

# Symbia Fulfillment Services of NV, LLC

655 Waltham Way Bldg. A, McCarran, NV 89437

Steve Buckman, VP of Operations

Date: September 12, 2023

## Application Facts:

Industry	<b>Transportation, Warehousing &amp; Utilities</b>
NAICS	<b>493110</b>
Type of App	<b>Expansion</b>
Location	<b>Storey County</b>
RDA	NNDA, Amy Barnes

## Company Profile

Symbia Fulfillment Services of NV, LLC (Symbia) plans to expand its current Storey County operations with a brand new, Class A building – approximately 320,000 sq. ft. Symbia is a family-owned warehousing and fulfillment provider. The focus of Symbia's business has been omni channel clients. In 2014, Symbia has become a model of 3PL excellence and a go-to provider for expanding companies seeking a logistics partner to help them scale and expand into new markets. Featuring a full complement of warehousing and fulfillment centers, Symbia's numerous locations function as a seamless, nationwide network. The company is very active in environmental and sustainability initiatives and processes: Symbia planted over 1,500 trees as part of the Onetreeplanted.org – reforestation Partner; has been named to the G75 by Inbound Logistics Green Supply Chain partner in 2022 and does a significant amount of recycling: 705 tons of metal, 426 tons of carboard, 1.34 lbs of plastic film, 13,924 tons of wood and 19.2 tons of office waste. The company actively pursues workforce diversity. This is particularly beneficial in the supply chain sector where creative problem solving can improve needed efficiency. Source: *Symbia Fulfillment Services of NV, LLC*

## Tax Abatement Requirements:

	<u>Statutory</u>	<u>Company Application</u>	<u>Meeting Requirements</u>
Job Creation	6	<b>10</b>	<b>Yes</b>
Average Wage	\$29.28	<b>\$29.37</b>	<b>Yes</b>
Equipment Capex (SU & MBT)	\$93,153	<b>\$4,051,000</b>	<b>Yes</b>
Equipment Capex (PP)			

## Additional Requirements:

Health Insurance	65%	<b>72%</b>	<b>Yes</b>
Revenues generated outside NV	51%	<b>82%</b>	<b>Yes</b>
Business License	<input checked="" type="checkbox"/> Current	<input type="checkbox"/> Pending	<input type="checkbox"/> Will comply

## Total Tax Liability (without tax abatements)

### Direct (company)

### Total

**\$500,218**

**\$2,740,940**

## Tax Abatements

### Contract Terms

### Estimated Tax Abatement

Sales Tax Abmt.	4.6% for 2 years	\$121,530
Modified Business Tax Abmt.	50% for 4 years	\$6,765
Personal Property Tax Abmt.	50% for 10 years	\$89,406

## Total Estimated Tax Abatement over 10 yrs.

**\$217,701**

## Net New Tax Revenues

### Direct

### Indirect

### Taxes after Abatements

### Local Taxes

Property	\$1,787,754	\$41,848	\$1,829,602
Sales	\$105,326	\$3,877	\$109,203
Lodging	\$0	\$16,453	\$16,453

### State Taxes

Property	\$92,357	\$154,419	\$246,776
Sales	\$81,020	\$98,914	\$179,934
Modified Business	\$90,415	\$50,215	\$140,630
Lodging	\$0	\$641	\$641

## Total Estimated New Tax Revenue over 10 yrs.

**\$2,156,872**

**\$366,367**

**\$2,523,239**

## Economic Impact over 10 yrs.

### Direct

### Construction

### Total

Total Jobs Supported	35	0	35
Total Payroll Supported	\$15,953,870	\$0	15,953,870
Total Economic Value	\$37,142,937	\$0	37,142,937

## IMPORTANT TERMS & INFORMATION

**Tax Abatements are reduction or discount of tax liability and companies do not receive any form of payment.**

**Total Estimated Tax Abatement** is a tax reduction estimate. This estimated amount will be discounted from total tax liability.

**Estimated New Tax Revenue** is amount of tax revenues local and state government will collect after the abatement was given to applying company.

**Economic Impact** is economic effect or benefits that this company and it's operations will have on the community and state economy measured by total number of jobs, payroll and created output.

July 26, 2023

Mr. Tom Burns Executive Director  
Governor's Office of Economic Development  
555 E. Washington Ave., Suite 5400  
Las Vegas, NV 89101

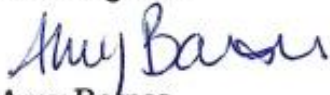
Dear Mr. Burns,

Northern Nevada Development Authority (NNDA) is pleased to provide this letter of support for Symbia Fulfillment Services of NV, LLC application for the Sales and Use Tax Abatement, Modified Business Tax Abatement, and Personal Property Tax Abatement as stated on the attached incentive application.

We have reviewed the application submitted by Symbia Fulfillment Services of NV, LLC and are supporting their efforts to expand their facility and operations in Storey County Nevada. The company will add 10 new jobs in the first two years with an average wage of \$29.37 per hour. Symbia is a family-owned warehousing and fulfillment provider and has become a model of 3PL excellence and a go-to provider for expanding companies seeking a logistics partner to help them scale and expand into new markets.

NNDA respectfully requests the application be considered by the Governor's Office of Economic Development and be placed on the next available GOED Board agenda to review and take action.

Best Regards.



**Amy Barnes**  
Director of Business Development  
Northern Nevada Development Authority



July 17, 2023

Tom Burns  
Executive Director  
Nevada Governor's Office of Economic Development  
555 E. Washington Avenue, Suite 5400  
Las Vegas, NV 89101

Dear Mr. Brown,

We have been working in the Reno/Sparks market for the last several years. We have been very happy with our relationships with our employees, clients, and public officials in this market. We plan to open a brand new, Class A building – approximately 320,000 square feet located in the same parking lot as our existing site in the Waltham Industrial Park in Storey County. This will be a significant increase in our footprint, investment, workforce, and commitment to Northern Nevada. To help mitigate various start up costs and reduce our commercial risks, we are requesting tax abatements from NV GOED.

The focus of our business has been omni-channel clients. These are clients who want a single inventory location for all sales channels (direct to consumer, retail and product moving into manufacturing). This is a significant value proposition for mid-tier clients and differentiates Symbia Logistics in the marketplace. Northern Nevada is a great location for distribution for our clients because of (a) proximity to the port for ocean freight arriving from Southeast Asia; (b) proximity to the west coast, especially population density centers like Los Angeles and San Francisco; and (c) the engaged and experienced workforce we have found in the area.

Our current footprint of our total operations in the Nevada market is 410K square feet. With this expansion, we will move that up to 510K square feet; however, more importantly, we will be moving into a Class A building with much higher ceilings than our existing buildings. While the square footage is increasing by approximately 25%; we expect our storage capacity will increase in the range of 35-45% (based on higher racking, denser racking, and improved layouts). We are planning investments in the \$3M - \$5M range (racking, material handling equipment, etc) to facilitate this growth.

Symbia provides market wages with an average for new hires exceeding the Nevada average wage. In addition, we expect to on-board additional professional staff in the market including logistics professionals and engineers. We have already hired an experienced General Manager from the region, a long-time Nevada resident. We offer a range of benefits including health care benefits, dental and vision, 401k, and various Paid Time Off programs. We have also focused on supporting internal upgrades including promoting unskilled laborers into skilled positions (e.g., package handlers trained to become lift truck operators) and operations / production staff into Client Services Representatives and First Line Supervisors.

**Symbia.com**

(970) 337-7070  
216 Main Street, Suite C100  
Edwards, CO 81632



The Reno market is a key strategic location for Symbia with significant growth opportunities. Your approval of the various abatements and credits during the early stages of the project allow us to fund the requirement investments and demonstrates to our ownership the strong bonds we are establishing in the communities we service.

Thank you for your attention to this request, your consideration, and your continuing support of economic growth in Nevada.

Sincerely,

A handwritten signature in blue ink, appearing to read "S. Buckman", is positioned above the typed name.

Steve Buckman  
Symbia Logistics of Colorado, LLC  
EVP – Operations  
21844 Gold Valley Road  
Perris, CA 92570  
951-581-4250  
[Steve.buckman@symbia.com](mailto:Steve.buckman@symbia.com)

**Symbia.com**

(970) 337-7070  
216 Main Street, Suite C100  
Edwards, CO 81632

**ECONOMIC DEVELOPMENT**

**Incentive Application**

Company is an / a: (check one)

New location in Nevada

Expansion of a Nevada company

Company Name: Symbia Fulfillment Services of NV, LLC

Date of Application: July 21, 2023

**Section 1 - Type of Incentives**

Please check all that the company is applying for on this application:

Sales & Use Tax Abatement

Sales & Use Tax Deferral

Modified Business Tax Abatement

Recycling Real Property Tax Abatement

Personal Property Tax Abatement

Other: \_\_\_\_\_

**Section 2 - Corporate Information**

COMPANY NAME (Legal name under which business will be transacted in Nevada) <u>Symbia Fulfillment Services of NV, LLC</u>			FEDERAL TAX ID #
CORPORATE ADDRESS <u>216 Main St. Unit C100</u>	CITY / TOWN <u>Edwards</u>	STATE / PROVINCE <u>CO</u>	ZIP <u>81632</u>
MAILING ADDRESS TO RECEIVE DOCUMENTS (If different from above)	CITY / TOWN	STATE / PROVINCE	ZIP
TELEPHONE NUMBER <u>970.337.7070</u>	WEBSITE <u>www.symbia .com</u>		
COMPANY CONTACT NAME <u>Steve Buckman</u>	COMPANY CONTACT TITLE <u>VP of Operations</u>		
E-MAIL ADDRESS	PREFERRED PHONE NUMBER		

Has your company ever applied and been approved for incentives available by the Governor's Office of Economic Development?  Yes  No

If Yes, list the program awarded, date of approval, and status of the accounts (attach separate sheet if necessary):

**Section 3 - Program Requirements**

Please check two of the boxes below; the company must meet at least two of the three program requirements:

A capital investment of \$1,000,000 in eligible equipment in urban areas or \$250,000 in eligible equipment in rural areas are required. This criteria is businesses. In cases of expanding businesses, the capital investment must equal at least 20% of the value of the tangible property owned by the business.

