

# PROJECT ADMINISTRATION DATA SHEET

☒ ORIGINAL ☐ REVISION NO. \_\_\_\_\_

Contract No. A-3287 DATE 9/1/82

Contract Director: Hardy S. Taylor ~~XXXXXX~~ School/Lab EDL/BDD

Sponsor: U. S. Dept. of Commerce, International Trade Administration,

Office of Trade Adjustment Assistance

Agreement: Cooperative Agreement Project No. 04-26-07134-30

Period: From 7/1/82 To 6/30/83 (Performance) 7/31/83 (Reports)

Sponsor Amount: \$1,200,000 9/30/84 12-30-84 Contracted through:

Sharing: \$133,517 GTRI/~~XXX~~

Southeastern Trade Adjustment Assistance Center

## ADMINISTRATIVE DATA

OCA Contact Faith G. Costello x-4820

Sponsor Technical Contact:

2) Sponsor Admin/Contractual Matters:

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International Trade Administration  
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Daniel F. Harrington  
Director, Technical Assistance Division  
Office of Trade Adjustment Assistance  
International Trade Administration  
14th and Constitution Ave., N.W.  
Washington, D. C. 20230

Security Priority Rating: N/A

Security Classification: N/A

## RESTRICTIONS

Attached \_\_\_\_\_ Supplemental Information Sheet for Additional Requirements.

Foreign travel must have prior approval — Contact OCA in each case. Domestic travel requires sponsor approval where total will exceed greater of \$500 or 125% of approved proposal budget category.

Comment: Title vests with \_\_\_\_\_

## REMARKS:

ISS TO: RAN

~~XXXXXXXXXXXXXXXXXXXX~~  
~~Technical Coordinator~~  
Arch Property Management  
Printing  
Equipment/EES Supply Services  
OCA 4:781

Research Security Services  
Reports Coordinator (OCA)  
Legal Services (OCA)  
Library

EES Public Relations (2)  
Computer Input  
Project File  
Other GTRI

SPONSORED PROJECT TERMINATION/CLOSEOUT SHEET

Date 3/31/86

Project No. A-3287

School/Lab EDL/BDD

Subproject No.(s) N/A

Director(s) H.S. Taylor

GTRC / ~~GTR~~

U. S. Dept. of Commerce, International Trade Administration

Southeastern Trade Adjustment Assistance Center

Completion Date: 9/30/84 (Performance) 12/30/84 (Reports)

Contract Closeout Actions Remaining: \* If submitted, please send copy to OCA for file.

☐ None

\* ☒ Final Invoice or Final Fiscal Report

☐ Closing Documents

☐ Final Report of Inventions

☐ Govt. Property Inventory & Related Certificate

☐ Classified Material Certificate

☐ Other \_\_\_\_\_

Project No. A-2981

Continued by Project No. A-3605

D:

Director  
Administrative Network  
Property Management

Int/EES Supply Services  
Security Services  
Coordinator (OCA)

Library  
GTRI  
Research Communications (2)  
Project File  
Other Heyser/Jones/Embry



2-58458 51  
Georgia Institute of Technology  
Engineering Experiment Station  
Economic Development Laboratory  
Atlanta, Georgia 30332

(404) 894-3858

SOUTHEASTERN



TRADE  
ADJUSTMENT  
ASSISTANCE  
CENTER

January 24, 1983

Ms. Peggy Almazan  
Office of Trade Adjustment Assistance  
International Trade Administration  
4004 Main Commerce Building  
14th & Constitution Avenue, NW  
Washington, DC 20230

Dear Ms. Almazan:

Enclosed for your review are two copies of the October-December 1982 Quarterly Report.

The Quarterly Fiscal Management Report will be sent under separate cover.

Sincerely,

Diane A. Stewart  
Staff Assistant

cc: Pat Heitmuller (2 for Archives)

ds/

Project A-2981 and A-3287  
Grant 04-26-07095-31  
04-26-07134-30

PROJECT STATUS REPORT  
FOR  
THE SOUTHEASTERN TRADE ADJUSTMENT  
ASSISTANCE CENTER

Quarterly Report for Oct. - Dec. 1982

By  
Ed Lindsey  
Robert W. Springfield  
Diane A. Stewart

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\* \* \* \*

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## **ANALYSIS OF ACTIVITIES**

### **Certification Petition Assistance**

Table 1, on the following page, indicates that 42 firms received Certification Assistance from Southeastern TAAC during the quarter. Five firms were certified as eligible for assistance.

### **Initial Assistance**

As of December 31, 1982, 26 firms were receiving initial assistance. Of these 26, 12 contained loan application assistance, and 14 were without loan application assistance. Two cases were completed during the quarter.

### **Post Loan Monitoring Assistance**

In the current quarter, there was no post-loan monitoring activity.

### **Loan Assistance**

One loan application, for a direct loan of \$605,000, was accepted during the quarter. This loan was for Randon Kitwear, a non-TAAC case.

Table 1

**FIRM ACTIVITY SUMMARY**  
**SOUTHEASTERN TAAC**  
 As of 12/31/82

	<u>Number of Cases</u>
<b>Certification Assistance</b>	
1. Assistance completed - firms certified	5
2. Assistance completed - assigned inactive	7
3. Assistance in process	
a. Client has petition, has not begun	13
b. Client has petition, has partially completed	3
c. Petition accepted as of 9/30/82, awaiting TACD action	9
d. Petition submitted, awaiting TACD action	4
e. Withdrawn	<u>1</u>
Total in process	<u>30</u>
Total number for firms receiving certification assistance	42
<b>Initial Assistance</b>	
1. Completed - with loan application assistance	1
2. Completed - without loan application assistance	1
3. Completed - assigned to inactive status	0
4. In process as of 12/31/82	<u>26</u>
Total initial assistance cases	28
<b>Loan Applications</b>	
1. In process	1
2. Approved (total dollars)	<u>0</u>
<b>Implementation Assistance</b>	
1. Completed	0
2. In process	<u>12</u>
Total implementation assistance cases	12
<b>Loan Monitoring Assistance</b>	
1. Completed	0
2. In process	<u>4</u>
Total loan monitoring assistance cases	4

## **ANALYSIS OF FIRMS RECEIVING ASSISTANCE**

### **Industry Participation**

On Table 2, the SIC distributions of client firms are compared for the periods ending September 1981, September 1982, and December 31, 1982.

At the end of the quarter, the Southeastern TAAC's caseload was distributed over 20 industrial classifications.

### **State Participation**

Of the Southeastern TAAC's cases currently in-process, most firms involved are located in the states of Georgia, North Carolina, and Florida (20, 20, and 14 percent, respectively). Refer to Table 4 for a comparison of industry participation on critical dates of the program.

**Table 2**  
**CASE DISTRIBUTION BY MAJOR SIC GROUPS**

	9/81		9/82		12/31/82	
	<u>Cases</u>	<u>%of Total</u>	<u>Cases</u>	<u>%of Total</u>	<u>Cases</u>	<u>%of Total</u>
Agricultural 000-0999	3	3	1	1.2	0	0
Mining 1000-1999	2	2	0	0	0	0
Manufacturing - Food 2000-2099	0	0	0	1.2	1	1.4
Manufacturing - Textiles 2200-2299	21	21	7	8.4	11	15.1
Manufacturing - Apparel 3000-2399	27	28	30	36.1	22	30.1
Manufacturing - Lumber 4000-2499	3	3	2	2.4	4	5.5
Manufacturing - Furniture 5000-2599	0	0	4	4.8	7	9.6
Manufacturing - Paper Goods 6000-2699	0	0	0	0	0	0
Manufacturing - Printing 7000-2799	0	0	0	0	0	0
Manufacturing - Chemicals 8000-2899	0	0	1	1.2	1	1.4
Manufacturing - Rubber & Plastic Products 9000-3099	2	2	3	3.6	3	4.1
Manufacturing - Leather 3000-3199	8	8	3	3.6	0	0
Manufacturing - Stone, Glass, Concrete 3000-3299	0	0	2	2.4	1	1.4

Table 2, continued

	9/81		9/82		12/31/82	
	<u>Cases</u>	<u>%of Total</u>	<u>Cases</u>	<u>%of Total</u>	<u>Cases</u>	<u>%of Total</u>
Manufacturing - Primary Metals 300-3399	6	6%	7	8.4%	4	5.5
Manufacturing - Fabricated Metals 400-3499	8	8	1	1.2	1	1.4
Manufacturing - Machinery 500-3599	3	3	6	7.2	5	6.8
Manufacturing - Electrical 600-3699	6	6	4	4.8	4	5.5
Manufacturing - Transportation Equipment 700-3799	2	2	2	2.4	1	1.4
Manufacturing - Instruments & Optics 800-3899	2	2	2	2.4	2	2.7
Manufacturing - Miscellaneous 900-3999	5	5	7	8.4	6	8.2
	—		—		—	
TOTALS	98		83		73	



**Table 3**  
**CASE DISTRIBUTION BY STATE**

<u>State</u>	<u>Universe</u>	<u>% of Total Universe</u>	<u>In Process As of 9/81</u>		<u>In Process As of 9/82</u>		<u>In Process As of 12/82</u>	
			<u>Cases</u>	<u>% of Total Cases</u>	<u>Cases</u>	<u>% of Total Cases</u>	<u>Cases</u>	<u>% of Total Cases</u>
Alabama	1480	10	6	8	7	12	8	13
Florida	3637	25	18	25	10	17	9	14
Georgia	1617	11	14	20	12	21	13	20
Kentucky	1009	7	1	1	3	5	3	5
Mississippi	1023	7	2	3	3	5	3	5
North Carolina	3015	20	16	23	12	21	13	20
South Carolina	1195	8	5	7	6	10	6	9
Tennessee	<u>1748</u>	<u>12</u>	<u>9</u>	<u>13</u>	<u>5</u>	<u>9</u>	<u>9</u>	<u>14</u>
TOTALS	14724	100%	71	100%	58	100%	64	100%

## OUTREACH

### Summary of Outreach Activity

During the current quarter, a total of 36 firms requested and received information concerning the Trade Adjustment Assistance program. The total number of inquiries for this fiscal year is 36.

Results of SETAAC's new outreach effort began to be evident during the current quarter.

### Trade Show Contacts

Follow-up activities to the International Woodworking and Machinery Fair and attendance at three other trades shows (i.e., Sporting Goods Manufacturing Association Trade Show, Bobbin Show/AAMA Convention, and Industrial Fabrics Association International Trade Show) have resulted in the following total trade show contacts.

	Woodworking Machinery & Furniture Fair	Sporting Goods Mfg. Association	Bobbin Show	Industrial Fabrics Association
Direct Contacts	48	52	64	23
Solid Leads w/Follow-Up Activity	7	13	10	6
Firms Receiving Assistance	1	2	3	2
Firms Submitting Petitions	1			
Association Contacts	4	1	2	2
Media Contacts	10		4	3
Articles Published	1		1 (in press)	
Consultant Contacts	2	1	13	2

## **State Government Contacts**

During the quarter, initial contact and a visit was made to the Governor of North Carolina, Mr. James Hunt. The purpose was to explain and discuss the Trade Adjustment Assistance Program. Also in attendance were Messers Jim Hinkle and Gordon McRoberts of the North Carolina Department of Commerce and Larry Runyan of the Southern Furniture Manufacturing Association. It was suggested to the governor's aides that a letter explaining TAA be sent under the governor's signature to firms in North Carolina who were likely to be import impacted.

In a follow-up meeting, Ms. Peggy Almazan joined representatives from the SETAAC staff to meet with representatives from the N.C. State Department of Commerce, Southern Furniture Manufacturing Association and the N.C. Textile Manufacturing Association. The topics of discussion were the industry wide assistance program and assistance for individual firms.

## **PROBLEMS AND SUCCESSES ENCOUNTERED**

### **Staff**

The results of SETAAC's comprehensive recruiting effort have become evident with Mr. Steve Losser and Mr. Charles France completing their first full quarter of work. In addition, Mr. Frank Mewborn joined the professional staff in December. An offer has been made to Mr. Bill Plouffe. Mr. Plouffe has extensive consulting experience and should be joining the TAAC in January. During the current quarter approximately 160 professional resumes were reviewed. Recruiting efforts will continue until all vacant positions are filled.

One support staff member Ms. Faye Haygood, has been hired to fill the vacant Senior Secretary slot. Ms. Verna Hankins, Staff Assistant, resigned during the quarter. Her position will be vacant after January 7, 1983. An offer is expected to be made for the vacant staff assistant position in early January. At that time, the support staff will be at 100% for the first time in nine months. It is expected that the work flow will be much smoother.

### **TAAC/OTAA Conference**

During the quarter, the SETAAC staff worked in conjunction with the OTAA staff and Hilton Hotels to plan the upcoming TAAC Conference in Kissimmee, Florida. The conference is to take place February 20-23, 1983, and SETAAC will be the host organization.

A-3287

Project A-2981 and A-3287  
Grant 04-26-07095-31  
04-26-07134-30

PROJECT STATUS REPORT  
FOR  
THE SOUTHEASTERN TRADE ADJUSTMENT  
ASSISTANCE CENTER

Quarterly Report for July - Sept. 1982

By  
Ed Lindsey  
Robert W. Springfield  
Verna M. Hankins

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## ANALYSIS OF ACTIVITIES

### Certification Petition Assistance

Table 1, on the following page, indicates that 40 firms received Certification Assistance from Southeastern TAAC during the quarter. 11 firms were certified as eligible for assistance.

### Initial Assistance

As of September 30, 1983, 46 firms were receiving initial assistance. Of these 46, 10 contained loan application assistance, and 22 were without loan application assistance. 14 cases were completed during the quarter.

### Post Loan Monitoring Assistance

In the current quarter, there was no post-loan monitoring activity.

### Loan Assistance

There was no loan assistance during the current quarter.

Table 1  
FIRM ACTIVITY SUMMARY  
SOUTHEASTERN TAAC  
As of 9/30/83

	<u>Number of Cases</u>
<b>Certification Assistance</b>	
1. Assistance completed - firms certified	11
2. Assistance completed - assigned inactive	9
3. Assistance in process	
a. Client has petition, has not begun	2
b. Client has petition, has partially completed	4
c. Petition accepted as of 9/30/83, awaiting TACD action	9
d. Petition submitted, awaiting TACD action	3
e. Withdrawn	<u>2</u>
Total in process	<u>20</u>
Total number for firms receiving certification assistance	40
<b>Initial Assistance</b>	
1. Completed - with loan application assistance	5
2. Completed - without loan application assistance	4
3. Completed - assigned to inactive status	5
4. In process as of 9/30/83	<u>32</u>
Total initial assistance cases	46
<b>Loan Applications</b>	
1. In process	0
2. Approved (total dollars)	<u>0</u> 0
<b>Implementation Assistance</b>	
1. Completed	4
2. In process	<u>10</u>
Total implementation assistance cases	14
<b>Loan Monitoring Assistance</b>	
1. Completed	0
2. In process	<u>4</u>
Total loan monitoring assistance cases	4



## **ANALYSIS OF ACTIVITIES**

### **Certification Petition Assistance**

As Table 1 on the following page reflects, 46 firms received Certification Assistance from Southeastern TAAC during the quarter. Three firms were certified as eligible for assistance.

### **Initial Assistance**

As of September 30, 1982, 22 firms were receiving initial assistance -- 11 with and 11 without loan application assistance. One case was completed.

### **Post Loan Monitoring Assistance**

Post-loan monitoring assistance to three firms was completed this quarter. The number of cases in-process is four.

### **Loan Assistance**

One loan application -- for \$862,000 (guaranteed) -- was accepted during the quarter. A second application -- for \$3 million -- is currently under review.

Table 1

FIRM ACTIVITY SUMMARY  
SOUTHEASTERN TAAC  
As of 9/30/82

	<u>Number of Cases</u>
<b>Certification Assistance</b>	
1. Assistance completed - firms certified	3
2. Assistance completed - assigned inactive	17
3. Assistance in process	
a. Client has petition, has not begun	12
b. Client has petition, has partially completed	11
c. Petition accepted as of 9/30/82, awaiting TACD action	2
d. Petition submitted, awaiting TACD action	0
e. Withdrawn	<u>0</u>
Total in process	26
Total number for firms receiving certification assistance	46
<b>Initial Assistance</b>	
1. Completed - with loan application assistance	0
2. Completed - without loan application assistance	1
3. Completed - assigned to inactive status	5
4. In process as of 9/30/82	<u>22</u>
Total initial assistance cases	28
<b>Loan Applications</b>	
1. In process	2
2. Approved (total dollars)	<u>0</u>
<b>Implementation Assistance</b>	
1. Completed	4
2. In process	<u>10</u>
Total implementation assistance cases	14
<b>Loan Monitoring Assistance</b>	
1. Completed	3
2. In process	<u>4</u>
Total loan monitoring assistance cases	7

## ANALYSIS OF FIRMS RECEIVING ASSISTANCE

### Industry Participation

Table 2 compares the SIC distribution of client firms for the fiscal years ending June 1980, September 1981, and September 1982.

The Southeastern TAAC's caseload is distributed over 17 industrial classifications.

### State Participation

The majority of Southeastern TAAC's in-process cases involve firms located in the states of Georgia, North Carolina, and Florida (12, 12, and 10 percent, respectively). See Table 4 for a comparison of industry participation on critical dates of the program.

**Table 2**  
**CASE DISTRIBUTION BY MAJOR SIC GROUPS**

	<b>FYE 6/80</b>		<b>FYE 9/81</b>		<b>FYE 9/82</b>	
	<u>Cases</u>	<u>%of Total</u>	<u>Cases</u>	<u>%of Total</u>	<u>Cases</u>	<u>%of Total</u>
Agricultural 0000-0999	3	4.6%	3	3%	1	1.2%
Mining 1000-1999	2	3.1	2	2	0	0
Manufacturing - Food 2000-2099	2	3.1	0	0	0	1.2
Manufacturing - Textiles 2200-2299	5	7.7	21	21	7	8.4
Manufacturing - Apparel 2300-2399	25	38.5	27	28	30	36.1
Manufacturing - Lumber 2400-2499	2	3.1	3	3	2	2.4
Manufacturing - Furniture 2500-2599	1	1.5	0	0	4	4.8
Manufacturing - Paper Goods 2600-2699	0	0	0	0	0	0
Manufacturing - Printing 2700-2799	0	0	0	0	0	0
Manufacturing - Chemicals 2800-2899	0	0	0	0	1	1.2
Manufacturing - Rubber & Plastic Products 3000-3099	2	3.1	2	2	3	3.6
Manufacturing - Leather 3100-3199	8	12.3	8	8	3	3.6
Manufacturing - Stone, Glass, Concrete 3200-3299	0	0	0	0	2	2.4

Table 2, continued

	FYE 6/80		FYE 9/81		FYE 9/82	
	<u>Cases</u>	<u>%of Total</u>	<u>Cases</u>	<u>%of Total</u>	<u>Cases</u>	<u>%of Total</u>
Manufacturing - Primary Metals 3300-3399	3	4.6	6	6%	7	8.4%
Manufacturing - Fabricated Metals 3400-3499	4	6.2	8	8	1	1.2
Manufacturing - Machinery 3500-3599	2	3.1	3	3	6	7.2
Manufacturing - Electrical 3600-3699	2	3.1	6	6	4	4.8
Manufacturing - Transportation Equipment 3700-3799	0	0	2	2	2	2.4
Manufacturing - Instruments & Optics 3800-3899	0	0	2	2	2	2.4
Manufacturing - Miscellaneous 3900-3999	3	4.6	5	5	7	8.4
	—		—		—	
TOTALS	65		98		83	

**Table 3**  
CASE DISTRIBUTION BY STATE

<u>State</u>	<u>Universe</u>	<u>% of Total Universe</u>	<u>In Process As of 6/80</u>		<u>In Process As of 9/81</u>		<u>In Process As of 9/82</u>	
			<u>Cases</u>	<u>% of Total Cases</u>	<u>Cases</u>	<u>% of Total Cases</u>	<u>Cases</u>	<u>%</u>
Alabama	1480	10	6	9%	6	8	7	12
Florida	3637	25	12	18	18	25	10	17
Georgia	1617	11	13	20	14	20	12	21
Kentucky	1009	7	7	11	1	1	3	5
Mississippi	1023	7	-	-	2	3	3	5
North Carolina	3015	20	11	17	16	23	12	21
South Carolina	1195	8	5	8	5	7	6	10
Tennessee	<u>1748</u>	<u>12</u>	<u>11</u>	<u>17</u>	<u>9</u>	<u>13</u>	<u>5</u>	<u>9</u>
TOTALS	14724	100%	65	100%	71	100%	58	100%

## OUTREACH

### Summary of Outreach Activity

During the first quarter, a total of 25 firms requested and received information concerning the Trade Adjustment Assistance program. The total number of inquiries for this fiscal year was 84.

The TAAC's new outreach program, which is designed to comply with ITA policy, includes:

Public media sources -- press releases in major cities and business journals. During earlier periods, more than 100 such releases were distributed to Southeastern newspapers, magazines, and wire services. Because of the positive results of these releases, more than 50 follow-up releases were issued during the first quarter of this funding period.

Trade and business associations -- telephone, mail, and personal visit contacts as well as trade show attendance. Initial contacts with many associations were made earlier. Further development of contacts/relationships with these agencies was emphasized during the first quarter of FY 82-83.

Congressional contacts -- a long-term TAAC goal. It is hoped that communications with Congressional offices will result in referral of constituents to the TAAC.

## PROBLEMS AND SUCCESSES ENCOUNTERED

### Staff

The TAAC has begun recruiting to replace professional slots vacated over the past 18 months. Difficulties have been encountered in this endeavor due to uncertainty regarding funding. Additional problems have been encountered when potential job candidates have been unable to relocate because they could not sell their homes on favorable terms.

In addition to professional staff vacancies, one support staff member -- Mrs. Janice Martin -- resigned during the quarter to take a position as administrative assistance with a private-sector firm.

### Outreach Materials

In outreach-related developments, a trade booth is under construction which will be used at trade shows and in presentations. An audio-visual system also is in the process of being developed. This system will include a slide/tape show. New brochures outlining the TAA program, its requirements, and its benefits, are completed.

During the quarter, the Southeastern TAAC participated in the Leather and Luggage Manufacturers Trade Show held in Miami, Florida. Several firms were identified as potentially eligible as a result of the trade show. Staff members participating were Ed Lindsey and Charles Estes of the Southeastern TAAC and Tom O'Leary of the Midwest TAAC.

Johanna Williams of the Georgia Tech Engineering Experiment Station is in the process of recontacting previously notified firms in an effort to update management records. Those firms whose eligibility status has changed will receive further information/assistance from TAAC.



Georgia Institute of Technology  
Engineering Experiment Station  
Economic Development Laboratory  
Atlanta, Georgia 30332

(404) 894-3858



April 11, 1983


Ms. Peggy Almazan  
Office of Trade Adjustment Assistance  
International Trade Administration  
4004 Main Commerce Building  
14th & Constitution Avenue, NW  
Washington, DC 20230

Dear Ms. Almazan:

Enclosed for your review are two copies of the January-March, 1983 Quarterly Report.

The Quarterly Fiscal Management Report will be sent under separate cover.

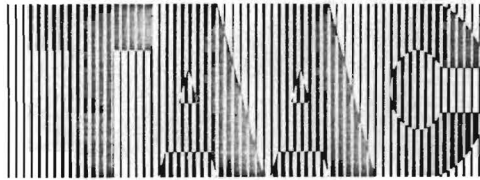
Sincerely,

  
Diane A. Stewart  
Staff Assistant

cc: Pat Heitmuller (2 for Archives)

ds/

**SOUTHEASTERN**



Project A-2981 and A-3287  
Grant 04-26-07095-31  
04-26-07134-30

**TRADE  
ADJUSTMENT  
ASSISTANCE  
CENTER**

**PROJECT STATUS REPORT  
FOR  
THE SOUTHEASTERN TRADE ADJUSTMENT  
ASSISTANCE CENTER**

Quarterly Report for January - March 1983

By  
Johanna Williams  
Robert W. Springfield  
Diane A. Stewart

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## **ANALYSIS OF ACTIVITIES**

### **Certification Petition Assistance**

Table 1, on the following page, indicates that 44 firms received Certification Assistance from Southeastern TAAC during the quarter. Nine firms were certified as eligible for assistance.

### **Initial Assistance**

As of March 31, 1983, 32 firms were receiving initial assistance. Of these 32, 16 contained loan application assistance, and 16 were without loan application assistance. Two cases were completed during the quarter.

### **Post Loan Monitoring Assistance**

In the current quarter, there was no post-loan monitoring activity.

### **Loan Assistance**

There was no loan assistance during the current quarter.

Table 1

FIRM ACTIVITY SUMMARY  
SOUTHEASTERN TAAC  
As of 12/31/82

	<u>Number of Cases</u>
<b>Certification Assistance</b>	
1. Assistance completed - firms certified	9
2. Assistance completed - assigned inactive	8
3. Assistance in process	
a. Client has petition, has not begun	8
b. Client has petition, has partially completed	6
c. Petition accepted as of 03/31/83, awaiting TACD action	6
d. Petition submitted, awaiting TACD action	7
e. Withdrawn	<u>0</u>
Total in process	<u>27</u>
Total number for firms receiving certification assistance	44
<b>Initial Assistance</b>	
1. Completed - with loan application assistance	0
2. Completed - without loan application assistance	3
3. Completed - assigned to inactive status	0
4. In process as of 03/31/83	<u>32</u>
Total initial assistance cases	35
<b>Loan Applications</b>	
1. In process	0
2. Approved (total dollars)	<u>0</u> 0
<b>Implementation Assistance</b>	
1. Completed	0
2. In process	<u>15</u>
Total implementation assistance cases	15
<b>Loan Monitoring Assistance</b>	
1. Completed	0
2. In process	<u>4</u>
Total loan monitoring assistance cases	4

## **ANALYSIS OF FIRMS RECEIVING ASSISTANCE**

### **Industry Participation**

On Table 2, the SIC distributions of client firms are compared for the periods ending September, 1982, December 31, 1982, and March 31, 1983.

At the end of the quarter, the Southeastern TAAC's caseload was distributed over 20 industrial classifications.

### **State Participation**

Of the Southeastern TAAC's cases currently in-process, most firms involved are located in the states of North Carolina, Georgia, Alabama and Florida (28, 18, 12 and 12 percent, respectively). Refer to Table 4 for a comparison of industry participation on critical dates of the program.

**Table 2**  
**CASE DISTRIBUTION BY MAJOR SIC GROUPS**

	<b>9/82</b>		<b>12/82</b>		<b>3/83</b>	
	<u>Cases</u>	<u>%of Total</u>	<u>Cases</u>	<u>%of Total</u>	<u>Cases</u>	<u>%of Total</u>
Agricultural 00-0999	1	1.2	0	0	0	0
Mining 00-1999	0	0	0	0	0	0
Manufacturing - Food 00-2099	0	1.2	1	1.4	1	1.2
Manufacturing - Textiles 00-2299	7	8.4	11	15.1	14	16.3
Manufacturing - Apparel 00-2399	30	36.1	22	30.1	24	27.9
Manufacturing - Lumber 00-2499	2	2.4	4	5.5	7	8.1
Manufacturing - Furniture 00-2599	4	4.8	7	9.6	10	11.6
Manufacturing - Paper Goods 00-2699	0	0	0	0	0	0
Manufacturing - Printing 00-2799	0	0	0	0	0	0
Manufacturing - Chemicals 00-2899	1	1.2	1	1.4	1	1.2
Manufacturing - Rubber & Plastic Products 00-3099	3	3.6	3	4.1	2	2.3
Manufacturing - Leather 00-3199	3	3.6	0	0	1	1.2
Manufacturing - Stone, Glass, Concrete 00-3299	2	2.4	1	1.4	1	1.2

Table 2, continued

	9/83		12/82		3/83	
	<u>Cases</u>	<u>%of Total</u>	<u>Cases</u>	<u>%of Total</u>	<u>Cases</u>	<u>%of Total</u>
Manufacturing - Primary Metals 00-3399	7	8.4%	4	5.5	5	5.8
Manufacturing - Fabricated Metals 00-3499	1	1.2	1	1.4	1	1.2
Manufacturing - Machinery 00-3599	6	7.2	5	6.8	7	8.1
Manufacturing - Electrical 00-3699	4	4.8	4	5.5	4	4.7
Manufacturing - Transportation Equipment 00-3799	2	2.4	1	1.4	1	1.2
Manufacturing - Instruments & Optics 00-3899	2	2.4	2	2.7	2	2.3
Manufacturing - Miscellaneous 00-3999	7	8.4	6	8.2	6	7.0
TOTALS	83		73		86	



**Table 3**  
**CASE DISTRIBUTION BY STATE**

<u>State</u>	<u>Universe</u>	<u>% of Total Universe</u>	<u>In Process As of 9/82</u>		<u>In Process As of 12/82</u>		<u>In Process As of 3/83</u>	
			<u>Cases</u>	<u>% of Total Cases</u>	<u>Cases</u>	<u>% of Total Cases</u>	<u>Cases</u>	<u>% of Total Cases</u>
Alabama	1480	10	7	12	8	13	9	12
Florida	3637	25	10	17	9	14	9	12
Georgia	1617	11	12	21	13	20	14	18
Kentucky	1009	7	3	5	3	5	2	3
Mississippi	1023	7	3	5	3	5	4	5
North Carolina	3015	20	12	21	13	20	21	28
South Carolina	1195	8	6	10	6	9	8	10
Tennessee	<u>1748</u>	<u>12</u>	<u>5</u>	<u>9</u>	<u>9</u>	<u>14</u>	<u>9</u>	<u>12</u>
TOTALS	14724	100%	58	100%	64	100%	76	100%

## OUTREACH

### Summary of Outreach Activity

During the current quarter, a total of 16 firms requested and received information concerning the Trade Adjustment Assistance program. The total number of inquiries for this fiscal year is 52.

Continued results of SETAAC's new outreach effort have been evident during the current quarter. These activities and results are discussed below.

In addition to contacting firms which are potential clients outreach activities for the quarter fall into three categories; (1) trade show attendance, (2) presentations at association meetings, and (3) State government presentations. During the quarter two trade shows were attended by outreach staff members. In February Steve Losser attended the Miami Boat Show in Miami, Florida. Both Ed Lindsey and Steve Losser attended the National Sporting Goods Trade Show in Chicago, Illinois.

Two meetings were held with the Hardwood Dimension Manufacturers Association (HDMA). SETAAC outreach personnel attended the HDMA annual meeting in Bermuda. As a followup to the annual meeting a presentation explaining Trade Adjustment Assistance was made to the Executive Director and Board of Directors of the HDMA. This presentation was held in Atlanta in early March and resulted in one referral. The referral from the presentation with the HDMA was contact with the National Association of Manufacturers, Small Business Division. Plans are presently being made for SETAAC outreach representatives to hold a speaking engagement at the National Association of Manufacturers annual meeting.

SETAAC representatives also attended a meeting of the Machine Tool Trade Association and gave a presentation explaining trade adjustment assistance to the National Association of Machine Tool Builders.

Further outreach contact resulted in SETAAC staff personnel attending a meeting of the Industrial Fabrics Association, International Camping Products Division. Again a presentation was made explaining the Trade Adjustment Assistance Program, its eligibility requirements and benefits for eligible firms.

The most comprehensive series of presentations during the quarter were delivered at eight meetings of the Southern Apparel Contractors Association (SACA). As the results of contacts made during the Bobbin Show/AAMA Convention in October

arrangements were made for a mailout to the SACA members. In January each member of the SACA was sent a letter on SACA letterhead under the signature of Don Strickland, President and Executive Director of the Association. These letters were to inform the SACA members of services provided to eligible firms through the Trade Adjustment Assistance Program. As a followup to the mailout during March, SETAAC outreach personnel gave eight presentations to SACA members in the following southeastern cities: Athens, GA; Hazelhurst, GA; Dothan, AL; Nashville, TN; Knoxville, TN; Chattanooga, TN; Anniston, AL and Tupelo, MS.

Another presentation given by SETAAC outreach personnel was delivered to a governmental agency. During the quarter an overview of the Trade Adjustment Assistance Program was delivered to the Tennessee Department of Economics and Community Development.

Three articles were published during the quarter. These were the results of contacts made with publishers during the International Woodworking Fair in September and the Bobbin Show/AAMA convention in October. The publications were as follows:

1. "Manufacturers Feel Impact of Imports," Wood and Wood Products, January, 1983, pp. 28, 36, 76-78.
2. "T-A-A-C Spells Import Relief," Wood and Wood Products, February, 1983, p. 6.
3. "Small Firms Can Export Too," Apparel Industry Magazine, March, 1983, p. 78-79.

In summary, the current quarter has been filled with outreach activities aimed at education of target populations (i.e., potentially import impacted firms). The primary mission has been to inform these potential clients of the eligibility requirements and benefits for eligible firms through the Trade Adjustment Assistance Program.

## PROBLEMS AND SUCCESS ENCOUNTERED

### Staff

Three professionals joined the SETAAC staff during the quarter, Messers. Bill Plouffe, Thomas Parsons and Gerry Doubleday. Each of these gentlemen will fill the role of project manager for TAA clients. Mr. Plouffe holds a bachelors degree from Massachusetts Institute of Technology in Engineering and an MBA from Harvard University. He has extensive consulting experience and joined the SETAAC staff in January.

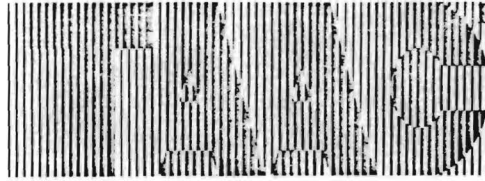
Mr. Parsons, who joined the staff in February, holds a Bachelor of Business Administration/Management degree from Texas Tech University. Not only has he completed the General Electric Company's Manufacturing Management Program he also has eleven years industry experience in a variety of activities and production processes.

Gerry Doubleday joined the SETAAC professional staff in March of this quarter. Mr. Doubleday holds a bachelors degree in Mechanical Engineering from the University of Tennessee and an MBA from the University of South Carolina. His industry experience has been with Monsanto Company and Greenwood Mills, Inc.

The client flow has been influenced by the recent hiring of professional staff members. Each new staff member has had to go through a period of training/orientation and as a result the client flow has been in a period of transition. Recruiting efforts will continue until a financial analyst and an additional outreach professional have been hired.

The vacant staff assistant position was filled in January with the hiring of Ms. Melanie Meeker. Currently the support staff is operating at 100%. The work flow has been smooth although hampered by two factors (1) the orientation period for the new employees, and (2) an occasional backlog of work waiting to be put on the word processing machines.

**SOUTHEASTERN**



Project A-2981 and A-3287  
Grant 04-26-07095-31  
04-26-07134-30

**TRADE  
ADJUSTMENT  
ASSISTANCE  
CENTER**

**PROJECT STATUS REPORT  
FOR  
THE SOUTHEASTERN TRADE ADJUSTMENT  
ASSISTANCE CENTER**

**Quarterly Report for April-June 1983**

**By  
Johanna Williams  
Robert W. Springfield  
Diane A. Stewart**

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## **ANALYSIS OF ACTIVITIES**

### **Certification Petition Assistance**

Table 1, on the following page, indicates that 30 firms received Certification Assistance from Southeastern TAAC during the quarter. Seven firms were certified as eligible for assistance.

### **Initial Assistance**

As of June 30, 1983, 36 firms were receiving initial assistance. Of these 36, 14 contained loan application assistance, and 22 were without loan application assistance. Five cases were completed during the quarter.

### **Post Loan Monitoring Assistance**

In the current quarter, there was no post-loan monitoring activity.

### **Loan Assistance**

There was no loan assistance during the current quarter.

Table 1

FIRM ACTIVITY SUMMARY  
SOUTHEASTERN TAAC  
As of 6/30/83

	<u>Number of Cases</u>
<b>Certification Assistance</b>	
1. Assistance completed - firms certified	7
2. Assistance completed - assigned inactive	0
3. Assistance in process	
a. Client has petition, has not begun	8
b. Client has petition, has partially completed	6
c. Petition accepted as of 06/30/83, awaiting TACD action	5
d. Petition submitted, awaiting TACD action	6
e. Withdrawn	<u>2</u>
Total in process	<u>27</u>
Total number for firms receiving certification assistance	44
<b>Initial Assistance</b>	
1. Completed - with loan application assistance	3
2. Completed - without loan application assistance	2
3. Completed - assigned to inactive status	3
4. In process as of 06/30/83	<u>36</u>
Total initial assistance cases	44
<b>Loan Applications</b>	
1. In process	0
2. Approved (total dollars)	<u>0</u> 0
<b>Implementation Assistance</b>	
1. Completed	3
2. In process	<u>13</u>
Total implementation assistance cases	16
<b>Loan Monitoring Assistance</b>	
1. Completed	0
2. In process	<u>4</u>
Total loan monitoring assistance cases	4



## **ANALYSIS OF FIRMS RECEIVING ASSISTANCE**

### **Industry Participation**

On Table 2, the SIC distributions of client firms are compared for the periods ending December 31, 1982, March 31, 1983, and June 30, 1983.

