

Project No. A-1250
Grant No. 04-6-09029-4

ECONOMIC DEVELOPMENT ADMINISTRATION

TECHNICAL
ASSISTANCE
PROJECT

U.S. DEPARTMENT OF COMMERCE

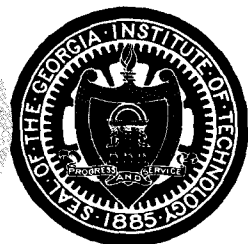
*A Program of Management and Technical Assistance
in Designated EDA Counties in Georgia*

by
William I. Denman, Jr.
Hardy S. Taylor

INDUSTRIAL DEVELOPMENT DIVISION

Final Report

1971



Engineering Experiment Station
GEORGIA INSTITUTE OF TECHNOLOGY
Atlanta, Georgia



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

Final Report

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This technical assistance study was accomplished by professional consultants under contract with the Economic Development Administration. The statements, findings, conclusions, recommendations, and other data in this report are solely those of the contractor and do not necessarily reflect the views of the Economic Development Administration.

Industrial Development Division
Engineering Experiment Station
GEORGIA INSTITUTE OF TECHNOLOGY
September 1971

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INTRODUCTION

Background of the Industrial Development Division

From a comprehensive plan proposed in October 1955, the idea of an industrial development program at Georgia Tech became a reality in July 1956 with the establishment of a three-man branch. The Industrial Development Branch grew to division status within the Engineering Experiment Station in 1962; currently the Industrial Development Division (IDD) has more than 75 employees located in the central office in Atlanta and in branch offices in Albany, Augusta, Carrollton, Douglas, Macon, Rome, and Savannah.

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

1. To provide the factual, scientific research needed to assess the economic status and development potential of the state and its subdivisions.
2. To describe, measure, and evaluate the physical and human resources of the state and its subdivisions.
3. To determine, through objective research and analysis, the types of business and industrial operations that are best suited for development or expansion in Georgia and in specific locations within the state.
4. To serve as a center for the collection, interpretation, and dissemination of information relating to industrial and economic development.
5. To provide professional assistance, information, and service to governmental units and to other industrial and economic development groups.
6. To provide professional assistance, information, and service to established and prospective business and industrial firms.
7. To motivate and assist public and private organizations in the utilization of research findings in the achievement of industrial and economic potentials.
8. To provide professional instruction and guidance in the application of the principles and techniques of industrial and economic development.

Development of Management and Technical Assistance Program

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

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

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

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

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

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

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

On April 9, 1970, the Economic Development Administration, U. S. Department of Commerce, announced the extension of the management and technical assistance program for a sixth year. This program covered a continuation of the 1969-1970 program. The EDA grant for the program was reduced, and although the local matching funds remained about the same, there was a 22% net reduction in funds which restricted the amount of services that could be rendered. These services were directed toward assistance to firms in designated Economic Development Districts and EDA counties. In addition, manufacturers in newly designated Economic Development Centers and EDA counties, not previously interviewed, were to be interviewed and assistance extended to those firms requiring assistance. A selective resurvey of firms in EDA-designated counties was to be conducted to determine firms with expansion possibilities and identify the demand for specific products and services which potentially could be supplied by existing or new firms located in EDA-designated areas.

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

During fiscal 1970-1971, 97 management and technical assistance projects were active under the EDA program. This brought to 574 the total number of projects undertaken by the Division under the contract as of May 31, 1971.

Purpose and Contents of Report

The primary purpose of this annual report is to review the activities of the EDA Services Section and other staff members of the Industrial Development Division covered under this project from June 1, 1970, through May 31, 1971. The major section of this report, therefore, is directed to a brief description of the 97 assistance projects which have been active during the year. These descriptions cover the types of services provided, the approaches used, and the types and locations of the firms or organizations for which the work was performed. With the exception of those projects which are continuing, each of the project descriptions is concluded with a summary of the results achieved when known.

Preceding this major section and immediately following these introductory remarks is a description of the nature and scope of the management and technical assistance program. This section includes statements of objectives, staff capabilities, and operating policies; an outline of the approach used on individual projects; and an evaluation of the program.

NATURE AND SCOPE OF THE EDA SERVICES PROGRAM

Objectives

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

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

Staff Capabilities

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

Operating Policies

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

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

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

Individual Project Approach

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

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

Evaluation of the Program

In drawing conclusions about the program, it would not be difficult to overstate the impact of the work performed by IDD staff personnel on the individual projects; however, available information indicates some noteworthy results in the area of employment and jobs affected. A total of approximately 527 identifiable jobs have been saved in 15 firms assisted by IDD. Another 1,934 identifiable jobs have been created in 42 expanding companies which were assisted. In the 36 new ventures and the 42 expansions which were aided by IDD during the period, 4,046 new jobs either are being created or show definite promise of early establishment.