New businesses locating in urban areas require fifty (50) or more permanent, full-time employees on its payroll by the eighth calendar quarter quarter in which the abatement becomes effective. In rural areas, the requirement is ten (10) or more. For an expansion, the business must increase employees on its payroll by 10% more than its existing employees prior to expansion, or by 25 (urban) or 6 (rural) employees, whichever is greater.

In both urban and rural areas, the average hourly wage that will be paid by the business to its new employees is at least 100% of the average statewide hourly wage.

Note: Criteria is different depending on whether the business is in a county where the population is 100,000 or more or a city where the population is 60,000 or more "urban" area), or if the business is in a county where the population is less than 100,000 or a city where the population is less than 60,000 (i.e., "rural" area).

**Section 4 - Nevada Facility**

Type of Facility:

Headquarters

Service Provider

Technology

Distribution / Fulfillment

Back Office Operations

Manufacturing

Research & Development / Intellectual Property

Other: \_\_\_\_\_

PERCENTAGE OF REVENUE GENERATED BY THE NEW JOBS CONTAINED IN THIS APPLICATION FROM OUTSIDE NEVADA <u>82%</u>	EXPECTED DATE OF NEW / EXPANDED OPERATIONS (MONTH / YEAR) <u>Oct-2023</u>		
NAICS CODE / SIC <u>493110</u>	INDUSTRY TYPE <u>Warehousing &amp; Fulfillment</u>		
DESCRIPTION OF COMPANY'S NEVADA OPERATIONS <u>Existing 3PL and warehousing service provider in the Reno area for 10 years</u>			
PROPOSED / ACTUAL NEVADA FACILITY ADDRESS <u>655 Waltham Way Bldg. A</u>	CITY / TOWN <u>McCarran &amp; Sparks</u>	COUNTY <u>Storey County</u>	ZIP <u>89437</u>
WHAT OTHER STATES / REGIONS / CITIES ARE BEING CONSIDERED FOR YOUR COMPANY'S RELOCATION / EXPANSION / STARTUP? <u>No others at this time</u>			

**Section 5 - Complete Forms (see additional tabs at the bottom of this sheet for each form listed below)**

Check the applicable box when form has been completed.

- 5 (A)  Equipment List
- 5 (B)  Employment Schedule
- 5 (C)  Evaluation of Health Plan, with supporting documents to show the employer paid portion of plan meets the minimum of 65%.
- 5 (D)  Company Information Form

**Section 6 - Real Estate & Construction (Fill in either New Operations/Startup or Expansion, not both.)**

New Operations / Startup - Plans Over the Next <u>Ten</u> Years	Expansions - Plans Over the Next <u>10</u> Years
<p>Part 1. Are you currently/planning on leasing space in Nevada? <u>      No      </u></p> <p><b>If No, skip to Part 2. If Yes, continue below:</b></p> <p style="padding-left: 40px;">What year(s)? _____</p> <p style="padding-left: 40px;">How much space (sq. ft.)? _____</p> <p style="padding-left: 40px;">Annual lease cost of space: _____</p> <p>Do you plan on making building tenant improvements? _____</p> <p><b>If No, skip to Part 2. If Yes *, continue below:</b></p> <p style="padding-left: 40px;">When to make improvements (month, year)? _____</p> <hr style="border-top: 1px dashed black;"/> <p>Part 2. Are you currently/planning on buying an owner occupied facility in Nevada? <u>      No      </u></p> <p><b>If No, skip to Part 3. If Yes *, continue below:</b></p> <p style="padding-left: 40px;">Purchase date, if buying (month, year): _____</p> <p style="padding-left: 40px;">How much space (sq. ft.)? _____</p> <p>Do you plan on making building improvements? _____</p> <p><b>If No, skip to Part 3. If Yes *, continue below:</b></p> <p style="padding-left: 40px;">When to make improvements (month, year)? _____</p> <hr style="border-top: 1px dashed black;"/> <p>Part 3. Are you currently/planning on building a build-to-suit facility in Nevada? <u>      No      </u></p> <p><b>If Yes *, continue below:</b></p> <p style="padding-left: 40px;">When to break ground, if building (month, year)? _____</p> <p style="padding-left: 40px;">Estimated completion date, if building (month, year): _____</p> <p style="padding-left: 40px;">How much space (sq. ft.)? _____</p>	<p>Part 1. Are you currently leasing space in Nevada? <u>      Yes      </u></p> <p><b>If No, skip to Part 2. If Yes, continue below:</b></p> <p style="padding-left: 40px;">What year(s)? <u>      2013-2023      </u></p> <p style="padding-left: 40px;">How much space (sq. ft.)? <u>      180,000      </u></p> <p style="padding-left: 40px;">Annual lease cost at current space: <u>      \$648,000.00      </u></p> <p>Due to expansion, will you lease additional space? <u>      Yes      </u></p> <p><b>If No, skip to Part 3. If Yes, continue below:</b></p> <p>Expanding at the current facility or a new facility? <u>      New      </u></p> <p style="padding-left: 40px;">What year(s)? <u>      2023      </u></p> <p style="padding-left: 40px;">How much expanded space (sq. ft.)? <u>      320,000      </u></p> <p style="padding-left: 40px;">Annual lease cost of expanded space: <u>      \$2,112,000.00      </u></p> <p>Do you plan on making building tenant improvements? <u>      Yes      </u></p> <p><b>If No, skip to Part 3. If Yes *, continue below:</b></p> <p style="padding-left: 40px;">When to make improvements (month, year)? <u>      10/23-5/24      </u></p> <hr style="border-top: 1px dashed black;"/> <p>Part 2. Are you currently operating at an owner occupied building in Nevada? <u>      No      </u></p> <p><b>If No, skip to Part 3. If Yes, continue below:</b></p> <p style="padding-left: 40px;">How much space (sq. ft.)? _____</p> <p style="padding-left: 40px;">Current assessed value of real property? _____</p> <p>Due to expansion, will you be making building improvements? _____</p> <p><b>If No, skip to Part 3. If Yes *, continue below:</b></p> <p style="padding-left: 40px;">When to make improvements (month, year)? _____</p> <hr style="border-top: 1px dashed black;"/> <p>Part 3. Do you plan on building or buying a new facility in Nevada? <u>      No      </u></p> <p><b>If Yes *, continue below:</b></p> <p style="padding-left: 40px;">Purchase date, if buying (month, year): _____</p> <p style="padding-left: 40px;">When to break ground, if building (month, year)? _____</p> <p style="padding-left: 40px;">Estimated completion date, if building (month, year): _____</p> <p style="padding-left: 40px;">How much space (sq. ft.)? _____</p>
<p><b>* Please complete Section 7 - Capital Investment for New Operations / Startup.</b></p>	<p><b>* Please complete Section 7 - Capital Investment for Expansions below.</b></p>
<p>BRIEF DESCRIPTION OF CONSTRUCTION PROJECT AND ITS PROJECTED IMPACT ON THE LOCAL ECONOMY (Attach a separate sheet if necessary):</p>	

**Section 7 - Capital Investment (Fill in either New Operations/Startup or Expansion, not both.)**

New Operations / Start Up	Expansions
How much capital investment is planned? (Breakout below):	How much capital investment is planned? (Breakout below):
Building Purchase (if buying): _____	Building Purchase (if buying): <u>\$0</u>
Building Costs (if building / making improvements): _____	Building Costs (if building / making improvements): <u>tbd</u>
Land: _____	Land: <u>\$0</u>
Equipment Cost: _____	Equipment Cost: <u>\$4,051,000</u>
<b>Total:</b> _____	<b>Total:</b> <u>\$4,051,000</u>
	Is the equipment purchase for replacement of existing equipment? <u>No</u>
	Current assessed value of personal property in NV: <u>\$465,767</u>
	(Must <b>attach</b> the most recent assessment from the County Assessor's Office.)

**Section 8 - Employment (Fill in either New Operations/Startup or Expansion, not both.)**

New Operations / Start Up	Expansions
How many full-time equivalent (FTE*) employees will be created by the end of the first eighth quarter of new operations?: _____	How many full-time equivalent (FTE*) employees will be created by the end of the first eighth quarter of expanded operations?: <u>10</u>
Average hourly wage of these <u>new</u> employees: _____	Average hourly wage of these <u>new</u> employees: <u>\$28.87</u>
	How many FTE employees prior to expansion?: <u>22</u>
	Average hourly wage of these <u>existing</u> employees: <u>\$28.47</u>
	Total number of employees after expansion: <u>32</u>

\* FTE represents a permanent employee who works an average of 30 hours per week or more, is eligible for health care coverage, and whose position is a "primary job" as set forth in NAC 360.474.

OTHER COMPENSATION (Check all that apply):

- |   |  |   |   |
|---|--|---|---|
| <input checked="" type="checkbox"/> Overtime              | <input checked="" type="checkbox"/> Merit increases  | <input type="checkbox"/> Tuition assistance                                   | <input checked="" type="checkbox"/> Bonus |
| <input checked="" type="checkbox"/> PTO / Sick / Vacation | <input checked="" type="checkbox"/> COLA adjustments | <input checked="" type="checkbox"/> Retirement Plan / Profit Sharing / 401(k) | <input type="checkbox"/> Other: _____     |

BRIEF DESCRIPTION OF ADDITIONAL COMPENSATION PROGRAMS AND ELIGIBILITY REQUIREMENTS (Attach a separate sheet if necessary):

**Section 9 - Employee Health Insurance Benefit Program**

Is health insurance for employees and is an option for dependents offered?  Yes (**attach health plan and quote or invoice**)  No

Package includes (check all that apply):

- Medical  Vision  Dental  Other: \_\_\_\_\_

Qualified after (check one):

- Upon employment  Three months after hire date  Six months after hire date  Other: \_\_\_\_\_

Health Insurance Costs:	Percentage of health insurance premium by (min 65%):
Plan Type: _____	
Employer Contribution (annual premium per employee): <u>\$ 7,031.00</u>	Company: <u>72%</u>
Employee Contribution (annual premium per employee): <u>\$ 2,667.54</u>	Employee: <u>28%</u>
<b>Total Annual Premium:</b> <u>\$ 9,698.54</u>	

[SIGNATURE PAGE FOLLOWS]

**Section 10 - Certification**

I, the undersigned, hereby grant to the Governor's Office of Economic Development access to all pertinent and relevant records and documents of the aforementioned company. I understand this requirement is necessary to qualify and to monitor for compliance of all statutory and regulatory provisions pertaining to this application.


