

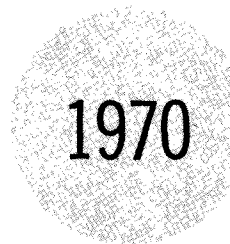
FINAL REPORT
TRAINING PROGRAMS IN ECONOMIC DEVELOPMENT
April 1, 1969 - March 31, 1970

Prepared for
ECONOMIC DEVELOPMENT ADMINISTRATION
U. S. DEPARTMENT OF COMMERCE



by R. E. Collier
INDUSTRIAL DEVELOPMENT DIVISION

Project A-1156
Grant No. OER-208-G-69-2



Engineering Experiment Station
GEORGIA INSTITUTE OF TECHNOLOGY
Atlanta, Georgia

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INTRODUCTION

Background

The emerging multi-jurisdictional area development movement is one of the most significant innovations now occurring in the field of planning and development in this country. The economic development district concept is a pragmatic one, and one the Georgia Tech Industrial Development Division fully supports. The Industrial Development Division agrees with the Economic Development Administration that the professional staff of the economic development district is one of the chief reasons for the enduring nature of the district concept. Thus, the basic objective of the Economic Development Administration-supported training programs in economic development is to foster professionalism within the several district staffs.

In fostering the economic development district concept, EDA and IDD recognized that there is an acute and continuing shortage of qualified and experienced development practitioners. During April and May 1967, the Industrial Development Division conducted a prototype, four-week training program in the fundamentals of economic development for staff personnel of the economic development districts in Georgia under EDA Contract No. C-239-65 (Neg.). An evaluation following the program concluded that this type of training program could perform an extremely useful role in providing short-term training and orientation for professional personnel associated with economic development agencies.

The Economic Development Administration then commissioned Georgia Tech's Industrial Development Division to develop and conduct a series of short training programs during 1968-1969. The basic objective of the economic development training programs developed and conducted by the Industrial Development Division under EDA Grant No. OER-208-G-68-3 was to provide instruction in the practical processes of economic development for economic development district staff members, personnel associated with EDA's University Centers for Technical Assistance Program, and other interested personnel in order to increase the effectiveness of EDA-related economic development programs.

During the first year (EDA Grant No. OER-208-G-68-3), the objective was achieved through the conduct of two training programs. The Executive Training Program was developed to provide instruction for executive directors and senior

staff personnel of recently organized economic development districts, personnel who have recently joined the staff of an economic development district, and for staff members of other organizations whose programs relate to the Economic Development Administration. A companion program, the Basic Economic Development Training Program, is designed to provide instruction for personnel with little formal or informal instruction or work experience in the field of economic development.

Under the current grant (No. OER-208-G-69-2), two new programs were developed and presented. Thus, during the 1969-1970 series of training programs, the following programs were conducted:

- Basic Economic Development Training Program
- Industrial Development Training Program
- Executive Training Program
- Advanced Executive Training Program

Purpose

Although the EDA-sponsored training programs in economic development are funded on an annual grant basis, the effectiveness of the programs must be viewed on a cumulative basis. Thus, the purpose of this report is to review the activities covered under this project from April 1, 1969, through March 31, 1970, and to view the cumulative effectiveness of the programs over a two-year period. The report consists of a step-by-step discussion of activities undertaken during the year to accomplish the program of work required by Grant No. 208-G-69-2. (See Appendix 1 for statement of work.) The discussion will be in the following order:

Program Development	Conduct of Training
Program Promotion	Findings and Recommendations

The materials contained in this document and the materials contained in the training programs were developed for instructional purposes only. Thus, the material presented and the views expressed may or may not reflect the official views and policies of the Economic Development Administration or the Georgia Institute of Technology.

PROGRAM DEVELOPMENT

General Program Characteristics

The first cycle of the "Training Programs in Economic Development" sponsored by the Economic Development Administration was conducted specifically for economic development district staff personnel. At that time (1968-1969) the districts were in the early stages of their development and staff personnel was, for the most part, inexperienced in district operations. As a matter of fact, the district concept was so new, relatively speaking, that a body of knowledge based upon empirical data was not available; thus, the training programs were designed to be practical and understandable, and sophisticated methodologies were avoided.

Although the Georgia Tech Industrial Development Division (IDD) had worked with the Georgia area planning and development commissions for a number of years, little documentation concerning district operational experience was available. The IDD staff developed the training programs in economic development based on its experience, intuition, and judgment, reinforced by feedback from students attending the training session.

It was recognized that no single training or orientation program could fully meet all individual needs for training in the field of economic development. However, it was believed that the training programs developed by the Industrial Development Division should have the following general characteristics:

1. They should be practical and understandable.
2. They should be action-oriented with emphasis on short-range goals, but with consideration given to long-range effects.
3. They should avoid sophisticated, quantitative techniques which are not currently available to most economic development districts because of their cost, the lack of personnel trained in quantitative techniques, and the lack of adequate information systems.
4. Teaching methodologies and materials should be sufficient to insure good program continuity but flexible enough to meet individual participants' needs when and where such needs are identified.

As the training progressed, it became apparent that IDD expertise was sufficiently advanced to furnish fruitful training programs for new district staff personnel. However, it is now becoming evident that many districts may soon be ready for higher levels of methodological procedures and techniques useful in analyzing district problems and in the implementation and management of development programs. In part, this is due to the diverse nature of the programs a number of the districts are undertaking.

Approach to Program Structuring

The Economic Development Training Section of the Industrial Development Division utilizes a systematic approach in the development and accomplishment of economic and industrial development training programs. The training system accepts a finite number of inputs, performs a finite number of operations in an orderly sequence, and produces a finite number of outputs. The principal resource input is expertise. The principal outputs are trained personnel and course documentation. Output quality and quantity are in direct proportion to the financial support of resource inputs. Within limits, the system will accept varying levels of financial support of resource inputs. The level of resource inputs directly affects the effort applied to internal system operations. Generally speaking, the order of priority of effort is as follows:

1. Basic research and basic course documentation
2. Course presentations
3. Analysis and course evaluation leading to course improvement
4. Improved documentation, including development of necessary text materials
5. Repetition of course presentations and course improvements

The Industrial Development Division staff was keenly aware that certain factors had to be considered if practical, worthwhile training programs were to be developed to support operations of the Economic Development Administration. The following considerations are reflected in the economic development training programs developed and presented by the Industrial Development Division for personnel associated with economic development districts:

1. No two districts are alike, nor are their environmental circumstances the same; consequently, development patterns, program alternatives, and timing will differ among the several development districts.

2. Each executive director is a distinct personality; thus, differences among directors will be reflected in development patterns of the several districts.

3. While some districts have been established recently, others have been in existence in some form or another for five or six years. Thus, the older districts will, in most instances, have broader program approaches than the newer districts, reflecting the level of local and state financial support.

Doctrinal Guidance

The economic development training programs developed and conducted by the Industrial Development Division are based upon guidance furnished by the sponsoring agency. It was determined that major program emphasis should be placed on fostering EDA's economic development district concept rather than other EDA statutory programs. The Handbook for Economic Development District Organizations and the Summary of the Economic Development District Program provided basic doctrinal guidance.

Level of Programs

It was determined that the training programs in economic development should consider all staff activities that a mature district might possibly undertake under the guidance previously described.

Due to the paucity of time, it was not possible to consider each facet of a district's program in depth; thus, emphasis was placed upon the development aspect of the district program rather than physical planning aspects.

During the first grant year (1968-1969), two training programs with differing levels of instruction were developed. The Executive Training Program was devised to provide instruction for executive directors and senior staff personnel. A companion program, the Basic Economic Development Training Program, was developed to provide instruction for personnel with little formal or informal instruction or work experience in the field of economic development.

During the current grant year, two additional training programs were developed. The Advanced Executive Training Program was developed for experienced executive directors while the Industrial Development Training Program was designed for staff personnel and others whose duties involve industrial development activities.

Purpose and Scope of Programs

All of the economic development training programs are similarly structured to enhance communication among the economic development practitioners. The several courses differ principally in the level of instruction and the comprehensiveness of certain subject matter contained in the instructional material prepared for each program. The program concepts for the several training programs are attached as Appendix 2. Briefly, the purpose of each of the programs may be described as follows:

Basic Economic Development Training Program

The Basic Economic Development Training Program is designed to provide instruction for personnel with little formal instruction or work experience in the field of economic development. It provides common instruction for personnel associated with the several development districts and regional organizations, those involved in the EDA University Centers for Technical Assistance Program, and for EDA agency personnel.

Industrial Development Training Program

The purpose of the Industrial Development Training Program is to furnish executive directors and staff assistants involved in industrial development activities with formal instruction in the theory and fundamentals of industrial development and the practical application of theory in development district planning and operations. This program is designed to view the industrial development process through the eyes of the district staff, enabling the staff to work in a more rational manner with professional industrial developers, with public development commissions other than the EDD's, and with private agencies, chambers of commerce, public utilities, banks, etc.

Executive Training Program

The purpose of the Executive Training Program is to provide orientation and professional training in the practical processes of economic development

involved in economic development district activities. The program is designed for executive directors and senior staff personnel of recently organized development districts, personnel who have recently joined the staff of an economic development district, and for staff members of other organizations whose programs relate to the Economic Development Administration.

Advanced Executive Training Program

The purpose of the Advanced Executive Training Program is to furnish professional instruction for executive directors who have attended the Executive Training Program or who have served in their executive capacity for a period of at least one year. It is designed to introduce advanced scientific methods into present and future EDD staff operations. The program provides a balanced methodological approach in which student participation is emphasized.

Development of Supplementary Instructional Materials

As training programs develop, there is an increasing need for additional supporting instructional materials relating to the program involved. During the grant year four supplementary material publications were developed and made available to participants of the training programs. These are as follows:

"A Systematic Approach for Inventorying Community Manpower Resources,"
10 pages

"Workbook for Creative Problem Solving Workshop," 42 pages

"Carrollton, Georgia: The Redevelopment of a Southern Agricultural Town," 14 pages

"Industrial Development: A Bibliography," 30 pages

Problem Areas

Generally speaking, those who deal in education and training feel most comfortable when the students are taught only subjects that are fully understood, subjects in which the knowledge has been tested and organized, and subjects in which the students can be examined on the extent to which they have assimilated an established body of knowledge. To the extent that any course deals with current events, it frequently fails to meet any of these standards. Economic development is a multidisciplinary field that embraces a wide range of human endeavors, covers an area of knowledge in which there are many valid viewpoints, and deals with the contemporary. Yet, if teaching is to be offered

that deals with the activities of the economic development district, it must involve some concern for what is contemporary, and even for what is still hidden in the future.

An initial problem encountered in the design of each training program involved a determination of the central theme for the program and the approach that should be undertaken to limit the scope of the program to an optimal coverage in the field of district economic development. It was determined that each program should emphasize a pragmatic, economic approach to district development, yet give due consideration to supporting cultural and nonrevenue-producing aspects of community life.

