
Chapter 9

Grazing Lands Enterprise Diversification

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600.0900 General

The owners of grazing lands are breaking with tradition and are considering various opportunities for increasing profits and diversifying their enterprises with multiple uses, nontraditional uses, alternative uses, and supplemental enterprises.

Most cash income from grazing lands has traditionally been from the sale of livestock and livestock products. Diversification of income-producing enterprises is increasing. Other products and services contributing to the total income include:

- Nontraditional marketing of domestic livestock products, such as direct marketing of meat to consumers
- Marketing of nontraditional animal products, such as game ranching of exotic deer
- Sale of plants and plant products
- Sale of access rights for hunting, fishing, and other recreational activities

600.0901 Enterprise diversification

An enterprise is any segment of the land unit's business that can be isolated by accounting procedures so that revenue and expenses can be allocated to it.

Enterprise diversification is the opposite of specialization. When the grazing lands owner chooses to specialize, the resources of the unit are concentrated on a special product or service. When the choice is to diversify, the resources are used in more than one enterprise to produce several products or services. The number and kind of diversified enterprises for any land unit are often limited and depend upon the resources available and other factors identified in the planning process. The enterprises may be competitive, supplementary, or complementary uses.

All grazing land operations are not able to diversify in the same fashion. The owner's or manager's ability to change enterprises depends upon how flexible existing enterprises are and the operation's ability to meet changing conditions and other physical, economic, institutional, or social factors. Some conditions and factors to be considered are:

- Prices received for livestock products
- Costs of livestock feed, labor, or other operating expenses
- Drought or other environmental conditions
- New regulations
- Changes made elsewhere that affect the existing enterprise(s), such as a neighbor selling to a real estate developer.

(a) Reasons to diversify

The number of reasons a grazing lands owner or manager might choose to diversify with new or additional enterprises is endless; however, the most common reasons are:

No profit—Current enterprise is not making a profit (i.e., cattle prices are low, feed prices are high, drought, fertilizer prices are high), and the owner or manager is looking to supplement income.

Reduction of financial risk—Distribution of resources into several enterprises reduces the risk of losing the resources. In other words, “Don’t put all your eggs in one basket.”

Increase ranch income—The current enterprises may be economically viable, but more income is desired and possible from existing resources.

Increase or obtain a better distribution of cash flow—Bring cash returns to the land unit’s operation at various times throughout the year. Often a livestock grazing operation has only one time during the year when cash is received; for instance, when calves are sold once during the year from a cow/calf operation.

Utilize available resources:

- **Labor**—Often, labor is needed at peak periods and not at other times of the year. This creates a problem for the owner or manager in keeping labor available. When labor can be utilized all year, the owner can afford to keep labor employed, and employees are more assured of job security.
- **Facilities and equipment**—As with labor, facilities and equipment are often only needed during a specific time and are not returning anything to the operation during the rest of the year.
- **Natural resources**—Some natural resources are easily recognized and used in a grazing land enterprise. Others are not used, but could be. For instance, plants preferred by livestock are easily recognized as livestock forage in a grazing enterprise, while some may be aesthetically preferred by recreationists or wildflower enthusiasts in a recreational enterprise.

Keep family members on the farm or ranch—

When the next generation is interested in remaining on the farm or ranch, income from existing enterprises is often not enough to support more than one family. Diversification can sometimes enable family members to remain.

Change operations because of regulations—A new law or regulation can force a change in the operation of the existing enterprises or cause the elimination of the current enterprise.

Recognize a consumer need or desire that could be produced or provided—A land unit close to a city could supply the demand for people to get out into the country and enjoy the open space. This could lead to a recreational enterprise, such as horseback riding, or a tourism enterprise, such as a bed and breakfast inn.

Personal preference—A new owner may simply desire to operate a different or additional enterprise than that previously operated.