Being owner, member, partner, officer or employee with signatory authorization for the company, I do hereby declare that the facts herein stated are true and that all licensing and permitting requirements will be met prior to the commencement of operations. In addition, I and /or the company's legal counsel have reviewed the terms of the GOED Tax Abatement and Incentives Agreement, the company recognizes this agreement is generally not subject to change, and any material revisions have been discussed with GOED in advance of board approval.

Steve Buckman

\_\_\_\_\_  
Name of person authorized for signature

VP of Operations

\_\_\_\_\_  
Title

  
\_\_\_\_\_  
Signature

7-21-2023  
\_\_\_\_\_  
Date

**Nevada Governor's Office of Economic Development**

555 E. Washington Ave., Ste 5400 • Las Vegas, Nevada 89101 • 702.486.2700 • (Fax) 702.486.2701 • [www.diversifynevada.com](http://www.diversifynevada.com)



## Site Selection Factors

Company Name: Symbia Fulfillment Services of NV, LLC

County: Storey

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### Section I - Site Selection Ratings

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Directions: Please rate the select factors by importance to the company's business (1 = very low; 5 = very high). Attach this form to the Incentives Application.

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Availability of qualified workforce:	<u>4</u>	Transportation infrastructure:	<u>4</u>
Labor costs:	<u>4</u>	Transportation costs:	<u>3</u>
Real estate availability:	<u>5</u>	State and local tax structure:	<u>4</u>
Real estate costs:	<u>4</u>	State and local incentives:	<u>5</u>
Utility infrastructure:	<u>5</u>	Business permitting & regulatory structure:	<u>4</u>
Utility costs:	<u>4</u>	Access to higher education resources:	<u>3</u>

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Symbia has identified Reno / Northern Nevada as a strategic market for us. After our initial acquisition of NDS in 2018, we have seen significant growth in this market. Approximately 3 years ago, we opened a second building on our Storey County campus. With our most recent opening, we will have increased our foot print in the market. While NNN rates have risen significantly in the last several years in Reno, we are expecting that to plateau – and we believe this location will continue to out-perform Southern California for most of our target clients. We have been able to move some of the ocean traffic from Long Beach to Oakland – saving our clients dray costs and improving cycle time on inbound freight. While the Storey County location provided some initial recruiting challenges, we believe as the housing market matures in this area – we will see a larger pool of applicants for our needs.



## 5(B) Employment Schedule

Company Name: Symbia Fulfillment Services of NV, LLC

County: Storey

### Section 1 - Full-Time Equivalent (FTE) Employees

Directions: Please provide an estimated list of full time employees [columns (a) through (d)] that will be hired and employed by the company by the end of the first eighth quarter of new / expanded operations. For example, if the effective date of new / expanded operations is April 1, 2015, the date would fall in Q2, 2015. The end of the first eighth quarter would be the last day of Q2, 2017 (i.e., June 30, 2017). Attach this form to the Incentives Application. A qualified employee must be employed at the site of a qualified project, scheduled to work an average minimum of 30 per week, if offered coverage under a plan of health insurance provided by his or her employer, is eligible for health care coverage, and whose position of a "primary job" as set forth in NAC 360.474.

Please use the Bureau of Labor Statistics Standard Occupational Classification System (SOC) link to populate section (b): [https://www.bls.gov/oes/current/oes\\_3200006.htm#17-0000](https://www.bls.gov/oes/current/oes_3200006.htm#17-0000)

(a) New Hire Position Title/Description	(b) Position SOC Code	(c) Number of Positions	(d) Company Average Hourly Wage	(e) Region Average Hourly Wage*	(f) Average Weekly Hours	(g) Annual Wage per Position	(h) Total Annual Wages
Industrial Engineers	17-2112	1	\$57.69	\$49.47	40	\$119,995.20	\$119,995.20
Logisticians	13-1081	1	\$35.00	\$35.55	40	\$72,800.00	\$72,800.00
First-Line Supervisors of Non-Retail Sales Workers	41-1012	1	\$35.00	\$40.31	40	\$72,800.00	\$72,800.00
Industrial Truck and Tractor Operators	53-7051	5	\$24.00	\$24.29	40	\$49,920.00	\$249,600.00
Customer Service Representatives	43-4051	2	\$23.00	\$19.93	40	\$47,840.00	\$95,680.00
<b>TOTAL</b>		<b>10</b>	<b>\$29.37</b>	<b>\$28.66</b>			<b>\$610,875.20</b>

### Section 2 - Employment Projections

Directions: Please estimate full-time job growth in Section 2, complete columns (b) and (c). These estimates are used for state economic impact and net tax revenue analysis that this agency is required to report. The company will not be required to reach these estimated levels of employment. **Please enter the estimated new full time employees on a year by year basis (not cumulative)**

(a) Year	(b) Number of New FTE(s)	(c) Average Hourly Wage	(d) Payroll
3-Year	5	\$25.00	\$260,000.00
4-Year	5	\$25.00	\$260,000.00
5-Year	5	\$25.00	\$260,000.00

\* Column (e) determines if wage is commensurate to current wage ranges in the region the company plans to locate/is located. For these purposes the mean average hourly wage for the location has been used.

U = Unknown / data set for region is not currently available.

**Source: Lighcast™ county wages based on the Bureau of Labor Statistics Occupational Employment and Wage Statistics program and county-level administrative wage data.**

## 5(C) Evaluation of Health Plans Offered by Companies

Company Name: Symbia Fulfillment Services of NV, LLC

County: Storey

Total Number of Full-Time Employees: 10

Average Hourly Wage per Employee \$29.37  
 Average Annual Wage per Employee (implied) \$61,087.52

### COST OF HEALTH INSURANCE

Annual Health Insurance Premium Cost: \$9,698.54  
 Percentage of Premium Covered by:  
     Company 72%  
     Employee 28%

### HEALTH INSURANCE PLANS:

#### Base Health Insurance Plan\*:

#### Firday Gold

Deductible - per employee \$ 2,000  
 Coinsurance 80% / 20% AD  
 Out-of-Pocket Maximum per employee \$ 8,250

#### Additional Health Insurance Plan\*:

#### Firday Silver HSA

Deductible - per employee \$ 3,000  
 Coinsurance 70% / 30%  
 Out-of-Pocket Maximum per employee \$ 7,000

#### Additional Health Insurance Plan\*:

#### Friday Bronze HSA

Deductible - per employee \$ 7,000  
 Coinsurance 100% / 0%  
 Out-of-Pocket Maximum per employee \$ 7,000

\*Note: **Please list only "In Network" for deductible and out of the pocket amounts.**

### Generalized Criteria for Essential Health Benefits (EHB)

[following requirements outlined in the Affordable Care Act and US Code, including 42 USC Section 18022]

Covered employee's premium not to exceed 9.5% of annual wage	6.0%	MEC
Annual Out-of-Pocket Maximum not to exceed \$9,450 (2024)	\$8,250	MEC

Minimum essential health benefits covered (Company offers PPO):


- (A) Ambulatory patient services
- (B) Emergency services
- (C) Hospitalization
- (D) Maternity and newborn care
- (E) Mental health/substance use disorder/behavioral health treatment
- (F) Prescription drugs
- (G) Rehabilitative and habilitative services and devices
- (H) Laboratory services
- (I) Preventive and wellness services and chronic disease management
- (J) Pediatric services, including oral and vision care

No Annual Limits on Essential Health Benefits

I, the undersigned, hereby declare to the Governor's Office of Economic Development that the facts herein stated are true, and that I have attached a qualified plan with information highlighting where our plan reflects meeting the 65% minimum threshold for the employee paid portion of the plan for GOED to independently confirm the same.

Stee Buckman

Name of person authorized for signature

  
 Signature  
 7-21-2023

VP of Operations

Title

## 5(D) Company Information

Company Name: Symbia Fulfillment Services of NV, LLC

County: Storey County

### Section 1 - Company Interest List

Directions: Please provide a detailed list of owners and/or members of the company. *The Governor's Office of Economic Development strives to maintain the highest standards of integrity, and it is vital that the public be confident of our commitment. Accordingly, any conflict or appearance of a conflict must be avoided. To maintain our integrity and credibility, the applicant is required to provide a detailed list of owners, members, equity holders and Board members of the company.*

(a) Name	(b) Title
James Smith	Chairman

### Section 2 - Company Affiliates and/or Subsidiaries

Are there any subsidiary or affiliate companies sharing tax liability with the applicant company? No  Yes

**If Yes, continue below:**

Directions: In order to include affiliates/subsidiaries, under the exemption letter, they must to be added to the Contract. Per standard practice GOED requires a corporate schematic to understand the exact relationships between the companies. Please populate the below table to show the exact relationships between the companies and include:

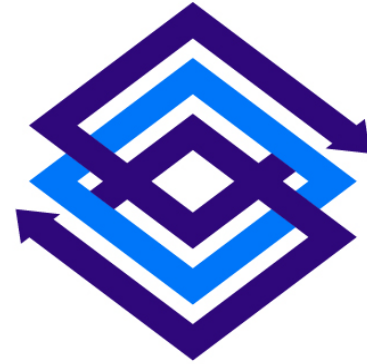
1. The names as they would read on the tax exemption letter.
2. Which entity(ies) will do the hiring?
3. Which entity(ies) will be purchasing the equipment?

