

# Responding to a Request for Information

Preparation is Your Superpower!



**Heartland**  
Economic Development Course  
2024

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Vice President  
Corporate Attraction – Emerging Sectors  
Kansas City Area Development Council

## Session Overview

**Heartland**  
Economic Development Course  
2024

- Site Location = Process of Elimination
- Most Competitive
- What can you do to keep from being eliminated?
- Site Visit 101

# Requests for Information (RFIs)

- Come in various formats: Word, Excel, Web Portals
- Not created equal – site selection consultants, clients, state
  - Template vs custom
- Varying lengths
- DO NOT LEAVE BLANKS
- Think regionally when necessary
- Personalize it – emphasize new or unique assets

## Requests for Information – Real Estate

<b>Site Name</b>	
<b>Site Location (street address or intersection)</b>	
<b>Location Coordinates - Latitude</b>	
<b>Location Coordinates - Longitude</b>	
<b>County</b>	
<b>Incorporated Area? (Y/N)</b>	
If in incorporated area, name of municipality	
<b>Ownership? (Public/Private)</b>	
<b>Owner(s)</b>	
Real Estate Representative (contact information)	
<b>Asking Price</b>	
<b>Is site located in an industrial park? (Y/N)</b>	
<b>Former Use(s)</b>	
<b>Neighboring Uses</b>	
<b>Total Site Acreage</b>	
<b>Site Dimensions</b>	
<b>Additional Adjacent Acreage Available (specify acreage and location)</b>	
<b>Acreage within Floodplain/Floodway</b>	
<b>Current Zoning Designation</b>	
Zoning authority	
<b>Restrictive Covenants? (Y/N)</b>	
<b>Name of Road Directly Serving Site</b>	
Number of lanes on road directly serving site	
<b>Nearest Interstate or Limited Access Highway</b>	
Distance	

# Sample RFIs

II. UTILITIES & SERVICES		
Community and name of site:		
Electric	Name of electric power company serving the site.	Westar Energy
	Can current electric facilities support the project?	Yes
	Identify distribution lines and substation(s) serving the site, and site distance from substation(s).	95th Street and Waverly Road (substation). 12-16 (distribution). Site is approximately 2.5 miles from substation.
	Provide total capacity available at substation(s).	Two 25 MVA transformers (12-14 and 12-16).
	Specify new electrical infrastructure required to serve the site.	There are no limitations on providing power to the site.
	Is dual feed an option for this site? Please describe how capacity allocation and infrastructure costs are handled.	Westar Energy can provide a dual feed from the same source. There would need to be some infrastructure upgrades in order to provide it from a dual source. Customer typically pays for the redundant feed.
Natural Gas	Indicate the all-in average rate per kWh based on the project's electric profile.	7.4 cents
	Have there been unplanned power outages to industrial users on site circuit(s) in the past 5 years? Please describe.	There have been only two extended outages since 2015.
	Is natural gas available at the proposed site?	Yes
	Name of service provider	ATMOS Energy
	What is the size of the distribution line that will serve the site and distance from site?	4"
	What is the pressure of the service line?	40 PSI
Is project requirement currently available at the proposed site?	Yes	
Can firm service be provided?	Yes	

138 Indicate the five largest employers within 50 miles of the site in Table 5.

139 Indicate the five largest manufacturers within 50 miles of the site in Table 6.

140 Indicate the availability of supporting manufacturing activities (i.e., heat treatment, finishing, tooling, contract manufacture of electrical equipment, CNC machining operations, etc.) in Table 6A.

141 Indicate the five largest project announcements within a 50-mile radius (lower expansion in the last five years) in Table 7.

Name of Company	Number of Employees (descending order)	Industry type	Are They Utilized? Y/N	Approximate Distance from

Name of Company	Number of Employees (descending order)	Manufacturing Type	Are They Utilized? Y/N	Approximate Distance from

Name of Company	Number of Employees (descending order)	Manufacturing Type (see 2.115.1 for details needed)	Are They Utilized? Y/N	Approximate Distance from Site

Project Keystone Supporting Photos

# Requests for Information - Financial

<b>Free or reduced land cost</b>
Infrastructure and cost offsets/reimbursements
Utility extensions
Road and transportation infrastructure
Expedite/fast-track both environmental and building permitting (if needed)
Fee waivers (environmental, building, licensing)
Real and personal property tax abatement
Construction material and process equipment sales and use tax reimbursements
Reduced utility costs for electricity, gas, water, sewer/solid waste, and telecommunications
Cash for new quality job creation
Employee recruiting and training expense reimbursement
Equipment relocation cost reimbursements

# Now WHAT?!?!

You have received a new project request....



