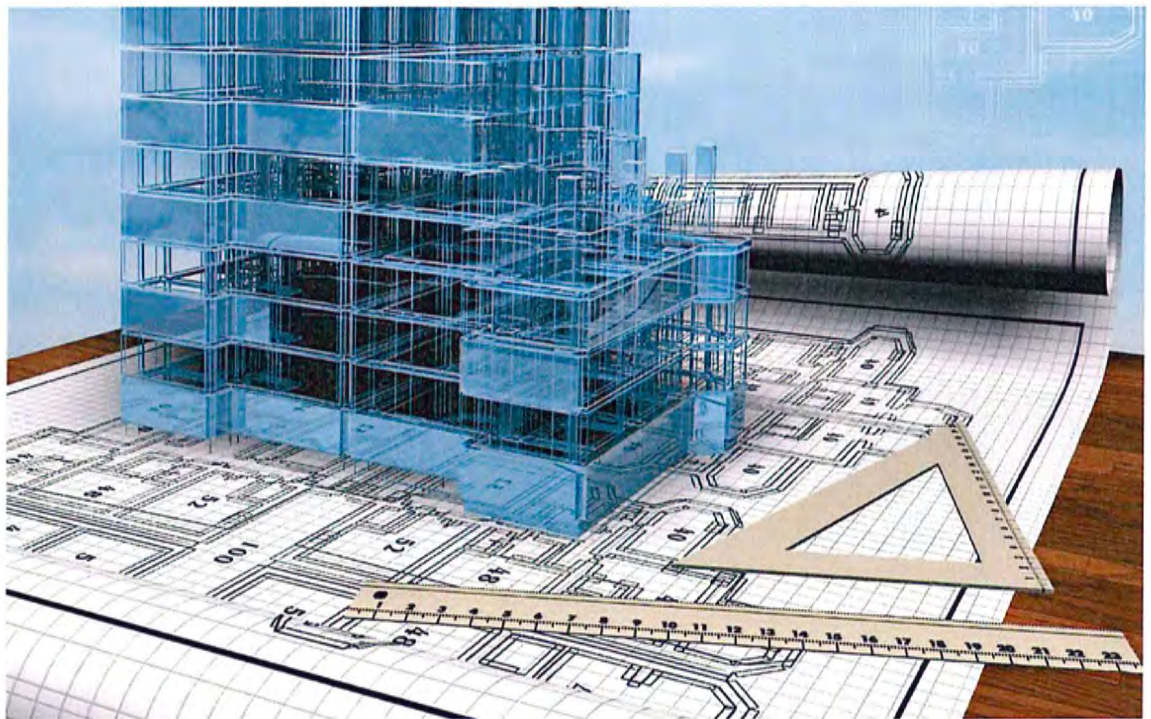


STRATEGIC MARKETING PLAN



8/29/2016

Marshall Area Economic Development Alliance



Marshall Area Economic Development Alliance (MAEDA) 2016 – 2017 Marketing Strategy

SITUATION

The Marshall Area Economic Development Alliance (MAEDA), has served as the primary economic development agency for Marshall Michigan and its surrounding townships, and the County of Calhoun. Since the 1990s Marshall has emerged as a great community to live and raise your children. While the numbers since the 2000 census show even more accelerated growth than during the 1990's, job growth in the Marshall, and, more importantly, the quality of those jobs, has not. Over 66%* (2014 census.gov) of the Marshall workforce leaves the city every day for their place of employment. Moreover, an increasing number of entry-level jobs *in* the City of Marshall are being filled by out-of-county residents.

This newly formed Non-Profit Economic Development Alliance in the city of Marshall, Michigan, oversees the operations of a multifaceted welcome, recruiting, and business retention center for this charmingly historic, yet progressive community of 7,500. MAEDA will lead the economic development efforts to attract new business and industry into the Marshall area, retain existing businesses and promote tourism and the vibrant Downtown District.

Not satisfied with the current employment trends, MAEDA board of directors has agreed for MAEDA staff to partner up with the Upjohn Institute and Michigan Works in the preparation of an updated targeted industry study for Marshall and Calhoun County. The outcome of the study would be to monitor the pulse of the current business trends in the county, and identify the best opportunities for quality job growth and private investment for the next 3-5 years.

ANALYSIS SUMMARY

The Advisory Group's report included a review of the county's and Marshall's current demographic, employment and business trends. Based on a "geo-demographic" analysis of the workforce, an existing industry trend analysis, a review of competing locations and a detailed review of the county's location/transportation advantages, a qualified list of target industries was compiled along with a companion "skills required" for employment in each industry. The target industries were prioritized for each of the key transportation corridors in the county: I-94 EW, I-69, and the route to Chicago on I-80 toll-way.

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TARGET INDUSTRIES

The target industries were characterized both as companies to retain, help grow, and companies to attract. They were also identified as high-moderate-low skills/high-moderate-low wage companies. Targets include:

High Skill/High Wage Industries

- Professional, scientific, technical services
- Data/disaster recovery centers
- Radio frequency identification (RFID)
- Motorsports

Moderate Skills/Moderate Wage

- Manufacturing/assembly (plastics, chemicals, food processing, auto parts, paper, lumber & building supplies, concrete)
- Gaming and recreation
- Back-office/administrative support
- Environmental studies

Low Skills/Low Wage

- Retail
- Distribution

Each corridor was identified as being more attractive for certain industry targets. A brief (national/local) market analysis for each industry target was provided along with the amount of workforce preparation anticipated in Marshall for job classifications within the targets. See Appendix-A.

TAKING ANALYSIS TO MARKETING STRATEGY

The study is complete. The results are being shared with members of the MAEDA board of directors and other economic development allies. While the discovery of target industries is important on its own, it needs to be translated into a pro-active marketing strategy. MAEDA has chosen to make this the centerpiece of their economic development program of work moving forward.

➤ Business Recruitment

- Develop a strategy of an immediate plan to implement a Target Industry Program for MAEDA based on the findings of the 2015 Upjohn study.



➤ **Business Retention/Expansion**

- Continue the MAEDA Business Retention/Expansion Program in partnership with Michigan Economic Developers Association (MEDA) regarding the Brooks Certified Business Park (**On-going**)
- Develop a Business Retention and Expansion Assistance Program for MAEDA (one-stop shop). This program will work in concert with local retails, industrials and small businesses.

➤ **Workforce Readiness**

Identify future employer workforce needs through the Targeted Industry Program and the Business Retention Survey. See Appendix B

➤ **Communications (PR, Advertising)**

- Development of a marketing program based on the findings of the Target Industry Study.

Each active board committee of MAEDA has reviewed pertinent sections of the Analysis. The members of the MAEDA Board of Directors Steering Committee have been studying the report since it has been issued. Parts of the study have been provided to a variety of business organizations in the Marshall region. It was decided by the MAEDA board of directors that a formalized action plan needs to be implemented using this marketing strategy.

ACTION PLAN

The lack of modern industrial, commercial office, and warehousing facilities along I-94 and I-69 in Marshall presents a challenge in attracting new businesses to the area. Today, companies are generally seeking sites with state-of-art technology. In terms of warehouse and industrial facilities, they often seek buildings with ceiling heights of 30 feet or more, and substantial square footage to accommodate large machinery and warehousing needs.

Through the engagement of Southwest Michigan First, MEDC, and local brokers in conjunction with several site selection partners, we will utilize a variety of planning tools and data and databases for identifying and assessing existing buildings and land sites. This will ensure cross referencing of existing and new opportunities for the MAEDA region. The Website databases that would be used, but not limited to, would include CoStar, CPIX, LoopNet, MEDC, CCIM, MEDA Certified Business Park, and Michigan State Online Land Record database.

This action plan will commence with three available commercial / industrial sites. All three sites reside in the City of Marshall, they are:

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- 1) 401 East Drive (Golden Rule building), with 211,000 square feet (zoned professional office service),
- 2) 835 & 843 West Michigan avenue, and
- 3) 905 Industrial Drive.

The following matrix will detail the disposition of the three sites. Subsequent appendix will have the legal description of each site.

	Site #1	Site #2	Site #3
Address:	905 Industrial	401 East Drive	835 W. Michigan & 845 W. Michigan
Current owner:	Marshall Logistics	Calhoun County Land Bank	Boley & Ron Tech
Former use:	Industrial	State Farm offices	Cash wash, print shop, retail
Present status:	Vacant	Vacant	835-Demo'd 843-Vacant

The Golden Rule Building

This is a former State Farm regional office that was vacated from a State Farm Operations Center that has been vacant for several years. Open floor plan with many amenities could accommodate variety of uses. The main building is 211,000, available with 820 Mann Rd a neighboring high quality 41,591 sq. ft. warehouse services facility. (See **Appendix C**)

Fully improved and professionally landscaped 10.06-acre site with close proximity to I-94 in business-friendly community. **Note: Legal description is located in Appendix C**

Highlights

- Many upgrades excellent condition
- Executive offices and open floor areas with 10' 12' ceilings
- Full cafeteria and dining area
- Entire building air conditioned
- 680 car parking lot
- Truck dock access



Top Employers

<http://thechambermarshall.com/economic-development/economic-development-2/>

Infrastructure:

- City Water Capacity = 3.5 million gallons daily
- City Sewer Capacity = 3.0 million gallons daily
- Electric Power Capacity is 40 MW
- Has fiber cable throughout
- **Nearest Expressway:** I-94, I-69 – Full Interchange
- **Distance in Miles:** 1.5 miles and 2 miles
- **Class A All-Weather Road:** US-27

Infrastructure (continued...):

- **Distance in Miles:** .5 miles
- **Airport:** Kalamazoo International –35 miles, Brooksfield Airport, Marshall –1 mile
- **Highway:** M-227 – less than 1 mile

Note: the current status of the building in the Calhoun Land Bank to be marketed.

835 & 843 West Michigan Avenue properties

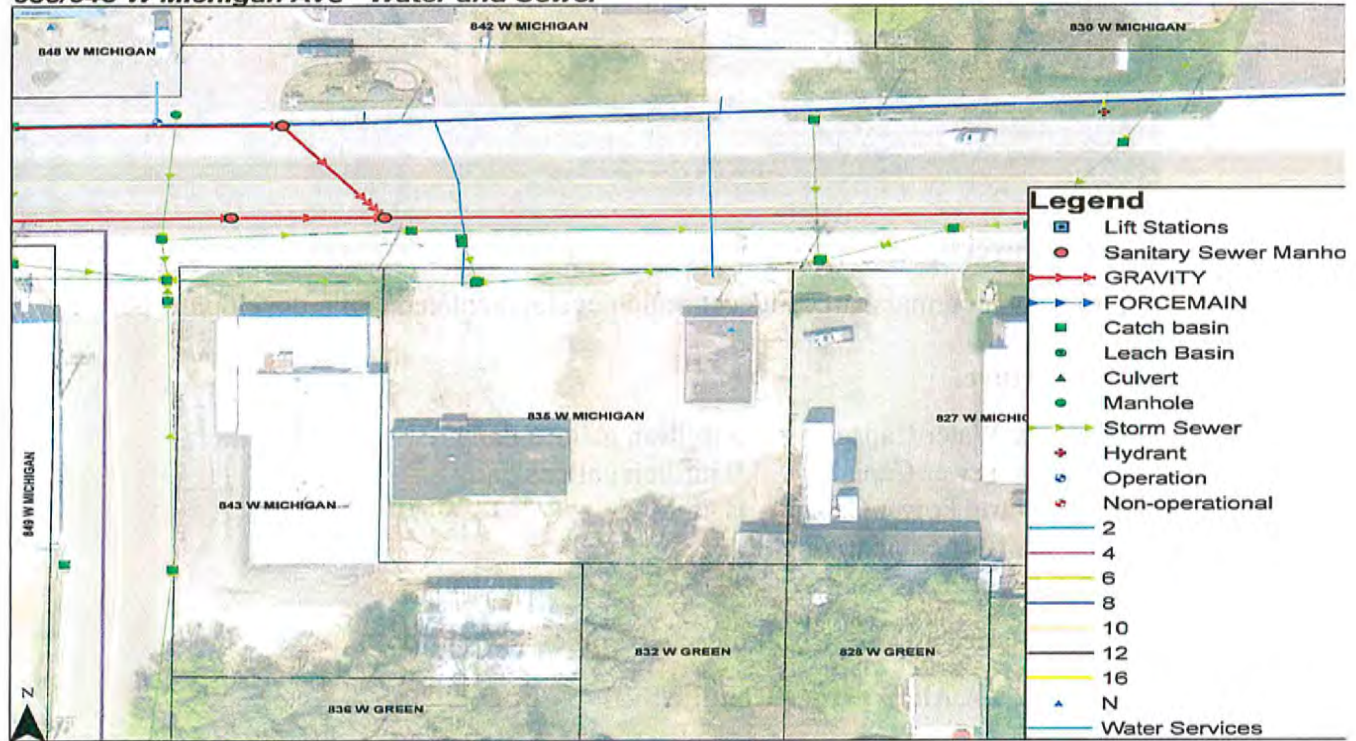


TOURISM + CHAMBER + ECONOMIC DEVELOPMENT

These are two commercial sites in the City of Marshall (See Appendix D). The City would like to market both addresses as one parcel. The intent is bundle the two to attract larger commercial business to the site.

The diagram below shows both sites and the available infrastructure and zoning, and other services.

835/843 W Michigan Ave - Water and Sewer



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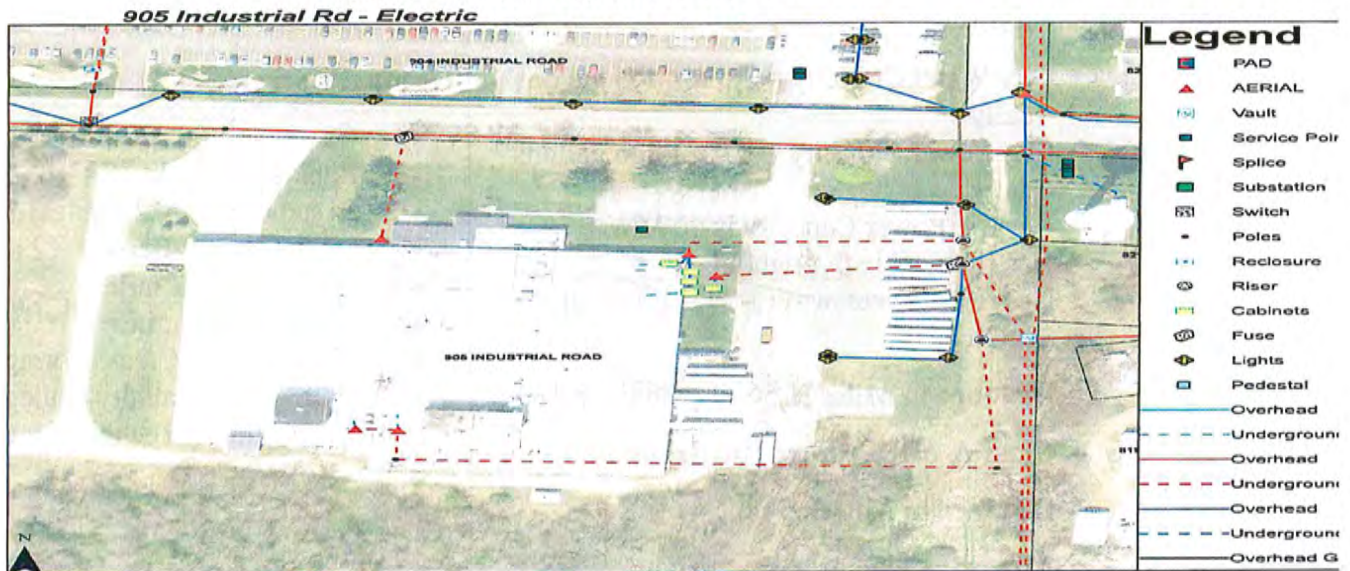
Infrastructure: ▪ City Water Capacity = 3.5 million gallons' daily ▪ City Sewer Capacity = 3.0 million gallons' daily ▪ Electric Power Capacity is 40 MW ▪ Has fiber cable throughout ▪ Nearest Expressway: I-94, I-69 – Full Interchange ▪ Distance in Miles: 1.5 miles and 2 miles ▪ Class A All-Weather Road: US-27 ▪ Distance in Miles: .5 miles ▪ Airport: Kalamazoo International – 35 miles, Brooksfield Airport, Marshall – 1 mile ▪ Highway: M-227 – less than 1 mile	Occupant Services: • Gas Station(s) – 1 mile • Bank(s) – 1 mile • Restaurant(s) – .25 miles • Licensed Day-Care(s) – 2 miles • Hospital(s) – 2 miles • School(s) – 2 miles • Port of Battle Creek /Foreign-Trade Zone • Kellogg Community College Regional Manufacturing Technology Centre
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Note: legal description is in **Appendix D**.

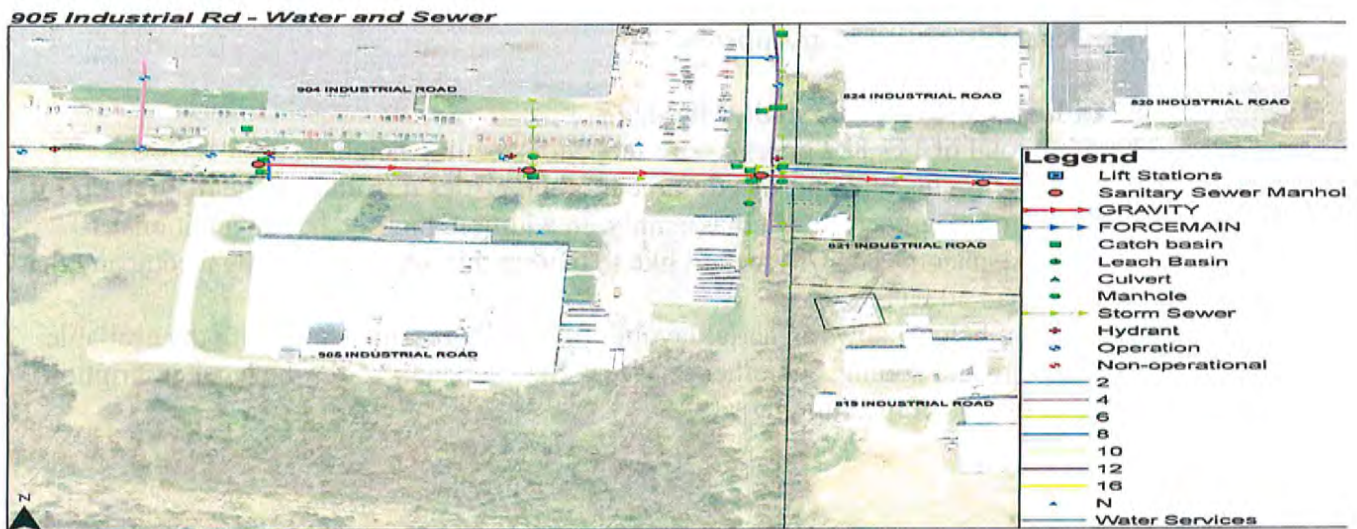
905 Industrial Road, Marshall, Michigan

There is a total of 111,882 gross square feet with a ceiling height of 22 feet (See **Appendix E**). This building was designed for a logistics use, and can be repurposed for other types of manufacturing and assembly. In addition, this site has an additional 10 acres for expansion. The City would like to market this site, in attracting a company that has more than 50 FTEs.

The diagram below shows an aerial layout of the building site, along with the available infrastructure and zoning, and other services. See Appendix C for the legal description and other photos of the building site.



This next diagram shows the aerial view with more of the water and sewer infrastructure overlays. Again, all this information with additional photos and legal descriptions are in **Appendix E**.





Business Attraction Action plan

In accordance with the Targeted Business sectors, we are aggressively attracting new businesses through leads from the MEDC and Region 8, and our own recruiting efforts from the following shows and summits:

- **Transportation Logistics: Business Missions for recruitment**
 - ProMat 2016 Conference in Chicago featuring logistics companies & consultants
 - Mid-America Trucking Show: Site consultants and businesses that specialize in transportation
 - Great American Trucking Show: Featuring warehouse/distribution companies
- **Advanced Mfg./Food Process/Energy: Business Mission or Staff Recruitment**
 - Conferences & Expos, 2016:
 - IPPE (Food Procession/Production), Jan., Atlanta
 - RECON ICSC (Retailers show), Las Vegas
 - AFCOM (Data Centers), Las Vegas
 - Solar Power International, Chicago
 - Process Expo (Food Processing), Nov., Chicago
 - FABTECH Expo (Metal Fabrication), Nov. 2017, Chicago

Additional Recruitment Activities

The additional recruitment efforts have been reviewed and the following actions have taken place by:

- Finding ways to help with soft engineering cost for predevelopment (low interest loans, free land, wave Impact fees, or other support)
- Recruit Builders/Architects to develop spec building concepts showing the demand for subject land site
- Explore funding types, such as New Market Tax Credits, EB-5, and other development credits
- Discuss and compare local, county, and state incentive programs to other States.
(See **Appendix F**)

As we compete with other States and local Michigan communities, incentives help in the decision process. Marshall has agreed to support the following incentives listed in Appendix C.

Summary:

When a prospect has been identified, it is the responsibility of Marshall Area Economic Development Alliance (MAEDA) to work with the company to identify their needs,

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wants and desires and then work with our local infrastructure to provide information for the sites, capital and services that best meet their specific criteria.

It is critical to treat this process as confidential and to only make the prospect's name available with their permission and only to those that must absolutely be made aware. Do not assume because the prospect is a local company expanding that it is acceptable to make their plans public to anyone. Most companies are rarely looking at only one location. The last thing we want to do is to inform a potential competitor of the opportunity.

It is important to remember we cannot be perceived as showing any preferential treatment to any facility; supplier or service provider beyond making it clear to the prospect which companies supports our efforts and encouraging the prospect to work with them. If we are perceived to be directing a prospect to a single supplier, we will lose credibility with both the suppliers and our customers.

MAEDA is the only organization in Marshall tasked with the responsibility to manage the site selection | capital formation | business growth process from start to finish; as such, we will never turn over our prospective companies to any supplier, facility or service provider.

All MAEDA board members sign a Confidentiality Agreement before becoming a board member. It is up to MAEDA staff to make this confidentiality agreement their promise to the organization to uphold this policy. And, if a partner is assisting staff or board membership with the effort, we must ensure that you get them to fill one out also and keep it in your project records.



Appendix

Appendix A -----	Target Market Analysis
Appendix B-----	Business Retention Survey
Appendix C-----	Golden Rule Legal Description
Appendix D -----	Priority Sites 835 & 843
Appendix E-----	Priority Site 905
Appendix F -----	Michigan Incentives & Grants Program

APPENDIX - A

TARGET MARKET ANALYSIS

CITY OF MARSHALL, MICHIGAN & CALHOUN COUNTY, MICHIGAN

Targeted Business Sectors, Labor Availability and Capacity

A REPORT POWERED BY SOUTHWEST MICHIGAN FIRST



Business Sectors, Labor & Capacity

This study will use data to identify industries that may be targets for attraction within Calhoun County and the Marshall Area Economic Development Alliance (MAEDA). The basis of the analysis is to look at historical, current and forecast data for employment within industries in the county. Data are used to create an index that will identify industries for further study.

Part of that study will be to look at staffing patterns for the target group of industries. Key production occupations and occupations for knowledge workers are identified. The job postings for these key occupations are listed. The general economy of Calhoun County is also assessed relative to trends in both the unemployment rates as well as the labor force participation rates.

Finally, the next steps in the study are identified, including additional information needed for the group of target industries, as well as the identification of two groups of industries that didn't score high enough on the index to be "target" industries but that should still be explored to see if they could be targets or could be better thought of as retention-focused.

The Index

To better understand the component industries of a regional or local economy for purpose of identifying target industries, an index is used to measure the strength of industries within the region. An index is used as an indicator because it allows for different metrics to be combined into a single metric. This index combines location quotients (LQ) and shift-share (SS) analysis, as well as time-series inputs that include data for 2010 and 2015, as well as estimates for 2020.

Overview

This study was conducted to identify key industries within Calhoun County, Michigan that may be targets for further business attraction efforts. Location quotients, shift-share analysis, and other economic indicators are calculated and used to identify industries within Calhoun County that indicate strength and the potential for growth. These variables are then used to calculate an index value that identifies leading and lagging industries within the target region. Location quotients are estimated for 2010, 2015, and 2020, while shift-share values are estimated for the period between 2010 and 2015 and for the period 2015 and 2020. This results in a gauge that indicates which industries are historically, as well as currently, strong and are forecast to be important to the region in the future.

Economic data from Moody's Economy.com, identified by industry NAICS codes, are also used to create this analysis. Moody's consistently tracks and monitors economic indicators for all metropolitan statistical areas (MSAs) and counties in the United States.

Research Methodology

Location quotient is a useful tool for comparing the relative presence of an industry within a region. LQs are calculated by dividing the industry's share of employment in the region by the industry's share of employment for the nation. For instance, an LQ of 1 indicates that the industry's share of employment within the region is identical to the industry's share of employment within the nation. An LQ of 2 implies that its share of employment is twice as large within the region as that of the nation. Industries with large LQ values may be part of possible clusters within a region and so are attractive to other businesses. Clustered industries may have large labor pools and specific training resources, as well as deeper pools of suppliers and customers. Industries with LQs greater than 1 are assumed to

Business Sectors, Labor & Capacity

export their goods or services outside of the region. The exporting of products brings new dollars into a region and can affect the wealth curve of a region through new, additional rounds of spending.

The assumption in this measure is that an industry with an LQ that is greater than 1 is likely exporting its product and so is identified as a "basic" or "primary" industry for the region. In the indexing system, an industry that is importing is given a value of -1, an industry that is meeting local needs a value of 0, and an industry that is exporting is given a value of +1. As a measure of continuity, LQs are calculated for the current year (2015), five years past (2010), and five years into the future (2020).

A couple of caveats are needed here. First, there is always "noise" in the system, so a value of less than .75 is used as a trigger for defining importing industries and a value greater than 1.49 is used as a trigger for exporting industries. It is assumed within the study that industries with LQs between .75 and 1.49 may be producing for local consumption. Second, some industries may have LQ values based on local conditions that don't affect the ability of that industry to be a target. As an example, snow blower retailers would be expected to have a low LQ in Florida but a high LQ in Michigan.

Shift-share analysis is used to identify industries with some type of undetermined competitive advantage within the region. This technique is based on employment change between two time periods and controls for trends in the national economy, as well as control for trends in each industry at the national level. Based on this method, a shift-share value of zero means that the industry employment within the region changed at the same rate as the nation. A shift-share value that is positive means that the industry has some undetermined competitive advantage for the industry within the study region. Similarly, a negative value for the shift-share suggests that the industry is at a competitive disadvantage within the study region. An industry with a negative shift-share, however, can still hold a location quotient above 1.

There are three components to the measure:

- **National Effect:** This is the expected value of employment change (positive or negative) within a region based on the performance of the national economy.
- **Industry-mix Effect:** This is the expected value of change in regional industry employment based on the historical or forecasted performance of the industry nationally, after controlling for changes to the national economy.
- **Competitive Effect:** This is the residual of the actual change in regional employment once the impacts of the first two effects have been accounted for. This is the component that impacts the index. One caveat for this measure is that, while it may show a positive value and so suggests that the region is "competitive," the actual competitive advantage(s) is not known. For an industry that shows a negative value and therefore suggests a lack of competitiveness for that industry, the nature of the disadvantage is not known. Again, the data lead to case study to determine the cause of a strength or weakness. The measures for this index are
 - -1 if the employment value is negative
 - 0 if the value is 0
 - +1 if the value in this measure is positive.

When these two measures are combined, they create an index that ranges from +5 to -5. A +5 index suggests that historically, currently, and in the forecast period, this industry could be a good target for this economy. While initially a -5 may suggest that this industry wouldn't be a good target, there may be

Business Sectors, Labor & Capacity

opportunities to correct issues holding back the region and for reducing leakage out of the local economy caused by importing products or services.

As indicated previously, the data do not stand alone, but rather the index and data lead to case studies. These studies help to assess the viability of any industry in both the short- and long-runs as targets for a regional economy.

Industries are removed from any of the tables if they are industries that are not likely to have the potential to export their goods or services. For instance, any government services, many service-based organizations, and wholesale/retail establishments are generally removed from consideration. This is due to the likelihood that these firms primarily serve the local and regional community instead of sending their products outside of the study area. The primary reasoning behind this is to focus on industries that increase the exporting potential of the region and increase the region's capability of engaging in trade with other regions. Focusing on industries that can export outside of the region is important because it creates more of an opportunity for these industries to grow within the region. This creates potential for additional job growth in other region-serving industries due to the revenue that is circulated within the region but derived from sales that are from outside of the region.