At the end of the quarter, the Southeastern TAAC's caseload was distributed over 20 industrial classifications.

### **State Participation**

Of the Southeastern TAAC's cases currently in-process, most firms involved are located in the states of North Carolina, Georgia, and Florida (28, 16, and 15 percent, respectively).

Table 2  
CASE DISTRIBUTION BY MAJOR SIC GROUPS

	12/82		3/83		6/83	
	<u>Cases</u>	<u>%of Total</u>	<u>Cases</u>	<u>%of Total</u>	<u>Cases</u>	<u>%of Total</u>
Agricultural 0-0999	0	0	0	0	0	0
ing 0-1999	0	0	0	0	0	0
Manufacturing - Food 0-2099	1	1.4	1	1.2	1	1.1
Manufacturing - Textiles 0-2299	11	15.1	14	16.3	14	15.2
Manufacturing - Apparel 0-2399	22	30.1	24	27.9	25	28.2
Manufacturing - Lumber 0-2499	4	5.5	7	8.1	8	8.7
Manufacturing - Furniture 0-2599	7	9.6	10	11.6	10	10.8
Manufacturing - Paper Goods 0-2699	0	0	0	0	0	0
Manufacturing - Printing 0-2799	0	0	0	0	0	0
Manufacturing - Chemicals 0-2899	1	1.4	1	1.2	1	1.1
Manufacturing - Rubber & Plastic Products 0-3099	3	4.1	2	2.3	3	3.3
Manufacturing - Leather 0-3199	0	0	1	1.2	1	1.1
Manufacturing - Stone, Glass, Concrete 0-3299	1	1.4	1	1.2	1	1.1

Table 2, continued

	12/82		3/83		6/83	
	<u>Cases</u>	<u>%of Total</u>	<u>Cases</u>	<u>%of Total</u>	<u>Cases</u>	<u>%of Total</u>
Manufacturing - Primary Metals 0-3399	4	5.5	5	5.8	5	5.4
Manufacturing - Fabricated Metals 0-3499	1	1.4	1	1.2	1	1.1
Manufacturing - Machinery 0-3599	5	6.8	7	8.1	7	7.6
Manufacturing - Electrical 0-3699	4	5.5	4	4.7	4	4.4
Manufacturing - Transportation Equipment 0-3799	1	1.4	1	1.2	2	2.2
Manufacturing - Instruments & Optics 0-3899	2	2.7	2	2.3	2	2.2
Manufacturing - Miscellaneous 0-3999	6	8.2	6	7.0	7	7.6
	—		—		—	
TOTALS	73		86		92	

**Table 3**  
**CASE DISTRIBUTION BY STATE**

State	Universe	% of Total Universe	In Process As of 12/82		In Process As of 3/83		In Process As of 6/83	
			Cases	% of Total Cases	Cases	% of Total Cases	Cases	% of Total Cases
Alabama	1480	10	8	13	9	12	8	10
Florida	3637	25	9	14	9	12	12	15
Georgia	1617	11	13	20	14	18	13	17
Kentucky	1009	7	3	5	2	3	3	4
Mississippi	1023	7	3	5	4	5	4	5
North Carolina	3015	20	13	20	21	28	22	28
South Carolina	1195	8	6	9	8	10	8	10
Tennessee	<u>1748</u>	<u>12</u>	<u>9</u>	<u>14</u>	<u>9</u>	<u>12</u>	<u>9</u>	<u>11</u>
TOTALS	14724	100%	64	100%	76	100%	79	100%

## OUTREACH

### Summary of Outreach Activity

During the current quarter, a total of 28 firms requested and received information concerning the Trade Adjustment Assistance program. The total number of inquiries for this fiscal year is presently at 80. The number of petitions accepted this quarter was six. This acceptance level can be contrasted to the same period of time (i.e., April, May and June) in the previous funding year when only three petitions were accepted. The number of firms certified this quarter totaled seven. These increased levels of accepted petitions and certified firms are indicative of the extensive level of outreach activity that has taken place during the current funding period (i.e., FY 82-83).

One primary outreach activity, during the current quarter, was to follow up to meetings held with Governor James Hunt of North Carolina. Having explained and discussed the Trade Adjustment Assistance Program to both Mr. Hunt and his aide, Mr. Jim Hinkle, it was decided that a mass mailout would be conducted. Based on SIC codes, 2000 potential firms were identified. Working with Mr. Hinkle and the North Carolina Department of Commerce parameters were identified which enabled the SETAAC outreach staff to reduce the number of potential client firms to 700. Letters mailed to manufacturing firms in the state of North Carolina were mailed in phases with letters first being mailed to furniture manufacturers then apparel manufacturers. Such letters were sent on Governor Hunt's letterhead and under his signature. The content of the letter explained the Trade Adjustment Assistance Program and the benefits that are available for eligible firms. A copy of the letter is included in Attachment A.

Governor Joe Frank Harris of Georgia mailed a similar letter to manufacturing firms in the state of Georgia. Letters mailed were sent under Governor Harris' signature on his letterhead stationary. Please refer to Attachment B for a copy of the letter which was mailed in Georgia.

In mid June 1983 telephone calls were made as a followup to the mailouts. These calls were made to potential client firms in the states of Georgia and North Carolina who had received the letters. The services of a professional marketing firm were utilized on a temporary basis to conduct the telephone solicitation. Calls were made

to determine eligibility of firms who had received the letters sent under Governor Hunt's and Governor Harris' signatures. At the present time, 30 to 35 interested parties who may possibly qualify as potential TAAC clients have been contacted and sent additional information about the Trade Adjustment Assistance Program.

SETAAC personnel attended the South Carolina International Trade Conference in May. Approximately 800 individual representatives from manufacturing firms were present at this international conference. Attendance at this conference generated three leads for potential Trade Adjustment Assistance clients.

## PROBLEMS AND SUCCESS ENCOUNTERED

### Staff

The professional staff recruiting effort was continued during the current quarter in an effort to bring the Trade Adjustment Assistance Center staff to its full operational capability. One professional joined the staff this quarter, Mr. David Marsh. Mr. Marsh holds a BSIM from Georgia Institute of Technology. In Addition, Mr. Marsh holds a BS in finance and accounting from the University of Alabama and an MBA from Alabama A&M. He has desirable work experience having held management and analyst positions in construction and metal industries.

Recruiting efforts will continue with the Southeastern Trade Adjustment Center until all staff professional and support positions have been filled. Three additional people will be hired during the next quarter. These will include an Information Specialist, Marketing Specialist, and Outreach/Certification Specialist. As we continue to operate in a rebuilding phase the work flow will be affected by the internal training which is taking place.

The new staff members that were hired during the previous quarter are completing the last phase of training and orientation. Much of the training has taken place in the field, with senior project managers working closely with the new employees. As a result, the client flow has been in a period of transition. New firms have come into the program, but work with current or existing firms not being completed due to the level of effort spent on training. As training is completed newer project managers will be able to carry heavier caseloads than they have maintained during the orienting period.

Recruiting efforts will continue until the additional positions are filled. Once the positions have been filled, and all employees have been trained, it is expected that the client flow will stabilize as project managers will be able to carry his or her appropriate case load working in the field. It is also thought that with the hiring of the Information Specialist a portion of time that had been necessary for project managers to collect background information and data for specific cases will be reduced. The Information Specialist job will involve the gathering of secondary data, to use on each new project and/or existing projects within the program. The role of Information Specialist will be support function and the service provided by this person will facilitate the project managers.

The support staff has continued to operate at one hundred percent compacity during the current quarter. There had been no new hires or resignations for the support staff. The work flow has been smooth for the most part but is still somewhat hampered by an occasional backlog of work that is waiting to be put on the word processing machines. This problem will be ameliorated with the installation of the Xerox 860 which was ordered during the current quarter.

One professional staff member resigned this quarter, Mr. Steve Losser. Mr. Losser has been hired by the Hardwood Dimension Association, as the association's Executive Director. His termination date will be July 31, 1983. Mr. Losser's position will be filled by one of the three new hires previously mentioned. Mr. Losser's services will be missed by the SETAAC outreach staff.

#### **Facilities And Equipment**

The Southeastern Trade Adjustment Assistance Center Staff will be moving into additional office space during the next quarter. As recruiting efforts have continued all of the available office space has become occupied. As a result, with the hiring of Mr. Marsh, during this quarter, the professional staff members have had to once again double up in office space. With the move into new office space each professional staff member will again have adequate office space. It is assumed that the move to the second floor of Hinman Research Building will alleviate some of the problems that have been experienced during the past fiscal year which were due to the lack of available office space for professional staff members.



**ATTACHMENT A**

June 30, 1983

Mr. Joe Graham  
Vice President  
Beacon Manufacturing Company  
202 Whitson Avenue  
Swannanoa, North Carolina 28778

Dear Mr. Graham:

I would like to bring your attention to a program funded by the U.S. Department of Commerce. This program can provide technical and financial assistance to North Carolina Manufacturing firms that have experienced a decline in sales, production and employment due to the import of like or competitive foreign manufactured products. The program is being made available to North Carolina business in cooperation with the North Carolina Department of Commerce.

Your firm is in an industry that our North Carolina Department of Commerce has identified as one which is potentially import impacted. The enclosed brochure provides information which may be of some value to your firm's ability to remain and/or regain a competitive edge against these ever increasing foreign products.

The Southeastern Trade Adjustment Assistance Center (TAAC) has professional staff members with varied business experience backgrounds who can provide you with additional information on this program. I have asked Mr. Bob Springfield, Manager of the Southeastern TAAC, to have one of his staff members contact you by telephone to ensure that you are fully aware of this program, its benefits and how the Southeastern TAAC can assist you in applying for Certification under the Federal Trade Act of 1974.

I am deeply concerned about the impact of foreign products on North Carolina manufacturing firms, especially in these severe economic times. This program is not a panacea to all your problems, however, it does have merit and I ask you to carefully review the enclosed information.

If you have any questions before Southeastern TAAC personnel contact you, please don't hesitate to call them at (404) 894-3858 collect, or our International Division within the N.C. Department of Commerce at (919) 733-7193.

Sincerely,

James B. Hunt, Jr.

JBH/feh

**ATTACHMENT B**



## Office of the Governor

Atlanta, Georgia 30334

Joe Frank Harris

Governor

June 28, 1983

Mr. E. P. Ellington  
President  
Columbus Packaging Company  
Bradley Industrial Park  
Columbus, Georgia 31904

Dear Mr. Ellington:

There is currently a program funded by the U. S. Department of Commerce that I would like to bring to your attention. This program is made available to Georgia businesses in cooperation with the Georgia Department of Industry and Trade, and can provide technical and financial assistance to Georgia manufacturing firms affected by foreign import competition.

Your firm is in an industry the Department of Industry and Trade has identified as one which is import impacted. The enclosed material provides information that should be useful to you in maintaining or regaining a competitive edge against the ever increasing foreign products.

The Southeastern Trade Adjustment Assistance Center (TAAC) at Georgia Tech has professional staff members who can provide you with additional information on this program. I have asked Mr. Bob Springfield, Manager of the program, to have one of his staff members contact you by telephone to outline the program, its benefits and how the TAAC can assist you in applying for these benefits.

I am deeply concerned about the impact of foreign products on Georgia manufacturing firms, especially in these severe economic times. Please review the enclosed information for its potential value to your firm.

If you have any questions before Southeastern TAAC personnel contact you, please do not hesitate to call them at (404) 894-3858.

With kindest regard, I remain

Sincerely,

Joe Frank Harris

JFH/brh

Projects - A-3287, A-2981

Cooperative Agreements

04-26-07134-30

04-26-07095-31

PROJECT STATUS REPORT  
FOR  
THE SOUTHEASTERN TRADE ADJUSTMENT  
ASSISTANCE CENTER

Quarterly Report for October-December, 1983

By  
Johanna Williams  
Robert W. Springfield  
Melanie Meeker

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## ANALYSIS OF ACTIVITIES

### Certification Petition Assistance

Table 1 on the following page indicates that 28 firms received Certification Assistance from Southeastern TAAC during the second quarter of FY 83-84. Seven firms were certified as eligible for assistance.

### Initial Assistance

As of December 31, 1983, 45 firms were receiving initial assistance. Of these 45, 11 contained loan application assistance, and 24 were without loan application assistance. 10 cases were completed during the quarter.

### Post Loan Monitoring Assistance

In the current quarter, there was no post-loan monitoring activity.

### Loan Assistance

One firm received loan assistance during the current quarter.

### Requests for Proposals Issued October-December, 1983

1. Firm: Stanly Knitting Mills  
RFP Objective: Design and implement Management Information System  
Status: Mailed to four consulting firms. Responses due by end of January.  
Cost: \$150,000 (Estimated)
2. Firm: Stanly Knitting Mills  
RFP Objective: Improve cutting room performance  
Status: Contract awarded to Jones-Riley & Associates. Work is underway.  
Cost: \$41,500
3. Firm: Trooper  
RFP Objectives: Perform diagnostic analysis of manufacturing operations.  
Status: Contract awarded to Clark Consultants. Work will begin upon final execution of contract.  
Cost: \$6,000

4. Firm: Ideal Fasteners  
RFP Objectives: Perform diagnostic analysis of manufacturing operations  
Status: Responses due by end of January  
Cost: \$7,000 (Estimated)
5. Firm: Macalloy  
RFP Objectives: Perform Market Feasibility Study  
Status: Contract awarded to Kenneth Gee. Work is underway.  
Cost: \$3,300
6. Firm: Monte Glove  
RFP Objectives: Develop strategic marketing plan  
Status: Responses received from two consultants. Project award on hold pending decision by Monte Glove to continue or modify RFP.  
Cost: \$45,000



**TABLE 1**  
**FIRM ACTIVITY SUMMARY**  
**SOUTHEASTERN TAAC**  
**As of 12/30/83**

	<u>Number of Cases</u>
<b><u>Certification Assistance</u></b>	
1. Assistance completed - firms certified	7
2. Assistance completed - assigned inactive	9
3. Assistance in process	
a. Client has petition, has not begun	3
b. Client has petition, has partially completed	0
c. Petition accepted as of 9/30/83, awaiting TACD action	5
d. Petition submitted, awaiting TACD action	0
e. Withdrawn	4
Total in process	<u>12</u>
Total number of firms receiving certification assistance	28
 <b><u>Initial Assistance</u></b>	
1. Completed - with loan application assistance	2
2. Completed - without loan application assistance	3
3. Completed - assigned to inactive status	5
4. In process as of 9/30/83	<u>35</u>
Total initial assistance cases	45
 <b><u>Loan Applications</u></b>	
1. In process	2
2. Approved (total dollars)	\$862,000
Total Loan Applications	2
 <b><u>Implementation Assistance</u></b>	
1. Completed	2
2. In process	<u>9</u>
Total implementation assistance cases	11
 <b><u>Loan Monitoring Assistance</u></b>	
1. Completed	0
2. In process	<u>0</u>
Total loan monitoring assistance cases	0

## **ANALYSIS OF FIRMS RECEIVING ASSISTANCE**

### **Industry Participation**

On Table 2, the SIC distributions of client firms are compared for the periods ending March 31, 1983, June 30, 1983, and September 30, 1983.

At the end of the quarter, the Southeastern TAAC's caseload was distributed over 20 industrial classifications.

### **State Participation**

Of the Southeastern TAAC's cases currently in-process, most firms involved are located in the states of North Carolina, Georgia, and Florida (30,25 and 13 percent, respectively).

**Table 2**  
**CASE DISTRIBUTION BY MAJOR SIC GROUPS**

	6/83		9/83		12/83	
	<u>Cases</u>	<u>%of Total</u>	<u>Cases</u>	<u>%of Total</u>	<u>Cases</u>	<u>%of Total</u>
Agricultural 0000-0999	0	0	0	0	0	0
Mining 1000-1999	0	0	0	0	0	0
Manufacturing - Food 2000-2099	1	1.1	1	1.0	1	1.6
Manufacturing - Textiles 2200-2299	14	15.2	14	13.5	4	6.6
Manufacturing - Apparel 2300-2399	25	28.2	27	26.2	16	26.6
Manufacturing - Lumber 2400-2499	8	8.7	9	8.7	5	8.3
Manufacturing - Furniture 2500-2599	10	10.8	11	10.7	6	10.0
Manufacturing - Paper Goods 2600-2699	0	0	0	0	0	0
Manufacturing - Printing 2700-2799	0	0	0	0	0	0
Manufacturing - Chemicals 2800-2899	1	1.1	1	0.1	0	0
Manufacturing - Rubber & Plastic Products 3000-3099	3	3.3	3	2.9	4	6.6
Manufacturing - Leather 3100-3199	1	1.1	1	0.1	1	1.6
Manufacturing - Stone, Glass, Concrete 3200-3299	1	1.1	1	0.1	1	1.6

Table 2, continued

	6/83		9/83		12/83	
	<u>Cases</u>	<u>%of Total</u>	<u>Cases</u>	<u>%of Total</u>	<u>Cases</u>	<u>%of Total</u>
Manufacturing - Primary Metals 3300-3399	5	5.4	6	5.8	2	3.3
Manufacturing - Fabricated Metals 3400-3499	1	1.1	3	2.9	4	6.6
Manufacturing - Machinery 3500-3599	7	7.6	10	9.7	6	10.0
Manufacturing - Electrical 3600-3699	4	4.4	5	4.9	3	5.0
Manufacturing - Transportation Equipment 3700-3799	2	2.2	2	1.9	0	0
Manufacturing - Instruments & Optics 3800-3899	2	2.2	2	1.9	1	1.6
Manufacturing - Miscellaneous 3900-3999	<u>7</u>	<u>7.6</u>	<u>7</u>	<u>6.8</u>	<u>6</u>	<u>10.0</u>
TOTALS	92		103		60	

**Table 3**  
**CASE DISTRIBUTION BY STATE**

State	Universe	% of Total Universe	In Process As of 6/83		In Process As of 6/83		In Process As of 12/83	
			Cases	% of Total Cases	Cases	% of Total Cases	Cases	% of Total Cases
Alabama	1480	10	8	10	8	9	4	7
Florida	3637	25	12	15	13	14	8	13
Georgia	1617	11	13	17	18	20	15	25
Kentucky	1009	7	3	4	3	3	2	3
Mississippi	1023	7	4	5	5	6	3	5
North Carolina	3015	20	22	28	25	28	18	30
South Carolina	1195	8	8	10	9	10	4	7
Tennessee	<u>1748</u>	<u>12</u>	<u>9</u>	<u>11</u>	<u>9</u>	<u>10</u>	<u>6</u>	<u>10</u>
TOTALS	14724	100%	79	100%	90	100%	60	100%

## OUTREACH

### Summary of Outreach Activity

During the current quarter, a total of 13 firms requested and received information concerning the Trade Adjustment Assistance Program. The total number of inquiries for FY 83-84 is presently at 13. The number of petitions accepted this quarter was 10. This acceptance level indicated a maintenance of petition activity when compared to the same period of time (i.e., October, November, December) in the previous funding year when 11 petitions were accepted. The number of firms certified this quarter totaled 7.

During the current quarter, many Outreach activities were directed toward government contracts. Follow up activities were continued for the mail outs that were handled in conjunction with the offices of Governor James Hunt and Governor Joe Frank Harris. The SETAAC continues to receive initial inquiries as a result of those two mail outs.

Two additional mail out efforts were initiated during the quarter. The first mail out was in Kentucky and was handled in conjunction with the office of Senator Huddleston. A small mail out was handled through the office of Congressman Carroll Campbell of South Carolina. Efforts were initiated at the end of the quarter for follow up, by means of telephone conversation, to the responses received from these two mail outs. The follow-up efforts will continue during the third quarter of FY 83-84.

Outreach staff members talked, this quarter, with representatives from Congressman Sam Gibbons office about the possibility of conducting a similar mail out. Further discussions were held with staff members from the office of Congressman Don Sunquist of Tennessee. Initial discussions with both of these congressmen have indicated that mail outs in their respective districts will be held in the near future.

Senator Jim Sasser of Tennessee completed the draft letter which is to be mailed on his letterhead. The final letter which will be mailed, in conjunction with Senator Sasser, will be mailed next quarter. Further, Senator Thad Cochran, of Mississippi, has generated a preliminary mailing list for implementation.

A press release was put in process during the quarter and will be handled through the office of Wyche Fowler. This particular press release, which will discuss the benefits available to eligible firms through Trade Adjustment Assistance Centers, will be placed in Senator Fowler's newsletter.

The SETAAC Outreach staff has been investigating the use of the Tarriff Schedules of the United States of America (TSUSA) computer system. This computer system categorizes all imports. If access is available, the system will yield the rate of penetration by imported products. As a result, implementation of TSUSA would benefit the SETAAC Outreach staff.

Other accomplishments by the Outreach staff for the current quarter have included an update of the data base tapes, as well as the initial updating of the "universe" of potentially eligible firms in the southeastern area.

Outreach efforts with trade associations was somewhat limited during the quarter. Nevertheless, the Industrial Fabric Association International requested that SETAAC provide assistance in preparing a proposal requesting an industry-wide assistance grant.

## PROBLEMS AND SUCCESS ENCOUNTERED

### Staff

The professional staff recruiting effort has continued during the current quarter in an effort to bring the Trade Adjustment Assistance Center staff to its full operational capabilities. Two professionals have joined the staff this quarter, Mr. Jon Schmidt, and Mr. John T. Warden. Another professional, Mr. Ken Kucera, accepted the Outreach Certification Specialist position. Mr. Kucera's effective start date will be January 9, 1984.

The SETAAC has increased its marketing staff capabilities with the hiring of Jon Schmidt and John Warden. Mr. Schmidt has work experience as a marketing analyst. Further, he has 16 years of combined experience in engineering, manufacturing, product development, sales management, market research, strategic business planning, acquisition analysis and corporate staff work. His experience was heavily oriented to engineered products in the industrial, environmental, municipal and Federal Government markets. Mr. Schmidt holds a MBA from Western New England College and a BSME from Illinois Institute of Technology. In addition to formal education, Mr. Schmidt has attended a number of continuing education courses including management courses offered by the American Management Association. His combined background in marketing and engineering makes him a valuable asset to the SETAAC professional staff.

To further strengthen the marketing capability of the SETAAC staff, Mr. John Warden was hired in November, 1983. Mr. Warden has eight years experience in developing marketing strategies, plans and budgets; designing and conducting marketing research studies to qualify market size and growth, and performing feasibility studies on new or existing products. Much of his experience was as a Senior Consultant with a growth oriented consulting firm, Henry Sherry Associates, Inc., Atlanta, Georgia. Mr. Warden holds a MBA in Marketing from Wake Forest University with a concentration in Statistics and Quantitative Methods, and a BA in Economics from Hampton City College in Hampton City, Virginia.



In late December, a third candidate, Mr. Ken Kucera accepted the vacant Outreach Certification Specialist position. Mr. Kucera has two years experience with Arthur Anderson and Company where he was the Assistant Director of Marketing. His direct field experience in Marketing Outreach will be a welcomed addition to the Outreach staff. Mr. Kucera's educational experience includes a BSIM from Georgia Institute of Technology and an A.S. degree in Mechanical Engineering Technology. Mr. Kucera's official start date will be January 9, 1984.

Each new staff member has been or will go through a period of training and orientation. Most of the training will take place in the field; however, plans for in-house training are to be implemented and will involve workshops related to technical assistance. These brief workshops will be conducted as cross-training activities with cross-training being conducted by senior staff members. As training is completed newer project managers will be able to carry heavier case loads than they will during the orientation period. Ed Lindsey will be responsible for training Mr. Kucera in all aspects of Outreach including marketing of the TAAC services and certification assistance.

Professional recruiting efforts have ceased since the additional positions for professional personnel have been filled. As the new employees are trained, it is expected that the client flow will stabilize and that project managers will be able to carry appropriate case loads while working in the field.

The support staff has been re-organized to meet the needs of the professional staff and the work flow. Melanie Meeker was promoted to the position of Technical Resource Center Coordinator. This position was approved by the Board of Regents for the University System of Georgia. Ms. Meeker holds a BS degree from Georgia Institute of Technology and is enrolled in a MBA program at Georgia State University. In addition to maintaining the TAAC library she will also continue with her administrative responsibilities.

Three support staff members were hired during this quarter, Ms. Donna Fong-Taylor was hired in the vacant senior secretary slot. The earlier reported resignation of Ms. Dianne Stewart and promoting Ms. Meeker to the Technical Resource Center Coordinator position left two Staff Assistant positions vacant. It was decided that the

Staff Assistant positions be changed to word processor operator positions. Two word processor operators were hired to fill these positions. Ms. Jacqueline Berry and Ms. Yvonne McClary were hired in December as full-time word processor operators. Ms. Donna Fong-Taylor will also have the responsibility of word processing, utilizing the third Xerox 860.

#### Facilities and Equipment

The Southeastern Trade Adjustment Assistance Center staff moved into additional office space during the quarter. The move was to the second floor of Hinman Research Building. However, due to our recruiting efforts all newly occupied office space has been filled. The professional staff members are once again doubled up in office space. An additional move is planned in March, 1984, off campus to the Life of Georgia Building. With the move into the new office space each professional staff member will again have adequate office space. No TAAC professional will be sharing an office with another person. The assumption, at this time, is that the move to the Life of Georgia Building will alleviate some of the problems that were experienced during the past fiscal year (i.e., FY 82-83). In addition to new space, a new touch tone telephone system (Essx 1) is proposed for installation in the Life of Georgia Building.

## CASE HISTORIES

### CASE HISTORY NO. 1

**Product Lines:** --- Primary - Dining room furniture, occasional tables, upholstered parsons tables, chair groups, grasscloth occasional tables --- Secondary - Girls jackets, skirts, and coats in polyester and cotton and poly-cotton blends.

**Employment:** --- 13 Workers (8 Factory; 5 Outlet)

**Sales:** --- \$152,735

#### TECHNICAL ASSISTANCE PHASE:

##### Firm Situation and Problems:

1. The contract apparel operation was discontinued after certification, and only furniture was being produced.
2. The company owed back taxes and had an arrangement with the IRS whereby they were paying these taxes at the rate of 10% of each month's sales. Payment was to be completed in 1984.
3. One or two orders were being filled per day; however, firm owners thought that they could increase this rate if they received financial assistance.
4. Financial Assistance, as requested, would have been working capital for a marketing program, payroll, and general overhead expenses.
5. It was jointly decided that the firm's primary need was financial assistance. The SETAAC staff began work on a recovery plan in conjunction with the firm.

##### Assistance Provided by SETAAC

1. It was requested that the most recent financial statement be mailed to SETAAC. The SETAAC staff began a cash flow analysis to determine the viability of the firm if they received financial assistance.
2. The SETAAC provided the firm with written documentation, including examples, concerning the cash flow analysis. The cash flow projections, conducted by SETAAC, indicated that even with the \$300,000 working capital loan, the company would not have enough to support its projected sales growth during the first two years.
3. The need for cash to support working capital requirements was shown in an example where it was assumed that the need for working capital could be reduced. The SETAAC staff did not think it was possible for the firm to reach its sales objectives with such limited working capital. Further, it had been assumed that the firm could obtain a working capital loan in addition to their existing debt. However, the SETAAC staff advised against trying to do so since it did not seem to be a plausible alternative due to the firm's lack of available collateral.

4. The SETAAC staff completed a cash flow analysis and concluded that, based on the analysis, it would not be possible to support the plan. It was explained to the firm that they still had the option of submitting an adjustment plan on their own, and that the SETAAC staff would be willing to help with the format.

#### Results

1. Firm personnel responded by stating what they saw as options.
  - A. One mortgagee forgiving his loan, as he needed to do so for a tax write off.
  - B. They would be willing to make their machinery available for collateral.
  - C. The owner of the firm was also discussing a partial settlement which would reduce the mortgage on the building by half.
  - D. Recent changes undertaken in marketing direction had generated two orders for furniture contract work and a good response from the Dallas show room.
2. The SETAAC staff informed the firm that, under the program guidelines, financial assistance is to be used for fixed assets and working capital. Funds cannot be used for refinancing existing debts.
3. SETAAC suggested another approach which would have to be achieved through a private lender in lieu of the government. It was suggested that the firm obtain a loan to pay off all debt, as well as provide the working capital. The firm was informed that SETAAC would be willing to review an adjustment plan if they decided to present one to Washington themselves. Such notification was sent in December of 1983 and constitutes the current status of the firm.

## CASE HISTORY No. 2

**Product Line:** --- Cotton, Polyester, and Acrylic Yarn

**Employment:** --- 551

**Sales:** --- \$15,289,437

### **Firm History:**

1. The mill of interest was founded in 1818 and has been in continuous operation since that time, with the exception of two brief periods during the Civil War. The firm began its operations as a spinning manufacturer of cotton yarns and is still involved in the manufacture of spun yarns for the textile industry.
2. The mill was successful until the mid-1970's when the economic recession and imports began to take their toll on manufacturers.

### **Firm Situation and Problems:**

1. The firm was faced with a need to reduce its manufacturing costs in order to improve its operating margins. Since there was little opportunity for increasing margins through price increase, improvement of labor productivity was considered necessary.
2. Operating efficiencies and meeting OSHA compliance requirements needed improvement.

### **TECHNICAL ASSISTANCE PHASE**

The Southeastern TAAC consulting staff evaluated the firm's capabilities, resources, and control and developed an improvement program to strengthen problem labor productivity areas.

### **Assistance Provided By SETAAC:**

1. During the diagnostic phase, a Performance Improvement Potential (PIP) analysis was conducted for all mill operators, and interviews concerning performance were conducted with supervisory personnel. The results of these analyses indicated that a training program should be designed and implemented for all paid personnel in production.
2. The training program began with a job analysis to determine the most efficient work methods. Critical techniques (e.g., feedback about performance) which lead to performance improvement were identified and taught to supervisors. These Performance Management (PM) techniques were then implemented in daily operation. The system included the specification of duties of trainers and operational checks to be completed on a daily basis. A review process for supervisors was also implemented that required a review of the operational data collected each week by the trainers and the assignment of operators needing further assistance to the trainer for the next week. The technique of using feedback about performance was enhanced by financial gains tied to the ongoing incentive system.

3. A second program was implemented with the machine mechanics in the winding department. The program included a system in which the "Fixers" were provided feedback on the number of units operating on machines in the department. The program was later refined so that feedback was given on the number of operating units that existed on the particular machines that a "Fixer" had repaired.
4. Similar Performance Management techniques were implemented in all departments of the mill. Further, the mill's managers were trained in Performance Management techniques by means of structured experiences and small group lectures. Management and supervisors were trained not only in using data as feedback for problem solving, but also in giving and receiving feedback.

### Results

1. Training and Performance Management for machine operators and supervisors in the winding department alone, resulted in production improvements across all three shifts in that department.
2. The machine operators who were lowest performers, as identified in the PIP analysis, improved from a training mean of 72% to a training mean of 99%. Other operators improved their production index 25%. Those machine operators who were identified in the PIP analysis as high performers served as trainers. The PM system for trainers and supervisors maintained the improvements that were implemented.
3. Feedback delivered to the "Fixers" resulted in a 14% improvement in overall percentage of operating units on machines in the department.
4. When "Fixers" were provided with specific feedback, machine performance improved again; and, as a result, total production in the winding department increased by 19%.
5. The PM program had a positive impact on management behavior. After the implementation of the program management and first-line supervisors began using data to make decisions for solving problems in the mill. They also made more positive statements to their employees. These changes were the clear result of the implementation of the Performance Management program.
6. Performance Management at the mill has resulted in an estimated annual savings of \$436,233 across all departments. The owners and officers of the mill are extremely pleased with Performance Management and with the SETAAC staff.
7. The Safety and Health Division, EES/EDL, conducted a site review. Then they implemented an effective respiratory program, and a complete evaluation of the company's safety program with special emphasis given to machine guarding.