Now what do you do?!?!?

# Responding to an RFI

- Read it
  - Project Scope
  - Requested Information, Format
  - Timeline
  - Submit any clarifying questions
- Assemble the team
  - Property Owner or Broker
  - Utility Companies
  - Internal Departments
  - Local, Regional or State partners



## Responding to an RFI

- Provide what is asked for
  - Letterhead (electronic)
  - Naming PDF's (Project Star – Salina KS – Site Aerial)
  - Format as requested (Word, Excel, etc.)
  - Include required attachments (maps, photos, aerials, etc.)
  - Provide only what is requested
- How to be a good team player
  - Ask questions
  - Complete RFI's
  - Clear maps (identify site)
  - Submission deadline

## Know Your Inventory

- Know your properties – Sites & Buildings Database
  - Size, ownership, zoning
  - Previous use and why they left – expanded or downsized?
  - Map of property in relation to region/state/US
  - Supporting documentation (floor plans, quality photos, Phase I)
- Know your building and landowners
- Know your real estate brokers
- Know your infrastructure (existing and future) and Contacts
  - Utilities – electric, sewer, water, natural gas, fiber
  - Transportation – roads, rail

## Preparation: Know Your...

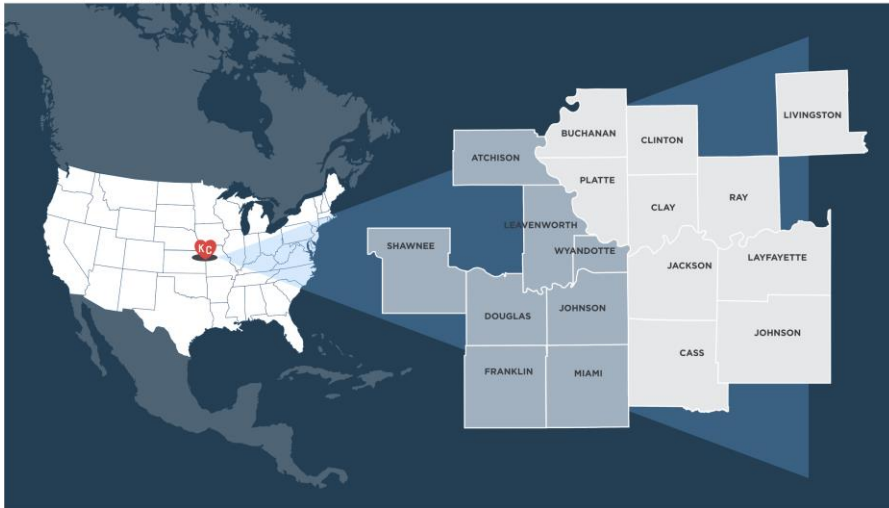
- Think regionally
- Know your numbers
  - Utilize tools (BLS, American Fact Finder, US Census)
  - Population
  - Labor Force
  - Unionization
  - Labor Costs
  - Educational Attainment
- Community & City Leadership
- Major Employers

## Maps & Environmental

- Maps
  - City or County, Google Earth, GIS
  - Building & site location in community/region/state
  - Aerial map
  - Floodplain map
  - Topography map
  - Infrastructure map
- Phase I & II environmental review of sites

# Where is Your Community?

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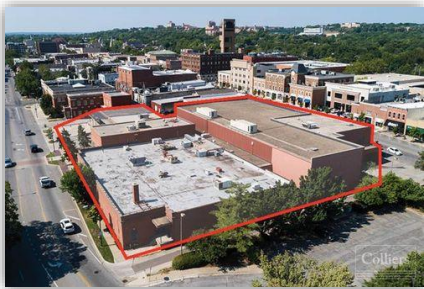


