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Appendix B - Phase II Checklist: Business/Financial Plan and Environmental Plan

BUSINESS PLAN REQUIREMENTS	
<input type="checkbox"/>	Phase II documentation is submitted within twelve (12) months of the notification to the applicant regarding acceptability of Phase I documentation. <i>Note: Failure to meet this requirement will disqualify the applicant from any further consideration under this ship donation opportunity.</i>
<input type="checkbox"/>	Provide this completed checklist as part of the ship donation application package.
<input type="checkbox"/>	Describe your organization (current and proposed), its structure and functional components, including details of its governance and articles of incorporation.
<input type="checkbox"/>	Provide the names and experience of senior leaders, both volunteer and staff. Identify the number and function of paid and volunteer positions planned upon opening. Provide descriptions of senior leadership responsibilities and authorities. Provide a list of the Board of Directors, their positions on the board, their extent of involvement and the background and expertise that they will bring to the organization.
<input type="checkbox"/>	Provide a description of how the organization has the business skills to satisfy the needs of its anticipated customers.
<input type="checkbox"/>	Discuss use of volunteers and, if applicable, describe with enough detail to support financial projections.
<input type="checkbox"/>	Define and outline the organization's marketing strategies, including market penetration, sustaining business growth, and communications strategies.
<input type="checkbox"/>	Outline marketing and sales management personnel descriptions and responsibilities.
<input type="checkbox"/>	Outline anticipated sales activities, including budget requirements.
<input type="checkbox"/>	Include evidence of strategic consultation regarding website design, development, and operations.
<input type="checkbox"/>	Outline with articulated goals and objectives for your existing or proposed website, and how the website will fit into the organization's overall marketing strategy. Explain how the internal organizational structure or component will be

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	created to design, launch, and oversee the organization's web-related activities, including its budgetary requirements and proposed e-commerce/selling products on-line.
<input type="checkbox"/>	Explain the design, management, and budgetary considerations and decisions relating to servers, hosting, website design/development, content management software, and e-commerce.
<input type="checkbox"/>	Describe and explain the services being provided by the organization with special emphasis on anticipated benefits for customers. Describe any new services that your organization might bring to the market.
<input type="checkbox"/>	Address the community support, including local/ regional support and approval from Port Authority.
<input type="checkbox"/>	Provide letters of endorsement from the city and/or local government; public/private sources (adjacent counties, cities and/or states). Provide sampling of letters of support from individuals and organizations and newspaper articles or editorials indicating support.
<input type="checkbox"/>	Describe how veterans' associations in the area are willing to support the vessel and the continued association with Navy and Navy veterans.
<input type="checkbox"/>	Describe how the museum donation transfer to the organization would benefit the Navy, including support for local Naval recruitment, training and educational events, and museum visits by local schools.

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MARKETING AND FEASIBILITY STUDY REQUIREMENTS

<input type="checkbox"/>	Provide a marketing and feasibility study developed by an independent consulting firm describing the proposed elements of the museum concept/experience.
<input type="checkbox"/>	Provide a description of the primary services to be provided by your organization.
<input type="checkbox"/>	Provide the anticipated size of the market you plan to service and its anticipated growth rate, trends, and characteristics related to memorial ship business operations.
<input type="checkbox"/>	Provide a complete review and analysis of market conditions and trends; clearly define and describe the industry, including size, growth rate, and outlook; describe the key factors that drive the market (i.e., innovation, cultural change, regulation, etc); describe the target market, including estimate of market size, targeted geographic area and targeted market share; demographic factors; market area potential; projected attendance; and community capacity and support.
<input type="checkbox"/>	Identify the direct and indirect competition, including market share, and strength and weakness of key competitors; list all key barriers; describe your uniqueness compared to competition; and ability to satisfy customer needs. Provide analysis of how the proposed ship museum/memorial would benefit or impact the direct and indirect competition.

