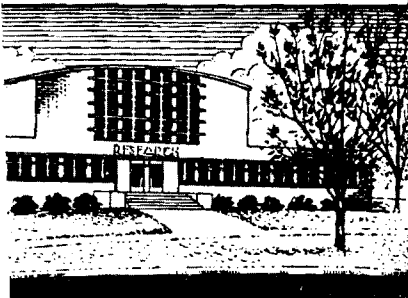


GEORGIA TECH INDUSTRIAL DEVELOPMENT MANUAL

by
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Engineering Experiment Station
Georgia Institute of Technology
Atlanta, Georgia

Working Draft

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Atlanta, Georgia

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FOREWORD

This is a working draft of a manual which we hope will become increasingly valuable as it goes through a series of revisions in the months ahead. Its purpose is to provide, simply yet explicitly, a detailed "road map" so badly needed by many towns and cities in Georgia seeking industrial payrolls.

We have tried to be comprehensive without being too general. At the same time we have sought to maintain continuity throughout our discussion of the many specific items covered. The theme we have tried to keep clear throughout is the need for learning in detail what each community has to offer, in order to determine the type of industry (if any) well suited for location within its limits or in its vicinity.

The goal we have set is difficult of achievement. We do not pretend to have reached it in the limited time available for the preparation of this draft. Through the practical application of its contents to the problems of many communities, we hope to move steadily toward that goal in the months ahead.

A major difficulty in attempting to prepare a handbook of this sort is, of course, the variety of situations which must be covered. Two major sets of variables complicate the task. The first set relates to the communities seeking industries. Their problems vary widely. Some have effective action programs well established. Others have made a beginning, but need guidance before they can expect to make further progress. Still others do not even know how to begin. The variance in their assets and liabilities is as wide as the state of their development efforts.

Differences in the industries to be approached are as great. To some of them markets are all-important, to others raw materials or distribution facilities or manpower may be the key. Most will require a certain combination of several factors. Some will try to be objective in evaluating location possibilities; others may move at the whim of a single executive -- or even an executive's wife.

Since an infinite number of "formulas" would be needed to cover all possible situations, we have had no choice but to try to cover the field. The formula best suited to a particular case -- in the form of the questions

to be answered--will depend on the community, the industry, the firm and the individuals involved. No single formula is capable of insuring success in any specific situation.

This is not to say that a basic 10 (or 12 or 20) point outline cannot be devised which can be applied to every situation. We have in fact, provided such an outline. The problems arise in trying to decide how each point should be applied in each particular case. In some instances one item may be all important; in others it can almost be ignored entirely. What is needed, then, is first, an understanding of the possible choices--the details--under each such key step; and second, an understanding of when and how each complex step should be applied.

We hope this working draft will help meet present needs. In it we have used questions rather than straight discussion to emphasize the need for thinking in specifics. Industrial development is a "tailor-made" type of business in which there is a growing emphasis on a more systematic and more scientific approach. It is no longer a business where generalizations (or back-slapping and drink-buying) can be relied on to do the job.

We are especially interested in securing reactions to our use of the question approach. And we shall welcome all other comments from readers or users who see ways of achieving our aims more effectively.

The real burden for developing the contents of this draft has fallen on the capable shoulders of Mr. J. R. Peterson and Mrs. Thera Richter. Most of the questions were originally prepared by Mrs. Richter. Mr. Peterson is responsible for drafting much of the textual material and collaborated throughout on the editing. We share responsibility for any weaknesses the user may discover.

Kenneth C. Wagner, Head
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INTRODUCTION

This handbook is designed to serve as a "road map" for industrial development. It has no other purpose. Each time the handbook is consulted, the purpose will be to choose the route calculated to help you reach a satisfactory solution to a particular problem.

It is possible that you may never follow the same route twice, since every industrial prospect presents an individual problem. There is no "canned" sales pitch that will apply to all. Since really good prospects are rare, each prospect must be treated as if there may never be another; and a campaign must be designed for each individual case. The effective industrial development man must be a "customer analyst", in other words. It is up to him to determine just what information the prospect needs or wants--first in terms of the company needs; second, in terms of personal preference.

But it also means that the industrial development man must have all the information his prospect may require. Only by knowing all about his community can he hope to be able to select those items in which the prospect will be interested.

Unfortunately, few people know as much about a community as they should. In addition, only those people with a great deal of experience realize how far reaching an industrial prospect's investigation can get. Companies planning to build branch plants want a great deal more information than just statistics relating to the physical operation of a plant. The larger the firm, the wider its field of interest and the more questions it will want answered. These can range all the way from questions on sites and labor to questions on the per cent of college graduates leaving the county annually.

We are talking about the same procedure that top salesmen employ--using a so-called "businesslike" approach. Very simply, the steps are:

1. Know your wares thoroughly.
2. Know your competitors' wares.
3. Select prospects on the basis of your product's capabilities and advantages.

4. Analyze each prospect carefully, to determine
 - a. his needs, and
 - b. his personal preferences.

5. Prepare a suitable plan of attack for each prospect individually.

The above steps are carried out by every good salesman. The better salesmen, after a great deal of experience, can often telescope steps four and five into a very short time, perhaps a matter of minutes. Few industrial development groups have had enough experience selling a particular product (their community) to a particular customer (industry). Therefore, it will be ordinarily essential to go through each of the five steps individually and carefully. Furthermore, each of the steps is likely to be time consuming, since the knowledge required cannot be gained "on the job," as it can in so many occupations.

Be sure to answer all the questions posed in the following pages. By having all the answers in advance not only will your prospects be impressed with your businesslike approach, but you may turn up liabilities you did not know existed. Consequently, you will have the opportunity to establish an improvement program before an industrial prospect uncovers the liabilities himself.

Some of the questions may at first glance seem not applicable to your community. Before you decide this is the case, however, make sure that the question is not at all applicable. It might apply only in part, and still be important.

Other questions can perhaps be answered specifically only after determining your prospects and their individual needs. Such questions should not be left to be answered in the future, however. The subjects should be investigated as thoroughly as possible now. Even partial or general answers can help you determine whether certain industries are actually prospects.

Above all, make certain that your answers are factual and unbiased. Check your information sources thoroughly. Get the information from more than one source if possible (for comparison purposes). And remember that you cannot make accurate decisions with inaccurate information.

Here are the essential elements of an industrial development program discussed in the pages which follow:

1. Make a preliminary evaluation (if you have not already done so) to see whether or not you are in a position to set up an industrial development program.

2. Organize your program carefully, bringing in the best possible people you can find to head it up. (If you have an organization already, evaluate it carefully to see whether you can strengthen it.)

3. Locate and hold for industry your best sites and buildings.

4. Make a thorough audit of your assets and liabilities.

5. Determine your limitations and liabilities; then eliminate from consideration industries which you cannot hope to attract.

6. Determine which of these liabilities can be eliminated quickly and which require a longer period; then lay out action programs to eliminate or reduce as many problems as possible as rapidly as you can.

7. Evaluate the data collected in your audit to determine your assets--those resources (manpower, raw materials, markets, etc.) calculated to make your community attractive to firms looking for new locations.

8. Decide which industries your specific combination of assets can best hope to attract; determine which of these offer immediate possibilities and start work on the first of your tailor-made presentations.

9. Determine your longer-range prospects; if possible, have one person (or team) start work immediately on the essential steps, such as providing necessary facilities, collecting additional data or whatever else may be required to interest such industries in your area.

10. Check repeatedly to insure you are avoiding pitfalls and problems.

11. Prepare and deliver your "packages" to specific prospects.

12. Keep working to eliminate liabilities.

13. Keep working on both short and long-run prospects.

A list of sources which will help answer many of the questions which follow is given in Appendix A. These will be given with each section when this first draft is revised.

You will no doubt want to assign topics or sections to individuals or teams who will be working with you. Local experts can answer many of the more technical questions. In addition to helping you complete the job more rapidly, this should help generate interest and active support for your program.

