

FINAL REPORT

THE REGIONAL ADVANCED TECHNOLOGY DEVELOPMENT CENTER PROJECT

July 1, 1982 - June 30, 1983

Georgia Institute of Technology  
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## INTRODUCTION

In conjunction with the Enterprise Development Strategy adopted by the Appalachian Regional Commission(ARC), a Regional Advanced Technology Development Center(Regional ATDC) program was initiated within the Appalachian region of Northeast Georgia. Funded July 1, 1981, and modeled after the ATDC program supported by the state of Georgia and located at the Georgia Institute of Technology, the Regional ATDC program provided direct assistance to the citizens and businesses of three Northeast Georgia Appalachian counties: Barrow, Madison, and Jackson.

The project activity included technical assistance to the local governing bodies and development groups; management assistance to existing and entrepreneurial businesses; and educational programs for selected groups. The goal of all efforts was high technology job creation in the three county area.

## PROGRAM OBJECTIVES

Program objectives included:

- . high technology business development
- . identification of and assistance to entrepreneurial businesses
- . management assistance to existing businesses
- . presentation of educational programs
- . establishment of self sufficiency

The project was organized into four main areas of activity supporting these objectives:

- . strategic planning
- . high technology business development
- . management assistance
- . education

## BACKGROUND

While the economy of Appalachian Georgia is dominated by manufacturing, a very high business concentration is found in three industrial groups: textiles, apparel, and food. There has been and continues to be only a limited demand for highly skilled, technically-oriented employees in the region.

The major economic problems in Barrow, Jackson, and Madison counties include low wages, limited job opportunities, and unemployment. In Jackson and Madison counties over 40% of the labor force work outside the counties. The lingering national recession has heavily impacted the textile and apparel industries and affected local related business. Local issues involving water shortages and waste disposal compound an already bleak picture.

The following tables are illustrative of the challenges. All data are the courtesy of the Northeast Georgia Area Planning and Development Commission (APDC). Table I indicates that the three counties are above the 10 APDC county regional average in unemployment.

TABLE I. UNEMPLOYMENT

	1979	1980	1981	1982
Barrow, Madison, Jackson (%)	4.9	6.7	6.6	8.4
Northeast GA	4.7	6.3	6.2	7.7

Table II indicates the 1982 earnings in the ARC counties continued to lag behind the U. S. weekly earnings average of \$266.90.

TABLE II. EARNINGS MANUFACTURING AND INDUSTRY(1982)

	Weekly	Yearly	% Below Average
Barrow	\$229.51	\$11,934	16
Jackson	229.56	11,937	16
Madison	154.09	8,013	42

U.S. Average Weekly: \$266.90

The area has also experienced an overall increase in population and thus, in the labor force as well.

TABLE III. POPULATION

	1970	1980	Change	%Increase
Barrow	16,859	20,966	4,107	24
Jackson	21,093	24,933	3,840	18
Madison	13,517	17,516	3,999	30

TABLE IV. LABOR FORCE

	1960	1977	1982	% Increase
Barrow	6,137	9,394	10,455	70
Jackson	7,341	10,064	12,948	76
Madison	4,040	7,749	9,178	127

## PROJECT BACKGROUND

This demonstration project was initially funded July 1, 1981, with a second and final year of funding effective July 1, 1982. The project was staffed by Dr. Robert G. Schwartz of the ATDC staff who acted as Program Director; by Mr. Phillip Loveless, Director of the Northeast Georgia Field Office of Georgia Tech; and by student assistants. The Northeast Georgia Area Planning and Development Commission was instrumental in assisting with overall project activity.

This project was consistent with the State of Georgia's efforts to enhance high technology job creation in the State. Georgia's then Governor Busbee was instrumental in creating the Advanced Technology Development Center, presently located on the campus of Georgia Institute of Technology, Atlanta, Georgia.

The ATDC was and is Georgia's high technology focal point, the purpose of which is job creation in the State. The Regional ATDC project fit well into both the ATDC and ARC programs. The Regional ATDC benefited both from the Governor's interest in high technology job creation, as well as the parent ATDC activity.

In terms of the Regional ATDC program, as with the parent ATDC, local interest and support were quite important for the project's success. The three County Commission Chairmen: The Honorable Mrs. Anne Segars-Barrow, The Honorable Henry Robinson-Jackson, and The Honorable Vincent Hix-Madison, were receptive to the project, supportive, and contributed willingly of their time. Mayor John Mobley of Winder, added to the support. The Mayor of Braselton, J. Lewis Braselton, and the City Council, in particular Mr. Henry Edward Braselton, were quite receptive and supportive.

