

CHECKLIST for selection of New Office/Project Site

Introduction

We know from experience that the use of a checklist can, at the least, save embarrassment, and, sometimes, save lives.

Industrial processes and procedures are similarly amenable to use of pre-start checklists. Of these, none is more important than the final check before undertaking a large new project which will have a major impact on the company's future economic health, on the lives of those who work in the facility and on the careers of those who plan it.

It is true, of course, that, for a given project, many of the factors covered here may not be significant. Hence, this checklist is designed to permit the user to develop a checklist customized for each project.

No two projects can logically employ precisely the same checklist. Checklists vary according to type of project -- office, warehouse, manufacturing plant, or other -- size, location, and ever-changing corporate policies and strategies.

Maximum planning effectiveness can only be achieved by preparing a special checklist for each new facility.

The checklist is intended to provide a systematic approach to Location decisions. It flows from development of broad concepts (corporate profit goals and venture analysis) to analysis of specific factors (facility feasibility).

The checklist portrays a logical sequence of events, taking the expansion planner from determination of need for a facility through establishment of criteria for the specific plant required, to selection of a site, construction of the plant and, finally, to disposition of the plant as surplus property after it has served its purpose. Though the checklist touches on all aspects of a facility's life cycle, it is most useful in indicating factors one should consider in site decision-making, rather than the broader venture decision-making.

Although new factors appear periodically to alter the relative importance of the various factors, the methodology for organizing for expansion planning and selecting the site remains essentially the same. Following are some established principles to guide your company in its expansion plans:

- There's an old saw in the facility planning field to the effect that selecting a plant site is somewhat akin to selecting a wife. While it is possible to change later on, the change may be both expensive and unpleasant.
- Be sure your firm approaches expansion planning with the proper attitude. Recognize the importance of doing a thorough, professional job and be sure management realizes that the proper location can mean success or failure in a highly competitive field. Impress upon top management that a site study merits substantial investment of the company's time and money, both while the new plant is being planned and later when it should be managed as a corporate asset.
- Get organized. The optimum organization structure must depend on the size of your firm. You may want to utilize a standing



committee, a special project team or a one-man facility planning department. In any event, be sure someone has the planning function as a clear-cut responsibility and that there are suitable channels of communication with all company personnel involved.

- Make a literature search. Learn from the mistakes of others by studying the fast-growing literature in the facility planning field.
- Set goals your facility should meet. Define the facility's function, but avoid hampering your study with arbitrarily determined needs. Give careful thought to your needs now and in the future before you attempt to assemble proposals covering specific areas or sites. In other words, don't plunge into a specific site survey until you know what you're looking for.
- Set up specifications for the facility. Under the heading "Facility Criteria" in the checklist you'll find scores of factors to consider.
- Compile area data. Without attempting to pin-point location, gather data on the entire area in which you might locate the proposed plant. If, for example, you're planning a new regional branch plant, you might logically consider six or more states and 25 to 30 communities within that area.
- If you have not already done so, you will need to decide now if you want your site search to remain confidential. There are advantages and disadvantages to secrecy. If you choose to keep your project under wraps you can avoid -
 - o tipping off your competitors as to your product manufacturing and marketing plans;
 - o unnecessary pressure from those promoting sites which may not meet your requirements;
 - o land speculation and the subsequent increase in prices;
 - o erroneous rumors concerning the size and scope of your plant.
- On the other hand, if you have chosen to make your expansion plans known to the public from the outset, you may gain --
 - o much free advertising for your company;
 - o a head start on employee recruitment;
 - o an advance determination of a community's reaction to your new plant;
 - o improved stockholder relations by keeping them fully informed of your new manufacturing and marketing efforts.
- Assemble site proposals. Having narrowed your focus to certain areas or communities, your next move is to compare specific sites. At this point you need to establish contact with development organizations which are intimately familiar with local conditions. There are several area development agencies which can provide the site seeker not only with quantifiable facts on population, resources and wage rates, but also knowledge of such unquantifiable factors as the local attitude toward new industry. This resource should not be ignored in the site selection process.
- Use the checklist to investigate every site proposal. While this may be laborious, the checking process will prove worthwhile if you find only one item that can save your company an expensive mistake.
- Compare proposals and make a final decision. In making a critical analysis of all proposals, you may elect to use a system of weighting of the various factors.



You will find it particularly worthwhile to compare your approach with that of other executives who plan new facilities for major industrial firms.

CORPORATE REQUIREMENT

I. CORPORATE STRATEGY

A. Statement of Corporate Strategic Plan and Goals.....	[]
1. Business Plan.....	[]
2. Technological Plan.....	[]
3. Human Resources Plan.....	[]
4. Facilities Plan.....	[]
B. Gross recommendations for Facilities to Meet Corporate Goals.....	[]
1. Objectives.....	[]
2. Requirements.....	[]
--Products/services (drawn from business and technological plan)	[]
--Personnel (drawn from human resources plan).....	[]
--Building space.....	[]
--Utilities/services (domestic and process power requirements)..	[]
3. General location.....	[]
4. Schedule: impact on budget, cash flow, economic return.....	[]
5. Preliminary costs/budgets.....	[]
--Refurbishing and relocation costs for existing machinery, equipment, furniture.....	[]
--Procurement costs for new machinery, equipment, furniture.....	[]
--Relocation costs for key personnel.....	[]
--Recruiting, hiring and training costs for new personnel.....	[]
--Inventory build-up costs to cover transition period.....	[]
--Land costs.....	[]
--Design/engineering fees.....	[]
--Site development costs.....	[]
--Construction costs.....	[]
--Financing costs.....	[]
C. Review of Facility Alternatives.....	[]
1. Modernize or expand existing unit.....	[]
2. Expand locally in a different facility.....	[]
3. Expand out of region.....	[]
4. Expand off-shore.....	[]
5. Relocate total company operations to new area.....	[]
D. Justification for Specific Facilities.....	[]
1. Introduction of new product.....	[]
2. Cost reduction.....	[]
3. Expansion of market area.....	[]
4. Replacement of obsolete unit.....	[]
5. Safety or employee benefit.....	[]
6. Other.....	[]
E. Review of Financing Alternatives.....	[]
1. Requirements.....	[]



a. New building or expansion of existing structure.....	[]
b. Lease or purchase.....	[]
c. Sale/lease-back.....	[]
d. Land leaseback.....	[]
2. Effect of alternate proposals on working capital.....	[]
3. Effect of proposals on tax liability.....	[]
4. Payout time.....	[]
5. Source of funds.....	[]
a. Retained earnings.....	[]
b. Sale of stock, debentures, other securities.....	[]
c. Short-term bank loan.....	[]
d. Long-term loan or mortgage.....	[]
e. Institutional funds.....	[]
f. Merger, acquisition.....	[]
g. Loan from affiliated firm.....	[]
h. Loan from supplier.....	[]
i. Mutual funds.....	[]
j. Factoring organization.....	[]
k. Tax-exempt financing.....	[]
l. Local, regional development corporation.....	[]
m. State development corporation (privately financed).....	[]
n. State development authority (publicly financed).....	[]
o. Small Business Administration.....	[]
p. Loan guarantees by government entity.....	[]
q. Enterprise zone financing.....	[]
r. Joint venture.....	[]
6. Credit factors.....	[]
a. Reputation of firm.....	[]
b. Type of business.....	[]
c. Length of time in business.....	[]
d. Quality and continuity of management.....	[]
e. Training of young executives.....	[]
f. Earnings history.....	[]
g. Cash position.....	[]
h. Net worth.....	[]
i. Other short and long term commitments.....	[]
j. Size and type of facility -- adaptability for other uses.....	[]
7. Factors Affecting Long Term Loans.....	[]
a. General business conditions.....	[]
b. Length of loan.....	[]
c. Interest rate.....	[]
d. Importance of industry to community.....	[]
8. Special inducements (See also Government Programs).....	[]
a. Free land, plant.....	[]
b. Nominal rent.....	[]
c. Low interest rate.....	[]
d. Tax incentives.....	[]
F. Leasing strategies.....	[]
1. Use of lease as financing vehicle.....	[]
2. Sale/leaseback as a financing method.....	[]
3. Tax treatment of advance rental payments.....	[]
4. Improvements on leased premises.....	[]
5. Amortization, depreciation of leasehold and improvements.....	[]
6. Tax consequences of rental options.....	[]



- 7. Distinction between ordinary repairs and capital expenditures...
- 8. Tax treatment of options to purchase.....
- 9. Tax treatment of net leases.....
- 10. Use of percentage lease provisions to cope with inflation.....
- 11. Tax treatment of payment by lessee to secure or cancel lease...
- 12. Tax consequences of subletting premises or assigning lease.....

II. COMPANY ORGANIZATION STRUCTURE

- A. Evaluation of Company Organizational Structure in Terms of Marketing, Research, Operations, Finance, Acquisitions and Planning.....
- B. Delegation of Responsibility for Site Selection, Facility Planning.
 - 1. Existing staff unit within firm.....
 - 2. Special task group.....
 - 3. Real estate profit center.....
 - 4. Lines of authority.....
 - for expenditures.....
 - for negotiations.....
 - for signing contracts.....
- C. Company Units to Be Consulted or Informed.....
 - 1. Long-range corporate planning department.....
 - 2. Project feasibility analysis unit.....
 - 3. Facilities planning department.....
 - 4. Site selection department or team.....
 - 5. Real estate management department.....
 - 6. Legal department.....
 - 7. Engineering department.....
 - 8. Finance department.....
 - 9. Tax department.....
 - 10. Insurance, risk management department.....
 - 11. Purchasing department.....
 - 12. Corporate Treasurer.....
 - 13. Public relations.....
 - 14. Security.....
- D. Outside Professional Support Required.....
 - 1. Architect.....
 - 2. Engineer.....
 - 3. Site consultant.....
 - 4. Appraiser.....
 - 5. Broker.....
 - 6. Other.....
- E. Reporting Procedures.....
 - 1. Internally.....
 - 2. From outside professionals.....



III. CRITERIA FOR SITE AND FACILITY

A. Project Overview.....	[]
1. General purpose of facility.....	[]
2. Operating unit(s) that will occupy facility.....	[]
3. Desired dates for:	
a. Initial operations.....	[]
b. Peak production.....	[]
B. Company Location Criteria.....	[]
1. Market to be served.....	[]
2. Approximate location of market center.....	[]
3. Description and volume of product to be manufactured.....	[]
4. Modes of shipment of product.....	[]
5. Raw materials and supplies required.....	[]
6. Approximate location of supplier center.....	[]
7. Modes of shipment of raw materials.....	[]
8. Staffing of the facility (percent living in area, percent to be transferred from other company plants, percent to be recruited from outside the area).....	[]
a. Executive.....	[]
b. Professional.....	[]
c. Technical.....	[]
d. Other.....	[]
9. Projected total employment.....	[]
a. Executive.....	[]
b. Professional.....	[]
c. Technical.....	[]
d. Other (skilled, semi-skilled, unskilled).....	[]
e. Percent union.....	[]
f. Percent non-union.....	[]
g. Percent male.....	[]
h. Percent female.....	[]
10. Wage rates to be paid for.....	[]
a. Executive.....	[]
b. Professional.....	[]
c. Technical.....	[]
d. Other (skilled, semi-skilled, unskilled).....	[]
11. Number of shifts and days per week facility will operate.....	[]
12. Desired population of area.....	[]
13. Maximum impact of your facility's work force on total community work force.....	[]
14. Type of location desired.....	[]
a. Within Central Business District.....	[]
b. Within Standard Metropolitan Statistical Area.....	[]
c. Small town or rural area.....	[]
15. Need to minimize security risks.....	[]
a. Key personnel.....	[]
b. Records.....	[]
c. EDP systems.....	[]
d. Emergency relocation plan.....	[]
C. Site and Building Criteria.....	[]
1. Building area required(initial and foreseeable expansion needs). []	
a.	
Production.....	[]
b.	
Storage.....	[]