Finally, there will be places where you will need professional assistance. When you reach such a point, you can secure recommendations from the Georgia State Chamber of Commerce, the Georgia Power Company or Georgia Tech's Industrial Development Branch.

I. PRELIMINARY EVALUATION

Should you set up an Industrial Development program?

If you have a program, is it producing results?

For many smaller communities it is important to determine whether there is any real hope for them to secure industrial payrolls. A negative answer to this question is something no one wants. But it is better to know the odds are against you than to waste a great deal of money, time and effort.

Other opportunities may exist for strengthening the economies of communities and counties which can not now hope to attract new industries. Among these are more effective and more profitable ways of marketing agricultural products, starting small plants with local capital, making more effective use of timber, where available, and developing mineral resources where they can be found. The last two of these, which offer perhaps the best hope for many of the counties in Georgia most in need of new payrolls, have yet to be initiated, however.

Remember that almost everyone believes--at least until they complete a careful audit of their resources--that they "have what it takes." But literally dozens and perhaps hundreds of towns who believed that have worked hard for years with no success. It is important to know whether your town can offer something not just as good as the others, but something better.

Ask these questions before you go further:

1. What does your community have to offer a manufacturing plant? Is it in a strategic market position? Do you have valuable raw materials? Is your town attractive and progressive? Is your labor supply unusually large, or does it offer skills needed by certain industries, or can you demonstrate that available labor is easily and inexpensively trained?

2. Is the answer you got to the preceding question encouraging enough to justify further study and perhaps considerable expense?

3. Should you give up the idea?

4. Should you lay out an industrial development program, knowing that many months of work and considerable money will be involved?

If you decide to lay out a program, or if you have a program already underway, examine the organization(s) you have available to do the job.

Answer these questions:

1. Is it (Are they) adequate?
2. Can it (they) be improved?
3. Will the persons directing the program be able to attract widespread support?

Since there is a great deal of work which can be done at the local level, you should establish the strongest industrial development organization possible. The help of all civic leaders should be solicited, not only to increase the number of persons available for work, but to keep all of them informed of your plans and needs. It is not unusual for two groups to develop opposing plans for a particular road or tract of land or facility merely because they were not informed of each others' plans and objectives.

Moreover, with all your civic leaders assisting, your problems in regard to keeping the public informed will be considerably reduced. You can expect to encounter many objections to different parts of your program as it develops--objections frequently arising out of ignorance of what you are trying to do and why you want to do it. Even persons who are enthusiastic about an industrial development program when you discuss it in a general way may change their minds when they realize everything that is involved.

It is important to know, therefore, how people feel about such topics as zoning, a community planning program and (if applicable) such related topics as urban redevelopment. Questions pertinent to your particular town's situation should be asked to clarify this point. Some examples follow:

1. What is the attitude of your present city and county administration toward community development?
2. How do they feel about city zoning? A joint city-county zoning program? (Often needed to protect good sites outside the city limits.)
3. What are their feelings about city planning? A joint city-county planning program?

4. Would they approve of expanding the city limits?

5. Would they be likely to approve of putting in (or expanding) a sewage disposal system? Additional street paving? Other civic improvements?

It is possible that action will not necessarily be taken on all of these problems--perhaps not on most of them. But an industrial development program is likely to require action on any or all of these fronts. Your industrial development group must therefore know where possible problems may lie and what you can expect from key persons in your community.

The answers you obtain to these questions will determine to a large extent how far you can go with industrial development without first conducting a public education program.

Do You Need Additional Support?

Now, having answered these questions, it is important to answer several more:

1. Do you need to secure additional support before going ahead?

2. Will civic leaders and other influential persons in your community support all phases of your forthcoming industrial development campaign?

3. Can you expect support from the community generally? Will they work with you if you need them? Will they provide financial support if you need it?

If not, you lack the type of community attitude necessary to build a sound and successful program, and you will need to sell others in the community before you can expect to sell industry on locating in your area. Organize a community-wide campaign to secure support. It will be necessary to gain this backing before you go on to the next step. This is a must!

II. ORGANIZING YOUR PROGRAM

Many attempts to secure new industry fail because they are poorly organized. It is therefore important to secure able people who are willing to work, to secure community-wide support, and to establish a workable action program. Questions in this section are designed to help you avoid problems and thereby gain the organizational strength you will need to achieve success.

If you have an established program--particularly if you have yet to secure results--this section may help you eliminate weaknesses which are slowing your program down. Remember, however, that industrial development takes time. If you haven't secured a new plant, despite a lot of good, hard work, it may simply be because you haven't been at it long enough.

Answer these questions on leadership, established organizations and community participation:

Leadership

1. Who in your community would be the best person(s) to head up an industrial development program?
2. Are they available (can and will they take time)?
3. What disagreements, if any, have these persons had on the approach to be used in securing new industry?
4. Are there any industries which they would not want brought in? Companies? Nationalities? Religions? Which ones and why?
5. Who in the community might still be against an industrial development program?
 - a. Is it essential to have the support of these persons?
 - b. If so, do you think they can be persuaded to support the proposed program?

Established Organizations

1. Do you have a Chamber of Commerce? If so, is it active in the industrial development field?
2. Do you have an industrial development corporation? If so, is it profit-making or non-profit? What sort of program does it have?

3. What local organizations are now actively working on industrial development?
4. How are their activities coordinated?
5. What other organizations can be expected to work actively with you on your program?
6. What organizations can be expected to give nominal or non-active support only? Why?
7. Does your community have a planning commission?
 - a. If so, is it a joint city-county commission?
 - b. Do you have a zoning board?
 - c. Do you have a master plan?

Community Participation

1. What steps (if any) has your community taken either to keep an established industry or attract a new one?
2. How much money could your community raise (on a "business" basis) toward a building for a financially sound company?
3. If you have raised funds before for such a purpose, how much money was involved? How many persons contributed (or pledged)? Who should have participated but didn't?
4. How many persons who participated in any earlier drive(s) could you count on to participate in a future drive?

III. LOCATING AND RESERVING INDUSTRIAL SITES AND BUILDINGS

Land suitable for industrial use is one of your most valuable assets. If you have no such land--and no suitable buildings now available--you have nothing to go on so far as manufacturing is concerned. It is therefore important to locate land which may be suitable and reserve it for industrial use through zoning or through a definite agreement with the owner(s) in which price and conditions of purchase are clearly specified.

The requirements of industries vary. In general, however, it is desirable for the land to be gently sloping, well drained, adjacent to or near both rail and highway facilities, and completely safe from flooding. In most cases it should be well away from residential areas to avoid nuisance problems.

You should know the answers to these questions:

1. How much land is available for industrial expansion? (Give a general description of sites and show location on map, noting size, drainage, and access.)
2. What has been done to assure their availability?
3. What are the soil and topographic features? What is the nature of the subsoil? What loads will it support? Does the area have good drainage? What is the slope of the site? Is any of the area subject to flooding? Explain.
4. What facilities are now or will be available at these sites? What rail facilities are there? How accessible is highway transportation? What access roads are in the area?
5. Are the sites protected by industrial zoning? By deed restrictions?
6. What utilities are available (power, water, gas, waste disposal)? At what rates?
7. If any of these utilities are not available, can they be made available? How soon and at what cost?
8. At what cost and on what terms can land be purchased or leased? Describe.
9. At what cost and on what terms can buildings be constructed?
10. What industrial floor space is or will be available in existing structures? Give the structure size (usable floor space), type (single or multi-story; brick, frame, etc.), location by whole structure (show on map), parts of structure, multiple tenancy space. What facilities are

10. (continued): available to each structure or part? What are the terms of lease or purchase per square foot?
11. What type(s) of operation might the building(s) be suitable for?
12. Do the buildings have any unusual structural or other features?
13. What facilities for warehousing and storage are there available at industrial sites? Are there any regulations or restrictions imposed upon storage and warehousing? Explain fully.

