

BIGGINS LACY SHAPIRO

is best known for innovative packages of public sector incentives that create value for companies and their communities.

Leveraging the same core skills, BLS also helps companies make location decisions, and advises jurisdictions on business recruitment and retention programs.

BLS and its principals have been redefining the concept of Location Economics to create opportunities and add value for our clients. BLS focuses on

- Integrating location and incentives strategies for companies expanding, relocating or consolidating operations.
- Helping reposition, redeploy and redevelop surplus or underutilized properties controlled by corporations and public entities.



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OUR SERVICES

ECONOMIC DEVELOPMENT INCENTIVES

Creative but rigorous incentives strategies in support of corporate relocations and expansion. A reputation for effectiveness and integrity, creating valuable benefits for our clients while also helping communities achieve their economic development goals.

SITE SELECTION

Thorough analysis of labor markets, operating costs, infrastructure and other critical location variables.

LAND STRATEGIES AND APPROVALS

Creating value through redevelopment and rezoning strategies for Brownfields and other surplus properties. Guiding clients through the complex land use regulatory process, and securing government funding for infrastructure and incentives to reposition properties for development or sale.

PUBLIC SECTOR ECONOMIC DEVELOPMENT

Counseling public agencies seeking to attract good jobs and corporate investment through targeted industry strategies, incentives benchmarking and program design.

EXPERIENCE

BLS' approach to Location Economics is best illustrated by highlighting recent projects:

Bristol-Myers Squibb: Managed site selection and incentives on a highly-competitive site search for a \$1.3 billion biologics manufacturing facility.

Bloomberg: Served as strategic advisor and since 1997 for a wide range of location and project financing strategies.

Royal Bank of Scotland: Obtained incentives of over \$100 million for consolidation in Stamford, Connecticut.

JP Morgan Chase: Managed incentives negotiations for multiple projects, entailing the relocation of 12,000 jobs and adding value with the creation of new incentives programs and transaction structures.

Verizon: Advised the extended family of Verizon companies on multiple projects nationwide since 2000, including the new 1.2 million square foot AT&T HQ in New Jersey.

Hercules: Managed redevelopment strategies to on the disposition of 2,100 acres of Brownfields.

RX Solutions: Managed site selection and incentives negotiations for an innovative new 200-person pharmaceutical fulfillment center (\$12 million in incentives).

Diageo: BLS managed incentives strategy in support of its new North American HQ operations.

PRINCIPALS

Jay Biggins, Executive Managing Director, manages BLS' national account relationships, and also serves as an advisor to public sector economic development organizations on incentives strategies.

Joe Lacy, Managing Director, spearheads incentives and financial analysis and serves as a project manager for large-scale and nationally-based corporate clients.

Andrew Shapiro, Managing Director, heads the firm's location advisory practice. He specializes in financial feasibility and labor market analyses.

GLOBAL REACH

BLS is part of a global alliance of location and incentives experts throughout North America, Europe and Asia, offering clients unrivaled access, market intelligence, credibility and creativity in support of their location and incentives strategies. BLS' alliance members include:

- Wadley Donovan Gutshaw Consulting: Global location advisory services
- Buck Consultants: Location consulting (Europe)
- Tractus Asia Limited: Location consulting (Asia)