SOUTHEASTERN TAAC  
Project A-3287  
Cooperative Agreement No. 04-26-07134-30  
1982 Funds

FISCAL MANAGEMENT REPORT  
PERIOD COVERED: 10/1/83 - 12/31/83

Includes new funds and unspent funds from previous years

Budget Line Item	THROUGH LAST PERIOD 7/1/82 - 9/30/83				CURRENT PERIOD 10/1/83 - 12/31/83			PROGRAM TO DATE 7/1/82 - 12/31/83			Free Balance	Cost Share Collection	Adjusted Free Balance
	Budget	Enc.	Exp.	Enc. & Exp.	Enc.	Exp.	Enc. & Exp.	Enc.	Exp.	Enc. & Exp.			
PERSONNEL	484,448	0	446,452	446,452	0	26,897	26,897	0	473,349	473,349	11,099	0	11,099
PERSONNEL BURDEN	99,535	0	90,630	90,630	0	5,622	5,622	0	96,252	96,252	3,283	0	3,283
CONSULTING SERVICES	128,716	22,408	31,607	54,015	(18,252)	20,422	2,170	4,156	52,029	56,185	72,531	11,005	83,536
TRAVEL	80,439	0	73,039	73,039	265	8,829	9,094	265	81,868	82,133	(1,694)	0	(1,694)
EQUIPMENT	18,002	14,344	11,117	25,461	(8,660)	1,367	(7,293)	5,684	12,484	18,168	(166)	0	(166)
CONSUMABLES	6,900	75	6,471	6,546	0	311	311	75	6,782	6,857	43	0	43
PRINTING & PUBLICATIONS	11,573	0	10,666	10,666	0	1,770	1,770	0	12,436	12,436	(863)	0	(863)
GEORGIA TECH COMPUTER	3,499	0	3,155	3,155	0	0	0	0	3,155	3,155	344	0	344
SEMINARS & CONFERENCES	5,112	0	5,105	5,105	0	60	60	0	5,165	5,165	(53)	0	(53)
INDUSTRY & MARKETING REFERENCES	9,879	130	9,649	9,779	0	24	24	130	9,673	9,803	76	0	76
INDIRECT (OH)	<u>351,897</u>	<u>0</u>	<u>324,536</u>	<u>324,536</u>	<u>0</u>	<u>29,650</u>	<u>29,650</u>	<u>0</u>	<u>354,186</u>	<u>354,186</u>	<u>(2,289)</u>	<u>0</u>	<u>(2,289)</u>
TOTAL	1,200,000	36,957	1,012,427	1,049,384	(26,647)	94,952	68,305	10,310	1,107,379	1,117,689	82,311	11,005	93,316

Note: Fractions of dollars are not shown on this report so the actual column totals may not agree with totals shown

IN-KIND COST SHARING FOR COOPERATIVE AGREEMENT 04-26-07134-30 (1982 Funds)

PROJECT NO. A3287

Account E-902-807  
Account E-122-211

July 1, 1982 - December 31, 1983

<u>BUDGET LINE ITEM</u>	<u>BUDGET</u>	<u>PROGRAM TO DATE</u>			<u>FREE BALANCE</u>
		<u>E-902-807</u>	<u>E-122-211</u>	<u>TOTAL</u>	
Personnel	\$16,654	\$ 441	\$ 16,214	\$ 16,655	\$ (1)
Personnel Burden	3,497	95	3,947	4,042	(545)
Travel	740	739	0	739	1
Indirect	<u>9,860</u>	<u>602</u>	<u>8,630</u>	<u>9,232</u>	<u>628</u>
TOTAL	\$30,751	\$ 1,877	\$ 28,791	\$ 30,668	\$ 83



# REQUEST FOR ADVANCE OR REIMBURSEMENT

Budget, No. 80-R0183

1 1 PAGES

(See instructions on back)

3. FEDERAL SPONSORING AGENCY AND ORGANIZATIONAL ELEMENT TO WHICH THIS REPORT IS SUBMITTED  
Dept. of Commerce  
14 Constitution Ave., N.W.  
Washington, DC 20230

1. TYPE OF PAYMENT REQUESTED	a. "X" one, or both boxes		2. BASIS OF REQUEST
	<input type="checkbox"/> ADVANCE	<input checked="" type="checkbox"/> REIMBURSEMENT	
	b. "X" the applicable box		
	<input type="checkbox"/> FINAL	<input checked="" type="checkbox"/> PARTIAL	<input type="checkbox"/> ACCRUAL
4. FEDERAL GRANT OR OTHER IDENTIFYING NUMBER ASSIGNED BY FEDERAL AGENCY		5. PARTIAL PAYMENT REQUEST NUMBER FOR THIS REQUEST	
04-26-07134-30		6	

6. EMPLOYER IDENTIFICATION NUMBER  
AH58-0603146

7. RECIPIENT'S ACCOUNT NUMBER OR IDENTIFYING NUMBER  
A-3287

8. PERIOD COVERED BY THIS REQUEST  
FROM (month, day, year) 10/1/83 TO (month, day, year) 12/31/83

9. RECIPIENT ORGANIZATION

Name Georgia Tech Research Institute  
Georgia Institute of Technology  
Atlanta, GA 30332  
Number and Street :  
City, State and ZIP Code :

Name :  
Number and Street :  
City, State and ZIP Code :

## 11. COMPUTATION OF AMOUNT OF REIMBURSEMENTS/ADVANCES REQUESTED

	(a)	(b)	(c)	TOTAL
PROGRAMS/FUNCTIONS/ACTIVITIES ▶				
a. Total program outlays to date (As of date) 12/31/83	\$1,138,041.90	\$	\$	\$1,138,041.90
b. Less: Cumulative program income	11,004.76			11,004.76
c. Net program outlays (Line a minus line b)	1,127,137.14			1,127,137.14
d. Estimated net cash outlays for advance period	-0-			-0-
e. Total (Sum of lines c & d)	1,127,137.14			1,127,137.14
E-122-211 & E-902-807	30,668.08			30,668.08
f. Non-Federal share of amount on line e				
g. Federal share of amount on line e	1,096,469.06			1,096,469.06
h. Federal payments previously requested	1,010,819.13			1,010,819.13
i. Federal share now requested (Line g minus line h)	85,649.93			85,649.93
j. Advances required by month, when requested by Federal grantor agency for use in making pre-scheduled advances				
1st month				
2nd month				
3rd month				

## 12. ALTERNATE COMPUTATION FOR ADVANCES ONLY

a. Estimated Federal cash outlays that will be made during period covered by the advance	\$
b. Less: Estimated balance of Federal cash on hand as of beginning of advance period	
c. Amount requested (Line a minus line b)	\$

## 13. CERTIFICATION

I certify that to the best of my knowledge and belief the data above are correct and that all outlays were made in accordance with the grant conditions or other agreement and that payment is due and has not been previously requested.	SIGNATURE OF AUTHORIZED CERTIFYING OFFICIAL		DATE REQUEST SUBMITTED
			January 19, 1984
	TYPED OR PRINTED NAME AND TITLE		
	B.H. Atcheson, Manager, Accounting and Budgets		
TELEPHONE	Area Code	Number	Extension
	404	894-3438	

This space for agency use

A-3287

FINANCIAL STATUS REPORT <small>(Follow instructions on the back)</small>		1. FEDERAL AGENCY AND ORGANIZATIONAL ELEMENT TO WHICH REPORT IS SUBMITTED U.S. Dept. of Commerce/EDA 14th Constitution Ave., NW, Washington, DC 20230		2. FEDERAL GRANT OR OTHER IDENTIFYING NUMBER 04-26-01734-30		OMB Approved No. 50-RO180		PAGE 1 OF 1 PAGES	
3. RECIPIENT ORGANIZATION (Name and complete address, including ZIP code)  Georgia Tech Research Institute Georgia Institute of Technology Atlanta, GA 30332		4. EMPLOYER IDENTIFICATION NUMBER AH58-0603146		5. RECIPIENT ACCOUNT NUMBER OR IDENTIFYING NUMBER A-3287		6. FINAL REPORT <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO		7. BASIS <input checked="" type="checkbox"/> CASH <input type="checkbox"/> ACCRUAL	
		8. PROJECT/GRANT PERIOD (See instructions)		9. PERIOD COVERED BY THIS REPORT					
		FROM (Month, day, year) 7/1/82 TO (Month, day, year) 9/30/84		FROM (Month, day, year) 10/1/83 TO (Month, day, year) 12/31/83					
10. STATUS OF FUNDS									
PROGRAMS/FUNCTIONS/ACTIVITIES ▶	(a)	(b)	(c)	(d)	(e)	(f)	TOTAL (g)		
a. Net outlays previously reported	\$ 1,039,610.32	\$	\$	\$	\$	\$	\$ 1,039,610.32		
b. Total outlays this report period	96,831.26						96,831.26		
c. Less: Program income credits	9,404.44						9,404.44		
d. Net outlays this report period (Line b minus line c)	87,426.82						87,426.82		
e. Net outlays to date (Line a plus line d)	1,127,037.14						1,127,037.14		
f. E-122-211 & E-902-807 Less: Non-Federal share of outlays	30,668.08						30,668.08		
g. Total Federal share of outlays (Line e minus line f)	1,096,369.06						1,096,369.06		
h. Total unliquidated obligations	10,309.85						10,309.85		
i. Less: Non-Federal share of unliquidated obligations shown on line h	-0-						-0-		
j. Federal share of unliquidated obligations	10,309.85						10,309.85		
k. Total Federal share of outlays and unliquidated obligations	1,106,678.91						1,106,678.91		
l. Total cumulative amount of Federal funds authorized	1,200,000.00						1,200,000.00		
m. Unobligated balance of Federal funds	93,321.09						93,321.09		
11. INDIRECT EXPENSE		a. TYPE OF RATE (Place "A" in appropriate box) <input type="checkbox"/> PROVISIONAL <input type="checkbox"/> PREDETERMINED <input type="checkbox"/> FINAL <input checked="" type="checkbox"/> FIXED		13. CERTIFICATION I certify to the best of my knowledge and belief that this report is correct and complete and that all outlays and unliquidated obligations		SIGNATURE OF AUTHORIZED CERTIFYING OFFICIAL <i>[Signature]</i>		DATE REPORT SUBMITTED January 19, 1984	
b. RATE 49.4%		c. BASE 49,438.52		d. TOTAL AMOUNT 24,422.63		e. FEDERAL SHARE 23,792.75			

Georgia Institute of Technology  
Engineering Experiment Station  
Economic Development Laboratory  
Atlanta, Georgia 30332

(404) 894-3858



April 23, 1984

Ms. Peggy Almazan  
Office of Trade Adjustment Assistance  
International Trade Administration  
Room 4004 Main Commerce Building  
14th and Constitution Avenue, N. W.  
Washington, D. C. 20230

Dear Ms. Almazan:

Enclosed for your review are two copies of the January-March, 1984 Quarterly Report.

The Quarterly Fiscal Management Report is enclosed.

Sincerely,

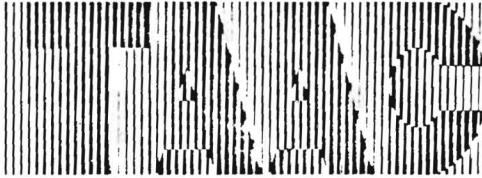
Robert W. Springfield  
Program Manager

RWS/ymc

Enclosures

cc: Pat Heitmuller  
David Clifton

**SOUTHEASTERN**



**TRADE  
ADJUSTMENT  
ASSISTANCE  
CENTER**

**Projects - A-3287, A-2981**

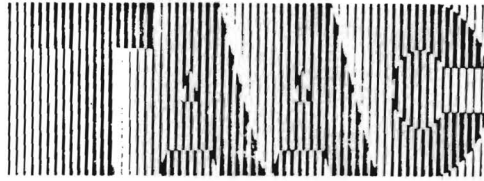
**Cooperative Agreements  
04-26-07134-30  
04-26-07095-31**

**PROJECT STATUS REPORT  
FOR  
THE SOUTHEASTERN TRADE ADJUSTMENT  
ASSISTANCE CENTER**

**Quarterly Report for January-March, 1984**

**By  
Johanna Williams  
Robert W. Springfield  
Melanie Mecker**

**SOUTHEASTERN**



**TRADE  
ADJUSTMENT  
ASSISTANCE  
CENTER**

**Project - A-3605**

**Cooperative Agreement  
99-26-07155-30**

**PROJECT STATUS REPORT  
FOR  
THE SOUTHEASTERN TRADE ADJUSTMENT  
ASSISTANCE CENTER**

**Quarterly Report for January-March, 1984**

**By  
Johanna Williams  
Robert W. Springfield  
Melanie Meeker**

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## ANALYSIS OF ACTIVITIES

### Certification Petition Assistance

Table 1 (refer to page 3) indicates that twenty-five firms received Certification Assistance from Southeastern TAAC during the second quarter of FY 83-84, 5 firms were certified as eligible for assistance.

### Initial Assistance

As of March 31, 1984, 31 firms were receiving initial assistance. Of these 31, seven contained loan application assistance, and 24 were without loan application assistance. Two cases were completed during the quarter.

### Post Loan Monitoring Assistance

In the current quarter, there was no post-loan monitoring activity.

### Requests for Proposals Issued January-March, 1984

1.    **Firm:**                    Plastic Industries  
      **RFP Objective:**    Injection Molding Study  
      **Status:**             Proposals Received  
      **Cost:**              \$10,000
  
2.    **Firm:**                    Plastic Industries  
      **RFP Objective:**    Engineering/Facilities Improvement Project  
      **Status:**             Proposals Received  
      **Cost:**              \$75,000
  
3.    **Firm:**                    Plastic Industries  
      **RFP Objective:**    Marketing Study  
      **Status:**             Proposals Received  
      **Cost:**              \$30,000
  
4.    **Firm:**                    Cochrane Furniture  
      **RFP Objective:**    Manufacturing Diagnostic Study  
      **Status:**             Contract Awarded  
      **Cost:**              \$2,100



5.   **Firm:**                 Whitin Roberts  
      **RFP Objective:** Textile Processing Costs Study  
      **Status:**         Contract Awarded  
      **Cost:**          \$500
  
6.   **Firm:**                 Stanly Knitting Mills  
      **RFP Objective:** Management Information System  
      **Status:**         Contract Awarded  
      **Cost:**          \$25,000
  
7.   **Firm:**                 Beta Handbag  
      **RFP Objective:** Manufacturing Improvement Study  
      **Status:**         RFP issued  
      **Cost:**          \$30,000
  
8.   **Firm:**                 Buck Stove  
      **RFP Objective:** Diagnostic Analysis  
      **Status:**         Contract Awarded  
      **Cost:**          \$18,000
  
9.   **Firm:**                 National Bedding and Furniture Ind.  
      **RFP Objective:** Marketing Program Development Study  
      **Status:**         RFP Issued  
      **Cost:**          \$25,000
  
10.   **Firm:**                National Bedding and Furniture Ind.  
      **RFP Objective:** Management Development Study  
      **Status:**         RFP Issued  
      **Cost:**          \$20,000
  
11.   **Firm:**                Tennessee Bolt and Screw  
      **RFP Objective:** Training Program  
      **Status:**         Contract Awarded  
      **Cost:**          \$5,000

**TABLE 1**  
**FIRM ACTIVITY SUMMARY**  
**SOUTHEASTERN TAAC**  
**As of 3/31/84**

	<u>Number of Cases</u>
<u><b>Certification Assistance</b></u>	
1. Assistance completed - firms certified	5
2. Assistance completed - assigned inactive	7
3. Assistance in process	
a. Client has petition, has not begun	1
b. Client has petition, has partially completed	2
c. Petition accepted as of 3/31/84 awaiting TACD action	6
d. Petition submitted, awaiting TACD action	3
e. Withdrawn	1
Total in process	<u>13</u>
Total number of firms receiving certification assistance	25
 <u><b>Initial Assistance</b></u>	
1. Completed - with loan application assistance	5
2. Completed - without loan application assistance	5
3. Completed - assigned to inactive status	2
4. In process as of 3/31/84	<u>31</u>
Total initial assistance cases	43
 <u><b>Loan Applications</b></u>	
1. In process	2
2. Approved (total dollars)	\$862,000
Total Loan Applications	2
 <u><b>Implementation Assistance</b></u>	
1. Completed	2
2. In process	<u>15</u>
Total implementation assistance cases	17
 <u><b>Loan Monitoring Assistance</b></u>	
1. Completed	0
2. In process	<u>0</u>
Total loan monitoring assistance cases	0
Attachments	

## **ANALYSIS OF FIRMS RECEIVING ASSISTANCE**

### **Industry Participation**

On Table 2, the SIC distributions of client firms are compared for the periods ending September 30, 1983, December 31, 1983 and March 31, 1984.

At the end of the current quarter, the Southeastern TAAC's caseload was distributed over 15 industrial classifications.

### **State Participation**

Of the Southeastern TAAC's cases currently in-process, most firms involved are located in the states of North Carolina, Georgia, and Florida (29, 22 and 14 percent, respectively). These data are shown in Table 3. states showing the lowest firm participation are Mississippi and Kentucky (4 and 6 percent, respectively).

**Table 2**  
**CASE DISTRIBUTION BY MAJOR SIC GROUPS**

	<b>9/83</b>		<b>12/83</b>		<b>3/84</b>	
	<u>Cases</u>	<u>%of Total</u>	<u>Cases</u>	<u>%of Total</u>	<u>Cases</u>	<u>%of Total</u>
Agricultural 0000-0999	0	0	0	0	0	0
Mining 1000-1999	0	0	0	0	0	0
Manufacturing - Food 2000-2099	1	1.0	1	1.6	2	3
Manufacturing - Textiles 2200-2299	14	13.5	4	6.6	4	6
Manufacturing - Apparel 2300-2399	27	26.2	16	26.6	21	30
Manufacturing - Lumber 2400-2499	9	8.7	5	8.3	4	6
Manufacturing - Furniture 2500-2599	11	10.7	6	10.0	6	8
Manufacturing - Paper Goods 2600-2699	0	0	0	0	0	0
Manufacturing - Printing 2700-2799	0	0	0	0	0	0
Manufacturing - Chemicals 2800-2899	1	0.1	0	0	0	0
Manufacturing - Rubber & Plastic Products 3000-3099	3	2.9	4	6.6	5	7
Manufacturing - Leather 3100-3199	1	0.1	1	1.6	1	1
Manufacturing - Stone, Glass, Concrete 3200-3299	1	0.1	1	1.6	1	1

Table 2, continued

	9/83		12/83		3/84	
	<u>Cases</u>	<u>%of Total</u>	<u>Cases</u>	<u>%of Total</u>	<u>Cases</u>	<u>%of Total</u>
Manufacturing - Primary Metals 3300-3399	6	5.8	2	3.3	2	3
Manufacturing - Fabricated Metals 3400-3499	3	2.9	4	6.6	5	7
Manufacturing - Machinery 3500-3599	10	9.7	6	10.0	7	10
Manufacturing - Electrical 3600-3699	5	4.9	3	5.0	4	6
Manufacturing - Transportation Equipment 3700-3799	2	1.9	0	0	1	1
Manufacturing - Instruments & Optics 3800-3899	2	1.9	1	1.6	1	1
Manufacturing - Miscellaneous 3900-3999	<u>7</u>	<u>6.8</u>	<u>6</u>	<u>10.0</u>	<u>7</u>	<u>10</u>
TOTALS	103		60		71	

**Table 3**  
**CASE DISTRIBUTION BY STATE**

State	Universe	% of Total Universe	In Process As of 6/83		In Process As of 12/83		In Process As of 3/84	
			Cases	% of Total Cases	Cases	% of Total Cases	Cases	% of Total Cases
Alabama	1480	10	8	9	4	7	6	8
Florida	3637	25	12	14	8	13	10	14
Georgia	1617	11	13	20	15	25	16	22
Kentucky	1009	7	3	3	2	3	4	6
Mississippi	1023	7	4	6	3	5	3	4
North Carolina	3015	20	22	28	18	30	21	29
South Carolina	1195	8	8	10	4	7	4	6
Tennessee	<u>1748</u>	<u>12</u>	<u>9</u>	<u>10</u>	<u>6</u>	<u>10</u>	<u>8</u>	<u>11</u>
TOTALS	14724	100%	79	100%	60	100%	72	100%

## **OUTREACH**

### **Summary of Outreach Activity**

During the current quarter, a total of 19 firms requested and received information concerning the Trade Adjustment Assistance Program. The total number of inquiries for FY 83-84 is currently 32. Eight petitions were accepted this quarter. This acceptance level indicated a slight downturn in petition activity, when compared to the same period of time (i.e., January, February, March) in the previous funding year when 10 petitions were accepted. The number of firms certified this quarter was five.

### **State and Federal Government Contacts**

During the current quarter, outreach activities included many government contacts. Several of these activities involved either completion of mailings or planning of future mailings. For example, a follow-up to the Kentucky mailing for Senator Huddleston was completed during the quarter. In addition, a mailing was completed in the Seventh District in Tennessee for Congressman Don Sundquist.

Additional mailings are planned for the third quarter of FY 83-84. Another mailing is planned in Kentucky in Senator Huddleston's district. This mailing differs from Senator Huddleston's prior mailing as it will be initiated with smaller companies. In Tennessee a draft letter has been finalized for Senator Sasser which will be mailed under his signature on his letterhead. Senator Hollins of South Carolina has requested that a mailing be implemented in his district.

Other government contacts which have been made during the quarter include a contact with the West Alabama Economic Development Agency and the Alabama Development Office.

### **Trade Association Contact**

Due to the amount of time spent with Government contacts and mailings, contacts with trade associations has been somewhat limited during the quarter. In spite of this, contacts were made during the quarter with two trade associations. The first association contacted was the Alabama Metal Casting Association. An additional contact was made with the president of the National Foundryman Association.

### Media Contacts

During the quarter a press campaign was organized for small community newspapers in eight Southeastern states. A press release will be issued to nine hundred and seventy two news papers in these states. Business and industry magazines were reviewed for an eight state media campaign. In addition an eight state media guide was compiled.

A number of presentations were made during the quarter. The SETAAC outreach staff participated in a seminar sponsored by the Cobb International Center. Further, members of the outreach staff attended the outreach conference in Washington in January of 1984.

### Successes

A new outreach brochure has been developed and a new outreach package is being developed. The focus of the new materials is to portray the image of a private sector consulting firm. With the addition of Mr. Ken Kucera, Southeastern TAAC is now operating at capacity for outreach; therefore responses can be made to potential clients more effectively.

### Problems

Firms which have been harmed by import competition are experiencing an increase in sales due to an upswing of the overall economy. This temporary situation is preventing these firms from meeting overall program eligibility requirements. It is assumed that OTAA policy decisions will be made to rectify the problem.



## PROBLEMS AND SUCCESS ENCOUNTERED

### Staff

The professional staff recruiting effort continued during the current quarter in an effort to bring the Trade Adjustment Assistance Center staff to full staffing. Mr. Ken Kucera, accepted the Outreach/Certification Specialist position. Mr. Kucera has two years experience with Arthur Andersen and Company where he was assistant director of marketing. His direct field experience in marketing outreach has been a welcomed addition to the outreach staff. In terms of his educational experience, Mr. Kucera's experience includes a BSIM from Georgia Institute of Technology and an A.S. degree in mechanical engineering technology. Mr. Kucera's effective start date was January 9, 1984. The SETAAC is currently operating fully staffed.

Most of the orientation training for project managers, who were recently hired, has been completed in the field. Plans for in-house technical skills training are to be implemented and will involve workshops related to technical assistance. Additional information about these brief workshops and cross training activities is discussed in the section labeled Staff Development. Ed Lindsey has been responsible for training Ken Kucera in all aspects of outreach including marketing of the TAAC services and certification assistance. All professional recruiting efforts have ended since January of 1984 because the additional positions for professional staff have been filled. It is anticipated that during the next two quarters the client flow will stabilize since orientation for project managers has been completed. They will now be able to carry appropriate case loads while working in the field. Further, with the addition of Mr. Kucera, Southeastern TAAC can respond to potential clients more effectively thus enhancing outreach certification activities.

### Facilities and Equipment

The move off campus to the Life of Georgia Building is currently planned for June 1, 1984. Delays in moving are the result of contract negotiations between lawyers for Georgia's Attorney General Office and attorneys for Jay Mar, building owners. When the move occurs each professional staff member will again have adequate office space. No TAAC professional will be sharing an office with another person. The assumption, at this time, is that the move to the Life of Georgia Building

will alleviate some of the problem's related to office sharing, that were experienced during the past fiscal year (i.e., FY 82-83). In addition to new space, a new touch tone telephone system (Essx 1) is proposed for installation in the Life of Georgia Building.

#### Program Effectiveness

During the quarter Robert Springfield collected and analyzed data which demonstrate program effectiveness. This information was generated to justify the most recent SETAAC expenditure of \$1.7 million. Comparative data show both pre and post assistance levels of performance; thus demonstrating that assistance aids firms in helping themselves return to fiscally healthy, competitive conditions, thereby maintaining and creating jobs in the private sector.

Data were included for the most recent two year period. SETAACs 13 top performing clients had aggregate sales increases of \$81.9 million and estimated profit increases of \$6.7 million. For the firms sampled, the number of new people employed by those firms totaled 1,283 as noted in Table 1. The additional tax revenues generated justify the Southeastern TAAC's most recent annual expenditure of \$1.7 million many times over.

SOUTHEASTERN TAAC  
PARTIAL LIST OF FIRMS WITH SALES INCREASES  
1982 and 1983

	\$ SALES	\$ SALES	\$ SALES	EMP	EMP	EMP	\$ PROFITS	\$ PROFITS	\$ PROFITS
CASE	<u>LOWEST</u> <u>YEAR</u>	<u>LOWEST</u> <u>NOW</u>	<u>LOWEST</u> <u>INCREASE</u>	<u>YEAR</u>	<u>NOW</u>	<u>INCREASE</u>	<u>YEAR</u>	<u>NOW</u>	<u>INCREASE</u>
00021	4,600,000	30,000,000	25,400,000	361	550	189	92,000	1,200,000	1,108,000
00042	2,600,000	6,000,000	3,400,000	60	80	20	60,000	100,000	40,000
00077	1,293,483	1,800,000	506,517	16	22	6	42,908	215,000	172,092
00081	16,324,630	30,084,683	13,760,053	683	850	167	769,724	1,710,936	941,212
20007	4,200,000	12,000,000	7,800,000	160	449	289	0	240,000	240,000
20019	469,000	1,090,932	621,932	12	28	16	0	152,730	152,730
50008	1,519,565	4,277,128	2,757,563	41	74	33	0	145,422	145,422
50050	12,000,000	20,000,000	8,000,000	550	700	150	0	1,000,000	1,000,000
50090	3,168,000	3,766,000	598,000	154	145	(9)	0	46,000	46,000
50100	15,041,000	20,600,000	5,559,000	482	625	143	616,000	1,600,000	994,000
70043	5,182,710	5,619,758	432,048	71	75	4	110,135	459,072	348,887
70059	7,939,000	12,000,000	4,061,000	146	280	134	114,000	480,000	366,000
70069	16,318,000	25,415,000	9,097,000	219	360	141	261,000	1,398,000	1,137,000
13 Firms Total Increases			\$81,993,113			1,283			\$6,691,343

Table 2 summarizes firm sales and employment information for Georgia. Data are included for 47 firms assisted through February 29, 1984. The ratio of federal dollars to total dollars spent for assistance was 78.1%. The jobs of 7,245 employees have been positively affected at a cost of \$118.73 federal dollars per employee.

**TABLE 2**  
**GEORGIA Summary**  
**Southeastern TAAC Activities Through 2/29/84**

	<u># of Firms</u>	<u>Aggregate Sales</u>	<u>Aggregate Emp</u>
Certification & Tech. Assistance	47	\$ 161,000,000	7,245
Assistance \$ Cost:			
Federal \$ Direct Cost		\$ 479,554	
Company \$ Direct Cost		<u>\$ 134,559</u>	
Total \$		\$ 614,113	

Ratio of Federal \$/Total Dollars = 78.1%

Federal Cost per Affected Employee:

Federal Cost/Employees in Firms Receiving Certification  
and Technical Assistance = \$118.73

As shown below Georgia client firms in Georgia, assisted by SETAAC have experienced a 38% overall increase in employment and a 45% increase in sales. Case histories of the firms represented in the summary are included in Attachment A.

**TABLE 3**  
**GEORGIA SUMMARY**  
**Client Case Histories**

Case History	Employment When Firm Entered TAAC Program	Current Employment	Sales When Firm Entered TAAC Program	Current Sales
1	60	80	\$ 4,000,000	\$ 6,000,000
2	38	120	700,000	2,500,000
3	132	166	1,624,000	2,040,000
4	16	22	1,500,000	1,800,000
5	<u>81</u>	<u>64</u>	<u>3,830,000</u>	<u>4,500,000</u>
Total	327	452	\$11,654,000	\$ 16,840,000
Increase in employment	125 (38%)			
Increase in sales	\$5,186,000 (45%)			

#### Client Satisfaction

During the quarter SETAAC continued to survey client firms in an attempt to gain corrective feedback for the improvement of assistance delivery (Refer to Table 4 for results). Eighty eight percent of the questionnaires were returned during the quarter with eight firms being surveyed. Eighty six percent gave excellent overall evaluations, with the remaining evaluations being good. Six of the firms sought both financial and technical assistance. Technical assistance was primarily in areas of manufacturing, marketing and management information systems.

**TABLE 4**  
**SETAAC**  
**ANALYSIS OF CLIENT SATISFACTION**  
**BASED ON A SCALE OF 1 TO 100 (100 BEING MAXIMUM)**

<u>Rank - Ordered</u>	<u>Scale</u>	Firms Sampled 2nd Quarter FY83-84 Point Deviation		FIRMS Sampled 3rd Quarter FY 83-84 Point Deviation	
		<u>From</u>	<u>Highest Rank Item</u>	<u>Scale</u>	<u>From Highest Rank Item</u>
Personnel - Well Informed Re TAAC	100.0			94.0	6.0
Personnel - Courteous	99.5	.5		100.0	
Personnel - Professional	99.5	.5		97.0	3.0
Personnel - Cooperative	97.3	2.7		97.0	3.0
Personnel - Generally Well-Informed	96.9	3.1		(Revised form deleted item)	N/A
Overall Satisfaction with the SETAAC Project Team	96.0	4.0		98.0	2.0
Reports & Correspondence - Timeliness	94.5	5.5		87.5	12.5
Reports & Correspondence - Editorial Quality	93.3	6.7		100.0	(Revised to capture readability)
Reports & Correspondence - Technical Quality	90.6	9.4		96.0	4.0
Reports & Correspondence - Usefulness	90.6	9.4		96.0	4.0
Personnel - Well Informed Technical/Business	90.0	10.0		89.0	11.0
Relevant Schedules Met	78.5	21.5		96.0	4.0
Report & Correspondence - Actionable Recommendation (Revised form added item)				(Revised form captured information in timeliness item)	

Responses indicated that all respondents have been able to utilize TAAC assistance in their respective firm's operations. One respondent stated that "weaknesses found could now be addressed." All stated they were pleased by skills and knowledge of personnel involved and many respondents praised specific project team members. Fifty eight percent stated that there were no disadvantages to the TAAC program. Of the others, twenty nine percent stated that timeliness could be improved and fifteen percent thought that the time spent in orienting the project team was a disadvantage. A comment from one respondent summarizes the importance of what we are trying to accomplish:

"I feel this project is one of the most important government sponsored projects today. This project like no other can aid the financial troubled industries being decimated by unfair competition of foreign imports."

Because of its positive nature the complete evaluation response from the respondent quoted above has been included in this quarterly report (refer to Attachment B). The project team leader, Gerry Doubleday, and the project team are to be congratulated for a job well done. Additional, the client evaluation form for Case History No. I has also been included in Attachment B. The respondent indicated that Dave Marsh and his project team have also done an outstanding job assisting in the firm's recovery.

Although improved, client evaluation results continue to indicate that "timeliness/schedules met" is the weakest area for the SETAAC project teams. For this item the nine point increase in score is indicative of the effort being spent to improve the situation. Performance and project review sessions will continue to address a team effort at solving the timeliness problem. A second item ranked low for two quarters was "Personnel - Well informed Technical/Business." Methods for staff development, discussed below, are planned and will be implemented to solve this problem.

#### Staff Development

Human resources development activities will be implemented with both the professional and support staff during the third quarter of FY 83-84. The aim of these activities is two fold:

- o to create an organizational climate of excellence; and
- o to improve the technical/business skills of all staff members.

At the current time activities have been planned for the following: professional staff cross-training in functional business areas; in-house technical writing seminars; increased membership and seminar participation in professional societies; communication; and team building. The support staff is being trained in methods to computerize record keeping; new developments in word processing, and communication. It is anticipated that an emphasis on human resources development will improve and enhance the overall performance of the SETAAC program.



## CASE HISTORIES

### CASE HISTORY NO. I

**Product Lines:** --- The primary product produced by this firm is a high quality wine.

**Employment:** --- 11 personnel

**Sales:** --- \$150,000 per year in sales

#### **TECHNICAL ASSISTANCE PHASE:**

##### **Firm Situation and Problems:**

1. At the time assistance was initiated the winery was operating at 30 per cent capacity. To be profitable operations need to reach 70 percent capacity, which would terminate the problem of under utilization.
2. When assistance was initiated the firm distributed through two markets (i.e., winery retail and vineyard winery tourist).
3. During the past three years the firm was severely affected by weather conditions and the firm's market.
4. At the time assistance was initiated the firm was producing wine in only one bottle size.

##### **Assistance Provided by SETAAC:**

1. Assistance provided thus far has been during the diagnostic phase. It was determined that 40 percent of the sales came from the winery retail distribution and 60 percent of the sales came from vineyard winery tourists. As noted, these two situations represented the firm's two markets. Vineyard winery prices are higher and the payback is quicker, however the market is smaller for the winery tourist trade.
2. Diagnostic research was conducted which indicated that the firm needed to produce more than one bottle size.
3. Goals for the firm were determined during the diagnostic analysis. One such goal was to increase product promotion toward the coast. In the short term this would capture three percent of the market.
4. A long term goal identified during in the diagnostic phase, was for the firm to develop group facilities and bus tours for tourists at the winery.
5. Another goal identified during the diagnostic phase was to gain a positive cash flow.
6. A final goal, identified during the diagnostic, was for the firm to secure and utilize all resources available within the geographic area.

Results:

1. Firm personnel responded to the information in the diagnostic report by implementing some of the goals that were suggested.
2. The firm started producing more than one bottle size wine. Sales doubled in three months as a result of implementing this recommendation from the diagnostic.
3. This year the firm will break even which represents a move toward the goal of attaining positive cash flow.
4. Firm management solicited assistance from resources available in two departments at Clemson University:
  - o The architectural department is designing a French village which may be used as a group facility for tourist trade.
  - o The school of hotel management is conducting an impact study for firm management to evaluate.

It should be noted that results such as these are very unusual during the diagnostic phase of technical assistance. Please refer to the client evaluation form for further information about the success of this case.

## CASE HISTORY No. II

**Product Line:** --- Historically the primary product for this firm had been Tiffany lamps. A secondary product developed later in the firm's history was ceiling fans.

**Employment:** --- 6 employees

**Sales:** --- \$380,000 annually

### **TECHNICAL ASSISTANCE PHASE**

#### **Firm History:**

1. When certified this firm had been in operation for 21 years. During most of the time when it was operational the primary product had been Tiffany lamps. This product had been very successful.
2. The firm became unsuccessful when it tried to change its product line from Tiffany lamps to ceiling fans.

#### **Firm Situation and Problems:**

1. When the firm was certified the Chapter 11 plan had already been approved.
2. The reorganization plan established under Chapter 11 did not include sufficient working capital. It would therefore not permit continued operation, nor would it meet settlement with creditors.

#### **Assistance Provided by SETAAC:**

Technical assistance was not implemented by the SETAAC staff for the following reasons:

1. The IRS had a lien on all firm assets; as a result there were insignificant assets to secure loans.
2. The firm had orders but could not finance the orders.
3. The firm was no longer in operation.

#### **Results:**

1. The SETAAC project staff suggested that the firm move into Chapter 7.

**ATTACHMENT A**

## GEORGIA CASE HISTORY NO. 1

Product Line - Industrial wiping towels and dust mops.

Employment - Current - 80; at start of project - 60

Sales - Current - \$6,000,000; at start of project - \$4,000,000

### Firm Situation and Problems

The firm has experienced a decline in production volume and an erosion of unit sales price and profit margins due to significant levels of imported industrial wiping towels from Far Eastern countries. These towels were generally basic and of somewhat lower quality, geared to those applications where price was most important.

### Assistance Provided by SETAAC

The firm contacted SETAAC to assist in implementing a strategy to maintain a competitive position. The firm had developed a towel with improved features such as printed slogans/logos, permanently dyed colors, soil release treatments, improved strength, etc. However, the firm needed help in improving its manufacturing efficiencies so that these new towels could be offered to customers at reasonably competitive prices. A project was initiated and completed which reduced manufacturing costs through the implementation of improved layouts, updated labor standards and wage incentive systems and new/modified equipment in selected operations.

### Results

The firm has benefitted favorably from the assistance. Sales now exceed \$6 million annually, employment is over 80 persons, and profitability has returned due to improved margins afforded by product differentiation and manufacturing cost control.

## GEORGIA CASE HISTORY NO. 2

**Product Line** - Basketballs and inflated bladders for footballs and punching bags

**Employment** - Current - 120; at start of project - 38

**Sales** - Current - \$2,500,000; at start of project - \$700,000

### **Firm Situation and Problems**

This firm was founded in 1977 as a manufacturer of inflated balls (basketballs) and bladders for inflated balls and striking bags. The firm's annual sales dipped from \$1.3 million in 1980 to \$0.7 million in 1981. Employment likewise declined from 67 to 38 in the same time period.

The firm had been a supplier to several major sporting goods companies. When two of these major companies turned to offshore firms for its inflated balls and bladders this firm was left with a devastated sales and working capital position.

The firm faced several major problems:

- a) find working capital to support on-going operations;
- b) increase sales above the break-even level;
- c) reduce manufacturing costs to acceptable levels.

### **Assistance Provided by SETAAC**

The first two problems were resolved through a financial restructuring and a sellout to a sporting goods export company. The sellout provided needed capital to the firm and also generated orders for basketballs to be sold through the new company's export sales representatives. SETAAC provided the needed expertise to improve the firm's production operations. Production costs were reduced through the addition of a material waste reclamation process, automation of several production jobs, and installation of wage incentive and production control systems.

### **Results**

The firm has regained its viability and business is good. Sales are projected to exceed \$2.5 million in 1984.

### GEORGIA CASE HISTORY NO. 3

Produce Line - Denim jackets, children's pajamas, children's play clothing, adult active wear

Employment - Current - 166; at start of project - 132

Sales - Current - \$2,040,000 (Projected 1984); at start of project - \$1,624,000

#### Firm Situation and Problems

The firm's major customer, an apparel manufacturing firm, suffered severe declines in its own sales due to import competition. This customer, which accounted for 50% of the firm's sales, cut its orders back drastically. The loss of this customer caused severe losses and left the firm in a weak financial condition.

#### Assistance Provided by SETAAC

The Southeastern Trade Adjustment Assistance Center worked with the firm to prepare a business plan for recovery. The plan was the basis for obtaining a \$150,000 working capital loan from the local development corporation. The loan enabled the firm to maintain operations while improving its operation according to recommendations provided by SETAAC.

The business plan recommends that the firm broaden its customer base, and improve manufacturing efficiency and reporting systems. Implementation of these recommendations has already begun.

#### Results

The firm has established an affiliated sales company to sell its private label and broaden its customer base. Sales for 1984 are projected to be \$2,040,000. Employment is up to 166. As a result of the industrial engineering program, efficiency in the cutting department is up by 100%. The firm has made a profit in the last four months and projects profits for the remainder of the year.

## GEORGIA CASE HISTORY NO. 4

**Product Line** - Manual hydraulic pallet trucks and electric powered personnel carriers

**Employment** - Current - 22; at start of project - 16

**Sales** - Current - \$1,800,000; at start of project - \$1,500,000

### **Firm Situation and Problems**

Foreign companies were capturing a larger share of the pallet truck market by importing lighter and cheaper trucks.

### **Assistance Provided by SETAAC**

The firm along with consultants from the Southeastern Trade Adjustment Assistance Center (SETAAC) at Georgia Tech, developed a five year strategy that involved:

1. Development of a lighter, lower-cost pallet truck;
2. Increased market exposure through expansion of dealer network and development of promotional programs;
3. Improved manufacturing productivity through the development of material and labor standards, a variable budget of expenses, and an MRP system, revision of plant layout, and implementation of a quality circle program;
4. Expansion of international marketing efforts.

SETAAC assisted with the product design and productivity improvement portions of the project.

### **Results**

A new pallet truck designed to compete with the imports has been introduced and currently accounts for 60% of sales. Other prototypes of this model with additional cost saving features are being tested. The plant layout has been revised and overhead conveyors and pallet racks have been installed. New production standards indicate that labor savings of about 40% are attainable in the updated facility.