In view of the diverse nature of the participants and the short duration of instruction, it has been difficult to achieve a proper methodological balance between lecture and practical work. However, as the development district program progresses and district personnel become more experienced, programs are being redesigned to provide additional time for discussion and application.

Although much economic development literature and information currently are available, and it appears that the flow is steadily increasing, research findings relating to subregional economic development district operations generally are not available. District OEDP's, technical studies produced through the technical assistance program and other studies of a technical economic nature, of course, are needed in that part of the training program related to resource development. However, there appears to be a need to conduct additional applied research pertaining to the district itself; that is to say, there is a need to develop and organize a body of knowledge which, to some extent, continues to retard further development of the training programs.

Objectives Accomplished

The provisions of Grant OER-208-G-69-2 (see Appendix 1) require that two new programs be developed during the period. These programs, the Industrial Development Training Program and the Advanced Executive Training Program, were developed. Additionally, the grant provisions require that additional research time be made available to instructors and that the current programs, at the basic and executive levels, be kept up to date through the development of supplementary reading and instructional materials. Within the funding level provided by the sponsoring agency, these objectives were accomplished.

PROGRAM PROMOTION

Formal Announcements

The primary purpose of program promotion is to inform executive directors of the several economic development districts of the availability and nature of the training programs sponsored by the Economic Development Administration. So far as is known, the formal promotion aspects of the sponsored training programs were performed during the grant year by IDD without assistance from EDA.

The formal promotion program consisted of a series of brochures which described the total program effort and announced each program to be conducted. Generally, each training program was announced at least one month in advance of the starting date. A mailing list was developed based on the EDA "Directory for Economic Development Districts, May, 1969." Copies of these brochures are contained in Appendix 3.

Informal Promotion

It appears that the most effective promotion was achieved through the informal interchange of information by personnel associated with the several development districts and related institutions. Over 40 executive directors have attended the training programs. They, in turn, have sent their staff members to the training programs and have recommended the programs to others.

Objectives Accomplished

Mailing lists were expanded to include all economic development districts as they became known to the Industrial Development Division. Also included in the expanded list were state agencies that have developed a working relationship with the Economic Development Administration. So far as is known, all EDD's were made aware of the availability of the training programs.

CONDUCT OF TRAINING

Training Sessions Conducted

Nine training sessions were conducted during the grant year as follows:

<u>Course Title</u>	<u>Dates Presented</u>
Basic Economic Development Training Program	October 12-24, 1969 February 8-20, 1970
Industrial Development Training Program	September 22-26, 1969 January 19-23, 1970 March 2-6, 1970
Executive Training Program	May 18-23, 1969 December 7-12, 1969
Advanced Executive Training Program	November 17-21, 1969 January 19-23, 1970

Participants

Ninety-three participants representing 26 development districts attended the training sessions during the current grant year. Thus, during the two years the training programs have been conducted, 179 participants from 72 economic development districts have attended the training sessions. Forty executive directors and 32 assistant/deputy directors attended. A list of those attending the training sessions is contained in Appendix 4, and a list of organizations whose representatives attended is attached as Appendix 5.

Evaluation of Training

General. Each program session conducted during 1969-1970 was subjected to evaluation. This evaluation was based on comments submitted by course participants, observations made by an institutional observer, and comments and recommendations submitted by the instructors. A sample of the evaluation form is attached as Appendix 6.

Basic Economic Development Training Program. Although the basic-level program is a well-balanced one, it has been most difficult to procure an adequate number of students for each session. The program is two weeks long, and it is understood that the extended time period is the reason for the lack of

participation. It also has been observed that the program is too advanced in some aspects for those attending. Thus, the program will be reduced to one week during the next training cycle and the level of instruction will be lowered sufficiently to meet the needs of beginners in economic development.

Executive Training Program. The Executive Training Program has proved to be a sound one; however, it does require some modifications which will raise the level of instruction somewhat.

Industrial Development Training Program. The Industrial Development Training Program proved to be one of the more popular and better training programs during the grant year. It was necessary to schedule an additional session of the industrial program, which replaced a session of the basic-level program. No substantial changes are contemplated for this program during the next training cycle.

Advanced Executive Training Program. The executive director is the key to professional development of his staff -- and, in the long-run, his capabilities and personality will be reflected in his district's program. The primary purpose of the Advanced Executive Training Program is to assist the executive director with the professional development of his staff. This program is termed "advanced" because of the following:

IDD likes to present its instruction to executive directors before assisting in the training of their staff members. It is felt that the executive director should know what IDD is teaching and generally approve of the instruction.

Many staffs are not large enough or mature enough at the present time to practice some of the planning and development approaches and techniques presented in this program. As staff size increases and its expertise grows, the more advanced methodologies presented in this course may be utilized by the staff.

The program contains some instruction that is conceptual in nature. That is to say, some of the material presented and discussed cannot be applied at this time because not enough is known about the subject to make practical application to EDD planning and development.

The results of the training sessions presented during the current training cycle indicated that the advanced-level program is satisfactory and that

some of the material presently contained in the advanced level may also be presented in the executive-level program.

Overall Evaluation

The basic objective of the economic development training programs is to provide instruction in the practical processes of economic development. The primary end-result of such programs must ultimately be measured in terms of improved personnel performance on the job.

Continuing effort is being exerted to improve program analysis and evaluation. Internal analysis can determine to some extent if the instruction is achieving goals established for the program in the program concept. However, since development district staff practices have not been institutionalized to the extent that common practices are used in a substantial number of the districts, the Industrial Development Division can measure the program efficiency only in terms of course demand, for in the final analysis, the effectiveness of a training program conducted on a voluntary basis can best be evaluated in terms of demand for additional training sessions. Officials of responsible operations will not continue to send their personnel to training programs unless they are convinced that the training provided actually improves the employees' performance. Thus, over a period of time, the most critical means of evaluating program accomplishment is through analysis of repeated attendance from agencies which results from the agency's evaluation of their employees' improved job performance. Although it is much too early to make a full evaluation of the accomplishments of the training programs in terms of improved personnel performance, the statistics contained in Appendix 5 and the statements contained in Appendices 7 through 14 indicate that, qualitatively speaking, the programs are achieving some results insofar as improved personnel performance is concerned.

Objectives Accomplished

Grant No. OER-208-G-69-2 required that the following training be accomplished during the grant period:

Basic Economic Development Training Program (2 weeks); three (3) sessions

Industrial Development Training Program (1 week); two (2) sessions

Executive Training Program (1 week); two (2) sessions

Advanced Executive Training Program (1 week); two (2) sessions

As previously noted, the training outlined above was accomplished with the exception that two sessions of the Basic Economic Development Training Program were conducted rather than three, and three sessions of the Industrial Development Training Program were conducted rather than two. This change was approved by the Economic Development Administration.

Although periodic program evaluation was made during the training year, little progress was made in further quantifying evaluation procedures using qualitative measures. Until a more precise discipline is developed for use in development district staff activities, it will continue to be difficult to measure accurately the effectiveness of any training program in relation to on-the-job performance.

FINDINGS AND RECOMMENDATIONS

General Observations

It is the opinion of many people that the emerging multi-county economic development district is one of the most significant innovations now occurring in the field of economic development in this country. A focal point of the economic development district is its professional staff.

In fostering the economic development district concept, EDA recognized that there is an acute and continuing shortage of qualified and experienced development practitioners. To partially overcome this deficiency, EDA commissioned the Georgia Tech Industrial Development Division to conduct a series of training programs in economic development. These training programs are now improving the capabilities of those staff members who attend them.

As a result of the conduct of the training programs, it has become evident that there is a need to go beyond the training of individuals in economic development processes and to further develop a body of knowledge directly related to EDD staff functioning. Although the work accomplished under EDA Contract C-159-66 provided the basis for The Handbook for Economic Development District Organizations, there is a need to do additional pioneering work in the EDD staff functioning area as there was in the municipal management area, which was undertaken a half-century ago. The work by several universities and the International City Management Association is well known and need not be cited here. There are many management and scientific techniques currently being used in business, industry, and government that have application to the economic development district. However, these techniques must be identified and their practical applications to EDD work must be developed.

It appears that EDA, at the departmental level, has placed great emphasis on establishing districts and getting them under way. This is as it should be. However, it now appears that since the ultimate success of the district program will rest upon the competency of its staff, and that the size and expertise of many staffs are now increasing, concerted effort should be made to develop a body of knowledge specifically oriented to the needs of the district staff so that the several staffs may approach their problems in a more rational and concerted manner.

Two fundamental considerations are involved. First, there is an overriding need to bring together existing knowledge relating to planning and development operations conducted by the staffs of the several economic development districts; also, there is a need for research and development to further develop this body of knowledge and provide for its application. This action should be taken by a group which, figuratively speaking, should have one foot in academe and one foot in a real-world situation; it should have the capability of making an interdisciplinary approach to research and development as well as training; and it should be in a position to provide program continuity. Second, experience gained from conduct of the economic development training programs sponsored by the Economic Development Administration indicates that, for the foreseeable future, one center of training will fully support expected training demands of the several districts.

Accomplishment of Grant Objectives

The statement of work outlined in Appendix No. OER-208-G-69-2 was accomplished during the grant period as follows:

1. The course presentations set forth in the statement of work and modifications as approved by EDA were conducted.
2. Two new training programs were developed: the Industrial Development Training Program and the Advanced Executive Training Program.
3. Program research and the development of supplementary instructional materials were increased in consonance with the funding level.
4. Promotion of the training programs was accelerated.
5. Internal program analysis and evaluation procedures were improved.

Recommendations

Establishment of a Center for Development District Staff Training

It is recommended that the Industrial Development Division, under sponsorship of the Economic Development Administration, establish and maintain a center for development district (EDD) staff training aimed at the continued development of principles, techniques, and procedures applicable to development district staff operations and the continuing improvement of the skills of staff personnel through training programs, substantive and supportive applied research, and professional counseling.

The long-range objective of the proposed center would be to foster dynamic staff development among all development district staffs based on a common body of knowledge leading to common problem-solving techniques, program development, management, and evaluation. The center should:

1. Provide for the continuing improvement of the professional capabilities of EDD staff personnel through training programs, substantive and supportive applied research, and professional counseling.

2. Provide for the identification, analysis, evaluation, application, translation, and the transfer of pertinent research, development, and program management principles and techniques to economic development district staff personnel so that these principles and techniques may be applied to district planning, development, and operations.

The foregoing objectives can be achieved through accomplishment of the following functions:

1. Continue the development and improvement of training programs directly applicable to development district activities based upon research and development accomplished by the center.

2. Transfer knowledge and skills to district personnel through the conduct of training programs, professional counseling, and publications.

3. Conduct applied research involved in the identification, analysis, and evaluation of current research techniques which may have practical applications in EDD staff operations.

4. Translate scientific program development, management, and research techniques into useful tools for EDD staff operations.

