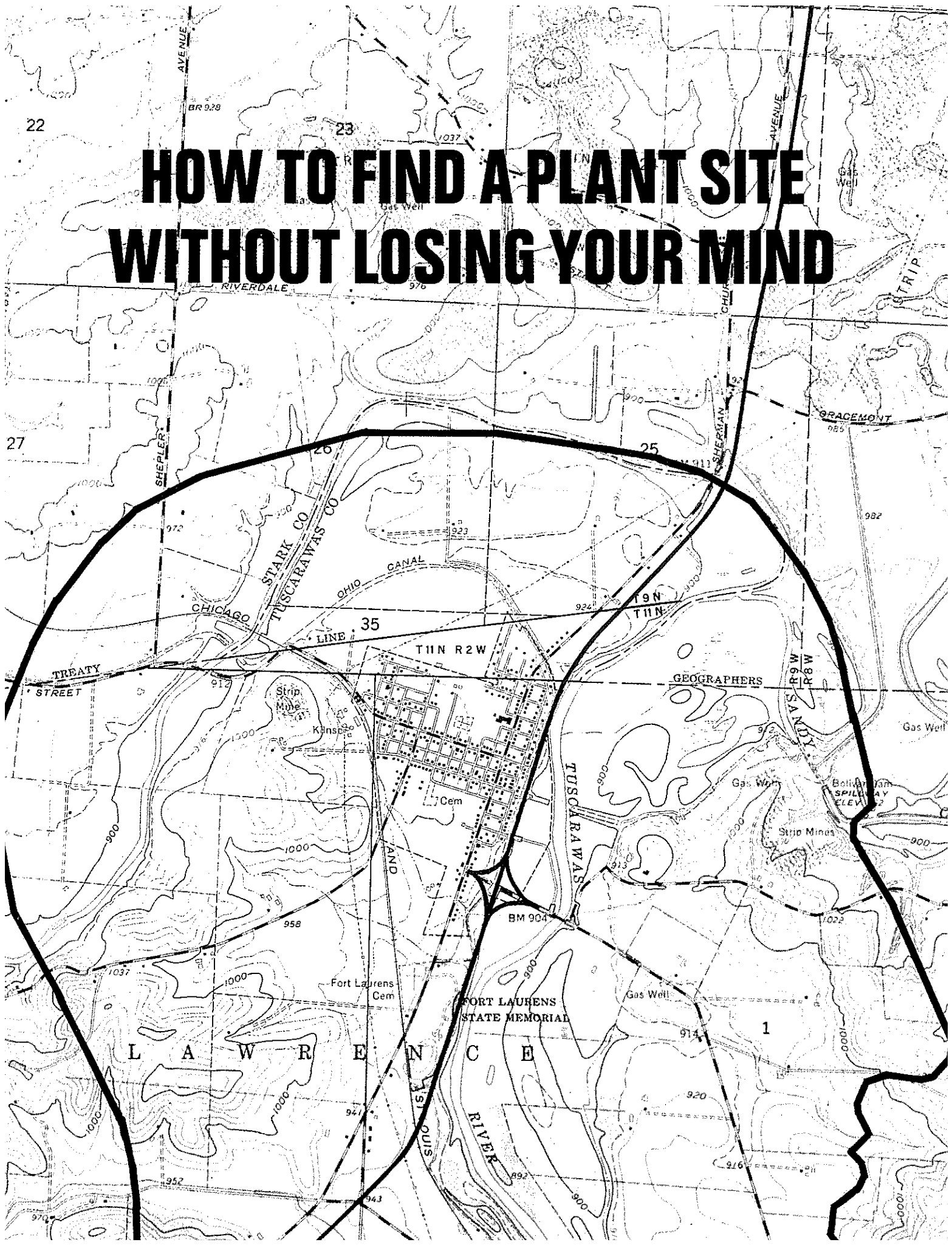


HOW TO FIND A PLANT SITE WITHOUT LOSING YOUR MIND



HOW TO FIND A PLANT SITE WITHOUT LOSING YOUR MIND

One of the major decisions that can tax the sanity of the management of a growing business is the selection of the best location for a new manufacturing facility. The skilled executive knows his own business and is usually adept at determining his production requirements and defining his markets. Once his production and marketing studies tell him he needs a new plant at a new location he is faced with a task that, if not approached properly, can lead him in search of his mind instead of the ideal plant site.

This text has been written as a guide and primer for those faced with the task of locating a plant site for the first time and as a "memory jogger" for those who have had some experience. It is not a set of procedures that will apply to everyone. If we've learned anything in our sixty years of helping industry we have learned that every company is different — has different requirements, different objectives and different likes and dislikes.

We will briefly discuss each area of concern in selecting the "ideal" site. Some of these will apply to you, some will not. Hopefully, you will be better prepared to develop your own procedural outline once you have studied this text.

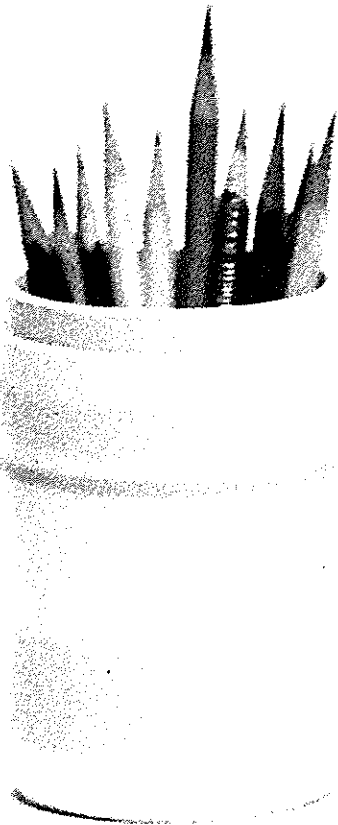
We have drawn upon our considerable experience and that of hundreds of industrial facility planners, community leaders and organizations, industrial realtors, Chambers of Commerce, railroad and utility developers, state and federal agencies and financial organizations in preparing guidelines for plant location studies.