- c. Shipping, receiving, warehousing..... []
- d. Office..... []
- e. Research and engineering..... []
- f. Data processing..... []
- g. Employee services..... []
- h. Building services..... []
- i. Other..... []
- 2. Building type..... []
 - a. Special purpose..... []
 - b. Multi-purpose..... []
- 3. Description..... []
 - a. Number of floors..... []
 - b. Clear height..... []
 - c. Bay space..... []
 - d. Floor load requirements..... []
 - e. Freight elevators..... []
 - f. Conveyors..... []
 - g. Other (cranes, clean rooms, etc.)..... []
- 4. Specific architectural requirements..... []
 - a. Doors, openings..... []
 - b. Lighting level (interior, exterior)..... []
 - c. HVAC..... []
 - d. Floor padding..... []
 - e. Floor drains..... []
 - f. Interior design..... []
- 5. Other land requirements..... []
 - a. Access and interior roads..... []
 - b. Parking..... []
 - c. Rail siding..... []
 - d. Outdoor storage..... []
- 6. Transportation facilities..... []
 - a. Rail siding car capacity..... []
 - b. Number of truck docks required..... []
 - c. Waterfront docks, wharves..... []
 - d. Special requirements (container facilities, etc.)..... []
- 7. Electric power requirements (start and peak) for prime components of operation (lighting, machine operation, air conditioning, welding, furnaces)..... []
 - a. KW demand..... []
 - b. Kwh monthly consumption..... []
 - c. Power factor (%)..... []
 - d. Load factor (%)..... []
 - e. Special load characteristics..... []
 - f. Primary service voltage and phases..... []
 - g. Company-owned or utility-owned transformers..... []
- 8. Natural gas requirements (start and peak)..... []
 - a. mcf/year..... []
 - b. mcf/hour..... []
- 9. Alternate fuel requirements..... []
- 10. Water requirements (start and peak)..... []
 - a. Sanitary gpd..... []
 - b. Process water gpd..... []
 - c. Air conditioning gpd..... []
 - d. Cooling water gpd..... []
 - e. Percent to be recirculated..... []



- f. Special characteristics (purity, temperature, pressure, chemical content, salinity, hardness, etc.)..... []
- g. Type of fire protection required..... []
- h. Sinks, drinking fountains required..... []
- 11. Sewage and waste treatment (start and peak)..... []
 - a. Sanitary gpd..... []
 - b. Process gpd..... []
 - c. Special waste treatment required..... []
 - d. Solid wastes..... []
- 12. Provisions for unusual or special operations..... []
 - a. Fire, explosion or health hazards associated with materials used in process..... []
 - b. Conditions resulting from operation (dust, odors, fumes, smoke, noise, vibration, etc.)..... []
 - c. Special treatment required (smoke abatement, dust extraction, etc.)..... []
 - d. Security risks to which operation may be exposed..... []
 - e. Computer room..... []
- 13. Safety equipment..... []
 - a. Safety shower..... []
 - b. Eye wash..... []
 - c. Sprinklers..... []
 - d. Fire hose..... []
 - e. Extinguishers..... []
 - f. Fire water storage..... []
- 14. Communications requirements..... []
 - a. Special site requirements for antennae, satellite reception, microwave, radio, etc..... []
 - b. Services available at site..... []
 - c. Requirements within facility..... []
 - Telephones (voice, voice/data)..... []
 - Time clocks..... []
 - Other clocks..... []
 - Paging systems..... []
 - Music..... []
- 15. Security/disaster preparedness requirements..... []
 - a. Access to site, building..... []
 - b. Self-contained services..... []
 - Power..... []
 - Water..... []
 - Fuel storage..... []
 - c. Perimeter protection..... []
 - d. Screening of site, building..... []
 - e. Protection against natural, man-made disasters..... []
- 16. Total land area required..... []
 - a. Number of acres for plant, roads, rail, parking, storage, utilities, easements..... []
 - b. Special configurations or characteristics (shape of tract, orientation, elevation, soil bearing, etc.)..... []
 - c. Recreation..... []
 - d. Landscaping..... []
 - e. Acres to be fenced, paved..... []



LOCATION AND SITE ANALYSIS

I. MARKET AND DEMOGRAPHIC DATA

A. Population Trends.....	[]
1. Growth trends.....	[]
2. Age composition (especially age groups 15-19,20-44, 45-64).....	[]
3. Sex composition.....	[]
4. Ethnic and racial composition.....	[]
5. Urban, suburban, rural non-farm, rural.....	[]
6. Institutional population, if any.....	[]
7. Population density (per square mile).....	[]
B. Income Trends	
1. Total, per capita and per family income.....	[]
2. Disposable and discretionary income.....	[]
3. Size of various income groups.....	[]
4. Significant income pattern change (over the past three years)..	[]
C. Consumer Characteristics.....	[]
1. Average family size.....	[]
2. Occupation.....	[]
3. Home ownership.....	[]
4. Automobile registration.....	[]
5. TV, major appliance ownership.....	[]
D. Retail Sales Trends.....	[]
1. Division of sales by retail categories (department stores, drug stores, etc.).....	[]
2. Seasonal variations in trade.....	[]
3. Items in unusual local demand (water sports equipment, air conditioners, water softeners, etc.).....	[]
E. Industrial Markets.....	[]
1. Major economic activities, by SIC number.....	[]
2. Major industrial purchases and output (input-output study of area if available).....	[]
3. Trend of industries moving into and out of area- reasons for move.....	[]
4. Growth industries- including announced plants not yet built....	[]
5. Branches of nationally known firms.....	[]
F. Competition.....	[]
1. Past sales in area by company, as compared with competitors....	[]
2. Location of competitors.....	[]
3. Possible new location of competitors in region as reaction to your new location.....	[]
4. Possible new competition from within area.....	[]
5. Future market share of likely competition.....	[]
G. Tourism in Area.....	[]
1. Annual volume of visitors.....	[]
2. Source of visitors.....	[]
3. Length of stay.....	[]
4. Income level of visitors.....	[]



- 5. Average number in party..... []
- 6. Destination..... []
- 7. Purpose of visit (business, personal)..... []
- 8. Estimated amount spent..... []
 - a. Per day..... []
 - b. Per trip..... []
- 9. Facilities, services, attractions available..... []
- 10. Method of travel (sea, land, air)..... []

II. WORK FORCE, WAGES AND PRODUCTIVITY

The "fit" between your company and existing industry as to attitude, wage scales and economic climate.

- A. Area Labor Force Inventory..... []
 - 1. Total labor force within feasible commuting radius..... []
 - 2. Number and percent unemployed during last five years..... []
 - 3. Seasonal variations in employment..... []
 - 4. Categories of employment..... []
 - a. Agricultural..... []
 - b. Manufacturing (by type)..... []
 - c. Government..... []
 - d. Other non-agricultural (by type)..... []
 - e. Non-available work force (institutional, military, student).. []
 - 5. Analysis of potential employables by skills (professional, technical, manual, clerical)..... []
 - 6. Skills notably abundant in area, or in short supply..... []
 - 7. Analysis by age, sex, educational level..... []
 - a. Percent of adults with high school education..... []
 - 8. Management potential..... []
 - a. Your requirement for five years..... []
 - b. Number of college graduates..... []
 - c. Undergraduate and graduate programs of college..... []
 - d. Executive development programs in college for non-students. []
 - e. Executive development programs of various associations and organizations..... []
- B. Wages and Hours..... []
 - 1. Local wage rate, by occupation..... []
 - 2. Average work week..... []
 - 3. Domination of wage structure by single company or industry.... []
 - 4. Competition for labor force from other companies..... []
 - 5. Cost of living index..... []
 - 6. Significant changes in wage rates (past three years)..... []
- C. Benefits Usual in Area..... []
 - 1. Pensions..... []
 - 2. Life insurance..... []
 - 3. Medical insurance..... []
 - 4. Holidays..... []
 - 5. Vacations..... []
 - 6. Sick leave..... []
 - 7. Coffee breaks, rest periods..... []
- D. Productivity..... []



- 1. Other employers' experience as compared with their plants in other areas..... []
- 2. Absenteeism..... []
- 3. Turnover in various industries..... []
- 4. Accident rates..... []

- E. Unions..... []
 - 1. History of unions in area..... []
 - 2. History of organization attempts and success rate..... []

 - 3. Time lost due to strikes in last five years..... []
 - a. History of slowdowns..... []
 - 4. External or local control of unions..... []
 - 5. Caliber of union leadership..... []
 - 6. Union of political activity..... []
 - 7. Restrictive practices, secondary boycotts..... []
 - 8. Attitude toward automation, other technological change..... []
 - a. Evidence of labor/management cooperation..... []
 - 9. Degree of white collar unionism in area..... []

- F. Personnel Policies in Area..... []
 - 1. Trial periods..... []
 - 2. Seniority rules..... []
 - 3. Promotion procedure..... []
 - 4. Transfer procedure..... []
 - 5. Overtime compensation..... []
 - 6. Willingness to work various shifts..... []
 - 7. Shift premium..... []

- G. Vocational Training..... []
 - 1. Facilities and programs available..... []
 - 2. Plans for new programs, facilities..... []

- H. Legislation (see also local, state, or federal government)..... []
 - 1. Workmen's compensation rate..... []
 - 2. Unemployment compensation rate..... []
 - 3. Equal employment requirements..... []

- I. Sources of Evaluating the Availability of Labor..... []
 - 1. Government labor office..... []
 - 2. Other employers in the area..... []
 - 3. Development organizations..... []
 - 4. Advertising, sampling..... []
 - 5. Registration program..... []
 - 6. College and trade school placement services..... []
 - 7. Employment agencies..... []

- J. Commuting Patterns..... []
 - 1. Normal radius for plant in area..... []
 - 2. Variations in commuting rate due to sex, age group and rural residence..... []
 - 3. Radius for higher paying plants..... []

- K. Relocation..... []
 - 1. Public and union relations at time of announcement of relocation.[]



- 2. Cost of termination..... []
- 3. Information about new community for transfer employees..... []
- 4. Employee moving expenses..... []
- 5. Financial allowance for employees who move..... []

III. TRANSPORTATION

Distribution pattern of products to be shipped from new location and distribution pattern of raw materials to be received.

- A. Rail Transportation..... []
 - 1. Lines serving city..... []
 - 2. Classification territory..... []
 - 3. Daily freight and passenger service..... []
 - 4. Shipping time to particular cities..... []
 - 5. Adequacy of car supply..... []
 - 6. Commodity rates..... []
 - 7. Carload rate- minimum size of carload..... []
 - 8. Less than carload rates..... []
 - 9. Piggy-back and other interchange services..... []
 - 10. Demurrage..... []
 - 11. Railroad offices in area..... []
 - 12. Financial strength of rail system serving area..... []
 - 13. Possibility of branch line abandonment..... []
 - 14. Effect of deregulation on area rail service..... []
- B. Rail Service at Site..... []
 - 1. Relation of siding to main system..... []
 - 2. Trailer on flat car ramps..... []
 - 3. Switching frequency..... []
 - 4. Switching limits..... []
 - 5. Probable cost of erecting siding, if none at site..... []
 - 6. Apportionment of cost between plant and railroad..... []
 - 7. Effect of siding on plant design..... []
 - 8. Complications: sidings jointly used, public road crossings, etc. []
- C. Highway Transportation..... []
 - 1. Distance to nearest interchanges on Interstate Highway system- existing or proposed routes..... []
 - 2. Access to other highways and feeder roads..... []
 - 3. Condition, length and width of roads and streets..... []
 - 4. Weight, height and length limitations..... []
 - 5. Capacity vs. current usage and projected demand..... []
 - 6. Bond issues for new roads..... []
 - 7. Toll roads- amount of toll..... []
 - 8. Seasonal restrictions on road use..... []
- D. Trucking Service..... []
 - 1. Companies serving area- local, intrastate, interstate..... []
 - 2. Terminals and facilities..... []
 - 3. Overnight service radius..... []
 - 4. Schedules- trips per day..... []
 - 5. Rate structure..... []
 - 6. Specialized equipment (liquid or dry bulk, heavy hauling, etc.) []
 - 7. Express and transfer service..... []



- 8. Freight consolidating and forwarding service, export service... []
- 9. Location of commercial zone..... []

- E. Other Motor Transportation..... []
 - 1. Local rapid transit- facilities, schedules, proposed extensions. []
 - 2. Nearest service to plant site..... []
 - 3. Inter-city bus service- terminals, schedules..... []
 - 4. Taxi-service- rates, adequacy of service, radio equipment..... []
 - 5. Car rental..... []

- F. Commercial Air Service..... []
 - 1. Airlines, air taxis and commuter service serving area- passenger and freight schedules..... []
 - 2. International service..... []
 - 3. Air cargo forwarders..... []
 - 4. Distance and travel time from plant site to airport..... []
 - 5. Taxi, limousine, car rental..... []