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FINANCIAL PLAN REQUIREMENTS	
<input type="checkbox"/>	Acquisition/Start-up Costs: <i>Note: Also provide documentation to substantiate the costs identified.</i>
<input type="checkbox"/>	Proposed display site (lease or purchase).
<input type="checkbox"/>	Marketing and Feasibility Study.
<input type="checkbox"/>	Consulting services.
<input type="checkbox"/>	Towing (to include tow preparations and towing required due to temporary mooring, etc.).
<input type="checkbox"/>	Environmental studies, surveys and clean-up (i.e., species surveys, traffic studies, PCB removal, any mitigation costs/actions, etc.).
<input type="checkbox"/>	Temporary mooring. If used, this includes all costs, including environmental costs, of using a site prior to moving the vessel to its display site for purposes of doing repair and/or preparation work.
<input type="checkbox"/>	Mooring system construction and construction permits, including all environmental permits, Federal, State, and local.
<input type="checkbox"/>	Dredging and dredge spoils disposal, including all parts for permits, sampling and analysis plan, etc.
<input type="checkbox"/>	Pier repairs and preparation, including utility improvements.
<input type="checkbox"/>	Construction at berthing site (i.e., visitor center, gift ship, etc.).
<input type="checkbox"/>	Office and equipment/spares.
<input type="checkbox"/>	Capital improvements (i.e., cathodic protection, security system, etc.).
<input type="checkbox"/>	Ship refurbishment, repair restoration, handicap access modifications, etc. (i.e., painting, electrical work, plumbing, etc.). Where appropriate, vendor quotes must be provided.
<input type="checkbox"/>	Museum development (i.e., artifact acquisition, etc.).
<input type="checkbox"/>	Financial service charges (i.e., loans, bonds, etc.).

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<input type="checkbox"/>	Travel and transportation.
<input type="checkbox"/>	Insurance (towing and hull).
<input type="checkbox"/>	Legal services.
<input type="checkbox"/>	Public relations services.
<input type="checkbox"/>	Operating and Support Costs:
<input type="checkbox"/>	<p>Five year budget that accurately reflects consideration and inclusion of the following potential costs:</p> <ul style="list-style-type: none"> • Advertising and marketing • Artifact acquisition • Capital reserve requirements • Consulting services • Contractual services • Debt service and interest on loans • Environmental remediation • Exhibit/Development • Insurance (all types) • License fees • Merchandise costs • Museum maintenance • Payroll/Personal costs • Property rental fees • Replacement materials • Security services • Ship maintenance • Special events • Utilities
<input type="checkbox"/>	Budget must include a break-even chart analysis using costs and income data that reflects at what point the organization will move from an overall negative cash flow position to a net positive position.
<input type="checkbox"/>	Provide evidence that planning and resources are in place to address capital improvements such as dry-docking the vessel for repairs, as well as for disposition of the vessel in the event of bankruptcy or inability to properly maintain the vessel.
<input type="checkbox"/>	Sources of Income:

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<input type="checkbox"/>	Provide evidence of firm financing, to cover start-up costs and to ensure the first five (5) years of operation and future stability for long-term operation.
<input type="checkbox"/>	Identify funds currently on deposit and percentage of those funds to be allocated in securing ship.
<input type="checkbox"/>	Bank loans and/or lines of credit with letters from banking institutions describing the terms of such loans.
<input type="checkbox"/>	Approved grants with letters from the granting institution describing the terms of such grants.
<input type="checkbox"/>	Firm pledges, including letters from contributors for pledges \$10,000 or more describing terms of such pledges. Provide a list of names and pledge amounts of individual pledges less than \$10,000.
<input type="checkbox"/>	In-kind contributions of goods and services.
<input type="checkbox"/>	Approved and documented municipal and/or State budgets and/or bonds specifically identifying the amount and year of funds.
<input type="checkbox"/>	Provide detailed annual income projections and supporting documentation for museum membership income.
<input type="checkbox"/>	Provide detailed annual income projections and supporting documentation for value of volunteer labor.
<input type="checkbox"/>	Provide detailed annual income projections and supporting documentation for in-kind contributions of goods/services.
<input type="checkbox"/>	Provide detailed annual income projections and supporting documentation for municipal and/or State budget income.
<input type="checkbox"/>	Provide detailed annual income projections and supporting documentation for admission ticket sales.
<input type="checkbox"/>	Provide detailed annual income projections and supporting documentation for Gift shop and concession sales.
<input type="checkbox"/>	Provide detailed annual income projections and supporting documentation for educational tour and live-aboard program sales.
<input type="checkbox"/>	Provide detailed annual income projections and supporting documentation for special event income.
<input type="checkbox"/>	Provide detailed annual income projections and supporting documentation for facility rental fees.
<input type="checkbox"/>	Provide detailed annual income projections and supporting documentation for parking fees.