The items discussed here include the importance of pre-planning, the preparation of location specifications, procedures to be followed in implementing the survey, including suggestions of organizations that can be of the most service. Featured is a check list of community and site data, including a method of assigning numerical values for purposes of evaluation. Financing programs, industrial parks, shell industrial buildings, sources of statistical data and a suggested formula for obtaining in-depth information also are included.

We present it to you with the hope you can find your plant site without losing your mind.

Dorman M. Miller
Vice President Area Development
American Electric Power Service Corporation

PRE-PLANNING



Before a company gets involved in the details of locating a site for a new plant, it needs to put its corporate self on the analyst's couch and probe to identify the objectives it wants to meet by building new facilities. It then must explore all the tangible and intangible factors that could affect any plant site decision.

Industry continues to expand and move at an ever accelerating pace. Not only does this mobility manifest itself in shifts from one section of the country to another, but also to suburban rather than central city locations. Better communications and transportation plus a stable work force have been responsible for smaller communities becoming increasingly more attractive. What this has done to the man charged with the responsibility of finding a plant site will become evident once his desk becomes piled high with brochures, pamphlets, offers and counter-offers from communities ranging in size from cross-road hamlets to skyscraping metropolises. As more and more areas become desirable for industrial expansion the job of sifting through all the possible communities and sites becomes more complex.

Adequate pre-planning is essential and can prevent costly duplication and back-tracking later. Some site selection projects require extensive pre-planning; others relatively little. One approach will work for some but not for others. In general, the following steps should be considered in formulating the site selection plan:

DEFINE OBJECTIVES

The objectives should be defined, taking into consideration both present requirements and future forecasts. They should be identified as to those that are mandatory, those desirable and those that are optional.

The definition of the objectives the company expects to achieve is important for two reasons. It provides the basis for establishing the new plant's location requirements and it assists management in understanding those benefits which might reasonably be expected from a new facility.

ITEMIZE REQUIREMENTS

Specific requirements to be considered, and general community and site characteristics desired, should be itemized and studied.

Preparation of the new plant location requirements is the most important step to be taken prior to the actual search. It involves the geographic area to be considered, site and structure specifications, transportation and utility services, labor and community characteristics, material, supplies and market distribution.

The community inventory and check list at the back of this book will be helpful in establishing location requirements.

SELECT THE STAFF

These will be the people who will search out and evaluate suitable communities and sites. The team members selected should be able to judge on an objective basis and all concerned corporate functions should be represented.

ESTABLISH PROCEDURES

Having defined the objectives and prepared the new plant requirements, management needs to establish the procedures that will be followed. Answering the following questions will help:

1. *Who will conduct the community and site studies?*

It could be handled entirely by company personnel, a consultant could be hired, or it could be a combination of company staff and outside talent.

2. *On what basis will the initial selection of the general area be made?*

A review of the company's marketing studies, suppliers and mandatory location requirements will be helpful.

3. *Within the general geographic area, how will specific communities be selected for study?*

A desk study of information received from area development groups and other sources can be helpful in determining possible communities.

4. *What questions will be asked?*

A review of the community inventory and check list at the back of this book will help determine the specific questions for a particular company.

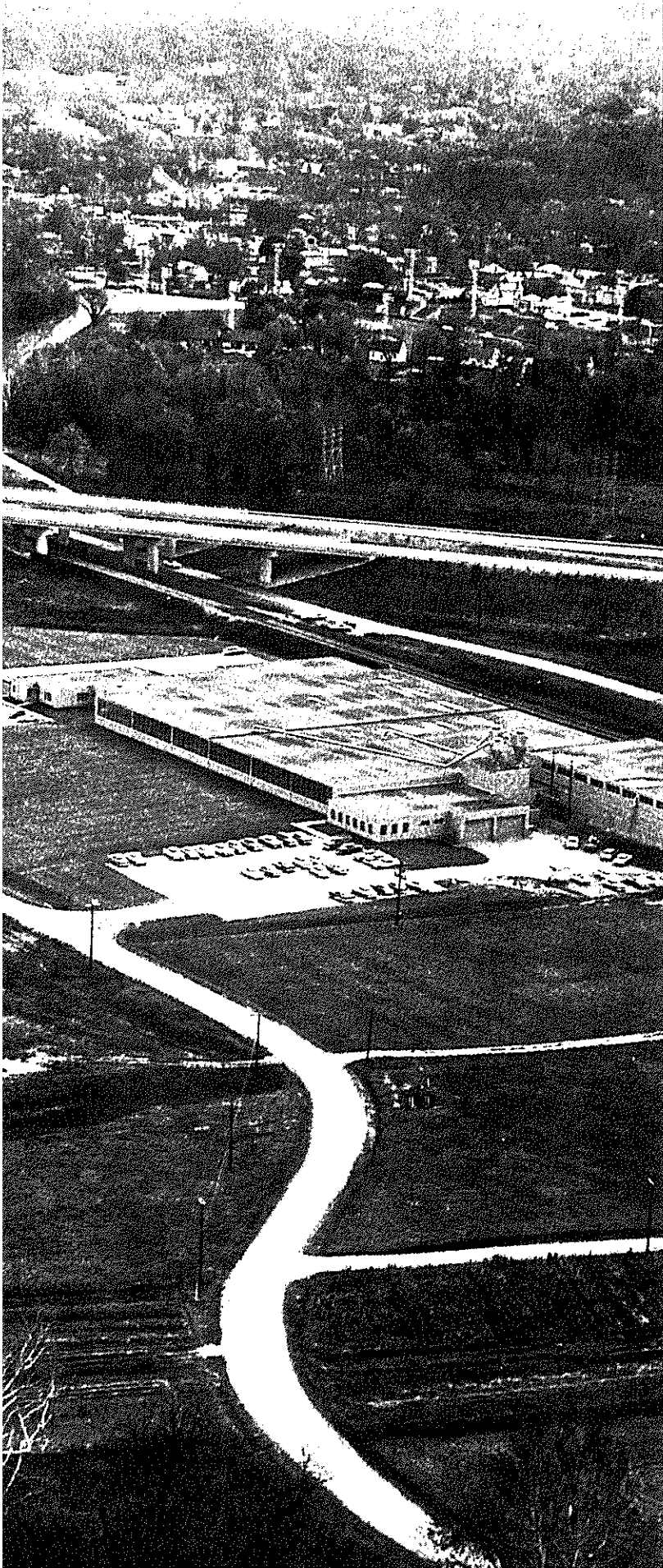
5. *Who will be making the community investigations?*

The initial visits to communities are generally made by just one or two members of the site selection team. Subsequent visits include additional people covering a broader spectrum of company operations. (Utility organizations can provide introductions and help maintain a degree of anonymity if it is desired.)