# Accessibility

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# Quality Photos of Building/Aerial Photos



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# Aerial Map



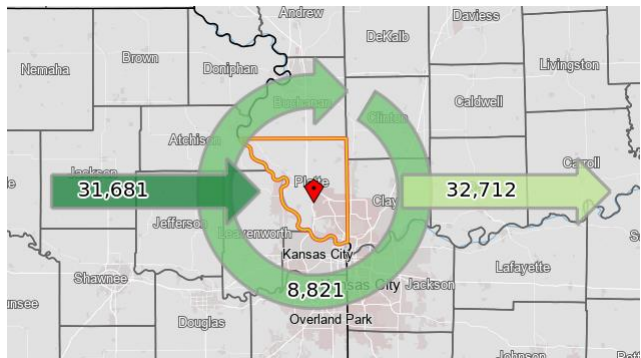


# Floodplain Map

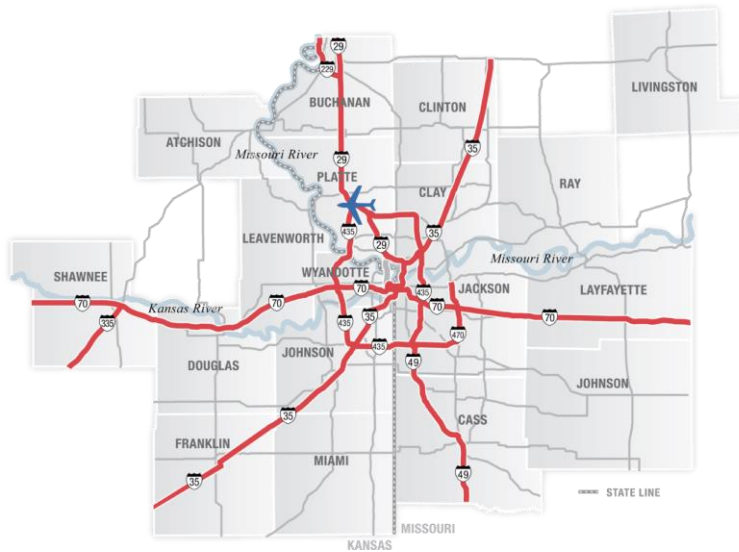


# Demographic Data

- Keep current
- Provide on a regional basis
- Commuting patterns



# Regional Workforce Draw



# Incentives

- Have incentive policies in place before the client calls
- Summarize local incentive options in a one-two page overview
  - Don't send city ordinance policy on incentives
- Check with utility representatives for economic development rider discounts
- Leave the state incentives to the state officials

# Quality of Life



- Quality of Life vs Character of Life
- Friendly, hard-working people, great quality of life – OVERUSED
- Personalize – focus on what’s unique about your area
  - Our labor rates are 15% below national averages.
  - Due to layoffs at a local company, we have a trained pool of welders.
  - Our City Council recently enhanced our tax abatement policy and reduced our water and sewer rates.
  - This year our city constructed a new city park, community center with pool, and a new library.

# Submitting Your Sites on a project

## Database/Brochure:

- How to use – what’s my password?
- Keep info current and complete
- If no price, it’s not for sale

**Southwire Bldg.**  
2412 N. Hwy. 169 | Coffeyville, KS | Montgomery County  
Available SF: 406,027 | Lease Terms: Unknown | Sale Price: \$6,100,000

**Property and Area Description**  
Approx. 306,350 sq. ft. manufacturing space with a peak height of 38 ft. Approx. 91,400 sq. ft. warehouse space with a peak height of 42 ft. Approx. 7,500 sq. ft. office space. Approx. 55,000 sq. ft. basement. Supplied by 4+ megawatts power. Rail served by South Kansas and Oklahoma Line. 14-dock-height shipping doors, 4 dock-height receiving doors with hydraulic levelers, 3 rail-height rail spur doors. Centrally located nationally on US Highway 169.