- G. Other Air Service..... []
 - 1. Airfields used by executive aircraft..... []
 - 2. Hangar and office facilities..... []
 - 3. Taxiway access to plant sites..... []
 - 4. Air charter and rental..... []
 - 5. Airport facilities..... []
 - a. Terminal..... []
 - b. Runway- length, surfacing, lighting..... []
 - c. Radio and radar..... []
 - d. Instrument approaches..... []
 - e. Availability of gas, jet fuel..... []
 - f. Repair services..... []
 - g. Airport 24-hour security..... []
 - h. Taxi, car rental..... []

- H. Water transportation..... []
 - 1. Channel width and depth..... []
 - 2. Depth alongside, if on waterway..... []
 - 3. Distance to channel, if not adjacent..... []
 - 4. Distance to nearest overseas dock..... []
 - 5. Lines serving fares- schedules, rates, commodities handled..... []
 - 6. Port facilities- warehousing, transit shed, storage areas, stevedoring, container handling capability..... []
 - 7. Port authority, if any..... []
 - 8. Interchange facilities..... []
 - 9. Seasonal limitations..... []
 - 10. Icebreakers..... []
 - 11. Insurance rates..... []

- I. Pipelines..... []
 - 1. Possibility of service..... []
 - 2. Commodities- natural gas, oil, refined products..... []



IV. ENERGY AND UTILITIES: ELECTRIC, GAS, COMMUNICATIONS

- A. Power Source..... []
 - 1. Thermal- coal, natural gas, propane, fuel oil, lignite..... []
 - 2. Hydroelectric..... []
 - 3. Other- nuclear, geothermal, solar..... []
 - 4. Tax credit available for use of specific equipment or fuel to generate power..... []

- B. Electric Power Supply..... []
 - 1. Company or public agency serving area..... []
 - 2. Interconnection with other systems..... []
 - 3. Capacity- present and planned..... []
 - 4. Recent record of shortages or interruptions..... []
 - 5. Vulnerability to natural disasters..... []
 - 6. Location of nearest electric substations and whether interlocking []
 - 7. Voltage, phase and cycle available..... []
 - 8. Size of connection at proposed site..... []
 - 9. Two-way feed..... []
 - 10. Rates based on your demand for services..... []
 - a. Lighting..... []
 - b. Machine operation..... []
 - c. Air conditioning..... []
 - d. Welding..... []
 - e. Furnaces..... []
 - 11. Cost of extending service..... []
 - 12. Typical residential rates..... []
 - 13. Off-peak possibilities..... []
 - 14. Fuel adjustment provisions..... []
 - 15. Rate of return on capital investment..... []
 - 16. Current fuel generation mix..... []
 - 17. Ongoing power plant construction..... []
 - 18. Planned power plant construction..... []
 - 19. Fuel generation mix when the new capacity is on line..... []
 - 20. Present and projected reserve margins..... []
 - 21. Past and projected consumption growth..... []
 - 22. Record of service reliability to local manufacturers..... []
 - 23. Rate relief granted in last few years..... []
 - 24. Amount of the next rate hike request..... []
 - 25. Composition of the state public utility commission..... []
 - 26. Net bonded indebtedness..... []
 - 27. Bond rating..... []
 - 28. Whether the company is a net exporter or importer of power..... []
 - 29. If a substantial portion of power is bought from other companies, the nature of the contracts..... []

- C. Gas Service..... []
 - 1. Suppliers..... []
 - 2. Capacity, present and planned, as compared with peak requirements []
 - 3. Allocation for industrial use..... []
 - 4. Type (natural, mixed, manufactured) and Btu value..... []
 - 5. Storage facilities..... []
 - 6. Recent record of shortages and interruptions..... []
 - 7. Size of connection at proposed site..... []



- 8. Two-way feed..... []
- 9. Industrial and residential rates, including interruptible rate. []
- D. Coal, Oil..... []
 - 1. Suppliers..... []
 - 2. Cost of coal delivered, per million Btu's..... []
 - 3. Cost of oil delivered, per million Btu's..... []
- E. Potential for On-Site Independent Energy Source..... []
 - 1. Gas Well..... []
 - 2. Coal mine..... []
 - 3. Nuclear reactor..... []
 - 4. Other..... []
 - 5. Ecological permits required..... []
 - 6. Available infrastructure of skilled workers..... []
- F. Potential for Location In an Energy Park Complex (which includes waste recovery plant, generating station, etc.)..... []
 - 1. Specific design factors required for location..... []
- G. Other Special Energy Plans..... []
 - 1. Alternate fuel plan..... []
 - a. Price of alternate fuels..... []
 - 2. Cogeneration..... []
 - 3. Back-up system..... []
- H. Motor Fuel..... []
 - 1. History of shortages in area..... []
 - 2. Cost of fuel..... []
- I. Communications..... []
 - 1. Local Telephone company..... []
 - a. Number of instruments in use vs. capacity..... []
 - b. Capability of handling large installations..... []
 - c. Teletype service..... []
 - d. Private wire system..... []
 - e. Range of toll free area..... []
 - 2. Need for new communications system..... []
 - a. Digital transmission service..... []
 - b. Microwave and satellite transmission service..... []
 - c. Telecommunications..... []
 - 3. Postal service..... []
 - a. Nearest post office..... []
 - b. Frequency of deliveries..... []
 - c. Proximity of a Bulk Mail center..... []



V. MATERIALS, SUPPLIES, SERVICES

A.	Each Raw Material.....	[]
1.	Location of suppliers, distributors.....	[]
2.	Quantity and quality produced.....	[]
3.	Amount produced available to new customers.....	[]
4.	Delivery time, interruptibility.....	[]
5.	Long-term production outlook.....	[]
6.	Alternate supplies.....	[]
7.	Competition for materials from other companies.....	[]
B.	Each Semi-finished Material.....	[]
1.	Location of suppliers, distributors.....	[]
2.	Quantity and quality produced.....	[]
3.	Amount produced available to new customers.....	[]
4.	Delivery time, interruptibility.....	[]
5.	Long-term production outlook.....	[]
6.	Alternate supplies.....	[]
7.	Competition for materials from other companies.....	[]
C.	Storage Facilities.....	[]
1.	Public warehouses.....	[]
2.	Bulk storage terminals.....	[]
D.	Routine Supplies.....	[]
1.	Mill supplies.....	[]
2.	Building materials.....	[]
3.	Maintenance supplies.....	[]
4.	Office supplies and equipment.....	[]
5.	Distance to warehouse and distributors of above, if not local..	[]
E.	General Services.....	[]
1.	Subcontractors.....	[]
2.	Machine shops.....	[]
3.	Attorneys.....	[]
4.	C.P.A.'s.....	[]
5.	Job printers.....	[]
6.	Advertising agencies.....	[]
7.	Credit bureau.....	[]
8.	Catering, food vending.....	[]
9.	Janitorial services.....	[]
10.	Plant projection services.....	[]
11.	Telephone answering services.....	[]
12.	Employment offices.....	[]
F.	Technical Services.....	[]
1.	Laboratories- product research, testing, chemical analysis, instrumentation.....	[]
2.	Computer service bureaus.....	[]
3.	Consultants- management, engineering.....	[]
4.	Blue print service.....	[]
5.	Industrial photography and X-ray.....	[]
6.	Instrument, machinery repair.....	[]



VI. GOVERNMENT PROGRAMS: NATIONAL

- A. Nearby Government Installations..... []
 - 1. Location within regional government contract area..... []
- B. Central Aid to Schools In Impacted Areas..... []
- C. Incentives Offered in Depressed Areas..... []
- D. Special Consideration Offered In Contract Awards in Depressed Areas.. []
- E. Representation in Parliament..... []
 - 1. Voting patterns of Member of Parliament on issues of key interest to business..... []
 - 2. Committee positions held by area representatives..... []
- F. Economic Development Administration Assistance..... []
- G. Environmental Protection Agency (See "Ecological Factors")..... []
- H. Occupational Safety and Health Administration..... []
- I. Housing and Community Development Act Programs..... []
- J. Coastal Zone Management Act..... []

VII. GOVERNMENT PROGRAMS: STATE

- A. Structure of State Government, Financial Condition and Attitudes
 - 1. Structure of State Government..... []
 - a. Elected and appointed officials - responsibilities, terms of office..... []
 - b. Background of incumbents..... []
 - c. State political structure - relation to national parties... []
 - d. Record of state government - honesty, efficiency, major policies..... []
 - 2. Financial Condition..... []
 - a. Annual budget..... []
 - b. Sources of revenue..... []
 - c. Debt per capita..... []
 - d. Salaries of state officials..... []
 - e. Bond rating of state..... []
 - 3. Attitudes..... []
 - a. Attitudes of state officials toward industry..... []
 - b. Attitudes of state officials toward bordering jurisdictions.. []
 - c. Problem areas..... []
 - 1. New revenue sources..... []
 - 2. Public improvements..... []
 - 3. Redevelopment of private property..... []
 - 4. Urban plans to rehabilitate "busti" areas..... []
 - 5. Annexations..... []
- B. State Regulations and Legislation..... []
 - 1. Private use of natural resources..... []
 - 2. Laws affecting incorporation of businesses..... []



3. Laws affecting out-of-state corporations.....	[]
C. State Taxes.....	[]
1. Personal income tax.....	[]
a. Rate, exceptions and deductions.....	[]
b. Method of collection.....	[]
2. Corporate income, franchise, excise taxes.....	[]
3. Corporate organization fees.....	[]
4. Occupancy tax.....	[]
5. Foreign corporation tax.....	[]
6. Sales, use or payroll taxes.....	[]
7. Unemployment compensation rates, administration.....	[]
8. Worker's compensation rate.....	[]
9. Inventory, machinery and equipment taxes.....	[]
10. Franchise and incorporation taxes.....	[]
11. Gasoline, liquor and tobacco taxes.....	[]
12. Vehicle and other license fees.....	[]
D. Comparison of Total State and Local Tax Load with Services Rendered..	[]
1. Expenditure growth versus revenue growth.....	[]
2. Welfare expenditures.....	[]
E. Future Tax Prospects In the Area, In View of Needs for Major Capital improvements.....	[]
F. Special Tax Incentives.....	[]
1. Corporate income tax exemption.....	[]
2. Personal income tax exemption.....	[]
3. Excise tax exemption.....	[]
4. Tax exemption or moratorium on land, capital improvements.....	[]
5. Tax exemption or moratorium on equipment, machinery.....	[]
6. Tax exemption on manufacturer's inventory.....	[]
7. Sales/use tax exemption on new equipment.....	[]
8. Tax exemption on raw materials used in manufacturing.....	[]
9. Tax credits for use of specified products.....	[]
10. Tax stabilization agreements for specified industries.....	[]
11. Tax exemption to encourage research and development.....	[]
12. Accelerated depreciation of industrial equipment.....	[]
13. Special incentives for locating in economically depressed areas..	[]
G. State Industrial Financing Programs.....	[]
1. State Sponsored Industrial Development Authority.....	[]
2. Privately Sponsored Development Credit Corporation.....	[]
3. State Authority or Agency Revenue Bond Financing.....	[]
4. State Authority or Agency General Obligation Bond Financing....	[]
5. State Loans for Building Construction.....	[]
6. State Loans for Equipment, Machinery.....	[]
7. State Loan Guarantees for Building Construction.....	[]
8. State Loan Guarantees for Equipment, Machinery.....	[]
9. State Financing Aid for Existing Plant Expansion.....	[]
10. State Matching Funds for City and/ or County Industrial Financing Programs.....	[]
11. State incentive for Establishing Industrial Plants in Areas of High Unemployment/under development.....	[]
12. Tax-increment financing.....	[]



- 13. Pollution control financing programs..... []
- H. Labor Legislation..... []
 - 1. State "right-to-work" law..... []
 - 2. Laws pertaining to shift work and permissible total hours per week..... []
 - 3. Minimum wage law..... []
 - 4. Laws regulating union activity..... []
 - 5. Fair employment practices law..... []
 - 6. Laws concerning collective bargaining..... []
 - 7. Laws dealing with secondary boycotts and injunctions..... []
 - 8. State occupational safety and health laws..... []
 - 9. State incentives for training or retaining industrial employees.. []
 - 10. State incentives for locating facilities in areas of high unemployment..... []
- I. Special State Services for Industry..... []
 - 1. State financed speculative building..... []
 - 2. State provides free land for industry..... []
 - 3. State-owned industrial park sites..... []
 - 4. State funds for city and/or county development-related public works projects..... []
 - 5. State funds for city and/or county master plans..... []
 - 6. State funds for city and/or county recreational projects..... []
 - 7. State program to promote research and development..... []
 - 8. State program to increase export of products..... []
 - 9. State conducts feasible studies to attract or assist new industry []
 - 10. State help in bidding on federal procurement contract..... []
 - 11. State science and/ or technological advisory council..... []
 - 12. State programs for training or retraining industrial employees. []