600.0902 Diversification alternatives

Grazing land owners can diversify enterprises in many ways. However, four categories of production and marketing strategies are generally used. They are:

- Nontraditional crops, livestock, and other farm products
- Service, recreation, tourism, food processing, forest or woodlot, and other enterprises based on farm and natural resources
- Unconventional production systems, such as organic farming or aquaculture
- Direct marketing and other entrepreneurial marketing strategies

An enterprise should be based on the limitations and opportunities that the farm or ranch operation and resources present.

Many enterprises might be considered for adoption on a grazing land operation. Each of them is dependent upon and will be based around some natural resources, facilities, certain plants, specific wildlife, or other factors. Often the enterprises must be based on several of these factors; however, for sake of convenience, they are loosely organized in table 9-1 by being placed in one category. Example 9-1 describes diversification through agroforestry.

Table 9-1 Enterprise diversity

Livestock-based enterprises

Buffalo enterprise
Bull development
Cattle drives
Commercial cow/calf
Deer farming
Direct marketing of livestock products to consumer
Exotic livestock (ostriches, emus, rheas, llamas, miniatures)
Goats
Heifer development
Management services for other people's livestock
Pasture-based dairying
Pastured poultry
Registered cow/calf
Sheep
Starting yard for yearlings
Stocker operation

Natural resource-based enterprises

Biking trails
Camping
Farm & ranch vacations
Hiking trails
Historical outings
Horseback riding
Pack trips

Natural resource-based enterprises (cont.)

Painting
Photography
Picnicking
Rural experiences
Stargazing
Tours of the farm or ranch
Wagon trains
Wilderness experiences

Facility-based enterprises

Airplane & helicopter tours of surrounding terrain
Archery
Archery range
Arts & crafts
Bed and breakfast
Breeding & training hunting dogs
Bunkhouse camping mess hall
Business convention center
Camping
Canoeing
Center for research (lodging, classrooms, labs)
Chuckwagon meals
Commercial fish ponds (catfish, trout)
Concession stands
Cutting horse events
Dance

Table 9-1 Enterprise diversity—Continued

Facility-based enterprises (cont.)	Wildlife-based enterprises
<ul style="list-style-type: none"> Dog kennels Dude ranch Equestrian center Exotic game farm Farm stands Farmers market sales Feedlot Festivals Festivals during peak harvest season Fish hatchery Fly fishing & tying clinics Football, basketball, other type sports camp Games (horseshoes) Golf Golf driving range Gun range Hay rides Historic museum Home for children Horse boarding & trail rides Horse breeding & training Hunting & fishing club Hunting lodge Motel units Nature study Obstacle course Pick-your-own marketing Professional workshops Ranch rodeo Recreation activities for the physically challenged Restaurant Rifle or skeet shooting Rodeos RV park Seed & supplies distribution Silhouette range (pistol & rifle) Special Olympics type events Sporting clays Square dancing Swimming Swimming pool Tennis Theatrical productions Track & field sports Trap & skeet range Working ranch vacations 	<ul style="list-style-type: none"> Birdwatching - songbirds Camera safari Trapping - furbearers Varmint calling Video taping & still photos of paying hunter's hunt Wildlife sightseeing tours Hunting enterprises <ul style="list-style-type: none"> Big game hunting <ul style="list-style-type: none"> Antelope Bighorn sheep Black bear Elk Exotic introduced species Feral hogs Moose Mountain goat Mountain lion Mule deer White-tailed deer Small game hunting <ul style="list-style-type: none"> Fox Prairie dogs Rabbits Game birds <ul style="list-style-type: none"> Grouse Mourning dove Partridge Pheasant Quail Turkey Waterfowl <ul style="list-style-type: none"> Cranes Ducks Geese Rails Predators <ul style="list-style-type: none"> Coyotes Fox