Analysis

Table 1 displays the top industries in Calhoun County according to their index value. All of these top industries have an index score of +5. This suggests that in all three time periods that the LQ indicated the industry was exporting (or had the potential to export outside the county) and that there is some form of competitive advantage in both the history and forecast period.

TABLE 1: CALHOUN COUNTY INDUSTRIES WITH AN INDEX SCORE OF 5

NAICS	INDUSTRY	EMPLOYMENT		
		2010	2015	2020
3222	Converted paper product manufacturing	231	253	259
3323	Architectural and structural metals manufacturing	207	318	291
3324	Boiler, tank, and shipping container manufacturing	118	167	162
3327	Machine shops, turned product, and screw; nut and bolt manufacturing	797	964	958
3329	Other fabricated metal product manufacturing	236	304	288
3352	Household appliance manufacturing	297	448	422
3353	Electrical equipment manufacturing	100	147	160
3359	Other electrical equipment and component manufacturing	186	240	256

THE BIG PICTURE

employers with the most job openings

Labor/Insight Jobs Reports prepared by Burning Glass Technologies for 2014 show the employers with the greatest number of open positions (noted in parentheses) within the Marshall area and in Calhoun County to be those listed below. Within the economic development industry, this data is viewed to be most reliable available since it pulls from all digital sources using robotic technology. What Southwest Michigan First knows from its consultations with existing industry employers in the region is this: Companies usually need more open positions than what they advertise for since, for example, it really is no more beneficial to advertise for 1 CNC (computer numerical control) operator or 10 CNC operators.

Who is looking to fill open positions?

EMPLOYERS WITH THE MOST JOB OPENINGS IN 2014

Marshall, MI

1. Extendicare Health Services (96)
HEALTH SERVICES 
2. Sears (82), doing business as Kmart
RETAIL 
3. Calhoun Intermediate School District (44)
EDUCATION 
4. Marshall Public Schools (41)
EDUCATION 
5. Tenneco (26)
MANUFACTURING 
6. Eaton (24)
MANUFACTURING 
7. Atrium Centers (23)
HEALTH SERVICES 
8. Applebee's Neighborhood Grill & Bar (21)
FOOD SERVICE 
9. Marshall Excelsior (20)
MANUFACTURING 
10. Love's Travel Stops (19)
RETAIL 

Calhoun County, MI

1. Kellogg Company (492)
FOOD & AGRICULTURE 
2. Sears (259)
RETAIL 
3. Denso (228)
MANUFACTURING 
4. Battle Creek Health System (226)
HEALTH SERVICES 
5. Department of Veterans Affairs (193)
GOVERNMENT 
6. Bronson Healthcare (182)
HEALTH SERVICES 
7. Firekeepers Casino (98)
ENTERTAINMENT 
8. Extendicare Health Services (96)
HEALTH SERVICES 
9. Battle Creek Public Schools (84)
EDUCATION 
10. Covance (81)
HEALTH SCIENCES 

Business Sectors, Labor & Capacity

I. Targeted Business Sectors

Industry Descriptions

Industries are identified in North America by a collective system used by the United States, Mexico, and Canada. The system is called the North American Industry Classification System (NAICS) and definitions of the target industries from NAICS¹ are outlined below. Also included are examples of companies in the industry located in Calhoun County.

NAICS 3222: Converted Paper Product Manufacturing. This industry group comprises establishments primarily engaged in converting paper or paperboard without manufacturing paper or paperboard. Subindustries include Corrugated and Solid Fiber Box Manufacturing, Folding Paperboard Box Manufacturing, Other Paperboard Container Manufacturing, Paper Bag and Coated and Treated Paper Manufacturing, Stationery Product Manufacturing, and Other Converted Paper Product Manufacturing.

Based on the Avention^{II} database of companies, as of the first quarter of 2015 companies in this industry in Calhoun County include Plymouth Packaging Corp, Tetra Pak, Georgia-Pacific Corrugated, and Cello-Foil Products, Inc.

NAICS 3323: Architectural and Structural Metals Manufacturing. This industry is comprised primarily of two main groups of subindustries. The first is Plate Work and Fabricated Structural Product Manufacturing and it comprises establishments primarily engaged in manufacturing one or more of the following: (1) prefabricated metal buildings, panels, and sections; (2) structural metal products; and (3) metal plate work products. The second group of industries is Ornamental and Architectural Metal Products Manufacturing and is comprised of establishments primarily engaged in manufacturing one or more of the following: (1) metal framed windows (i.e., typically using purchased glass) and metal doors; (2) sheet metal work; and (3) ornamental and architectural metal products.

Based on the Avention database of companies, as of the first quarter of 2015 companies in this industry in Calhoun County include F & A Fabricating Inc, McElroy Metal Inc., and Steel Products Inc.

NAICS 3324: Boiler, Tank, and Shipping Container Manufacturing. This industry includes three subgroups of products. The first is Power Boiler and Heat Exchanger Manufacturing. This industry comprises establishments primarily engaged in manufacturing power boilers and heat exchangers. Establishments in this industry may perform installation in addition to manufacturing power boilers and heat exchangers. The second is Metal Tank (Heavy Gauge) Manufacturing, with this industry comprising establishments primarily engaged in cutting, forming, and joining heavy gauge metal to manufacture tanks, vessels, and other containers. The third subgroup is Metal Can, Box, and Other Metal Container (Light Gauge) Manufacturing, which comprises establishments primarily engaged in forming light gauge metal containers.

The Avention database does not currently list companies in this industry. This is not uncommon as most NAICS codes are self-reported at the establishment level and often have multiple NAICS codes. The Moody's data are based on federal data sources that are developed from the ES202 Unemployment Compensation filings. The ES202-based data only allow for one NAICS code to be reported for each establishment.

Business Sectors, Labor & Capacity

NAICS 3327: Machine Shops, Turned Product, and Screw, Nut, and Bolt Manufacturing. This industry also is comprised of multiple sub-industries including Machine Shops, and establishments known as machine shops primarily engaged in machining metal and plastic parts and parts of other composite materials on a job or order basis. Generally machine shop jobs are low volume using machine tools, such as lathes (including computer numerically controlled), automatic screw machines, and machines for boring, grinding, and milling. The other industry is Turned Product and Screw, Nut, and Bolt Manufacturing, with this industry comprising establishments primarily engaged in (1) machining precision turned products or (2) manufacturing metal bolts, nuts, screws, rivets, and other industrial fasteners. Included in this industry are establishments primarily engaged in manufacturing parts for machinery and equipment on a customized basis.

Based on the Avention database of companies, as of the first quarter of 2015 companies in this industry in Calhoun County include Maverick Machine & Tool, Jorgensen Steel MSI, Qualtek Inc., and Decker Manufacturing Corp.

NAICS 3329: Other Fabricated Metal Product Manufacturing. This industry group comprises establishments primarily engaged in manufacturing fabricated metal products (except forgings and stampings, cutlery and hand tools, architectural and structural metals, boilers, tanks, shipping containers, hardware, spring and wire products, machine shop products, turned products, screws, and nuts and bolts).

Based on the Avention database of companies, as of the first quarter of 2015 companies in this industry in Calhoun County include Tribal Manufacturing, J & L Manufacturing, and Advanced Fuel Components Inc.

NAICS 3352: Household appliance manufacturing is comprised of both Small Electrical Appliance Manufacturing. This industry comprises establishments primarily engaged in the manufacturing of small electric appliances and electric housewares, household-type fans (except attic fans), household-type vacuum cleaners, and other electric household-type floor care machines). Major Appliance Manufacturing comprises establishments primarily engaged in manufacturing household-type cooking appliances, household-type laundry equipment, household-type refrigerators, upright and chest freezers, and other electrical and nonelectrical major household-type appliances, such as dishwashers, water heaters, and garbage disposal units.

The Avention database does not currently list companies in this industry. This is not uncommon as most NAICS codes are self-reported at the establishment level and often have multiple NAICS codes. The Moody's data are based on federal data sources that are developed from the ES202 Unemployment Compensation filings. The ES202-based data only allow for one NAICS code to be reported for each establishment.

NAICS 3353: Electrical Equipment Manufacturing. This industry comprises establishments primarily engaged in manufacturing power, distribution, and specialty transformers; electric motors, generators, and motor generator sets; switchgear and switchboard apparatus; relays; and industrial controls.

The Avention database does not currently list companies in this industry. This is not uncommon as most NAICS codes are self-reported at the establishment level and often have multiple NAICS codes. The Moody's data are based on federal data sources that are developed from the ES202 Unemployment Compensation filings. The ES202-based data only allow for one NAICS code to be reported for each establishment.

Business Sectors, Labor & Capacity

NAICS 3359: Other Electrical Equipment and Component Manufacturing. This industry group comprises establishments manufacturing electrical equipment and components (except electric lighting equipment, household-type appliances, transformers, switchgear, relays, motors, and generators).

The Avention database does not currently list companies in this industry. This is not uncommon as most NAICS codes are self-reported at the establishment level and often have multiple NAICS codes. The Moody's data are based on federal data sources that are developed from the ES202 Unemployment Compensation filings. The ES202-based data only allow for one NAICS code to be reported for each establishment.

NOTE: These last three industries are all part of a three-digit NAICS subgroup Electrical Equipment, Appliance, and Component Manufacturing. Industries in this sector manufacture products that generate, distribute, and use electrical power. Electric Lighting Equipment Manufacturing establishments produce electric lamp bulbs, lighting fixtures, and parts. Household Appliance Manufacturing establishments make both small and major electrical appliances and parts. Electrical Equipment Manufacturing establishments make goods such as electric motors, generators, transformers, and switchgear apparatus. Other Electrical Equipment and Component Manufacturing establishments make devices for storing electrical power (e.g., batteries), for transmitting electricity (e.g., insulated wire), and wiring devices (e.g., electrical outlets, fuse boxes, and light switches).

In reviewing the Avention data base and from company interviews, it is likely that these industries are actually in the county, but they have been either by their choice or by a researcher's choice placed in another NAICS code. Clearly, some of the firms in our service area could fall into this group of activities.

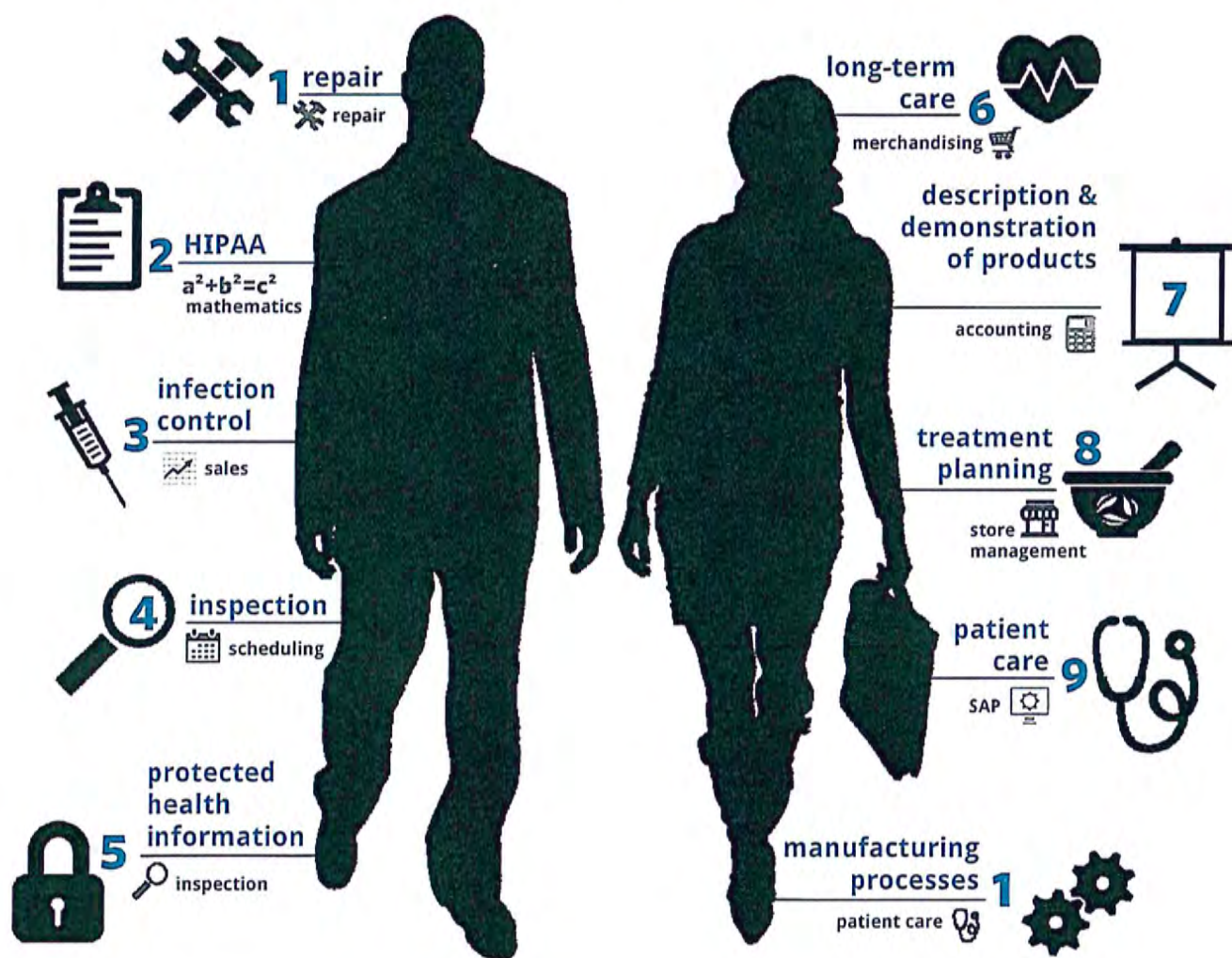
THE BIG PICTURE

top 10 skills in demand

What skills were most in demand for unfilled positions in the Marshall area and Calhoun County in 2014?

Labor/Insight Jobs Reports prepared by Burning Glass Technologies for 2014 show the top 10 skills below needed.

Labor/Insight™ is an interactive, report-generating application that gives users real-time access to a comprehensive database of demand (jobs) data. It is powered by Burning Glass's unique technology for jobs data aggregation, parsing, extraction and analysis, which translates free text job postings into actionable intelligence on the nature and content of employer demand.



KEY

Marshall, MI only

Calhoun County, MI inclusive

Business Sectors, Labor & Capacity

II. Labor

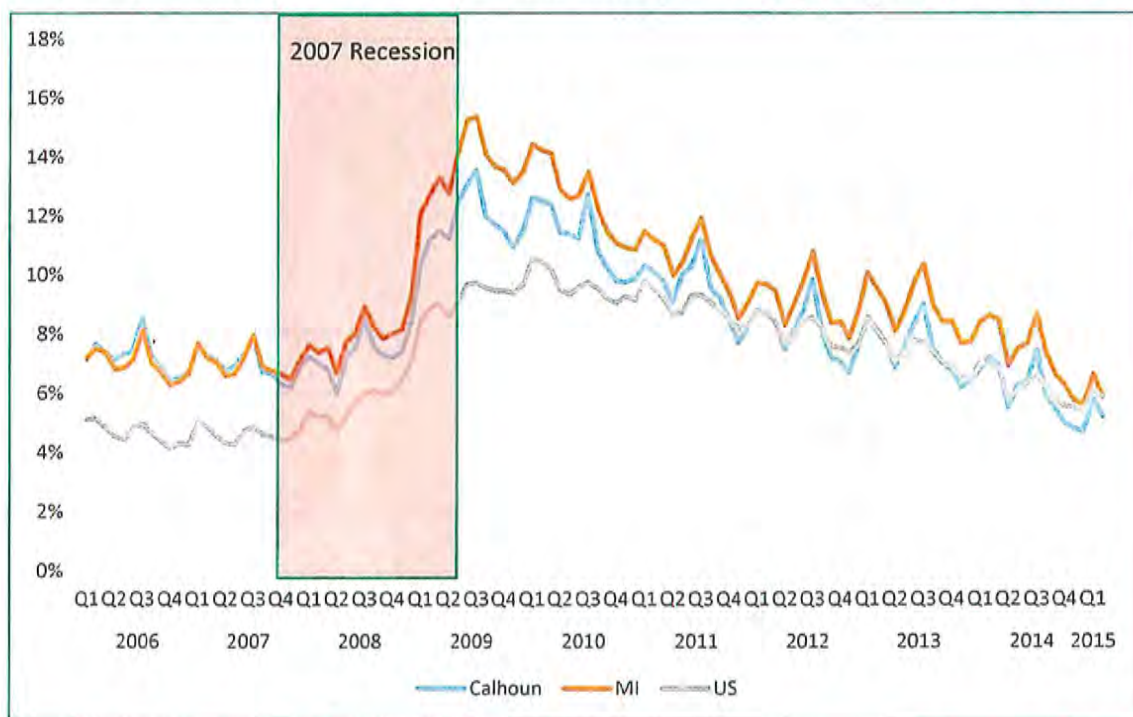
General Workforce Statistics

Using the data from Moody's Analytics, it is possible to compare regional trends to those for the state and those for the United States. One aspect to note is that in some cases within this analysis a specific rate, like unemployment, will vary from those reported at the state and national levels by the Bureau of Labor Statistics. While Moody's data are based on the Bureau's data, the source data go through revisions over time. The primary use of these data is to track the trends rather than focus on a specific value.

Unemployment

Figure 1 shows the trends in unemployment for Calhoun County, Michigan, and the United States, with the baseline starting prior to the 2007 recession. In the period prior to the start of the 2007 recession, both Calhoun County and Michigan rates for unemployment were significantly above those of the United States. While both the county and the state rates followed the same track through the recession, both maintained their gap relative to that of the United States.

FIGURE 1: UNEMPLOYMENT RATES FOR CALHOUN COUNTY, MICHIGAN, AND THE UNITED STATES



Business Sectors, Labor & Capacity

Prior to the 2007 recession, the county and the state rates were about the same and tracked along the same path. During the recession, Calhoun County unemployment tended to diverge from the state and so was at a lower rate from early 2010 to the middle of 2011. While unemployment rates rose for all three geographies through the recession, all three also began to trend downward in late 2009.

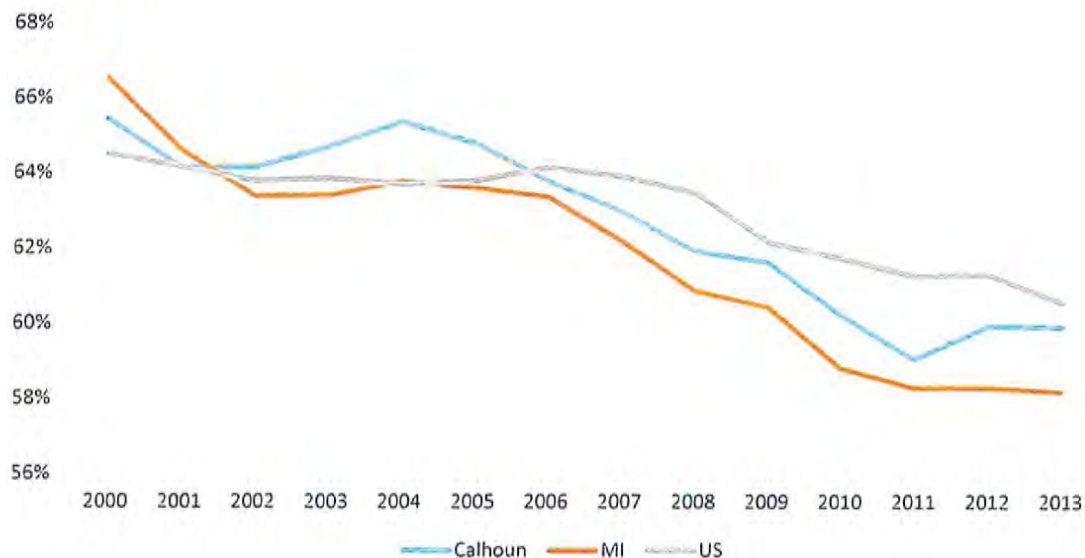
In early 2011, the rates for all three geographies began to converge. Since that time, the rates for Michigan have been slightly above those of Calhoun County and the United States. Since the third quarter of 2011, the rates for Calhoun County have been similar to those of the state and follow the trends for that of the nation.

Labor Force Participation Rates

As the region, state, and country continue through the recovery, one aspect of the job market that continues to plague the entire country is the steady decline in the labor force participation rate (LFPR). The LFPR is the share of the labor force as a percentage of the total population that is age 16 and above. The rate does include those in the 60-plus age group.

The labor force is defined as a combination of those currently working (employed) and those actively looking for work but not working (unemployed). The rate for those who are unemployed is the U-3 unemployment rate, which is regularly reported in the media and is the one most familiar to the public. While the U-3 has trended downward toward something like "full" employment, the share and number of the working age population has also trended downward across the country.

FIGURE 2: LABOR FORCE PARTICIPATION RATES FOR CALHOUN COUNTY, MICHIGAN, AND THE UNITED STATES



Business Sectors, Labor & Capacity

The Labor Force Participation rate in the United States was just above 64% in 2000, but has declined to about 61% in 2013.ⁱⁱⁱ The rates for both Michigan and Calhoun County have generally followed those of the country. Since 2006, the Calhoun County LFPR has trended in between the state and the nation, with a participation rate of about 60% in 2013.

The concern with the decline in the participation rate is that workers are dropping out of the market and positions are going unfilled due to a lack of available workers. Across the nation, there is discussion around how many workers are “aging” out of the workforce and how the rate is affected by retiring workers. There is also an ongoing discussion as to whether workers are leaving at an earlier age or staying longer. The argument for a “pull” factor is that the current economy has forced people to stay in the workforce longer because of macroeconomic conditions. On the “push” factor side is an argument that people want to retire earlier.

Demographics

For those data junkies interested in detailed data concerning population, demographic snapshots provided by Claritas, Nielsen SiteReports’ most accurate online source for U.S. demographics, can be found in the Appendix for both Calhoun County, Michigan and City of Marshall, Michigan. These data sets give a more detailed picture about the population of each geographic area with respect to demographic, socio-economic and educational background of residents.

THE BIG PICTURE

top occupations detailed

For the first time in nearly 15 years, the Michigan unemployment rate nearly matches the U.S. jobless rate. At 5.7 percent, March's jobless rate (not seasonally adjusted) hovers just a tenth of a percentage point above the official U.S. average of 5.6 percent. Even before the start of the great recession in 2007, the gap between the state and U.S. rate was nearly 2.5 full percentage points. By June 2009, six months before the recession bottomed out, Michigan's worst-in-the-nation unemployment rate of 14.9 percent was 5.4 points worse than the U.S. average.

According to the U.S. Bureau of Labor Statistics as of March 2015, the regional unemployment rate (not seasonally adjusted) is currently at 5.1%. From an economic indicator perspective, this is great news for our region! That number would even be better though if those currently unemployed had the right skill and talent sets to match open occupational positions. For example, looking solely at Calhoun County with its March 2015 jobless rate of 5.2%, there are 61,316 people employed and 3,355 unemployed. If the 998 jobs posted on the state's Pure Michigan Talent Connect website (within 15 miles of Battle Creek, the seat of the county's Metropolitan Statistical Area), Calhoun County's unemployment rate would fall to 3.6%.

Looking to the Labor/Insight Jobs Reports prepared by Burning Glass Technologies for 2014, the table below shows the occupations that companies are most looking to fill for both the Marshall area and Calhoun County along with their number of occurrences. We surmise that the numbers might even be higher for some occupations, like mechanical engineers, if employers could fill their current employment gaps.



TOP DETAILED OCCUPATIONS

MARSHALL, MI

- | | |
|--|--|
| 1. Cashiers (44) | 14. Licensed Practical and Licensed Vocational Nurses (19) |
| 2. Combined Food Preparation and Serving Workers (42) | 15. Registered Nurses (17) |
| 3. Heavy and Tractor-Trailer Truck Drivers (30) | 16. Cooks, Restaurant (17) |
| 4. First-Line Supervisors of Food Preparation and Serving Workers (27) | 17. Retail Salespersons (17) |
| 5. First-Line Supervisors of Retail Sales Workers (27) | 18. Janitors and Cleaners (16) |
| 6. Medical and Health Services Managers (27) | 19. Maintenance and Repair Workers, General (16) |
| 7. Merchandise Displayers and Window Trimmers (26) | 20. Laborers and Freight, Stock, and Material Movers (14) |
| 8. Civil Engineers (26) | 21. Hotel, Motel, and Resort Desk Clerks (13) |
| 9. First-Line Supervisors of Product and Operating Workers (25) | 22. Waiters and Waitresses (11) |
| 10. Teacher Assistants (22) | 23. Food Service Managers (11) |
| 11. Physical Therapists (21) | 24. Business Operations Specialists, All Other (10) |
| 12. Mechanical Engineers (21) | 25. Coaches and Scouts (10) |
| 13. Nursing Assistants (20) | |

CALHOUN COUNTY, MI

- | | |
|---|--|
| 1. Heavy and Tractor-Trailer Truck Drivers (773) | 13. Nursing Assistants (131) |
| 2. Retail Salespersons (367) | 14. Merchandise Displayers and Window Trimmers (131) |
| 3. First-Line Supervisors of Retail Sales Workers (247) | 15. Secretaries and Administrative Assistants (127) |
| 4. Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products (223) | 16. Laborers and Freight, Stock, and Material Movers, Hand (125) |
| 5. Combined Food Preparation and Serving Workers (194) | 17. Medical and Health Services Managers (118) |
| 6. Customer Service Representatives (186) | 18. Industrial Engineers (11) |
| 7. Registered Nurses (179) | 19. Human Resources Specialists (99) |
| 8. Maintenance and Repair Workers, General (177) | 20. Cooks, Restaurant (87) |
| 9. Cashiers (149) | 21. Light Truck or Delivery Services Drivers (82) |
| 10. First-Line Supervisors of Production and Operating Workers (142) | 22. Licensed Practical and Licensed Vocational Nurses (82) |
| 11. Janitors and Cleaners (137) | 23. Computer User Support Specialists (81) |
| 12. First-Line Supervisors of Food Preparation and Serving Workers (135) | 24. Mechanical Engineers (80) |
| | 25. Sales Managers (79) |

Business Sectors, Labor & Capacity

III. Capacity

Occupations

Underlying the success of any set of industries are the jobs that comprise the workforce for each company. Many of Calhoun County's target industries share a common labor force. For purposes of attracting new businesses as well as retaining existing businesses, it is essential to pay attention to the availability of a skilled workforce, both at the production level and at the professional level. There is not an exact match between the way an industry defines a job and the way the federal government defines an occupation. But for purposes of this research, we use a federal definition of what an occupation is and how these occupations comprise the staffing patterns of the competitive industries in Calhoun County.

Jobs are translated to occupations by the Bureau of Labor Statistics (BLS) using a hierarchical system called the Standard Occupation Classification^{iv} codes or SOC system. This system decomposes staffing patterns across industries into more than 700 occupations. Not only is employment reported by SOC codes, states also report wages and earnings by these codes and the types of training are linked to these codes.

In Table 2, you will find the top 20 production occupations for the eight target industries. These occupations represent about 75% of all production employment within this group of industries. As might be expected, some of the occupations employing the largest number of people include machinists, welders, and team assemblers. Among those occupations with large employment numbers are those with supervisory responsibilities.