VIII. GOVERNMENT PROGRAMS: LOCAL

- A. Structure of Municipal Government
 - 1. Elected and appointed officials-responsibilities, terms of office []
 - 2. Background of incumbents..... []
 - 3. Local political structure-relation to state and national parties. []
 - 4. Record of local government- honesty, efficiency, major policies.. []
- B. Financial Condition..... []
 - 1. Annual budget..... []
 - 2. Sources of revenue..... []
 - 3. Debt per capita..... []
 - 4. Salaries of local officials..... []
 - 5. Bond rating of municipality..... []
 - 6. Expenditure growth versus revenue growth..... []
- C. Civic Attitudes..... []
 - 1. Attitudes of city officials toward industry..... []
 - 2. Attitudes of city officials toward bordering jurisdictions other municipalities..... []
 - 3. Problem areas..... []
 - a. New revenue sources..... []
 - b. Public improvements..... []
 - c. Redevelopment of private property..... []



- d. Urban plans to rehabilitate "ghetto" areas.....
- e. Annexations.....
- D. Civil Disorders.....
 - 1. History of riots.....
 - 2. Civic action to solve social problems.....
- E. Local Taxes.....
 - 1. Property taxes- real and personal.....
 - a. Tax rates for the last five years.....
 - b. Method of tax assessment and equalization.....
 - c. Balance between tax loads on industrial, commercial and residential property.....
 - d. Amount of tax-free property in area.....
 - e. Local tax revenue per capita.....
 - 2. Schools taxes, if separate.....
 - 3. Fire district taxes, if separate.....
 - 4. Rates for services (water, trash collection, etc.).....
 - 5. Local sales or use tax.....
 - 6. Local license taxes.....
 - 7. Local permits, fees (water, sewer hookup, impact fee).....
 - 8. Comparison of local tax load with services rendered.....
- F. Special Tax Incentives (See also State Government).....
- G. Industrial Financing Programs.....
 - 1. City and/or Country Revenue Bond Financing.....
 - 2. City and/or Country General Obligation Bond Financing.....
 - 3. City and/or Country Loans for Building Construction.....
 - 4. City and/or Country Loans for Equipment, Machinery.....
 - 5. City and/or Country Loan Guarantees for Building Construction..
 - 6. City and/or Country Loan Guarantees for Equipment, Machinery...
 - 7. City and/or Country Incentives for Establishing Industrial Plants in Areas of High Unemployment.....
 - 8. Enterprise Zones.....
- H. Planning Commission.....
 - 1. History and Makeup.....
 - 2. Status of "master" or "comprehensive" plan.....
 - 3. Use of professionals in preparing master plan and in administering plan.....
 - 4. Coordination of plan with those of adjoining areas.....
 - 5. History of over-all economic planning.....
 - 6. Attitude of planning commission toward industrial growth in community.....
 - 7. Relationship with governing body.....
- I. Industrial Zoning.....
 - 1. Definition of industrial and research areas.....
 - 2. Protection against residential or commercial encroachment.....
 - 3. Policies on zoning changes and variances.....
 - 4. Overall growth management restrictions.....
 - 5. Special Economic
- Zone.....
- J. Building Codes.....



- 1. Date written, recent revisions..... []
- 2. Unusual requirements..... []
- K. Traffic and Parking..... []
 - 1. Professional supervision of traffic planning..... []
 - 2. Routing of through traffic..... []
 - 3. Adequacy and plans for downtown and industrial area parking.... []
- L. Streets..... []
 - 1. General condition of surfaces..... []
 - 2. Percentage unpaved, particularly in industrial areas..... []
 - 3. Street cleaning facilities..... []
 - 4. Snow removal facilities..... [

IX. WATER AND WASTE

- A. Regional Water Situation..... []
 - 1. Trend of consumption as compared with developed supplies, planned developments..... []
 - 2. Watershed development proposals for export of water to or import from other watersheds..... []
- B. Local Water Supply..... []
 - 1. Agency and source of supply..... []
 - 2. Pumping and storage supply..... []
 - 3. Average and maximum use as compared with present or proposed supply..... []
 - 4. Supply vs. projected demand..... []
 - 5. Pressure at site..... []
 - 6. State health department rating of supply..... []
 - 7. Method and extent of treatment, including fluoridation..... []
 - 8. Industrial and residential rates..... []
 - 9. Chemical analysis..... []
 - a. Hardness..... []
 - b. Alkalinity-acidity..... []
 - c. Solids..... []
 - d. Oxides, chlorides, nitrates, sulfates..... []
 - 10. Cost of extending service..... []
 - 11. Likelihood of restricted use..... []
- C. Surface Water- Streams and Lakes..... []
 - 1. Daily, seasonal and long-term flow variations..... []
 - 2. Upstream use..... []
 - 3. Temperature..... []
 - 4. Chemical analysis (same as above)..... []
 - 5. Distance to site..... []
 - 6. Feasibility of dam or pumping station..... []
- D. Ground Water- Wells..... []
 - 1. Recent trend of water table elavation..... []
 - 2. Recharge rate..... []
 - 3. Regulations on use..... []
 - 4. Pumping cost..... []
 - 5. Temperature, chemical analysis..... []



E. Sea water.....	[]
1. Cost of desalination.....	[]
2. Potential corrosion problems.....	[]
F. Waste Water, Sewage Disposal.....	[]
1. Direct waste water discharge.....	[]
a) Proximity of stream.....	[]
b) Size of stream.....	[]
c) Stream classification.....	[]
d) Existing discharges.....	[]
e) Total cost of disposal via this method.....	[]
2. Land application, spray irrigation.....	[]
a) Soil characteristics.....	[]
b) Elevation of water table.....	[]
c) Precipitation pattern.....	[]
d) Area on site for lagoon, lines.....	[]
e) Septic tank regulations.....	[]
f) Total cost of disposal via this method.....	[]
3. Municipal treatment system.....	[]
a) Proximity to sewer line.....	[]
b) Size of line.....	[]
c) Excess capacity of existing treatment plant.....	[]
d) Moratorium on new users?.....	[]
e) Separate sanitary and storm sewers.....	[]
f) Secondary treatment.....	[]
g) Total cost of treatment via this method.....	[]
G. Solid Waste Disposal Via Public Agency.....	[]
1. Agency and nature of collection system-incineration, landfill or dump, transfer stations, resource recovery.....	[]
2. Methods and frequency of collection.....	[]
3. Capacity compared with present and projected load.....	[]
4. Total cost of disposal via this method.....	[]
H. Solid Waste Disposal On Site.....	[]
1. Regulations which must be complied with.....	[]
2. Public relations aspects.....	[]
3. Staff requirements for special personnel.....	[]
4. Total costs via this method.....	[]
I. Solid Waste Disposal Off Site.....	[]
1. Availability of private service.....	[]
2. Legal liabilities	[]
3. Limitations on materials handled.....	[]
4. Total cost via this method.....	[]
J. Solid Waste Disposal Via Recycling	[]
1. Economic feasibility.....	[]
2. Regulations which must be complied with.....	[]
3. Staff requirements.....	[]
4. Total cost via this method.....	[]



X. ENVIRONMENTAL IMPACT, ECOLOGICAL FACTORS

A. Central Regulations.....	[]
1. Impact of Clean Air Act programs on facility.....	[]
a. Air quality maintenance plans.....	[]
b. Indirect source controls.....	[]
c. Transportation controls.....	[]
d. Parking management regulations.....	[]
e. Significant deterioration regulations.....	[]
2. Impact on Federal Water Pollution Control Act programs on facility.....	[]
a. National Pollution Discharge Elimination System.....	[]
b. Water Quality Management programs.....	[]
c. Nonpoint source control.....	[]
d. Dredge and fill permits.....	[]
e. Waste water treatment facilities planning.....	[]
B. State and Local Regulations.....	[]
1. Names and jurisdiction of regulatory bodies.....	[]
2. Scope of regulatory power.....	[]
a. Water pollution.....	[]
b. Air pollution.....	[]
c. Noise.....	[]
d. Solid wastes.....	[]
e. Visual or aesthetic pollution.....	[]
f. Land use regulation.....	[]
g. Power plant site.....	[]
h. Coastal resources protection.....	[]
i. Radiation.....	[]
j. Hazardous wastes.....	[]
k. Other.....	[]
3. Criteria/standards for measuring pollution.....	[]
4. Additional regulations anticipated for future.....	[]
5. Extent of regulation.....	[]
a. Planning approval.....	[]
b. Licensing or construction/operating permit.....	[]
c. Police power, law enforcement.....	[]
d. Penalty for non-compliance with pollution control regulations.....	[]
6. Imposition of sewer moratoria.....	[]
7. Financing program or tax incentives for pollution control.....	[]
a. Real property tax exemption.....	[]
b. Personal property tax exemption.....	[]
c. Sales/use tax exemption on pollution control facilities.....	[]
d. Sales/use tax exemption applicable to lease of pollution control facilities.....	[]
e. Credit against corporate income tax.....	[]
f. Maximum dollar limit of credit.....	[]
g. Accelerated depreciation of pollution control equipment.....	[]
h. Exclusion of pollution control investment from corporate income tax.....	[]
i. Exemption applicable to cost of operating pollution control facility.....	[]
j. State financing program for purchase and installation of pollution control facilities.....	[]

C. Attitude of General Public In Area Toward New Development..... []



1. Action groups with history of opposition to development..... []
 2. Major projects stalled by opposition..... []
 3. News media treatment of such issues..... []
 4. Posture of political leaders..... []

- D. Geographic Factors Affecting Pollution..... []
 1. Record of smog or smoke..... []
 2. Local waste treatment systems..... []
 3. Effect of local topography on air circulation; frequency of temperature inversions..... []
 4. Waste assimilation capacity of streams and rivers..... []

- E. Community Progress in Reducing Pollution..... []

- F. Special Legislation..... []
 1. Enabling legislation for state-wide or country-wide zoning..... []
 2. Scenic easements..... []
 3. Others..... []

- G. Impact Statements for Developments of Regional Impact (new towns, airports, attractions and recreation facilities, electric generating facilities and transmission lines, hospitals, industrial plants and industrial parks, mining operations, office parks, petroleum storage facilities, residential developments, shopping centers)
 1. Basic requirements:..... []
 - a. Describe present condition..... []
 - b. Describe proposed action..... []
 - c. Describe probable impact..... []
 - d. Describe unavoidable adverse impact..... []
 - e. Describe alternatives..... []
 - f. Short-term vs. long-term impacts..... []
 - g. Irretrievable and irreversible commitment of resources..... []
 2. General requirements: Detailed description of proposed project; definition of objectives-satisfaction of present and future needs; magnitude and significance of product or service; social and economic benefits; assessment of existing environmental characteristics and their balance; discussion of probable impact on environment; unavoidable adverse effects of project on environment; possible alternatives to avoid adverse environmental effects; irreversible or irretrievable commitment of resources; assessment of the cumulative, long-term effects of proposed project; economic cost/benefit ratio; significant local benefit
 - a. Solid wastes..... []
 - b. Socio-economic..... []
 - c. Aesthetic..... []
 - d. Impact on plant and animal life- see the official list of endangered native fish and wildlife, available from the Dept. of the Interior and the National Wildlife Federation..... []
 - e. Increased demand for resources (water, energy)..... []
 - f. Safety hazards, including list of cargoes of particular hazard: acetaldehyde; acetone cyanohydrin; acrolein; acrylonitrile; allyl chloride; ammonia, anhydrous; butadiene; butane; butene; butylene oxide; carbon disulfide; chlorine; chlorosulfonic acid; dimethylamine; epichlorohydrin; ethane; ethylene; ethylene oxide; ethylenimine; ethyl ether; hydrofluoric acid,



aqueous (70 percent) hydrogen chloride,
anhydrous; hydrogen
fluoride, anhydrous; methane; methyl acetylene, propadiene
mixture, stabilized; methyl bromide; methyl chloride; motor
fuel anti-knock compounds containing lead alkyls; oleum; phos-
phorous, elemental; propane; propylene; propylene oxide;
sulfur dioxide; toluene diisocyanate; vinyl chloride..... []