**Population**

26,562	42,276	72,877
10 Mile Radius	20 Mile Radius	30 Mile Radius

Source: ESRI®, 2018

**Households**

10,626	16,849	29,372
10 Mile Radius	20 Mile Radius	30 Mile Radius

Source: ESRI®, 2018

**Transportation**  
Nearest 4-Lane Hwy: US Hwy. 75, south of Coney (25.00 mi)  
Nearest Interstate: I-44 (72.00 mi)  
Nearest Airport: Coffeyville Municipal Airport (0.00 mi)  
Nearest Commercial Airport: Tulsa International Airport (86.00 mi)  
Rail Served: Norfolk Southern Railway, Other  
Rail Infrastructure in Place: Yes

**Utilities**  
Electric: Coffeyville Municipal Light & Power  
Natural Gas: Atmos Energy  
Water: City of Coffeyville  
Sewer: City of Coffeyville

**Economic Development Contact**  
Trisha Pardon  
Montgomery County Action Council  
115 S. 6th St.  
Independence, KS 67301  
(620) 331-3830 | tpardon@actioncouncil.com

**Broker/Realtor Contact**  
Doug Hedrick  
Colliers International  
816-556-1136 | doug.hedrick@colliers.com



## Preparation Matters

- RFIs will come in Friday afternoon and over holidays
  - If prepared, no need to panic
  - If not, you may be working over the weekend or holiday
- What if you don't have a property that meets requirements?
- What if the use wouldn't be supported for a property that does meet the requirements?

## Common Site Elimination Factors

- Lack of qualifying buildings or shovel-ready sites
- Lack of available & qualified labor
- Location
- Transportation & utility infrastructure
- Costs – real estate, labor, utilities
- Incentives
- Lack of information or preparation

# Don't Make Them Hunt for Answers

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# Land Site Example

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- Leavenworth: (LocationOne)
  - [LOIS \(locationone.com\)](http://locationone.com)
- Address
- Available Acreage
- Sale or Lease Price
- Quality Photos, Videos, Maps, Environmental Reports
- Property Contact

# Land Site – Leavenworth (LocationOne)

BUILDINGS
SITES
AREAS
MY FAVORITES
SEARCH

Showing 12 of 12 sites by Acres High

**Leavenworth Business & Technology Park**  
Leavenworth, KS  
81 Acres

**N & W of 10th Avenue and Muncie**  
Leavenworth, KS  
70.38 Acres

**10th Muncie-Leavenworth**  
Leavenworth, KS  
37.57 Acres

**Gary Carlson Business Center**  
Leavenworth, KS  
25 Acres

**First City Industrial Park**  
Leavenworth, KS  
21.2 Acres

**4714 S. 10th Avenue**  
Leavenworth, KS  
19.516 Acres


**4622 S. 10th Avenue**  
Leavenworth, KS  
14 Acres

**Abeles Field**  
Leavenworth, KS  
12 Acres

**5136 Lakeview Dr.**  
Leavenworth, KS  
11.8 Acres

**N & W of Eisenhower RD & Lakeview Dr.**  
Leavenworth, KS

## Leavenworth Business & Technology Park



Click for slideshow

**Address:** Eisenhower Rd. & 14th Street  
**City:** Leavenworth  
**State:** KS  
**County:** Leavenworth  
**Acres:** 81  
**Sale Price:** \$40,000/acre  
**Lease Rate:** \$0.00  
**Lease Terms:** \$0.00  
**Last Updated:** Feb 15, 2021

**Economic Development Contact**  
Steve Jack  
Leavenworth County Development Corporation  
1294 Eisenhower Rd.  
Leavenworth, KS 66048  
(913) 727-6111  
www.lvcountryed.org  
sjack@LVCountyED.org

**Broker/Realtor Contact**  
Paul Kramer  
(913) 680-2600  
pkramer@firstcity.org

**Property Description**

This new 81-acre business and technology park in Leavenworth, KS is located just 20 miles west of the KCI Airport. The park was completed in June, 2018, with all grading, storm water detention, a new internal road, sidewalks/trails, lighting, and all utilities in place. Grading was completed to 2% of level. This shovel-ready site gives clients the ability to develop 2 to 50 acres lots in exactly the manner best suited to a company. Leavenworth is located in the northwest quarter of the Greater Kansas City Area. Leavenworth County has a population of 81,095 and is home to Leavenworth which itself has 36,210 residents. According to the Docking Institute at Fort Hays State University, though, the population of the Leavenworth County Labor Basin is estimated to be 371,650. The Civilian Labor Force is estimated to be 189,331.

