

Project No. A-1438

Grant No. 04-6-09029-6/7/8

Grant Period 6/1/72 through 6/30/74



*A Program of Management and Technical Assistance
in Designated EDA Counties in Georgia*

by William C. Ward, Jr.

Hardy S. Taylor

Charles C. Wommack

INDUSTRIAL DEVELOPMENT DIVISION

Final Report

1974



Engineering Experiment Station

GEORGIA INSTITUTE OF TECHNOLOGY

Atlanta, Georgia

Project No. A-1438
Grant No. 04-6-09029-6/7/8
Grant Period 6-1-72 through 6-30-74

A PROGRAM
OF MANAGEMENT AND TECHNICAL ASSISTANCE
IN DESIGNATED EDA COUNTIES IN GEORGIA

Final Report

by

William C. Ward, Jr.
Senior Research Scientist

Hardy S. Taylor
Senior Research Scientist

Charles C. Wommack
Research Scientist

This technical assistance program was accomplished by professional consultants under a grant from the Economic Development Administration. The statements, findings, conclusions, recommendations, and other data in this report are solely those of the grantee and do not necessarily reflect the views of the Economic Development Administration.

Industrial Development Division
ENGINEERING EXPERIMENT STATION
Georgia Institute of Technology
December 1974

TABLE OF CONTENTS

	<u>Page</u>
SUMMARY OF CENTER ACTIVITIES	i
I. BACKGROUND INFORMATION	1
A. Economic Characteristics of Service Area	1
B. Organization and Establishment of Center	1
II. PROGRAM ADMINISTRATION	5
A. Program Objectives	5
B. Technical Assistance Service	5
C. Project Personnel	6
D. Phasing of Work Program	6
E. Internal Management Policies and Procedures	6
1. General Program Approach	6
2. Operating Policies	7
3. Individual Project Approach	8
F. Relationship to Other Development Efforts	8
III. STRATEGY FOR SUBREGIONS	9
IV. TECHNICAL ASSISTANCE PROJECTS	9
A. Location	9
B. Highlights of Project Activity	9
C. Project Summaries	12
Central Savannah River Economic Development District	13
Coastal Plain Economic Development District	18
Georgia Mountains Economic Development District	20
Heart of Georgia Economic Development District	23
Northeast Georgia Economic Development District	26
Oconee Area Economic Development District	28
Slash Pine Area Economic Development District	29
Southwest Georgia Economic Development District	34
Middle Flint Economic Development District	39
Chattahoochee-Flint Economic Development District	43
Coastal Area Economic Development District	45
Lower Chattahoochee Economic Development District	46
Projects Outside of Economic Development Districts	47
V. EVALUATION OF PROGRAM EFFORT	55

	<u>Page</u>
<u>EXHIBITS</u>	57
1. Organization Chart - Georgia Institute of Technology	58
2. Organization Chart - Industrial Development Division	59
3. Biographical Sketches	60
<u>CHARTS</u>	77
1. Economic Characteristics of EDA - Designated Counties - Georgia	78
2. Waived	82
3. Regional Economic Development Center Activity Report	83
4. Summary of Project Activity by Type and Subregion	84
5. Job Impact Summary	85
<u>MAPS</u>	86
1. Areas of Field Office Responsibility	87
2. Economic Development Districts	88
3. EDA Counties and EDD's as of 30 June 1974	89
<u>APPENDICES</u>	90
1. Establishment and Reporting of EDA Projects	91
2. Outline of IDD-EDA Program in the Northeast Georgia EDD	97
3. Letters of Appreciation	104
4. News Articles	114

SUMMARY OF CENTER ACTIVITIES

Overall Program Objectives

The program activities described in this report represent an extension of the Industrial Development Division's established service to Georgia business and industry through market research, management guidance, and technical assistance. The specific objectives of the EDA-sponsored program are the following:

- o To stimulate the expansion and diversification of existing industry.
- o To support the formation of new, economically sound enterprises.
- o As an ultimate objective from the two stated above, to create additional jobs.

Service Region

The region covered under the EDA program of management and technical assistance which is carried out by IDD encompasses all designated EDA counties in the state of Georgia. As of the end of the project year there were 87 designated EDA counties in Georgia and three counties designated as eligible under Title I only, for a total of 90 counties throughout the state. These designated counties represent the most economically depressed areas of the state. The depressed economic conditions in these counties have resulted in high out-migration, high percentage of poverty population, and high unemployment. The objectives of the EDA sponsored program of management and technical assistance address the basic underlying problem of inadequate employment opportunities which has caused the depressed economic conditions in the designated counties.

Project Activity

During the project year, 85 management and technical assistance projects were active under the EDA program. In drawing conclusions about the program, it would not be difficult to overstate the impact of the work performed by IDD staff personnel on the individual projects; however, available information indicates some noteworthy results in the area of employment and jobs affected. A total of approximately 801 identifiable jobs have been saved in 16 firms assisted by IDD. Another 827 identifiable jobs have been created in 30 expanding companies which were assisted. In the 28 new ventures which were aided by IDD during the year, 295 new jobs either have been created or show definite promise of early establishment.

I. BACKGROUND INFORMATION

A. Economic Characteristics of Service Area

The service area covered by the EDA Technical Assistance Grant effective during fiscal year 1973-1974 is comprised of 90 designated counties throughout the state of Georgia. These designated counties, shown in Table 1, represent the most economically depressed areas in the state. The high net out-migration rate in most of the counties (as high as 37%) is the result of stagnant or declining economic conditions. This conclusion is further substantiated by the high percentage of individuals (as high as 60%) who fall into the below poverty income level. The IDD program which is carried on in the designated EDA counties in Georgia is designed to respond to the need for economic revitalization in these counties through the creation of new job opportunities which result from the expansion of existing business and the formation of new business and industrial ventures.

B. Organization and Establishment of Center

From a comprehensive plan proposed in October 1955, the idea of an industrial development program at Georgia Tech became a reality in July 1956 with the establishment of a three-man branch. The Industrial Development Branch grew to division status within the Engineering Experiment Station in 1962; currently the Industrial Development Division (IDD) has more than 60 employees located in the central office in Atlanta and in branch offices in Albany, Augusta, Carrollton, Douglas, Macon, Rome, and Savannah.

The overall objective of the Industrial Development Division is to stimulate and advance industrial and economic development. This objective is to be achieved through active cooperation with other agencies and organizations engaged in the field of industrial and economic development and through the continuing development and implementation of programs which are designed to accomplish the following specific aims:

1. To provide the factual, scientific research needed to assess the economic status and development potential of the state and its subdivisions.
2. To describe, measure, and evaluate the physical and human resources of the state and its subdivisions.
3. To determine, through objective research and analysis, the types of business and industrial operations that are best suited for development or expansion in Georgia and in specific locations within the state.
4. To serve as a center for the collection, interpretation, and dissemination of information relating to industrial and economic development.

5. To provide professional assistance, information, and service to governmental units and to other industrial and economic development groups.
6. To provide professional assistance, information, and service to established and prospective business and industrial firms.
7. To motivate and assist public and private organizations in the utilization of research findings in the achievement of industrial and economic potentials.
8. To provide professional instruction and guidance in the application of the principles and techniques of industrial and economic development.

Development of Management and Technical Assistance Program

In 1960, the Industrial Development Division, under the Management Research Grant Program of the Small Business Administration, conducted a comprehensive study of the problems and needs of small manufacturing management. The most significant finding of this study was that small businessmen critically need direct, personal guidance in resolving internal problems affecting their survival and growth.

To at least partially fulfill this need and in keeping with the sixth aim specified above, in early 1960 the Division started a modest program of management and technical assistance to small business and industry in Georgia. Response to this service in the ensuing months prompted the formation of the Industrial Services Branch to deal exclusively with the task of providing direct assistance to small businessmen in Georgia. As a result of the expansion of functions in the Branch, the EDA program is now centered in the EDA Services Section.

On March 11, 1965, the U. S. Department of Commerce announced approval of a major program to stimulate the growth and expansion of business and industry in 16 designated counties in Georgia. This program was conceived and conducted as a joint effort of the Economic Development Administration, the Georgia Department of Industry and Trade, and the Georgia Institute of Technology. Work on the program was conducted by staff members of the Industrial Development Division (IDD) of Georgia Tech's Engineering Experiment Station during the contract period beginning June 1, 1965, and ending May 31, 1966.

On May 11, 1966, the Economic Development Administration approved the extension of the management and technical assistance program to June 1, 1967. In brief, this program covered an expansion of the 1965-1966 program with services oriented toward assistance to firms in designated Economic Development Districts. Additional service also was to be provided (1) to firms in counties qualified for EDA assistance in those cases where requests for assistance were approved by the EDA Field Coordinator and (2) to the EDA Field Coordinator in those cases where there was a need for data concerning the impact on employment opportunities of EDA funds to be expended for public works projects.

On April 19, 1967, the Economic Development Administration, U. S. Department of Commerce, announced the extension of the management and technical assistance program for a third year. In brief, this program covered an expansion of the 1966-1967 program with services oriented toward assistance to firms in designated Economic Development Districts and EDA counties. Additional service also was to be provided (1) to firms in Economic Development Centers, (2) to firms in EDA-designated areas in bidding for government contract work, (3) to firms having received loans from the U. S. Department of Commerce upon request of the authorized representatives of the Contracting Officer, and (4) to the EDA Field Coordinator in those cases where there was a need for data concerning the economic impact that business and public works proposed for Economic Development Centers would have on the Economic Development Districts and surrounding EDA-designated areas. Further, a survey of an Economic Development District to determine the extent, availability, and characteristics of the District's unemployed was to be made.

On April 12, 1968, the Economic Development Administration, U. S. Department of Commerce, announced the extension of the management and technical assistance program for a fourth year. In brief, this program covered a continuation of the 1967-1968 program, at a reduced level of funding and effort, with service oriented toward assistance to firms in designated Economic Development Districts and EDA counties. In addition, manufacturers in certain Economic Development Centers and EDA counties, not previously interviewed, were to be interviewed with assistance extended to those firms needing assistance. Assistance to the EDA Economic Development Specialists and Economic Development Districts was to be provided in those cases where there was a need for economic impact studies and documentation in connection with applications for industrial and public works projects.

On April 29, 1969, the Economic Development Administration, U. S. Department of Commerce, announced the extension of the management and technical assistance program for a fifth year. This program covered a continuation of the 1968-1969 program. Although the EDA grant for the program was reduced, the local matching funds were increased proportionately, resulting in the same level of funding and effort. These services were directed toward assistance to firms in designated Economic Development Districts and EDA counties. In addition, manufacturers in newly designated Economic Development Centers and EDA counties, not previously interviewed, were to be interviewed and assistance extended to those firms requiring assistance. A selective resurvey of firms in EDA-designated counties was to be conducted to determine firms with expansion possibilities and identify the demand for specific products and services which potentially could be supplied by existing or new firms located in EDA-designated areas. Assistance to the EDA Economic Development Representatives and Economic Development Districts was to be provided in a limited number of cases for economic impact studies and documentation in connection with applications for industrial and public works projects.

On April 9, 1970, the Economic Development Administration, U. S. Department of Commerce, announced the extension of the management and

technical assistance program for a sixth year. This program covered a continuation of the 1969-1970 program. The EDA grant for the program was reduced, and although the local matching funds remained about the same, there was a 22% net reduction in funds which restricted the amount of services that could be rendered. These services were directed toward assistance to firms in designated Economic Development Districts and EDA counties. In addition, manufacturers in newly designated Economic Development Centers and EDA counties, not previously interviewed, were to be interviewed and assistance extended to those firms requiring assistance. A selective resurvey of firms in EDA-designated counties was to be conducted to determine firms with expansion possibilities and identify the demand for specific products and services which potentially could be supplied by existing or new firms located in EDA-designated areas.

On June 4, 1971, the Economic Development Administration, U. S. Department of Commerce, announced the extension of the management and technical assistance program for a seventh year. Although this program covered a continuation of the 1970-1971 program, the EDA grant for the program was reduced an additional 12%. This necessitated a reduction in tasks to be performed under the grant. IDD was no longer required to prepare economic impact studies in connection with EDA loan applications. With more emphasis placed on utilization of the IDD field offices it was possible to continue providing full management and technical assistance services to firms in designated EDD's and EDA counties, although 15 additional new counties were added during the grant period.

While the EDA program assisted in continuing the Division's total program of service to industry, it did not lessen the need for the Division's basic program of management and technical assistance, which is state-wide in scope and limited in type of service only by available staff capabilities and by self-imposed policy restrictions.

During fiscal 1971-1972, 87 management and technical assistance projects were active under the EDA program. This brought to 603 the total number of projects undertaken by the Division from the inception of the program under the contract through May 31, 1972.

During fiscal 1972-1973, 81 management and technical assistance projects were active under the EDA program. This brought to 640 the total number of projects undertaken by IDD since the inception of the program under the contract through May 31, 1973.

During fiscal 1973-1974 the contract was changed to adjust the fiscal year to a 1 July to 30 June basis by making the 1973-1974 contract cover a thirteen (13) month period. During this contract period a total of 85 management and technical assistance projects were active bringing to 707 the total of projects undertaken by IDD since the inception of the program.

In its overall philosophy, the Industrial Development Division considers it imperative to work in conjunction with all economic development agencies, as well as economic districts and area planning and development commissions, to best serve the needs of the EDA-designated areas within the state in assisting them to improve their

economic base. The Exhibits 1 and 2 that follow show the relation of the Industrial Development Division and its branches to the structure of the Georgia Institute of Technology.

II. PROGRAM ADMINISTRATION

A. Program Objectives

The program activities described in this report represent an extension of the Industrial Development Division's established service to Georgia business and industry through market research, management guidance, and technical assistance. The specific objectives of the EDA-sponsored program are the following:

1. To stimulate the expansion and diversification of existing business and industry in designated EDA counties.
2. To support the formation of new, economically sound enterprises in designated EDA counties.
3. To create additional jobs in the designated EDA counties through the accomplishment of the first two objectives.

These program objectives are applied to all the EDA areas in Georgia and do not vary from subregion to subregion.

B. Technical Assistance Services

Under the EDA Technical Assistance Grant effective during fiscal year 1973-1974, the Industrial Development Division performed the following work in designated Economic Development Districts and in designated counties:

1. Technical and management assistance to existing business and industry to eliminate problems of marginal firms which endanger the existence of such firms for the purpose of saving jobs.
2. Technical and management assistance to existing business and industry to resolve operating problems inhibiting growth through expansion and diversification for the purpose of creating jobs.
3. Technical and management assistance in the formation of new industrial ventures for the purpose of creating jobs.
4. Market analyses.

This assistance covers all of the problems business falls heir to in the broad fields of management, operations, personnel, finance, product evaluation, and market identification. It should be noted that when a company or group of individuals expresses an interest in an EDA business loan the Industrial Development Division refers that company

or individuals to the EDA Economic Development Representative and takes no action until requested to do so by the Economic Development Representative.

C. Project Personnel

"People are our most important resources." The staff of the EDA Services Section has had a wide range of practical experience in consulting, administrative, and operational work with a variety of business and industrial firms. Supporting the Section staff are other professional personnel of the Industrial Development Division: market analysts, plant location specialists, industrial economists, statisticians, research librarians, and industrial and chemical engineers. In addition, the facilities and personnel of other divisions of the Engineering Experiment Station and of Georgia Tech's academic departments and library are available for consultative work on special projects.

Exhibit 3 contains biographical sketches of the in-house professionals of the Industrial Services Branch in which the EDA activities are centered.

D. Phasing of Work Program

This work program which encompasses Chart 2 has been waived by paragraph five of the grant amendment offer dated the 8th day of July 1971.

E. Internal Management Policies and Procedures

1. General Program Approach

At the start of the program in June 1973, 18 projects were carried over from the previous contract. Internal controls were reviewed and reissued to provide for the effective assignment of staff to be covered by the field offices (see Map 1), and manpower estimates were prepared. Program controls were reviewed to insure adequate work records (see Appendix 1), and man-hours were budgeted for each staff member according to the probable volume of work to be generated from his individual assignments.

A presentation explaining the program was prepared and submitted to the executive directors of the newly designated Economic Development counties. (See Appendix 2, Outline of EDA Program.) Map 2 shows the twelve Economic Development Districts and the designated EDA counties in each. The program continued to be well received and, while conducted consistently throughout the state, was tailored to fit into the existing programs under way in some of the Districts. Close liaison was maintained with the assigned members of the Development District staffs by the Atlanta and field personnel of IDD.

Normally, the first contact with individual firms in new EDA counties and Development Centers came as a result of local news articles in the area's newspapers. (See Suggested Press Release, Appendix 2.) The next contact was made by letter (see Exhibit B, Appendix 2) from the local Area Planning and Development Commission. Each of the firms contacted subsequently was visited by an IDD staff representative and, in some cases, an Area Planning and Development Commission staff representative. These visits served to establish personal contact with local business and industrial officials and to determine specific opportunity for expansion, diversification, or the establishment of new businesses. As a part of the interview, information was collected by the IDD staff representative on such factors as employment, product, and production capability of each company through use of the especially designed Manufacturers Data Sheet. (See Exhibit C, Appendix 2.)

As each individual project was developed, an IDD representative was assigned project director, and the required work was either performed by the project director or assigned to a staff specialist. The project director maintained close contact with the company involved until the project was completed; work performed on each project and the results achieved were recorded on individual project report forms. (See Appendix 1.) The format of the quarterly report to the Office of Technical Assistance of the Economic Development Administration was changed to conform to new EDA guidelines to facilitate reporting quarterly the nature and status of apropos work performed in each of the Districts to the District offices.

2. Operating Policies

When it is decided to proceed with a project, the assignment of personnel and the priority given to these assignments are determined on the basis of the potential return which can be expected from an investment of management and technical assistance services. Several external factors are involved in the determination of the project priorities. The four main criteria are as follows:

- a. The inherent potential of the proposal is the first test applied to a request for assistance. If a new product or process is involved or if the request is for assistance in the organization of a new enterprise, an analysis is made of the profit potential of the product, process, or company. If the potential appears to be sound, the proposal has passed the first test.
- b. The second criterion involves the management and/or technical competence of the individuals requesting assistance. Their competence becomes a factor in the overall potential of the proposal. Assuming a high degree of management competence, a proposal with sound market potentials justifies a high priority. Without such competence, the chances of success for a potentially good idea are obviously reduced.

- c. The economic impact of IDD's assistance service represents the third test. A higher priority is normally given to those projects in which a relatively high return can be achieved through the creation of better paying jobs, the increased use of natural resources, and the fulfillment of a profitable business opportunity.
- d. The fourth test relates to the financial resources supporting the proposal itself. If the proposal has validity in all other respects, financial backing usually can be secured from outside interests. If the proposed product, process, or company is weak in either of the first two external factors stated above, its potential success is weakened even if the individuals involved can provide their own financial backing. So priority is determined on the basis of the financial resources behind the proposal if it meets the first two criteria.

3. Individual Project Approach

As a result of IDD's work with companies of varying sizes during the initial six years of the program, a standard approach (especially in problem-solving projects) has evolved that has proved successful in most cases. The projects are approached in the following three steps:

- a. Efforts initially are directed toward assisting the firm in solving its problem by itself. This is essentially a matter of assisting company representatives in identifying the true nature of a problem, then guiding them toward and through a series of steps by which they can resolve the problem.
- b. If it is not possible for a firm to resolve a problem situation with its own personnel, direct assistance is provided in attacking those aspects of the problem which IDD can competently approach.
- c. If a problem situation involves an unusual amount of time relative to the results to be attained or if qualified personnel are not available to attack the problem, the firm is advised of its need for competent consulting specialists.

F. Relationship to Other Development Efforts

In furthering the EDA objectives in Georgia, the Industrial Development Division works closely with representatives of the following organizations:

Georgia State Office of Planning and Budget - Georgia Department of Community Development - Economic Development Districts - Area Planning and Development Commissions - Chambers of Commerce - local Industrial Development groups - Coastal Plains Regional Commission - Small Business Administration - EDA Economic Development Representatives.

Particular attention is directed to working with the EDD's and APDC's on individual projects. When an assistance project is opened, these organizations are notified that IDD will be working in their area and a monthly progress report of activity on projects within their area is furnished.

Cooperation with the above-mentioned organizations is enhanced by IDD activities other than EDA within the state wherein IDD personnel are in almost constant contact with these groups.

III. STRATEGY FOR SUBREGIONS

Maps 1 and 2 depict graphically the Industrial Development Division's approach to serving the objectives of EDA by making use of the IDD field offices that blanket the state and how this coverage relates to the Economic Development District areas.

Map 1 identifies the location of the field offices and shows the area of responsibility of each office. Map 2 identifies the twelve Economic Development Districts. It should be noted that the field office areas correspond to the EDD boundaries where possible, although in some cases the field office areas extend beyond those boundaries in order to serve those EDA-designated counties not presently within EDD's.

This ability of IDD to effectively serve the entire state through the field office network means that the EDA objectives in all parts of the state can be served efficiently and economically by the trained professionals who man the field offices as well as by the EDA-oriented staff in Atlanta.

These management and technical assistance program objectives are applied to all the EDA areas in Georgia and do not vary from subregion to subregion.

IV. TECHNICAL ASSISTANCE PROJECTS

A. Location

Map 3 identifies the counties in which work was performed under the program and indicates the number of projects conducted in each county.

B. Highlights of Project Activity

Chart 3 summarizes the highlights of project activity by major program categories. Chart 4 summarizes the project activity by type and subregion to indicate the distribution of effort throughout the state. Chart 5 summarizes the project activity by type and subregion to indicate the job impact.

The following projects were selected for special mention:

Project 567: A group of individuals who own a deposit of high quality glass sand requested assistance in determining the potential market for processed sand. The IDD staff prepared and presented to the management of this firm a market research report on the market for construction sand within a 100-mile radius of Mt. Vernon, Georgia (location of the sand deposit). The owners advised IDD that they were successful in obtaining an SBA 502 loan for the construction of a facility to process the sand. Construction of the new facility is completed and information was provided by IDD on design criteria for a settling pond to be used in the company's water pollution control efforts. At the request of management, information was collected and provided to the company for their use in evaluating whether to buy or lease their fleet of trucks. Information was also collected on pricing practices of sand processors in Georgia. At the request of company officials, IDD prepared a list of 31 companies in the area which would be potential customers. Assistance was also given in overcoming a problem of clay impurities in the sand being mined and in securing a water analysis from the Georgia Department of Natural Resources. This new sand mining operation is now in production, and current employment stands at nine and is expected to grow.

Project 613: The president of a lumber mill in Telfair County requested IDD assistance in submitting an EDA loan application in order to secure funds for completing its lumber mill complex in Lumber City, Georgia. A presubmission conference was held with EDA field representatives, IDD staff, and principals of the company. Following this conference, IDD provided technical assistance to the company in several phases of its production operation and in preparing material for the loan application. Subsequent developments made it possible for this company to undertake the planned expansion through internal financing from its operating profit, and no loan was required. The expansion is now proceeding as planned, and there are 89 employees.

Project 614: This new manufacturer of utility buildings in Taylor County requested IDD assistance in developing the material needed for an SBA loan application to finance a move to a larger plant in order to enable it to increase production to meet its sales level. Information regarding general information on the company, cash flow projections, and pro forma financial statements was collected and incorporated into the SBA loan application. Following the submission of this application to SBA, the company was informed that the loan was approved in the amount of \$50,000. There was a temporary delay in disbursement of the funds under the approved SBA loan due to some technicalities. The principals were assured that there was no serious problem with the loan, and they proceeded with the move to a larger plant. In connection with this move, IDD assisted company management in developing a new cost accounting system and in installing the simple management tools of breakeven point analysis, cash budgeting, sales

forecasting, and production forecasting. Due to the continuing delay in securing funds under the SBA loan, the principals of this firm made arrangements to meet its financial needs without SBA participation, and the loan application to SBA was withdrawn. Since obtaining adequate financing, this firm has stabilized its operations and has doubled its work force to a total of eight employees.

Project 632: A metal fabricating firm in Screven County requested assistance in plant layout and assembly line design for the production of wrecker bodies for small trucks. Information and assistance was also requested on painting processes and on safety regulations relating to these painting processes. In visits to this company, the IDD staff provided information on sources of supply for painting equipment and painting service. A suggested plant layout and assembly line design was prepared and provided to the company. Data on improved welding methods were also supplied. In recent contacts with the company, it was found that due to increased sales, no reduction of its eleven man work force was required.

Project 635: IDD assisted this company with plans for the construction of a new manufacturing facility. This work included lighting and electrical planning assistance, insurance and fire code guidance and recommendations, and assistance with production techniques. This company has now completed its new plant and is in full production. The new plant is a 30,000-square-foot facility, and estimated capital expenditure, including new machinery, is approximately \$200,000. Employment is presently 30.

Project 638: The president of this firm requested IDD assistance in analyzing the company's personnel procedures and policies in order to reduce the high turnover being experienced in its work force. A meeting with the management of this firm revealed that since 1967 the work force has grown from 424 employees to the current level of nearly 1,000 employees. In analyzing the problem, it was discovered that the primary cause of the work force turnover was the explosive growth and expansion of the company. During the visit to the plant, many recommendations and suggestions were made to management and they expressed the intention of implementing these suggestions immediately. A written report detailing the suggestions has been prepared and forwarded to the company management. In recent contacts with this company, officials indicated that good progress is being made in resolving problems in personnel policies and procedures.

Project 640: This door and window manufacturer requested assistance in several aspects of planning a new facility for its operations. The present plant is too small to accommodate the current level of operation, and a new facility is needed to increase production to meet the recent growth in sales. In several meetings with company officials, the IDD staff has assisted in developing the building plan, site plan,

and fire protection plan. The overall building size needed and the location of supporting columns within the production area were discussed. Information has been collected and supplied to the company on sprinkler systems, heating and air conditioning equipment suitable for the new building, and insurance rates for the planned facility. Assistance was also given in developing a detailed plant layout for the new building which will assure efficient use of the available space. Construction of the new plant is now completed and additional assistance has been given in starting up production. Currently, the company has a work force of twelve employees.

Project 685: This firm was experiencing a problem with poor adhesion of the coating used in manufacturing mirror wall tiles. The problem was determined to be improper and insufficient cleaning of the glass and several alternate methods of cleaning were proposed to the management. They have continued to make the product and this relatively new operation has gone from 50 to about 100 employees.

C. Project Summaries

The 85 individual projects which were active during the year under the program of management and technical assistance to businesses, industrial firms, and communities in designated Georgia counties are listed by Economic Development Districts and described on the following pages. These summary descriptions include an identification of each project by number, type, and location; a brief description of the work performed; and a statement of the results achieved. The 33 projects which were still active as of June 30, 1974, are listed under "Ongoing Projects" in each EDD.

CENTRAL SAVANNAH RIVER ECONOMIC DEVELOPMENT DISTRICT

General

The Central Savannah River Economic Development District consists of thirteen counties, of which ten are eligible Redevelopment Area counties: Burke, Emanuel, Glascock, Jefferson, Jenkins, Lincoln, Screven, Taliaferro, Warren, and Wilkes. The Growth Centers are Augusta (Richmond County) and Swainsboro (Emanuel County).

Discontinued Projects

During the period seven projects were discontinued in this area.

Project 632: Assistance to a metal fabricating company in Screven County

Nature of Problem: This firm has recently built a new building and has requested assistance in plant layout and assembly line design for the production of wrecker bodies for small trucks. Information and assistance were also requested on spray dip painting and OSHA regulations on painting processes.

Work Performed: Two visits have been made to this new plant by IDD personnel. Information has been provided on the availability of painting services in Atlanta, as well as information on paint manufacturers' representatives who could be contacted. Plant layout assistance and assistance in assembly line design have been initiated. Information on improved welding methods has also been provided to the company.

Results: This company has recently advised IDD that it has a substantial backlog of orders and that no additional assistance is needed at this time.

Project 633: Assistance to a railroad equipment repair shop in Augusta, Georgia (Growth Center)

Nature of Problem: This firm requested assistance in resolving difficulties in the paper work involved in its job shop cost accounting system.

Work Performed: An IDD staff member spent two days in this firm's plant studying the procedures in use and the control systems required for the cost accounting process. Based upon the observations made during this study recommendations have been formulated in a report to the company on how it can improve its timekeeping and cost accounting procedures. Company management is now studying the recommendations made in the report in an attempt to simplify the approach and adapt the recommendations to their specific operation procedures.

Results: Company management has advised IDD that an industrial engineer has been employed and that the recommendations made are being implemented. No further assistance is needed, so the project is closed.

Project 636: Assistance to an individual investigating a new venture in fiber glass boat manufacturing in Augusta, Georgia (Growth Center)

Nature of Problem: This individual requested assistance from IDD in securing information on fiber glass fabrication and other technical aspects of fiber glass boat manufacture.

Work Performed: The IDD staff has assembled a list of publications and has written, in memorandum form, an outline of suggested steps to take in this individual's study of the feasibility of entering into the manufacture of fiber glass boats. This individual has now progressed to the development of a prototype of the boat he plans to manufacture and IDD has provided information on techniques and equipment used in making a prototype fiber glass boat.

Results: The individual being assisted in this new venture has recently moved out of the area and, therefore, the project is being closed.

Project 646: Assistance to a knit wear manufacturer in Wilkes County

Nature of Problem: This firm was experiencing a severe materials handling problem in its shipping department. Assistance was requested in making improvements in the shipping department in order to improve efficiency.

Work Performed: An IDD staff member visited this company to study the methods used in the shipping department and to discuss problem areas with company officials. Information on improved materials handling methods was requested from several sources and has been studied and provided to company management with recommendations on which methods seem to be most applicable to the problem at hand.

Results: In follow-up visits to this company, assistance was given in resolving problems encountered in implementing the changes recommended. This firm has now employed a full-time industrial engineer and no longer needs IDD assistance; therefore the project is closed.

Project 655: Assistance to a tool and die shop in Burke County

Nature of Problem: The owner of this well-equipped tool and die shop requested IDD assistance in identifying a product which he could produce with his existing equipment and unskilled workers. This diversification is desirable in order to reduce the owner's reliance on his limited number of customers for tool and die work.

Work Performed: An IDD staff member visited this company to determine the capabilities of the equipment and work force in order to establish parameters for the new product search. The information collected in this visit was summarized and was being used in the search for an appropriate new product. Due to sickness in the owner's family, the search for a new product has been delayed. Information on a potential new product (small wheels) has been forwarded to the owner of this company for his consideration.

Results: Based on the information supplied by IDD, the owner of this company has decided to begin the manufacture of small wheels in the near future. No further assistance is needed; the project is closed.

Project 660: Assistance to a mobile home manufacturer in Augusta, Georgia (Growth Center)

Nature of Problem: The management of this new mobile home plant requested IDD assistance in developing a revised plant layout and in improving production methods.

Work Performed: A drawing was made of the existing plant layout for use in developing suggested revisions. A new layout was designed including suggested improvements in work station design in order to increase worker productivity and reduce materials handling. Additional information was collected and provided to the company on the recommended changes, and management began implementing the recommended changes.

Results: Some of the recommended changes proved difficult and expensive to implement; therefore, additional assistance was given to overcome these problems. Due to unfavorable market conditions, this firm has decided to postpone indefinitely their plant improvement plans. The project is closed.

Project 674: Assistance to a new venture in patent medicine in Augusta, Georgia (Growth Center)

Nature of Problem: An individual who has discovered a substance that eliminates the desire for tobacco and is tasteless and nonhabit-forming has requested IDD assistance in establishing a venture to exploit this product.

Work Performed: The IDD staff has collected and provided to this individual information on a flavoring substance which could be used in his product. Data have also been supplied on methods of producing pills, and equipment suitable for starting production is being sought.

Results: The first sample pills are now being tested by volunteers to determine the acceptability of the taste. No further assistance is needed; the project is closed.

Ongoing Projects

There are now five projects under way in this area.

Project 659: Assistance to a metal products manufacturer in Jefferson County

Nature of Problem: This firm which began operation one year ago has requested assistance in improving plant production efficiency in order to meet an increasing demand for its products.

Work Performed: In an effort to improve production efficiency, IDD developed a plant layout for the existing plant building and met with company management to review and explain the new layout. Company management accepted the proposed layout and began the preliminary steps to implement it. Recent contact with this firm has disclosed that rather than improve the existing plant, the company has decided to build a new building and abandon the existing plant. IDD will continue to assist the company in setting up its new plant.

Results: The project is continuing.

Project 680: Assistance to a textile manufacturer in Columbia County

Nature of Problem: This new manufacturer of woven upholstery fabric has requested IDD assistance in determining cost data on the various types of fabric produced in order to have a data base upon which to base pricing decisions.

Work Performed: During a visit by an IDD staff member, work was initiated in developing a system for collecting cost data. Assistance is also being given in locating suppliers of specialized equipment needed by this company. A supplier of a specialized piece of equipment was identified and referred to the management of this company. Assistance is continuing in developing a system for collecting cost data for use in making pricing decisions.

Results: The project is continuing.

Project 694: Assistance to a paper products manufacturer in Augusta, Georgia (Growth Center)

Nature of Problem: This firm generates a large quantity of waste paper and waste wax. IDD assistance has been requested in reducing this waste.

Work Performed: An IDD staff member visited this company to discuss this waste problem with management and to tour the facility to determine the type of waste and how it is being generated. It was recommended that the company have lab tests run on the waste material in order to determine the chemical characteristics in order to determine the best recovery method.

Results: The project is continuing.

Project 695: Assistance to a wood products manufacturer in Augusta, Georgia (Growth Center)

Nature of Problem: The management of this firm has requested IDD assistance with improving the layout of its sawing operation and in improving its materials handling methods for logs.

Work Performed: A visit has been made to this company to collect the information needed to initiate work on designing an improved plant layout.

Results: The project is continuing.

Project 698: Assistance to a meat company in Augusta, Georgia (Growth Center)

Nature of Problem: This firm has gone out of business and has requested IDD assistance in determining what type of industry could use its specially designed and constructed building so they can sell the property to a company that could generate employment in the area.

Work Performed: In a visit to this company's plant, an IDD staff member collected information on the plant and a detailed description of its special equipment. An attempt will be made to identify what type of operation could best utilize this plant.

Results: The project is continuing.

COASTAL PLAIN ECONOMIC DEVELOPMENT DISTRICT

General

The Coastal Plain Economic Development District consists of ten counties, of which eight are eligible Redevelopment Area counties: Ben Hill, Berrien, Brooks, Cook, Echols, Irwin, Lanier, and Turner. The Growth Centers are Valdosta (Lowndes County) and Tifton (Tift County).

Discontinued Projects

During the period three projects were discontinued in this area.

Project 640: Assistance to a door and window manufacturer in Valdosta, Georgia (Growth Center)

Nature of Problem: This firm requested assistance in several aspects of planning a new facility for its operations. The present plant is too small to accommodate the current level of operation and a new facility is needed to increase production to meet the recent growth in sales.

Work Performed: In several meetings with company officials, the IDD staff has assisted in developing the building plan, site plan, and fire protection plan. The overall building size needed and the location of supporting columns within the production area were discussed. Information has been collected and supplied to the company on sprinkler systems, heating and air conditioning equipment suitable for the new building, and insurance rates for the planned facility. Assistance was also given in developing a detailed plant layout for the new building which will assure efficient use of the available space.

Results: This company has moved into its new plant facility located in the Valdosta Industrial Park utilizing a plant layout provided by IDD. Plant facility investment was \$300,000. Current employment is 12. No further assistance is needed; the project is closed.

Project 644: Assistance to a food service company in Brooks County

Nature of Problem: This company supplies prepared portion controlled lunches to institutional customers. Assistance had been requested in improving the plant layout including work station design and product flow.

Work Performed: A plant layout for this company's planned expansion was developed. Work areas were designated, and product flow detailed for the plant layout was also developed.

Results: The new plant layout was explained to company management and has been implemented. No further assistance is needed; therefore, the project is closed.

Project 657: Assistance to a hand craft cooperative in Valdosta, Georgia (Growth Center)

Nature of Problem: This cooperative has established a local outlet for its products and had requested IDD assistance in developing a marketing program in order to distribute its products outside south Georgia.

Work Performed: A survey of retailers in Atlanta dealing in hand crafted items was made in order to determine the acceptability of the products produced by this cooperative and to determine the normal trade and distribution practices used by marketers of similar items.

Results: A summary report of the findings of this survey was prepared and forwarded to the company with recommendations for developing a marketing program. The project is closed.

Ongoing Projects

There is now one project under way in this area.

Project 671: Assistance to an agricultural equipment manufacturer in Ben Hill County

Nature of Problem: This manufacturer of agricultural equipment is interested in expanding his operation and has requested IDD assistance in investigating the potentials of entering the manufacture of agricultural wheels.

Work Performed: Based upon this firm's estimate that a production level of 100,000 wheels annually will be required to achieve break-even, IDD has undertaken a market survey of the users of agricultural wheels. During the first week, a market demand of over 75,000 units was identified. Information was requested from suppliers on the cost and specifications of wheel manufacturing equipment. The IDD staff is now assisting company management in its evaluation of the data supplied by equipment manufacturers in order to select the equipment best suited to their needs.

Results: The project is continuing.

GEORGIA MOUNTAINS ECONOMIC DEVELOPMENT DISTRICT

General

The Georgia Mountains Economic Development District consists of 13 counties, of which six are eligible Redevelopment Area counties: Dawson, Forsyth, Rabun, Towns, Union, and White. The Growth Centers are Gainesville (Hall County) and Toccoa (Stephens County).

Discontinued Projects

During the period three projects were discontinued in this area.

Project 615: Assistance to a cooperative in Gainesville, Georgia (Growth Center)

Nature of Problem: A group of individuals has formed a cooperative for the production and processing of rabbits and has requested assistance in preparing a market study on the market for rabbit meat and by-products.

Work Performed: A meeting has been held with the manager of this group to discuss the various points to be covered in the proposed market study. The market study has now been completed and mailed to the manager of the cooperative. Additional assistance to this cooperative is pending a response from the manager.

Results: In recent contact with the manager of this cooperative, it was found that production and processing of rabbits is under way and that they are being marketed through a food brokerage firm in Atlanta. No further assistance is needed, so this project is closed.

Project 634: Assistance to a broom manufacturing company in Habersham County

Nature of Problem: The president of this firm requested IDD assistance in evaluating possible alternatives to wooden broom handles. He specifically requested assistance in investigating the possibility of using plastic broom handles.

Work Performed: An initial investigation into the costs of producing plastic broom handles indicated that plastic handles would be considerably more expensive than the wooden handles currently being used. Other possible materials for broom handles were investigated. An investigation was also made into the possibility of finding a source of lower cost wood handles.

Results: No practical alternative to the company's current source of broom handles could be identified. No additional assistance has been requested at this time. The project is being closed until such time as the company requests additional assistance.

Project 669: Assistance to an industrial development group in Toccoa, Georgia (Growth Center)

Nature of Problem: At the request of the Georgia Mountains Area Planning and Development Commission, IDD is providing assistance to the City of Toccoa in assessing the practicality of developing an industrial district on a selected parcel lying within Stephens County.

Work Performed: Detailed information has been collected in a meeting with local officials regarding the selected site and work has been started on evaluating the site in terms of its suitability for industrial use. Meetings have been held with the Georgia Power Company and the Georgia Highway Department in order to collect additional information. A preliminary report including a proposed industrial district design was prepared and forwarded to this industrial development group for evaluation and use in planning.

Results: Based on the evaluation of the preliminary report, a final report has been written and supplied to the group. Development of the proposed industrial district appears feasible if improvements recommended in the report are carried out. Recent contact with this development group revealed that work has begun on construction of roads according to the plans developed by IDD. No further assistance is needed; the project is closed.

Ongoing Projects

There are now two projects under way in this area.

Project 647: Assistance to an industrial development authority in Habersham County

Nature of Problem: This industrial development authority has requested assistance in developing plans for a new 37-acre industrial park in Baldwin, Georgia.

Work Performed: A meeting has been held with representatives of this development group to discuss their plans for the industrial park and to collect data on the characteristics of the site for the park. Various tasks were assigned to the interested parties, and a follow-up meeting will be held when these tasks are completed. Work on the layout and design of the industrial park has been completed and preliminary drawings have been presented to the group. Another visit to the site was arranged in order to survey potential storm drainage problems and estimate the extent of excavation needed to overcome the drainage problem. Several questions have arisen, such as the feasibility and economics of providing a railway spur to the site. Work is continuing on resolving these problems.

Results: The project is continuing.

Project 693: Assistance to an industrial development group in Union County

Nature of Problem: This industrial development group requested IDD assistance in the preparation of a conceptual design plan for an industrial district on a site which the group presently holds.

Work Performed: The IDD staff has conducted a field inspection of the proposed site of the planned industrial district. Before design work could proceed, aerial photography of the site and other data had to be obtained. Work on obtaining the photography and other data is now completed and design work is now under way.

Results: The project is continuing.

HEART OF GEORGIA ECONOMIC DEVELOPMENT DISTRICT

General

The Heart of Georgia Economic Development District consists of nine counties, of which seven are eligible Redevelopment Area counties: Dodge, Montgomery, Pulaski, Telfair, Treutlen, Wheeler, and Wilcox. The Growth Center is Dublin/East Dublin (Laurens County).

Discontinued Projects

During the period three projects were discontinued.

Project 567: Assistance to a proposed sand mining and processing operation in Montgomery County

Nature of Problem: A group of individuals who own a deposit of high quality glass sand requested assistance in determining the potential market for processed sand.

Work Performed: The IDD staff prepared and presented to the management of this firm a market research report on the market for construction sand within a 100-mile radius of Mt. Vernon, Georgia (location of the sand deposit). The owners advised IDD that they were successful in obtaining an SBA 502 loan for the construction of a facility to process the sand. Construction of the new facility is completed and information was provided by IDD on design criteria for a settling pond to be used in the company's water pollution control efforts. At the request of management, information was collected and provided to the company for their use in evaluating whether to buy or lease their fleet of trucks. Information was also collected on pricing practices of sand processors in Georgia. At the request of company officials, IDD prepared a list of 31 companies in the area which would be potential customers. Assistance was also given in overcoming a problem of clay impurities in the sand being mined and in securing a water analysis from the Georgia Department of Natural Resources.

Results: This new sand mining operation is now in production with a total of six employees. Plant investment to date is \$500,000. No further assistance is needed; the project is closed.

Project 613: Assistance to a lumber mill in Telfair County

Nature of Problem: The president of this company had requested assistance in resubmitting an EDA loan application in order to secure the funds required for acquiring and completing the lumber mill complex at Lumber City, Georgia.

Work Performed: A presubmission conference was held with the EDA field representative, IDD staff, and principals of the company. In a visit to the company, the principals requested technical information on kiln drying of lumber. The technical information was mailed to the company. Company officials

have recently informed IDD that their planned expansion is under way and will be internally financed; therefore, no EDA loan will be needed. Additional assistance was requested in certain technical aspects of the plant expansion and IDD staff members worked with company officials to resolve these technical matters.

Results: Assistance in resolving the technical problems encountered in the plant expansion has been completed, and the expansion is proceeding as planned. No further assistance is needed; therefore, the project is closed.

Project 622: Assistance to a golf ball manufacturer in Montgomery County

Nature of Problem: This company's existing plant facility is too small, and the decision to delay a move to a larger plant has been re-evaluated; now plans are to proceed immediately with a move to a larger facility which has recently been acquired in Uvalda, Georgia.

Work Performed: Work has been completed on developing a suggested plant layout for the 11,000 square foot school building recently purchased by this company. Evaluation and recommendations have been formulated and presented to the company on materials handling equipment and procedures for the new facility.

Results: This company has been provided all the assistance needed for evaluating and preparing for their relocation to a new plant; therefore, the project is closed.

Ongoing Projects

There are now two projects under way in this area.

Project 687: Assistance to a health care firm in Dodge County

Nature of Problem: This health care firm requested IDD assistance in evaluating the feasibility of diversifying its operation to include the manufacture of fiber glass doors.

Work Performed: The IDD staff has visited this firm and discussed the planned manufacturing operation for producing fiber glass doors. At the suggestion of IDD, it was decided that the first step in evaluating the feasibility of such a venture should be a study of the market for doors. This market study has been completed and delivered to this group for use in planning.

Results: The project is continuing.

Project 705: Assistance to an electric motor rewinding company in Dublin, Georgia (Growth Center)

Nature of Problem: IDD assistance was requested by the owner of this company in Baxley, Georgia, in his efforts to determine the feasibility of establishing a branch operation in Laurens County.

Work Performed: It was determined that the first step in determining the feasibility of the planned branch plant should be a study of the market for electric motor service in the Dublin area. Approximately 80 companies within the Dublin-Laurens County area were contacted in order to determine their need for electric motor rewinding and electrical equipment servicing. It was determined that the approximate annual market for motor rewinding is \$50,000, and the annual market for electrical equipment service is \$90,000 in the area surveyed.

Results: The project is continuing.

NORTHEAST GEORGIA ECONOMIC DEVELOPMENT DISTRICT

General

The Northeast Georgia Economic Development District consists of ten counties, of which five are eligible Redevelopment Area counties: Greene, Madison, Morgan, Oglethorpe, and Walton. The Growth Center is Athens (Clarke County).

Discontinued Projects

During the period two projects were discontinued.

Project 629: Assistance to a new venture in the manufacture of prefabricated homes in Madison County

Nature of Problem: Two individuals currently operating a general contracting firm contacted IDD for assistance in evaluating the feasibility of establishing a prefabricated home operation in Ila, Georgia.

Work Performed: Several meetings were held with the principals as well as with potential investors regarding the establishment of a prefabricated home manufacturing operation. Preliminary cash flow projections for the first year of operation were prepared and checked for accuracy by the two principals. Negotiations were conducted with the investors who planned to build and lease the building to the principals of this new venture. During consultations with the investors, it was decided to seek a lease guarantee from the Small Business Administration. The market study and financial projections required for the lease guarantee application were completed by the IDD staff and submitted with the application. The lease guarantee was approved by SBA and construction of the plant was expected to begin within the next month.

Results: IDD has been informed by the principals of this new company that the mortgage company which was to finance the building has now advised them that due to high interest rates and shortage of lendable funds that they will be unable to finance the building. No further assistance is needed at this time; therefore, the project is closed.

Project 665: Assistance to a new venture in plywood manufacturing in Oglethorpe County

Nature of Problem: At the request of the Georgia Department of Community Development, IDD is up-dating a 1969 study of the feasibility of producing pine plywood in Oglethorpe County.

Work Performed: Current information has been collected on plywood prices, log costs, and wage rates in the area under study. This information has been supplied to the state agency for its use in attracting a new industry to Oglethorpe County. Based on the preliminary information provided, IDD has now been requested to up-date the entire feasibility study.

Results: This new feasibility study has now been completed and forwarded to the state agency. Further work on this project is pending a decision on the part of the principals which has been delayed indefinitely; therefore, the project is closed.

Ongoing Projects

There are now no projects under way in this area.

OCONEE AREA ECONOMIC DEVELOPMENT DISTRICT

General

The Oconee Area Economic Development District consists of seven counties, of which three are eligible Redevelopment Area counties: Hancock, Jasper, and Washington. The Growth Center is Milledgeville (Baldwin County).

Discontinued Projects

During the period one project was discontinued.

Project 650: Assistance to a furniture manufacturer in Milledgeville, Georgia (Growth Center)

Nature of Problem: This furniture manufacturer requested assistance in locating a source of supply for packaging material and in the development of new production techniques and equipment design.

Work Performed: A potential supplier of the packaging material needed has been identified and referred to this company. A preliminary design for an automated piece of equipment has also been developed and sent to this company for its use in solving the equipment problem.

Results: In a follow-up visit to this company, it was found that no efforts have been made to implement the recommendations which have been made by IDD. No further assistance is needed; the project is closed.

Ongoing Projects

There are now no projects under way in this area.

SLASH PINE AREA ECONOMIC DEVELOPMENT DISTRICT

General

The Slash Pine Area Economic Development District consists of eight counties of which six are eligible Redevelopment Area counties: Atkinson, Bacon, Brantley, Clinch, Coffee, and Pierce. The Growth Center is Waycross (Ware County).

Discontinued Projects

During the period seven projects were discontinued.

Project 560: Assistance to a fiber glass company in Bacon County

Nature of Problem: A group of individuals is establishing a company to manufacture fiber glass bath enclosures and has requested IDD assistance.

Work Performed: IDD is assisting with determining capital requirements, selection of equipment, and the development of a plant layout, and with a market evaluation. A visit was arranged to a plant in Metter, Georgia, which produces a similar product, for the purpose of observing the production process and reviewing the equipment used in the production of fiber glass products. A market survey has been prepared and presented to the company for evaluation. Based upon this report the principals have decided that their initial production estimates had been overly optimistic. They were assisted with a reevaluation of the proposed venture based on a reduced production estimate. An investigation was made of the feasibility of producing fiber glass septic tanks. Construction has been completed on a manufacturing facility for the production of bathroom fixtures. Efforts to recruit a plant manager have been successful and production has started. The firm which originally contracted to supply the molds failed to deliver and production was delayed while molds were being secured from another firm. Quality control checks by an IDD staff member were made on a representative sample of the first production unit. Assistance was also given in improving materials handling procedures in order to increase operating efficiency.

Results: The company has located in its new building utilizing a plant layout and technical assistance provided by IDD. Plant investment was approximately \$200,000. They currently employ 15 persons and have a sales volume of \$400,000 per year. The project is closed.

Project 638: Assistance to a food processing company in Coffee County

Nature of Problem: The president of this firm requested IDD assistance in analyzing the company's personnel procedures and policies in order to reduce the high turnover being experienced in its work force.

Work Performed: A meeting with the management of this firm revealed that since 1967 the work force has grown from 424 employees to the current level of nearly 1,000 employees. In analyzing the problem, it was discovered that the primary cause of the work force turnover was the explosive growth and expansion of the company. During the visit to the plant, many recommendations and suggestions were made to management and they expressed the intention of implementing these suggestions immediately. A written report detailing the suggestions has been prepared and forwarded to the company management.

Results: In recent contacts with this company, officials indicated that good progress is being made in resolving problems in personnel policies and procedures. No further assistance is needed, so this project is closed.

Project 643: Assistance to a sign manufacturing company in Waycross, Georgia (Growth Center)

Nature of Problem: At the request of the Slash Pine Area Planning and Development Commission, this company was visited by an IDD staff member to discuss the company's history and present condition. During this visit, assistance was requested in preparing a loan application for a plant expansion and additional production equipment.

Work Performed: Assistance was rendered in assembling information on the machinery required for the expansion and the cost of such machinery and the cost of required modifications to the plant building. Assistance was also rendered in documenting the future sales potential through a survey of the company's customers. Due to unacceptable delays caused by the CPA firm, the company has engaged a new CPA firm and is proceeding with the preparation of the loan application. Detailed equipment listings submitted by two suppliers were reviewed with company management by the IDD staff. The information needed for the loan application was completed by the CPA firm, and IDD assistance was rendered in preparing the loan application for submission to the bank.

Results: The loan application was completed and provided to company management; however, due to the unsuitability of plastic sign material due to the energy shortage, the owner has decided to indefinitely delay the submission of the loan application. No further assistance is needed; the project is closed.

Project 651: Assistance to an individual in Waycross, Georgia (Growth Center)

Nature of Problem: An individual requested IDD assistance in performing a market investigation to determine the feasibility of establishing a cold storage or bulk storage warehouse facility in Waycross, Georgia.

Work Performed: Preliminary information and data were collected for a market study on the market for a cold storage facility in Ware County, Georgia. This information was analyzed and assembled into a report which has been supplied to the individual who requested assistance.

Results: Due to the unfavorable findings of the market study performed by IDD, this individual has decided to abandon his plans to establish a cold storage facility. No further assistance is needed; the project is closed.

Project 656: Assistance to a janitorial service company in Coffee County

Nature of Problem: This firm was investigating the feasibility of producing a line of private brand cleaning products and requested IDD assistance in developing a marketing strategy and packaging design for a test market program.

Work Performed: On IDD's recommendation, this firm requested a written release from the chemical company allowing it to enter the retail market with the formulations being supplied to them for their janitorial service operation. Assistance was also rendered in determining production procedures, locating sources of supply and general management assistance. Work was begun on designing labels for the products and in securing samples of bottles from suppliers. A shipment of bottles was ordered for the market testing of the products to determine the acceptability of the line to housewives.

Results: Due to an increase in the janitorial service business of this company, the market test of the new product has been indefinitely delayed. No further assistance is needed at this time; therefore, the project is closed until such time as the company requests additional assistance.

Project 663: Assistance to a garment manufacturer in Bacon County

Nature of Problem: This firm was experiencing a very high labor turnover rate and requested assistance in recruiting and maintaining a stable work force.

Work Performed: In a phone contact with the management of this firm, it was determined that an 87% turnover in the work force was experienced during the past six months. A visit was arranged to this plant for the purpose of surveying and evaluating the current situation prior to formulating recommendations on how to overcome the problem. A letter report has been prepared and forwarded to the company. Assistance in implementing the changes in personnel policies recommended in the IDD report is under way, and improvements have already been realized.

Results: This firm is making good progress in resolving its problems with high labor turnover and recruiting. No further assistance is needed; therefore, the project is closed.

Project 702: Assistance to individuals interested in electric motor rewinding in Clinch County

Nature of Problem: Two individuals have requested IDD assistance in performing a market study to determine the demand for motor rewinding and electric motor servicing within the Homerville, Georgia, area.

Work Performed: In a visit to Homerville, this proposed new venture was discussed with the principals and representatives of the Clinch County Industrial Authority. It was determined during this visit that the first step in such a venture would be a survey of the market for motor rewinding and electric motor servicing.

Results: The results of the market study indicated an annual demand of approximately \$7,000 for motor rewinding in the area; therefore, such a venture would not be feasible.

Ongoing Projects

There are now three projects under way in this area.

Project 678: Assistance to an abattoir in Bacon County

Nature of Problem: This firm wishes to expand into the institutional food market by establishing a facility for preparing portion-controlled meats. IDD assistance has been requested in evaluating the institutional foods market and in the preparation of a financing proposal for such an expansion.

Work Performed: The IDD staff has prepared a market study of the institutional foods market in Georgia. Assistance is also being rendered in the collection of information on processing methods and equipment needed for the production of portion-controlled meats. Upon completion of the planning for their expansion, company officials have requested that IDD assist them in evaluating various sources of financing for the expansion. In a meeting between IDD staff members, representatives of the local bank, local development authority representatives, and company officials, it was determined that the most appropriate method of financing this expansion would be an SBA 502 loan. Assistance is being rendered in developing an application for this SBA loan.

Results: The project is continuing.

Project 688: Assistance to a candy company in Waycross, Georgia (Growth Center)

Nature of Problem: The owner of this company requested IDD assistance in finding a supplier of automated packaging equipment for use in packaging candy.

Work Performed: In a visit to this company, the IDD staff obtained detailed information on the packaging equipment needed. Based on the information obtained, parameters were established which must be met by the automated equipment being sought. Several potential suppliers of such equipment have been contacted, and information on their products requested.

Results: The project is continuing.

Project 690: Assistance to a wood products manufacturer in Coffee County

Nature of Problem: This firm requested IDD assistance in evaluating the feasibility of diversifying its product line. One product under consideration is wooden reels for wire storage.

Work Performed: In a visit to this company, the IDD staff determined that assistance would be needed in locating sources of supply, collection of market information, evaluation of production equipment needed, and identification of potential suppliers of such equipment. Work has begun on locating sources of supply for the materials needed for the production of wooden wire reels. Information on various types of equipment needed for wooden reel production is also being collected. As a result of this diversification, this company is in the process of expanding its plant by 16,500 square feet and is increasing its work force of 22 employees.

Results: The project is continuing.

SOUTHWEST GEORGIA ECONOMIC DEVELOPMENT DISTRICT

General

The Southwest Georgia Economic Development District consists of 13 counties, of which nine are eligible Redevelopment Area counties: Baker, Calhoun, Grady, Lee, Miller, Mitchell, Seminole, Terrell, and Worth. The Growth Centers are Albany (Dougherty County) and Bainbridge (Decatur County).

Discontinued Projects

During the period five projects were discontinued.

Project 619: Assistance to an individual in Lee County

Nature of Problem: An individual interested in establishing a pecan shelling plant in Lee County requested information on financing such a venture through SBA.

Work Performed: Background information required for the preparation of an SBA loan application was collected. A consulting firm in Marietta, Georgia, which had been assisting this new venture, was contacted in order to secure its cooperation. Plans and specifications for the building, machinery, and equipment were developed in anticipation of successfully securing SBA financing for this venture. The Leesburg Development Corporation was contacted by company officials and agreed to cooperate in requesting an SBA community development loan for the purpose of building a facility to house this company's operation. It is anticipated that initial employment will be 100 people with a total project cost of approximately \$500,000.

Results: This individual has decided to delay this new venture for approximately one year; therefore, no further assistance is needed at this time.

Project 639: Assistance to a new cotton gin venture in Lee County

Nature of Problem: The principals of a proposed venture requested IDD assistance in their efforts to buy and modernize a cotton gin in Smithville, Georgia.

Work Performed: As a result of several meetings with the principals to review their plans, the IDD staff recommended that they seek an SBA 502 loan. The necessary information for their loan application was being collected.

Results: The principals of this proposed new venture have not collected the information needed for a loan application and have lost interest in pursuing the venture. The project is closed.

Project 649: Assistance to an individual in Albany, Georgia (Growth Center)

Nature of Problem: An individual requested IDD assistance in establishing a manufacturing facility for the manufacture of motorcycle trailers.

Work Performed: Based on this individual's preliminary trailer design, assistance was rendered in finding suppliers of the component parts. A list of potential suppliers was compiled and supplied to this individual. Information was also collected and provided to him on the safety requirements which must be met by a motorcycle trailer.

Results: Based on the prices of the components, this individual has determined that the profit potential of such a product is highly questionable and, therefore, he has decided not to pursue this new venture. The project is closed.

Project 661: Assistance to a new venture in fiber glass boat manufacturing in Calhoun County

Nature of Problem: An individual interested in establishing a manufacturing facility to produce fiber glass boats requested IDD assistance in establishing such an operation.

Work Performed: Assistance was given in collecting technical information regarding fiber glass fabrication and in making financial projections on the financing needs of this new venture. Technical information collected by IDD was forwarded to the principal for use in planning the new facility. Information was also supplied to this individual regarding a fiber glass plant which is for sale in a neighboring county.

Results: The principal of this proposed new venture in the manufacturing of fiber glass boats has advised IDD that he is indefinitely delaying a decision on this venture due to the uncertainties caused by the energy shortage. He expressed his appreciation for the assistance rendered by IDD and asked that the project be closed.

Project 664: Assistance to a mobile home manufacturer in Mitchell County

Nature of Problem: This firm is currently producing 20 mobile homes per week and requested IDD assistance with planning an expansion of the plant to enable it to achieve a 40-unit-per-week production rate.

Work Performed: A meeting was held with the plant manager and the plant engineering staff to review their plans and to determine the problems to be overcome in the planned expansion. The information needed to begin work on a plant layout for the expanded plant was collected by company management and forwarded to IDD. The major problem to be overcome in planning this expansion is the limited space available at the present plant site. Efforts are now under way to acquire some land adjacent to the plant site. Work has been completed on the preparation of an operations chart and plant layout for the expansion of this plant. Prints of these plans have been presented and explained to the management of the company. Implementation of these expansion plans will be made as soon as the adjacent land can be acquired.

Results: This firm has replaced the general manager and recent contact revealed that the expansion plans have been abandoned due to economic conditions. No further assistance is needed; the project is closed.

Ongoing Projects

There are now six projects under way in this area.

Project 670: Assistance to a metal products manufacturer in Grady County

Nature of Problem: This firm has requested IDD assistance in determining the market potential of a new type truck bumper which has recently been developed and produced on a pilot scale. Assistance has also been requested in planning for the capital investment necessary for plant expansion and new equipment to manufacture this new product.

Work Performed: Data were collected for a market study on the market for truck bumpers, including information on distribution patterns common to similar products. The completed market study on truck bumpers has been forwarded to this firm for its use in planning. Assistance is also being rendered in analyzing the capital investment requirements for the introduction of this new product. Due to a tremendous increase in orders for this company's gasoline tanks, company officials have decided to de-emphasize the development of the new line of truck bumpers. Information is now being collected on plastic lining material which could be used in the production of gasoline cans.

Results: The project is continuing.

Project 683: Assistance to a new venture in pecan processing in Lee County

Nature of Problem: An individual interested in establishing a pecan shelling operation requested IDD assistance in preparing the information needed to secure bond financing.

Work Performed: Upon IDD's recommendation, this individual contacted two bond underwriting firms and selected one of these firms to handle the bond issue. IDD is now assisting this individual in developing information needed to support a financial proposal for use by the bond underwriting firm. Due to currently high interest rates, the underwriting firm has advised against issuing bonds at this time. The principals are investigating other means of financing this venture.

Results: The project is continuing.

Project 684: Assistance to an agricultural equipment manufacturer in Decatur County

Nature of Problem: Due to expanded sales and the addition of a new product line, this firm has outgrown its present manufacturing facility. IDD assistance has been requested in planning an expansion of the existing plant and in developing a plant layout for the expanded plant in order to achieve an efficient work flow.

Work Performed: Information needed for the development of expansion plans and plant layout design has been requested from company officials. In connection with this plant layout work, IDD has collected and provided to

this company information on paint drying booths and inventory and production control systems. Construction is now under way on an expansion of 20,000 square feet to the existing plant building.

Results: The project is continuing.

Project 692: Assistance to a tool and die firm in Albany, Georgia (Growth Center)

Nature of Problem: This Florida firm requested IDD assistance in collecting information relative to the need for a tool and die shop in Albany. If there is sufficient need for such a shop, this firm plans to set up a branch facility in Albany.

Work Performed: The company has been supplied a copy of a 1967 Directory of Tool and Die Shops in Georgia and work is under way to update this information on the Albany area of the state. Several industrial concerns in Albany are being contacted to determine their tool and die needs.

Results: The project is continuing.

Project 700: Assistance to a wood products manufacturer in Albany, Georgia (Growth Center)

Nature of Problem: This firm now manufactures roof trusses for the mobile home industry and wooden mattress frames for mattress manufacturers. IDD assistance has been requested in investigating the feasibility of further diversification into wood pallet manufacturing.

Work Performed: A market survey of the market for pallets within 150 miles of Albany, Georgia, has been conducted and summarized in a report to this company. Information has also been supplied on pallet designs used by various industries and typical prices and volume purchasing arrangements commonly used. Based on the information provided by IDD, this firm has decided to begin producing wooden pallets as soon as equipment can be obtained.

Results: The project is continuing.

Project 706: Assistance to an individual interested in developing a new food store concept in Albany, Georgia (Growth Center)

Nature of Problem: This individual has requested IDD assistance in planning a production facility similar to a mobile home manufacturing operation. He has developed and built a prototype of a relocatable food service store and plans to begin producing a similar unit as soon as financing can be arranged for a new plant.

Work Performed: Arrangements have been made for this individual to visit several mobile home manufacturing plants in the Albany area. He has also been put in contact with the owners of a closed mobile home manufacturing plant since he may possibly be interested in buying this facility.

Assistance is also being rendered in preparing the information needed for an SBA 502 loan application.

Results: The project is continuing.

MIDDLE FLINT ECONOMIC DEVELOPMENT DISTRICT

General

The Middle Flint Economic Development District consists of eight counties, of which six are eligible Redevelopment Area counties: Dooly, Macon, Marion, Schley, Taylor, and Webster. The Growth Center is Americus (Sumter County).

Discontinued Projects

During the period four projects were discontinued.

Project 614: Assistance to a utility building manufacturer in Taylor County

Nature of Problem: This firm has been in business only a short time and is presently operating in a 7,000 square foot leased facility. The sales have grown to the point that the company must now lease a larger building in order for production to meet the sales level. Assistance has been requested in making an application to SBA for a loan to finance this move.

Work Performed: Information, which included general information, cash flow, and pro forma financial statements, was collected for the loan application. The SBA loan application was completed and submitted for approval. We were informed by the SBA representative that the loan was approved in the amount of \$50,000. There was a temporary delay in disbursement of the funds under the approved SBA loan due to technicalities. The principals were assured that there was no problem with the loan and they proceeded with the move to a larger facility. IDD has developed a suggested cost accounting system for this company. This system has been discussed and explained to the bookkeeper and has been implemented. As a result of the successful implementation of the cost control system, other simple management tools (e.g., breakeven point analysis, cash budgeting, sales forecasting, production forecasting) have been explained and discussed with company officials and implementation of these tools is being undertaken. The principals have recently informed IDD that arrangements have been completed for meeting their financing needs without SBA participation. Assistance has been requested in this company's efforts to secure certification of its units from the State of Georgia Fire Marshal. Detailed information on the requirements which must be met for such certification has been provided to the company.

Results: Since obtaining adequate financing, this firm has stabilized its operation and has expanded its work force from four to eight employees. No further assistance is needed at this time. The project is closed.

Project 635: Assistance to a furniture manufacturing company in Schley County

Nature of Problem: The president of this venture requested IDD assistance in developing plant layout plans for a new 25,000 square foot manufacturing

plant in Ellaville, Georgia. This new plant was to be constructed due to the damage to their existing plant building by an extremely heavy snow fall.

Work Performed: Preliminary discussions were held on the production requirements for the new facility. IDD staff requested that the company collect and provide additional information prior to undertaking the plant layout design. Information was provided on OSHA plant safety requirements to be met by this plant in its new facility. The new plant facility is completed and has been occupied. Company management has requested additional assistance in production planning and work station design for this new plant as well as layout and planning for an addition to this new building which they are planning to construct in the immediate future.

Results: This company has now completed the new plant and is in full production. The new facility is a 30,000 square foot facility and estimated capital expenditure, including new machinery, is approximately \$200,000. Employment is presently 30. No further assistance is needed; the project is closed.

Project 653: Assistance to an individual in Macon County

Nature of Problem: An individual who owns a large acreage of pecan orchards requested IDD assistance in planning, designing, and financing a pecan shelling operation for his own orchards as well as for other growers in the area.

Work Performed: Information needed to evaluate the technical and economic factors in this new venture is being collected. A machinery list for the proposed plant has been drawn up and price quotes are being solicited from equipment suppliers. Information on the market for shelled pecans and data on the availability of raw pecans for shelling in the area have been collected and compiled into a report. This market study has been delivered to the individual for his use in planning this new venture.

Results: Due to several factors, such as high interest rates and uncertain prospects for next year's pecan crop, this individual has indefinitely postponed this new venture.

Project 662: Assistance to a new venture to establish a grain storage facility in Sumter County

Nature of Problem: The representative of a group of investors interested in establishing a storage and processing facility for wheat, corn, and soybeans requested IDD assistance in evaluating the feasibility of such a venture.

Work Performed: A visit has been made to the proposed site for the facility (160 acres with rail siding) in order to discuss the strong and weak points of the site with the investors. Contacts are being made with the Agribusiness Council of the Georgia Department of Agriculture, the

University of Georgia Agricultural Marketing Service, and the U. S. Department of Agriculture Crop Reporting Service in order to secure information on the need for the planned facility in the area being considered. A representative of the University of Georgia Extension Marketing Service has collected the information needed to determine the feasibility of establishing this planned venture based on availability of the agricultural commodities in the area and the demand for these commodities in the area.

Results: The report developed by the University of Georgia Extension Marketing Service advised that the establishment of the proposed venture could not be justified on the existing market demand in the area. The principals have decided not to pursue this venture; therefore, the project is closed.

Ongoing Projects

There are now five projects under way in this area.

Project 676: Assistance to a development group in Dooly County

Nature of Problem: This development group has requested IDD assistance in determining whether to use a 35-acre site in Vienna, Georgia, for commercial or industrial use.

Work Performed: A visit was made to the site by two IDD staff members, and information on the site was collected during this visit. A report detailing the advantages and disadvantages to industrial versus commercial development of the site has been prepared and forwarded to the development group. This development group has now decided on commercial development of the site, and efforts have begun in developing a feasibility study on the proposed shopping center.

Results: The project is continuing.

Project 679: Assistance to a garment manufacturer in Taylor County

Nature of Problem: This sportswear manufacturer requested IDD assistance in securing financing for a plant expansion which would increase employment by thirty (30) employees.

Work Performed: In meetings with company management, it was determined that an SBA 502 type loan would be the most logical source of financing for this plant expansion. Contact has been made with representatives of the local development group and they have indicated that the local development corporation would make the 502 loan application. Information needed for the application was assembled by company officials with the assistance of the IDD staff.

Results: The project is continuing.

Project 697: Assistance to an individual interested in establishing a tool and die shop in Webster County

Nature of Problem: An individual interested in establishing a new venture in machinery repair and tool and die manufacturing requested IDD assistance in securing financing for such a venture.

Work Performed: Work has been initiated in the preparation of an SBA loan application including the preparation of market information and pro forma financial statements. SBA has reviewed this application and has requested additional information. SBA approval is expected soon after this additional information is submitted.

Results: The project is continuing.

Project 703: Assistance to a utility building manufacturer in Taylor County

Nature of Problem: The Georgia State Fire Marshal's office is requiring that this company's product be certified under the present code. IDD assistance has been requested by company management in bringing their unit up to the standards set forth in the code.

Work Performed: In a visit to this firm's plant, specific suggestions were made on changes required to meet code standards. The company is now in the process of implementing these changes and preparing scaled drawings of the product. The drawings will be used in acquiring certification from the State Fire Marshal's office.

Results: The project is continuing.

Project 704: Assistance to a medical therapist group in Schley County

Nature of Problem: Two individual medical therapists requested IDD assistance in evaluating the potential of establishing a clinic in Ellaville, Georgia, to distribute medical appliances and to provide enterostomal therapist services.

Work Performed: A survey of hospitals in the area surrounding Ellaville has been made to determine the need for such products and services. This survey indicates a very small number of individuals needing such a clinic. These findings are being incorporated in a letter report to these individuals.

Results: The project is continuing.

CHATTAHOOCHEE-FLINT ECONOMIC DEVELOPMENT DISTRICT

General

The Chattahoochee-Flint Economic Development District consists of nine counties, of which three are eligible Redevelopment Area counties: Heard, Meriwether, and Pike. The Growth Centers are Carrollton (Carroll County) and La Grange (Troup County).

Discontinued Projects

During the period three projects were discontinued.

Project 641: Assistance to an industrial development group in Pike County

Nature of Problem: A group of community leaders in Pike County requested IDD assistance in forming an economic and industrial development group.

Work Performed: Information regarding the organizations and working structures used by chambers of commerce and development authorities in Georgia was compiled and supplied to representatives of this community group for use in their planning. IDD representatives met with interested business and civic leaders to discuss the need, purpose, and operation of a local development authority. This group of community leaders was made aware of the need for an officially organized industrial development group and was assisted by IDD in evaluating the various ways of organizing such a group.

Results: The group has now decided upon the chamber of commerce form of organization. Sample bylaws and other guidance and assistance were provided by IDD in the formation of this new chamber of commerce. No further assistance is needed; the project is closed.

Project 648: Assistance to an individual in La Grange, Georgia (Growth Center)

Nature of Problem: This individual had requested IDD assistance in evaluating the feasibility of developing a marina on a site to be leased from the U. S. Corps of Engineers at the new West Point reservoir.

Work Performed: Information was collected and provided to this individual on marina operations and hotel-motel operations. Several meetings were held with the operators of existing marinas in order to discuss various aspects of this type of business.

Results: The principal of this new venture has decided not to proceed due to the high capital investment required and the limited potential profit of such a venture. The project is closed.

Project 686: Assistance to a development group in La Grange, Georgia
(Growth Center)

Nature of Problem: This group has requested IDD assistance with determining the potential of increased timber utilization in the Chattahoochee-Flint River Basin area.

Work Performed: The IDD staff has developed a summary finding concerning the proposed increased timber utilization in the area. A meeting with representatives of this development group has been held in order to discuss these summary findings. Several potential uses for the area's timber resources were suggested in this meeting. A report entitled "A Brief Look at the Potentials of Increased Timber Utilization in the Chattahoochee-Flint APDC Area" was prepared by IDD and provided to this group for use in planning.

Results: Further assistance is pending a decision on the part of the development group on which of the alternatives mentioned in the report should be pursued.

Ongoing Projects

There are now no projects under way in this area.

COASTAL AREA ECONOMIC DEVELOPMENT DISTRICT

General

The Coastal Area Economic Development District consists of six counties, of which four are eligible Redevelopment Area counties: Bryan, Camden, Long, and McIntosh. The Growth Centers are Brunswick (Glynn County) and Hinesville (Liberty County).

Discontinued Projects

During the period no projects were discontinued.

Ongoing Projects

There are now no projects under way in this area.

LOWER CHATTAHOOCHEE ECONOMIC DEVELOPMENT DISTRICT

General

The Lower Chattahoochee Economic Development District consists of seven counties, of which five are eligible Redevelopment Area counties: Clay, Early, Quitman, Randolph, and Stewart. The Growth Center is Columbus (Muscogee County).

Discontinued Projects

During the period no projects were discontinued.

Ongoing Projects

There is now one project under way in this area.

Project 699: Assistance to a development group in Columbus, Georgia (Growth Center)

Nature of Problem: Two individuals interested in building a convention facility in Columbus, Georgia, requested IDD assistance in determining the feasibility of such a project.

Work Performed: A meeting has been held with the two principals in order to secure detailed information on the plans for establishing a convention center in Columbus, Georgia. Based on information secured in this meeting, work has begun in collecting data on other convention centers in order to determine the feasibility of the project.

Results: The project is continuing.

PROJECTS OUTSIDE OF ECONOMIC DEVELOPMENT DISTRICTS

General

During the period twenty-two projects were active in counties outside of the Economic Development Districts.

Discontinued Projects

During the period fourteen projects were discontinued.

Project 630: Assistance to an individual in Cherokee County

Nature of Problem: An individual holding a patent on an automatic welding hood with automatically positioned eye shield requested IDD assistance in determining the best method of exploiting his patent.

Work Performed: Assistance was rendered in determining the best method for marketing a product based upon this individual's patent. Information was collected pertinent to the advantages of establishing a plant to manufacture the product versus subcontracting the manufacture of the product and marketing under a private brand.

Results: This individual is no longer interested in pursuing the development of a product based on his patent; therefore, the project is closed.

Project 637: Assistance to an industrial development group in Cherokee County

Nature of Problem: The chairman of this industrial development group has requested IDD assistance in developing plans for a 100-acre industrial park adjacent to the Canton airport.

Work Performed: IDD staff members have visited the proposed site for the industrial park and have discussed with representatives of the development group the information needed to develop a park layout and site brochures. Assistance was secured from the USDA soil conservation office, railroad companies, water departments, and chambers of commerce. The Federal Aviation Agency was also contacted to determine the restrictions, if any, on the development of the proposed site since it is located adjacent to an airport.

Results: The site brochure for this new industrial park has been completed and delivered to the development group. In recent contacts with this development group, it was learned that one plant has already located in the industrial park and another company is expected to locate in the industrial park in the very near future. No further assistance is needed at this time; the project is closed.

Project 645: Assistance to a farm equipment manufacturer in Appling County

Nature of Problem: The principals of this farm equipment manufacturing company are interested in expanding their business to double the plant size and employ 10 additional employees in welding and metalworking. They requested that IDD assist them in reviewing their present operation, preparing a plant layout of work areas and product flow, and consulting with them during the expansion of their plant.

Work Performed: A floor plan of the existing buildings was obtained from the company and various approaches to the new plant layout were discussed with company officials. Preparation has begun on a new plant layout of the expanded production area. Information has also been compiled and provided to company officials on inventory control procedures. Construction has been completed on the expansion to this plant and assistance has been given in the selection of equipment and in securing sources of supply for raw materials.

Results: Construction of the plant expansion has been completed, and the company has implemented the plant layout provided by IDD. No further assistance is needed; the project is closed.

Project 652: Assistance to a box manufacturer in Floyd County

Nature of Problem: This firm was experiencing declining sales in the primary product line of small rigid boxes and requested IDD assistance in diversifying the product line in order to increase sales volume.

Work Performed: The potential market for partition boards for boxes is being investigated as a possible new product for this company. Assistance was also given in improving production methods through utilization of new types of raw materials. Based on an analysis of market conditions, it has been determined that a diversification into folding cartons represents the best chance for success for this company. A letter report summarizing these findings was forwarded to company officials.

Results: Due to the closing of a competitor's plant, this company has experienced an increase in orders for set-up type boxes and has abandoned plans for diversification. No further assistance is needed; the project is closed.

Project 654: Assistance to a garment manufacturer in Paulding County

Nature of Problem: This firm is currently operating under extremely crowded conditions in the current production space of 8,000 square feet. IDD assistance was requested in planning an expansion of this plant in order to overcome the crowded working conditions.

Work Performed: An IDD staff member met with the plant manager to review the requirements to be met by the plant expansion and to collect

other information needed to prepare a proposed new layout. A plant layout of the proposed expansion was prepared and reviewed with the plant manager. Information was also collected on electrical loads and lighting requirements for this expansion.

Results: The plant manager was very pleased with the plant layout for the proposed plant expansion; however, due to the high interest rates, he has decided to delay the expansion indefinitely. The project is closed.

Project 658: Assistance to an inventor in Cobb County

Nature of Problem: The inventor of a patented carpet manufacturing process requested IDD assistance in preparing a business plan for a new venture in carpet manufacturing which would use equipment based on his patent.

Work Performed: Several meetings were held with this inventor to determine the best approach to use in the business plan in order to protect his patent rights and at the same time to make the plan attractive to investors. A draft of the business plan was prepared, including preliminary cash flow projections. This draft has been reviewed by the inventor and his financial advisors and has been revised by the IDD staff.

Results: The business plan for this new venture was supplied to this inventor for his use in negotiations with potential investors. No further assistance is needed at this time.

Project 666: Assistance to a metalworking company in Polk County

Nature of Problem: In addition to operating a metalworking-job shop, this company also manufactures rubber molds for the costume jewelry industry. IDD assistance was requested in evaluating the feasibility of distributing these rubber molds directly to the customer rather than using distributors as is the current practice.

Work Performed: In a meeting with the owner of this company, it was learned that the rubber molds can also be used to make small machine parts. In order to explore the possibilities of developing a substantial market for the rubber molds for use in producing machine parts, a list of potential customers has been prepared by IDD for the company to use in its sales efforts.

Results: Based on the information supplied by IDD, the owner of this company has hired a salesman and is developing new business in the manufacturing of small machine parts for the textile industry. No further assistance is needed; the project is closed.

Project 668: Assistance to a metal and plastic container manufacturer in Douglas County

Nature of Problem: IDD assistance was requested in preparing a plant layout for a new 65,000 square foot plant to be located near Douglasville, Georgia.

Work Performed: Information needed to design a plant layout for this company's new plant has been requested from company management. Work on the plant layout design will be initiated as soon as the needed information is available.

Results: The principals in this company have been unable to reach a decision on whether or not to build this new facility; therefore, the project is closed.

Project 672: Assistance to a lawn mower manufacturer in Henry County

Nature of Problem: This company has requested IDD assistance with a vibration problem in a riding lawn mower in order to lower noise levels and meet consumer protection standards.

Work Performed: IDD staff efforts were directed toward reducing the noise generated by the mower's engine through redesigning the engine mounting.

Results: Due to a lack of cooperation from this company, the project is closed.

Project 675: Assistance to an individual interested in brick manufacturing in Gilmer County

Nature of Problem: An individual interested in entering the manufacture of sand-lime bricks requested IDD assistance in collecting information on the process and market for such bricks.

Work Performed: Information on the process for producing sand-lime bricks was collected and forwarded to this individual for his information. Additional information on the market for bricks in the southeastern United States was also provided to this individual.

Results: No further assistance is needed at this time; therefore, the project is closed.

Project 677: Assistance to a metal fabricating company in Haralson County

Nature of Problem: The president of this firm requested IDD assistance in improving material flow and in reducing the end-process handling of materials in his plant.

Work Performed: In a visit to this firm, measurements of the existing facilities were taken, and other information needed to develop an improved plant layout was collected. A proposed plant layout design was developed and provided to the company for evaluation.

Results: Work has been started on an expansion of the existing building in order to implement the improved plant layout design prepared by IDD. Two additional pieces of production equipment have been installed. No additional assistance is needed; the project is closed.

Project 681: Assistance to a new venture in motorcycle manufacturing in Cobb County

Nature of Problem: The developer of a new type motorcycle based on a patented frame of unique design requested IDD assistance in determining the best method of marketing his new product.

Work Performed: It has been determined that the most appropriate method of introducing a new type motorcycle would be to undertake a manufacturing operation to produce the motorcycle on a limited production scale. Efforts are now under way to secure financing for such a venture.

Results: Due to this individual's inability to secure financial backing for this new venture, the project is being closed.

Project 682: Assistance to a manufacturer of prefabricated houses in Polk County

Nature of Problem: This firm has recently converted its production from mobile homes to prefabricated houses and housing components (windows, doors, etc.). IDD assistance has been requested in improving the plant layout in order to improve efficiency and material flow.

Work Performed: In a meeting with company officials, it was discovered that uncertainties existed regarding the product mix to be produced. As soon as more definite production plans are formulated, work will begin in developing an improved plant layout design.

Results: The owner of this plant has decided to close the plant and reopen when the residential construction market improves.

Project 685: Assistance to a wallcovering manufacturer in Henry County

Nature of Problem: This manufacturer of mirror wall tiles requested IDD assistance with a production problem in the coating process used.

Work Performed: In a visit to the company, it was determined that the problem being experienced was caused by the paint peeling off of the product. An investigation is under way by technical experts in EES to determine the cause of this problem.

Results: The problem of flaking and peeling of the coating for this product was determined to have been caused by inadequate cleaning prior to application of the coating. Several possibilities for better cleaning were suggested, and the company is now consulting with their equipment supplier to determine which of the suggested methods would be most compatible with existing equipment.

Ongoing Projects

There are now eight projects under way in this area.

Project 642: Assistance to a wine manufacturing company in Crawford County

Nature of Problem: Due to this firm's diversification into processing fruits other than peaches, it anticipates operating in the winter months and has requested assistance in evaluating the feasibility of using fuels other than natural gas in order to avoid production problems during periods of natural gas curtailments.

Work Performed: Information was collected on the availability and cost of alternate fuels and was provided to company officials for their use in evaluating the feasibility of switching to such fuels. Based on information supplied by IDD, this company has decided that converting its boiler to No. 2 fuel oil would be the least cost alternative to solving its winter fuel problems.

Results: The project is continuing.

Project 667: Assistance to an industrial development group in Crawford County

Nature of Problem: A newly formed economic development group in Crawford County requested IDD assistance in determining what types of businesses might best fit the resources available in Crawford County.

Work Performed: Meetings have been held with county commissioners and representatives of the local development group in order to define the objectives of the project and to gather information on the area. Efforts are continuing in the collection of information on local resources, and an analysis of the resources as they relate to industrial and economic development has been initiated.

Results: The project is continuing.

Project 673: Assistance to a box closing equipment manufacturer in Jones County

Nature of Problem: This firm has requested IDD assistance in resolving a problem with the glue application components of its machinery.

Work Performed: The IDD staff has undertaken a search for a supplier of glue application mechanisms which could be used in this company's machinery. Information has been supplied to this firm from several equipment suppliers. Assistance is now being provided in planning an expansion of the production facilities of this company.

Results: The project is continuing.

Project 689: Assistance to a new venture in charcoal manufacturing in Tattnall County

Nature of Problem: A group of individuals interested in establishing a manufacturing plant in the Reidsville area to convert wood wastes into bulk charcoal and charcoal briquets has requested IDD assistance in determining the feasibility of such a venture.

Work Performed: In meetings with these individuals, it has been determined that the pivotal question to resolve is the availability of sufficient wood residues in the area to support such a venture. All firms in the area which may have wood waste which could be available to this new charcoal manufacturer have been surveyed and the results are being tabulated and included in a report to this group.

Results: The project is continuing.

Project 691: Assistance to an individual interested in brick manufacturing in Fannin County

Nature of Problem: An individual in Fannin County has requested IDD assistance in investigating the feasibility of manufacturing bricks.

Work Performed: A market study on the potential market for bricks in the area surrounding Fannin County has been initiated. Information is also being collected on the availability of a plant site with an adequate supply of clay for brick manufacturing.

Results: The project is continuing.

Project 696: Assistance to a development group in Douglas County

Nature of Problem: This development authority is in the process of acquiring approximately 250 acres of land for an industrial park. IDD assistance has been requested in designing and planning this industrial district.

Work Performed: Work has been initiated in assembling the materials needed to develop a park layout and site flyer. A field inspection of the site has been made and information needs were determined at that time. Efforts are now under way to collect the needed information for planning this industrial park.

Results: The project is continuing.

Project 701: Assistance to a pipe service company in Cobb County

Nature of Problem: This company inspects, cleans, and repairs large sewer lines. The owner is in the process of moving his operation to a new

building and has requested IDD assistance in designing a layout for the new building and in securing financing for the move.

Work Performed: In a meeting with the owner of this company, information on the dimensions of the planned building was secured in order to develop a layout. Assistance was also given in developing the information needed for a loan application to SBA. This loan has been approved by SBA, and construction of the new facility has been started.

Results: The project is continuing.

Project 707: Assistance to an individual in Effingham County

Nature of Problem: This individual is interested in establishing a hot-dip galvanizing operation in Effingham County. IDD assistance has been requested in studying the feasibility of starting such a venture.

Work Performed: In cooperation with this individual, IDD is developing information in the following five areas: (1) market potential for hot-dip galvanizing in the surrounding area; (2) capital requirements for a plant and equipment; (3) plant site's requirements; (4) fuel requirements for galvanizing operation; and (5) environmental impact considerations.

Results: The project is continuing.

V. EVALUATION OF PROGRAM EFFORT

In drawing conclusions about the program, it would not be difficult to overstate the impact of the work performed by IDD staff personnel on the individual projects; however, available information indicates some noteworthy results in the area of employment and jobs affected. A total of approximately 801 identifiable jobs have been saved in 16 firms assisted by IDD. Another 827 identifiable jobs have been created in 30 expanding companies which were assisted. In the 28 new ventures which were aided by IDD during the period, 295 new jobs either are being created or show definite promise of early establishment.

Conclusions regarding the overall impact of this program must be based upon a collective evaluation of the individual projects and their respective results. This evaluation should include not only a recognition of the fact that a deliberate attempt has been made to state the significance of IDD efforts in realistic terms, but also a consideration of the following special points concerning the results reported:

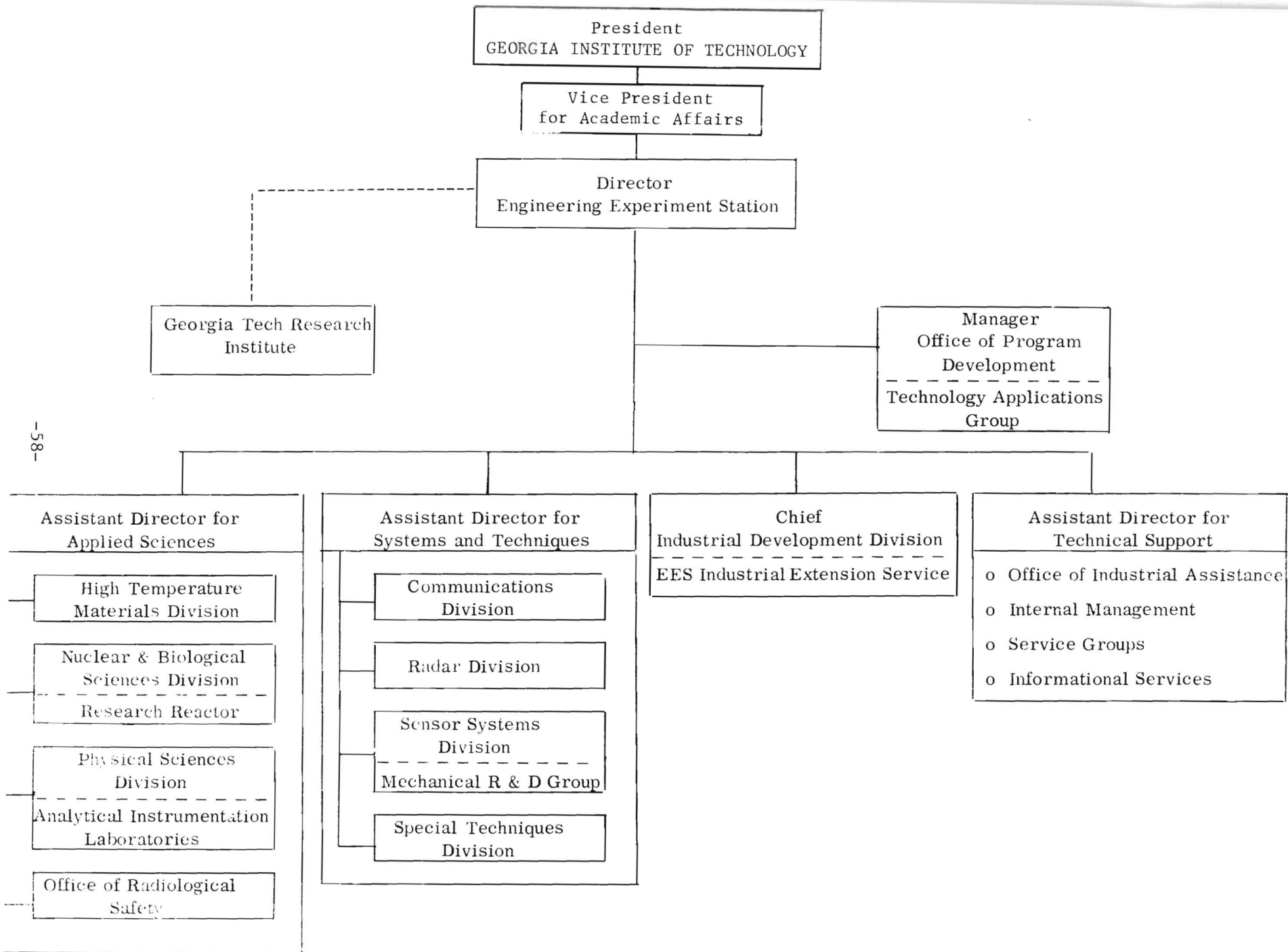
1. In many cases, the contributions of IDD staff personnel were major factors in management decisions to act or not to act on a specific plan of development. This was particularly true in those cases involving the development of new ventures.
2. In some situations, the end result would have been the same regardless of IDD participation. In such cases, IDD staff personnel helped to facilitate the achievement of an already determined goal.
3. In certain projects, IDD staff personnel filled a negative role by determining that a proposed course of action was not economically sound. The project staff felt that such actions, where they were taken, were in the best interests of all parties in the project. It is not enough to provide support for sound proposals; the unsound ones also must be identified.

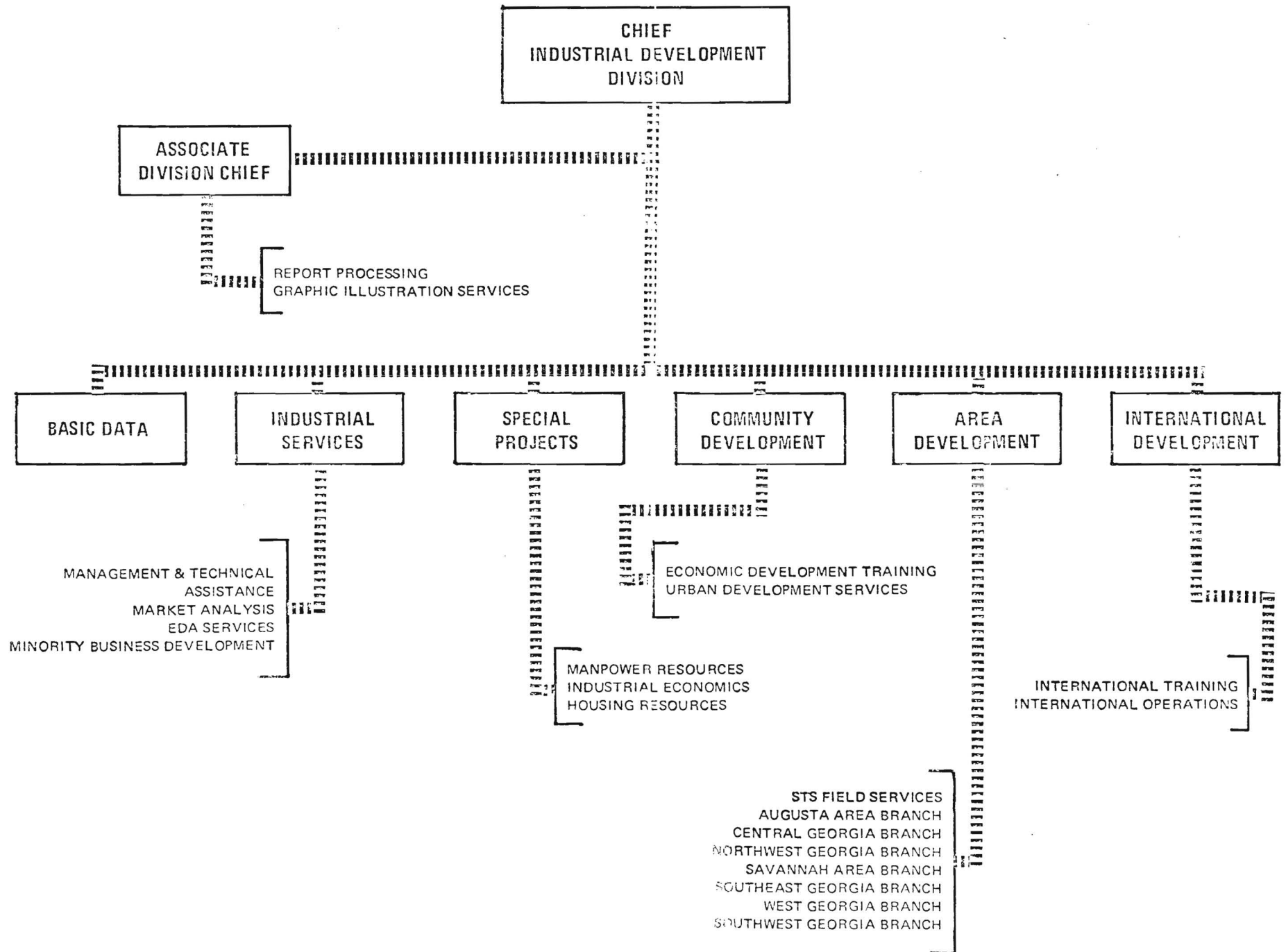
Because of the preceding considerations, it is not practical to attempt to quantify results of this type program solely in terms of jobs created. Further, since it was the first program of its kind in a state-supported university, it is impossible to judge its merit on a comparative basis. It is necessary, therefore, to evaluate the program by empirical means. Several observations indicate that the management and technical assistance program to business and industry in Georgia has been beneficial:

1. After a modest start, the program has grown both in quantity of projects and in the comprehensiveness of the assistance offered. The program has been well received throughout Georgia and is being supported by the firms that have been assisted.
2. Consultants of all types have been kept apprised of Georgia Tech's management and technical assistance efforts and have worked in conjunction with IDD to further the program. All parties concerned seem to feel that the program is mutually beneficial.

3. Success of the original program has led to expansion of the project by the U. S. Department of Commerce's Economic Development Administration in Georgia and initiation of comparable programs by agencies in other states.
4. As a result of previous M&TA experience, IDD personnel provided counsel to the federal government in an effort to bridge the gap between the accumulated findings of governmental, education, and private research and the information needs of business and industry. This counsel eventually resulted in the passing of the State Technical Services Act of 1965.

EXHIBITS





BIOGRAPHICAL SKETCHES

EXHIBIT 3

Georgia Institute of Technology

BIOGRAPHICAL SKETCH

WARD, WILLIAM C., JR.--Head, Industrial Services Branch, Industrial Development Division, Engineering Experiment Station

Education

B.S. in Industrial Management, Georgia Institute of Technology	1940
Command and General Staff College, Fort Leavenworth	1953
Senior Course, Marine Corps Schools	1956
Management School, Fort Belvoir	1961

Employment History

Southern Mercerizing Company, Supervisor	1932-1939
China Grove Cotton Mills, Foreman	1940
U.S. Marine Corps, Colonel	1940-1964
Dean Foods Company, General Manager	1964-1966
Georgia Institute of Technology	
Research Scientist	1966-1971
Senior Research Scientist	1971-Present
Head, EDA Services Section, IDD, EES	1967-1970
Head, Applied Technology Group, IDD, EES	1970-1971
Head, Special Projects Branch, IDD, EES	1971-1972
Head, Industrial Services Branch, IDD, EES	1972-Present

Experience Summary: At Southern Mercerizing Company, performed at the supervisory level in mercerizing, skeining, coning, quilling, and shipping departments. Night superintendent of entire plant for one summer. At China Grove Cotton Mills, performed as foreman of carding department. In U.S. Marine Corps performed in various command and staff positions including: Chief of Staff, Third Marine Division -- supervised and coordinated entire general and special staff. Comptroller, Marine Corps Base -- staff responsibility for financial management, including accounting, budgeting, disbursing, data processing and financial administrative organization. Chief, Atomic Biological, and Chemical Section, Educational Center, Marine Corps Schools -- responsible for supervising and participating in instruction in Marine Corps Schools, Basic, Junior and Senior Courses. Industrial Relations Officer -- responsible for civilian personnel program including employment, employee relations, training, safety, payroll, and wage and classification divisions. As general manager of Dean Foods Company, managed and supervised management controls, purchasing, traffic, production and quality controls, personnel and all administrative functions. At Georgia Tech, directed IDD's overall operations in EDA matters; provided management and technical assistance to industry as required. Directed IDD's overall operations in Housing Resources matters and overall activities of Special Projects Branch. Presently directs the activities of Industrial Services Branch.

Current Fields of Interest

All aspects of management and technical assistance to industry.

Major Reports and Publications

1. "A Program of Management and Technical Assistance in Designated EDA Counties in Georgia," Georgia Tech Final Reports, 1967, 1968, 1969, 1970, coauthor

Major Reports and Publications (continued)

2. "Impact of Proposed Water and Sewerage System on Blakely, Georgia," EDA Special Report, February 1967, coauthor
3. "Economic Impact of Proposed Water and Sewerage System on Zebulon, Georgia," EDA Special Report, April 1967
4. "Economic Impact of Proposed Water and Sewerage System on Cleveland, Georgia," EDA Special Report, May 1967, coauthor
5. "Economic Impact of Proposed Water and Sewerage System Improvements on Blairsville, Georgia," EDA Special Report, January 1968, coauthor
6. "Economic Impact of the Proposed Establishment of Keller Industries, Inc., in Swainsboro, Georgia," EDA Special Report, February 1968, coauthor
7. "Economic Impact of Proposed Water System Improvements on Hiawassee, Georgia," EDA Special Report, February 1968, coauthor
8. "Economic Impact of Proposed Sewerage Improvements on Haddock, Georgia," EDA Special Report, March 1968, coauthor
9. "Economic Impact of a Proposed Industrial Park to be Located in Milledgeville, Georgia," EDA Special Report, March 1968, coauthor
10. "Economic Impact of the Proposed Expansion of the Athens Area Vocational-Technical School," EDA Special Report, April 1968, coauthor
11. "Economic Impact of Proposed Water and Sewerage System Improvements on Roberta, Georgia," EDA Special Report, April 1968, coauthor
12. "Impact of Proposed Sewer Improvements on the City of Waycross and Ware County," EDA Special Report, April 1968, coauthor
13. "Economic Impact of Proposed Water and Sewerage System Improvements on Gibson, Georgia," EDA Special Report, April 1968, coauthor
14. "Impact of Proposed Sewerage Improvements on the City of Fort Gaines, Georgia," EDA Special Report, February 1969, coauthor
15. "Economic Impact of the Proposed Expansion of the Southwire Company in Carrollton, Georgia," EDA Special Report, November 1969
16. "Economic Impact of the Proposed Water and Sewerage System Improvements on Americus, Georgia," EDA Special Report, February 1970, coauthor
18. "Packaging Housing Development Projects," Georgia Tech Final Report, June 1971, coauthor
19. "Alumina from Kaolin Potentials," Georgia Tech Final Report, April 1972 coauthor

BIOGRAPHICAL SKETCH

TAYLOR, HARDY S.--Assistant Head, Industrial Services Branch, Industrial Development Division, Engineering Experiment Station

Education

University of Alabama, B.S. Business Administration and Pre-Law	1943
Harvard Graduate School of Business Administration	1944
University of Nebraska, Graduate School of Business Organization	1951
Defense Department Comptrollership School, Washington, D. C.	1955

Employment History

National Southern Products, Inc., Tuscaloosa, Alabama, Research Assistant	1943
Turco Products, Inc., Atlanta, Georgia, Representative and Field Engineer	
U.S. Navy, Supply and Fiscal Officer/Comptroller	1943-1964
Gladwin Industries, Inc., Atlanta, Georgia, Treasurer (Controller)	1964-1966
Georgia Institute of Technology Research Scientist	1966-1972
Senior Research Scientist	1972-Present
Head, Management and Technical Assistance Section	1968-Present
Head, EDA Services Section	1970-Present
Assistant Head, Industrial Services Branch, IDD, EES	1970-Present

Experience Summary: As the Assistant Head of the Industrial Services Branch, is responsible for directing the overall IDD program of management and technical assistance and EDA services to Georgia industry. Served as treasurer of a locally-based national corporation, primarily a manufacturer for the telephone industry, and was responsible for accounting and financial management, office administration and sales maintenance services, purchasing, customer relations and local sales, personnel administration, print shop operations and sales catalog maintenance. Served as a member of the board of directors of several corporations with national and international sales distribution. In 1964 completed twenty years in U.S. Navy as top departmental executive with experience in all phases of business and financial management with special emphasis on Controllershship, which consisted of budgeting and internal auditing; and Supply and Fiscal operations consisting of: accounting and payroll, office administration and personnel management and training, procurement and contract negotiation and administration, inventory management, warehousing, traffic operations, quality control, industrial safety, and property disposal. Assisted in the development of, and in charge of implementation of, a new Inventory Management concept at the Naval Aviation Supply Office, which is the world wide inventory control point for all Naval Aviation spare parts and material. This concept was based on the maximum utilization of the latest Electronic Data Processing equipment and it resulted in the greatest advancement in the management of aviation material during the past several years. Served as Supply and Fiscal Office/Comptroller at several Naval Air Stations and directed a working staff of 75 to 300 civilian personnel. As the first U.S. Naval representative in Sicily, negotiated at the highest governmental levels in Sicily and in Rome in arriving

at agreements and procedural methods for operation of a U.S. Naval Air Station. Additionally, recruited, interviewed, selected and hired the initial group of 100 civilian personnel. Also negotiated and approved contracts for procurement of equipment, supplies and services from European sources to provide complete support for a station population of 1,800 people. Developed the idea and published a catalog in connection with a Simplified Issue Procedure for General Stores Material. This idea has been further developed and is widely used throughout the Naval Supply System.

Current Fields of Interest

All phases of area development activity, including industrial and community development, financial and inventory management, and management development.

Major Reports and Publications

1. Published a catalog in connection with a Simplified Issue Procedure for General Stores Material
2. Author of numerous published company studies; procedural systems manuals; and operational plans
3. "Impact of Proposed Water and Sewerage System on Blakely, Georgia," EDA Special Report, February 1967 (coauthor)
4. "Economic Impact of a Proposed Water Storage Tank on Tennille, Georgia," EDA Special Report, April 1967
5. "Economic Impact of Proposed Water and Sewerage System on Cleveland, Georgia," EDA Special Report, May 1967 (coauthor)
6. "Simplified Inventory and Cost Control System for a Small Manufacturer," EDA Special Report, June 1967
7. "Economic Impact of Proposed Water and Sewerage System Improvements on Warrenton, Georgia," EDA Special Report, September or December 1967
8. "Economic Impact of Proposed Water and Sewerage Systems Improvements on Madison, Georgia," EDA Special Report, April 1968
9. "Economic Impact of the Proposed I-20 Regional Industrial Park at Camak, Georgia," EDA Special Report, January 1968
10. "Economic Impact of a Proposed Industrial Park to be Located In Swainsboro, Georgia," EDA Special Report, January 1968 (coauthor)
11. "Economic Impact of the Proposed Establishment of Keller Industries, Inc. in Swainsboro, Georgia," EDA Special Report, February 1968 (coauthor)
12. "Economic Impact of a Proposed Industrial Park to be Located in Milledgeville, Georgia," EDA Special Report, February 1968
13. "Economic Impact of Proposed Water and Sewerage Systems Improvements on the City of Sylvester and Worth County, Georgia," EDA Special Report, March 1968 (coauthor)
14. "Economic Impact of Proposed Sewerage System Improvements on Camilla, Georgia," EDA Special Report, March 1968 (coauthor)
15. "Economic Impact of Proposed Water and Sewerage Systems Improvements on Gibson, Georgia," EDA Special Report, April 1968 (coauthor)
16. "Economic Impact of a Proposed Industrial District to be Located in Richmond County, Georgia," EDA Special Report, May 1968 (coauthor)
17. "The Management and Technical Assistance to Georgia Business and Industry," Georgia Tech Annual Report, August 1968 (coauthor)

Major Reports and Publications (continued)

18. "A Program of Management and Technical Assistance in Designated EDA Counties in Georgia," Georgia Tech Final Report, August 1970 (coauthor)
19. "A Feasibility Report on the Proposed Expansion of Bertie Industries, Inc. Windsor, North Carolina," Special Report for the Small Business Administration, June 1971 (coauthor)
20. "An Evaluation Report on McGuire Tire and Recapping Company, Atlanta, Georgia," Special Report for the Small Business Administration, July 1971 (coauthor)
21. "Ways of Organizing a Business in Georgia," Georgia Tech Management and Technical Assistance Counseling Note, August 1971 (coauthor)
22. "A Program of Management and Technical Assistance in Designated EDA Counties in Georgia," Georgia Tech Final Report, September 1971 (coauthor)

Georgia Institute of Technology

BIOGRAPHICAL SKETCH

BETHEA, EDWIN A. -- Research Scientist, Industrial Development Division,
Engineering Experiment Station

Education

B.S., Knoxville College	1953
M.S.W., Howard University	1962
Certificate of Completion, Howard University's Small Business Guidance Center	1969

Employment History

District of Columbia, Department of Public Welfare, Case- worker, Child Welfare Division	1962-1965
Far East Community Services, Inc., Community Organizer- Youth Community Organizer	1965-1966
United Planning Organization, Community Organization Specialist (training officer), Economic Development Specialist	1966-1968
Youth Enterprises, Inc., Executive Director	1968-1970
Volunteers for International Technical Assistance, Director- Washington, D. C.; Director-East Central Regional Office	1970-1972
Consultant Employers Office of Economic Opportunity; Manpower Assistance Project Inc.; University Research Corp.; Xerox Corporation; Com- merce Department, Economic Development Administration.	
Georgia Institute of Technology, Research Scientist	1972-Present

Experience Summary: Directed a regional office for technical assistance that provided services to minority and economically disadvantaged groups in mid Atlantic region; this entailed establishing, structuring, and supervising new program offices in several states within the region. Program developer for minority economic ventures and community development project; the responsibilities included establishing a working relationship with community groups, federal, state and local government agencies and/or private agencies whose interests were similar. Organized and managed a minority firm for the purpose of establishing "spin-off" business ventures and the training of minority entrepreneurs. Managed and developed programs aimed toward helping groups initiate and implement economic and social changes in their community such as employment practices, bureaucratic procedures, etc. Assisted quasi government and government department directors in community planning. Developed and directed programs relating to youth activities in the areas of training, proposal development, community improvement and change and economic developments.

Current Fields of Interest

Minority business development, industrial and community development, manpower management and motivation, transportation and new economic systems.

BIOGRAPHICAL SKETCH

CHIANG, TZE I.--Senior Research Economist, Industrial Development Division,
Engineering Experiment Station

Education

B.A. in Agricultural Economics, Fukien Christian University	1946
M.S. in Agricultural Economics, Oklahoma State University	1955
Cornell University	1957 (Summer)
Ph.D. in Agricultural Economics, University of Florida	1958

Employment History

Junior high school teacher, Foochow, China	1946-1947
China Textile Industries, Inc.	1947-1953
Oklahoma State University, Graduate Assistant	1954-1955
University of Florida, Research Assistant	1955-1958
Georgia Institute of Technology	
Assistant Research Economist	1958-1962
Research Economist	1963-1964
Senior Research Scientist	1965-Present

Experience Summary: Began as a teacher in a junior high school in 1946. Joined the China Textile Industries, Inc., in 1947, and rose gradually to the position of Assistant to the General Manager in 1953. At Oklahoma State University, accepted a graduate assistantship in collecting and analyzing data related to land value and the cattle business. Enrolled in the University of Florida in 1955 and was appointed Research Assistant, working on own dissertation in regard to a marketing study of Florida ferns. At Georgia Tech, has dealt mainly with feasibility studies on various industries which show potential as manufacturing opportunities in Georgia.

Current Fields of Interest

Manufacturing feasibility studies.

Major Reports and Publications

1. "Marketing Florida asparagus plumosus Ferns," Ph.D. dissertation, University of Florida, 1958
2. "Wood Particle Board: A Manufacturing Opportunity in Georgia," Georgia Tech Report, March 1959, coauthor
3. "Potential Wood-Using Industries for Georgia," Georgia Tech Report, July 1959
4. "A Study of Wood Briquetting Fuels and Possibilities in Application in Georgia," Georgia Tech Report, September 1959
5. "Wood Flour and Molded Wood Flour Products," Georgia Tech Report, January 1960
6. "Glued Laminated Structural Members: A Manufacturing Opportunity in Georgia," Georgia Tech Report, January 1961
7. "Lumber and Wood Products, Furniture and Fixtures" (Studies of Selected Industries in the Southeast River Basins, Section 4), Georgia Tech Report, March 1961
8. "The Hardboard Industry and Its Future in the U.S., the Southeast, and Georgia," Georgia Tech Report, August 1961
9. "Wooden Pallets: A Manufacturing Opportunity in Carroll County, Georgia," Georgia Tech Report, August 1963

Major Reports and Publications (continued)

10. "The Feasibility of Producing Southern Pine Plywood in Georgia," Georgia Tech Report, October 1963
11. "Evaluation of Agriculturally Oriented and Wood-Based Manufacturing Opportunities in Carroll County, Georgia," Georgia Tech Report, February 1964, coauthor
12. "Overlaid Lumber: A Manufacturing Opportunity in Georgia," Georgia Tech Report, May 1964
13. "The Feasibility of Producing Wood Particleboard in Georgia," Georgia Tech Report, July 1964
14. "The Feasibility of Establishing Finger-Jointing Operations in Georgia," Georgia Tech Report, September 1964
15. "Hardwood Dimension Stock: A Manufacturing Opportunity in Georgia," Georgia Tech Report, March 1965
16. "Eastern White Pine: Timber Resources, Utilization, and Market Outlets in the Southern Appalachian Area," Georgia Tech Report, July 1965
17. "The Feasibility of Producing Laminated Hardwood Decking in Georgia," Georgia Tech Report, February 1966
18. "The Market for U.S. Tall Oil Products," Georgia Tech Report, August 1966
19. "The Market for U.S. Turpentine Products," Georgia Tech Report, September 1966
20. "The Feasibility of Manufacturing Southern Pine Plywood in Telfair County, Georgia," Georgia Tech Report, January 1967
21. "Forest Resources" section in "Economic Development Possibilities in the Chattahoochee River Basin, Part I: Georgia," Georgia Tech Report, August 1967
22. "Feasibility Report: United Aluminum Corporation, Hartwell, Georgia," Georgia Tech Report, August 1966, coauthor
23. "A Study of the Feasibility of a Wood Manufacturing Complex at Camak, Georgia," Georgia Tech Report, December 1967
24. "The Feasibility of Manufacturing Aluminum Windows and Doors in Georgia," unpublished Georgia Tech Report, January 1966
25. "The Feasibility of Manufacturing Broiler Production Equipment in Georgia," unpublished Georgia Tech Report, February 1966
26. "The Feasibility of Canning Tomatoes in Georgia," unpublished Georgia Tech Report, February 1966
27. "Steelmaking and Steel Fabricating Potentials in Georgia and the Southeast," Georgia Tech Report, May 1969, with William C. Eisenhauer and Martha A. Deadmore
28. "A Study of Problems and Potentials of the Gum Naval Stores Industry," Final Report - Phase I, Georgia Tech Report, February 1970
29. "A Feasibility Study: Manufacturing Southern Pine Plywood in Oglethorpe County, Georgia," Georgia Tech Report, September 1969
30. "The Market for Commercial Forgings in the Southeast and the Potentials for Forging Facilities in Georgia," Georgia Tech Report, May 1970
31. "A Study of the Problems and Potentials of the Gum Naval Stores Industry," Georgia Tech Report, May 1971, co-author
32. "The Feasibility of Manufacturing Charcoal and Charcoal Briquettes by Converting Barks in Georgia," Georgia Tech Report, July 1971, co-author

BIOGRAPHICAL SKETCH

DIAMOND, HARVEY--Senior Research Engineer, Industrial Development Division,
Engineering Experiment Station

Education

St. Johns University	1941-1942
B.S. in Textile Engineering, North Carolina State College	1942-1946

Employment History

Cohn-Hall-Marx, Converter and Assistant Designer	1946-1947
American Woolen Company, Designer and Assistant Buyer	1947-1950
Dux Mixture Hardware Company, Partner	1950-1960
Georgia Institute of Technology	
Assistant Research Engineer	1960-1965
Research Engineer	1965-1967
Senior Research Engineer	1967-Present

Experience Summary: Economic feasibility studies; plant location analyses; market research to identify manufacturing and nonmanufacturing business opportunities; raw materials and intermediate products availability studies; liaison with prospects on industrial location possibilities; evaluation and development of area resources; transportation studies; management and technical assistance to prospective and established business; product diversification studies; manpower resources; industrial economic analyses; purchasing and marketing of hardware, wholesale and retail; textile designing; textile converting. Coeditor of monthly metalworking bulletin.

Current Fields of Interest

Market analyses; plant location criteria; economic feasibility analyses.

Major Reports and Publications

1. "Studies of Selected Industries in the Southeast River Basins: Textiles," Georgia Tech Report, March 1961, coauthor
2. "Plumbing Fixture Fittings: A Manufacturing Opportunity in Atlanta," Georgia Tech Report, June 1962
3. "Strengths and Weaknesses of Atlanta's Metalworking Industry," Georgia Tech Report, August 1962
4. "Pipe Fittings and Valves: A Manufacturing Opportunity in Atlanta," Georgia Tech Report, September 1962
5. "Flat Glass: A Manufacturing Opportunity in Georgia," Georgia Tech Report, June 1963
6. "Glass Wool Insulation: A Manufacturing Opportunity in Georgia," Georgia Tech Report, September 1964
7. "Engine Electrical Equipment: A Manufacturing Opportunity in Georgia," Georgia Tech Report, May 1964
8. "Asphalt and Vinyl Asbestos Floor Tile: A Manufacturing Opportunity in Carroll County, Georgia," Georgia Tech Report, February 1964
9. "Exhaust System Parts: A Manufacturing Opportunity in Georgia," Georgia Tech Report, April 1964
10. "Pistons, Piston Rings, and Valves: A Manufacturing Opportunity in Georgia," Georgia Tech Report, June 1964
11. "Investment Casting: A Manufacturing Possibility for Elberton, Georgia," Georgia Tech Report, January 1965

Major Reports and Publications (continued)

12. "Mobile Homes in Georgia: A Study of the Personal Property Taxes Levied on Mobile Homes in the Metropolitan Areas of Georgia and the Significance of the Mobile Home Industry to the State," Georgia Tech Report, February 1965, coauthor
13. "The Advantages of Manufacturing Asphalt and Vinyl Asbestos Floor Tile in Savannah," Georgia Tech Report, December 1965, coauthor
14. "Directory of Job Shop Capabilities in Georgia, 1966," Georgia Tech Report, September 1966, coauthor
15. "Directory of Job Shop Capabilities in Georgia, 1971," Georgia Tech Report, December 1970

Georgia Institute of Technology

BIOGRAPHICAL SKETCH

PARETS, GASTON A. -- Research Engineer, Management and Technical Assistance,
Industrial Services Branch, Engineering Experiment Station

Education

B. S. in Industrial Engineering, with emphasis in Industrial
Processes and Operations and Computer Science. Minor in
Mathematics. University of Miami. 1966
Master of Business Administration, with emphasis in Economics,
Finance and International Business and Trade. Georgia
State University. 1968
Additional courses and seminars in Business, Management and
Industrial Development. 1969-1970
Fluent in the Spanish and Portuguese languages.

Employment History

Johnson Controls, Inc., Coral Gables, Florida
Assistant Engineer and Technical Draftsman 1964-1966
Ford Motor Company, Automotive Assembly Division,
Hapeville, Georgia
Process Engineer 1966-1967
Manufacturing Engineer "A" 1968-1970
Georgia Institute of Technology, Industrial Development
Division, Engineering Experiment Station
International Branch 1970-1972
Industrial Services Branch 1972-Present
East-West Center, University of Hawaii, Honolulu, Hawaii
Research Fellow June-October
1972

Experience Summary: Has been associated with Georgia Tech since January of 1970. During the first three years, activities consisted in the preparation, implementation and follow-up of industrial development projects in Latin America, including the preparation of project proposals for presentation to private and public, national and international organizations. Activities in the international development field included three months of technical assistance to the Industrial Development Office of the University of Carabobo in Valencia, Venezuela, direct involvement in the U.S. AID-sponsored industrial development program of the Republic of Paraguay, and assistance to the Development and Productivity Center, a private consulting group, also in Paraguay. A result of these programs was the generation of a series of studies such as feasibility studies, community industrial profiles, training manuals, and other specialized studies. Another responsibility within the international area was participation in the preparation and conduct of a series of 12-week international development seminars, which are attended by Latin American professional developers and government officials.

With the Industrial Services Branch, responsibilities consist in the provision of management and technical assistance to small and medium size industries in Georgia and other southeastern states. During the period June-October 1972, was invited by the East-West Center at the University of Hawaii, to become part of a five-man study team which conducted a study on the economy, research institutions, and private industry in Indonesia in an effort to determine the feasibility of the establishment of an Industrial Technology Center in that country. This project required extensive travel in Indonesia and other Southeast Asian countries, and the results were formally presented in an International Conference on Adaptive Technologies at Honolulu, Hawaii, October 4, 5, and 6, 1972. While associated with Ford Motor Company, from July 1966 to January 1970, the prime responsibility was to ascertain that vehicles were assembled in the specified manner, and to supervise the building and installation of tools and equipment required for this purpose. This function required close coordination with such groups as Quality Control, Industrial Engineering, Plant Engineering and others. During the period from January 1964 to June 1966, worked with Johnson Controls, Inc., as a technical draftsman and assisted project engineers in projects related with the design and installation of heating and refrigeration automatic control systems.

Major Reports and Publications

1. "Footwear Manufacturing. Advantages of a Georgia Location," Georgia Institute of Technology, February 1971
2. "Manual for the preparation of Industrial Resources Studies in Communities of Venezuela," University of Carabobo, Venezuela, 1971
3. "Industrial Profile of the City of San Felipe, Venezuela," University of Carabobo, Venezuela, 1971
4. "Pilot Study on the Generation and Diffusion of Adaptive Technology in Indonesia," Technology and Development Institute, East-West Center, Honolulu, Hawaii, October 1972, co-author
5. "Economic Development Approaches for the Southeast," Georgia Institute of Technology, November 1973, chapter contributor
6. Market and feasibility studies in various industries, both in the United States and in Latin America.

Georgia Institute of Technology

BIOGRAPHICAL SKETCH

POTTS, PHILLIP W. -- Research Scientist, Industrial Development Division, Engineering Experiment Station

Education

B.S. in Industrial Management, Georgia Institute of Technology	1962
M.B.A. in Marketing, Georgia State University	1968

Employment History

U. S. Army	1955-1958
Georgia Institute of Technology, Student	1958-1962
General Motors, Accountant	1962-1964
St. Regis Paper Company, Production Department Head, Sales Coordinator, Production Coordinator	1964-1972
Georgia Institute of Technology Research Scientist	1972-Present

Experience Summary: Served three years in U. S. Army Intelligence, traveling extensively throughout Europe. Employed by General Motors in accounting functions of payrolls, accounts payables, accounts receivables, and standard costing. Held various positions with St. Regis Paper Company from production department head to sales coordinator and production coordinator, being responsible for supervision of several hundred production personnel, quality control, production scheduling, inventory control, shipping and receiving efficiency, purchasing, customer service, and implementation of systems for changing production and financial records from manual calculation to EDP.

Current Fields of Interest

All aspects of industrial management, including market analysis, economic feasibility studies, and research in industrial development.

Major Reports and Publications

1. "An Evaluation Report on the Market for Manufactured Optical Lenses," Georgia Tech Report, March 1973, coauthor
2. "An Evaluation Report on the Market for Manufacturing Computer Key punch Cards," Georgia Tech Report, April 1973, coauthor
3. "Plant Layout Design and Structural Analysis for the Zebra Corporation," Georgia Tech Report, April 1973, coauthor
4. "A Feasibility Report on the Kitty Corporation Establishing a Beauty Parlor Near Birmingham, Alabama," Georgia Tech Report, May 1973
5. "An Examination of the Existing Commercial Market for Urethane Foam Structural Panels in the Southeast," Georgia Tech Report, July 1973, coauthor and project director
6. "A Plant Layout Design for the Soft and Silky Manufacturing Company," Georgia Tech Report, August 1973, coauthor
7. "Technical Assistance to the Penquin Discount Center," Georgia Tech Report, August 1973
8. "A Feasibility Report on the Location of a Retail Furniture Store For Vogue Creations," Georgia Tech Report, August 1973, coauthor
9. "An Evaluation Report on a Day Care Center," Georgia Tech Report, August 1973, coauthor.

Major Reports and Publications (continued)

10. "Evaluation of and Recommendations on the Production Operations of Sealy Mattress Company of Georgia, Inc.," Georgia Tech Report, October 1973, coauthor and project director.

BIOGRAPHICAL SKETCH

WOMMACK, CHARLES C.--Assistant Research Scientist, Industrial Development
Division, Engineering Experiment Station

Education

B.S.I.M., Georgia Institute of Technology 1963

Employment History

A. O. White, Jr., Engineer, Draftsman	1960 (summer)
Daniel, Manning, Johnson and Mendenhall, Land Surveying	1961 (summer)
Great Books Inc., Salesman	1962 (summer)
Georgia Power Company, Merchandise Sales Representative	1963-1964
U. S. Army, Battalion Supply Officer (S-4)	1964-1966
Atlantic Company, Branch Manager (ice)	1966-1967
Georgia Institute of Technology	
Assistant Research Scientist	1967-Present

Experience Summary: Duties as a battalion supply officer included administering and supervising the unit motor pool and requisitioning all types of supplies for the support of the unit mission. Duties as Branch Manager with Atlantic Company included the day-to-day operation of an ice manufacturing plant, recruiting and training personnel, supervision of equipment and vehicle maintenance, sales promotion, customer relations, budgeting and cost control. Initial work at Georgia Tech was in connection with an economic development project in the Atlanta Model Neighborhood area which had as its objectives the identification of economic development potentials in the area, the identification of ways to exploit these development potentials, and the reporting of the results of research findings to the City of Atlanta. Recent work has included participation in an economic development program in Valencia, Venezuela, which included identification and evaluation of new manufacturing opportunities and the establishment of a program of management and technical assistance to small and medium-size businesses in Venezuela.

Current Fields of Interest

All areas of economic development, especially those dealing with the economic problems connected with urban and rural poverty; upgrading productivity and Latin American economic development.

Major Reports and Publications

1. "Management and Technical Assistance to Georgia Business and Industry," Georgia Tech Report, November 1967, coauthor
2. "Job Opportunities for Women in the Atlanta Model Neighborhood," Special Project Report, 1968
3. "Management and Technical Assistance to Georgia Business and Industry," Georgia Tech Report, August 1968, coauthor
4. "Economic Impact of the Proposed Vocational-Industrial Training Center to be Located in Monroe, Walton County, Georgia," Special EDA Report, March 1969, coauthor
5. "Economic Impact of the Proposed Expansion of the Southwire Company in Carrollton, Georgia," Special EDA Report, November 1969, coauthor
6. "Economic Impact of the Proposed Water and Sewer System Improvements in Americus, Georgia," Special EDA Report, February 1970, coauthor

Major Reports and Publications (continued)

7. "A Systematic Approach to Developing Personnel Policies and Handbooks,"
IDD Publication, April 1970, coauthor
8. "A Feasibility Report on the Proposed Expansion of Bertie Industries, Inc.,
Windsor, N. C.," Special SBA Report, June 1971, coauthor
9. "An Evaluation Report on McGuire Tire and Recapping Company, Atlanta,
Georgia," Special SBA Report, July 1971, coauthor
10. "La Fabricacion de Aisladores de Porcelana en Venezuela," Report of the
University of Carabobo (in Spanish), 1971, coauthor
11. "Manpower Availability and Characteristics -- A Staffing Experience,"
Special IDD Report (unpublished), coauthor
12. "A Registration of the Unemployed in the Heart of Georgia Community Action
Council Area," IDD Report, January 1972, coauthor
13. "A Program of Management and Technical Assistance in Designated EDA Coun-
ties in Georgia," Georgia Tech Report, September 1972, coauthor
14. "An Unemployment Registration and Employment Generation Program for the
Lower Chattahoochee Community Action Agency," IDD Report, September
1972, coauthor

CHARTS

CHART 1
ECONOMIC CHARACTERISTICS OF EDA-DESIGNATED COUNTIES - GEORGIA

	<u>1970 Population</u>	<u>% Net Migration 1960-1970</u>	<u>% Minority Population 1970</u>	<u>Median Yrs. of Education Completed 1970</u>		<u>% Below Poverty In- come 1970</u>	<u>% Unem- ployed 1972</u>	<u>% Sound Housing 1970</u>	<u>% Land In Farms 1970</u>
UNITED STATES	203,184,722	--	12.6	<u>M</u> 12.1	<u>F</u> 12.1	12.6	5.6 ^{1/}	91.7	
GEORGIA	4,589,575	+ 2.0	26.2	10.8	10.8	20.7	3.7 ^{2/}	86.5	
Counties:									
Appling	12,726	-16.2	21.0	8.8	10.0	37.1	2.9	80.4	
Atkinson	5,879	-21.5	31.6	8.1	8.7	44.6	3.0	63.4	
Bacon	8,233	-11.6	13.5	8.2	9.0	31.2	2.7	78.7	
Baker	3,875	-23.3	52.4	7.9	8.8	45.9	7.0	63.7	
Ben Hill	12,171	- 9.0	31.2	8.7	9.6	31.9	6.7	81.8	
Berrien	11,556	-13.1	13.9	8.9	9.2	28.1	2.5	82.3	
Brantley	5,940	-10.3	10.1	8.7	9.0	24.8	6.5	78.4	
Brooks	13,739	-21.0	46.5	8.8	9.6	42.3	3.7	65.1	
Bryan	6,539	-12.3	29.7	8.8	9.6	30.3	8.1	72.0	
Burke	18,255	-24.8	60.3	7.8	8.5	52.7	11.1	54.8	
Calhoun	6,606	-21.5	61.5	7.2	9.1	52.0	3.4	53.4	
Camden	11,334	- 3.4	38.5	10.1	10.7	19.7	4.4	81.6	
Candler	6,412	-12.7	33.7	9.0	9.8	40.3	2.8	70.2	
Cherokee	31,059	+18.7	3.8	9.0	9.4	16.9	10.3	73.8	
Clay	3,636	-27.3	62.0	8.4	9.4	60.7	13.0	55.3	
Clinch	6,405	-21.4	31.5	8.0	11.9	36.3	3.6	64.4	
Cobb	196,739	+49.4	4.4	12.1	11.8	7.1	N/A ^{3/}	71.7	
Coffee	22,828	-10.1	25.9	8.7	9.9	32.9	3.2	78.5	
Cook	12,129	-12.4	31.4	8.8	9.5	30.3	3.2	78.9	
Crawford	5,748	-13.3	53.2	8.3	8.9	42.8	6.1	55.9	

NOT AVAILABLE

Source: (See page 81)

CHART 1 (Continued)

Counties con't:	1970 Population	% Net Migration 1960-1970	% Minority Population 1970	Median Yrs. of Education Completed 1970		% Below Poverty In- come 1970	% Unem- ployed 1972	% Sound Housing 1970	% Land In Farms 1970
				M	F				
Dawson	3,639	- 7.4	0.2	8.1	8.8	27.2	13.8	75.9	
Dodge	15,658	-14.0	25.3	8.9	9.3	35.7	7.2	71.4	
Dooley	10,404	-19.7	50.2	8.4	9.4	46.0	4.4	62.7	
Douglas	28,659	+53.8	11.2	10.3	10.5	12.3	9.5	87.8	
Early	12,682	-17.0	47.9	8.2	9.3	49.4	3.1	64.1	
Echols	1,924	- 3.2	28.7	9.3	9.9	31.5	4.9	61.5	
Effingham	13,840	- 6.7	24.6	9.6	10.1	21.8	10.6	69.4	
Emanuel	18,189	- 9.6	30.6	8.8	9.5	34.7	3.7	65.4	
Evans	7,290	- 8.7	35.2	8.7	9.3	41.6	4.8	74.6	
Fannin	13,357	- 7.7	1.3	8.6	8.7	24.6	14.1	73.9	
Forsyth	16,928	+24.0	1.0	8.8	9.2	17.7	7.2	84.9	
Gilmer	8,956	- 7.1	0.5	7.9	8.4	27.9	6.1	71.0	
Glascock	2,280	-23.6	24.4	7.2	8.5	42.1	7.8	59.0	
Grady	17,826	-12.1	35.8	8.8	9.5	35.2	3.4	73.4	
Greene	10,212	-16.8	51.7	8.6	9.5	33.1	4.1	60.2	
Hancock	9,019	-23.4	73.7	7.5	8.9	47.8	5.0	46.2	
Heard	5,354	- 6.4	23.7	8.9	9.4	23.5	6.2	61.5	
Henry	23,724	+27.3	32.1	10.0	10.4	20.0	5.1	84.8	
Irwin	8,036	-23.5	34.0	8.6	9.5	43.8	3.9	73.9	
Jasper	5,760	-13.6	47.8	8.8	9.9	34.9	2.9	62.9	
Jefferson	17,174	-14.6	54.2	8.2	8.9	39.9	5.1	64.3	
Jenkins	8,332	-21.2	44.1	8.4	8.8	44.4	3.0	58.7	
Jones	12,218	+29.5	38.6	9.7	10.1	21.7	6.2	74.2	
Lanier	5,031	-14.4	30.0	8.4	9.8	31.5	8.2	70.4	
Lee	7,044	- 2.2	43.6	9.6	9.6	37.0	4.4	70.5	

NOT AVAILABLE

CHART 1 (Continued)

Counties con't:	<u>1970 Population</u>	<u>% Net Migration 1960-1970</u>	<u>% Minority Population 1970</u>	<u>Median Yrs. of Education Completed 1970</u>		<u>% Below Poverty In- come 1970</u>	<u>% Unem- ployed 1972</u>	<u>% Sound Housing 1970</u>	<u>% Land In Farms 1970</u>
				<u>M</u>	<u>F</u>				
Lincoln	5,895	- 8.2	46.1	8.3	9.7	34.8	8.3	70.0	
Long	3,746	-13.6	32.1	8.1	9.2	37.2	12.7	69.4	
McIntosh	7,371	+ 2.1	50.1	8.0	9.4	35.2	3.7	68.6	
Macon	12,933	-13.6	61.1	8.3	9.2	42.6	4.2	60.5	
Madison	13,517	+ 9.2	14.1	8.8	9.7	19.3	6.3	78.2	
Marion	5,099	-18.4	52.0	7.9	9.3	40.2	4.8	53.8	
Meriwether	19,461	-11.5	47.7	9.0	9.4	32.2	6.4	62.5	
Miller	6,397	-17.6	29.3	8.1	9.1	47.0	8.6	72.6	
Mitchell	18,956	-19.0	48.5	8.6	9.4	36.9	5.7	75.4	
Montgomery	6,099	-14.5	33.3	9.0	9.7	33.4	4.8	66.3	
Morgan	9,904	-16.1	45.1	8.9	9.4	37.1	4.1	70.8	
Murray	12,986	+ 9.9	1.2	8.3	8.7	14.1	4.5	76.7	
Oglethorpe	7,598	-11.5	37.2	8.1	9.1	28.0	5.7	62.5	
Paulding	17,520	+20.8	8.0	8.9	9.2	18.3	15.8	80.3	
Pickens	9,620	+16.7	3.5	8.3	8.7	20.8	7.4	78.7	
Pierce	9,281	-14.3	19.3	8.8	9.7	26.8	6.1	81.3	
Pike	7,316	- 8.3	40.4	8.5	9.2	28.2	15.6	57.8	
Polk	29,656	- 4.1	15.7	9.2	9.2	20.3	7.0	80.7	
Pulaski	8,066	-12.4	36.5	8.9	9.9	36.9	6.3	71.7	
Quitman	2,180	-23.6	60.2	6.8	8.3	54.1	6.8	55.5	
Rabun	8,327	+ 1.4	1.5	9.4	9.9	25.1	4.2	64.4	
Randolph	8,734	-28.3	55.6	8.0	9.2	50.6	4.0	59.4	
Schley	3,097	-16.0	44.8	8.3	9.8	29.6	2.6	62.9	
Screven	12,591	-23.8	46.2	8.1	9.0	38.6	5.3	62.8	
Seminole	7,059	-10.5	35.6	8.9	10.0	29.0	5.0	70.4	

NOT AVAILABLE

CHART 1 (Continued)

Counties con't:	1970 Population	% Net Migration 1960-1970	% Minority Population 1970	Median Yrs. of Education Completed 1970		% Below Poverty In- come 1970	% Unem- ployed 1972	% Sound Housing 1970	% Land In Farms 1970
				M	F				
Stewart	6,511	-22.0	64.9	7.8	9.1	48.0	3.4	56.4	
Talbot	6,625	-15.9	68.0	7.7	9.0	41.7	4.2	45.9	
Taliaferro	2,423	-32.8	63.6	7.6	8.2	51.4	9.7	50.4	
Tattnall	16,557	- 5.0	30.8	8.9	9.5	35.3	3.7	77.8	
Taylor	7,865	-15.0	44.8	8.2	8.9	36.4	3.0	60.8	
Telfair	11,381	-14.3	34.8	8.3	9.3	35.5	4.0	68.9	
Terrell	11,416	-25.4	60.0	8.7	9.9	42.4	2.6	60.3	
Towns	4,565	- 6.6	0.1	8.7	8.9	30.4	10.9	74.8	
Treutlen	5,647	-15.7	33.4	7.6	8.9	38.0	6.8	63.2	
Turner	8,790	- 8.9	35.7	8.6	9.7	33.6	3.1	72.9	
Union	6,811	- 4.8	0.0	8.2	8.4	36.0	11.4	72.2	
Walton	23,404	+ 0.1	27.9	8.9	9.2	20.0	3.2	77.4	
Warren	6,669	-20.4	58.4	7.4	9.0	43.5	7.1	58.3	
Washington	17,480	-18.8	53.7	7.9	9.3	38.8	3.8	59.3	
Webster	2,362	-37.3	58.4	7.5	9.2	46.1	6.7	52.2	
Wheeler	4,596	-21.4	30.9	7.7	8.5	36.4	3.9	64.9	
White	7,742	- 0.1	5.9	8.9	9.4	23.9	4.9	77.5	
Wilcox	6,998	-17.4	31.1	8.6	9.5	39.9	8.5	63.6	
Wilkes	10,184	-14.0	47.3	9.2	10.2	35.4	4.0	65.0	
Worth	14,770	-25.7	37.9	8.9	9.5	39.8	4.1	69.8	

NOT AVAILABLE

1/ U. S. Department of Commerce, "Business Conditions Digest," July 1971.

2/ Georgia Figures from Georgia Department of Labor, "Annual Average Work Force Estimates" for 1972.

3/ Cobb County unemployment statistics are not available since they are reported as part of the Atlanta Standard Metropolitan Statistical Area, which includes in addition to Cobb County, the following counties: Fulton, DeKalb, Clayton, and Gwinnett.

CHART 2

This work program which encompasses Chart 2 has been waived by paragraph five of the grant amendment offer dated the 26th day of June 1972.

CHART 3
REGIONAL ECONOMIC DEVELOPMENT CENTER
GEORGIA INSTITUTE OF TECHNOLOGY
ACTIVITY REPORT
June 1, 1973 to June 30, 1974

	<u>Business Stabilization</u>		<u>Business Expansion</u>		<u>New Venture</u>		<u>Community Development</u>		<u>TOTAL</u>	
	Previous	Current	Previous	Current	Previous	Current	Previous	Current	Previous	Current
ONGOING (BEGINNING)	8	3	11	6	24	8	1	1	44	18
NEW	5	13	15	24	16	20	1	10	37	67
DISCONTINUED	10	11	20	16	32	21	1	4	63	52
ONGOING (ENDING)	3	5	6	14	8	7	1	7	18	33
TOTAL ACTIVE DURING YEAR	13	16	26	30	40	28	2	11	81	85

Percentage of Effort as measured by Cost*

	<u>This Period</u>	<u>Previous Period</u>
Business Stabilization	19	16
Business Expansion	35	32
New Venture	33	49
Community Development	13	3

* Cost is interpreted to mean Budget Cost for Period of Reporting.

CHART 4

SUMMARY OF PROJECT ACTIVITY BY TYPE AND SUBREGION

<u>Subregion</u>	<u>New Venture</u>	<u>Business Expansion</u>	<u>Business Stabilization</u>	<u>Community Development</u>	<u>Current Costs % of Total</u>
CENTRAL SAVANNAH RIVER EDD	2	3	6	1	14
COASTAL PLAIN EDD	1	3	1	0	6
GEORGIA MOUNTAINS EDD	1	0	1	3	6
HEART OF GEORGIA EDD	1	4	0	0	6
NORTHEAST GEORGIA EDD	2	0	0	0	2
OCONEE AREA EDD	0	0	1	0	2
SLASH PINE EDD	3	3	3	0	11
SOUTHWEST GEORGIA EDD	6	5	0	0	12
MIDDLE FLINT EDD	4	3	1	0	9
CHATTAHOOCHEE-FLINT EDD	1	0	0	2	3
COASTAL AREA EDD	0	0	0	0	0
LOWER CHATTAHOOCHEE EDD	0	0	0	1	2
PROJECTS OUTSIDE EDD'S	7	9	3	4	27
TOTAL	28	30	16	11	100%

CHART 5

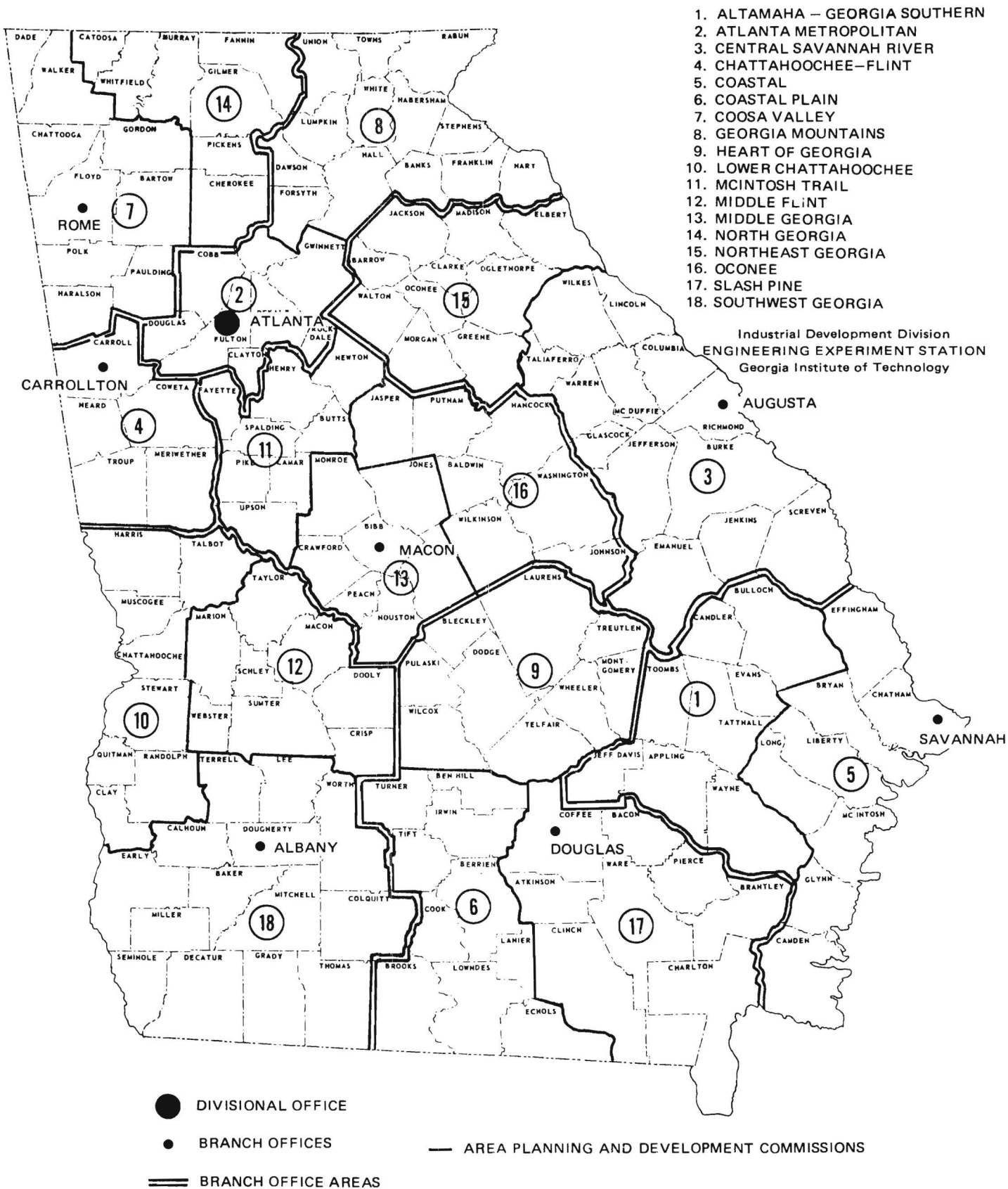
JOB IMPACT SUMMARY

	<u>Business Stabilization</u>		<u>Business Expansion</u>		<u>New Venture</u>		<u>Community Econ. Develop.</u>		<u>Other</u>	
	<u>Goal</u>	<u>Actual</u>	<u>Goal</u>	<u>Actual</u>	<u>Goal</u>	<u>Actual</u>	<u>Goal</u>	<u>Actual</u>	<u>Goal</u>	<u>Actual</u>
CENTRAL SAVANNAH RIVER EDD	Not Estb.	432	Not Estb.	8	Not Estb.	0	Not Estb.	0	Not Estb.	0
COASTAL PLAIN EDD	"	0	"	55	"	0	"	0	"	0
GEORGIA MOUNTAINS EDD	"	0	"	0	"	0	"	0	"	0
HEART OF GEORGIA EDD	"	0	"	80	"	0	"	0	"	0
NORTHEAST GEORGIA EDD	"	0	"	0	"	190	"	0	"	0
OCONEE AREA EDD	"	0	"	0	"	0	"	0	"	0
SLASH PINE EDD	"	233	"	58	"	8	"	0	"	0
SOUTHWEST GEORGIA EDD	"	0	"	115	"	25	"	0	"	0
MIDDLE FLINT EDD	"	0	"	40	"	34	"	0	"	0
CHATTAHOOCHEE-FLINT EDD	"	0	"	0	"	0	"	0	"	0
COASTAL AREA EDD	"	0	"	0	"	0	"	0	"	0
LOWER CHATTAHOOCHEE EDD	"	0	"	0	"	0	"	0	"	0
PROJECTS OUTSIDE EDD'S	"	<u>136</u>	"	<u>471</u>	"	<u>38</u>	"	<u>0</u>	"	<u>0</u>
TOTAL		801		827		295		0		0

MAPS

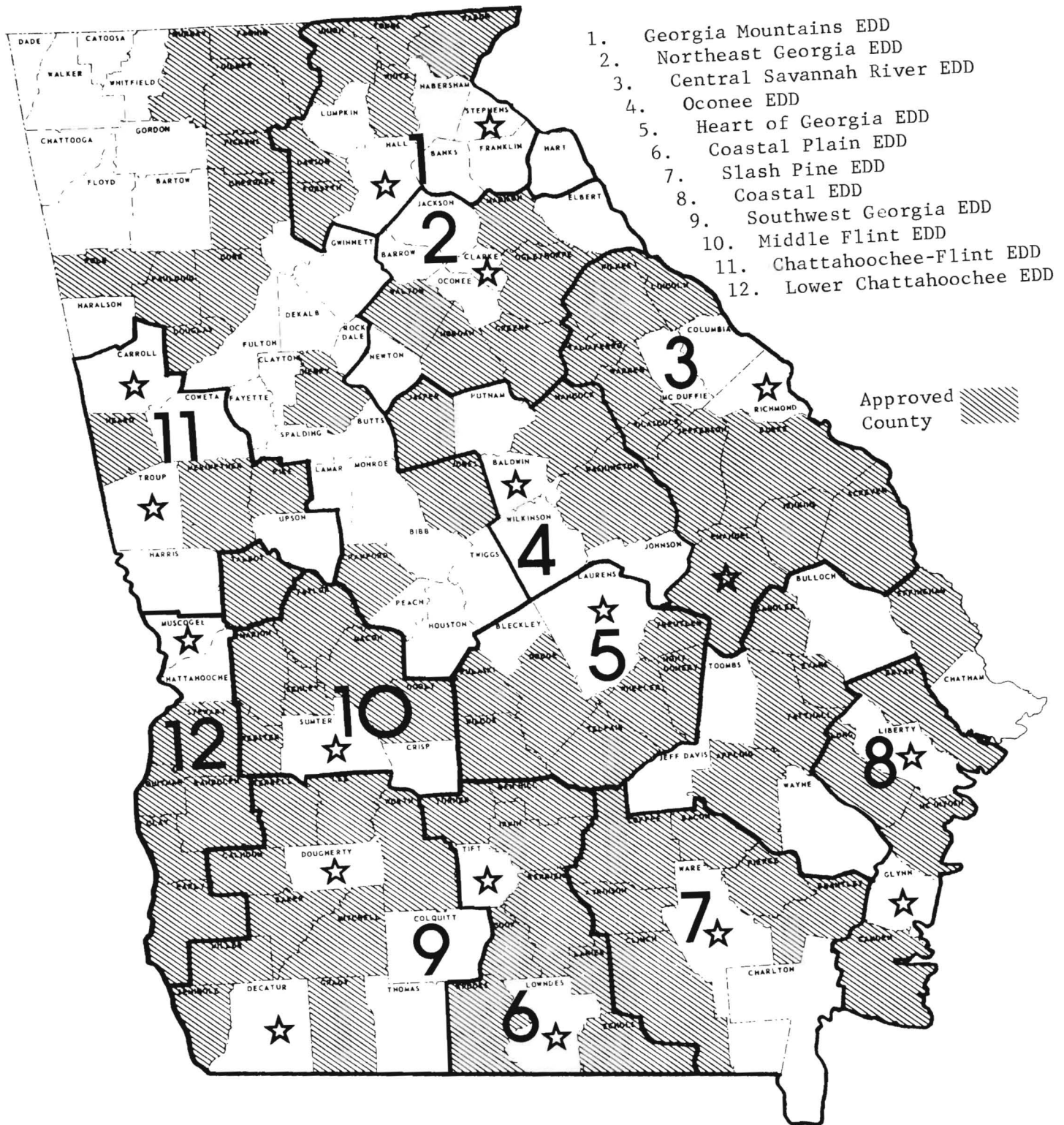
AREA PLANNING AND DEVELOPMENT COMMISSION BOUNDARIES AND BRANCH OFFICES

OF GEORGIA TECH'S INDUSTRIAL DEVELOPMENT DIVISION

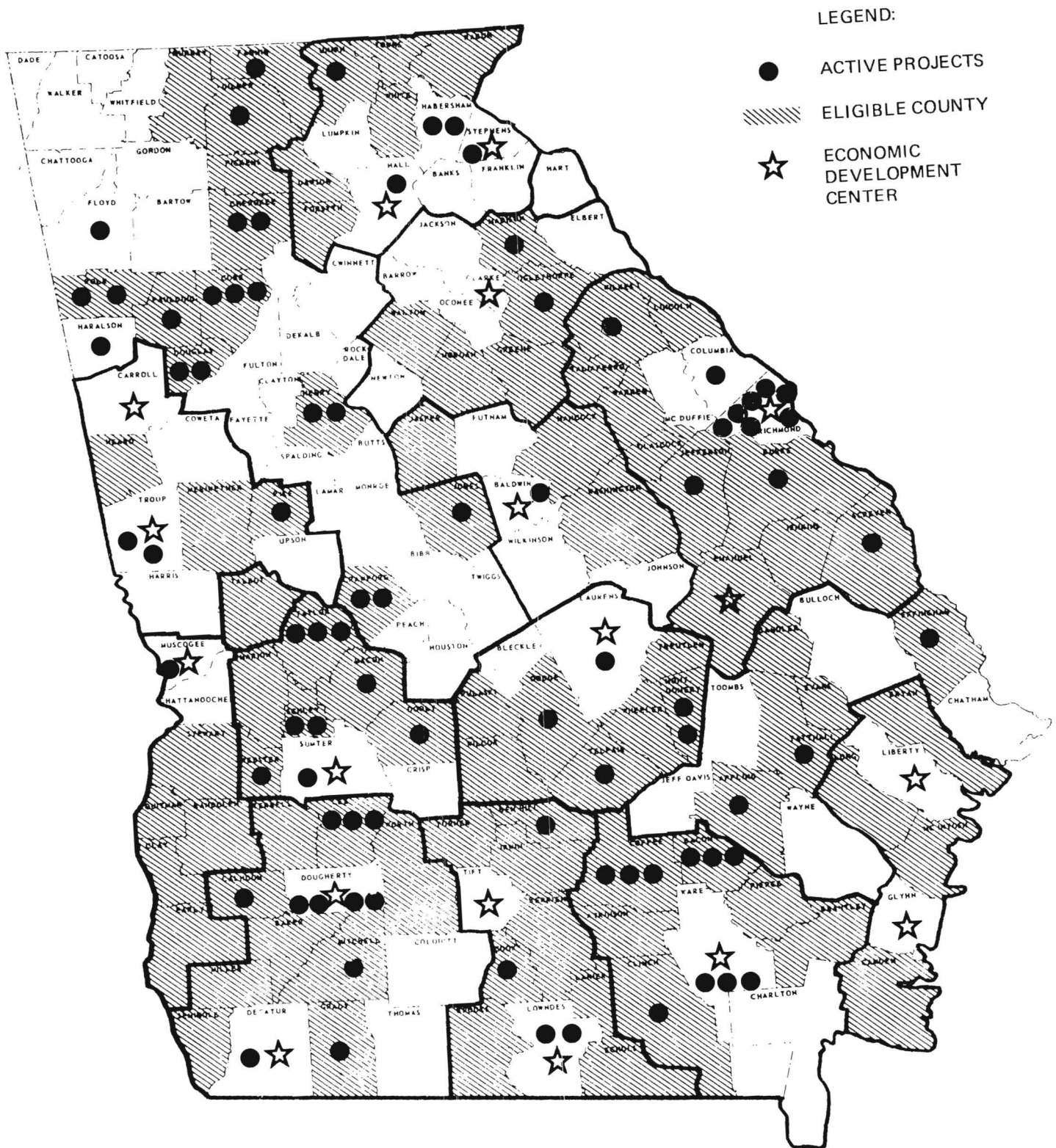


Map 2

ECONOMIC DEVELOPMENT DISTRICTS



Map 3
EDA Counties and EDD's as of 30 June 1974



APPENDICES

Appendix 1

ESTABLISHMENT AND REPORTING OF EDA PROJECTS (Project A-1438)

1. Individual EDA projects funded under Project A-1438 will be formally established and monitored by the Head, Industrial Services Branch (Project Director). Approval of the project must be obtained before charges can be made. Branch offices and other IDD Branches or Sections recommending the establishment of projects will furnish sufficient information, on a copy of the form shown in Exhibit A, for the Project Director to make a decision and make staff assignments.
2. If the project is approved, all previous work done in relation to this project will be chargeable to that specific project number. Upon approval of a project, the project director will assign a Project Number and a completed copy of the EDA Assistance Case Record form (Exhibit A) will be forwarded to the responsible branch or section, and, in the case of branch offices, a copy will be forwarded to the Director of Area Development. When the project is terminated the completed form will be returned to the Project Director.
3. In the event a project is not formally established, but investigative time and project analysis time has been authorized, then that time will be specifically authorized for charge against A-1438. To accomplish the reporting of this situation, the following terms will be used:
 - (a) Program Management. This term is reserved exclusively for the project director and assistant project director. Branch office personnel will prorate necessary administrative time to the specific numbered projects on which they are working.
 - (b) Program Research. This will be used for general background research in support of the overall EDA program and not in research specifically related to a numbered project. This term will normally be used only when so assigned by the Project Director.
 - (c) Project Establishment Analysis. This term will be used to charge time needed to analyze the situation to determine if a project should be established. The name of the company and a description of the work performed will be reported in the comments section of the monthly EDA Activity Report (Exhibit B). Upon establishment of a project, time so charged will be charged to the numbered project.
4. EDA activity supported by Project A-1438 will be reported on a monthly basis. Reports will be submitted within five days following the end of the month. The report will be made on the EDA Activity Report form, shown in Exhibit B, in accordance with instructions contained in Exhibit C.

Appendix 1 (continued)

CRITERIA FOR STARTING NEW EDA PROJECTS

In order to avoid any misunderstanding about the types of projects included in the program, the following criteria must be met before a company (or a proposed new venture) will be considered as an EDA project:

1. The company (or the proposed new venture) must be in an EDA county or an Economic Growth Center.
2. The proposed project must have potential for an ultimate increase in jobs and/or result in strengthening the current base of employment.
3. There must be a stable and/or growing market for the product or products involved.
4. The proposed project must be potentially profitable in terms of the company's realistic capabilities.
5. The proposed project must not involve the relocation of a business from one area to another.
6. The proposed project must not involve providing financial assistance to any industry in which there is an over capacity of production (e.g. poultry, garment).

It should be noted that some projects undoubtedly will involve an investigation of markets and capabilities only to conclude that the projects are not economically sound. This is a necessary result in some cases. As a matter of policy, it is as important to recognize the unsound proposals as it is to give support to the sound ventures.

EDA ASSISTANCE CASE RECORD

Company _____ Case No. _____

Address _____ Telephone _____

Name and Title of company contact _____

Origin of request _____

Assigned to _____ Date _____

.....

Background and nature of the problem:

Work Performed

Date

Action Taken

Man-hours

.....

Results and Remarks

EDA MONTHLY ACTIVITY REPORT

Due in Atlanta by 5th of Following Month

BRANCH _____ MONTH _____

Proj. # 1.	Company Name - Contact County - Reported By 2.	Type Project 3.	Expansion 4.	New Venture 5.	Stabilization 6.	Comm. Devel. 7.	Time Charged (hours) 8.	Month/Year 9.	Employment Change (+ or -) 10.	New 11.	Continued 12.	Discontinued 13.	Description Comments Results Employment Change Explanation
------------------	--	--------------------	-----------------	-------------------	---------------------	--------------------	-------------------------------	------------------	--------------------------------------	------------	------------------	---------------------	---

Appendix 1, Exhibit C

INSTRUCTION FOR COMPLETION OF EDA MONTHLY ACTIVITY REPORT FORM

The purpose of the EDA Activity Report is to provide information relative to EDA Projects being worked on by individuals in IDD.

The report is due in Industrial Services Branch by the 5th of the month following the month for which the report is submitted.

Complete Form as follows:

Top of Form:

Branch: Branch of which individual is member

Month: Month for which report submitted

Column #

1. Project Number: EDA Project Number assigned by Industrial Services Branch, Atlanta.
2. Company Name, Contact, County, Reported by: Name of company; name of individual in company to be contacted; county in which company is located; IDD staff member who is reporting.

Type:

3. Expansion or Diversification
4. New Business
5. Business Stabilization (save jobs)
6. Community Development
7. Time Charged: Number of hours worked on each project during month.
8. Month/Year: Month and year in which work was performed
9. Employment Change (+ or -): Net change in the number of persons employed by the subject firm since the last report. For new projects for which there is no previous report, insert, in parentheses, the total number of persons employed by the subject firm.

New; Con.; Disc.

10. New for projects not previously reported

Appendix 1, Exhibit C (continued)

11. Cont. for continuing projects
12. Disc. for projects closed during month
13. Description/Comments/Results/Employment Change/Explanation

For New
Projects:

Describe the product(s) produced by the subject company. Describe project indicating what assistance is needed and what is to be done in addition to what was done during the month. Estimate the change in employment anticipated as a result of IDD assistance. If the project is a business stabilization type with the main purpose of saving jobs by preventing the failure of the firm, indicate how many jobs will be saved if IDD's efforts are successful.

For
Continuing
Projects:

Report status of project and what has been done during the month, and explain any increase or decrease in employment reported in Column #9.

For
Discontinued
Projects:

Report why project was closed; results of IDD's efforts to date; results expected in future and by what date; any special problems IDD could not solve; approximate date closed project should be checked to see if expected results are obtained. In all cases the change, if any, in employment as a result of IDD assistance should be explained and evaluated fully. This explanation and evaluation should include any jobs saved in a business stabilization type project even if there is no net change in employment.

At the bottom of page, indicate total hours charged to all EDA projects and percentage of time charged to EDA on time sheets. Example: Total hours 120; Time on Time Sheet 75%.

20 March 1972

OUTLINE OF IDD EDA PROGRAM
IN THE NORTHEAST GEORGIA EDD

The following program pertains only to EDA-designated counties and the Economic Development Centers. Designated EDA counties as of 12 October 1971 in the Northeast Georgia Area are: Greene, Madison, Morgan, Oglethorpe, and Walton. Athens, Georgia is the Economic Development Center.

Over All Strategy

The strategy of the Industrial Development Division in performing its duties under the EDA grant is two-fold:

- a. To respond to requests for EDA assistance from organizations in the economic development field, i.e., Economic Development Districts, Georgia Department of Industry and Trade, Georgia Planning Bureau, EDA Economic Development Specialists, Chambers of Commerce, and local officials in EDA-designated areas.
- b. To seek out opportunities to advance the principles of EDA through surveys of industry in EDA-designated areas, through the seven IDD field offices, as well as those identified through discussion with persons in IDD who are involved in other areas of economic and community development which are not directly associated with the EDA activity.

Objectives of the EDA Program

- To stimulate the expansion and diversification of existing industry.
- To support the formation of new, economically sound enterprises.
- As an ultimate objective from the two stated above, to create additional jobs.

Scope of Services Available

The scope of management and technical assistance services available through this program is briefly summarized as follows:

Organization analysis; guidance and recommendations on financing; plant layout; development of market data; assistance in locating suppliers of special equipment or services; determination of

manpower requirements; assistance in production methods and procedures; recommendations regarding sales and distribution methods; assistance in the formation of new ventures, new plant construction, and/or expansion.

These services are available to established firms which show a capacity and interest in expansion and diversification. In addition, this same type of service will also be made available to those individuals or groups offering a good potential for establishing new enterprises.

In addition to the management and technical assistance services available, the following will be accomplished:

Audit of firms located in newly designated Economic Development Centers and selected counties for the purpose of identifying the demand for specific products and services which potentially could be supplied by existing or new firms located in EDA-designated areas and to determine a need for management and technical assistance services which may be rendered by IDD.

Criteria for EDA Projects

In order to avoid any misunderstanding about the types of projects included in the program, the following criteria must be met before a company (or a proposed new venture) will be considered as an EDA project:

1. The company (or the proposed new venture) must be in an EDA county or an Economic Development Center.
2. The proposed project must have potential for an ultimate increase in jobs and/or result in strengthening the current base of employment.
3. There must be a stable and/or growing market for the product or products involved.
4. The proposed project must be potentially profitable in terms of the company's realistic capabilities.
5. The proposed project must not involve the relocation of a business from one area to another.

6. The proposed project must not involve providing financial assistance to any industry in which there is an over capacity of production (e.g. poultry, garment).

It should be noted that some projects undoubtedly will involve an investigation of markets and capabilities only to conclude that the projects are not economically sound. This is a necessary result in some cases. As a matter of policy, it is as important to recognize the unsound proposals as it is to give support to the sound ventures.

Approach

1. At the earliest possible date, it is suggested that notice of the program be given to the newspapers by the Northeast Georgia EDD (see attached suggested press release) and that each of the manufacturers in the Economic Development Center receive a letter from the Northeast Georgia Area Planning and Development Commission announcing the program. (A suggested letter is attached.)
2. Each of the firms will subsequently be contacted personally by an IDD representative. A representative of the commission will also be invited to join with the IDD representative in making these contacts. As a part of this interview, information will be collected by the IDD representative on such factors as employment, product, and production capabilities of each company. (A survey form is attached.) A copy of each completed data sheet will be furnished the EDD.
3. As individual case projects are developed, IDD staff personnel will be assigned responsibility for management or technical assistance projects. Work performed on each project and the results achieved will be recorded on individual project report forms. The Northeast Georgia Area Planning and Development Commission will be advised periodically as to the nature and status of projects.

NORTHEAST GEORGIA AREA PLANNING AND DEVELOPMENT COMMISSION

SUGGESTED
PRESS RELEASE

Address _____

Telephone No. _____

For Further Information:

MANAGEMENT AND TECHNICAL ASSISTANCE
AVAILABLE TO INDUSTRY

A program of providing management and technical assistance to (Name of City) industries is underway. This service is sponsored by the Economic Development Administration and Georgia Tech. The staff of the Northeast Georgia Area Planning and Development Commission is working with representatives of the Industrial Development Division of Georgia Tech in the performance of this program. The purpose of this program is to stimulate the expansion and diversification of existing industries with the ultimate objective of creating additional job opportunities. Services to the industries cover the broad fields of management guidance, market research, and technical assistance.

Letters explaining the program will be mailed to (Name of City) industries by the Northeast Georgia Area Planning and Development Commission. A representative from Georgia Tech will soon be contacting firms in (Name of City) in order to personally outline the program in greater detail. If a firm wished to avail itself of such assistance prior to being contacted, it should get in touch with _____ of the Northeast Georgia Area Planning and Development Commission.

NORTHEAST GEORGIA AREA
PLANNING AND DEVELOPMENT COMMISSION

Dear

Last year the U.S. Department of Commerce sponsored a program of management and technical assistance through Georgia Tech's Industrial Development Division which was of direct benefit to more than 100 firms in Georgia. We are pleased to inform you that this program of specialized service has been expanded and is now available to you.

This program is a joint effort of the Economic Development Administration and Georgia Tech. Its purpose is to stimulate the expansion and diversification of existing industry with the ultimate objective of creating additional job opportunities. The program of service to industry covers the broad fields of management guidance, market research and technical assistance in solving the many problems that beset business today.

In the near future, a representative of Georgia Tech will be contacting you for the purpose of clarifying the program and its objectives. In addition, he will want to discuss those areas of interest outlined in the attached survey form.

If you have any questions concerning the program, or if you wish to avail yourself of these services prior to being contacted, please call _____
_____ of the Northeast Georgia Area
Planning and Development Commission.

CONFIDENTIAL MANUFACTURERS DATA SHEET

Date: _____

1. Firm Name _____ S.I.C.# _____
2. Street Address _____ P. O. Box _____
3. City and County _____ Phone _____
4. Key Personnel (Include President, Manager, Purchasing Agent, etc.):

NAMESTITLESNAMESTITLES

5. Normal number of production employees: Total _____ Male _____
- Key Skills _____

6. Products and/or Services: _____

7. Brief description of production process: _____

PRODUCTION

8. Average daily production output (with present facilities): _____

9. Maximum daily production output (with present facilities): _____

10. Normal production schedule: Days per year _____ Shifts _____ % Overtime _____

11. Major items of equipment: _____

EQUIPMENT AND
CAPABILITIES

12. Percentage of time that equipment is in use: _____ %

13. Specialized equipment and/or capabilities, if any: _____

14. Are you interested in handling subcontracts? _____ Government contracts? _____

15. Major materials, components, supplies used and sources:

ITEMSOURCEITEMSOURCE

RAW MATERIALS AND WASTE

16. Needs, if any, for additional and/or closer sources of materials and supplies: _____

17. Types, quantities, and disposition of by-products and waste: _____

() Increasing

() Steady

() Decreasing

SALES/MARKETING

18. Current sales volume: _____
19. Seasonal fluctuations: _____
20. Description of distribution system used: _____
21. Marketing area (county, state, region, nation, overseas): _____

PLANT INFO &
EXPANSION

22. Plant site _____ sq. ft.; Site size _____ acres; Office area _____ sq. ft.
Production area _____ sq. ft.; Warehouse area _____ sq. ft.
23. Plant expansion in last five years: _____
24. Expansion or diversification planned: _____

TECHNICAL INFORMATION & ASSISTANCE NEEDS

25. Transportation services used (check): Rail _____ Highway _____ Air _____
26. Presently, what are the major problems confronting your business? _____
27. In the area of new developments, in what particular fields of management, science, engineering, or technology, would you like to be kept informed? _____
28. Sources of information presently used: _____
29. What specific information needs do you have in either management or technical areas? _____

NAME

TITLE

Comments: _____

Interviewer: _____

Interview completed for:

() EDA () STS

Appendix 3

LETTERS OF APPRECIATION

Box 1720 Gainesville, Georgia 30501

Area Code 404 536-3431

532-7261

June 3, 1974

Mr. Phillip W. Potts
Engineering Experiment Station
Georgia Institute of Technology
Atlanta, Georgia 30332

Dear Phil:

Just a note to thank you for the assistance you and George Dodson are giving the people in Habersham County on their industrial park. We are indebted to the Georgia Power Company also. The presentation last Wednesday was real good and shows the possibilities that are open to the folks in Habersham County.

I hope you can continue to help them as they pull their entire plan together. I believe they have outlined for you the areas in which they need assistance. Your assistance will be appreciated. Anything I can do to help, please let me know.

Sincerely,

Don Nicholson
Industrial Development Specialist

cc: Dean Swanson
DN/hm



Georgia Mountains Planning and Development Commission



GEORGIA DEPARTMENT OF COMMUNITY DEVELOPMENT

JOHN D. WELSH
DIRECTOR
INTERNATIONAL DIVISION

TELEX: 54-2534 GACOMCENTR ATL 245
TELEPHONE: (404) 656-3577

November 30, 1973

Mr. Ross W. Hammond, Chief
Industrial Development Division
Engineering Experiment Station
Georgia Institute of Technology
Atlanta, Georgia 30332

Dear Ross:

I want to particularly congratulate you for the work of Dr. Chiang in our behalf in furthering international development within the State of Georgia. The major study, which he completed several years ago for Den Norske Gipsplatefabrikk was extremely well done and thoroughly professional. Although the plant did not locate in Georgia because of our inability to totally finance the facility, the work done by Dr. Chiang was excellent in all respects, appreciated and well received by the Norwegian company.

The enclosed letter from NORCEM, Oslo, Norway, requesting Dr. Chiang, specifically, to update the original study is an indication that the quality of his work is recognized by both Mr. Nilsson, President, Den Norske Gipsplatefabrikk and NORCEM. From all indications the current study is also being done in a highly professional and skilled manner.

Again, I would like to thank you for the outstanding work of Dr. Chiang on behalf of this Division in furthering international investment and development in the State of Georgia.

With warm personal regards.

Sincerely,

*J*JOHN D. WELSH
Director, International Division

JDW:bsp
Enclosure

AKS J E S E L S K A P E T
NORCEM

Mr. John D. Welsh
Department of Industry and Trade
State of Georgia
100 State Capital
Atlanta, Georgia 30334
U.S.A.

Postadresse: 1386, Vika, Oslo 1.
Kontor.: Haakon 7s gt. 2.
Telefon: *41 79 70.
Telegramadr: Cementfabrikk Oslo.
Telex: 11149/cment, N.

Deres ref.

Vår ref. KII/rb

Oslo May 7, 1973

Dear Mr. Welsh:

I understand that Mr. Anders Letmolie of Den Norske Gipsplatefabrikk A/S has telephoned you about our company's interest in a possible joint venture in building a plywood plant in Oglethorpe County, Georgia. The presidents of A/S Norcem and Den Norske Gipsplatefabrikk A/S will visit Georgia in September with respect to this project. Before this visit takes place, we would very much appreciate some assistance from your office.

Referring to the feasibility study made by Mr. T.I. Chiang of the Georgia Institute of Technology, project A - 1179, in 1969 we would like to know if there have been any significant changes in the following subjects:

- a) Timber resources and supply, and timber procurement.
- b) Market potentials: What was the U.S. production of plywood in 1972, and what are the projections made for the next few years? How many new plants have been built since 1968 nationally, and how many in the South, and what are the projections for the next few years?
- c) Projected investment, costs, and profits:
What has the price development of 3/8-inch thickness been since 1968, and how is the future price out-look. Also, how has the price of logs developed, and what is the present labor costs. The study has used a straight-line depreciation method, what are the other depreciation methods available in Georgia? Have the sources of financing changed significantly since 1968, or can we use the original financial plan for Norden Plywood Inc., as a base for our revised study. What would be the requirements for achieving partly financing through "Industrial revenue bond financing", and what are the present terms for such financing?

- d) Plant site: Is the proposed plant site still available, and have the conditions related to the land been altered since the original study ?

Furthermore, we would be very pleased if you could supply us with other pertinent information regarding the plywood industry. If it is possible to get the latest promotional matters (such as "How to buy and specify plywood", etc.), and perhaps tooling prices, this would be of great help to us.

Some of this information is perhaps difficult to come up with. We would, however, appreciate any parts of the information at your earliest convenience.

To give you some information about our company, I will mail you our latest annual report when the English texted version will be available in a few weeks. Briefly, Norcem is the largest building products manufacturer in Norway with 1972 sales of NOK 120 mill. and 3.000 employees. Our main products are cement, concrete, light weight aggregates, cement-asbestos and fiberglass.

We hope your staff will be able to assist us in our plywood investigation, and if there are anything which is not clear in our questions, we hope you will contact us.

Sincerely,

Kjell Håugen /
Manager New Product Development



A. R. SHIRLEY
DIRECTOR

Georgia Forestry Commission

P. O. Box 1080
Newnan, Georgia 30263

April 4, 1974

Dr. Tze I. Chiang
Senior Research Scientist
Engineering Experiment Station
Georgia Institute of Technology
Atlanta, Georgia 30332

Dear Dr. Chiang:

This is in reference to your recent assistance to the Georgia Forestry Commission and the Chattahoochee-Flint Area Planning and Development Commission.

You will recall at our initial meeting that we expressed a desire to try to assemble the necessary information to use as a tool to entice more woodusing industries into this area. I would like to express our gratitude for the excellent report you prepared. The report was a brief and concise look at the potential of increased timber utilization. I feel this report will be one of the basic documents in our package.

We enjoyed meeting and discussing our problem with you. If we of the Georgia Forestry Commission can ever be of assistance to you, please let us know.

Very truly yours,

Preston T. Fulmer
District Forester

PTF:km

SOUTHEAST TIMBER PRODUCTS, INC.

Manufacturers and Distributors

**MOBILE HOME ROOF TRUSSES
LUMBER AND OTHER RELATED PRODUCTS**

P. O. Box 1641 — 1939 Ledo Road

ALBANY, GEORGIA 31702

May 23, 1974

Industrial Development Division
ENGINEERING EXPERIMENT STATION
Georgia Institute of Technology
Atlanta, Georgia

Attention: Tze I. Chiang

Dear Mr. Chiang:

We are in receipt of the report you prepared per our request
MARKET POTENTIALS FOR MANUFACTURING WOODEN PALLETS IN ALBANY,
GEORGIA -- A PRELIMINARY STUDY.

We would like to convey our deep appreciation for a very
concise and well prepared report. We would like to assure
you that each and every detail of your report will weigh
heavily in every decision we incur in manufacturing pallets.

At the present we are just beginning the manufacture of frames
for box spring mattresses. As soon as this addition is on its
way, however, we will begin with the pallets.

Again let us express our appreciation for a fine report that
will be most helpful in marketing our products.

Very truly yours,

SOUTHEAST TIMBER PRODUCTS, INC.

E. W. Jackson, Jr., Pres.

EWJ/cb



Standard

TELEPHONE COMPANY

404 778-2201 P. O. BOX 400 CORNELIA, GEORGIA 30531

"NORTHEAST GEORGIA'S
COMMUNICATION PARTNER"

May 30, 1974

DEAN C. SWANSON
Executive Vice President

Mr. Phillip W. Potts
Engineering Experiment Station
Georgia Institute of Technology
Atlanta, Georgia 30332

Dear Phil:

Just a note to thank you and George for the excellent ground work leading up to our meeting yesterday. Our local officials with the County and Chamber were very impressed with the overall presentation and I firmly believe we have established the foundation for a workable industrial development program.

We are very hopeful that you can continue working with us as we move into the coordinated program between the Habersham County Industrial Authority and the Habersham County Chamber of Commerce. We require assistance in numerous areas such as the concept of the overall program, organization, policies, job analysis, compensation, interviewing and hiring, etc. While we feel the established programs at Stephens County and Athens have been very successful and should serve as a guide for our efforts, we would like each of them to be investigated in some depth to see if some modifications might be beneficial. In short, we feel front end analysis is absolutely critical to the overall success of what we hope to accomplish in Habersham County.