3. Indirect impacts on Operations of Facility..... []

a. Effect on contiguous land use..... []

agriculture..... []

shopping centers and office buildings..... []

marine structures such as piers and marinas..... []

fishing and mining..... []

manufacturing..... []

transportation..... []

commercial operations such as tourism..... []

distinctive scenic features..... []

unique historical/cultural landmarks..... []

b. Effect on regional development patterns..... []

c. Effect on demand for housing and public facilities..... []

d. Effect on use of nearby environmental amenities (parks, wood-
lands, recreational areas..... []

e. Effect of additional and/or improved transportation into con-
gested areas..... []

f. Effect of differential usefulness of the facility for
different economic and ethnic groups (and resulting problems
and solutions)..... []

g. Effect of increased mobility on lifestyles..... []

h. Effect of improved facility in transportation and related
technological development (and consequent impacts)..... []

H. Trade-Off Situations..... []

1. Contribution of other industries in area to pollution levels... []

2. Potential for reduction in existing pollution levels..... []

I. Analysis of Site from Ecological Viewpoint..... []

1. Description of land form..... []

2. Bedrock/foundation..... []

a. Support quality..... []

b. Type of material..... []

c. Depth of material..... []

3. Soil analysis..... []

a. Agricultural quality..... []

b. Structure support quality..... []

c. Depth..... []

d. Erosion characteristics..... []

e. Soil types..... []

f. Drainage..... []

4. Existing vegetation..... []

a. Vegetation types..... []

b. Timber quality..... []

c. Food value..... []

d. Landscape design potential..... []

5. Climate analysis (See Climate
)..... []

6. On-site construction
materials..... []

a. List of
materials..... []



b.		
Availability.....	[]	
c. Quantity.....		[]
7. Wildlife habitats.....		[]
a. Existing wildlife.....		[]
b. Range.....		[]
c. Sensitivity.....		[]
d. Effect of development.....		[]
8. Description of watershed or drainage basin.....		[]
9. Ground water/ hydrology.....		[]
10. Reef/ offshore analysis.....		[]
a. Condition of reef.....		[]
b. Configuration of ocean floor.....		[]
c. Bottom condition (rock, sand, coral, etc.).....		[]
d. Aquatic life.....		[]
11. Tidal area analysis.....		[]
a. Condition of river mouth or estuary.....		[]
b. Salt water/ fresh water mix zone.....		[]
c. Effect of development.....		[]
12. Analysis of hazards.....		[]
13. Shoreline analysis.....		[]
a. Length of beach.....		[]
b. Quality of beach material.....		[]
c. Configuration of shoreline/beach.....		[]
d. Rocky shoreline.....		[]
e. Swamp.....		[]
14. Harbor analysis.....		[]
a. Depth.....		[]
b. Bottom conditions/ anchorage.....		[]
15. Surface water.....		[]
a. Lakes/ponds/pools (size, quality, accessibility).....		[]
b. Rivers/ streams.....		[]
c. Navigation characteristics.....		[]
d. Use of domestic water.....		[]
e. Pollution problems.....		[]
16. Existing pollution.....		[]
a. Source.....		[]
b. Areas affected.....		[]
c. Alternative.....		[]
d. Cost of alternative.....		[]

XI. QUALITY OF LIFE FACTORS

A. General Appearance of Community.....		[]
1. Natural environment.....		[]
2. Appearance of central business district and commercial, industrial areas.....		[]
a. Level of activity.....		[]
b. New construction underway.....		[]
c. Empty buildings.....		[]
B. Community Features.....		[]
1.		
Housing.....	[]	
a. Location of in-town, suburban residential areas.....	[]	
b. Areas served by all utilities.....	[]	



c. Slum	
areas.....	[]
d. Urban renewal- public and private.....	[]
Progress.....	[]
Methods of financing.....	[]
Effect on other areas of the city.....	[]
e. Undeveloped acreage in city.....	[]
f. Photographs of the typical areas and homes.....	[]
g. Housing available in various price ranges.....	[]
h. Housing built in last five years.....	[]
i. Typical construction- basements, garages, frame, brick, air conditioning, setbacks, sidewalks.....	[]
j. Lot size and costs.....	[]
k. Building cost per square foot for various types of houses..	[]
l. Rental units- size range, rentals, lease requirements, terms of leases.....	[]
m. Apartments- type, rentals, terms of lease.....	[]
n. Percent of total housing stock in rental units.....	[]
2. Travel and meeting facilities.....	[]
a. Hotels and motels.....	[]
Number of rooms.....	[]
Maximum and minimum rates.....	[]
Recognition by national hotel and motel associations.....	[]
Convention and meeting facilities.....	[]
Major convention accommodated-attendance and schedule.....	[]
b. Auditorium, arena, exhibit hall.....	[]
Capacities.....	[]
Special facilities.....	[]
c. Restaurants.....	[]
Number and capacity.....	[]
Inspection by local health authorities.....	[]
Banquet and meeting facilities.....	[]
Noted specialties.....	[]
3. Shopping facilities.....	[]
a. Major department stores, including parking provisions.....	[]
b. Specialty stores.....	[]
c. Branches of metropolitan stores.....	[]
d. Shopping centers.....	[]
4. Adequate construction facilities and services available, such as architects, engineers, prime contractors, mechanical, electrical, piping, carpenters, labor, masons, plasterers, painters, landscape artist and paving contractors.....	[]
5. Banks.....	[]
a. Number.....	[]
b. Proximity.....	[]
c. Total deposits.....	[]
6. Legal firms.....	[]
a. Type.....	[]
b. Number.....	[]
c. Proximity.....	[]
7. Communications media.....	[]
a. Newspapers- local and major out-of-town.....	[]
Number and time of editions.....	[]
Circulation.....	[]
Editorial	
Philosophy.....	[]
Percent of population subscribing to daily newspapers.....	[]



- b. Television..... []
 - Channels, affiliations..... []
 - Quality of reception..... []
 - Local interest programs of special quality..... []
 - Educational TV..... []
 - CATV..... []
- c. Radio..... []
 - Call letters and reception..... []
 - Quality of programs..... []
- d. Other media..... []
 - Trade publications..... []
 - Farm journals..... []
- 8. Mail and express service..... []
 - a. Number, location and hours of local post offices..... []
 - b. Frequency of delivery- business areas, residential..... []
 - c. Express service- area served, average shipment time to major cities..... []
 - d. Messenger service..... []
 - e. Location of bulk mail facilities..... []
- 9. Organizations..... []
 - a. Civic, fraternal and social groups..... []
 - b. Economic development organizations..... []
 - c. Outstanding programs and expenditures per capita..... []
 - d. Extent of active participation..... []
 - e. United Fund..... []
 - Results of last three drives..... []
 - Per capita giving..... []
 - Agencies included and those conducting separate drives..... []
 - Participation by local industry- employee contributions by payroll withholding..... []
 - f. Professional societies..... []
 - Membership..... []
 - Frequency of meetings..... []
 - Programs conducted..... []
- 10. Political and social attitudes..... []
 - a. Majority of local civic, business and religious leaders with progressive attitude toward business and industry..... []
 - b. Proportion of population registered to vote and voting in national and local elections..... []
 - c. Business leader participation..... []
 - Election to local office..... []
 - Service on planning boards, school boards, tax councils.... []
 - Local businessmen prominent in local affairs..... []
 - d. Economic education programs..... []
 - e. Ethnic, racial and religious groups prominent in local affairs..... []
 - f. Reception accorded new residents..... []
 - g. Restrictions on sale of alcoholic beverages..... []
 - h. Unusual "blue laws"..... []
- 11. Amenities and intangibles..... []
 - a. Points of unusual, historic or scenic interest..... []
 - b. Prestige factors..... []

- C. Health and Welfare..... []
 - 1. Hospitals and clinics..... []



- a. Number of hospital beds per 1,000 population..... []
- b. Semi-private room rate..... []
- c. Special equipment..... []
- d. Rating..... []
- e. Accreditation status..... []
- 2. Medical personnel..... []
 - a. General practitioners..... []
 - b. Surgeons..... []
 - c. Specialists..... []
 - d. Number of physicians, dentists, nurses per 1,000 population.. []
- 3. Dentists..... []
- 4. Ambulance services..... []
- 5. Public health regulations..... []
- 6. Social services..... []
 - a. Groups assisted..... []
 - b. Number of social workers per 1,000 population..... []
 - c. Source of funds..... []
 - d. Expenditures for social services as percent of total city/county budget..... []
 - e. Percent of total population on welfare..... []
 - f. Adequacy of services for existing population..... []
- 7. General health of population..... []
 - a. Infant mortality rate..... []
 - b. Death rates from heart disease, cancer..... []
 - c. Tuberculosis rate..... []
- 8. Average per capita government expenditure on public welfare.... []
- D. Police and Fire Protection..... []
 - 1. Law enforcement..... []
 - a. Personnel per 1,000 population..... []
 - b. Annual expenditures for police force..... []
 - c. Equipment..... []
 - d. Surveillance of industrial areas..... []
 - e. Cooperation with county and state police..... []
 - f. Crime and juvenile delinquency rates, major categories (rape, murder, aggravated assault, burglary)..... []
 - g. Performance during strikes and labor disputes..... []
 - h. Injunctions against illegal strikes or picketing..... []
 - i. Traffic regulation during shift changes at plant..... []
 - j. Municipal courts..... []
 - k. Personnel attrition..... []
 - l. Training programs..... []
 - 2. Civil defense..... []
 - a. Shelters in downtown area..... []
 - b. Trained disaster squads and civil defense units..... []
 - 3. Fire protection..... []
 - a. Personnel per 1,000 population..... []
 - b. Fire insurance classification..... []
 - c. Extent of protected area..... []
 - d. Stations-location and time to outer limits of protected area. []
 - e. Equipment, including that for chemical fires..... []
 - f. Water pressure for fire fighting..... []
 - g. Fire inspection of local industry..... []
 - h. Sprinkler system requirements..... []
 - i. Personnel attrition..... []



- j. Training programs..... []
- 4. Plant security..... []
 - a. Availability of private security agent protection, if needed.[]
 - b. Other..... []
- E. Education..... []
 - 1. Number, enrollment, teachers, accreditation..... []
 - a. Public schools- elementary, junior high, senior high..... []
 - b. Parochial schools- elementary and high..... []
 - c. Private schools..... []
 - d. Pupil-teacher ratios..... []
 - 2. Cost of education per pupil..... []
 - 3. Investment per pupil and public school debt per capita: Responsibility for funding; school property tax trends..... []
 - 4. Teacher requirements and salary scales..... []
 - 5. School building expansion program and need for split shifts.... []
 - 6. History of voter rejection of school bond issues..... []
 - 7. Capacity vs. existing demand vs. projected demand..... []
 - 8. Condition and appearance of school buildings and grounds..... []
 - 9. Special facilities-libraries, laboratory facilities..... []
 - 10. Special programs for exceptional students..... []
 - 11. Average class 10 / 12 scores..... []
 - 12. Percent of high school graduates who go to college..... []
 - 13. Percent of high school drop-outs..... []
 - 14. Trade and business courses in regular high schools..... []
 - 15. Adult evening classes- vocational and avocational..... []
 - 16. Kindergartens and nursery schools..... []
 - 17. School buses- areas served..... []
 - 18. Status of desegregation..... []
 - 19. History of racial conflict in schools..... []
 - 20. Programs to deal with drug abuse, alcoholism..... []
 - 21. Colleges and universities in 50-mile radius..... []
 - a. Enrollment, faculty, accreditation..... []
 - b. Degrees granted, graduate programs..... []
 - c. Evening courses offered..... []
 - d. Extension programs..... []
 - e. Special facilities for research..... []
 - f. Research undertaken for industry in last five years..... []
 - g. Expansion programs..... []
 - 22. Vocational schools..... []
 - a. Courses offered..... []
 - b. Curricula flexibility..... []
 - c. Federal, state or local training programs tailored to specific industry requirements..... []
 - d. Training cost reimbursement programs for industry..... []
 - e. Median school years completed by those 25 and older..... []
 - f. Percent of those applying for military service who fail mental test..... []
 - g. Vocational education for adults..... []
- F. Cultural Aspects..... []
 - 1. Libraries (including university)..... []
 - a. Number of volumes..... []
 - b. Branches, bookmobiles..... []
 - c. Circulation..... []