Table 9-1 Enterprise diversity—Continued

<p>Water-based enterprises</p> <ul style="list-style-type: none"> Fishing <ul style="list-style-type: none"> Warmwater (bass, catfish, panfish) Coldwater (trout) Native vs. stocked Streams Ponds Boating Canoeing Crayfish or bullfrog production Tubing in stream or river Water skiing <p>Geology-based enterprises</p> <ul style="list-style-type: none"> Four-wheeler & cross-country motorcycle track Jeeps tours Landfill Rock collecting Rock climbing Spelunking Topsoil, sand, & gravel <p>Plant-based enterprises</p> <ul style="list-style-type: none"> Agroforestry (see example 9-1 for brief description) Christmas tree farm Harvest wildflowers Hay production Irrigated crops Lease grazing to others Native seed production Wildflower tours Wood products 	<p>Winter-based enterprises</p> <ul style="list-style-type: none"> Cross-country ski trails Downhill skiing trails Ice fishing Sledding Sleigh rides Snowmobiling <p>Real estate-based enterprises</p> <ul style="list-style-type: none"> Outdoor recreation memberships Ranchettes Real estate development Retirement village Time-share cabins or condos
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Example 9-1 Diversification through agroforestry**Diversification through agroforestry**

Many opportunities are available to incorporate trees into a farm or ranch enterprise. Agroforestry is using trees to achieve an intended purpose in agriculture. Agroforestry systems produce more than one crop off the same acreage. These systems provide an economic benefit, protect livestock from environmental stress (cold winds or heat), protect the environment, improve biological diversity in the landscape, and provide habitat for wildlife species.

The area of the country, the climate, and the landscape dictate what agroforestry systems are applicable. Several common agroforestry systems that have potential application in a livestock enterprise are:

- Livestock windbreaks or living barns
- Living snowfences
- Alley cropping
- Silvapastoral systems
- Riparian forest buffers or riparian woody buffers

Livestock windbreaks or living barns are closely spaced trees, shrubs, or a mixture of these established perpendicular to the prevailing troublesome winter winds and strategically located adjacent to a setting where livestock naturally concentrate or are confined. They significantly reduce windchill thus controlling energy loss and feed intake requirements by livestock to maintain body weight and health. They also improve calf crop survival during inclement weather and provide similar benefits to wildlife.

Living snowfences are special purpose windbreaks designed to trap snow to prevent snow drifting onto travel lanes or other areas. This can be important in areas subject to severe drifting that may prevent servicing herd needs or other management activities.

Alley cropping is the planting of trees or shrubs in rows or corridors with alleys of agronomic crops or forage between. Plantings are placed at intervals across the field that allow the companion agronomic or forage crop adequate solar energy units required for plant production. These plantings are commonly used to:

- Produce wood or tree products, such as pecan, blackwalnut wood, and nut meats species, along with the desired agronomic crop or forage.
- Evenly distribute snow in a field to harvest moisture in moisture deficit areas.
- Improve crop or forage quality and quantity by enhancing microclimatic conditions.
- Reduce excess subsurface water or control water table depths.
- Provide favorable habitat for species beneficial to crops or forage.
- Provide wind or water erosion control.
- Improve waste application utilization.

Silvapastoral systems is the managing of the overstory trees and the understory forage to provide the desired economic and environmental benefits. The tree canopy is managed to allow sufficient solar energy for desired production. The primary purpose of a silvapastoral system is to:

- Produce wood or tree products in addition to forage.
- Improve forage quality and quantity by enhancing microclimatic conditions favorable to forage species.
- Improve utilization and recycling of soil nutrients for forage use.
- Reduce excess subsurface water or control water table depths.
- Provide conditions favorable for target wildlife species.

Example 9-1 Diversification through agroforestry—Continued

Trees are managed at a spacing wide enough to allow adequate light to the understory forage. Generally, canopy cover ranges from 5 to 50 percent depending upon the needs of the forage species and the desired production level. An analysis must be made on what system best meets the objectives of the enterprise. For example, it may be that maximizing the tree production while maintaining 50 percent of potential forage provides the greatest economic return or that managing the trees to provide maximum forage potential is the optimum economic return. Once the desired objective is selected, the management of both the trees and understory vegetation is essential for success of the system.