Conclusions regarding the overall impact of this program must be based upon a collective evaluation of the individual projects and their respective results. This evaluation should include not only a recognition of the fact that a deliberate attempt has been made to state the significance of IDD efforts in realistic

terms, but also a consideration of the following special points concerning the results reported:

1. In many cases, the contributions of IDD staff personnel were major factors in management decisions to act or not to act on a specific plan of development. This was particularly true in those cases involving the development of new ventures.
2. In some situations, the end result would have been the same regardless of IDD participation. In such cases, IDD staff personnel helped to facilitate the achievement of an already determined goal.
3. In certain projects, IDD staff personnel filled a negative role by determining that a proposed course of action was not economically sound. The project staff felt that such actions, where they were taken, were in the best interests of all parties in the project. It is not enough to provide support for sound proposals; the unsound ones also must be identified.
4. At the request of the EDA Economic Development Representative, personnel of IDD assisted several Georgia communities in the documentation of need for the establishment or expansion of water and sewer facilities. While such assistance did not result in directly created jobs, it served to point up the need for such facilities to permit the immediate establishment of new industry and/or the expansion of existing industry in which new jobs would be created.

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

1. After a modest start, the program has grown both in quantity of projects and in the comprehensiveness of the assistance offered. The program has been well received throughout Georgia and is being supported by the firms that have been assisted.
2. Consultants of all types have been kept apprised of Georgia Tech's management and technical assistance efforts and have worked in conjunction with IDD to further the program. All parties concerned seem to feel that the program is mutually beneficial.
3. Success of the original program has led to expansion of the project by the U. S. Department of Commerce's Economic Development Administration in Georgia and initiation of comparable programs by agencies in other states.
4. As a result of previous M&TA experience, IDD personnel provided counsel to the federal government in an effort to bridge the gap between the accumulated findings of governmental, education, and private research and the information needs of business and industry. This counsel eventually resulted in the passing of the State Technical Services

Act of 1965. In commenting on the new Act, the National Observer stated on September 20, 1965:

One of the best current programs -- and an early model for drafting the Federal legislation -- is in Georgia. There Georgia Tech's Industrial Development Division helps local businesses, even to the point of helping them with plant layouts -- a point not included in the Federal plan.

5. During fiscal 1970-1971, the overall assistance program was continued under EDA sponsorship; however, because of reduced funding economic impact studies were no longer included in the scope of work to be performed.

Acknowledgments

It would not be feasible to list by name the scores of businessmen, city and county officials, and members of local development groups who cooperated wholeheartedly in the implementation of this program. However, the work performed under this contract could not have been achieved effectively without the close cooperation of the Georgia Economic Development Representative for the Economic Development Administration.

APPROACH TO THE PROGRAM

At the start of the program in June 1970, 34 projects were carried over from the previous contract. Internal controls were reviewed and reissued to provide for the effective assignment of staff to be covered by the field offices (see Map 1), and manpower estimates were prepared. Program controls were reviewed to insure adequate work records (see Appendix 1), and man-hours were budgeted for each staff member according to the probable volume of work to be generated from his individual assignments.