6. *How will preliminary and final evaluation be made?*

The community inventory and check list can be a valuable tool in evaluating the many details involved. The final evaluation includes both objective and subjective considerations that go beyond what can be weighed and scored on any formal tabulation.

THE SEARCH



OUTSIDE ASSISTANCE

If the site-seeking executive is interested in maintaining his sanity and powers of reason and analysis throughout the adventure, he is quick to realize that the use of outside help is necessary.

No matter what size of site, type of community or geographic area the industry is interested in, it is economically impractical for the company staff to do all the original research and gather the information necessary to properly evaluate the various alternatives. And, most of this information has already been gathered and catalogued by organizations whose business it is to assist industry in finding the right sites.

Any outside organizations used should provide information in an objective manner and on a confidential basis. Frequently, industrial real estate specialists and economic research consultants are retained for this purpose. Their objectivity has proven to be attractive to many companies. In some instances the industrialist will use paid consultants to conduct special studies on particular aspects of a site selection problem, reserving the more general selection considerations to themselves.

Utilities and railroads have proven very valuable to many site seekers because of the vast amount of information they have plus their experience in helping hundreds of other industries locate plants. A hidden asset of working with utilities is their direct and local involvement in all the communities they

serve. This can be invaluable in making contacts and evaluating communities in depth — beyond what can be done by digesting public records and statistics.

Additional sources that offer many of the same advantages are governmental agencies and state and local Chambers of Commerce.

In selecting outside assistance, it is important to get information from as objective a source as can be found. One method of doing this is to define the outer limits of the geographic area where the new facility should be located; and then select organizations whose interests cover the largest percentage of that area. Such organizations are able to provide data on many communities without being prejudiced toward any particular one and the information is standardized and comparable.

The investor-owned electric utilities have a service available to assist industries in gathering information on specific areas. It is known as PLANN — Planned Location Assistance Nationwide Network. By contacting your nearest electric company you can find the utilities that serve the part of the United States in which you are interested. The information is complete with name of company, address, territory served and the individual to contact.

SELECTING THE AREA

Prior to any field investigation or data gathering, the general geographic area must be selected. This

area may be restricted to a single metropolitan region or may consist of several states. Markets, transportation and labor costs are frequently the most important factors to be considered in defining the study area. However, factors such as source of incoming materials, competition, financial assistance, weather conditions or personal considerations may also control the selection of the geographic area to be studied.

Whatever factors control the survey study area, they should be considered in the light of existing conditions and also projections of conditions that are expected to prevail throughout the life of the proposed facility. The computer has become a useful tool in simulation studies and for determining market centers. In many instances, however, simpler methods are effective and adequate. The grid system method of determining market and other cost-determinant centers is often used.

The grid method is useful in determining the location which would best service the principal markets of the company or determine the most central location for receiving raw materials. Once having arrived at the geographic center, other factors such as transportation unit costs or exact rail and highway distances need to be factored in to arrive at a "refined" or "adjusted" center of market.

continued

The procedure to follow in using the grid system to determine center of market is:

1. A large scale map of the area to be examined is superimposed over standard graph paper.
2. A uniform scale is marked on both the horizontal (x) axis and the vertical (y) axis.
3. The customer locations are entered in column one of the analysis sheet and are pinpointed on the map.
4. In column two enter the weight of annual shipments anticipated from the new plant to each of the customer locations, and in col-

umn three enter the percentage of each location's weight to the total.

5. In columns four and five enter the (x) and (y) coordinates for each customer location.

The weighted center of markets, based upon tonnage, is determined by multiplying the number of distance units along each axis for each market location by the percentage of the total weight of all shipments from the plant. The total of columns Fx and Fy divided by 100, produces the coordinate of the weighted center of markets. An example is shown below.

continued

EXAMPLE:

As an example, let us assume a manufacturer of equipment used by the electric utility industry is planning a new facility to serve customers in seven market areas. First, the seven markets are listed in column one with the tonnage to be shipped to each market itemized in column two. The percentage of the total tons to be shipped to each market is shown in column three. A map of the total geographic area is prepared with a grid overlay and the exact market locations plotted.

The grid coordinates along axis (x) and axis (y) are determined for each market and entered in columns four and five. Fx and Fy can then be calculated. Total all Fx values and all Fy values and the sums of these two columns, divided by 100, will produce the coordinates for the weighted center of market based upon the weight of shipments. In this example, the center of the market is near Cambridge and Zanesville, Ohio.

