

Chapter 3: Feasibility Study in Development Process Introduction

- o Developers have a strong intuitive feel for a project's viability based on early stages.
- Balancing Feasibility Analysis
- o Overdoing the feasibility analysis can extend the development process and waste time and money.
- Elements of Cost Estimates
- o Land cost
- o Site and infrastructure costs (on-site and off-site)
- o Design fees (architecture and engineering)
- o Hard costs (labor and materials)
- o Entitlement costs (consultants, public agency fees)
- o Financing costs (loan commitment fees, interest, loan fees)
- o Marketing costs (promotion, advertising, leasing commissions)
- o Preopening operating costs
- o Legal fees
- o Accounting and audit costs
- o Field supervision (inspection) costs
- o Overhead
- o Property taxes
- o Contingencies
- o Development fees

Feasibility Analysis & Features and Amenities

Key Points of Graaskamp's Definition

- o Feasibility never demonstrates certainty
- o Satisfying explicit objectives
- o Execution and timing matter
- o Tested within specific constraints
- o Broad definition beyond value exceeding cost

Initiating the Feasibility Study

A typical feasibility study includes an executive summary, market study, revenue projections, preliminary drawings, maps, cost estimates, financing information, government considerations, and value estimates.

Maps, Drawings, and Other Visuals

- o Maps, drawings, and other visuals show the location and site of the development to interviewers.
- o Architectural renderings and photographs of the subject property, as well as comparable and competitive projects, help complete the visual summary.

Complex Project Example

Example: A 5,000-acre master-planned community (MPC). Involves extensive infrastructure, long-term trends, and numerous professions such as architects, planners, and engineers.

Steps in a Market Study

- o Examine national economic conditions
- o Segmentation of the population for the job growth forecast is usually an extremely important part of the analysis.
- o Investigate comparable properties to determine the features, functions, and benefits of those properties that are important to the market.
- o Project absorption schedules
- o How many units at what price over what time period will the target market be likely to absorb?

Communication with Contractors

- o Discussing cost estimates with the contractor and subcontractor helps refine project details, making it more attractive to tenants, less expensive to construct, and more cost-effective to operate.

Critical Analytic Elements

- o Sensitivity analysis
- o Review of risks, with appropriate risk management techniques; and
- o Confirmation of feasibility for each participant

The Market Study

- o The market study is the basis of the feasibility analysis.

Consistency and Teamwork

- o Using the same architect and engineer throughout the entire process helps maintain consistency, minimize learning curves, and promote understanding of the developer's objectives.

Responsibility for Management

- o Determining responsibility is crucial: Is it the developer, the tenant, or has the risk been passed on through an unconditional pre-lease to a long-term investor?

Definition of Feasibility

- o A real estate project is 'feasible' when it satisfies explicit objectives within specific constraints and limited resources.

Preliminary Drawings