TABLE 2: TOP 20 PRODUCTION OCCUPATIONS

	OCCUPATION	SECTOR EMPLOYMENT	OCCUPATION SHARE	CUMULATIVE SHARE	CALHOON COUNTY EMPLOYMENT	SHARE OF CALHOON COUNTY
51-4041	Machinists	283	15.0%	15.0%	600	47.2%
51-2092	Team assemblers	192	10.2%	25.2%	1,427	13.5%
51-4121	Welders, cutters, solderers, and brazers	120	6.3%	31.5%	325	36.8%
51-1011	First-line supervisors/managers of production and operating workers	103	5.5%	37.0%	534	19.4%
51-4011	Computer-controlled machine tool operators, metal and plastic	89	4.7%	41.7%	253	35.4%
51-4031	Cutting, punching, and press machine setters, operators, and tenders, metal and plastic	76	4.0%	45.7%	367	20.6%
51-9061	Inspectors, testers, sorters, samplers, and weighers	63	3.4%	49.1%	417	15.2%
51-9198	Helpers--production workers	59	3.1%	52.2%	343	17.3%
51-9196	Paper goods machine setters, operators, and tenders	51	2.7%	54.9%	67	76.5%
51-4034	Lathe and turning machine tool setters, operators, and tenders, metal and plastic	50	2.7%	57.6%	108	46.8%
51-2041	Structural metal fabricators and fitters	48	2.6%	60.2%	90	53.9%
53-7062	Laborers and freight, stock, and material movers, hand	45	2.4%	62.6%	1,092	4.2%
53-7051	Industrial truck and tractor operators	43	2.3%	64.8%	409	10.4%
49-9042	Maintenance and repair workers, general	42	2.2%	67.1%	668	6.3%
51-4033	Grinding, lapping, polishing, & buffing machine tool setters, operators, & tenders, metal & plastic	41	2.2%	69.2%	115	35.7%
51-2099	Assemblers and fabricators, all other	37	2.0%	71.2%	487	7.7%
51-4199	Metal workers and plastic workers, all other	35	1.8%	73.1%	80	43.4%
49-9041	Industrial machinery mechanics	30	1.6%	74.6%	222	13.3%
51-9121	Coating, painting, and spraying machine setters, operators, and tenders	25	1.3%	76.0%	83	30.4%
51-4081	Multiple machine tool setters, operators, and tenders, metal and plastic	23	1.2%	77.2%	147	15.6%

Business Sectors, Labor & Capacity

Table 3 below uses the Burning Glass data from the W.E. Upjohn Institute for Employment Research to view openings by occupations in Calhoun County for 2014. This table includes openings not only for production occupations but also for materials handling and transportation-related occupations. The italicized occupations in this table are ones that are also on the top 20 table of occupations for the target industries. It is important to note that these postings likely do not reflect the total number of openings. In most cases, when an employer has multiple openings, each position is not posted separately but rather as a single post. As an example, there were 32 postings for machinists (SOC 51-4041) in 2014. It is likely that there is demand for more than 32 machinists; each of these posts could represent one opening or 10 openings. Some of these posts could also represent an open call on an ongoing basis for machinists.

TABLE 3: TOP JOB OPENINGS FOR PRODUCTION-RELATED WORKERS IN CALHOUN COUNTY

SOC CODE	OCCUPATION	JOB POSTINGS
49-3021	Automotive Body and Related Repairers	10
49-3023	Automotive Service Technicians and Mechanics	56
49-3031	Bus and Truck Mechanics and Diesel Engine Specialists	27
49-9021	Heating, Air Conditioning, and Refrigeration Mechanics and Installers	12
49-9041	<i>Industrial Machinery Mechanics</i>	10
49-9043	Maintenance Workers, Machinery	22
49-9071	Maintenance and Repair Workers, General	186
49-9099	Installation, Maintenance, and Repair Workers, All Other	24
51-1011	<i>First-Line Supervisors of Production and Operating Workers</i>	145
51-2092	<i>Team Assemblers</i>	13
51-2099	<i>Assemblers and Fabricators, All Other</i>	44
51-4011	<i>Computer-Controlled Machine Tool Operators, Metal and Plastic</i>	61
51-4031	<i>Cutting, Punching, and Press Machine Setters, Operators, and Tenders, Metal and Plastic</i>	14
51-4041	<i>Machinists</i>	32
51-4081	<i>Multiple Machine Tool Setters, Operators, and Tenders, Metal and Plastic</i>	9
51-4111	<i>Tool and Die Makers</i>	37
51-4121	<i>Welders, Cutters, Solderers, and Brazers</i>	20
51-6011	Laundry and Dry-Cleaning Workers	13
51-9061	<i>Inspectors, Testers, Sorters, Samplers, and Weighers</i>	54
51-9198	<i>Helpers--Production Workers</i>	10
51-9199	Production Workers, All Other	64
53-3031	Driver/Sales Workers	18
53-3032	Heavy and Tractor-Trailer Truck Drivers	643
53-3033	Light Truck or Delivery Services Drivers	88
53-6031	Automotive and Watercraft Service Attendants	12
53-7051	<i>Industrial Truck and Tractor Operators</i>	10
53-7062	<i>Laborers and Freight, Stock, and Material Movers, Hand</i>	128

Business Sectors, Labor & Capacity

Table 4 shows the occupational share of employment in Calhoun County for the top 20 STEM occupations for science, technology, engineering, and math (STEM) for the eight target sectors. Endorsed by President Obama and Governor Snyder, research suggests that the academic disciplines of STEM are where the jobs will be for today's and tomorrow's workers. It is well documented that increasing our ability to create and innovate is what's needed for the future of our economy. As such, it is vital to Calhoun County's economic future to show strength in its proportion of STEM-related occupations to be competitive.

TABLE 4: TOP 20 STEM AND TECHNICAL OCCUPATIONS

CODE	OCCUPATION	SECTOR EMPLOYMENT	OCCUPATION SHARE	CUMULATIVE SHARE	CALHOUN COUNTY EMPLOYMENT	SHARE OF CALHOUN COUNTY
17-2141	Mechanical engineers	26	10.2%	10.2%	185	15.0%
11-3051	Industrial production managers	25	9.1%	19.4%	138	18.1%
17-2112	Industrial engineers	20	7.4%	26.8%	213	9.5%
13-1023	Purchasing agents, except wholesale, retail, and farm products	19	7.0%	33.8%	187	10.1%
13-2011	Accountants and auditors	17	6.1%	39.8%	443	3.7%
13-1051	Cost estimators	13	4.7%	44.5%	70	18.3%
17-3013	Mechanical drafters	12	4.3%	48.8%	45	25.9%
11-9041	Engineering managers	11	3.9%	52.6%	97	10.9%
11-3031	Financial managers	9	3.2%	55.9%	205	4.3%
13-1199	Business operations specialists, all other	8	3.1%	59.0%	621	1.4%
17-2071	Electrical engineers	8	3.0%	62.0%	60	13.6%
15-1071	Network and computer systems administrators	5	2.0%	63.9%	104	5.2%
15-1021	Computer programmers	5	1.9%	65.8%	104	4.9%
11-3061	Purchasing managers	5	1.8%	67.6%	42	11.7%
17-3023	Electrical and electronic engineering technicians	5	1.8%	69.4%	59	8.2%
17-3026	Industrial engineering technicians	5	1.7%	71.2%	61	7.8%
17-3027	Mechanical engineering technicians	5	1.7%	72.8%	26	17.8%
17-2199	Engineers, all other	4	1.6%	74.4%	137	3.2%
11-9199	Managers, all other	4	1.6%	76.0%	207	2.1%
11-3021	Computer and information systems managers	3	1.2%	77.3%	85	4.0%

Business Sectors, Labor & Capacity

Table 5 contains the top 16 occupations for science, technology, engineering, and math (STEM), as well as technical occupations such as managers and purchasers. Although not a large number, these occupations do represent about 10% of employment within this group of industries. As with production-related occupations, the demand for STEM workers likely is larger than the number of posted positions. Local employers have indicated an ongoing need for many STEM-related occupations and most notably a variety of engineers.

TABLE 5: TOP JOB OPENINGS FOR STEM AND TECHNICAL WORKERS IN CALHOUN COUNTY

SOC CODE	OCCUPATION	JOB POSTINGS
11-3021	Computer and Information Systems Managers	22
11-3031	Financial Managers	50
11-3061	Purchasing Managers	18
11-9041	Architectural and Engineering Managers	34
11-9199	Managers, All Other	58
13-1023	Purchasing Agents, Except Wholesale, Retail, and Farm Products	21
13-1051	Cost Estimators	12
13-1199	Business Operations Specialists, All Other	22
13-2011	Accountants and Auditors	53
15-1131	Computer Programmers	24
15-1142	Network and Computer Systems Administrators	61
17-2071	Electrical Engineers	74
17-2112	Industrial Engineers	114
17-2141	Mechanical Engineers	87
17-2199	Engineers, All Other	67
17-3023	Electrical And Electronics Engineering Technicians	18

Business Sectors, Labor & Capacity

Tables 6 and 7 in the appendix contain the data on wages for the occupations. Table A3 contains the wages for the production-related workers. The mean wage is the average wage for workers across all industries and across all skill levels. The median wage is the wage of the worker in the middle of the group. When the average or mean wage is greater than the median wage, as is the case with most of the occupations in Calhoun County, this usually indicates that the workers in that occupation have a longer tenure on the job. In this case, the average wage is "skewed" to the right.

The "wage at the 10th percentile" shows what workers at the bottom 10% of that occupation are earning. In most cases, these workers are relatively new entrants to the firm or the workforce. Similarly, the "wage at the 25th percentile" shows the earnings of workers at the bottom quarter.

These data are supplied by the Labor Market Information (LMI) group, a part of the Michigan Department of Technology, Management, and Budget. The reported average annual earnings or wages can be affected by things such as hours worked and overtime. By using these wage data and dividing 2,040 hours, it is possible to approximate the hourly earnings of workers. A note of caution here: Most federal data sources, including the Bureau of Labor Statistics and the Bureau of Economic Analysis, do not report jobs as full-time equivalents or FTEs. Dividing reported wages by a normal set of annual hours provides an approximation at best.

TABLE 6: WAGES FOR PRODUCTION OCCUPATIONS

CODE	OCCUPATION	MEAN WAGES	WAGE AT 10 TH PERCENTILE	WAGE AT 25 TH PERCENTILE	MEDIAN WAGES
51-4041	Machinists	\$39,140	\$26,350	\$30,770	\$37,020
51-2092	Team Assemblers	\$28,680	\$20,220	\$23,850	\$28,890
51-4121	Welders, Cutters, Solderers, and Brazers	\$33,570	\$22,390	\$26,860	\$32,840
51-1011	First-Line Supervisors/Managers of Production and	\$53,480	\$34,550	\$42,380	\$52,330
51-4011	Computer-Controlled Machine Tool Operators, Metal	\$26,230	\$20,250	\$21,740	\$24,230
51-4031	Cutting, Punching, and Press Machine Setters, Operators	\$31,210	\$21,800	\$25,620	\$29,470
51-9061	Inspectors, Testers, Sorters, Samplers & Weighers	\$32,820	\$18,780	\$22,830	\$30,960
51-9198	Helpers--Production Workers	\$21,650	\$16,850	\$18,540	\$21,300
51-9196	Paper Goods Machine Setters, Operators, & Tenders	\$37,830	\$18,140	\$24,510	\$34,950
53-7062	Laborers & Freight, Stock & Material Movers, Hand	\$29,080	\$17,670	\$20,190	\$24,520
53-7051	Industrial Truck and Tractor Operators	\$40,500	\$22,650	\$31,390	\$37,060
51-4033	Grinding, Lapping, Polishing, and Buffing Machine	\$23,230	\$16,480	\$17,710	\$20,160
49-9041	Industrial Machinery Mechanics	\$47,270	\$27,550	\$33,170	\$44,130
51-9121	Coating, Painting, and Spraying Machine Setters, O	\$29,910	\$20,530	\$22,540	\$26,540

Business Sectors, Labor & Capacity

TABLE 7: WAGES FOR STEM OCCUPATIONS

CODE	OCCUPATION	MEAN WAGES	WAGE AT 10 TH PERCENTILE	WAGE AT 25 TH PERCENTILE	MEDIAN WAGES
17-2141	Mechanical Engineers	\$86,520	\$55,200	\$67,340	\$82,550
11-3051	Industrial Production Managers	\$88,960	\$46,540	\$61,950	\$83,540
17-2112	Industrial Engineers	\$68,250	\$45,820	\$53,030	\$62,390
13-1023	Purchasing Agents, Excluding Wholesale, Retail & Farm	\$66,790	\$39,190	\$47,920	\$69,500
13-2011	Accountants and Auditors	\$59,420	\$35,050	\$43,300	\$55,060
13-1051	Cost Estimators	\$56,790	\$34,840	\$42,320	\$55,410
11-3031	Engineering Managers	\$120,210	\$72,990	\$91,570	\$114,140
11-3031	Financial Managers	\$96,110	\$55,260	\$67,680	\$90,200
13-1199	Business Operations Specialists, All Other	\$70,850	\$41,670	\$57,980	\$73,810
17-2071	Electrical Engineers	\$86,150	\$59,110	\$69,660	\$84,990
15-1021	Computer Programmers	\$67,380	\$43,170	\$48,770	\$67,360
15-2021	Network and Computer Systems Administrators	\$64,850	\$49,780	\$53,410	\$59,410
11-3061	Purchasing Managers	\$103,350	\$66,080	\$81,950	\$102,950
17-3026	Industrial Engineering Technicians	\$47,070	\$33,430	\$40,370	\$45,450
17-3027	Mechanical Engineering Technicians	\$56,210	\$32,820	\$40,650	\$55,430
17-2199	Engineers, All Other	\$70,140	\$44,530	\$56,250	\$70,570
11-9199	Managers, All Other	\$102,760	\$62,880	\$83,300	\$105,890
11-3021	Computer and Information Systems Managers	\$89,410	\$61,850	\$69,020	\$80,100

Business Sectors, Labor & Capacity

IV. Summary and Conclusions

This study utilized an index comprised of location quotient and shift-share values based on time series data for Calhoun County. The index identified eight industries displaying strength both in the past and currently, as well as was forecasted to continue their strength into the future. A note of caution here: The future values are based on current and forecast assumptions and conditions from Moody's for the macro economy as well as for each specific industry. These forecasts and assumptions and their accuracy can be affected by many things including changes in the global economy, changes in currency and commodity prices, and changes in demand.

The outcomes of the shift-share analysis suggest that each of these industries have some type of competitive advantage in the county. This is indicated by a positive local share in employment in both the past and future periods. Unfortunately, the analysis does not tell what the advantage is, only that when controlling for macro and industry growth, the industry added more employment in the period than expected.

The next section of the analysis looked at the staffing patterns for critical workers in this group of industries. Using national staffing patterns for these industries, the top 20 occupations in both the production occupations and in the science, technology, engineering, and math (STEM) occupations were identified. The two occupational groups were included due to the nature of the training involved. In both occupation groups, specific training is essential to the occupation and these occupations are not generally found outside of the manufacturing sector. For example, machinists and electrical engineers are usually found in manufacturing, while lawyers, administrative assistants, and janitors can be found and drawn from a wide range of industries.

The Burning Glass data from the Upjohn Institute is helpful in looking at occupations that had openings in 2014 in Calhoun County. In the area of production-related workers, there were significant postings for many occupations including maintenance and repair workers (186 postings), first line supervisors (145), production workers (64), and computer-controlled machine tool operators (61). In the areas of support for manufacturing, there are openings for truck drivers (643 postings) and laborers and freight handlers, stock, and material movers (128). In the STEM occupations there are a large number of postings for engineers including industrial engineers (114 postings), electrical engineers (74), and mechanical engineers (87). It is important to keep in mind that these are postings, not openings. In some cases and depending on the firm, a "posting" may represent more than one opening.

Discussions with manufacturing employers in Calhoun County confirm the ongoing demand for workers in both occupational groups. For the production-related occupations, some of the issues related to hiring include the need for soft skills, numeracy and literacy, and for specific types of training. A number of firms in the footprint have funded training programs for workers who have soft skills, can read and write, and who are willing to stay with the firm. Among the STEM workers, some of the issues of attracting professional staff include competing with the east and west coast markets, competing with larger metro areas, and having a sufficient offering of competitive amenities.

In looking at the longer run employment conditions for Calhoun County, in general, along with the United States and the rest of Michigan, the unemployment rate for the county is declining. The reported unemployment rate is arguably heading toward "full" employment, which could cause wages to be pushed higher because of the labor market experiencing low to no growth. Again, much like the rest of the state and country, the labor force participation rate is declining. The declining participation rate is

Business Sectors, Labor & Capacity

an indicator that people are leaving or “dropping out” of the labor force. In some cases, this may be due to a decline in potential earnings to the changing jobs at changing industries. Another potential cause is the aging workforce and whether people are leaving the workforce due to retirement. Unfortunately there is insufficient data to determine the cause of the decline, but the trends are consistent with both Michigan and the United States.

APPENDIX - B

BUSINESS RETENTION SURVEY

Survey - Marshall Area Economic Development Alliance Businesses

Marshall, Michigan

734-765-8124

Sfleming@Marshallaeda.org

NOTE: These questions pertain to the surveyed facility location. All information is confidential.

COMPANY INFORMATION

Visit Made by: _____

Visit Date: _____
Time: _____

Company Name: _____

Street Address: _____

City: _____ State: MI Zip Code: _____

Main Phone #: _____ Website: _____

Parent Company: _____

HQ Location? _____

Contact 1: _____ Title: _____

Email: _____ Phone: _____

Contact 2: _____ Title: _____

Email: _____ Phone: _____

Company Notes:

BACKGROUND INFORMATION

Years Business Located in Community: _____

Year Company Established: _____

Type of Facility: _____ (ex: Manufacturing, Data/Call Center,
Is this a corp. HQ? _____ Distribution, Retail)

Building Size (SF): _____ Acreage: _____

Is There Room for Expansion at This Location? _____

Is This Facility... _____ Lease Expiration Date: _____

Property Owner: _____
(if leased)

Are there Plans to Expand? _____

Location: _____

Capital Investment: _____

Expansion size (SF): _____ New Jobs: _____

Facility Notes:

PRODUCTS / SERVICES and MARKET

Which best describes your market? National (primarily)

How are you shipping your products?
primarily truck

What industry or business sector do you sell your products to?

How are you marketing your products?

Primary Products
and Services:

NAICS Codes:

Sales Trend:

Why?

Exports? Yes

What percentage?

Export to Where? Mexico, Italy, China

Are there suppliers or service providers that the company would like to have located closer to this facility?

WORKFORCE (at this location)

Full-Time Employees: _____ Contract Employees: _____ 40

Part-Time Employees: _____

TOTAL EMPLOYEES: _____ (at this location)

Average Annual Wage (non-management): _____

Number of Jobs Added in Last 3-years: _____Number of Jobs Lost in Last 3-years: _____

Is the number of unfilled positions: _____

What is the number of unfilled positions today? _____

What is the primary reason for worker turnover? (ex: compensation, schedule, training, transportation, retirement)

Are there recruitment problems with particular positions or skills? _____

Are there anticipated changes in the make-up of your workforce? _____

Higher Education and Training Needs:

Are you having a hard time finding education and skill levels in the local labor force in Marshall ? If so, what education and skills do you find lacking? _____

Which, if any of the local post secondary institutions, do you find as a resource in your efforts with workforce development and/or skilled trades certifications?

Western Michigan University _____ Michigan State University _____ University of Michigan _____
Kalamazoo Community College ☒ Albion College _____ Olivet College _____ Jackson Community College _____ Regional Manufacturing Training Center ☒

What specific education and training programs would you like to see the higher education institutions provide?

Higher Ed. notes:

UNION (at this location)

Union Representation? _____ No

What percentage of your workforce is unionized? FTE: _____ % PTE: _____ % Contract: _____ %

Union Notes:

ADDITIONAL INFORMATION

Do you have any issues or problems? (ex: infrastructure, community, governmental, utilities, maintenance, etc.)

Why did you select your current Calhoun County / Marshall Area location? (Acquired local business, available land, natural resource proximity to: existing business, Detroit, rail/interstate, supply chain)

If you had to do over, would you select this Calhoun County / Marshall Area location?

What in Calhoun County / Marshall Area impacts your industry positively? (Competitive advantages, Transportation network, Workforce, Population growth, Quality of life, Schools, Tax structure, Business friendly, etc.)

Are there any reasons the community may not be considered for future expansion?

Follow-Up Needed? _____

NOTES:

APPENDIX - C

GOLDEN RULE LEGAL DESCRIPTION

Exterior Photographs - 410 East Drive



Information contained herein has been obtained from the owners or from other sources deemed reliable. We have no reason to doubt its accuracy but regret we cannot guarantee it. All properties subject to change or withdrawal without notice. CTT Partners is an independent member of Colliers International.

COLLIERS
INTERNATIONAL

Our Knowledge is your Property

Interior Photographs - 410 East Drive



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COLLIERS
INTERNATIONAL

Our Knowledge is your Property

Exterior Photographs - 820 Mann Road

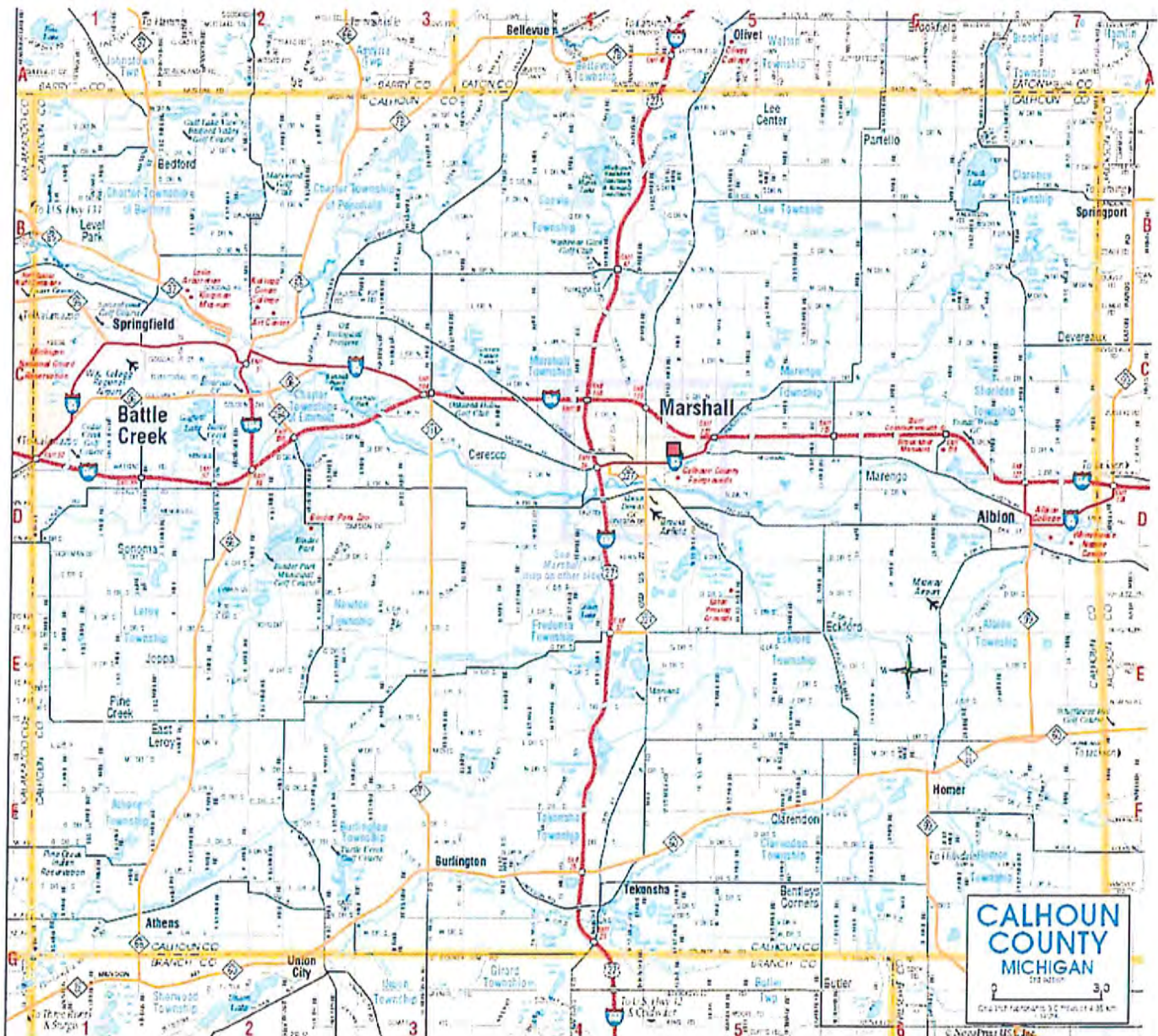


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Our Knowledge is your Property

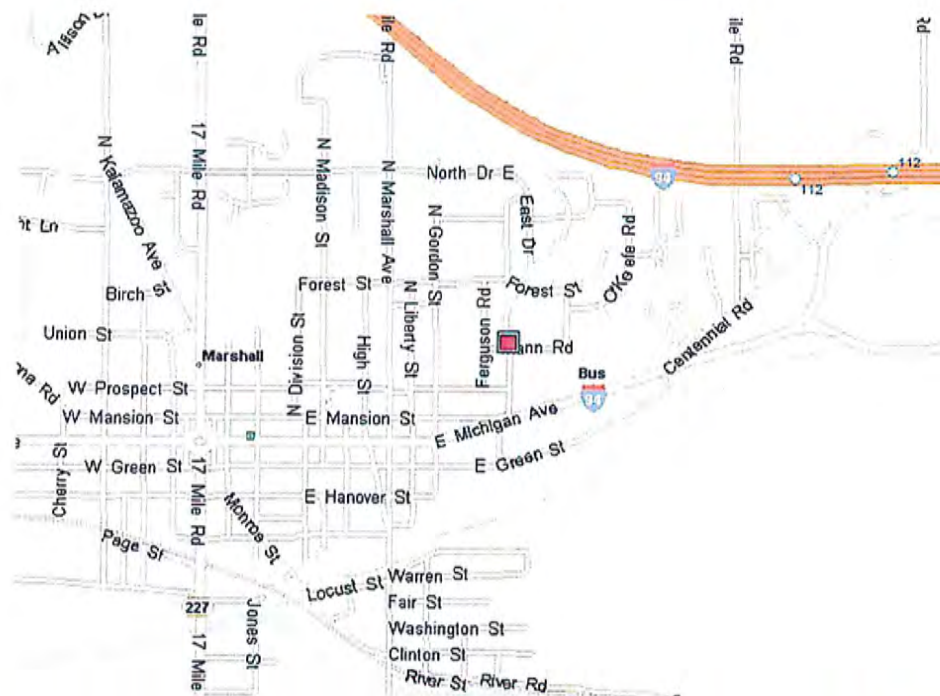
County Map



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COLLIERS
INTERNATIONAL

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Our Knowledge is your Property



COLLIERS
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Our Knowledge is your Property