5. Translate economic research findings into practical EDD staff applications.

6. Develop new program management and research techniques and methodologies applicable to EDD staff operations.

7. Provide professional assistance to individual EDD staff organizations on request in matters relating to planning, development, program management techniques, and staff operations. (This assistance should not include studies relating to resource development, specific feasibility studies, or other research effort provided for in contracts between EDA and the district. Also,

this assistance should not involve management matters affecting EDA-EDD relationships.)

Work Recommended to Be Undertaken During 1970-1971

Task Area 1 - Training Programs in Economic Development

The prime function of the proposed staff training center is the continuing development and conduct of improved training programs directly applicable to development district activities. These programs are to be based upon research and development accomplished by the center. The work outlined below is recommended for accomplishment during the 1970-1971 training cycle.

Course Presentations

1. Basic Economic Development Training Program (1 week); two (2) sessions
2. Executive Training Program (1 week); two (2) sessions
3. Advanced Executive Training Program (1 week); two (2) sessions
4. Industrial Development Training Program (1 week); two (2) sessions
5. Manpower Development Training Program (4 days); three (3) sessions
(See Appendix 15.)
6. Training Program for Planning and Development Technicians (1 week); two (2) sessions (See Appendix 16.)
7. Training Program for Staff Information Technicians (3 days); three (3) sessions (See Appendix 17.)
8. District Leadership Training Program (3 days); two (2) sessions
(for district directors and commission members) (See Appendix 18.)

Projected Accomplishments

In summary, the foregoing work would provide for eight different training programs with 18 program sessions being offered for a total of approximately 16 weeks of training. Assuming that each session had 15 participants, 240 man-weeks of training would be provided under the proposal.

The proposed work would provide instruction to 270 staff members of the several district organizations and personnel of other organizations working in cooperation with the Economic Development Administration.

Task Area 2 - Research and Development

Based upon the experience gained during the development and conduct of the Economic Development Training Program (EDA Grant Nos. OER-208-G-68-3 and OER-208-G-69-2), it has been concluded that it is feasible to develop and synthesize a body of knowledge specifically related to development district staff activity. If the economic development district is to be an effective instrument in economic development within the several states, it is essential that each district have a staff of professional caliber. Staff professionalism will be dependent in great measure upon a generally accepted body of knowledge directly related to district planning and development.

The work to be performed in this area would be essentially investigative in nature. The results of the investigations would be transferred to the several EDD staff activities through training programs of a professional character and through individual and group professional counseling. The following tasks are recommended for 1970-1971.

Areas of Investigation

Task 2.1 - Application of Systems Technology to Development District Planning, Development, and Program Management

Task 2.2 - Development of a District Project and Program Forecasting and Evaluation System

Task 2.3 - Development of an Information Handling System for EDD Staff Operations

Task 2.4 - Development of a Directory of Published Feasibility Studies Applicable to EDD Planning and Development

Projected Accomplishments

1. As a result of the investigations conducted in Task 2.1, a basic training manual would be developed for use in the training program. The first edition would be tentative in nature and the concepts, techniques, and procedures set forth therein would be tested through the training program and cooperative projects with selected districts.

2. As a result of the investigations conducted in Task 2.2, a preliminary forecasting and evaluation system would be developed during the grant year. The investigative results would be incorporated into the instruction contained

in the training program as tentative instructional material prior to field test. Should the system developed in this area appear to offer promise of becoming an effective management tool, a separate proposal for field testing with selected EDD's would be made to EDA.

3. The investigations conducted in Task 2.3 would be conducted jointly with and in support of the Training Program for Staff Information Technicians. As data and methodologies were synthesized as a result of the investigative effort, training bulletins would be developed and furnished participants of the training program and all approved EDD's.

4. As a result of the investigative work accomplished in Task 2.4, a Directory of Feasibility Studies would be developed. This document, printed in looseleaf form, would be furnished each EDA-supported EDD. In addition, the data collected would be incorporated in the Monthly Information Bulletin (Task 3.1 - Current Awareness Service) where appropriate, and used when required in the accomplishment of Task 3.3 - Informational Query and Response Service.

Task Area 3 - Professional Counseling

It is recommended that the proposed training center assist the several development districts within its capabilities by furnishing professional information, advice, and assistance. During the first year, the center should place priority upon providing published information and upon responding to the informational needs of individual staffs. During this period, information and expertise should be developed relating to staff activities that are common to most district staffs. As capabilities permit, this expertise should be made available to district staffs requesting advice and assistance, as follows:

Task 3.1 - Current Awareness Service

Task 3.2 - Information Query and Response Service

Task 3.3 - Staff Operations Analysis and Assistance

Projected Accomplishments

1. A monthly bulletin would be published and distributed to all economic development districts. (Task 3.1)

2. Within the financial limitations, the proposed center should respond to queries from development district staff members for information under Task 3.2.

3. Upon request from a district executive director, the training center could, within its means, provide on-site analysis, advice, and assistance in matters directly relating to staff functioning. In addition, as expertise in this area is developed, the center should develop and promulgate a series of Counseling Notes designed to provide assistance in staff functioning to the several district staffs. (Task 3.3)

APPENDICES

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Appendix 1
STATEMENT OF WORK FOR GRANT NO. OER-208-G-69-2

The following is the "Statement of Work" approved for accomplishment under Grant No. OER-208-G-69-2:

The accomplishment of the objectives set forth on page 1 of this proposal require the following tasks be undertaken:

1. Course Presentations

It is proposed that the following number of course presentations be made during the grant period (1 year):

- a. Basic Economic Development Training Program (2 weeks) - Three (3) sessions
- b. Industrial Development Training Program (1 week) - Two (2) sessions
- c. Executive Training Program (1 week) - Two (2) sessions
- d. Advanced Executive Training Program (1 week) - Two (2) sessions

In summary, the foregoing proposal would provide for 9 program sessions or 12 weeks of training. Assuming that each session had 15 participants, 180 man-weeks of training would be provided under the proposal. Program descriptions are contained in Appendix A.

2. Conduct of Training Programs Developed During Year 1 of EDA Grant No. OER-208-G-68-3

The Executive Training Program and the Basic Economic Development Training Program developed and conducted during the first year of the grant cited above are considered to be generally satisfactory, although additional research in support of the instruction is needed to keep the courses of instruction up to date. Additionally, supplementary reading material pertinent to each course needs to be developed and furnished participants.

3. Development of Additional Programs of Instruction Designed to Meet Specific Needs of Personnel Associated with EDA-Supported Activities

An information analysis of the operations conducted under EDA Grant No. OER-208-G-68-3 has revealed that there is a need for two additional programs of instruction designed to meet specific needs of potential participants of EDA's Training Programs in Economic Development. These programs, entitled

"The Advanced Executive Training Program" and "The Industrial Development Training Program," are described in Appendix A.

4. Program Research

As previously noted, valid and viable training programs must be based upon current research of available information. The development of programs during the first year of the grant was based primarily upon current levels of knowledge among IDD staff members with only limited amounts of time made available for research in support of particular areas of instruction. The rapidly increasing flow of economic development information makes it essential for those working with training programs to be provided sufficient time for research relating directly to those aspects of the training program with which they are involved. Since the training programs frequently involve areas of knowledge beyond IDD's day to day operations, it is essential that those charged with instructional duties be afforded sufficient time to conduct research necessary to keep courses of instruction up to date. This proposal is based on the proposition that additional time for research will be made available to those charged with instruction during the second year of the grant.

5. Development of Supplementary Instructional Materials

As training programs develop, there is an increasing need for additional supporting instructional materials relating directly to the program involved. The development of such materials is generally beyond the scope of current grant funding. This proposal envisions the strengthening of the training programs through the development of additional supplementary instructional materials in support of the program and the issuance of standard IDD publications to participants for their retention.

The supplementary materials developed will depend upon relative program requirements and the resources available after program needs for research, presentation, and basic documentation have been satisfied. Materials issued for use in the training program are to be retained by the students upon completion of the course of instruction. In addition, five copies of each publication developed by IDD for the Economic Development Training Program will be furnished EDA, with other course documentation on request. Additional copies of such publications may be obtained from IDD on a cost basis provided sufficient lead time for reprinting is available.

6. Program Promotion

The ultimate value of EDA's training programs in economic development will depend in large measure upon the quality of the programs and the number of persons attending the several sessions. Since attendance at the training programs is on a volunteer basis, it is essential that responsible district personnel and others be kept fully informed concerning the program and encouraged to participate. Although the response to IDD's promotional efforts to date have been very satisfactory, the number of program sessions planned for the next grant year will require additional promotional effort if program benefits are to be extended to all eligible persons.

In event this proposal is accepted, it is planned that IDD will expend greater effort during the next grant year to keep the several districts informed on the progress of the program and to encourage participation in the program by personnel in all districts and other organizations associated with the accomplishment of EDA's programs.

7. Program Evaluation

Periodic program analysis and evaluation are essential if valid training is to be conducted on a continuing basis. The funding level of the current grant is such that only limited program appraisals can be made. Although each program session has been subjected to analysis and review, there is a need to strengthen the analytical and evaluation process. This proposal, if approved, will provide for more effective program analysis and evaluation.

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Appendix 2
PROGRAM DESCRIPTIONS

Basic Economic Development Training Program
Executive Training Program
Industrial Development Training Program
Advanced Executive Training Program

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BASIC ECONOMIC DEVELOPMENT TRAINING PROGRAM

Purpose

To provide professional training and orientation in the practical processes of community and district economic development for personnel with little formal or informal training or work experience in the field of economic development and for personnel recently associated with economic development activities related to the Economic Development Administration's programs.

Scope

The Basic Economic Development Training Program provides a basic and common orientation for personnel involved in the planning and implementation of economic development programs conducted under the auspices of the Economic Development Administration. The program is divided into three major instructional areas: (1) Community Development, (2) District and Regional Economic Development, and (3) General Economy, Business, and Industry. Program emphasis is placed upon the total development of communities and districts. Formal instruction consists of lecture presentations, conference analysis of problem areas, case studies requiring individual or group application, and practical work emphasizing methodological approaches used in economic development work.