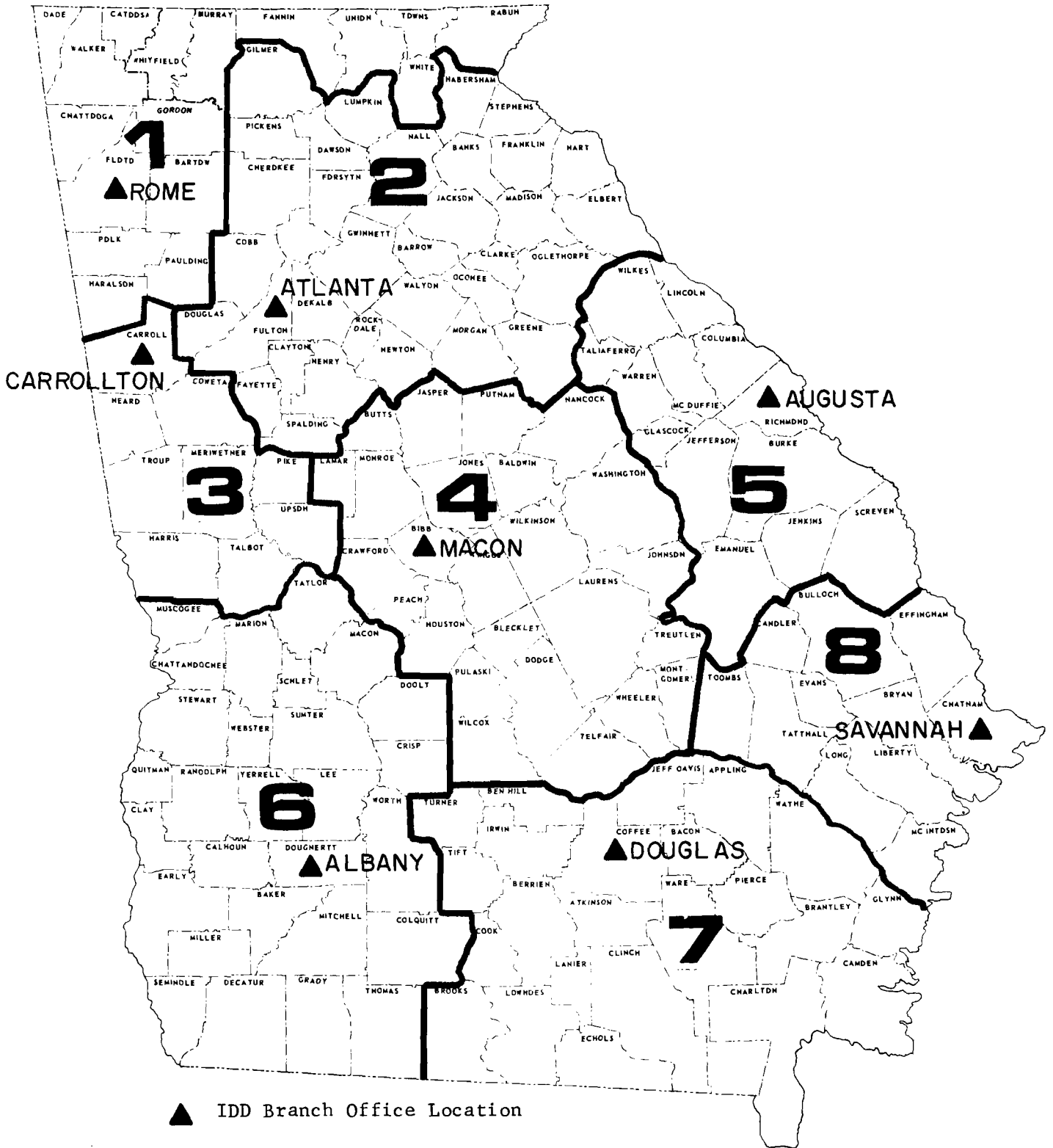
A presentation explaining the program was prepared and submitted to the executive director of the newly designated Economic Development District. (See Appendix 2, Outline of EDA Program.) Map 2 shows the twelve Economic Development Districts and the designated EDA counties in each. The program continued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

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

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

Map 1

AREAS OF FIELD OFFICE RESPONSIBILITY



SUMMARY OF PROGRAM ACTIVITIES

Of the 97 individual projects conducted under the EDA-sponsored program of management and technical assistance to business and industrial firms in selected Georgia counties, 66 were completed or discontinued during the contract period. The remaining 31 projects were still active as of May 31, 1971.

In accomplishing the objectives of the program, the IDD staff's attention was devoted primarily to the expansion of existing industry and the formation of new enterprises. As circumstances dictated, some effort was also directed toward problem solving in order to strengthen firms and toward saving jobs already lost or currently endangered by failing businesses. In summarizing the program activities, therefore, the individual projects are classified by nature of project objective into the following categories:

1. Expansion or diversification of an existing firm
2. New venture development
3. Efforts to stabilize firms and save jobs
4. Community development

Table 1 and Map 3 identify the counties in which work was performed under the program and indicate the number of projects conducted in each county. At least one, and as many as six projects, were undertaken in each of the 49 counties.

Nineteen projects were conducted for metal products manufacturers and 11 for housing manufacturers. (See Table 2.) The remaining projects conducted for manufacturing firms were divided among wood products, apparel products, food products, poultry products, mineral products, textile products, plastic products, carpet products, wooden furniture, paper products, agricultural service, and miscellaneous products. Three projects were for local governments or development agencies.

Although the nature of work performed on the 97 management and technical assistance projects varied considerably, emphasis was on analysis of manufacturing facilities and systems and market research. (See Table 3.) Other project work included manpower development, development of new product possibilities, facilities arrangement, aid in preparation of EDA application, and financial planning.