Through the efforts of the firm's management and with help from the Trade Adjustment Assistance Program, the firm is now successfully competing with imports in the light-duty pallet truck market. Sales are up 20% from last year at \$1.8 million. Sales in units are up 33% and employment has risen from 16 to 22. Management is optimistic about the future and they are confident that the firm will remain competitive with the imports.

## GEORGIA CASE HISTORY NO. 5

**Product Line** - Textile weaving loom accessories

**Employment** - Current - 64; at start of project - 81

**Sales** - Current - \$4,500,000 (projected 1984); at start of project - \$3,830,000

### **Firm Situation and Problems**

The firm's product line was designed to operate with out of date shuttle looms. Today's loom market is dominated by high speed, air jet looms. The company needed to redesign its products in order to compete with Japanese and European loom accessory suppliers.

### **Assistance Provided by SETAAC**

A marketing study was conducted to determine what products the company should concentrate on and what sales techniques would be most effective in competing with foreign suppliers.

Engineering expertise was provided to redesign old products and design new ones to work with high technology looms from Europe.

A cost accounting system was installed to provide better identification and control of costs.

### **Results**

The company has obtained \$1 million in orders from Milliken and Bibb, two textile giants. These orders are for accessories on high speed, air jet looms. The firm's controller says that the orders could not have been successfully quoted without the cost accounting assistance provided by TAAC.

### Georgia Case Histories

Case History	Starting Employment	Current Employment	Starting Sales	Current Sales
1	60	80	\$ 4,000,000	\$ 6,000,000
2	38	120	700,000	2,500,000
3	132	166	1,624,000	2,040,000
4	16	22	1,500,000	1,800,000
5	<u>81</u>	<u>64</u>	<u>3,830,000</u>	<u>4,500,000</u>
Total	327	452	\$11,654,000	\$16,840,000

Increase in employment            125 (38%)

Increase in sales            \$5,186,000 (45%)

**ATTACHMENT B**

# SOUTHEASTERN TRADE ADJUSTMENT ASSISTANCE CENTER (TAAC) CLIENT EVALUATION FORM

March 8, 1984

- (1) When your firm entered the Trade Adjustment Assistance Program, what types of assistance were you seeking? (Circle all that apply)

Financial/Loan Assistance

Technical/Consulting Assistance

*1 - We only seeked this after you began our  
2 - Technical & Consulting Service.*

Please specify the area(s) requiring assistance:

Manufacturing

Marketing

Management Information Systems

Accounting/Financial Controls

*3  
4  
5  
6*

RECEIVED

MAR 19 1984

SOUTHEASTERN TAAC

- (2) In their business dealings with you, were project personnel:

	Never	Seldom	Some of the time	Most of the time	Always
Cooperative	1	2	3	4	5
Courteous	1	2	3	4	5
Professional	1	2	3	4	5
Well informed with regard to technical or business areas	1	2	3	4	5
Well informed with regard to Trade Adjustment Assistance Program regulations and requirements	1	2	3	4	5

- (3) Please rate the report(s) and/or correspondence submitted to you in terms of the following attributes:

	Poor	Fair	Good	Excellent
Technical Quality	1	2	3	4
Readability	1	2	3	4
Usefulness	1	2	3	4
Timeliness	1	2	3	4
Providing Actionable Recommendations	1	2	3	4

- (4A) Have you been able to utilize the assistance Southeastern TAAC provided in your firm's operations? Yes ☒ No ☐

- (4B) Why or why not?

*This has given our marketing awareness and insight into our future int'l growth potentials of our business.*

- (5A) As you see it, what were the advantages of having the Southeastern TAAC project team work with your firm?

It has organized our business into a readable ledger.

- (5B) What were the disadvantages of having the Southeastern TAAC project team work with your firm?

Really - no major disadvantages.

- (6A) Did the assistance provided by Southeastern TAAC project team meet your original expectations?

Yes ☒ No ☐ Actually, much more!

- (6B) Why do you feel this way?

It has come at a time when our business was a borderline profit.

- (7) Please rate (by circling the appropriate number) your overall satisfaction with the performance of the Southeastern TAAC project team.

Not Satisfied  
At All

Somewhat  
Dissatisfied

Somewhat Satisfied Very Satisfied

1

2

3

4

Additional Comments:

We feel with your help at this time and some promise of future financial help we can now look to a promising future and the growth into a promising asset to our community.

- (8) Any additional comments that you would like to provide (either positive or negative), regarding the quality of service to your organization, would be appreciated.

"Dave Marsh"  
Your personal help has given us a boost when every one else local bankers had pushed our business to the lowest ebb since we were founded 1976! Thank you!

Sincerely,

Dr. James P. Theluck Jr., Pres.  
Theluck Vineyards

# SOUTHEASTERN TRADE ADJUSTMENT ASSISTANCE CENTER (TAAC) CLIENT EVALUATION FORM

March 8, 1984

- (1) When your firm entered the Trade Adjustment Assistance Program, what types of assistance were you seeking? (Circle all that apply)

Financial/Loan Assistance (1)

Technical/Consulting Assistance (2)

Please specify the area(s) requiring assistance:

Manufacturing (3)

Marketing (4)

Management Information Systems (5)

Accounting/Financial Controls (6)

RECEIVED

MAR 26 1984

SOUTHEASTERN TAAC

- (2) In their business dealings with you, were project personnel:

	Never	Seldom	Some of the time	Most of the time	Always
Cooperative	1	2	3	4	<u>(5)</u>
Courteous	1	2	3	4	<u>(5)</u>
Professional	1	2	3	4	<u>(5)</u>
Well informed with regard to technical or business areas	1	2	3	<u>(4)</u>	5
Well informed with regard to Trade Adjustment Assistance Program regulations and requirements	1	2	3	4	<u>(5)</u>

- (3) Please rate the report(s) and/or correspondence submitted to you in terms of the following attributes:

	Poor	Fair	Good	Excellent
Technical Quality	1	2	3	<u>(4)</u>
Readability	1	2	3	<u>(4)</u>
Usefulness	1	2	3	<u>(4)</u>
Timeliness	1	2	<u>(3)</u>	4
Providing Actionable Recommendations	1	2	3	<u>(4)</u>

- (4A) Have you been able to utilize the assistance Southeastern TAAC provided in your firm's operations? Yes ✓ No

- (4B) Why or why not?

The PROGRAM HAS POINTED OUT SOME  
MANUFACTURING WEAKNESSES THAT WE HAVE  
BEEN ABLE TO ADDRESS.

- (5A) As you see it, what were the advantages of having the Southeastern TAAC project team work with your firm?

THE TEAM PROVIDES A GREAT DEAL OF TALENT THAT  
ALMOST INSTANTANEOUSLY ADDRESSES THE PROBLEMS OF A COMPANY  
THIS WOULD BE VERY DIFFICULT FOR A SMALL COMPANY TO DUPLICATE INTERNAL

- (5B) What were the disadvantages of having the Southeastern TAAC project team work with your firm?

TIME MUST BE EXPENDED ORIENTING THE TEAM.

- (6A) Did the assistance provided by Southeastern TAAC project team meet your original expectations?

Yes ☒ No ☐

- (6B) Why do you feel this way?

I EXPECTED A FRESH UNBIASED EVALUATION OF OUR ORGANIZATION  
AND ITS PROBLEMS. I FEEL WE DID GET JUST THAT.

- (7) Please rate (by circling the appropriate number) your overall satisfaction with the performance of the Southeastern TAAC project team.

Not Satisfied  
At All

Somewhat  
Dissatisfied

Somewhat Satisfied

Very Satisfied

1

2

3

4

Additional Comments:

I FEEL THE TEAM EXHIBITED A GREAT DEAL  
OF INTEREST AND UNDERSTANDING OF OUR PROBLEMS.

- (8) Any additional comments that you would like to provide (either positive or negative), regarding the quality of service to your organization, would be appreciated.

I FEEL THIS PROJECT IS ONE OF THE MOST  
IMPORTANT GOVERNMENT SPONSORED PROJECTS Today.  
THIS PROJECT LIKE NO OTHER CAN AID THE FINANCIAL TROUBLED  
INDUSTRIES BEING DECIMATED BY UNFAIR COMPETITION  
OF FOREIGN IMPORTS.



SOUTHEASTERN TAAC  
Project No. A2981  
Cooperative Agreement No. 04-26-07095-31  
1981 Funds

FISCAL MANAGEMENT REPORT  
Period: 1/1/84-3/31/84

Includes new funds and unspent funds from previous years

Budget Line Item	THRU LAST PERIOD 9/15/78-12/31/83				CURRENT PERIOD 1/1/84-3/31/84				TO DATE 9/15/78-3/31/84				Free Balance	Cost Share Collection	Adjusted Free Balance
	Budget	Enc.	Exp.	Enc. & Exp.	Enc.	Exp.	Enc. & Exp.	Enc.	Exp.	Enc. & Exp.	Enc.	Exp.			
Personnel	1,353,375	0	1,352,679	1,352,679	0	984	984	0	1,353,583	1,353,583			(208)		(208)
Personnel Burden	159,743	0	159,579	159,579	0	212	212	0	159,791	159,791			(48)		(48)
Consulting Services	1,965,385	217,466	1,694,701	1,912,167	(84,273)	33,761	(50,512)	133,193	1,728,462	1,861,655	183,730		422,671		526,401
University Centers	229,043	0	229,043	229,043	0	0	0	0	229,043	229,043	0		0		0
Travel	207,667	0	207,434	207,434	0	448	448	0	207,882	207,882			(215)		(215)
Equipment	18,466	0	17,874	17,874	0	0	0	0	17,874	17,874			592		592
Consumables	30,385	0	30,175	30,175	0	0	0	0	30,175	30,175			210		210
Printing & Publications	17,443	70	17,167	17,237	(70)	0	(70)	0	17,167	17,167			276		276
GT Computer	20,211	0	19,957	19,957	0	0	0	0	19,957	19,957			254		254
Seminars & Conferences	4,700	0	4,555	4,555	0	0	0	0	4,555	4,555			145		145
Industry & Marketing Ref	6,381	0	6,257	6,257	0	0	0	0	6,257	6,257			124		124
Indirect (DM)	1,086,529	0	1,089,252	1,089,252	0	773	773	0	1,090,025	1,090,025			(3,496)		(3,496)
TOTAL	5,099,328	217,536	4,828,673	5,046,209	(84,343)	36,099	(48,244)	133,193	4,864,772	4,997,965	181,363		422,671		524,035

IN-KIND COST SHARING FOR COOPERATIVE AGREEMENT 04-26-07095-31 (1981 Funds)


PROJECT NO. A2981

Account E-902-801

Account E-122-108

September 15, 1978-March 31, 1984

<u>BUDGET LINE ITEM</u>	<u>BUDGET</u>	<u>PROGRAM TO DATE</u>			<u>FREE BALANCE</u>
		<u>E-902-801</u>	<u>E-122-108</u>	<u>TOTAL</u>	
Personnel	\$28,599	\$17,937	\$10,870	\$28,807	\$ (208)
Personnel Burden	3,178	2,149	1,208	3,357	(179)
Materials & Supplies	0	22	0	22	(22)
Indirect	<u>18,767</u>	<u>11,000</u>	<u>7,935</u>	<u>18,935</u>	<u>(168)</u>
TOTAL	\$50,544	\$31,108	\$20,013	\$51,121	\$ (577)

FINANCIAL STATUS REPORT <small>(Follow instructions on the back)</small>		1. FEDERAL AGENCY AND ORGANIZATIONAL ELEMENT TO WHICH REPORT IS SUBMITTED U.S. Dept. of Commerce/EDA 14 & Constitution Ave., N.W., Washington, DC 20230		2. FEDERAL GRANT OR OTHER IDENTIFYING NUMBER 04-26-07095-31		OMB Approved No. 60-RO180		PAGE 1 OF 1 PAGES	
3. RECIPIENT ORGANIZATION (Name and complete address, including ZIP code)		4. EMPLOYER IDENTIFICATION NUMBER AH58-0603146		5. RECIPIENT ACCOUNT NUMBER OR IDENTIFYING NUMBER A-2229-000/A-2981		6. FINAL REPORT <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO		7. BASIS <input checked="" type="checkbox"/> CASH <input type="checkbox"/> ACCRUAL	
		8. PROJECT/GRANT PERIOD (See instructions) FROM (Month, day, year) 9/15/82 TO (Month, day, year) 9/30/84		9. PERIOD COVERED BY THIS REPORT FROM (Month, day, year) 1/1/84 TO (Month, day, year) 3/31/84					
10. STATUS OF FUNDS									
PROGRAMS/FUNCTIONS/ACTIVITIES ▶		(a)	(b)	(c)	(d)	(e)	(f)	TOTAL (g)	
a. Net outlays previously reported		\$ 4,519,257.08	\$	\$	\$	\$	\$	\$ 4,519,257.08	
b. Total outlays this report period		36,098.64						36,098.64	
c. Less: Program income credits		62,132.62						62,132.62	
d. Net outlays this report period (Line b minus line c)		(26,033.98)						(26,033.98)	
e. Net outlays to date (Line a plus line d)		4,493,223.10						4,493,223.10	
f. E-122-108 & E-902-801 Less: Non-Federal share of outlays		51,120.67						51,120.67	
g. Total Federal share of outlays (Line e minus line f)		4,442,102.43						4,442,102.43	
h. Total unliquidated obligations		133,193.24						133,193.24	
i. Less: Non-Federal share of unliquidated obligations shown on line h		-0-						-0-	
j. Federal share of unliquidated obligations		133,193.24						133,193.24	
k. Total Federal share of outlays and unliquidated obligations		4,575,295.67						4,575,295.67	
l. Total cumulative amount of Federal funds authorized		5,099,328.00						5,099,328.00	
m. Unobligated balance of Federal funds		524,032.33						524,032.33	
11. INDIRECT EXPENSE		a. TYPE OF RATE (Place "A" in appropriate box) <input type="checkbox"/> PROVISIONAL <input type="checkbox"/> PREDETERMINED <input type="checkbox"/> FINAL <input checked="" type="checkbox"/> FIXED b. RATE 49.4 MDTC c. BASE 36,098.64 d. TOTAL AMOUNT 17,832.73 e. FEDERAL SHARE 17,832.73			13. CERTIFICATION I certify to the best of my knowledge and belief that this report is correct and complete and that all outlays and unliquidated obligations are for the purposes set forth in the award documents.		SIGNATURE OF AUTHORIZED CERTIFYING OFFICIAL 		DATE REPORT SUBMITTED April 16, 1984
12. REMARKS: Attach any explanations deemed necessary or information required by Federal sponsoring agency in compliance with pertinent legislation.					TYPED OR PRINTED NAME AND TITLE B.H. Atcheson, Manager Accounting and Budgets		TELEPHONE (Area code, number and extension) (404) 894-3438		

SOUTHEASTERN TAAC  
Project No. A3287  
Cooperative Agreement No. 84-26-07134-38  
1982 Funds

FISCAL MANAGEMENT REPORT  
Period: 1/1/84-3/31/84

Includes new funds and unspent funds from previous years

Budget Line Item	Budget	THRU LAST PERIOD 7/1/82-12/31/83			CURRENT PERIOD 1/1/84-3/31/84			TO DATE 7/1/82-3/31/84			Free Balance	Cost Share Collection	Adjusted Free Balance
		Enc.	Exp.	Enc. & Exp.	Enc.	Exp.	Enc. & Exp.	Enc.	Exp.	Enc. & Exp.			
Personnel	484,448	0	473,349	473,349	0	11,276	11,276	0	484,625	484,625	(177)		(177)
Personnel Burden	99,535	0	96,252	96,252	0	2,445	2,445	0	98,697	98,697	838		838
Consulting Services	128,716	4,156	52,029	56,185	(2,892)	11,193	8,301	1,264	63,222	64,486	64,230	26,632	90,862
Travel	88,439	265	81,868	82,133	1,554	1,326	2,880	1,819	83,194	85,013	(4,574)		(4,574)
Equipment	18,882	5,684	12,484	18,168	(1,757)	1,757	0	3,927	14,241	18,168	(166)		(166)
Consumables	6,988	75	6,782	6,857	0	62	62	75	6,844	6,919	(19)		(19)
Printing & Publications	11,573	0	12,436	12,436	0	31	31	0	12,467	12,467	(894)		(894)
16T Computer	3,499	0	3,155	3,155	0	0	0	0	3,155	3,155	344		344
Seminars & Conferences	5,112	0	5,165	5,165	0	0	0	0	5,165	5,165	(53)		(53)
Industry & Marketing Ref.	9,879	130	9,673	9,803	(25)	14	(11)	105	9,687	9,792	87		87
Indirect (OH)	351,897	0	354,186	354,186	0	11,627	11,627	0	365,813	365,813	(13,916)		(13,916)
TOTAL	1,288,000	10,310	1,187,379	1,117,689	(3,120)	39,732	36,612	7,198	1,147,111	1,154,301	45,699	26,632	72,331

IN-KIND COST SHARING FOR COOPERATIVE AGREEMENT 04-26-07134-30 (1982 Funds)

PROJECT NO. A3287

Account E-902-807

Account E-122-211

July 1, 1982 - March 31, 1984

<u>BUDGET LINE ITEM</u>	<u>BUDGET</u>	<u>PROGRAM TO DATE</u>			<u>FREE BALANCE</u>
		<u>E-902-807</u>	<u>E-122-211</u>	<u>TOTAL</u>	
Personnel	\$16,654	\$ 441	\$ 16,214	\$ 16,655	\$ (1)
Personnel Burden	3,497	95	3,947	4,042	(545)
Travel	740	739	0	739	1
Indirect	<u>9,860</u>	<u>602</u>	<u>8,630</u>	<u>9,232</u>	<u>628</u>
TOTAL	\$30,751	\$ 1,877	\$ 28,791	\$ 30,668	\$ 83

# REQUEST FOR ADVANCE OR REIMBURSEMENT

(See instructions on back)

3. FEDERAL SPONSORING AGENCY AND ORGANIZATIONAL ELEMENT TO WHICH THIS REPORT IS SUBMITTED Dept. of Commerce  
14 Constitution Ave., N.W.  
Washington, DC 20230

6. EMPLOYER IDENTIFICATION NUMBER  
AH58-0603146

7. RECIPIENT'S ACCOUNT NUMBER OR IDENTIFYING NUMBER  
A-3287

9. RECIPIENT ORGANIZATION

Name Georgia Tech Research Institute  
Georgia Institute of Technology  
Number and Street Atlanta, GA 30384  
City, State and ZIP Code:

Approved by Office of Management and Budget, No. 80-R0183 PAGE 1 OF 1 PAGES

1. TYPE OF PAYMENT REQUESTED

a. "X" one, or both boxes

☐ ADVANCE ☒ REIMBURSEMENT

b. "X" the applicable box

☐ FINAL ☒ PARTIAL ☐ ACCRUAL

2. BASIS OF REQUEST

☒ CASH

4. FEDERAL GRANT OR OTHER IDENTIFYING NUMBER ASSIGNED BY FEDERAL AGENCY

04-26-07134-30

5. PARTIAL PAYMENT REQUEST NUMBER FOR THIS REQUEST

7

8. PERIOD COVERED BY THIS REQUEST

FROM (month, day, year)

1/1/84

TO (month, day, year)

3/31/84

10. PAYEE (If here check to be sent to different than item 9)

Name :  
Number and Street :  
City, State and ZIP Code :

## 11. COMPUTATION OF AMOUNT OF REIMBURSEMENTS/ADVANCES REQUESTED

PROGRAMS/FUNCTIONS/ACTIVITIES ▶	(a)	(b)	(c)	TOTAL
a. Total program outlays to date (As of date) 3/31/84	\$ 1,177,774.15	\$	\$	\$ 1,177,774.15
b. Less: Cumulative program income	26,631.85			26,631.85
c. Net program outlays (Line a minus line b)	1,151,142.30			1,151,142.30
d. Estimated net cash outlays for advance period	-0-			-0-
e. Total (Sum of lines c & d)	1,151,142.30			1,151,142.30
E-122-211 & E-902-807				
f. Non-Federal share of amount on line e	30,668.08			30,668.08
g. Federal share of amount on line e	1,120,474.22			1,120,474.22
h. Federal payments previously requested	1,096,469.06			1,096,469.06
i. Federal share now requested (Line g minus line h)	24,005.16			24,005.16
j. Advances required by month, when requested by Federal grantor agency for use in making pre-scheduled advances	1st month			
	2nd month			
	3rd month			

## 12. ALTERNATE COMPUTATION FOR ADVANCES ONLY

a. Estimated Federal cash outlays that will be made during period covered by the advance	\$
b. Less: Estimated balance of Federal cash on hand as of beginning of advance period	
c. Amount requested (Line a minus line b)	\$

## 13. CERTIFICATION

I certify that to the best of my knowledge and belief the data above are correct and that all outlays were made in accordance with the grant conditions or other agreement and that payment is due and has not been previously requested.

SIGNATURE OF AUTHORIZED CERTIFYING OFFICIAL

[Redacted Signature]

DATE REQUEST SUBMITTED

April 17, 1984

TYPED OR PRINTED NAME AND TITLE

B.H. Atcheson, Manager, Accounting and Budgets

TELEPHONE Area Code 404 Number 894-3438 Extension

This space for agency use

A-3287

FINANCIAL STATUS REPORT <small>(Follow instructions on the back)</small>			1. FEDERAL AGENCY AND ORGANIZATIONAL ELEMENT TO WHICH REPORT IS SUBMITTED U.S. Dept. of Commerce/EDA 14th Constitution Ave., NW, Washington, DC 20230		2. FEDERAL GRANT OR OTHER IDENTIFYING NUMBER 04-26-01734-30		OMB Approved No. 80-RO180		PAGE 1 OF 1 PAGES	
3. RECIPIENT ORGANIZATION (Name and complete address, including ZIP code)  Georgia Tech Research Institute Georgia Institute of Technology Atlanta, GA 30384			4. EMPLOYER IDENTIFICATION NUMBER AH58-0603146		5. RECIPIENT ACCOUNT NUMBER OR IDENTIFYING NUMBER A-3287		6. FINAL REPORT <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO		7. BASIS <input checked="" type="checkbox"/> CASH <input type="checkbox"/> ACCRUAL	
			8. PROJECT/GRANT PERIOD (See instructions) FROM (Month, day, year) 7/1/82 TO (Month, day, year) 9/30/84				9. PERIOD COVERED BY THIS REPORT FROM (Month, day, year) 1/1/84 TO (Month, day, year) 3/31/84			
10. STATUS OF FUNDS										
PROGRAMS/FUNCTIONS/ACTIVITIES ▶		(a)	(b)	(c)	(d)	(e)	(f)	TOTAL (g)		
a. Net outlays previously reported		\$1,127,037.14	\$	\$	\$	\$	\$	\$1,127,037.14		
b. Total outlays this report period		39,732.25						39,732.25		
c. Less: Program income credits		15,627.09						15,627.09		
d. Net outlays this report period (Line b minus line c)		24,105.16						24,105.16		
e. Net outlays to date (Line a plus line d)		1,151,142.30						1,151,142.30		
f. Less: Non-Federal share of outlays E-122-211 & E-902-807		30,668.08						30,668.08		
g. Total Federal share of outlays (Line e minus line f)		1,120,474.22						1,120,474.22		
h. Total unliquidated obligations		7,189.53						7,189.53		
i. Less: Non-Federal share of unliquidated obligations shown on line h		-0-						-0-		
j. Federal share of unliquidated obligations		7,189.53						7,189.53		
k. Total Federal share of outlays and unliquidated obligations		1,127,663.75						1,127,663.75		
l. Total cumulative amount of Federal funds authorized		1,200,000.00						1,200,000.00		
m. Unobligated balance of Federal funds		72,336.25						72,336.25		
11. PERCENT EXPENSE		b. TYPE OF RATE (Place "X" in appropriate box) <input type="checkbox"/> PROVISIONAL <input type="checkbox"/> PREDETERMINED <input type="checkbox"/> FINAL <input checked="" type="checkbox"/> FIXED		13. CERTIFICATION I certify to the best of my knowledge and belief that this report is correct and complete and that all outlays and unliquidated obligations are for the purposes set forth in the award documents.		SIGNATURE OF AUTHORIZED CERTIFYING OFFICIAL  TYPED OR PRINTED NAME AND TITLE B.H. Atcheson, Manager Accounting and Budgets		DATE REPORT SUBMITTED April 17, 1984 TELEPHONE (Area code, number and extension) 404-894-3438		
c. RATE 49.4%		d. TOTAL AMOUNT 23,536.14		e. FEDERAL SHARE 11,626.84		12. REMARKS: Attach any explanations deemed necessary or information required by Federal sponsoring agency in compliance with awarding legislation.				

SOUTHEASTERN TAAC  
 Project No. A3605  
 Cooperative Agreement No. 99-26-07155-30  
 1983 Funds

FISCAL MANAGEMENT REPORT  
 Period: 1/1/84-3/31/84

Includes new funds and unspent funds from previous years

Budget Line Item	Budget	THRU LAST PERIOD 7/1/83-12/31/83			CURRENT PERIOD 1/1/84-3/31/84			TO DATE 7/1/83-3/31/84			Free Balance	Cost Share Collection	Adjusted Free Balance
		Enc.	Exp.	Enc. & Exp.	Enc.	Exp.	Enc. & Exp.	Enc.	Exp.	Enc. & Exp.			
Personnel	686,479	0	106,162	106,162	0	155,244	155,244	0	261,406	261,406	425,073		425,073
Personnel Burden	159,950	0	23,909	23,909	0	35,420	35,420	0	59,329	59,329	100,621		100,621
Consulting Services	110,977	3,014	8,233	11,247	15,826	19,497	35,323	18,840	27,730	46,570	64,407	5,923	70,330
Travel	70,000	3,596	16,412	20,008	3,908	25,466	29,374	7,504	41,878	49,382	20,610		20,610
Equipment	11,000	6,547	1,210	7,757	12,317	2,317	0	4,230	3,527	7,757	3,243		3,243
Consumables	6,000	0	308	308	820	1,616	2,436	820	2,004	2,824	3,176		3,176
Printing & Publications	5,500	0	901	901	654	2,207	2,861	654	3,100	3,762	1,730		1,730
GT Computer	3,416	0	1,043	1,043	0	1,442	1,442	0	2,405	2,405	931		931
Seminars & Conferences	4,500	0	110	110	0	665	665	0	775	775	3,725		3,725
Industry & Marketing Ref	5,000	0	67	67	730	890	1,620	730	965	1,695	3,305		3,305
Indirect (OH)	502,394	0	76,866	76,866	0	119,910	119,910	0	196,776	196,776	305,610		305,610
TOTAL	1,565,216	13,157	235,301	248,458	19,621	364,681	384,302	32,778	599,982	632,760	932,456	5,923	938,379



IN-KIND COST SHARING FOR COOPERATIVE AGREEMENT 99-26-07155-30 (1983 Funds)

PROJECT NO. A3605

Account E-122-213

July 1, 1982 - March 31, 1984

<u>BUDGET LINE ITEM</u>	<u>BUDGET</u>	<u>PROGRAM TO DATE</u>		<u>FREE BALANCE</u>
		<u>E122-213</u>	<u>TOTAL</u>	
Personnel	\$ 29,003	\$19,615.27	\$19,615.27	\$ 9,387.73
Personnel Burden	6,761	3,546.69	3,546.69	3,214.31
Indirect	<u>17,800</u>	<u>11,442.01</u>	<u>11,442.01</u>	<u>6,357.99</u>
<b>TOTAL</b>	\$ 53,564	\$34,603.97	\$34,603.97	\$18,960.03

# REQUEST FOR ADVANCE OR REIMBURSEMENT

Approved by Office of Management and Budget, No. 80-RO183 PAGE 1 OF 1 PAGES

1. TYPE OF PAYMENT REQUESTED

a. "X" one, or both boxes

☐ ADVANCE ☒ REIMBURSEMENT

b. "X" the applicable box

☐ FINAL ☒ PARTIAL

2. BASIS OF REQUEST

☒ CASH ☐ ACCRUAL

(See instructions on back)

3. FEDERAL SPONSORING AGENCY AND ORGANIZATIONAL ELEMENT TO WHICH THIS REPORT IS SUBMITTED Dept. of Commerce  
14th Constitution Ave., N.E.  
Washington, DC 20230

4. FEDERAL GRANT OR OTHER IDENTIFYING NUMBER ASSIGNED BY FEDERAL AGENCY #99-26-07155-30

5. PARTIAL PAYMENT REQUEST NUMBER FOR THIS REQUEST 2

6. EMPLOYER IDENTIFICATION NUMBER AH58-0603146

7. RECIPIENT'S ACCOUNT NUMBER OR IDENTIFYING NUMBER A-3605

8. PERIOD COVERED BY THIS REQUEST

FROM (month, day, year) 1/1/84 TO (month, day, year) 3/31/84

9. RECIPIENT ORGANIZATION

Name Georgia Tech Research Institute

Number Georgia Institute of Technology

City, State and ZIP Code Atlanta, GA 30332

10. PAYEE (Where check is to be sent is different than item 9)

Name :

Number and Street :

City, State and ZIP Code :

## 11. COMPUTATION OF AMOUNT OF REIMBURSEMENTS/ADVANCES REQUESTED

	(a)	(b)	(c)	TOTAL
PROGRAMS/FUNCTIONS/ACTIVITIES ▶				
a. Total program outlays to date (As of date) 3/31/84	\$ 634,586.37	\$	\$	\$ 634,586.37
b. Less: Cumulative program income	5,922.76			5,922.76
c. Net program outlays (Line a minus line b)	628,663.61			628,663.61
d. Estimated net cash outlays for advance period	-0-			-0-
e. Total (Sum of lines c & d)	628,663.61			628,663.61
E-122-213				
f. Non-Federal share of amount on line e	34,603.97			34,603.97
g. Federal share of amount on line e	594,059.64			594,059.64
h. Federal payments previously requested	234,476.28			234,476.28
i. Federal share now requested (Line g minus line h)	359,583.36			359,583.36
j. Advances required by month, when requested by Federal grantor agency for use in making pre-scheduled advances				
1st month				
2nd month				
3rd month				

## 12. ALTERNATE COMPUTATION FOR ADVANCES ONLY

a. Estimated Federal cash outlays that will be made during period covered by the advance	\$
b. Less: Estimated balance of Federal cash on hand as of beginning of advance period	
c. Amount requested (Line a minus line b)	\$

## 13. CERTIFICATION

I certify that to the best of my knowledge and belief the data above are correct and that all outlays were made in accordance with the grant conditions or other agreement and that payment is due and has not been previously requested.

SIGNATURE OF AUTHORIZED CERTIFYING OFFICIAL [Redacted]

DATE REQUEST SUBMITTED April 18, 1984

TYPED OR PRINTED NAME AND TITLE B.H. Atcheson, Manager Accounting and Budgets

TELEPHONE Area Code 404 Number 894-3438 Extension

This space for agency use

# FINANCIAL STATUS REPORT

(Follow instructions on the back)

RECIPIENT ORGANIZATION (Name and complete address, including ZIP code)

Georgia Tech Research Institute  
Georgia Institute of Technology  
Atlanta, GA 30332

1. FEDERAL AGENCY AND ORGANIZATIONAL ELEMENT TO WHICH REPORT IS SUBMITTED

U.S. Dept. of Commerce/EDA  
14 & Constitution Ave., N.W., Washington, DC 20230

2. FEDERAL GRANT OR OTHER IDENTIFYING NUMBER

99-26-07155-30

OMB Approved  
No. 80-RO180

PAGE OF

1 1 PAGES

4. EMPLOYER IDENTIFICATION NUMBER

AH58-0603146

5. RECIPIENT ACCOUNT NUMBER OR IDENTIFYING NUMBER

A-3605

6. FINAL REPORT

☐ YES ☒ NO

7. BASIS

☒ CASH ☐ ACCRUAL

8. PROJECT/GRANT PERIOD (See instructions)

FROM (Month, day, year)

7/1/83

TO (Month, day, year)

6/30/84

9. PERIOD COVERED BY THIS REPORT

FROM (Month, day, year)

1/1/84

TO (Month, day, year)

3/31/84

## STATUS OF FUNDS

PROGRAMS/FUNCTIONS/ACTIVITIES ▶	(a)	(b)	(c)	(d)	(e)	(f)	TOTAL (g)
Net outlays previously reported	\$ 252,403.64	\$	\$	\$	\$	\$	\$ 252,403.64
Total outlays this report period	381,357.73						381,357.73
Less: Program income credits	5,097.76						5,097.76
Net outlays this report period (Line b minus line c)	376,259.97						376,259.97
Net outlays to date (Line a plus line d)	628,663.61						628,663.61
E-122-213							
Less: Non-Federal share of outlays	34,603.97						34,603.97
Total Federal share of outlays (Line e minus line f)	594,059.64						594,059.64
Total unliquidated obligations	32,777.17						32,777.17
Less: Non-Federal share of unliquidated obligations shown on line h	-0-						-0-
Federal share of unliquidated obligations	32,777.17						32,777.17
Total Federal share of outlays and unliquidated obligations	626,836.81						626,836.81
Total relative amount of Federal funds authorized	1,565,216.00						1,565,216.00
Unobligated balance of Federal funds	938,379.19						938,379.19

RECEIVED

a. TYPE OF RATE

(Place "X" in appropriate box)

☐ PROVISIONAL ☒ PREDETERMINED ☐ FINAL ☐ FIXED

b. RATE

49.4% MDTC

c. BASE

251,058.80

d. TOTAL AMOUNT

124,023.06

e. FEDERAL SHARE

118,508.84

13. CERTIFICATION

I certify to the best of my knowledge and belief that this report is correct and complete and that all outlays and unliquidated obligations are for the purposes set forth in the award documents.

SIGNATURE OF AUTHORIZED CERTIFYING OFFICIAL

[Redacted Signature]

TYPED OR PRINTED NAME AND TITLE

B.H. Atcheson, Manager  
Accounting and Budgets

DATE REPORT SUBMITTED

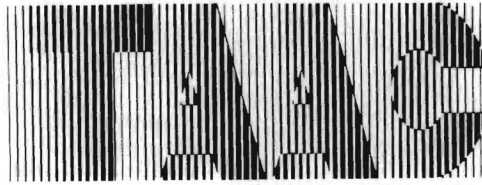
April 18, 1984

TELEPHONE (Area code, number and extension)

404-894-3438

REMARKS: Attach any explanations deemed necessary or information required by Federal sponsoring agency in compliance with awarding legislation.

**SOUTHEASTERN**



**TRADE  
ADJUSTMENT  
ASSISTANCE  
CENTER**

**Project - A-3287**

**Cooperative Agreements  
04-26-07134-30**

**PROJECT STATUS REPORT  
FOR  
THE SOUTHEASTERN TRADE ADJUSTMENT  
ASSISTANCE CENTER**

**Quarterly Report for April-June, 1984**

**By  
Johanna Williams  
Robert W. Springfield  
Melanie Meeker**

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## ANALYSIS OF ACTIVITIES

### Certification Petition Assistance

Table 1 (refer to page 2) indicates that thirty-six firms received Certification Assistance from Southeastern TAAC during the fourth quarter of FY 83-84, 7 firms were certified as eligible for assistance.

### Initial Assistance

As of June 30, 1984, 32 firms were receiving initial assistance. Five cases were completed during the quarter.

### Post Loan Monitoring Assistance

In the current quarter, one firm was in-process for loan monitoring assistance.

### Requests for Proposals Issued April-June, 1984

- |    |                       |                          |
|----|-----------------------|--------------------------|
| 1. | <b>Firm:</b>          | Sparta Spoke             |
|    | <b>RFP Objective:</b> | Production Control Study |
|    | <b>Status:</b>        | Contract Awarded         |
|    | <b>Cost:</b>          | \$37,300                 |
| 2. | <b>Firm:</b>          | Sparta Spoke             |
|    | <b>RFP Objective:</b> | Yield Improvement Study  |
|    | <b>Status:</b>        | Contract Awarded         |
|    | <b>Cost:</b>          | \$16,500                 |
| 3. | <b>Firm:</b>          | Superior Moulding        |
|    | <b>RFP Objective:</b> | Production Control Study |
|    | <b>Status:</b>        | Contract Awarded         |
|    | <b>Cost:</b>          | \$40,120                 |
| 4. | <b>Firm:</b>          | Tennessee Bolt & Screw   |
|    | <b>RFP Objective:</b> | Cost Control Study       |
|    | <b>Status:</b>        | Proposals Received       |
|    | <b>Cost:</b>          | \$75,000                 |
| 5. | <b>Firm:</b>          | Gennett Lumber           |
|    | <b>RFP Objective:</b> | Kiln Design Study        |
|    | <b>Status:</b>        | Contract Awarded         |
|    | <b>Cost:</b>          | \$16,350                 |
| 6. | <b>Firm:</b>          | Campbell & Dann          |
|    | <b>RFP Objective:</b> | Productivity Study       |
|    | <b>Status:</b>        | Contract Awarded         |
|    | <b>Cost:</b>          | \$8,500                  |
| 7. | <b>Firm:</b>          | Truluck Vineyards        |
|    | <b>RFP Objective:</b> | Market Feasibility Study |
|    | <b>Status:</b>        | Proposals Received       |
|    | <b>Cost:</b>          | \$10,000                 |

**TABLE 1**  
**FIRM ACTIVITY SUMMARY**  
**SOUTHEASTERN TAAC**  
**As of 6-30-84**

	<u>Number of Cases</u>
<b><u>Certification Assistance</u></b>	
1. Assistance completed - firms certified	7
2. Assistance completed - assigned inactive	11
3. Assistance in process	
a. Client has petition, has not begun	4
b. Client has petition, has partially completed	5
c. Petition accepted as of 6-30-84 awaiting TACD action	5
d. Petition submitted, awaiting TACD action	4
e. Withdrawn	0
Total in process	<u>18</u>
Total number of firms receiving certification assistance	36
<b><u>Initial Assistance</u></b>	
1. Completed - with loan application assistance	2
2. Completed - without loan application assistance	3
3. Completed - assigned to inactive status	0
4. In process as of 6-30-84	<u>32</u>
Total initial assistance cases	37
<b><u>Loan Applications</u></b>	
1. In process	2
2. Approved (total dollars)	\$862,000
Total Loan Applications	2
<b><u>Implementation Assistance</u></b>	
1. Completed	0
2. In process	<u>20</u>
Total implementation assistance cases	20
<b><u>Loan Monitoring Assistance</u></b>	
1. Completed	0
2. In process	<u>1</u>
Total loan monitoring assistance cases	1

## **ANALYSIS OF FIRMS RECEIVING ASSISTANCE**

### **Industry Participation**

In Table 2, the SIC distributions of client firms are compared for the periods ending December 31, 1983, March 31, 1984, and June 30, 1984.

At the end of the current quarter, the Southeastern TAAC's caseload was distributed over 13 industrial classifications. Industrial classifications holding the greatest percentage of firms included apparel machinery, and lumber with 32, 11, and 11 percent respectively.

### **State Participation**

Of the Southeastern TAAC's cases currently in-process, most firms involved are located in the states of North Carolina, Georgia, and Florida (25, 19 and 13 percent, respectively). These data are shown in Table 3. The state showing the lowest firm participation is Mississippi with only 5 percent of the total cases being located in that state.



Table 2  
CASE DISTRIBUTION BY MAJOR SIC GROUPS

	12/83		3/84		6/84	
	<u>Cases</u>	<u>%of Total</u>	<u>Cases</u>	<u>%of Total</u>	<u>Cases</u>	<u>%of Total</u>
Agricultural 0000-0999	0	0	0	0	0	0
Mining 1000-1999	0	0	0	0	0	0
Manufacturing - Food 2000-2099	1	1.6	2	3	2	3
Manufacturing - Textiles 2200-2299	4	6.6	4	6	2	3
Manufacturing - Apparel 2300-2399	16	26.6	21	30	25	32
Manufacturing - Lumber 2400-2499	5	8.3	4	6	8	11
Manufacturing - Furniture 2500-2599	6	10.0	6	8	5	7
Manufacturing - Paper Goods 2600-2699	0	0	0	0	0	0
Manufacturing - Printing 2700-2799	0	0	0	0	0	0
Manufacturing - Chemicals 2800-2899	0	0	0	0	0	0
Manufacturing - Rubber & Plastic Products 3000-3099	4	6.6	5	7	5	7
Manufacturing - Leather 3100-3199	1	1.6	1	1	1	1
Manufacturing - Stone, Glass, Concrete 3200-3299	1	1.6	1	1	1	1

Table 2, continued

	12/83		3/84		6/84	
	<u>Cases</u>	<u>%of Total</u>	<u>Cases</u>	<u>%of Total</u>	<u>Cases</u>	<u>%of Total</u>
Manufacturing - Primary Metals 3300-3399	2	3.3	2	3	2	3
Manufacturing - Fabricated Metals 3400-3499	4	6.6	5	7	7	9
Manufacturing - Machinery 3500-3599	6	10.0	7	10	8	11
Manufacturing - Electrical 3600-3699	3	5.0	4	6	4	5
Manufacturing - Transportation Equipment 3700-3799	0	0	1	1	0	0
Manufacturing - Instruments & Optics 3800-3899	1	1.6	1	1	0	0
Manufacturing - Miscellaneous 3900-3999	<u>6</u>	<u>10.0</u>	<u>7</u>	<u>10</u>	<u>6</u>	<u>8</u>
TOTALS	60		71		76	

**Table 3**  
**CASE DISTRIBUTION BY STATE**

<u>State</u>	<u>Universe</u>	<u>% of Total Universe</u>	<u>In Process As of 12/83</u>		<u>In Process As of 3/84</u>		<u>In Process As of 6/84</u>	
			<u>Cases</u>	<u>% of Total Cases</u>	<u>Cases</u>	<u>% of Total Cases</u>	<u>Cases</u>	<u>% of Total Cases</u>
Alabama	1480	10	4	7	6	8	7	9
Florida	3637	25	8	13	10	14	10	13
Georgia	1617	11	15	25	16	22	14	19
Kentucky	1009	7	2	3	4	6	8	11
Mississippi	1023	7	3	5	3	4	4	5
North Carolina	3015	20	18	30	21	29	19	25
South Carolina	1195	8	4	7	4	6	7	9
Tennessee	<u>1748</u>	<u>12</u>	<u>6</u>	<u>10</u>	<u>8</u>	<u>11</u>	<u>7</u>	<u>9</u>
TOTALS	14724	100%	60	100%	72	100%	76	100%

## OUTREACH

### Summary of Outreach Activity

During the current quarter, a total of 23 firms requested and received information concerning the Trade Adjustment Assistance Program. The total number of inquiries for FY 83-84 is currently 55. Seven petitions were accepted this quarter. This acceptance level indicated a slight increase in petition activity, when compared to the same period of time (i.e., April, May, June) in the previous funding year when 6 petitions were accepted. The number of firms certified this quarter was seven.

### State and Federal Government Contacts

During the current quarter, outreach activities included many government contacts. These contacts were either for the purpose of information exchange or publication/press release. These contacts were as follows:

<b>Contract:</b>	Ms. Ann Cooper
<b>Agency:</b>	Alabama Chamber of Commerce
<b>Purpose:</b>	Publication Press Release
<b>Contact:</b>	Mr. Grace McKown
<b>Agency:</b>	South Carolina State Development Board
<b>Purpose:</b>	Publication Press Release
<b>Contact:</b>	Mr. Hugh Owens
<b>Agency:</b>	South Carolina State Development Board
<b>Purpose:</b>	Information Exchange & Client Development
<b>Contact:</b>	Mr. Neil Spirtas
<b>Agency:</b>	Florida Department of Commerce
<b>Purpose:</b>	Information Exchange
<b>Contact:</b>	Ms. Ann Mason
<b>Agency:</b>	Jacksonville Chamber of Commerce
<b>Purpose:</b>	Publication Press Release
<b>Contact:</b>	Mr. George Snyder
<b>Agency:</b>	State of Mississippi
<b>Purpose:</b>	Department of Economic Development Publication Press Release
<b>Contact:</b>	Mr. Adrian Catarzi
<b>Agency:</b>	Office of Congressman Smith Hollywood, Florida
<b>Purpose:</b>	Information Exchange
<b>Contact:</b>	Mr. John Patrick
<b>Agency:</b>	South Carolina State Development Board
<b>Purpose:</b>	Information Exchange

### State and Federal Government Contacts (continued)

**Contact:** Mr. Alvah Ward  
**Agency:** North Carolina Department of Commerce  
**Purpose:** Information Exchange

**Contact:** Mr. Thomas B. Broughton, Sr.  
**Agency:** North Carolina DOC  
Business Assistance Division  
**Purpose:** Information Exchange

**Contact:** Senator Walter Huddleston  
**Agency:** United States Senate  
**Purpose:** Mailing

**Contact:** Senator Thad Cochran  
**Agency:** United States Senate  
**Purpose:** Mailing

**Contact:** Senator Ernest Hollings  
**Agency:** United States Senate  
**Purpose:** Continued discussion on mailing

### Trade Association Contacts

During the quarter there were two contacts with trade associations; Hardwood Dimension Manufacturers Association (HDMA) and Athletic Institute of the Sporting Goods Manufacturing Association (SGMA). These trade associations were contacted for the purpose of holding cooperative mailings:

**Contact:** Mr. Steve Losser  
**Agency:** Hardwood Dimension Manufacturers Association  
**Purpose:** Cooperative Mailing

**Contact:** Mr. Duston Cole  
**Agency:** Athletic Institute (SGMA)  
**Purpose:** Cooperative Mailing

### Media Contacts

In addition to the media contacts (i.e., press release/publications) which are being handled cooperatively with state and federal government agencies four other media contacts were made. These contacts included editorial replies and publication/press releases:

**Contact:** Mr. Paul Magnusson  
**Agency:** Florida Trend Magazine  
**Purpose:** Editorial Reply

**Contact:** Mr. Alan Jenks  
**Agency:** Jenk's Southeastern Business Letter  
**Purpose:** Publication Press Release

### **Media Contacts (continued)**

**Contact:** Mr. Barney Dubois  
**Media Source:** Memphis Business Journal  
**Purpose:** Publication Press Release

**Contact:** Mr. William Armstrong  
**Media Source:** North Carolina Magazine  
**Purpose:** Editorial Reply

### **Successes**

During the quarter a number of successes were completed. In addition to the authorized outreach staff of Ed Lindsey and Ken Kucera, Dave Marsh and Lois Nelson completed numerous Outreach contacts in Florida. Two hundred fifty-five inquiries were received from Florida manufacturers of non-electric machinery and other "hi-tech" industries (SIC's 35, 36 and 37). Two hundred and twenty-seven of these firms did not qualify for Trade Adjustment Assistance. Of the 27 qualified firms, 21 were not interested in completing the application at this time, 4 are interested visits are being scheduled by TAAC Outreach personnel to the following firms: Hunte-Wilde; Woolums; Maddox Foundry; and Repco. Two other firms, Larco and Chemform, have been visited, however, have postponed submission of their petitions. Another firm, Woodco, has submitted a petition. Two additional firms (i.e., Humphries Lumber, Montgomery, Alabama and Power Dry, Inc., Easley, South Carolina) have been sent information for distribution to their wood processing clients.

Other successes included the following:

- o Full page article in Memphis Business Journal related to the furniture industry and TAAC.
- o Article released in Alabama Development News on TAAC.
- o Article released in "Business Notebook", a publication from Congressman Wyche Fowler.
- o Development of new TAAC promotional materials.
- o Equipment ordered to make "mailing" process more efficient: tractor feed; new terminal; and printer.

### **Problems**

The primary problem this quarter has been the delay in certification due to the backlog in the Certification Division (ITA).

## **PROBLEMS ENCOUNTERED AND SUCCESSES ENCOUNTERED**

### **Staff**

One person joined the SETAAC staff this quarter, Mrs. Marsha White. Marsha joined the staff as a Senior Secretary. There were no terminations during the quarter. SETAAC is currently operating fully staffed.

### **Facilities and Equipment**

The move off campus to the Life of Georgia Building was completed June 2, 1984. Each professional staff member now has adequate office space (i.e., no TAAC professional shares an office with another person). A new touch tone telephone system (Essx 1) was installed with the move to the Life of Georgia Building. The Essx 1 System has a variety of features which were previously unavailable. Each staff member has a private line which facilitates greater numbers of calls.

### **Client Satisfaction**

During the quarter SETAAC continued to survey client firms in an attempt to gain corrective feedback for the improvement of assistance delivery (Refer to Table 4 for results). Seventy-five percent of the questionnaires were returned during the quarter with four firms being surveyed. The scores indicated an improvement on five items. Overall client satisfaction received a perfect score this quarter as shown in Table 4. Items related to "timeliness" and "personnel well informed technical/business" continue to be scored lower than other items. To address this issue of timeliness staff development has been aimed at training in time management. Client evaluations continue to be a rich source of feedback for the technical assistance project team.

### **Staff Development**

Human resources development activities were implemented with both the professional and support staff during the third quarter of FY 83-84. Several staff development training sessions were held during the quarter. These included the following:

#### **Project Data Acquisition:**

The Head of Computer Search Services, Price Gilbert Library, conducted a training session for the project staff. The presentation began with a 15-20 minute overview of general resources which are available to the staff. The resources discussed were directly related to specific staff needs for individual cases. These are available through the information exchange at the library and at the time of the training session rarely used by the project staff.

**SETAAC ANALYSIS OF CLIENT SATISFACTION**  
**BASED ON A SCALE OF 1 TO 100**  
**(100 BEING MAXIMUM)**

	1st Quarter	2nd Quarter	3rd Quarter
Personnel: Cooperative	97.3	97.0	100.0
Personnel: Courteous	99.5	100.0	100.0
Personnel: Professional	99.5	97.0	100.0
Personnel: Well informed Technical/Business	90.0	89.0	90.0
Personnel: Well informed in general	100.0	94.0	100.0
Reports and Correspondence: Technical Quality	90.6	96.0	100.0
Reports and Correspondence: Readability	93.3	100.0	93.7
Reports and Correspondence: Usefulness	90.6	96.0	100.0
Reports and Correspondence: Timeliness	94.5	87.5	75.0
Reports and Correspondence: Providing Recommendations	--	96.0	93.7
Relevant Schedules Met	78.5	--	--
Overall Satisfaction	96.0	98.0	100.0



Following the overview the instructor gave demonstration of on-line data search and acquisition techniques directly related to specific industries. After the demonstration the instructor worked with small groups of staff members answering questions about specific industry information. The instructor answered these questions via acquisition techniques of the on-line data base. The information presented was important to the work that each staff member is doing. Accessing these data bases can result in significant reductions in research time, as well as enhanced client specific support data. Acquisition of these industry data is necessary content for project deliverables (e.g., Adjustment Plans, Diagnostic Reports).

#### Project Impact of Marketing Strategies (PIMS):

Jon Schmidt chaired a session on the topic PIMS. In brief, the PIMS project (Project Impact of Marketing Strategy) is based on the concept of pooled business experience. A computer-based regression model uses real-life experiences (empirical data) of a large number of businesses in a large number of situations to explain and predict profitability. Two of the many reports generated by the model include the "PAR" R.O.I. Report and the Strategy Sensitivity Report.

The "PAR" R.O.I. Report indicates the return on investment that is normal, or "par," and identifies the firm's strengths and weaknesses as they relate to profitability. This report can be used as a tool in performing the diagnostic analysis of TAAC clients.

The Strategy Sensitivity Report gives an analysis of possible strategic moves available to the firm, with estimates of the potential profit or loss. Jon provided the project staff with written material explaining PIMS one week prior to the session. The session was two hours in length and began with an overview of the subject. Discussions were held between staff members as to how PIMS can be utilized on specific cases.

Apparel Industry Measurement: Charles France, who is proficient in measurement techniques in the apparel industry, conducted a short workshop explaining and demonstrating how to quantify direct labor losses and productivity potential using triangulation. Following his presentation a group discussion/question and answer session was held. Questions and answers addressed specific ongoing technical assistance projects.

Planning, Organizing, and Controlling Time: Bob Springfield and Charles Estes lead a training session in time management. They began this workshop with a film, "The Time of Your Life." The fundamentals of time management were addressed. Six rules of time management were identified and discussed:

- o List goals and set priorities
- o Make a daily "to do" list
- o Start with top priority items
- o Make minute to minute decisions
- o Handle each piece of paper only once
- o Do it now

Follow up sessions will be held to insure that employees are developing necessary time management skills.

**CASE HISTORIES  
CASE HISTORY NO. I**

**Product Line:** --- The primary product produced by this firm is kiln dried hard wood lumber.

**Employment:** --- 22 personnel

**Sales:** ---\$ 2 million per year in sales

**TECHNICAL ASSISTANCE PHASE:**

**Firm Situation and Problems:**

1. The difference between the price the company was paying for raw materials and the price finished products were selling for was insufficient to cover overhead costs.
2. There was a bottleneck in the process in that the dry kiln capacity was limited to 240,000 board feet kiln capacity.
3. Operating expenses were too high.

**Assistance Provided by SETAAC:**

1. During the diagnostic phase an economic analysis was conducted to determine if a dry kiln would be profitable.
2. The Adjustment Plan has been approved.
3. SETAAC has assisted the firm with a TAA loan application to build a dry kiln in the amount of \$400,000. ITA's loan officer's initial review was favorable.
4. Technical assistance is being provided to design a new dry kiln.

**Results:**

1. As a result of prices firming up the client is currently turning a profit. This year's profit is \$130,000 +, as compared to a loss last year.
2. The construction of a dry kiln has started.
3. Operating expenses have been analyzed by the firm since the diagnostic phase recommendations were made.
4. After reviewing the diagnostic report firm management was less resistant in admitting that problems existed in the firm.
5. The marketing strategy has changed to include exporting most of their production.
6. Not only is there increased profit, but also increased sales.
7. The employment level has increased with the hiring of two people since TAAC assistance. It is predicted that 2-3 more employees will be hired.

## CASE HISTORY NO. II

**Product Line:** --- The firm's primary product was wood burning stoves.

**Employment:** --- 145 employees; currently employment is zero.

**Sales:** --- \$20,549,000 annually at certification

### **TECHNICAL ASSISTANCE PHASE**

#### **Firm History:**

1. The firm trademark was the best known in the industry. Trademark was synonymous with wood burning stove; as "Kleenex" is with tissue or "Coke" is with soda.
2. At its peak, 1979-1980, the firm produced 100,000 stoves per year. In 1983 only 27,000 stoves were produced.
3. The company was faced with a number of lawsuits. These suits involved another stove manufacturer, one with which they previously subcontracted.

#### **Firm Situation and Problems:**

1. Import competition in the wood stove market has been significant.
2. Firm had no cost control, no accounting system, no policy or procedures over dealerships, and employee theft was a problem.
3. Company was purchased by new investors during certification process.
4. Firm was not well managed. The owner of the firm, inventor of the wood burning stove, had a fourth grade education. As a result he lacked the management skills to operate the firm.

#### **Assistance Provided by SETAAC:**

1. Diagnostic was helpful to new management team because provided a lot of market information and clear short-term and long-term needs in functional areas.
2. New investors sold company before adjustment plan was submitted.

#### **Results:**

1. SETAAC was instrumental in educating the new management team. Financial projections were provided by SETAAC which served as information for decision making.
2. Acquired by another company which bought trademark, but not the assets.

**STATUS OF FIRMS WITH ACCEPTED ADJUSTMENT PLANS**

	06/30/84
A. # of firms with accepted adj. plans 10/01/83-12/30/83	25
B. # not started but expected to be started in 2-3 months	6
C. Assistance started, not complete	13
D. Completed	3
assistance:	04
01 - not known	02
02 - successful, recovery expected	02
03 - not successful, recovery not expected	
04 - firm recovered	
05 - firm out of business	
E. Inactive	3
F. Started, not expected to be completed	0

SOUTHEASTERN TAAC  
Project No. A3287  
Cooperative Agreement No. 04-26-07134-30  
1982 Funds

FISCAL MANAGEMENT REPORT  
Period: 4/1/84-6/30/84

Budget Line Item	Budget	THRU LAST PERIOD 7/1/82-3/31/84			CURRENT PERIOD 4/1/84-6/30/84			TO DATE 7/1/82-6/30/84			Free Balance	Cost Share Collection	Adjusted Free Balance
		Enc.	Exp.	Enc. & Exp.	Enc.	Exp.	Enc. & Exp.	Enc.	Exp.	Enc. & Exp.			
Personnel	488,498	0	484,625	484,625	0	10,053	10,053	0	494,678	494,678	(6,180)		(6,180)
Personnel Burden	99,968	0	98,697	98,697	0	2,249	2,249	0	100,946	100,946	(978)		(978)
Consulting Services	119,166	1,264	63,222	64,486	(1,016)	0	(1,016)	248	63,222	63,470	55,696	5,868	61,563
Travel	86,795	1,819	83,194	85,013	(1,819)	980	(839)	0	84,174	84,174	2,621		2,621
Equipment	18,168	3,927	14,241	18,168	(1,665)	1,665	0	2,262	15,906	18,168	0		0
Consumables	6,988	75	6,844	6,919	(75)	6	(69)	(0)	6,850	6,850	138		138
Printing & Publications	12,468	0	12,467	12,467	0	0	0	0	12,467	12,467	1		1
GT Computer	3,387	0	3,155	3,155	0	24	24	0	3,179	3,179	128		128
Seminars & Conferences	5,362	0	5,165	5,165	0	0	0	0	5,165	5,165	197		197
Industry & Marketing Ref	9,982	105	9,687	9,792	(105)	28	(77)	0	9,715	9,715	267		267
Indirect (OH)	375,930	0	365,813	365,813	0	6,589	6,589	0	372,402	372,402	3,528		3,528
<b>TOTAL</b>	<b>1,226,632</b>	<b>7,190</b>	<b>1,147,111</b>	<b>1,154,301</b>	<b>(4,680)</b>	<b>21,594</b>	<b>16,914</b>	<b>2,510</b>	<b>1,168,705</b>	<b>1,171,214</b>	<b>55,418</b>	<b>5,868</b>	<b>61,285</b>

IN-KIND COST SHARING FOR COOPERATIVE AGREEMENT 04-26-07134-30 (1982 Funds)

PROJECT NO. A3287

Account E-902-807  
Account E-122-211

July 1, 1982 - June 30, 1984

<u>BUDGET LINE ITEM</u>	<u>BUDGET</u>	<u>PROGRAM TO DATE</u>			<u>FREE BALANCE</u>
		<u>E-902-807</u>	<u>E-122-211</u>	<u>TOTAL</u>	
Personnel	\$16,654	\$ 441	\$ 16,214	\$ 16,655	\$ (1)
Personnel Burden	3,497	95	3,947	4,042	(545)
Travel	740	739	0	739	1
Indirect	<u>9,860</u>	<u>602</u>	<u>8,630</u>	<u>9,232</u>	<u>628</u>
 TOTAL	 \$30,751	 \$ 1,877	 \$ 28,791	 \$ 30,668	 \$ 83

# REQUEST FOR ADVANCE OR REIMBURSEMENT

Approved by Office of Management and Budget, No. 80-RO183 PAGE 1 OF 1 PAGES

1. TYPE OF PAYMENT REQUESTED

a. "X" one, or both boxes

☐ ADVANCE ☒ REIMBURSEMENT

b. "X" the applicable box

☐ FINAL ☒ PARTIAL ☐ ACCRUAL

2. BASIS OF REQUEST

☒ CASH

(See instructions on back)

3. FEDERAL SPONSORING AGENCY AND ORGANIZATIONAL ELEMENT TO WHICH THIS REPORT IS SUBMITTED

Dept of Commerce  
14 Constitution Ave., N.W.  
Washington, DC 20230

4. FEDERAL GRANT OR OTHER IDENTIFYING NUMBER ASSIGNED BY FEDERAL AGENCY

04-26-07134-30

5. PARTIAL PAYMENT REQUEST NUMBER FOR THIS REQUEST

8

6. EMPLOYER IDENTIFICATION NUMBER

AH58-0603146

7. RECIPIENT'S ACCOUNT NUMBER OR IDENTIFYING NUMBER

A-3287

8. PERIOD COVERED BY THIS REQUEST

FROM (month, day, year) TO (month, day, year)

4/1/84 6/30/84

9. RECIPIENT ORGANIZATION

Name Georgia Tech Research Institute

Number and Street Georgia Institute of Technology

City, State, and ZIP Code Atlanta, GA 30384

Name :

Number and Street :

City, State, and ZIP Code :

## 11. COMPUTATION OF AMOUNT OF REIMBURSEMENTS/ADVANCES REQUESTED

	(a)	(b)	(c)	TOTAL
PROGRAMS/FUNCTIONS/ACTIVITIES ▶				
a. Total program outlays to date (As of date) 6/30/84	\$1,199,367.48	\$	\$	\$ 1,199,367.48
b. Less: Cumulative program income	32,499.35			32,499.35
c. Net program outlays (Line a minus line b)	1,166,868.13			1,166,868.13
d. Estimated net cash outlays for advance period	-0-			-0-
e. Total (Sum of lines c & d)	1,166,868.13			1,166,868.13
E-122-211 & E-902-807	30,668.08			30,668.08
f. Non-Federal share of amount on line e				
g. Federal share of amount on line e	1,136,200.05			1,136,200.05
h. Federal payments previously requested	1,120,474.22			1,120,474.22
i. Federal share now requested (Line g minus line h)	15,725.83			15,725.83
j. Advances required by month, when requested by Federal grantor agency for use in making pre-scheduled advances	1st month			
	2nd month			
	3rd month			

## 12. ALTERNATE COMPUTATION FOR ADVANCES ONLY

a. Estimated Federal cash outlays that will be made during period covered by the advance	\$
b. Less: Estimated balance of Federal cash on hand as of beginning of advance period	
c. Amount requested (Line a minus line b)	\$

## 13. CERTIFICATION

I certify that to the best of my knowledge and belief the data above are correct and that all outlays were made in accordance with the grant conditions or other agreement and that payment is due and has not been previously requested.

SIGNATURE OF AUTHORIZED CERTIFYING OFFICIAL

DATE REQUEST SUBMITTED

July 25, 1984

TYPED OR PRINTED NAME AND TITLE

B. H. Atcheson, Manager  
Accounting and Budgets

TELEPHONE

Area Code 404

Number 894-3438

Extension

This space for agency use



# FINANCIAL STATUS REPORT

(Follow instructions on the back)

1. FEDERAL AGENCY AND ORGANIZATIONAL ELEMENT TO WHICH REPORT IS SUBMITTED  
U. S. Dept. of Commerce/EDA  
14th Constitution Ave., NW, Washington, DC 20230

2. FEDERAL GRANT OR OTHER IDENTIFYING NUMBER  
04-26-01734-30

OMB Approved  
No. 05-RO180  
PAGE 1 OF 1  
PAGES

3. RECIPIENT ORGANIZATION (Name and complete address, including ZIP code)

Georgia Tech Research Institute  
Georgia Institute of Technology  
Atlanta, GA 30384

4. EMPLOYER IDENTIFICATION NUMBER  
AH58-0603146

5. RECIPIENT ACCOUNT NUMBER OR IDENTIFYING NUMBER  
A-3287

6. FINAL REPORT  
☐ YES ☒ NO

7. BASIS  
☒ CASH ☐ ACCRUAL

8. PROJECT/GRANT PERIOD (See instructions)

FROM (Month, day, year)

7/1/82

TO (Month, day, year)

9/30/84

9. PERIOD COVERED BY THIS REPORT

FROM (Month, day, year)

4/1/84

TO (Month, day, year)

6/30/84

10.

## STATUS OF FUNDS

PROGRAMS/FUNCTIONS/ACTIVITIES ▶	(a)	(b)	(c)	(d)	(e)	(f)	TOTAL (g)
a. Net outlays previously reported	\$ 1,151,142.30	\$	\$	\$	\$	\$	\$ 1,151,142.30
b. Total outlays this report period	21,593.33						21,593.33
c. Less: Program income credits	5,867.50						5,867.50
d. Net outlays this report period (Line b minus line c)	15,725.83						15,725.83
e. Net outlays to date (Line a plus line d)	1,166,868.13						1,166,868.13
f. Less: Non-Federal share of outlays E-122-211 & E-902-807	30,668.08						30,668.08
g. Total Federal share of outlays (Line e minus line f)	1,136,200.05						1,136,200.05
h. Total unliquidated obligations	2,509.42						2,509.42
i. Less: Non-Federal share of unliquidated obligations shown on line h	-0-						-0-
j. Federal share of unliquidated obligations	2,509.42						2,509.42
k. Total Federal share of outlays and unliquidated obligations	1,138,709.47						1,138,709.47
l. Total cumulative amount of Federal funds authorized	1,200,000.00						1,200,000.00
m. Unobligated balance of Federal funds	61,290.53						61,290.53

11. TYPE OF RATE (Place "X" in appropriate box) <input type="checkbox"/> PROVISIONAL <input type="checkbox"/> PREDETERMINED <input type="checkbox"/> FINAL <input checked="" type="checkbox"/> FIXED	a. TYPE OF RATE (Place "X" in appropriate box) <input type="checkbox"/> PROVISIONAL <input type="checkbox"/> PREDETERMINED <input type="checkbox"/> FINAL <input checked="" type="checkbox"/> FIXED
b. RATE 49.4%	c. BASE 13,338.95
d. TOTAL AMOUNT 6,589.43	e. FEDERAL SHARE 6,589.43

12. REMARKS: Attach any explanations deemed necessary or information required by Federal sponsoring agency in compliance with awarding legislation.

## 13. CERTIFICATION

I certify to the best of my knowledge and belief that this report is correct and complete and that all outlays and unliquidated obligations are for the purposes set forth in the award documents.

SIGNATURE OF AUTHORIZED CERTIFYING OFFICIAL

TYPED OR PRINTED NAME AND TITLE  
B. H. Atcheson, Manager  
Accounting & Budgets

DATE REPORT SUBMITTED

August 3, 1984

TELEPHONE (Area code, number and extension)  
(404) 894-3438

STATUS  
Pending

U.S. GPO (12-76)  
Office of Management and Budget

A-3287

SOUTHEASTERN TAAC  
Project No. A3287  
Cooperative Agreement No. 84-26-87134-30  
1982 Funds

FISCAL MANAGEMENT REPORT  
Period: 7/1/84-9/30/84

Budget Line Item	THRU LAST PERIOD 7/1/82-6/30/84			CURRENT PERIOD 7/1/84-9/30/84			TO DATE 7/1/82-9/30/84			Free Balance	Cost Share Collection	Adjusted Free Balance
	Budget	Enc.	Exp.	Enc. & Exp.	Enc.	Exp.	Enc. & Exp.	Enc.	Exp.	Enc. & Exp.		
Personnel	529,197	0	494,678	494,678	0	34,514	34,514	0	529,192	529,192	5	5
Personnel Burden	189,333	0	188,946	188,946	0	8,387	8,387	0	189,333	189,333	0	0
Consulting Services	62,634	248	63,222	63,470	0	0	0	248	63,222	63,470	(836)	634 (202)
Travel	84,179	0	84,174	84,174	0	0	0	0	84,174	84,174	5	5
Equipment	15,911	2,262	15,986	18,168	0	0	0	2,262	15,986	18,168	(2,257)	(2,257)
Consumables	6,855	0	6,850	6,850	0	13	13	0	6,863	6,863	(8)	(8)
Printing & Publications	12,468	0	12,467	12,467	0	0	0	0	12,467	12,467	1	1
GT Computer	3,184	0	3,179	3,179	0	0	0	0	3,179	3,179	5	5
Seminars & Conferences	5,170	0	5,165	5,165	0	0	0	0	5,165	5,165	5	5
Industry & Marketing Ref	9,773	0	9,715	9,715	28	40	68	28	9,755	9,783	(10)	110
Indirect (DH)	396,161	0	372,402	372,402	0	23,754	23,754	0	396,156	396,156	5	5
TOTAL	1,234,865	2,510	1,168,704	1,171,214	28	66,788	66,736	2,538	1,235,413	1,237,951	(3,085)	634 (2,451)

A-3287

## FINANCIAL STATUS REPORT

(Follow instructions on the back)

1. RECIPIENT ORGANIZATION (Name or complete address, including ZIP code)

Georgia Tech Research Corporation  
Georgia Institute of Technology  
P. O. Box 100117  
Atlanta, GA 30384

2. FEDERAL AGENCY AND ORGANIZATIONAL ELEMENT TO WHICH REPORT IS SUBMITTED

U. S. Dept. of Commerce/EDA  
14th & Constitution AVE, NW, Washington, DC 20230

3. FEDERAL GRANT OR OTHER IDENTIFYING NUMBER

04-26-07134-30

OMB Approved  
No. 60-RO180

PAGE 1 OF 1

4. EMPLOYER IDENTIFICATION NUMBER

AH58-0603146

5. RECIPIENT ACCOUNT NUMBER OR IDENTIFYING NUMBER

A-3287

6. FINAL REPORT

☐ YES ☒ NO

7. BASIS

☒ CASH ☐ ACCRUAL

8. PROJECT/GRANT PERIOD (See instructions)

FROM (Month, day, year)

7/1/82

TO (Month, day, year)

9/30/84

9. PERIOD COVERED BY THIS REPORT

FROM (Month, day, year)

7/1/84

TO (Month, day, year)

9/30/84

		STATUS OF FUNDS					
PROGRAMS/FUNCTIONS/ACTIVITIES ▶	(a)	(b)	(c)	(d)	(e)	(f)	TOTAL (g)
a. Net outlays previously reported	\$ 1,166,868.13	\$	\$	\$	\$	\$	\$ 1,166,868.13
b. Total outlays this report period	66,708.30						66,708.30
c. Total Program income credits	2,999.29						2,999.29
d. Net outlays this report period (Line b minus Line c)	63,709.01						63,709.01
e. Net outlays to date (Line a plus Line d)	1,230,577.14						1,230,577.14
f. E-122-211 & E-902-807							
g. Total Federal share of outlays (Line e minus Line f)	30,668.08						30,668.08
h. Total Federal share of outlays (Line g plus Line f)	1,199,909.06						1,199,909.06
i. Total unliquidated obligations	2,537.37						2,537.37
j. Total Federal share of unliquidated obligations shown on line h	2,446.43						2,446.43
k. Federal share of unliquidated obligations	90.94						90.94
l. Total Federal share of outlays and unliquidated obligations	1,200,000.00						1,200,000.00
m. Total available amount of Federal funds authorized	1,200,000.00						1,200,000.00
n. Difference between total of Federal funds	-0-						-0-

11. CERTIFICATION

I certify to the best of my knowledge and belief that this report is correct and complete and that all outlays and unliquidated obligations are for the purposes set forth in the award documents.

SIGNATURE OF AUTHORIZED CERTIFYING OFFICIAL

TYPED OR PRINTED NAME AND TITLE

B. H. Atcheson, Manager,  
Accounting and Budgets

DATE REPORT SUBMITTED

October 22, 1984

TELEPHONE (Area code, number and extension)  
(404) 894-3435

12. REMARKS (Attach any calculations deemed necessary or information required by Federal sponsoring agency in compliance with award conditions)

# REQUEST FOR ADVANCE OR REIMBURSEMENT

Approved by Office of Management and Budget, No. 60-RO183 PAGE 1 OF 1 PAGES

1. TYPE OF PAYMENT REQUESTED  
☐ ADVANCE ☒ REIMBURSEMENT  
☒ FINAL ☐ PARTIAL ☐ ACCRUAL

2. BASIS OF REQUEST  
☒ CASH  
☐ OTHER

4. FEDERAL GRANT OR OTHER IDENTIFYING NUMBER ASSIGNED BY FEDERAL AGENCY  
 04-26-07134-30

5. PARTIAL PAYMENT REQUEST NUMBER FOR THIS REQUEST  
 9

(See instructions on back.)  
 3. FEDERAL SPONSORING AGENCY AND ORGANIZATIONAL ELEMENT TO WHICH THIS REPORT IS SUBMITTED  
 Dept of Commerce  
 14th Constitution Ave., N.W.  
 Washington, DC 20230

6. EMPLOYER IDENTIFICATION NUMBER  
 AH58-0603146

7. RECIPIENT'S ACCOUNT NUMBER OR IDENTIFYING NUMBER  
 A-3287

8. PERIOD COVERED BY THIS REQUEST  
 FROM (month, day, year) 7/1/84 TO (month, day, year) 9/30/84

9. RECIPIENT ORGANIZATION  
 Name: Georgia Tech Research Corporation  
 Number and Street: Georgia Institute of Technology, P. O. Box 100117  
 City, State and ZIP Code: Atlanta, GA 30384

10. PAYEE (Is here check is to be sent is different than item 9)  
 Name:  
 Number and Street:  
 City, State and ZIP Code:

## 11. COMPUTATION OF AMOUNT OF REIMBURSEMENTS/ADVANCES REQUESTED

	(a)	(b)	(c)	TOTAL
PROGRAMS/FUNCTIONS/ACTIVITIES ▶				
a. Total program outlays to date (As of date) 9/30/84	\$ 1,266,075.78	\$	\$	\$ 1,266,075.78
b. Less: Cumulative program income	35,498.64			35,498.64
c. Net program outlays (Line a minus line b)	1,230,577.14			1,230,577.14
d. Estimated net cash outlays for advance period	90.94			90.94
e. Total (Sum of lines c & d)	1,230,668.08			1,230,668.08
E-122-211 & E-902-807	30,668.08			30,668.08
f. Non-Federal share of amount on line e				
g. Federal share of amount on line e	1,200,000.00			1,200,000.00
h. Federal payments previously requested	1,136,200.05			1,136,200.05
i. Federal share now requested (Line g minus line h)	63,799.95			63,799.95
j. Advances required by month, when requested by Federal grantor agency for use in making pre-scheduled advances				
1st month				
2nd month				
3rd month				

## 12. ALTERNATE COMPUTATION FOR ADVANCES ONLY

a. Estimated Federal cash outlays that will be made during period covered by the advance \$

b. Less: Estimated balance of Federal cash on hand as of beginning of advance period

c. Amount requested (Line a minus line b) \$

## 13. CERTIFICATION

I certify that to the best of my knowledge and belief the data above are correct and that all outlays were made in accordance with the grant conditions or other agreement and that payment is due and has not been previously requested.