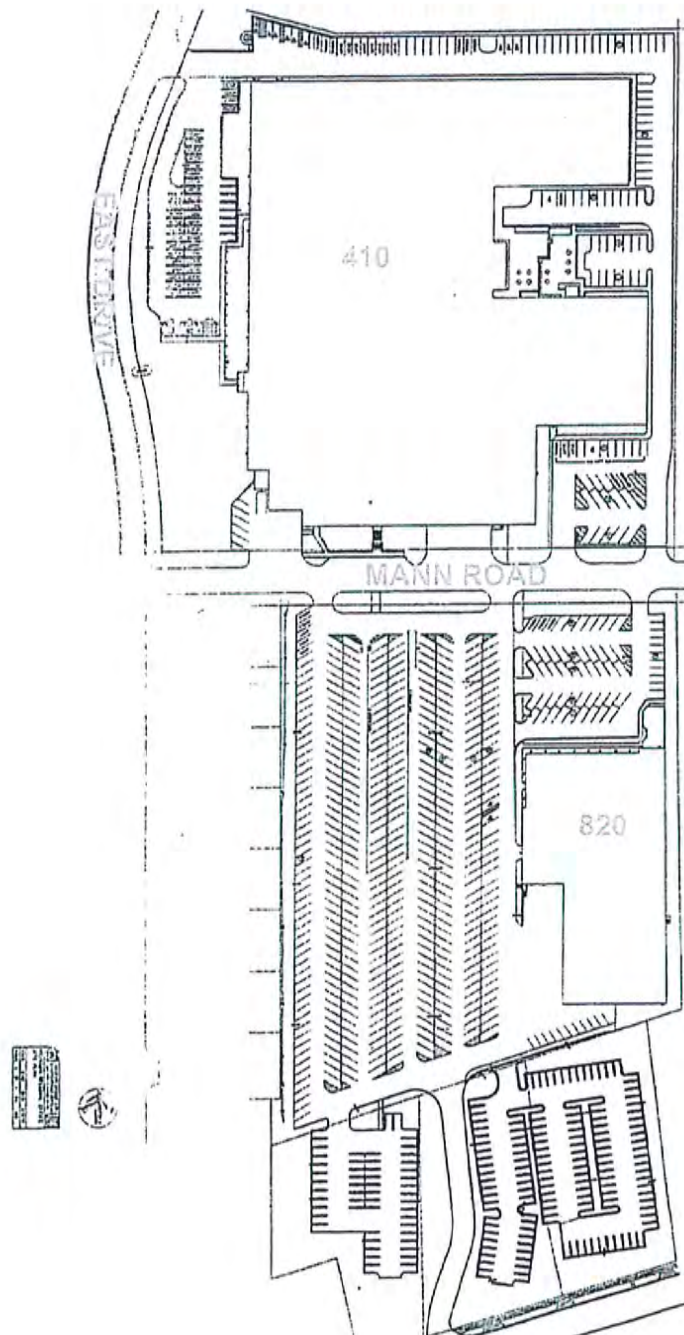


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Site Plan

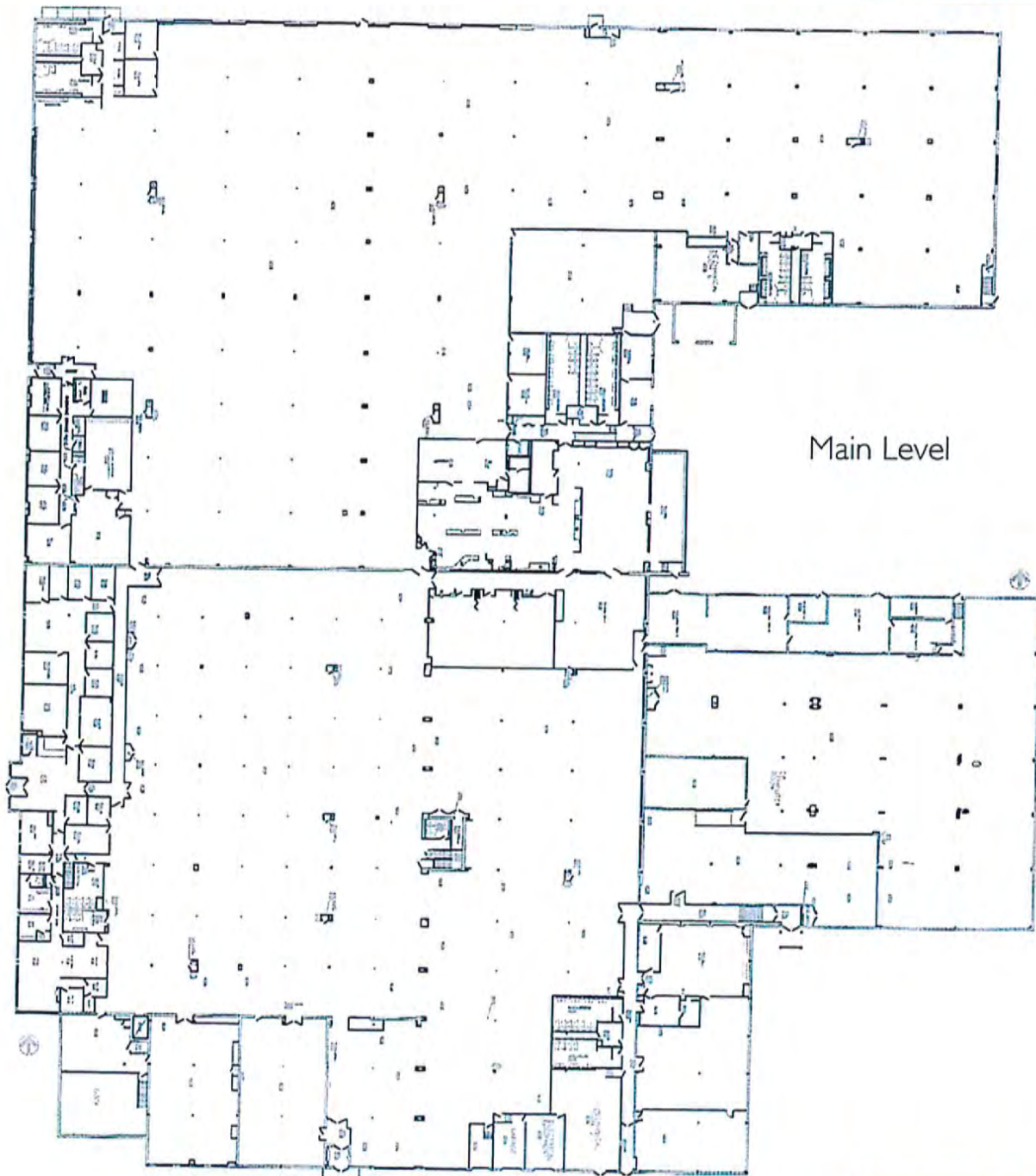


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COLLIERS
INTERNATIONAL

Our Knowledge is your Property

Floor Plan - 410 East Drive

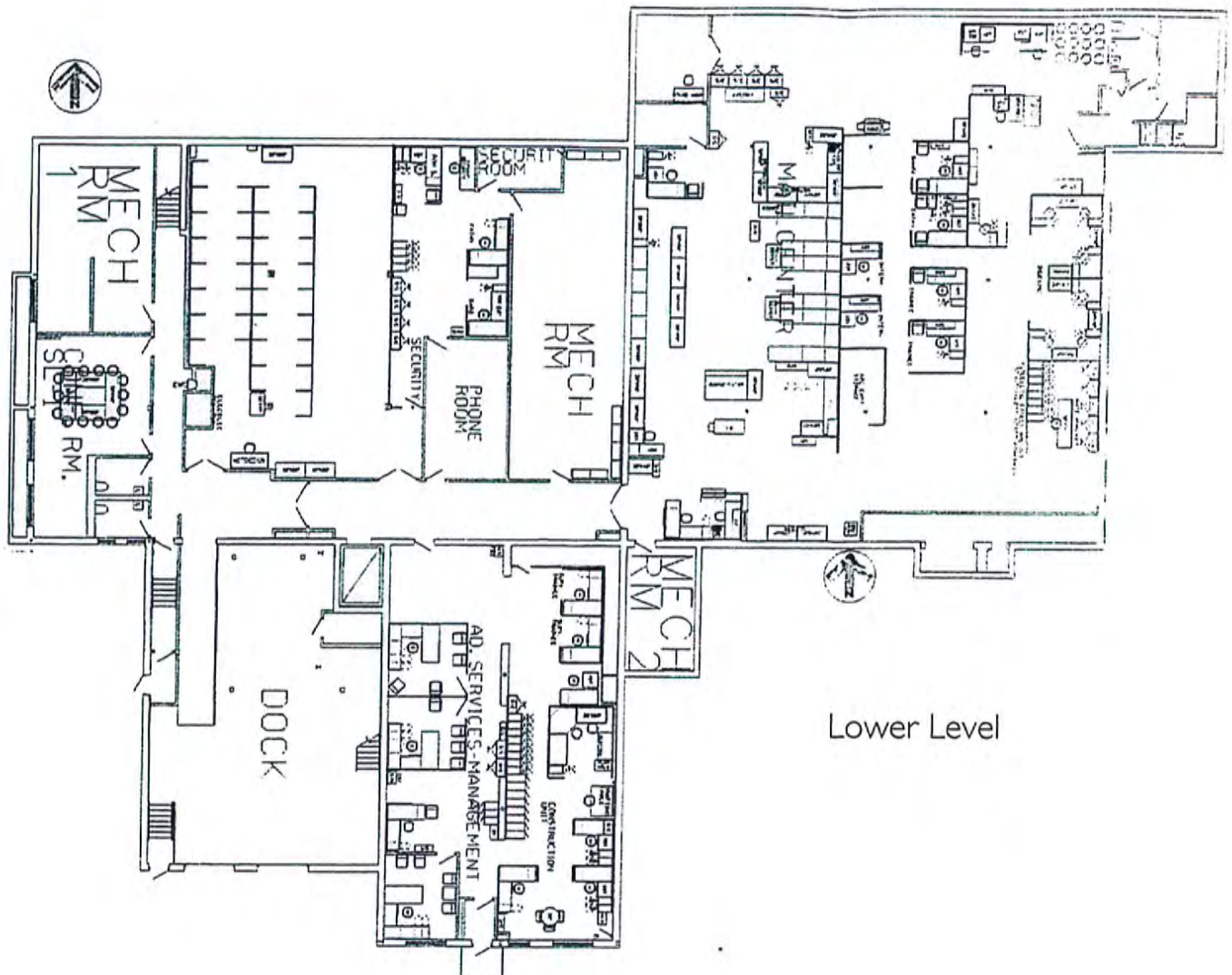


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COLLIERS
INTERNATIONAL

Our Knowledge is your Property

Floor Plan - 410 East Drive

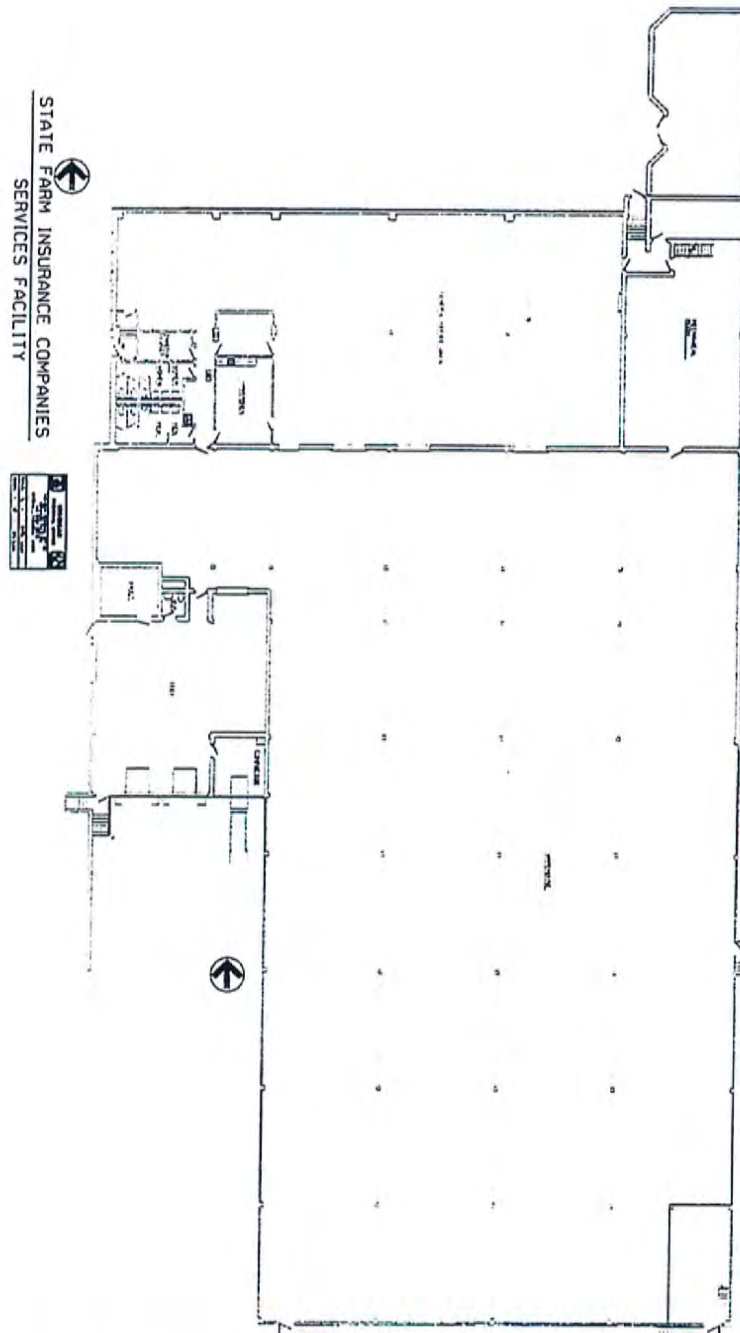


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COLLIERS
INTERNATIONAL

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Floor Plan - 820 Mann Road



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COLLIERS
INTERNATIONAL

Our Knowledge is your Property

Parcel Number: 13-53-002-270-00

Jurisdiction: CITY OF MARSHALL

County: CALHOUN

Printed on

07/26/2016

Grantor	Grantee	Sale Price	Sale Date	Inst. Type	Terms of Sale	Liber & Page	Verified By	Prcnt. Trans.
CALHOUN COUNTY TREASURER	GOLDEN RULE LLC	0	06/28/2013	OTH	CANCEL JUDGMENT	3819/387	INSTRUMENT	0.0
GOLDEN RULE LLC&WILLIS AS	CALHOUN COUNTY TREASURER	0	04/11/2013	OTH	TAX FORECLOSURE	3798/134	L-4260	0.0
JERSEY MARSHALL INC	GOLDEN RULE LLC&WILLIS AS	0	08/17/2010	CD	INVALID SALE	3572/743	INSTRUMENT	100.0
STATE FARM MUTUAL	JERSEY MARSHALL INC	1,071,000	12/07/2009	CD	ARMS-LENGTH	3513/365	L-4260	100.0

Property Address	Class: COMMERCIAL	Zoning: POSD	Building Permit(s)	Date	Number	Status
410 EAST DRIVE	School: MARSHALL SCHOOLS			08/19/1997	B5270	DONE
	P.R.E. 0%			12/30/1996	PB96-5328	OLD PERMIT
Owner's Name/Address	MAP #: 25					

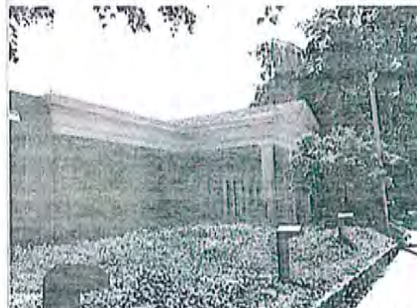
GOLDEN RULE LLC
ALBUQUERQUE ADVOCATES PC
4300 CARLISLE NE STE 5
ALBUQUERQUE NM 87107

Tax Description

MARSHALL CITY, PART OF SEC 24-2-6 BEG SE
COR LOT 140 EAST DR PLAT NO. 5 W ALG N
LI MANN RD TO EAST DR-MLY ALG E LI EAST
DR TO S LI EAST DR PLAT NO. 2- ELY ALG S
LI EAST DR PLAT NO. 2 & 4 TO W LI EAST
DR PLAT NO. 5 S TO POB.

Comments/Influences

ZBA Case #95-14, 12/95 temporary use
permit granted for overnight parking



X Improved		Vacant		Land Value Estimates for Land Table 101.101-COMMERCIAL OTHER						
Public Improvements				* Factors * 597 FEET BY 550 FEET						
Dirt Road				Description	Frontage	Depth	Front	Depth	Rate %Adj. Reason	Value
Gravel Road				ACRES BY L AVG/GD 0-2 A	2.00 Acres	73106	100	7.54		146,212
X Paved Road				ACRES BY L AVG/LOW > 2	5.54 Acres	11067	100			61,311
X Storm Sewer					7.54 Total Acres				Total Est. Land Value =	207,523
X Sidewalk				Land Improvement Cost Estimates						
X Water				Description		Rate	CountyMult.	Size	%Good	Cash Value
X Sewer				D/W/P: Asphalt Paving		1.61	1.48	63500	15	22,696
X Electric				D/W/P: 4in Concrete		3.61	1.48	23795	55	69,923
X Gas				Total Estimated Land Improvements True Cash Value = 92,619						
X Curb										
X Street Lights										
Standard Utilities										
Underground Utils.										
Topography of Site										
X Level										
Rolling										
Low										
High										
X Landscaped										
Swamp										
Wooded										
Pond										
Waterfront										
Ravine										
Wetland										
Flood Plain										
				Year	Land Value	Building Value	Assessed Value	Board of Review	Tribunal/ Other	Taxable Value
Who		When		What	2017	Tentative	Tentative	Tentative		Tentative
NW		12/28/2005		INSPECTED	2016	103,800	649,900	753,700		571,087C
		12/14/1990		INSPECTED	2015	604,300	280,100	884,400		569,379C
					2014	591,200	401,100	992,300		560,413C

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Licensed To: City of Marshall, County of
Calhoun, Michigan

*** Information herein deemed reliable but not guaranteed***

Desc. of Bldg/Section: ORIG 1949, ADDS: 1953 - 1989
 Calculator Occupancy: Shed, Office Structure

Class: C

Floor Area: 188,212
 Gross Bldg Area: 188,980
 Stories Above Grd: 1
 Average Sty Hght : 14
 Bsmnt Wall Hght : 8

Depr. Table : 3%
 Effective Age : 45
 Physical %Good: 35
 Func. %Good : 70
 Economic %Good: 70

1949 Year Built
 1989 Remodeled

16 Overall Bldg
 Height

Comments:
 FUNCTIONAL FOR
 SIZE/UTILITY - LARGE
 CALL CENTER IS TOO BIG
 FOR MOST COMPANIES
 SEARCHING FOR
 BUILDINGS. NEIGHBORHOOD
 WOULD LIKE COMMUNITY

Construction Cost
 X High Above Ave. Ave. Low
 ** ** Calculator Cost Data ** **
 Quality: Average Adj: %0 \$/SqFt: 0.00
 Heat#1: Package Heating & Cooling 100
 Heat#2: No Heating or Cooling 0%
 Ave. SqFt/Story: 188212
 Ave. Perimeter: 2168
 Has Elevators:

*** Basement Info ***

Area: 22244
 Perimeter: 708
 Type: Storage (No Rates)
 Heat: No Heating or Cooling

* Mezzanine Info *

Area #1:
 Type #1: Office (No Rates)
 Area #2:
 Type #2: Office (No Rates)

* Sprinkler Info *

Area: 188212
 Type: Average

<<<< Calculator Cost Computations >>>>
 Class: C Quality: Average Percent Adj: +0

Base Rate for Upper Floors = 41.70

(10) Heating system: Package Heating & Cooling Cost/SqFt: 5.05 100%
 Bsmnt Heating system: No Heating or Cooling Cost/SqFt: 0.00
 Adjusted Square Foot Cost for Upper Floors = 46.75
 Adjusted Square Foot Cost for Basement = 0.00

1 Stories
 Average Height per Story: 14 Number of Stories Multiplier: 1.000
 Ave. Floor Area: 188,212 Perimeter: 2168 Height per Story Multiplier: 1.080
 Basement Area: 22,244 Perimeter: 708 Basement Perim. Multiplier: 0.818
 Basement Height: 8 Basement Height Multiplier: 0.960
 Refined Square Foot Cost for Upper Floors: 41.30
 Refined Square Foot Cost for Basement: 0.00

County Multiplier: 1.48, Final Square Foot Cost for Upper Floors = 61.125
 for Basement = 0.000

Total Floor Area: 188,212 Base Cost New of Upper Floors = 11,504,499
 188,212 Sq.Ft. of Sprinklers @ 2.28, County Mult.: 1.48 Cost New = 635,103

Reproduction/Replacement Cost = 12,139,601
 Eff. Age: 45 Phy. %Good/Abnr. Phy./Func./Econ./Overall %Good: 35 /70 /70 /70 /12.0
 <<<< Calculations too long. See Valuation printout for complete pricing. >>>>

(1) Excavation/Site Prep:

(2) Foundation: Footings
 X Poured Conc Brick/Stone Block

(3) Frame:

(4) Floor Structure:

(5) Floor Cover:

(6) Ceiling:

(7) Interior:

(8) Plumbing:

Many Above Ave.	Average Typical	Few None
Total Fixtures	Urinals	
3-Piece Baths	Wash Bowls	
2-Piece Baths	Water Heaters	
Shower Stalls	Wash Fountains	
Toilets	Water Softeners	

(9) Sprinklers:

(10) Heating and Cooling:

X Gas	Coal	Hand Fired
Oil	Stoker	Boiler

(11) Electric and Lighting:

Outlets:	Fixtures:
X Few	X Few
Average	Average
Many	Many
Unfinished	Unfinished
Typical	Typical
Flex Conduit	Incandescent
Rigid Conduit	Fluorescent
Armored Cable	Mercury
Non-Metallic	Sodium Vapor
Bus Duct	Transformer

(13) Roof Structure: Slope=0

(14) Roof Cover:

(39) Miscellaneous:

(40) Exterior Wall:

Thickness	Bsmnt Insul.
-----------	--------------

*** Information herein deemed reliable but not guaranteed***

Desc. of Bldg/Section: SUNROOM- Calculator Occupancy: Greenhouse, Shade House		<<<<< Calculator Cost Computations >>>>> Class: S Quality: Average Percent Adj: +0																																															
Class: S Floor Area: 768 Gross Bldg Area: 188,980 Stories Above Grd: 1 Average Sty Hght: 12 Bsmnt Wall Hght:	Construction Cost <table border="1"> <tr> <th>X High</th> <th>Above Ave.</th> <th>Ave.</th> <th>Low</th> </tr> <tr> <td colspan="4">** ** Calculator Cost Data ** **</td> </tr> <tr> <td colspan="4">Quality: Average Adj: +0 \$/SqFt: 0.00</td> </tr> <tr> <td colspan="4">Heat#1: No Heating or Cooling 100</td> </tr> <tr> <td colspan="4">Heat#2: No Heating or Cooling 0%</td> </tr> <tr> <td colspan="4">Ave. SqFt/Story: 768</td> </tr> <tr> <td colspan="4">Ave. Perimeter: 80</td> </tr> <tr> <td colspan="4">Has Elevators:</td> </tr> </table>			X High	Above Ave.	Ave.	Low	** ** Calculator Cost Data ** **				Quality: Average Adj: +0 \$/SqFt: 0.00				Heat#1: No Heating or Cooling 100				Heat#2: No Heating or Cooling 0%				Ave. SqFt/Story: 768				Ave. Perimeter: 80				Has Elevators:																	
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Ave. SqFt/Story: 768																																																	
Ave. Perimeter: 80																																																	
Has Elevators:																																																	
Depr. Table : 4% Effective Age : 30 Physical %Good: 35 Func. %Good : 100 Economic %Good: 100	Base Rate for Upper Floors = 6.00 (10) Heating system: No Heating or Cooling Cost/SqFt: 0.00 100% Adjusted Square Foot Cost for Upper Floors = 6.00 1 Stories Number of Stories Multiplier: 1.000 Average Height per Story: 12 Height per Story Multiplier: 1.020 Ave. Floor Area: 768 Perimeter: 80 Perim. Multiplier: 1.201 Refined Square Foot Cost for Upper Floors: 7.35 County Multiplier: 1.44, Final Square Foot Cost for Upper Floors = 10.584 Total Floor Area: 768 Base Cost New of Upper Floors = 8,129 Reproduction/Replacement Cost = 8,129 Eff. Age: 30 Phy. %Good/Abnr. Phy./Func./Econ./Overall %Good: 35 /100/100/100/35.0 Total Depreciated Cost = 2,845 ECF (101-COMMERCIAL OTHER) 0.878 => TCV of Bldg: 2 = 2,498 Replacement Cost/Floor Area= 10.58 Est. TCV/Floor Area= 3.25																																																
1989 Year Built 1995 Remodeled Overall Bldg Height	*** Basement Info *** Area: Perimeter: Type: Finished/Office (No Rates) Heat: No Heating or Cooling * Mezzanine Info * Area #1: Type #1: Office (No Rates) Area #2: Type #2: Office (No Rates) * Sprinkler Info * Area: Type: Average																																																
(1) Excavation/Site Prep: (2) Foundation: X Poured Conc Brick/Stone Block (3) Frame: (4) Floor Structure: (5) Floor Cover: (6) Ceiling:	(7) Interior: (8) Plumbing: <table border="1"> <tr> <th>Many Above Ave.</th> <th>Average Typical</th> <th>Few None</th> </tr> <tr> <td>Total Fixtures</td> <td>Urinals</td> <td></td> </tr> <tr> <td>3-Piece Baths</td> <td>Wash Bowls</td> <td></td> </tr> <tr> <td>2-Piece Baths</td> <td>Water Heaters</td> <td></td> </tr> <tr> <td>Shower Stalls</td> <td>Wash Fountains</td> <td></td> </tr> <tr> <td>Toilets</td> <td>Water Softeners</td> <td></td> </tr> </table> (9) Sprinklers: (10) Heating and Cooling: <table border="1"> <tr> <th>X Gas</th> <th>Coal</th> <th>Hand Fired</th> </tr> <tr> <td>Oil</td> <td>Stoker</td> <td>Boiler</td> </tr> </table>		Many Above Ave.	Average Typical	Few None	Total Fixtures	Urinals		3-Piece Baths	Wash Bowls		2-Piece Baths	Water Heaters		Shower Stalls	Wash Fountains		Toilets	Water Softeners		X Gas	Coal	Hand Fired	Oil	Stoker	Boiler	(11) Electric and Lighting: <table border="1"> <tr> <th>Outlets:</th> <th>Fixtures:</th> </tr> <tr> <td>X Few</td> <td>X Few</td> </tr> <tr> <td>Average</td> <td>Average</td> </tr> <tr> <td>Many</td> <td>Many</td> </tr> <tr> <td>Unfinished</td> <td>Unfinished</td> </tr> <tr> <td>Typical</td> <td>Typical</td> </tr> <tr> <td>Flex Conduit</td> <td>Incandescent</td> </tr> <tr> <td>Rigid Conduit</td> <td>Fluorescent</td> </tr> <tr> <td>Armored Cable</td> <td>Mercury</td> </tr> <tr> <td>Non-Metallic</td> <td>Sodium Vapor</td> </tr> <tr> <td>Bus Duct</td> <td>Transformer</td> </tr> </table> (13) Roof Structure: Slope=0 (14) Roof Cover:	Outlets:	Fixtures:	X Few	X Few	Average	Average	Many	Many	Unfinished	Unfinished	Typical	Typical	Flex Conduit	Incandescent	Rigid Conduit	Fluorescent	Armored Cable	Mercury	Non-Metallic	Sodium Vapor	Bus Duct	Transformer
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Thickness	Bsmnt Insul.																																																

*** Information herein deemed reliable but not guaranteed***

07/26/2016
04:01 PM

Valuation Report

DB: City of Marshall 2017

13-53-002-270-00
Property Class: 201
Map #: 25

2017 Est. T.C.V.
CITY OF MARSHALL

GOLDEN RULE LLC
410 EAST DRIVE
MARSHALL, MI 49068

Land Value Estimates for Land Table 101.101-COMMERCIAL OTHER

Description Frontage Depth Front Rate Adj. Reason Value
ACRES BY L AVG/GD 0-2 A 2.00 Acres 73106 100 7.54 146,212
ACRES BY L AVG/LDM > 2 5.54 Acres 11067 100 61,311
7.54 Total Acres Total Est. Land Value = 207,523

Land Improvement Cost Estimates

Description Rate CountyMult. Size %Good Cash Value
D/W/P: Asphalt Paving 1.61 1.48 63500 15 22,696
D/W/P: 4in Concrete 3.61 1.48 23795 55 69,923
Total Estimated Land Improvements True Cash Value = 92,619

Cost Estimates for Commercial/Industrial Building/Section: 1 Built 1949
Description of Occupancy: ORIG 1949, ADDS: 1953 - 1989

Costs are taken from the Shed, Office Structure cost schedules.

<<<<< Calculator Cost Computations >>>>>
Class: C Quality: Average Percent Adj: +0

Base Rate for Upper Floors = 41.70

(10) Heating system: Package Heating & Cooling Cost/SqFt: 5.05 100%
Basmt Heating system: No Heating or Cooling Cost/SqFt: 0.00
Adjusted Square Foot Cost for Upper Floors = 46.75
Adjusted Square Foot Cost for Basement = 0.00

1 Stories Number of Stories Multiplier: 1.000
Average Height per Story: 14 Height per Story Multiplier: 1.080
Ave. Floor Area: 188,212 Perimeter: 2168 Perim. Multiplier: 0.818
Basement Area: 22,244 Perimeter: 708 Basement Perim. Multiplier: 0.871
Basement Height: 8 Basement Height Multiplier: 0.960
Refined Square Foot Cost for Upper Floors: 41.30
Refined Square Foot Cost for Basement: 0.00

County Multiplier: 1.48, Final Square Foot Cost for Upper Floors = 61.125
for Basement = 0.000

Total Floor Area: 188,212 Base Cost New of Upper Floors = 11,504,495

188,212 Sq.Ft. of Sprinklers @ 2.28, County Mult.:1.48 Cost New = 635,103

Eff. Age:45 Phy. %Good/Abmr. Phy. /Func. /Econ. /Overall %Good: 35 /70 /50 /70 /12.0
Reproduction/Replacement Cost = 12,139,601
Total Depreciated Cost = 1,457,359

Basement Area: 22,244 Base Cost New of Basement = 0
Eff. Age:45 Phy. %Good/Abmr. Phy. /Func. /Econ. /Overall %Good: 35 /70 /50 /70 /12.0
Total Depreciated Cost = 0

Total Depreciated Cost (Upper Floors and Basement) = 1,457,359

ECF (101-COMMERCIAL OTHER) 0.878 => TCW of Bldg: 1 = 1,275,561
Replacement Cost/Floor Area= 64.50 Est. TCW/Floor Area= 6.80

Cost Estimates for Commercial/Industrial Building/Section: 2 Built 1989
Description of Occupancy: SUNROOM-

Costs are taken from the Greenhouse, Shade House cost schedules.

