

**Client:** MasterBrand Cabinets

**Project:** Manufacturing plant site selection, acquisition and incentive negotiations

**Location:** Kinston, NC

**Objective:** Acquire an existing rail-served building of at least 500,000 sq. ft. suitable for manufacture of kitchen cabinets by a major division of Fortune Brands. MasterBrand's site selection objectives included:

- Siting the plant in the Southeast to assure proximity to raw materials
- Locating in an area that was in attainment for ozone under existing and projected EPA standards
- Low operating costs
- Non-union labor force
- Labor supply sufficient to staff a 900+ employee operation

**Challenges:** An existing building was the only option that could achieve the timeline. A very large, rail-served building was required. Finding a suitable rail-served building in a community that met the stringent site selection requirements.

**Solution:** Walker's WISER<sup>sm</sup> site selection optimization model was used to identify all counties in the study area that were in attainment for ozone under the EPA's existing and proposed standards, and that met all of MasterBrand's operational requirements. The model also identified all second-generation and spec buildings suitable for the operation.



Our Development Services Group priced upfit and expansion of the shell buildings and retrofit of the second-generation facilities to create an apples-to-apples comparison of capital investment requirements for the buildings. The firm's Location Consulting Group performed a similar analysis on annual wage, benefits, tax, and utility costs.

**Value Added:** Walker identified an excellent, second-generation facility of 550,000 sq. ft. in a community that met all site selection requirements except rail service.

The incentive package negotiated for MasterBrand included construction of a rail off-loading facility close to the plant, over \$2,000,000 in cash payments, and significant funds to defray recruiting and training costs.

**The Walker Way works best**