyo - Bethlehem, PA	\$19 M		Mfg. - Diesel engines	500		Office - Financial services	100
	Mfg. & Pkg. - Pharmaceuticals	82	29	Berg Steel Pipe - Mobile, AL	\$75 M	2001		
47	Mitsubishi Electric Power Products Inc. (MEPPI) - Memphis, TN	\$200 M		Mfg. - Spiral steel pipe	100	9	Michelin - Lexington, SC	\$200 M
	Mfg. - Electric transformers	275	28	Cytec Engineered Materials - Greenville, SC	\$150 M		Mfg. - Earthmover tires	200
46	Dollar General - Bessemer, AL	\$60 M		Mfg. - Carbon fiber	225	8	Nissan - Greenville, SC	\$8 M
	Distribution - Retail	650	2006				Distribution - Auto parts	45
2010			27	Oreck - Nashville, TN	--	7	Tower Automotive - Madison, MS	\$35 M
45	SunCoke Energy - Metro Chicago, IL	\$6.6 M		Office - Business development center			Mfg. - Automotive frames	170
	Office - Headquarters	105	26	Alenia NAAL-3 Comm. Holdings - Jacksonville, FL	--	6a	Flowerserve - Vernon, CA	--
44	Alstom Power - Amarillo, TX	\$25 M		Mfg. - Aircraft assembly			Mfg. - Hydraulic pumps	--
	Mfg. - wind turbine nacelle assembly	275	25	Oreck - Cookeville, TN	\$10 M	6b	Flowerserve - Taneytown, MD	--
43	SGL Auto. Carbon Fibers (jv between SGL Group & BMW Group - Moses Lake, WA)	\$100 M		Mfg. - Consumer appliances	175		Mfg. - Hydraulic pumps	--
	Mfg. - Carbon fiber	80	24	International Shipholding Corp. - Mobile, AL	\$25 M	6c	Flowerserve - Chesapeake, VA	--
2009				Office - Headquarters	150	6d	Flowerserve - Hastings, NE	--
42	Boy Scouts of America - Glen Jean, WV	\$150 M	2005				Mfg. - Hydraulic pumps	
	Tourism and recreation	80	23	Nissan - Nashville, TN	\$70 M	5	Trex - Knoxville, TN	\$50 M
41	Zarges - Amarillo, TX	\$20 M		Office - Headquarters	1,300		Mfg. - Composite lumber	160
	Mfg. - Wind tower aluminum systems	100	22	Michelin/TNT - Houston, TX	\$20 M	4	Comcast - Philadelphia, PA	\$20 M
				Distribution - Tires	78		Office - Call Center	1,000
			21	Michelin/TNT - Elkton, MD	\$30 M	3	Nissan - Canton, MS	\$930 M
				Distribution - Tires	130		Mfg. - Auto assembly	4,000
			20	Dollar General - Marion, IN	\$70 M	2	Nissan - Decherd, TN	\$500 M
				Distribution - Retail	500		Mfg. - Engines	1,100
			19	INEOS/Innovene (BP) - League City, TX	\$5.7 M	1	Nissan - Smyrna, TN	\$500 M
				Office - Headquarters	150		Mfg. - Auto assembly	1,100

Appendix B

MSC Certified Sites



Legend:

No.	Site Name	Sponsor	Type of Certification	Certified Acreage	No.	Site Name	Sponsor	Type of Certification	Certified Acreage
1	Carolinas I-77 Mega Site	Independent	Megasite	1,151	34	I-20 Industrial Center	SCDOC	Industrial Park	242
2	West Kentucky Megasite	Independent	Megasite	2,130	35	Sumter Airport Industrial Park	SCDOC	Industrial Park	268
3	Sage Mill East Site	Independent	Megasite	1,400	36	Williamsburg CoOp Commerce Centre South	SCDOC	Industrial Park	112
4	Cecil Commerce Center	CSX	Megasite	1,500	37	Midway Green Industrial Park	SCDOC	Industrial Park	228
5	Chinook Site	CSX	Megasite	7,000	38	Class A Business/Industrial Park	SCDOC	Industrial Park	643
6	Glendale Megasite	CSX	Megasite	1,551	39	Chester Technology Park	SCDOC	Industrial Park	163
7	Mid-Atlantic Advanced Manufacturing Center	CSX	Megasite	1,545	40	Colonel's Pointe Industrial Park	SCDOC	Industrial Park	104
8	George County Industrial Park	MS Power	Large Industrial	400	41	L&C Tract O	SCDOC	Industrial Site	54
9	Howard Technology Park	MS Power	Industrial Park	225	42	Chester Research and Development Park	SCDOC	Industrial Park	309
10	Trent Lott Aviation Park	MS Power	Industrial Park	240	43	Highway 38/917 Tract	SCDOC	Industrial Site	33
11	John C. Stennis Space Center Tech. Park	MS Power	Technology Park	3,911	44	West Annex Industrial Park	SCDOC	Industrial Park	657
12	Key Brothers Aviation Site	MS Power	General Industrial	130	45	Pee Dee Touchstone Energy Commerce City	SCDOC	Industrial Park	294
13	Stan Roberts/US 54 Site	REDCO	General Industrial	--	46	Tyger River Industrial Site	SCDOC	Industrial Site	1,316
14	Meridian Business Park	Southern California Edison	General Industrial	--	47	Natchitoches Parish North Port Tract	CLECO	Industrial Site	370
15	North Apple Valley Ind. Specific Plan	Southern California Edison	General Industrial	--	48	Coastal Tech Park	SCDOC	Industrial Park	219
16	Memphis Regional Megasite	TVA	Megasite	1,720	49	Evangeline Parish Industrial Site	CLECO	Industrial Site	62
17	Commerce Park	TVA	Megasite	1,187	50	Velocity Industrial Park	SCDOC	Industrial Park	105
18	Crossroads	TVA	Megasite	1,900	51	Bunkie Industrial Park	CLECO	Industrial Park	149
19	Enterprise South	TVA	Megasite	1,600	52	England Airport Site	CLECO	Industrial Site	34
20	Golden Triangle	TVA	Megasite	1,400	53	Dan Rogers Industrial Park	SCDOC	Industrial Park	167
21	I-24 Megasite	TVA	Megasite	2,100	54	1400 Old State Road Site	SCDOC	Industrial Site	35
22	Conder Industrial Site	SCDOC	Industrial Site	1,426	55	Power South Industrial Site	SCDOC	Industrial Site	223
23	Wellspring	TVA	Megasite	1,600	56	Latta Commerce Park	SCDOC	Industrial Site	43
24	White Hawk Commerce Park	Independent	General Industrial	1,175	57	Redbud Ridge Site	SCDOC	Industrial Site	522
25	Global Axis Industrial Park	MS Power	Industrial Park	623	58	Crawford Diamond Mega Park	Independent	Mega Park	1,814
26	South Alabama Mega Site	CSX	Megasite	3,009	59	Gibbs Rail Site	SCDOC	Site	320
27	GV Sonny Montgomery Industrial Park	MS Power	General Industrial	254	60	Mid-Carolina Commerce Park	SCDOC	Park	463
28	Helena Industrial Site	MS Power	General Industrial	134	61	Marlboro County Industrial Park	SCDOC	Park	315
29	Franklin Creek Industrial Park	MS Power	Industrial Park	733	62	Enterprise Campus at Midlands Technical College	SCDOC	Park	132
30	South Lamar Industrial Park	MS Power	Industrial Park	380	63	J. Shirer Industrial Site	SCDOC	Site	745
31	Innovation & Commercialization IP / The Garden	MS Power	Technology Park	506	64	Gue Gressette Industrial Site	SCDOC	Site	227
32	Meridian I-20 / I-59 Industrial Park	MS Power	Industrial Park	516	65	Echo Hills Industrial Park	SCDOC	Park	407
33	Hunter Industrial Park	SCDOC	Industrial Park	359	66	Mixon Industrial Site	SCDOC	Site	343