SIGNATURE OF AUTHORIZED CERTIFYING OFFICIAL  
 [Signature]  
 TYPED OR PRINTED NAME AND TITLE  
 B. H. Atcheson, Manager, Accounting and Budgets

DATE REQUEST SUBMITTED  
 October 22, 1984

Area Code Number Extension  
 404 894-3435

TELEPHONE

This space for agency use

# AUDIT REPORT

SOUTHEASTERN REGIONAL  
TECHNICAL ADJUSTMENT ASSISTANCE CENTER  
FOR THE PERIOD 10/1/83 THROUGH 9/30/84  
ON COOPERATIVE AGREEMENT No.  
04-26-07134-30 AS AMENDED



GEORGIA INSTITUTE OF TECHNOLOGY  
Department of Internal Auditing  
Atlanta, Georgia 30332



November 30, 1984

TO: Dr. J. M. Pettit, President  
Georgia Institute of Technology  
Atlanta, Georgia 30332

FROM: Department of Internal Auditing

SUBJECT: Audit Report on the Southeastern Regional Technical Adjustment  
Assistance Center for the Period 10/1/83 through 9/30/84 on  
Cooperative Agreement No. 04-26-07134-30 as Amended

### 1. Introduction

This audit was performed as a requirement of the U. S. Department of Commerce International Trade Administration Cooperative Agreement No. 04-26-07134-30 with the Georgia Tech Research Institute (now the Georgia Tech Research Corporation). The audit report is intended for use with this cooperative agreement and should not be used for any other purpose.

### 2. Background

The Georgia Tech Research Institute was awarded Cooperative Agreement No. 04-26-07134-30 for \$1,333,517 from the Department of Commerce International Trade Administration (ITA) in July 1982. This agreement provided for the continuance of operations of the Technical Adjustment Assistance Center (TAAC) to assist trade-impacted firms in the Southeast. The agreement was amended in October 1984 to reduce the funding level to \$1,266,431.

### 3. Purpose and Scope

The objectives of our audit were to determine the allowability of costs incurred under the cooperative agreement, the adequacy of the accounting system, and compliance by TAAC with cooperative agreement terms and conditions. Accordingly, we reviewed internal controls and made such tests of TAAC operations and records as we deemed necessary. Our audit work was confined to the

reporting of financial costs and did not include a review of narrative reports. Our examination was limited to the period of October 1, 1983, through September 30, 1984, and did not include expenditures made after September 30, 1984, for amounts obligated (encumbered) as of September 30, 1984.


#### 4. Findings

In our opinion, the Southeastern Regional Technical Adjustment Assistance Center was generally administered in accordance with the ITA cooperative agreement. We did find, however, that encumbrances (obligations) totaling \$2,538 were reported to ITA as of September 30, 1984, but would not be expended under this agreement. We also noted that the method of recording financial information was changed from a cash basis to an accrual basis on July 1, 1984. Because of initial start-up problems in the accounting system, some Institute records of expenses were not properly posted. Although no TAAC expenses were found to have been omitted from the records and TAAC personnel stated that, to the best of their knowledge, all appropriate expenses were recorded, the possibility exists that not all TAAC expenditures were recorded.

#### 5. Recommendation

We recommend that TAAC revise its September 30, 1984, report to reflect the encumbrance reduction.

Respectfully submitted,

  
H. T. Marshall  
Director of Internal Auditing

Participating Auditors:  
Carl Johnson, Manager  
John Stone  
Larry Webster

HTM/ws

SOUTHEASTERN REGIONAL TECHNICAL ADJUSTMENT ASSISTANCE CENTER  
COOPERATIVE AGREEMENT NO. 04-26-07134-30  
FINAL STATUS REPORT  
FOR THE PERIOD ENDED SEPTEMBER 30, 1984

	<u>Amounts Reported</u>	<u>Actual Per Audit</u>	<u>Differences</u>
<u>PROGRAMS/FUNCTIONS/ACTIVITIES</u>			
Net outlays previously reported as of June 30, 1984	\$1,166,868	\$1,166,868	\$ ---
Total outlays this period, July 1, 1984, to September 30, 1984	\$ 66,708	\$ 66,715	\$ 7
Less program income credits	<u>2,999</u>	<u>2,999</u>	<u>---</u>
Net outlays this period	\$ 63,709	\$ 63,716	\$ 7
Net outlays at September 30, 1984	\$1,230,577	\$1,230,584	\$ 7
Less non-Federal share	<u>30,668</u>	<u>30,668</u>	<u>---</u>
Total Federal share of outlays	\$1,199,909	\$1,199,916	\$ 7
Total unliquidated obligations	\$ 2,537	\$ ---	\$ <2,537>
Less non-Federal share	<u>2,446</u>	<u>---</u>	<u>&lt;2,446&gt;</u>
Federal share of unliquidated obligations	\$ 91	\$ ---	\$ <91>
Total Federal share of outlays and unliquidated obligations	\$1,200,000	\$1,199,916	\$ <84>
Total cumulative share of Federal funds authorized	<u>1,200,000</u>	<u>1,200,000</u>	<u>---</u>
Unobligated balance of Federal funds	<u>\$ ---</u>	<u>\$ 84</u>	<u>\$ 84</u>

Note: All encumbrances reported should have been unencumbered at September 30, 1984. The \$7 error in outlays was a mistake made in completing the report.



SOUTHEASTERN REGIONAL TECHNICAL ADJUSTMENT ASSISTANCE CENTER  
COOPERATIVE AGREEMENT NO. 04-26-07134-30  
EXPENSE AND ENCUMBRANCE FINAL REPORT  
FOR THE PERIOD ENDED SEPTEMBER 30, 1984

<u>Category</u>	<u>Budget</u>	<u>Costs Claimed</u>	<u>Costs per Audit</u>	<u>Differences</u>
Personnel:				
Federal share	\$ 529,197	\$ 529,192	\$ 529,193	\$ 1
Grantee share	<u>16,654</u>	<u>16,655</u>	<u>16,655</u>	<u>---</u>
Total personnel	<u>\$ 545,851</u>	<u>\$ 545,847</u>	<u>\$ 545,848</u>	<u>\$ 1</u>
Personnel burden:				
Federal share	\$ 109,333	\$ 109,333	\$ 109,333	\$ ---
Grantee share	<u>3,497</u>	<u>4,042</u>	<u>4,042</u>	<u>---</u>
Total personnel burden	<u>\$ 112,830</u>	<u>\$ 113,375</u>	<u>\$ 113,375</u>	<u>\$ ---</u>
Total personnel and personnel burden	<u>\$ 658,681</u>	<u>\$ 659,222</u>	<u>\$ 659,223</u>	<u>\$ 1</u>
Consulting:				
Federal share	\$ 27,769	\$ 27,971	\$ 27,723	\$ <248>
Cost-sharing	<u>35,680</u>	<u>35,499</u>	<u>35,499</u>	<u>---</u>
Total consulting	<u>\$ 63,449</u>	<u>\$ 63,470</u>	<u>\$ 63,222</u>	<u>\$ &lt;248&gt;</u>
Consumable supplies	<u>\$ 6,855</u>	<u>\$ 6,863</u>	<u>\$ 6,863</u>	<u>\$ ---</u>
Travel:				
Federal share	\$ 84,179	\$ 84,174	\$ 84,176	\$ 2
Grantee share	<u>740</u>	<u>739</u>	<u>739</u>	<u>---</u>
Total travel	<u>\$ 84,919</u>	<u>\$ 84,913</u>	<u>\$ 84,915</u>	<u>\$ ---</u>
Equipment	<u>\$ 15,911</u>	<u>\$ 18,168</u>	<u>\$ 15,906</u>	<u>\$ &lt;2,262&gt;</u>
Printing/Publications	<u>\$ 12,468</u>	<u>\$ 12,467</u>	<u>\$ 12,467</u>	<u>\$ ---</u>
Seminars and conferences	<u>\$ 5,170</u>	<u>\$ 5,165</u>	<u>\$ 5,165</u>	<u>\$ ---</u>

<u>Category</u>	<u>Budget</u>	<u>Costs Claimed</u>	<u>Costs per Audit</u>	<u>Differences</u>
Industry marketing references	\$ 9,773	\$ 9,783	\$ 9,755	\$ <28>
Computer services	\$ 3,184	\$ 3,179	\$ 3,179	\$ ---
Indirect costs:				
Federal share	\$ 396,161	\$ 396,156	\$ 396,156	\$ ---
Grantee share	9,860	9,232	9,232	---
Total indirect costs	\$ 406,021	\$ 405,388	\$ 405,388	\$ ---
Totals	<u>\$1,266,431</u>	<u>\$1,268,618</u>	<u>\$1,266,083</u>	<u>\$ &lt;2,535&gt;</u>

Notes:

1. This schedule includes total costs associated with the cooperative agreement. It includes the Federal share, the Institute's share, and the various clients' cost-sharing amounts. The difference of \$<2,535> on this schedule is \$2,451 less than the difference shown on Schedule 1. This variation was caused by:

Institute cost-sharing encumbered	\$ 2,446
Federal outlay error on final status report	7
Rounding errors	<u>&lt;2&gt;</u>
Total difference addition	<u>\$ 2,451</u>

2. The \$2,535 net difference was the result of eliminating all encumbrances and having a reduction of \$3 in rounding errors.
3. The Federal budget was exceeded by \$13 for consumable supplies.

SOUTHEASTERN REGIONAL TECHNICAL ADJUSTMENT ASSISTANCE CENTER  
COOPERATIVE AGREEMENT NO. 04-26-07134-30  
COST-SHARING ANALYSIS

COST-SHARING CONTRACTS AS OF SEPTEMBER 30, 1984:

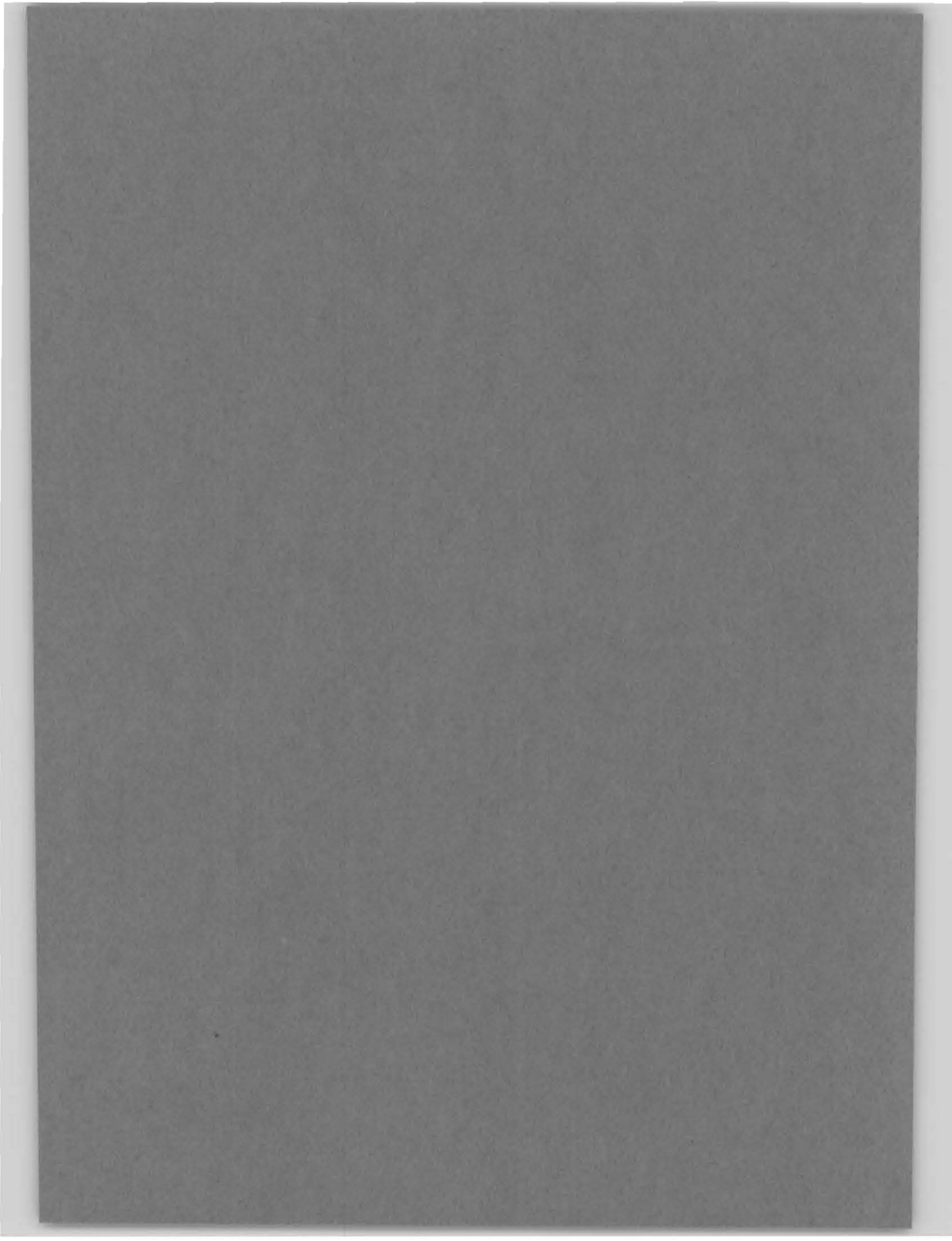
Total cost-sharing contracts	\$ 77,993
Billings to firms under cost-sharing as of September 30, 1984	\$ 35,686
Plus amounts billed after September 30, 1984, for costs incurred through September 30, 1984	<u>66</u>
Net billings	<u>35,752</u>
Contracted amounts not billed through September 30, 1984	<u>\$ 42,241</u>

DUE ON COST-SHARING AGREEMENTS THROUGH SEPTEMBER 30, 1984:

Total due from client firms on costs incurred through September 30, 1984	\$ 35,752
Collections on cost-sharing agreements	<u>35,499</u>
Accounts receivable at September 30, 1984, including \$66 unbilled at that date	<u>\$ 253</u>

AGING OF ACCOUNTS RECEIVABLE:

Unbilled at September 30, 1984	\$ 66
30 to 60 days	<u>187</u>
Total accounts receivable	<u>\$ 253</u>





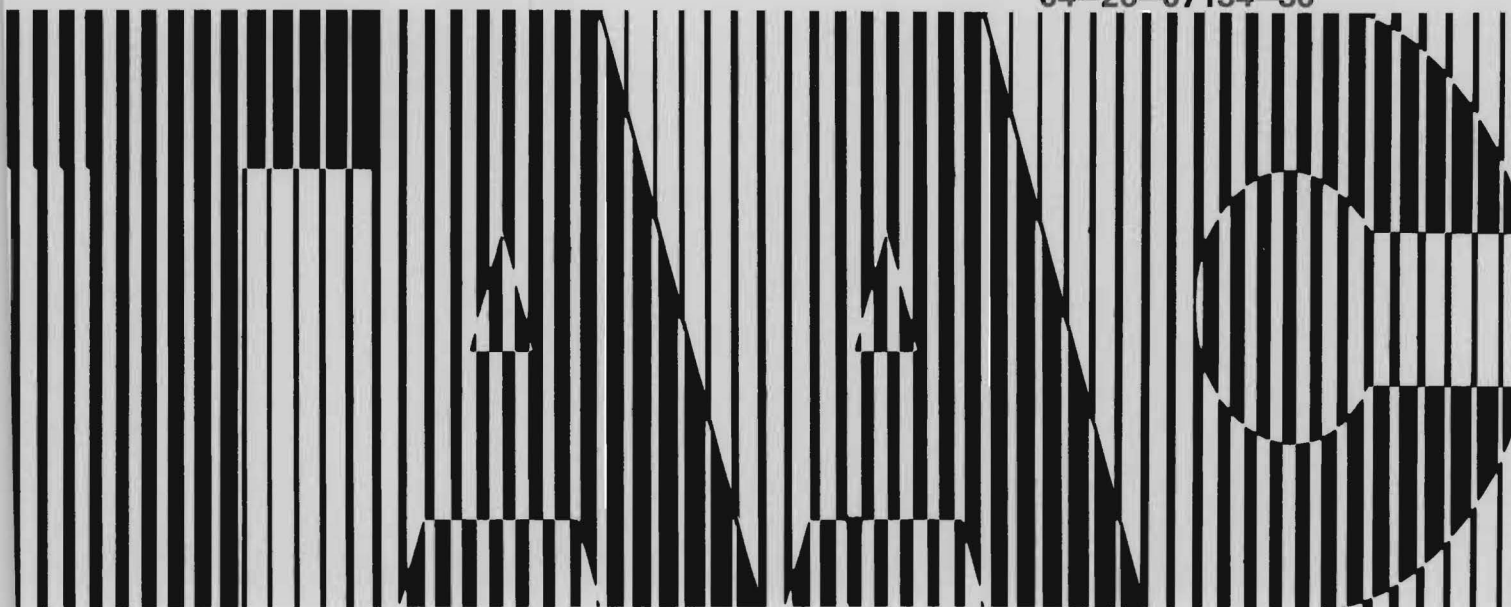
## **ANNUAL REPORT**

July 1, 1982—September 30, 1983

Cooperative Agreement Numbers:

04-26-07095-31

04-26-07134-30



## **SOUTHEASTERN TRADE ADJUSTMENT ASSISTANCE CENTER**

**Georgia Institute of Technology**  
A Unit of the University System of Georgia  
Engineering Experiment Station  
Economic Development Laboratory  
Atlanta, Georgia 30332

A Program of the International Trade Administration

Cooperative Agreement Numbers:  
04-26-07095-31  
04-26-07134-30

**SOUTHEASTERN TRADE ADJUSTMENT  
ASSISTANCE CENTER (TAAC)**

**ANNUAL REPORT**  
**July 1, 1982 - September 30, 1983**

This technical assistance project was accomplished under co-operative agreements from the International Trade Administration. The statements, findings, conclusions, recommendations, and other data in this report are solely those of the co-operator and/or its consultants and do not necessarily reflect the views of the International Trade Administration.

Southeastern Trade Adjustment Assistance Center  
Business Development Division  
Engineering Experiment Station  
Georgia Institute of Technology  
Atlanta, Georgia 30332

December, 1983

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\* \* \*

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\* \* \*

### Appendix

1. Demographic Tables - Southern U.S.

## INTRODUCTION

This report reviews the activity of the Southeastern Trade Adjustment Assistance Center (SETAAC) for the period of July 1, 1982 through September 30, 1983, and represents the SETAAC's fifth year of operation. The report contains analyses of activity for the areas of client development, post-certification assistance and post-approval assistance as well as internal changes in the TAAC itself.

The Southeastern Trade Adjustment Assistance Center was created on September 15, 1978, by a grant from the Economic Development Administration, U.S. Department of Commerce. The TAAC was established for the express purpose of providing assistance, as authorized by the Trade Act of 1974, to eligible and potentially eligible manufacturing firms located in Alabama, Florida, Georgia, Kentucky, Mississippi, North Carolina, South Carolina, and Tennessee. Eligibility was based on a decline in sales and/or production and employee levels resulting from import competition.

The SETAAC was established as an operating branch of the Business Development Division, Economic Development Laboratory, Engineering Experiment Station of the Georgia Institute of Technology (i.e., Georgia Tech).

The basic mission of the TAAC is fourfold:

**INFORMATION INITIATIVE:** To disseminate information about the Trade Adjustment Assistance (TAA) program and the SETAAC. The SETAAC Outreach program responds to inquiries from firms within the eight-state southeastern service area. These firms have been harmed by increasing direct competition from imports. To disseminate information to other interested third parties and otherwise publicize TAA through all practical means.

**CERTIFICATION:** To assist manufacturing firms, competing with import competition, in understanding the TAA program; and assist firms in obtaining certification of eligibility for receipt of TAA program benefits.



TECHNICAL ASSISTANCE: To provide goal oriented technical assistance for the purpose of re-establishing client firms as stable, economically viable business entities.

LOAN ASSISTANCE: To provide pre-application loan assistance to manufacturing firms seeking to secure approval of financial assistance.

During the first four funding periods, the SETAAC engaged in a variety of activities. For example, during the initial grant period, primary activities included development of an information initiative network. Several methods were implemented to establish the information initiative network which included the utilization of existing university centers within the southeastern region, program promotion to primary and secondary contacts, and certification assistance to potentially eligible firms.

Subsequent funding periods included the following activities: (1) continued refinement of the internal organizational structure, (2) refinement of the methodology, (3) adjustments to policy changes, and (4) managing the evolution of the TAAC to a fully-staffed, mature, operating unit. Each funding period has experienced its own unique set of problems and successes.

Since the time when it was initially funded in 1978, the SETAAC has worked with 169 certified firms with total employment of 31,659 and sales of \$859,240,000. Firms in the southeastern region working with TAAC, EDA, and ITA have received 29 loans totaling \$26,379,000. On July 1, 1981, the Economic Development Administration refunded the SETAAC for a period of 12 months, enabling the SETAAC to continue assisting clients certified during the previous funding period. In addition, the SETAAC responded to demands for service from newly identified potentially eligible firms.

On July 10, 1981, the Georgia Tech Research Institute (GTRI) was offered a one-year extension which amended the term "Grant" to "Cooperative Agreement" in order to clarify the legal relationship between the Department of Commerce and GTRI. On December 18, 1981, GTRI received an amendment which changed the Federal Administrator from the Economic Development Administration to the International Trade Administration, U. S. Department of Commerce.

On July 1, 1982, GTRI received a new cooperative agreement to extend the SETAAC's operations for another 12 months, through September 30, 1983. The results of the activities and related accomplishments, problems, and program development of the Southeastern Trade Adjustment Assistance Center's fifth funding period are discussed in this report. The report also addresses the Center's preparation for its future program delivery.

**SUMMARY OF ACTIVITIES**  
**July 1, 1982 - September 30, 1983**

The following assessment of the SETAAC's efforts-to-date, within the current fiscal period, highlights progress within key elements of the program. Specifically addressed are problems and successes encountered during the fifth funding year.

**Summary of Outreach Activity**

A total of 123 inquiries was made during the fifteen-month period. This total included results recorded during the first six months of the 82-83 fiscal year which involved 61 firms requesting and receiving information about the Trade Adjustment Assistance Program. During the last six months of FY 82-83 and the first quarter of FY 83-84 62 firms requested and received information concerning the program.

During the first quarter of FY 82-83, the SETAAC professional staff outlined a new outreach program. This outreach program was designed in compliance with ITA policy. Three sources of outreach contact were included in the program: (1) trade and industry associations, (2) public media sources, and (3) state and congressional contracts. Each of these sources is discussed below.

Trade and Industry Associations: Initial contact with many trade associations was made prior to FY 82-83, and further development of contacts/relationships with these agencies was emphasized during the first and second quarters of FY 82-83. Trade association contact was made by telephone, mail, personal visits, and trade show attendance.

Eight national and international trade shows were attended during the fifteen-month period which included the following:

- (1) International Woodworking Fair
- (2) International Fabrics Association International Trade Fair
- (3) Bobbin Show/AAMA Convention 1982 and 1983
- (4) Southern Furniture Market
- (5) National Sporting Goods Association Trade Show and Convention
- (6) Miami Boat Show
- (7) Atlanta Furniture Market
- (8) South Carolina International Trade Conference

In addition to trade show attendance, contacts were made with the following trade associations:

- (1) Hardwood Dimension Manufacturers Association
- (2) National Association of Furniture Manufacturers
- (3) Woodworking Machinery Manufacturers Associations
- (4) Southern Furniture Manufacturers Association
- (5) Industrial Fabrics Association
- (6) American Apparel Manufacturing Association
- (7) Southern Apparel Contractors Association
- (8) National Association of Manufacturers
- (9) National Sporting Goods Manufacturers Association
- (10) Machine Tool Builders Association
- (11) Associated Industries of Florida

Public Media Sources: An additional result of trade show attendance was that several third-party referral sources were identified. These included media, publishing and consultant contacts. Five articles about Trade Adjustment Assistance were published as a result of these contacts. The following list represents publications in FY 82-83.

1. "Hurt by Imports? Help Awaits Minus the Usual Hassle," Modern Textile Business, September, 1982, pp. 1 and 38.
2. "Times to Ease Import Crunch Widely Unused," Modern Knitting Management, September/October, 1982, pp. 1 and 12.

3. "Manufacturers Feel Impact of Imports," Wood and Wood Products, January, 1983, p.6.
4. "T-A-A-C Spells Import Relief," Wood and Wood Products, February, 1983, p.6.
5. "Small Firms Can Export Too," Apparel Industry Magazine, March, 1983, pp. 78-79.

Other public media sources have included press releases in daily newspapers of major cities in the Southeast. Such releases were a follow-up to releases of FY 81-82 which generated positive results. More than fifty of these follow-up releases were issued during the first quarter of the fifth funding period. All articles have endorsed the Trade Adjustment Assistance Center.

State and Congressional Contacts: Contacts have been made with state government offices. It is hoped that these contacts will result in the referral of constituents to the SETAAC. During the second quarter of the funding period SETAAC initially contacted staff members and visited the Governor of North Carolina, Mr. James Hunt. The purpose of this meeting was to explain and discuss the Trade Adjustment Assistance Program to Mr. Hunt, representatives of the North Carolina Department of Commerce, and a representative of the Southern Furniture Manufacturing Association.

During the third quarter, procedures for following-up meetings held with Governor James Hunt of North Carolina were initiated and it was decided that a mass mailing would be conducted. Based on SIC codes and specified parameters, the SETAAC Outreach staff identified 700 potential client firms. Letters were mailed in phases to manufacturing firms in the state of North Carolina. Letters were first mailed to furniture manufacturers then to apparel manufacturers. Such letters were sent on Governor Hunt's letterhead with his signature. The content of the letter explained the Trade Adjustment Assistance Program and the benefits that are available to eligible firms.

Plans were initiated during the second quarter for a meeting with representatives of Georgia's Governor, Mr. Joe Frank Harris. This meeting was held during the third

quarter of FY 82-83 and resulted in a request that letters explaining the Trade Adjustment Program be sent to Georgia firms. As a result, Governor Joe Frank Harris of Georgia mailed a letter, similar to the one mailed by Governor Hunt, to manufacturing firms in the state. Letters were sent with Governor Harris' signature on his letterhead stationery.

In mid-June 1983, telephone calls were made as a follow-up to the mailing. These calls were made to potential client firms in the states of Georgia and North Carolina who had received the letters. The services of a part-time professional employee, who specializes in telephone surveys, were utilized on a temporary basis to conduct the telephone solicitation. Calls were made to determine eligibility of firms who had received the letters sent under Governor Hunt's and Governor Harris' signatures. Thirty-five interested parties who possibly qualified as potential clients were sent additional information about the Trade Adjustment Assistance Program.

In addition, four senators and two congressmen were contacted, during the fifteen month period, about the TAAC outreach mailings. All have expressed a willingness to participate in similar mailings for their districts. These mailings are currently in process, with one completed by the end of this report period. SETAAC's certification and certification assistance efforts to date are shown in Exhibit I, with 94 firms receiving pre-certification assistance and 56 firms receiving post-certification assistance.

#### **Analysis of Technical Assistance Activities**

Exhibit I is a statistical analysis of the level of assistance provided during the fifteen-month period in fiscal year 1982-83 through September 30, 1983. Exhibit I also depicts the trend in types of assistance provided.

Analyses of technical assistance activities were conducted for four levels of technical assistance which include: (1) pre-certification petition assistance, (2) post-certification assistance, (3) post-approval assistance, and (4) loan monitoring assistance. Information for technical assistance during FY 82-83 is summarized in Exhibit I.

**EXHIBIT I**  
**FIRM ACTIVITY SUMMARIES**

	<u>7/78-9/79</u>	<u>10/79-6/80</u>	<u>7/80-6/81</u>	<u>7/81-6/82</u>	<u>7/82-9/83</u>
<b><u>Pre-Certification Asst.</u></b>					
Total Number of Firms Receiving Pre-Certification Assistance During Period.	56	62	48	86	94
<b><u>Post-Certification Asst. (Phase I)</u></b>					
Total Number of Firms Receiving Post-Certification Assistance (Phase I) During Period	16	41	67	38	56
<b><u>Post-Approval Asst. (Phase II)</u></b>					
Total Number of Firms Receiving Phase II Assistance During Period.	3	7	17	23	17
<b><u>Loan Monitoring Assistance</u></b>					
Total Number of Firms Receiving Loan Monitoring Assistance During Period	N/A	N/A	10	14	4
Total Number of Firms Receiving <u>Any Form</u> of Assistance During Period.(Double Counts Firms Receiving More Than One Kind of Assistance.)	75	110	142	161	171

Technical Assistance Trends: Through the fifth funding period, trends for all levels of technical assistance revealed a continued emphasis on devoting more time to post-certification assistance than post-approval assistance. The shift is seen as resulting from two factors: (1) maturation of client relationships, and (2) the effect of the previously reported Outreach policy changes. As clients continue to mature with the program increased post-approval assistance is expected.

There was no increase in the amount of Loan Monitoring Assistance for the fifth funding period.



Projections: A variety of historical factors have influenced current projections. For example, changes in administrations, sponsoring agencies, technical assistance expenditure guidelines, Outreach policies and staffing have greatly affected the TAAC's ability to obtain optimum case loads. As the TAAC adjusted to such changes, the momentum of historical case loads was lost in 1981. Further, during 1981 and the first part of 1982, cases shifted to higher phases of assistance or completion. As these shifts occurred, the necessary levels of initial activity were not achieved in the earlier phases. Thus, it was not possible to maintain the client level which had previously resulted from historical case loads.

Consequently, projections for fiscal year 1983-84 prove difficult to generate in light of these changes in historical trends and the adjustments in Outreach techniques which was necessitated by policy changes. Although new Outreach techniques have been initially successful, the TAAC is not confident in projecting success rates for Outreach techniques for which it has no historical knowledge of effectiveness.

In spite of past problems, client flow has steadily increased during the current fiscal year; and, hopefully, this signals a return to a higher, stable case flow. A past problem which affected client flow was the professional staffing levels. During the first two quarters of the fifth funding period the TAAC was not fully staffed. However, by the end of the fifteen-month period full staffing was in process with six staff members having been hired and offers having been made to three additional professionals. It is anticipated that operating at a fully-staffed level will facilitate the continued increase and stabilization of client flow.

#### Distribution of Cases by State and Industry

In Exhibit II, the percentage of new cases for each funding period since the beginning of the program are compared by state location of the client's principal operating facility. The estimates, by state, of the TAAC's current universe of firms, potentially harmed by import competition, has also been included. These data are reported by number of firms in each state and percent of the TAAC universe that these firms represent. Also reported in the Exhibit are the percentage distributions, by state, for

## EXHIBIT II

CASE DISTRIBUTION\* BY STATE FUNDING PERIOD  
AND SINCE INCEPTION OF PROGRAM AS COMPARED TO TAAC'S UNIVERSE

	Universe		Percent of New Cases					All Periods
	# Firms	%	Period 1	Period 2	Period 3	Period 4	Period 5	
Alabama	1,481	10.1	12.8	9.2	10.2	18.9	9.0	12.0
Florida	3,637	24.7	19.1	18.5	20.3	18.9	14.0	18.2
Georgia	1,617	11.0	23.4	20.0	11.8	10.8	20.0	17.2
Kentucky	1,009	6.9	8.5	10.8	1.7	5.4	3.0	5.9
Mississippi	1,023	6.9	2.1	---	6.8	13.5	6.0	5.7
North Carolina	3,015	20.5	21.3	16.9	37.2	13.5	28.0	23.4
South Carolina	1,195	8.1	6.4	7.7	6.8	10.8	10.0	8.3
Tennessee	<u>1,748</u>	<u>11.9</u>	<u>6.4</u>	<u>16.9</u>	<u>5.2</u>	<u>8.1</u>	<u>10.0</u>	<u>9.3</u>
Totals	<u>14,725</u>	<u>100.0</u>	<u>100.0</u>	<u>100.0</u>	<u>100.0</u>	<u>100.0</u>	<u>100.0</u>	<u>100.0</u>

\* New cases in the period.

each of the five funding periods. During the fifth funding period the greatest percentage of cases was in North Carolina which represented 28 percent of the SETAAC cases for the period. Kentucky had the lowest percentage of cases representing 3 percent of the total SETAAC case load.

Equitable state distribution of TAAC funds has been a priority of the TAAC's management, as has equitable distribution of TAAC assistance to industries harmed by imports. The balancing of these priorities is complex, since each state's industrial base and potential import impactation is unique. Support for these priorities for industries is shown in Exhibit III. This effort has been difficult in that several of the states with smaller industrial bases (i.e., Mississippi, South Carolina, Kentucky, Alabama) have tended to have a higher percentage of industrial facilities which are branches of large manufacturing companies with headquarters outside the SETAAC region. These states have, however, received priority in outreach efforts. However, the ability to achieve an equitable balance has been diminished by policy changes which prevent direct firm contact.

Exhibit III is an industry/state matrix showing both the SETAAC's universe of manufacturing firms potentially harmed by import competition and the SETAAC's in-process cases by industry. These data are shown for critical dates in the program's history. Assistance of industries harmed by import competition has been excellent and to date, all but one industry potentially harmed by import competition has received assistance. The one exception is the paper and allied products industry which is primarily dominated by large corporations. Such corporations tend to be beyond both the TAAC's scope of assistance and the ITA's scope of financial assistance. It is doubtful that the TAAC will penetrate this industry. However, if an opportunity to provide assistance in this industry becomes apparent, the SETAAC will begin assistance.

EXHIBIT III

UNIVERSE OF POTENTIALLY IMPORT-IMPACTED FIRMS  
BY MAJOR SIC GROUP AND BY STATE AND  
IN-PROCESS CASES AS OF CRITICAL DATES BY MAJOR SIC GROUPS

SIC CLASSIFICATION	Group No.	AL	FL	GA	KY	MS	NC	SC	TN	Total Region	TAAC cases as of:				
											9/79	6/80	6/81	6/82	9/83
Manufacturing:															
Food	20	125	179	141	63	73	138	49	61	829	1	2	1	1	1
Textile Mill Products	22	106	136	154	26	13	706	220	111	1472	2	5	19	11	14
Apparel and Other Soft Goods	23	308	604	426	186	237	555	267	396	2979	20	25	30	42	27
Lumber and Wood Products	24	84	195	65	106	119	243	66	153	1031	1	2	2	2	9
Furniture and Fixtures	25	106	353	101	84	127	362	33	210	1376	1	1	2	4	11
Paper and Allied Products	26	28	48	50	17	16	32	20	37	248	0	0	0	0	0
Chemical and Allied Products	28	67	178	119	47	34	102	89	85	721	0	0	0	1	1
Rubber and Plastic Products	30	28	47	50	17	14	49	16	38	259	0	2	4	4	3
Leather Products	31	6	59	21	25	20	36	8	74	249	7	8	9	5	1
Stone, Shell, Clay, Glass and Concrete Products	32	6	32	4	16	3	8	12	10	91	0	0	0	1	1
Primary Metal Industries	33	128	95	54	55	34	54	51	86	557	1	3	6	7	6
Fabricated Metal Products	34	109	243	60	83	49	96	46	70	756	2	4	5	3	3
Machinery	35	87	248	132	83	75	270	160	120	1175	1	2	7	8	10
Electrical and Electronics	36	72	394	52	92	34	107	66	84	901	3	2	6	6	5
Transportation Equipment	37	104	186	80	38	88	90	28	60	674	0	0	3	2	2
Instruments and Optical Prods.	38	37	131	25	18	14	31	10	39	305	0	2	3	2	2
Miscellaneous Industries	39	80	509	83	53	73	136	54	114	1102	7	3	5	3	7
Columnar Totals		1481	3637	1617	1009	1023	3015	1195	1748	14725					
% of Region Total		10.1	24.7	11.0	6.9	6.9	20.5	8.0	11.9						
TAAC Cases - Producing (Non-Manufacturing) Firms:											3	5	5	0	0
Total TAAC Cases as of:											49	65	107	102	103

SOURCES: Industrial directories for states within SETAAC's region.