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ADDITIONAL REQUIREMENTS	
<input type="checkbox"/>	Public Access Plans: Provide deck plans identifying the specific exterior areas and interior compartments and passageways planned to be accessible to the public upon initial opening of the proposed ship museum/memorial to the public. If areas and compartments are planned to be opened to the public in phases after the initial opening, identify those specific areas and the timeframes anticipated to be opened to the public.
<input type="checkbox"/>	Facility Availability: Provide evidence of availability of the facility; provide evidence of ownerships, a copy of lease agreement, or other evidence of approval for use of the proposed facilities.
<input type="checkbox"/>	Schedule: Provide a detailed notional schedule identifying the critical path events from the submission of the Phase II documentation to the opening of the proposed ship museum/memorial to the public.

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ENVIRONMENTAL GENERAL	
<input type="checkbox"/>	Status of receiving approval (Site Approval Request) from the landowner(s) to use the proposed mooring site, as well as any changes to buildings, piers, etc.
<input type="checkbox"/>	Discussion of any project constraints (site access, third party involvement, multiple landowners, conflicts, etc.).
<input type="checkbox"/>	Discussion of whether the proposed action or location is potentially controversial (i.e., species concerns, viewshed affected, close residents, any local environmental activist groups or citizens that have raised concerns).
<input type="checkbox"/>	Schedule of actions (such as dredging, towing, mooring, design and construction) coordinated with seasonal surveys related to potentially impacted species.
<input type="checkbox"/>	If dredging is necessary, any seasonal timeframes when dredging is permitted are incorporated into the project planning and schedule.
<input type="checkbox"/>	Anticipated timeframe for applicable environmental compliance requirements (permits and consultations) or other supporting documentation is included in overall project schedule.

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ENVIRONMENTAL PLAN	
<input type="checkbox"/>	Environmental Plan Format:
<input type="checkbox"/>	Cover Sheet
<input type="checkbox"/>	<ul style="list-style-type: none"> • Include a one paragraph abstract of the document's content.
<input type="checkbox"/>	Table of Contents
<input type="checkbox"/>	<ul style="list-style-type: none"> • Include a list of tables, list of figures, and an acronym list.
<input type="checkbox"/>	Executive Summary not to exceed three (3) pages.
<input type="checkbox"/>	<ul style="list-style-type: none"> • Include a matrix to describe environmental impacts.
<input type="checkbox"/>	<ul style="list-style-type: none"> • The discussion in the Executive Summary is consistent with the text and appendices.
<input type="checkbox"/>	Justification and Requirements for Proposed Action
<input type="checkbox"/>	<ul style="list-style-type: none"> • Include justification - Why is the project desired and why here?
<input type="checkbox"/>	<ul style="list-style-type: none"> • Identify project requirements - What action(s) must the applicant complete in order to implement the project?
<input type="checkbox"/>	Description of Proposed Action
<input type="checkbox"/>	<ul style="list-style-type: none"> • Include a detailed project description - Consider what, who, where, when, how.
<input type="checkbox"/>	<ul style="list-style-type: none"> • Site maps with entire project footprint including existing site, proposed mooring site and towing path, and any temporary mooring site(s) included. Map must include scale, location of proposed berthing site, buildings to be demolished or built, utility tie-ins - all impacted land and in-water areas. Include design drawings of the mooring location.
<input type="checkbox"/>	<ul style="list-style-type: none"> • Discussion of whether the project is part of an existing or planned larger exhibit/complex, or a stand-alone display site. If part of a larger project, discuss coordination efforts.
<input type="checkbox"/>	Affected Environment
<input type="checkbox"/>	<ul style="list-style-type: none"> • Describe the existing environment - Baseline conditions. Avoid useless bulk and verbose description of the affected environment and concentrate on important issues.