Name of Subsidiary or Affiliate Entity, Role and Legal Control Relationship

Please include any additional details below:

**ENTITY INFORMATION**

<b>ENTITY INFORMATION</b>	
SYMBIA FULFILLMENT SERVICES OF NV, LLC	<b>Entity Name:</b>
E0383122018-0	<b>Entity Number:</b>
Foreign Limited-Liability Company	<b>Entity Type:</b>
Active	<b>Entity Status:</b>
08/14/2018	<b>Formation Date:</b>
NV20181580832	<b>NV Business ID:</b>
Perpetual	<b>Termination Date:</b>
8/31/2023	<b>Annual Report Due Date:</b>
<input type="checkbox"/>	<b>Series LLC:</b>
Colorado	<b>Domicile Name:</b>
	<b>Jurisdiction:</b>



# SYMBIA

## LOGISTICS

Reno Strategy - 2023

The Symbia Team has been developing customized solutions and processes for logistics clients since 1989. As a privately-held family business, we've provided facility-based supply chain support to a variety of industries including sporting goods, kitting and direct-to-consumer fulfillment services. We focus on exceeding customer expectations and establishing long-term partnerships

## Mission:

Symbia Logistics' mission is to deliver exceptional service by being swift, experienced problem solvers. We value our customers and our team above all else. Symbia's true grit and can-do attitude are present in all aspects of our operations.







**SYMBIA**  
LOGISTICS

Taking the easy way out has never been an option for anyone at Symbia Logistics. The desire to do the "right" thing for our customers runs deep within members of every department.

From staying late to ensure a critical pickup occurs, to working around the clock to ensure customers feel comfortable with new technology, Symbia's entire workforce is committed to delivering exceptional results and sustained value to our partners

## THE BIG PICTURE

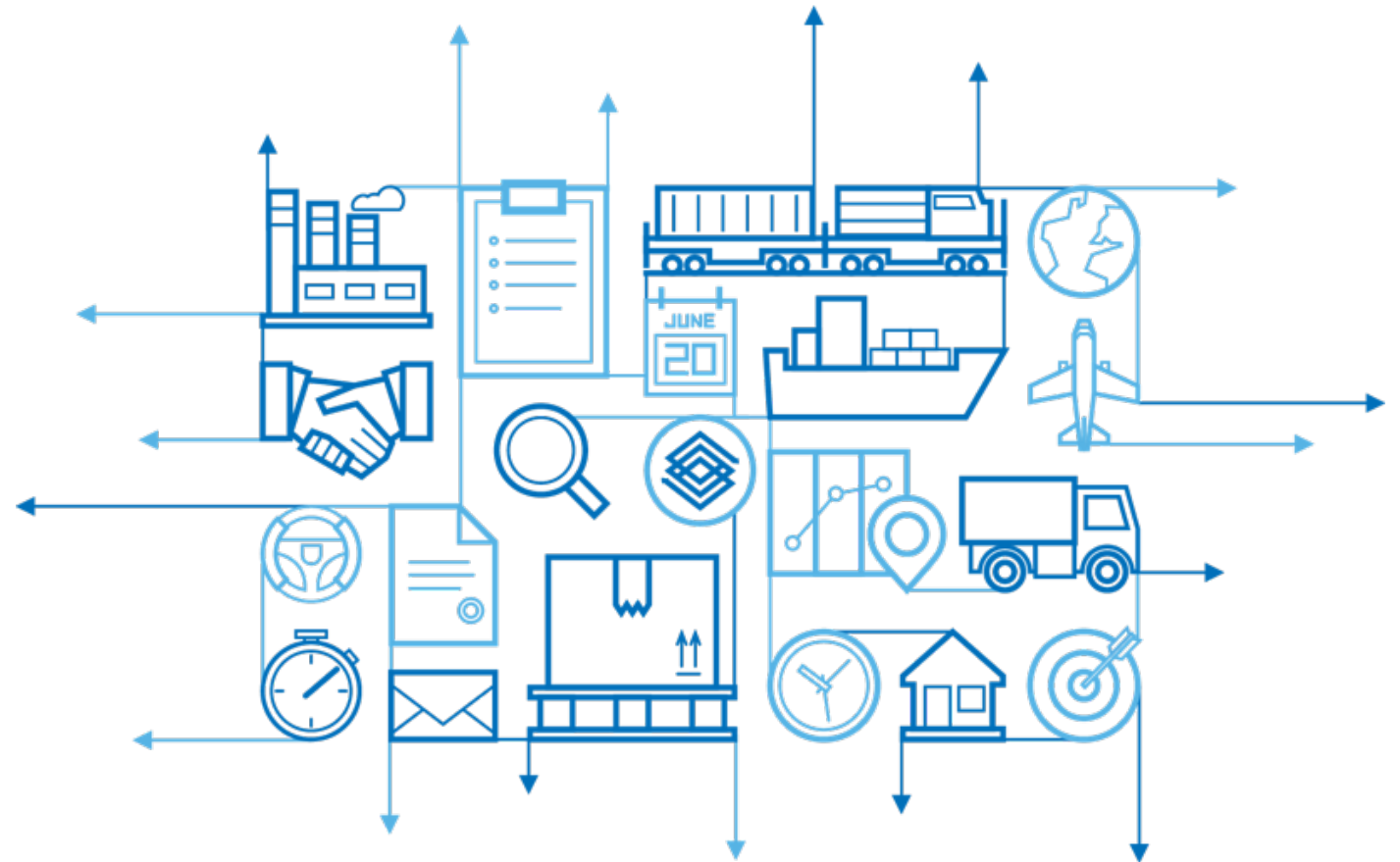
- Omnichannel logistics

## B2C ORDER FULFILLMENT

- eCommerce fulfillment
- Subscription and MLM
- Shopping cart integrations
- Customer portal
- LTL and parcel rate shopping

## B2B ORDER FULFILLMENT

- Pallet-in, Pallet-out
- Case pick
- Retailer compliance



## STORAGE & ASSEMBLY

- Dedicated warehousing
- Kitting and packaging
- Light assembly
- Display building
- Physical flow automation

## CUSTOMER SUPPORT

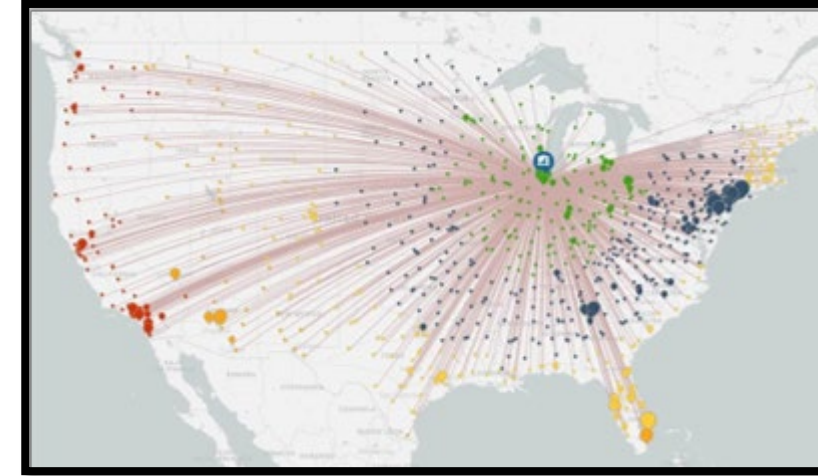
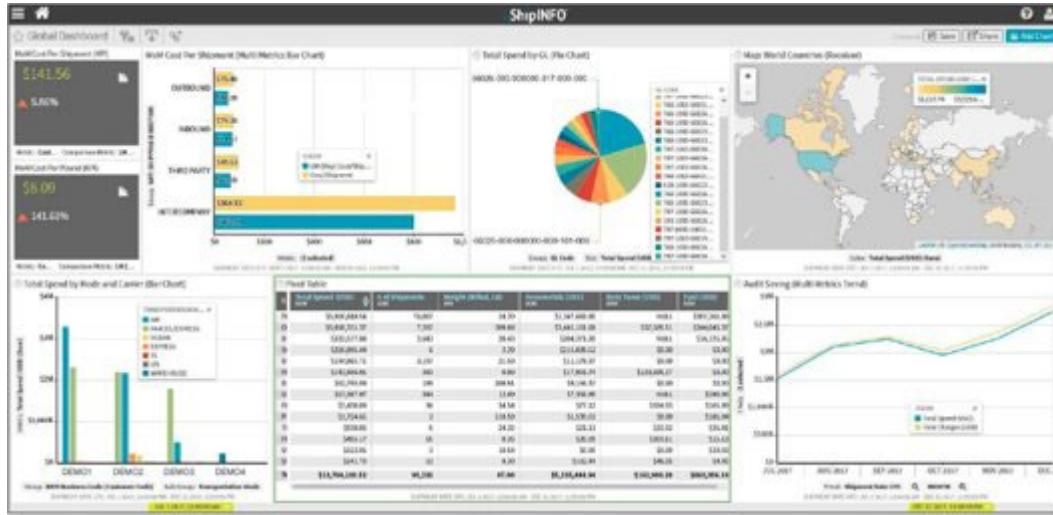
- Reverse logistics
- Call center support