Table 1
SUMMARY OF PROJECTS BY COUNTY

County	Nature of Project Objectives				Total
	Expansion or Diver- sification	New Venture Development	Stabilization of Firms	Community Development	
Muscogee	4	1	1	-	6
Mitchell	2	3	-	-	5
Carroll	3	1	1	-	5
Jefferson	1	4	-	-	5
Randolph	1	2	1	-	4
Coffee	3	1	-	-	4
Douglas	-	3	1	-	4
Troup	-	1	2	-	3
Hancock	-	-	2	1	3
Glynn	1	2	-	-	3
Taylor	1	2	-	-	3
Marion	2	1	-	-	3
Morgan	1	1	-	-	2
Paulding	1	-	1	-	2
Burke	1	1	-	-	2
Dodge	1	1	-	-	2
Lowndes	1	-	1	-	2
Webster	-	2	-	-	2
Ware	1	-	1	-	2
Ben Hill	2	-	-	-	2
Laurens	1	1	-	-	2
Tift	2	-	-	-	2
Dougherty	1	1	-	-	2
Schley	1	1	-	-	2
Brantley	1	-	-	-	1
Decatur	1	-	-	-	1
White	1	-	-	-	1
Dade	1	-	-	-	1
Jones	-	1	-	-	1
Murray	1	-	-	-	1
Lee	-	1	-	-	1
Bacon	-	-	1	-	1
Liberty	-	-	-	1	1
Wilcox	-	-	1	-	1
Warren	-	1	-	-	1
Pike	1	-	-	-	1
Sumter	1	-	-	-	1
Clay	-	1	-	-	1
Brooks	-	-	-	1	1
Irwin	-	-	1	-	1
Telfair	-	1	-	-	1
Lincoln	-	-	-	1	1

(continued)

Table 1 (continued)
SUMMARY OF PROJECTS BY COUNTY

<u>County</u>	<u>Nature of Project Objectives</u>				<u>Total</u>
	<u>Expansion or Diver- sification</u>	<u>New Venture Development</u>	<u>Stabilization of Firms</u>	<u>Community Development</u>	
Walton	-	-	1	-	1
Calhoun	1	-	-	-	1
Turner	-	1	-	-	1
Fannin	1	-	-	-	1
Berrien	1	-	-	-	1
Candler	1	-	-	-	1
Greene	<u>-</u>	<u>1</u>	<u>-</u>	<u>-</u>	<u>1</u>
Total	42	36	15	4	97