SCHEDULE
FIRST WEEK

First Day

8:30 - 9:20	B(EDA)2.1-1	L	Concepts of Regional Economic Development: An Overview
9:30 - 11:20	B(EDA)1.1-1	L	Community Development: Concepts, Principles, and Interrelationships
1:00 - 1:50	B(EDA)3.3-1	L	Human Resources in Economic Development
2:00 - 4:50	B(EDA)1.4-1	C	Involvement of Citizens in Community and District Development

Second Day

8:30 - 10:20	B(EDA)1.2-1	L	Information Requirements for Planning and Development
10:30 - 11:20	B(EDA)1.3-1	L	Community Analysis and Evaluation
1:00 - 4:50	B(EDA)1.3-2	C	Community Evaluation

Third Day

8:30 - 10:20	B(EDA)3.3-2	L	Manpower Resources Analysis
10:30 - 11:20	B(EDA)3.3-1	L	Concepts of U. S. Industrial Development
1:00 - 1:50	B(EDA)3.1-2	L	The Economics of Location
2:00 - 2:50	B(EDA)3.1-3	L	Plant Location Factors
3:00 - 4:50	B(EDA)3.1-4	CS	Plant Location

Fourth Day

8:30 - 9:20	B(EDA)3.1-5	L	Organizing for Industrial Development on the Local Level
9:30 - 10:20	B(EDA)3.1-6	L	Industrial Sites and Buildings
10:30 - 11:20	B(EDA)3.3-3	L	Development of Manpower Resources Information

1:00 - 2:50	B(EDA)3.3-4	CS	Developing Manpower Resources Information
3:00 - 4:50	B(EDA)2.1-4	L	Fundamentals of Planning and Programming

Fifth Day

8:30 - 9:20	B(EDA)1.5-1	L	Planning and Programming in Community Development
9:30 - 11:20	B(EDA)1.5-2	C	Planning and Programming in Community Development
1:00 - 1:50	B(EDA)1.5-2	C	Planning and Programming in Community Development
2:00 - 2:50	B(EDA)3.2-1	L	Research Methodology: Introduction to Economic Studies
3:00 - 3:50	B(EDA)3.2-2	L	Research Methodology: Preliminary Evaluation of Proposed Studies
4:00 - 4:50	B(EDA)3.2-3	L	Research Methodology: Feasibility Studies

Sixth Day

8:30 - 11:20	B(EDA)1.2-2	RE	Survey of the Literature of Economic Development (Optional)
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SECOND WEEK

First Day

8:30 - 10:20	B(EDA)3.2-4	L	Research Methodology: Market Analysis
10:30 - 11:20	B(EDA)3.2-5	L	Use of Research Consultants; Evaluation of Research Reports
1:00 - 1:50	B(EDA)3.4-7	L	Economic Impact Analysis
2:00 - 3:50	B(EDA)3.4-1	L	Development of Economic Opportunities
4:00 - 4:50	B(EDA)3.4-3	L	The Problems of Small Business and Industrial Concerns and Environmental Factors

Second Day

8:30 - 10:20	B(EDA)3.4-4	L	Management and Technical Assistance for Small Business and Industrial Concerns
10:30 - 11:20	B(EDA)3.4-5	L	Technology Transfer
1:00 - 4:50	B(EDA)2.1-5	C	District Goals and Programs

Third Day

8:30 - 11:20	B(EDA)3.3-5	C	Manpower Training Programs
1:00 - 1:50	B(EDA)3.4-6	L	Sources of Capital for Business and Industry
2:00 - 2:50	B(EDA)3.4-2	L	Role of the University Center for Technical Assistance in Community and District Development
3:00 - 4:50	B(EDA)2.1-6	L	Survey of Federal Assistance Programs: Financing and Coordination

Fourth Day

8:30 - 11:20	B(EDA)2.1-3	CS	Economic Development District Staff Activities: First Year
1:00 - 1:50	B(EDA)2.1-7	GL	SBA Assistance Programs
2:00 - 4:50	B(EDA)2.1-8	GL	EDA Area Office Operations

Fifth Day

8:30 - 10:20	B(EDA)2.1-2	GL	The EDA Approach to District and Regional Economic Development: A Summation
10:30 - 11:20			Program Critique

EXECUTIVE TRAINING PROGRAM

Purpose

The purpose of this program is to provide orientation and professional training in the practical processes of economic development involved in economic development district activities. The program is designed for executive directors and senior staff personnel of recently organized economic development districts.

Scope

The course of instruction is presented in the setting of an "Executive Director's Workshop" wherein emphasis is placed on methodological approaches involved in the development of the District Overall Economic Development Program. Since the community is the building block upon which district and regional growth depends, the instruction gives full consideration to the principles and methodologies involved in community development. The applicability of several economic development programs to district activities is explored. Methodological approaches involved in determining district and regional growth characteristics are examined as the means of formulating district goals and the development of the OEDP. In accomplishing the foregoing, full account of human and population characteristics is considered. Additionally, program approaches and alternatives are explored so that district organizations may select those that best fit their needs.

SCHEDULE

First Day

8:00 - 8:20				Program Orientation
8:30 - 9:20	D(EDA)2.1-1	L		Concepts of Regional Economic Development: An Overview
9:30 - 11:20	D(EDA)1.1-1	L		Community Development: Concepts, Principles and Interrelationships
1:00 - 1:50	D(EDA)1.1-2	L		Human Resources in Community and District Development
2:00 - 4:50	D(EDA)1.1-3	C		Involvement of Citizens in Community and District Development

Second Day

8:30 - 9:50	D(EDA)1.1-4	L		Industrial Aspects of Economic Development
10:00 - 11:20	D(EDA)2.1-3	L		Information Requirements for Planning and Development
1:00 - 1:50	D(EDA)2.1-8	L		Fundamentals of Planning and Programming
2:00 - 4:50	D(EDA)2.1-9	C		Development of District Goals and Programs

Third Day

8:30 - 10:20	D(EDA)2.1-4	L		Manpower Resources Analysis
10:30 - 11:50	D(EDA)2.1-7	GL		EDA Area Office Operations
1:00 - 1:50	D(EDA)3.1-4	L		Coordination of Federal Assistance Programs
2:00 - 4:50	D(EDA)2.1-6	GL		Economic Development District: Staff Activities

Fourth Day

8:30 - 9:20	D(EDA)3.1-1	L		Development of Economic Opportunities
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9:30 - 10:20	D(EDA)3.1-3	L	Sources of Capital
10:30 - 11:20	D(EDA)3.1-5	GL	SBA Assistance Programs
1:00 - 1:50	D(EDA)2.1-5	C	Developing Manpower Resources Information
2:00 - 2:50	D(EDA)3.1-2	C	Manpower Training Programs
3:00 - 4:50	D(EDA)2.1-10	L	Application of Systems Analysis Techniques to Economic Planning and Development

Fifth Day

8:30 - 10:20	D(EDA)2.1-2	GL	EDA Approach to Economic Development
10:30 - 11:20			Program Critique

INDUSTRIAL DEVELOPMENT TRAINING PROGRAM

Purpose

The purpose of the Industrial Development Training Program is to furnish executive directors and staff assistants involved in industrial development activities with formal instruction in the theory and fundamentals of industrial development and the practical application of theory in development district planning and operations.

Scope

This program is designed to view the industrial development process through the eyes of the district staff, enabling the staff to work in a more rational manner with professional industrial developers, with public development commissions other than the EDD's, and with private agencies, such as chambers of commerce, public utilities, and banks.

The Industrial Development Training Program emphasizes the following considerations:

- Measurement and analysis of local resources

- Expansion of existing industrial functions

- The interrelationships of industrial, commercial, and service activities

- The role of the infrastructure in industrial development

- Industrial development for "rural-type" communities

- The effective utilization of community organizations in industrial development

- The supporting role of the economic development district staff

SCHEDULE

First Day

8:30 - 9:20	ID(EDA)1.1-1	L	Orientation
9:30 - 11:20	ID(EDA)1.2-1	L	Concepts of Industrial Development
1:00 - 2:50	ID(EDA)1.3-1	C	Role of the Economic Development District: Introduction
3:00 - 3:50	ID(EDA)1.4-1	L	Regional Economics
4:00 - 4:50	ID(EDA)1.5-1	L	Economics of Industrial Location: Primary Factors

Second Day

8:30 - 9:20	ID(EDA)1.5-2	L	Economics of Industrial Location: Secondary Factors
9:30 - 10:20	ID(EDA)1.6-1	L	Analysis of Local Resources
10:30 - 11:20	ID(EDA)1.6-2	L	Identification of Economic Opportunities in Rural Areas
1:00 - 1:50	ID(EDA)1.7-1	L	Developing and Expanding Existing Industry
2:00 - 4:50	ID(EDA)1.8-1	C	Analysis of the Community's Industrial Growth Potentials

Third Day

8:30 - 9:20	ID(EDA)1.8-1	C	Analysis of the Community's Industrial Growth Potentials
9:30 - 11:20	ID(EDA)1.9-1	L	Tools for the Developer: Financing Programs
1:00 - 3:50	ID(EDA)1.9-2	L	Tools for the Developer: Manpower Analysis and Programs
4:00 - 4:50	ID(EDA)1.9-3	L	Tools for the Developer: Land Development and Buildings

Fourth Day

8:30 - 9:20	ID(EDA)1.10-1	L	Role of Agencies in Community Industrial Development
9:30 - 10:20	ID(EDA)1.11-1	C	Role of Leadership: Functions and Identification
10:30 - 11:20	ID(EDA)1.12-1	L	Prospecting Techniques
1:00 - 4:50	ID(EDA)1.13-1	SG	Problems Involved in Plant Location: Simulation Game

Fifth Day

8:30 - 10:20	ID(EDA)1.13-1	SG	Problems Involved in Plant Location: Simulation Game
10:30 - 11:20	ID(EDA)1.2-2	C	Industrial Development Strategy for the EDD
11:30 - 12:00	ID(EDA)1.1-2	CR	Program Critique

ADVANCED EXECUTIVE TRAINING PROGRAM

Purpose

The purpose of the Advanced Executive Training Program is to furnish executive directors professional training involving the application of advanced scientific methods, procedures, and techniques in the planning, implementation, and management of development programs.

Scope

This program is designed to introduce advanced scientific methods into present and future EDD staff operations. The program revolves around three areas of instruction:

Formal Instruction

Six hours of lecture presentations are concerned with the application of systems analysis and quantitative techniques to EDD planning and development.

Application of Systems Analysis Techniques to Economic Development
District Planning and Development

Survey of Scientific Tools for Economic Analysis and Program Management

Interpretation and Evaluation of Research Reports from an Analytical Viewpoint

Six hours of conference work involve the following considerations:

Formulation of Development Problem Statements

Application of Scientific Tools to Economic Analysis and Program Management

EDD Staff Organization, Functioning, and Personnel Qualifications

Workshops

Nine hours of instructional time are reserved for practical work involving the following subjects:

Creative Problem Solving

Problems Involved in Project and District Program Evaluation

Program Scheduling and Evaluation: A Practical PERT Exercise

Guided Research Project

Each participant will conduct an individual research project on a subject of his own choice. A brief verbal report will be required on the last day of the program.