Riparian forest buffers or riparian woody buffers are a corridor of trees, shrubs, grasses, and forbs that are managed to protect and stabilize the stream system from some of the potential adverse impacts of agriculture. These adverse impacts can occur in animal concentration areas, animal waste application areas, or intensively cropped areas with potential nutrient and sediment impacts.

The primary purposes of a riparian forest buffer are:

- Protect near-stream soils from overbank flows.
- Trap and sequester chemicals or sediment transported by surface and subsurface flows from adjacent land uses.
- Provide shade, detritus, and large woody debris for the enhancement of the instream habitat.
- Provide wildlife habitat.

Riparian forest buffers must be sufficiently wide to achieve the primary purpose. They are generally from 15 to 100 feet wide.

Many opportunities are available for agroforestry to be incorporated into the traditional farm and ranch operation. Trees and agronomic crops or forages can be used in combination to solve specific problems, enhance the economies of the existing operation or provide opportunities for additional economic, environmental, or social benefits. Trees can provide the opportunity to utilize vertical space not typically used in conventional agricultural systems. The systems described in this section are only examples of some of the more typical systems that may be used. As technology or needs develop, expanded or new systems can be developed and tested to address unique situations and problems.

600.0903 Technical assistance policy and responsibilities

All enterprises should be managed so that the natural resources upon which they depend are maintained or improved. When planning and implementing any grazing land enterprise, the basic item that must be considered is the impact of the enterprise on the natural resources: soil, water, air, plants, and animals. The enterprise must also be compatible with other enterprises that are or will be in operation on the land unit.

The NRCS conservationist can assist the landowner in any planning stage. If the landowner is just beginning to think of diversifying, then the NRCS conservationist can assist with the identification of grazingland-based alternative enterprises and the evaluation of each alternative. If the landowner has already selected and is about to begin a new enterprise or is already operating it, then the NRCS conservationist can assist with the identification of alternative conservation practices and resource management systems and the evaluation of each of these alternatives.

It is not the NRCS conservationist's responsibility to select the appropriate enterprise for diversification; however, as with any land use, it is the NRCS conservationist's responsibility to provide assistance to the landowner or manager for conservation planning that meets the needs of the soil, water, air, plant, and animal resources while meeting the landowner's or manager's objectives. The NRCS conservationist can provide appropriate natural resource data, interpretations, and other information that will assist the landowner or manager to make the appropriate enterprise selection that will not adversely affect the natural resources.

NRCS conservationists who work with owners and managers of grazing lands should be thoroughly familiar with conservation practices that meet the needs of the natural resources and enhance any enterprise applicable to grazing lands within the local area. Conservationists should acquire enough information about various grazing land related enterprises to enable themselves to discuss the effects on the natural

resources and how to present alternative resource management systems that complement the enterprise and adequately treat any resource concern.

NRCS helps landowners and managers evaluate resource potential of their lands for various grazingland-based enterprises. When providing assistance to these people, an assessment of current conditions of the plant community and other resources is made. This assessment along with a description and methods for achieving the desired resource conditions and plant community are provided. Conservationists assist in planning for the maintenance or improvement of the resources necessary for the selected grazing land enterprises desired by the cooperators. Conservationists also provide the landowner or manager with technical assistance in applying conservation practices and implementing the total conservation plan. Periodic followup assistance is also provided to help the landowner or manager assess and evaluate the success of the conservation treatment and identify further needs of the grazingland-based enterprise.

Assistance will be given in accordance with the National Planning Procedures Handbook (NPPH). All soil, water, air, plant, and animal resource concerns will be within the quality criteria identified in the local Field Office Technical Guide (FOTG).