In addition to the elected officials, local infrastructure support was also important. The Winder-Barrow County Chamber of Commerce; its past President Mr. David Jackson; John Robinson, the Chairman of the Advanced Technology Committee of the Chamber; and Mr. Dan Blicht, past president of the Chamber and civic leader played key roles in the ATDC activity.

## PROJECT PERFORMANCE

Because of the demonstration nature of this project, strategic planning continued throughout both year one and year two of project performance. The year one objectives were not met for a number of reasons, including the short duration of project activity and the modest number of technology based businesses and entrepreneurs in the area. Year two project activity built on both first year activity, as well as the results of prior ARC funding.

The "measures of objective achievement" contained in the project application were generally met and in some cases exceeded. Any deviations from initial anticipated project activity and outcome were discussed with the Georgia ARC coordinator. Because of the demonstration nature of the project it was anticipated that changes in project activity and outcome would occur.

### Prior ARC Funding

Prior ARC funding played a major role from several perspectives. First, year one of project activity allowed for the development of relationships which proved important for the second year. The first year also aided the project personnel in identifying key project activity which potentially could lead to more significant year two results. Several new activities were initiated in year two, the School for Entrepreneurship and the Executive Seminar Series, which will be discussed in detail.

Second, other prior ARC funding was important, not because it was directly related to ATDC activity, but because it set in place components of economic development which were favorable for the ATDC project to build on. Two primary examples are the Braselton Technology/Industrial Park and the Braselton based Chateau Elan winery.

The Braselton Park provides a site for industrial development and an anchor for local development efforts. The winery, in addition to being a tourist attraction, will also have a motel and restaurant on site. These amenities are important for industrial development purposes and presently would be 20 miles distant from other similar facilities. The interest of Jackson and Barrow counties in the development of this area also has played an important role.

A third aspect of prior ARC activity was the role of the Northeast Georgia Area Planning and Development Commission. Extensive familiarity with the ARC programs and personnel and local visibility and credibility were a key and important contributing factor to the Regional ATDC program and its progress.

A fourth and most important aspect involved the support from the Office of the Governor. Governor Busbee built on prior ARC funding, had a commitment to the parent ATDC program, and continued to support the economic betterment of the involved area. This high level of support helped in project progress.

### Strategic Planning

Because of the demonstration nature of the project, strategic planning continued throughout the year. The project director was allowed the flexibility to make changes to accomodate local needs and to maximize the project's outcome. All changes were consistent with the overall project objectives and discussed with the Georgia ARC Coordinator.

Regarding these changes, it was noted early in year one that, though the three counties are geographically similar, each of the three counties was different. The differences included population and industrial demographics. Thus, distinct Regional ATDC subprograms, with some common features, were developed and delivered during both project years.

In year two, in Winder, because the companies were interested in computer aided management and manufacturing assistance, and because of their overall interest in the Regional ATDC project, an intensive electronics based management assistance program was delivered. Its purpose was to aid and assist existing and start-up businesses. There were also four companies in Jackson County which received similar assistance.

No companies in Madison county received assistance. Attempts were made to work with Madison county businesses, but were unsuccessful. Rather than continue a broad program of assistance, a much more directed, focused program was conducted in year two. Had not the identification of interested companies and entrepreneurs been made, broader pursuits would have been necessary. Because the businesses were interested in electronics, and because electronics fit the Regional ATDC program, a substantial program was set up to deliver electronics assistance.

This approach, ie. directing focused appropriate assistance to willing clients, was utilized throughout year two of project activity. The town of Braselton and the Braselton Improvement Company were interested in high technology development for their area. Major development efforts were carried out with them. The Winder/Barrow Chamber of Commerce was receptive to sponsoring and hosting the Executive Seminar Series. Thus it was conducted in Winder. The two local radio stations, WIMO-Winder, WJJC-Commerce, were receptive to public service programming involving technology and the programs were produced for their use. The School for Entrepreneurship and other educational activities were sponsored and sited at Athens Vocational-Technical School(Athens Vo-Tech), because of their interest and support. Another major change from year one to year two was the delivery of educational programs which had training as an element, both from the self sufficiency and business development points of view.