- d.
- Budget..... []
- 2. Legitimate theatre..... []
 - a. Traveling shows last five years..... []
 - b. Local repertory groups..... []
- 3. Musical groups..... []
 - a. Symphony orchestra..... []
 - b. Choral and chamber music groups..... []
- 4. Lecture and concert series..... []
- 5. Museums and art galleries..... []
- 6. Discussion groups- forums..... []

- G. Recreational Facilities..... []
 - 1. Parks- acres per 1,000 population..... []
 - 2. Playgrounds..... []
 - 3. Golf courses..... []
 - a. Ownership..... []
 - b. Fees and membership dues..... []
 - 4. Tennis courts..... []
 - 5. Water sports facilities..... []
 - 6. Winter sports facilities..... []
 - 7. Bowling alleys- number of lanes..... []
 - 8. Professional sports..... []
 - a. Stadium capacity..... []
 - b. Baseball, football, basketball, hockey, soccer, boxing.... []
 - 9. Race tracks- racing days per year..... []
 - 10. Team sports facilities..... []
 - a. Little league football and baseball..... []
 - b. Softball leagues..... []
 - 11. Theatres, including drive-ins..... []
 - 12. Hunting areas nearby- types of game..... []
 - 13. Summer camps..... []

- H. Temples / Mosques / Churches / Gurdwaras etc..... []
 - 1. Denomination represented, number of places of worship..... []
 - 2. Percentage..... []
 - 3. Leading faiths in area..... []
 - 4. Interfaith groups..... []
 - 5. Community activities..... []
 - 6. Attitudes of religious leaders toward business and industry.... []

- I. Living Costs..... []
 - 1. Food..... []
 - 2. Housing, including costs for mortgage, real estate, taxes and hazard insurance..... []
 - 3. Clothing..... []
 - 4. Medical..... []
 - 5. Education..... []
 - 6. Transportation..... []
 - 7. Utilities..... []
 - 8. Entertainment/recreation..... []

- J. Employee Relocation Policies and Factors..... []
 - 1. Costs for home at former location..... []
 - a) Reimburse sales costs..... []
 - b) Home purchase plan..... []



- c) Equity
- advance..... []
- d) Loss incurred..... []
- e) Property management..... []
- f) Duplicate mortgages..... []
- 2. Costs at new home location..... []
 - a) Closing, legal..... []
 - b) New loan discount..... []
 - c) Mortgage interest difference..... []
 - d) Housing supplement..... []
 - e) Personal loan..... []
- 3. Other costs..... []
 - a) Higher salary for certain areas..... []
 - b) Cost-of-living adjustment..... []
 - c) Temporary housing..... []
 - d) Spouse employment..... []
 - e) Travel, site visits..... []

XII. CLIMATE

- A. For each month of year provide following data from nearest weather service reporting station
 - 1. Monthly average temperature..... []
 - 2. Average maximum temp..... []
 - 3. Average minimum temp..... []
 - 4. Maximum temp. ever recorded..... []
 - 5. Minimum temp. ever recorded..... []
 - 6. Heating degree days..... []
 - 7. Cooling degree days..... []
 - 8. Number of days over 90..... []
 - 9. Number of days under 32..... []
 - 10. Average precipitation, inches..... []
 - 11. Average relative humidity..... []
 - 12. Average wind velocity..... []
 - 13. Prevailing wind direction..... []
 - 14. Number of clear, partly cloudy, cloudy days..... []
 - 15. Percent of time instrument flight rules prevail..... []
 - 16. Maximum rainfall in 24 hour period..... []
 - 17. Maximum snowfall in 24 hour period..... []
- B. Other climatic data..... []
 - 1. Summer period between killing frosts, days..... []
 - 2. Temperature inversion pattern..... []
 - 3. Air Pollution Index..... []
- C. History of natural disasters, special weather hazards..... []
 - 1. Hurricanes..... []
 - 2. Tornados..... []
 - 3. Earthquakes..... []
 - 4. Volcanic eruptions..... []
 - 5. Tidal waves..... []
 - 6. Floods..... []
 - 7. Mud slides..... []
 - 8. Forest fires..... []
 - 9. Drought, dust storms..... []
 - 10. Thunderstorms, lightning, hail..... []



- 11. Blizzards..... []
- D. Climatic Effects on Costs..... []
 - 1. On building design, construction and maintenance..... []
 - 2. On cost of heating and air conditioning..... []
 - 3. On transportation to and from plant..... []
 - 4. On operations within plant, including technical processes..... []
 - 5. On employee recruiting..... []

XIII. SPECIFIC SITES- PLANNING FACTORS

- A. Type of Site..... []
 - 1. Raw land, previously undeveloped..... []
 - 2. Zoned office/industrial but not in planned park..... []
 - 3. Planned office or industrial park..... []
 - 4. Urban, suburban, rural..... []
 - 5. Waterfront or airport frontage..... []
 - 6. Redevelopment area..... []
 - 7. Drained or reclaimed land..... []
 - 8. Cleared, graded land..... []
 - 9. Site in large-scale PUD or new town..... []
 - 10. Previous land use, toxic waste risk..... []
 - 11. Adjacent land use..... []
- B. Topographic Consideration..... []
 - 1. Slope and grade..... []
 - 2. Potential aesthetic problems..... []
 - 3. Legislation restricting construction due to topography..... []
 - 4. Height above sea level..... []
 - 5. "Look window" for satellite antenna.... []
- C. Geologic Consideration..... []
 - 1. Depth of solid rock and character or intervening soil strata... []
 - 2. Bearing loads as compared with requirements..... []
 - 3. Soil analysis..... []
 - 4. Variation in ground water level..... []
 - 5. Flood risk and flood plains of surface bodies of water..... []
 - 6. Drainage pattern after plant construction..... []
 - 7. Earthquake risk..... []
- D. Transportation Service on Site (See also "Transportation")..... []
 - 1. Airport at site..... []
 - 2. Taxiway access to plant sites..... []
 - 3. Rail siding..... []
 - 4. Truck dock..... []
 - 5. Deepwater dock..... []
 - 6. Barge dock..... []
 - 7. Rapid transit stop..... []
 - 8. Streets..... []
- E. Transportation Service in Area..... []
 - 1. Approximate miles to closest Interstate highway
access..... []
 - 2. Approximate miles to closest air carrier
airport..... []
 - 3. Approximate miles to closest general aviation
airport..... []



- 4. Approximate miles to closest deepwater port..... []
- 5. Approximate distance to main rail-line..... []
- F. Potential for Intermodal Transfer of Containers..... []
 - 1. Rail-truck..... []
 - 2. Air-truck..... []
 - 3. Ship-truck..... []
 - 4. Rail-ship..... []
 - 5. Rail-air..... []
 - 6. Ship-air..... []
 - 7. Barge-rail..... []
 - 8. Barge-truck..... []
 - 9. Barge-air..... []
- G. Utilities (See "Power and Fuel," "Water and Waste Disposal")..... []
- H. Site development costs..... []
 - 1. Cost of water line, who pays..... []
 - 2. Cost of sewer line, who pays..... []
 - 3. Cost of electric line, who pays..... []
 - 4. Cost of rail line, who pays..... []
 - 5. Cost of access road, who pays..... []
 - 6. Clearing and grading cost..... []
- I. Intangible Considerations..... []
 - 1. Natural surroundings..... []
 - 2. Advertising value of site..... []
 - 3. View of building from distance and view from within building... []
 - 4. Neighbors..... []
 - 5. Security..... []
- J. Legal Check-Points..... []
 - 1. Title..... []
 - 2. Easements..... []
 - 3. Protective covenants, deed restrictions..... []
 - 4. Abandoned cemeteries..... []
 - 5. Mineral rights..... []
 - 6. If site is in multiple ownership..... []
 - a) Get accurate list of present owners..... []
 - b) Develop profile on each owner..... []
 - c) Determine reasons for present use..... []
 - d) Obtain expert opinion on current market value..... []
 - e) Be prepared to risk option money..... []
- K. Cost of Land..... []
 - 1. Initial cost, assuming options obtained without publicity..... []
 - 2. Cost if project is publicized..... []
 - 3. Broker fees..... []
 - 4. Probable appreciation of land value..... []
- L. Zoning Requirements..... []
 - 1. Uses permitted..... []
 - 2. Off-street
- parking..... []
 - 3. Set-
- backs..... []
 - 4. Percent of site that may be utilized..... []



- 5. Control of nuisances (smoke, dust, noise, etc.)..... []
- 6. Sign control..... []
- 7. Height restrictions..... []
- 8. Usage convertibility..... []

- M. Consideration of Special Strategies..... []
 - 1. Purchase of site large enough for more than one plant, setting up a "land bank" for future use..... []
 - 2. Use of surplus corporate property, including available land and buildings..... []
 - 3. Developing own industrial park or complex and locating plant in it, thus capturing some of own economic impact..... []
 - 4. Swapping company property elsewhere for site to avoid tax consequences..... []
 - 5. Leasehold on public land, such as an airport or urban renewal area..... []
 - 6. Site on closed military base, to use existing facilities, employ skilled workers, etc..... []
 - 7. Establish a plant under the twin plant concept (unit outside the U.S. furnishing assemblies to unit in the U.S.)..... []

- N. Deed Covenants []
 - i. Introductory Section..... []
 - 1. Purpose..... []
 - 2. Ownership..... []
 - 3. Definitions..... []

 - ii. Land-Use Criteria..... []
 - 1. Allowable land-use..... []
 - 2. Prohibited land-use..... []
 - 3. Special uses..... []

 - iii. Performance Standards (except local, state, central environmental regulations)..... []
 - 1. Noise..... []
 - 2. Fire and explosives..... []
 - 3. Vibration or shock..... []
 - 4. Smoke or heat..... []
 - 5. Illumination or glare..... []
 - 6. Particulate matter, dust and dirt..... []
 - 7. Electrical disturbances..... []
 - 8. Odors, toxic and noxious matter..... []
 - 9. Drainage..... []
 - 10. Excavations..... []
 - 11. Radiation..... []

 - iv. Space Allocations and Dimensional Standards..... []
 - 1. Building-to-land ratio..... []
 - Minimum building size..... []
 - Minimum lot size..... []
 - 2. Set-backs- front yard..... []
 - 3. Set-backs- side yard..... []
 - 4. Set-backs- rear yard..... []
 - 5. Exceptions to side yard and rear yard limits..... []



6. Rail siding.....	[]
7. Height limitations.....	[]
Allowable variations.....	[]
8. Off-street parking areas.....	[]
9. Off-street loading areas.....	[]
10. Easements and rights-of-way.....	[]
11. Streets and driveways.....	[]
12. Sidewalks and curbing.....	[]
v. Architectural and Aesthetic Standards.....	[]
1. Landscaping and limitations on cutting natural growth.....	[]
2. Exterior construction, permitted materials, prohibited materials, approved construction methods.....	[]
3. Signs.....	[]
4. Outdoor storage.....	[]
5. Maintenance requirements, refuse collection and prohibition of junk storage.....	[]
6. Utilities placement and design.....	[]
vi. Implementation of Plans and Construction.....	[]
1. Architectural review and approval of building plans-procedure.....	[]
2. Extension to include additional property.....	[]
3. Developers right to alter or change covenants.....	[]
4. Enforcement.....	[]
5. Fees.....	[]
6. Property owners association.....	[]
7. Repurchase rights.....	[]
8. Separability.....	[]
9. Termination and modifications.....	[]
10. Constructive notice and acceptance.....	[]
11. Completion of construction, temporary structures.....	[]
12. Miscellaneous.....	[]
vii. Special Provisions Peculiar to Project or Site.....	[]