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<input type="checkbox"/>	Environmental Consequences
<input type="checkbox"/>	<ul style="list-style-type: none"> Identify direct and indirect impacts of the proposed action.
<input type="checkbox"/>	<ul style="list-style-type: none"> Analyze both short and long-term effects.
<input type="checkbox"/>	<ul style="list-style-type: none"> Include beneficial and adverse impacts.
<input type="checkbox"/>	<ul style="list-style-type: none"> Ensure that discussion of environmental impacts is in proportion to their significance.
<input type="checkbox"/>	<ul style="list-style-type: none"> Quantify environmental impacts where possible.
<input type="checkbox"/>	<ul style="list-style-type: none"> Identify any irreversible and irretrievable commitment of resources.
<input type="checkbox"/>	<ul style="list-style-type: none"> Analyze the relationship between local short-term use of the environment and long-term productivity.
<input type="checkbox"/>	Cumulative Impacts
<input type="checkbox"/>	<ul style="list-style-type: none"> Address cumulative impacts with other projects ongoing or planned in the area. Cumulative impacts can result from individually minor but collectively significant actions taking place over a period of time.
<input type="checkbox"/>	List of Preparers not to exceed two (2) pages
<input type="checkbox"/>	List of Personnel and Agencies Contacted or Consulted
<input type="checkbox"/>	<ul style="list-style-type: none"> Identify all anticipated consultations, permits and other authorizations required.
<input type="checkbox"/>	<ul style="list-style-type: none"> Discuss status in overall project schedule.
<input type="checkbox"/>	References
<input type="checkbox"/>	<ul style="list-style-type: none"> To reduce bulk, use incorporation by reference.
<input type="checkbox"/>	Appendices
<input type="checkbox"/>	<ul style="list-style-type: none"> All appendices must be properly titled and referenced in the main text of the report.
<input type="checkbox"/>	Combine all files for the report and appendices into a single electronic file whenever possible.

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ENVIRONMENTAL PLAN CONSIDERATIONS	
<input type="checkbox"/>	Geology, Soils, and Seismicity
<input type="checkbox"/>	<ul style="list-style-type: none"> Describe the geologic and physical features of the area to be affected.
<input type="checkbox"/>	Climate, Meteorology, and Currents
<input type="checkbox"/>	<ul style="list-style-type: none"> Describe the general conditions and address variability of impacts on the basis of baseline environmental conditions.
<input type="checkbox"/>	Biology (terrestrial, marine, marine mammals, migratory birds)
<input type="checkbox"/>	<ul style="list-style-type: none"> Benthic sediments
<input type="checkbox"/>	<ul style="list-style-type: none"> Marine mammals
<input type="checkbox"/>	<ul style="list-style-type: none"> Fish and Essential Fish Habitat
<input type="checkbox"/>	<ul style="list-style-type: none"> Threatened or endangered species and/or their critical habitat
<input type="checkbox"/>	Water Resource, Hydrology, Drainage, and Flood Control
<input type="checkbox"/>	<ul style="list-style-type: none"> Water supply
<input type="checkbox"/>	<ul style="list-style-type: none"> Water quality
<input type="checkbox"/>	<ul style="list-style-type: none"> Floodplains
<input type="checkbox"/>	<ul style="list-style-type: none"> Wetlands
<input type="checkbox"/>	<ul style="list-style-type: none"> Dredge material
<input type="checkbox"/>	Noise
<input type="checkbox"/>	<ul style="list-style-type: none"> Dredging noise
<input type="checkbox"/>	<ul style="list-style-type: none"> Traffic noise
<input type="checkbox"/>	<ul style="list-style-type: none"> Construction noise
<input type="checkbox"/>	<ul style="list-style-type: none"> Fixed and intermittent nuisance noise sources
<input type="checkbox"/>	<ul style="list-style-type: none"> Equipment list, with hours of use expected per piece, for all portions of project
<input type="checkbox"/>	Air Quality
<input type="checkbox"/>	<ul style="list-style-type: none"> Ambient air quality