Total Number of Counties: 49

Map 3

DISTRIBUTION OF EDA PROJECTS

June 1, 1970 to May 31, 1971

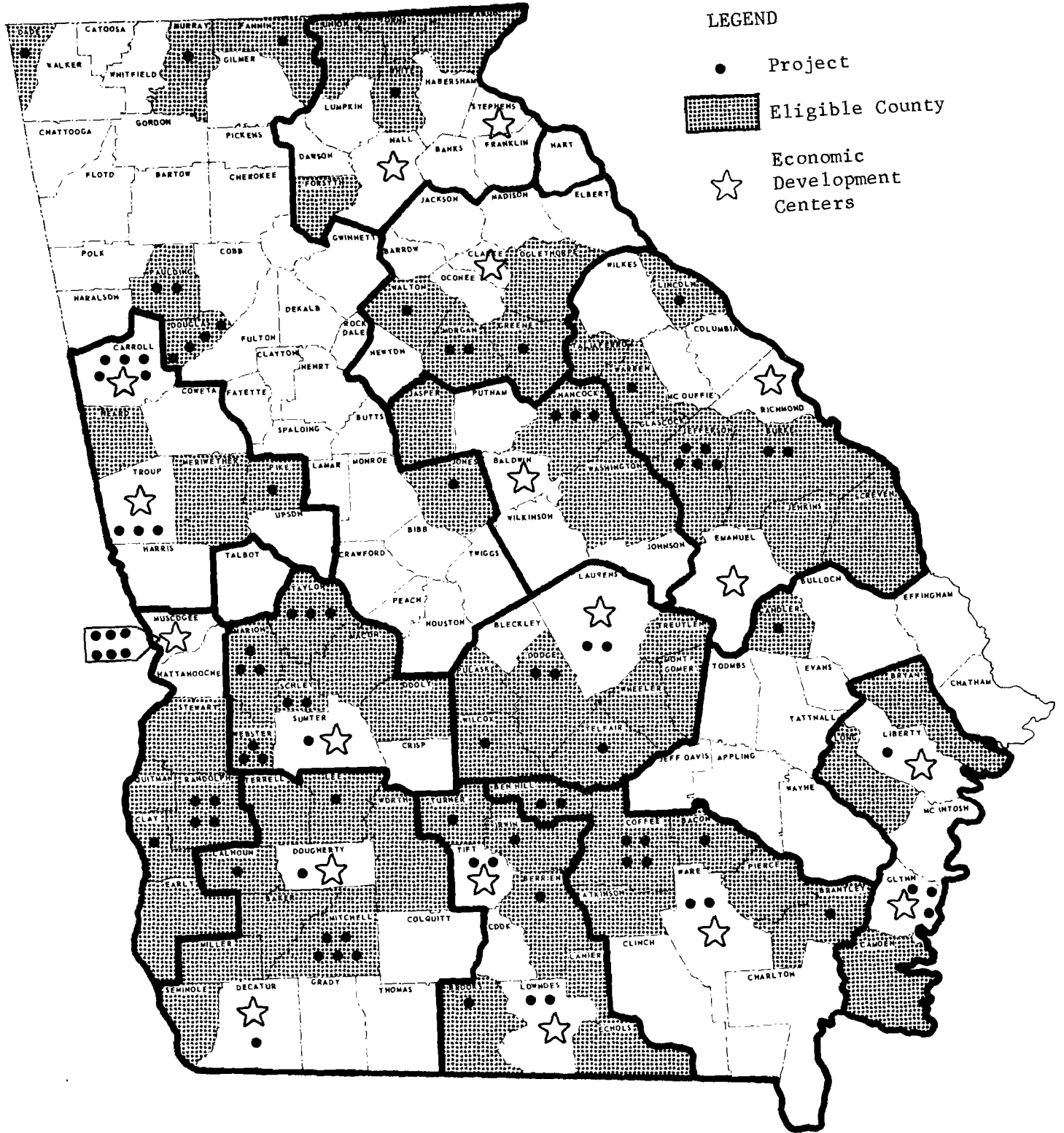


Table 2
SUMMARY OF PROJECTS BY INDUSTRY

Type of Industry	Nature of Project Objectives				Total
	Expansion or Diver-sification	New Venture Development	Stabilization of Firms	Community Development	
Metal Products	9	6	4	-	19
Housing	3	6	2	-	11
Miscellaneous Products	1	8	1	-	10
Plastic Products Rubber & Chemical	7	2	1	-	10
Wood Furniture	4	2	2	-	8
Wood Products	3	4	-	-	7
Food Products	5	1	-	-	6
Apparel Products	-	1	3	1	5
Mineral Products	2	3	-	-	5
Carpet Products	3	-	2	-	5
Textile Products	3	-	-	-	3
Local Government	-	-	-	2	2
Paper Products	1	1	-	-	2
Agricultural Service	1	1	-	-	2
Development Agency	-	-	-	1	1
Poultry Products	<u>-</u>	<u>1</u>	<u>-</u>	<u>-</u>	<u>1</u>
Total	42	36	15	4	97

Table 3
SUMMARY OF PROJECTS BY NATURE OF WORK PERFORMED

<u>Primary Work Emphasis</u>	<u>Nature of Project Objective</u>				<u>Total</u>
	<u>Expansion or Diver- sification</u>	<u>New Venture Development</u>	<u>Stabilization of Firms</u>	<u>Community Development</u>	
Market research on specific pro- duct potential	4	14	3	-	21
Analysis of operating manage- ment practices	3	-	3	-	6
Facilities arrangement	9	6	1	-	16
Manufacturing facilities and systems analysis	4	2	2	-	8
Feasibility analysis	2	1	-	-	3
Aid in personnel problems	2	-	1	-	3
Location of management and capital resources	1	2	-	-	3
Aid in prepara- tion of EDA application	8	3	-	-	11
Financial planning	3	5	5	-	13
Development of new product possibilities	4	2	-	-	6
Industrial loca- tion analysis	2	-	-	1	3
Industrial site survey	-	-	-	2	2

(continued)

Table 3 (continued)
SUMMARY OF PROJECTS BY NATURE OF WORK PERFORMED

<u>Primary Work Emphasis</u>	<u>Nature of Project Objective</u>				<u>Total</u>
	<u>Expansion or Diver- sification</u>	<u>New Venture Development</u>	<u>Stabilization of Firms</u>	<u>Community Development</u>	
Equipment infor- mation and source of materials	-	1	-	-	1
Manpower development	<u>-</u>	<u>-</u>	<u>-</u>	<u>1</u>	<u>1</u>
Total	42	36	15	4	97

SIGNIFICANT DEVELOPMENTS

Some significant developments occurred during the period covered by this report. It is felt that these developments are particularly encouraging and are worthy of emphasis; therefore, an attempt is made in this section to review some of the more noteworthy accomplishments. Among the topics discussed are significant projects, such as management and technical assistance, community development, and public work projects, and some special studies.

Significant Project Work

A major kaolin processing company is being assisted in locating an additional plant in Jefferson County. When in full operation, this plant will provide employment for 500 people.

The prefabricated housing plant in Tifton (Growth Center) is receiving considerable IDD assistance in placing the new plant in operation and solving several technical problems which it had encountered. This assistance has permitted the company to begin operation much sooner than otherwise would have been possible. The company now employs 15 people and expects to continue expanding its work force until reaching full production by August 1971.

The mobile home manufacturer in Mitchell County was assisted in solving several production and management problems. The improvements recommended have already resulted in employment being increased from 60 to 75 people, and it is expected that employment will gradually increase to approximately 50 additional people.

A calico scallops processing plant in Glynn County was assisted with plans to expand from a pilot operation into a full scale operation employing approximately 150 unskilled people on a full-time basis.