<<<<< Calculator Cost Computations >>>>>
Class: S Quality: Average Percent Adj: +0

Base Rate for Upper Floors = 6.00

07/26/2016
04:01 PM

Valuation Report

381 City of Marshall, 2017

Parcel Number: 13-53-002-270-00

Page: 2

(10) Heating system: No Heating or Cooling Cost/SqFt: 0.00 100%

Adjusted Square Foot Cost for Upper Floors = 6.00

1 Stories Number of Stories Multiplier: 1.000
Average Height per Story: 12 Height per Story Multiplier: 1.020
Ave. Floor Area: 768 Perimeter: 80 Perim. Multiplier: 1.201
Refined Square Foot Cost for Upper Floors: 7.35

County Multiplier: 1.44, Final Square Foot Cost for Upper Floors = 10.584

Total Floor Area: 768

Base Cost New of Upper Floors =

8,129

Eff. Age: 30 Rhy. %Good/Abnr. Rhy. /Func. /Econ. /Overall %Good: 35 /100/100/100/35.0
Reproduction/Replacement Cost = 8,129
Total Depreciated Cost = 2,845

ECF (101-COMMERCIAL, OTHER) 0.878 => TCV of Bldg: 2 = 2,498
Replacement Cost/Floor Area= 10.58 Est. TCV/Floor Area= 3.25

Total Estimated True Cash Value of Commercial/Industrial Buildings = 1,282,059

2017 Est. T.C.V. 53-002-270-00 = 1,582,201
Est. TCV/Total Floor Area = 8.37, Most recent sale 06/28/2013 for 0
2016 Assessed MBOR S.E.V. Base for Cap C.P.I.
753,700 753,700 571,087 0.00
2017 New Bq. Adjustment Loss Additions Tax Adjustment Losses
0 37,400 0 0 0
2017 Assessed MBOR S.E.V. Capped ->Taxable- PRE/MBT
Tentative Tentative Tentative Tentative Tentative

APPENDIX - D

PRIORITY SITES 835 & 843 MICHIGAN AVE.

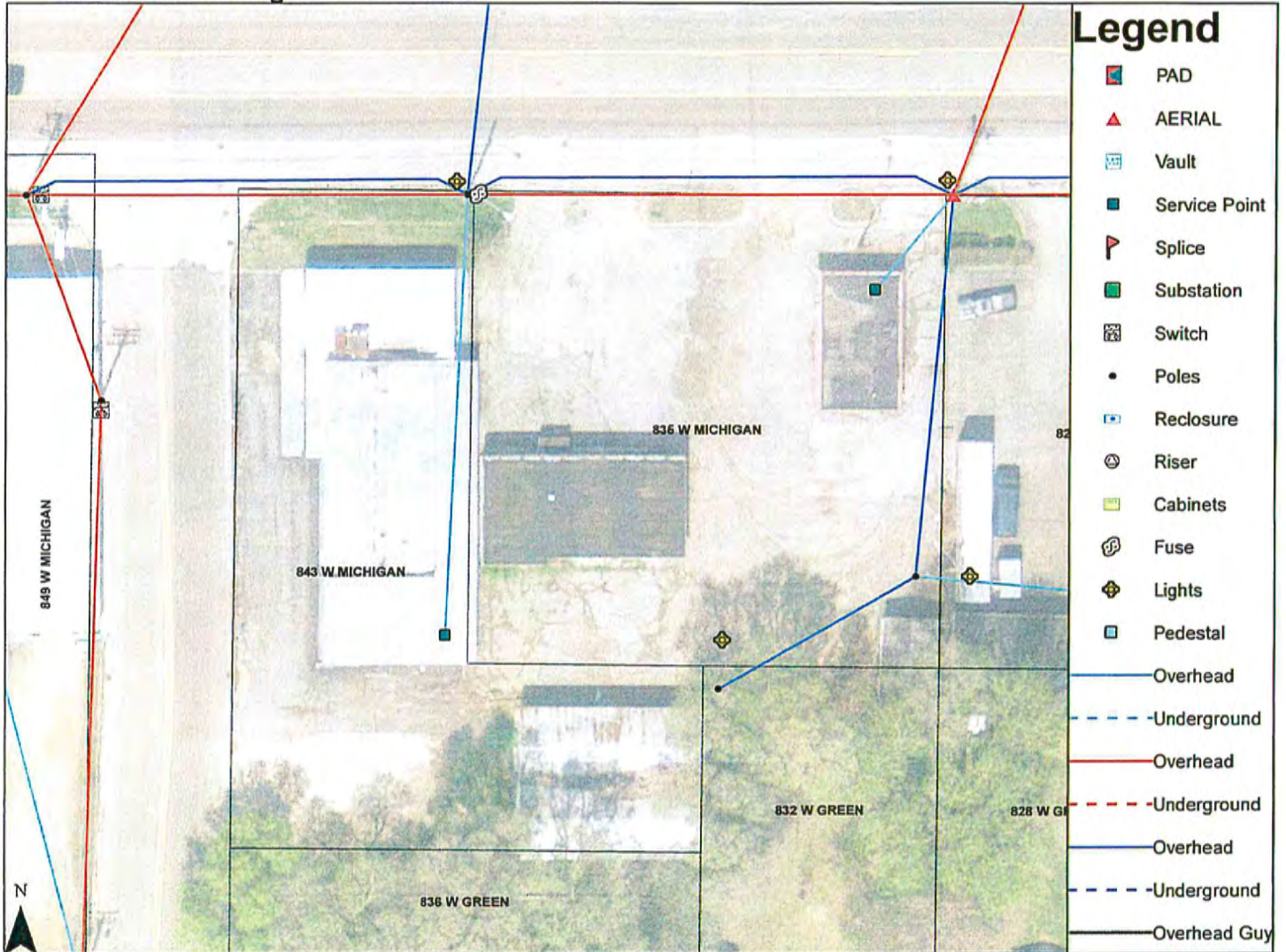
PRIORITY SITE

Redevelopment Property

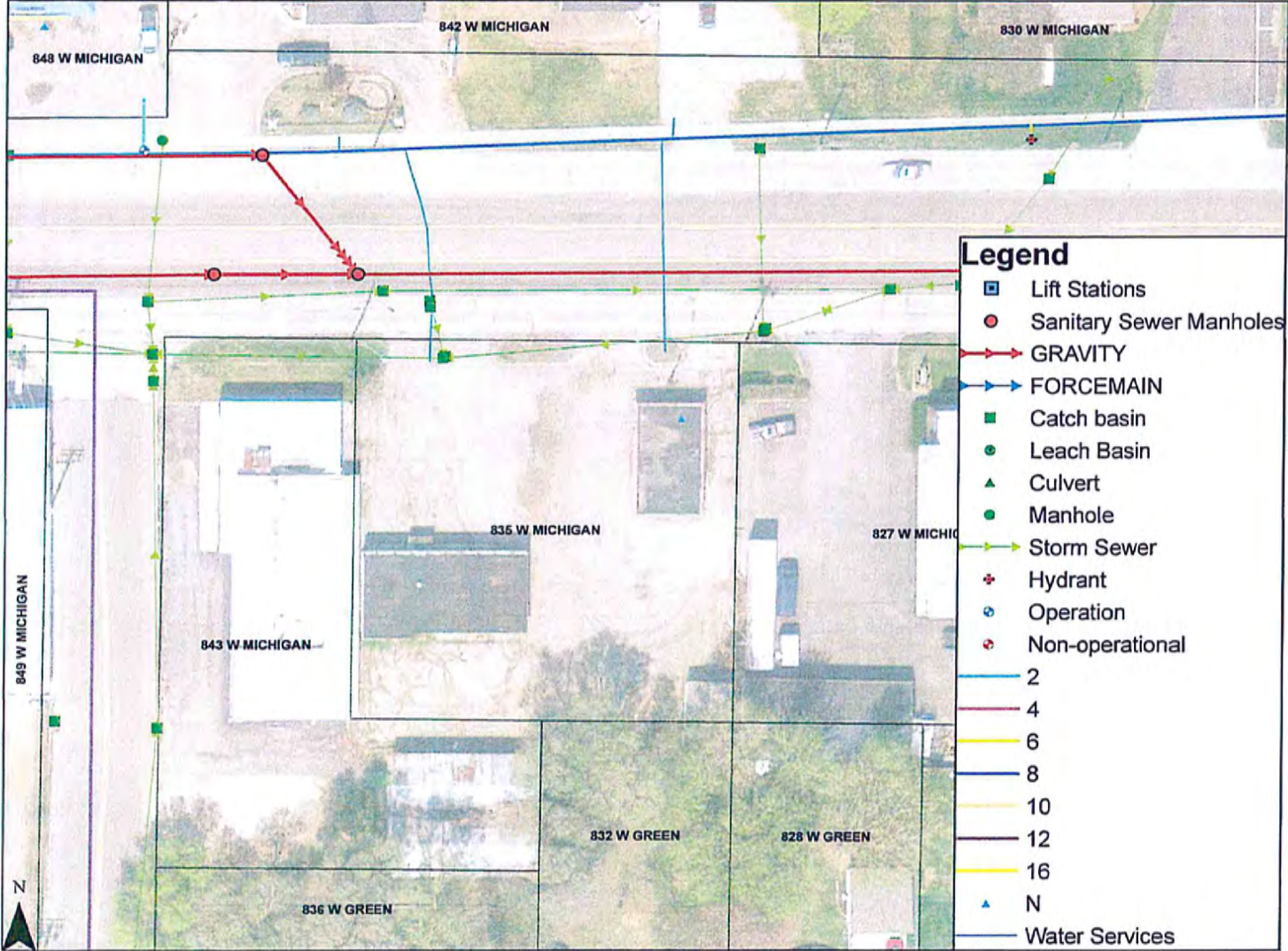
835 W. Michigan Ave. (B-4 Commercial Corridor)



835/843 W Michigan Ave - Electric



835/843 W Michigan Ave - Water and Sewer



Parcel Number: 13-53-006-743-00

Jurisdiction: CITY OF MARSHALL

County: CALHOUN

Printed on

05/08/2015

Grantor	Grantee	Sale Price	Sale Date	Inst. Type	Terms of Sale	Liber & Page	Verified By	Prct. Trans.
JACKSON DOUGLAS & GLENDA	BOLEY FRANK &	0	12/12/2013	WD	MULTI-GOOD	3859/110	INSTRUMENT	50.0
SMITH GLENN J & ARDIS C	BOLEY, BOLEY, JACKSON, JAC	0	07/31/2002	WD	L/C FULFILLMENT	2497/1		0.0
		48,400	12/01/1988	WD	WARRANTY DEED (OLD)			0.0
SMITH GLENN J & ARDIS	BOLEY BOLEY JACKSON & JAC	170,000	05/27/1987	LC	ARMS-LENGTH			0.0
Property Address		Class: COMMERCIAL		Zoning: B-4 GE		Building Permit(s)		Date
835 W MICHIGAN		School: MARSHALL SCHOOLS		Demolition		01/27/2015		Number
		P.R.E. 01		ROOFING		08/09/2010		Status
Owner's Name/Address		MAP #:						
BOLEY FRANK & 53 FRIENDSHIP LANE MARSHALL MI 49068		2016 Est TCV 75,129 TCV/TFA: 35.51						
Tax Description		X Improved		Vacant		Land Value Estimates for Land Table 101.101-COMM WEST		
MARSHALL CITY, HURDS ADDITION LOTS 12 & 13 BLK 42		Public Improvements		Description		Frontage		Value
Comments/Influences		Dirt Road		ACRES		101-COM WEST		64,120
11/4/2013-CHANGED PRICING OF OLD PHOTO HUT; CHANGED PRICING OF L/I; MOVED GARAGE TO RES GARAGE NOT COMM SHED; +4700 ADJ; SH		Gravel Road		17424 SqFt		3.68000		64,120
		Paved Road		0.40 Total Acres		Total Est. Land Value =		
		Storm Sewer		Description		Rate		Cash Value
		Sidewalk		Shed: Wood Frame		7.00		1,034
		Water		/CT16/SUBDC/RESSI/STRI/PAVACSL		1.40		4,305
		Sewer		Total Estimated Land Improvements		True Cash Value =		5,339
		Electric		Year		Land Value		Building Value
		Gas		2016		32,100		5,500
		Curb		JC 12/22/2014 EXT INSPEC		2015		32,100
		Street Lights		10/12/1990 INSPECTED		2014		31,400
		Standard Utilities				2013		8,500
		Underground Utils.						
		Topography of Site						
		Level						
		Rolling						
		Low						
		High						
		Landscaped						
		Swamp						
		Wooded						
		Pond						
		Waterfront						
		Ravine						
		Wetland						
		Flood Plain						



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Licensed To: City of Marshall, County of
Calhoun, Michigan

*** Information herein deemed reliable but not guaranteed***

05/08/2015

Desc. of Bldg/Section: OLD PHOTO MART				Calculator Cost Computations				>>>>	
Calculator Occupancy: Shed, Equipment, 4 Wall				Class: D Quality: Average Percent Adj: +0					
Class: D Floor Area: 548 Gross Bldg Area: 2,116 Stories Above Grd: 1 Average Sty Hght: 10 Bsmnt Wall Hght:				Construction Cost X High Above Ave. Ave. Low ** ** Calculator Cost Data ** ** Quality: Average Adj: t+0 \$/SqFt: 0.00 Heat#1: Space Heaters, Gas with Fan 100% Heat#2: No Heating or Cooling 0%				Base Rate for Upper Floors = 16.85	
Depr. Table : 4% Effective Age : 46 Physical %Good: 35 Func. %Good : 100 Economic %Good: 100				Ave. SqFt/Story: 548 Ave. Perimeter: 102 Has Elevators:				(10) Heating system: Space Heaters, Gas with Fan Cost/SqFt: 0.00 100% Adjusted Square Foot Cost for Upper Floors = 16.85	
1951 Year Built 1951 Remodeled				*** Basement Info *** Area: Perimeter: Type: Finished/Office (No Rates) Heat: No Heating or Cooling				1 Stories Number of Stories Multiplier: 1.000 Average Height per Story: 10 Height per Story Multiplier: 1.000 Ave. Floor Area: 548 Perimeter: 102 Perim. Multiplier: 1.266 Refined Square Foot Cost for Upper Floors: 21.33	
Overall Bldg Height				* Mezzanine Info * Area #1: Type #1: Office (No Rates) Area #2: Type #2: Office (No Rates)				County Multiplier: 1.41, Final Square Foot Cost for Upper Floors = 30.078	
Comments:				* Sprinkler Info * Area: Type: Average				Total Floor Area: 548 Base Cost New of Upper Floors = 16,483 Reproduction/Replacement Cost = 16,483 Eff. Age: 46 Phy. %Good/Abnr. Phy./Func./Econ./Overall %Good: 35 /100/100/100/35.0 Total Depreciated Cost = 5,769	
(1) Excavation/Site Prep:				(7) Interior:				(11) Electric and Lighting:	
(2) Foundation: Footings				(8) Plumbing:				(13) Roof Structure: Slope=0	
X Poured Conc. Brick/Stone Block				Many Above Ave. Average Typical Few None				Outlets: Fixtures:	
(3) Frame:				Total Fixtures 3-Piece Baths 2-Piece Baths Shower Stalls Toilets				X Few Average Many Unfinished Typical X Few Average Many Unfinished Typical	
(4) Floor Structure:				Urinals Wash Bowls Water Heaters Wash Fountains Water Softeners				Flex Conduit Rigid Conduit Armored Cable Non-Metallic Bus Duct	
(5) Floor Cover:				(9) Sprinklers:				Incandescent Fluorescent Mercury Sodium Vapor Transformer	
(6) Ceiling:				(10) Heating and Cooling:				(14) Roof Cover:	
X Gas Oil Coal Stoker Hand Fired Boiler				Thickness Bsmnt Insul.				(40) Exterior Wall:	

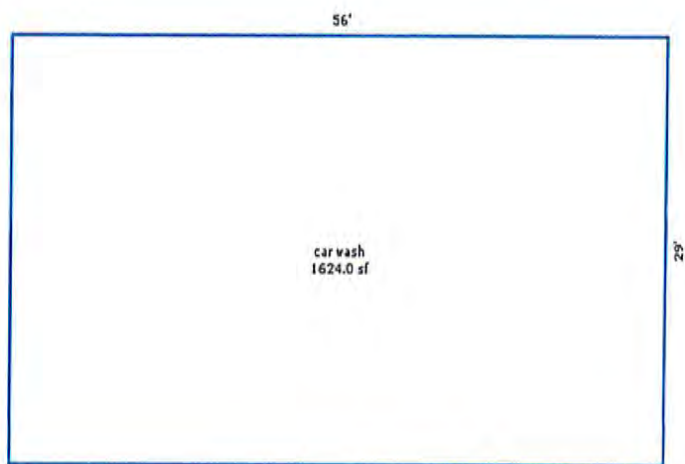
*** Information herein deemed reliable but not guaranteed***

Desc. of Bldg/Section: OLD CAR WASH Calculator Occupancy: Shed, Utility, 4 Wall				<<<< Calculator Cost Computations >>>> Class: C Quality: Average Percent Adj: +0																																											
Class: C Floor Area: 1,568 Gross Bldg Area: 2,116 Stories Above Grd: 1 Average Sty Hght: 8 Bsmnt Wall Hght				Construction Cost <table border="1"> <thead> <tr> <th>High</th> <th>Above Ave.</th> <th>Ave.</th> <th>X</th> <th>Low</th> </tr> </thead> <tbody> <tr> <td colspan="5">** ** Calculator Cost Data ** **</td> </tr> <tr> <td colspan="5">Quality: Average Adj: +0 \$/SqFt: 0.00</td> </tr> <tr> <td colspan="5">Heat#1: No Heating or Cooling 100%</td> </tr> <tr> <td colspan="5">Heat#2: No Heating or Cooling 0%</td> </tr> <tr> <td colspan="5">Ave. SqFt/Story: 1568</td> </tr> <tr> <td colspan="5">Ave. Perimeter: 168</td> </tr> <tr> <td colspan="5">Has Elevators:</td> </tr> </tbody> </table>				High	Above Ave.	Ave.	X	Low	** ** Calculator Cost Data ** **					Quality: Average Adj: +0 \$/SqFt: 0.00					Heat#1: No Heating or Cooling 100%					Heat#2: No Heating or Cooling 0%					Ave. SqFt/Story: 1568					Ave. Perimeter: 168					Has Elevators:				
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Has Elevators:																																															
Depr. Table : 4% Effective Age : 57 Physical %Good: 35 Func. %Good : 100 Economic %Good: 100				Base Rate for Upper Floors = 18.15 (10) Heating system: No Heating or Cooling Cost/SqFt: 0.00 100% Adjusted Square Foot Cost for Upper Floors = 18.15 1 Stories Number of Stories Multiplier: 1.000 Average Height per Story: 8 Height per Story Multiplier: 0.960 Ave. Floor Area: 1,568 Perimeter: 168 Perim. Multiplier: 1.059 Refined Square Foot Cost for Upper Floors: 18.45 County Multiplier: 1.43, Final Square Foot Cost for Upper Floors = 26.386 Total Floor Area: 1,568 Base Cost New of Upper Floors = 41,374 Reproduction/Replacement Cost = 41,374 Eff. Age: 57 Phy. %Good/Abnr. Phy./Func./Econ./Overall %Good: 35 /100/100/100/35.0 Total Depreciated Cost = 14,481 ECF (101-COMM WEST) 0.280 => TCV of Bldg: 2 = 4,055 Replacement Cost/Floor Area= 26.39 Est. TCV/Floor Area= 2.59																																											
1940 Year Built Remodeled 8 Overall Bldg Height Comments:				*** Basement Info *** Area: Perimeter: Type: Heat: Hot Water, Radiant Floor * Mezzanine Info * Area #1: Type #1: Area #2: Type #2: * Sprinkler Info * Area: Type: Average																																											
(1) Excavation/Site Prep:		(7) Interior:		(11) Electric and Lighting:		(39) Miscellaneous:																																									
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(6) Ceiling:																																															

*** Information herein deemed reliable but not guaranteed***

Parcel Number: 13-53-006-743-00, Commercial/Industrial Building 2

Printed on 05/08/2015



Sketch by Apex Medna™

*** Information herein deemed reliable but not guaranteed***

City of Marshall

323 W. Michigan Ave Marshall, MI 49068 269.789.4604 FAX 269.789.4628

Building and Zoning Departments

PB10-0048

Issued: 08/09/2010
Expires: 02/05/2011

Building

This permit conveys no right to occupy any STREET, ALLEY, or SIDEWALK, or any part thereof either temporarily or permanently.

LOCATION	OWNER	CONTRACTOR
835 W MICHIGAN 53-006-743-00 Lot: Plat/Sub: B-4 Reg Comm	BOLEY FRANK E & SUSAN M K ANI 311 E MANSION MARSHALL MI 49068 Phone: Fax:	Matt Leach 314 Exchange Street Marshall MI 49068 Phone: (616) 781 9648 Fax:

Work Description: New Roof on overhang of building

Stipulations: Closed Permit due to age 5/1/14 cw

Permit Item	Work Type	Fee Basis	Item Total
1. Roofing	Flat Fees	1.00	30.00
Registration	Building	1.00	10.00

Fee Total: \$40.00
Amount Paid: \$30.00

Balance Due: \$10.00

APPLICATION FEE IS NON-REFUNDABLE * WHEN A PERMIT EXPIRES FEES WILL NOT BE RETURNED

I agree this permit is only for the work described, and does not grant permission for additional or related work which requires separate permits. I understand that this permit will expire and become void if work is not started within 6 months, or is suspended or abandoned for a period of 6 months at anytime after work has commenced; and that I am responsible for assuring all required inspections are requested in conformance with the applicable code. I also understand that other inspection fees will be charged if re-inspections are by the owner, to make this application as his/her authorized agent. I will conform to all applicable laws of the State of Michigan and City of Marshall. All information on the permit application is accurate to the best of my knowledge. I further understand that this permit becomes null and void if issued in error or on bases of incorrect, inaccurate information or in violation of any other City of Marshall general zoning ordinance whether known or unknown.

CALL MISS DIG 3 DAYS BEFORE STARTING WORK AT 1-800-482-7171

**I UNDERSTAND THAT PAYMENT OF THE PERMIT FEES CONSTITUTES ACCEPTANCE OF THE ABOVE TERMS
*POST THIS PERMIT SO IT IS VISIBLE FROM THE STREET***

If you do not see a sticker, call to confirm that the inspection was done. Something may have happened beyond our control
DO NOT COVER ANY WORK UNTIL ALL WORK HAS BEEN APPROVED

City of Marshall

323 W. Michigan Ave Marshall, MI 49068 269.789.4604 FAX 269.789.4628

Building and Zoning Departments

PES03-0021

Issued:

Expires:

Existing Sign

This permit conveys no right to occupy any **STREET, ALLEY, or SIDEWALK**, or any part thereof either temporarily or permanently.

LOCATION	OWNER	CONTRACTOR
835 W MICHIGAN 53-006-743-00 Lot: Plat/Sub: B-4 Reg Comm	Ron Goodwin 330 S Mulberry MARSHALL MI 49068 Phone: Fax:	 Phone: Fax:

Work Description:

Stipulations:

Permit Item	Work Type	Fee Basis	Item Total
-------------	-----------	-----------	------------

Fee Total: \$0.00
Amount Paid: \$0.00
Balance Due: \$0.00

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City of Marshall

323 W. Michigan Ave Marshall, MI 49068 269.789.4604 FAX 269.789.4628

Building and Zoning Departments

PB15-0003

Issued: 01/27/2015
Expires: 10/19/2015

Building

This permit conveys no right to occupy any STREET, ALLEY, or SIDEWALK, or any part thereof either temporarily or permanently.

LOCATION	OWNER	CONTRACTOR
835 W MICHIGAN 53-006-743-00 Plat/Sub: B-4 Reg Comm	BOLEY FRANK & 53 FRIENDSHIP LANE MARSHALL MI 49068 Phone: Fax:	Clayborn and Sons Excavating 15975 A Dr N Marshall MI 49068 Phone: (269) 781 7385 Fax:

Work Description: 2 structures to be demolished.

Stipulations: Gas disconnected 1/14/15

Permit Item	Work Type	Fee Basis	Item Total
14. Residential Demolition	Standard Item	1.00	110.00

Fee Total: \$110.00
Amount Paid: \$110.00
Balance Due: \$0.00

APPLICATION FEE IS NON-REFUNDABLE * WHEN A PERMIT EXPIRES FEES WILL NOT BE RETURNED

I agree this permit is only for the work described, and does not grant permission for additional or related work which requires separate permits. I understand that this permit will expire and become void if work is not started within 6 months, or is suspended or abandoned for a period of 6 months at anytime after work has commenced; and that I am responsible for assuring all required inspections are requested in conformance with the applicable code. I also understand that other inspection fees will be charged if re-inspections are by the owner, to make this application as his/her authorized agent. I will conform to all applicable laws of the State of Michigan and City of Marshall. All information on the permit application is accurate to the best of my knowledge. I further understand that this permit becomes null and void if issued in error or on bases of incorrect, inaccurate information or in violation of any other City of Marshall general zoning ordinance whether known or unknown.

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DO NOT COVER ANY WORK UNTIL ALL WORK HAS BEEN APPROVED

05/08/2015
02:43 PM

History Info Printout FOR CITY OF MARSHALL

Page: 1/2
DB: Marshall

13-53-006-743-00
Property Address: 835 W MICHIGAN
BOLEY FRANK &
53 FRIENDSHIP LANE
MARSHALL MI 49066

TAX HISTORY

	2014	2013	2012	2011	2010	2009	2008	2007	2006	2005	2004
TAXABLE	37,309	32,400	32,000	59,100	58,947	59,125	56,634	55,361	53,386	51,681	50,520
BCR/MTT	37,309	32,400	32,000	59,100	58,947	59,125	56,634	55,361	53,386	51,681	50,520
ASSESSED	41,700	32,400	32,000	59,100	77,100	99,700	93,000	91,100	91,500	91,200	86,700
BCR/MTT	41,700	32,400	32,000	59,100	77,100	99,700	93,000	91,100	91,500	91,200	86,700
PRE/MTT	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
BCR/MTT	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
SCHOOL	13110	13110	13110	13110	13110	13110	13110	13110	13110	13110	13110
SUM TAXES	1,884.49	1,636.56	1,546.81	2,828.52	2,824.73	2,750.31	2,634.73	2,575.37	2,387.98	2,222.81	2,047.23
SUM INTRST	0.00	0.00	0.00	0.00	0.00	185.65	0.00	0.00	0.00	0.00	0.00
SUM PAID	1,884.49	1,636.56	1,546.81	2,828.52	2,824.73	0.00	2,634.73	2,575.37	2,387.98	2,222.81	2,047.23
SUM PMT DATE	08/11/2014	08/12/2013	08/07/2012	09/14/2011	09/13/2010	/ /	08/15/2008	08/09/2007	08/11/2006	08/18/2005	08/10/2004
SUM RECPT NO	10026120	10022970	10019980	10018078	10015683		10009229	10005573	10002152	00004244	00000227
WIN TAXES	746.67	647.71	638.20	1,166.99	1,167.26	1,092.44	1,050.06	1,024.66	1,083.79	1,150.22	1,250.95
WIN INTRST	0.00	0.00	0.00	0.00	0.00	32.77	0.00	0.00	0.00	0.00	0.00
WIN PAID	746.67	647.71	638.20	1,166.99	1,167.26	0.00	1,050.06	1,024.66	1,083.79	1,150.22	1,250.95
WIN PMT DATE	12/08/2014	12/19/2013	12/19/2012	12/09/2011	12/26/2010	/ /	01/05/2009	12/12/2007	12/11/2006	12/20/2005	12/10/2004
WIN RECPT NO	10027423	10024988	10021596	02046194	10016296		10011441	10007285	10003886	00004374	00000226
VIL TAXES	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
VIL INTRST	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
VIL PAID	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
VIL PMT DATE	/ /	/ /	/ /	/ /	/ /	/ /	/ /	/ /	/ /	/ /	/ /
VIL RECPT NO											

CONTINUED ON NEXT PAGE...