### **Problems Encountered**

**Staffing:** During the fifteen month period, three professional staff members resigned and one transferred to another division of the Economic Development Laboratory. Six professional staff members were hired during the fifth-funding period.

Problems with the recruiting effort, as uncertainty regarding funding, prohibitive costs of relocation, and salary levels which were not competitive with private industry, resulted in two candidates rejecting employment offers.

One member of the support staff resigned in January, 1983 but was later replaced. A vacant senior secretary slot was also filled.

**Space:** The office space situation was critical during the fifteen-month period. The lack of TAAC office space existed because of simultaneous staffing additions, and the fact that several other Engineering Experiment Station (EES) groups are located in the same building as the TAAC.

Early in the third quarter of FY 82-83, EES management allotted additional office space to TAAC in the Hinman Research Building. At the end of FY 82-83, all allotted office space was occupied. As recruiting efforts continue and additional professionals are added to the staff, more office space will be needed.

**Client Flow:** During the first two quarters of FY 82-83, clients did not progress through the adjustment plan process as rapidly as desired. This problem was attributable to the low number of professional staff members employed on cases. However, the client flow problem was somewhat resolved with the employment of six additional professional staff members. Further improvements are anticipated as new professional staff members become fully trained as project managers.

Client flow has also been affected by changes in Outreach. Following the implementation of new Outreach methods, the number of backlogged new cases has increased. Again, however, with the addition of recently hired professional staff members, the problems associated with backlogged cases have improved.

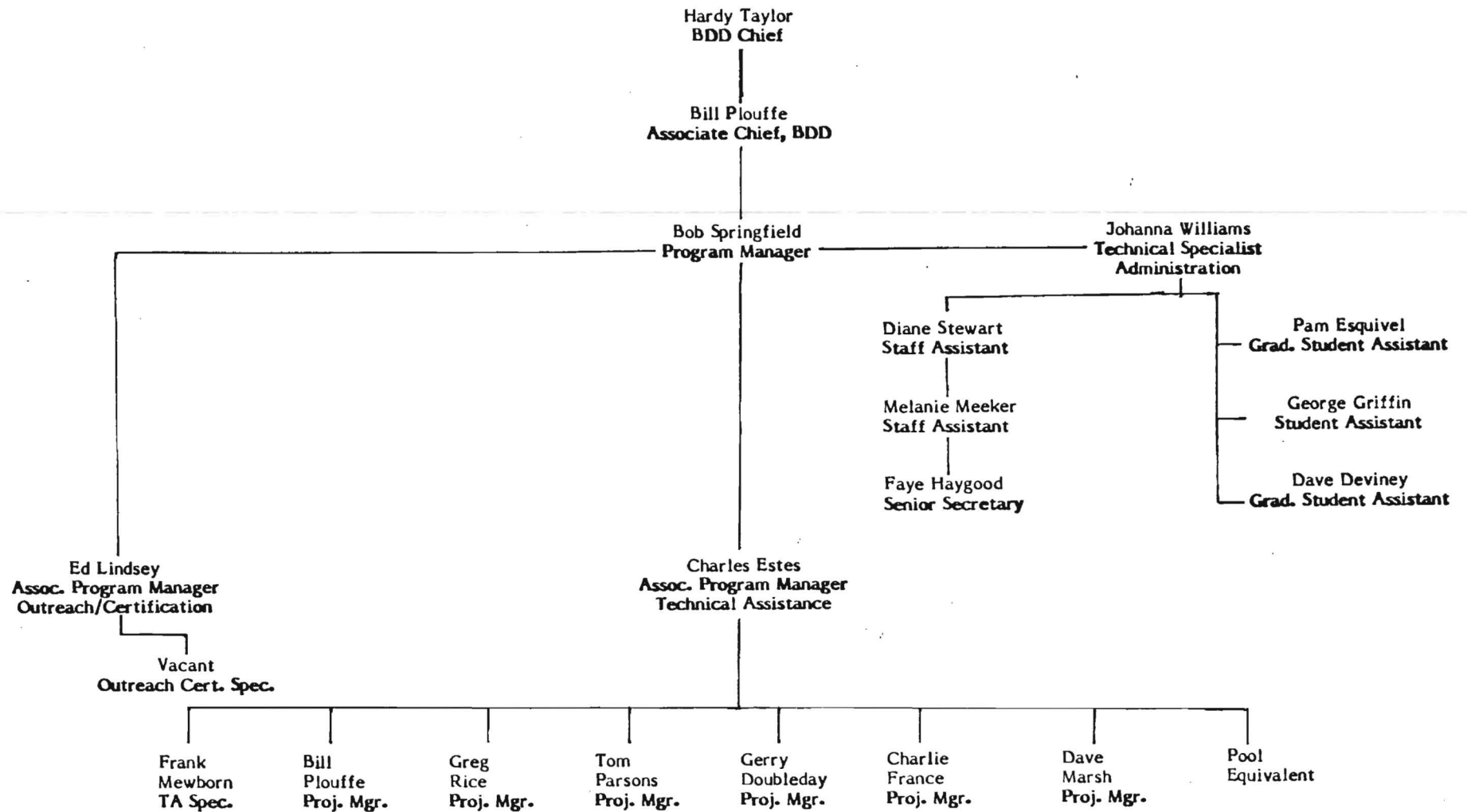
Word Processors: The installation of two word processing systems greatly reduced the amount of manual repetitious typing. With these systems, greater amounts of work can be processed in less time. However, with the increase in the number of professional staff members, there has been a concomitant increase in the amount of work to be processed. At the end of FY 82-83, work to be put on the word processor backed up due to lack of availability of machine time. As of September 30, 1983, TAAC had two staff assistants and one senior secretary, all trained on the word processing system.

### Successes Encountered

Staffing: Successes were experienced in FY 82-83 through September 30, 1983, with staffing for both the professional and support staffs. As project demand increased for Outreach and Technical Assistance, the need to operate with all authorized positions filled became more apparent. To address this staffing problem, the SETAAC management began a massive recruiting effort. The search for qualified candidates resulted in the reviewing and processing of 300 professional and 18 support staff resumes. During FY 82-83, six project managers, one staff assistant, and one senior secretary were hired. Refer to Exhibit IV for staff organizational structure for FY 82-83. In addition, by September 30, 1983, offers were pending for an additional three professional staff members.

Outreach: FY 82-83 was a year of improvement for the SETAAC in terms of the number of petitions submitted for certification. As of September 30, 1983, 34 petitions had been certified.

**EXHIBIT IV  
ORGANIZATIONAL STRUCTURE  
Effective 9/30/83**



Other successful results of Outreach efforts during the fifth funding period included the development and funding for a Department of Commerce industry project for the Sporting Goods Manufacturers Association (SGMA). This project facilitated SGMA's operation of an export school where classes can be attended by its members.

In FY 82-83, concept papers for industry studies were written for both the Hardwood Dimension Manufacturers Association and the American Apparel Manufacturers Association.

Finally, the SETAAC staff members assisted Donald Strickland, President of the Southern Apparel Contractors Association (SACA) with the Development of a proposal to secure funding for a technical assistance industry project. The SETAAC's Outreach staff was actively involved with SACA's membership having conducted a mass mailing with Mr. Strickland's signature and making numerous presentations at regional SACA meetings.

General Successes: While continuing to meet the assistance needs of the small manufacturing firms in the Southeastern region, which have been harmed by import competition, the SETAAC remained successful in attracting larger firms into the program. The average employee level of firms in the post-certification phase has increased since 1981 when 22 firms had an average of 128 employees. These data can be compared with September of 1983, when 46 firms in the post-certification phase averaged 182 employees per firm. The average number of employees in post-approval has decreased. At the end of FY 81-82, seven firms were in the post-approval phase with an average of 333 employees, and at the end of September, 1983, 17 firms in the post-approval phase averaged 223 employees.

It was thought that an expansion to include larger firms in the program would be beneficial in two ways. First, working with larger firms has the potential for greater impact on employment levels in the Southeast. During a period when national unemployment levels are extremely high, the importance of maintaining



jobs becomes even more apparent. Second, it is the general consensus that larger firms have a higher probability for full recovery than do smaller firms. However, to reach and maintain goals for delivery of assistance it will be necessary to achieve a mix in firm size. Thus, enabling the SETAAC to influence employment levels and meet objectives in terms of number of firms assisted.

## **FUTURE PROGRAM DEVELOPMENT**

Both program development and adjustments in program strategies are directly dependent on several environmental factors which include the following: (1) the economic problems encountered by the Trade Adjustment Assistance Center's service region; (2) the "universe" of manufacturing firms potentially harmed by import competition; and (3) the dynamic nature of the service region's economic climate and "universe" of firms. Several other factors influence program strategies. These factors include changes in population, the industry mix of the region's industrial base, per capita income relative to the rest of the U.S., the value of the dollar, technological innovation, tariff and quota barriers. In the past, each of these pertinent factors has dictated a periodic re-evaluation of the problems generated by the service region and its "universe" of manufacturing firms potentially harmed by import competition. Changes in population, economic problems and per capita income in the service region are of particular interest.

Changes in population have affected the eight-state service area since growth of the region has been unevenly distributed between metropolitan and non-metropolitan areas. Metropolitan areas under 150,000 and non-metropolitan areas increased slowly in the 60's and 70's. During the same time period, the large metropolitan areas were booming. As a result, non-metropolitan counties suffered from depleted tax resources, inadequate public services and housing, and insufficient economic opportunities.

Economic problems in the eight-state service region affect program strategies. When compared with the nation, the economic progress of the eight-state southeastern region has been impressive during the past two decades. Employment, personal income, production wages, retail sales, value added by manufacturing, and farm income are but a few of many economic indices in which the southeastern region has displayed annual growth rates higher than the United States. Unfortunately higher annual growth rates have not given the Southeast a competitive advantage on these economic indices. In spite of the fact that progress in the last decade has been substantial, the Southeast still lags behind the rest of the country in most key

economic indicators. It is anticipated that such a situation will be maintained in the near future.

Per capita income calculated on an area basis serves as an indicator of the area's economic welfare, and, as a result, this measure can be used to compare the extent to which one region of the United States compares with another region, or the United States as a whole. Historically the eight states in the Southeast have had a per capita income which has been lower than the national average. In 1960, there was a per capita income gap of \$641 between the U.S. and the Southeast. In 1973, this gap widened in absolute terms to \$723. However, in relative terms, there was a dramatic improvement with the ratio of the southeastern region to the U. S. climbing from 71% in 1960 to 82% in 1970 and 87% in 1979. Nevertheless, these ratios still were lower than those for other regions in the U.S. Unfortunately, when examining projected per capita income trends to 1990, one may anticipate an increase in the income gap in absolute terms, and a slowing down of the rate of improvement in the region's per capita income as a proportion of the U.S. figure. These data hold for both the United States and the southeastern region.

Examining manufacturing figures for durable goods also sheds light on the economic picture of the Southeast. Despite gains in durable goods, manufacturing over the last 20 years, the southeastern region still depends heavily on slow growing, nondurable manufacturing for its jobs (e.g., textiles, apparel, food processing, etc.) and, as a result, the current durable good product base is not particularly strong. The lagging wage scale in the Southeast may be seen as the result of the grip that low-paying industries still have on the region's manufacturing base.

Economic problems in the Southeast have not been limited to manufacturing. As one might imagine, the Southeast has some formidable economic problems, not only in manufacturing, but also in agribusiness. When compared to national averages farms in the region are generally smaller in size, less mechanized, less capital intensive, and produce lower farm income. As a result, a larger proportion of farms in the region have been forced to liquidate by regional competition.

If the Southeast region is to bridge the income gap with the rest of the nation, high technology industries generating high incomes need to be attracted to the area. These would include industries such as electronics and computers which are the waves of the future. In addition, it would be possible to enhance productivity if existing industries developed technological innovations and better utilized existing human resources. It appears that the 1980's will be a decade of research and development. Unfortunately, there are few research and development centers in the Southeast. Several solutions may exist for this problem. For example, one alternative for attracting high technology industries would be financial investments in higher education. The relatively low educational standards and the lack of efforts in research and development have placed the region at a disadvantage in attracting high wage and high technology industries. Another solution would be the implementation of labor and technological productivity improvement programs. However, the move toward research and development in high tech areas is not as immediate as other economic problem.

The more immediate economic problems facing the region are caused by imports, economic stagnation, inflation, high interest rates, rising energy costs, and declining productivity. Industries which have been hurt by import are automobile assembly and manufacturers of automotive parts, textile and apparel goods, steel and related construction materials, electric and electronic equipment, leather and shoes, to name a few. Thousands of jobs and millions of wages are lost in the Southeast each year because of imports.

Since the eight-state Southeast is burdened with various economic problems, the need for regional development efforts is evident. Concerted efforts by public and private agencies in planning the future economic growth patterns and directions are crucial for the well being of the people in the region. (See Appendix 1 for statistical information on southeastern region demographics.) Further, the Trade Adjustment Assistance Program offers a solution to one specific economic problem in the Southeast, that being import competition.

### **TAAC Program's Impact on Economic Problems of the Southeastern Region**

Although assistance in overcoming the long-term problems of the region, discussed earlier, is critically needed the program conducted in the southeastern region via the Southeastern Trade Adjustment Assistance Center is limited to assisting only those industries and firms which are harmed by import competition. The SETAAC provides services to clients based in both rural and small metropolitan areas -- areas which lag behind metropolitan areas within the region. Many of the TAAC clients experience technological lags when compared to other firms in their industry. Thus, it is characteristic of many firms serviced by the TAAC to be technologically behind their competitors within the industry. At the same time, these TAAC firms are faced with higher labor costs than their foreign competitors.

The TAA program helps solve economic problems in the Southeast by assisting those firms described above. Such firms are afforded the opportunity to return to a condition of economic viability through the TAAC program's technical and financial assistance. This change in economic status is often achieved through the implementation of current technological methods and equipment. Industries such as apparel and textiles face productivity problems in competing with imports, and must turn to technological innovation or improvements in labor productivity as a means of combating import erosion.

The economic problems and solutions have a circular effect. For example, assistance provided to these industries, which are prominent in the southeastern region, is influential in maintaining employment and increasing per capita income gains, further solving economic problems. Providing in-house technical training to clients' employees increases the skill levels of little-educated workers, thus, contributing to a better regional work force. In turn, a better work force attracts new technology industries developing within the U.S. to the region.

### **Assessment of Universe of Potentially Trade-Impacted Firms**

The SETAAC has located no source to date which specifically identifies existing and/or potential import-impacted firms located in the Southeast. For this

reason, the TAAC attempts periodically to determine a universe of its own. The most recent comprehensive universe was compiled in 1981. Only those industries represented by four-digit SIC codes (Standard Industrial Classification System, U.S. Government Office of Statistical Standards) which historically have provided certified firms were included in the study. To conserve space, the results were consolidated into SIC major groups (two-digit SIC codes). The most recent results are presented in Exhibit III in matrix form by state.

Segments of the "universe" have been updated on an as needed basis. These updates have addressed a variety of industrial population segments. For example, Outreach specialists have computed data depicting the "universe" of firms harmed by import competition for specific geographical areas such as specified states, congressional districts, specified counties and the like. Plans are currently being generated to update the total eight state service area "universe".

**Appendix I**  
**Demographic Tables - Southern U.S.**

Table 1

## POPULATION AND ESTIMATED NET MIGRATION FOR THE EIGHT SOUTHEASTERN STATES, 1960-1980

	1980 Census	1970 Census	1960 Census	Change 1960-1980		Est. Net Migration 1960-1970	
				Number	%	Number	%
Alabama	3,870,251	3,444,165	3,266,740	+	603,511	18.5	- 233,000 - 7.1
Florida	9,579,963	6,789,443	4,951,560	+	4,628,403	93.5	+ 1,326,000 + 26.8
Georgia	5,404,384	4,589,575	3,943,116	+	1,461,268	37.1	+ 51,000 + 1.3
Kentucky	3,642,795	3,219,311	3,038,156	+	604,639	19.9	- 153,000 - 5.0
Mississippi	2,511,491	2,216,912	2,178,141	+	333,350	15.3	- 267,000 - 12.3
North Carolina	5,847,788	5,082,059	4,556,155	+	1,291,633	28.3	- 94,000 - 2.1
South Carolina	3,069,825	2,590,516	2,382,594	+	687,223	28.8	- 149,000 - 6.3
Tennessee	4,545,590	3,924,164	3,567,089	+	978,501	27.4	- 45,000 1.3
Total	38,472,087	31,856,145	27,883,551	+	10,588,536	38.0	+ 436,000 + 15.6
United States	225,478,656	203,184,772	179,323,000		46,155,656	25.7	-- --

\*Based on population in 1960.

SOURCES: U.S. Bureau of the Census, Current Population Reports, Series P-25, No. 460 and 1980 Census of Population and Housing, preliminary reports, PH C80-P-1



Southeastern TAAC

Table 2  
AVERAGE ANNUAL PERCENTAGE CHANGE IN EMPLOYMENT BY SECTOR  
FOR THE STATES, SOUTHEASTERN REGION, AND UNITED STATES, 1960-197

Sector	AL	FL	GA	KY	MS	NC	SC	Eight TN	States	U.S.
Mining	-3.6	0	+2.3	-1.7	-0.5	+1.5	+0.6	+0.3	-1.2	1.3
Contract Construction	+1.2	+4.1	+3.8	+3.7	+4.7	+4.8	+4.5	+3.4	+3.8	+1.6
Transportation and Public Utilities	+1.1	+5.7	+4.6	+1.2	+1.8	+4.3	+4.6	+2.0	+3.5	+1.3
Wholesale & Retail Trade	+2.6	+5.7	+4.7	+2.9	+2.6	+4.6	+3.8	+3.3	+4.2	+3.1
Finance, Insurance and Real Estate	+2.7	+6.1	+5.8	+4.0	+5.6	+6.5	+4.0	+4.5	+5.2	+3.8
Services	+4.5	+8.2	+6.1	+6.2	+5.3	+6.5	+6.1	+5.2	+6.4	+5.7
Government	+3.1	+8.1	+6.0	+5.8	+5.0	+6.2	+5.5	+5.4	+5.8	+5.0
Farm	<u>-4.2</u>	<u>-0.7</u>	<u>-4.5</u>	<u>-3.5</u>	<u>-4.4</u>	<u>-4.2</u>	<u>-6.0</u>	<u>-4.0</u>	<u>-4.1</u>	<u>-3.6</u>
Total	+1.8	+5.7	+3.3	+2.0	+1.0	+2.5	+1.8	+2.6	+2.9	+2.3

SOURCES: U. S. Department of Labor, Bureau of Labor Statistics, Employment and Earnings, States and Areas, 1939-1970, Bulletin 1370-8, 1971; U. S. Department of Agriculture, Farm Labor (monthly), March issues.

Table 3

## SELECTED COMPARISON INDICATORS, UNITED STATES AND SOUTHEASTERN REGION

Indicator	Southeast as Percent of U.S., 1970	Average Annual Percentage Change 1960-1970	
		Southeast	U.S.
Population	15.7	1.4	1.3
Employment	14.9	2.9	2.3
Personal Income	12.7	11.9	7.0
Wages of Production Workers	13.5	11.7	6.5
Farm Income	15.6	5.7	5.3
Value Added in Mineral Industries	6.4 *	4.4 **	4.4 **
Value Added by Manufacture	13.4	13.5	8.2
Expenditures for New Plant and Equipment	14.9	16.9	12.1
Construction Contracts Awarded	17.0	13.7	8.8
Lumber Production	19.6	1.3	0.5
Electric Power Production, Total			
Utility and Industrial	19.0	9.6	9.5
Retail Sales	13.6 *	7.0 **	5.5 **
Deposits, All Banks	9.1	13.9	10.4
Long-Term Savings	10.8	15.9	12.5
Per Capita Personal Income	81.3		
Farm Income per Farm Employee	66.3		
Production Wages per Worker	79.3		
Per Capita Retail Sales	86.4 *		
Per Capita Bank Deposits	57.8		
Per Capita Long-Term Savings	57.8		
Value Added, Mining/Man Hour	51.6 *		
Value Added, Manufacture/Man Hour	78.1		

\*1967.

\*\*1958-1967.

Southeastern TAAC

Table 4  
PER CAPITA INCOME OF THE EIGHT-STATE REGION  
AND THE U. S. FOR SELECTED YEARS, 1929-1990

Per Capital Income (1967 Dollars)	Eight-State Region	United States
1929	727	1,458
1940	813	1,483
1950	1,372	2,065
1959	1,763	2,441
1969	2,733	3,416
1980	3,908	4,765
1990	5,201	6,166
Percent Change		
1929-1969	276%	134%
1950-1969	99%	65%
1969-1990	90%	81%
Percent of U.S.		
1929	50%	100%
1969	80%	100%
1990	84%	100%

SOURCE: U. S. Department of Commerce, Survey of Current Business, April 1972.

**Cooperative Agreement Numbers:**

04-26-07095-31

04-26-07134-30

**SOUTHEASTERN TRADE ADJUSTMENT  
ASSISTANCE CENTER (TAAC)**

**DRAFT ANNUAL REPORT  
October 1, 1983 - September 30, 1984**

This technical assistance project was accomplished under cooperative agreements from the International Trade Administration. The statements, findings, conclusions, recommendations, and other data in this report are solely those of the cooperator and/or its consultants and do not necessarily reflect the views of the International Trade Administration.

Southeastern Trade Adjustment Assistance Center  
Business Development Division  
Engineering Experiment Station  
Georgia Institute of Technology  
Atlanta, Georgia 30332

October, 1984

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### Appendix

I.	Client Development Activity Report
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## INTRODUCTION

This report reviews the activity of the Southeastern Trade Adjustment Assistance Center (SETAAC) for the period of October 1, 1983, through September 30, 1984, and represents the SETAAC's sixth year of operation. The report contains analyses of activity for the areas of client development, post-certification assistance and post-approval assistance as well as internal changes in the TAAC itself.

The Southeastern Trade Adjustment Assistance Center was created on September 15, 1978, by a grant from the Economic Development Administration, U.S. Department of Commerce. The TAAC was established for the express purpose of providing assistance, as authorized by the Trade Act of 1974, to eligible and potentially eligible manufacturing firms in Alabama, Florida, Georgia, Kentucky, Mississippi, North Carolina, South Carolina, and Tennessee. Eligibility was based on a decline in sales and/or production and employee levels resulting from import competition.

The SETAAC was established as an operating branch of the Business Development Division, Economic Development Laboratory, Engineering Experiment Station of the Georgia Institute of Technology (i.e., Georgia Tech). In October 1984 the Engineering Experiment Station became the Georgia Tech Research Institute.

The basic mission of the TAAC is fourfold:

<b>INFORMATION INITIATIVE:</b>	To disseminate information about the Trade Adjustment Assistance Program (TAAP) and the SETAAC. The SETAAC outreach program responds to inquiries from firms within the eight-state Southeastern service area. These firms have been harmed by increasing direct competition from imports. To disseminate information to other interested third parties and otherwise publicize TAA through all practical means.
<b>CERTIFICATION:</b>	To assist manufacturing firms competing with imports in understanding the TAAP and assist firms in obtaining certification of eligibility for receipt of TAAP benefits.
<b>TECHNICAL ASSISTANCE:</b>	To provide goal-oriented technical assistance for the purpose of reestablishing client firms as stable, economically viable business entities.

**LOAN  
ASSISTANCE:**

To provide pre-application loan assistance to manufacturing firms seeking to secure approval of financial assistance.

During the last six year's funding periods, the SETAAC engaged in a variety of activities. For example, during the initial grant period, primary activities included development of an information initiative network. Several methods were implemented to establish the information initiative network which included the utilization of existing university centers within the Southeastern region, program promotion to primary and secondary contacts, and certification assistance to potentially eligible firms. Subsequent years included the following activities: (1) continued refinement of the internal organizational structure, (2) refinement of the methodology, (3) adjustments to policy changes, and (4) managing the evolution of the TAAC to a fully-staffed, mature operating unit. Each year has experienced its own set of problems and successes.

Since the time when it was initially funded in 1978, the SETAAC has worked with 135 certified firms with total employment of 38,554 and sales of \$1,167,300,000. Firms in the Southeastern region working with TAAC, EDA, and ITA have received 39 loans totaling \$27,000,000.

On July 1, 1981, the Economic Development Administration refunded the SETAAC for a period of 12 months, enabling the SETAAC to continue assisting clients certified during the previous funding period and to respond to requests for assistance from newly identified, potentially eligible firms. On July 10, 1981, the Georgia Tech Research Institute (GTRI) was offered a one-year extension which amended the term "Grant" to "Cooperative Agreement" in order to clarify the legal relationship between the Department of Commerce and GTRI. On December 18, 1981, GTRI received an amendment which changed the federal administrator from the Economic Development Administration to the International Trade Administration, U. S. Department of Commerce.

The results of the activities and related accomplishments, problems, and program development of the Southeastern Trade Adjustment Assistance Center's sixth funding period are discussed in this report. The report also addresses the Center's preparation for its future program delivery.

**SUMMARY OF ACTIVITIES**  
**October 1, 1983 - September 30, 1984**

The following assessment of the SETAAC's efforts to date, during the current fiscal period, highlights progress within key elements of the program. Specifically addressed are problems and successes encountered during the sixth funding year.

**Summary of Outreach Activity**

Outreach activity for the year is summarized in Table 1 and discussed below. Sixty-five firms requested information about the program, 32 petitions were accepted and 27 firms certified.

During the first quarter, 13 firms requested and received information concerning the Trade Adjustment Assistance Program. The number of petitions accepted during this quarter was ten. This acceptance level indicated a maintenance of petition activity when compared to the same period of time (i.e., October, November, December) during the previous funding year when 11 petitions were accepted. A total of seven firms was certified during the first quarter.

During the second quarter, 19 firms requested and received information concerning the TAAP. Eight petitions were accepted during the second quarter which indicated a slight downturn in petition activity when compared to the same period of time (i.e., January, February, March) in the previous funding year when ten petitions were accepted. A total of five firms was certified during the second quarter.

During the third quarter, 23 firms requested and received TAAP information. Six petitions were accepted this quarter which indicated a slight increase in petition activity when compared to the same period of time (i.e., April, May, June) in the previous funding year when six petitions were accepted. A total of seven firms was certified in the third quarter.

During the fourth quarter ten firms requested and received TAAP information. Eight petitions were accepted this quarter indicating a slight decrease in petition activity when compared to the same period of time (i.e., July, August, September) in the



previous funding year when nine petitions were accepted. The number of firms certified this quarter was eight.

**TABLE 1**  
**Summary of Quarterly Outreach Activity**

	Oct.- Dec. 1983	Jan.-Mar. 1984	April-June 1984	July-Sept. 1984
Information Requested	13	19	23	10
Petitions Submitted	7	10	11	5
Petitions Accepted	10	8	6	8
Firms Certified	7	5	7	8

#### State and Federal Government Contacts

During the first quarter, other outreach activities were directed toward government contacts. Follow-up activities were continued for the mailings handled in conjunction with the offices of Governors James Hunt and Joe Frank Harris of North Carolina and Georgia, respectively. Additionally, the SETAAC continued to receive initial inquiries as a result of those two mailings.

Two other mailings were initiated during the second quarter. The first mailing was in Kentucky and was handled in conjunction with the office of Senator Walter Huddleston. Another small mailing was handled through the office of Congressman Carroll Campbell of South Carolina. Telephone follow-up to the responses received from these two mailings was continued during the third quarter of FY 83-84.

Other outreach activities during the first quarter included:

- o discussions with representatives from Florida Congressman Sam Gibbons' office about the possibility of conducting a mailing.
- o further discussions with staff members from the office of Congressman Don Sundquist of Tennessee.
- o Senator Jim Sasser of Tennessee completed a draft letter to be mailed on his letterhead.
- o Senator Thad Cochran of Mississippi generated a preliminary mailing list for implementation.

During the second quarter, outreach government activities involved either planning or completing mailings. For example, a follow-up to the Kentucky mailing for Senator Huddleston was completed during the quarter and another mailing was planned. Senator Huddleston's prior mailing was different in that it was initiated with larger companies. In other government contacts during the second quarter:

- o A mailing was completed in Tennessee's Seventh District for Congressman Sundquist.
- o Senator Ernest Hollings of South Carolina requested that a mailing be implemented in his state.
- o Contact was made with the West Alabama Economic Development Agency and the Alabama Development Office.

During the third quarter of FY 83-84, outreach activities included government contacts for the purpose of information exchange or publication/press release. These contacts were as follows:

**Contact:** Ms. Ann Cooper  
**Agency:** Alabama Chamber of Commerce  
**Purpose:** Publication press release

**Contact:** Ms. Grace McKown  
**Agency:** South Carolina State Development Board  
**Purpose:** Publication/press release

**Contact:** Mr. Hugh Owens  
**Agency:** South Carolina State Development Board  
**Purpose:** Information exchange & client development

**Contact:** Mr. Neil Spirtas  
**Agency:** Florida Department of Commerce  
**Purpose:** Information exchange

**Contact:** Ms. Ann Mason  
**Agency:** Jacksonville (Florida) Chamber of Commerce  
**Purpose:** Publication/press release

**Contact:** Mr. George Snyder  
**Agency:** Mississippi Department of Economic Development  
**Purpose:** Publication/press release

**Contact:** Mr. Adrian Catarzi  
**Agency:** Office of Congressman Lawrence Smith  
Hollywood, Florida  
**Purpose:** Information exchange

**Contact:** Mr. John Patrick  
**Agency:** South Carolina State Development Board  
**Purpose:** Information exchange

**Contact:** Mr. Alvah Ward  
**Agency:** North Carolina Department of Commerce  
**Purpose:** Information exchange

**Contact:** Mr. Thomas B. Broughton, Sr.  
**Agency:** North Carolina DOC  
Business Assistance Division  
**Purpose:** Information exchange

**Contact:** Senator Walter Huddleston  
**Agency:** United States Senate  
**Purpose:** Mailing

**Contact:** Senator Thad Cochran  
**Agency:** United States Senate  
**Purpose:** Mailing

**Contact:** Senator Ernest Hollings  
**Agency:** United States Senate  
**Purpose:** Continued discussion on mailing

During the final quarter, the assigned outreach staff of Ed Lindsey and Ken Kucera completed several government contacts. These contacts were either for the purpose of information dissemination or publication/press release. Their contacts were:

**Contact:** Mr. Gene Dyson, President  
**Agency:** Business Council of Georgia, Atlanta, Georgia  
**Purpose:** General information

**Contact:** Mr. Lynn Shields, Manager Business Services  
**Agency:** Memphis Area Chamber of Commerce, Memphis, Tennessee  
**Purpose:** Meeting on referrals and newsletter release

**Contact:** Mr. Glenn West, Executive Vice President  
**Agency:** Greater Macon Chamber of Commerce, Macon, Georgia  
**Purpose:** General information and supply of brochures

**Contact:** Mr. John Birdsong, Executive Director  
**Agency:** McDowell Chamber of Commerce, Inc., Marion, North Carolina  
**Purpose:** Supply of 50 brochures for mailing

**Contact:** Mr. Charles Ralph, Manager  
**Agency:** Springfield Chamber of Commerce, Springfield, Tennessee  
**Purpose:** Supply of 20 brochures

**Contact:** Mr. David Echols, Director of Economic Development  
**Agency:** Jasper Area Chamber of Commerce, Jasper, Alabama  
**Purpose:** Supply of brochures and general information

#### Industry and Trade Association Contacts

Outreach efforts with trade associations were somewhat limited during the first and second quarters of FY 83-84. Nevertheless, the Industrial Fabric Association International requested that SETAAC provide assistance in preparing a proposal requesting an industry-wide assistance grant. During the second quarter, contacts were made with the Alabama Metal Casting Association and the National Foundryman Association.

During the third quarter, SETAAC made contacts with Mr. Steve Losser of Hardwood Dimension Manufacturers Association and Mr. Dustin Cole of Athletic Institute of the Sporting Goods Manufacturing Association, both for the purpose of holding cooperative mailings.

During the fourth quarter, the assigned outreach staff contacted these four trade associations for the purposes of holding cooperative mailings or issuing press release information:

**Contact:** Mr. Emmett Barker, President  
**Agency:** Farm and Industrial Equipment Institute  
**Purpose:** Completed cooperative mailing to members

**Contact:** Mr. Dustin Cole, Executive Director  
**Agency:** The Athletic Institute  
**Purpose:** Cooperative mailing to 1,600 area manufactures in process

**Contact:** Mr. Roger Anderson, Executive Director  
**Agency:** Gulf and South Atlantic Fisheries Development Foundation, Inc.  
**Purpose:** Cooperative mailing to members in process

**Contact:** Editor  
**Agency:** American Apparel Manufacturers Association (AAMA)  
**Purpose:** Press release for AAMA newsletter

#### Media Contacts

Media contacts during the first quarter of FY 83-84 consisted of a press release discussing the benefits available to eligible firms through Trade Adjustment Assistance Centers. It was released in "Business Notebook," a publication from Georgia Congressman Wyche Fowler.

During the second quarter, a press release was issued to 972 small community newspapers in eight Southeastern states. Business and industry magazines were reviewed for an eight-state media campaign and an eight-state media guide was compiled.

In addition to the media contacts (i.e., press releases/publications) which were handled cooperatively with state and federal government agencies, four other media contacts were made during the fourth quarter:

**Contact:** Mr. Paul Magnusson  
**Agency:** Florida Trend Magazine  
**Purpose:** Editorial reply

**Contact:** Mr. Alan Jenks  
**Agency:** Jenk's Southeastern Business Letter  
**Purpose:** Publication press release

**Contact:** Mr. Barney Dubois  
**Media Source:** Memphis Business Journal  
**Purpose:** Publication press release related to the furniture industry and TAAC

**Contact:** Mr. William Armstrong  
**Media Source:** North Carolina Magazine  
**Purpose:** Editorial reply

During the fourth quarter, in addition to media contacts handled cooperatively with state and federal government agencies, the outreach staff contacted six other media outlets:

**Contact:** Ms. Cathy Keich, Associate Editor  
**Media Source:** Wood & Wood Products Magazine  
**Purpose:** Press release to publish in magazine

**Contact:** Mr. Bruce Plantz, Editor  
**Media Source:** Furniture Wood Digest Magazine  
**Purpose:** Press release to publish in magazine

**Contact:** Mr. Bob Deans, Staff Writer  
**Media Source:** Atlanta Journal/Constitution  
**Purpose:** Press release published on TAAC

**Contact:** Ms. Katherine Pettit, Editor  
**Media Source:** Bobbin Magazine  
**Purpose:** Press release to publish in magazine

**Contact:** Mr. Ihor Dlaboha, Editor  
**Media Source:** Apparel World Magazine  
**Purpose:** Press release to publish in magazine

**Contact:** Mr. Dave Gross, Editor  
**Media Source:** Knitting Times Magazine  
**Purpose:** Press release to publish in magazine

#### Client Development:

A new client development program was initiated during the fourth quarter. Staff members who generally do not work on outreach were assigned congressional districts within the eight Southeastern states. Staff members were also assigned specific trade associations, chambers of commerce, and other agencies within their assigned congressional districts. Each staff member was responsible for contacting these agencies and associations by telephone. Then, to follow-up the telephone conversations, the new SETAAC promotional brochures were disseminated. To date, the client development program has resulted in 516 contacts during the quarter. An increase in referrals is anticipated during the next quarter because the client development program will be fully operational. (See Client Development Activity Report in Appendix.)

#### Third Party Referrals:

Also during the fourth quarter, the outreach staff worked with four consulting firms in an effort to develop third-party referrals. These firms included:

**Contact:** Vince Ross, Partner  
**Agency:** Ross & Associates  
**Purpose:** Press release to publish in newsletter

**Contact:** Ms. Kathryn Lacy, Consultant  
**Agency:** Booz-Allen & Hamilton, Inc.  
**Purpose:** General information

**Contact:** Mr. Michael Trudy, Manager  
**Agency:** Ernst & Whinney  
**Purpose:** Cooperative mailing to 500 textile manufacturers in North Carolina and South Carolina

**Contact:** Mr. James Chamberlain, President  
**Agency:** TFO Consulting Services  
**Purpose:** Cooperative mailing to Bobbin '84 attendees

### Outreach Problems:

A problem developing in the latter part of the year is related to the delay in certification, due to the backlog in the Certification Division (ITA). As a result, petitions are slow to be processed in OTAA. In addition, rising sales trends continue because of an improved economy. These rising sales trends are also an inhibitor to client development.