## TRANSPORTATION

- Rail, LTL, FTL and small parcel transportation



## PARCEL:

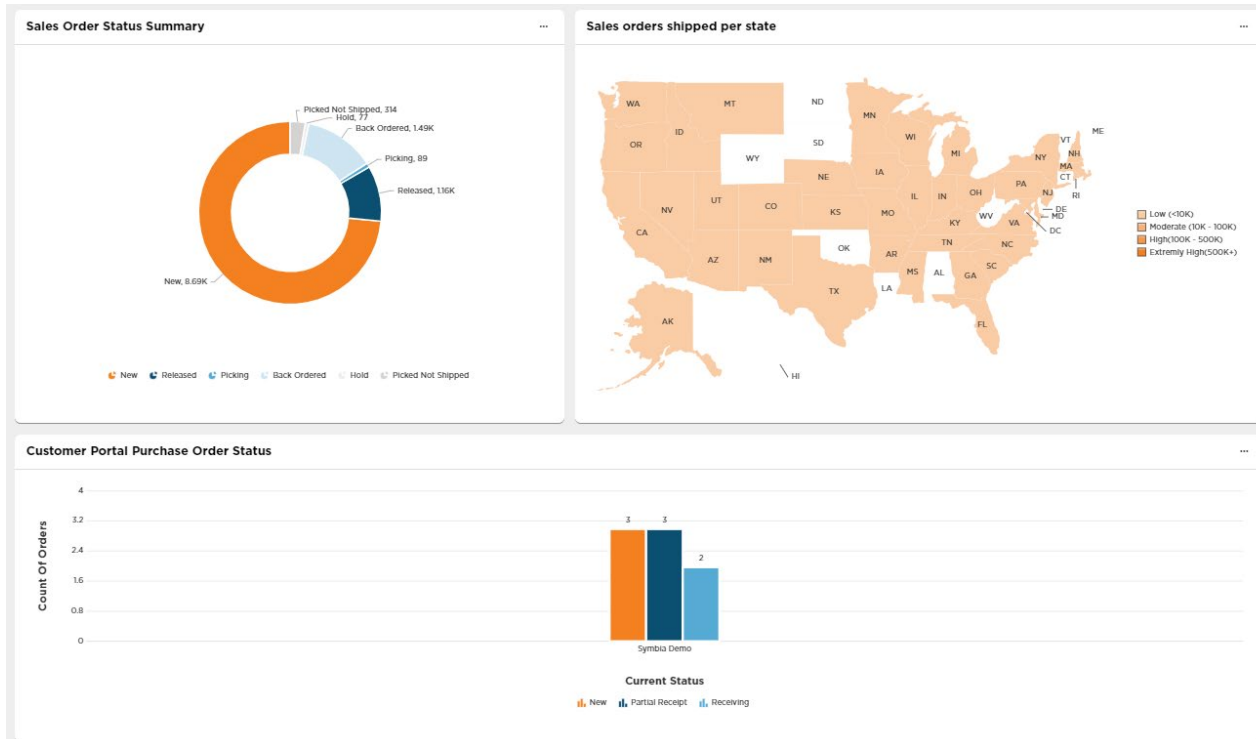


## LTL / Dray

- Each consignee serviced by mutually predetermined carrier
- System will assign and print BOL
- Carriers can be changed at any time
- Important we communicate any issues



# Technology Driven Supply Chains



- Our Deposco Warehouse Management System integrates with all major eCommerce platforms
- Pass data from your website to the warehouse
- Manage inventory on the go
- Check the status of orders
- Access robust reporting
- SLA and KPI Management

## QUALITY MANAGEMENT SYSTEM

- Document Management Protocols
- SOP New/Revised Training
- Protocols for On Boarding New Employees
- SCOR – Symbia Compliance Opportunity Review
- Non-Conformance Process-Customer Specific

## FOOD SAFETY

- Sanitation
- Employee Training GWP
- Integrated Pest Management

## FOOD DEFENSE

- Visitor Policy
- Security System



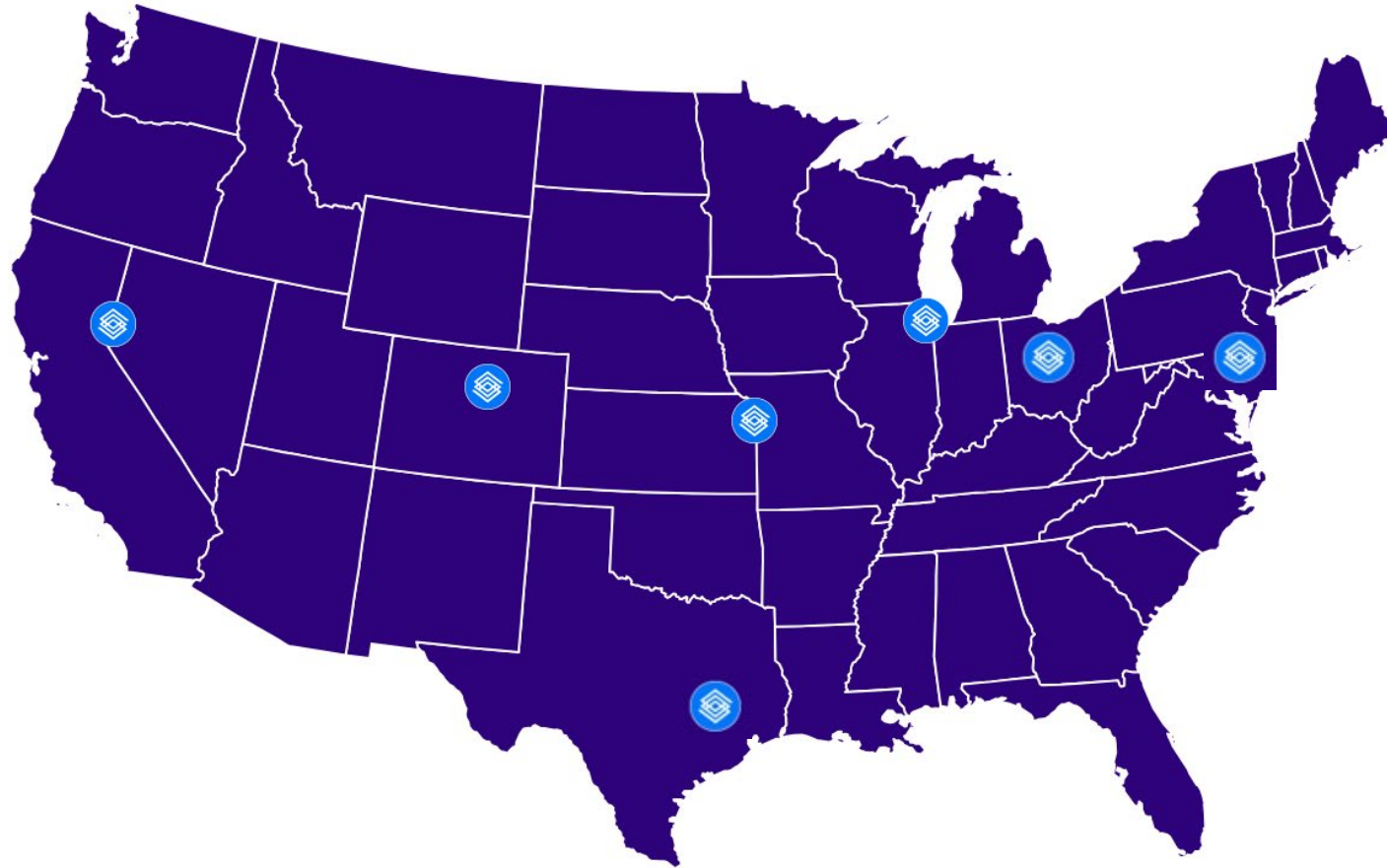
Bolingbrook, Chicago

# Proven Track Record of Quality Excellence

Facility	Certification	Annual Renewal Date
Metro-Chicago 1 <sup>1</sup>	cGMP Certified	August 2023
Metro-Chicago 2 <sup>1</sup>	SQF	December 2023 (Score: Excellent (99) on 2022 audit)
Kansas City <sup>2</sup>	Organic	April 2024
Houston <sup>1</sup>	cGMP Certified	June 2023 (Initial Audit June 28 , 2023)
Reno <sup>1</sup>	SQF (Through ASI)	In process: Q3/Q4 2023
<sup>1</sup> ASI <sup>2</sup> QAI		

- Symbia has standardized its cGMP and SQF best practices
  - Allows us to right fit new facilities in order to streamline the training and compliance process and increase speed to market
  - Reno, a brand-new state of the art facility is the latest addition to the Symbia Portfolio

# Fulfillment & Warehousing Locations



- Chicago, IL
- Denver, CO
- Houston, TX
- Kansas City, MO
- Reno, NV
- Cleveland, OH
- Bridgeport, NJ



# Industries Served



FOOD & BEVERAGE



HEALTH & BEAUTY



SPORTING GOODS



NUTRACEUTICALS



APPAREL



CONSUMER GOODS



SMALL PARTS



## WE DO QUITE A BIT OF RECYCLING



## WE'VE PLANTED OVER 1,500 TREES

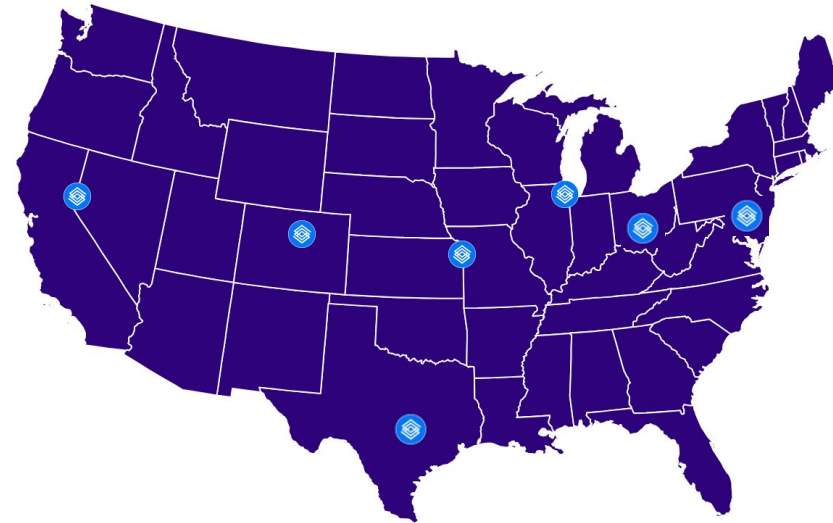
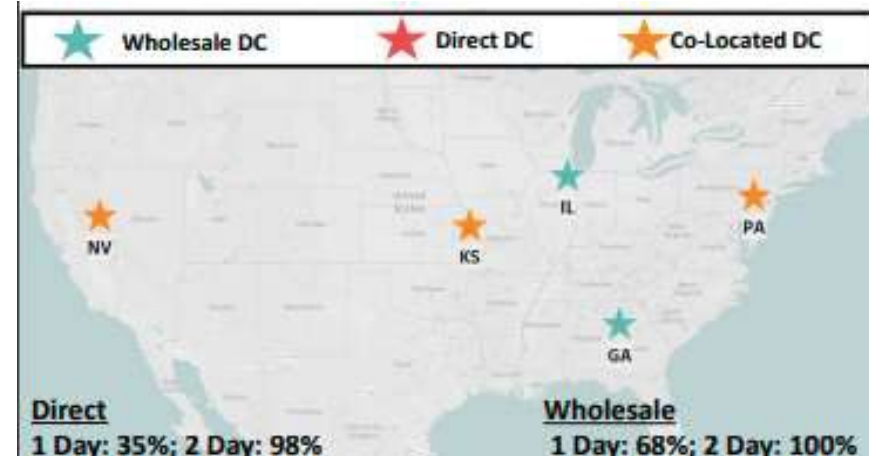