#### The School for Entrepreneurship

Several new programs were created and implemented. A School for Entrepreneurship was begun and was successful in identifying sixteen persons, nine from the three county area, interested in entrepreneurship. One new business in Barrow County, Ed-Comp Training Center, was begun as a result of the ATDC. A second entrepreneur, Mr. Robert McCuthchen, has been involved in two start-ups and received Regional ATDC and Georgia Tech assistance. Ed-Comp and the second business of Mr. McCuthchen are active and making progress.

Because a moderate number of potential entrepreneurs were identified, a decision was made to accelerate the teaching time of the School and utilize the extra available time to deliver focused management assistance to interested entrepreneurs. This strategy was helpful in terms of the new business start in Barrow County and also to the entrepreneur aided twice.

After discussions with the Washington, D. C. ARC coordinator, it was decided to attempt to run the School a second time. Rationale for this decision included the potential development of two local incubators and the need to fill them with start-up businesses.



The School was not held a second time in the spring. The Athens Vo-Tech advertising did not attract attendees. This failure could be attributed to a better economy, lack of citizen interest, poor timing, or perhaps, an oversupply of similar programs.

With the School no longer being held, a shift in emphasis was made. A business class at Athens Vo-Tech was attended and a class project conducted which lead to the development of nine business plans involving new business start-ups. Whether or not new businesses will indeed be developed or will utilize or involve high technology is perhaps less an issue than the training that occurred because of the experience.

#### The Executive Seminar Series

The Executive Seminar Series, designed to bring business persons and other interested citizens of the three county area into closer contact with Regional ATDC personnel, and ultimately provide for additional management assistance clients, was successful. Fundamentally, top business and university professionals from the Atlanta area were brought in to provide a learning experience for the attendees. Initially the series was quite successful.

The Winder/Barrow Chamber of Commerce established an Advanced Technology Committee to work with the Regional ATDC and it was instrumental in siting the seminars at Winder and generating support for the programs. Attendance at the seminars was initially quite good, 35 persons, but slowly dwindled to 3 at the last seminar conducted in February. The reasons were likely many and involve too many meetings over a one year period, a change in emphasis in the local Chamber, and perhaps some lack of continuing interest in program content.

Consistent with the demonstration nature of the project, a shift in emphasis was effected. A more captive audience was sought and the Braselton Lion's Club invited Dr. Schwartz to speak on local progress. Due to previous commitments, attempts to do the same in Jackson County were unsuccessful. Because of the very small industrial base, Madison County was not a likely place to have additional programs. To accomodate additional public educational needs, the Georgia ARC wide meeting will be enlarged to accomodate additional local persons.

## Training

Training of APDC personnel was an additional program element for year two. Although several APDC Economic Development Committee meetings were attended, no formal training of APDC staff ever occurred. This happened because, due to terminations, the APDC ARC coordinator changed three times over the project period and four times since year one. Each previous coordinator left the APDC, making viable training more difficult.

A positive aspect of the APDC employee changes was that it forced the need for more formal coordination. Mr. Philip Loveless of the Regional ATDC staff and Director of the Georgia Tech Field Office in Gainesville, Georgia was appointed and now serves on the APDC Economic Development Committee and will be a useful link to technology based developments and support. He also helps to preserve the continuity of both APDC and ATDC contacts. This link was not formally established prior to the Regional ATDC.

The overall contract activity has enhanced the contacts between Georgia Tech and the three county businesses, public officials, and other professionals and in general opened new lines of communication. This was and is a very positive contract result.

The contract training objective of twenty persons was exceeded.

## Public Awareness

Activity aimed at keeping the public informed primarily involved the development of two local radio programs which discussed new directions and advances in technology based products and services of potential use and interest to the public. Two local stations, WIMO-Winder, and WJJC-Commerce carried Georgia 2000, a program about "Technology and You," sponsored by the Regional Advanced Technology Development Center of Georgia Tech. The programs were produced by Dr. Schwartz. The programs ran for most of year two, may be continued into next year, and were successful in meeting their original objective of keeping the public informed about matters relevant to high technology.

Press releases, attendance and reports at public meetings, continued dialogue with the press were all utilized to keep the Regional ATDC program in the news. The

parent ATDC significantly contributed to the awareness issue as it continually is in the news, locally, statewide and nationally, helping to enhance the image and posture of the Regional ATDC.