Again, thanks for all your help so far and we hope you will be able to assist us further as we move into the next phase of our planning.

Sincerely,

Dean C. Swanson

DCS/gb

cc: Clay Strange, Chairman, Habersham County Commissioners
cc: Walter Gemperline, President, Habersham County Chamber of Commerce
cc: Alton Wingate, Habersham County Chamber of Commerce
cc: Don Nicholson, Industrial Development Specialist

SOUTHEASTERN COMPUTER SERVICE CENTER, INC.

TELEPHONE (912) 384-7175

POST OFFICE BOX 630

DOUGLAS GEORGIA 31533

November 8, 1972

Mr. Miles Greer
Ga. Institute of Technology
Industrial Development Div.
220 E. Sellers St.
Douglas, Ga.

Dear Miles,

I would like to take this opportunity to express our appreciation for the recent study you did for Southeastern Computer Service Center. The findings you presented to our board easily depicted our "problem areas" and the solutions offered were of great value. Presently we have employed a Systems Analyst/Programmer who should be on board by December 15, 1972 and are incorporating the other recommendations when feasible.

The board and I feel that you performed an outstanding service considering the short period of time allocated. With the implementation of your recommendations our firm should continue to grow and increase its profits. The service the Industrial Development Division performs is of great value to Douglas and surrounding communities and I encourage you to continue the good work.

Sincerely,

Carl A. Childre
Executive Vice President

CAC:nt

BLANTON CABINETS

P. O. Box 303 • ADEL, GEORGIA 31620 • (912) 896-4591

Adel, Georgia 31620
August 1, 1972

Mr. Sherman L. Dudley
Industrial Development Division
Southeast Georgia Branch
P.O. Box 1244
Douglas, Georgia 31533

Dear Mr. Dudley,

Among the many services that you have performed for us, we would like to take this time out to thank you again, and also the most recent one by getting us set up into the fabrication of counter tops.

You have just rendered us a service that will save us quiet a bit of time, trouble, and expense plus the fact that it has a very good profit potential for the future.

I feel sure that we will be calling on you again in the very near future, and if there is ever anything that Blanton Cabinets, Inc. can do to help you in any way, please feel free to call at once.

Thank you for your time and consideration on this matter.

Charles Wayne Blanton

CWB/sb

Appendix 4
NEWS ARTICLES

Allied Polymer to employ jobless in fed program

Two Georgia firms will hire and train 103 jobless persons under the Job Opportunities in the Business Sector (JOBS) program. The U. S. Department of Labor's Assistant Regional Director for Manpower William U. Norwood, Atlanta, said federal funds have been approved for the projects.

Allied Polymer Corporation, 200 Meadowlake Parkway, Swainsboro, will hire and train 10 participants as injection molding machine operators. Federal funds in the amount of \$12,692 have been approved for the project up to 20 weeks.

Trogon Furniture Company, 384 Elberton, Toccoa, will hire and train 92 in the occupations of furniture

assembler; shipping and receiving clerk, and wood-working machine operator. Federal funds in the amount of \$113,709 have been approved for the project up to 10 months.

The JOBS program is a joint effort of the U. S. Department of Labor and the National Alliance of Businessmen to hire and train the disadvantaged jobless. Under the program, the Secretary of Labor has established procedures to enlist the resources of private industry in providing entry-level jobs and training, as well as training needed for job upgrading.

Funds are provided by the U. S. Department of Labor to help companies offset the cost

of recruiting, on-the-job training and needed supportive services such as remedial and basic education, job coaching, orientation, minor medical care, and transportation.

The Georgia State Employment Service has assisted the employers in the development of the contracts and will recruit and refer certified disadvantaged persons to them. Other follow-up services will also be provided by the state agency.

Allied Polymer Corp.

Awarded Loan

Washington--The Economic Development Authority has awarded a \$773,485 federal loan to the Allied Polymer Corp. in Swainsboro as part of a \$1.7 million expansion program that will create 262 new jobs in the Emanuel County area, according to a joint announcement by Congressman Bo Ginn and Senators Herman E. Talmadge and Sam Nunn.

The money will be used to expand the facilities now under lease to Allied in order to increase their production of molded plastics components for furniture and electronic assemblies.

The expansion financing package will be made up of the \$773,485 federal loan, an additional private loan of \$700,000, \$100,000 investment by the Emanuel County Development Corp. and a \$200,000 investment from Allied.

The federal loan, which is awarded to the Emanuel County Development Corp. on behalf of Allied, is repayable in 18 years at an annual interest rate of six and seven eighths percent.

Lott-Craft Products

New Crop—Boats—at old Douglas 'Stemmery' Plant

For years the Douglas Tobacco Co., better known as the Stemmery Plant to local residents, shipped ton upon ton of area-grown tobacco. There's a new kind of crop leaving the building today—in the form of boats.

Lott-Craft, located at 614 East Railroad Street in Douglas and a division of Kight Enterprises, Inc., is building a shipping various type boats to area dealers. The dealerships stretch from Atlanta to Lake City, Fla., and from the Atlantic coast to west Georgia cities of Albany and Columbus.

M. J. Lott actually started the business at Broxton during 1968. Lott-Craft continued its operation in Broxton until January of this year when it was moved to Douglas.

Ivy L. (Plunkett) Kight, Rt. 1, Broxton, had purchased the firm through Kight Enterprises, Inc.

MR. LOTT first began building 12 and 14 foot plywood boats on a part-time basis, but later developed the fiber glass operation. About two and one-half years ago David Lott joined the staff as sales manager and the company began to secure dealerships at this time.

Only a portion of the Douglas Tobacco Company building is being used by Lott-Craft. The 10,000 square foot second floor contains storage and the wood shop. On the 10,000 square foot ground floor is the construction operation.

There are some 11 employees headed by production manager P. L. Dockery, constructing two boats a day.

"We're actually still in the process of setting up our plant," Mr. Lott says.

"We expect to increase employment to 15 to 20 and increase production to five units a day."

THIS START-UP operation in Douglas includes the designing and construction of new molds and types of boats. One they particularly have high hopes for is a 15-foot fiberglass "bass boat."

"This is a highly competitive business," says Mr. Lott, who acts as sales and purchasing agent. "There are several things that we feel can make the difference in this business: market location and the boats' outside appearance, durability, and type and quality of hardware."

Mr. Lott feels the Lott-Craft boats are a step ahead because the company has what he calls one of the

"Top Finishers" in the business.

THE PERIOD of March through June is considered the high sales season. Runabout sales slow in the winter, but fishing boat production proves to be good throughout the year.

Retail prices on Lott-Craft range from \$179 for the 12-foot flatbottom fishing boat to \$1450 for the 17-ft. runabout. The company presently produces eight models.

While touring the production area, Mr. Lott explained that the molds receive six coats of mold-release wax and that there is a six-hour waiting period between each coat. The desired color of paint is then applied to the mold.

"This is the only thing I know you paint before you actually build it," he said.

THE MOLD is then taken to the "chop" room where a gun is used to shoot a mixture on the mold. In this mixture are one-inch pieces of fiberglass, resin, a hardening agent, and a chemical cleaning agent.

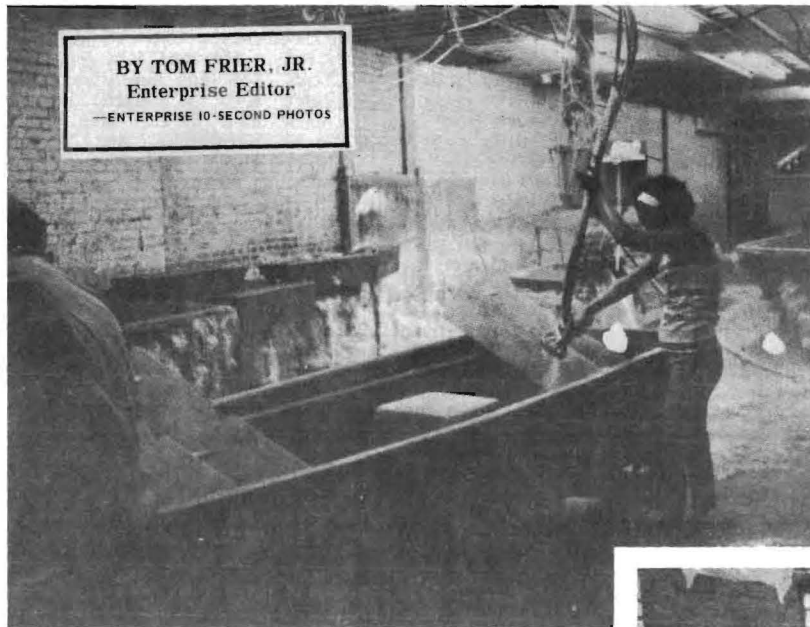
Douglas Enterprises, Inc.

An overlay of 18 ounce woven roving to add extra strength is placed on the fiber glass.

Wood parts and the plywood floor are placed and "glasses" into position. This includes the console, front deck and brace features.

Moving along the assembly line, the unit is wheeled into the sanding or grinding room. A workman smooths down the edges and prepares the boat for the interior jel-coat.

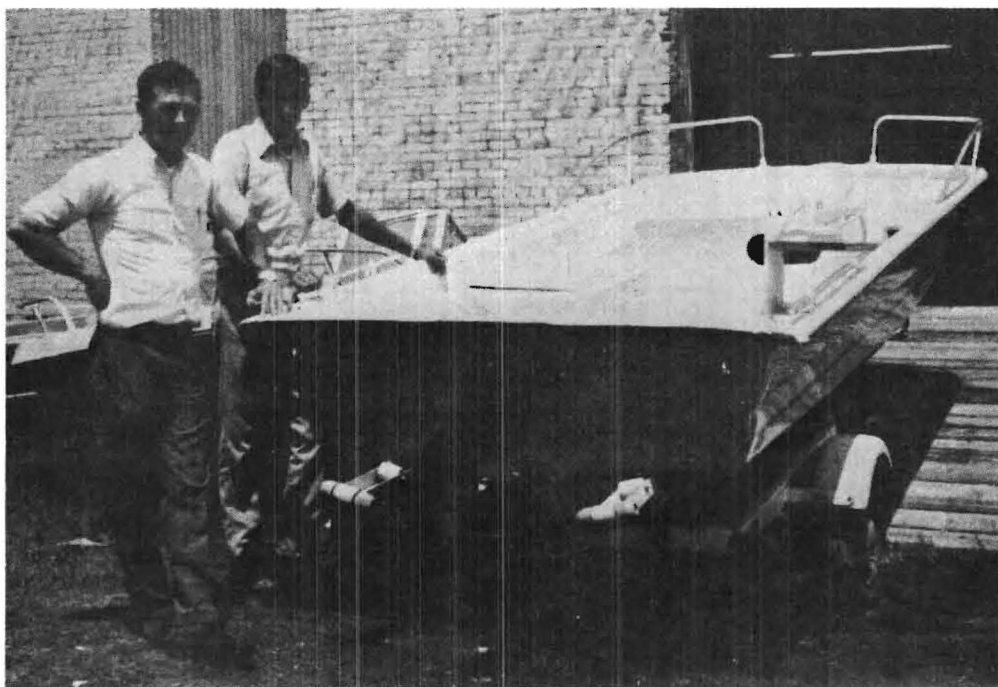
The final stop along the line is the finishing room where the various pieces of equipment or hardware are attached.



Spraying on fiber glass



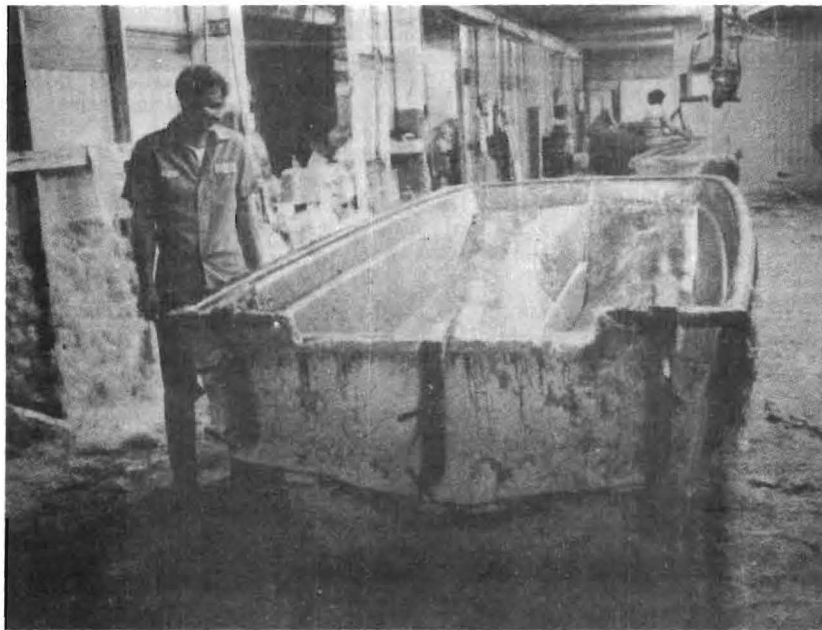
Finishing touches put on boat



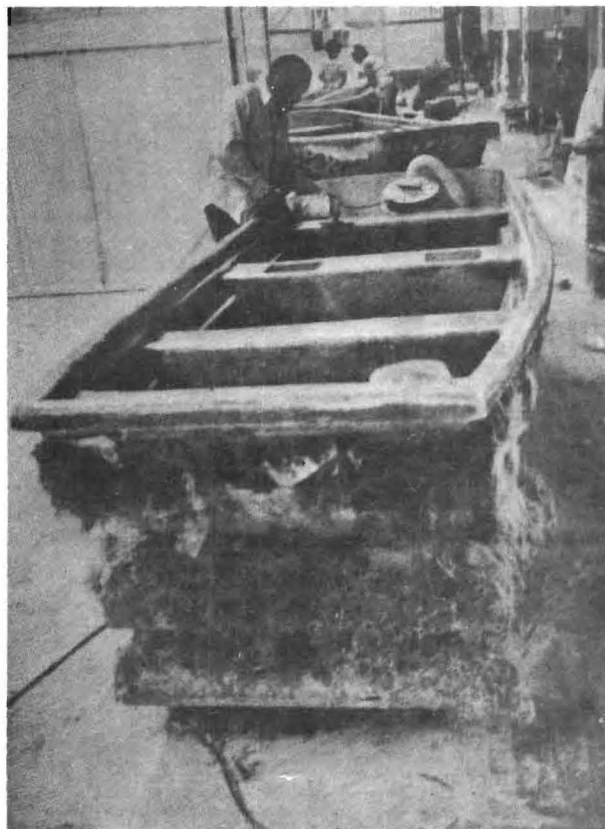
Plunkett Kight, David Lott look over completed boat



Boats ready for delivery



Production Manager P.L. Dockery



Sanding rough Edges



THE MIDDLE FLINT **REPORT**

A Newsletter of the Middle Flint Area Planning and Development Commission

Vol. 2 No. 5

ELLAVILLE, GEORGIA 31806

February, 1973

Grape Farming Proposed In Middle Flint Area

ROBERTA, Ga. — A number of area farmers, county farm agents and others interested in the possibility of growing grapes in the Middle Flint area met here last month.

Middle Flint Development Director Don ten Bensel said the meeting at Monarch Wine Company of Georgia was scheduled by the area planning and development commission to acquaint possible grape growers with the profit potential in grape farming and to discuss several other subjects relative to the production of grape concentrate and wine.

Host for the affair was Roy C. Hege, president of the wine company. The meeting was conducted by Hege and C. D. Spivey, Extension Horticulturist of the University of Georgia.

Dr. Spivey presented a program on the planting, care and harvesting of the muscadine grape. He said this type of a crop is excellently suited for the soil and climate conditions in three Middle Flint area counties, Webster, Marion and Schley.

After the meeting, Hege conducted a tour of the wine company's modern distillery which is located south of Roberta. He explained processing techniques at the plant, market situations and pricing. The plant produces grape concentrates and wine in two separate operations.

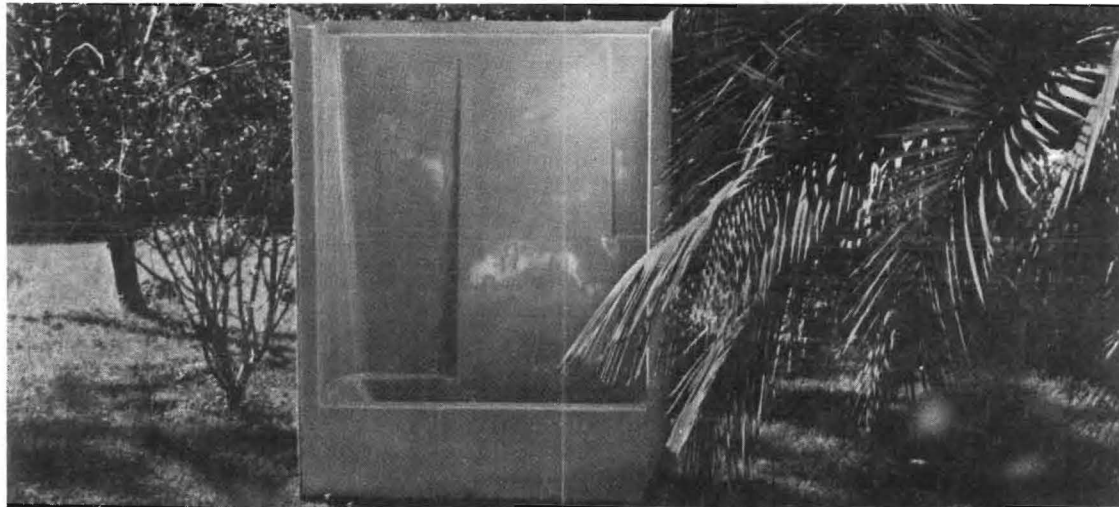
Ten Bensel said the meeting was scheduled as a part of an overall agricultural project designed to improve the agricultural economy of the area particularly as it relates to grapes, pecans and fresh vegetables.

"The area planning and development commission is of course quite interested and quite deeply involved in economic development," ten Bensel explained.

Attending the meeting in addition to Hege, Spivey and APDC representatives were Eric Newsome of Georgia Tech Industrial Development Division; county agents, Ray Payne of Webster County, Harold Daniels of Marion County and Wilson Weathersby of Schley County and seven area farmers.



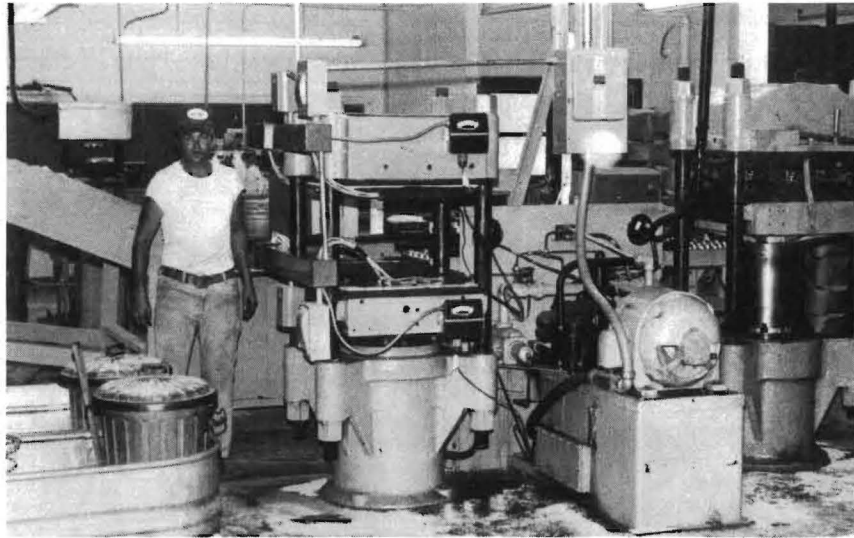
Area Officials Discuss Grape Farming At Wine Distillery.



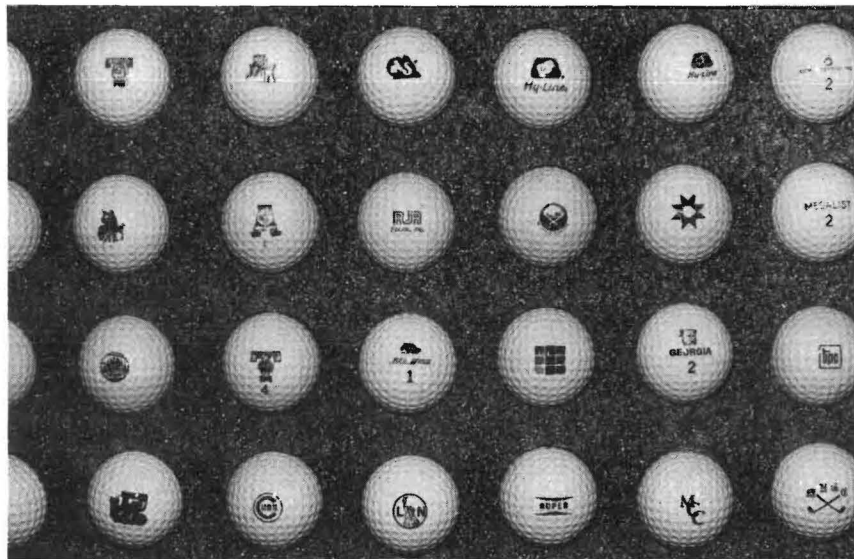
EDA Project 560 - Lee Industries, Inc., Alma, Ga. - Front view of new manufacturing plant located in Bacon County Industrial Park.



EDA Project 567 - Montgomery Ind., Mt. Vernon, Ga. - Materials handling equipment in production area.



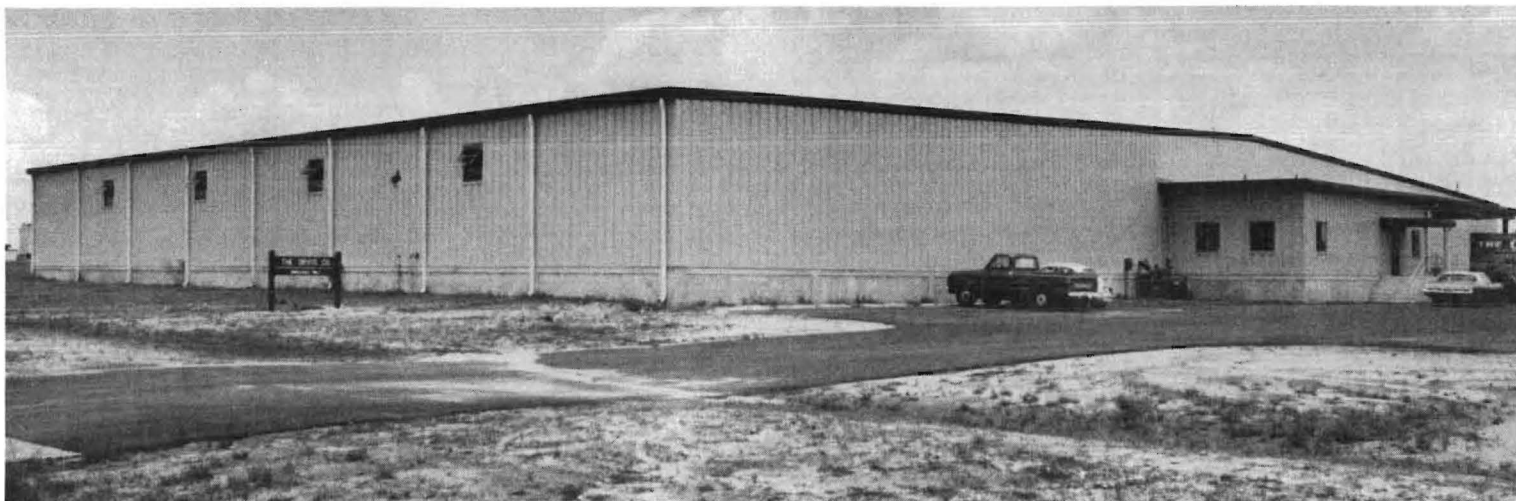
EDA Project 622 - Medalist-Rawlings, Uvalda, Ga. - General view of production area for golf balls.



EDA Project 622 - Medalist-Rawlings, Uvalda, Ga. - Samples of Rawlings finished product.



EDA Project 640 - Orvis Co., Valdosta, Ga. - Former plant location.



EDA Project 640 - Orvis Co., Valdosta, Ga. - New plant facility, Azalea City Industrial Park, Valdosta, Ga.



BULK HARVESTER
THE LATEST TOBACCO HARVESTER FOR
BULK GATHERING. HYDRAULICALLY OPERATED FOR
QUIETNESS AND SMOOTHNESS. SEE YOUR DEALER.

LEWIS BROS. MFG. CO.
P.O. BOX 146 • Baxley, Georgia 31513
Phone 912-367-4651

EDA Project 645 - Lewis Brothers Mfg. Co., Baxley, Ga. - Main entrance to manufacturing plant.