SCHEDULE

First Day

8:30 - 9:20	AE(EDA)1.1-1	A	Orientation
9:30 - 11:20	AE(EDA)2.1-1	WS	Creative Problem Solving
1:00 - 2:50	AE(EDA)2.1-1	WS	Creative Problem Solving
3:00 - 4:50	AE(EDA)3.1-1	RE	Individual Research Project

Second Day

8:30 - 10:20	AE(EDA)4.1-1	L	Application of Systems Analysis Techniques to Economic Development District Planning and Development
10:30 - 11:20	AE(EDA)5.1-1	C	Formulation of Development Problem Statements
1:00 - 2:50	AE(EDA)6.1-1	WS	Problems Involved in Project and District Program Evaluation
3:00 - 4:50	AE(EDA)3.1-1	RE	Individual Research Project

Third Day

8:30 - 11:20	AE(EDA)7.1-1	L	Survey of Scientific Tools for Economic Analysis and Program Management
1:00 - 1:50	AE(EDA)3.1-1	RE	Individual Research Project
2:00 - 4:50	AE(EDA)8.1-1	C	Application of Scientific Tools to Economic Analysis and Program Management

Fourth Day

8:30 - 9:20	AE(EDA)9.1-1	L	Interpretation and Evaluation of Research Reports from an Analytical Viewpoint
9:30 - 11:20	AE(EDA)10.1-1	C	EDD Staff Organization, Functioning, and Personnel Qualifications
1:00- 1:50	AE(EDA)3.1-1	RE	Individual Research Project

2:00 - 4:50	AE(EDA)11.1-1	WS	Program Scheduling and Evaluation: A Practical PERT Exercise
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Fifth Day

8:30 - 9:20	AE(EDA)3.1-1	RE	Individual Research Project
9:30 - 10:50	AE(EDA)3.1-1	RE	Reports on Individual Research Projects
11:00 - 11:30	AE(EDA)1.1-2	A	Program Critique

Recapitulation of Hours by Method of Instruction

Lecture	6
Conference	6
Workshop	9
Individual Research	8.5
Administrative Time	<u>1.5</u>
Total Time	31

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Appendix 4
PERSONS WHO ATTENDED
ECONOMIC DEVELOPMENT TRAINING PROGRAMS DURING 1968-1970

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* Indicates attendance during 1969-1970.

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()* Indicates person attended one training session during 1968-1969 and one session during 1969-1970.

()** Indicates person attended two training sessions during 1969-1970.

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Appendix 5

ORGANIZATIONS FURNISHING PARTICIPANTS TO TRAINING PROGRAMS IN ECONOMIC DEVELOPMENT (1968-1970)

Development Organizations

	<u>Participants</u>		
	<u>1968-</u>	<u>1969-</u>	<u>Total</u>
	<u>69</u>	<u>70</u>	
<u>Arizona</u>			
IDDA Apache Planning Area	1	-	1
IDDA Northwest Planning Area	1	-	1
<u>Arkansas</u>			
North Central Arkansas Economic Development Division	1	1	2
Northwest Arkansas Economic Development District	1	1	2
Western Arkansas Economic Development District	-	6	6
<u>Colorado</u>			
Southern Colorado Economic Development Division	2	1	3
<u>Florida</u>			
Northwest Florida Development Council	2	-	2
<u>Georgia</u>			
Central Savannah River Area Planning and Development Commission	1	1	2
Chattahoochee-Flint Area Planning and Development Commission	1	-	1
Coastal Area Planning and Development Commission	-	3	3
Georgia Mountains Planning and Development Commission	1	-	1
Heart of Georgia Area Planning and Development Commission	2	-	2
Middle Georgia Area Planning Commission	1	-	1
Northeast Georgia Area Planning and Development Commission	1	1	2
Oconee Area Planning and Development Commission	-	1	1
Slash Pine Area Planning and Development Commission	-	2	2
Southwest Georgia Planning and Development Commission	1	-	1
Troup County Planning Commission	1	-	1
West Central Georgia Area Planning and Development Commission	1	-	1
<u>Idaho</u>			
Clearwater Economic Development Association, Inc.	1	-	1

	<u>Participants</u>		
	<u>1968-69</u>	<u>1969-70</u>	<u>Total</u>
<u>Indiana</u>			
West Central Indiana Economic Development District	1	2	3
<u>Kentucky</u>			
Barren River Development District	1	1	2
FIVCO Area Development Council	-	3	3
Lincoln Trail Economic Development District	2	-	2
<u>Louisiana</u>			
Capital Economic Development District Council, Inc.	1	2	3
Evangeline Economic Development District	-	1	1
Kisatchie-Delta Economic Development District	-	2	2
<u>Maine</u>			
PRIDE, Inc.	-	1	1
<u>Maryland</u>			
Delmarva Advisory Council	1	-	1
<u>Massachusetts</u>			
Southeastern Regional Planning and Economic Development District	-	1	1
<u>Michigan</u>			
Central U. P. Economic Development District	-	1	1
East Central Michigan Economic Development District	-	2	2
Northeast Michigan Economic Development District	-	1	1
Northwest Michigan Economic Development District	1	1	2
Upper Peninsula Committee for Area Progress	1	-	1
Western U. P. Economic Development District	-	1	1
<u>Minnesota</u>			
Arrowhead Economic Development District	4	1	5
<u>Mississippi</u>			
Central Mississippi Economic Development District	-	2	2
East Central Economic Development District, Inc.	1	-	1
North Central Economic Development District	-	1	1
Northern Economic Development District, Inc.	1	-	1
Pontotoc County Economic Development Planning Agency	1	-	1
South Delta Economic Development District	4	1	5
Southern Mississippi Economic Development District	2	1	3
Southwest Mississippi Economic Development District	-	1	1
Tippah County Resource Development Association, Inc.	1	-	1

	<u>Participants</u>		
	<u>1968-</u>	<u>1969-</u>	
	<u>69</u>	<u>70</u>	<u>Total</u>
<u>Missouri</u>			
Bootheel Economic Development Council	2	2	4
South Central Ozark Regional Planning Commission	-	1	1
<u>Montana</u>			
Inter-County Development Corporation of Southwestern Montana	2	-	2
<u>New Hampshire</u>			
New Hampshire-Vermont Development Council, Inc.	1	-	1
<u>New York</u>			
Eastern Adirondack Economic Development Commission	1	-	1
Mohawk Valley Economic Development District, Inc.	1	-	1
<u>North Carolina</u>			
Bladen County Industrial Development Commission	-	1	1
Neuse River Economic Development Commission	1	1	2
Southeastern Economic Development Commission	2	-	2
<u>North Dakota</u>			
United Tribes of North Dakota Development Corporation	-	2	2
<u>Ohio</u>			
Buckeye Hills-Hocking Regional Development District	-	1	1
Ohio Valley Regional Development Commission	1	2	3
<u>Oklahoma</u>			
Central Oklahoma Economic Development District	1	-	1
Kiamichi Economic Development District of Oklahoma	-	1	1
Northeast Counties of Oklahoma Economic Development District	1	-	1
<u>Pennsylvania</u>			
Economic Development Council of Northeastern Pennsylvania	-	1	1
Northern Tier Economic Development Association, Inc.	1	1	2
Turnpike District Planning and Development Commission	-	1	1
<u>South Carolina</u>			
Lower Savannah Regional Planning and Development Commission	-	1	1
Pee Dee Economic Development District	1	1	2

	<u>Participants</u>		
	<u>1968- 69</u>	<u>1969- 70</u>	<u>Total</u>
<u>Tennessee</u>			
East Tennessee Economic Development District	2	2	4
First Tennessee-Virginia Development District	-	1	1
Grundy County Economic Development Administration	1	-	1
Mid-Cumberland Council of Governments and Mid-Cumberland Development District	-	2	2
Upper Cumberland Economic Development District	3	1	4
<u>Texas</u>			
Central Texas Economic Development District	1	3	4
Coastal Bend Economic Development District	2	1	3
Lower Rio Grande Valley Development Council	1	-	1
Southwest Texas Regional Economic Development District	-	1	1
<u>Virginia</u>			
Cumberland Plateau Economic Development Corporation	2	2	4
<u>West Virginia</u>			
Southern West Virginia Economic Development Corporation	5	1	6
<u>Wisconsin</u>			
Kenosha County Development Corporation	<u>1</u>	<u>-</u>	<u>1</u>
Total - Economic Development Districts	74	73	147

EDA Agency Personnel

Office of Development Organizations	1	3	4
North Central Area Office (EDA)	2	-	2
Mid-Eastern Area Office (EDA)	<u>2</u>	<u>2</u>	<u>2</u>
Total - EDA Agency Personnel	3	5	8

University Centers for Technical Assistance

<u>Georgia</u>			
Georgia Institute of Technology	1	4	5
<u>Kentucky</u>			
University of Kentucky	1	-	1

	<u>Participants</u>		
	<u>1968- 69</u>	<u>1969- 70</u>	<u>Total</u>
<u>New Mexico</u>			
University of New Mexico	1	-	1
<u>North Carolina</u>			
Western Carolina University	-	<u>2</u>	<u>2</u>
Total - University Centers for Technical Assistance	3	6	9
<u>State Planning Agencies</u>			
<u>Arkansas</u>			
Arkansas Planning Commission	1	-	1
<u>Georgia</u>			
State Planning Bureau	-	3	3
<u>Maryland</u>			
Maryland Department of Economic Development	-	1	1
<u>Michigan</u>			
Michigan Economic Opportunity Office	-	1	1
Office of Economic Expansion - Department of Commerce	-	1	1
<u>Nebraska</u>			
Nebraska Department of Economic Development	-	<u>2</u>	<u>2</u>
Total - State Planning Agencies	1	8	9
<u>Others</u>			
SBA Representative (course monitor in connection with SBA Community Development Program)	1	-	1
National Association of Counties Research Foundation (in connection with EDA research project)	3	-	3
University of Mississippi (individual involved in district program work)	1	-	1

	<u>Participants</u>		
	<u>1968-</u>	<u>1969-</u>	
	<u>69</u>	<u>70</u>	<u>Total</u>
Aiken Electric Cooperative, Inc. (course monitor in connection with Industrial Development Train- ing Program)	<u>-</u>	<u>1</u>	<u>1</u>
Total - Others	5	1	6
TOTAL (1968-1969)			86
TOTAL (1969-1970)			<u>93</u>
GRAND TOTAL (Including 16 repeaters)			179

Appendix 6
PROGRAM EVALUATION FORM

MEMORANDUM

TO: Participants of the Industrial Development Training Program
FROM: Program Director
SUBJECT: Program Evaluation

1. A major objective of the training activities conducted by the Industrial Development Division is to provide sponsoring agencies tested, evaluated, and validated programs of instruction in the field of economic development. A valuable method of measuring the effectiveness of instruction is through the means of random appraisals of instruction made and submitted by participants. Such appraisals provide a valuable basis for reviewing and revising programs of instruction so that specific areas of instruction may be kept current and teaching techniques improved.
2. We recognize that no single training or orientation program can fully meet all program and individual needs in the field of economic development. We are also aware that the environments in which participants of this program operate will be reflected in comments concerning the objectives and effectiveness of the Industrial Development Training Program. However, we believe that well considered comments will be of substantial benefit to us in the further development of economic development training programs.
3. Comments concerning specific periods of instruction may be made on the attached work sheet. Comments, when made, should be made during or immediately following the instruction commented upon. Later the comments should be reviewed in context with other periods of instruction and the Program Concept. Please feel free to cross out or change initial comments if you feel that changes should be made.
4. We are particularly interested in the following points:
 - a. Is the instruction attaining stated program objectives?
 - b. Are the stated objectives valid?
 - c. Is the instruction effective?
 - d. Is the program structured properly for effective learning?

