Outline

Three Topics
My background:
* Have worked for 21 years in business recruitment
* Was a commercial broker for CBRE in Boston for 11 years
FIRST TOOL: ATTITUDE

RELATIONSHIPS ARE PRIMARY

everything else is secondary
Collaboration
Collaboration
TRUST
The positioning for who gets the credit

Amazon confirms new Boston office, plans to hire 900
Measuring the role we played in a project

Light 1
Moderate 2
Heavy 3
SECOND TOOL: YOUR WEBSITE
Welcome to the Town of Litchfield and to our official website of the Town of Litchfield, New Hampshire. Here you’ll find information and resources about living, working, and visiting our town. Our website is frequently updated and we continue to add new content and services, so please check back often.


For information about the upcoming Town Meeting on March 13, 2018

2018 Town Meeting Voter’s Guide (Information about Budget Request and Warrant)

Fire Station Project details and FAQs

Event Calendar

<table>
<thead>
<tr>
<th>Event</th>
<th>Date</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wednesday, March 21</td>
<td></td>
<td></td>
</tr>
<tr>
<td>School Board Meeting</td>
<td>6:00pm</td>
<td></td>
</tr>
<tr>
<td>P&amp;ZA Public Information Meeting</td>
<td>6:30pm</td>
<td></td>
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<tr>
<td>Thursday, March 22</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Budget Committee</td>
<td>7:00pm</td>
<td></td>
</tr>
<tr>
<td>Monday, March 26</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Board of Selectmen</td>
<td>6:00pm</td>
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</tr>
<tr>
<td>Tuesday, March 27</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Recreation Commission</td>
<td>7:30pm</td>
<td></td>
</tr>
<tr>
<td>Wednesday, March 28</td>
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</table>
this is CONCORD
New England’s Newest Hub of Innovation
The Summit Of New England's Business Corridor

With the City’s central location in the northeast business corridor, coupled with high-quality business support services, Concord has been consistently touted as one of the most desirable communities in New Hampshire in which to live and work.

Find Concord
Industries

Economic indicators show that the NH economy continues to steadily grow at a healthy pace and Concord is located on the pulse of that growth. Concord is poised to be that next platform as an incubator for innovation, early adoption and transformative change across many sectors.

Concord's Growth-Driven Industries

TECHNOLOGY

At the summit of a rapidly expanding NH high-tech environment, the City is well poised to welcome innovative and disruptive
CONCORD
New Hampshire's Capital City

YOUR GOVERNMENT
- Audit Calendar
- City Council
- Agendas & Minutes
- Bills & Proposals
- Code of Ordinances
- Job Vacancies
- Parks & Recreation

CITY SERVICES
- Online Bill Pay
- Report a Concern
- Notify Me
- Concord Maps

OUR COMMUNITY
- News Flash
- Calendar
- Spotlight on the Capital

DOING BUSINESS
- How Do I?
- Help Center

NEWS FLASH

Dog Licensing
The City has begun its annual dog licensing season. Read on...

Property Tax Payments
Fourth quarter installment payments for 2017 property taxes are due by March 31, 2018. There are several payment options available. Read on...

Understanding Your Property Tax Bill
Want to have a better understanding of your property tax bill? Watch Ward 3 City Councilor Jennifer Kinnaree’s video to help answer any questions you may have.

Road Load Limits
Crews began posting “No Trucking - Load Limit 9 tons” signs on designated roads on Monday, February 26, 2018. This weight restriction will impact heavy construction vehicles and commercial trucking to minimize road damage during the spring thaw. Read on...

VIEW ALL NEWS

Concord General Services is offering FREE Toilet Dye Test Kits (while supplies last) at their Utility Billing office at 311 North State Street to encourage Concord water consumers to find and fix leaks in celebration of the EPA WaterSense’s “Fix a Leak Week” (March 18-24). Fixing leaks can reduce water consumption and potentially save money on utility bills. Watch our video, “How to Find Water Leaks at Home,” below. Visit www.concordnh.gov/leaks for more information and to learn how you can enter our “Royal Leak Detection” contest to win a free WaterSense labeled toilet (entry deadline is 5:00 PM on March 22nd.)

How To Find Water Leaks At Home...
STARTING, EXPANDING OR BRINGING A NEW BUSINESS TO CLAREMON'T

Welcome to the Economic Development and Business page. Claremont is emerging as an important center of commerce. Our economic development staff is dedicated to serving the needs of our existing businesses, and to be as helpful as possible for those looking to start or locate a business in Claremont.

If you are thinking about bringing a business to Claremont, we encourage you to click on the Claremont Advantage link. This economic development page will point you to easy-to-use resources like our GIS Mapping tools and the State of New Hampshire's "State to State Comparison" tool. A welcome kit with information about infrastructure, daily car travel, and more, can be requested here. More than anything, we hope you'll reach out — contact information for the Planning and Economic Development Director can be found here.