## WE HAVE BEEN NAMED TO THE G75 BY INBOUND LOGISTICS



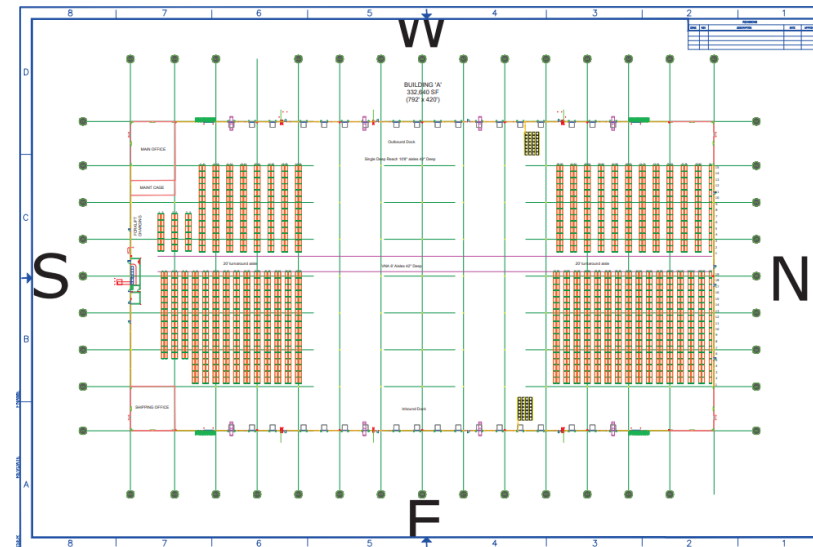
# Single National Solution

- Start with the right partner, and grow the right solution
- Reno and Chicago capacity available now
- Pennsylvania and Atlanta available 2024



## Proposed solution at 655 Waltham

- 330,000 sq ft - equipped with the latest warehousing technology
- SQF and Organic Certification planned
- Offers alternative market to mitigate the cost and risk of doing business in CA
- Sparks, NV offers a diverse and growing labor pool
- Nevada has become a major hub for the distribution and fulfillment of raw materials



## SKU VELOCITY

- Top moving SKUs will be stored in flow rack next to the outbound packing stations
- These locations are 8' deep to allow for more product storage and limit replenishment
- The remaining SKUs will be stored in walk-back shelving above the outbound processing area

## PICK TO CART

- 15 orders worked at a time to reduce travel and pick times
- Increased quality as UPCs are scanned for pick

## ERGONOMIC PACK STATIONS

- Pack stations are setup with all needed supplies in reach
- Orders are double checked for quality prior to packing
- Proship allows us to quickly find the best shipping rates



# B2B Fulfillment Solution

## ORDER PULLS

- Pallets are pulled according to master pull list and staged at B2B processing area
- Lot control requirements are taken into account

## PROCESSING

- Cases are picked with compliance labels applied as needed
- Eaches/Inners are containerized and packed according to retailer specification
- Completed pallets are wrapped and staged for pickup

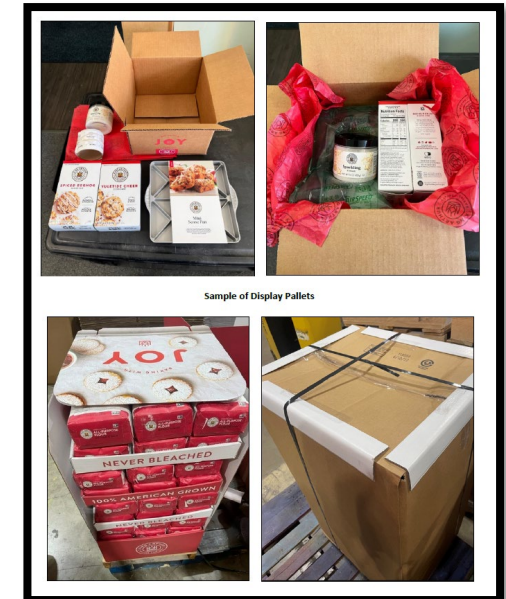
## ERGONOMIC PACK STATIONS

- Pack stations are setup with all needed supplies in reach
- Orders are double checked for quality prior to packing
- Proship allows us to quickly find the best shipping rates



## End to end Value-added services

- Labelling and repacking
- Fragile items and high value
- Marketing Inserts
- Gift boxes, retail displays
- Product destruction and disposal



Sample of Display Pallets



## End to end Value-added services

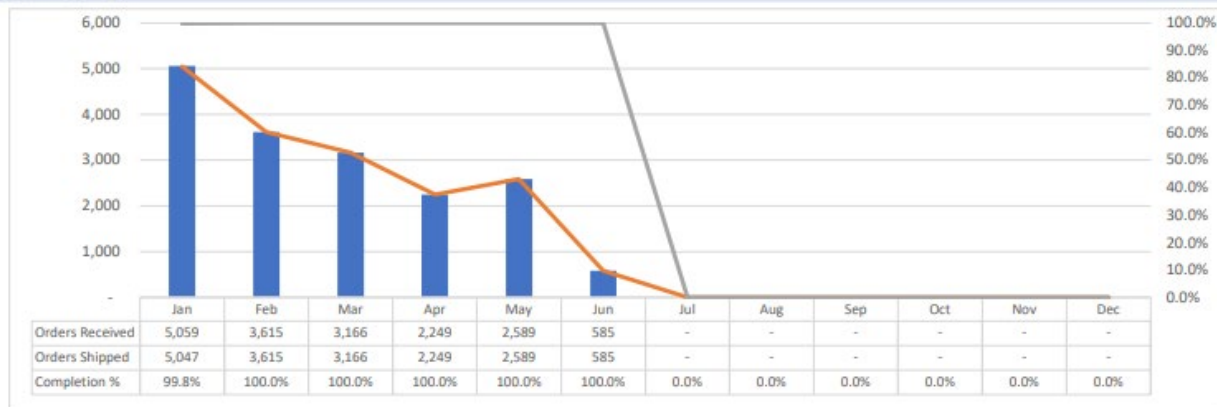
- Parcel
  - Rate shop ground shipments
  - USPS, UPS and FedEx
- Drayage
  - Have capability to provide intermodal or drayage
  - Reno has rail head
- Walmart Consolidation
  - Partnership with Fusion
  - 4 consolidation centers (CA, IL, TX and NJ)
  - Share Walmart vender ID's
  - Orders come down over the weekend
  - Picked, packed and shipped to consolidation center
  - Consolidated into full truckloads to each of 42 DC's
  - Arrive day before MABD
  - Deliver
    - Time stamped pictures
    - POD typically same day



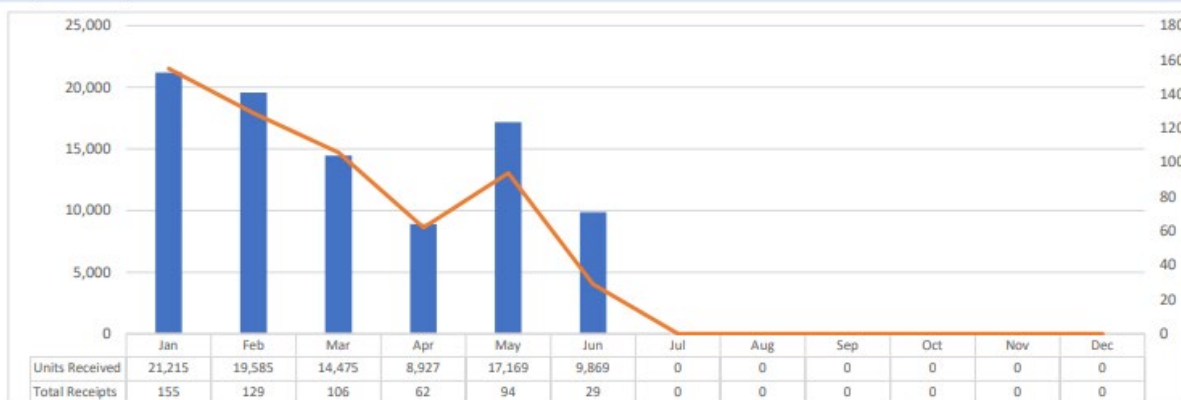
# Site Performance – Our Story In Charts