Memorandum to Program Participants

5. We are interested in receiving recommended improvements as well as critical comments. Such recommendations may be included on the attached evaluation form which is to be completed on the last day of the program. Please turn in the work sheets as well as the evaluation form at the completion of the program.

EVALUATION WORK SHEET

Reference
Designator

Comment

EVALUATION
INDUSTRIAL DEVELOPMENT TRAINING PROGRAM

The purpose of this evaluation form is to give IDD and EDA the benefit of your appraisal of the Industrial Development Training Program for their guidance in improving future program presentations. In making this evaluation, you are asked to place yourself in the role of an advisor to the program rather than as a student.

1. Indicate in the appropriate column following each lesson your evaluation of the program content, the applicability of the subject matter to your needs, and the overall quality of the presentation. Use the following scale in recording your evaluation: 1--poor; 2--fair; 3--good; 4--excellent.

<u>LESSONS</u>	<u>CONTENT</u>	<u>APPLICABILITY TO YOUR NEEDS</u>	<u>QUALITY OF PRESENTATION</u>
ID(EDA)1.2-1 Concepts of Industrial Development	_____	_____	_____
ID(EDA)1.3-1 Role of the Economic Development District: Introduction	_____	_____	_____
ID(EDA)1.4-1 Regional Economics	_____	_____	_____
ID(EDA)1.5-1 Economics of Industrial Location: Primary Factors	_____	_____	_____
ID(EDA)1.5-2 Economics of Industrial Location: Secondary Factors	_____	_____	_____
ID(EDA)1.6-1 Analysis of Local Resources	_____	_____	_____
ID(EDA)1.6-2 Identification of Economic Opportunities in Rural Areas	_____	_____	_____
ID(EDA)1.7-1 Developing and Expanding Existing Industry	_____	_____	_____
ID(EDA)1.8-1 Analysis of the Economic Development District for Industrial Growth Potentials	_____	_____	_____

<u>LESSONS</u>	<u>CONTENT</u>	<u>APPLICABILITY TO YOUR NEEDS</u>	<u>QUALITY OF PRESENTATION</u>
ID(EDA)1.9-1 Tools for the Developer: Local Financing Programs	_____	_____	_____
ID(EDA)1.9-2 Tools for the Developer: Manpower Analysis and Training Programs	_____	_____	_____
ID(EDA)1.9-3 Tools for the Developer: Land Development and Buildings	_____	_____	_____
ID(EDA)1.10-1 Role of Agencies in Community Industrial Development	_____	_____	_____
ID(EDA)1.11-1 Role of Leadership: Functions and Identifi- cation	_____	_____	_____
ID(EDA)1.12-1 Prospecting Techniques	_____	_____	_____
ID(EDA)1.13-1 Problems Involved in Plant Location: Simulation Game	_____	_____	_____

2. In future programs, would you recommend that any periods of instruction listed in Appendix 1 of the Program Concept be dropped from the program?

() Yes () No

If yes, which should be dropped and why? _____

3. Do you feel that the approach, emphasis, or content of any of the lessons listed in paragraph 1 should be revised in future programs?

() Yes () No

If yes, what changes should be made? _____

4. Do you feel that any other subject matter should be added to the program?

() Yes () No

If yes, what subjects should be added and why? _____

5. Please indicate whether or not you consider the following elements of the program adequate or desirable. If you consider them inadequate or undesirable, please comment.

a. Length of program: _____

b. Sequence of instruction: _____

c. Methods of instruction: (Comments may be made on WORK SHEET concerning particular periods of instruction.) _____

d. Effectiveness of instruction: (Comments may be made on WORK SHEET concerning particular periods of instruction.) _____

6. What do you consider to be the principal strengths and weaknesses of the program? _____

7. What was the principal value of the program to you? _____

8. Were the physical arrangements adequate (classroom--housing)?

9. Other comments, reactions, and suggestions: _____

C O P Y

NATIONAL ASSOCIATION OF DEVELOPMENT ORGANIZATIONS
BOARD OF DIRECTORS

RESOLUTION

WHEREAS, The Georgia Institute of Technology has developed a program of economic development training; and

WHEREAS, many Executive Directors and other staff members of Development Organizations have attended these training programs and regard them as very worthwhile; and

WHEREAS, The Georgia Institute of Technology has requested continued funding from the Economic Development Administration, U. S. Department of Commerce; and

WHEREAS, the Board of Directors of the National Association of Development Organizations in a duly convened meeting in Washington, D. C. on February 17, 1970, unanimously voted to support the economic development training programs of The Georgia Institute of Technology;

NOW, THEREFORE, BE IT RESOLVED, that the National Association of Development Organizations recommend that the Economic Development Administration continue its financial support to The Georgia Institute of Technology.

Dated this 17th day of February, 1970.

Lon Hardin (Signed)
Lon Hardin, President

Les Newcomb (Signed)
Les Newcomb, Secretary-Treasurer

(Seal)

**THE MID-CUMBERLAND COUNCIL OF GOVERNMENTS
AND
THE MID-CUMBERLAND DEVELOPMENT DISTRICT**

September 29, 1969



Mr. Robert E. Collier, Head
Economic Development Training Section
Industrial Development Division
Engineering Experiment Station
Georgia Institute of Technology
1132 W. Peachtree Street
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Dear Mr. Collier:

I thoroughly enjoyed last week and your industrial development course. I have never attended a training program in which the logistical planning had been better done, the instructors were better prepared, and the course material was better suited for the participants. I wish to congratulate you and all of your associates in the fine job that you are doing.

Please remember me to Mr. Cassell, Dr. Whitlatch, Mr. Lodge, Mr. Dodson, and Mr. Howard.

I hope to attend some of your training courses in the future, and also hope that other members of our staff can attend. Please keep us on your mailing list.

With warmest personal regards and best wishes, I am,

Sincerely yours,

Edward L. Jennings,
Executive Director

ELJ:11b

FIVCO

Area Development Council

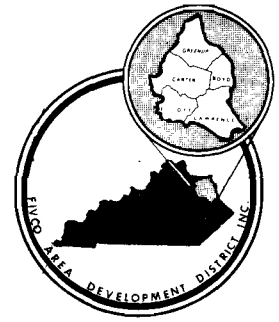
P. O. Box 636

CATLETTSBURG, KENTUCKY 41129

Offices located in Boyd County Court House

Telephone: 739-4144 or 4145

October 15, 1969



Mr. Robert Collier, Director
Economic Development Training Section
Industrial Development Division
Georgia Institute of Technology
1132 West Peach Street
Atlanta, Georgia 30300

Dear Mr. Collier:

Find enclosed the evaluation forms in which each of the participants in the Industrial Development Training Program were suppose to return to you.

As a personal testimony on behalf of the Industrial Development Training Program, let it be said that we in the FIVCO Area Development District at Catlettsburg, Kentucky think the benefits derived from this program will be very valuable to us in our efforts of industrial recruitment for our area. The FIVCO Development District, as you know, is a grouping of counties in northeast Kentucky having as its responsibility the total development of the area. If we are well trained as the professional staff of the Development District as we have been in Industrial Development, then our efforts and experience will certainly be assets to the area.

I think the presentations made by the Industrial Development Training Program were to the point and the areas concerned were very comprehensive. The overall qualities of the program is "Tops" in our opinion.

If you need references or testimonies as to the benefits of Development District professional staff, do not hesitate to call us.

Yours truly,

David Salisbury, Staff Director
FIVCO Area Development Council

DS/dp

Enclosure

**SOUTHERN MISSISSIPPI
ECONOMIC DEVELOPMENT
DISTRICT**

November 7, 1969

Mr. Robert Collier
Economic Development Training Section
Industrial Development Division
Georgia Institute of Technology
1132 W. Peachtree Street
Atlanta, Georgia 30309

Dear Mr. Collier:

Re: Basic Economic Development Program
October, 1969

I have been unable to locate the "critique form" handed out in class, but am submitting this letter to you as a brief narrative report of my class impressions.

First, and in all candor, I am compelled to give an overall rating of excellent. I say this because the basic economic development courses, I feel, were particularly adaptable to my needs. Having had only three weeks exposure to economic development work prior to my enrolling in your IDD program, I was without any background or foundation whatever. The IDD program was, therefore, essentially what I had hoped it would be -- an introduction or over-view of the rudiments of economic development work. I really think that I was able to glimpse the "forest" and not just a thousand trees.

Particular accolades should go to you, Don Lodge and Bill Howard for content of information, interest and enthusiasm.

With all good wishes, I am

Sincerely yours,


D. JENE WHITECOTTON
Legal Director

P.S.

Also thought
Bob Cassell
was an excellent
instructor. DW

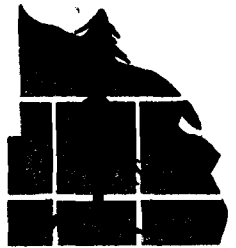
box 2057 • hattiesburg, mississippi 39401 • ph. 582-9104 area code 601

Northeast Michigan Regional Planning And Development Commission

• *Progress Through Planning*

118 SOUTH THIRD STREET — ROGERS CITY, MICHIGAN 49779

Phone (517) 734-2178



February 20, 1970

Mr. Robert E. Collier
Economic Development Training Section
Georgia Institute of Technology
Atlanta, Georgia 30309

Dear Bob:

I am sorry for not having corresponded with you sooner, but I have been traveling a great deal lately, and haven't had time.

I certainly feel obligated to express my satisfaction with the course in Executive Management. I believe the course was not only well designed but extremely well presented on behalf of yourself and the other staff members from Georgia Tech. It's been several years since I have attended formal classes, and I had forgotten the pleasure of learning, which was enhanced particularly by your approach of involving the class in the teaching process.

I hope that I will be able to somehow find time in my schedule to attend the Industrial Management course also.

My best regards to Bob Kassel. I hope that we will have the opportunity in the future of working together again.

Sincerely,

JLW:em
CC: Tom Francis

James L. Williams,
Executive Director

SOUTHEASTERN REGIONAL PLANNING AND ECONOMIC DEVELOPMENT DISTRICT

68 WINTHROP STREET, TAUNTON, MASSACHUSETTS 02780 TEL. (617) 823-0796



January 26, 1970

Mr. Robert E. Collier, Head
Economic Development
Training Section
Industrial Development Division
Georgia Institute of Technology
1132 W. Peachtree Street
Atlanta, Georgia 30309

Dear Bob:

Enclosed are the evaluation report of the course and some material which should have stayed in Atlanta. Overall, I felt that the course was excellent, and I've never met a nicer bunch of people. And it seems obvious to me that the courting of new industry in your area is a serious business which should be emulated in this neck of the woods.

I hope that you got out to the airport and back okay. Fred Lyda drove a group of us, and when we saw traffic stalled on Route 75 we took the Decatur exit and proceeded to get royally lost. Anyway, we saw a lot of Atlanta and environs. The airlines proceeded, in normal fashion, to get me and my luggage mixed up in Philadelphia; and I finally ended up in Boston rather than Providence. But I guess that it was good to move then instead of running the risk of worse weather later.