Range conservationists, forage agronomists, foresters, plant material specialists, recreation specialists, economists, biologists, soil scientists, and other appropriate specialists need to work as a team to prepare local Field Office Technical Guide information. Information, such as plant lists interpreted for recreation enterprises and soils interpretations for various land uses, provides knowledge for effective conservation planning.

Appropriate local technical information must be incorporated into each section of the FOTG. Section I (General Resource Information) should contain reference information on grazingland-based enterprises that could be found within the field office area. Section II (Soil and Site Information) should contain soil and site interpretations for those potential enterprises that could be found within the field office area. Section III (The Five Resource Concerns and Conservation Management Systems) should contain scenarios for the most commonly found enterprises and their

typical resource concerns. These scenarios will include sample conservation practices within Resource Management Systems that treat the resource concerns to acceptable quality criteria. Section IV (Conservation Practice Standards) should contain the conservation practice standards, adapted for local use, appropriate for use on the various grazingland-based enterprises within the field office area. Section V (Conservation Effects for Decisionmaking) will present a framework for decisionmaking that contains a benchmark condition without conservation and the conditions that would be expected with conservation treatment for each scenario contained in Section III.

600.0904 Decision process for selection of alternative enterprises

The landowner or manager must consider several factors when deciding upon the implementation of an alternative enterprise. These physical, institutional, economic, and social factors help identify possible alternatives, the consideration of the alternatives, and the implementation of alternatives chosen for the land unit.

For example, if a landowner is considering adding a fee-hunting enterprise to the existing operation, then the physical characteristics of the land and related resources will dictate whether the enterprise is possible. Some of the physical factors to consider are:

- Are there huntable populations of game species?
- Is there adequate habitat?
- Is the land unit large enough?
- Will the enterprise require additional facilities?

Examples of institutional factors to consider are:

- Do state laws and regulations allow such an enterprise?
- Is there sufficient information available?
- Can technical assistance be received to assist with the decision and with implementation?
- Are there permits to obtain?

Some economic factors to consider are:

- How much capital investment will be needed?
- What will be the return on the investment?
- What will be the annual costs?
- How much annual income will the enterprise generate?
- Will cash flow be adequate and timely to meet the operation's needs?

Examples of social factors are:

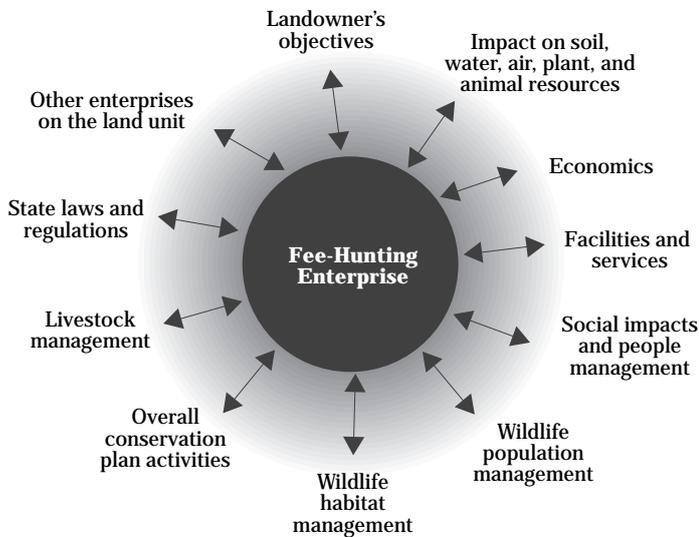
- Is the landowner qualified to operate the enterprise?
- Does the landowner desire to deal with the public, if necessary?
- Will the public accept this type of enterprise in their local area?
- Will the enterprise conflict with other enterprises on the land unit?

- Does the landowner have adequate labor to operate the enterprise?
- Is there a demand for this enterprise?