**Property Overview**

Available Acres: 81  
Topography: Graded, shovel-ready

**Zoning:** Industrial-Light, Mixed Use, Commercial  
**Within City Limits:** Yes

**Population**


75,156 10 Mile Radius	1,476,947 30 Mile Radius	2,672,993 60 Mile Radius
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**Households**

25,828 10 Mile Radius	593,996 30 Mile Radius	1,053,429 60 Mile Radius
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Demographics Source ESRI®, 2020

**Map**



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sjack@LVCountyED.org

**Broker/Realtor Contact**  
Paul Kramer  
(913) 680-2600  
pkramer@firstcity.org

**Additional Details**

**Adjacent available acres:** No  
**Flood plain:** No

**Transportation**

**Nearest Highway:** K-7 (2 Miles)  
**Nearest Interstate:** I-70 (15 Miles)  
**Nearest Airport:** Shannon Army Airfield (9 Miles)  
**Nearest Commercial Airport:** Kansas City International Airport (20 Miles)

**Electric Service**

**Supplier:** Evergy - John Engelmann  
**Phone:** 816-654-1634  
**Website:** www.evergyed.com  
**Description of Capability:** A total of 14 junction boxes are installed throughout the development - every 200 feet on the west side of the street and every 400 feet on the east side of the street. The service is 3 phase with the capability to satisfy large electric users. Initial installation includes a 4/0 primary UG conductor, capable of carrying up to 5MVA (per EDE). 6" conduit was used, as well as 600A junction boxes, to accommodate 1000 MCM primary UG conductor if it is needed down the road.

**Natural Gas**

**Supplier:** Kansas Gas Service  
**Phone:** (800)794-4780  
**Website:** https://www.kansasgasservice.com/  
**Description of Capability:** A new 6" gas line supports approximately 110 - 120 MCFH at 40 psig.

**Water**

**Supplier:** Leavenworth Waterworks  
**Size of Line:** 12"  
**Description of Capability:** Water service is provided by the Leavenworth Waterworks which installed a 5,500 feet of 12" ductile water main throughout the park which connects to an existing 16" water main.

**Wastewater**

**Supplier:** City of Leavenworth  
**Description of Capability:** Sanitary sewer lines run along the backside of all the lots on the north, south, west and east edges of the industrial park, 9,000 feet of new 8", 10" and 12" PVC sanitary sewer with 23 concrete sanitary sewer manholes was constructed to City of Leavenworth standards.

**Telecommunications**

**Supplier:** AT&T and Spectrum  
**Phone:** Spectrum: (844)415-1020  
**Description of Capability:** Two 4" conduits are installed. Spectrum and AT&T fiber and cable are available for installation. Speeds more than 100 mbs will be available.

**Certified:** No  
**Specialty Features:** None

**Rail Served:** No  
**Rail Accessible:** No  
**Rail Infrastructure in Place:** No

**All Utilities Extend to Site:**  
**Nearest Substation:** 2.3 mi.  
**Served By KV Line:**

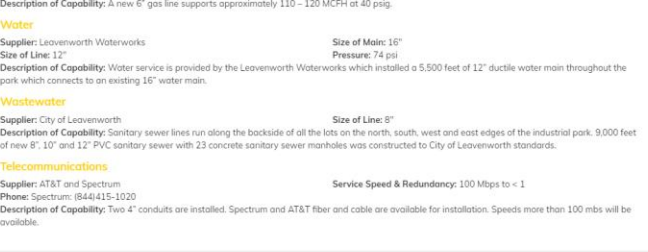
**Size of Line:** 6"  
**Pressure:** 40 psi

**Size of Main:** 16"  
**Pressure:** 74 psi

**Size of Line:** 8"

**Service Speed & Redundancy:** 100 Mbps to < 1

**Map**



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# Available Buildings Example

- Lawrence (LocationOne)
  - LOIS (locationone.com)
- Address
- Square Feet/Building Size
- Building Type – Industrial, Warehouse, Commercial
- Sale or Lease Price
- Quality Photos, Videos & Maps
- Property Contact