A city in Brooks County was assisted with the development of a design plan for a proposed industrial district and with the submission of an EDA application for a public works grant. A mobile home company has already expressed an interest in locating in the proposed industrial district, and it is expected that others will become interested as the district is developed. (See Appendix 3.)

The wire manufacturing company in Carroll County that received considerable IDD assistance with its plans to establish a copper refinery and with the preparation of the EDA loan application received approval of its loan. Construction began immediately and the first phase of the new refinery will commence operations in June 1971 with an initial employment of 135 people. When this refinery is fully operational, it is expected to provide employment opportunities for more than 1,400 people. (See Appendix 4a and 4b.)

A group of individuals in Mitchell County is being assisted with the further development of plans to establish a company to transform peanut shells to charcoal. The proposed company will provide direct employment opportunities for 140 people and indirect employment for at least another 140 as well as assist with a solution to a critical air pollution problem.

The heavy machinery manufacturer in Ware County has received in-depth assistance during its rapid growth. It is now being assisted with improved organizational, management, and control procedures as well as locating a source of additional working capital to provide a sound base for further growth. The company now employs 28 people. With the implementation of the control program now underway and with additional working capital, the company expects to immediately increase production, expand sales, and add an additional 12 employees.

The synthetic marble company in Coffee County has been assisted by IDD during its initial growth and diversification, and is now being assisted with its expansion plans and improved operating procedures. Employment has grown from 6 to 22 employees with continued growth anticipated.

A chicken hatchery company, which planned to establish a feed mill facility for producing feed for its hatcheries, was assisted in its decision to locate this facility in Brantley County. IDD prepared a market study which indicated the optimum location for this facility and also assisted in obtaining the required financing. This feed mill initially employed 12 people and created additional employment opportunities for a large number of indirect employees. (See Appendix 5a and 5b.)

A floraculture center in Dublin (Growth Center) was assisted in determining the market for pot flowers and in evaluating a flower sales promotion program. The growers association announced recently the receipt of grants totaling \$326,000 and plans to establish an additional facility in Eastman, Georgia. These centers will train and provide employment for a large number of formerly unskilled and low-skilled people. (See Appendix 6.)

A group of individuals in Telfair County is being assisted with the preparation of an EDA business loan application to cover cost of purchasing a sawmill complex that is 90% complete, but has never been operated. This group expects to complete the mill and be in full operation within 60 days after funds are made available. The plant will initially employ 200 men at the site and an additional 200 in the woods or in other support activities.

A textile waste processing plant in Mitchell County was assisted with its expansion plans which included moving into a new building. The move has been completed and the plant is in full operation and employing 26 people.

A food processing company in Coffee County was assisted in evaluating the advisability of a large expansion that was being considered. IDD's major contribution to the decision to expand was in identifying the availability of raw materials to support the increased sales indicated. The company has begun implementing its expansion plan and anticipates employment will increase from the present 574 to 1,025 when the expansion program is completed in 1975. In addition there will be several hundred indirect jobs created.

The new carpet yarn manufacturer in Ben Hill County was assisted in establishing a manpower training program, development of sound personnel policies, and was given recommendations for improved working conditions. The implementation of these personnel policies and programs created an

environment for a stable work force of 150 people, initially. Employment has steadily increased as full production was reached and now, only nine months later, the company is employing 325 people.

A structural steel company planning to locate in Burke County is being assisted with the preparation of an SBA 502 loan application and assistance was rendered in locating a bank which has agreed to participate in the loan. The proposed plant will provide employment for 30 men in a severely depressed community.

A lumber company in White County that plans to build a lumber sawmill complex has received continuing assistance in applying for an EDA business loan. This new sawmill complex will directly employ approximately 130 employees and will create an additional 200 indirect jobs. (See Appendix 7.)

Interviews of Manufacturers

During the period June 1, 1970, through May 31, 1971, interviews were conducted with firms located in nine Economic Development Centers (Albany, Americus, Brunswick, Carrollton, Columbus, Dublin, LaGrange, Tifton, and Waycross). One hundred and sixty one manufacturers' data sheets were completed during the survey. As a result of the interviews and contacts made from this and previous surveys, 23 projects were developed which required IDD assistance.

DESCRIPTIONS AND RESULTS OF INDIVIDUAL PROJECTS

The 97 individual projects which were active during the period under the program of management and technical assistance to businesses, industrial firms, and communities in designated Georgia counties are listed by Economic Development Districts and described on the following pages. These summary descriptions include an identification of each project by number, type, and location; a brief description of the work performed; and a statement of the results achieved. The 31 projects which were still active as of May 31, 1971, are listed under "On Going Projects" in each EDD.