IV. AUDITING YOUR RESOURCES

This is the major section of the manual--and the one which is all-important to determining what type or types of industry you should attempt to bring to your community. It has two natural points of focus: your assets, and your liabilities.

Painful though it may be, you must do an especially thorough job of pinpointing your weaknesses. A single liability--perhaps one which could have been eliminated fairly easily--may be enough to ruin an all-important chance to secure a new plant.

The important thing is that you are aware of your weaknesses and limitations and that you have plans for doing something about them. The existence of an improvement program may be enough to persuade a firm that would otherwise go elsewhere that your community is making progress and is therefore the sort of town they want to move into.

Community Appearance

How do you think a non-resident looking for a city in which to locate a new plant would react to the appearance of your community? (You will probably need to secure the evaluation of a non-resident, since it is difficult for local residents to be objective on questions of this sort.) To help answer this basic question, you will need answers to these additional questions:

1. Are public buildings attractive and in good repair?
2. Are streets smoothly paved and well-drained?
3. Are homes and yards attractive and well-kept?
4. Do crowded streets leave the impression that traffic and parking facilities are inadequate?
5. Are vacant lots (and stores, if any) full of trash, or dirty and ill-kept?
6. Do you have some slums? If so, is an urban renewal project under way or under consideration?

NOTE: Have you read the Georgia Power Company's "Planning Manual for Community Development?" If not, have someone on your committee report on its contents at your next meeting.

Physical Environment

Climate and geography are probably two of Georgia's most misunderstood and poorly exploited resources. Many northerners would be amazed to learn the facts about your climate. Any data you can summarize succinctly which will give a correct picture should help in correspondence or discussions with interested firms. It would be worth your while to obtain statements on the climate and geography from "transplanted" northerners.

1. What is the average maximum temperature for July?
2. What is the average humidity at noon for July?
3. What is the average night temperature for July?
4. What is the average day temperature for January? Night?
5. What is the average rainfall annually? For each month of the year?
6. What is the frequency of hail? During what months does it occur? How does it affect the crops?
7. What is the frequency of windstorms? What effect do they have on property? On communications? During what months do windstorms occur?
8. What is the direction of the prevailing wind during each season?
9. What is the history of flooding?
10. What is the history of drought?
11. What kind of terrain does your community have?
12. Are there opportunities for establishing additional parks, game preserves, or tourist attractions?
13. What kind of soil do you have and what are its uses?

Hotels, Motels and Restaurants

Like many other facets of your community, your hotels, motels and restaurants will make an impression on any industrial prospects who may visit your town. They should therefore be evaluated in terms of the impressions they are likely to leave with someone accustomed to "the best."

1. How many hotels and motels does your community have?
2. Of these, how many are air conditioned?
3. How many are new or newly decorated?
4. How many have private baths and modern plumbing?
5. How many have excellent conference facilities?

Hotels, Motels and Restaurants

6. How many restaurants are there in town?
7. How many have excellent food?
8. How many are nicely decorated and quiet, with excellent service?
9. Which have banquet facilities? For how many persons?

Retail Stores

Since firms considering new locations sometimes send employees (or employees' wives) shopping in local stores as one means of determining the attitudes of local people toward strangers and toward new firms, your merchants may play an important role in your development program. Questions you should consider are:

1. Do you have attractive stores which are well laid out?
2. Do you have adequate parking facilities?
3. Are clerks friendly, courteous, helpful?
4. Are your merchants courteous, helpful, and interested in providing service?

Recreational Facilities

Having adequate recreational facilities for the people of your town can mean a great deal to an industrial prospect, since he will probably want to know what opportunities his employees will have for relaxation and entertainment off the job. If your present facilities are inadequate, plans for providing better facilities should certainly be studied.

1. What public swimming, golf, tennis, bowling, picnic and other facilities are available in or near your community?
2. How many pool halls are there? How would you rate them?
3. What private swimming, golf, and other recreational facilities are available? Is membership restricted in any way?
4. What fishing and hunting facilities are available to the public?
5. What parks and playgrounds do you have? Are they adequate?
6. How many theaters are there? How many first-rate?
7. What orchestral, choral and other "cultural" activities are there?
8. Are there plans for additional recreational facilities?
9. What activities do church groups sponsor?
10. What facilities are there for colored?

Educational and Training Facilities

Most firms considering your town will be greatly interested in facilities for training employees. They will also want to know how adequate your schools are. Most of them will be aware of the fact that schools in the South have generally lagged behind the rest of the nation; they may therefore be especially interested in learning how good an education their children--or their employees' children--can expect. Answers to these questions will be of interest to them, and may at the same time help you evaluate your educational needs:

1. How many elementary, secondary, and vocational schools are there?
2. How many students are there per teacher?
3. How do local schools compare with State, regional and U.S. figures on per cent of teachers with college degrees, teacher salaries, expenditures per pupil, etc?
4. What are the nearest junior colleges, colleges or universities?
5. How many graduates of your high school(s) go on to college?
6. How many of those who go on to college have secured degrees?
7. What difficulties, if any, have local high school graduates encountered in applying for admission to a college or in doing college work?
8. Is there a local vocational training program?
9. What courses are offered?
10. What special equipment or facilities are available?
11. Does your community have an adult training program?
12. What type of program does it offer?

Medical, Hospital and Public Health Facilities

1. How many hospitals does your community have? (If your town does not have a hospital, indicate the number of miles to and the location of the nearest one.)
2. How many beds does each have?
3. How many resident physicians
4. How many resident nurses?
5. What facilities are there for treating patients who do not stay in the hospital overnight ("out-patients")?
6. What type of ambulance service is available?

Medical, Hospital and Public Health Facilities (cont'd)

7. What is the health record of the community--the incidence of communicable diseases, etc.?
8. How many doctors and dentists are there in your community?
9. What clinics or other public health facilities do you have?

Streets

Streets are important for the initial impression they may give an industrial prospect as well as for the fact that they may be essential to the transportation both of raw materials and finished products of any plant located in your community. As with many of the topics taken up in the Manual, there are likely to be both short-run and long-range tasks to be undertaken to improve your street situation. These questions (and perhaps others) should be asked:

1. Is there an overall street plan for the city? For the metropolitan area?
2. How many miles of streets are paved, hard surface gravel or clay or unimproved? What per cent of total miles is each type?
3. To what extent have curbs, gutters and sidewalks been provided within the city? Are present facilities both adequate and attractive?
4. What are the subdivision requirements on streets, gutters, curbs, and sidewalks within the city limits? Outside the city limits?
5. Are the streets well marked so that street names can be easily seen and read?
6. What long range plan does the city have for paving and maintaining streets?
7. How many "dead end" streets are in the city? Can these streets be extended to connect with other streets to eliminate such "dead ends"?
8. Does the present street system provide for adequate flow of traffic within the neighborhoods, between neighborhoods, between the business district and the neighborhoods, between the industrial areas and the neighborhoods, and between the business district and the industrial areas? If not, what problem areas do you have?

Fire Protection

Protection of investments in plant and equipment, safety of workers and of their own families, and the insurance rates they pay make fire protection important to an industrialist. Examination of your present system should therefore be a part of your assessment of your community's resources. These questions are pertinent:

1. How many fire stations are there in the city? Where are they located? (Show on map.)
2. What type of equipment does the city have? (Pumps, ladder trucks, chemicals, etc.) Is it relatively new or in good condition?
3. How many full-time firemen are employed? What special training in fire-fighting have they had? How many volunteers are on the force? Have they had special training?
4. What kind of fire alarm system is used by the city?
5. What is the storage capacity of the water system? How many gallons is this above the daily average demand for water? How many hours would this surplus last should a major fire break out?
6. Is the water system gravitational or pumped? What pressure is maintained?
7. What are the provisions of the fire code?
8. Over the past ten years, how many major fires have occurred? What are the dates? What were the weather conditions at the time of these fires? How much damage was done?
9. On the average how many fire alarms are answered each month? Is there a seasonal variation in the number of fires reported during the year?
10. Is fire protection available to industry outside the city limits on a contract (or other) basis? What are the rates or special provisions?
11. What is the fire insurance rating given the city? To industrial districts? Have plans been made to improve the system so that a higher-rating can be secured for certain areas of the city?
12. What is the greatest distance from a building to a fire hydrant?
13. How often are the pumps, hydrants, etc. tested?