XIV. BUILDINGS: OFFICE, WAREHOUSE, INDUSTRIAL

A. Available Buildings.....	[]
1. Location.....	[]
2. Year built.....	[]
3. Owner.....	[]
4. Total number of square feet, usable square feet.....	[]
5. Condition of building.....	[]
6. Current zoning, transferability.....	[]
7. Date of availability.....	[]
8. Neighborhood environment, appearance of surroundings.....	[]
9. Photographs and floor plans.....	[]
10. Suitability of building for warehousing, manufacturing.....	[]
11. Type of construction (steel, masonry, other).....	[]
12. Floor type.....	[]
13. Floor loadings.....	[]
14. Number of stories.....	[]
15. Ceiling height.....	[]



a. Ceiling clearance and column spacing.....	[]
16. Suitability for special equipment.....	[]
17. Heating system.....	[]
a. Type.....	[]
b. Btu.....	[]
18. Air conditioning system.....	[]
a. Type.....	[]
b. Size.....	[]
c. Capacity.....	[]
19. Humidity control.....	[]
20. Building insulation.....	[]
21. Sprinkler system.....	[]
a. Type of system.....	[]
b. Size of tank.....	[]
c. Pressure.....	[]
d. Number of fire extinguishers.....	[]
e. Fire detection system.....	[]
f. Fire water storage.....	[]
22. Distance to nearest fire station.....	[]
23. Distance to nearest fire plug.....	[]
24. Hydrants on site.....	[]
25. Insurance rating.....	[]
26. Existing special facilities (such as computer room).....	[]
27. Oil storage.....	[]
28. Propane storage.....	[]
29. Availability of rail siding.....	[]
30. Number of parking spaces available.....	[]
31. Truck docks available.....	[]
32. Existing tax assessment.....	[]
33. Sale price and terms, or leasing costs.....	[]
34. Size of site.....	[]
B. Leasing Data.....	[]
1. Nature and duration of lease.....	[]
2. Description of premises, including appurtenances.....	[]
3. Renewal and purchase options and options for additional space..	[]
4. Right of first refusal on additional space.....	[]
5. Right to lease adjacent or substitute space.....	[]
6. Availability of month-to-month tenancy when holding over.....	[]
7. Rent.....	[]
a. Amount.....	[]
b. When and how payable.....	[]
8. Grace period.....	[]
9. Escalations.....	[]
a. In real estate taxes.....	[]
b. In building operating expenses.....	[]
c. Basis for escalation (CPI, etc.).....	[]
10. Penalty for early termination.....	[]
11. Right of possession.....	[]
12. Measure of damages.....	[]
13. Subletting and assignment.....	[]
14. Responsibility for taxes, other expenses.....	[]
15. Building services, utilities furnished by landlord.....	[]
a. Heating (hours supplied).....	[]
b. Air conditioning (hours supplied).....	[]



c.		
Janitorial.....	[]	
d. Window cleaning.....		[]
e. Building maintenance.....		[]
f. Security.....		[]
g. Parking.....		[]
h. Exterminating service.....		[]
i. Water.....		[]
j. Exterior grounds maintenance and snow removal.....		[]
16. Leasehold improvements allowance.....		[]
17. Number of parking spaces included in lease.....		[]
18. Right to erect signs, other advertising matter.....		[]
19. Responsibility for repairs and conformity with building codes, laws.....		[]
20. Title, zoning and other restrictions on use of land.....		[]
21. Liability, insurance coverage and subrogation.....		[]
22. Destruction or condemnation of premises.....		[]
23. Building and construction of new leased facilities (Specify location, date of construction completion, type of construction, etc.).....		[]
24. Permissible uses.....		[]
25. Right to install satellite antenna on roof.....		[]
C. Points to Cover in Leases on Public Property (Such as an Airport)..		[]
1. Term adequate for financing: 50 years or shorter term with option to extend.....		[]
2. Realistic subordination provision to permit financing.....		[]
3. Lessee to have right to substitute a joint venture or subsidiary, sublease or assign.....		[]
4. Lessor to provide survey of property.....		[]
5. Reversion clause to be modified (if necessary) to provide that parcel leased not be recaptured if improper use made of other sites on airport by other lessees.....		[]
6. Height restrictions and building restriction lines affecting site not to be changed during lease term.....		[]
7. Taxiway access guarantee.....		[]
D. Points to cover in an appraisal.....		[]
1. Letter of transmittal.....		[]
2. Purpose of appraisal.....		[]
3. Date.....		[]
4. Rights to be appraised.....		[]
5. Legal description of property.....		[]
6. Highest and best use.....		[]
7. Zoning.....		[]
8. Tax history.....		[]
9. Area description.....		[]
10. Site description.....		[]
11. Building description.....		[]
12. Value of land, with comparables.....		[]
13. Value determined from cost.....		[]
14. Value determined from income.....		[]
15. Photos, maps, plats.....		[]
16. Certification of the appraiser.....	[]	
E. Office-of-the-future concept special requirements.....		[]



- 1. Wire management, cabling..... []
 - a) Raised floor..... []
 - b) Ceiling trays..... []
 - c) Vertical chases..... []
 - d) Conduit in ceiling, building code..... []
 - e) Teflon cable, cost..... []
- 2. Power supply..... []
 - a) Central motor-generator set []
 - b) Emergency generator..... []
 - c) Battery back-up units..... []
- 3. HVAC requirements..... []
 - a) More air supply and exhaust capacity, work areas..... []
 - b) Removal of gaseous pollutants from electronics..... []
 - c) More moisture to prevent dry air in winter..... []
 - d) Dust and particulate control..... []
 - e) More capacity for heat removal..... []
 - f) More capacity for humidity control..... []
- 4. Lighting..... []
 - a) Glare prevention for CRT work areas..... []
 - b) Special lighting electronic service areas..... []
- 5. Energy management..... []
 - a) Dual thickness insulating windows..... []
 - b) Insulated roof, U:0.08 or better..... []
 - c) Insulated exterior walls U:0.1 or better..... []
 - d) Low pressure air system..... []
- 6. Telecommunications facilities..... []
 - a) Videoconference room..... []
 - b) Satellite antenna..... []
 - c) Microwave antenna..... []
- 7. Shared services (intelligent buildings)..... []
 - a) Lease or sale of telephone equipment..... []
 - b) Lease or sale of data processing equipment and services..... []
 - c) Automatic billing, analysis, and cost reporting of phone service, teleconferencing, data transfer..... []
 - d) Packet-switching network interface..... []
 - e) Auto log-on for on-line data services []
 - f) Phone answering and message services..... []
 - g) Electronic fire, security, surveillance systems..... []
 - h) LAN permitting multi-user printers, peripherals..... []
 - i) Track record of shared-service provider..... []
 - j) Back-up provisions if system goes down..... []
 - k) Are technical support people on site?..... []
 - l) Is system compatible with company's other systems?..... []
 - m) Will company's data be secure?..... []
- 8. Space requirements..... []
 - a) More space for work stations with peripherals..... []
 - b) Increased floor/floor height..... []
 - c) Electronic printing area..... []
 - d) Electronic mail center..... []

- F. Furniture, fixtures, miscellaneous assets..... []
 - 1. Mail room equipment..... []
 - 2. Kitchen equipment..... []
 - 3. Dishes, cutlery, utensils..... []



- 4. Art, framed pictures, sculpture..... []
- 5. Vending machines..... []
- 6. Graphics, signage..... []
- 7. Carpets..... []
- 8. Conference room, A/V equipment..... []
- 9. Plants, planters..... []
- 10. Security systems, devices..... []
- 11. Flagpole, flags..... []
- 12. Mailbox..... []
- 13. Fire extinguishers..... []
- 14. Recreational, exercise equipment..... []
- 15. Vehicles..... []
- 16. Tools, maintenance equipment..... []
- 17. Exhibits, models..... []
- 18. System furniture..... []
- 19. Other furniture..... []

- G. Facilities for R&D, science activities..... []
 - 1. Animal care rooms..... []
 - 2. Clean rooms..... []
 - 3. Cold rooms..... []
 - 4. Hazardous reaction rooms..... []
 - a) High pressure cells, vents..... []
 - b) Barricades..... []
 - c) Showers..... []
 - d) Explosion management..... []
 - 5. Radiation labs..... []
 - 6. Toxic waste disposal..... []
 - 7. High energy labs..... []
 - 8. Special HVAC, fume hoods..... []
 - 9. Special fire protection..... []
 - 10. First aid facility..... []

XV. INTERNATIONAL PROJECTS

- A. Corporate Rationale for Location Outside Country
 - 1. Materials availability, minerals source..... []
 - 2. Market opportunity, common market access..... []
 - 3. Labor cost saving..... []
 - 4. Capital availability..... []
 - 5. Other..... []

- B. Who Will Do Location Analysis and Site Selection
 - 1. Same staff which handles domestic projects..... []
 - 2. Company's international department with assistance from domestic facility planning staff..... []
 - 3. Outside service or consultant..... []

- C. Govt. Policies on Capital Investment in Foreign Ventures
 - 1. Limit on export of technology..... []
 - 2. Loan programs available..... []
 - 3. Procedures required..... []

- D. Political Risk Evaluation for Foreign Areas..... []
 - 1. International bloc orientation..... []



2. Stability of regime.....	[]
3. Attitude of leading political parties toward foreign capital...	[]
4. Protection against expropriation of foreign companies.....	[]
5. Special treatment for host nation industries.....	[]
6. Treaties or pacts between U.S. and foreign country.....	[]
a) Investment Guarantee Treaty.....	[]
b) Convention to avoid double taxation.....	[]
c) Most-favored nation treatment.....	[]
d) Customs union.....	[]
e) GATT.....	[]
f) International Monetary Fund.....	[]
g) World Bank.....	[]
7. Record of terrorism, protection of human rights.....	[]
8. Sanctity of contract with foreign government.....	[]
9. Military alliances of foreign government.....	[]
E. Foreign Government Regulations and Policies.....	[]
1. Fairness of administrative procedures.....	[]
2. Prevalence of bureaucratic red tape.....	[]
3. Clarity of corporate investment laws.....	[]
4. Record of courts in regard to foreign companies.....	[]
5. Regulations on joint ventures or mergers with local firms.....	[]
6. Requirements for setting up local corporations.....	[]
7. Percentage of capital that may be foreign.....	[]
8. Percentage of foreign employees and supervisors.....	[]
9. Regulations concerning patents.....	[]
10. Price controls.....	[]
11. Regulations on transfer of funds out of the country.....	[]
a) Profits.....	[]
b) Royalties.....	[]
c) Technical service fees.....	[]
d) Repatriation of capital.....	[]
12. Restrictions on exploitation of natural resources.....	[]
13. Taxation of foreign-owned companies.....	[]
14. Value added tax.....	[]
15. Taxation of export income and income from operations abroad....	[]
F. Tariffs and Customs Regulations.....	[]
1. Present and foreseen participation in regional tariff agreements..	[]
2. Other tariff protection, export subsidies.....	[]
3. Tariff rates on raw materials and components.....	[]
4. Export taxes on finished product.....	[]
5. Duty or tax penalties when imported goods are exported.....	[]
6. Regulations regarding free trade zones.....	[]
7. Availability of bonded warehouses.....	[]
G. Economic Factors.....	[]
1. Export-import records and trends.....	[]
2. Standard of living, per capita income.....	[]
3. Trends in Gross National Product.....	[]
4. Stability of economy, cyclic trends.....	[]
5. Fiscal policies and practices.....	[]
6. Record of payment of foreign debts.....	[]
7. Strength of currency against U.S. dollar.....	[]
8. Balance of payments status and trends.....	[]



9. Major components of economy and trends
(agricultural, industry,
commerce)..... []
10. Trends in U.S. and other foreign investment..... []
11. Trends in prices and inflation rate..... []
- H. Financing..... []
1. Special incentives..... []
2. Policies of international capital sources on loans in the foreign
country..... []
3. Availability of a development bank..... []
4. Quality of local banking system, savings and loan associations. []
5. Government credit aids to new companies..... []
6. Availability of local investment capital..... []
7. Local interest rates and terms..... []
8. Availability of convertible currencies..... []
9. Availability of export financing and insurance..... []
10. Debt/equity requirements..... []
- I. General Business Factors..... []
1. Official language for conduct of business, if any..... []
2. Availability of investment guaranty, coverage war, expropriation
and convertibility risks..... []
3. Overall reputation of the business community..... []
4. National and local marketing and distribution systems..... []
5. Units of measurement used..... []
6. Corporate law heritage (British, Latin, Dutch, etc.)..... []
7. Availability and quality of Telex, telephone systems, satellite
communications, packet network nodes..... []
8. Availability of spare parts..... []
9. Availability of an international airport..... []
10. Capacity and quality of industrial gases..... []
11. Literacy rate..... []
12. Ethnic tensions..... []
13. Quality of local workmanship..... []
14. Skilled labor matrix..... []
15. Availability of local supplies, services..... []
16. Training subsidies..... []
17. Percent of crude oil imported..... []
18. Local electrical power systems- cycles, voltage, phase..... []
19. Railroad gauge..... []
20. Normal freight car capacity..... []
- J. Selecting foreign architect, engineer, other professionals..... []
1. Geographic area covered []
2. Degree of automation..... []
3. Size of firm..... []
4. Facilities..... []
5. Client track record..... []
6. Current priority projects..... []
7. Individual who would head up project..... []
- a) Languages spoken, including English..... []
- b) Has he done any similar jobs..... []
- c) How many jobs has he
completed..... []
- d) Is he cost-
conscious..... []