05/08/2015
02:43 PM

History Info Printout FOR CITY OF MARSHALL

Page: 2/2
08: Marshall

13-53-006-743-00
Property Address: 835 W MICHIGAN
BOLEY FRANK 4
53 FRIENDSHIP LANE
MARSHALL MI 49068

TAX HISTORY

	2003	2002	2001	2000	1999	1998	1997
TAXABLE	49,385	48,656	47,148	45,687	44,836	44,130	42,970
BOR/MTT	49,385	48,656	47,148	45,687	44,836	44,130	42,970
ASSESSED	87,900	89,400	88,000	73,800	60,200	47,500	47,500
BOR/MTT	87,900	89,400	88,000	73,800	60,200	47,500	47,500
PRE/HBT	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
BOR/MTT	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
SCHOOL	13110	13110	13110	13110	13110	13110	13110
SUM TAXES	1,952.02	1,825.88	1,712.39	1,649.39	1,617.87	1,599.96	1,569.27
SUM INTRST	0.00	0.00	0.00	0.00	0.00	0.00	0.00
SUM PAID	1,952.02	1,825.88	1,712.39	1,649.39	1,617.87	1,599.96	1,569.27
SUM PNT DATE	09/03/2003	08/23/2002	08/27/2001	08/11/2000	08/11/1999	08/11/1998	08/19/1997
SUM RECPT NO	00008418	00004212	00000791	00000256	00000295	00000512	00000750
WIN TAXES	1,178.34	1,303.10	1,344.63	1,186.45	1,163.51	1,161.21	1,088.90
WIN INTRST	0.00	0.00	0.00	0.00	0.00	0.00	0.00
WIN PAID	1,178.34	1,303.10	1,344.63	1,186.45	1,163.51	1,161.21	1,088.90
WIN PNT DATE	12/09/2003	12/09/2002	12/18/2001	12/08/2000	12/21/1999	12/11/1998	12/30/1997
WIN RECPT NO	00006964	00003552	00000572	00000144	00000570	00000258	00001367
VIL TAXES	0.00	0.00	0.00	0.00	0.00	0.00	0.00
VIL INTRST	0.00	0.00	0.00	0.00	0.00	0.00	0.00
VIL PAID	0.00	0.00	0.00	0.00	0.00	0.00	0.00
VIL PNT DATE	/ /	/ /	/ /	/ /	/ /	/ /	/ /
VIL RECPT NO							

APPENDIX - E

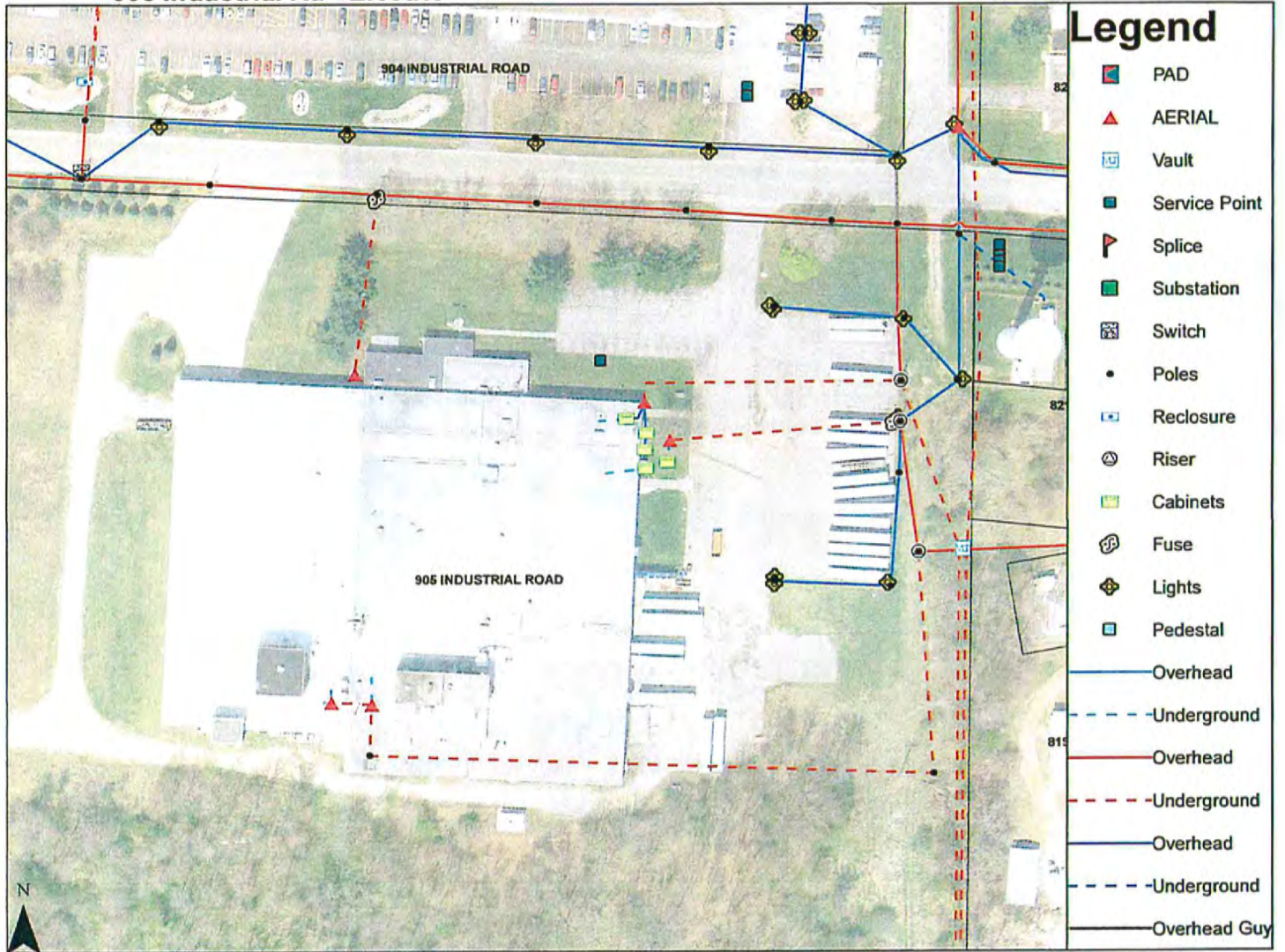
PRIORITY SITE 905 INDUSTRIAL ROAD

PRIORITY SITE

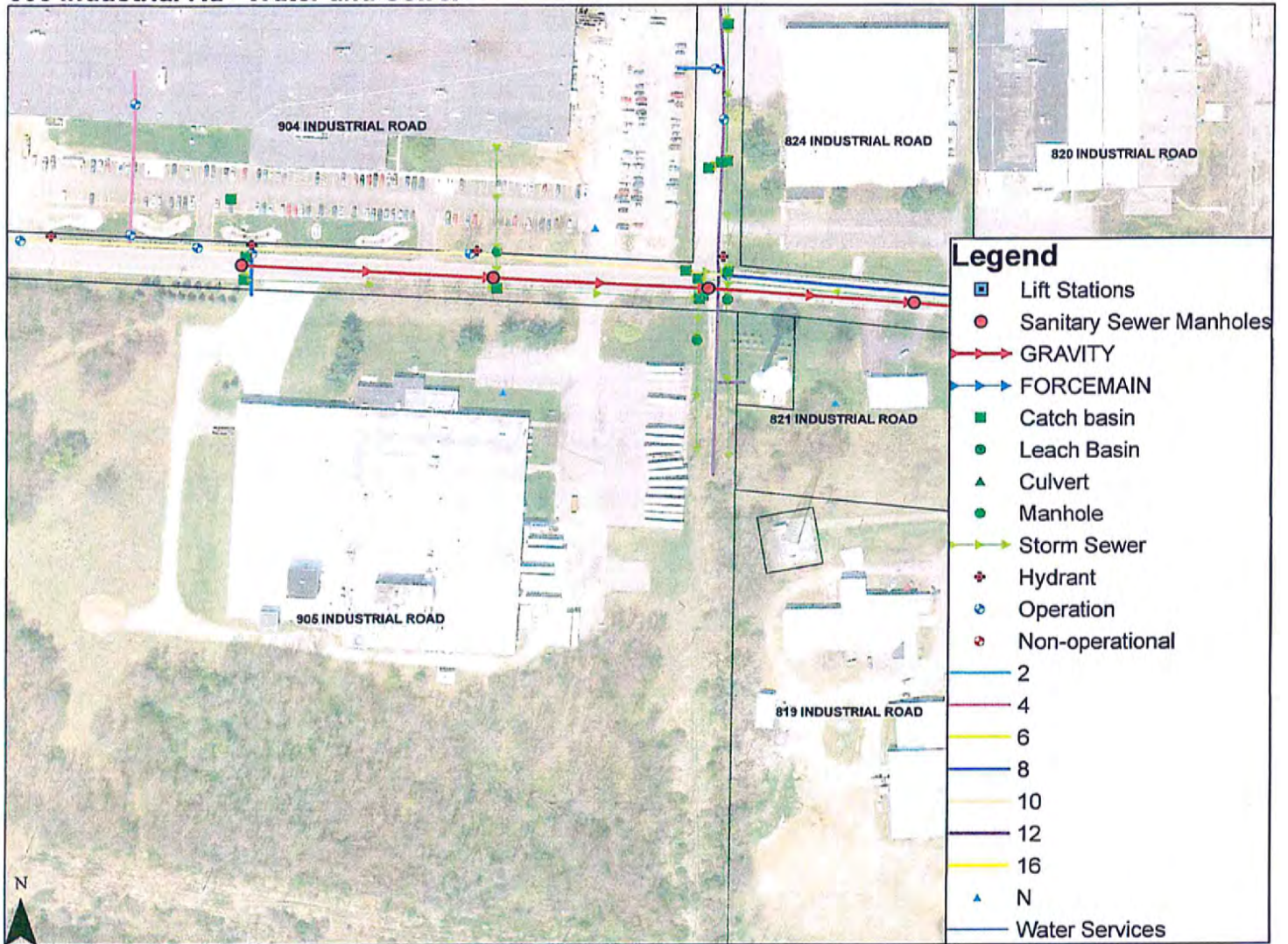
Redevelopment Property
905 Industrial Road, Marshall, MI



905 Industrial Rd - Electric



905 Industrial Rd - Water and Sewer



Parcel Number: 13-53-002-547-00

Jurisdiction: CITY OF MARSHALL

County: CALHOUN

Printed on

05/08/2015

Grantor	Grantee	Sale Price	Sale Date	Inst. Type	Terms of Sale	Liber & Page	Verified By	Prcent. Trans.
COLLINS & AIKMAN	MARSHALL LOGISTICS LLC	***,***	03/31/2005	LC	INVALID SALE	2977/955	INSTRUMENT	0.0
COLLINS & AIKMAN	MARSHALL LOGISTICS LLC	***,***	12/23/2004	LC	LAND CONTRACT		INSTRUMENT	100.0
FABRIC (DE) GP	COLLINS & AIKMAN CARPET &	1,899,800	06/27/2002	WD	INVALID SALE	2531/780	L-4260	100.0
COLLINS & AIKMAN CARPET &	FABRIC (DE) GP	2,303,665	10/05/2001	WD	ARMS-LENGTH	2372/178		100.0
Property Address		Class: INDUSTRIAL		Zoning: I-2		Building Permit(s)		Date
905 INDUSTRIAL ROAD		School: MARSHALL SCHOOLS		RESIDENTIAL ELECTRICAL		01/17/2007		Number
Owner's Name/Address		P.R.E. 0%						Status
MARSHALL LOGISTICS LLC PO BOX 2102 BATTLE CREEK MI 49016-2102		MAP #:		2016 Est TCV 2,681,568 TCV/TFA: 23.97				
		X Improved		Vacant		Land Value Estimates for Land Table 202.202 INDUST OTHER		
		Public Improvements		Description		* Factors *		Value
		Dirt Road		10+ ACRES		Front Depth 59.510 Acres		Rate 5683 100
		Gravel Road				59.51 Total Acres		Total Est. Land Value = 338,205
		Paved Road						
		Storm Sewer						
		Sidewalk						
		Water						
		Sewer						
		Electric						
		Gas						
		Curb						
		Street Lights						
		Standard Utilities						
		Underground Utils.						
		Topography of Site						
		Level						
		Rolling						
		Low						
		High						
		Landscaped						
		Swamp						
		Wooded						
		Pond						
		Waterfront						
		Ravine						
		Wetland						
		Flood Plain						
				Year	Land Value	Building Value	Assessed Value	Board of Review
				2016	169,100	1,171,700	1,340,800	Tribunal/ Other
				2015	119,300	679,900	799,200	Taxable Value
				2014	115,500	653,100	768,600	
				2013	896,500	202,500	1,099,000	
				2012	119,300	679,900	799,200	
				2011	115,500	653,100	768,600	
				2010	896,500	202,500	1,099,000	
				2009	119,300	679,900	799,200	
				2008	115,500	653,100	768,600	
				2007	896,500	202,500	1,099,000	
				2006	119,300	679,900	799,200	
				2005	115,500	653,100	768,600	
				2004	896,500	202,500	1,099,000	
				2003	119,300	679,900	799,200	
				2002	115,500	653,100	768,600	
				2001	896,500	202,500	1,099,000	
				2000	119,300	679,900	799,200	
				1999	115,500	653,100	768,600	
				1998	896,500	202,500	1,099,000	
				1997	119,300	679,900	799,200	
				1996	115,500	653,100	768,600	
				1995	896,500	202,500	1,099,000	
				1994	119,300	679,900	799,200	
				1993	115,500	653,100	768,600	
				1992	896,500	202,500	1,099,000	
				1991	119,300	679,900	799,200	
				1990	115,500	653,100	768,600	
				1989	896,500	202,500	1,099,000	
				1988	119,300	679,900	799,200	
				1987	115,500	653,100	768,600	
				1986	896,500	202,500	1,099,000	
				1985	119,300	679,900	799,200	
				1984	115,500	653,100	768,600	
				1983	896,500	202,500	1,099,000	
				1982	119,300	679,900	799,200	
				1981	115,500	653,100	768,600	
				1980	896,500	202,500	1,099,000	
				1979	119,300	679,900	799,200	
				1978	115,500	653,100	768,600	
				1977	896,500	202,500	1,099,000	
				1976	119,300	679,900	799,200	
				1975	115,500	653,100	768,600	
				1974	896,500	202,500	1,099,000	
				1973	119,300	679,900	799,200	
				1972	115,500	653,100	768,600	
				1971	896,500	202,500	1,099,000	
				1970	119,300	679,900	799,200	
				1969	115,500	653,100	768,600	
				1968	896,500	202,500	1,099,000	
				1967	119,300	679,900	799,200	
				1966	115,500	653,100	768,600	
				1965	896,500	202,500	1,099,000	
				1964	119,300	679,900	799,200	
				1963	115,500	653,100	768,600	
				1962	896,500	202,500	1,099,000	
				1961	119,300	679,900	799,200	
				1960	115,500	653,100	768,600	
				1959	896,500	202,500	1,099,000	
				1958	119,300	679,900	799,200	
				1957	115,500	653,100	768,600	
				1956	896,500	202,500	1,099,000	
				1955	119,300	679,900	799,200	
				1954	115,500	653,100	768,600	
				1953	896,500	202,500	1,099,000	
				1952	119,300	679,900	799,200	
				1951	115,500	653,100	768,600	
				1950	896,500	202,500	1,099,000	
				1949	119,300	679,900	799,200	
				1948	115,500	653,100	768,600	
				1947	896,500	202,500	1,099,000	
				1946	119,300	679,900	799,200	
				1945	115,500	653,100	768,600	
				1944	896,500	202,500	1,099,000	
				1943	119,300	679,900	799,200	
				1942	115,500	653,100	768,600	
				1941	896,500	202,500	1,099,000	
				1940	119,300	679,900	799,200	
				1939	115,500	653,100	768,600	
				1938	896,500	202,500	1,099,000	
				1937	119,300	679,900	799,200	
				1936	115,500	653,100	768,600	
				1935	896,500	202,500	1,099,000	
				1934	119,300	679,900	799,200	
				1933	115,500	653,100	768,600	
				1932	896,500	202,500	1,099,000	
				1931	119,300	679,900	799,200	
				1930	115,500	653,100	768,600	
				1929	896,500	202,500	1,099,000	
				1928	119,300	679,900	799,200	
				1927	115,500	653,100	768,600	
				1926	896,500	202,500	1,099,000	
				1925	119,300	679,900	799,200	
				1924	115,500	653,100	768,600	
				1923	896,500	202,500	1,099,000	
				1922	119,300	679,900	799,200	
				1921	115,500	653,100	768,600	
				1920	896,500	202,500	1,099,000	
				1919	119,300	679,900	799,200	
				1918	115,500	653,100	768,600	
				1917	896,500	202,500	1,099,000	
				1916	119,300	679,900	799,200	
				1915	115,500	653,100	768,600	
				1914	896,500	202,500	1,099,000	
				1913	119,300	679,900	799,200	
				1912	115,500	653,100	768,600	
				1911	896,500	202,500	1,099,000	
				1910	119,300	679,900	799,200	
				1909	115,500	653,100	768,600	
				1908	896,500	202,500	1,099,000	
				1907	119,300	679,900	799,200	
				1906	115,500	653,100	768,600	
				1905	896,500	202,500	1,099,000	
				1904	119,300	679,900	799,200	
				1903	115,500	653,100	768,600	
				1902	896,500	202,500	1,099,000	
				1901	119,300	679,900	799,200	
				1900	115,500	653,100	768,600	
				1899	896,500	202,500	1,099,000	
				1898	119,300	679,900	799,200	
				1897	115,500	653,100	768,600	
				1896	896,500	202,500	1,099,000	
				1895	119,300	679,900	799,200	
				1894	115,500	653,100	768,600	
				1893	896,500	202,500	1,099,000	
				1892	119,300	679,900	799,200	
				1891	115,500	653,100	768,600	
				1890	896,500	202,500	1,099,000	
				1889	119,300	679,900	799,200	
				1888	115,500	653,100	768,600	
				1887	896,500	202,500	1,099,000	
				1886	119,300	679,900	799,200	
				1885	115,500	653,100	768,600	
				1884	896,500	202,500	1,099,000	
				1883	119,300	679,900	799,200	
				1882	115,500	653,100	768,600	
				1881	896,500	202,500	1,099,000	
				1880	119,300	679,900	799,200	
				1879	115,500	653,100	768,600	
				1878	896,500	202,500	1,099,000	
				1877	119,300	679,900	799,200	
				1876	115,500	653,100	768,600	
				1875	896,500	202,500	1,099,000	
				1874	119,300	679,900	799,200	
				1873	115,500	653,100	768,600	
				1872	896,500	202,500	1,099,000	
				1871	119,300	679,900	799,200	
				1870	115,500	653,100	768,600	
				1869	896,500	202,500	1,099,000	
				1868	119,300	679,900	799,200	
				1867	115,500	653,100	768,600	
				1866	896,500	202,500	1,099,000	
				1865	119,300	679,900	799,200	
				1864	115,500	653,100	768,600	
				1863	896,500	202,5		

Commercial/Industrial Building/Section 1 of 2

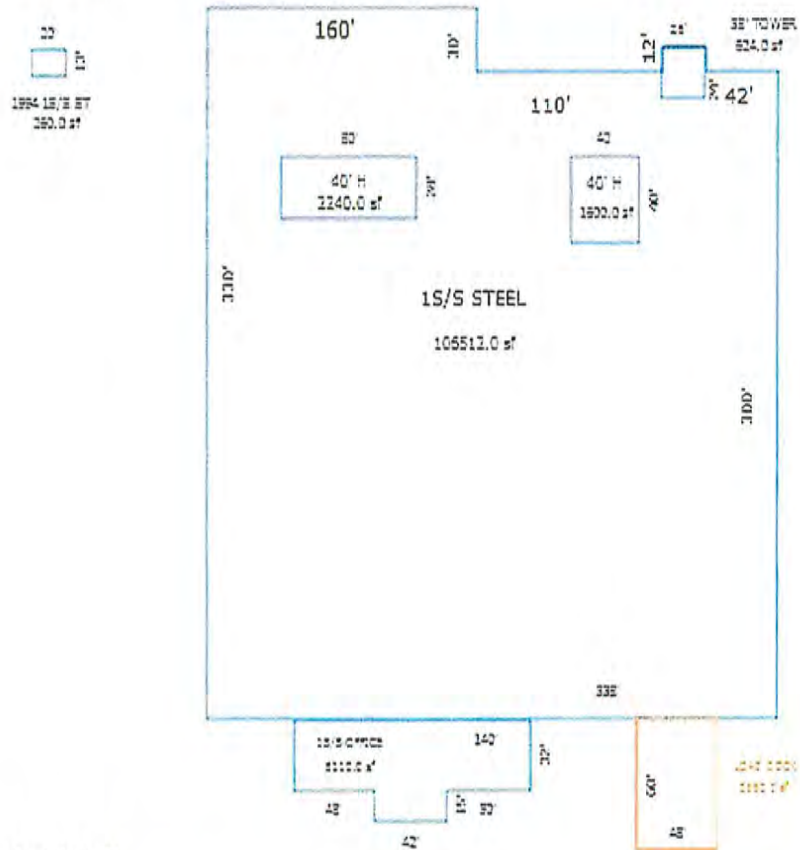
Parcel Number: 13-53-002-547-00

Printed on

05/08/2015

Desc. of Bldg/Section: ORIGINAL BLDG 1964 Calculator Occupancy: Industrial, Light Manufacturing				<<<<< Calculator Cost Computations >>>>> Class: C Quality: Average Percent Adj: +0																																																										
Class: C Floor Area: 111,622 Gross Bldg Area: 111,882 Stories Above Grd: 1 Average Sty Hght: 20 Bsmnt Wall Hght:				Construction Cost <table border="1"> <tr> <th>X High</th> <th>Above Ave.</th> <th>Ave.</th> <th>Low</th> </tr> <tr> <td colspan="4">** ** Calculator Cost Data ** **</td> </tr> <tr> <td colspan="4">Quality: Average Adj: 1+0 \$/SqFt: 0.00</td> </tr> <tr> <td colspan="4">Heat#1: Space Heaters, Gas with Fan 95%</td> </tr> <tr> <td colspan="4">Heat#2: Package Heating & Cooling 5%</td> </tr> <tr> <td colspan="4">Ave. SqFt/Story: 111622</td> </tr> <tr> <td colspan="4">Ave. Perimeter: 1443</td> </tr> <tr> <td colspan="4">Has Elevators:</td> </tr> </table>				X High	Above Ave.	Ave.	Low	** ** Calculator Cost Data ** **				Quality: Average Adj: 1+0 \$/SqFt: 0.00				Heat#1: Space Heaters, Gas with Fan 95%				Heat#2: Package Heating & Cooling 5%				Ave. SqFt/Story: 111622				Ave. Perimeter: 1443				Has Elevators:																										
X High	Above Ave.	Ave.	Low																																																											
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Ave. SqFt/Story: 111622																																																														
Ave. Perimeter: 1443																																																														
Has Elevators:																																																														
Depr. Table : 2.5% Effective Age : 50 Physical %Good: 35 Func. %Good : 100 Economic %Good: 100				Base Rate for Upper Floors = 35.35 Mezzanine 1 Average Storage Base Rate = 14.80 (10) Heating system: Space Heaters, Gas with Fan Cost/SqFt: 0.00 95% (10) Heating system: Package Heating & Cooling Cost/SqFt: 5.25 5% Combined Heating System adjustment: 0.26 100% Adjusted Square Foot Cost for Upper Floors = 35.61																																																										
1964 Year Built Remodeled 22 Overall Bldg Height				1 Stories Average Height per Story: 20 Ave. Floor Area: 111,622 Perimeter: 1443 Perim. Multiplier: 0.873 Refined Square Foot Cost for Upper Floors: 35.13 County Multiplier: 1.43, Final Square Foot Cost for Upper Floors = 50.239 for Mezzanine 1 = 21.164																																																										
Comments: 2006 ROLL- SEE ASRNOT-2010: OVERBILT; ECON & FUNC OBSOL.				Total Floor Area: 111,622 Base Cost New of Upper Floors = 5,607,730 Mezzanine 1 Area: 1,600 Base Cost New of Mezzanine = 33,862 111,622 Sq.Ft. of Sprinklers @ 1.65, County Mult.: 1.43 Cost New = 263,372 Reproduction/Replacement Cost = 5,904,964 Eff. Age: 50 Phy. %Good/Abnr. Phy./Func./Econ./Overall %Good: 35 /100/100/100/35.0 Total Depreciated Cost = 2,066,738 <<<<< Calculations too long. See Valuation printout for complete pricing. >>>>>																																																										
(1) Excavation/Site Prep:		(7) Interior:		(11) Electric and Lighting:		(39) Miscellaneous:																																																								
(2) Foundation:		(8) Plumbing:		(13) Roof Structure:		(40) Exterior Wall:																																																								
X Poured Conc. Brick/Stone Block		<table border="1"> <tr> <th>Many Above Ave.</th> <th>Average Typical</th> <th>Few None</th> </tr> <tr> <td colspan="3">Total Fixtures</td> </tr> <tr> <td colspan="3">3-Piece Baths</td> </tr> <tr> <td colspan="3">2-Piece Baths</td> </tr> <tr> <td colspan="3">Shower Stalls</td> </tr> <tr> <td colspan="3">Toilets</td> </tr> <tr> <td colspan="3">Urinals</td> </tr> <tr> <td colspan="3">Wash Bowls</td> </tr> <tr> <td colspan="3">Water Heaters</td> </tr> <tr> <td colspan="3">Wash Fountains</td> </tr> <tr> <td colspan="3">Water Softeners</td> </tr> </table>		Many Above Ave.	Average Typical	Few None	Total Fixtures			3-Piece Baths			2-Piece Baths			Shower Stalls			Toilets			Urinals			Wash Bowls			Water Heaters			Wash Fountains			Water Softeners			<table border="1"> <tr> <th>Outlets:</th> <th>Fixtures:</th> </tr> <tr> <td>X Few</td> <td>X Few</td> </tr> <tr> <td>Average</td> <td>Average</td> </tr> <tr> <td>Many</td> <td>Many</td> </tr> <tr> <td>Unfinished</td> <td>Unfinished</td> </tr> <tr> <td>Typical</td> <td>Typical</td> </tr> <tr> <td>Flex Conduit</td> <td>Incandescent</td> </tr> <tr> <td>Rigid Conduit</td> <td>Fluorescent</td> </tr> <tr> <td>Armored Cable</td> <td>Mercury</td> </tr> <tr> <td>Non-Metallic</td> <td>Sodium Vapor</td> </tr> <tr> <td>Bus Duct</td> <td>Transformer</td> </tr> </table>		Outlets:	Fixtures:	X Few	X Few	Average	Average	Many	Many	Unfinished	Unfinished	Typical	Typical	Flex Conduit	Incandescent	Rigid Conduit	Fluorescent	Armored Cable	Mercury	Non-Metallic	Sodium Vapor	Bus Duct	Transformer	Thickness Bsmnt Insul.	
Many Above Ave.	Average Typical	Few None																																																												
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(3) Frame:		(9) Sprinklers:		(14) Roof Cover:																																																										
(4) Floor Structure:		(10) Heating and Cooling:																																																												
(5) Floor Cover:		<table border="1"> <tr> <th>X Gas</th> <th>Coal</th> <th>Hand Fired</th> </tr> <tr> <td>Oil</td> <td>Stoker</td> <td>Boiler</td> </tr> </table>		X Gas	Coal	Hand Fired	Oil	Stoker	Boiler																																																					
X Gas	Coal	Hand Fired																																																												
Oil	Stoker	Boiler																																																												
(6) Ceiling:																																																														

*** Information herein deemed reliable but not guaranteed***



Sketch by Apex Medina™

*** Information herein deemed reliable but not guaranteed***

Desc. of Bldg/Section: ORIGINAL BLDG 1964 Calculator Occupancy: Shed, Utility, 4 Wall				<<<<< Calculator Cost Computations >>>>> Class: S Quality: Average Percent Adj: +0			
Class: S Floor Area: 260 Gross Bldg Area: 111,882 Stories Above Gnd: 1 Average Sty Hght : 8 Bsmnt Wall Hght Depr. Table : 4% Effective Age : 40 Physical %Good: 35 Func. %Good : 100 Economic %Good: 100				Construction Cost X High Above Ave. Ave. Low ** ** Calculator Cost Data ** ** Quality: Average Adj: +0 \$/SqFt: 0.00 Heat#1: No Heating or Cooling 95% Heat#2: No Heating or Cooling 5% Ave. SqFt/Story: 260 Ave. Perimeter: 1443 Has Elevators: *** Basement Info *** Area: Perimeter: Type: Finished/Office (No Rates) Heat: No Heating or Cooling * Mezzanine Info * Area #1: 1600 Type #1: Average Storage (No Rates) Area #2: Type #2: Office (No Rates) * Sprinkler Info * Area: 111,622 Type: Average			
1964 Year Built Remodeled 22 Overall Bldg Height Comments: 2006 ROLL- SEE ASRNOT-2010: OVERBILT; ECON & FUNC OBSOL.				Base Rate for Upper Floors = 12.95 (10) Heating system: No Heating or Cooling Cost/SqFt: 0.00 95% (10) Heating system: No Heating or Cooling Cost/SqFt: 0.00 5% Combined Heating System adjustment: 0.00 100% Adjusted Square Foot Cost for Upper Floors = 12.95 1 Stories Number of Stories Multiplier: 1.000 Average Height per Story: 8 Height per Story Multiplier: 0.960 Ave. Floor Area: 260 Perimeter: 1443 Perim. Multiplier: 15.346 Refined Square Foot Cost for Upper Floors: 190.78 County Multiplier: 1.41, Final Square Foot Cost for Upper Floors = 269.002 for Mezzanine 1 = 0.000 Total Floor Area: 260 Base Cost New of Upper Floors = 69,940 Mezzanine 1 Area: 1,600 Base Cost New of Mezzanine = 0 111,622 Sq.Ft. of Sprinklers @ 2.28, County Mult.: 1.41 Cost New = 358,842 Reproduction/Replacement Cost = 428,783 Eff. Age: 40 Phy. %Good/Abnr. Phy./Func./Econ./Overall %Good: 35 /100/100/100/35.0 Total Depreciated Cost = 150,074 <<<<< Calculations too long. See Valuation printout for complete pricing. >>>>>			
(1) Excavation/Site Prep:		(7) Interior:		(11) Electric and Lighting:		(39) Miscellaneous:	
(2) Foundation:		(8) Plumbing:		Outlets:		Fixtures:	
X Poured Conc. Brick/Stone Block		Many Above Ave. Average Typical Few None Total Fixtures 3-Piece Baths Urinals 2-Piece Baths Wash Bowls Shower Stalls Water Heaters Toilets Wash Fountains Water Softeners		X Few Average X Few Average Many Unfinished Many Unfinished Typical Typical Flex Conduit Incandescent Rigid Conduit Fluorescent Armored Cable Mercury Non-Metallic Sodium Vapor Bus Duct Transformer			
(3) Frame:		(9) Sprinklers:		(13) Roof Structure: Slope=0		(40) Exterior Wall:	
(4) Floor Structure:		(10) Heating and Cooling:				Thickness Bsmnt Insul.	
(5) Floor Cover:		X Gas Coal Hand Fired Oil Stoker Boiler		(14) Roof Cover:			
(6) Ceiling:							