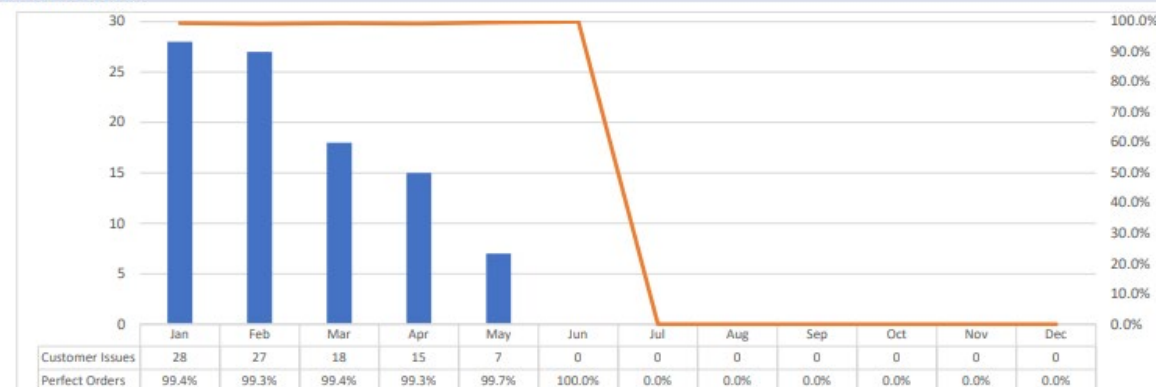
## Order Activity



## Receipt Activity



## Customer Issues



# Daily KPI Report

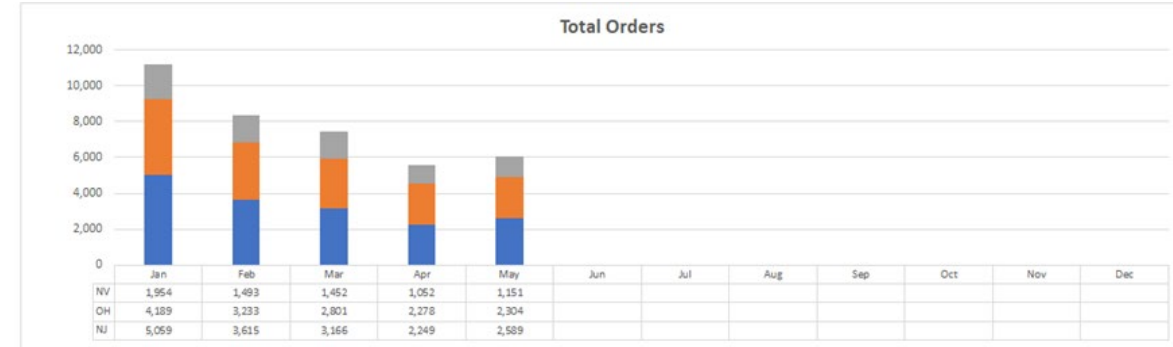


Thursday, June 8, 2023														
NJ	126	126	232	100.00%	148	1038	5	0	0	0	0	1	1	99.21%
OH	95	95	188	100.00%	37	1053	4	0	0	11	0	0	0	100.00%
NV	49	49	130	100.00%	31	205	3	0	0	1	1	0	0	100.00%
<b>Totals</b>	<b>270</b>	<b>270</b>	<b>550</b>	<b>100.00%</b>	<b>216</b>	<b>2296</b>	<b>12</b>	<b>0</b>	<b>0</b>	<b>12</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>99.63%</b>

This Month														Current Period: 2023-06	
NJ	711	711	1,639	100.00%	765	10,907	34	0	2	10	1	1	1	99.86%	
OH	639	639	1,256	100.00%	481	11,073	33	5	4	168	0	0	1	100.00%	
NV	337	335	689	99.41%	169	967	15	4	2	17	5	2	0	99.40%	
<b>Totals</b>	<b>1,687</b>	<b>1,685</b>	<b>3,584</b>	<b>99.88%</b>	<b>1,415</b>	<b>22,947</b>	<b>82</b>	<b>9</b>	<b>8</b>	<b>195</b>	<b>6</b>	<b>3</b>	<b>2</b>	<b>99.82%</b>	

This Year														Current Year: 2023	
NJ	17,389	17,377	42,088	99.93%	8,324	92,278	580	74	67	564	20	96	47	99.45%	
OH	15,444	15,404	33,210	99.74%	6,963	77,091	632	81	350	5,556	65	54	133	99.65%	
NV	7,439	7,423	15,077	99.78%	2,934	33,583	325	182	20	1,781	52	60	31	99.19%	
<b>Totals</b>	<b>40,272</b>	<b>40,204</b>	<b>90,375</b>	<b>99.83%</b>	<b>18,221</b>	<b>202,952</b>	<b>1,537</b>	<b>337</b>	<b>437</b>	<b>7,901</b>	<b>137</b>	<b>210</b>	<b>211</b>	<b>99.48%</b>	

Trailing 14 Days														
26-May	223	223	496	100%	254	5451	12	3	0	43	1	0	0	100.00%
27-May	0	0	0	0%	0	0	0	0	0	0	0	0	0	0
28-May	0	0	0	0%	0	0	0	0	0	0	0	0	0	0
29-May	0	0	0	0%	0	0	0	0	0	0	0	0	0	0
30-May	336	336	650	100%	209	3262	12	2	1	10	0	1	0	99.70%
31-May	256	256	561	100%	197	2491	16	3	0	90	4	1	0	99.61%
1-Jun	280	280	548	100%	281	1933	14	2	1	110	1	2	0	99.29%
2-Jun	257	257	552	100%	259	4517	11	0	0	10	1	0	0	100.00%
3-Jun	0	0	0	0%	0	0	0	0	0	0	0	0	0	0
4-Jun	0	0	0	0%	0	0	0	0	0	0	0	0	0	0
5-Jun	280	278	582	99%	185	5912	14	4	1	18	0	0	0	100.00%
6-Jun	288	288	651	100%	274	5611	20	2	1	11	2	0	0	100.00%
7-Jun	312	312	701	100%	200	2678	11	1	5	34	1	0	1	100.00%
8-Jun	270	270	550	100%	216	2296	12	0	0	12	1	1	1	99.63%



# KPI Scorecard



	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
<b>On-Time Order Processing</b>													
<b>NJ</b>	Orders	5,059	3,615	3,166	2,249	2,589							16,678
	On-Time #	5,047	3,615	3,166	2,249	2,589							16,666
	On-Time %	99.8%	100.0%	100.0%	100.0%	100.0%							99.9%
<b>OH</b>	Orders	4,189	3,233	2,801	2,278	2,304							14,805
	On-Time #	4,159	3,228	2,801	2,274	2,303							14,765
	On-Time %	99.3%	99.8%	100.0%	99.8%	100.0%							99.7%
<b>NV</b>	Orders	1,954	1,493	1,452	1,052	1,151							7,102
	On-Time #	1,948	1,493	1,452	1,050	1,145							7,088
	On-Time %	99.7%	100.0%	100.0%	99.8%	99.5%							99.8%
<b>Totals</b>	Orders	11,202	8,341	7,419	5,579	6,044							38,585
	On-Time #	11,154	8,336	7,419	5,573	6,037							38,519
	On-Time %	99.6%	99.9%	100.0%	99.9%	99.9%							99.8%
<b>Customer Issues</b>													
<b>NJ</b>	Orders	5,047	3,615	3,166	2,249	2,589							16,666
	Issues	28	27	18	15	7							95
	Perfect Order %	99.4%	99.3%	99.4%	99.3%	99.7%							99.4%
<b>OH</b>	Orders	4,159	3,228	2,801	2,274	2,303							14,765
	Issues	27	10	6	8	3							54
	Perfect Order %	99.4%	99.7%	99.8%	99.6%	99.9%							99.6%
<b>NV</b>	Orders	1,948	1,493	1,452	1,050	1,145							7,088
	Issues	27	14	5	8	4							58
	Perfect Order %	98.6%	99.1%	99.7%	99.2%	99.7%							99.2%
<b>Totals</b>	Orders	11,154	8,336	7,419	5,573	6,037							38,519
	Issues	82	51	29	31	14							207
	Perfect Order %	99.3%	99.4%	99.6%	99.4%	99.8%							99.5%

<b>Dock To Stock</b>							NB: This represents open receipts vs all receipts
<b>NJ</b>	Receipts	175	150	116	73	106	620
	Received in 24 H	155	129	106	62	94	546
	Compliant %	89%	86%	91%	85%	89%	88%
<b>OH</b>	Receipts	202	155	142	84	92	675
	Received in 24 H	168	129	136	83	83	599
	Compliant %	83%	83%	96%	99%	90%	89%
<b>NV</b>	Receipts	43	260	106	43	36	488
	Received in 24 H	30	136	75	35	34	310
	Compliant %	70%	52%	71%	81%	94%	64%
<b>Totals</b>	Receipts	420	565	364	200	234	1,783
	Received in 24 H	353	394	317	180	211	1,455
	Compliant %	84%	70%	87%	90%	90%	82%

<b>Inventory Management</b>							
<b>NJ</b>	SKU's Counted	515	363	491	355	763	2,487
	Units Counted	3,085	1,854	3,393	2,355	4,535	15,222
	Book Inventory	3,085	1,854	3,393	2,393	4,766	15,491
	Net Adjustments	0	0	0	-38	-231	-269
	Net Adj %	0.0%	0.0%	0.0%	-1.6%	-4.8%	-1.7%
<b>OH</b>	SKU's Counted	118	420	805	601	581	2,525
	Units Counted	1,109	3,254	5,650	5,848	4,588	20,449
	Book Inventory	1,142	3,177	5,832	5,766	4,451	20,368
	Net Adjustments	-33	77	-182	82	137	81
	Net Adj %	-2.9%	2.4%	-3.1%	1.4%	3.1%	0.4%
<b>NV</b>	SKU's Counted	0	0	83	78	43	204
	Units Counted	0	0	476	619	163	1,258
	Book Inventory	0	0	482	625	169	1,276
	Net Adjustments	0	0	-6	-6	-6	-18
	Net Adj %			-1.2%	-1.0%	-3.6%	-1.4%
<b>TOTAL</b>	SKU's Counted	633	783	1,379	1,034	1,387	5,216
	Units Counted	4,194	5,108	9,519	8,822	9,286	36,929
	Book Inventory	4,227	5,031	9,707	8,784	9,386	37,135
	Net Adjustments	-33	77	-188	38	-100	-206
	Net Adj %	-1%	2%	-2%	0%	-1%	-0.6%