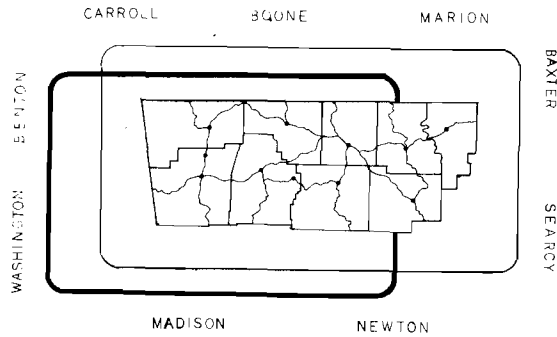
Again, my thanks to you and to Bob Cassell and to the other members of your organization for a good, informative, and pleasant week.

Sincerely,

Norman Higbie✓
Economic Development Director

NH:cs
Enclosures:

P.S. I wonder if you could send me any written information on that terrifice filing system in your library, NH



**NORTHWEST ARKANSAS ECONOMIC
DEVELOPMENT DISTRICT, INC.**

BOX 668, HARRISON, ARKANSAS 72601
PHONE 365-5404, HUDSON BUILDING
DONALD R. RANEY, DIRECTOR

February 2, 1970

Mr. Robert E. Collier, Head
Economic Development Training Section
GEORGIA INSTITUTE OF TECHNOLOGY
1132 West Peachtree Street
Atlanta, Georgia 30309

Dear Bob:

I did enjoy the school last week for you offered we Directors
a lot to think about. The hotel gave us excellent service
and our visit will pay off I am sure.

I will contact Tom Francis in behalf of the school, because I
believe you truly have something good.

A copy of our Annual Report is attached for your information.

Sincerely,

Donald R. Raney
Executive Director

DRR/k
attachment



DONALD D. MOYER, Executive Director

Appendix 14

ECONOMIC DEVELOPMENT COUNCIL of NORTHEASTERN PENNSYLVANIA

704 FIRST NATIONAL BANK BUILDING — WILKES-BARRE, PA. 18701

(717) 824-7801

March 25, 1970

Mr. Robert E. Collier
Economic Development Training Section
Industrial Development Division
Georgia Institute of Technology
1132 West Peachtree Street
Atlanta, Georgia 30309

Dear Bob:

Enclosed is my program evaluation on the Basic Industrial Development Course which I attended March 2 - 6, 1970. As you will note in the evaluation, I thought highly of the entire program. Thank you for forwarding the bibliography on industrial development.

As you requested, our staff personnel are reviewing your papers on "Systems Analysis Techniques to Economic Development District Planning and Development." Our analysis should be complete within a few weeks, and I will forward our comments to you. If you have any new or innovative programs, I would appreciate it if you could forward copies to our organization.

I wish to commend you and your staff for the excellent presentation of the Industrial Development Course.

Sincerely,

Jerome F. McCormack
Development Coordinator

JFM:amk

Enclosure

BOARD
of
DIRECTORS

CARBON COUNTY

Paul S. Balliet
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Gerald G. Ehrhardt
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SCHUYLKILL COUNTY

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**Elmer Johnson
*Or. Peter F. Loeper
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*Robert M. Zimmerman, Esq.

WAYNE COUNTY

Allan V. Campfield
**William W. Foster
*Charles F. Frederick, Jr.
Bernard J. Polt

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Lester F. Burlein
*John Chaplinsky
*John S. Davidson, Pres
Richard Demmy
Rulison Evans
*John B. Hibbard
Sidney L. Krawitz, Esq.
John B. Shane

*Executive Committee

**Commissioner

Appendix 15

PROPOSED MANPOWER DEVELOPMENT TRAINING PROGRAM

Purpose

The Manpower Development Training Program will provide staff manpower specialists and other members of the various economic development district staffs with a basic understanding of the manpower resources aspect of economic development and of techniques and procedures that may be employed in collecting, developing, analyzing, evaluating, and disseminating manpower resources information. Emphasis is placed on the utilization of such information in the formulation and implementation of district economic development programs.

Scope

The proposed training program will be structured around the following major topics:

The Role of the Manpower Resources Specialist. The role of the person assigned the manpower resources analysis function will be defined and some of the fundamentals discussed.

Human Resources in Economic Development. Several sessions will be used to familiarize or acquaint EDD personnel with human resources analysis and the way in which manpower resources are used in transforming other district resources into goods and services.

Leadership Role in District Manpower Resources Analysis. In any district development program, some individual or organization must take the lead in conducting a community manpower resources analysis. Suggestions for the involvement of other interested organizations will be discussed.

General Characteristics and the Importance of District Manpower Resources Analysis. Because manpower resources are so difficult to describe and because manpower is a prime determinant in plant expansion and location, this topic will be discussed in depth.

Manpower Resources Data Required by New and Existing Industry. Several sessions will be devoted to describing what expansion planners and plant

location specialists want to know about a district's manpower resources. Also, the manpower needs of existing industry will be explored.

An Approach to Accumulating District Manpower Data. A plan of action for accumulating or developing needed manpower resources information will be discussed. Sources that will be useful in determining manpower resources information will be reviewed. Also, methods and techniques for developing manpower information on a community, or area, or a district will be studied. "How to do" and "pitfalls" will be pointed out.

Manpower Training Programs. Local, state, and Federal training programs will be studied at length. The manpower resources specialist will be shown how job training is one of the most productive tools in the list of economic and industrial development aids.

Utilization of Manpower Information in District Programs. Manpower resources information is basic to all district economic development planning and to the implementation of district programs. Case studies will be employed to demonstrate how manpower resources information has been used by several of the EDD's in the development and implementation of economic development programs.

Appendix 16

PROPOSED TRAINING PROGRAM FOR PLANNING AND DEVELOPMENT TECHNICIANS

Purpose

The Training Program for Planning and Development Technicians will be developed as a fully integrated and cohesive training program. It will be designed to equip subprofessionals currently employed by the several development districts with a basic knowledge of the methodology of planning and development with special emphasis on the use of tools and techniques.

Scope

The proposed training program will be developed around the following subject matter:

- Program orientation

- Community and district economic development and physical planning

- Employing physical planning and economic development process to solve community problems

- Federal requirements for participation in planning assistance

- The rationale and methodology of physical planning

- Plan inputs: (1) mapping, (2) population and economic studies, (3) existing land use and thoroughfare system and neighborhood analyses

- The land use plan

- Plan implementation

- Principles of community economic development

- The methodology of community and district economic development

- Utilizing planning inputs in the community economic development process

- Application of the planning-economic development process to problem solving within a community and district program context

Appendix 17
PROPOSED TRAINING PROGRAM FOR
STAFF INFORMATION TECHNICIANS

Purpose

The Training Program for Staff Information Technicians will provide appropriate members of the staffs of the various economic development districts with an understanding of the basic principles involved in the operation of an information center and of simple techniques and procedures that can be utilized in selecting, acquiring, organizing, and using material.

Scope

The proposed training program will be structured around the following major topics:

The Role of Information in Development Programs. Several sessions will be devoted to describing the role of information, identifying the information needs of an agency, the planning and operation of information programs to meet those needs, and the preparing of policy statements.

Selecting and Acquiring Materials. Sources that will be useful in determining materials that should be added to the agency's collections will be reviewed; problems involved in acquiring materials will be considered; and simple routines that can be followed will be stressed.

Organizing and Filing Material. Different methods for classifying, indexing, cataloging, and filing materials will be studied and evaluated.

Use of Material. The body of literature available to the economic developer will be described; potentially valuable sources of information will be identified and their usefulness explored; and the handling of requests for information will be discussed.

Special Information Services. Techniques for the preparation of abstracts, announcements, and literature guides will be introduced and applied, with special emphasis being placed on documentation and bibliographical style.

Specialized Equipment and Specialized Services. Some of the machines currently used to mechanize information systems will be described. A guest lecturer will review several programs that relate to information services.

Appendix 18
PROPOSED DISTRICT LEADERSHIP TRAINING PROGRAM

Purpose

The District Leadership Training Program will be developed to provide orientation and training for selected district directors in the practical process of district economic development so that they may assume a more positive leadership role in the direction of economic development district matters.

Scope

The proposed training program will be developed around the following subject matter:

District Development: Concepts, Principles, and Interrelationships
The Involvement of Citizens in Community and District Development
The Role of Manpower in District Development
The Development of Economic Opportunities
Organizing for Industrial Development on the Local Level
Survey of Federal Assistance Programs Available to Communities and Districts
The Role of the EDD Staff in District Economic Development

	<u>Participants</u>		
	<u>1968-</u>	<u>1969-</u>	
	<u>69</u>	<u>70</u>	<u>Total</u>
<u>Missouri</u>			
Bootheel Economic Development Council	2	2	4
South Central Ozark Regional Planning Commission	-	1	1
<u>Montana</u>			
Inter-County Development Corporation of Southwestern Montana	2	-	2
<u>New Hampshire</u>			
New Hampshire-Vermont Development Council, Inc.	1	-	1
<u>New York</u>			
Eastern Adirondack Economic Development Commission	1	-	1
Mohawk Valley Economic Development District, Inc.	1	-	1
<u>North Carolina</u>			
Bladen County Industrial Development Commission	-	1	1
Neuse River Economic Development Commission	1	1	2
Southeastern Economic Development Commission	2	-	2
<u>North Dakota</u>			
United Tribes of North Dakota Development Corporation	-	2	2
<u>Ohio</u>			
Buckeye Hills-Hocking Regional Development District	-	1	1
Ohio Valley Regional Development Commission	1	2	3
<u>Oklahoma</u>			
Central Oklahoma Economic Development District	1	-	1
Kiamichi Economic Development District of Oklahoma	-	1	1
Northeast Counties of Oklahoma Economic Development District	1	-	1
<u>Pennsylvania</u>			
Economic Development Council of Northeastern Pennsylvania	-	1	1
Northern Tier Economic Development Association, Inc.	1	1	2
Turnpike District Planning and Development Commission	-	1	1
<u>South Carolina</u>			
Lower Savannah Regional Planning and Development Commission	-	1	1
Pee Dee Economic Development District	1	1	2

	<u>Participants</u>		
	<u>1968- 69</u>	<u>1969- 70</u>	<u>Total</u>
<u>Tennessee</u>			
East Tennessee Economic Development District	2	2	4
First Tennessee-Virginia Development District	-	1	1
Grundy County Economic Development Administration	1	-	1
Mid-Cumberland Council of Governments and Mid-Cumberland Development District	-	2	2
Upper Cumberland Economic Development District	3	1	4
<u>Texas</u>			
Central Texas Economic Development District	1	3	4
Coastal Bend Economic Development District	2	1	3
Lower Rio Grande Valley Development Council	1	-	1
Southwest Texas Regional Economic Development District	-	1	1
<u>Virginia</u>			
Cumberland Plateau Economic Development Corporation	2	2	4
<u>West Virginia</u>			
Southern West Virginia Economic Development Corporation	5	1	6
<u>Wisconsin</u>			
Kenosha County Development Corporation	<u>1</u>	<u>-</u>	<u>1</u>
Total - Economic Development Districts	74	73	147