In addition, this page features information on the Planning Process, the City's Building Regulations, and some common Forms, Applications, and Permits. We encourage you to reach out to the Planning and Development Department with any questions.
STORY TELLING

Your website should tell stories about who you are and what makes your town/city a great place to work and live in New Hampshire.
WHERE WORK & CULTURE CONVERGE

GENOMICS

SURF

WHY WE CHOOSE SANTA CRUZ
In depth:

OLENA MOROZOVA
FOUNDER & SCIENTIFIC LEAD:
TREEHOUSE CHILDHOOD CANCER INITIATIVE

Please introduce yourself and describe what you do.

My name is Olena Morozova and I am the Founder & Scientific Lead at the Treehouse Childhood Cancer Initiative.
Third Tool
--Recent Project
I get a call…

**Jack Donovan**, former Executive Director of NH Business Finance Authority (BFA) calls me from a coffee shop in downtown Chicago.

Jack is now retired and living in Chicago.

He just heard a NH company is thinking of expanding to Tennessee and will decide in two weeks.
Fact Pattern:

80,000sf new construction and 85 new employees

$6 million in new payroll

$40 M investment—occupancy summer 2019
Key Decision Points:

Cost of power (they will use 4 MW)

Upfront building costs ($14 M)

Attracting and keeping talent

Need quick approvals for state permits
Tennessee offering:

$0.6 cents per KWH, all in (saving $1.4M)

Building ready to buy for $4.1M (saving $10 M)

Strong talent base

Low property taxes

Quick approvals
GRANTS

We want to put your company on the road to success and provide momentum for future growth. Our state’s signature “FastTrack” program includes grants for infrastructure development, job training, and a discretionary fund for a variety of other expenses.

FastTrack Infrastructure Program

- Grants made to local communities for public infrastructure improvements
- Must be for specific infrastructure projects benefitting one or more companies committed to creating new jobs and/or making new capital investments
- Cover infrastructure such as rail, roadway, port, airport, site, water, sewer, gas and telecommunication improvements
- Require local matching funds based on a community’s ability to pay

FastTrack Job Training Assistance Program

- Grant assisting new or expanding companies with funding to support the training of new full-time employees.

FastTrack Economic Development Fund

- Provides additional grant support for companies expanding or locating in Tennessee with reimbursable grants made to local industrial development boards
- Aids companies in a variety of ways, including relocation of equipment, temporary office space, capital improvements, retrofitting and other expenditures not previously covered by FastTrack infrastructure or job training grants
- Only used in exceptional cases where the impact of the company on a given community is significant.
COLCHESTER, VT. (WCAX) Nokian is pulling its headquarters out of Colchester.

A spokesman confirmed to WCAX News that Nokian headquarters is moving to Tennessee.

Employees found out earlier this month that they may have to relocate if they want to keep their jobs.

The company said their headquarters might be moved by spring 2019 but it could take longer.

Sixty-five people work at the Colchester facility. Nokian is expecting job losses but it’s not yet clear how many.
The Pitch:
Groveton, New Hampshire
Groveton Site Proposal

• ERZ credit: $240,000
• Coos County Job Creation Credit: $400,000
• New Market Tax Credits savings $9.8 M
• Power $0.7 cents for Hydrogen power with direct tap to natural gas back up
Coos Job Creation Tax Credit

- New full time job
- Credit: $10.87 per hour up to $14.49 = $750 credit
- Credit: $14.50 per hour and up = $1,000 credit
- Per job, per year up to 5 consecutive years
New Market Tax Credit

- 7 Year deal
- Through debt & Investment business funds 75%
- Investor funds 25%
- Company pays 0% & 0 payment over 7 years
- The 25% not repaid (a grant)
- Investor gets a 39% tax credit
NMTC Leveraged Deal Structure

Leverage Funds
$29,013,487.00

Company Affiliate Leverage Lender
$29,013,487.00

Investment Pooling Fund LLC
(own 99.99% of Sub-CDE)
$29,013,487.00 + $13,251,235.00 - $328,720.09 = $41,436,000.00

NMTC Equity Investor
(own 100% of Investment Pooling Fund LLC)
$13,251,235.00 + $16,160,040.00 = $39,411,275.00

Subsidiary CDE 1, LLC
(Subsidiary CDE)

Qualified Equity Investment
$41,436,000.00

Placement Fee
$328,720.09

Community Development, LLC
(0.01% of Sub-CDE)

$1,035,900

Project & Borrower

QLICI Loans @ below market rates

Total QLICI Loans = $49,400,100.00

QLICI "A" Loan = $29,013,487.00

QLICI "B" Loan = $11,556,618.00

Debt Service Payments

QLICB
Response:

No interest!
Second Pitch....
BFA rents Company vacant land

Company subleases new building and land from BFA for ten years

BFA floats a bond with state credit

Company designs and builds facility paid by BFA bond

Company buys building at the end of ten years
House Bill 316—Property Tax Exemption

• Up to 50% break on local town/school property taxes
• Up to 10 years
• Based on the increase in assessed value of new construction or renovations of existing buildings
• Approved by City Council or town vote
Local property tax exemption—5 years on new project

### Assumptions

1. Proposed Facility (Sq. Ft.) 85,000
2. Cost / Sq. Ft 168.24
3. Total Estimated Cost $14,300,000
4. Tax Rate (Fixed 2017)

<table>
<thead>
<tr>
<th>Town Rate</th>
<th>Local School</th>
<th>State School</th>
<th>County</th>
</tr>
</thead>
</table>

### Milford Warrant Article 23. Industrial Tax Exemption

<table>
<thead>
<tr>
<th>5 Year Tax Exemption Period</th>
<th>Exemption Percentage</th>
<th>Construction Cost</th>
<th>Tax Rate Town &amp; School</th>
<th>Tax Rate State Educ. &amp; County</th>
<th>Total Estimated Taxes W/ Exemption</th>
<th>Total Estimated Taxes No Exemption</th>
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</thead>
<tbody>
<tr>
<td>Year 1</td>
<td>50%</td>
<td>$14,300,000.00</td>
<td>$25.83</td>
<td>$3.56</td>
<td>$235,593</td>
<td>$420,277</td>
</tr>
<tr>
<td>Year 2</td>
<td>40%</td>
<td>$14,300,000.00</td>
<td>$25.83</td>
<td>$3.56</td>
<td>$272,529</td>
<td>$420,277</td>
</tr>
<tr>
<td>Year 3</td>
<td>30%</td>
<td>$14,300,000.00</td>
<td>$25.83</td>
<td>$3.56</td>
<td>$309,466</td>
<td>$420,277</td>
</tr>
<tr>
<td>Year 4</td>
<td>20%</td>
<td>$14,300,000.00</td>
<td>$25.83</td>
<td>$3.56</td>
<td>$346,403</td>
<td>$420,277</td>
</tr>
<tr>
<td>Year 5</td>
<td>10%</td>
<td>$14,300,000.00</td>
<td>$25.83</td>
<td>$3.56</td>
<td>$383,340</td>
<td>$420,277</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>$1,547,332</strong></td>
<td></td>
<td><strong>$554,054</strong></td>
<td><strong>$2,101,385</strong></td>
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Deal Summary Savings

- Lease/buy: $7.8 M
- Property Tax Exemption: $550 K
- ERZ Credit: $250 K

Savings: $8.5 M
<table>
<thead>
<tr>
<th></th>
<th>State of the state overall 2017</th>
<th>Best state to raise children 2017</th>
<th>Best state for quality of life 2018</th>
<th>Most educated state 2017</th>
<th>Best state tax payer ROI 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>New Hampshire</td>
<td>1</td>
<td>1</td>
<td>4</td>
<td>6</td>
<td>1</td>
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<tr>
<td>Tennessee</td>
<td>45</td>
<td>33</td>
<td>28</td>
<td>43</td>
<td>16</td>
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<tr>
<td>Washington</td>
<td>16</td>
<td>14</td>
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<td>9</td>
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<tr>
<td>North Carolina</td>
<td>39</td>
<td>33</td>
<td>34</td>
<td>43</td>
<td>16</td>
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<tr>
<td>Virginia</td>
<td>14</td>
<td>10</td>
<td>20</td>
<td>7</td>
<td>4</td>
</tr>
</tbody>
</table>
Company selected
New Hampshire

- $40 million investment
- 85 new mfg. direct
- 6 new indirect jobs

Economic impact to local NH economy

<p>| | |</p>
<table>
<thead>
<tr>
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<tbody>
<tr>
<td>$7,329,002</td>
<td>91</td>
</tr>
<tr>
<td>Change in Earnings</td>
<td>Change in Jobs</td>
</tr>
<tr>
<td>1.07 Multiplier</td>
<td>1.14 Multiplier</td>
</tr>
</tbody>
</table>
Hitchiner announces $50 million expansion

Manufacturer unveils plans to build 85,000-square-foot facility in Milford

BY JEFF FEINGOLD

Published: April 4, 2018

Hitchiner Manufacturing Co. Inc. is announcing plans to expand its New Hampshire operations with the construction of a new 85,000-square-foot facility on the company’s Elm Street campus in Milford.

The company on Wednesday said the expansion represents a multi-phased $50 million capital investment and will house operations to support new growth in markets Hitchiner currently serves. The project is contingent on securing financing and permits from the town and state.

His company’s expansion ‘is good news for Hitchiner, our employees, our community and the state,’ says Chairman and CEO John Morison.
Full Circle:

RELATIONSHIPS ARE PRIMARY

everything else is secondary