## Building – Lawrence (LocationOne)

The screenshot displays the LocationOne website interface. The main listing is for '2325 Venture Park Drive - Venture Park Building One' in Lawrence, KS. The property overview table provides the following details:

Property Overview	Population	Households
Total SF: 153,310	114,611 (10 Mile Radius)	45,937 (10 Mile Radius)
Number of Stories: 1	971,359 (30 Mile Radius)	377,074 (30 Mile Radius)
Year Built: 2018	2,570,488 (60 Mile Radius)	1,015,248 (60 Mile Radius)
Can Subdivide: Yes		
Located in Incentive Zone: Yes		

Additional details from the listing include:
 

- Address:** 2325 Venture Park Drive, Lawrence, KS
- County:** Douglas
- Building Type:** Warehouse & Distribution
- Available SF:** 153,310
- Sale Price:** \$0.00
- Lease Rate:** \$5.65
- Lease Terms:** Negotiable
- Last Updated:** Jan 28, 2020

The sidebar on the left lists other nearby buildings, such as '1-70 Business Center - three suites available' and '910 E. 29th St., Site 5'. The bottom of the page shows a Windows taskbar with the system clock at 9:48 AM on 2/26/2021.



# Building Details & Location

## Lawrence VenturePark

2325 VENTUREPARK DRIVE | LAWRENCE, KANSAS

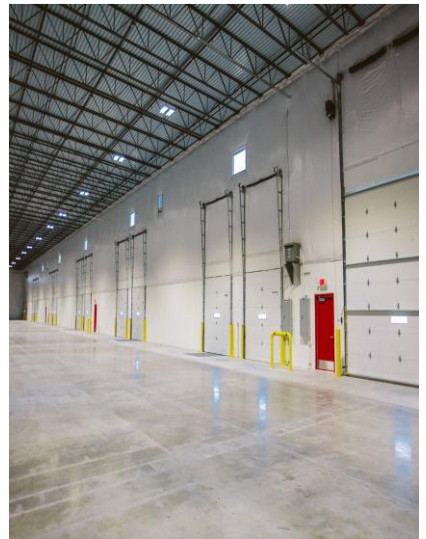


OFFICE AREA	Build-to-suit
SITE SIZE	13.04 acres
CLEAR HEIGHT	28'
SPRINKLER	ESFR
COLUMN SPACING	Typical 52'x50', speedway 52'x60'
LIGHTING	LED
CONSTRUCTION	Concrete tilt up
ROOF SPECIFICATION	5/8 mil TPO (4-4") (R20) insulation
FLOOR THICKNESS	7" unreinforced concrete (diamond doled plates and gravel base) at all connection and control joints)
WAREHOUSE HEATING	Positive pressure direct gas-fired make-up air handling units minimum 50' @ 4" C
ELECTRICAL	2000 amp, 277/480V, 3 phase building service
LOADING DOORS	24 dock doors 9' x 10', 3 drive-ins 14' x 10'
TRUCK COURT	135'
DOCK DOOR KNOCKOUTS	16 available, 2 are oversized to accommodate additional driving
DOCK EQUIPMENT	Mechanical levelers (40,000 lbs) at 12 doors, dock seals and bumpers at all doors
AUTO PARKING	126 stalls + 8 ADA (97 future stalls)
PAVING AND SURFACING	Driveway approaches and 60' wide truck dock aprons shall consist of an 8" concrete paving
OPERATING EXPENSES	Taxes: \$0.5/SF, Insurance: \$0.10/SF CAM, \$0.40/SF (estimated 2020)
R.E. TAX ABATEMENT	70% for 10 years
ZONING	IG
UTILITIES	Wester Energy (electric), City of Lawrence (water and sewer), Atmos Energy (gas).
ACCESS	Excellent access to I-10
DEVELOPER	VanTrust Real Estate, LLC