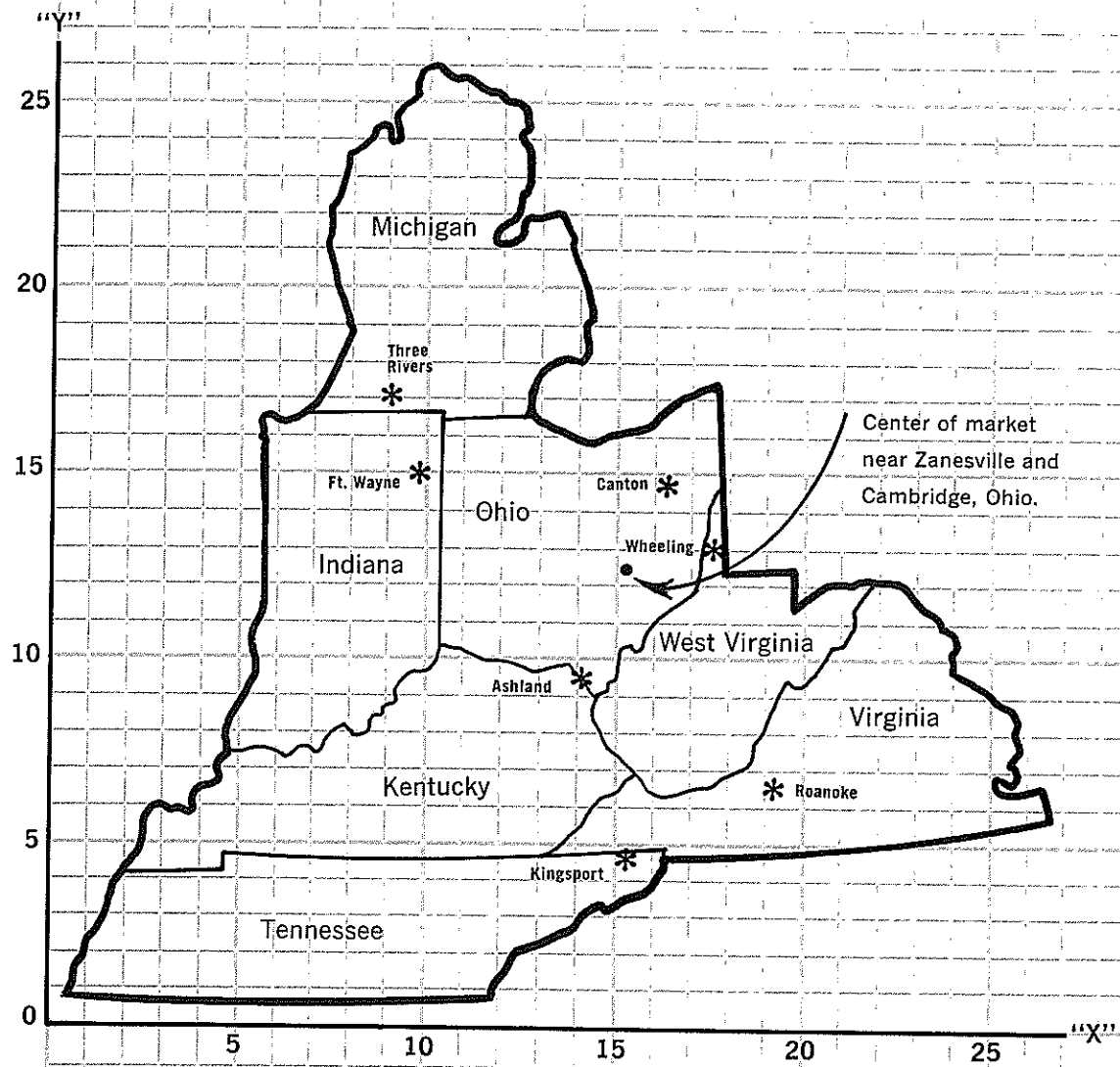
1	2	3	4	5	6	7
Market Areas	Tons Shipped	% of Total Weight (F)	x	y	Fx	Fy
Roanoke, Va.	76,270	24.4	19.3	6.5	470.92	158.60
Kingsport, Tenn.	4,080	1.3	15.3	4.7	19.89	6.11
Ashland, Ky.	11,994	3.8	14.0	9.3	53.20	35.34
Canton, Ohio	128,225	41.0	16.4	14.6	672.40	598.60
Wheeling, W. Va.	6,238	2.0	17.5	13.0	35.00	26.00
Fort Wayne, Ind.	83,598	26.7	9.8	14.9	261.66	397.83
Three Rivers, Mich.	2,609	0.8	9.0	17.0	7.20	13.60
TOTAL	313,014	100.0			1520.27	1236.08

This example is calculated as follows, starting with Roanoke, Va.:

$$24.4(F) \times 19.3(x) = 470.92(Fx)$$

$$24.4(F) \times 6.5(y) = 158.60(Fy)$$

Follow the same steps for all other market areas. The total of Fx is 1520.27 and the total of Fy is 1236.08. Divide these figures by 100 to arrive at 15.2 for the x axis and 12.4 for the y axis which are the grid coordinates for the center of these particular markets based on tons shipped.



THE SEARCH

continued

It is seldom that a site is selected exactly at the center determined by the grid method or any other method. The center is a starting point from which, in expanding circles, the company can seek out and evaluate communities. The community and site that most nearly meets the established location criteria is selected. The final selection will undoubtedly be a compromise of the best of many factors, tangible and intangible.

SELECTING THE BEST SITE

Having settled upon the prime geographic area for the new facility, the job of selecting the best community and site begins. This is the most difficult and time consuming part of the site selection process. Initially, there may appear to be many prospective locations. Or, conversely, there may appear to be none or only one. No matter what the situation appears to be at first glance, a decision reached at this point will probably be improper. The site seeker needs to make inquiries to probe in some depth.

One of the mistakes frequently made at this point is contacting too many development organizations. The result is an avalanche of telephone calls, visitors and promotion material. Some of the assistance

will be useful, but the useful is often lost in the confusion.

The better approach is to first investigate and determine the organizations which not only can supply useful information but those which have the widest base of coverage over the area being considered. It will then be possible to receive information that is uniform and comparable over a wider area. Utilities, railroads and many state agencies have such information and cover fairly broad areas.

After receiving initial reports, based upon carefully prepared general criteria provided by the site selection team, a "desk study" should be made to remove from further consideration communities or sites that fail to meet one or more basic requirements.

It is now appropriate to schedule the first visit to the communities considered likely candidates for the new facility. When scheduling field trips, adequate time should be allowed for a fair and equal inspection of all the selected communities. The first field trip will normally uncover a number of questions that need to be answered by in-depth reports. The industrial development organization selected to assist in the search is probably in a position to

either prepare the comprehensive studies for you or to recommend specialists who can readily make the information available.

THE COMMUNITY INVENTORY

The most thorough and precise evaluation of prospective sites and communities can be made when a statistical evaluation of community factors is prepared. Not only does it enable the site selection team to consider *all* the important factors but, more importantly, it provides a uniform weighting of the results for accurate comparison of one community to another. This is particularly important when the information is coming from two or more sources. It also avoids the possibility of members of the team putting undue emphasis on their particular areas of interest.

An extensive list of community and site selection factors that can be used in preparing a community inventory is in the section at the back of this guide. There are far more questions listed than needed for any one study. Still, in some cases, other questions would need to be added by a manufacturer with special interests.

Many of the items listed, such as labor and transportation, require extensive investigation before an

evaluation can be made.

The various factors are assigned point values and the various sites and communities under consideration are graded and compared to the optimum values assigned each factor to arrive, numerically, at a theoretical "best" site.

However, the statistical evaluation is just one tool to use in arriving at the final decision. There will be important judgment factors that must be blended in before the final decision can be reached.

THE FINAL SELECTION

With the community inventories on the prospective locations calculated and the on-site studies completed, a cost analysis and evaluation of intangible factors can be prepared. Frequently the real estate manager, with the help of other members of the staff, is responsible for this analysis. This step should narrow the selection down to the two or three best communities for final study.

The final study usually involves the addition of one or more members of top management. It will require another field visit to acquaint these managers with the communities and sites. It is at this point that management will be in a position to make the final decision.

ORGANIZING THE PLANT SITE STUDY

The establishment of a new manufacturing plant by a corporation usually follows a rather typical sequence of events from the time the need or opportunity for a new unit is mentioned casually until, much later, it becomes a reality. The various stages, which often overlap, include:

	Action	Responsibility
1	Review justification and feasibility of proposed new facility	Top management
2	Define and prepare list of objectives	Top management
3	Develop specific requirements, as to area to be investigated, the community and site characteristics	Top management
4	Establish "in-company" organization to get job done	Top management
5	Decide upon procedure to implement study a. Totally "in-company" or, b. Totally "by outside people", or c. Combination of both	In-company staff in consultation with management
6	Select general area of interest based upon markets, transportation, materials, labor, etc.	In-company staff
7	Gather community and site information in selected area (see check list)	In-company staff using outside help
8	After preliminary evaluation of data visit selected communities	In-company staff with assistance of outside sources
9	Following visit further evaluate communities and sites (See check list) choose three best	In-company staff and top management
10	Revisit and restudy three most attractive communities	In-company staff and top management using outside help
11	Make final choice	Top management in consultation with in-company staff
12	Review final selection	In-company staff

A WORD ABOUT FINANCING

A major consideration in every plant location is the method of financing the new facility. The following are means commonly used:

1. Provision of funds from capital reserves, by the issuance of stock of the company, or by short or long-term bank financing.
2. A loan guaranteed by the Small Business Administration.
3. A loan from the Economic Development Administration.
4. Loans from state agencies.
5. An issue of revenue bonds by a government unit.
6. An issue of general obligation bonds by a government unit.
7. Loan guaranty funds.

Most manufacturers can finance new facilities by using their own resources but some call on a number of outside services and means. Those firms qualifying as "small business" under the regulations of the Small Business Administration may apply for long-term, low-cost loans guaranteed by the S.B.A. In certain "depressed" areas of the coun-

try, investment capital is available through the Economic Development Administration. Some state governments have established revolving funds from which low-cost loans are made to industry.

In like manner, several states have established so-called, loan guaranty funds which are used to guarantee payment of loans negotiated through normal commercial channels. Companies with a financial rating sufficient to support raising funds in the private money market can effect savings in interest cost by arranging for issues of tax exempt industrial revenue bonds by political sub-divisions for projects whose total cost is \$5,000,000 or less. A few states have programs for using general obligation bonds of a political sub-division for financing industry.

In nearly every method of financing listed above, some kind of local participation is required. Information concerning such local participation and the sources for detailed information concerning the other programs are available from the industrial development representative of the utility serving the area.

INDUSTRIAL PARKS AND INDUSTRIAL DISTRICTS

At some point during most plant location surveys, consideration is given to a location in an industrial park or industrial district. These areas hold the advantage of being readily available, are usually a prime location, have all utilities in place, provide attractive environment, and ensure some protection of investment by the use of restrictive covenants.

Some of the parks feature low density building-to-land ratios, setbacks and landscaping. In others, architectural controls and zoning regulations preserve established standards. Many offer package plans of numerous services for industry. Construction and financing factors differ from park to park. Some will sell property, other provide only for leasing. Some will construct buildings for sale while others have lease-back arrangements.

On the other hand, site costs are usually higher, room for expansion may be somewhat limited, regulations governing setbacks and outside storage may be restrictive. Neighbors may cause competition for labor, lack of individuality, and involvement in labor disputes of neighboring plants.

The advantages and disadvantages should be weighed in light of the location specifications set forth in the project plan.

Industrial parks vary widely in function, size and geographic location. There are airport parks adjacent to swift transportation facilities. There are railroad industrial districts for heavier loads. There are research and development parks in close proximity to universities and scientific centers. And, there are core city urban parks, rural parks and suburban parks.