*** Information herein deemed reliable but not guaranteed***

905 INDUSTRIAL ROAD MARSHALL, MI 49068 (Property Address)

Parcel Number: 53-002-547-00

Property Owner: MARSHALL LOGISTICS LLC**Summary Information**

- > Commercial/Industrial Building Summary
 - Yr Built: 1954
 - # of Buildings: 4
 - Total Sq.Ft.: 131,273
- > Assessed Value: \$799,200 | Taxable Value: \$375,076
- > 3 Building Department records found across 1 property
- > Property Tax Information found

Item 1 of 1 0 Images / 1 Sketch

Owner and Taxpayer Information

Owner	MARSHALL LOGISTICS LLC PO BOX 2102 BATTLE CREEK, MI 49016-2102	Taxpayer	SEE OWNER INFORMATION
--------------	--	-----------------	-----------------------

General Information for Tax Year 2015

Property Class	INDUSTRIAL	Unit	53 CITY OF MARSHALL
School District	MARSHALL SCHOOLS	Assessed Value	\$799,200
MAP #	Not Available	Taxable Value	\$375,076
USE TYPE	0	State Equalized Value	\$799,200
LAST REVIEW	Not Available	Date of Last Name Change	06/13/2005
ASSESSOR USE	Not Available	Notes	Not Available
Historical District	Not Available	Census Block Group	Not Available
USER ALPHA 2	Not Available		

Principal Residence Exemption Information**Homestead Date** Not Available

Principal Residence Exemption	June 1st	Final
2015	0.0000 %	-
2014	0.0000 %	0.0000 %

Previous Year Information

Year	MBOR Assessed	Final SEV	Final Taxable
2014	\$768,600	\$768,600	\$369,170
2013	\$1,099,000	\$1,099,000	\$363,357

Land Information

Zoning Code	I-2	Total Acres	42.000
Land Value	\$238,692	Land Improvements	\$15,803
Renaissance Zone	No	Renaissance Zone Expiration Date	Not Available
ECF Neighborhood	202-INDUST OTHER	Mortgage Code	Not Available
Lot Dimensions/Comments	Not Available	Neighborhood Enterprise Zone	Not Available

Lot(s)	Frontage	Depth
No lots found.		
Total Frontage: 0.00 ft		Average Depth: 0.00 ft

Legal Description

MARSHALL CITY, PART OF SEC 26-2-6 COM ON N & S 1/4 LI 646.24 FT S OF CEN POST; N 86 DEG 32' W 2179 FT; S TO KAZOO RIVER; SELY ALG RIVER TO 1/4 LI; N ON 1/4 LI TO BEG.

Land Division Act Information

Date of Last Split/Combine	<i>Not Available</i>	Number of Splits Left	0
Date Form Filed	<i>Not Available</i>	Unallocated Div.s of Parent	0
Date Created	<i>Not Available</i>	Unallocated Div.s Transferred	0
Acreage of Parent	0.00	Rights Were Transferred	<i>Not Available</i>
Split Number	0	Courtesy Split	<i>Not Available</i>
Parent Parcel	<i>Not Available</i>		

Sale History

Sale Date	Sale Price	Instrument	Grantor	Grantee	Terms of Sale	LibertyPage
06/27/2002	\$1,899,800.00	WD	FABRIC (DE) GP	COLLINS & AIKMAN CARPET & ACOUSTICS	INVALID SALE	2531/780
10/05/2001	\$2,303,665.00	WD	COLLINS & AIKMAN CARPET & ACOUSTICS	FABRIC (DE) GP	ARMS-LENGTH	2372/178

Building Information - 124818.00 sq ft Warehouse, Storage (Commercial)

Floor Area	124,818 sq ft	Estimated TCV	\$1,311,720
Occupancy	Warehouse, Storage	Class	C
Stories Above Ground	1	Average Story Height	21 ft
Basement Wall Height	<i>Not Available</i>		
Year Built	1964	Year Remodeled	<i>Not Available</i>
Percent Complete	100%	Heat	Space Heaters, Gas with Fan
Physical Percent Good	35%	Functional Percent Good	100%
Economic Percent Good	100%	Effective Age	42 yrs

Building Information - 260.00 sq ft Shed, Utility, 4 Wall (Commercial)

Floor Area	260 sq ft	Estimated TCV	\$2,424
Occupancy	Shed, Utility, 4 Wall	Class	S
Stories Above Ground	1	Average Story Height	12 ft
Basement Wall Height	<i>Not Available</i>		
Year Built	1994	Year Remodeled	<i>Not Available</i>
Percent Complete	100%	Heat	No Heating or Cooling
Physical Percent Good	48%	Functional Percent Good	100%
Economic Percent Good	100%	Effective Age	18 yrs

Building Information - 675.00 sq ft Shed, Equipment, 3 Wall (Commercial)

Floor Area	675 sq ft	Estimated TCV	\$8,447
Occupancy	Shed, Equipment, 3 Wall	Class	S
Stories Above Ground	1	Average Story Height	38 ft
Basement Wall Height	<i>Not Available</i>		
Year Built	1995	Year Remodeled	<i>Not Available</i>
Percent Complete	100%	Heat	No Heating or Cooling
Physical Percent Good	48%	Functional Percent Good	100%
Economic Percent Good	100%	Effective Age	18 yrs

Building Information - 5520.00 sq ft Shed, Utility, 3 Wall (Commercial)

Floor Area	5,520 sq ft	Estimated TCV	\$21,218
Occupancy	Shed, Utility, 3 Wall	Class	S
Stories Above Ground	1	Average Story Height	20 ft
Basement Wall Height	<i>Not Available</i>		
Year Built	1994	Year Remodeled	<i>Not Available</i>
Percent Complete	100%	Heat	No Heating or Cooling
Physical Percent Good	35%	Functional Percent Good	100%
Economic Percent Good	100%	Effective Age	31 yrs

****Disclaimer:** BS&A Software provides AccessMyGov.com as a way for municipalities to display information online and is not responsible for the content or accuracy of the data herein. This data is provided for reference only and WITHOUT WARRANTY of any kind, expressed or inferred. Please contact your local municipality if you believe there are errors in the data.

City of Marshall

323 W. Michigan Ave Marshall, MI 49068 269.789.4604 FAX 269.789.4628

Building and Zoning Departments

PE07-0004

Issued: 01/17/2007
Expires: 03/15/2007

Electrical

This permit conveys no right to occupy any STREET, ALLEY, or SIDEWALK, or any part thereof either temporarily or permanently.

LOCATION	OWNER	CONTRACTOR
905 INDUSTRIAL ROAD 53-002-547-00 Lot: Plat/Sub: I-2	MARSHALL LOGISTICS LLC PO BOX 2102 BATTLE CREEK MI 49016-2102 Phone: Fax:	Ed Ponscheck P.O. Box 2107 Battle Creek MI 49016 Phone: (269) 968 3432 Fax: (269) 968 0809

Work Description: 1 final, 1 reg, 1 0-800 amps

Stipulations:

Permit Item	Work Type	Fee Basis	Item Total
02. Final Inspection	Inspection	1.00	30.00
registration (misc)	Electrical	1.00	10.00
01. Administrative Fee	Standard Item	1.00	30.00
05. 0-800 Amps	Service	1.00	20.00

Fee Total: \$90.00
Amount Paid: \$90.00
Balance Due: \$0.00

APPLICATION FEE IS NON-REFUNDABLE * WHEN A PERMIT EXPIRES FEES WILL NOT BE RETURNED

I agree this permit is only for the work described, and does not grant permission for additional or related work which requires separate permits. I understand that this permit will expire and become void if work is not started within 6 months, or is suspended or abandoned for a period of 6 months at anytime after work has commenced; and that I am responsible for assuring all required inspections are requested in conformance with the applicable code. I also understand that other inspection fees will be charged if re-inspections are by the owner, to make this application as his/her authorized agent. I will conform to all applicable laws of the State of Michigan and City of Marshall. All information on the permit application is accurate to the best of my knowledge. I further understand that this permit becomes null and void if issued in error or on bases of incorrect, inaccurate information or in violation of any other City of Marshall general zoning ordinance whether known or unknown.

CALL MISS DIG 3 DAYS BEFORE STARTING WORK AT 1-800-482-7171

**I UNDERSTAND THAT PAYMENT OF THE PERMIT FEES CONSTITUTES ACCEPTANCE OF THE ABOVE TERMS
*POST THIS PERMIT SO IT IS VISIBLE FROM THE STREET***

If you do not see a sticker, call to confirm that the inspection was done. Something may have happened beyond our control

DO NOT COVER ANY WORK UNTIL ALL WORK HAS BEEN APPROVED

City of Marshall

323 W. Michigan Ave Marshall, MI 49068 269.789.4604 FAX 269.789.4628

Building and Zoning Departments

PE12-0002

Issued: 01/16/2012
Expires: 02/15/2012

Electrical

This permit conveys no right to occupy any STREET, ALLEY, or SIDEWALK, or any part thereof either temporarily or permanently.

LOCATION	OWNER	CONTRACTOR
905 INDUSTRIAL ROAD 53-002-547-00 Lot: Plat/Sub: I-2	MARSHALL LOGISTICS LLC PO BOX 2102 BATTLE CREEK MI 49016-2102 Phone: Fax:	safety systems Inc. P.O. Box 1079 Jackson MI 49204 Phone: (517) 782 9463 Fax: (517) 782 5670

Work Description: 1-Final Inspection; 1-Fire Alarms; 3- Fire Alarm Signals; 1-Certification Fee

Stipulations:

Permit Item	Work Type	Fee Basis	Item Total
01. Administrative Fee	Standard Item	1.00	30.00
02. Final Inspection	Inspection	1.00	40.00
38. Fire Alarms/Nurse Call	Standard Item	1.00	50.00
39. Fire Alarms/signal each	Standard Item	3.00	15.00
40. Certificate Fee	Standard Item	1.00	10.00

Fee Total: \$145.00
Amount Paid: \$145.00
Balance Due: \$0.00

APPLICATION FEE IS NON-REFUNDABLE * WHEN A PERMIT EXPIRES FEES WILL NOT BE RETURNED

I agree this permit is only for the work described, and does not grant permission for additional or related work which requires separate permits. I understand that this permit will expire and become void if work is not started within 6 months, or is suspended or abandoned for a period of 6 months at anytime after work has commenced; and that I am responsible for assuring all required inspections are requested in conformance with the applicable code. I also understand that other inspection fees will be charged if re-inspections are by the owner, to make this application as his/her authorized agent. I will conform to all applicable laws of the State of Michigan and City of Marshall. All information on the permit application is accurate to the best of my knowledge. I further understand that this permit becomes null and void if issued in error or on bases of incorrect, inaccurate information or in violation of any other City of Marshall general zoning ordinance whether known or unknown.

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DO NOT COVER ANY WORK UNTIL ALL WORK HAS BEEN APPROVED

05/08/2015
02:42 PM

History Info Printout FOR CITY OF MARSHALL

Page: 1/2
DB: Marshall

13-53-002-547-00
Property Address: 905 INDUSTRIAL ROAD
MARSHALL LOGISTICS LLC
PO BOX 2102
BATTLE CREEK MI 49016-2102

TAX HISTORY

	2014	2013	2012	2011	2010	2009	2008	2007	2006	2005	2004
TAXABLE	369,170	363,357	354,841	345,513	339,738	340,761	326,400	507,507	489,400	776,000	1,121,310
BOR/HTT	369,170	363,357	354,841	345,513	339,738	340,761	326,400	334,757	489,400	776,000	1,121,310
ASSESSED	768,600	1,099,000	937,200	403,900	379,900	364,100	326,400	527,600	489,400	776,000	1,288,000
BOR/HTT	768,600	1,099,000	937,200	403,900	379,900	364,100	326,400	527,600	489,400	776,000	1,288,000
PRE/HBT	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
BOR/HTT	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
SCHOOL	13110	13110	13110	13110	13110	13110	13110	13110	13110	13110	13110
SUM TAXES	18,647.49	18,353.86	17,152.64	16,536.37	16,280.35	15,851.36	15,184.97	15,573.00	21,891.65	33,376.78	45,440.10
SUM INTRST	0.00	0.00	0.00	0.00	0.00	0.00	0.00	157.03	703.96	1,508.97	2,385.60
SUM PAID	18,647.49	18,353.86	17,152.64	16,536.37	16,280.35	15,851.36	15,184.97	15,730.03	11,462.50	11,021.65	47,825.70
SUM PMT DATE	08/07/2014	08/06/2013	08/03/2012	08/11/2011	08/31/2010	09/03/2009	08/27/2008	12/13/2007	09/13/2006	09/14/2005	12/29/2004
SUM RECPT NO	10026090	10022866	02050968	02043480	02036177	01027993	10009511	00008027	10003251	00006204	00003483
WIN TAXES	7,388.53	7,264.08	7,077.25	6,822.62	6,727.62	6,296.36	6,052.05	6,196.11	9,935.76	17,271.44	27,766.55
WIN INTRST	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	183.08	0.00	0.00
WIN PAID	7,388.53	7,264.08	7,077.25	6,822.62	6,727.62	6,296.36	6,052.05	6,196.11	3,833.06	5,775.00	27,766.55
WIN PMT DATE	12/17/2014	12/09/2013	12/04/2012	12/07/2011	01/03/2011	01/06/2010	12/10/2008	12/28/2007	12/06/2006	01/04/2006	12/29/2004
WIN RECPT NO	01068223	10024625	01053644	10018409	02039237	02031463	10010806	10007870	10003655	00004407	00000993
VIL TAXES	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
VIL INTRST	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
VIL PAID	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
VIL PMT DATE	/ /	/ /	/ /	/ /	/ /	/ /	/ /	/ /	/ /	/ /	/ /
VIL RECPT NO											

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History Info Printout FOR CITY OF MARSHALL

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13-53-002-547-00
Property Address: 905 INDUSTRIAL ROAD
MARSHALL LOGISTICS LLC
PO BOX 2102
BATTLE CREEK MI 49016-2102

TAX HISTORY

	2003	2002	2001	2000	1999	1998	1997
TAXABLE	1,106,800	1,113,300	1,097,500	1,106,939	1,086,300	742,700	749,112
BOR/HTT	1,106,800	1,113,300	1,097,500	1,106,939	1,086,300	742,700	749,112
ASSESSED	1,106,800	1,113,300	1,097,500	1,112,100	1,086,300	742,700	753,400
BOR/HTT	1,106,800	1,113,300	1,097,500	1,112,100	1,086,300	742,700	753,400
PRE/MBT %	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
BOR/HTT	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000
SCHOOL	13110	13110	13110	13110	13110	13110	13110
SUM TAXES	43,749.01	41,779.32	39,861.72	39,963.11	39,198.38	26,926.81	27,357.79
SUM INTRST	0.00	0.00	0.00	0.00	0.00	0.00	0.00
SUM PAID	43,749.01	41,779.32	39,861.72	39,963.11	39,198.38	26,926.81	27,357.79
SUM PMT DATE	09/10/2003	09/17/2002	08/13/2001	08/14/2000	08/11/1999	08/31/1998	09/11/1997
SUM RECPT NO	00009197	00006264	00000273	00000383	00000309	00001565	00003827
WIN TAXES	26,409.64	29,817.58	31,301.55	28,746.94	28,190.86	19,542.74	18,983.32
WIN INTRST	0.00	894.53	0.00	0.00	845.73	0.00	0.00
WIN PAID	26,409.64	0.00	31,301.55	28,746.94	0.00	19,542.74	18,983.32
WIN PMT DATE	02/10/2004	/ /	01/14/2002	12/14/2000	/ /	02/08/1999	02/09/1998
WIN RECPT NO	00009251		00001530	00000298		00002170	00001881
VIL TAXES	0.00	0.00	0.00	0.00	0.00	0.00	0.00
VIL INTRST	0.00	0.00	0.00	0.00	0.00	0.00	0.00
VIL PAID	0.00	0.00	0.00	0.00	0.00	0.00	0.00
VIL PMT DATE	/ /	/ /	/ /	/ /	/ /	/ /	/ /
VIL RECPT NO							

APPENDIX - F

MICHIGAN INCENTIVES & GRANT PROGRAMS

Programs and Incentives

Financial Programs and Incentives

21st Century Investment Fund

[The 21st Century Investment Fund](#) provides investments in private equity, venture capital, and mezzanine funds, as well as potential co-investments alongside these funds.

Accelerator Funds

Accelerator Funds facilitate investments in companies at the earliest stages of commercial development. The fund creates a pool of investment capital managed by an experienced venture capitalist or entrepreneur. The MEDC recently contributed to the [Michigan Accelerator Fund 1](#) and [Huron River Ventures](#).

Agricultural Processing Renaissance Zones

Agricultural Processing Renaissance Zones were created to promote agricultural processing and to enhance the industry in Michigan. APRZs provide businesses with significant benefits by virtually eliminating state and local taxes. These zones can be placed anywhere in Michigan, and significantly reduce or eliminate property taxes, beginning in 2012 – the MBT only if a Development Agreement is executed with the MSF as of December 31, 2011. The RZ can be designated for up to 15 years. Our internal tax team is available to work with you to provide an estimate of these tax savings at your convenience.

Companies located within an APRZ are still responsible for federal obligations, unemployment insurance, workers' compensation insurance, social security taxes, sewer and water fees, sales and use taxes, certain property taxes and beginning in 2012, the CIT, if applicable. APRZs require support by the local unit of government; require recommendation by the Michigan Commission of Agriculture and the Michigan Strategic Fund, and final designation by the State Administrative Board. The Renaissance Zone benefit begins the year following designation. Benefits under APRZs are phased out in 25% increments over the final three years of the designation period.

Biosciences Research and Commercialization Center Pre-Seed Fund

The Biosciences Research and Commercialization Center (BRCC), established in 2003 by the Michigan Legislature, provides startup and gap funding to promising Michigan-based life sciences and medical device ventures entering the commercialization phase of development. The BRCC is located at Western Michigan University and is positioned to access the wealth of scientific talent and pharmaceutical commercialization expertise that is part of Kalamazoo's heritage. Long-time home to such industry giants as the Upjohn Company, Richard-Allan Scientific, Stryker Corp., and Pfizer Inc., Kalamazoo offers a forward-looking, entrepreneurial business climate and a growing reputation among venture capitalists seeking to invest in life sciences discoveries and promising business ventures.

Brownfield Tax Increment Financing

The Brownfield Tax Increment Financing (TIF) program allows eligible Brownfield projects to utilize certain state and local property taxes (including school taxes) to pay for costs related to Brownfield site redevelopment. TIF funds can be used to pay for certain environmental and non-environmental "eligible activities," including baseline environmental assessments, due care activities, site evaluation, remedial actions, demolition, lead and asbestos abatement, site preparation, and infrastructure improvements related to the Brownfield property. These projects must occur on eligible property that is included in an established Brownfield Plan, approved by the local Brownfield Authority. Projects seeking the use of state school tax capture must receive approval from the Michigan Strategic Fund (MSF) Board.

Capital Access Program

The [Capital Access Program](#) (CAP) is a loan enhancement program aimed at providing credit to small business unable to acquire conventional sources of credit. CAP creates a reserve fund that is administered by local financial institutions and overseen by the MEDC. To qualify, the small business must have less than 500 employees. CAP loans cannot be used to finance passive real estate, residential housing, or refinancing.

EB-5: Investment Visa Program

The [U.S. federal government](#) provides up to 10,000 immigrant visas per year to qualified investors seeking permanent resident status on the basis of their investment in a domestic business. In order to qualify, the foreign investor must invest \$1 million in a project that will create or retain ten jobs. In rural and high unemployment areas, the investment threshold is reduced to \$500,000.

InvestMichigan!

[InvestMichigan!](#) is a \$300 million fund supporting companies in early and later stages of development. It comprises two parts. The Growth Capital Program targets lead and co-investment opportunities in venture capital and small buyout stage companies. The Michigan Opportunities Program targets lead investment opportunities in buyouts and growth equity investments in well established companies.

InvestMichigan! Mezzanine Fund

InvestMichigan! Mezzanine Fund is the first licensed Impact Investment Fund in the Small Business Administration's new Impact Investment Initiative. The fund will focus exclusively on providing capital to businesses that are headquartered in Michigan, have a significant presence in Michigan, or are in the process of expanding their operations in Michigan so they can grow and create jobs. The SBA will partner with Michigan Growth Capital Partners, L.P., an investment partnership whose anchor investors are the State of Michigan Retirement Systems, The Dow Chemical Company, and InvestAmerica to provide up to \$130 million of investment capital over the next five years to high-growth businesses throughout Michigan. For more information on the Impact Investment Initiative please visit <http://www.investmichiganfund.com/mezzanine/>.

MDEQ Brownfield Grant and Loan Program

The Michigan Department of Environmental Quality (DEQ) Brownfield Redevelopment Program provides grant and loan funding to local units of government to address the environmental issues that hinder the redevelopment of a site. Generally, projects may be awarded up to \$1 million in grants or \$1 million in loans. The funding can be used for activities such as environmental assessment, clean-up, and actions necessary to reduce the risk of exposure for the intended reuse of the Brownfield property. Projects eligible to receive grant funds must: 1) have a committed developer; 2) be able to document the anticipated private investment; 3) create new jobs in the community; and 4) result in an increase in tax revenue. For projects that may not have a committed developer but have economic development potential, or in situations where there is a viable responsible party who is not participating in the remediation of the site, loan funds may be used. Loans are currently offered at a low 1.5 percent interest rate, with no payments or interest being due for the first five years, and they must be repaid within 15 years.

Michigan Business Development Program

One of the 21st Century Jobs Fund's economic incentive programs in Michigan administered by the MEDC is the MBDP or "Program". The MBDP is designed to provide a grant, loan, or other economic assistance to qualified businesses that make qualified investments, create qualified new jobs, or both, in Michigan. While the Program is operated and funded through the MSF, recommendations for awards under the Program are presented by the MEDC to the MSF Board.

Under the program, qualified new jobs are in addition to jobs already located in Michigan.

Any incentive awarded under the Program is contingent upon several factors, including:

- (i) submission by the Company of a completed application and all other documentation required under the Program;
- (ii) satisfactory community support;
- (iii) available MSF funding;
- (iv) completion of financial review, business integrity review, required background checks, and other business and legal review and due diligence as required, and the results of which must be satisfactory to the MEDC, the MSF Board, and as applicable, the Chief Compliance Officer;
- (v) approval of an award by the MSF Board; and
- (vi) execution of a final agreement between the Company and the MSF Board containing established milestones and reporting requirements, and all other detailed terms and conditions, required by the MSF Board.

Any funds disbursed to the Company will be subject to a repayment provision, including if the jobs are eliminated.

Michigan Business Growth Fund

The Business Growth Fund is comprised of two programs – the [Collateral Support Program \(CSP\)](#) and the [Loan Participation Program \(LPP\)](#). Both increase the availability of loans to businesses. The CSP provides collateral for companies whose property, plant, equipment, etc., are undervalued. The LPP mitigates risk to the lender and provides support for companies experiencing short-term shortfalls in cash flow.

Michigan Community Revitalization Program

The [Michigan Community Revitalization Program \(MCRP\)](#) will provide grants, loans, or other economic assistance to projects that will revitalize regional urban areas, act as a catalyst for additional investment in a community, reuse vacant or historic buildings, and promote mixed use and sustainable development.

Michigan Emerging Technologies Fund

Federal research and development funds support a critical stage for many technology companies as they move from the laboratory to the marketplace. The Emerging Technologies Fund, administered by the [Michigan Small Business and Technology Development Center \(MI-SBTDC\)](#) for the MEDC matches federal Small Business Innovation Research and Small Business Technology Transfer Research SBIR/STTR funding opportunities for exceptional research and technical innovation generated in Michigan. The ETF will match 25% of phase I SBIR/STTR awards up to \$25,000, and 25% of phase II SBIR/STTR awards up to \$125,000.

Michigan Pre-Seed Fund

The [Michigan Pre-Seed Fund](#) supports high-tech start-up companies with early-stage capital as they near commercial viability. Companies developing technologies in advanced automotive, manufacturing and materials, alternative energy, homeland security, defense, information technologies, agriculture, and life sciences are eligible for funding.

New Markets Tax Credit

If your location decision is in an eligible community, your company will be eligible to utilize the federally funded New Markets Tax Credit program that is managed by the Michigan Magnet Fund (MMF). The MMF received a \$60 million qualified equity investment allocation of New Markets Tax Credits from the U.S. Department of Treasury. This is a 39% tax credit over a seven year period for investments in job-generating businesses and projects in low income census tracts. The net present value of the tax credit is estimated to be approximately 22%-24% of the total net debt required. The MMF has indicated that it is willing to offer New Markets Tax Credits to your lenders if they place their investment in the MMF as part of the financing of your project.

The MMF will then, in turn and simultaneously, invest the combined debt and tax credit equity in your company. Approximately 22%-24% of the total qualified investment will be in the form of debt at zero interest that is putted to you for \$1,000 at the end of a seven year holding period. The Company may need to make a payment to MMF's Revolving Loan Fund from zero percent to six percent of the qualified investment depending on the increase in the project's value during that period. The MMF will coordinate the process to raise the NMTC allocation and equity from several CDEs and obtain the best prices for the tax credit. MMF is prepared to meet with you to discuss the details and eligibility requirements at your earliest convenience.

Private Activity Bonds

The MEDC, through the MSF, can issue tax-exempt and taxable private activity bonds (PAB) for creditworthy companies considering investing in eligible projects.

Tax-Exempt PABs can be issued for capital expenditures in manufacturing plants, not-for-profit corporations, co-generation solid waste projects, and solid waste facilities. They can be used for projects up to \$10 million per site/municipality, with a \$40 million corporate limit. There is no limit on the size of the bond if it is being used to finance a not-for-profit corporation, co-generation solid waste project, or a solid waste facility, and there are also no capital expenditure limitations on these projects. Historically, because the interest paid to bond buyers is exempt from federal, state, and local income taxes, the tax-exempt rates have been 60-70% of conventional rates, including letter of credit fees.

Taxable PABs have few federal restrictions and can be used for financing large business projects in excess of \$10 million. The interest rates are approximately 0.50-1.25 percent below conventional long-term rates because state and local income taxes are exempted. Advantages are found in longer terms (20 years or more), better interest rates, and providing an alternative source of capital compared to commercial banking.

Renaissance Zones

Border Crossing Renaissance Zones

Border Crossing Renaissance Zones (BCRZ) were created to assist businesses located in a qualified border local governmental unit and displaced or otherwise negatively affected by the development of the international border crossing, and are unable to recover from the displacement or negative effect associated with international trade, shipping, or freight hauling, including but not limited to all of the following: (a) customs brokers; (b) distribution centers; and c) trade supply and repair. A qualified border local government is defined as a city with a population of more than 30,000 and less than 36,000 that contains an international border crossing, or a township that adjoins a city with a population of more than 30,000 and less than 36,000 that contains an international border crossing. BCRZs provide businesses with significant benefits by virtually eliminating state and local taxes. These zones can only be within the qualified jurisdictions, and significantly reduce or eliminate property taxes, beginning in 2012 – the MBT only if a Development Agreement is executed with the MSF as of December 31, 2011. The RZ can be designated for up to 15 years. Our internal tax team is available to work with you to provide an estimate of these tax savings at your convenience.