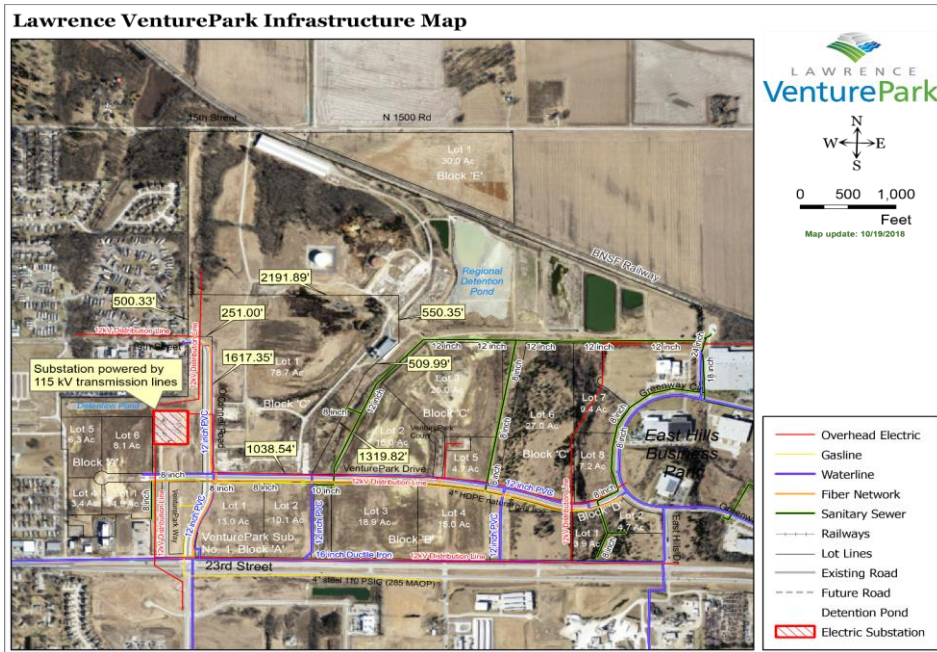


# Quality Photos of Building

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# Infrastructure Map



# Community Profile Example

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2024

- Lawrence (LocationOne)
  - LOIS (locationone.com)
- Population
- Housing
- Education
- Employment by Industry
- Additional Data Can be Added – Major Employer Data

# Community – Lawrence (LocationOne)



BUILDINGS SITES AREAS MY FOLDERS SEARCH

States Regions Counties Communities

CLOSE

## Lawrence, KS

County: Douglas

ESRI Reports Videos Photos Print Brochure Files Share

BUILDINGS SITES

Search By Name

Minimum Population Maximum Population

SEARCH

- Abbyville, KS
- Ablene, KS
- Ada, KS
- Admire, KS
- Agenda, KS
- Agra, KS
- Albert, KS
- Alden, KS
- Alexander, KS
- Allen, KS
- Alma, KS
- Amena, KS

OVERVIEW DETAILS



### Population Overview

Population 2022: 96,172  
 Population 2027: 97,648  
 Female Population 2022: 47,764  
 Male Population 2022: 48,409  
 Diversity Index: 50.4

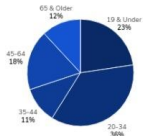
### Population By Race

White: 75%  
 Two or More Races: 10%  
 Hispanic or Latino: 8%  
 Black or African American: 5%  
 Asian: 2%

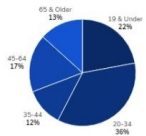
Lawrence is located on I 70 midway between Kansas City and Topeka. Just thirty minutes in either direction are metro amenities yet the city retains an attractive small town, rural ambiance. This is no small feat as the area is the fastest growing MSA in the region with a current population of 100,000 increasing at 2-4% each year. The county is home to three universities and 77% of the workforce has some college education. Business professionals, educators, and other white-collar professionals comprise nearly one half of the workforce, followed by computer programmers and social services. K10 Highway connects Douglas County east to Johnson County and is rapidly developing as a regional high tech corridor. Home to the University of Kansas and Haskell Indian Nations University, Lawrence offers a broadly diverse and educated population. The University of Kansas HighTech Bioscience Center and Information Technology & Telecommunications Center serve as research centers and resources for the Life Science and IT disciplines. K-10 Highway connects Douglas County east to Johnson County and is rapidly developing as a regional high tech corridor. Technology transfer and a small business incubator are facilitated through the Kansas Innovation Corporation. Business professionals, educators, and other white-collar professionals comprise nearly one half of the workforce, followed by computer programmers and social services. K10 Highway connects Douglas County east to Johnson County and is rapidly developing as a regional high tech corridor.