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<input type="checkbox"/>	<ul style="list-style-type: none"> • Pollution Standard Index (PSI) ratings
<input type="checkbox"/>	<ul style="list-style-type: none"> • Discuss conformity or possible conflicts with State Implementation Plan.
<input type="checkbox"/>	<ul style="list-style-type: none"> • Identify any permit requirements by local Air Quality Control District.
<input type="checkbox"/>	Land Use
<input type="checkbox"/>	<ul style="list-style-type: none"> • Discuss conformity or conflict with Federal, State and local land use plans, policies and controls.
<input type="checkbox"/>	<ul style="list-style-type: none"> • Identify any real estate actions that may be required (e.g., land acquisition, easement, lease, etc.)
<input type="checkbox"/>	Cultural Resources
<input type="checkbox"/>	<ul style="list-style-type: none"> • Identify the need for new or additional field surveys for cultural resources.
<input type="checkbox"/>	<ul style="list-style-type: none"> • Identify any historic or prehistoric resources and discuss potential impacts on such resources.
<input type="checkbox"/>	Socioeconomics and Environmental Justice
<input type="checkbox"/>	<ul style="list-style-type: none"> • Demographics, employment, and income
<input type="checkbox"/>	<ul style="list-style-type: none"> • Minority and low-income population
<input type="checkbox"/>	<ul style="list-style-type: none"> • Determination of disproportionately high and adverse health and environmental effects on minority and low-income populations.
<input type="checkbox"/>	Transportation/Circulation
<input type="checkbox"/>	<ul style="list-style-type: none"> • Calculate peak-hour Level-of-Service
<input type="checkbox"/>	<ul style="list-style-type: none"> • Identify short or long-term increase in vehicle trips, traffic congestion, or a change in traffic patterns.
<input type="checkbox"/>	<ul style="list-style-type: none"> • Calculate land required for parking
<input type="checkbox"/>	Public Health and Safety
<input type="checkbox"/>	<ul style="list-style-type: none"> • Identify any existing Superfund sites, installation restoration sites, electromagnetic radiation hazards, ordnance issues, hazardous materials and wastes.
<input type="checkbox"/>	<ul style="list-style-type: none"> • Use existing data and survey on underground storage tanks, radon, lead, and asbestos.
<input type="checkbox"/>	<ul style="list-style-type: none"> • Address disposal of debris from building demolition.
<input type="checkbox"/>	<ul style="list-style-type: none"> • Determination of disproportionately high and adverse health or safety risks to children.
<input type="checkbox"/>	Aesthetics

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<input type="checkbox"/>	<ul style="list-style-type: none"> • Identify any adverse effects on a scenic vista.
<input type="checkbox"/>	<ul style="list-style-type: none"> • Identify damage to scenic resources, including, but not limited to, trees, rock outcroppings, and historic buildings.
<input type="checkbox"/>	<ul style="list-style-type: none"> • Identify any adverse impacts on the existing visual character or quality of the site or its surroundings.
<input type="checkbox"/>	<ul style="list-style-type: none"> • Provide discussion regarding conformity with State and local policies including the Coastal Management Plan, General Plan and Local Implementation Plan relevant to the protection of aesthetic resources.
<input type="checkbox"/>	<p>Utilities</p>
<input type="checkbox"/>	<ul style="list-style-type: none"> • Discuss energy requirements and conservation potential of proposed action and mitigation measures. Energy requirements include electricity, natural gas, water, sewer, solid waste.