Companies located within a BCRZ are still responsible for federal obligations, unemployment insurance, workers' compensation insurance, social security taxes, sewer and water fees, sales and use taxes, certain property taxes, and beginning in 2012, the Corporate Income Tax, if applicable. BCRZs require support by the local unit of government and final designation by the MSF Board. The Renaissance Zone benefit begins the year following designation. Benefits under BCRZs are phased out in 25% increments over the final three years of the designation period.

Forest Products Processing Renaissance Zones

Forest Products Processing Renaissance Zones (FPPRZ) were created to promote sustainable forest product operations and to enhance the industry in Michigan. FPPRZs provide businesses with significant benefits by virtually eliminating state and local taxes. These zones can be placed anywhere in Michigan and significantly reduce or eliminate property taxes, beginning in 2012 – the MBT only if a Development Agreement is executed with the MSF as of December 31, 2011. The RZ can be designated for up to 15 years. Our internal tax team is available to work with you to provide an estimate of these tax savings at your convenience.

Companies located within a FPPRZ are still responsible for federal obligations, unemployment insurance, workers' compensation insurance, social security taxes, sewer and water fees, sales and use taxes, certain property taxes, and beginning in 2012, the CIT if applicable. FPPRZs require support by the local unit of government; require recommendation by the MSF, and final designation by the State Administrative Board. The Renaissance Zone benefit begins the year following designation. Benefits under FPPRZs are phased out in 25% increments over the final three years of the designation period.

Geographic Renaissance Zones

Michigan has created nearly tax-free Renaissance Zones that can be approved by the MSF Board. Renaissance Zones provide occupants with significant benefits by virtually eliminating state and local taxes. These zones significantly reduce or eliminate property taxes, the MBT if a Development Agreement is executed with the MSF as of December 31, 2011, and personal income taxes for up to 15 years. If the location you are considering falls within a Renaissance Zone area, our internal tax team is available to work with you to provide an estimate of these tax savings at your convenience.

Companies located within a Renaissance Zone are still responsible for federal obligations, unemployment insurance, workers' compensation insurance, social security taxes, sewer and water fees, sales and use taxes, certain property taxes, and beginning in 2012, the Corporate Income Tax if applicable. Renaissance Zones are designated by the local unit of government and require approval by the MSF Board. Benefits under Renaissance Zones are phased out in 25% increments over the final three years of the designation period.

Michigan Strategic Fund Renaissance Zones

Michigan Strategic Fund Renaissance Zones (MSFRZ) were created to promote significant projects in Michigan. MSFRZs provide businesses with significant benefits by virtually eliminating state and local taxes. These zones can be placed anywhere in Michigan, with a minimum of three to be designated in rural areas, and significantly reduce or eliminate property taxes, beginning in 2012 – the MBT only if a Development Agreement is executed with the MSF as of December 31, 2011. The RZ can be designated for up to 15 years. Our internal tax team is available to work with you to provide an estimate of these tax savings at your convenience.

Companies located within a MSFRZ are still responsible for federal obligations, unemployment insurance, workers' compensation insurance, social security taxes, sewer and water fees, sales and use taxes, certain property taxes, and beginning in 2012, the CIT if applicable. MSFRZs require support by the local unit of government, and final designation by the MSF. The Renaissance Zone benefits begin the year following designation. Benefits under MSFRZs are phased out in 25% increments over the final three years of the designation period.

Next Michigan Renaissance Zone

Next Michigan Renaissance Zones can only be designated within a Next Michigan Development Corporation. In order to be eligible for the Renaissance Zone benefit, a company would need to qualify as an Eligible Next Michigan Business, locate within approved Next Michigan Renaissance Zone areas and receive appropriate approvals.

Renewable Energy Renaissance Zones

Renewable Energy Renaissance Zones (RERZ) were created to promote renewable energy operations and to encourage the development of those industries in Michigan. RERZs provide businesses with significant benefits by virtually eliminating state and local taxes. These zones can be placed anywhere in Michigan, and significantly reduce or eliminate property taxes beginning in 2012 – the MBT only if a Development Agreement is executed with the MSF as of December 31, 2011. The RZ can be designated for up to 15 years. Our internal tax team is available to work with you to provide an estimate of these tax savings at your convenience.

Companies located within a RERZ are still responsible for federal obligations, unemployment insurance, workers' compensation insurance, social security taxes, sewer and water fees, sales and use taxes, property taxes, and beginning in 2012 the Corporate Income Tax if applicable. RERZs require support by the local unit of government; require recommendation by the MSF, and in some cases the Michigan Commission of Agriculture, and final designation by the State Administrative Board. The Renaissance Zone benefits begin the year following designation. Benefits under RERZs are phased out in 25% increments over the final three years of the designation period.

Revolving Loan Fund

The [Revolving Loan Fund \(RLF\)](#) is a federal program providing regional-based funds to businesses on a revolving basis. It provides loans, loan enhancements, and equity enhancements to entrepreneurs and businesses that don't qualify for credit in their region.

SBA Programs

CDC/504 Loan Program

The SBA 504 program is designed to finance fixed assets such as real estate and equipment. Lenders work with a Certified Development Corporation to provide two individual loans, one underwritten by the bank and one by the CDC. Borrowers are required to put in between 10% and 15% of the project cost as equity. The biggest benefit among many is that 40% of the project cost can be carried on a long term note which is generally at a low fixed interest rate tied to government backed securities rates.

7(a) Loan Program

The SBA 7(a) program is a loan guarantee program designed to work with a number of business needs. The program is offered through a variety of lenders approved by the SBA. Guarantee amounts go from 75% to 85% in most cases, and are determined based on criteria issued by the SBA. Buildings, equipment, and working capital are all allowed to be financed using an SBA 7(a) guarantee. Generally, the program is used to support credits with potential shortfalls in asset quality or cash flow coverage history, or to support companies with a lack of clear historical performance.

InvestMichigan! Mezzanine Fund – see prior listing.

SmartZones

The SmartZone network provides a full range of services and tools for small businesses emerging and growing in Michigan's 83 counties. We have formed our organization into four

teams dedicated to provide expert assistance to the individual needs of Michigan's small business.

The Venture Michigan Fund

[The Venture Michigan Fund \(VMF\)](#) is a \$95 million fund-of-funds. It invests in private equity managers that in turn invest primarily in Michigan-based early stage companies. Capital for the fund is strictly raised by outside investors. The Michigan Department of Treasury offers those investors up to \$200 million of tax voucher certificates to offset any shortfall. Credit Suisse manages the fund.

Urban Land Assembly

This program, administered by the MEDC, provides financial assistance in the form of loans to eligible municipalities for the acquisition of certain real property for economic development purposes, including industrial and commercial projects. The program is directed toward revitalizing the economic base of cities experiencing economic distress and decline.

Infrastructure Incentives

Community Development Block Grant: Public Infrastructure

The MSF administers the Michigan Community Development Block Grant (CDBG) program, which is a federal program that provides funds to eligible counties, cities, villages, and townships for economic and community development. Qualifying economic development projects are those directly related to a for-profit business location or expansion involving eligible activities that will result in the creation of jobs, with at least 51% of those jobs held by low- and moderate-income workers.

Communities may request grants to provide public infrastructure improvements such as public water or sanitary sewer extensions, streets, roads, and other related facilities to support these types of projects.

Michigan Freight Economic Development Program

Under the Freight Economic Development Program, the Michigan Department of Transportation (MDOT) provides low-interest loans to businesses locating or expanding in Michigan and requiring rail service, or to entities interested in assisting these businesses. These loans, which may be for as much as 50% of the cost of the rail infrastructure, are made at a minimum interest rate of two percent below the prime rate in effect at that time. The applicant must supply collateral for the loan in the form of an irrevocable letter of credit. Loans are set to be repaid over a five-year period, but can be totally or partially forgiven if the facility is properly maintained and annual shipping commitments (built into the contract) are met. If the shipping commitments are met for each of the five years, the loan is effectively converted to a grant.

Funding participation is limited to the rail infrastructure itself. Associated facilities specifically related to the applicant's shipping or receiving operation, such as silos or unloading mechanisms, are not eligible for funding. Final approval is based on various important considerations, including job creation/retention, relative project cost, and the volume of anticipated rail use. Following internal approval by MDOT, all loans must be approved by the State Transportation Commission and State Administrative Board.

Transportation Economic Development Fund

The Transportation Economic Development Fund (TEDF) was created to assist in the funding of highway, road, and street projects necessary to support economic growth. Those eligible to apply for funding include the Michigan Department of Transportation (MDOT), county road commissions, cities, and villages.

If public roadway improvements are necessary for a company to invest in Michigan, MDOT will support a TEDF application by an eligible road agency for roadway improvements. Any improvements must be directly related to the traffic generated by the company's project. A traffic study may be necessary to determine specific roadway needs.

A minimum 20% local match is required, which may be met in part or in whole through the acquisition of any necessary right-of-way, preliminary engineering, and/or construction engineering. The project must meet program requirements, such as private investment and job creation.

Property Tax Incentives

Commercial Rehabilitation Abatement under PA 210 of 2005

Local communities have the ability to create commercial rehabilitation districts, which encourage the rehabilitation of commercial property that is at least 15 years old by abating the taxes on new investment. As defined, 'commercial property' is a qualified facility which is primarily used in the operation of a commercial business. A 'qualified facility' means any of the following: a building or group of contiguous buildings of commercial property that is at least 15 years old; has been allocated for a New Markets Tax Credit; or a qualified retail food establishment, as defined in Section 207.842 (j). Land and personal property are not eligible for abatement under this act. The abatement process is similar to the Obsolete Property Rehabilitation Act, PA 146 of 2000. The city, village, or township must first hold a hearing to establish a Commercial Rehabilitation District. Notification of the hearing must be given to the county board of commissioners and all real property owners in the proposed district. The district must be at least three acres in size unless it is located in a downtown or business area or contains a qualified retail food establishment.

Michigan NextEnergy Authority Property Tax Benefits

The Michigan NextEnergy Authority (MNEA) was created to promote the development of alternative energy technologies and to provide tax incentives for activities and property related to the research, development, and manufacturing of those technologies. Across the State of Michigan, new personal property that is certified as Alternative Energy Personal Property (AEPP) is exempt from the collection of personal property taxes through 2012. The MNEA may certify an alternative energy system, an alternative energy vehicle, the personal property of an alternative energy technology business, or personal property that is used solely for the purpose of researching, developing, or manufacturing an alternative energy technology.

Personal Property Tax Reform

In an ongoing effort to make the state a more attractive place for businesses to invest and grow, Michigan is phasing out its Personal Property Tax (PPT) for most businesses beginning in 2014. This reform will substantially reduce compliance and administrative costs for businesses and will be especially attractive to manufacturers who rely on expensive capital investments in tools and other equipment. Eligible manufacturing personal property could include both commercial personal property and industrial personal property. More specifically, the term refers to all personal property located on real property where that personal property is used more than 50% of the time in industrial processing or in supporting industrial processes.

Eligible manufacturing personal property purchased by the first owner:

- after 2012 will be 100% exempt beginning in 2016.
- before 2006 will be 100% exempt beginning in 2016.
- in 2006 through 2012 will be 100% exempt when the personal property becomes 10 years old.

Property Tax Abatement under PA 198 of 1974 (Non-Rehab) (Non-Border County)

Local units of government have the ability to reduce property taxes on new investment by 50% for manufacturers and high-tech businesses. These abatements can last up to 12 years and can provide relief on real property taxes. The local unit of government is responsible for approving these abatements and their duration.

Property Tax Abatement under PA 198 of 1974 (Eligible Warehouse/Distribution/Logistic Center) (Border County - Berrien, Branch, Cass, Chippewa, Dickinson, Gogebic, Hillsdale, Iron, Lenawee, Menominee, Monroe, St. Clair, St. Joseph, or Wayne)

Local units of government in Michigan's border counties have the ability to reduce property taxes on new investment by 50% for some warehouse, distribution, and logistics centers. These abatements can last up to 12 years and can provide relief on real property taxes. The business must occupy a building that is no smaller than 100,000 square feet in size, and at least 90% of the facility must be used for warehousing, distribution, or logistic purposes. The local unit of government is responsible for approving these abatements and their duration.

Property Tax Abatement under PA 198 of 1974 (Property Rehabilitation)

Investments to rehabilitate existing plants, machinery, and equipment can be completely exempted from local property taxes for up to 12 years by local units of government. The local unit of government is responsible for approving these abatements and their duration.

State Essential Services Assessment Exemption Program

The State Essential Services Assessment (SESA) is required for manufacturers that do not pay personal property tax on eligible manufacturing personal property. In certain circumstances, the MSF may choose to exempt or reduce the SESA for highly competitive projects that create jobs and/or private investment in Michigan through the SESA Exemption Program. This program can eliminate the SESA requirement for up to 15 years.

State Education Tax Abatement

The MEDC can abate half or all of the 6-mill State Education Tax on new investment when the project presents significant economic benefits to Michigan, and when the project receives a property tax abatement under PA 198 of 1974.

Other Tax Incentives

Inventory Tax

No inventory tax - no matter where a company locates in Michigan. All inventory is exempt from state and local property taxes.

Sales Tax Exemptions

The six percent state sales tax is not levied on the purchase of machinery and equipment used in manufacturing.

Workforce Development

The MEDC is ready and able to provide an extensive workforce development package through our Talent Enhancement program. Talent Enhancement services are coordinated by a designated Talent Advisor that specializes in your industry that will work closely with the leadership team of your company to create and implement a custom Talent Enhancement strategy. Your Advisor will integrate programs to attract, train, and retain key talent for the success of your business.

Talent Identification

- (i) Job posting and talent outreach services on the Michigan Job Portal.
- (ii) Ability to search thousands of highly accomplished resumes.

- (iii) Feature opportunities in e-newsletters that reach 5000+ job seekers each week.
- (iv) Launch a robust social media campaign that includes Facebook, LinkedIn and Twitter.
- (v) Host senior-level invitation only career networking events.
- (vi) Arrange with Michigan college and university placement offices for on-campus interviewing.
- (vii) Contact candidates and schedule interviews at a variety of local area office locations or at the company's workplace.

Talent Screening

Talent Enhancement will screen candidates based on a company's specifications and screening questions in partnership with local Michigan Works! offices.

Talent Interviewing

Talent Enhancement can contact candidates and schedule interviews at a variety of office locations or at the company's workplace.

Relocation & Partner Assistance

The MEDC staff will also work with local realtors and other partners to connect relocating employees with housing, education, and community resources to quickly welcome them into the community. Talent Enhancement will also meet with any transferring employee's spouse or partner to understand their career objectives, and will make critical introductions to integrate the spouse/partner into the relevant professional communities.

Salary & HR Consulting

Talent Enhancement can provide salary data and labor market information relevant to your industry.

Training Grants

Talent Enhancement will work closely with your company to maximize utilization of worker training programs and funds that may be available for companies in Michigan.

Internships/Co-ops

Talent Enhancement will work closely with your company to help you establish co-op and internship programs at Michigan colleges and universities.

Pure Michigan Talent Connect's MiVirtualCareerFair

MiVirtualCareerFair is a live, interactive, 3-D virtual environment where employers can interact with top Michigan talent to fill open positions with their company. MiVirtualCareerFair provides employers the opportunity to:

- (i) post open positions,
- (ii) engage in conversation and prescreening with qualified candidates from all over the world via instant chat and/or webcam during live events,
- (iii) attend a career fair without the costs associated with travel, food or lodging, and printing costs,
- (iv) save time and money by having recruiters attend from their own office,
- (v) customize your virtual booth to match your corporate employment brand,
- (vi) view and collect resumes and applications from candidates,
- (vii) receive in-depth, post-event reporting, including chat transcripts.

Six MiVirtualCareerFair events are held each year. A full year of virtual events is available to employers, at a value of up to \$1,800. For more information, please visit www.MiTalent.org/VirtualCareerFair.

Education and Training Programs

Michigan possesses nearly 200 college and university campuses with about one-third granting bachelor's degrees and 40+ offering graduate degrees. More than 100,000 postsecondary degrees are awarded annually by Michigan colleges and universities. Our Talent Enhancement Team can connect you to the various business-serving institutes and continuing education centers at our postsecondary institutions.

Community colleges exist all across the state as they number nearly 30. Eighteen Michigan Technical Educational Centers (M-TEC) have been constructed throughout the Michigan community college system. M-TECs provide a comprehensive array of standardized and customized training and workforce development programs for Michigan's businesses.

Community Development Block Grant: Job Training

The MEDC administers the Michigan Community Development Block Grant (CDBG) program, which is a federal grant program that provides funds to eligible counties, cities, villages, and townships for economic and community development. Qualifying economic development projects are those directly related to a for-profit business location or expansion involving eligible activities that will result in the creation and/or retention of jobs, with at least 51% of those jobs held by low- and moderate-income workers.

If a company requires assistance for workforce training in order to invest in Michigan, the MEDC and local community may provide funds directly to the company for eligible costs incurred for training-related expenses, including wages during training, cost of trainers' wages, materials, vendors, travel, etc. Grant proceeds can only be used for Michigan residents. The grant may be used towards vendor training costs; however, the vendor training expenses must have a minimum 20% match from the employer. Up to 50% of the grant proceeds may be used for on-the-job training (OJT), but not more than 50% of the company's OJT may be reimbursed per person. OJT expenses must be completed within six months of the employees' hiring date, and any employee trained with CDBG funds must be retained for 90 days following the conclusion of training. The funds can be reimbursed either monthly or as expense is incurred. There is no reimbursement for company trainers or out-of-state training expenses.

Community Ventures

Community Ventures (CV) is an effort led by the Michigan Economic Development Corporation (MEDC) to help structurally unemployed individuals pursue career opportunities at Michigan companies. This initiative connects pre-screened talent to employers and lays the foundation for sustainable expansion of employment opportunities for residents of Detroit, Pontiac, Flint and Saginaw. Support and resources will be provided to ensure both employers and talent are well matched.

Structurally unemployed are those who lack the basic skills to obtain/retain employment even when jobs are available. Eligibility criteria include one of the following: low income, lack of education (no GED/high school diploma), lack of functional literacy, long term disconnection from employment, former prisoner, or at-risk youth. We will ensure that our CV eligible talent is job ready before we connect them to the employer. The employer screens all CV eligible talent and only hires those who are suitable for the position.

The program provides a grant to a qualified employer of up to \$5,000 per qualified employee, with an additional \$3,000 per qualified employee available for wraparound support services to assist with job retention and removal of barriers to employment and can include training, transportation, child care, job coaching, and other services.

Michigan Works!

Michigan Works! partners with employers and educators to ensure local businesses have the talent they need now and in the future. Your local office can provide assistance for everything from locating and recruiting potential employees, posting your job openings, screening applicants, and providing training assistance. In some instances, there may be wage subsidies, tax credits or other incentives available to you. Your local Michigan Works! has submitted a customized proposal for your project under separate cover.

Skilled Trade Training Fund (STTF)

The STTF will provide competitive awards for the development and implementation of employer responsive training that will enhance talent incomes, productivity, and employment retention, while increasing the quality and competitiveness of Michigan's businesses. STTF program will ensure Michigan's employers have access to the talent pipeline they need to compete and grow, and participants have the skills they need for in-demand jobs. The program will create and expand collaboration between Michigan Works!, economic development, and educational agencies by funding demand-driven training that addresses talent shortages hampering the growth of Michigan's priority industries.

STTF will be used to fill any documented skill mismatch that currently exists in Michigan, including, but not exclusively limited to skilled trade occupations. Skilled trades encompass three broad categories: skilled industrial trades, skilled construction trades, and skilled service trades.

Training programs funded by STTF must fill a documented talent need experienced by an eligible participating business. The training must lead to full-time employment or continued employment. Examples of allowable training include:

- (i) Classroom
- (ii) OJT
- (iii) Customized
- (iv) Incumbent Worker
- (v) U.S. Department of Labor (USDOL)/Veterans Administration (VA)
Registered Apprenticeships

Trade Adjustment Assistance (TAA)

Trade Adjustment Assistance (TAA) is a federal program that assists U.S. workers who have lost employment as a result of foreign trade. This program provides workers with opportunities to obtain the skills, credentials, resources, and support necessary to become reemployed. A group of workers may be eligible for TAA if their jobs are lost or threatened due to trade-related circumstances as determined by the United States Department of Labor (USDOL). If a worker is a member of a worker group certified by the USDOL, that worker may receive the following benefits and services including up to 130 weeks of training. There are several types of training available including:

- On-the-Job Training (OJT) - up to 104 weeks of training funding up to 50% of wages
OJT is training provided by an employer to worker who has been hired by the employer. OJT is conducted while the worker is engaged in productive work in a job that provides knowledge or skills essential to the full and adequate performance of the job.
- Customized Training – up to 130 weeks of training designed by the employer
Customized Training is designed to meet the special requirements for an employer or group of employers. This type of training is conducted by a separate vendor, but with a commitment by the employer, or group of employers, to employ an individual upon successful completion of the training.

- Registered Apprenticeships - up to 130 weeks of training for Registered Apprenticeships. Apprenticeship programs offer workers employment and a combination of on-the-job learning and related instruction. Apprentices are employed at the start of their apprenticeship and work through a series of defined curricula until the completion of their apprenticeship programs.

Pure Michigan Business Connect

Pure Michigan Business Connect

Through economic gardening initiatives, Michigan businesses have new ways to buy and sell, raise capital, and connect with each other. Pure Michigan Business Connect is a \$3 billion public-private initiative that strengthens our economic gardening philosophy through an alliance of the MEDC, Michigan companies and other Michigan organizations. Pure Michigan Business Connect matches people with resources including venture capital, debt financing, collateral support, and other funding assistance; business support services like customized market research, executive and professional talent search assistance, training support, customized site searches, and ombudsman services; and additional public/private support such as entrepreneur services, export assistance, legal services, and matchmaking with Michigan suppliers.

Other Programs and Incentives

Business Cost and Tax Estimating

To help with the location decision process, the MEDC offers customized operating cost and business tax estimates to new or expanding companies that are planning to locate in Michigan. With specific operational and investment data from a company, a general analysis can be made for the CIT, workers' compensation insurance, unemployment insurance taxes, and property tax. The estimates represent approximations of these particular business cost factors, intended to assist the company in its location and expansion decisions.

Business Plan Competitions

Accelerate Michigan is the largest business plan competition in the country, awarding \$1 million in prizes to technology companies. Great Lakes Entrepreneur's Quest provides mentorship, workshops, and tops it off with a business plan competition for new ventures.

Consultation Education and Training

If a company is not satisfied with its workplace safety and health performance, the Michigan Department of Licensing and Regulatory Affairs (LARA) Consultation Education and Training (CET) Division, is available to help companies solve problems. With CET services, companies can develop a safety and health management system, improve an existing program, or find the help needed to solve tough safety and health problems. CET consultation and training services are provided in the company's facility at no cost by a statewide staff of experienced professional occupational safety consultants and industrial hygienists who work with employers/workers in specific geographic areas.

Energy Efficiency and Renewable Energy Revolving Loan Fund

The Michigan Energy Office administers the Energy Efficiency and Renewable Energy Revolving Loan Fund (Energy Revolving Loan Fund) Program to provide low-interest loans to public or private entities for energy efficiency and renewable energy projects. These funds are provided by the Department of Energy (DOE) through the State Energy Program. The Michigan Energy Office, a US Department of Energy designated State Energy Office, resides within the MEDC. The Office encourages the use of new technologies and alternative fuels in buildings, industrial processes, vehicles and in power generation. Program objectives are advanced through a variety of services, including information dissemination, technical assistance, financial assistance, and demonstration projects.

Environmental Assistance Program

The Environmental Assistance Program is a quick-response service of the Michigan Department of Environmental Quality (DEQ). This program is designed to aid Michigan's small- and medium-sized businesses and municipalities in resolving environmental issues. Direct and referral assistance is available on a variety of programs and issues, including Clean Corporate Citizen (C3), a program of streamlined permitting and other benefits rewarding environmental excellence; compliance assistance (federal and state); handling, disposal, hauling, licensing, and management of solid, liquid, industrial, medical, and hazardous waste; land and water use, and protection; permits for land, air, and groundwater discharge, National Pollution Discharge Elimination System, oil, gas, and mineral drilling, soil erosion and control, water, wetlands, and floodplains; and pollution prevention, waste reduction, and recycling. Additional information is available at www.michigan.gov/degenvassistance.

Export Assistance

The MEDC now provides resources to small and medium-sized Michigan companies (SMEs) interested in finding new markets through selling products and services overseas. Through our statewide network of strategic export partners, companies located anywhere in Michigan can receive export training and export readiness assessment. As companies advance along the export continuum, direct export incentives are available to eligible SMEs, including access to export financing and expense reimbursements related to penetrating new markets, finding foreign buyers, and participating in export trade missions.

Federal Opportunities

The MEDC's Corporate Research Office can undertake focused searches to identify federal funding resources and lending programs for companies and leverage federal funding through national governmental programs and solicitations.

Michigan Business Ombudsman

The Michigan Business Ombudsman Office provides assistance in resolving disputes, investigating business complaints, and making connections with state government agencies. Ombudsmen investigate inquiries from businesses and organizations, acting as a reliable and credible source of information for all parties. Ombudsman services include guidance to Michigan businesses on State of Michigan regulations, procedures, and processes; assistance to state government agencies on problem solving and issue resolution; and dispute resolution on issues that have not been resolved via traditional departmental administrative procedures.

Michigan Defense Center

The Michigan Defense Center identifies growth opportunities for Michigan businesses based on the needs of the U.S. Department of Defense (DOD) and Department of Homeland Security (DHS). The Defense Center helps businesses access research and development resources in universities, federal laboratories, and industry in order to form strategic alliances and respond to new challenges in defense and homeland security. The Defense Center partners with the Procurement Technical Assistance Center statewide network, as well as, regional economic development organizations to advocate with federal agencies on behalf of the Michigan contracting community.

Michigan Manufacturing Technology Center

The Michigan Manufacturing Technology Center (MMTC) offers training and direct technical assistance to small and medium-sized Michigan manufacturers to upgrade them to the best manufacturing practices available. Services are delivered through five regional offices around the state. The MMTC is the Michigan affiliate of the national Manufacturing Extension Partnership program, which is linked to national industry groups, major manufacturers, automation equipment vendors, universities, and research laboratories. MMTC services include training and consulting in customer acquisition, lean manufacturing, lean office, quality systems compliance, Six Sigma, green manufacturing, and activity-based quoting. In addition, the MMTC offers a unique service,

free only to Michigan manufacturers, comparing a company's performance to that of its peers. For more information, visit www.mmtc.org and www.performancebenchmarking.org.

Michigan Procurement Technical Assistance Centers

Michigan's network of Procurement Technical Assistance Centers (PTACs) matches the capabilities of Michigan companies with government contract opportunities. PTACs prepare Michigan businesses to compete for government contracts, educating them on the opportunities, requirements, and process of becoming successful government contractors. PTACs provide pre- and post-award assistance, helping companies through the entire procurement process, from registering as a government contractor and finding bid opportunities through proposal preparation and post-award modifications.

Michigan Small Business Development Centers

The MI-SBDC network provides a full range of services and tools for small businesses emerging and growing in Michigan's 83 counties. The organization has four teams dedicated to provide expert assistance to the individual needs of Michigan's small business.

State of Michigan Contract Connect Program

The Contract Connect Program provides opportunities for business growth through access to a wide range of governmental procurement opportunities. The Contract Connect website provides information on more than 1,100 state contract opportunities, assistance with vendor registry and bids, and tools that can notify registered users of relevant upcoming opportunities. Contract Connect serves the procurement needs of the State of Michigan and multiple Michigan municipalities, school districts, non-profit hospitals, colleges, and universities. For more information, see www.michigan.gov/contractconnect.

Permitting and Regulatory Assistance

In Michigan, business growth and environmental protection work hand-in-hand. MEDC staff can provide assistance in working with the Michigan Department of Environmental Quality (DEQ) and other state regulatory agencies to streamline permitting and clear the decks for a company's business expansion.

Site Location/Real Estate

Michigan operates an electronic site location network that allows for confidential, customized site information tailored to a company's needs. This system allows us to provide immediate information on available buildings, certified industrial parks, and Greenfield sites in any area of Michigan.

Technology Assistance Referrals

Michigan has a wealth of public research universities and institutes that offer technology assistance to Michigan companies. The MEDC will make introductions and referrals to the appropriate organizations if require technical support is required.