CENTRAL SAVANNAH RIVER ECONOMIC DEVELOPMENT DISTRICT

General

The Central Savannah River Economic Development District consists of 13 counties, of which eight are eligible Redevelopment Area counties: Burke, Glascock, Jefferson, Jenkins, Lincoln, Screven, Taliaferro, and Warren. The Growth Centers are Augusta (Richmond County) and Swainsboro (Emanuel County).

Discontinued Projects

During the period four projects were discontinued in this area.

Project 481: An industrialist in Warren County was being assisted in establishing a wood particleboard plant

This individual requested assistance in accumulating information for use in attracting joint participation in a wood particleboard manufacturing venture.

Results: Due to a prolonged illness, it has been necessary for this individual to delay the pursuit of this venture. No further assistance needed, the project is closed.

Project 483: Assistance to a cannery in Burke County

This company had planned to expand its facilities and had requested assistance in applying for an SBA loan.

Results: The owner advised IDD that his SBA loan application for the plant enlargement has not been submitted due to his accountants' slowness in getting together the necessary information. He still plans to pursue the SBA loan to its completion and still intends to enlarge his canning plant which will provide employment for 25 additional people. This project may be reopened after the accountant has completed developing the necessary financial data for the SBA application. No further assistance needed, the project is closed.

Project 496: Assistance to an individual interested in establishing a foundry and machine shop in Jefferson County

This individual was interested in establishing an aluminum foundry and machine shop to produce tire molds. He requested assistance with the preparation of a market study and help in preparing an EDA loan application to cover cost of the proposed facility.

Results: He was advised to contact the EDA Representative to discuss his proposed plans and to apprise him of his interest in applying for an EDA loan. IDD provided him with a possible site location in Wadley, Georgia, as well as general plant layout information. IDD has not been able to contact this individual during the past two months; therefore, it is assumed that he does not wish to pursue the establishment of this plant at present. No further assistance needed, the project is closed.

Project 527: Assistance to a clothing manufacturer in Lincoln County

IDD was requested to assist this company with solving an unstable labor situation by helping to locate a day-nursery on land owned by the company.

Results: After investigating the request, it was determined that the principal of the company actually wanted a subdivision laid out in detail including streets, building lots, utilities, etc., and, therefore, did not meet EDA criteria for assistance. Not eligible for assistance, the project was closed.

On Going Projects

There are now five projects under way in this area.

Project 456: Assistance to a structural steel company interested in establishing a plant in Burke County

This company is interested in establishing a plant to fabricate structural steel for the construction industry. The company is being assisted with a plant layout, plant staffing, employee training, locating a source of funds, and various other start-up problems. The company has decided to apply for an SBA 502 loan and with IDD's assistance has located a bank that has agreed to provide the matching funds. IDD currently is assisting with the preparation of the SBA 502 loan application and if approved, construction will begin immediately. The proposed plant will provide employment for 30 men in a severely depressed community.

Results: The project is continuing.

Project 518: Assistance to a proposed kaolin processing plant in Jefferson County

A kaolin processing company is interested in locating an additional plant in Jefferson County. IDD is assisting this company with evaluating a potential plant site. The company is now preparing a feasibility study for the new plant and IDD has arranged a meeting with the soil conservation service for advice on water and waste treatment. Company engineers are preparing recommendations to build a \$6,000,000 kaolin processing plant, and if the project is found feasible, the construction will start in late 1971 for a planned start-up date of January 1973. This plant will initially provide employment for 70 people with expectations of eventually employing 500 people.

Results: The project is continuing.

Project 519: Assistance to an individual interested in establishing a mobile home frames manufacturing company in Jefferson County

This individual is interested in manufacturing mobile home and trailer frames and is receiving IDD assistance with developing marketing information on

mobile home requirements as well as other related industries such as boat trailers. He already has an established small metal fabricating shop which is operated on a part-time basis producing farm implements.

Results: The project is continuing.

Project 524: Assistance to an individual interested in establishing a plant to manufacture table lamps in Jefferson County

An individual has requested IDD assistance in establishing a plant for manufacturing table lamps. Product drawings have been reviewed and assistance rendered in locating a company to manufacture prototype parts. Assistance is also being rendered in evaluating various types of raw materials such as cast marble.

Results: The project is continuing.

Project 547: Assistance to a housing manufacturer in Jefferson County

This company plans to establish a roof truss manufacturing facility in Wadley, Georgia, and has received IDD assistance in locating an available building. The company is now receiving additional assistance with the development of a plant layout, marketing information, and general assistance in the start-up of the new plant. When in full operation, this company will employ 45 people.

Results: The project is continuing.

COASTAL PLAIN ECONOMIC DEVELOPMENT DISTRICT

General

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

Discontinued Projects

During the period four projects were discontinued in this area.