Diversification of enterprises may be possible on many grazing lands, but careful thought must be given to all possible interactions in the planning and implementation of the new enterprise. Figure 9-1 illustrates the complexity of possible interactions with a hunting enterprise used as an example. Examples 9-2 and 9-3 outline the consideration of factors for planning fee hunting and recreational enterprises, respectively.

The selection of an additional enterprise or significant change to an existing enterprise should be done following a full inventory of existing conditions and resources and an evaluation of the effects the enterprise will have on the resources and the operation as a whole. Obviously, the NRCS is concerned with assisting the entrepreneur with the inventory and evaluation of the human considerations and the soil, water, air, plant, and animal resources. The NRCS can also assist with interpretation of effects of, and upon, other enterprises, laws and regulations (State, Federal, and local), economics, facilities, services, social impacts, and overall conservation plan activities. For guidance in the analysis process, see Worksheet for Simple Analysis of an Enterprise Alternative (exhibit 9-1).

Figure 9-1 Interactions of a hunting enterprise with other factors



Example 9-2 Consideration of factors for a fee hunting enterprise**Physical factors**

What species will be hunted?

Is there an adequate population to hunt?

How many of each species can be harvested?

Could overharvest be a problem?

What will be the expected hunter success ratio?

How many hunters could be on the property at the same time?

How many hunters could be on the property during the season?

Is the habitat being properly managed for the species of concern?

Is the land unit large enough to support hunting activities?

Are facilities adequate? Will any other facilities be needed?

Are roads adequate to handle increased traffic?

Are fences, gates, and stream crossings adequate and well marked?

Have potential dangerous situations been identified and taken care of?

Economic factors

Will the enterprise require an initial investment? If so, how much?

Will returns from hunters exceed the added costs of managing a hunting operation?

What is the economic value of the experience to the hunter?

What price should be charged?

Can fees be collected at intervals to spread the cash flow?

Should different hunting packages be offered (i.e., day hunts versus season hunts, guided versus nonguided, multiple opportunities such as deer and quail hunting, lodging provided versus no lodging)?

What will be the expected increase in maintenance costs to facilities, fences, roads, gates, and watering facilities resulting from potential damage caused by hunters?

What will be the expected labor costs?

Can liability insurance be obtained and what will it cost?

Will livestock losses increase? If so, by how much?

Institutional factors

Does the landowner or manager have a wildlife management plan?

What is the season on the game?

Does the season fit with ranch operations?

Will there be competition with other enterprises for labor, facilities, or other considerations during the hunting season or at other times of the year?

Are there special permits the landowner must obtain?

Is technical assistance or financial assistance available?

Example 9-2 Consideration of factors for a fee hunting enterprise**Social factors**

Is there a special group of hunters that should be targeted as potential customers?

Will the expected hunter success ratio be acceptable to the targeted customers?

Is additional labor needed (guides, cooks)

Can adequate labor be obtained?

Is hunting for the selected species an acceptable enterprise in the local area (i.e., will there be anti-hunting protesters)?

Will a hunting enterprise prevent family and friends from hunting?

Can the ranch setting and hunting operation provide a quality experience?

Will problems with hunters increase or decrease?

Can hunters be managed to reduce livestock losses and property damage?

Can a written hunting lease agreement be developed and used?

Have the expectations of the hunters been ascertained (i.e., trophy hunting, meat hunting, companionship with friends, outdoor experience)? Has the enterprise been designed to provide for these expectations?

Is advertising needed? If so, what kind, where, and when?

Example 9-3 Consideration of factors for planning a recreational enterprise**Physical factors**

Does the major recreational activity have an inherent effect on the natural resources? Can this be managed?

Will increased numbers of people or the activities of recreationists have a negative effect on soil, water, air, plants, animals?

Are existing facilities adequate for the new enterprise?

Are facilities properly located?

Will location of fences, livestock watering facilities, roads, and trails be an advantage or disadvantage to the operation of the recreational enterprise?

Will the recreationists adversely effect these facilities?

Could facilities be used in more than one enterprise?