- K. Other
Factors..... []
1. Major differences in culture and management styles..... []
 2. Employee fringe benefits practices, compulsory, voluntary..... []
 3. Time difference from New York, London, Tokyo..... []
 4. Local taboos or unusual product preferences..... []

DECISION-MAKING

I. FACILITY FEASIBILITY ANALYSIS

- A. Final Tally of Annual Costs..... []
1. Wages and salaries..... []
 - a) Professional..... []
 - b) Craft..... []
 - c) Labor..... []
 2. Materials..... []
 3. Transportation..... []
 - a) Incoming materials..... []
 - b) Outgoing products..... []
 - c) Other..... []
 4. Utilities and fuel..... []
 - a) Fuel..... []
 - b) Electric power..... []
 - c) Water..... []
 - d) Waste treatment..... []
 5. Amortization of facility..... []
 - a) Land and building..... []
 - b) Pollution control..... []
 - c) Equipment, machinery..... []
 - d) Financing..... []
 6. Taxes..... []
 - a) State..... []
 - b) Local..... []
 7. Other costs..... []
 8. Comparison of costs with similar data for alternate sites..... []
 - a) Sites near major source of raw materials..... []
 - b) Sites near major market..... []
 - c) Sites in intermediate mode..... []
- B. Return on Investment Analysis..... []
1. Returns..... []
 - a) Net sales from facility..... []
 - b) Cost of products sold..... []
 - c) Gross profit from facility..... []
 - d) Operating expenses, other expenses..... []
 - e) Earning before taxes..... []
 - f) Income tax..... []
 - g) Investment tax credit..... []
 - h) Depreciation, tax saving from accelerated depreciation,.....
salvage value..... []
 - i) Total cash inflow from facility..... []



2.

Investment.....	[]
a) Land improvements.....	[]
b) Building/leasehold improvements	[]
c) Machinery and equipment.....	[]
d) Furniture and fixtures.....	[]
e) Working capital (accounts receivable, inventory,	[]
accounts payable).....	[]
f) Total cash outflow.....	[]
g) Net cash flow.....	[]
C. Tax, Accounting, Considerations.....	[]

II. FINANCING

A. Requirements.....	[]
1. New building or existing structure.....	[]
2. Lease or purchase.....	[]
3. Purchase lease-back.....	[]
4. Effect of alternate proposals on working capital.....	[]
5. Effect on tax liability.....	[]
6. Payout time.....	[]
B. Source of Funds.....	[]
1. Retained earnings.....	[]
2. Sale of stock, debentures or other securities.....	[]
3. Short-term bank loan.....	[]
4. Private long-term loan or mortgage.....	[]
5. Pooling of institutional funds.....	[]
6. Merger.....	[]
7. Loan from affiliated firm.....	[]
8. Loan from supplier.....	[]
9. Insurance company.....	[]
10. Mutual funds.....	[]
11. Commercial financing.....	[]
12. Factoring organization.....	[]
13. Municipal or state industrial bonds.....	[]
14. Local development corporation.....	[]
15. Regional development corporation.....	[]
16. State development corporation (privately financed).....	[]
17. State development authority (publicly financed).....	[]
18. Small Business Administration.....	[]
19. Loan guarantees by a government entity.....	[]
20. Economic Development Administration (in depressed areas).....	[]
C. Credit Factors.....	[]
1. Reputation of firm.....	[]
2. Type of business.....	[]
3. Length of time in business.....	[]
4. Quality and continuity of management.....	[]
5. Training of young executives.....	[]
6. Earning history.....	[]
7. Cash position.....	[]
8. Other short- and long-term commitments.....	[]
9. Size and type of plant - adaptability for other uses.....	[]
D. Factors Affecting Loan	
Terms.....	[]
1. General business	
conditions.....	[]
2. Length of	
loan.....	[]



3. Interest rate.....	[]
4. Importance of industry to community.....	[]
E. Special Inducements (See also Government Programs: National, State, Local Taxes and Permits).....	[]
1. Free land, plant.....	[]
2. Nominal rent.....	[]
3. Low interest rates.....	[]
4. Tax incentives.....	[]

III. LEASE V. BUY

A. Leasing Strategies.....	[]
1. Use of a lease as a financing vehicle.....	[]
2. Sale-leaseback as a financing method.....	[]
3. Tax treatment of advance rental payments.....	[]
4. Improvements on leased premises.....	[]
5. Amortization or depreciation of leasehold and improvements.....	[]
6. Tax consequences of rental options.....	[]
7. Distinction between ordinary repairs and capital expenditures..	[]
8. Tax treatment of options to purchase.....	[]
9. Tax treatment of net leases.....	[]
10. Use of percentage lease provisions to cope with inflation.....	[]
11. Tax treatments of payment by lessee to secure or cancel lease..	[]
12. Tax consequences of subletting premises or assigning lease.....	[]
13. Risk avoidance.....	[]
14. Short-term situation.....	[]
15. Administrative convenience.....	[]

CONSTRUCTION, START-UP, PROPERTY MANAGEMENT

I. CONSTRUCTION AND IMPLEMENTATION

A. Company Contracting Policy.....	[]
1. All construction in-house with company personnel.....	[]
2. Total job to general contractor "turn-key".....	[]
3. Combination of above.....	[]
B. Contract Stipulations.....	[]
C. Scheduling (by use of such project networks as PERT, CPM).....	[]
D. Status Reporting.....	[]
1. Periodic inspections, testing.....	[]
2. Amounts approved, committed to date, paid to date and variances for:	
a) Construction.....	[]
b) Equipment.....	[]
c) Landscaping.....	[]
d)	
Furnishings.....	[]
E. Start-Up.....	[]



1. Release of contractors.....	[]
2. Transfer of facility to operating unit.....	[]
3. State and local permit.....	[]
a) Certificate of occupancy.....	[]
b) Smoking permit.....	[]
c) State fire insurance permit.....	[]
d) Approval of exhaust systems.....	[]
e) Building permit and state-approved drawings.....	[]
f) Environmental control permits.....	[]
4. Other records to be transferred.....	[]
a) Equipment testing and operating instructions, records.....	[]
b) Waiver of liens.....	[]
c) Tracings of working drawings, including as-built revisions.....	[]
d) Specifications	[]
e) Guarantees, warranties insurance documents.....	[]
f) Keys.....	[]

II. PROPERTY MANAGEMENT

A. Determination of Highest and Best Land Use for Corporate Properties.	[]
B. Record Keeping.....	[]
1. Site data.....	[]
a) Plans, acreage.....	[]
b) Deeds.....	[]
c) Agreements.....	[]
d) Easements, right-of-ways.....	[]
e) Covenants.....	[]
f) Plot plans.....	[]
g) Topo maps.....	[]
h) Title records.....	[]
i) Zoning information.....	[]
j) Sales contracts.....	[]
k) Leases.....	[]
l) Record of improvements.....	[]
m) Services on site.....	[]
n) Utilities.....	[]
o) Condemnations.....	[]
p) Options.....	[]
2. Building data.....	[]
a) Architectural drawings.....	[]
b) Construction drawings.....	[]
c) Construction contracts.....	[]
d) Progress charts (PERT, CPM).....	[]
e) "As-built" drawings.....	[]
f) Alterations.....	[]
g) Leases.....	[]
h) Sub-leases.....	[]
i) Options.....	[]
3. Other data.....	[]
a) Acquisition	
costs.....	[]
b)	
Taxes.....	[]
c) Depreciation	
schedules.....	[]



d) Maintenance		
costs.....	[]	
e) ROI or RONA.....		[]
f) Insurance.....		[]
C. Property Inventory.....		[]
1. Owned property.....		[]
a) Location.....		[]
b) Description of land, buildings.....		[]
c) Acreage and square footage under roof.....		[]
d) Mortgage balance.....		[]
e) Original costs (land, improvements).....		[]
f) Date and costs of additions.....		[]
g) Net book value.....		[]
h) Appraised value.....		[]
i) Assessed value.....		[]
j) Replacement value.....		[]
k) Carrying charges (taxes, insurance, misc.).....		[]
2. Leased Property.....		[]
a) Location.....		[]
b) Description of leased facility.....		[]
c) Commencement date of lease.....		[]
d) Termination date.....		[]
e) Monthly rental.....		[]
f) Termination notice conditions.....		[]
g) Renewal privileges.....		[]
h) Subleases and assignment privileges.....		[]
i) Purchase privileges.....		[]
j) Insurance privileges.....		[]
k) Utility charges.....		[]
l) Tax liabilities.....		[]
m) Leasehold values.....		[]
n) Escalations.....		[]
o) Options.....		[]
D. Property Inspections.....		[]
1. Condition of building interior.....		[]
a) Floor.....		[]
b) Walls.....		[]
c) Lights.....		[]
d) HVAC.....		[]
e) Ceiling.....		[]
f) Doors.....		[]
g) Windows.....		[]
h) Rest rooms.....		[]
i) Plumbing.....		[]
j) Sprinkler system.....		[]
k) Exhaust system.....		[]
2. Condition of building exteriors.....		[]
a) Walls.....		[]
b) Roof.....		[]
c) Drains.....		[]
d) Trim.....		[]
e)		
Stairs.....	[]	
f) Gutters and		
leaders.....	[]	
g)		
Flashings.....	[]	



3.		
Yard.....	[]	
a) Fences.....		[]
b) Signs.....		[]
c) Paving.....		[]
d) Walks.....		[]
e) Dolly strip.....		[]
f) Lighting.....		[]
4. Dock.....		[]
a) Doors.....		[]
b) Lighting.....		[]
c) Floors.....		[]
d) Bumpers.....		[]
e) Overhead doors.....		[]
f) Door lights		[]
E. Condemnations.....		[]
F. Replacement and Retirement of Equipment.....		[]
G. Vacating Property.....		[]
H. Employee Relocation.....		[]
I. Surplus Property Disposal.....		[]
1. Property information required.....		[]
a) Deed.....		[]
b) Title policy.....		[]
c) Records of right-of-ways, easements, other encumbrances.....		[]
d) Terms of acquisitions.....		[]
e) Improvement costs.....		[]
f) Book Value.....		[]
g) Site survey.....		[]
h) Site plan.....		[]
i) Complete building plans.....		[]
j) Photo of property.....		[]
k) Appraisal.....		[]
l) Map of community showing location of site		[]
m) Tax map showing lot and plot number.....		[]
n) Zoning map showing zoning of property and surrounding areas.....		[]
o) Occupants of surrounding property.....		[]
p) Assessed valuation and five-year history of assessments and taxes.....		[]
q) Insurance costs.....		[]
r) Cost of repairs.....		[]
s) Cost of utilities.....		[]
t) List of equipment.....		[]
2. Community information required.....		[]
a) List of local development organizations.....		[]
b) Corporate personnel involved in facility and area.....		[]
c) List of local real estate brokers.....		[]
d) List of other landowners, developers in area.....		[]
e) Community data on population, labor force, economic climate,		
etc.....	[]	
f) Community zoning map showing location of all properties zoned for use similar to subject property.....	[]	



- g) Major industries in area..... []
 - h) General real estate climate of community..... []
 - 3. Property inspection..... []
 - a) Confirmation that facility is substantially same as shown in records..... []
 - b) Confirmation of operating costs..... []
 - c) Repairs needed that would affect disposition of property.... []
 - 4. Marketing plan..... []
 - a) Summary of appraised value of property..... []
 - b) Summary of general real estate marketing conditions in the area..... []
 - c) Determination of whether property should be marketed through a real estate agent..... []
 - d) Recommendations for sales leads..... []
 - e) Proposed terms of offering..... []
 - Sale or lease price..... []
 - Terms of sale (cash or mortgage) and/or lease details..... []
 - Time needed to market property in orderly manner..... []
 - Budget for expenses involved []
 - Recommendations for disposition of leasehold equipment, furnishings, etc..... []
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NOTES:

