1992

Springfield Business Retention and Visitation Program

UMass Amherst Center Economic Development

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The purpose of the Springfield Business Retention and Visitation Program sponsored by the Springfield Economic Development Corporation, was to create a data-based system through which Springfield could identify the needs and concerns of local businesses in an effort to enhance the business climate. This system would be used by the Greater Springfield Chamber of Commerce to assemble and analyze specific types of business-related information, develop company profiles, develop an early warning program, and in general generate a greater understanding of how the Springfield area is perceived as a place to do business. Such an understanding would be useful in preventing potential business closings and employee layoffs, and in finding ways to attract new companies to the area. The specific goals of this project were to:

1. Develop a comprehensive survey instrument which would identify and organize the collection of important indicator information concerning the business environment in the Springfield area,

2. Conduct initial background research on 25 - 30 important local businesses, as identified by the Greater Springfield Chamber of Commerce. These local businesses would then be interviewed in much greater detail, using the survey instrument as a guide,

3. Develop a computer program which would permit the Greater Springfield Chamber of Commerce to examine the key indicator information collected during the background research and the interview, and determine which characteristics of the local business environment require attention, and

4. Prepare a brief how-to manual on computer procedures to be used in analyzing and enhancing the value of the collected data.
Survey Instrument

The survey instrument (see appendix A) was developed through joint cooperation by staff of the Center for Economic Development at the University of Massachusetts, and the Greater Springfield Chamber of Commerce. Specific questions were carefully selected for inclusion on the survey based on the expectation that they would address the crucial issues facing local businesses, and would thus be most useful to determining the state of the local business climate. Most of the questions and response categories were designed so that answers could be readily quantified (closed ended) and later be computer analyzed. Other questions were open ended, which allowed persons being interviewed to expand on issues in ways not anticipated.

The intention is for select members of the Greater Springfield Chamber of Commerce to conduct face-to-face interviews with leaders of area businesses, and to subsequently convert the interview material to the structured survey instrument format. The information would then be standardized, and could be input into the computer for later analysis.
Background Research

It was felt that prior to the face-to-face interviews between members of the Greater Springfield Chamber of Commerce and the area businesses, background research should be conducted to provide an initial profile of the business of initial interest. Information was collected on topics such as S.I.C. codes, annual sales, current employees (see Appendix D). Sources of the information included Million Dollar Directory, Microcosm, and General Businessfile (InfoTrac)(see Appendix D). This background information was entered directly onto the survey instrument so as to be immediately available to the interviewer prior to the actual interview. Each interviewer would thus have a general understanding of the business and its current status (as best could be determined) prior to entering into the actual interview.

Data Analysis

The data, based on the background research and face-to-face interviews, would then be quantified and input into a computer for analysis. An important aspect of the analysis will be the ability to identify specific characteristics of the business environment which are or could be deemed detrimental to the attraction and or retention of businesses in the Springfield area. The computer software therefore needed to be set up and be sufficiently flexible to permit the various desired analyses. Staff at the Greater Springfield Chamber of Commerce will have the ability to generate frequency distributions and average response values of the survey questions. In addition, subsets of the data can be selected and analyzed separately, or in comparison with other subsets.
The program used for analysis purposes is Microsoft Excel. This program can be opened by double-clicking on the highlighted icon titled Microsoft Excel. see Figure 1.

Figure 1. Macintosh Window;
Figure 2. Empty Datasheet;

Once the program is selected it will display an empty datasheet, as seen in Figure 2.
To select the correct document you wish to work on, open the menu above, select File, and click "Open". This command will display the above (open document) box. Once this is open you must select the correct folder, then highlight the correct file. In this case the correct file is Springfield survey sheet see Figure 3. After this is highlighted, click "Open" and this document will be opened by Excel.
Figure 4. Springfield Survey Sheet;

This is the correct document that you wish to work on see figure 4. However, this is only the format; the individual data needs to be entered for each of the companies. Ten companies have been started under question one see survey instrument, Appendix A. The companies are listed by identification number for reasons of confidentiality.
Figure 5. Datasheet Familiarization:

The above is provided to familiarize yourself with the spreadsheet, see Figure 5. First, each cell has its own name or identity, called the cell address. The columns are identified by letters. These letters are listed horizontally and run through the alphabet A through Z. The rows are numbered downward in increasing order. Cells are first identified by the column, then the row. As seen in Figure 5, cell E6 is identified. The format of this spreadsheet has the question number from the survey listed along row 1, with each column representing a different question. The company number is listed along column A with each row represents a different company. As can be seen company 7 and question 13a are selected. The other item that has been made reference to above are notes. Each cell has the capability of having information assigned to it. This information can be recalled or printed independently. Once information has been assigned to a cell, a small black box is located in the upper right corner of the cell, as seen in Figure 5. To assign notes to a cell, first select the desired cell, then under Menu select Formula and click on Note. This will display a note box which the information can be assigned.
The procedure for entering data into a cell is listed above. To change information already in a cell, you must first select cell then retype the information or move the cursor to the upper center of sheet to the right of the check then retype, see information in Figure 6.

Figure 6. Entering Data:
The above Figure 7 describes how to clean up your spreadsheet. In order to customize the information you first need to highlight what is to be changed. Once it is selected you can make it bold, or change the font size, by clicking the appropriate formatting box above.

The above Figure 7 describes how to clean up your spreadsheet. In order to customize the information you first need to highlight what is to be changed. Once it is selected you can make it bold, or change the font size, by clicking the appropriate formatting box above.
After entering the data, your spreadsheet will look similar to Figure 8. The next step is to analyze the data.

Figure 8. Complete Spreadsheet:

<table>
<thead>
<tr>
<th>A</th>
<th>B</th>
<th>C</th>
<th>D</th>
<th>E</th>
<th>F</th>
<th>G</th>
<th>H</th>
<th>I</th>
<th>J</th>
<th>K</th>
<th>L</th>
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</tbody>
</table>

Springfield Business Retention and Visitation Program

Fall 1992
One way to analyze your data is to calculate the mean response to a question. This procedure is described in Figure 9 above.
Another analysis option might involve sorting your data. See Figure 10 for sorting directions.

Springfield Business Retention and Visitation Program  Center for Economic Development
Fall 1992
Figure 11. Sort Box;

This is what the sort box will look like. The first key will be changed accordingly see Figure 11.
The result of sorting on question nine will look like the above see Figure 12.

---

**Figure 12. Sorting Result;**

<table>
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<th>D</th>
<th>E</th>
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<td>n/a</td>
<td>n/a</td>
<td>1</td>
</tr>
</tbody>
</table>

To analyze data according to ascending or descending order first select row wanted then under "Data" select "Sort", once sort is selected, the display box will appear which will allow you to sort by column or row you pick, then by ascending or descending order which you will select and then define what you want to sort which you would select J2:J11 and question 12a will be sorted.
Figure 13. Analysis;

Figure 13 is used to describe types of analysis that can be accomplished with Excel. The question chosen for this example are listed in note form on the page 17. Since the basis for this project is business retention for the city of Springfield questions 1,7,9,12a,13a,24,47a,47b,47c,47d were chosen to describe the companies transportation with questions 29,37c,37d,37e and see if this is related to the companies problem or benefits. These questions were extracted through a process of cut and paste in which the question (column) were selected and then under the Menu, Edit was chosen then by selecting Delete it was deleted.

**IMPORTANT NOTE:** always back up the original file, save on a disk and when extracting is completed under file choose "Save As" and then rename new material so as not to erase original file.
Note: 1. Company Name, Address, Telephone

Note: 7. How long has your company been at this location?

Note: 9. Annual sales

Note: 12a. Number of Current Employees: Fulltime

Note: 13a. Number of Current Employees: Full time

Note: 24. Has your firm increased its gross sales from last year? Yes/No

Note: 29. In regard to the shipping/distribution of these materials, or components to you, which mode of transportation is most important to meeting your production schedule? 1) Truck, 2) Rail, 3) Air

Note: 37c. C) Truck Transportation

Note: 37d. D) Rail Service

Note: 37e. E) Air Transportation

Note: 47a. In the next and to two years, do you intend to 1) Expand

Note: 47b. 2) Stay about the same size

Note: 47c. 3) Decrease operations

Note: 47d. 4) Modernize or improve present building or equipment.
As can be seen from Figure 15 the mean to question 37d is very high and needs to be looked into. Since this question is in regard to how the company rates rail service in Springfield the next thing to do is to find out what companies use rail as their primary source of transportation, this is stated in question 29. Therefore companies 4,5,8 and 10 show rail as being their primary source of transportation and they also describe rail as being poor. By analyzing the companies it can be seen that company 10 is one of these and by looking at question 12a and 13a it can be seen that this company has lost 300 workers in the last five years. Also from question 47c it can be seen that company 10 plans on decreasing its operation. A question that needs to be asked is rail the cause of lost jobs for this company and also the future decrease of the company.
Appendix A:
Survey
Business Retention and Visitation Program Survey

Company Name: ____________________________________________________________

1. Address: ________________________________________________________________

________________________________________________________________________

Telephone: ____________________________

2. Please list parent company and address if applicable.
   Address: ________________________________________________________________

________________________________________________________________________

3. Which best describes this facility? (Please circle all that apply).
   1 HEADQUARTERS (CORPORATE)
   2 HEADQUARTERS (DIVISIONAL)
   3 ADMINISTRATIVE
   4 MANUFACTURER
   5 RESEARCH AND DEVELOPMENT
   6 SERVICE/REPAIR (DIVISIONAL)
   7 SERVICE/REPAIR (BRANCH)
   8 SUBCONTRACTOR TO OTHER COMPANIES
   9 SUPPLIER TO OTHER BRANCHES
   10 BRANCH PLANT
   11 OTHER ______

4. What is your Standard Industry Codes? NUMBER DESCRIPTION

   ___________ ____________________________

5. Names and titles of officers and key personnel: NAME TITLE

   ____________________________________________

   ____________________________________________

   ____________________________________________

   ____________________________________________

   ____________________________________________

   ____________________________________________

   ____________________________________________
6. Special features: (circle all that apply).
   1 PRIVATE COMPANY
   2 PRIVATE SUBSIDIARY
   3 UNIONIZED If yes, name(s) of the union(s)?
   4 FAMILY BUSINESS
   5 EXPORTER
   6 IMPORTER
   7 OTHER

7. How long has your company been at this location? ___________ Years

8. When was your company founded? ___________ Year

9. Annual sales: (circle only one)
   1 UNDER $500,000
   2 $500,001 TO $1,000,000
   3 $1,000,001 TO $1,500,000
   4 $1,500,001 TO $3,000,000
   5 $3,000,001 TO $6,000,000
   6 $6,000,001 TO $10,000,000
   7 $10,000,001 TO $20,000,000
   8 $20,000,001 TO $35,000,000
   9 $35,000,001 TO $50,000,000
   10 $50,000,001 AND ABOVE

10. At how many other company locations does this company do business? (circle only one).
    1 ONE OTHER SITE
    2 TWO SITES
    3 THREE TO FIVE SITES
    4 SIX TO TEN SITES
    5 MORE THAN TEN SITES

11. Where are these companies located? (circle only one).
    1 ALL WITHIN SPRINGFIELD METROPOLITAN AREA
    2 ALL WITHIN MASSACHUSETTS
    3 ALL WITHIN NEW ENGLAND AND NEW YORK [MA., RI., CT., VT., NH., ME.]
    4 ALL WITHIN UNITED STATES
    5 OTHER

12. Number of Current Employees:
    __________  FULL TIME EMPLOYEES
    __________  PART TIME EMPLOYEES 21-39 HR/WK
    __________  PART TIME EMPLOYEES LESS THAN 20 HR/WK
13. Number of Employees five years ago:

- FULL TIME EMPLOYEES
- PART TIME EMPLOYEES 21 - 39 HR/WK
- PART TIME EMPLOYEES LESS THAN 20 HR/WK

14. What professional and skilled occupations does your firm utilize (i.e.: engineer, scientists)?

1) __________________________
2) __________________________
3) __________________________

15. What unskilled occupations does your firm utilize (i.e.: laborer, janitor)?

1) __________________________
2) __________________________
3) __________________________
4) __________________________

16. Please estimate the number and percentages of people that you employ at each of the following levels:

<table>
<thead>
<tr>
<th>LEVEL</th>
<th>NUMBER</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
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<td></td>
</tr>
<tr>
<td>SKILLED</td>
<td></td>
<td></td>
</tr>
<tr>
<td>SEMI-SKILLED</td>
<td></td>
<td></td>
</tr>
<tr>
<td>ENTRY-LEVEL</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

17. Do your employees require additional training after hire?

1 YES
2 NO

If YES, how is the training accomplished?
(Please circle all that apply).

1 IN-HOUSE BY COMPANY
2 2 YEAR COMMUNITY COLLEGE
3 4 YEAR COLLEGE
4 TRADE SCHOOL
5 WORKSHOPS
6 UNION PROGRAMS
7 OUTSIDE CONSULTANTS
8 OTHER __________________________

18. Are you aware of (but not using) training programs that could benefit your company?

1 YES
2 NO
19. Have you ever obtained new employees from these local educational programs?

1 YES
2 NO

If YES, where?
1 LOCAL HIGH SCHOOLS (specify)  
2 LOCAL COLLEGES 2 YEAR  
3 LOCAL COLLEGES 4 YEAR  
4 OTHER INSTITUTIONS

20. What is your opinion of these local institutions?

HIGH SCHOOLS................. 1 FAVORABLE 2 UNFAVORABLE
COLLEGES (2 YEAR)............. 1 FAVORABLE 2 UNFAVORABLE
COLLEGES (2 YEAR)............. 1 FAVORABLE 2 UNFAVORABLE

21. Would you utilize management or skills training seminars developed by:

LOCAL COLLEGES................. 1 YES 2 NO
LOCAL HIGH SCHOOLS............ 1 YES 2 NO

If YES, what type of supervisory, management or skills training do you need?

22. What are your main products/activities according to volume of sales?

1  
2  
3  

23. Which of your products or services are growing the fastest?

Why?

24. Has your firm increased its gross sales from last year?

1 YES
2 NO

25. Speaking generally, what are the main components that are utilized in your manufacturing process? (i.e.; raw foods, fabric, lumber, electrical components, etc.)?
26. What are the three most important materials or components of your company and where do they come from? (fill out accordingly)

1 MATERIAL ONE __________________________
2 MATERIAL TWO __________________________
3 MATERIAL THREE __________________________

(check appropriate boxes)

A WITHIN SPRINGFIELD AREA...............
B WITHIN MASSACHUSETTS...............
C WITHIN NEW ENGLAND & NEW YORK.....
[MA., RI., CT., VT., NH., ME.]
D WITHIN UNITED STATES..................
E OTHER __________________________

27. Which of these main components/raw materials do you or could you buy locally?

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

28. Which materials or components that you buy international could be produced in the United States?

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

29. In regard to the shipping/distribution of these materials, or components to you, which mode of transportation is most important to meeting your production schedule?

1 TRUCK
2 RAIL
3 AIR

30. Where are most of your customers located? (circle only one).

1 ALL WITHIN SPRINGFIELD AREA
2 ALL WITHIN MASSACHUSETTS
3 ALL WITHIN NEW ENGLAND AND NEW YORK [MA., RI., CT., VT., NH., ME.]
4 ALL WITHIN UNITED STATES
5 OTHER __________________________
31. From which of the following types of customers does your firm obtain a significant amount (10%) or more of its business? (circle all that apply).

1 CONSTRUCTION/HOUSING
2 TRANSPORTATION
3 RETAIL TRADE/CONSUMER GOODS
4 ELECTRONICS (Other than retail)
5 MACHINE, TOOL AND DIE
6 WHOLESALE/MERCHANT
7 INDUSTRIAL CUSTOMERS
8 OTHER_________________________

32. Do these customers include: (circle all that apply).

1 GOVERNMENT AGENCIES (Non-Defense)
2 DEFENSE DEPARTMENT
3 PRIME CONTRACTORS TO GOVERNMENT AGENCIES

33. Who is your number one competitor?

LOCALLY________________________________________
REGIONALLY____________________________________
NATIONALLY____________________________________

34. What is your overall opinion of the Springfield area as a place in which to do business?

1 EXCELLENT
2 GOOD
3 FAIR
4 POOR
5 NO OPINION

35. Why did you locate your business in the Springfield area? (circle all that apply).

1 LAND
2 LABOR
3 INFRASTRUCTURE
4 COST
5 FINANCE
6 OTHER_________________________

Please explain your opinion of the Springfield area as a place in which to do business.
________________________________________________________
________________________________________________________
________________________________________________________

6
36. How may the Springfield area be improved as a place in which to do business?


37. How do you rate your present site in regard to the factors and conditions listed below?
(Please rate as follows:)
1 EXCELLENT
2 ADEQUATE
3 POOR

- OCCUPANCY COSTS
- AMOUNT OF SPACE
- TRUCK TRANSPORTATION
- RAIL SERVICE
- AIR TRANSPORTATION
- FREEWAY / HIGHWAY ACCESS
- OFF-STREET PARKING ON-SITE
- PROXIMITY TO MARKETS
- ENERGY COSTS AND AVAILABILITY
- SEWER (SERVICE SUPPLY AND COST)
- DRAINAGE
- GARBAGE AND TRASH COLLECTION
- POLICE PROTECTION
- FIRE PROTECTION
- GOVERNMENT RESPONSIVENESS
- CODE ENFORCEMENT
- ZONING
- STATE TAXES
- LOCAL TAXES
- WHOLESALE / MERCHANT CUSTOMER BASE

- INDUSTRIAL CUSTOMERS
- QUALITY OF LIFE
- LABOR AVAILABILITY
- LABOR ATTITUDES
- WATER (SERVICE AND SUPPLY)

- OTHER
38. What is your opinion of Massachusetts as a place in which to do business? (circle only one).

1 EXCELLENT
2 GOOD
3 FAIR
4 POOR
5 NO OPINION

Please explain your opinion of the Massachusetts as a place in which to do business.

________________________________________________________________________

________________________________________________________________________

39. How may Massachusetts be improved as a place in which to do business?

________________________________________________________________________

________________________________________________________________________

40. Is your firm a member of the Chamber of Commerce?

1 YES
2 NO

If NO, are you aware of, or have you ever used their services?

Aware of services: 1 YES 2 NO
Used Services: ......... 1 YES 2 NO

41. Would you like to learn more about the Chamber of Commerce?

1 YES
2 NO

42. Is your firm a member of any other business organization?

1 YES - Please specify ____________________________
2 NO

43. Are you familiar with any of the following economic development programs? (Please circle all you are familiar with.)

1 COMMUNITY DEVELOPMENT BLOCK GRANTS (CDBG)
2 URBAN DEVELOPMENT ACTION GRANTS (UDAG)
3 ECONOMIC DEVELOPMENT ADMINISTRATION (EDA)
4 SMALL BUSINESS ADMINISTRATION (SBA)
5 INDUSTRIAL REVENUE BONDS (IRB)
6 THE MASSACHUSETTS GOVERNMENT LAND BANK (MGLB)
44 Would you like to learn more about any of these programs?
   1 YES - Please specify ____________________________
   2 NO

45 Do you have any existing complaints with any state or local governments that have not been solved?
   1 YES
   2 NO
   If YES, please explain: ________________________________________________________________
   ________________________________________________________________
   ________________________________________________________________

46. Do you have any specific problems in which the community may be of assistance?
   (Briefly describe)
   1 POLICE ________________________________________________________________
   2 FIRE ________________________________________________________________
   3 ZONING ________________________________________________________________
   4 SEWERS ________________________________________________________________
   5 WATER ________________________________________________________________
   6 OTHER ________________________________________________________________

47. In the next one to two years, do you intend to
   (Please circle all that apply).
   1 EXPAND
   2 STAY ABOUT THE SAME SIZE
   3 DECREASE OPERATIONS
   4 MODERNIZE OR IMPROVE PRESENT BUILDING OR EQUIPMENT

48. If intending to expand, would this involve:
   (Please circle all that apply).
   1 ADDITIONAL PERSONNEL
   2 MORE SPACE AT PRESENT SITE
   3 A DIFFERENT PRODUCT
   4 MORE SPACE AT ADDITIONAL SITES
   5 OTHER______________________________
49. How would you characterize the following, as barriers or enhancements for expansion or modernization? (Please check appropriate item).

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<thead>
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<th></th>
<th>BARRIER</th>
<th>NEUTRAL</th>
<th>ENHANCE</th>
</tr>
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<td>1</td>
<td>AVAILABILITY OF SPACE</td>
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<td>2</td>
<td>AVAILABILITY OF LABOR</td>
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<td>3</td>
<td>ATTITUDE OF LOCAL GOVERNMENT</td>
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<td>4</td>
<td>AVAILABILITY OF ADEQUATE CREDIT</td>
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<td>5</td>
<td>SERVICES (water, sewer)</td>
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<tr>
<td>6</td>
<td>OTHER</td>
<td></td>
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</tbody>
</table>

50. Are there any issues or concerns you may have that this survey has not addressed?
Appendix B:
Spreadsheet
<p>| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12a | 12b | 12c | 13a | 13b | 13c | 16a | 16b | 16c | 16d | 17a | 17b |
|---|---|---|---|---|---|---|---|---|----|----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
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Appendix C:

Notes
Note: 1. Company Name, Address, Telephone

Note: 3. Which best describes this facility?

Note: 4. What is your Standard Industry Codes?

Note: 6. Special features:

Note: 7. How long has your company been at this location?

Note: 8. When was your Company founded?

Note: 9. Annual sales

Note: 10. At how many other company locations does this company do business?

Note: 11. Where are these companies located?

Note: 12a. Number of Current Employees: Fulltime

Note: 12b. Number of Current Employees: Part time 21-39 hr/wk

Note: 12c. Number of Current Employees: Part time less than 20 hr/wk.

Note: 13a. Number of Current Employees: Full time

Note: 13b. Number of Current Employees: Part time 21-39 hr/wk.

Note: 13c. Number of Current Employees: Part time less than 20 hr/wk.

Note: 16a. Please estimate the number and percentages of people that you employ at each of the following levels: Professional

Note: 16b. Skilled

Note: 16c. Semi-Skilled

Note: 16d. Entry-Level

Note: 17a. Do your employees require additional training after hire?
Note: 17b. If YES, how is the training accomplished? IN-HOUSE BY COMPANY

Note: 17c. 2-YEAR COMMUNITY COLLEGE

Note: 17d. 4-YEAR COLLEGE

Note: 17e. TRADE SCHOOL

Note: 17f. Workshops

Note: 17g. Union Programs

Note: 17h. Outside Consultants

Note: 17i. Other

Note: 18. Are you aware of (but not using) training programs that could benefit your company?

Note: 19. Have you ever obtained new employees from these local educational programs? Yes

Note: 19a. Local High Schools

Note: 19b. Local Colleges 2-YEAR

Note: 19c. LOCAL COLLEGES 4-YEAR

Note: 19d. OTHER INSTITUTIONS

Note: 20a. What is your opinion of these local institutions? High Schools: Favorable/Unfavorable

Note: 20b. Colleges 2-Year Favorable/Unfavorable

Note: 20c. COLLEGES 4-YEARS

Note: 21a. Would you utilize management or skills training seminars developed by: Local Colleges Yes/No

Note: 21b. Local High Schools: Yes/No
Has your firm increased its gross sales from last year? Yes/No

What are the three most important materials or components of your company and where do they come from? A. Within Springfield Area, B. Within Massachusetts, C. Within New England and New York, D. Within the United States, E. Other. 1) Material One

Material Two

Material Three

In regard to the shipping/distribution of these materials, or components to you, which mode of transportation is most important to meeting your production schedule? 1) Truck, 2) Rail, 3) Air

Where are most of your customers located? A. Within Springfield Area, B. Within Massachusetts, C. Within New England and New York, D. Within the United States, E. Other. 1) Material One

From which of the following types of customers does your firm obtain a significant amount (10%) or more of its business? 1) Construction/Housing

2) Transportation

3) Retail Trade/Consumer Goods

4) Electronics (Other than Retail)

5) Machine, Tool and Die

6) Wholesale/Merchant

7) Industrial Customers

8) Other

Do these customers include: 1) Government Agencies (Non-Defense)

2) Defense Department

3) Prime Contractors to Government Agencies
Note: 34. What is your overall opinion of the Springfield area as a place in which to do business? 1) Excellent, 2) Good, 3) Fair, 4) Poor, 5) No Opinion

Note: 35a. Why did you locate your business in the Springfield area? 1) Land

Note: 35b. 2) Labor

Note: 35c. 3) Infrastructure

Note: 35d. 4) Cost

Note: 35e. 5) Finance

Note: 35f. 6) Other

Note: 37a. How do you rate your present site in regard to the factors and conditions listed below? 1=Excellent, 2=Adequate, 3=Poor. A) Occupancy Costs

Note: 37b. B) Amount of Space

Note: 37c. C) Truck Transportation

Note: 37d. D) Rail Service

Note: 37e. E) Air Transportation

Note: 37f. F) Freeway/Highway Access

Note: [Sound Note] 37g. G) Off-Street Parking On-Site

Note: 37h. H) Proximity to Markets

Note: 37i. I) Energy costs and availability

Note: 37j. J) Sewer (service supply and cost)

Note: 37k. K) Drainage

Note: 37l. L) Garbage and Trash Collection

Note: 37m. M) Police Protection
Note: 37n N) Fire Protection
Note: 37o O) Government Responsiveness
Note: 37p. P) Code Enforcement
Note: 37q. Q) Zoning
Note: 37r. R) State Taxes
Note: 37s. S) Local Taxes
Note: 37t T) Wholesale / Merchant Customer Base
Note: 37u. U) Industrial Customers
Note: 37v. V) Quality of Life
Note: 37w. W) Labor Availability
Note: 37x. X) Labor Attitudes
Note: 37y. Y) Water (Service and Supply)
Note: 37z. Z) Other

Note: 38. What is your opinion of Massachusetts as a place in which to do business? 1) Excellent, 2) Good, 3) Fair, 4) Poor, and 5) No Opinion

Note: 40a. Is your firm a member of the Chamber of Commerce? Yes/No
Note: 40b. If NO, are you aware of their services? Yes/No
Note: 40c. If NO, have you used their services? Yes/No

Note: 41. Would you like to learn more about the Chamber of Commerce? Yes/No

Note: 42. Is Your firm a member of any other business organization? Yes/No

Note: 43a. Are you familiar with any of the following economic development programs? 1) Community Development Block Grands (CDBG)
Note: 43b. 2) Urban Development Action Grants (UDAG)

Note: 43c. 3) Economic Development Administration (EDA)

Note: 43d. 4) Small Business Administration (SBA)

Note: 43e. 5) Industrial Revenue Bonds (IRB)

Note: 43f. The Massachusetts Government Land Bank (MGLB)

Note: 44. Would you like to learn more about any of these programs? Yes/No

Note: 45. Do you have any existing complaint with any state or local governments that have not been solved? Yes/No

Note: 46a. Do you have any specific problems in which the community may be of assistance? 1) Police

Note: 46b. 2) Fire

Note: 46c. 3) Zoning

Note: 46d. 4) Sewers

Note: 46e. 5) Water

Note: 46f. 6) Other

Note: 47a. In the next and to two years, do you intend to 1) Expand

Note: 47b. 2) Stay about the same size

Note: 47c. 3) Decrease operations

Note: 47d. 4) Modernize or improve present building or equipment.

Note: 48a. If intending to expand, would this involve: 1) Additional Personnel

Note: 48b. 2) More space at present site

Note: 48c. 3) A Different Product
Note: 48d. 4) More Space at Additional Sites.

Note: 48e. 5) Other.

Note: 49a. How would you characterize the following, as barriers or enhancements for expansion or modernization? Barrier=1, Neutral=2, and Enchance=3; 1) Availability of Space

Note: 49b. 2) Availability of Labor

Note: 49c. 3) Attitude of Local Government

Note: 49d. 4) Availability of Adequate Credit

Note: 49e. 5) Services (water, sewer)

Note: 49f. 6) Other
Appendix D:

Background Research
Company Name: Abdow Restaurant

1. Address: 595 Cottage St. Springfield, MA. 01104
   Telephone: 736-5451

2. Please list parent company and address if applicable.
   Address: ____________________________

3. Which best describes this facility? (Please circle all that apply).
   1 HEADQUARTERS (CORPORATE)
   2 HEADQUARTERS (DIVISIONAL)
   3 ADMINISTRATIVE
   4 MANUFACTURER
   5 RESEARCH AND DEVELOPMENT
   6 SERVICE/REPAIR (DIVISIONAL)
   7 SERVICE/REPAIR (BRANCH)
   8 SUBCONTRACTOR TO OTHER COMPANIES
   9 SUPPLIER TO OTHER BRANCHES
   10 BRANCH PLANT
   11 OTHER

4. What is your Standard Industry Codes?
   NUMBER DESCRIPTION
   5128 Restaurant, Family Chain

5. Names and titles of officers and key personnel:

   NAME       TITLE
   ____________ ____________
   George T Abdow Ch. Bd.
   Tonal J Abdow Pr.
   Phllis LaValle Tr./ Clk.
6. Special features: (circle all that apply).
   1 PRIVATE COMPANY
   2 PRIVATE SUBSIDIARY
   3 UNIONIZED If yes, name(s) of the union(s)?
   4 FAMILY BUSINESS
   5 EXPORTER
   6 IMPORTER
   7 OTHER

7. How long has your company been at this location? ___________ Years

8. When was your company founded 1960 Year

9. Annual sales: (circle only one)
   1 UNDER $500,000
   2 $500,001 TO $1,000,000
   3 $1,000,001 TO $1,500,000
   4 $1,500,001 TO $3,000,000
   5 $3,000,001 TO $6,000,000
   6 $6,000,001 TO $10,000,000
   7 $10,000,001 TO $20,000,000
   8 $20,000,001 TO $35,000,000
   9 $35,000,001 TO $50,000,000
   10 $50,000,001 AND ABOVE

10. At how many other company locations does this company do business? (circle only one).
    1 ONE OTHER SITE
    2 TWO SITES
    3 THREE TO FIVE SITES
    4 SIX TO TEN SITES
    5 MORE THAN TEN SITES

11. Where are these companies located? (circle only one).
    1 ALL WITHIN SPRINGFIELD METROPOLITAN AREA
    2 ALL WITHIN MASSACHUSETTS
    3 ALL WITHIN NEW ENGLAND AND NEW YORK [MA., RI., CT., VT., NH., ME.]
    4 ALL WITHIN UNITED STATES
    5 OTHER

12. Number of Current Employees:
    1600 FULL TIME EMPLOYEES
    _______ PART TIME EMPLOYEES 21-39 HR/WK
    _______ PART TIME EMPLOYEES LESS THAN 20 HR/WK
Company Name: Advance Manufacturing Co. Inc.

1. Address: Tukrnpike Industrial Park
   Westfield, MA. 01085
   Telephone: 568 - 6011

2. Please list parent company and address if applicable.
   Address: __________________________________________________________
   __________________________________________________________

3. Which best describes this facility? (Please circle all that apply).
   1 HEADQUARTERS (CORPORATE)
   2 HEADQUARTERS (DIVISIONAL)
   3 ADMINISTRATIVE
   4 MANUFACTURER
   5 RESEARCH AND DEVELOPMENT
   6 SERVICE/REPAIR (DIVISIONAL)
   7 SERVICE/REPAIR (BRANCH)
   8 SUBCONTRACTOR TO OTHER COMPANIES
   9 SUPPLIER TO OTHER BRANCHES
   10 BRANCH PLANT
   11 OTHER ___

4. What is your Standard Industry Codes?
   NUMBER DESCRIPTION
   3599 INDUSTRIAL MACHINERY

5. Names and titles of officers and key personnel:
   NAME TITLE
   AMANTE, ANTHONY E. PRESIDENT / CEO
   __________________________________________________________
   __________________________________________________________
   __________________________________________________________
   __________________________________________________________
   __________________________________________________________
   __________________________________________________________
   __________________________________________________________
   __________________________________________________________
   __________________________________________________________
6. Special features: (circle all that apply).

1 PRIVATE COMPANY
2 PRIVATE SUBSIDIARY
3 UNIONIZED If yes, name(s) of the union(s)?
4 FAMILY BUSINESS
5 EXPORTER
6 IMPORTER
7 OTHER

7. How long has your company been at this location?________ Years

8. When was your company founded 1961.

9. Annual sales: (circle only one)

1 UNDER $500,000
2 $500,001 TO $1,000,000
3 $1,000,001 TO $1,500,000
4 $1,500,001 TO $3,000,000
5 $3,000,001 TO $6,000,000
6 $6,000,001 TO $10,000,000
7 $10,000,001 TO $20,000,000
8 $20,000,001 TO $35,000,000
9 $35,000,001 TO $50,000,000
10 $50,000,001 AND ABOVE

10. At how many other company locations does this company do business?

1 ONE OTHER SITE
2 TWO SITES
3 THREE TO FIVE SITES
4 SIX TO TEN SITES
5 MORE THAN TEN SITES

11. Where are these companies located?

1 ALL WITHIN SPRINGFIELD METROPOLITAN AREA
2 ALL WITHIN MASSACHUSETTS
3 ALL WITHIN NEW ENGLAND AND NEW YORK [MA., RI., CT., VT., NH., ME.]
4 ALL WITHIN UNITED STATES
5 OTHER

12. Number of Current Employees:

170 FULL TIME EMPLOYEES
21-39 HR/WK PART TIME EMPLOYEES
LESS THAN 20 HR/WK PART TIME EMPLOYEES
Business Retention and Visitation Program Survey

Company Name: **Ampad Corp.**

1. Address: **330 Whitney Ave.**
   **Holyoke, MA. 01041**

   Telephone: **536-3511**

2. Please list parent company and address if applicable.
   **Address:** **Mead Corp**
   **Courthouse Plz. N.E.; Dayton, OH. 45463**

3. Which best describes this facility? (Please circle all that apply).
   1. HEADQUARTERS (CORPORATE)
   2. HEADQUARTERS (DIVISIONAL)
   3. ADMINISTRATIVE
   4. MANUFACTURER
   5. RESEARCH AND DEVELOPMENT
   6. SERVICE/REPAIR (DIVISIONAL)
   7. SERVICE/REPAIR (BRANCH)
   8. SUBCONTRACTOR TO OTHER COMPANIES
   9. SUPPLIER TO OTHER BRANCHES
   10. BRANCH PLANT
   11. OTHER

4. What is your Standard Industry Codes?

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<td><strong>Stationery, Tablets</strong></td>
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5. Names and titles of officers and key personnel:

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<th>TITLE</th>
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<tr>
<td><strong>Richardson, C.</strong></td>
<td><strong>President</strong></td>
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<td><strong>Smith, J.</strong></td>
<td><strong>V.P., Finance</strong></td>
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<tr>
<td><strong>Goebel, Stven</strong></td>
<td><strong>Dir. of Marketing</strong></td>
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</tbody>
</table>
6. Special features: (circle all that apply).
   1 PRIVATE COMPANY
   2 PRIVATE SUBSIDIARY
   3 UNIONIZED If yes, name(s) of the union(s)?
   4 FAMILY BUSINESS
   5 EXPORTER
   6 IMPORTER
   7 OTHER

7. How long has your company been at this location? _______ Years

8. When was your company founded? _______ Year

9. Annual sales: (circle only one)
   1 UNDER $500,000
   2 $500,001 TO $1,000,000
   3 $1,000,001 TO $1,500,000
   4 $1,500,001 TO $3,000,000
   5 $3,000,001 TO $6,000,000
   6 $6,000,001 TO $10,000,000
   7 $10,000,001 TO $20,000,000
   8 $20,000,001 TO $35,000,000
   9 $35,000,001 TO $50,000,000
   10 $50,000,001 AND ABOVE

10. At how many other company locations does this company do business? (circle only one).
    1 ONE OTHER SITE
    2 TWO SITES
    3 THREE TO FIVE SITES
    4 SIX TO TEN SITES
    5 MORE THAN TEN SITES

11. Where are these companies located? (circle only one).
    1 ALL WITHIN SPRINGFIELD METROPOLITAN AREA
    2 ALL WITHIN MASSACHUSETTS
    3 ALL WITHIN NEW ENGLAND AND NEW YORK [MA., RI., CT., VT., NH., ME.]
    4 ALL WITHIN UNITED STATES
    5 OTHER

12. Number of Current Employees:
    377 FULL TIME EMPLOYEES
    PART TIME EMPLOYEES 21-39 HR/WK
    PART TIME EMPLOYEES LESS THAN 20 HR/WK
Business Retention and Visitation Program Survey

Company Name: Bassett Boat Co Inc.

1. Address: 121 West St Springfield, MA. 01104
Telephone: 739-4745

2. Please list parent company and address if applicable.
   Address:

3. Which best describes this facility? (Please circle all that apply).
   1 HEADQUARTERS (CORPORATE)
   2 HEADQUARTERS (DIVISIONAL)
   3 ADMINISTRATIVE
   4 MANUFACTURER
   5 RESEARCH AND DEVELOPMENT
   6 SERVICE/REPAIR (DIVISIONAL)
   7 SERVICE/REPAIR (BRANCH)
   8 SUBCONTRACTOR TO OTHER COMPANIES
   9 SUPPLIER TO OTHER BRANCHES
   10 BRANCH PLANT
   11 OTHER ___

4. What is your Standard Industry Codes?

   NUMBER    DESCRIPTION
   5551       Boat Dealer

5. Names and titles of officers and key personnel:

   NAME                     TITLE
   Louis W Basset           Cr. Bd./ Pr.
   Norma Bassett            Tr./ Clk.
   Denis Gagnon             Ex. V.P.
   Diane M Bassett          V. P.
6. Special features: (circle all that apply).
   1 PRIVATE COMPANY
   2 PRIVATE SUBSIDIARY
   3 UNIONIZED If yes, name(s) of the union(s)?
   4 FAMILY BUSINESS
   5 EXPORTER
   6 IMPORTER
   7 OTHER

7. How long has your company been at this location? ________ Years

8. When was your company founded? 1949 Year

9. Annual sales: (circle only one)
   1 UNDER $500,000
   2 $500,001 TO $1,000,000
   3 $1,000,001 TO $1,500,000
   4 $1,500,001 TO $3,000,000
   5 $3,000,001 TO $6,000,000
   6 $6,000,001 TO $10,000,000
   7 $10,000,001 TO $20,000,000
   8 $20,000,001 TO $35,000,000
   9 $35,000,001 TO $50,000,000
   10 $50,000,001 AND ABOVE

10. At how many other company locations does this company do business? (circle only one).
    1 ONE OTHER SITE
    2 TWO SITES
    3 THREE TO FIVE SITES
    4 SIX TO TEN SITES
    5 MORE THAN TEN SITES

11. Where are these companies located? (circle only one).
    1 ALL WITHIN SPRINGFIELD METROPOLITAN AREA
    2 ALL WITHIN MASSACHUSETTS
    3 ALL WITHIN NEW ENGLAND AND NEW YORK [MA., RI., CT., VT., NH., ME.]
    4 ALL WITHIN UNITED STATES
    5 OTHER

12. Number of Current Employees:
    50 FULL TIME EMPLOYEES
    __________ PART TIME EMPLOYEES 21-39 HR/WK
    __________ PART TIME EMPLOYEES LESS THAN 20 HR/WK
Company Name: **Big E Supermarket**

1. **Address:**
   **11 Union St.**
   **Easthampton MA. 01027**
   **Telephone:** **533-1716**

2. Please list parent company and address if applicable.

3. Which best describes this facility? (Please circle all that apply).
   1. HEADQUARTERS (CORPORATE)
   2. HEADQUARTERS (DIVISIONAL)
   3. ADMINISTRATIVE
   4. MANUFACTURER
   5. RESEARCH AND DEVELOPMENT
   6. SERVICE/REPAIR (DIVISIONAL)
   7. SERVICE/REPAIR (BRANCH)
   8. SUBCONTRACTOR TO OTHER COMPANIES
   9. SUPPLIER TO OTHER BRANCHES
   10. BRANCH PLANT
   11. OTHER

4. What is your Standard Industry Codes?

5. Names and titles of officers and key personnel:
   **NAME**
   **Edward Corbeil**
   **Clair M Corbeil**
   **Michale Superson**
   **Richard M Gaberman**
   **TITLE**
   **Pr.**
   **Tr.**
   **V. P.**
   **Clk.**
6. Special features: (circle all that apply).
   1. PRIVATE COMPANY
   2. PRIVATE SUBSIDIARY
   3. UNIONIZED If yes, name(s) of the union(s)?
   4. FAMILY BUSINESS
   5. EXPORTER
   6. IMPORTER
   7. OTHER

7. How long has your company been at this location? ________ Years

8. When was your company founded? 1986 Year

9. Annual sales: (circle only one)
   1. UNDER $500,000
   2. $500,001 TO $1,000,000
   3. $1,000,001 TO $1,500,000
   4. $1,500,001 TO $3,000,000
   5. $3,000,001 TO $6,000,000
   6. $6,000,001 TO $10,000,000
   7. $10,000,001 TO $20,000,000
   8. $20,000,001 TO $35,000,000
   9. $35,000,001 TO $50,000,000
   10. $50,000,001 AND ABOVE

10. At how many other company locations does this company do business? (circle only one).
    1. ONE OTHER SITE
    2. TWO SITES
    3. THREE TO FIVE SITES
    4. SIX TO TEN SITES
    5. MORE THAN TEN SITES

11. Where are these companies located? (circle only one).
    1. ALL WITHIN SPRINGFIELD METROPOLITAN AREA
    2. ALL WITHIN MASSACHUSETTS
    3. ALL WITHIN NEW ENGLAND AND NEW YORK [MA., RI., CT., VT., NH., ME.]
    4. ALL WITHIN UNITED STATES
    5. OTHER

12. Number of Current Employees:
    125 FULL TIME EMPLOYEES
    __________ PART TIME EMPLOYEES 21-39 HR/WK
    __________ PART TIME EMPLOYEES LESS THAN 20 HR/WK
Business Retention and Visitation Program Survey

Company Name: Big Y Foods Inc.

1. Address: 280 Chestnut St.
   Springfield MA. 01104
   Telephone: 784-0600

2. Please list parent company and address if applicable.
   Address:
   
   ____________________________

3. Which best describes this facility? (Please circle all that apply).
   1 HEADQUARTERS (CORPORATE)
   2 HEADQUARTERS (DIVISIONAL)
   3 ADMINISTRATIVE
   4 MANUFACTURER
   5 RESEARCH AND DEVELOPMENT
   6 SERVICE/REPAIR (DIVISIONAL)
   7 SERVICE/REPAIR (BRANCH)
   8 SUBCONTRACTOR TO OTHER COMPANIES
   9 SUPPLIER TO OTHER BRANCHES
   10 BRANCH PLANT
   11 OTHER __

4. What is your Standard Industry Codes?
   NUMBER 5411
   DESCRIPTION Grocery Stores

5. Names and titles of officers and key personnel:
   NAME
   D’Amout, Gerald E.
   Cronin, Bradford F.
   Sarno, John
   Strong, Marie
   TITLE
   President
   Vice President, Finance
   V.P., Management Info. Sys.
   Dir of Personnel
6. Special features: (circle all that apply).
   1 PRIV  
   2 PRIVATE SUBSIDIARY
   3 UNIONIZED If yes, name(s) of the union(s)? 
   4 FAMILY BUSINESS
   5 EXPORTER
   6 IMPORTER
   7 OTHER 

7. How long has your company been at this location? _______ Years

8. When was your company founded? 1926 Year

9. Annual sales: (circle only one)
   1 UNDER $500,000
   2 $500,001 TO $1,000,000
   3 $1,000,001 TO $1,500,000
   4 $1,500,001 TO $3,000,000
   5 $3,000,001 TO $6,000,000
   6 $6,000,001 TO $10,000,000
   7 $10,000,001 TO $20,000,000
   8 $20,000,001 TO $35,000,000
   9 $35,000,001 TO $50,000,000
   10 $50,000,001 AND ABOVE

10. At how many other company locations does this company do business? (circle only one).
    1 ONE OTHER SITE
    2 TWO SITES
    3 THREE TO FIVE SITES
    4 SIX TO TEN SITES
    5 MORE THAN TEN SITES

11. Where are these companies located? (circle only one).
    1 ALL WITHIN SPRINGFIELD METROPOLITAN AREA
    2 ALL WITHIN MASSACHUSETTS
    3 ALL WITHIN NEW ENGLAND AND NEW YORK [MA., RI., CT., VT., NH., ME.]
    4 ALL WITHIN UNITED STATES
    5 OTHER

12. Number of Current Employees:
    4000 FULL TIME EMPLOYEES
    PART TIME EMPLOYEES 21-39 HR/WK
    PART TIME EMPLOYEES LESS THAN 20 HR/WK
Business Retention and Visitation Program Survey

Company Name: Continental Cablevision; Western New England

1. Address: 1127 Main St.
Springfield MA. 01103
Telephone: 733-5121

2. Please list parent company and address if applicable.
Address:

3. Which best describes this facility? (Please circle all that apply).
   1. HEADQUARTERS (CORPORATE)
   2. HEADQUARTERS (DIVISIONAL)
   3. ADMINISTRATIVE
   4. MANUFACTURER
   5. RESEARCH AND DEVELOPMENT
   6. SERVICE/REPAIR (DIVISIONAL)
   7. SERVICE/REPAIR (BRANCH)
   8. SUBCONTRACTOR TO OTHER COMPANIES
   9. SUPPLIER TO OTHER BRANCHES
  10. BRANCH PLANT
  11. OTHER ___

4. What is your Standard Industry Codes?
   NUMBER  DESCRIPTION
   4841 Cable Television Service

5. Names and titles of officers and key personnel:
   NAME                        TITLE
   Amos B Hosteller Jr.        Ch. Bd./ CEO
   Timothy B Neher             Pr.
   Nancy Hawthorne Agne        Tr./ Sr. V.P.
   Robert B Luich              Sec.
   Jeff Little                 V.P.
6. Special features: (circle all that apply).
   1. PRIVATE COMPANY
   2. PRIVATE SUBSIDIARY
   3. UNIONIZED  If yes, name(s) of the union(s)?
   4. FAMILY BUSINESS
   5. EXPORTER
   6. IMPORTER
   7. OTHER

7. How long has your company been at this location? ________ Years

8. When was your company founded? 1982 Year

9. Annual sales: (circle only one)
   1. UNDER $500,000
   2. $500,001 TO $1,000,000
   3. $1,000,001 TO $1,500,000
   4. $1,500,001 TO $3,000,000
   5. $3,000,001 TO $6,000,000
   6. $6,000,001 TO $10,000,000
   7. $10,000,001 TO $20,000,000
   8. $20,000,001 TO $35,000,000
   9. $35,000,001 TO $50,000,000
   10. $50,000,001 AND ABOVE

10. At how many other company locations does this company do business? (circle only one).
   1. ONE OTHER SITE
   2. TWO SITES
   3. THREE TO FIVE SITES
   4. SIX TO TEN SITES
   5. MORE THAN TEN SITES

11. Where are these companies located? (circle only one).
   1. ALL WITHIN SPRINGFIELD METROPOLITAN AREA
   2. ALL WITHIN MASSACHUSETTS
   3. ALL WITHIN NEW ENGLAND AND NEW YORK [MA., RI., CT., VT., NH., ME.]
   4. ALL WITHIN UNITED STATES
   5. OTHER

12. Number of Current Employees:
    
    [420] FULL TIME EMPLOYEES
    __________ PART TIME EMPLOYEES 21-39 HR/WK
    __________ PART TIME EMPLOYEES LESS THAN 20 HR/WK
Business Retention and Visitation Program Survey

Company Name: Digital Equipment Corporation

1. Address: 1111 South Hampton RD.
   Westfield MA. 01085
   Telephone: 572-2111

2. Please list parent company and address if applicable.
   Address:

3. Which best describes this facility? (Please circle all that apply).
   1 HEADQUARTERS (CORPORATE)
   2 HEADQUARTERS (DIVISIONAL)
   3 ADMINISTRATIVE
   4 MANUFACTURER
   5 RESEARCH AND DEVELOPMENT
   6 SERVICE/REPAIR (DIVISIONAL)
   7 SERVICE/REPAIR (BRANCH)
   8 SUBCONTRACTOR TO OTHER COMPANIES
   9 SUPPLIER TO OTHER BRANCHES
   10 BRANCH PLANT
   11 OTHER ___

4. What is your Standard Industry Codes?
   NUMBER  DESCRIPTION
   3575     Computer Terminal
   3674     Semiconductors

5. Names and titles of officers and key personnel:
   NAME
   Judy Maudlin

   TITLE

   ____________________________

   ____________________________

   ____________________________

   ____________________________

   ____________________________

   ____________________________

   ____________________________
6. Special features: (circle all that apply).
   1 PRIVATE COMPANY
   2 PRIVATE SUBSIDIARY
   3 UNIONIZED If yes, name(s) of the union(s)?
   4 FAMILY BUSINESS
   5 EXPORTER
   6 IMPORTER
   7 OTHER

7. How long has your company been at this location? _______ Years

8. When was your company founded? _______ Year

9. Annual sales: (circle only one)
   1 UNDER $500,000
   2 $500,001 TO $1,000,000
   3 $1,000,001 TO $1,500,000
   4 $1,500,001 TO $3,000,000
   5 $3,000,001 TO $6,000,000
   6 $6,000,001 TO $10,000,000
   7 $10,000,001 TO $20,000,000
   8 $20,000,001 TO $35,000,000
   9 $35,000,001 TO $50,000,000
   10 $50,000,001 AND ABOVE

10. At how many other company locations does this company do business? (circle only one).
    1 ONE OTHER SITE
    2 TWO SITES
    3 THREE TO FIVE SITES
    4 SIX TO TEN SITES
    5 MORE THAN TEN SITES

11. Where are these companies located? (circle only one).
    1 ALL WITHIN SPRINGFIELD METROPOLITAN AREA
    2 ALL WITHIN MASSACHUSETTS
    3 ALL WITHIN NEW ENGLAND AND NEW YORK [MA., RI., CT., VT., NH., ME.]
    4 ALL WITHIN UNITED STATES
    5 OTHER

12. Number of Current Employees:
    1250 FULL TIME EMPLOYEES
    ______ PART TIME EMPLOYEES 21-39 HR/WK
    ______ PART TIME EMPLOYEES LESS THAN 20 HR/WK
Business Retention and Visitation Program Survey

Company Name: Graphics Technology International

1. Address: 28 Gaylord St.
   South Hadley MA. 01075
   Telephone: 536-7800

2. Please list parent company and address if applicable.
   Address:

3. Which best describes this facility? (Please circle all that apply).
   1 HEADQUARTERS (CORPORATE)
   2 HEADQUARTERS (DIVISIONAL)
   3 ADMINISTRATIVE
   4 MANUFACTURER
   5 RESEARCH AND DEVELOPMENT
   6 SERVICE/REPAIR (DIVISIONAL)
   7 SERVICE/REPAIR (BRANCH)
   8 SUBCONTRACTOR TO OTHER COMPANIES
   9 SUPPLIER TO OTHER BRANCHES
   10 BRANCH PLANT
   11 OTHER

4. What is your Standard Industry Codes?
   NUMBER DESCRIPTION
   3081 Unsupported Film

5. Names and titles of officers and key personnel:
   NAME TITLE
   James E Rogers CHB
6. **Special features:** (circle all that apply).
   - PRIVATE COMPANY
   - PRIVATE SUBSIDIARY
   - UNIONIZED
     - If yes, name(s) of the union(s)?
   - FAMILY BUSINESS
   - EXPORTER
   - IMPORTER
   - OTHER

7. How long has your company been at this location? ___________ Years

8. When was your company founded? ___________ Year

9. **Annual sales:** (circle only one)
   - UNDER $500,000
   - $500,001 TO $1,000,000
   - $1,000,001 TO $1,500,000
   - $1,500,001 TO $3,000,000
   - $3,000,001 TO $6,000,000
   - $6,000,001 TO $10,000,000
   - $10,000,001 TO $20,000,000
   - $20,000,001 TO $35,000,000
   - $35,000,001 TO $50,000,000
   - $50,000,001 AND ABOVE

10. At how many other company locations does this company do business? (circle only one).
    - ONE OTHER SITE
    - TWO SITES
    - THREE TO FIVE SITES
    - SIX TO TEN SITES
    - MORE THAN TEN SITES

11. Where are these companies located? (circle only one).
    - ALL WITHIN SPRINGFIELD METROPOLITAN AREA
    - ALL WITHIN MASSACHUSETTS
    - ALL WITHIN NEW ENGLAND AND NEW YORK (MA., RI., CT., VT., NH., ME.)
    - ALL WITHIN UNITED STATES
    - OTHER

12. **Number of Current Employees:**
    - 950 FULL TIME EMPLOYEES
    - PART TIME EMPLOYEES 21-39 HR/WK
    - PART TIME EMPLOYEES LESS THAN 20 HR/WK
Company Name: Hazen Paper Co.

1. Address: Third Level Canal
   Holyoke, MA. 01041
   Telephone: 538-8204

2. Please list parent company and address if applicable.
   Address: 

3. Which best describes this facility? (Please circle all that apply).
   1 HEADQUARTERS (CORPORATE)
   2 HEADQUARTERS (DIVISIONAL)
   3 ADMINISTRATIVE
   4 MANUFACTURER
   5 RESEARCH AND DEVELOPMENT
   6 SERVICE/REPAIR (DIVISIONAL)
   7 SERVICE/REPAIR (BRANCH)
   8 SUBCONTRACTOR TO OTHER COMPANIES
   9 SUPPLIER TO OTHER BRANCHES
   10 BRANCH PLANT
   11 OTHER 

4. What is your Standard Industry Codes?
   NUMBER DESCRIPTION
   2672 Coated & Laminated Paper
   2678 Stationery, Tablets
   2679 Converted Paper & Paperboard

5. Names and titles of officers and key personnel:
   NAME TITLE
   Hazen, R.B. President
   Hazen, Thomas N. Treasurer
   Smith, S. V.P. Sales
   Badger, Dennis P. Dir. of Systems
6. Special features: (circle all that apply).
   1 PRIVATE COMPANY
   2 PRIVATE SUBSIDIARY
   3 UNIONIZED If yes, name(s) of the union(s): ________________
   4 FAMILY BUSINESS
   5 EXPORTER
   6 IMPORTER
   7 OTHER __________________

7. How long has your company been at this location? ________ Years

8. When was your company founded? 1925 Year

9. Annual sales: (circle only one)
   1 UNDER $500,000
   2 $500,001 TO $1,000,000
   3 $1,000,001 TO $1,500,000
   4 $1,500,001 TO $3,000,000
   5 $3,000,001 TO $6,000,000
   6 $6,000,001 TO $10,000,000
   7 $10,000,001 TO $20,000,000
   8 $20,000,001 TO $35,000,000
   9 $35,000,001 TO $50,000,000
   10 $50,000,001 AND ABOVE

10. At how many other company locations does this company do business? (circle only one).
    1 ONE OTHER SITE
    2 TWO SITES
    3 THREE TO FIVE SITES
    4 SIX TO TEN SITES
    5 MORE THAN TEN SITES

11. Where are these companies located? (circle only one).
    1 ALL WITHIN SPRINGFIELD METROPOLITAN AREA
    2 ALL WITHIN MASSACHUSETTS
    3 ALL WITHIN NEW ENGLAND AND NEW YORK [MA., RI., CT., VT., NH., ME.]
    4 ALL WITHIN UNITED STATES
    5 OTHER __________________

12. Number of Current Employees:
    150 FULL TIME EMPLOYEES
    PART TIME EMPLOYEES 21-39 HR/WK
    PART TIME EMPLOYEES LESS THAN 20 HR/WK
Business Retention and Visitation Program Survey

Company Name: Holiday Inn Inc.

1. Address: 711 Dwight St. Springfield MA. 01104
   Telephone: 781-0900

2. Please list parent company and address if applicable.
   Address: __________________________________________
   __________________________________________

3. Which best describes this facility? (Please circle all that apply).
   1 HEADQUARTERS (CORPORATE)
   2 HEADQUARTERS (DIVISIONAL)
   3 ADMINISTRATIVE
   4 MANUFACTURER
   5 RESEARCH AND DEVELOPMENT
   6 SERVICE/REPAIR (DIVISIONAL)
   7 SERVICE/REPAIR (BRANCH)
   8 SUBCONTRACTOR TO OTHER COMPANIES
   9 SUPPLIER TO OTHER BRANCHES
   10 BRANCH PLANT
   11 OTHER ___

4. What is your Standard Industry Codes?
   NUMBER  DESCRIPTION
   5812    Eating Places
   7011    Hotels and Motels

5. Names and titles of officers and key personnel:
   NAME           TITLE
   Mike Truideau  Dir
6. Special features: (circle all that apply).

1. PRIVATE COMPANY
2. PRIVATE SUBSIDIARY
3. UNIONIZED  If yes, name(s) of the union(s)?
4. FAMILY BUSINESS
5. EXPORTER
6. IMPORTER
7. OTHER

7. How long has your company been at this location? ___________ Years

8. When was your company founded? ___________ Year

9. Annual sales: (circle only one)

1. UNDER $500,000
2. $500,001 TO $1,000,000
3. $1,000,001 TO $1,500,000
4. $1,500,001 TO $3,000,000
5. $3,000,001 TO $6,000,000
6. $6,000,001 TO $10,000,000
7. $10,000,001 TO $20,000,000
8. $20,000,001 TO $35,000,000
9. $35,000,001 TO $50,000,000
10. $50,000,001 AND ABOVE

10. At how many other company locations does this company do business? (circle only one).

1. ONE OTHER SITE
2. TWO SITES
3. THREE TO FIVE SITES
4. SIX TO TEN SITES
5. MORE THAN TEN SITES

11. Where are these companies located? (circle only one).

1. ALL WITHIN SPRINGFIELD METROPOLITAN AREA
2. ALL WITHIN MASSACHUSETTS
3. ALL WITHIN NEW ENGLAND AND NEW YORK [MA., RI., CT., VT., NH., ME.]
4. ALL WITHIN UNITED STATES
5. OTHER

12. Number of Current Employees:

35  FULL TIME EMPLOYEES
_______  PART TIME EMPLOYEES 21-39 HR/WK
_______  PART TIME EMPLOYEES LESS THAN 20 HR/WK
Business Retention and Visitation Program Survey

Company Name: Jen-Coat Inc.

1. Address: 132 N. Elm St.

   Westfield, MA 01085

   Telephone: 562-2315

2. Please list parent company and address if applicable.
   Address:

3. Which best describes this facility? (Please circle all that apply).
   1 HEADQUARTERS (CORPORATE)
   2 HEADQUARTERS (DIVISIONAL)
   3 ADMINISTRATIVE
   4 MANUFACTURER
   5 RESEARCH AND DEVELOPMENT
   6 SERVICE/REPAIR (DIVISIONAL)
   7 SERVICE/REPAIR (BRANCH)
   8 SUBCONTRACTOR TO OTHER COMPANIES
   9 SUPPLIER TO OTHER BRANCHES
   10 BRANCH PLANT
   11 OTHER

4. What is your Standard Industry Codes?

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<tr>
<th>NUMBER</th>
<th>DESCRIPTION</th>
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<tbody>
<tr>
<td>2671</td>
<td>Packaging Paper &amp; Plastic Film</td>
</tr>
<tr>
<td>3081</td>
<td>Unsupported Plastics Film/Sheet</td>
</tr>
<tr>
<td>2295</td>
<td>Coated Fabrics Not Rubberized</td>
</tr>
<tr>
<td>2297</td>
<td>Nonwoven Fabrics</td>
</tr>
</tbody>
</table>

5. Names and titles of officers and key personnel:

   NAME
   
   TITLE
6. Special features: (circle all that apply).
   1. PRIVATE COMPANY
   2. PRIVATE SUBSIDIARY
   3. UNIONIZED If yes, name(s) of the union(s)?
   4. FAMILY BUSINESS
   5. EXPORTER
   6. IMPORTER
   7. OTHER

7. How long has your company been at this location? ________ Years

8. When was your company founded? ________ Year

9. Annual sales: (circle only one)
   1. UNDER $500,000
   2. $500,001 TO $1,000,000
   3. $1,000,001 TO $1,500,000
   4. $1,500,001 TO $3,000,000
   5. $3,000,001 TO $6,000,000
   6. $6,000,001 TO $10,000,000
   7. $10,000,001 TO $20,000,000
   8. $20,000,001 TO $35,000,000
   9. $35,000,001 TO $50,000,000
   10. $50,000,001 AND ABOVE

10. At how many other company locations does this company do business? (circle only one).
    1. ONE OTHER SITE
    2. TWO SITES
    3. THREE TO FIVE SITES
    4. SIX TO TEN SITES
    5. MORE THAN TEN SITES

11. Where are these companies located? (circle only one).
    1. ALL WITHIN SPRINGFIELD METROPOLITAN AREA
    2. ALL WITHIN MASSACHUSETTS
    3. ALL WITHIN NEW ENGLAND AND NEW YORK [MA., RI., CT., VT., NH., ME.]
    4. ALL WITHIN UNITED STATES
    5. OTHER

12. Number of Current Employees:
    - FULL TIME EMPLOYEES
    - PART TIME EMPLOYEES 21-39 HR/WK
    - PART TIME EMPLOYEES LESS THAN 20 HR/WK
Business Retention and Visitation Program Survey

Company Name: Mass Mutual Life Insurance Co.

1. Address: 1295 State St.
   Springfield, MA. 01111
   Telephone: 788-8411

2. Please list parent company and address if applicable.
   Address: ____________________________________________
   ____________________________________________________

3. Which best describes this facility? (Please circle all that apply).
   1 HEADQUARTERS (CORPORATE)
   2 HEADQUARTERS (DIVISIONAL)
   3 ADMINISTRATIVE
   4 MANUFACTURER
   5 RESEARCH AND DEVELOPMENT
   6 SERVICE/REPAIR (DIVISIONAL)
   7 SERVICE/REPAIR (BRANCH)
   8 SUBCONTRACTOR TO OTHER COMPANIES
   9 SUPPLIER TO OTHER BRANCHES
   10 BRANCH PLANT
   11 OTHER ______

4. What is your Standard Industry Codes?
   NUMBER DESCRIPTION
   6311 ____________________________________________
   6321, 6324, 6411, 6153, 6162

5. Names and titles of officers and key personnel:
   NAME ___________________________ TITLE ___________________________
   William J Clark                  Ch. Bd.
   Thomas B. Wheeler               Pr. / CEO.
   James L. Wertheiner             Ex. V.P.
   Allan B Bixby                   Tr.
   Thomas J Finnegan               Sec.
6. Special features: (circle all that apply).
   1. PRIVATE COMPANY
   2. PRIVATE SUBSIDIARY
   3. UNIONIZED If yes, name(s) of the union(s)?
   4. FAMILY BUSINESS
   5. EXPORTER
   6. IMPORTER
   7. OTHER

7. How long has your company been at this location? _______ Years

8. When was your company founded? _______ Year

9. Annual sales: (circle only one)
   1. UNDER $500,000
   2. $500,001 TO $1,000,000
   3. $1,000,001 TO $1,500,000
   4. $1,500,001 TO $3,000,000
   5. $3,000,001 TO $6,000,000
   6. $6,000,001 TO $10,000,000
   7. $10,000,001 TO $20,000,000
   8. $20,000,001 TO $35,000,000
   9. $35,000,001 TO $50,000,000
   10. $50,000,001 AND ABOVE

10. At how many other company locations does this company do business? (circle only one).
    1. ONE OTHER SITE
    2. TWO SITES
    3. THREE TO FIVE SITES
    4. SIX TO TEN SITES
    5. MORE THAN TEN SITES

11. Where are these companies located? (circle only one).
    1. ALL WITHIN SPRINGFIELD METROPOLITAN AREA
    2. ALL WITHIN MASSACHUSETTS
    3. ALL WITHIN NEW ENGLAND AND NEW YORK [MA., RI., CT., VT., NH., ME.]
    4. ALL WITHIN UNITED STATES
    5. OTHER

12. Number of Current Employees:
    5900 FULL TIME EMPLOYEES
    __________ PART TIME EMPLOYEES 21-39 HR/WK
    __________ PART TIME EMPLOYEES LESS THAN 20 HR/WK
Business Retention and Visitation Program Survey

Company Name: Milton Bradley Co.

1. Address: 
   443 Shaker Rd.
   East Longmeadow, MA. 01028
   Telephone: 525-6411

2. Please list parent company and address if applicable.
   Address: Hasbro Inc.
   1027 Newport Ave. Pawtucket, R.I. 02862

3. Which best describes this facility? (Please circle all that apply).
   1 HEADQUARTERS (CORPORATE)
   2 HEADQUARTERS (DIVISIONAL)
   3 ADMINISTRATIVE
   4 MANUFACTURER
   5 RESEARCH AND DEVELOPMENT
   6 SERVICE/REPAIR (DIVISIONAL)
   7 SERVICE/REPAIR (BRANCH)
   8 SUBCONTRACTOR TO OTHER COMPANIES
   9 SUPPLIER TO OTHER BRANCHES
   10 BRANCH PLANT
   11 OTHER ___

4. What is your Standard Industry Code?
   NUMBER 3944
   DESCRIPTION Games, Toys

5. Names and titles of officers and key personnel:
   NAME
   Ditomassi, George R.            TITLE
   Chairman of the Board
   Krol, Cas                      Senior V.P., Finance Officer
   Siswick, Dale                  Senior V.P., Marketing
   Niziolek, Michael              Dir. of Human Resources
6. Special features: (circle all that apply).
   1 PRIVATE COMPANY
   2 PRIVATE SUBSIDIARY
   3 UNIONIZED If yes, name(s) of the union(s)?
   4 FAMILY BUSINESS
   5 EXPORTER
   6 IMPORTER
   7 OTHER

7. How long has your company been at this location? ________ Years

8. When was your company founded ________ Year

9. Annual sales: (circle only one)
   1 UNDER $500,000
   2 $500,001 TO $1,000,000
   3 $1,000,001 TO $1,500,000
   4 $1,500,001 TO $3,000,000
   5 $3,000,001 TO $6,000,000
   6 $6,000,001 TO $10,000,000
   7 $10,000,001 TO $20,000,000
   8 $20,000,001 TO $35,000,000
   9 $35,000,001 TO $50,000,000
   10 $50,000,001 AND ABOVE

10. At how many other company locations does this company do business? (circle only one).
    1 ONE OTHER SITE
    2 TWO SITES
    3 THREE TO FIVE SITES
    4 SIX TO TEN SITES
    5 MORE THAN TEN SITES

11. Where are these companies located? (circle only one).
    1 ALL WITHIN SPRINGFIELD METROPOLITAN AREA
    2 ALL WITHIN MASSACHUSETTS
    3 ALL WITHIN NEW ENGLAND AND NEW YORK [MA., RI., CT., VT., NH., ME.]
    4 ALL WITHIN UNITED STATES
    5 OTHER

12. Number of Current Employees:
    2000 __ FULL TIME EMPLOYEES
            PART TIME EMPLOYEES 21-39 HR/WK
            PART TIME EMPLOYEES LESS THAN 20 HR/WK
Company Name: **Massachusetts Municipal Wholesale Electric Co. (MMWEC)**

1. Address: **Moody St. Ludlow MA. 01056**
   Telephone: **589-0141**

2. Please list parent company and address if applicable.
   Address: __________________________________________________________________________________________

3. Which best describes this facility? (Please circle all that apply).
   1. HEADQUARTERS (CORPORATE)
   2. HEADQUARTERS (DIVISIONAL)
   3. ADMINISTRATIVE
   4. MANUFACTURER
   5. RESEARCH AND DEVELOPMENT
   6. SERVICE/REPAIR (DIVISIONAL)
   7. SERVICE/REPAIR (BRANCH)
   8. SUBCONTRACTOR TO OTHER COMPANIES
   9. SUPPLIER TO OTHER BRANCHES
   10. BRANCH PLANT
   11. OTHER __________

4. What is your Standard Industry Codes?
<table>
<thead>
<tr>
<th>NUMBER</th>
<th>DESCRIPTION</th>
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</thead>
<tbody>
<tr>
<td>4911</td>
<td>Electric Services</td>
</tr>
</tbody>
</table>

5. Names and titles of officers and key personnel:
<table>
<thead>
<tr>
<th>NAME</th>
<th>TITLE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Richard Slattery</td>
<td>President</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>
6. Special features: (circle all that apply).
   1. PRIVATE COMPANY
   2. PRIVATE SUBSIDIARY
   3. UNIONIZED If yes, name(s) of the union(s)?
   4. FAMILY BUSINESS
   5. EXPORTER
   6. IMPORTER
   7. OTHER

7. How long has your company been at this location? ____ Years

8. When was your company founded? _____ Year

9. Annual sales: (circle only one)
   1. UNDER $500,000
   2. $500,001 TO $1,000,000
   3. $1,000,001 TO $1,500,000
   4. $1,500,001 TO $3,000,000
   5. $3,000,001 TO $6,000,000
   6. $6,000,001 TO $10,000,000
   7. $10,000,001 TO $20,000,000
   8. $20,000,001 TO $35,000,000
   9. $35,000,001 TO $50,000,000
   10. $50,000,001 AND ABOVE

10. At how many other company locations does this company do business? (circle only one).
    1. ONE OTHER SITE
    2. TWO SITES
    3. THREE TO FIVE SITES
    4. SIX TO TEN SITES
    5. MORE THAN TEN SITES

11. Where are these companies located? (circle only one).
    1. ALL WITHIN SPRINGFIELD METROPOLITAN AREA
    2. ALL WITHIN MASSACHUSETTS
    3. ALL WITHIN NEW ENGLAND AND NEW YORK [MA., RI., CT., VT., NH., ME.]
    4. ALL WITHIN UNITED STATES
    5. OTHER

12. Number of Current Employees:
    156 FULL TIME EMPLOYEES
    ______ PART TIME EMPLOYEES 21-39 HR/WK
    ______ PART TIME EMPLOYEES LESS THAN 20 HR/WK
Business Retention and Visitation Program Survey

Company Name: Old Colony Envelope Co.

1. Address: 94 N. Elm St.
               Westfield, MA. 01086

   Telephone: 568-2431

2. Please list parent company and address if applicable.
   Address: International Paper Co.
   2 Manhattanville Rd.: Purchase, New York 10577

3. Which best describes this facility? (Please circle all that apply).
   1 HEADQUARTERS (CORPORATE)
   2 HEADQUARTERS (DIVISIONAL)
   3 ADMINISTRATIVE
   4 MANUFACTURER
   5 RESEARCH AND DEVELOPMENT
   6 SERVICE/REPAIR (DIVISIONAL)
   7 SERVICE/REPAIR (BRANCH)
   8 SUBCONTRACTOR TO OTHER COMPANIES
   9 SUPPLIER TO OTHER BRANCHES
   10 BRANCH PLANT
   11 OTHER

4. What is your Standard Industry Codes?
<table>
<thead>
<tr>
<th>NUMBER</th>
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<tbody>
<tr>
<td>2677</td>
<td>Envelopes</td>
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</table>

5. Names and titles of officers and key personnel:
<table>
<thead>
<tr>
<th>NAME</th>
<th>TITLE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Abrahamson, H. Grant</td>
<td>President</td>
</tr>
<tr>
<td>Atmaca, Necmi</td>
<td>Controller</td>
</tr>
<tr>
<td>Roussee, David E.</td>
<td>Executive V.P.</td>
</tr>
<tr>
<td>Parker, Alan</td>
<td>Dir. Management Info. Sys.</td>
</tr>
<tr>
<td>Malinski, Lori</td>
<td>Human Resources Manager</td>
</tr>
</tbody>
</table>
6. Special features: (circle all that apply).
   1 PRIVATE COMPANY
   2 PRIVATE SUBSIDIARY
   3 UNIONIZED If yes, name(s) of the union(s)?
   4 FAMILY BUSINESS
   5 EXPORTER
   6 IMPORTER
   7 OTHER

7. How long has your company been at this location?______ Years

8. When was your company founded? 1922 Year

9. Annual sales: (circle only one)
   1 UNDER $500,000
   2 $500,001 TO $1,000,000
   3 $1,000,001 TO $1,500,000
   4 $1,500,001 TO $3,000,000
   5 $3,000,001 TO $6,000,000
   6 $6,000,001 TO $10,000,000
   7 $10,000,001 TO $20,000,000
   8 $20,000,001 TO $35,000,000
   9 $35,000,001 TO $50,000,000
   10 $50,000,001 AND ABOVE

10. At how many other company locations does this company do business? (circle only one).
    1 ONE OTHER SITE
    2 TWO SITES
    3 THREE TO FIVE SITES
    4 SIX TO TEN SITES
    5 MORE THAN TEN SITES

11. Where are these companies located? (circle only one).
    1 ALL WITHIN SPRINGFIELD METROPOLITAN AREA
    2 ALL WITHIN MASSACHUSETTS
    3 ALL WITHIN NEW ENGLAND AND NEW YORK [MA., RI., CT., VT., NH., ME.]
    4 ALL WITHIN UNITED STATES
    5 OTHER

12. Number of Current Employees:
    600 FULL TIME EMPLOYEES
    ____ PART TIME EMPLOYEES 21-39 HR/WK
    ____ PART TIME EMPLOYEES LESS THAN 20 HR/WK
Business Retention and Visitation Program Survey

Company Name: Partyka Resource Management Companies Inc.

1. Address: 645 Shawinigan Dr.
   Chicopee, MA 01020
   Telephone: 785-1581

2. Please list parent company and address if applicable.
   Address: ________________________________

3. Which best describes this facility? (Please circle all that apply).
   1 HEADQUARTERS (CORPORATE)
   2 HEADQUARTERS (DIVISIONAL)
   3 ADMINISTRATIVE
   4 MANUFACTURER
   5 RESEARCH AND DEVELOPMENT
   6 SERVICE/REPAIR (DIVISIONAL)
   7 SERVICE/REPAIR (BRANCH)
   8 SUBCONTRACTOR TO OTHER COMPANIES
   9 SUPPLIER TO OTHER BRANCHES
   10 BRANCH PLANT
   11 OTHER __________

4. What is your Standard Industry Codes?
   NUMBER 6719 DESCRIPTION Holding Company

5. Names and titles of officers and key personnel:
   NAME ________________________________
   TITLE ________________________________
   ________________________________
   ________________________________
   ________________________________
   ________________________________
   ________________________________

1
6. Special features: (circle all that apply).
   1 PRIVATE COMPANY
   2 PRIVATE SUBSIDIARY
   3 UNIONIZED If yes, name(s) of the union(s)?
   4 FAMILY BUSINESS
   5 EXPORTER
   6 IMPORTER
   7 OTHER

7. How long has your company been at this location? ________ Years

8. When was your company founded ________ Year

9. Annual sales: (circle only one)
   1 UNDER $500,000
   2 $500,001 TO $1,000,000
   3 $1,000,001 TO $1,500,000
   4 $1,500,001 TO $3,000,000
   5 $3,000,001 TO $6,000,000
   6 $6,000,001 TO $10,000,000
   7 $10,000,001 TO $20,000,000
   8 $20,000,001 TO $35,000,000
   9 $35,000,001 TO $50,000,000
   10 $50,000,001 AND ABOVE

10. At how many other company locations does this company do business? (circle only one).
    1 ONE OTHER SITE
    2 TWO SITES
    3 THREE TO FIVE SITES
    4 SIX TO TEN SITES
    5 MORE THAN TEN SITES

11. Where are these companies located? (circle only one).
    1 ALL WITHIN SPRINGFIELD METROPOLITAN AREA
    2 ALL WITHIN MASSACHUSETTS
    3 ALL WITHIN NEW ENGLAND AND NEW YORK [MA., RI., CT., VT., NH., ME.]
    4 ALL WITHIN UNITED STATES
    5 OTHER

12. Number of Current Employees:
    _______ FULL TIME EMPLOYEES
    _______ PART TIME EMPLOYEES 21-39 HR/WK
    _______ PART TIME EMPLOYEES LESS THAN 20 HR/WK
Business Retention and Visitation Program Survey

Company Name: Peter Pan Bus Lines Inc.

1. Address: P. O. Box 1776
Springfield, MA. 01103
Telephone: 781-9721

2. Please list parent company and address if applicable.
Address: 

3. Which best describes this facility? (Please circle all that apply).
1 HEADQUARTERS (CORPORATE)
2 HEADQUARTERS (DIVISIONAL)
3 ADMINISTRATIVE
4 MANUFACTURER
5 RESEARCH AND DEVELOPMENT
6 SERVICE/REPAIR (DIVISIONAL)
7 SERVICE/REPAIR (BRANCH)
8 SUBCONTRACTOR TO OTHER COMPANIES
9 SUPPLIER TO OTHER BRANCHES
10 BRANCH PLANT
11 OTHER 

4. What is your Standard Industry Codes?

<table>
<thead>
<tr>
<th>NUMBER</th>
<th>DESCRIPTION</th>
</tr>
</thead>
<tbody>
<tr>
<td>4131</td>
<td>Intercity &amp; Rural Bus Transportation</td>
</tr>
<tr>
<td>4142</td>
<td>Charter Service, Except Local</td>
</tr>
<tr>
<td>5015</td>
<td>Motor Vehicle Parts Used</td>
</tr>
</tbody>
</table>

5. Names and titles of officers and key personnel:

<table>
<thead>
<tr>
<th>NAME</th>
<th>TITLE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Picknelly, Peter A.</td>
<td>President</td>
</tr>
<tr>
<td>Stefano, Brian R.</td>
<td>Controller</td>
</tr>
<tr>
<td>Dostal, Robert</td>
<td>V.P. Sales</td>
</tr>
<tr>
<td>Sullivan, Gail</td>
<td>Dir of Data Processing</td>
</tr>
</tbody>
</table>
6. Special features: (circle all that apply).
   1 PRIV ATE COMPANY
   2 PRIVATE SUBSIDIARY
   3 UNIONIZED    If yes, name(s) of the union(s)? ________________
   4 FAMILY BUSINESS
   5 EXPORTER
   6 IMPORTER
   7 OTHER ________________

7. How long has your company been at this location? ___________ Years

8. When was your company founded? 1934 Year

9. Annual sales: (circle only one)
   1 UNDER $500,000
   2 $500,001 TO $1,000,000
   3 $1,000,001 TO $1,500,000
   4 $1,500,001 TO $3,000,000
   5 $3,000,001 TO $6,000,000
   6 $6,000,001 TO $10,000,000
   7 $10,000,001 TO $20,000,000
   8 $20,000,001 TO $35,000,000
   9 $35,000,001 TO $50,000,000
   10 $50,000,001 AND ABOVE

10. At how many other company locations does this company do business? (circle only one).
    1 ONE OTHER SITE
    2 TWO SITES
    3 THREE TO FIVE SITES
    4 SIX TO TEN SITES
    5 MORE THAN TEN SITES

11. Where are these companies located? (circle only one).
    1 ALL WITHIN SPRINGFIELD METROPOLITAN AREA
    2 ALL WITHIN MASSACHUSETTS
    3 ALL WITHIN NEW ENGLAND AND NEW YORK [MA., RI., CT., VT., NH., ME.]
    4 ALL WITHIN UNITED STATES
    5 OTHER ___________________________

12. Number of Current Employees:
    500 FULL TIME EMPLOYEES
    __________________ PART TIME EMPLOYEES 21-39 HR/WK
    __________________ PART TIME EMPLOYEES LESS THAN 20 HR/WK
Business Retention and Visitation Program Survey

Company Name: Riverside Park/ Food Services

1. Address: 1623 Main St.  
   Agawam MA. 01001
   Telephone: 786-9300

2. Please list parent company and address if applicable.
   Address: ____________________________________________
   ____________________________________________

3. Which best describes this facility? (Please circle all that apply).
   1. HEADQUARTERS (CORPORATE)
   2. HEADQUARTERS (DIVISIONAL)
   3. ADMINISTRATIVE
   4. MANUFACTURER
   5. RESEARCH AND DEVELOPMENT
   6. SERVICE/REPAIR (DIVISIONAL)
   7. SERVICE/REPAIR (BRANCH)
   8. SUBCONTRACTOR TO OTHER COMPANIES
   9. SUPPLIER TO OTHER BRANCHES
   10. BRANCH PLANT
   11. OTHER ___

4. What is your Standard Industry Codes?
   NUMBER   DESCRIPTION
   7996     Amusment Park
   5812     Eating Place

5. Names and titles of officers and key personnel:
   NAME       TITLE
   Edward J. Carroll   President
   ____________________________________________
   ____________________________________________
   ____________________________________________
   ____________________________________________
6. Special features: (circle all that apply).
   1. PRIVATE COMPANY
   2. PRIVATE SUBSIDIARY
   3. UNIONIZED If yes, name(s) of the union(s)?
   4. FAMILY BUSINESS
   5. EXPORTER
   6. IMPORTER
   7. OTHER

7. How long has your company been at this location? _______ Years

8. When was your company founded? _______ Year

9. Annual sales: (circle only one)
   1. UNDER $500,000
   2. $500,001 TO $1,000,000
   3. $1,000,001 TO $1,500,000
   4. $1,500,001 TO $3,000,000
   5. $3,000,001 TO $6,000,000
   6. $6,000,001 TO $10,000,000
   7. $10,000,001 TO $20,000,000
   8. $20,000,001 TO $35,000,000
   9. $35,000,001 TO $50,000,000
   10. $50,000,001 AND ABOVE

10. At how many other company locations does this company do business? (circle only one).
    1. ONE OTHER SITE
    2. TWO SITES
    3. THREE TO FIVE SITES
    4. SIX TO TEN SITES
    5. MORE THAN TEN SITES

11. Where are these companies located? (circle only one).
    1. ALL WITHIN SPRINGFIELD METROPOLITAN AREA
    2. ALL WITHIN MASSACHUSETTS
    3. ALL WITHIN NEW ENGLAND AND NEW YORK [MA., RI., CT., VT., NH., ME.]
    4. ALL WITHIN UNITED STATES
    5. OTHER

12. Number of Current Employees:
    50/5 FULL TIME EMPLOYEES
    _______ PART TIME EMPLOYEES 21-39 HR/WK
    _______ PART TIME EMPLOYEES LESS THAN 20 HR/WK
Company Name: Southworth Co.

1. Address: Front St.

West Springfield, MA. 01089

Telephone: (413) 732-5141

2. Please list parent company and address if applicable.

   Address: 

3. Which best describes this facility? (Please circle all that apply).

   1 HEADQUARTERS (CORPORATE)
   2 HEADQUARTERS (DIVISIONAL)
   3 ADMINISTRATIVE
   4 MANUFACTURER
   5 RESEARCH AND DEVELOPMENT
   6 SERVICE/REPAIR (DIVISIONAL)
   7 SERVICE/REPAIR (BRANCH)
   8 SUBCONTRACTOR TO OTHER COMPANIES
   9 SUPPLIER TO OTHER BRANCHES
   10 BRANCH PLANT
   11 OTHER ___

4. What is your Standard Industry Codes?

   NUMBER  DESCRIPTION
   2678     Stationery, Tablets & Rel Pro

5. Names and titles of officers and key personnel:

   NAME                  TITLE
   Southworth, John H.    President
   Hamel, John F.         Treasurer
   Moffett, Jack          V.P. Sales
6. Special features: (circle all that apply).
   1 PRIVATE COMPANY  
   2 PRIVATE SUBSIDIARY  
   3 UNIONIZED  If yes, name(s) of the union(s)?______________
   4 FAMILY BUSINESS  
   5 EXPORTER  
   6 IMPORTER  
   7 OTHER______________

7. How long has your company been at this location?__________ Years

8. When was your company founded? 1839 Year

9. Annual sales: (circle only one)
   1 UNDER $500,000
   2 $500,001 TO $1,000,000
   3 $1,000,001 TO $1,500,000
   4 $1,500,001 TO $3,000,000
   5 $3,000,001 TO $6,000,000
   6 $6,000,001 TO $10,000,000
   7 $10,000,001 TO $20,000,000
   8 $20,000,001 TO $35,000,000
   9 $35,000,001 TO $50,000,000
   10 $50,000,001 AND ABOVE

10. At how many other company locations does this company do business? (circle only one).
    1 ONE OTHER SITE
    2 TWO SITES
    3 THREE TO FIVE SITES
    4 SIX TO TEN SITES
    5 MORE THAN TEN SITES

11. Where are these companies located? (circle only one).
    1 ALL WITHIN SPRINGFIELD METROPOLITAN AREA
    2 ALL WITHIN MASSACHUSETTS
    3 ALL WITHIN NEW ENGLAND AND NEW YORK [MA., RI., CT., VT., NH., ME.]
    4 ALL WITHIN UNITED STATES
    5 OTHER______________

12. Number of Current Employees:
    400 FULL TIME EMPLOYEES
    ______ PART TIME EMPLOYEES 21-39 HR/WK
    ______ PART TIME EMPLOYEES LESS THAN 20 HR/WK
Business Retention and Visitation Program Survey

Company Name: Spalding and Evenflo Companies Inc. Spalding Sports Worldwide

1. Address: P. O. Box 901
Chicopee, MA. 01021
Telephone: 536-1200

2. Please list parent company and address if applicable.
Address: Spalding and Evenflo Companies Inc.
P. O. Box 30101, Tampa, Florida. 33630

3. Which best describes this facility? (Please circle all that apply).
   1 HEADQUARTERS (CORPORATE)
   2 HEADQUARTERS (DIVISIONAL)
   3 ADMINISTRATIVE
   4 MANUFACTURER
   5 RESEARCH AND DEVELOPMENT
   6 SERVICE/REPAIR (DIVISIONAL)
   7 SERVICE/REPAIR (BRANCH)
   8 SUBCONTRACTOR TO OTHER COMPANIES
   9 SUPPLIER TO OTHER BRANCHES
   10 BRANCH PLANT
   11 OTHER __

4. What is your Standard Industry Codes?
   NUMBER DESCRIPTION
   3949 Sporting & Athletic Goods

5. Names and titles of officers and key personnel:
   NAME TITLE
   Dickerman, George A. President
   Senecal, Donald R. Controller
   Yash, Charles Dir. of Marketing
   White, Bard Dir. of Systems
   Rist, V. Dir of Employee Relations
6. Special features: (circle all that apply).
   - [ ] PRIVATE COMPANY
   - [ ] PRIVATE SUBSIDIARY
   - [ ] UNIONIZED If yes, name(s) of the union(s)?
   - [ ] FAMILY BUSINESS
   - [ ] EXPORTER
   - [ ] IMPORTER
   - [ ] OTHER

7. How long has your company been at this location? ________ Years

8. When was your company founded? 1876 Year

9. Annual sales: (circle only one)
   - [ ] UNDER $500,000
   - [ ] $500,001 TO $1,000,000
   - [ ] $1,000,001 TO $1,500,000
   - [ ] $1,500,001 TO $3,000,000
   - [ ] $3,000,001 TO $6,000,000
   - [ ] $6,000,001 TO $10,000,000
   - [ ] $10,000,001 TO $20,000,000
   - [ ] $20,000,001 TO $35,000,000
   - [ ] $35,000,001 TO $50,000,000
   - [ ] $50,000,001 AND ABOVE

10. At how many other company locations does this company do business? (circle only one).
    - [ ] ONE OTHER SITE
    - [ ] TWO SITES
    - [ ] THREE TO FIVE SITES
    - [ ] SIX TO TEN SITES
    - [ ] MORE THAN TEN SITES

11. Where are these companies located? (circle only one).
    - [ ] ALL WITHIN SPRINGFIELD METROPOLITAN AREA
    - [ ] ALL WITHIN MASSACHUSETTS
    - [ ] ALL WITHIN NEW ENGLAND AND NEW YORK (MA., RI., CT., VT., NH., ME.)
    - [ ] ALL WITHIN UNITED STATES
    - [ ] OTHER

12. Number of Current Employees:
    - [ ] FULL TIME EMPLOYEES
    - [ ] PART TIME EMPLOYEES 21-39 HR/WK
    - [ ] PART TIME EMPLOYEES LESS THAN 20 HR/WK
Business Retention and Visitation Program Survey

Company Name: Stanhome Inc.

1. Address: 333 Western Ave
   Westfield, MA 01085

   Telephone: 568-2820

2. Please list parent company and address if applicable.
   Address: 

3. Which best describes this facility? (Please circle all that apply).
   1 HEADQUARTERS (CORPORATE)
   2 HEADQUARTERS (DIVISIONAL)
   3 ADMINISTRATIVE
   4 MANUFACTURER
   5 RESEARCH AND DEVELOPMENT
   6 SERVICE/REPAIR (DIVISIONAL)
   7 SERVICE/REPAIR (BRANCH)
   8 SUBCONTRACTOR TO OTHER COMPANIES
   9 SUPPLIER TO OTHER BRANCHES
   10 BRANCH PLANT
   11 OTHER ___

4. What is your Standard Industry Codes?

<table>
<thead>
<tr>
<th>NUMBER</th>
<th>DESCRIPTION</th>
</tr>
</thead>
<tbody>
<tr>
<td>5947</td>
<td>Gift, Novelty Souvenir Shops</td>
</tr>
<tr>
<td>5961</td>
<td>Mail Order</td>
</tr>
<tr>
<td>5912</td>
<td>Drug/ Proprietary Stores</td>
</tr>
</tbody>
</table>

5. Names and titles of officers and key personnel:

   NAME                        TITLE
   Vargas, Alejandro Diaz    CEO / President
   Keirstead, Allan G.       EX. V.P. and Chief Financial Officer
   Jalbert, Ronald R.         V.P., Human Resources
6. Special features: (circle all that apply).
   1 PRIVATE COMPANY
   2 PRIVATE SUBSIDIARY
   3 UNIONIZED If yes, name(s) of the union(s)?
   4 FAMILY BUSINESS
   5 EXPORTER
   6 IMPORTER
   7 OTHER

7. How long has your company been at this location? _______ Years

8. When was your company founded 1931 Year

9. Annual sales: (circle only one)
   1 UNDER $500,000
   2 $500,001 TO $1,000,000
   3 $1,000,001 TO $1,500,000
   4 $1,500,001 TO $3,000,000
   5 $3,000,001 TO $6,000,000
   6 $6,000,001 TO $10,000,000
   7 $10,000,001 TO $20,000,000
   8 $20,000,001 TO $35,000,000
   9 $35,000,001 TO $50,000,000
   10 $50,000,001 AND ABOVE

10. At how many other company locations does this company do business? (circle only one).
    1 ONE OTHER SITE
    2 TWO SITES
    3 THREE TO FIVE SITES
    4 SIX TO TEN SITES
    5 MORE THAN TEN SITES

11. Where are these companies located? (circle only one).
    1 ALL WITHIN SPRINGFIELD METROPOLITAN AREA
    2 ALL WITHIN MASSACHUSETTS
    3 ALL WITHIN NEW ENGLAND AND NEW YORK [MA., RI., CT., VT., NH., ME.]
    4 ALL WITHIN UNITED STATES
    5 OTHER

12. Number of Current Employees:
    4700 FULL TIME EMPLOYEES
    PART TIME EMPLOYEES 21-39 HR/WK
    PART TIME EMPLOYEES LESS THAN 20 HR/WK
Company Name: Sullivan Paper Co.

1. Address: 61 Progress Ave.
   West Springfield, MA 01089
   Telephone: 734-3107

2. Please list parent company and address if applicable.
   Address: ________________________________

3. Which best describes this facility? (Please circle all that apply).
   1 HEADQUARTERS (CORPORATE)
   2 HEADQUARTERS (DIVISIONAL)
   3 ADMINISTRATIVE
   4 MANUFACTURER
   5 RESEARCH AND DEVELOPMENT
   6 SERVICE/REPAIR (DIVISIONAL)
   7 SERVICE/REPAIR (BRANCH)
   8 SUBCONTRACTOR TO OTHER COMPANIES
   9 SUPPLIER TO OTHER BRANCHES
   10 BRANCH PLANT
   11 OTHER ___

4. What is your Standard Industry Codes?
   NUMBER DESCRIPTION
   2621 Paper Mills

5. Names and titles of officers and key personnel:
   NAME TITLE
   Sullivan, Richard S. Chairman of the Board
   ________________________________
   ________________________________
   ________________________________
   ________________________________
   ________________________________
6. Special features: (circle all that apply).

1 PRIVATE COMPANY
2 PRIVATE SUBSIDIARY
3 UNIONIZED  If yes, name(s) of the union(s)? ______________________
4 FAMILY BUSINESS
5 EXPORTER
6 IMPORTER
7 OTHER ________________

7. How long has your company been at this location? ___________ Years

8. When was your company founded 1939 Year

9. Annual sales: (circle only one)

1 UNDER $500,000
2 $500,001 TO $1,000,000
3 $1,000,001 TO $1,500,000
4 $1,500,001 TO $3,000,000
5 $3,000,001 TO $6,000,000
6 $6,000,001 TO $10,000,000
7 $10,000,001 TO $20,000,000
8 $20,000,001 TO $35,000,000
9 $35,000,001 TO $50,000,000
10 $50,000,001 AND ABOVE

10. At how many other company locations does this company do business? (circle only one).

1 ONE OTHER SITE
2 TWO SITES
3 THREE TO FIVE SITES
4 SIX TO TEN SITES
5 MORE THAN TEN SITES

11. Where are these companies located? (circle only one).

1 ALL WITHIN SPRINGFIELD METROPOLITAN AREA
2 ALL WITHIN MASSACHUSETTS
3 ALL WITHIN NEW ENGLAND AND NEW YORK [MA., RI., CT., VT., NH., ME.]
4 ALL WITHIN UNITED STATES
5 OTHER ________________

12. Number of Current Employees:

100 FULL TIME EMPLOYEES
  PART TIME EMPLOYEES 21-39 HR/WK
  PART TIME EMPLOYEES LESS THAN 20 HR/WK
Business Retention and Visitation Program Survey

Company Name:  

**Tighe and Bond Inc.**

1. Address:  

**53 Southampton Rd.**  

Westfield, MA. 01085

Telephone:  

**562-1600**

2. Please list parent company and address if applicable.  

Address: ______________________________________________________________________

3. Which best describes this facility? (Please circle all that apply).

1 HEADQUARTERS (CORPORATE)  
2 HEADQUARTERS (DIVISIONAL)  
3 ADMINISTRATIVE  
4 MANUFACTURER  
5 RESEARCH AND DEVELOPMENT  
6 SERVICE/REPAIR (DIVISIONAL)  
7 SERVICE/REPAIR (BRANCH)  
8 SUBCONTRACTOR TO OTHER COMPANIES  
9 SUPPLIER TO OTHER BRANCHES  
10 BRANCH PLANT  
11 OTHER ___

4. What is your Standard Industry Codes?  

<table>
<thead>
<tr>
<th>NUMBER</th>
<th>DESCRIPTION</th>
</tr>
</thead>
<tbody>
<tr>
<td>8748</td>
<td>Business Consulting</td>
</tr>
</tbody>
</table>

5. Names and titles of officers and key personnel:  

<table>
<thead>
<tr>
<th>NAME</th>
<th>TITLE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Powers, John W.</td>
<td>President</td>
</tr>
<tr>
<td></td>
<td></td>
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<tr>
<td></td>
<td></td>
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<td></td>
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<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>
6. Special features: (circle all that apply).
   1 PRIVATE COMPANY
   2 PRIVATE SUBSIDIARY
   3 UNIONIZED If yes, name(s) of the union(s)?
   4 FAMILY BUSINESS
   5 EXPORTER
   6 IMPORTER
   7 OTHER

7. How long has your company been at this location? ___________ Years

8. When was your company founded? 1911 Year

9. Annual sales: (circle only one)
   1 UNDER $500,000
   2 $500,001 TO $1,000,000
   3 $1,000,001 TO $1,500,000
   4 $1,500,001 TO $3,000,000
   5 $3,000,001 TO $6,000,000
   6 $6,000,001 TO $10,000,000
   7 $10,000,001 TO $20,000,000
   8 $20,000,001 TO $35,000,000
   9 $35,000,001 TO $50,000,000
   10 $50,000,001 AND ABOVE

10. At how many other company locations does this company do business? (circle only one).
    1 ONE OTHER SITE
    2 TWO SITES
    3 THREE TO FIVE SITES
    4 SIX TO TEN SITES
    5 MORE THAN TEN SITES

11. Where are these companies located? (circle only one).
    1 ALL WITHIN SPRINGFIELD METROPOLITAN AREA
    2 ALL WITHIN MASSACHUSETTS
    3 ALL WITHIN NEW ENGLAND AND NEW YORK [MA., RI., CT., VT., NH., ME.]
    4 ALL WITHIN UNITED STATES
    5 OTHER

12. Number of Current Employees:
    110 FULL TIME EMPLOYEES
    __________ PART TIME EMPLOYEES 21-39 HR/WK
    __________ PART TIME EMPLOYEES LESS THAN 20 HR/WK
Company Name: Titeflex Corporation

1. Address: 603 Hendee St
Springfield, MA. 01104
Telephone: 739 - 5631

2. Please list parent company and address if applicable.
Address: Bundy Western Hemisphere Corp.
Warren, Michigan Annual Sales $500,000,000

3. Which best describes this facility? (Please circle all that apply).
1 HEADQUARTERS (CORPORATE)
2 HEADQUARTERS (DIVISIONAL)
3 ADMINISTRATIVE
4 MANUFACTURER
5 RESEARCH AND DEVELOPMENT
6 SERVICE/REPAIR (DIVISIONAL)
7 SERVICE/REPAIR (BRANCH)
8 SUBCONTRACTOR TO OTHER COMPANIES
9 SUPPLIER TO OTHER BRANCHES
10 BRANCH PLANT
11 OTHER __

4. What is your Standard Industry Codes?

<table>
<thead>
<tr>
<th>NUMBER</th>
<th>DESCRIPTION</th>
</tr>
</thead>
<tbody>
<tr>
<td>3429</td>
<td>HARDWARE</td>
</tr>
<tr>
<td>3599</td>
<td>INDUSTRIAL MACHINERY</td>
</tr>
</tbody>
</table>

5. Names and titles of officers and key personnel:
   NAME             TITLE
SIMPSON, JON       PRESIDENT
MCMURRAY, JON      V.P. FINANCE
COZIER, RICK        DIR OF MARKETING
WITEK, WALTER      DIR OF MAN. INFO. SYS.
MAJKA, JAMES        HUMAN RESOURCE. MANAGER
6. Special features: (circle all that apply).
   1. PRIVATE COMPANY
   2. PRIVATE SUBSIDIARY
   3. UNIONIZED If yes, name(s) of the union(s)?
   4. FAMILY BUSINESS
   5. EXPORTER
   6. IMPORTER
   7. OTHER

7. How long has your company been at this location? ________ Years

8. When was your company founded 1916

9. Annual sales: (circle only one)
   1. UNDER $500,000
   2. $500,001 TO $1,000,000
   3. $1,000,001 TO $1,500,000
   4. $1,500,001 TO $3,000,000
   5. $3,000,001 TO $6,000,000
   6. $6,000,001 TO $10,000,000
   7. $10,000,001 TO $20,000,000
   8. $20,000,001 TO $35,000,000
   9. $35,000,001 TO $50,000,000
   10. $50,000,001 AND ABOVE

10. At how many other company locations does this company do business?
   1. ONE OTHER SITE
   2. TWO SITES
   3. THREE TO FIVE SITES
   4. SIX TO TEN SITES
   5. MORE THAN TEN SITES

11. Where are these companies located?
   1. ALL WITHIN SPRINGFIELD METROPOLITAN AREA
   2. ALL WITHIN MASSACHUSETTS
   3. ALL WITHIN NEW ENGLAND AND NEW YORK [MA., RI., CT., VT., NH., ME.]
   4. ALL WITHIN UNITED STATES
   5. OTHER

12. Number of Current Employees:
   ____________ FULL TIME EMPLOYEES
   ____________ PART TIME EMPLOYEES 21-39 HR/WK
   ____________ PART TIME EMPLOYEES LESS THAN 20 HR/WK
Company Name: William Distributing Corp.

1. Address: 372 Pasco Rd.
   Springfield MA. 01119
   Telephone: 783-1266

2. Please list parent company and address if applicable.
   Address: __________________________________________________________

3. Which best describes this facility? (Please circle all that apply).
   1 HEADQUARTERS (CORPORATE)
   2 HEADQUARTERS (DIVISIONAL)
   3 ADMINISTRATIVE
   4 MANUFACTURER
   5 RESEARCH AND DEVELOPMENT
   6 SERVICE/REPAIR (DIVISIONAL)
   7 SERVICE/REPAIR (BRANCH)
   8 SUBCONTRACTOR TO OTHER COMPANIES
   9 SUPPLIER TO OTHER BRANCHES
   10 BRANCH PLANT
   11 OTHER ___

4. What is your Standard Industry Codes?
   NUMBER    DESCRIPTION
   5181       Beer/ Fermented Malt Liq.
   5145       Snack Food

5. Names and titles of officers and key personnel:
   NAME                  TITLE
   James Sadowsky        President/ Treasurer
   William Sadowsky      V.P.
   Ronald S Sadowsky     V.P.
   Irving Cohen          Clk.
6. Special features: (circle all that apply).
   1. PRIVATE COMPANY
   2. PRIVATE SUBSIDIARY
   3. UNIONIZED If yes, name(s) of the union(s)?
   4. FAMILY BUSINESS
   5. EXPORTER
   6. IMPORTER
   7. OTHER

7. How long has your company been at this location? ________ Years

8. When was your company founded? 1988 Year

9. Annual sales: (circle only one)
   1. UNDER $500,000
   2. $500,001 TO $1,000,000
   3. $1,000,001 TO $1,500,000
   4. $1,500,001 TO $3,000,000
   5. $3,000,001 TO $6,000,000
   6. $6,000,001 TO $10,000,000
   7. $10,000,001 TO $20,000,000
   8. $20,000,001 TO $35,000,000
   9. $35,000,001 TO $50,000,000
   10. $50,000,001 AND ABOVE

10. At how many other company locations does this company do business? (circle only one).
    1. ONE OTHER SITE
    2. TWO SITES
    3. THREE TO FIVE SITES
    4. SIX TO TEN SITES
    5. MORE THAN TEN SITES

11. Where are these companies located? (circle only one).
    1. ALL WITHIN SPRINGFIELD METROPOLITAN AREA
    2. ALL WITHIN MASSACHUSETTS
    3. ALL WITHIN NEW ENGLAND AND NEW YORK [MA., RI., CT., VT., NH., ME.]
    4. ALL WITHIN UNITED STATES
    5. OTHER

12. Number of Current Employees:
    1000 FULL TIME EMPLOYEES
    PART TIME EMPLOYEES 21-39 HR/WK
    PART TIME EMPLOYEES LESS THAN 20 HR/WK