Are there effects on the physical operation of other enterprises? For instance, will recreationists' activities affect livestock movement and implementation of a grazing system?

Will the new enterprise compete for resources (time, labor, capital, land) necessary for another enterprise.

Does it meet landowner's resource management objectives?

Is the recreation enterprise appropriately located to attract customers? (i.e., proximity to a population of potential customers, easily accessible)

Economic factors

Does it meet landowner's economic objectives?

Is it economically viable? Will it pay?

What mix of services or products should be produced or provided?

What is the return on investment? Best returns?

Does the new enterprise have an economic effect on other enterprises?

Will the enterprise have a potential for long-life or will it be a fad? Has an appropriate planning horizon been selected?

Is there a market for the product or service? Will a market outlet need to be established?

Institutional factors

Do laws and regulations allow this enterprise or limit it in any manner?

Is there sufficient information available to operate enterprise?

Is there a problem with liability? Can insurance be obtained? Has the landowner or manager obtained the services of an attorney or insurance agent for liability concerns?

Are there competing and/or complementary enterprises nearby?

Example 9-3 Consideration of factors for planning a recreational enterprise—Continued**Social factors**

Is this enterprise acceptable to the local community?

Does the owner or manager possess enough people skills to effectively operate the enterprise?

Can the impact of people on resources be adequately managed?

Can the numbers of people be limited or managed?

Can inexperienced users of resources be adequately trained to help prevent pollution, fires, erosion, and disruption of livestock and wildlife?

Is there a demand for the services or products?

Can labor be efficiently used? Is labor needed for other enterprises at the same time?

Are there cultural resources that need consideration?

Are there sufficient activities available, enough diversity of activities, and quality of experiences to attract repeat customers?

Worksheet for Simple Analysis of an Enterprise Alternative

Enterprise being considered:

Goal for enterprise:

What resources are necessary for the enterprise? Are they available and/or can they be acquired? YES / NO
(Develop checklist on back of worksheet.)

Are there laws and/or regulations affecting this kind of enterprise? YES / NO

Is it possible and/or feasible to comply with any pertinent laws and regulations? YES / NO

What effects will desired enterprise have on:

Soil resources? _____

Water resources? _____

Air resource? _____

Plant resources? _____

Animal resources? _____

Other farm or ranch enterprises or activities? _____

Offsite resources? _____

How can the enterprise be adapted and/or what conservation practices can be planned to eliminate or reduce to an acceptable level any negative effects?

Will adaptation of enterprise or implementation of planned items allow or inhibit goals of enterprise to be met? YES / NO

Will the enterprise meet acceptable economic and managerial goals? YES / NO

Is this a viable enterprise for this farm or ranch? YES / NO

Exhibit 9-1 Worksheet for simple analysis of an enterprise alternative

<u>Resources</u>	<u>Available</u>	<u>Comments</u>
1. _____	Yes/No	_____
2. _____	Yes/No	_____
3. _____	Yes/No	_____
4. _____	Yes/No	_____
5. _____	Yes/No	_____
6. _____	Yes/No	_____
7. _____	Yes/No	_____
8. _____	Yes/No	_____
9. _____	Yes/No	_____
10. _____	Yes/No	_____
11. _____	Yes/No	_____
12. _____	Yes/No	_____
13. _____	Yes/No	_____
14. _____	Yes/No	_____
15. _____	Yes/No	_____
16. _____	Yes/No	_____
17. _____	Yes/No	_____
18. _____	Yes/No	_____
19. _____	Yes/No	_____
20. _____	Yes/No	_____
21. _____	Yes/No	_____
22. _____	Yes/No	_____
23. _____	Yes/No	_____
24. _____	Yes/No	_____
25. _____	Yes/No	_____
26. _____	Yes/No	_____
27. _____	Yes/No	_____
28. _____	Yes/No	_____
29. _____	Yes/No	_____
30. _____	Yes/No	_____

Notes: _____