### **Distribution of Cases by State and Industry**

In Exhibit II, the percentage of new cases for each funding period since the beginning of the program are compared by state location of the client's principal operating facility. The estimates, by state, of the TAAC's current universe of firms potentially harmed by import competition has also been included. These data are reported by number of firms in each state and percent of the TAAC universe that these firms represent. Also reported in Exhibit II are the percentage distributions, by state, for each of the five funding periods. During the sixth funding period the greatest percentage of cases was in North Carolina which represented 23 percent of the SETAAC cases for the period. Mississippi had the lowest percentage of cases representing 7 percent of the total SETAAC case load.

Equitable state distribution of TAAC funds has been a priority of the TAAC's management, as has equitable distribution of TAAC assistance to industries harmed by imports. The balancing of these priorities is complex, since each state's industrial base and potential import impact are unique. Support for these priorities is shown in Exhibit IV. This effort has been difficult because several of the states with smaller industrial bases (i.e., Mississippi, South Carolina, Kentucky, Alabama) have tended to have a higher percentage of industrial facilities which are branches of large manufacturing companies with headquarters outside the SETAAC region. These states have, however, received priority in outreach efforts. Nevertheless, the ability to achieve an equitable balance has been diminished by policy changes which prevent direct firm contact.

Exhibit IV is an industry/state matrix showing both the SETAAC's universe of manufacturing firms potentially harmed by import competition and the SETAAC's in-process cases by industry. These data are shown for critical dates in the program's history. Assistance to industries harmed by import competition has been excellent

and, to date, all but one industry potentially harmed by import competition has received assistance. The one exception is the paper and allied products industry which is primarily dominated by large corporations. Such corporations tend to be beyond both the TAAC's scope of consultatory assistance and the ITA's scope of financial assistance. It is doubtful that the TAAC will penetrate this industry, however, if an opportunity to provide help becomes apparent, the SETAAC will begin assistance.

#### **Analysis of Technical Assistance Activities**

Exhibit I is a statistical analysis of the level of assistance provided during the 15-month period in fiscal year 1983-84 through September 30, 1984. Exhibit I also depicts the trend in types of assistance provided.

Analyses of activities were conducted for four levels of technical assistance which include: (1) pre-certification petition assistance, (2) post-certification assistance, (3) post-approval assistance, and (4) loan-monitoring assistance.



# EXHIBIT I

## FIRM ACTIVITY SUMMARIES

	10/78- 9/79	10/79- 6/80	7/80- 6/81	7/81- 6/82	7/82- 9/83	10/83- 9/84
<b><u>Pre-Certification Asst.</u></b>						
Total Number of Firms Receiving Pre-Certification Assistance During Period.	56	62	48	86	94	56
<b><u>Post-Certification Asst. (Phase I)</u></b>						
Total Number of Firms Receiving Post-Certification Assistance (Phase I) During Period	16	41	67	38	56	57
<b><u>Post-Approval Asst. (Phase II)</u></b>						
Total Number of Firms Receiving Post-Approval Assistance (Phase II) During Period	3	7	17	23	17	32
<b><u>Loan Monitoring Assistance</u></b>						
Total Number of Firms Receiving Loan Monitoring Assistance During Period	N/A	N/A	2	14	4	1

### Technical Assistance Trends

Through the sixth funding period, trends for all levels of technical assistance revealed a continued emphasis on devoting more time to post-certification assistance than post-approval assistance. However, post-approval assistance rose 53 percent from the previous funding period with more firms receiving post-approval assistance than any other period in SETAAC history. The shift is seen as resulting from the maturation of client relationships and the effect of the previously reported outreach policy changes. As clients continue to mature with the program, increased post-approval assistance is expected.

There was no increase in the amount of Loan Monitoring Assistance for the sixth funding period.

### Case Flow

During 1983-84 a change in outreach personnel resulted in a reduction in the number of new cases for two reasons: (1) one quarter the outreach staff was understaffed, and (2) one quarter was spent in orienting the staff members when hired. Thus, it was difficult to maintain the client level which had previously resulted from historical case loads. Also, the currently improving economy following an extended recession, has affected the ability of many impacted firms to meet certification criteria due to slight gains in sales.

Even with these problems, client flow remained steady during the current fiscal year. A problem which affected client flow in technical assistance was the professional staffing levels. During the first quarter of the sixth funding period the TAAC was not fully staffed, however, by the beginning of the third quarter full staffing had been reached. It is anticipated that operating at a fully-staffed level will facilitate an increase and stabilization of client flow. However, goals for FY 84-85 are higher than historical goals and will require additional effort in meeting them.

## EXHIBIT II

### CASE DISTRIBUTION\* BY STATE FUNDING PERIOD AND SINCE INCEPTION OF PROGRAM AS COMPARED TO TAAC'S UNIVERSE

	Universe		Percent of New Cases						
	# Firms	%	Period 1	Period 2	Period 3	Period 4	Period 5	Period 6	All Periods
Alabama	1,481	10.1	12.8	9.2	10.2	18.9	9.0	9.0	11.5
Florida	3,637	24.7	19.1	18.5	20.3	18.9	14.0	13.0	17.3
Georgia	1,617	11.0	23.4	20.0	11.8	10.8	20.0	19.0	17.5
Kentucky	1,009	6.9	8.5	10.8	1.7	5.4	3.0	11.0	6.7
Mississippi	1,023	6.9	2.1	---	6.8	13.5	6.0	5.0	5.6
North Carolina	3,015	20.5	21.3	16.9	37.2	13.5	28.0	25.0	23.7
South Carolina	1,195	8.1	6.4	7.7	6.8	10.8	10.0	9.0	8.4
Tennessee	<u>1,748</u>	<u>11.9</u>	<u>6.4</u>	<u>16.9</u>	<u>5.2</u>	<u>8.1</u>	<u>10.0</u>	<u>9.0</u>	<u>9.3</u>
Totals	<u>14,725</u>	<u>100.0</u>	<u>100.0</u>	<u>100.0</u>	<u>100.0</u>	<u>100.0</u>	<u>100.0</u>	<u>100.0</u>	<u>100.0</u>

\* New cases in the period.

Table 2

Analysis Of Client Satisfaction  
Based On A Scale of 1 TO 100

	1st Quarter Oct. 83-Dec. 83	2nd Quarter Jan.-March 1984	3rd Quarter April-June 1984	4th Quarter July-Sept. 1984
Personnel: Cooperative	97.30	97.00	100.00	100.00
Personnel: Courteous	99.50	100.00	100.00	100.00
Personnel: Professional	99.50	97.00	100.00	100.00
Personnel: Well informed technical/business	90.00	89.00	90.00	90.00
Personnel: Well informed in general	100.00	94.00	100.00	100.00
Reports and Correspondence: Technical quality	90.60	96.00	100.00	100.00
Reports and Correspondence: Readability	93.30	100.00	93.70	100.00
Reports and Correspondence: Usefulness	90.60	96.00	100.00	88.00
Reports and Correspondence: Timeliness	94.50	87.50	75.00	88.00
Reports and Correspondence: Providing recommendations	--	96.00	93.70	88.00
Relevant schedules met	78.50	--	--	--
Overall satisfaction	96.00	98.00	100.00	100.00

### Client Satisfaction

During the FY 83-84 TAAC surveyed client firms in an attempt to gain corrective feedback for the improvement of assistance delivery. (Refer to Table 2 for results.) Eighty percent of the questionnaires were returned during the second quarter with eight firms being surveyed. Eighty-six percent gave excellent overall evaluations, with the remaining evaluations rated good. Six of the firms sought both financial and technical assistance, the latter primarily in areas of manufacturing, marketing and management information systems.

Responses indicated that all respondents have been able to utilize TAAC assistance in their respective firms' operations. One respondent stated that "weaknesses found could now be addressed." All stated they were pleased by the skills and knowledge of personnel involved, and many respondents praised specific project team members. Fifty-eight percent stated that there were no disadvantages to the TAAC program. Of the others, 29 percent stated that timeliness could be improved and 15 percent thought that the time spent in orienting the project team was a disadvantage. A comment from one respondent summarizes the importance of what we are trying to accomplish:

"I feel this project is one of the most important government sponsored projects today. This project, like no other, can aid the financially troubled industries being decimated by unfair competition of foreign imports."

The project team leader, Gerry Doubleday, and the project team were congratulated for a job well done.

Although improved, client evaluation results continue to indicate that "timeliness/schedules met" is an area of potential improvement for the SETAAC project teams. Performance and project review sessions will continue to address a team effort at solving the timeliness problem. Although ranked above average, ratings of the item "personnel - well informed technical/business" were not perfect. Methods for staff development, discussed below, are planned and will be implemented to improve staff technical skills.

Averaged results from the questionnaires are shown in the following table. It should be noted that there were seven items receiving a score of 100. In addition, the only items whose scores were less than 100 were "usefulness of reports and

correspondence," "timeliness," "providing recommendations" and "personnel well informed - technical/business." Although "timeliness" and "well informed-technical/business" are consistently scored lower than other items, their respective scores increased or remained stable over time. The client evaluation forms continue to be a rich source of feedback for the project staff.

### **Staffing and Staff Development**

Several professionals and support staffers were added during the year, and new staff development program was begun. A discussion follows.

#### Staffing

The professional staff recruiting effort continued during the first quarter of FY 83-84 in an effort to bring the TAAC staff to its full operational capabilities.

SETAAC increased its marketing staff capabilities with the hiring of Jon Schmidt and John Warden. Mr. Schmidt, a marketing analyst, has 16 years of combined experience in engineering, manufacturing, product development, sales management, market research, strategic business planning, acquisition analysis and corporate staff work. His experience is heavily oriented to engineered products in the industrial, environmental, municipal and federal government markets. Mr. Schmidt holds an MBA from Western New England College and a BSME from Illinois Institute of Technology. In addition to his formal education, Mr. Schmidt has attended a number of continuing education courses, including management courses offered by the American Management Association. His combined background in marketing and engineering makes him a valuable asset to the SETAAC professional staff.

To further strengthen the marketing capability of SETAAC staff, Mr. John Warden was hired in November 1983. Mr. Warden has eight years experience in developing marketing strategies, plans and budgets; designing and conducting marketing research studies to qualify market size and growth; and performing feasibility studies on new or existing products. Much of his experience was as a senior consultant with a research-oriented consulting firm, Henry Sherry Associates, Inc., Atlanta, Georgia. Mr. Warden holds an MBA in marketing from Wake Forest University with a concentration in statistics and quantitative methods, and a BA in economics from Hampton City College in Hampton City, Virginia.

In late December, a third candidate, Mr. Ken Kucera, accepted the vacant client development position. Mr. Kucera worked two years with Arthur Anderson and Company where he was the assistant director of marketing. His direct field experience in marketing consulting services will be a welcome addition to the client development effort. Mr. Kucera's educational experience includes a BSIM from Georgia Institute of Technology and an AS degree in mechanical engineering technology.

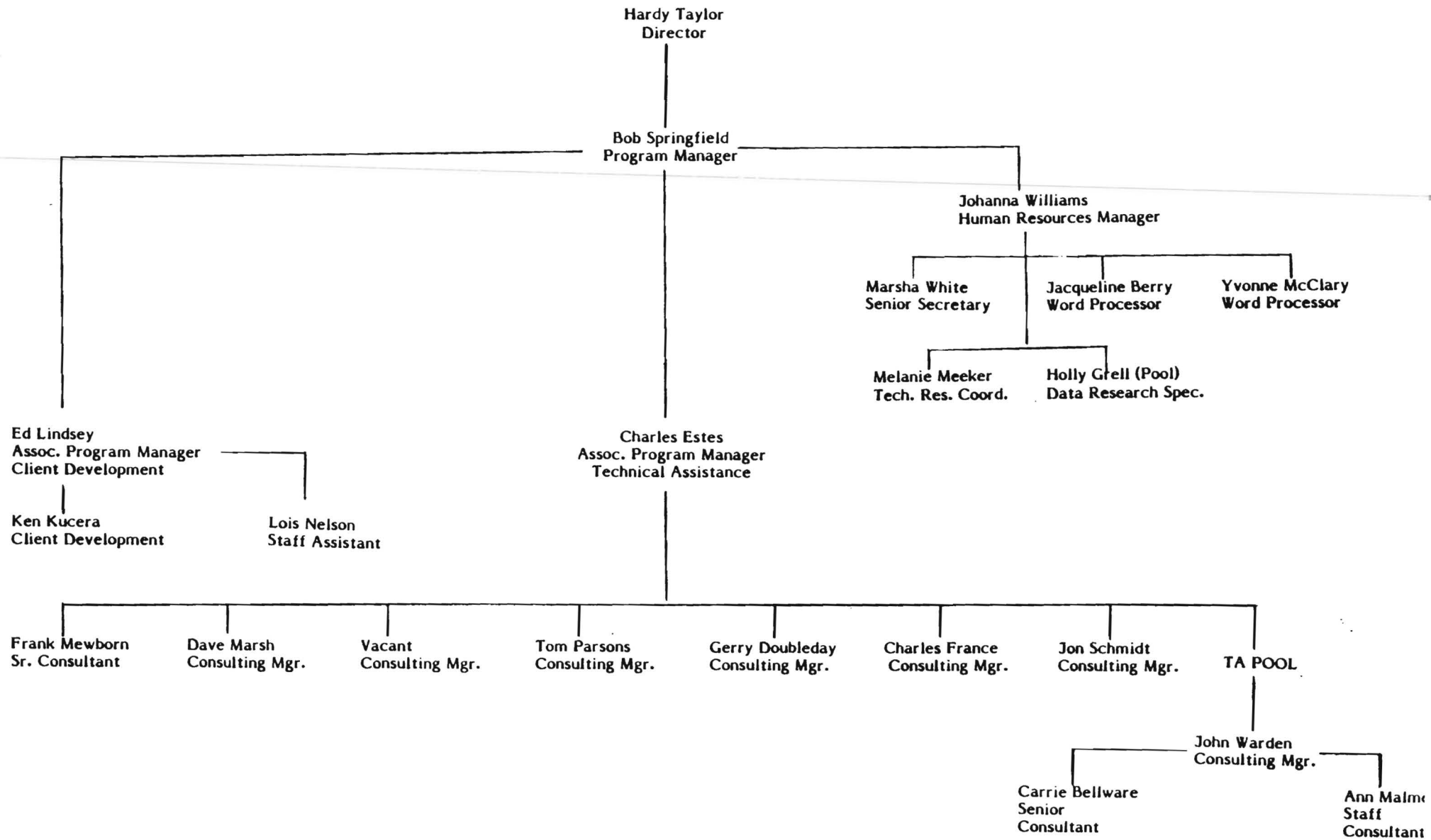
Each new staff member went through a period of training and orientation. Most training took place in the field, however, brief workshops were conducted as cross-training activities by senior staff members. As training was completed, newer project managers were able to carry heavier case loads than during the orientation period. Mr. Ed Lindsey was responsible for training Mr. Kucera in all aspects of client development, including marketing of the TAAC services and certification assistance. As the new employees were trained, it was expected that the client flow will stabilize and that project managers will be able to carry appropriate case loads.

Professional recruiting efforts ceased when the additional positions for professional personnel were filled.

Ms. Melanie Meeker was promoted to the position of technical resource center coordinator and this position was subsequently approved by the Board of Regents for the University System of Georgia. Ms. Meeker holds a BS degree from Georgia Institute of Technology and is enrolled in an MBA program at Georgia State University.

Three support staff members were hired during the second quarter. Ms. Donna Fong-Taylor was hired for the vacant senior secretary slot. The resignation of Ms. Dianne Stewart and the promotion of Ms. Meeker to the technical resource center coordinator position left two staff assistant positions vacant. It was decided that the staff assistant positions be changed to word processor operator positions. Ms. Jacqueline Berry and Ms. Yvonne McClary were hired in December as full-time word processor operators. Ms. Donna Fong-Taylor had the responsibility of word processing, utilizing the third Xerox 860.

EXHIBIT III  
ORGANIZATIONAL STRUCTURE  
Southeastern TAAC





### Staff Development

Human resources development activities were implemented with both the professional and support staff in April of 1983. The aims of these activities were (1) to create an organizational climate of excellence, and (2) to improve the technical/business skills of all staff members.

Professional staff development sessions concerned functional business areas in-house technical writing seminars increased membership and seminar participation in professional societies communication and team building. The support staff was trained in methods to computerize record-keeping, in new developments regarding word processing, and in communication. It was anticipated that an emphasis on human resources development will improve and enhance the overall performance of the SETAAC program.

Human resources development activities were implemented with both the professional and support staff during the third quarter of FY 83-84. Several staff development training sessions were held during the quarter. These included the following:

- A. Project Data Acquisition: The head of Computer Search Services at Price Gilbert Library conducted a training session for the project staff. The presentation began with a 15- to 20-minute overview of general resources available to the staff. The resources discussed were directly related to specific staff needs for individual cases.

Following the overview, the instructor gave a demonstration of on-line data search and acquisition techniques directly related to specific industries. After the demonstration the instructor worked with small groups of staff members answering questions about specific industry information. Accessing these data bases can result in significant reductions in research time, as well as enhanced client specific support data. Acquisition of these industry data is necessary content for project deliverables (e.g., adjustment plans, diagnostic reports).

- B. Project Impact of Marketing Strategies (PIMS): Jon Schmidt chaired a session on PIMS (Project Impact of Marketing Strategy) which is based on the concept of pooled business experience. A computer-based regression model uses real-life

experiences (empirical data) of numerous businesses in a great many situations to explain and predict profitability. Two of the many reports generated by the model include the "PAR" R.O.I. Report and the Strategy Sensitivity Report.

The "PAR" R.O.I. Report indicates the return on investment that is normal, or "par," and identifies the firm's strengths and weaknesses as they relate to profitability. This report can be used as a tool in performing the diagnostic analysis of TAAC clients.

The Strategy Sensitivity Report gives an analysis of possible strategic moves available to the firm, with estimates of the potential profit or loss. Mr. Schmidt provided the project staff with written material explaining PIMS one week prior to the session. The session was two hours in length and began with an overview of the subject. Discussions were held between staff members as to how PIMS can be utilized on specific cases.

- C. Client Development: Another session in staff development was held by Ed Lindsey to inform the project staff of the responsibilities related to the new Client Development Program (CDP). The session addressed the eligibility requirements for client certification. Information presented during this session is to be used for developing referrals in the CDP. Also discussed during this session were goals, expenses, specific expectations, and support from the outreach staff as they related to client development. The second half of the session was devoted to effective communication during client development contact.
- D. General Management Development: During the fourth quarter several films were shown for staff development sessions. One film illustrated how to conduct and run effective meetings. After viewing the film and reviewing a handout TAAC staff members discussed scheduling and conducting effective meetings with TAAC clients by utilizing activities introduced in the film.

Another film was shown about improving the immediate work environment and the treatment of coworkers as it affects their productivity.

A third film shown for staff development illustrated some of the major blocks to good listening and identified techniques to increase listening ability. Effective listening would help enhance relationships between client and project staff.

## FUTURE PROGRAM DEVELOPMENT

Both program development and adjustments in program strategies are directly dependent on several environmental factors which include the following: (1) the economic problems encountered by the Trade Adjustment Assistance Center's service region; (2) the universe of manufacturing firms potentially harmed by import competition; and (3) the dynamic nature of the service region's economic climate and universe of firms. Several other factors influence program strategies, including changes in population, the industry mix of the region's industrial base, per capita income relative to the rest of the country, the value of the dollar, technological innovation, and tariff and quota barriers. In the past, each of these pertinent factors has dictated a periodic reevaluation of the problems generated by the service region and its universe of manufacturing firms potentially harmed by import competition. Changes in population, economic problems and per capita income in the service region are of particular interest.

Changes in population have affected the eight-state service area because growth of the region has been unevenly distributed between metropolitan and nonmetropolitan areas. Metropolitan areas under 150,000 and nonmetropolitan areas increased slowly in the 1960's and 1970's while the large metropolitan areas were booming. As a result, nonmetropolitan counties suffered from depleted tax resources, inadequate public services and housing, and insufficient economic opportunities.

Economic problems in the eight-state service region affect program strategies. When compared with the nation, the economic progress of the eight-state Southeastern region has been impressive during the past two decades. Employment, personal income, production wages, retail sales, value added by manufacturing, and farm income are but a few of many economic indices in which the Southeastern region has displayed annual growth rates higher than the United States. Unfortunately, higher annual growth rates have not given the Southeast a competitive advantage on these economic indices. In spite of the fact that progress in the last decade has been substantial, the Southeast still lags behind the rest of the country in most key economic indicators. It is anticipated that such a situation will continue in the near future.

Per capita income calculated on an area basis serves as an indicator of the area's economic welfare and, as a result, this measure can be used to compare the extent to which one region of the country compares with another region or with the United States as a whole. Historically, the eight states in the Southeast have had a per capita income lower than the national average. In 1960, there was a per capita income gap of \$641 between the U.S. and the Southeast. In 1973, this gap widened in absolute terms to \$723. However, in relative terms, there was a dramatic improvement with the ratio of the Southeastern region to the U. S. climbing from 71 percent in 1960 to 82 percent in 1970 and 87 percent in 1979. Nevertheless, these ratios still were lower than those for other regions in the U.S. Unfortunately, when examining projected per capita income trends to 1990, one may anticipate an increase in the income gap in absolute terms, and a slowing down of the rate of improvement in the region's per capita income as a proportion of the U.S. figure. These data hold for both the United States and the Southeastern region.

Examining manufacturing figures for durable goods also sheds light on the economic picture of the Southeast. Despite gains in durable goods from manufacturing over the last 20 years, the Southeastern region still depends heavily on slow-growing, nondurable manufacturing for its jobs (e.g., textiles, apparel, food processing) and, as a result, the current durable-goods product base is not particularly strong. The lagging wage scale in the Southeast may be seen as the result of the grip that low-paying industries still have on the region's manufacturing base.

Economic problems in the Southeast have not been limited to manufacturing; as one might imagine, the region also has some formidable economic difficulties in agribusiness. When compared to national averages, farms in the region are generally smaller in size, less mechanized, less capital intensive, and produce lower farm income. As a result, a large proportion of farms in the region have been forced to liquidate due to regional competition.

If the Southeast is to bridge the income gap between it and the rest of the nation, high technology industries generating high incomes need to be attracted to the area. These would include industries such as electronics and computers which are the waves of the future. In addition, it would be possible to enhance productivity if existing industries developed technological innovations and better utilized existing human resources. It

appears that the 1980's will be a decade of research and development, unfortunately, there are few research and development centers in the Southeast. Several solutions may exist for this problem. For example, one alternative to attracting high technology industries would be financial investments in higher education. The relatively low educational standards and the lack of efforts in research and development have placed the region at a disadvantage in attracting high wage and high technology industries. Another solution would be the implementation of labor and technological productivity improvement programs.

The more immediate economic problems facing the region, however, are caused by imports, economic stagnation, inflation, high interest rates, rising energy costs, and declining productivity. Industries which have been hurt by imports are automobile assembly and manufacturers of automotive parts, textile and apparel goods, steel and related construction materials, electric and electronic equipment, leather and shoes, to name a few. Thousands of jobs and millions in wages are lost in the Southeast each year because of imports.

Since the eight-state Southeast region is burdened with various economic problems, the need for regional development efforts is evident. Concerted efforts by public and private agencies in planning the future economic growth patterns and directions are crucial for the well being of the people in the region. Further, the TAAP offers a solution to one specific economic problem in the Southeast, namely import competition.

#### **TAAC Program's Impact on Economic Problems of the Southeastern Region**

The Southeastern Trade Adjustment Assistance Center is limited to assisting only those industries and firms which are harmed by import competition. SETAAC provides services to clients based in both rural and small urban areas which lag behind metropolitan areas within the region. It is characteristic of many firms serviced by the TAAC to be technologically behind their competitors within the industry. At the same time, these TAAC firms are faced with higher labor costs than their foreign competitors.

The TAAP helps solve economic problems in the Southeast by assisting those firms described above. Such firms are afforded the opportunity to return to a condition of economic viability through the TAAP's technical and financial assistance. This change in economic status is often achieved through the implementation of current technological methods and equipment. Industries such as apparel and textiles face productivity problems in competing with imports, and must turn to technological innovation or improvements in labor productivity as a means of combating import erosion.

The economic problems and solutions have a circular effect. For example, assistance provided to these prominent Southeastern industries is influential in maintaining employment and increasing per capita income gains, further solving economic problems. Providing in-house technical training to clients' employees increases the skill levels of insufficiently educated workers, thus contributing to a better regional work force. In turn, a better work force attracts new domestic technology industries to the region.

#### **Assessment of Universe of Potentially Trade-Impacted Firms**

To date, the SETAAC has located no source which specifically identifies existing and/or potential import-impacted firms located in the Southeast. For this reason, the TAAC attempts periodically to determine a universe of its own. The most recent comprehensive universe was compiled in 1981, and recently a comprehensive update has been initiated. Only those industries represented by four-digit SIC codes (Standard Industrial Classification System, U.S. Government Office of Statistical Standards) which historically have provided certified firms were included in the study. To conserve space, the results were consolidated into SIC major groups (two-digit SIC codes). The most recent results are presented in Exhibit IV in matrix form by state.

Segments of the universe have been updated on an as-needed basis. These updates have addressed a variety of industrial population segments. For example, outreach specialists have computed data depicting the universe of firms harmed by import competition for specific geographical areas such as specified states, congressional districts, specified counties and the like. Plans are currently being generated to update the total eight-state service area universe.

# EXHIBIT IV

## UNIVERSE OF POTENTIALLY IMPORT-IMPACTED FIRMS BY MAJOR SIC GROUP AND BY STATE AND IN-PROCESS CASES AS OF CRITICAL DATES BY MAJOR SIC GROUPS

SIC CLASSIFICATION	Group No.	AL	FL	GA	KY	MS	NC	SC	TN	Total Region	TAAC cases as of:					
											9/79	6/80	6/81	6/82	9/83	9/84
Manufacturing:																
Food	20	125	179	141	63	73	138	49	61	829	1	2	1	1	1	2
Textile Mill Products	22	106	136	154	26	13	706	220	111	1472	2	5	19	11	14	2
Apparel and Other Soft Goods	23	308	604	426	186	237	555	267	396	2979	20	25	30	42	27	31
Lumber and Wood Products	24	84	195	65	106	119	243	66	153	1031	1	2	2	2	9	10
Furniture and Fixtures	25	106	353	101	84	127	362	33	210	1376	1	1	2	4	11	6
Paper and Allied Products	26	28	48	50	17	16	32	20	37	248	0	0	0	0	0	0
Chemical and Allied Products	28	67	178	119	47	34	102	89	85	721	0	0	0	1	1	0
Rubber and Plastic Products	30	28	47	50	17	14	49	16	38	259	0	2	4	4	3	8
Leather Products	31	6	59	21	25	20	36	8	74	249	7	8	9	5	1	2
Stone, Shell, Clay, Glass and Concrete Products	32	6	32	4	16	3	8	12	10	91	0	0	0	1	1	1
Primary Metal Industries	33	128	95	54	55	34	54	51	86	557	1	3	6	7	6	2
Fabricated Metal Products	34	109	243	60	83	49	96	46	70	756	2	4	5	3	3	10
Machinery	35	87	248	132	83	75	270	160	120	1175	1	2	7	8	10	12
Electrical and Electronics	36	72	394	52	92	34	107	66	84	901	3	2	6	6	5	6
Transportation Equipment	37	104	186	80	38	88	90	28	60	674	0	0	3	2	2	1
Instruments and Optical Prods.	38	37	131	25	18	14	31	10	39	305	0	2	3	2	2	0
Miscellaneous Industries	39	80	509	83	53	73	136	54	114	1102	7	3	5	3	7	7
Columnar Totals		1481	3637	1617	1009	1023	3015	1195	1748	14725						
% of Region Total		10.1	24.7	11.0	6.9	6.9	20.5	8.0	11.9							
TAAC Cases - Producing (Non-Manufacturing) Firms:											3	5	5	0	0	0
Total TAAC Cases as of:											49	63	107	102	103	86

SOURCES: Industrial directories for states within SETAAC's region.



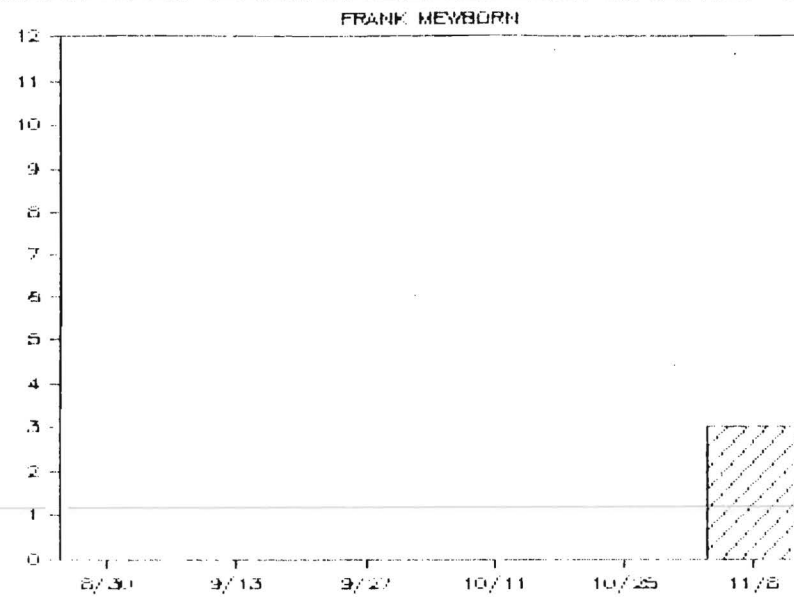
## **Appendix**

### **Client Development Activity Report**

CONTACT ORGANIZATION	DATE OF CONTACT	PERSON CONTACTED	TYPE OF CONTACT	PURPOSE OF CONTACT	REFERRAL CLIENT NAME	REFERRAL DATE	CLIENT STATUS	CONTACT COMMENTS AND FUTURE ACTIONS (in 25 words or less)
ATDC	08/28/84	Toone	phone	obtain info				ATDC has mailing lists from Bar Assn. and CPA Assn. Will send week of 9/4.
Atlanta Bar Association	09/18/84	Jones	mail	info disc				Mailed press release and info packet
Augusta Bar	09/18/84	Knox	mail	info disc				Mailed press release and info packet
Augusta Bar	09/28/84	Knox	mail	reply				Knox volunteered to mention TAA program @ Oct. meeting; sent pamphlets
Barnard/10th/GA	08/28/84	Murphy	phone	obtain info				Wash-Interested in program. Send lit. and follow-up.
Barnard/10th/GA	09/10/84	Murphy	mail	info disc				Sent Literature on Setaac
Barnard/10th/GA	09/26/84	Murphy	phone	follow-up				Will issue press release about program, checking on mail-out, follow-up
Barnard/10th/GA	10/04/84	Murphy	mail	info disc				sent example mail-out letter
Bennett/3rd/FL	08/28/84	Day	phone	obtain info				Wash-Interested in program. Send lit. and follow-up.
Bennett/3rd/FL	09/10/84	Day	mail	info disc				Sent Literature to SETAAC.
Bennett/3rd/FL	09/26/84	Day	phone	follow-up				Bennett may mention program on radio, send example letter for mail-out
Bennett/3rd/FL	10/04/84	Day	mail	info disc				sent example mail-out letter
Bennett/3rd/FL	10/22/84	Day	phone	obtain info				Requested mailing list, will go ahead with mailing.
Bobbin Show	09/18/84	Brooke	show	info disc				Apparel - Robert Brooke, Sr. IE - very interested - follow-up
Bobbin Show	09/18/84	Smith	show	info disc				Glove mgr; Jasper Smith, Asst. to VP of Mfg.-very interested; follow-up
Brunswick Bar	09/18/84	Liles	mail	info disc				Mailed press release and info packet
Chappell/4th/FL	08/30/84	Goehring	phone	obtain info				Wash-Interested in program. Send lit. and follow-up.
Chappell/4th/FL	09/10/84	Goering	mail	info disc				Sent Literature on SETAAC
Cherokee Mfg.	11/05/84		phone	info disc	Cherokee Mfg.	11/02/84		Apparel Mfr. referred by Gainesville Field Office; screened and sent info
Cobb County Bar	09/18/84	Panik	mail	info disc				Mailed press release and info packet
Columbus Lawyers Club	09/18/84	Beil	mail	info disc				Mailed press release and info packet
Coweta County Bar	09/18/84	Powell	mail	info disc				Mailed press release and info packet
Dept. of Ind. & Trade	10/29/84	Berry	mail	info disc				Sent literature, follow-up
Dougherty Bar	09/18/84	Gray	mail	info disc				Mailed press release and info packet
Douglas County Bar	09/18/84	Edwards	mail	info disc				Mailed press release and info packet
Ga. Society of CPA's	09/18/84	Battell	mail	info disc				Mailed press release and info packet
Ga. Society of CPA's	09/27/84	Battell	phone	follow-up				Editor of newsletter try to get agmt com approval to put article in newsletter
Ga. Society of CPA's		Battell	phone	obtain info				
Georgia Bar Association	09/10/84	Hall	Phone	obtain info				Hall recommended contacting local Bar Assoc. Sending names & addresses.
Jenkins/9th/GA	08/28/84	Smith	phone					
Jenkins/9th/GA	08/28/84	Kinney	phone	obtain info				Wash-Interested in program. Send lit. and follow-up. Contact Gainesville office also.
Jenkins/9th/GA	09/10/84	Smith	mail	info disc				Sent Literature on SETAAC
Jenkins/9th/GA	09/10/84	Kinney	mail	info disc				Sent Literature on SETAAC
MacKay/6th/FL	08/30/84	Troy	phone					
MacKay/6th/GA	09/10/84	Troy	mail	info disc				Sent Literature on SETAAC
Macon Bar	09/18/84	Edwards	mail	info disc				Mailed press release and info packet
McCollum/4th/FL	09/10/84	Wooley	mail	info disc				Sent Literature on SETAAC
McCollum/5th/FL	08/30/84	Wooley	phone					
Nelson/11th/FL	08/30/84	Southerland	phone	obtain info				Wash-Spoke to recept-contact James Southerland. Interested in info for newsltr. Dist. ofc. handles co. inq.
Nelson/11th/GA	09/10/84	Southerland	mail	info disc				Sent Literature on SETAAC
Munn/Sen/GA	09/10/84	Landrum	mail	info disc				Sent Literature on SETAAC
Munn/sen/GA	08/28/84	Landrum	phone	obtain info				
Munn/sen/GA	08/28/84	Receptionist	phone	obtain info				Atlanta-Called to find who deals with mfg. businesses. All business contacts referred to Bo Landrum in Wash.
Rowland/8th/GA	08/28/84	Gordon	phone	obtain info				Wash-Interested in program. Will send lit. and follow-up with phone call. Would like in time for Jan. newsltr.
Rowland/8th/GA	10/04/84	Gordon	phone	collect info				Rowland interested in mailing; requested list of firms; follow-up
Rowland/8th/GA	10/15/84	Gordon	phone	follow-up				Sent mailing list
Rowland/8th/GA	09/10/84	Gordon	mail	info disc				Sent Literature on SETAAC
Savannah Bar	09/18/84	McAleer	mail	info disc				Mailed press release and info packet
Thomas/1st/GA	08/28/84	Wood	phone	obtain info				Wash-Interested in program. Will send literature and follow-up with phone call.
Thomas/1st/GA	09/26/84	Woods	phone	follow-up				Has not looked at info, call back on 10/3/84
Thomas/1st/GA	10/31/84	Wood	phone	follow-up				Called to say that Thomas would support program and refer inquiries
Thomas/1st/GA	11/09/84	Wood	phone	follow-up				Called to request 10 pamphlets - mailed 11/09/84
Thomas/1st/GA	09/10/84	Wood	mail	info disc				Sent Literature on SETAAC
WMMA	09/07/84	White	phone	obtain info				Familiar with Program, did mailing in June. Willing to help in any way. Send lit.
WMMA	09/12/84	White	mail	info disc				Sent Literature on SETAAC and sample letter for mailing to WMMA members

[illegible]

# POSITIVE PRESCREENED REFERRALS 84-8



## CONTACTS FY 84-85