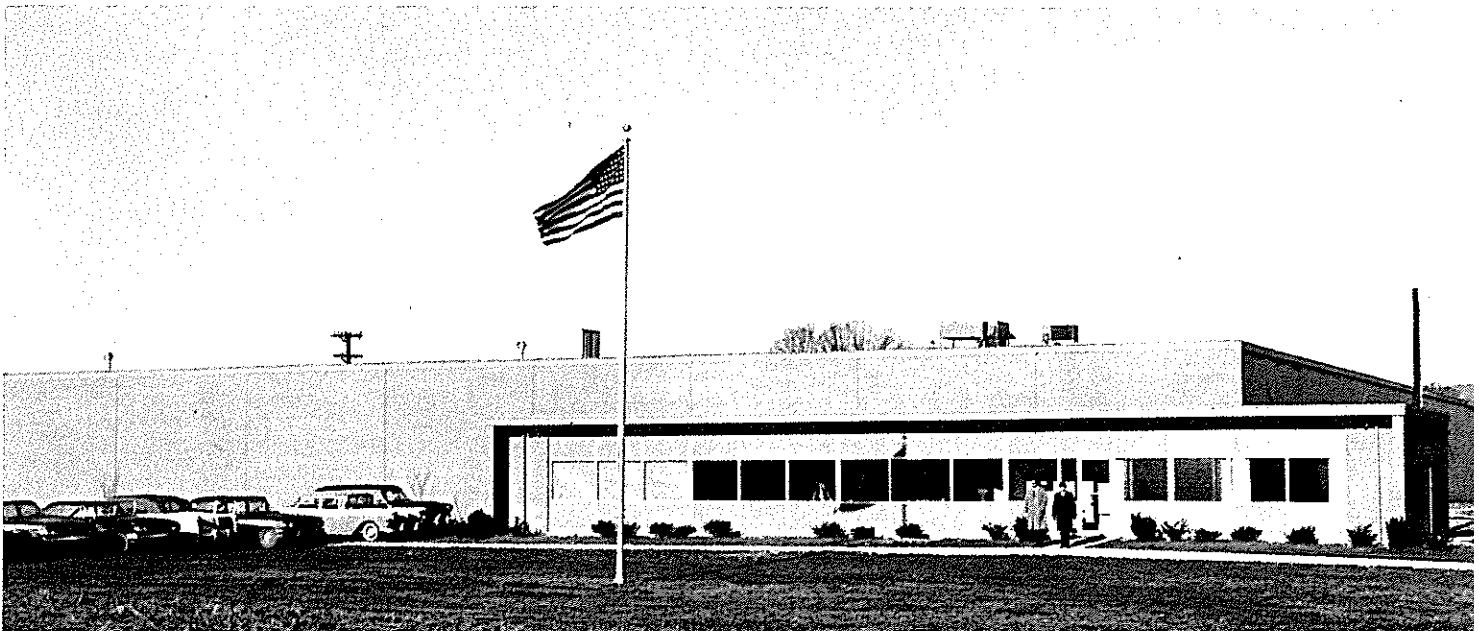
SHELL BUILDINGS

In response to a continuing demand for existing buildings and in an attempt to provide production space in minimum time, industrial shell buildings have been constructed in locations across the country.

An existing shell building offers the important advantage of production with minimum delay following the location decision. In addition, it is physical proof of the concern and aggressive action of the local community in preparing for new industry. In nearly every case the complete financing package has been assembled and allows for quick completion of the structure to the specifications of the prospective tenant. Shells can either be purchased

or occupied under terms of a leasing or lease-purchase agreement.

A word of caution. In some situations, shell buildings have been built in communities which are not competitive with other parts of the area. The shell building is erected as an inducement. An evaluation of the long term cost factors of every location should be made. Usually, the shell building is found in attractive communities and constructed by organizations or local entrepreneurs who are aware of the advantages of the area and have invested their money with every expectation of selling or leasing the building soon after it is constructed.



FIVE ECONOMIC REGIONS SERVED BY AMERICAN ELECTRIC POWER SYSTEM

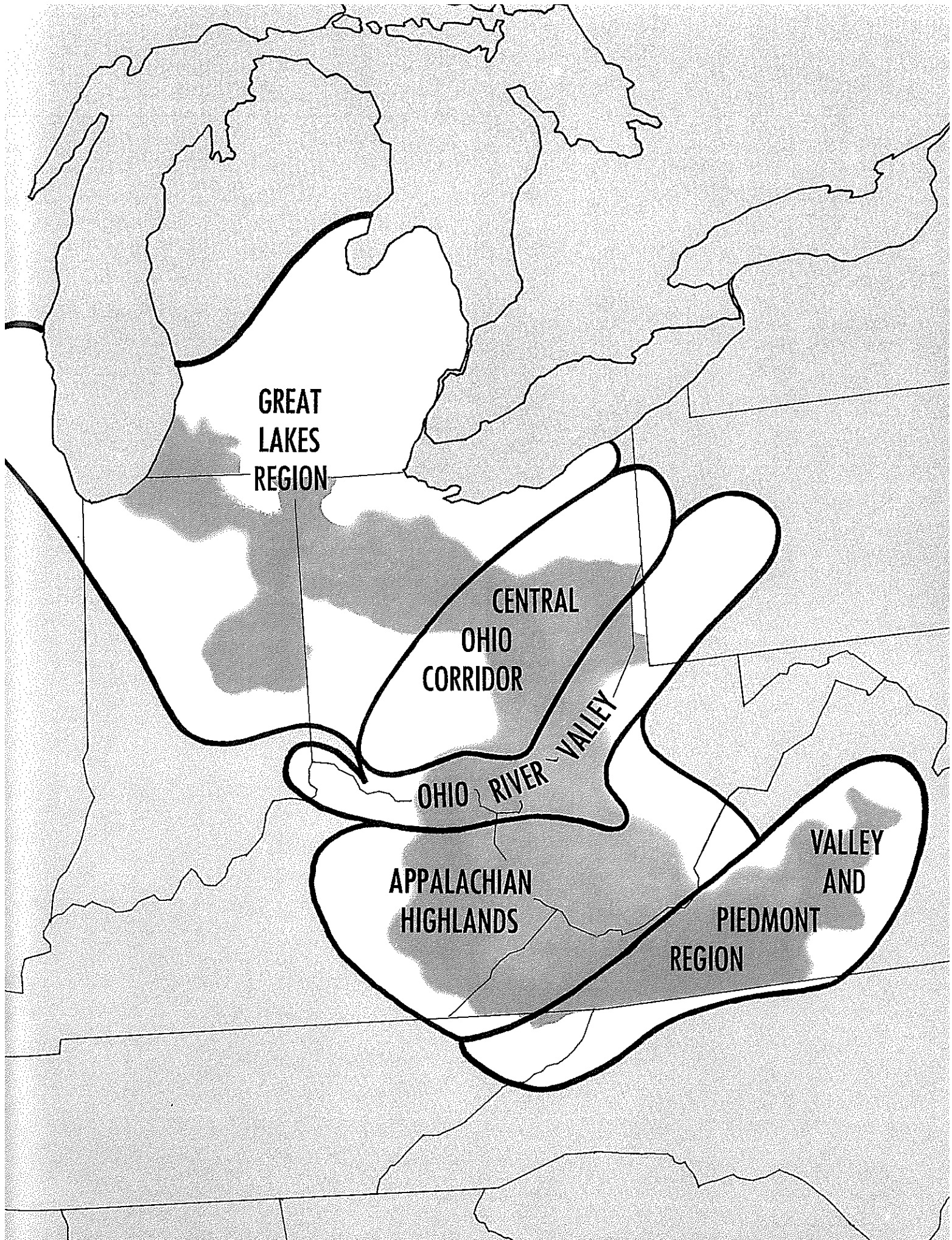
The general area to be considered by a company in its search for a plant site is determined by many factors, as discussed earlier. With more and more frequency, objective analyses of these factors suggest the ideal location as being outside the major metropolitan areas yet within easy access. The territory served by the American Electric Power System is tailored for industries looking for such locations.