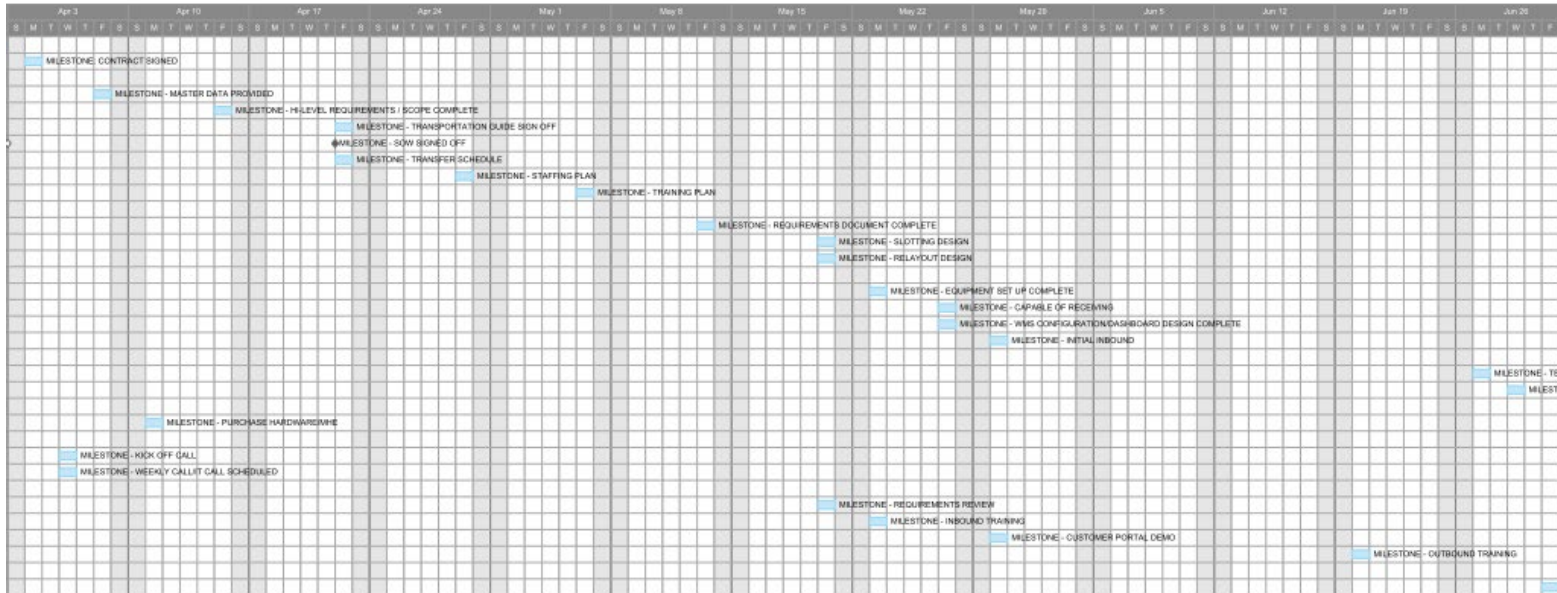
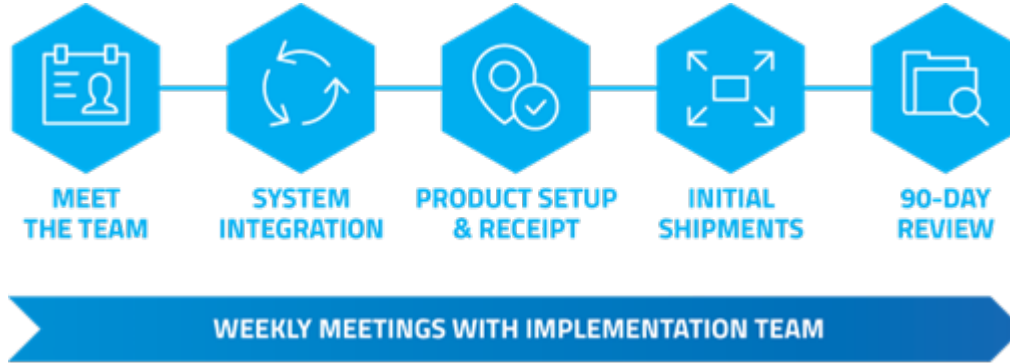
# Site Performance Report



Date	Orders Received	Orders Shipped	Completion %	Lines Received	Units Received	Total Receipts	Open Receipts	Back Order	Inv Adj	Inv Issues	Customer Issues	Open Returns	Perfect Orders
<b>Daily Performance</b>													
5/1 Mon	117	117	100.0%	65	1142	4	3	0	0	0	1	0	99.1%
5/2 Tue	118	118	100.0%	55	548	7	0	0	6	0	0	0	100.0%
5/3 Wed	126	126	100.0%	5	102	2	0	2	10	0	1	0	99.2%
5/4 Thu	125	125	100.0%	57	1618	3	0	3	2	0	0	0	100.0%
5/5 Fri	95	95	100.0%	1	1	1	0	2	21	0	0	0	100.0%
5/6 Sat	0	0		0	0	0	0	0	0	0	0	0	
5/7 Sun	0	0		0	0	0	0	0	0	0	0	0	
5/8 Mon	128	128	100.0%	71	1510	5	1	2	0	0	1	0	99.2%
5/9 Tue	163	163	100.0%	8	19	3	0	2	1	0	0	0	100.0%
5/10 Wed	118	118	100.0%	14	114	7	0	4	12	1	0	0	100.0%
5/11 Thu	125	125	100.0%	109	842	2	0	0	0	0	0	0	100.0%
5/12 Fri	99	99	100.0%	46	470	7	3	0	16	0	1	0	99.0%
5/13 Sat	0	0		0	0	0	0	0	0	0	0	0	
5/14 Sun	0	0		0	0	0	0	0	0	0	0	0	
5/15 Mon	125	125	100.0%	52	658	5	0	0	14	0	0	0	100.0%
5/16 Tue	95	95	100.0%	50	1153	3	1	1	14	0	0	0	100.0%
5/17 Wed	110	110	100.0%	31	1351	6	1	0	37	1	0	0	100.0%
5/18 Thu	105	105	100.0%	4	236	3	0	1	36	0	0	2	100.0%
5/19 Fri	109	109	100.0%	47	215	3	0	0	1	1	1	0	99.1%
5/20 Sat	0	0		0	0	0	0	0	0	0	0	0	
5/21 Sun	0	0		0	0	0	0	0	0	0	0	0	
5/22 Mon	108	108	100.0%	73	582	5	0	0	3	1	0	0	100.0%
5/23 Tue	108	108	100.0%	62	765	5	0	1	4	0	0	0	100.0%
5/24 Wed	166	166	100.0%	49	1499	5	1	0	1	0	0	0	100.0%
5/25 Thu	73	73	100.0%	70	394	1	1	0	0	0	1	0	98.6%
5/26 Fri	111	111	100.0%	89	1276	2	1	0	0	0	0	0	100.0%
5/27 Sat	0	0		0	0	0	0	0	0	0	0	0	
5/28 Sun	0	0		0	0	0	0	0	0	0	0	0	
5/29 Mon	0	0		0	0	0	0	0	0	0	0	0	
5/30 Tue	146	146	100.0%	127	2042	7	0	0	0	0	1	0	99.3%
5/31 Wed	119	119	100.0%	60	632	8	0	0	0	0	0	0	100.0%
<b>TOTALS</b>	<b>2,589</b>	<b>2,589</b>	<b>100.0%</b>	<b>1,145</b>	<b>17,169</b>	<b>94</b>	<b>12</b>	<b>18</b>	<b>178</b>	<b>4</b>	<b>7</b>	<b>2</b>	<b>99.7%</b>

Month	Orders Received	Orders Shipped	Completion %	Lines Received	Units Received	Total Receipts	Open Receipts	Back Order	Inv Adj	Inv Issues	Customer Issues	Open Returns	Perfect Orders
Jan	5,059	5,047	99.8%	2,221	21,215	155	20	6	27	3	28	9	99.4%
Feb	3,615	3,615	100.0%	1,606	19,585	129	21	14	122	10	27	15	99.3%
Mar	3,166	3,166	100.0%	1,629	14,475	106	10	9	104	0	18	11	99.4%
Apr	2,249	2,249	100.0%	958	8,927	62	11	18	123	2	15	9	99.3%
May	2,589	2,589	100.0%	1,145	17,169	94	12	18	178	4	7	2	99.7%
Jun	585	585	100.0%	617	9,869	29	0	2	10	1	0	0	100.0%
Jul	-	-		0	0	0	0	0	0	0	0	0	
Aug	-	-		0	0	0	0	0	0	0	0	0	
Sep	-	-		0	0	0	0	0	0	0	0	0	
Oct	-	-		0	0	0	0	0	0	0	0	0	
Nov	-	-		0	0	0	0	0	0	0	0	0	
Dec	-	-		0	0	0	0	0	0	0	0	0	
<b>TOTALS</b>	<b>17,263</b>	<b>17,251</b>	<b>99.9%</b>	<b>8,176</b>	<b>91,240</b>	<b>575</b>	<b>74</b>	<b>67</b>	<b>564</b>	<b>20</b>	<b>95</b>	<b>46</b>	<b>99.4%</b>

# Implementation and Next Steps



Task Name
<b>Sales Process</b>
MILESTONE - CONTRACT SIGNED
<b>Planning</b>
MILESTONE - MASTER DATA PROVIDED
MILESTONE - HI-LEVEL REQUIREMENTS / SCOPE COMPLETE
MILESTONE - TRANSPORTATION GUIDE SIGN OFF
MILESTONE - SOW SIGNED OFF
MILESTONE - TRANSFER SCHEDULE
MILESTONE - STAFFING PLAN
MILESTONE - TRAINING PLAN
<b>Analysis/Design</b>
MILESTONE - REQUIREMENTS DOCUMENT COMPLETE
MILESTONE - SLOTTING DESIGN
MILESTONE - RELAYOUT DESIGN
<b>Build / Configure</b>
MILESTONE - EQUIPMENT SET UP COMPLETE
MILESTONE - CAPABLE OF RECEIVING
MILESTONE - WMS CONFIGURATION/DASHBOARD DESIGN COMPLETE
MILESTONE - INITIAL INBOUND
<b>Testing</b>
MILESTONE - TESTING COMPLETE (UNIT, UAT, PERFORMANCE)
MILESTONE - CUSTOMER TESTING SIGN OFF
<b>Infrastructure</b>
MILESTONE - PURCHASE HARDWARE/MHE
<b>Communications</b>
MILESTONE - KICK OFF CALL
MILESTONE - WEEKLY CALL/IT CALL SCHEDULED
<b>Training</b>
MILESTONE - REQUIREMENTS REVIEW
MILESTONE - INBOUND TRAINING
MILESTONE - CUSTOMER PORTAL DEMO
MILESTONE - OUTBOUND TRAINING
<b>Implementation</b>
MILESTONE - CLIENT GO-LIVE

# Thank You



**SYMBIA**  
LOGISTICS