#### Incubator

Although it was not originally envisioned that an incubator would be a viable possibility in year two, progress was made. Interest in Braselton in developing an incubator lead first to a formal presentation to the City Council and second, to assistance in implementing the development of an incubator for Braselton. This was a most positive result and Mayor Braselton and Councilman Henry Edward Braselton were assisted on a regular basis as they made progress in implementing their decision.

## HIGH TECHNOLOGY BUSINESS DEVELOPMENT

In the midst of the worst economic recession since the Great Depression, consulting assistance in the recruitment of technology based businesses to the area was unsuccessful. The objectives of having twenty candidate companies and one positive decision by the end of year two were not met.

To allow for eventual success in business development issues, local training in Madison and Barrow Counties was conducted in year one. A Tri-County group, funded by the County Commissions of the three counties, was formed and a 1600 letter mailing was made to selected electronics firms throughout the United States. Only three responses were received, indicative of both the recessionary times and the severe competition for new high technology sitings.

Year two activity involved basically two efforts. Directed high technology industrial development assistance was given to Commissioner Vincent Hix of Madison County in his development efforts and the town of Braselton in theirs. Jackson County elected to not participate in the training sessions, pending approval of a local economic development plan and selection of a new Chamber Executive Director. After his selection, Jackson County still chose to develop existing business opportunities, rather than become involved in new technology based business.

Additional companies were identified for Braselton, to which the town made several mailings, again with no response. Again an indicator of both the recession as well as the methodology. Because of their impersonal nature and extensive personal competitive activities of other localities, letters do not appear to be the way to contact potential candidate companies.

A second Tri-County mailing was also made to local Atlanta firms to interest them in the potential of the local counties.

Substantial time was been spent with Mr. Henry Braselton to assist him with the Braselton development efforts, in anticipation of the time when economic conditions merit further activity and enhanced state support.

## EDUCATION

### The School for Entrepreneurship

This educational activity was utilized to identify potential entrepreneurs and business persons interested in diversification into advanced technology areas. The course attendees ranged from non-business owners in non-technology businesses to persons owning their own business and involved in high technology matters.

Mr. Jerry Maynard is the owner of a Winder, Georgia Radio Shack franchise. He was interested in new business development and has recently started a high technology service business, Ed-Comp Training Center, devoted to computer literacy, programming, and communications. Because of the ATDC's visibility, and the development of extensive local interest in electronics, he attributes his rationale for start-up to the ATDC program.

A second attendee, Mr. Robert McCutchen, was General Manager of a manufacturers' representative firm in Commerce, Georgia. The firm was interested in developing microprocessor based devices for certain testing and monitoring applications. The Regional ATDC program provided market research and strategic planning assistance. Additional attendees received appropriate assistance.

### The Course

The course was held in the fall of 1982. It was conducted more frequently than originally proposed, at two week intervals rather than three. Although it was envisioned that the depth of coverage would be sufficient to utilize a seven month course time, to accomodate specific management assistance, as well as class wishes, breadth of coverage took precedence. All topics originally proposed were taught.

Because the School was successful in attracting entrepreneurs, the Winter quarter was devoted to specific assistance to requesting entrepreneurs whose opportunities fit the program. To accomodate the potential establishment of an incubator in the three county area, the School was to be held in April and May, covering the same topics, but over a shortened time period. It was once again co-sponsored with Athens Vocational/Technical School. However, as previously stated, because of the lack of local interest it was not held the second time.

Since the purpose of the course and curricula was to attract attention to emerging technology opportunities, wherever possible, examples and discussions were related to advanced and high technology. One special guest was brought to class to discuss accounting and tax issues.

In regard to the curriculum, the establishment of a strategic plan was covered in detail. The threats, challenges, and rewards of new opportunities were discussed. The "hows, whys, whats, and wheres," along with the costs of new business development were covered. The development of a new venture screen, derived from the company's business plan, was demonstrated, along with the many ways one could now identify promising new opportunities based on a sound strategy. Primary and secondary sources of opportunities were covered. The primary and secondary sources of market data were covered. Various methods of evaluating opportunities were covered, as well as the development of a business plan covering technical, financial, marketing, and legal issues important to new product development.

Much time was devoted to defining and discussing effective management. The historical attributes of successful entrepreneurs and business persons were identified and discussed. The entrepreneurs were then asked to evaluate themselves against the winning attributes. This work was designed to aid the student in identifying his/her own strengths and weaknesses.

