


- Client:** Sally Foster Inc.
- Project:** Paper converting and distribution center site selection, incentive negotiation, and facility development
- Location:** Colorado Springs, CO
- Objective:** A new industrial facility was needed to house a state-of-the-art paper converting operation and distribution center for one of the nation's largest gift wrap marketers. The project was planned to serve a 13-state area of the central and western United States and Canada, to minimize transportation costs and support the company's westward growth.
- Challenges:** The highly seasonal nature of school fundraising and gift wrap sales requires a large pool of temporary labor for picking, packing and shipping orders. A cool, dry climate was desirable to reduce refrigeration costs for storage of fine chocolates and other edibles. To accommodate projected growth, a site was required that could be developed for a 300,000 square foot facility. Proximity to major interstates was necessary to minimize overall logistics and transportation costs.
- Solution:** After a comprehensive, nine-state search and analysis covering 231 counties, a comparison of existing facilities and "greenfield" sites resulted in the selection of a site in Colorado Springs, Colorado. The WISERSM (Walker Industrial Site Evaluation and Review) site selection optimization model narrowed the search quickly and inexpensively. A large pool of temporary labor was readily available from the pool of spouses of military personnel at Fort Carson near Colorado Springs. This large labor pool, the area's favorable climate, and excellent transportation infrastructure strongly influenced the location decision. We negotiated a construction and lease agreement, and managed design and construction of the facility on behalf of Sally Foster Inc.
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- Value Added:** Transportation savings in excess of \$500,000 per year were realized through the strategic location of Colorado Springs to the company's customer base. Colorado Springs' mild climate saved Sally Foster thousands of dollars annually in refrigeration costs. The large pool of seasonal labor easily met the demand for temporary workers.

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