The AEP service area could be defined as "the suburbs of America's major markets." The System is a consolidation of operating electric utilities serving from the shores of Lake Michigan on the northwest across the industrial areas of northern Indiana and Ohio, down the Ohio River Valley through West Virginia and eastern Kentucky to the Piedmont re-

gion of Virginia and northeastern Tennessee. It skirts the great metropolitan centers of Chicago, Detroit, Toledo, Cleveland and Pittsburgh. It serves the highly industrialized areas of the Ohio River Valley and reaches into the lower Appalachians, sandwiched between Mid-Atlantic coastal market centers and the growing lower Midwest.

The area is as diversified as the Nation itself. Basically it can be described as being within five fairly distinct economic regions. They are the Great Lakes, Central Ohio Corridor, Ohio River Valley, Appalachian Highlands and the Valley and Piedmont Region of Virginia and Tennessee. Each of these regions can support, and thus appeals to, different types of industrial activity.

continued



GREAT
LAKES
REGION

CENTRAL
OHIO
CORRIDOR

OHIO RIVER VALLEY

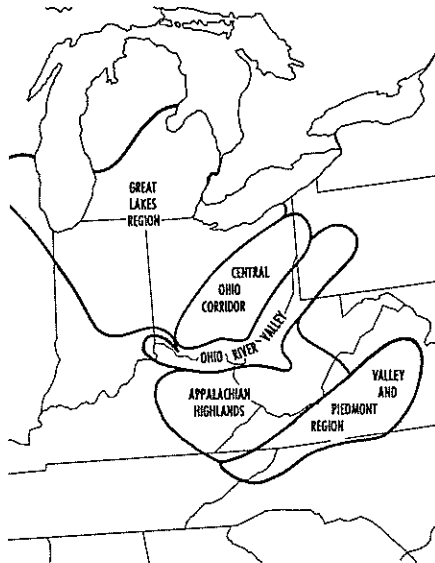
APPALACHIAN
HIGHLANDS

PIEDMONT
REGION

VALLEY
AND

continued

AMERICAN ELECTRIC POWER

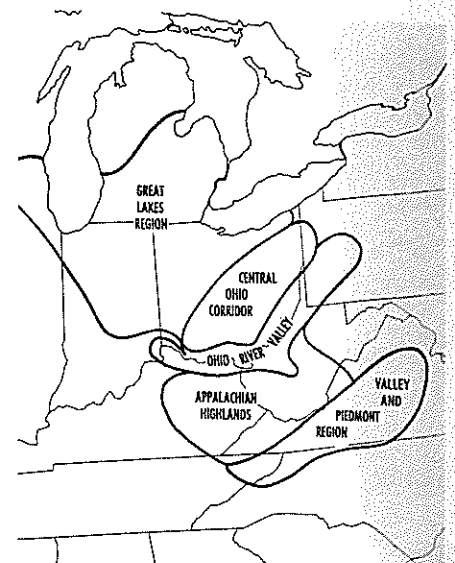


GREAT LAKES REGION

The Great Lakes Region typifies the industrial might of the nation. What some consider the Chicago, Detroit to Cleveland megalopolis contains some of the country's heaviest manufacturing industries. The main corridor of East-West transportation — air, rail and highway — is found at the base of the Great Lakes.

The area is one of highly skilled labor, better than average economic populations, centers of business and commerce and highly profitable consumer markets.

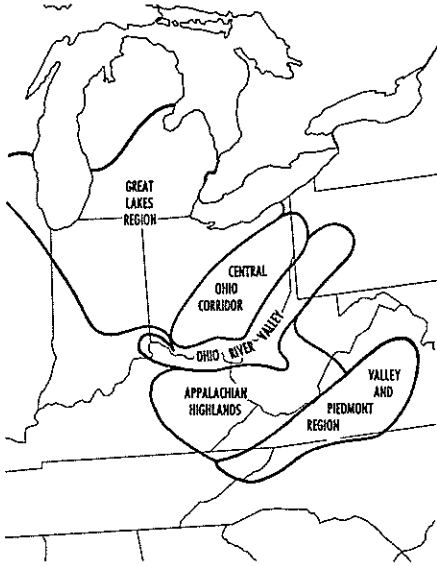
The AEP territory, on the fringe of these markets, makes it a very attractive area for those industries desiring to be near major markets but outside the highly competitive and expensive metropolitan centers.



CENTRAL OHIO CORRIDOR

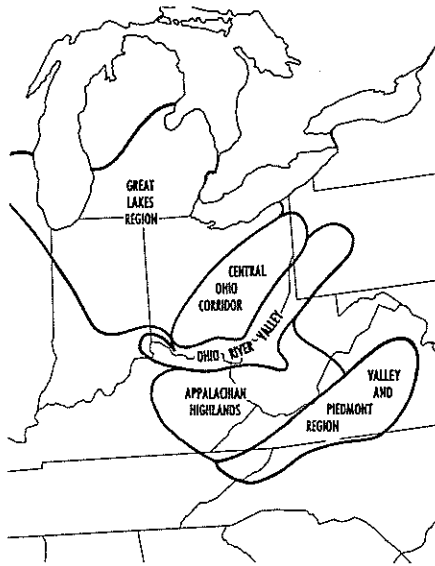
The Central Ohio Corridor is similar to the Great Lakes yet there are many differences. This is an agricultural area with a healthy ratio of stable industry. Here are found many light to medium industries whose major markets are the dense population centers of the Great Lakes, the East Coast and the Mississippi Valley. Plastics, food processing, and assembly-line operations that require dedicated, conscientious labor are found here. The labor pool tends to be quite stable. Transient, or seasonal labor is not so easy to come by.

Modern railroads and the ever-expanding Interstate Highway network make this area easily accessible to both markets and suppliers. Geographically, the Central Ohio Corridor can be described as being in the heart of industrial America. It can support a wide variety of industry.