Transportation

The quick and efficient distribution of its products are obviously important to most industrial concerns. Ready access to a main rail line is essential for most firms, together with proximity to an excellent highway. If your community is fortunate enough to be able to offer additional facilities such as air freight and passenger service or water transportation, you have a resource which should receive especially careful attention. These questions will give you essential information on the various transportation facilities you may have:

Trucking

1. How many trucking firms operate within the city?
2. Do both state and national firms have terminals in the city?
List firms.
3. Which are contract carriers? Which are common carriers? What do shippers think of the quality of their service?
4. What nearby cities and counties are also served by both the local and non-local firms?
5. What "over-night" service is offered? Does this hold for both truck load lots and less than full loads?
6. What are the schedules and rates of these firms? How many are "on call?"
7. Can present firms expand adequately to meet increased demands should more trucking services be needed, or would increased demands bring in other trucking companies?
8. If new companies are required, what facilities are available to these companies--such as adequate sites for terminals, wide paved streets, water and sewage?
9. Is the area served by a Railway Express Agency office?
10. What is the effect of I.C.C. regulations on shipping products from the city?

Railroads

1. What are the rail rates and schedules to and from the nearest major rail and market centers in the South (car-lot and less-car-lot)?
2. Do the industrial sites have rail service? If not, can rail service be provided?

Railroads (continued)

3. What transshipments are necessary to take goods to the market? (List large cities and show transshipments and time enroute.)
4. Are existing firms satisfied with present rates and services?
5. Can they handle additional tonnage?
6. How do the rates compare with the nearest industrial area rates?
Tabulate these so that they can be readily compared.
7. Are the railroads main line or branch?
8. For each line indicate the number and schedules of trains daily that are:

- (1) passenger
- (2) freight

9. Does the railroad offer "piggy-back" service to the trucking companies?

Airlines

1. How many airlines serve the city? What are their schedules?
2. Do any of the airlines offer air freight service? If not, could the city provide terminal facilities so that air freight service could be brought to the city?
3. Are the runways long enough and strong enough to handle larger planes, such as DC-6s or Viscounts?
4. If your city does not have airline service, indicate the number of miles to and the location of scheduled air service.
5. Indicate whether airplane charter service is available and if not, the nearest city where it is available.

Highways

1. Are state and federal highways through the city well marked?
2. Are highways in good condition? Are they capable of taking increased traffic?
3. Will the new federal highway program include any of the highways presently located through the city or highways near the city (not over 20 miles distant)?
4. If you have any industrial districts, do they have good access to the highways? Are service roads located adjacent to highways with a good system for both entrance and exit?

Highways (continued)

5. Have provisions been made for widening highways? (Have right-of-ways been acquired so as to permit street widening when traffic increases beyond present capacity of the streets?)
6. Are by-passes or limited access roads planned or in operation?

Public Transportation

1. Does a local bus or transit company operate within the city?
2. Is suburban bus service available to workers who live outside the city limits and/or who live in nearby towns?
3. What are the schedules and rates?
4. Are present facilities adequate? Can they be expanded readily?
5. How many taxi companies hold city franchises?

Bus Lines

1. What bus lines serve this area? What are their schedules? Is the bus terminal clean and modern?
2. Do the buses give parcel delivery service?

Pipelines

1. Is the area served by a pipeline? If not, how soon will this service likely be available? (See Fuels.)

Water

1. What sort of water transportation is available (if any)?
 2. What points are served?
 3. What contract carriers offer services? What common carriers?
 4. What are the rates compared to rail rates? Truck rates?
 5. Does water transportation connect with rail in your community?
- With highway transportation?

Available Labor Supply

Your manpower is quite likely your most valuable resource. Certainly it will be a critical factor in the location decisions of most firms you may contact. The more you know about it, the more valuable it may be to you. For this reason there are two sets of questions on manpower. This one on the available labor supply focuses on workers who are presently available for jobs--meaning the unemployed, the "under-employed" and

Available Labor Supply (continued)

marginal farm workers--those working farms but not working full time or not making an adequate living and therefore ready to move into industry), housewives who may be willing to work if certain types of jobs become available, and students completing school. The next section is concerned with those now at work.

The more you know about both groups, including information about their present or potential skills, the better. These questions will help give you useful data:

1. How many unemployed workers are there in your community? (Have schedule to fill out--how many male, female, ages, race, skills, etc. It may be feasible to take an actual census.)
2. How many of these are seeking work?
3. How many applicants have there been for each job offered by recently established new firms?
4. How many "under-employed" or "marginal" farm workers are there? In other words, how many farm workers would abandon farming for a job in industry or would take a job in industry and continue to farm on the side? Do you expect an increase next year?
5. How many farm employees have left the farm in recent years?
 - a. How many have taken jobs in town?
 - b. How many have left the area?
6. How many housewives would work (in a particular type of plant or job) if an opportunity arose?
7. How many new workers are added each year from local schools? (How many do you expect next year? The year after next? . . .)
8. How many workers have been leaving each year who would have stayed if jobs had been available?
9. How many former residents would return if jobs were available?
10. How many would move from other jobs if better jobs were available?
11. What vocational training facilities exist in the community? What types of jobs have its graduates secured? How many have had to go elsewhere to get the type of jobs they wanted?
12. Would one sizable new plant require a large portion of the total available force?

Available Labor Supply (continued)

NOTE: There is danger to any community in tying its welfare exclusively to one major firm. If that company should fall on bad times, the entire community can suffer severely. At the same time, many firms do not want the full responsibility for the economic welfare of a town or area.

Present Work Force

1. How many workers are currently employed?
2. To what extent are women employed? What per cent are married? What per cent have children under six years of age?
3. What per cent are skilled, unskilled, semi-skilled?
4. What is the educational level of these workers? What per cent (male and female) have high school educations?
5. Are labor unions active in your community? If so, what per cent of the workers belong to unions? Have there been any strikes? If so, when and how long did they last? What is the affiliation of the unions?
6. What are the wage rates in major occupations and industries?
7. How do these rates compare with rates in nearby communities?
8. What have been the changes in wage rates over the past ten years?

What, for example, are the going wage rates for:

plumbers	unskilled factory
electricians	workers (female)
bricklayers	semi-skilled factory
carpenters	workers (male)
machinists	sales clerks (female)
unskilled factory workers (male)	clerk-typists
	stenographers
	bookkeepers

9. How much (if any) commuting into the area has there been in response to existing employment opportunities? Over how wide an area do individuals commute?
10. Is there evidence of substantial out-commuting from the area in response to job opportunities elsewhere?
11. Has a canvass of local employers been made to obtain comments relative to worker productivity, labor turnover, ability to learn new skills, availability of supervisory personnel, dependability, unemployment experience, etc.?

Present Work Force (continued)

11. (continued): If not, secure such statements on company letterheads. They are excellent "campaign material."

NOTE: See "Step 5" in the Georgia State Chamber's booklet "How to Get More Industry in Your Town Georgia" for additional suggestions.

Housing

Lack of adequate housing, blighted areas and the haphazard construction of new housing units can be serious handicaps. Well-kept homes in nicely laid out neighborhoods or developments and well thought out plans for any additional housing you may need can, on the other hand be real assets. Check these questions to see how you stand:

1. How many houses are available for rent in the community?
2. How many apartment units are there?
3. What are the sizes and price ranges of each?
4. Are single family houses being built in the area?
 - a. In what price range(s)?
 - b. What are the prices per square foot?
5. In what section(s) of the community are they being built?
6. Are there any real estate developments or sub-divisions that would attract well-educated young people?
7. What section(s) have low-quality or poorly kept housing? Are there any specific plans for improving such sections?
8. Is housing in your town well-maintained and generally attractive?
9. What building codes apply to various types of housing in your community?
10. What sort of zoning regulations do you have?
11. Have areas best suited for residential use been zoned for housing?

Markets

For many industries Georgia's and the Southeast's rapidly growing markets offer the greatest inducement of all for the location of new plants. It is of greatest importance, therefore, to secure detailed information about both present and potential markets.

You can do a certain amount of market research yourself by compiling information from merchants and manufacturers in your area. In many cases,

however, the work will have to be done by a professional research organization. In either case, the questions you want to answer are:

1. What manufactured products now used either in your local area, in Georgia, or in the Southeast are brought in from outside the area or State?
2. Are the essentials for making any of these products available in your community?
3. Are most of the essentials available?
 - a. If so, what has to be done to bring in the other essentials?
 - b. How much would it cost?
 - c. Would this cost be low enough to make local production economical?
4. What end products used in your community and made of local raw materials are not made in local plants?
 - a. Could any of these be made locally?
 - b. Could they be partly made in your community? (For example, could you make electronics components which would be assembled elsewhere, or ski billets to be finished in Norway, or rough castings to be finished somewhere else?)
5. What is your retail market area?
 - a. What is the population of this area?
 - b. What kinds of commercial establishments serve the area?
6. What other towns pull business from your area? Why?
7. What is your wholesale market area?
 - a. Who competes for it?
 - b. What warehouses are in the area?
 - c. What manufacturers' agents?
8. What is the per capita income of your area?
 - a. Is it increasing or decreasing? At what rate?

Raw Materials

It is quite likely that you have raw materials--particularly timber and perhaps minerals--which are not now being fully developed. A great deal of timber is now being shipped out of the State for processing elsewhere, with a subsequent loss of income to Georgia. If the products now made in other states from Georgia timber could be manufactured within the State, our economy would be greatly strengthened.

Raw Materials (continued)

Furthermore, we know from geological research completed by the Georgia Department of Mines, Mining and Geology that we likely have a number of valuable minerals which have not yet even been evaluated, much less developed. A great deal of research is needed on our mineral resources before we can determine how much there is of many minerals which might have great commercial or industrial value. It may pay you to explore the possibility of having a minerals study done--if you can afford the considerable expense involved.

Agriculture products and by-products may also be valuable raw materials.

Answers to these questions on raw materials should prove of great value to you:

1. What minerals are found in your area?
 - a. What metallic minerals, such as iron and titanium?
 - b. What non-metallic minerals, such as mica, abrasives, fullers earth, limestone, sandstone, granite?
2. In what quantities are these minerals found?
 - a. What is the present production volume (if any)?
 - b. What is the estimated annual production which could be mined?
 - c. What are the minimum and maximum quantities which might be mined?
3. What is the quality of each available mineral--its chemical and physical composition and its grade?
4. How accessible are the available deposits? Can they be easily worked?
5. What would be the estimated cost of mining these materials? (Compare this with prevailing costs of the same materials from other sources.)
6. How readily could the materials be delivered both to a plant site and to the markets to be served?
7. What types of timber are found in your area?
8. Are they found in large enough quantities to be of commercial value?
9. What is their quality? For what purposes can they be used?
10. What agricultural materials or by-products are available in quantity?
11. For what industrial products might these materials or by-products be used?
12. Is there a demand in your area for these products?
13. What would it cost to produce these items in your community?

Raw Materials (continued)

14. Which of the raw materials available in your area are now used by local industry?
15. What raw materials available in your area are shipped to industry elsewhere in Georgia? Outside the State?
16. What raw materials are brought into the State?
 - a. In what quantities?
 - b. At what cost?
17. Which of these materials are found or produced in your area?
 - a. In what quantities?
 - b. At what cost?
18. What materials now produced in the area are not now used in the area? Why?
 - a. In what quantity are they produced?
 - b. At what cost?
 - c. Who uses them?
19. What per cent of the acreage of the county is in large holdings?
20. Is this acreage being used or is it idle?

Finished and Semi-Finished Goods

Semi-finished and finished goods may offer just as fruitful opportunities for the development of new industry as raw materials. It is therefore important to secure all the information you can relating to the questions enumerated below.

1. What partly processed or semi-manufactured items are now produced in your area? (Such as rough castings, cotton seed, aluminum extrusions, chemicals, cements, lumber, paper pulp.)
2. Where are these materials now shipped for finishing or further processing?
3. Where are they then sent for distribution and sale?
4. Are there opportunities for completing the finishing or processing in your community?
5. What finished products and by-products are now produced in your area? (Paper, tin plate, carbon dioxide, machinery, leather, electrical supplies, etc.)

Finished and Semi-Finished Goods (continued)

6. Are all these products available to other local plants, or is some of the local production "captive" (i.e., already consigned or tied up by contract)?
7. Could some of these products be put to use in your area? (For example, could leather be manufactured into shoes, belts, etc.?)

Water

Water can be your most important resource; at the least, you can expect that an ample supply of good water will interest many firms. The growing water shortage in some sections of the country is likely to put communities with a plentiful supply in an increasingly advantageous position. The questions below will give you data you need.

1. What is the source of the water supply?
2. Are well sites located on or near land suitable for industrial development? What is the average depth of wells in these areas?
3. What is the average daily flow and average maximum pumping capacity of these wells? Is there a seasonal variation in the flow from the wells? What is the minimum amount and its duration?
4. What is the seasonal variation in the demand for water?
5. What is the average daily consumption of water? Has it been increasing over the past ten years? If so, at what rate has it been increasing?
6. What flow is available at the industrial areas?
7. What pressure is maintained in the water system?
8. Has a chemical and bacterial analysis been made of the water? What do these analyses show? What do the analyses show after purification?
9. What is the temperature of the water?
10. If the water supply comes from a stream indicate:
 - a. average daily flow in gallons per minute;
 - b. minimum flow in gallons per minute and duration of period.
11. What have been the changes in the ground water level over the past few years?
12. What is the cost per foot for drilling wells?
13. If municipal water is available for industrial uses, what are the rates?

Water (continued)

14. What kind of storage facilities are used and what is their capacity?
15. How much water pumping capacity is there in excess of current needs?
16. What type of treatment is used and what degree of hardness does the water have?

Sewerage and Waste Disposal

Lack of facilities to take care of additional sewage is a problem all too frequently encountered by towns seeking new industry. You may be unable to bring in plants which discharge a considerable amount of effluent --unless you are prepared to expand your present disposal system. In any event, it is essential that you know the extent to which the capacity of your present system is being used. The questions below are designed to help you evaluate your present situation.

1. What is the type of treatment and type of disposal of treated flowage used by the city?
2. How much of the city is included in the system? Does the system serve residents outside the city?
3. Are both sewage and run-off (rain) channeled through the same system or does the city use a separate system for run-off?
4. What is the maximum daily flowage capacity of the present disposal plant?
 - a. The present flowage daily?
 - b. What unused capacity is available for industry?
 - c. Does the city have plans for enlarging the plant?
5. How many towns upstream use the stream for waste disposal? Give details. How many towns downstream use the stream for water supply? What are the stream distances? What is the stream flow at each point?
6. What sanitary codes does the city have?
7. Are there any industries which do not use the municipal system? If so, are they required to treat industrial wastes? If so, what regulations must they operate under? Do these controls extend beyond the city limits?
8. What method or methods of garbage disposal are used by the city? What provisions are there for handling industrial garbage or wastes?

Sewerage and Waste Disposal (continued)

9. What are the rates to large-scale users?
10. What restrictions as to type and volume are imposed on industries using the municipal system?
11. Who are the present large-scale users of the facilities?
12. When were the present facilities constructed?
13. Would new plant facilities have to be constructed to increase capacity or could present facilities be increased at a minimum cost? Explain.
14. Does the city have a sanitation code? What are its provisions?

Electric Power

Bringing a new industry to your town may mean a sizable increase in the use of power. For some firms the availability of an adequate supply of low cost power is essential. In any event, it is important to know any rate changes which may be planned, as well as your ability to supply the additional power a new plant may require.

1. What are the industrial power rates?
2. Will there be a change in the rates in the next few years?
3. What is the source of electricity (city, R.E.A., private utility)?
4. What are the proposed future developments of electricity in the area?
5. Is the electric service steady with good voltage? Are the lines built so that the chance of power failures from storms is minimized?
(Explain.)
6. How do industrial rates compare with rates in other areas?

Fuels

Fuel obviously is essential. More important for your purpose is the fact that certain industries require particular fuels. They are also likely to have definite specifications as to the unit cost. The more specific your information about available fuels, therefore, the better. If you do not now have one of the fuels discussed below--particularly natural gas-- you may want to make this one of your high priority items.

Gas

1. Is natural or manufactured gas available? In what quantities? Is it readily available at all times?
2. What are the industrial rates?

Gas (continued)

3. What is the B.T.U. rating? Cost per B.T.U.?
4. Are sites available for storage facilities?
5. Can nearby areas be supplied from your system?
6. Are rates likely to be increased in the next few years?
7. What are the limitations on service?

Coal

1. Is coal available in sufficient quantities for industrial use at competitive rates with other areas? With other fuels?
2. What facilities are available for bulk handling and storage?
3. Are several kinds of coal available? What is the analysis of each (B.T.U., ash, etc.)?
4. What is the cost per B.T.U.?
5. Does the city have a "smoke abatement" ordinance? What are its restrictions?

Oil

1. What are the sources and availability of oil?
2. Are freight rates competitive with other areas?
3. What is the cost per B.T.U.?

General

1. What type of fuel is now most commonly used?
2. What fuel would be available for additional industry? In what quantities?
3. How are fuels brought into the area? What has been the source(s) of supply? Are there any fluctuations in the supply of fuels?
4. Are established industries satisfied with industrial fuel rates?
5. If primary steam can be purchased, through what facilities and under what conditions can it be secured?

Banking

Banking facilities are always of interest to firms considering new locations. Of major importance to you are such questions as the ability of your banks to handle payrolls and other additional business which a new plant would bring. While this is not likely to prove a problem, it is nevertheless essential for you to be fully informed.

Banking (continued)

1. What banks serve your community?
 - a. Do they normally do industrial financing?
 - b. Which are members of the Federal Reserve System?
 - c. What are their assets? Capital?
2. What are the names of the non-par banks in your community?
 - a. How many are state banks?
 - b. Which non-par banks are FDIC members?
3. Which ones are affiliate banks?
 - a. Which Federal Reserve Banks are they affiliated with?
 - b. Which ones are chain banks?
4. Which banks are independent? What correspondent affiliation do they have with other banks in the State or in the South?
5. Is there a savings bank in your community? What is its capitalization?
6. What savings and loan associations do you have?
 - a. What are their assets? Capital?
 - b. Are there other mortgage loan organizations?

Churches

Like most of the topics you will be concerned with, your churches may be simply one of many subjects of interest to a prospect, or they can be the crucial and decisive factor in a location decision. Information about them should, of course, be an integral part of your audit.

1. What denominations are represented in the community?
2. How far are churches of other denominations?
3. How many members does each church have?
4. What regular activities (educational, social or other) does each sponsor?

Libraries

Your library facilities may be of little or great significance to a new industry, depending on several factors. If you happen to have an excellent technical collection in combination with a fine technical training program, you have a valuable asset. If a prospect happens to consider a town's library important, either as one of several "cultural" aspects of your community or in connection with the further education of his employees, it may also be important. Whether or not you encounter either of these

Libraries (continued)

situations, your library facilities should be evaluated. These questions should give you some useful information:

1. Do you have a public library in the city? If not, does the city have deposit service, bookmobile service, or quasi-public library?
2. What equipment does the public library have?
3. What community activities does the public library sponsor or assist with? Are meeting rooms provided for civic groups?
4. How many volumes are in the library collection? How many periodicals?
5. What is the area of service (city and county, or several counties, schools)?
6. How many full time employees work in the library? Part-time employees? How many have had professional training? How many have college degrees but no library training?
7. How is the library financed? What per cent of funds are spent for new books and periodicals?
8. What is the ratio of circulation to total population? What is the ratio of book collection to total population?
9. If the city does not have a library, what is the attitude of the community toward getting a library?
10. What are the names and occupations or affiliations of the library board of directors?
11. How well equipped are the libraries in the elementary schools? High schools?
12. Does the public library provide adult education?
13. Does the library have a technical collection? Does it subscribe to technical periodicals?

Police Protection

The adequacy of your police force is important to an industrialist whom you may be attempting to locate in your community both in his role as businessman and as a citizen. An inefficient, underpaid or corrupt police force--or one which is simply too small or too poorly equipped to do its job--will be a handicap to your program. Determine, therefore:

1. How many full time policemen are employed?

Police Protection (continued)

2. How many police cars and motorcycles are owned by the city? What type of radio equipment do they have?
3. What are the most frequent types of arrests? Do these arrests usually occur on any particular day? What has been the crime record over the past ten years? Is crime increasing or decreasing?
4. How many traffic accidents were investigated in the past year? What per cent were minor? Major? How does this number compare with previous years?
5. What are the locations or places (intersections, curves, etc.) where most of the accidents occurred? (Show on map.)
6. Does the police department prepare an annual report covering the year's activities?
7. What services are rendered to industry by the police department?
8. Is police protection available to industry located outside of city limits on a contract basis? What are the rates?
9. Does the department employ policewomen? What are their duties?
10. When school is in session does the department hire additional personnel to assist the children at busy intersections and in crossing major streets?
11. What is the ratio of policemen to population?

Government

The active support of your city and county government officials is extremely important to the success of your program. They should be kept fully informed of your plans and needs. In most instances their active participation would strengthen your efforts considerably.

Similarly, the character and effectiveness of your city and county governments are likely to be considered by industrial prospects as important indications of the suitability of your town for their new plant site. Answer these questions carefully:

1. What is the form of government of your city? County?
2. Has it been modified in recent years? Are any changes planned?
3. What are the sources of revenue for your area, both in dollars and percentage wise? (Real estate taxes, personal property taxes, licenses, fees, fines, etc.)

Government (continued)

4. For what taxes and licenses is a new plant liable? (Outline each.)
 - a. City
 - b. County
 - c. State
5. What is the basis for assessment?
6. What is the history of tax legislation?
7. What is the total city debt? Per capita indebtedness?
8. What is the total county debt? Per capita indebtedness?
9. What share of the tax digest is borne:
 - a. by industry:
 - b. by public utilities?
 - c. by residences?
 - d. by commercial establishments?
10. What provisions (if any) have been made to allow you to make specific commitments to an organization regarding assessments?

V. DETERMINING YOUR LIMITATIONS AND LIABILITIES

Having completed your audit to the extent possible at this time (assuming the impossibility of a complete mineral resources survey, lacking an adequate forest products program, and so on), a frank and careful evaluation of your limitations and liabilities is in order. This will be difficult. For some subjects, especially, you may need to call in professional help. However, you can do a great deal of it, including at least some of the work on such complex items as market research.

The revised Manual will contain more detailed information on how to analyze your findings for each of the subjects included in the audit. For the present, these questions may be used as a guide:

1. Is your supply of available labor limited in number? If so, you must confine your efforts to securing plants which employ a relatively small work force.
2. Is most of your available labor unskilled? If so, you will find it more difficult--although not impossible-- to secure industries which require relatively high skills. No doubt you will have to eliminate almost immediately some industries. In other cases, however, if you can demonstrate that your people can be ungraded rapidly at relatively low cost, or if the industry or firm is one that is willing to bring skilled workers to your town, you may have enough other assets to encourage them to come.
3. Is your water supply limited, or is its chemical composition such that it can be used only for certain types of industrial installations? Then you must either eliminate other industries from consideration or consider additional water purification facilities.
4. Is your present sewerage and waste disposal system being used to capacity, or near capacity? Then you must either eliminate from consideration industries which produce a great deal of waste (such as meat packing plants or frozen food plants) or you must be willing and able to expand your present system.
5. Is your physical setting or your climate relatively unattractive? Then you will probably have to expend much greater effort than most communities to even get a firm interested.

6. Do you lack adequate transportation facilities? (For example, do you live in a town where there is no major rail line, or are your only good sites remote from rail facilities or good highways?) Then you must eliminate many industries which require excellent low-cost transportation.
7. Do you lack raw materials which are essential for the manufacture of certain products, and would the cost of importing those materials be high? Then cross off your list industries which require such materials.
8. Do you not have natural gas in your community? Then you must arrange to secure it, or drop from consideration industries which require natural gas as a fuel.
9. Do you have slums blighting the appearance of your community, or are few desirable homes available for occupancy? Then you have a choice of attempting to overcome this handicap or of initiating a redevelopment and improvement program.
10. Are your merchants and businessmen uncooperative or unwilling or unable to make their stores attractive? Then you must interest them in cooperating with your program, or resign yourself to working with a perhaps important handicap.

Similar questions asked about each of the topics considered in previous pages will help you determine your specific limitations and liabilities. If you have many negative items, you may be working against too great odds. While a great deal can be done by a determined and willing group, there are situations which are impossible or which may make investing a great deal of time and money questionable. You may wish to call in outside help if you have serious doubts about going further.

VI. ELIMINATING OR REDUCING WEAKNESSES

On the optimistic side, many of the weaknesses you have found can probably be eliminated or at least reduced fairly easily. A drab appearing main street may be one of such problems--although this can prove serious if property owners refuse to cooperate.

The importance of securing widespread support for your program cannot be overemphasized. If everyone in town is cooperating, the elimination of many weaknesses will be a relatively easy matter.

A comprehensive city planning and improvement program will certainly be needed if you do not already have one. A systematic and businesslike analysis of your liabilities will have revealed many jobs to be undertaken, ranging perhaps from simply a clean-up campaign to long-range street improvement, or urban redevelopment, or other projects.

If you are in a good location for a meat-packing plant, for example, and if your waste disposal system is barely adequate for your present needs, you may decide to add to your present facilities, or even to build an entire new system. You may find it necessary to add another deep well and additional water storage facilities before you can hope to bring in the new industries best suited to your area. You may have months of work ahead of you to secure a gas line or to improve present roads.

If you have done a good job of securing support for your program it should not be too difficult to establish teams of interested businessmen willing to work toward each of the several goals you may set. Set priorities and target dates for the completion of each project. Even if it takes months to bring in the first new plant--as it probably will-- the work you can do in the meantime should have a most healthful effect on the community and should put you in a much more secure position to deal with the future.

NOTE: You may find that you can obtain a great deal of help on some of your problems from the Community Development Division of the Georgia Power Company.

VII. PINPOINTING YOUR SHORT-RUN INDUSTRIAL OPPORTUNITIES

Your best bets for securing industry in the months immediately ahead lie in the exploitation of any of three major assets which you may have: (1) your available labor supply; (2) your position with respect to existing markets; and (3) known raw materials.

If you have an ample supply of water, or timber, or a mineral such as limestone which may have dozens of different industrial uses, set up a team to check on industries which make heavy use of these materials to see which are expanding and which may be interested in moving into the Southeast. The manufacture of inexpensive--perhaps unassembled--furniture may be a likely possibility. The production of charcoal may be another.

Labor willing and able to work hard and conscientiously for a day's pay will be the main resource of many Georgia towns. If so, your best bet for the immediate future may be a garment plant. While you may prefer to secure an industry paying higher wages, the possibility of getting any other industry within the next year or two may be so remote that you will want to make a labor-oriented plant your first target.

The lack of detailed market analyses will be a handicap, but you can do much on your own to pinpoint opportunities in the form of markets now being served by plants outside the State. Your own merchants and industrialists in your area may be able to tell you of items they buy from long distances which they would prefer to buy at home. Or you may observe, as did a citizen of one small town in Florida, that a large number of mobile homes traveled the main highway through his community. Such an observation, followed by some intensive digging as to the requirements of trailer manufacturers, brought this particular town a new industry. Similar alertness on your part can bring a market-oriented plant to your community.

If you have the money, thorough-going market studies by a professional organization would be an excellent investment, both to pinpoint some of your best short-run opportunities and to tell you where your best long-range potentials lie as well. Without such funds you can still do a great deal yourself, however.

VIII. KNOW YOUR COMPETITORS' WARES

By now, you should know your own community. You have had the opportunity to evaluate your own advantages and disadvantages. But before you decide that your area is ideally suited for a certain type of industry, make sure that your competitors--other communities--are not even better suited for the same industry.

If you learn that some other town is naturally better situated for a particular industry, it does not necessarily mean that you should immediately eliminate that industry from consideration, of course. Your competitor may be asleep at the switch. And your own initiative and enthusiasm, combined with your other resources, may outweigh another town's natural advantages.

For this purpose, you must decide who your potential competitors are and what they are best equipped for. In other words, determine whether or not they really are competitors. It is extremely difficult to evaluate a distant community because published information does not tell the whole story. However, published information can eliminate many areas.

Furthermore, it is a common practice for expanding firms to establish the general area in which they wish to locate, making your competition comparatively local. If your general market area is to be served, it is the towns in that area that will be your competitors.

Therefore, evaluate nearby communities first; then analyze the ones farther away. To accomplish this, obtain a local road map and a railroad map. (See Appendix A for general sources of information.) Then answer the following questions:

1. On the basis of transportation, which towns are likely to be your competitors?
 - a. Will the same towns be competing for your markets? List any that will be.
2. From available information, what assets do each of these communities have? (Refer to Section IV) What liabilities?
3. Do any of these towns have an improvement program? Is it better than yours? Is it more advanced? Go through Sections V, VI, and VII for those towns which still seem to be competitors. Decide as well as possible what industries those areas are suited for.

4. For what industries is your town the best?
5. For what industries are other towns better suited than yours?
6. Can you launch a program to improve your community to the point where it will overcome your competitors' advantages?
 - a. What assets can you add?
 - b. What liabilities can you eliminate?

In many cases you may find that the advantages and disadvantages of competing communities are not comparable. In such a case you will at least know what competing towns have to offer. And you will be able to point out what you have that other towns do not. This does not imply, however, that you should ever belittle the advantages of another town. Present your case straight-forwardly; let them present theirs.

IX. DETERMINING YOUR LONG-RANGE PROSPECTS

Your long-range prospects will likely be one of two types: First, industries interested in serving the Southeast's rapidly growing consumer and industrial markets; second, industries attracted by raw materials which future research will reveal or evaluate more precisely.

A third type of prospect will depend a great deal both on the strengthening of our educational system and on the extent to which the types of industries secured upgrade the skills of our present labor force. An effective state-wide development program could result in our securing in key places industries capable of accelerating rapidly our already advancing skill level.

A study completed by the Industrial Development Branch for the Georgia Department of Commerce illustrates the sort of problem many communities will encounter. The analysis made of the feasibility of locating a frozen food plant in the Pavo area revealed two factors which made such a plant a long-range rather than an immediate prospect: First, the lack of experience with contract farming made it necessary for farmers in the area to develop such experience over a period of at least a year. Since frozen food firms have rigid requirements as to not only the quality of produce they will accept but also the time of delivery, they cannot take a chance on locating in an area where they are not sure their specifications can be met.

Second, at the time the study was made the industry was in a "shake-down" period where the construction of new plants was being held off in favor of consolidations. Not until the industry has completed this process of buying up or eliminating the less profitable or less efficient firms would new construction be likely.

Similar circumstances may exist in your community or in the industry or industries best suited to your area. If so, you will have an opportunity to strengthen your position over a period of months so that you will be better prepared to meet the competition of other towns seeking the same type of plant. In the meantime, you can work also on your shorter run prospects.

X. PITFALLS AND PROBLEMS

Pitfalls abound on every side, as you are probably all too aware. It is impossible to even enumerate all the problems you may encounter. Here, however, is a brief list of "don'ts" and cautions to observe. They should help you avoid serious detours which could otherwise keep you from achieving your goals.

1. Don't plan a major trip to contact a prospect unless you know his needs and have done a thorough enough analysis of your resources to know you can justify taking his time and spending your money.
2. Have at your fingertips specific data so that you can answer precisely questions you are likely to receive. Don't, for example, make the mistake many groups have made of thinking--and saying--they have enough water of a specific quality to meet a particular manufacturer's need, then learn an expenditure of thousands of dollars has to be made for a new filtering system before they can fulfill their agreement.
3. Don't waste time and effort on firms that seek to avoid taxes, or get rent-free space, or demand other gifts. Check on a prospect's credit and financial record before you do anything else.
4. Don't rely on the blanket-type industrial development brochure to attract prospects. Desirable firms get literally thousands of these and probably will just throw yours away. Instead, prepare a brief presentation which is tailored to the needs of each firm and is therefore much more limited in scope.
5. Learn all you can about the industry you are working to secure, as well as about the particular firms you think are interested in expansion. Be sure, for example, that it is not a declining industry. If you learn that a company has a history of poor labor or community relations that firm may still be a desirable prospect. But you should certainly investigate the source of the difficulties to make sure you aren't inviting trouble.
6. Don't rely entirely on direct mail pieces to tell your community's story, any more than you rely completely on a generalized brochure to display your "wares."
7. Don't fabricate or distort or in any way mislead a prospect. He knows no town is perfect, so point out, if you can, what you are doing about your limitations. Above all, be factual.

XI. PREPARING AND DELIVERING YOUR "PACKAGE"

The major requirements of the "package" you will present to the firms you decide to approach have already been mentioned. Of primary importance is the need for presenting to a prospect only those materials which will tell him what he wants to know.

Your standard brochure, if you have one, obviously can not be used for this purpose. If you sent it out broadside it should be with the realization that the odds are greatly against your getting any return. You will be lucky to get more than a few nibbles using this approach. An overall brochure should be thought of first, as a means of giving your own people a comprehensive picture of your assets and liabilities; second, as a means of informing your State Chamber, utilities, banks and others who may provide you with leads that you are interested in industrial development and that you have the requisites described in your brochure; and third, as a basic reference against which to check other materials.

Remember, too, that you have three major variables to consider in preparing your special reports: (1) the requisites of the particular industry involved; (2) the further, more specialized requirements or wishes of the firms you are approaching; and finally (3) the personal inclinations or idiosyncracies of the individuals you will be dealing with within the company. It may not be possible for you to prepare for every eventuality. But since plant location is still far from a science, the more factors you can take into account the better your chances of success will become.

If you can learn, for example, that the man who will manage the new plant spends all his weekends in his boat, or fishing, or golfing, it obviously would be useful to include information--if you can--on the excellent boating available in a nearby lake or your first-rate golf course. In effect, the more specifically you can design your presentation for the individuals who will make the decisions the more scientific your approach will be.

Finally, make it both as factual and at the same time as neat and attractive as it can be. You should deliver it in person if possible--but it should be complete enough to tell your story without interpretation if it is considered by itself.

XII. KEEPING YOUR PROGRAM MOVING

The real test of your program's effectiveness will come some months after you have gotten it underway. You may not yet have had even one "hot" prospect. Perhaps even worse, you may have had one, but have found it impossible to get him to sign on the dotted line. In either case you may find it difficult to maintain interest--particularly if you have spent sizable sums of money without any definite return.

You may want to have a professional evaluate your program at this point. However, whatever happens, don't get discouraged. In all probability your main problem is simply that industrial development takes time.

Conferences and meetings with local civic clubs and other groups should be a continuing means of maintaining a high level of interest. Progress on the many projects you should have under way--from an early "clean-up-and-paint-up" campaign to an urban redevelopment program or the laying out of your first industrial district--certainly should help. Work on some of your longer-range prospects should be at a point where these new possibilities can also be used to generate further interest.

But the mainstay of your program will always be the individuals--perhaps all too few--who are far-sighted enough to continue to work and to lead even when others may be getting discouraged. It is therefore of primary importance that from the beginning you have the best possible people to head your program.

Make periodic progress reports on all major projects. Solicit the aid of those who can give you expert advice or who are likely to be able to get still others to work with you. Conduct regular seminars--or have someone conduct them for you--at which you will evaluate what has been done and plan your next steps.

Keeping your program moving will not be easy. It will require hard work and a great deal of persistence. However, remember that you need only one good industry to make all your effort worthwhile.

APPENDIX A

Community Data

- Bankers in area
- Chamber of Commerce
- Civic leaders
- Customers in locality
- Department of Commerce publications
- Industrial associations in area
- Industrial real estate companies
- Libraries
- Manufacturers in area
- Merchants in area
- Municipal officials
- Newspapers in area
- Railroads serving area
- Real estate brokers in area
- State and local development agencies
- U. S. Census publications
- Utilities serving area

Construction Costs

- Architects in area
- Contractors in area
- Georgia Power Company
- Manufacturers in area
- Trade paper indexes

Electricity

- Chamber of Commerce
- Edison Electric Insitute
- State and local development agencies
- U. S. Department of Commerce
- Utilities serving area

Gas

- Chamber of Commerce
- American Gas Association
- State and local development agencies
- Utilities serving area

Housing

- Civic officials
- Newspapers in area
- Real estate brokers in area
- State and local development agencies

Industry in Area

Census of Manufacturers
Customers
"Editor and Publisher Market Guide"
Industrial associations in area
Municipal publications
State and local development agencies
State Department of Labor

Labor Situation

1. Availability and Skills
Chamber of Commerce
Industrial associations in area
Manufacturers in area
Municipal authorities
State and local development agencies
State employment service office in area
2. Bonus and fringe benefit practices
Manufacturers in area
Unions in area
3. Union contracts
Manufacturers in area
Unions in area
4. Wage levels
"Help Wanted" ads
Manufacturers in area
Department of Commerce data

Markets

1. Present customers' location,
volume, type of product
Sales records
2. Growth potential of individual
markets (present customers, possible
new customers within present market,
possibility of new markets).
Company forecasts, salesmen, customers
Studies by:
Advertising agencies
Chamber of Commerce
State and local agencies

Markets (continued)

3. Transportation costs to customer locations; present versus new sites
Carriers serving area
4. Effect of new plant on marketing areas of existing plants
Sales records

Prospects

1. Industries
Technical literature
Trade publications
Company executives
Trade associations
2. Companies
Thomas Register
Standard Advertising Register
Poor's Register
Moody's Industrial Manual
Dun & Bradstreet
Salesmen
Purchasing Agents

Site

1. Availability
Railroad development department
Real estate brokers in area
Utilities in area
2. Flood History
City and Army engineers
U. S. Geodetic Survey maps
3. Options
Real estate brokers
4. Price
Real estate brokers
5. Title
Legal assistance in area
6. Zoning
Municipal authorities
Real estate brokers in area

Taxes

- Industrialists in area
- Municipal officials
- State and local development agencies
- Tax assessors in area
- Tax attorneys in area

Transportation

- Carriers serving area

Water Supply

- City engineers
- Fire insurance carriers
- State and local development agencies
- U. S. Department of Interior
- Utilities in area

Source: "Dun's Review and Modern Industry," 67-68, Jan.-Oct. 1956, "Where to get Facts You'll Need," pp. 110-113; Georgia State Chamber of Commerce, "How to Get More Industry in Your Town, Georgia"; Industrial Development Branch files.