EDA Agency Personnel

Office of Development Organizations	1	3	4
North Central Area Office (EDA)	2	-	2
Mid-Eastern Area Office (EDA)	<u>2</u>	<u>2</u>	<u>2</u>
Total - EDA Agency Personnel	3	5	8

University Centers for Technical Assistance

<u>Georgia</u>			
Georgia Institute of Technology	1	4	5
<u>Kentucky</u>			
University of Kentucky	1	-	1

	<u>Participants</u>		
	<u>1968- 69</u>	<u>1969- 70</u>	<u>Total</u>
<u>New Mexico</u>			
University of New Mexico	1	-	1
<u>North Carolina</u>			
Western Carolina University	-	<u>2</u>	<u>2</u>
Total - University Centers for Technical Assistance	3	6	9
<u>State Planning Agencies</u>			
<u>Arkansas</u>			
Arkansas Planning Commission	1	-	1
<u>Georgia</u>			
State Planning Bureau	-	3	3
<u>Maryland</u>			
Maryland Department of Economic Development	-	1	1
<u>Michigan</u>			
Michigan Economic Opportunity Office	-	1	1
Office of Economic Expansion - Department of Commerce	-	1	1
<u>Nebraska</u>			
Nebraska Department of Economic Development	-	<u>2</u>	<u>2</u>
Total - State Planning Agencies	1	8	9
<u>Others</u>			
SBA Representative (course monitor in connection with SBA Community Development Program)	1	-	1
National Association of Counties Research Foundation (in connection with EDA research project)	3	-	3
University of Mississippi (individual involved in district program work)	1	-	1

	<u>Participants</u>		
	<u>1968-</u>	<u>1969-</u>	
	<u>69</u>	<u>70</u>	<u>Total</u>
Aiken Electric Cooperative, Inc. (course monitor in connection with Industrial Development Train- ing Program)	<u>-</u>	<u>1</u>	<u>1</u>
Total - Others	5	1	6
TOTAL (1968-1969)			86
TOTAL (1969-1970)			<u>93</u>
GRAND TOTAL (Including 16 repeaters)			179

Appendix 6
PROGRAM EVALUATION FORM

MEMORANDUM

TO: Participants of the Industrial Development Training Program
FROM: Program Director
SUBJECT: Program Evaluation

1. A major objective of the training activities conducted by the Industrial Development Division is to provide sponsoring agencies tested, evaluated, and validated programs of instruction in the field of economic development. A valuable method of measuring the effectiveness of instruction is through the means of random appraisals of instruction made and submitted by participants. Such appraisals provide a valuable basis for reviewing and revising programs of instruction so that specific areas of instruction may be kept current and teaching techniques improved.
2. We recognize that no single training or orientation program can fully meet all program and individual needs in the field of economic development. We are also aware that the environments in which participants of this program operate will be reflected in comments concerning the objectives and effectiveness of the Industrial Development Training Program. However, we believe that well considered comments will be of substantial benefit to us in the further development of economic development training programs.
3. Comments concerning specific periods of instruction may be made on the attached work sheet. Comments, when made, should be made during or immediately following the instruction commented upon. Later the comments should be reviewed in context with other periods of instruction and the Program Concept. Please feel free to cross out or change initial comments if you feel that changes should be made.
4. We are particularly interested in the following points:
 - a. Is the instruction attaining stated program objectives?
 - b. Are the stated objectives valid?
 - c. Is the instruction effective?
 - d. Is the program structured properly for effective learning?

Memorandum to Program Participants

5. We are interested in receiving recommended improvements as well as critical comments. Such recommendations may be included on the attached evaluation form which is to be completed on the last day of the program. Please turn in the work sheets as well as the evaluation form at the completion of the program.

EVALUATION WORK SHEET

Reference
Designator

Comment

EVALUATION
INDUSTRIAL DEVELOPMENT TRAINING PROGRAM

The purpose of this evaluation form is to give IDD and EDA the benefit of your appraisal of the Industrial Development Training Program for their guidance in improving future program presentations. In making this evaluation, you are asked to place yourself in the role of an advisor to the program rather than as a student.

1. Indicate in the appropriate column following each lesson your evaluation of the program content, the applicability of the subject matter to your needs, and the overall quality of the presentation. Use the following scale in recording your evaluation: 1--poor; 2--fair; 3--good; 4--excellent.

<u>LESSONS</u>	<u>CONTENT</u>	<u>APPLICABILITY TO YOUR NEEDS</u>	<u>QUALITY OF PRESENTATION</u>
ID(EDA)1.2-1 Concepts of Industrial Development	_____	_____	_____
ID(EDA)1.3-1 Role of the Economic Development District: Introduction	_____	_____	_____
ID(EDA)1.4-1 Regional Economics	_____	_____	_____
ID(EDA)1.5-1 Economics of Industrial Location: Primary Factors	_____	_____	_____
ID(EDA)1.5-2 Economics of Industrial Location: Secondary Factors	_____	_____	_____
ID(EDA)1.6-1 Analysis of Local Resources	_____	_____	_____
ID(EDA)1.6-2 Identification of Economic Opportunities in Rural Areas	_____	_____	_____
ID(EDA)1.7-1 Developing and Expanding Existing Industry	_____	_____	_____
ID(EDA)1.8-1 Analysis of the Economic Development District for Industrial Growth Potentials	_____	_____	_____

<u>LESSONS</u>	<u>CONTENT</u>	<u>APPLICABILITY TO YOUR NEEDS</u>	<u>QUALITY OF PRESENTATION</u>
ID(EDA)1.9-1 Tools for the Developer: Local Financing Programs	_____	_____	_____
ID(EDA)1.9-2 Tools for the Developer: Manpower Analysis and Training Programs	_____	_____	_____
ID(EDA)1.9-3 Tools for the Developer: Land Development and Buildings	_____	_____	_____
ID(EDA)1.10-1 Role of Agencies in Community Industrial Development	_____	_____	_____
ID(EDA)1.11-1 Role of Leadership: Functions and Identifi- cation	_____	_____	_____
ID(EDA)1.12-1 Prospecting Techniques	_____	_____	_____
ID(EDA)1.13-1 Problems Involved in Plant Location: Simulation Game	_____	_____	_____

2. In future programs, would you recommend that any periods of instruction listed in Appendix 1 of the Program Concept be dropped from the program?

() Yes () No

If yes, which should be dropped and why? _____

3. Do you feel that the approach, emphasis, or content of any of the lessons listed in paragraph 1 should be revised in future programs?

() Yes () No

If yes, what changes should be made? _____

4. Do you feel that any other subject matter should be added to the program?

() Yes () No

If yes, what subjects should be added and why? _____

5. Please indicate whether or not you consider the following elements of the program adequate or desirable. If you consider them inadequate or undesirable, please comment.

a. Length of program: _____

b. Sequence of instruction: _____

c. Methods of instruction: (Comments may be made on WORK SHEET concerning particular periods of instruction.) _____

d. Effectiveness of instruction: (Comments may be made on WORK SHEET concerning particular periods of instruction.) _____

6. What do you consider to be the principal strengths and weaknesses of the program? _____

7. What was the principal value of the program to you? _____

8. Were the physical arrangements adequate (classroom--housing)?

9. Other comments, reactions, and suggestions: _____

C O P Y

NATIONAL ASSOCIATION OF DEVELOPMENT ORGANIZATIONS
BOARD OF DIRECTORS

RESOLUTION

WHEREAS, The Georgia Institute of Technology has developed a program of economic development training; and

WHEREAS, many Executive Directors and other staff members of Development Organizations have attended these training programs and regard them as very worthwhile; and

WHEREAS, The Georgia Institute of Technology has requested continued funding from the Economic Development Administration, U. S. Department of Commerce; and

WHEREAS, the Board of Directors of the National Association of Development Organizations in a duly convened meeting in Washington, D. C. on February 17, 1970, unanimously voted to support the economic development training programs of The Georgia Institute of Technology;

NOW, THEREFORE, BE IT RESOLVED, that the National Association of Development Organizations recommend that the Economic Development Administration continue its financial support to The Georgia Institute of Technology.

Dated this 17th day of February, 1970.

Lon Hardin (Signed)
Lon Hardin, President

Les Newcomb (Signed)
Les Newcomb, Secretary-Treasurer

(Seal)

**THE MID-CUMBERLAND COUNCIL OF GOVERNMENTS
AND
THE MID-CUMBERLAND DEVELOPMENT DISTRICT**

September 29, 1969



Mr. Robert E. Collier, Head
Economic Development Training Section
Industrial Development Division
Engineering Experiment Station
Georgia Institute of Technology
1132 W. Peachtree Street
Atlanta, Georgia 30309

Dear Mr. Collier:

I thoroughly enjoyed last week and your industrial development course. I have never attended a training program in which the logistical planning had been better done, the instructors were better prepared, and the course material was better suited for the participants. I wish to congratulate you and all of your associates in the fine job that you are doing.

Please remember me to Mr. Cassell, Dr. Whitlatch, Mr. Lodge, Mr. Dodson, and Mr. Howard.

I hope to attend some of your training courses in the future, and also hope that other members of our staff can attend. Please keep us on your mailing list.

With warmest personal regards and best wishes, I am,

Sincerely yours,

Edward L. Jennings,
Executive Director

ELJ:11b

FIVCO

Area Development Council

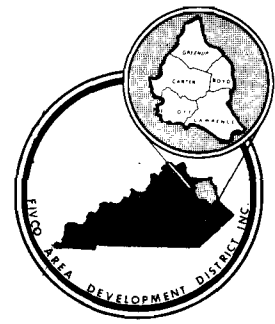
P. O. Box 636

CATLETTSBURG, KENTUCKY 41129

Offices located in Boyd County Court House

Telephone: 739-4144 or 4145

October 15, 1969



Mr. Robert Collier, Director
Economic Development Training Section
Industrial Development Division
Georgia Institute of Technology
1132 West Peach Street
Atlanta, Georgia 30300

Dear Mr. Collier:

Find enclosed the evaluation forms in which each of the participants in the Industrial Development Training Program were suppose to return to you.

As a personal testimony on behalf of the Industrial Development Training Program, let it be said that we in the FIVCO Area Development District at Catlettsburg, Kentucky think the benefits derived from this program will be very valuable to us in our efforts of industrial recruitment for our area. The FIVCO Development District, as you know, is a grouping of counties in northeast Kentucky having as its responsibility the total development of the area. If we are well trained as the professional staff of the Development District as we have been in Industrial Development, then our efforts and experience will certainly be assets to the area.

I think the presentations made by the Industrial Development Training Program were to the point and the areas concerned were very comprehensive. The overall qualities of the program is "Tops" in our opinion.

If you need references or testimonies as to the benefits of Development District professional staff, do not hesitate to call us.

Yours truly,

David Salisbury, Staff Director
FIVCO Area Development Council

DS/dp

Enclosure