### Population

#### Population By Age 2022



#### Population By Age 2027



#### Age & Gender 2022



#### Median Age 2022

Male Female

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Lawrence County: Douglas The Chamber of Lawrence & FDC of Lawrence and Douglas Co. 785-865-4475 | SKelly@LawrenceChamber.com



### Population Overview

Population 2022: 96,172  
 Population 2025: 97,648  
 Female Population 2022: 47,764  
 Male Population 2022: 48,409  
 Diversity Index: 50.4

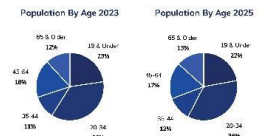
### Population By Race

White: 75%  
 Two or More Races: 10%  
 Hispanic or Latino: 8%  
 Black or African American: 5%  
 Asian: 2%  
 American Indian: 3%  
 Some Other Race: 2%  
 Native Hawaiian or Pacific Islander: 0.1%

### Workforce

Total Workforce: 54,082  
 Employed: 969  
 Unemployed: 46

### Population



### Age & Gender 2023



### Households



### Average Daily Commute



### Median Age 2023



### Total Families



### Net Migration



### Housing Overview

2023 Median Home Value:	\$240,827
2028 Median Home Value:	\$238,213
2023 Total Housing Units:	44,405
2023 Owner Occupied Units:	38,467
2023 Renter Occupied Units:	21,883
2023 Vacant Units:	4,065
2020 Total Housing Units:	45,127
2020 Owner Occupied Units:	39,279
2020 Renter Occupied Units:	21,883
2020 Vacant Units:	4,261

### Employment by Industry

Educational Services:	10,123
Health Care/Social Assistance:	9,711
Retail Trade:	6,663
Accommodation/Food Services:	4,945
Professional/Scientific/Tech Services:	3,882
Manufacturing:	3,373
Public Administration:	2,494
Finance/Insurance:	2,228
Other Services:	2,108
Construction:	1,863
Administrative/Support Services:	1,580
Transportation/Wholesale:	1,354
Real Estate/Rental/Leasing:	1,179
Information:	1,086
Arts/Entertainment/Recreation:	1,081
Wholesale Trade:	772
Utilities:	388
Agriculture/Forestry/Fishing/Hunting:	164
Management of Companies/Enterprises:	75
Mining/Quarrying/Oil & Gas Extraction:	52

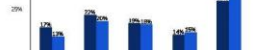
### Income



### Per Capita Income



### Income Growth



### Household Income Distribution



# Sam's Suggestions

- If You Don't Understand, Neither Will They
- Ask the Questions
- Get Good at Document Management
- Personal Branding Opportunity
- Acknowledgement & Gratitude to Your Team

## Site Visit Basics: Prepare to Win



# Site Visit 101 – The Power of P

**Heartland**  
Economic Development Course  
2024

- Plan Their Perception



# Site Visit 101 – The Power of P

**Heartland**  
Economic Development Course  
2024

- Plan Their Perception
  - "Perception is the copilot to reality." - Carla Harris
  - What words do you want the client to use to describe
    - their experience?
    - your community?
    - your team?
- Plan for Personal Needs
  - Physical accommodations
  - Dietary restrictions
  - Bio breaks
  - Brain breaks

# Site Visit 101 – The Power of P

- Plan Your Route
  - Consider your transportation
  - Drive your route. Drive it again.
  - Preparing your real estate
  - Identify obstacles – access, weather, footwear
- Prep Your Team
  - Who's In The Room?
  - Importance of Hello
  - Control the Narrative
  - Respect the Timeline

# Site Visit 101 – The Power of P

- Prepare Your Space
  - Meet Where It Matters
  - Test Your IT
  - Local Touches Make a Difference -
- Prepare Your People
  - Script
  - Practice
- Print or Electronic
  - Readable Maps
  - Binders for Handouts
  - Follow-up with client & your team

# Sam's Suggestions

- Personal Branding Opportunity
- Acknowledgement & Gratitude
- Put a Mermaid in the Pool to Your Team

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