Financial analyses were discussed and linked to marketing forecasts. The students were told what proper financial management is. Financial statements, balance sheets, budgets, both cash and capital, and cash flow were covered. Investment and return calculations relevant to new product development were discussed.

Legal issues were raised as they relate to protection of intellectual property, organization, and the regulatory environment. Maslow's hierarchy of needs and personnel motivation were discussed, along with the different styles and types of management. Production start-ups were discussed as they relate to new products. Finally, buy-versus-start decisions were discussed.

### Executive Seminar Series

The objective of this series of seminars was to cover topics important to the effective and efficient management of a firm; to discuss matters related to high technology; to continue to bring the Regional ATDC program to the attention of the local business firms; and to develop a long term relationship with the firms' management.

Since the program's inception, ten new management assistance activities were conducted, a complete list of which is found in the following section. In general, the purposes of the seminars had been met. The attendees were business, political, and education professionals. A variety of apparel industries were represented, but several entrepreneurs interested in high technology attended as well. In particular, Mr. Jim Harwell has been developing his microprocessor based sensor, for Winder, Georgia manufacture and was a frequent attendee. Mr. Jerry Maynard, Ed Comp, had attended. Mr. John Robinson, Chairman of the Advanced Technology Committee of the Winder-Barrow Chamber, was in regular attendance.

The present and near future state of the economy, some of the recent advances in high technology, the new technology based vocational education activity of Georgia, and microcomputer use in business were topics already covered. On Tuesday, February 22, a topic of interest to the local apparel firms, international trade development, was covered. Unfortunately, attendance was down dramatically, which necessitated the review of the program.

The seminars lasted for approximately one and a half hours. A lecture was given for the first forty-five minutes, with the speaker responding to questions for another 30-45 minutes. The seminar was not meant to overload the participants, but to give them something new to think about, as well as to expose them to some of the experts in the field. Of course, as much attention as possible to high technology is paid.

The original contract objective of two seminars a quarter was exceeded. Seminars included the five Executive Seminars; a Materials Resource Planning seminar; the Lion's Club meeting attended in Braselton, the Jackson County Chamber of Commerce meeting report, the four APDC meetings' reports, the concluding ARC/APDC meeting, and the Madison County Commission meeting report.

Additionally, the original objective of 200 meeting attendees was met. Thus, though some strategic changes continued to be needed, a not inappropriate action considering the demonstration nature of the contract, the project objectives were met.

## MANAGEMENT ASSISTANCE

Management assistance was divided between entrepreneurial development and existing business support. The objectives of assisting seven entrepreneurs or entrepreneurial undertakings were met. Management assistance to existing companies exceeded the project objectives and included 10 companies.

Of necessity, because of the confidential nature of such assistance, only the individuals or companies will be listed, with a very brief caption as to the nature of the assistance.

### Entrepreneurs and Entrepreneurial Development

- . Jerry Maynard-Ed Comp-Computer School-Publicity and Strategic Planning
- . Smith-Kluckhohn-Proprietary Electronic Detection Device-Market Research-Strategic Planning
- . McCutchen-Papp-Proprietary Electronic Communications Device-Market Research-Business Planning
- . Dan Blitch-New Business Planning
- . Jim Harwell-Proprietary Electronic Detection Device-Product Design Improvements
- . Byron Gilbreath-Solar Energy Opportunity
- . Henry Braselton-Business Development Studies Relating to Electronic Devices and Manufacture

### Incubator

At present, there is ongoing assistance with the town of Braselton regarding the establishment of incubator type facilities. The Mayor of Braselton has indicated that the town will establish an incubator. Project personnel have pursued this development and are assisting with its implementation.

This development was not anticipated in the beginning of year two of project activity. It was then deemed too early for an incubator. The changing nature of the economy, the growth potential of the Interstate 85 corridor, leading in a Northeasterly direction out of Atlanta, plus the enlarging interest of the town of Braselton have combined to result in this development.



A similar possibility was brought to the local Winder development officials and was rejected because of lack of adequate funding.

#### Existing Business

- . R&R Manufacturing -Apparel -Computer aided manufacturing and management.
- . Southern Waistbands -Apparel -Computer aided manufacturing and management.
- . Summerour -Furniture -Computer aided manufacturing.
- . Roper Pump -Mechanical Pumps -Market research and technical assistance.
- . Dan Blitch -Apparel -Computer aided operations and management.
- . J. R. Mansfield -Computer aided operations.
- . Almark -Food products -Chemical products research.
- . Braselton Brothers -Conglomerate -Computer aided management.
- . Bank of Barrow and First Federal S&L -computer aided application.