OHIO RIVER VALLEY

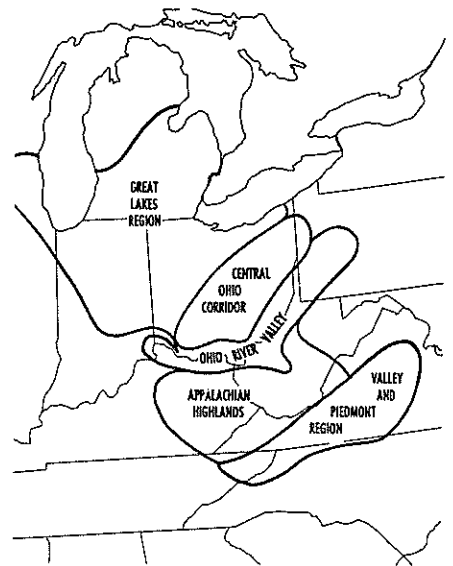
Excellent water and rail transportation, abundance of raw materials, and ideal geographical location combine to make the Ohio River Valley the locale of a major chemical industry complex. Industries that depend upon base chemicals in manufacturing have made this valley their home. Large metals manufacturers are found throughout the region. Industries of all types that depend upon large quantities of process water, heavy river transportation, or industrial and natural resources have long been attracted to the territory.



APPALACHIAN HIGHLANDS

The Appalachian Highlands should be considered an industrial frontier strategically located between two great market areas — the industrial midwest and the eastern seaboard. Here is an area that is in the process of being opened up by the Interstate Highway network and other modern transportation links. Its economy has been dependent for years upon the coal industry but this is less of a factor today.

Willing labor and eager, appreciative communities are probably two of the major attractions small and medium-sized companies have found in this area. Textiles, needlecraft, glass, electronics, and light fabrication are industries moving in to the Appalachians. Again, markets from the East Coast to the Great Lakes are within easy reach.



VALLEY AND PIEDMONT REGION OF VIRGINIA

Here is found a natural valley corridor stretching from the Potomac River down to the rich industrial area of the Southeast. In it is found the economic center of Western Virginia. This area has been strong in industries such as wood products, electronics, textiles and light fabrication. Economically, it is an area of climbing affluence. Many of the advantages of the industrial Southeast are found here without some of the disadvantages.

The abundance of surface water gives this area potential for manufacturing industries dependent upon water.

There is a favorable new inflow of labor which employers have found to be resourceful and productive.

AMERICAN ELECTRIC POWER SYSTEM

Area Development Services Available

The American Electric Power System serves portions of Michigan, Indiana, Ohio, W. Virginia, Virginia, Kentucky and Tennessee.

Sixty years of area development experience has provided us with a wealth of information on the entire territory. This information, and the assistance of trained area development specialists, is available at no cost.

LABOR SUPPLY

Up-to-date information on labor force potential by skills, work experience, education levels, sex, ages, wage rates, productivity, training programs and facilities.

WATER

Complete information on: (1) municipal supplies including storage capacities, pumping, filtering and chemical analysis; and (2) underground and surface supplies, locations, volumes and chemical analysis.

RESOURCES and RAW MATERIALS

The costs, availability and analysis of coal, oil, gas, high calcium limestone, brines, rock salt, sand,

gravel, shale, clay and other raw materials. Also: sources, costs and availability of iron foundry products, steel, alloys, aluminum, chemicals, timber, pulpwood, and other products.

UTILITIES

Electric, gas, water and telephone services – capacities, characteristics and rates.

TRANSPORTATION

Current rail, highway, air, and river data. Transit times, rates, services, terminals and interchanges.

COMMUNITIES

Complete and current knowledge of community population, characteristics, attitudes, form of government, bonded indebtedness, housing, banking, commercial establishments, schools, hospitals, churches, cultural facilities, recreation, civic organizations, municipal services and industrial development activities.

TAXES

Tax costs and trends, both local and state, plus appraisal and assessment practices.

EDUCATIONAL FACILITIES

Information about curricula, specializations, enrollments of schools, colleges, universities, and specialized institutions.

STATE and LOCAL REGULATIONS

Specific requirements regarding business operations such as workmen's and unemployment compensation rates and experience, state labor laws, sanitation and conservation regulations and zoning provisions.

INDUSTRIES

Manufacturers' names and locations including products and employment data.

INDUSTRIAL FUELS

The costs, analyses and thermal values of coal, electric power, oil and gas.

RESEARCH FACILITIES

Information on basic and educational research facilities, testing laboratories and services – both independent and corporate.

INDUSTRIAL SITES

Data on industrial sites and districts: location, size,

utilities, transportation, arrangements for load-bearing tests and, if desired, acquire control of necessary acreage.

AVAILABLE INDUSTRIAL PLANTS

Catalogued as to former use, age, type of construction, floor area, clearances, cranes, plus other equipment and utility services. Sales and lease terms.

AND MORE

Community brochures are revised annually to assure current information for all interested industries. Through more than 100 offices on the System, inspection tours of various areas, towns, and facilities are readily arranged. Appointments will be scheduled for confidential meetings with selected community leaders.

The citizens of communities we serve know we are working in their behalf and give us their complete cooperation. When you use our office as your location headquarters, your confidence is respected. Our Area Development Department is staffed with experienced plant location specialists.

BIBLIOGRAPHY

There are many governmental agencies, development organizations and publishers which have literature, statistics, maps or directories. A representative list of basic source material is published below.

- a. Directory of Federal Statistics for Local Areas – A guide to sources. 1966. USGPO \$1.00
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- h. Rand McNally Railroad Atlas
- i. Official Airline Guide – Complete list of all commercial airline flights. Reuben H. Donnelley Corp., Oak Brook, Ill. \$3.00 per copy
- j. Climatological Data, National Summary. Weather Bureau, U.S. Department of Commerce
- k. Data on employment, earnings and wages. Bureau of Labor Statistics, U.S. Department of Labor
- l. *Industrial Real Estate* by Dr. William N. Kinnard, Jr. – An excellent text on industrial real estate principals and practices. Society of Industrial Realtors, 1300 Connecticut Avenue, Washington, D.C.
- m. *Evaluation of Services and Features offered by Industrial Parks*. Society of Industrial Realtors, 1300 Connecticut Avenue, Washington, D.C.