

PROJECT INITIATION

GEORGIA INSTITUTE OF TECHNOLOGY
Engineering Experiment Station

PROJECT TERMINATION

Date ~~26 June 1970~~

PROJECT TITLE: Training Programs in Economic Development, III

PROJECT NO: A-1156

PROJECT DIRECTOR: Mr. Robert E. Collier

SPONSOR: U. S. Department of Commerce, Economic Development Administration

TERMINATION EFFECTIVE: May 15, 1970

CHARGES SHOULD CLEAR ACCOUNTING BY: All charges have cleared.

Final Report submitted 5-5-70

Industrial Development Division

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QUARTERLY PROGRESS REPORT

PROJECT A-1156

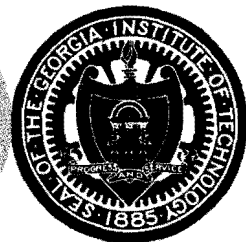
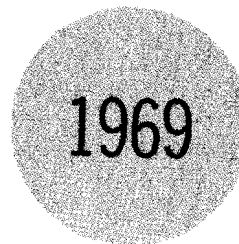
TRAINING PROGRAMS IN ECONOMIC DEVELOPMENT

R. E. COLLIER

Contract EDA Grant No. OER-208-G-69-2

April 1 - June 30, 1969
Issued July 7, 1969

Prepared for
Economic Development Administration
Washington, D. C.



Engineering Experiment Station
GEORGIA INSTITUTE OF TECHNOLOGY
Atlanta, Georgia

GEORGIA INSTITUTE OF TECHNOLOGY
Engineering Experiment Station
Industrial Development Division
Atlanta, Georgia

QUARTERLY PROGRESS REPORT

PROJECT A-1156

TRAINING PROGRAMS IN ECONOMIC DEVELOPMENT

by

R. E. COLLIER

CONTRACT EDA GRANT NO. OER-208-G-69-2

April 1 - June 30, 1969
Issued July 7, 1969

Performed for
ECONOMIC DEVELOPMENT ADMINISTRATION
WASHINGTON, D. C.

INTRODUCTION

Background

The successful planning and implementation of economic development programs require the services of personnel trained in the practical processes of community, district, and regional economic development. However, many programs are being retarded by an acute and continuing shortage of qualified and experienced economic development practitioners across the United States. This has been brought about primarily by the constantly increasing number of local and state development and planning agencies, the advent of numerically large staffs in some agencies, and the proliferation of Federal programs in the development and planning fields. Additionally, staff personnel normally required to perform specialized duties must now perform those duties in a manner that will insure that particular programs provide the maximum economic contribution in the community and district. Accordingly, such personnel also must be familiar with the concepts and methodology involved in economic development programs.

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

The Economic Development Administration then commissioned Georgia Tech's Industrial Development Division to develop and conduct a series of short training programs during 1968-1969. The basic objective of the economic development training programs developed and conducted by the Industrial Development Division under EDA Grant No. OER-208-G-68-3 was to provide instruction in the practical processes of economic development for Economic Development District

staff members, personnel associated with EDA's University Centers for Technical Assistance program, and other interested personnel in order to increase the effectiveness of EDA-related economic development programs.

Objective

The basic objective of the economic development training programs conducted by the Industrial Development Division during 1969-1970, under EDA Grant No. OER-208-G-69-2, is to provide instruction in the practical processes of economic development for Economic Development District personnel, personnel associated with EDA's University Centers for Technical Assistance program, and other interested personnel in order to increase the effectiveness of EDA-related economic development programs.

The objective is to be achieved through the conduct of four training programs entitled:

Program #1 -- Basic Economic Development Training Program

Program #2 -- Industrial Development Training Program

Program #3 -- Executive Training Program

Program #4 -- Advanced Executive Training Program

1969-1970 Program

Basic Economic Development Training Program The Basic Economic Development Training Program is designed to provide instruction for personnel with little formal or informal instruction or work experience in the field of economic development. It provides common instruction for personnel associated with the several Economic Development District and regional organizations, those involved in the University Centers for Technical Assistance program, and for EDA agency personnel. The program also is valuable as a means of review and reorientation for those who feel the need to broaden their knowledge in economic development matters. Three sessions of the program will be conducted; each session will be of two weeks' duration.

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

Executive Training Program. The purpose of the Executive Training Program is to provide orientation and professional training in the practical processes of economic development involved in Economic Development District activities. The program is designed for executive directors and senior staff personnel of recently organized Economic Development Districts, personnel who have recently joined the staff of an Economic Development District, and for staff members of other organizations whose programs relate to the Economic Development Administration. Two sessions of the program will be conducted; each session will be of one weeks' duration.

Advanced Executive Training Program. The pressures of day-to-day operations frequently prevent executive directors from keeping fully current on new economic development matters. In addition, a full range of economic development literature is usually not available to the director. The purpose of the Advanced Executive Training Program is to provide executive directors an opportunity to examine periodically the broad field of economic development through formal instruction, the interchange of ideas with other directors, and an examination of the current thinking in the field as expressed in the literature of economic development.

The Advanced Executive Training Program will be designed with considerable flexibility to meet the needs of a particular group of directors. The program will consist of three elements, as follows:

1. Formal Instruction. The formal instruction element of the program will be designed around one subject area such as tourism, industrial financing, program evaluation, or the application of scientific management tools and techniques to district operations.

2. Guided Individual Research Project. Each participant will have an opportunity to conduct a research project in a subject area of his own choosing so that he may fully explore an area of economic development literature.

3. Group Workshop. A workshop will be conducted during each session of the program in an area of common interest to the participants. A different central theme will be selected for each program session.

Only executive directors who have completed the Executive Training Program or those who have served as executive directors for at least one year will be accepted for enrollment in the Advanced Executive Training Program. Two sessions of the program will be conducted; each session will be of one weeks' duration.

Contents of the Report

The purpose of this quarterly report is to review the activities covered under this project from April 1, 1969, to June 30, 1969. In the following section, these activities are first summarized and then followed by an outline of activities accomplished during the quarter as follows:

- Program Development
- Program Announcements
- Program Presentations
- Second Quarter Plans

FIRST QUARTER ACTIVITIES

Summary

During the first quarter of the grant period, the fifth session of the Executive Training Program was conducted with an attendance of 18 persons.

Development of the Industrial Development Training Program commenced. The first session of this program will be presented during the period September 21-26, 1969.

Program Development

Executive Training Program. Since the Executive Training Program was presented four times during the 1968-1969 training cycle, only minor course revision was required prior to conduct of the fifth session.

Basic Economic Development Training Program. The Basic Economic Development Training Program was presented twice during the 1968-1969 training cycle. Although no substantial changes are being made in the program structure prior to the conduct of the third session, additional student "handout" material is being prepared to provide additional reading for the students and to strengthen certain case studies included in the program.

Industrial Development Training Program. Preliminary work on the Industrial Development Training Program commenced during the quarter. The first session of this program will be conducted during the period September 21-26, 1969.

Program Announcements

Program announcements promulgated during the quarter are contained in Appendix 1.

Program Presentations

The Executive Training Program was conducted during the period May 18-23, 1969. A list of persons attending this program is attached as Appendix 2.

Second Quarter Plans

At the outset it was recognized that the months of July and August are unfavorable months for the conduct of training since these months are considered to be "vacation months." However, it was decided to offer the Basic Economic Development Training Program during the period July 13-24. Applications for enrollment received prior to the end of the first quarter indicated that rescheduling of the basic program to a later date is a distinct possibility.

The Industrial Development Training Program will be conducted during the period September 21-26, 1969.

Appendix 1

PROGRAM ANNOUNCEMENTS

ENROLLMENT

The Economic Development Administration-sponsored training programs in economic development are furnished primarily to meet the training needs of multi-county planning and development district personnel. However, the broad scope of the programs provides excellent training for others, such as EDA agency personnel, personnel associated with the university centers for technical assistance, and county and state planning organization personnel working in cooperation with the Economic Development Administration.

Each program session is limited to not more than 15 persons in order to provide for individualized instruction, to encourage discussion, and to facilitate the cross-fertilization of ideas. The training programs are tuition free due to EDA sponsorship, but participants must provide their own travel and living expenses.

TENTATIVE SCHEDULE

The following schedule of program sessions is furnished for planning purposes only. In event of schedule changes, such changes will be announced through program brochures.

May 18-23, 1969	Executive Training Program
July 13-25, 1969	Basic Economic Development Training Program
September 21-26, 1969	Industrial Development Training Program
October 12-24, 1969	Basic Economic Development Training Program
November 16-21, 1969	Advanced Executive Training Program

December 7-12, 1969

Executive Training Program

January 18-23, 1970

Industrial Development Training Program

February 8-20, 1970

Basic Economic Development Training Program

March 8-13, 1970

Advanced Executive Training Program

REGISTRATION

Each program will be formally announced to interested agencies and organizations at which time enrollments for particular sessions will be accepted. Participants will be accepted on a first-come, first-served basis in accordance with eligibility requirements established for each program.

For further information write:

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

GEORGIA INSTITUTE OF TECHNOLOGY

Announces

TRAINING PROGRAMS IN ECONOMIC DEVELOPMENT for 1969 - 1970

Offered by the
INDUSTRIAL DEVELOPMENT DIVISION

Under sponsorship of
THE ECONOMIC DEVELOPMENT ADMINISTRATION

Industrial Development Division
Engineering Experiment Station
GEORGIA INSTITUTE OF TECHNOLOGY

INTRODUCTION

The Economic Development Administration commissioned Georgia Tech's Industrial Development Division to develop and conduct a series of short training programs during 1968-1969. These programs were designed to provide instruction for economic development district staff personnel and other persons interested in the practical processes of economic development.

The Executive Training Program was developed to provide instruction for executive directors and senior staff personnel. A companion program, the Basic Economic Development Training Program, was developed to provide instruction for personnel with little formal or informal instruction or work experience in the field of economic development. Six training sessions were conducted during the year with a total of 84 persons attending.

1969-1970 PROGRAMS

BASIC ECONOMIC DEVELOPMENT TRAINING PROGRAM

The Basic Economic Development Training Program is designed to provide instruction for personnel with little formal or informal instruction or work experience in the field of economic development. It provides common instruction for personnel associated with the several economic development district and regional organizations, those involved in the university centers for technical assistance program, and for EDA agency personnel. The program also is valuable as a means of review and reorientation for those who feel the need to broaden their knowledge in economic development matters. Three sessions of the program will be conducted; each session will be of two week's duration.

INDUSTRIAL DEVELOPMENT TRAINING PROGRAM

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

EXECUTIVE TRAINING PROGRAM

The purpose of the Executive Training Program is to provide orientation and professional training in the practical processes of economic development involved in economic development district activities. The program is designed for executive directors and senior staff personnel of recently organized economic development districts, personnel who have recently joined the staff of an economic development district, and for staff members of other organizations whose programs relate to the Economic Development Administration. Two sessions of the program will be conducted; each session will be of one week's duration.

ADVANCED EXECUTIVE TRAINING PROGRAM

The pressures of day-to-day operations frequently prevent executive directors from keeping fully current on new economic development matters. In addition, a full range of economic development litera-

ture is usually not available to the director. The purpose of the Advanced Executive Training Program is to provide executive directors an opportunity to examine periodically the broad field of economic development through formal instruction, the interchange of ideas with other directors, and an examination of the current thinking in the field as expressed in the literature of economic development.

The Advanced Executive Training Program will be designed with considerable flexibility to meet the needs of a particular group of directors. The program will consist of three elements, as follows:

Formal Instruction

The formal instruction element of the program will be designed around one subject area such as tourism, industrial financing, or program evaluation.

Guided Individual Research Project

Each participant will have an opportunity to conduct a research project in a subject area of his own choosing in order that he may fully explore an area of economic development literature.

Group Workshop

A workshop will be conducted during each session of the program in an area of common interest to the participants. A different central theme will be selected for each program session.

Only executive directors who have completed the Executive Training Program or those who have served as executive directors for at least one year will be accepted for enrollment in the Advanced Executive Training Program. Two sessions of the program will be conducted; each session will be of one week's duration.



ENGINEERING EXPERIMENT STATION
GEORGIA INSTITUTE of TECHNOLOGY

Industrial Development Division

1132 W. Peachtree Street
Atlanta, Georgia 30309
873-2931 Area Code 404

June 16, 1969

To: Executive Directors, Economic Development Districts
From: Georgia Tech Industrial Development Division
Subject: Third Session of the Basic Economic Development Training
Program (July 13-26)

We are expecting to conduct a first-rate program in July. The next basic program will not be conducted until October 12 and the executive program will not be repeated until December 7.

Vacancies still exist in the July session. In event you have personnel you desire to send to this session, it is suggested that applications be sent to us as soon as possible.

Programs of Assistance to Business and Industry

Development of Economic Opportunities
Role of the University Center for Technical Assistance
Problems of Small Business
Management and Technical Assistance
Technology Transfer
Sources of Capital for Small Business and Industrial Concerns
Economic Impact Analysis

REGISTRATION

Each program session is limited to not more than 15 persons in order to provide more individualized instruction, to encourage discussion, and to provide for the cross-fertilization of ideas. Participants will be accepted on a first-come, first-served basis. The training program is tuition free due to EDA's sponsorship, but the participant must provide his own travel and living expenses.

HOUSING

The Industrial Development Division is located off-campus near several first-rate motels. The Division will make reservations for participants on request.



Georgia Institute of Technology



Announces the

BASIC ECONOMIC DEVELOPMENT TRAINING PROGRAM

(Two Weeks)

Offered by the
INDUSTRIAL DEVELOPMENT DIVISION
under sponsorship of
THE ECONOMIC DEVELOPMENT
ADMINISTRATION

July 13 - 25, 1969
October 12 - 24, 1969
February 8 - 20, 1970

Industrial Development Division
Engineering Experiment Station
GEORGIA INSTITUTE OF TECHNOLOGY

BASIC ECONOMIC DEVELOPMENT TRAINING PROGRAM

July 13 - 25, 1969
 October 12 - 24, 1969
 February 8 - 20, 1970

Name _____	First _____	Middle Initial _____	Last _____	Position _____
Organization _____	Organization Address _____			Organization Phone _____
Program Session For Which Applying	P. O. Box or Street _____			City _____
July 13 - 25, 1969	JUL 1 1969			State _____
October 12 - 24, 1969				Zip Code _____
February 8 - 20, 1970				Motel Reservations Yes _____ No _____
Registration Deadline for First Session:				Name of Motel _____

Mail Application To: Economic Development Training Section
 Industrial Development Division
 Georgia Institute of Technology
 1132 W. Peachtree Street
 Atlanta, Georgia 30309

INTRODUCTION

The Basic Economic Development Training Program is one of a series of economic development training programs offered by the Georgia Tech Industrial Development Division under sponsorship of the Economic Development Administration. These programs are designed to assist the Economic Development Administration and associated activities accomplish the objectives set forth in the Public Works and Economic Development Act of 1965.

The Basic Economic Development Training Program is designed to provide instruction for personnel with little formal or informal instruction or work experience in the field of economic development. It is a program of common instruction for personnel associated with the several economic development district and regional organizations, personnel involved in the University Centers for Technical Assistance Program, and for EDA Agency personnel. It is a program that provides refresher and reorientation for personnel involved in economic development who feel the need to broaden their knowledge in economic development matters. This program will be offered three times the period July 13 - 25, 1969, the period October 12 - 24, 1969, and the period February 8 - 20, 1970.

The Basic Economic Development Training Program provides a balanced approach to economic development training. The program revolves around three major topics:

Community Development
District and Regional Economic Development
General Economy, Business and Industry

Community Development and District and Regional Economic Development are considered to be the primary areas of concentration. Although the area of instruction involving the general economy, business and industry utilizes a substantial amount of the available instruction time, this area of instruction is directly related to and fully supports the concept of total economic development.

The program provides a methodological approach in which the "how to" is emphasized. Case studies, conferences problems and research exercises require full participation of those attending the training program.

PROGRAM OUTLINE

COMMUNITY DEVELOPMENT

Concepts, Principles and Interrelationships
 Information Requirements for Planning and Development Programs
 Community Profiles
 Community Analysis and Evaluation
 Involvement of Citizens in Community and District Development
 Planning and Programming in Community Development

DISTRICT AND REGIONAL ECONOMIC DEVELOPMENT

Concepts of Regional Economic Development
 The EDA Approach to District and Regional Economic Development
 District Analysis
 Development of the Overall Economic Development Program
 Assistance Programs
 District Programs and Alternatives

GENERAL ECONOMY, BUSINESS AND INDUSTRY

Fundamentals of Industrial Development

Concepts of U.S. Industrial Development
 Economics of Location
 Plant Location Factors
 Industrial Sites and Buildings
 Organizing for Industrial Development on Local Level

Market Analysis

Origin and Characteristics of Economic Studies for Industrial Development
 Sources, Techniques, and Methods Used in Feasibility Studies
 Techniques Used in Market Analysis

Manpower Resources Analysis

Manpower Orientation
 State Employment Office Services
 Labor Registrations
 Industrial Training
 Development of Manpower Resources Information
 Identification and Resolution of Manpower Problems for Existing Firms

REGISTRATION

Each program session is limited to not more than 15 persons in order to provide more individualized instruction, to encourage discussion, and to provide for the cross-fertilization of ideas. Participants will be accepted on a first-come, first-served basis. The training program is tuition free due to EDA's sponsorship, but the participant must provide his own travel and living expenses.

HOUSING

The Industrial Development Division is located off-campus near several first-rate motels. The Division will make reservations for participants on request.

GEORGIA INSTITUTE OF TECHNOLOGY

Announces the

AREA AND DISTRICT PLANNING AND DEVELOPMENT EXECUTIVE TRAINING PROGRAM

(One Week)

May 18-23, 1969
December 7-12, 1969

Offered by the
INDUSTRIAL DEVELOPMENT DIVISION
under sponsorship of
**THE ECONOMIC DEVELOPMENT
ADMINISTRATION**

Industrial Development Division
Engineering Experiment Station
GEORGIA INSTITUTE OF TECHNOLOGY

Application Form
EXECUTIVE TRAINING PROGRAM
 May 18-23, 1969
 December 7-12, 1969

Name _____ Organization _____ Organization Address _____ Program Session For Which Applying May 18-23, 1969 _____ December 7-12, 1969 _____ Registration Deadline For First Session: _____	First Middle Initial Last	Position _____ Organization Phone _____ State _____ City _____ P.O. Box or Street _____ Zip Code _____	Motel Reservations Yes _____ No _____ Name of Motel _____	Mail Application To: _____ Training Section Industrial Development Division Georgia Institute of Technology 1132 W. Peachtree Street Atlanta, Georgia 30309
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INTRODUCTION

The Executive Training Program is one of a series of economic development training programs offered by the Georgia Tech Industrial Development Division under sponsorship of the Economic Development Administration. These programs are designed to assist the Economic Development Administration and associated activities accomplish the objectives set forth in the Public Works and Economic Development Act of 1965.

The purpose of the Executive Training Program is to provide orientation and professional training in the practical processes of economic development involved in economic development district activities. The program is designed for executive directors and senior staff personnel of recently organized economic development districts, those who have recently joined the staff of an economic development district, and for staff members of other organizations whose programs relate to the Economic Development Administration.

The Executive Training Program is a companion program to the Basic Economic Development Training Program and is designed to improve communications between the executive director and staff members who have attended appropriate level programs. Although subject titles in many instances are common to the two programs, each program has been designed to furnish an appropriate level of instruction and the approach to subject matter reflects the requirements of the participants attending each program. The formal instruction revolves around three major topics:

Community Development
District Economic Development
Assistance Programs

Community Development and District Economic Development are considered to be the primary areas of concentration in the program. The methodological approach of the program emphasizes the practical, "how to" aspects of economic development. The program is designed to engender the maximum amount of interchange between participants, yet maintain instructional continuity.

Since the community is the building block upon which district and regional growth depends, the instruction gives full consideration to the principles and

methodologies involved in community development as well as the interrelationships of the community, county and district in the development and implementation of district-wide programs. Program approaches and alternatives are explored so that district organizations may select those that best fit their needs. In accomplishing the foregoing, human and natural resource characteristics are taken into full consideration.

PROGRAM OUTLINE

DISTRICT ECONOMIC DEVELOPMENT

Concepts of Regional Economic Development
 Information Requirements for Planning and Development
 Manpower Resources Analysis
 Developing Manpower Resources Information
 Economic Development District: Staff Activities
 EDA Field Operations
 EDA Approach to Economic Development

COMMUNITY DEVELOPMENT

Concepts, Principles and Interrelationships
 Human Resources
 Involvement of Citizens in Community Development
 Industrial Aspects of Economic Development
 Community Analysis
 Community Evaluation - Action Programs

ASSISTANCE PROGRAMS

Development of Economic Opportunities
 Manpower Training Programs
 Market Analysis
 Sources of Capital
 Industrial Financing
 Coordination of Federal Assistance Programs
 Role of the University Centers in Community and District Development

Appendix 2

EXECUTIVE TRAINING PROGRAM

Fifth Session

May 18-23, 1969

BOHANON, Jack R.
Regional Economist
First-Tennessee-Virginia
Development District
Box 2779
East Tennessee State
University
Johnson City, Tennessee 37601

BRADBURY, J. W., Director
Southern Colorado Economic
Development District
RSI, Southern Colorado State
College
Pueblo, Colorado 81005

BRAUN, William B., Chief
Federal and Field Liaison Division
Maryland Department of Economic
Development
State Office Building
Annapolis, Maryland 21401

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Executive Director
Central Mississippi Economic
Development District
c/o Chamber of Commerce
P. O. Box 22548
Jackson, Mississippi 39205

GRIFFITH, Robert H.
Assistant Director
Pee Dee Economic Development
District
P. O. Box 205
Darlington, South Carolina 29532

GUTFAHR, Arthur G.
Executive Director
S. Central Ozark Regional
Planning Commission
Williams Arcade
West Plains, Missouri 65775

HANKINS, William T.
Assistant Director
Central Mississippi Economic
Development District
c/o Chamber of Commerce
P. O. Box 22548
Jackson, Mississippi 39205

HUDSON, Robert
State Planning Bureau
270 Washington Street, S.W.
Atlanta, Georgia 30334

KILMARK, Wayne
State Planning Bureau
270 Washington Street, S.W.
Atlanta, Georgia 30334

MARTIN, Terry L.
Director of Development
Capital Economic Development
District
8240 Florida Boulevard
Baton Rouge, Louisiana 70806

MERK, J. Lamar
State Planning Bureau
270 Washington Street, S.W.
Atlanta, Georgia 30334

NAFE, Gerald A.
Assistant Director
Central Texas Economic
Development District
James Connally Technical
Institute
Waco, Texas 76705

EXECUTIVE TRAINING PROGRAM (continued)

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Research Analyst
Bootheel Economic Development
Council
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WILLIAMSON, Bob
Executive Director
North Central Economic
Development District
P. O. Box 668
Winona, Mississippi 38967

TRAPP, Joy H.
Regional Planner
East Tennessee Economic Development
District
1810 Lake Avenue
Knoxville, Tennessee 37916

WILSON, Robert
Mid-Eastern Area Office
Economic Development Administration
Chafin Building
517 9th Street
Huntington, West Virginia 25701

WARD, Howard
Community Development Specialist
Extension Division, University of
Missouri
Bootheel Economic Development
Council
Box 356
Malden, Missouri 63863

QUARTERLY PROGRESS REPORT

PROJECT A-1156

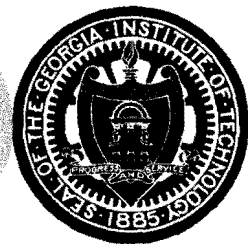
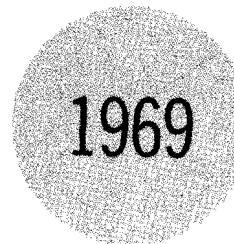
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R. E. COLLIER

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staff members, personnel associated with EDA's University Centers for Technical Assistance program, and other interested personnel in order to increase the effectiveness of EDA-related economic development programs.

Objective

The basic objective of the economic development training programs conducted by the Industrial Development Division during 1969-1970, under EDA Grant No. OER-208-G-69-2, is the same as that for the previous year's program.

The objective is to be achieved through the conduct of four training programs entitled:

Program #1 -- Basic Economic Development Training Program

Program #2 -- Industrial Development Training Program

Program #3 -- Executive Training Program

Program #4 -- Advanced Executive Training Program

1969-1970 Program

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Advanced Executive Training Program. The pressures of day-to-day operations frequently prevent executive directors from keeping fully current on new economic development matters. In addition, a full range of economic development literature is usually not available to the director. The purpose of the Advanced Executive Training Program is to provide executive directors an opportunity to examine periodically the broad field of economic development through formal instruction, the interchange of ideas with other directors, and an examination of the current thinking in the field as expressed in the literature of economic development.

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Summary of First Quarter Activities

During the first quarter of the grant period, the fifth session of the Executive Training Program was conducted with an attendance of 18 persons.

Development of the Industrial Development Training Program commenced. The first session of this program will be presented during the period September 21-26, 1969.

Contents of the Report

The purpose of this quarterly report is to review the activities covered under this project from July 1, 1969, to September 30, 1969. In the following section, these activities are first summarized and then followed by an outline of activities accomplished during the quarter as follows:

- Program Development
- Program Announcements
- Program Presentations
- Third Quarter Plans

SECOND QUARTER ACTIVITIES

Summary

During the second quarter of the grant period, the first session of the Industrial Development Training Program was conducted with an attendance of 14 persons.

The Advanced Executive Training Program was developed and announced to all executive directors.

Program Development

Industrial Development Training Program. Development of the Industrial Development Training Program was completed during the quarter. This program is fully described in Appendix 1.

Advanced Executive Training Program. The Advanced Executive Training Program was also developed during the quarter. This program is described in Appendix 2.

Program Announcements.

Program announcements promulgated during the quarter are contained in Appendix 3.

Program Presentations

The Industrial Development Training Program was conducted during the period September 22-26, 1969. A list of persons attending this program is attached as Appendix 4.

Third Quarter Plans

The following three training programs are scheduled to be conducted during the third quarter: third session of the Basic Economic Development Training Program (October 12-24); first session of the Advanced Executive Training Program (November 17-21); and the sixth session of the Executive Training Program (December 7-12).

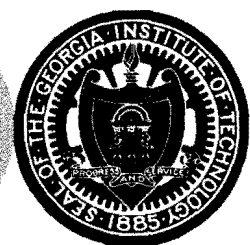
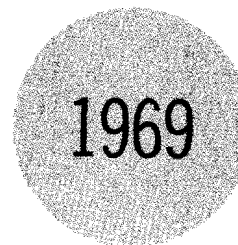
Project No. A1156

EDA Grant No. OER-208-G-69-2

INDUSTRIAL DEVELOPMENT TRAINING PROGRAM

Offered by the
INDUSTRIAL DEVELOPMENT DIVISION
under sponsorship of
THE ECONOMIC DEVELOPMENT ADMINISTRATION

PROGRAM CONCEPT
and
SCHEDULE



Engineering Experiment Station
GEORGIA INSTITUTE OF TECHNOLOGY
Atlanta, Georgia

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

INDUSTRIAL DEVELOPMENT
TRAINING PROGRAM

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Industrial Development Division
Engineering Experiment Station
GEORGIA INSTITUTE OF TECHNOLOGY

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Foreword

The Industrial Development Training Program is one of a series of economic development training programs offered by the Georgia Tech Industrial Development Division under sponsorship of the Economic Development Administration. These programs are designed to assist the Economic Development Administration and associated activities in accomplishing the objectives set forth in the Public Works and Economic Development Act of 1965.

Within time constraints, the Industrial Development Training Program provides a balanced methodological approach to training. The method of instruction employed in each period of instruction is indicated by a symbol in the title heading. An explanation of these symbols is contained in Appendix 1. Each period of instruction is identified by a code referred to as a reference designator (ID(EDA)1.2-1). The primary purpose of the reference designator is to furnish an abbreviated means of identifying a subcourse or period of instruction.

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

Ross W. Hammond, Chief
Industrial Development Division
GEORGIA INSTITUTE OF TECHNOLOGY

INDUSTRIAL DEVELOPMENT TRAINING PROGRAM

Purpose

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

Scope

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

The Industrial Development Training Program emphasizes the following considerations:

- Measurement and analysis of local resources
- Expansion of existing industrial functions
- The interrelationships of industrial, commercial, and service activities
- The role of the infrastructure in industrial development
- Industrial development for "rural-type" communities
- The effective utilization of community organizations in industrial development
- The supporting role of the Economic Development District staff

LESSON CONCEPTS

LESSON CONCEPTS

Lessons	Hours
ID(EDA)1.2-1 L Concepts of Industrial Development	2
<p>The purpose of this period of instruction is to provide the participants with a conceptual framework from which they may view industrial development matters in a logical manner. Specifically the discussion includes economic, social, and political aspects involved in industrial development, emphasizing how industrial development activity overlaps and is involved in each segment. The array of agencies and activities involved in industrial development is discussed, portraying the community as the building block in the industrial development process.</p>	
ID(EDA)1.3-1 C Role of the Economic Development District: Introduction	2
<p>The primary purpose of this conference period is to focus the thinking of the participants on the role which the EDD staff may play in the industrial development process within the district. Initially, the discussion will consider the roles various organizations within and without the district play, and the interrelationships of these organizations with the EDD in matters relating to industrial development. Finally, approaches to industrial development currently being used by EDD staffs will be discussed.</p>	

ID(EDA)1.4-1 · L Regional Economics

1

This period of instruction is concerned with the effects of the changing economic climate on the industrial development process, with some emphasis on the backward and forward shifting in economic growth. Emphasis is placed on the transition from agrarian to urban and on the identification of undeveloped and underdeveloped areas and their relationships with the redevelopment of communities.

ID(EDA)1.5-1 L Economics of Industrial Location:
Primary Factors

1

A number of economic factors affect any industrial location decision. This period of instruction will examine primary location factors: markets, labor, raw materials, and transportation.

ID(EDA)1.5-2 L Economics of Industrial Location:
Secondary Factors

1

This period of instruction continues the examination of industrial location factors, indicating the degree of importance of secondary factors and their interrelationships with the primary factors. This examination will include the differences deriving from the background and needs of both the investigator and the prospective company.

ID(EDA)1.6-1 L Analysis of Local Resources

1

A period of instruction outlining logical procedures involved in the inventory and analysis of local resources for industrial development, including social and political factors as well as economic factors. Attention is given to the industrialization of rural areas.

ID(EDA)1.6-2 L Identification of Economic Opportunities in Rural Areas

1

This period of instruction is concerned with the identification of economic opportunities in rural areas that can lead to the expansion and diversification of existing industry and/or the formulation of new, economically sound enterprises in the service, manufacturing, or recreational industries. Emphasis is placed on the utilization of existing rural resources, especially in agribusiness-oriented enterprises, and the processing of existing raw materials.

ID(EDA)1.7-1 L Developing and Expanding Existing Industry

1

The purpose of this period of instruction is to examine factors that may inhibit development of industrial potentials at the local level. Emphasis is placed on identifying and removing infrastructure problems and the assistance EDD staff members may furnish communities within the district. Ways of assisting the businessman in identifying opportunities for diversification and expansion and outside assistance that may be provided also are stressed.

ID(EDA)1.8-1 C Analysis of the Economic Development District for Industrial Growth Potentials

4

A practical exercise in which the participants, through group action, make an analysis and evaluation of a particular EDD to identify industrial development potentials and possible action programs that might be undertaken. The exercise is designed to view the district as an entity yet consider local areas within the district as potential industrial growth areas. The exercise also stresses the importance of existing industry as well as new industry.

ID(EDA)1.9-1 L Tools for the Developer: Local Financing Programs

2

The purpose of this period of instruction is to survey various financing programs that are available for community industrial activities, with emphasis on industrial plant financing. The following will be discussed:

Statewide financing agencies

Local industrial development corporations

Industrial development bonds

Conventional financing sources

Federal loan programs

Leasing of industrial facilities

ID(EDA)1.9-2 L Tools for the Developer: Manpower
Analysis and Programs

3

The purpose of this period of instruction is to review briefly the need for manpower analysis, techniques involved in labor registrations, wage analysis, and manpower training programs.

ID(EDA)1.9-3 L Tools for the Developer: Land Development and Buildings

1

During this period of instruction, the importance and characteristics of industrial sites and districts will be discussed. The process of land development and speculative building programs will be investigated. Also, methods of presenting site information will be explored.

ID(EDA)1.10-1 L Role of Agencies in Community Industrial Development

1

This period of instruction surveys various types of organizations that play a role in community industrial development, including state and regional organizations. Emphasis is placed upon interrelationships, EDD supportive roles, and the vital role of community leadership.

ID(EDA)1.11-1 C Role of Leadership: Functions and Identification

1

This period of instruction provides an opportunity for group discussion of individual local situations and the importance of leadership roles in the community, together with techniques that may be employed in the identification of local leadership.

ID(EDA)1.12-1 L Prospecting Techniques

1

The primary purpose of this period of instruction is to furnish EDD staff personnel information concerning various techniques involved in finding and handling industrial prospects so they may counsel community leaders. The instruction reviews various techniques that may be used in contacting industrial prospects, such as direct mail, telephone, visits, and advertising. Special attention is given to the matter of dealing with the prospect during inspection trips.

ID(EDA)1.13-1 SG Problems Involved in Plant Location:
Simulation Game

6

A location problem, involving two or more courses of action, conducted under rules, data, and procedures depicting a real-life situation. The class is divided into community teams representing informal groupings of community leaders. The several teams familiarize themselves with the community from an industrial development viewpoint. Community teams make proposals to industrial prospects (IDD staff personnel) and are judged on their ability to present community data accurately and properly to industrial prospects, to propose corrective action for community deficiencies, and to meet the requirements of the industrial prospect.

ID(EDA)1.2-2 C Role of Economic Development District
in Industrial Development: A Summation

1

This conference period provides course participants a final opportunity to discuss the role of the EDD in industrial development in light of the instruction furnished during the week. Emphasis is placed on the coordinative and supportive role of the EDD with respect to other public and private agencies interested in the industrial development process.

SCHEDULE

SCHEDULE

First Day

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

Second Day

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

Third Day

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

Fourth Day

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

Fifth Day

8:30 - 10:20	ID(EDA)1.13-1	SG	Problems Involved in Plant Location: Simulation Game
10:30 - 11:20	ID(EDA)1.2-2	C	Role of Economic Development District in Industrial Development: A Summation
11:30 - 12:00	ID(EDA)1.1-2	CR	Program Critique

APPENDIX

Appendix 1

GLOSSARY

CONFERENCE (C) - A group discussion in which the members actively participate, conversing on a given problem or topic under the leadership of an instructor or student. The term includes the seminar, which generally involves knowledgeable students conducting research, and the panel discussion.

CRITIQUE (CR) - A period of time in the instructional process devoted to the review and critical examination of applicatory instruction.

LECTURE (L) - The formal communication of subject material orally to the student, often including thought-provoking or drill questions by the instructor.

SIMULATION GAME (SG) - A simulation, by whatever means, of an operation involving two or more courses of action, conducted using rules, data, and procedures designed to depict an actual or assumed real-life situation. Simulation gaming is normally typified by the evaluation of various courses of action and the determination of the most profitable solution, relative freedom of action, limited control, and emphasis on realism.

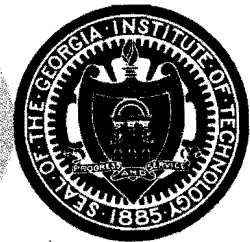
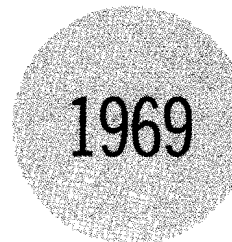
Project No. A-1156

EDA Grant No. OER-208-G-69-2

ADVANCED EXECUTIVE TRAINING PROGRAM

Offered by the
INDUSTRIAL DEVELOPMENT DIVISION
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THE ECONOMIC DEVELOPMENT ADMINISTRATION

PROGRAM CONCEPT
and
SCHEDULE



Engineering Experiment Station
GEORGIA INSTITUTE OF TECHNOLOGY
Atlanta, Georgia

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Foreword

The Advanced Executive Training Program is one of a series of economic development training programs offered by the Georgia Tech Industrial Development Division under sponsorship of the Economic Development Administration. These programs are designed to assist the Economic Development Administration and associated activities accomplish the objectives set forth in the Public Works and Economic Development Act of 1965.

The 1968-1969 series of training programs in economic development was conducted specifically for EDD staff personnel. At that time, many of the districts were in the early stages of their development and staff members were, for the most part, inexperienced in district operations. Thus, the first-year training programs were designed to be practical and understandable, and sophisticated methodologies were avoided. However, it now appears that many districts may soon be ready to apply higher levels of methodological procedures and techniques in the planning, implementation, and management of development programs.

The Advanced Executive Training Program was developed to furnish professional instruction for executive directors who have attended the Executive Training Program or who have served as executive directors for a period of at least one year. It is designed to introduce advanced scientific methods into present and future EDD staff operations.

Within time constraints, the Advanced Executive Training Program provides a balanced methodological approach to training. The type of instruction employed in each period of instruction is indicated by a symbol in the title heading. An explanation of these symbols is contained in Appendix 1. Each period of instruction is identified by a code called a reference designator

(AE(EDA)2.1-1). The primary purpose of the reference designator is to furnish an abbreviated means of identifying a period of instruction.

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Ross W. Hammond, Chief
Industrial Development Division
GEORGIA INSTITUTE OF TECHNOLOGY

ADVANCED EXECUTIVE TRAINING PROGRAM

Purpose

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

Scope

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

Formal Instruction

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

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

Survey of Scientific Tools for Economic Analysis and Program Management

Interpretation and Evaluation of Research Reports from an Analytical Viewpoint

Six hours of conference work involve the following considerations:

Formulation of Development Problem Statements

Application of Scientific Tools to Economic Analysis and Program Management

EDD Staff Organization, Functioning, and Personnel Qualifications

Workshops

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

Creative Problem Solving

Problems Involved in Project and District Program Evaluation

Program Scheduling and Evaluation: A Practical PERT Exercise

Guided Research Project

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

LESSON CONCEPTS

LESSON CONCEPTS

Lessons

Hours

AE(EDA)2.1-1 WS Creative Problem Solving

4

A workshop exercise in which the participants identify district problems, select one for analysis, and make a logical analysis leading to a selected course of action. The logic of problem solving involved in this workshop exercise is based on the empirical inquiry technique utilized in traditional staff research procedures. The phases of this technique are as follows:

1. Problem formulation
2. Assembly of facts
3. Analysis
4. Conclusions and recommendations

However, since the workshop exercise emphasizes the creative aspects of decision making, an adaptation of the traditional process is utilized. Instruction following this workshop is concerned with more scientific decision-making processes involving systems analysis and quantitative techniques.

This exercise has been placed in the beginning of the course of instruction for the following reasons:

1. To engender an analytical frame of mind on the part of course participants.
2. To familiarize participants with problem areas common to many development districts.
3. Because there are no fundamental differences among the various problem-solving approaches, either

traditional or scientific, in the logic of what has to be accomplished. The differences are rather in methods -- how the problem gets solved -- and to some extent, in emphasis.

AE(EDA)3.1-1 RE Individual Research Project

8.5

The pressures of day-to-day operations frequently prevent executive directors from keeping fully current on new economic development matters. In addition, a full range of economic development literature is usually not available in the EDD offices. This period of instructional time has been reserved for the participants so that they may take full advantage of IDD's economic development literature resources. Each director will conduct a research project on an individual basis or in concert with other members of the class, as desired. The subject for the research project will be chosen by the individuals involved, and will serve to focus attention on a particular area in the field of economic development. A brief verbal report will be required on the last day of the program.

AE(EDA)4.1-1 L Application of Systems Analysis Techniques to Economic Development District Planning and Development

2

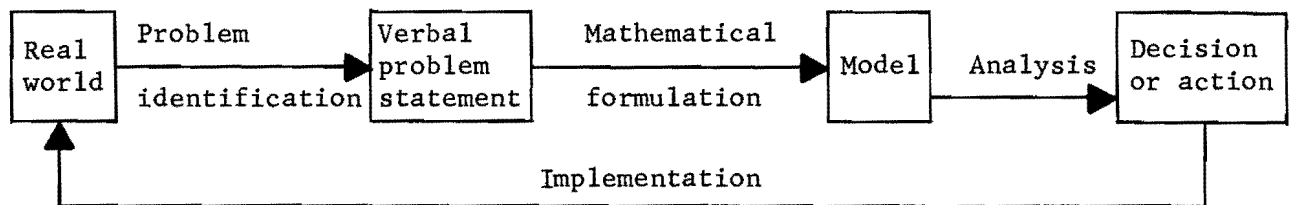
This instruction sets forth a general concept for the use of systems analysis techniques in economic development district operations. The instruction is designed to familiarize course participants with the "idea" of the systems analysis approach to economic development and its

relationships with traditional staff research procedures. Emphasis is placed on the fact that in complex, high-level problem areas systems analysis can only sharpen the intuition and judgment of the decision maker; however, in less complex subproblem and subsystem areas answers may be determined with precision through the application of certain quantitative analytical techniques. The instruction also stresses the conceptual rather than the practical aspect. It is designed to prepare the participant for later applicatory instruction.

AE(EDA)5.1-1 C Formulation of Development Problem Statements

1

The accurate identification and statement of the problem is the first step in the analytical process. A verbal problem statement is not only the first essential step in the logic of the traditional staff research procedure, but also a required preliminary step in the mathematical formulation of the model leading to analysis and decision or action.



During this conference period, problem statements developed during the creative problem-solving exercise (AE(EDA)2.1-1) will be analyzed and the essential elements of problem statements will be discussed. The statement of problems

in mathematical terms will be discussed as an aid in determining the relationships among the various factors of the problem. It is not intended that this discussion prepare the student to develop problem statements in mathematical terms, but rather that it familiarize him with the mathematical approach and how it can assist in furnishing accurate identification and statement of the problem.

AE(EDA)6.1-1 WS Problems Involved in Project and District
Program Evaluation

2

At least three considerations make it essential that EDD staff personnel become more expert in forecasting the economic and social benefits to be derived from projected projects and programs and subsequently measuring their effects:

1. The demand for Federal and local funds far outweighs available appropriations.
2. The economic impact Federal dollars may have upon the local economy is usually one of the yardsticks used in approving assistance projects; likewise, local support for projected programs usually must be based upon a forecasted gain for the community.
3. There is a growing demand within the Federal government for the use of cost benefit techniques and program evaluation to measure the economic efficiency of the dollar spent.

At this time it appears that the art and science of program forecasting and evaluation at the district level is in an elementary state. This workshop is designed to examine

approaches to program forecasting and evaluation currently used in the several districts, to identify problem areas, and to propose approaches that may be undertaken to improve project and program evaluation. What to do and how to do it will be emphasized.

AE(EDA)7.1-1 L Survey of Scientific Tools for Economic
Analysis and Program Management

3

A discussion of specific scientific tools and techniques currently used in business, industry, and government which may have possible applications in development district planning and development. Emphasis is placed on their purposes, capabilities, limitations, and skills required.

In part, the instruction presented will relate to quantitative techniques involved in the following:

1. Scheduling
2. Network analysis
3. Surveys
4. Forecasting
5. Plant location
6. Evaluation

AE(EDA)8.1-1 C Application of Scientific Tools to Economic
Analysis and Program Management

3

The primary purpose of this conference period of instruction is to provide course participants the opportunity to discuss the application of scientific tools under the guidance of an IDD instructor. During the first two hours of the conference period, groups will discuss the following:

1. Identification of possible applications of scientific tools in current staff operations.
2. Identification of possible applications of scientific tools in future operations.
3. Problems involved in applying scientific tools and the possible need for additional research aimed at making applications more practical and useful.
4. The need for EDD staff personnel to be able to state problems scientifically so that the resources of university and other research centers may be applied more effectively to the solution of district-level economic development problems.

The final hour of the conference will consist of a panel discussion of the issues raised during the group discussions.

AE(EDA)9.1-1 L Interpretation and Evaluation of Research
Reports from an Analytical Viewpoint

1

At the present time, there are many universities, consultants, and other private and public institutions engaged in urban and regional economic research. Many of these institutions employ highly skilled research personnel who, in turn, produce a multitude of research studies. Some of these studies reflect the requirements of economic development practitioners in the field; many appear to be self-generated. It seems that there is a continuing problem in translating the findings contained in research reports into practical applications in the field. During this period of instruction, several typical research reports will be

analyzed. The research methodology involved in the reports will be discussed, along with helpful hints on translating research findings in technical reports into practical use and evaluating reports.

AE(EDA)10.1-1 C EDD Staff Organization, Functioning, and
Personnel Qualifications

2

It is recognized at this time that many of the EDD staffs are two- or three-man operations; thus, internal organization and functioning is not a complex matter. However, as the EDD programs become more complex, with more programs and projects being undertaken, the size of the staffs will increase. This conference is designed for the exchange of views among executive directors on matters concerning organization, tasks to be performed, and qualifications of staff members. Emphasis is placed on qualifications of staff members needed to accomplish more sophisticated analysis and program management as the EDD grows.

AE(EDA)11.1-1 WS Program Scheduling and Evaluation

3

A practical PERT exercise in which the students will convert given situational data into a PERT management tool. Emphasis will be placed upon subsystem or subproblem analysis in context with a larger program.

SCHEDULE

SCHEDULE

First Day

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

Second Day

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

Third Day

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

Fourth Day

8:30 - 9:20	AE(EDA)9.1-1	L	Interpretation and Evaluation of Research Reports from an Analytical Viewpoint
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9:30 - 11:20	AE(EDA)10.1-1	C	EDD Staff Organization, Functioning, and Personnel Qualifications
1:00 - 1:50	AE(EDA)3.1-1	RE	Individual Research Project
2:00 - 4:50	AE(EDA)11.1-1	WS	Program Scheduling and Evaluation: A Practical PERT Exercise

Fifth Day

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

Recapitulation of Hours by Method of Instruction

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

APPENDIX

GLOSSARY

ADMINISTRATIVE (A) - Time reserved for program orientation and critique.

CONFERENCE (C) - A group discussion in which the members actively participate, conversing on a given problem or topic under the leadership of an instructor or student. The term includes the seminar, which generally involves knowledgeable students conducting research, and the panel discussion.

LECTURE (L) - The formal communication of subject material orally to the student, often including thought-provoking or drill questions by the instructor.

RESEARCH (RE) - Guided or unguided research by students, either individually or in groups, on a general or specific topic, within a specified field.

WORKSHOP (WS) - Instruction involving active student participation where the student applies or practices what he knows or what he has been taught. The period of instruction stresses the how to do. The term is used to cover those forms of application not specifically categorized by other terms (e.g., conference).

Appendix 3

PROGRAM ANNOUNCEMENTS

WEDNESDAY

Morning

Tools for the Developer: Local Financing Programs

financial resources for plant construction

Afternoon

Tools for the Developer: Manpower Analysis and Programs

labor supply and training programs

Tools for the Developer: Land Development and Buildings

industrial sites and districts, speculative buildings

THURSDAY

Morning

Role of Agencies in Community Industrial Development

getting the community ready through effective local organizations

Role of Leadership in Community Industrial Development: Functions and Identification

who, what and how of successful local leadership

Prospecting Techniques

methods of promotion and contact; procedures and techniques in handling inquiries; EDD staff assistance to local organizations

Afternoon

Problems Involved in Plant Location: Simulation Game

a location problem involving two or more courses of action using rules, data, and procedures depicting a real-life situation; class groups will develop solutions for assigned communities

FRIDAY

Morning

Problems Involved in Plant Location: Simulation Game

solutions in actual location selection

Role of the Economic Development District in Industrial Development: A Summation

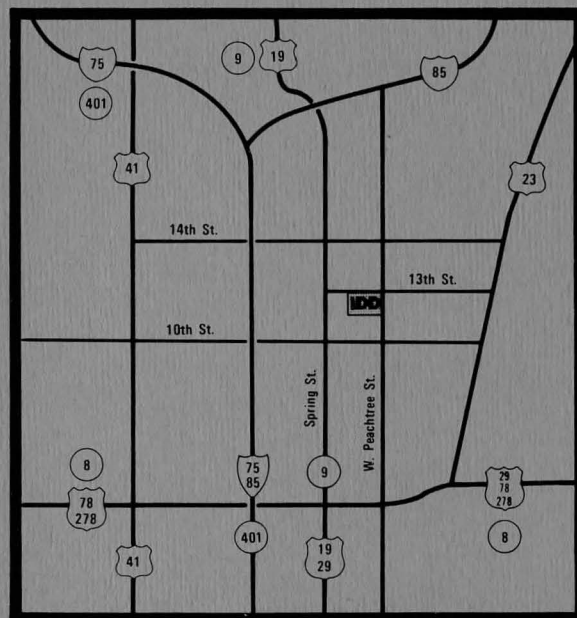
EDD industrial development programs and alternatives

REGISTRATION

Each program session is limited to not more than 15 persons in order to provide more individualized instruction, to encourage discussion, and to provide for the exchange of ideas. Participants will be accepted on a first-come, first-served basis, with priority accorded Executive Directors and staff assistants whose duties relate to industrial development. The training program is tuition free due to EDA's sponsorship, but the participant must provide his own travel and living expenses.

HOUSING

The Industrial Development Division is located off-campus near several first-rate motels. The Division will make reservations for participants on request.



Georgia Institute of Technology



Announces the

INDUSTRIAL DEVELOPMENT TRAINING PROGRAM

(One Week)

Offered by the
INDUSTRIAL DEVELOPMENT DIVISION
under sponsorship of
THE ECONOMIC DEVELOPMENT
ADMINISTRATION

September 22-26, 1969
January 19-23, 1970

Industrial Development Division
Engineering Experiment Station
GEORGIA INSTITUTE OF TECHNOLOGY

Application Form
INDUSTRIAL DEVELOPMENT TRAINING PROGRAM

September 22-26, 1969
January 19-23, 1970

Name _____	First _____	Middle Initial _____	Last _____	Position _____
Organization _____	Organization Phone _____			
Organization Address _____	P. O. Box or Street _____	City _____	State _____	Zip Code _____

Program Session For Which Applying

September 22-26, 1969 (Registration Deadline September 12, 1969)
January 19-23, 1970 (Registration Deadline January 9, 1970)

Will You Need Motel Reservations?
Yes _____ No _____

Mail Application To: Economic Development Training Section
Industrial Development Division
Georgia Institute of Technology
1132 W. Peachtree Street
Atlanta, Georgia 30309

INTRODUCTION

The Industrial Development Training Program is one of a series of economic development training programs offered by the Georgia Tech Industrial Development Division under sponsorship of the Economic Development Administration. These programs are designed to assist the Economic Development Administration and associated activities accomplish the objectives set forth in the Public Works and Economic Development Act of 1965.

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

The Industrial Development Training Program emphasizes the following considerations:

- Measurement and analysis of local resources
- Expansion of existing industrial functions
- The interrelationships of industrial, commercial, and service activities
- The role of the infrastructure in industrial development
- Industrial development for "rural-type" communities
- The effective utilization of community organizations in industrial development
- The supporting role of the Economic Development District staff

PROGRAM OUTLINE

MONDAY

Morning

Program Orientation

Concepts of Industrial Development
definitions, broad base of development, aspects and approaches

Afternoon

Role of the Economic Development District: Introduction

how the EDD staff can support the industrial development process in the district

Regional Economics

regional differences and similarities

Economics of Industrial Location: Primary Factors

labor supply, markets, raw materials, distribution, and transportation

TUESDAY

Morning

Economics of Location: Secondary Factors

utilities, public services, community amenities

Analysis of Local Resources

developing and analyzing local resources

Identification of Economic Opportunities in Rural Areas

methods of expanding economic activity in rural areas

Afternoon

Developing and Expanding Existing Industry

constructive approaches and programs to assist existing industry

Analysis of the Economic Development District for Industrial Growth Potentials

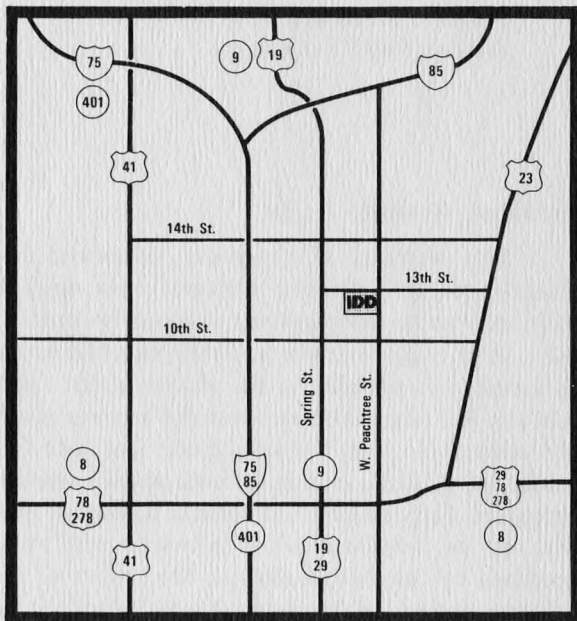
a case study identifying opportunities for new and existing industry within an EDD

REGISTRATION

Each program session is limited to not more than 15 persons in order to provide more individualized instruction, to encourage discussion, and to provide for the cross-fertilization of ideas. Only executive directors who have completed the Executive Training Program or those who have served as executive directors for at least one year will be accepted for enrollment in the Advanced Executive Training Program. Participants will be accepted on a first-come, first-served basis. The training program is tuition free due to EDA's sponsorship, but the participant must provide his own travel and living expenses.

HOUSING

The Industrial Development Division is located off-campus near several first-rate motels. The Division will make reservations for participants on request.



Georgia Institute of Technology



ANNOUNCES THE

ADVANCED EXECUTIVE TRAINING PROGRAM

(One Week)

Offered by the
INDUSTRIAL DEVELOPMENT DIVISION
under sponsorship of
THE ECONOMIC DEVELOPMENT
ADMINISTRATION

November 17-21, 1969

January 19-23, 1970

Industrial Development Division
Engineering Experiment Station
GEORGIA INSTITUTE OF TECHNOLOGY

Application Form
ADVANCED EXECUTIVE TRAINING PROGRAM

November 17-21, 1969

January 19-23, 1970

Name _____ Position _____
Organization _____ Organization Phone _____
Middle Initial _____ Last _____
Organization Address _____ State _____ Zip Code _____
P. O. Box or Street _____ City _____
Program Session For Which Applying _____
November 17-21-1969 (Registration Deadline - November 3, 1969)
January 19-23-1970 (Registration Deadline - January 5, 1970)

Will You Need Motel Reservations?
Yes _____ No _____

Mail Application To: Economic Development Training Section
Industrial Development Division
Georgia Institute of Technology
1132 W. Peachtree Street
Atlanta, Georgia 30309

Have you served as Executive Director for at least
one year or attended the Executive Training Program?
Yes _____ No _____

INTRODUCTION

The Advanced Executive Training Program is one of a series of economic development training programs offered by the Georgia Tech Industrial Development Division under sponsorship of the Economic Development Administration. These programs are designed to assist the Economic Development Administration and associated activities accomplish the objectives set forth in the Public Works and Economic Development Act of 1965.

The 1968-1969 series of training programs in economic development was conducted specifically for EDD staff personnel. At that time, many of the districts were in the early stages of their development and staff personnel were, for the most part, inexperienced in district operations. Thus, the first year training programs were designed to be practical and understandable, and sophisticated methodologies were avoided. However, it now appears that many districts may soon be ready to apply higher levels of methodological procedures and techniques in the planning, implementation, and management of development programs.

PROGRAM OUTLINE

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

Formal Instruction

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

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

Survey of Scientific Tools for Economic Analysis and Program Management

Interpretation and Evaluation of Research Reports from an Analytical Viewpoint

Six hours of conference work involve the following considerations:

Formulation of Development Problem Statements

Application of Scientific Tools to Economic Analysis and Program Management

EDD Staff Organization, Functioning and Personnel Requirements

Workshops

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

Creative Problem Solving

Problems Involved in Project and District Program Evaluation

Program Scheduling and Evaluation: A Practical PERT Exercise

Individual Research Project

The pressures of day-to-day operations frequently prevent executive directors from keeping fully current on new economic development matters. Also, a full range of economic development literature is usually not available in the district office. Eight and one-half hours have been reserved in the program for research so that the participants may take full advantage of EDD's economic development literature resources. Each director will conduct a research project on an individual basis or in concert with other members of the class, as desired. The subject of the research project will be chosen by the individuals involved and will serve to focus attention on a particular area in the field of economic development. A brief verbal report will be required on the last day of the program.

Appendix 4

INDUSTRIAL DEVELOPMENT TRAINING PROGRAM

First Session

September 22-26, 1969

BRIEN, Dallas A.
Executive Director
United Tribes of North Dakota
Development Corporation
P. O. Box 816
Bismarck, North Dakota 58501

BUCKLEY, Donald M.
Executive Director
Ohio Valley Regional Development
Commission
Griffin Hall
740 Second Street
Portsmouth, Ohio 45662

BULLOCK, Richard M.
Economic Planner
Coastal Bend Economic
Development District
4225 South Port
Corpus Christi, Texas 78415

CORNELISON, Mervin Keith
Executive Director
West Central Indiana Economic
Development District, Inc.
700 Wabash Avenue
Terre Haute, Indiana 47808

FRANKS, Kenneth R.
Industrial Development
Representative
FIVCO Area Development District
P. O. Box 636
Catlettsburg, Kentucky 41129

GARTHEE, Jr., James R.
Assistant Director
FIVCO Area Development Council
P. O. Box 636
Catlettsburg, Kentucky 41129

JENNINGS, Edward L.
Executive Director
Mid-Cumberland Council of
Governments and Mid-Cumberland
Development District
Suite 708, Capitol Boulevard Building
226 Capitol Boulevard
Nashville, Tennessee 37219

McELMURRAY, James H.
Director Member Services and
Rural Development
Aiken Electric Cooperative, Inc.
P. O. Box 417
Aiken, South Carolina 29801

PARKS, Thomas E.
Economics Intelligence Officer
Industrial Development Division
Nebraska Department of Economic
Development
P. O. Box 94666
State Capitol
Lincoln, Nebraska 68509

SALISBURY, James D.
Staff Director
FIVCO Area Development Council
P. O. Box 636
Catlettsburg, Kentucky 41129

SMITH, Clenton J.
Project Coordinator
East Tennessee Development District
1810 Lake Avenue
Knoxville, Tennessee 37916

TIBBETS, Waldo E.
Deputy Executive Director
PRIDE, Inc.
City Hall
Brewer, Maine 04412

INDUSTRIAL DEVELOPMENT TRAINING PROGRAM (continued)

WATKINS, Donald L.
Commission Member
Ohio Valley Regional Development
Commission
Griffin Hall
740 Second Street
Portsmouth, Ohio 45662

WILSON, Robert A.
Planning Specialist
Economic Development Administration
517 Ninth Street
Huntington, West Virginia 25701

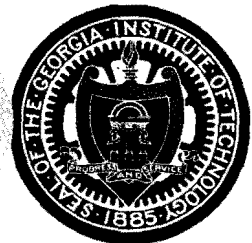
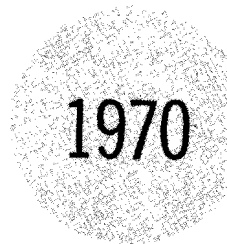
FINAL REPORT
TRAINING PROGRAMS IN ECONOMIC DEVELOPMENT
April 1, 1969 - March 31, 1970

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



by R. E. Collier
INDUSTRIAL DEVELOPMENT DIVISION

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



Engineering Experiment Station
GEORGIA INSTITUTE OF TECHNOLOGY
Atlanta, Georgia

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

FINAL REPORT
TRAINING PROGRAMS IN ECONOMIC DEVELOPMENT
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Performed for
Economic Development Administration
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R. E. Collier

Industrial Development Division
Engineering Experiment Station
GEORGIA INSTITUTE OF TECHNOLOGY
May 1970

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INTRODUCTION

Background

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

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

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

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

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

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

Basic Economic Development Training Program

Industrial Development Training Program

Executive Training Program

Advanced Executive Training Program

Purpose

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

Program Development

Conduct of Training

Program Promotion

Findings and Recommendations

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

PROGRAM DEVELOPMENT

General Program Characteristics

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

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

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

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

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

Approach to Program Structuring

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

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

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

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

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

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

Doctrinal Guidance

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

Level of Programs

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

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

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

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

Purpose and Scope of Programs

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

Basic Economic Development Training Program

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

Industrial Development Training Program

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

Executive Training Program

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

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

Advanced Executive Training Program

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

Development of Supplementary Instructional Materials

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

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

"Workbook for Creative Problem Solving Workshop," 42 pages

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

"Industrial Development: A Bibliography," 30 pages

Problem Areas

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

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

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

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

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

Objectives Accomplished

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

PROGRAM PROMOTION

Formal Announcements

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

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

Informal Promotion

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

Objectives Accomplished

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

CONDUCT OF TRAINING

Training Sessions Conducted

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

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

Participants

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

Evaluation of Training

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

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

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

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

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

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

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

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

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

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

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

Overall Evaluation

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

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

Objectives Accomplished

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

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

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

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

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

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

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

FINDINGS AND RECOMMENDATIONS

General Observations

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

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

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

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

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

Accomplishment of Grant Objectives

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

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

Recommendations

Establishment of a Center for Development District Staff Training

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

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

1. Provide for the continuing improvement of the professional capabilities of EDD staff personnel through training programs, substantive and supportive applied research, and professional counseling.
2. Provide for the identification, analysis, evaluation, application, translation, and the transfer of pertinent research, development, and program management principles and techniques to economic development district staff personnel so that these principles and techniques may be applied to district planning, development, and operations.

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

1. Continue the development and improvement of training programs directly applicable to development district activities based upon research and development accomplished by the center.
2. Transfer knowledge and skills to district personnel through the conduct of training programs, professional counseling, and publications.
3. Conduct applied research involved in the identification, analysis, and evaluation of current research techniques which may have practical applications in EDD staff operations.
4. Translate scientific program development, management, and research techniques into useful tools for EDD staff operations.
5. Translate economic research findings into practical EDD staff applications.
6. Develop new program management and research techniques and methodologies applicable to EDD staff operations.
7. Provide professional assistance to individual EDD staff organizations on request in matters relating to planning, development, program management techniques, and staff operations. (This assistance should not include studies relating to resource development, specific feasibility studies, or other research effort provided for in contracts between EDA and the district. Also,

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

Work Recommended to Be Undertaken During 1970-1971

Task Area 1 - Training Programs in Economic Development

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

Course Presentations

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

Projected Accomplishments

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

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

Task Area 2 - Research and Development

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

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

Areas of Investigation

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

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

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

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

Projected Accomplishments

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

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

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

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

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

Task Area 3 - Professional Counseling

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

Task 3.1 - Current Awareness Service

Task 3.2 - Information Query and Response Service

Task 3.3 - Staff Operations Analysis and Assistance

Projected Accomplishments

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

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

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

APPENDICES

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

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

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

1. Course Presentations

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

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

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

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

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

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

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

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

4. Program Research

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

5. Development of Supplementary Instructional Materials

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

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

6. Program Promotion

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

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

7. Program Evaluation

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

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Appendix 2
PROGRAM DESCRIPTIONS

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

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BASIC ECONOMIC DEVELOPMENT TRAINING PROGRAM

Purpose

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

Scope

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

SCHEDULE
FIRST WEEK

First Day

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

Second Day

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

Third Day

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

Fourth Day

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

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

Fifth Day

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

Sixth Day

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

First Day

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

Second Day

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

Third Day

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

Fourth Day

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

Fifth Day

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

EXECUTIVE TRAINING PROGRAM

Purpose

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

Scope

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

SCHEDULE

First Day

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

Second Day

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

Third Day

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

Fourth Day

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

Fifth Day

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

INDUSTRIAL DEVELOPMENT TRAINING PROGRAM

Purpose

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

Scope

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

The Industrial Development Training Program emphasizes the following considerations:

- Measurement and analysis of local resources
- Expansion of existing industrial functions
- The interrelationships of industrial, commercial, and service activities
- The role of the infrastructure in industrial development
- Industrial development for "rural-type" communities
- The effective utilization of community organizations in industrial development
- The supporting role of the economic development district staff

SCHEDULE

First Day

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

Second Day

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

Third Day

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

Fourth Day

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

Fifth Day

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

ADVANCED EXECUTIVE TRAINING PROGRAM

Purpose

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

Scope

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

Formal Instruction

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

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

Survey of Scientific Tools for Economic Analysis and Program Management

Interpretation and Evaluation of Research Reports from an Analytical Viewpoint

Six hours of conference work involve the following considerations:

Formulation of Development Problem Statements

Application of Scientific Tools to Economic Analysis and Program Management

EDD Staff Organization, Functioning, and Personnel Qualifications

Workshops

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

Creative Problem Solving

Problems Involved in Project and District Program Evaluation

Program Scheduling and Evaluation: A Practical PERT Exercise

Guided Research Project

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

SCHEDULE

First Day

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

Second Day

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

Third Day

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

Fourth Day

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

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

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

Recapitulation of Hours by Method of Instruction

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

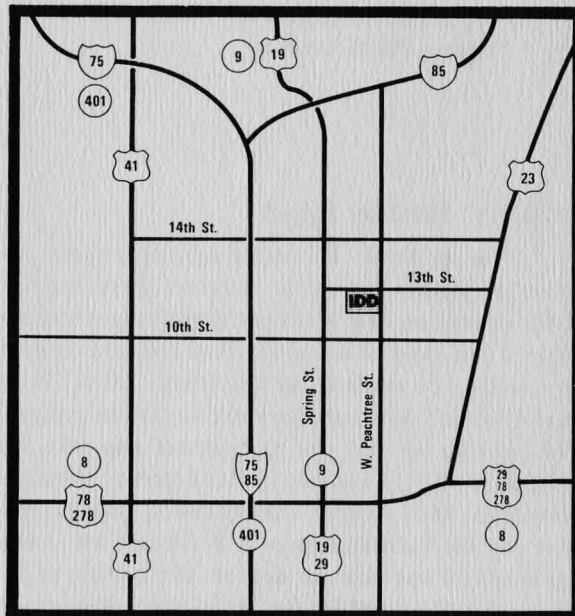
Appendix 3
PROGRAM ANNOUNCEMENTS

REGISTRATION

Each program session is limited to not more than 15 persons in order to provide more individualized instruction, to encourage discussion, and to provide for the cross-fertilization of ideas. Only executive directors who have completed the Executive Training Program or those who have served as executive directors for at least one year will be accepted for enrollment in the Advanced Executive Training Program. Participants will be accepted on a first-come, first-served basis. The training program is tuition free due to EDA's sponsorship, but the participant must provide his own travel and living expenses.

HOUSING

The Industrial Development Division is located off-campus near several first-rate motels. The Division will make reservations for participants on request.



Georgia Institute of Technology



ANNOUNCES THE

ADVANCED EXECUTIVE TRAINING PROGRAM

(One Week)

Offered by the
INDUSTRIAL DEVELOPMENT DIVISION
under sponsorship of
THE ECONOMIC DEVELOPMENT
ADMINISTRATION

November 17-21, 1969

January 19-23, 1970

Industrial Development Division
Engineering Experiment Station
GEORGIA INSTITUTE OF TECHNOLOGY

November 17-21, 1969
January 19-23, 1970

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

Have you served as Executive Director for at least one year or attended the Executive Training Program?

Yes _____ No _____

The Advanced Executive Training Program is one of a series of economic development training programs offered by the Georgia Tech Industrial Development Division under sponsorship of the Economic Development Administration. These programs are designed to assist the Economic Development Administration and associated activities accomplish the objectives set forth in the Public Works and Economic Development Act of 1965.

The 1968-1969 series of training programs in economic development was conducted specifically for EDD staff personnel. At that time, many of the districts were in the early stages of their development and staff personnel were, for the most part, inexperienced in district operations. Thus, the first year training programs were designed to be practical and understandable, and sophisticated methodologies were avoided. However, it now appears that many districts may soon be ready to apply higher levels of methodological procedures and techniques in the planning, implementation, and management of development programs.

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

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

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

Interpretation and Evaluation of Research Reports from an Analytical Viewpoint

Six hours of conference work involve the following considerations:

Formulation of Development Problem Statements

Application of Scientific Tools to Economic Analysis and Program Management

EDD Staff Organization, Functioning and Personnel Requirements

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

Creative Problem Solving

Problems Involved in Project and District Program Evaluation

Program Scheduling and Evaluation: A Practical PERT Exercise

Individual Research Project

The pressures of day-to-day operations frequently prevent executive directors from keeping fully current on new economic development matters. Also, a full range of economic development literature is usually not available in the district office. Eight and one-half hours have been reserved in the program for research so that the participants may take full advantage of IDD's economic development literature resources. Each director will conduct a research project on an individual basis or in concert with other members of the class, as desired. The subject of the research project will be chosen by the individuals involved and will serve to focus attention on a particular area in the field of economic development. A brief verbal report will be required on the last day of the program.

Programs of Assistance to Business and Industry

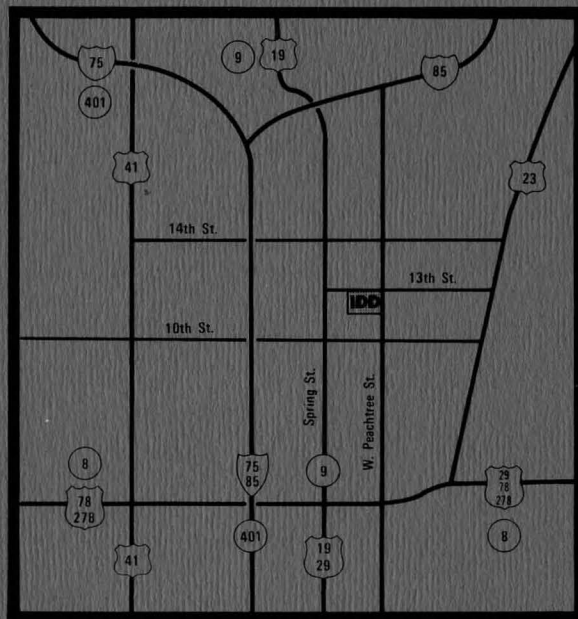
Development of Economic Opportunities
Role of the University Center for Technical Assistance
Problems of Small Business
Management and Technical Assistance
Technology Transfer
Sources of Capital for Small Business and Industrial Concerns
Economic Impact Analysis

REGISTRATION

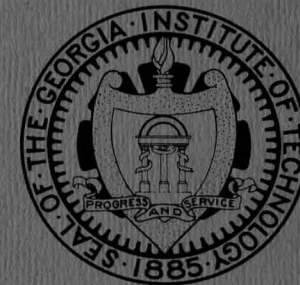
Each program session is limited to not more than 15 persons in order to provide more individualized instruction, to encourage discussion, and to provide for the cross-fertilization of ideas. Participants will be accepted on a first-come, first-served basis. The training program is tuition free due to EDA's sponsorship, but the participant must provide his own travel and living expenses.

HOUSING

The Industrial Development Division is located off-campus near several first-rate motels. The Division will make reservations for participants on request.



Georgia Institute of Technology



Announces the

BASIC ECONOMIC DEVELOPMENT TRAINING PROGRAM

(Two Weeks)

Offered by the
INDUSTRIAL DEVELOPMENT DIVISION
under sponsorship of
THE ECONOMIC DEVELOPMENT
ADMINISTRATION

October 12-24, 1969

February 8-20, 1970

March 15-27, 1970

Industrial Development Division
Engineering Experiment Station
GEORGIA INSTITUTE OF TECHNOLOGY

Application Form
BASIC ECONOMIC DEVELOPMENT TRAINING PROGRAM

October 12-24, 1969
February 8-20, 1970
March 15-27, 1970

Name _____ First _____ Middle Initial _____ Last _____ Position _____
Organization _____ Organization Phone _____

Organization Address _____ P. O. Box or Street _____ City _____ State _____ Zip Code _____

Program Session For Which Applying
_____ October 12-24, 1969 (Registration Deadline October 3, 1969)
_____ February 8-20, 1970 (Registration Deadline January 30, 1970)
_____ March 15-27, 1970 (Registration Deadline March 6, 1970)

Will You Need Motel Reservations? Yes _____ No _____

Mail Application To: Economic Development Training Section
Industrial Development Division
Georgia Institute of Technology
1132 W. Peachtree Street
Atlanta, Georgia 30309

INTRODUCTION

The Basic Economic Development Training Program is one of a series of economic development training programs offered by the Georgia Tech Industrial Development Division under sponsorship of the Economic Development Administration. These programs are designed to assist the Economic Development Administration and associated activities accomplish the objectives set forth in the Public Works and Economic Development Act of 1965.

The Basic Economic Development Training Program is designed to provide instruction for personnel with little formal or informal instruction or work experience in the field of economic development. It is a program of common instruction for personnel associated with the several economic development district and regional organizations, personnel involved in the University Centers for Technical Assistance Program, and for EDA Agency personnel. It is a program that provides refresher and reorientation for personnel involved in economic development who feel the need to broaden their knowledge in economic development matters. This program will be offered three times: the period October 12-24, 1969, the period February 8-20, 1970, and the period March 15-27, 1970.

The Basic Economic Development Training Program provides a balanced approach to economic development training. The program revolves around three major topics:

Community Development
District and Regional Economic Development
General Economy, Business and Industry

Community Development and District and Regional Economic Development are considered to be the primary areas of concentration. Although the area of instruction involving the general economy, business and industry utilizes a substantial amount of the available instruction time, this area of instruction is directly related to and fully supports the concept of total economic development.

The program provides a methodological approach in which the "how to" is emphasized. Case studies, conferences problems and research exercises require full participation of those attending the training program.

PROGRAM OUTLINE

COMMUNITY DEVELOPMENT

Concepts, Principles and Interrelationships
Information Requirements for Planning and Development Programs
Community Profiles
Community Analysis and Evaluation
Involvement of Citizens in Community and District Development
Planning and Programming in Community Development

DISTRICT AND REGIONAL ECONOMIC DEVELOPMENT

Concepts of Regional Economic Development
The EDA Approach to District and Regional Economic Development
District Analysis
Development of the Overall Economic Development Program
Assistance Programs
District Programs and Alternatives

GENERAL ECONOMY, BUSINESS AND INDUSTRY

Fundamentals of Industrial Development

Concepts of U.S. Industrial Development
Economics of Location
Plant Location Factors
Industrial Sites and Buildings
Organizing for Industrial Development on Local Level

Market Analysis

Origin and Characteristics of Economic Studies for Industrial Development
Sources, Techniques, and Methods Used in Feasibility Studies
Techniques Used in Market Analysis

Manpower Resources Analysis

Manpower Orientation
State Employment Office Services
Labor Registrations
Industrial Training
Development of Manpower Resources Information
Identification and Resolution of Manpower Problems for Existing Firms

WEDNESDAY

Morning

Tools for the Developer: Local Financing Programs

financial resources for plant construction

Afternoon

Tools for the Developer: Manpower Analysis and Programs

labor supply and training programs

Tools for the Developer: Land Development and Buildings

industrial sites and districts, speculative buildings

THURSDAY

Morning

Role of Agencies in Community Industrial Development

getting the community ready through effective local organizations

Role of Leadership in Community Industrial Development: Functions and Identification

who, what and how of successful local leadership

Prospecting Techniques

methods of promotion and contact; procedures and techniques in handling inquiries; EDD staff assistance to local organizations

Afternoon

Problems Involved in Plant Location: Simulation Game

a location problem involving two or more courses of action using rules, data, and procedures depicting a real-life situation; class groups will develop solutions for assigned communities

FRIDAY

Morning

Problems Involved in Plant Location: Simulation Game

solutions in actual location selection

Role of the Economic Development District in Industrial Development: A Summation

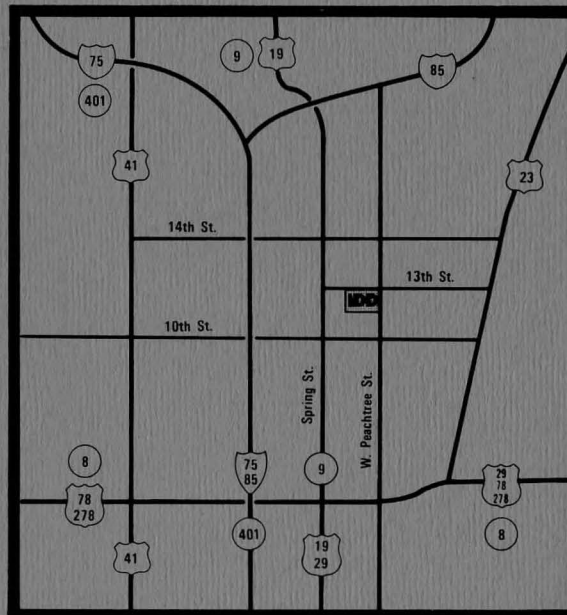
EDD industrial development programs and alternatives

REGISTRATION

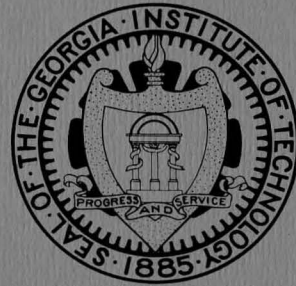
Each program session is limited to not more than 15 persons in order to provide more individualized instruction, to encourage discussion, and to provide for the exchange of ideas. Participants will be accepted on a first-come, first-served basis, with priority accorded Executive Directors and staff assistants whose duties relate to industrial development. The training program is tuition free due to EDA's sponsorship, but the participant must provide his own travel and living expenses.

HOUSING

The Industrial Development Division is located off-campus near several first-rate motels. The Division will make reservations for participants on request.



Georgia Institute of Technology



Announces the

INDUSTRIAL DEVELOPMENT TRAINING PROGRAM

(One Week)

Offered by the
INDUSTRIAL DEVELOPMENT DIVISION
under sponsorship of
THE ECONOMIC DEVELOPMENT
ADMINISTRATION

September 22-26, 1969
January 19-23, 1970

Industrial Development Division
Engineering Experiment Station
GEORGIA INSTITUTE OF TECHNOLOGY

Application Form INDUSTRIAL DEVELOPMENT TRAINING PROGRAM

September 22-26, 1969
January 19-23, 1970

Name _____	First _____	Middle Initial _____	Last _____	Position _____
Organization _____	Organization Address _____			Organization Phone _____
P. O. Box or Street _____				City _____
State _____				Zip Code _____

Program Session For Which Applying
September 22-26, 1969 (Registration Deadline September 12, 1969)
January 19-23, 1970 (Registration Deadline January 9, 1970)

Will You Need Motel Reservations?
Yes _____ No _____

Mail Application To: Economic Development Training Section
Industrial Development Division
Georgia Institute of Technology
1132 W. Peachtree Street
Atlanta, Georgia 30309

INTRODUCTION

The Industrial Development Training Program is one of a series of economic development training programs offered by the Georgia Tech Industrial Development Division under sponsorship of the Economic Development Administration. These programs are designed to assist the Economic Development Administration and associated activities accomplish the objectives set forth in the Public Works and Economic Development Act of 1965.

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

The Industrial Development Training Program emphasizes the following considerations:

- Measurement and analysis of local resources
- Expansion of existing industrial functions
- The interrelationships of industrial, commercial, and service activities
- The role of the infrastructure in industrial development
- Industrial development for "rural-type" communities
- The effective utilization of community organizations in industrial development
- The supporting role of the Economic Development District staff

PROGRAM OUTLINE

MONDAY

Morning

Program Orientation

Concepts of Industrial Development
definitions, broad base of development, aspects and approaches

Afternoon

Role of the Economic Development District: Introduction

how the EDD staff can support the industrial development process in the district

Regional Economics

regional differences and similarities

Economics of Industrial Location: Primary Factors

labor supply, markets, raw materials, distribution, and transportation

TUESDAY

Morning

Economics of Location: Secondary Factors

utilities, public services, community amenities

Analysis of Local Resources

developing and analyzing local resources

Identification of Economic Opportunities in Rural Areas

methods of expanding economic activity in rural areas

Afternoon

Developing and Expanding Existing Industry

constructive approaches and programs to assist existing industry

Analysis of the Economic Development District for Industrial Growth Potentials

a case study identifying opportunities for new and existing industry within an EDD

REGISTRATION

Each program session is limited to not more than 15 persons in order to provide more individualized instruction, to encourage discussion, and to provide for the cross-fertilization of ideas. Participants will be accepted on a first-come, first-served basis. The training program is tuition free due to EDA's sponsorship, but the participant must provide his own travel and living expenses.

HOUSING

The Industrial Development Division is located off-campus near several first-rate motels. The Division will make reservations for participants on request.

GEORGIA INSTITUTE OF TECHNOLOGY

Announces the

AREA AND DISTRICT PLANNING AND DEVELOPMENT EXECUTIVE TRAINING PROGRAM

(One Week)

May 18-23, 1969

December 7-12, 1969

Offered by the

INDUSTRIAL DEVELOPMENT DIVISION

under sponsorship of

THE ECONOMIC DEVELOPMENT

ADMINISTRATION

Industrial Development Division

Engineering Experiment Station

GEORGIA INSTITUTE OF TECHNOLOGY

Application Form
EXECUTIVE TRAINING PROGRAM
 May 18-23, 1969
 December 7-12, 1969

Name _____	Position _____			
Organization _____	Organization Phone _____			
Organization Address _____				
First _____	Middle Initial _____	Last _____		
P.O. Box or Street _____			City _____	State _____
Program Session For Which Applying _____			Motel Reservations _____	Zip Code _____
May 18-23, 1969 _____			Yes _____	No _____
December 7-12, 1969 _____			Name of Motel _____	
Registration Deadline For First Session: May 1, 1969		Mail Application To: Economic Development Training Section Industrial Development Division Georgia Institute of Technology 1132 W. Peachtree Street Atlanta, Georgia 30309		

INTRODUCTION

The Executive Training Program is one of a series of economic development training programs offered by the Georgia Tech Industrial Development Division under sponsorship of the Economic Development Administration. These programs are designed to assist the Economic Development Administration and associated activities accomplish the objectives set forth in the Public Works and Economic Development Act of 1965.

The purpose of the Executive Training Program is to provide orientation and professional training in the practical processes of economic development involved in economic development district activities. The program is designed for executive directors and senior staff personnel of recently organized economic development districts, those who have recently joined the staff of an economic development district, and for staff members of other organizations whose programs relate to the Economic Development Administration.

The Executive Training Program is a companion program to the Basic Economic Development Training Program and is designed to improve communications between the executive director and staff members who have attended appropriate level programs. Although subject titles in many instances are common to the two programs, each program has been designed to furnish an appropriate level of instruction and the approach to subject matter reflects the requirements of the participants attending each program. The formal instruction revolves around three major topics:

Community Development
District Economic Development
Assistance Programs

Community Development and District Economic Development are considered to be the primary areas of concentration in the program. The methodological approach of the program emphasizes the practical, "how to" aspects of economic development. The program is designed to engender the maximum amount of interchange between participants, yet maintain instructional continuity.

Since the community is the building block upon which district and regional growth depends, the instruction gives full consideration to the principles and

methodologies involved in community development as well as the interrelationships of the community, county and district in the development and implementation of district-wide programs. Program approaches and alternatives are explored so that district organizations may select those that best fit their needs. In accomplishing the foregoing, human and natural resource characteristics are taken into full consideration.

PROGRAM OUTLINE

DISTRICT ECONOMIC DEVELOPMENT

Concepts of Regional Economic Development
 Information Requirements for Planning and Development
 Manpower Resources Analysis
 Developing Manpower Resources Information
 Economic Development District: Staff Activities
 EDA Field Operations
 EDA Approach to Economic Development

COMMUNITY DEVELOPMENT

Concepts, Principles and Interrelationships
 Human Resources
 Involvement of Citizens in Community Development
 Industrial Aspects of Economic Development
 Community Analysis
 Community Evaluation - Action Programs

ASSISTANCE PROGRAMS

Development of Economic Opportunities
 Manpower Training Programs
 Market Analysis
 Sources of Capital
 Industrial Financing
 Coordination of Federal Assistance Programs
 Role of the University Centers in Community and District Development

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

Arizona

William Macphee
Executive Director
Indian Development District
of Arizona
Post Office Box 107
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Arthur J. Weisenberger
Executive Director
I. D. D. A. Apache Planning Area
Post Office Box 1008
Whiteriver, Arizona 85941

Arkansas

Dennis Avlos*
Assistant Planning Director
Western Arkansas Economic
Development District
104 North 16th Street
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Barry M. Birkhead*
Economic Planner
Western Arkansas Economic
Development District
104 North 16th Street
Fort Smith, Arkansas 72201

Larry A. Griffin
Arkansas Planning Commission
3rd Floor
Game and Fish Commission Building
Little Rock, Arkansas 72201

Lon Hardin*
Executive Director
Western Arkansas Economic
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Fort Smith, Arkansas 72901

Max C. McElmurry
Director
North Central Arkansas Economic Development District
Post Office Box 796
Batesville, Arkansas 72501

Donald R. Raney*
Executive Director
Northwest Arkansas Economic Development District
Post Office Box 668
Harrison, Arkansas 72601

David E. Reutzel*
Director of Research
Western Economic Development District, Inc.
104 North 16th Street
Fort Smith, Arkansas 72901

Richard Shewmaker*
Economic Development Specialist
Western Arkansas Economic Development District
104 North 16th Street
Fort Smith, Arkansas 72901

* Indicates attendance during 1969-1970.

() Indicates person attended two training sessions during 1968-1969.

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

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

Robert J. Stone*
Health Director
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Assistant Director
Southern Colorado Economic Development District
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Pueblo, Colorado 81003

Leo T. Surla, Jr.
Executive Director
Southern Colorado Economic Development District
419 Arthur Street
Pueblo, Colorado 81005

J. W. Bradbury*
Director
Southern Colorado Economic Development District
RSI, Southern Colorado State College
Pueblo, Colorado 81005

Florida

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Executive Director
Northwest Florida Development Council
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Owen N. Powell
Project Officer
Northwest Florida Development Council
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Project Planner
Central Savannah River Area Planning and Development Commission
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Executive Director
Troup County Planning Commission
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Manpower Resource Developer
Northeast Georgia Area Planning
and Development Commission
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Athens, Georgia 30601

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Research Engineer
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Atlanta, Georgia 30334

Wayne Kilmark*
State Planning Bureau
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Atlanta, Georgia 30334

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ning and Development Commission
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Slash Pine Area Planning and Develop-
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Project Planner
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and Development Commission
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Augusta, Georgia 30902

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Director of Economic Development
Heart of Georgia Area Planning and
Development Commission
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Industrial Development Division
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opment Commission
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Development Research Specialist
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Program Officer
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Office of Development Services
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University of Kentucky
Lexington, Kentucky 40502

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Elizabethtown, Kentucky 42701

James L. Peel
Executive Director
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Elizabethtown, Kentucky 42701

James D. Salisbury*
Staff Director
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Terry L. Martin*
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Jack Kenneth Walker*
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Waldo E. Tibbets*
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Maryland

William B. Braun*
Chief
Federal and Field Liaison Division
Maryland Department of Economic
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R. Scott Wilson
Deputy Director
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Massachusetts

Norman E. Higbie*
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Lee D. Meyers
Executive Director
Upper Peninsula Committee for Area Progress
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Escanaba, Michigan 48929

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Minnesota

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Central Mississippi Economic
Development District
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ment District, Inc.
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Development District
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Jackson, Mississippi 39205

Robert Hardin
Director
Tippah County Resource Devel-
opment Association, Inc.
Ripley, Mississippi 39205

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Assistant Director
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Appendix 5
ORGANIZATIONS FURNISHING PARTICIPANTS
TO TRAINING PROGRAMS IN ECONOMIC DEVELOPMENT
(1968-1970)

Development Organizations

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

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

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

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

EDA Agency Personnel

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

University Centers for Technical Assistance

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

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

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

Appendix 6
PROGRAM EVALUATION FORM

MEMORANDUM

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

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

Memorandum to Program Participants

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

EVALUATION WORK SHEET

Reference
Designator

Comment

EVALUATION
INDUSTRIAL DEVELOPMENT TRAINING PROGRAM

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

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

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

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

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

() Yes () No

If yes, which should be dropped and why? _____

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

() Yes () No

If yes, what changes should be made? _____

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

() Yes () No

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

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

a. Length of program: _____

b. Sequence of instruction: _____

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

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

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

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

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

9. Other comments, reactions, and suggestions: _____

C O P Y

NATIONAL ASSOCIATION OF DEVELOPMENT ORGANIZATIONS
BOARD OF DIRECTORS

RESOLUTION

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

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

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

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

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

Dated this 17th day of February, 1970.

Lon Hardin (Signed)
Lon Hardin, President

Les Newcomb (Signed)
Les Newcomb, Secretary-Treasurer

(Seal)

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

September 29, 1969



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

Dear Mr. Collier:

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

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

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

With warmest personal regards and best wishes, I am,

Sincerely yours,

Edward L. Jennings,
Executive Director

ELJ:11b

FIVCO

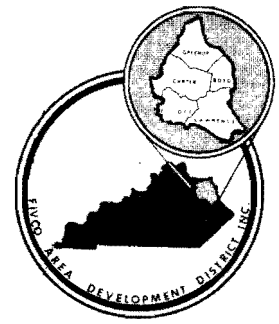
Area Development Council

P. O. Box 636

CATLETTSBURG, KENTUCKY 41129

Offices located in Boyd County Court House

Telephone: 739-4144 or 4145



October 15, 1969

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

Dear Mr. Collier:

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

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

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

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

Yours truly, , , ,

David Salisbury, Staff Director
FIVCO Area Development Council

DS/dp

Enclosure

**SOUTHERN MISSISSIPPI
ECONOMIC DEVELOPMENT
DISTRICT**

November 7, 1969

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

Dear Mr. Collier:

Re: Basic Economic Development Program
October, 1969


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

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

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

With all good wishes, I am

Sincerely yours.


D. JENE WHITECOTTON
Legal Director

P.S.

Also thought
Bob Cassell
was an excellent
instructor. DW

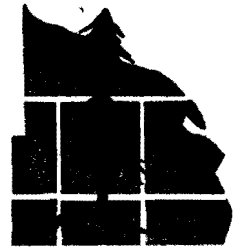
box 2057 • hattiesburg, mississippi 39401 • ph. 582-9104 area code 601

Northeast Michigan Regional Planning And Development Commission

• *Progress Through Planning*

118 SOUTH THIRD STREET — ROGERS CITY, MICHIGAN 49779

Phone (517) 734-2178



February 20, 1970

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

Dear Bob:

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

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

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

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

Sincerely,

JLW:em
CC: Tom Francis

James L. Williams,
Executive Director

SOUTHEASTERN REGIONAL PLANNING AND ECONOMIC DEVELOPMENT DISTRICT

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



January 26, 1970

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

Dear Bob:

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

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

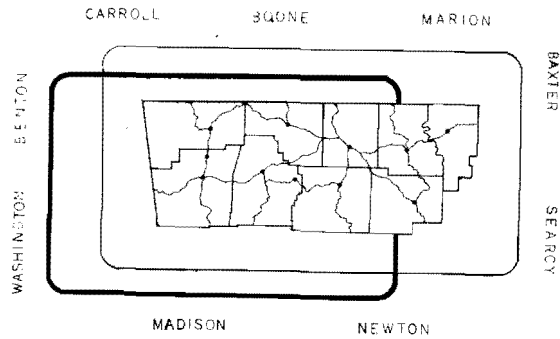
Again, my thanks to you and to Bob Cassell and to the other members of your organization for a good, informative, and pleasant week.

Sincerely,

Norman Higbie ✓
Economic Development Director

NH:cs
Enclosures:

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



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

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

February 2, 1970

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

Dear Bob:

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

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

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

Sincerely,

Donald R. Raney
Executive Director

DRR/k
attachment



DONALD D. MOYER, Executive Director

Appendix 14

ECONOMIC DEVELOPMENT COUNCIL of NORTHEASTERN PENNSYLVANIA

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

(717) 824-7801

March 25, 1970

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

Dear Bob:

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

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

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

Sincerely,

Jerome F. McCormack
Development Coordinator

JFM:amk

Enclosure

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Sidney L. Krawitz, Esq.
John B. Shane

Appendix 15

PROPOSED MANPOWER DEVELOPMENT TRAINING PROGRAM

Purpose

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

Scope

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

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

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

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

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

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

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

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

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

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

Appendix 16

PROPOSED TRAINING PROGRAM FOR PLANNING AND DEVELOPMENT TECHNICIANS

Purpose

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

Scope

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

Program orientation

Community and district economic development and physical planning

Employing physical planning and economic development process to solve community problems

Federal requirements for participation in planning assistance

The rationale and methodology of physical planning

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

The land use plan

Plan implementation

Principles of community economic development

The methodology of community and district economic development

Utilizing planning inputs in the community economic development process

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

Appendix 17
PROPOSED TRAINING PROGRAM FOR
STAFF INFORMATION TECHNICIANS

Purpose

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

Scope

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

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

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

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

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

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

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

Appendix 18

PROPOSED DISTRICT LEADERSHIP TRAINING PROGRAM

Purpose

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

Scope

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

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