In addition to supplying management assistance to these clients, an extensive introduction to the services and capabilities of Georgia Tech and the state of Georgia occurred. This information should be of future importance to the companies involved.

The original objective of increasing business activity of those businesses assisted can not be determined without requesting confidential information from the involved companies.

#### SELF SUFFICIENCY

The most successful efforts in establishing self sufficiency have been with the town of Braselton. The Braselton incubator has the potential to serve the three counties and because of potential job and capital formation, is an important step for the future development of the area. The joint efforts of the Tri-County Development Group continue to serve as a basis for mutual cooperation.

## CONCLUSIONS

The major conclusion is that it is possible to raise public awareness in rural settings regarding matters related to high technology which potentially lead to new alternatives for business development and economic viability. It is, however, costly and time consuming. The ultimate payoff may be years from the end of the contract period. Without both State and Federal assistance, this awareness would have been much longer in coming and more than likely, much less utilized. A viable state or regional program is necessary in helping to develop a local program, ie. a small three county, rural region, would lack the infrastructure to be effective in the short term.

In Madison County, Commissioner Hix has stated that the project assisted in remotivating the Industrial Development Authority. He stated that Madison County efforts are now more sophisticated in relating to technology based industry. An additional benefit to the county is a group of interested citizens now beginning the process of forming a county Chamber of Commerce.

In Barrow County, the enhanced awareness brought about because of the Regional ATDC will be a definite benefit for the elected officials and chamber personnel. The knowledge of "who to go to" for technology based assistance is a definite program benefit. The knowledge that high technology industry which potentially has low water and sewer needs may find the area attractive is a positive result.

Regarding change, change will not be mandated nor accepted unless relationships are established first and change discussed second. Change which produces dramatic differences may be easier than change which makes minor differences. If the status quo is to be affected, it might be easier to create one large discontinuity, rather than a series of small ones.

Additionally, the most significant project progress was where previous ARC projects existed, leading to the conclusion that state and federal support are necessary in developing similar programs. However, without local support, there will be little progress. Further, self sufficiency takes a considerable amount of time and regional, state, or federal support will be necessary to effect self sufficiency. Thus, high technology business development should be governmentally coordinated, but the major thrust should be on local business development efforts.

Overall, the multi-county consortium of the Northeast Georgia APDC could be supportive of a regional development effort. As an example, the Athens Vocational-Technical School, representing 14 counties, up-graded its programs as a direct result of the high technology interactions with the ATDC. A multi-county approach would be useful to build a sufficient support base for a regional effort, which might eventually have an incubator at its center.

The use of the local infrastructure is important, whether it was the media whose support is important for carrying the program message to the public; the Georgia Tech Field Office in Gainesville, because local feelings about Atlanta being "far away" were overcome; or attorneys, bankers, etc. who have a proper vested interest in the areas well being.

Perhaps a last lesson and conclusion is that recruiting efforts have to be coordinated on the state level with local development groups organized and working closely with the state. Resources and effectiveness will most likely come from the state organization working in tandem with local groups and not the opposite.

Local project support, such as from the Georgia Tech Field Office in Gainesville and the parent ATDC program would likely play an instrumental role for the next three to five years for any regional program the APDC might undertake with the approval of its constituents. Local chambers of commerce would certainly have a role in such developments, as well as such entities as the Braselton Improvement Company.

### RECOMMENDATIONS

A Georgia 35 county ARC wide program should be established to help coordinate the regional efforts and act as a focal point for ATDC, Georgia's Department of Industry and Trade, Georgia's Department of Community Affairs, etc. activity. Program elements should include strategic planning, including marketing, and management assistance utilizing existing infrastructure as much as possible. Recruitment activity should be a coordinated effort, rather than on a distinct stand-alone local basis.

A consortium of the original three counties ought to be developed and left in place, to work together on their mutual efforts and act as a liaison to regional or statewide efforts. Depending on local wishes this could be a 10 county effort spearheaded by the APDC or could involve only the three counties or could involve distinct elements in the three counties.

Program elements for this consortium would be the same and in the same sense as the 35 county group. The Georgia Tech Field Office in Gainesville could and should play a critical role in assisting with local efforts. The ATDC may play a role as it continues to develop its strategy in terms of special local activity.