Project 470: Assistance to a proposed carpet yarn spinning company in Valdosta, Georgia (Growth Center)

The two principals had previously expressed a desire to establish a carpet yarn spinning plant in Valdosta, Georgia. At that time a preliminary market study for this product was prepared by IDD and provided to the EDA Representative along with other information. The individuals were unable to continue with their plans at that time and the project was closed. They later decided to proceed with their plans for establishing the plant and requested that IDD up-date the preliminary market study to evaluate the current market potential.

Results: The market study was revised and forwarded to the principals for their information; however, they have now decided to expand their existing plant at Columbus, Georgia (Growth Center) rather than build a new facility at this time. No further assistance needed, the project is closed.

Project 479: Assistance to an individual in Valdosta, Georgia (Growth Center) interested in purchasing and expanding an animal trap manufacturing company

This individual was interested in purchasing a company which was involved in the settlement of an estate and was to be closed. He requested IDD assistance in conducting a market study to determine the potential sales for a patented animal trap manufactured by this company. If he had acquired this company, he had planned to initiate a vigorous sales program along with a modernization and expansion of the facility. This acquisition not only would have saved the existing five jobs, but also would have created additional job opportunities.

Results: A market study was completed by IDD and presented to the individual for his information and guidance. The results of the study proved to be negative and additional information gathered by the individual substantiated this result. The individual decided not to proceed with his plans for purchasing the company. No further assistance needed, the project is closed.

Project 510: Assistance to a city in Brooks County

At the request of the EDA Representative, IDD assisted Quitman, Georgia with the development of an industrial park.

Results: IDD conducted research, inspected the site, and prepared an industrial district design plan. This design plan was completed and delivered to the Brooks County Industrial Authority for implementation. Subsequent to IDD's completion of the industrial district design plan, Quitman had an engineering estimate made of the cost to effect the design plan. An application has been made for an EDA grant of \$450,000 for this development, plus additional municipal utility improvements. No further assistance needed, the project is closed.

Project 521: Assistance to a manufacturer of infant wear located in Irwin County

This company was experiencing personnel problems and had requested information concerning absenteeism and employee motivation.

Results: IDD conducted an analysis of the company's personnel policies and furnished it with written information as well as making several suggestions and recommendations for improvement. Since the implementation of these recommendations, there has been a reduction of absenteeism. No further assistance needed, the project is closed.

On Going Projects

There are now four projects under way in this area.

Project 498: Assistance to a company establishing a plant to manufacture pre-fabricated houses in Tifton, Georgia (Growth Center)

This company is establishing a prefabricated housing plant and is receiving IDD assistance with placing the plant in operation. IDD has developed information pertaining to materials, equipment, jig designs, processes for use in constructing prefabricated housing panels, and cost break-down of current housing. An IDD representative has delivered this information to the company and discussed possible applications under the company's operating objectives. Recently, this company has been rendered considerable assistance in developing a method for applying urethane foam insulation in its panel constructed houses. The company is now employing 15 people and producing one house per day.

Results: The project is continuing.

Project 534: Assistance to an automobile accessory manufacturer in Turner County

At the request of the Coastal Plain EDD and the Ashburn-Turner County Industrial Authority, IDD representatives met with the general manager of this company to discuss his plans for manufacturing a new type of patented rear-view

mirror for trucks. IDD is rendering considerable assistance to this company with product design, raw material procurement, costing the product, source of capital, marketing program, and general management practices. This company plans to begin operations with three employees in what is basically an assembly operation and to expand its employment and the scope of its operation as sales permit.

Results: The project is continuing.

Project 540: Assistance to a farm appliance manufacturer in Berrien County

This company has developed and now manufactures a liquid fertilizer applicator. The applicator operates on a gravity flow system and has been successfully field-tested and accepted by the farmers. The company would like to expand its facilities and has requested IDD assistance in developing marketing information, recommended cost reductions, and setting up the new plant. The company has an initial employment of four people and with improved facilities and increased sales, the company expects continued growth in employment.

Results: The project is continuing.

Project 544: Assistance to a mobile home plant in Tifton, Georgia (Growth Center)

This company's sales have increased during the past several months to the extent that the company is no longer able to fulfill its orders with a single production line. It has requested assistance with increasing its production through the modification of the existing product line or the addition of another production line. The plant is presently producing four 60 foot units per day or six 48 foot units per day but wishes to increase production to eight 60 foot units per day. The IDD assistance requested will consist of recommendations with regard to the feasibility of adding another line or modifying the existing line.

Results: The project is continuing.

GEORGIA MOUNTAINS ECONOMIC DEVELOPMENT DISTRICT

General

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

Discontinued Projects

During the period no projects were discontinued in this area.

On Going Projects

There is now one project under way in this area.

Project 449: Assistance to a lumber company in White County

The company plans to build a lumber sawmill complex at Cleveland, Georgia and has requested assistance in applying for an EDA business loan. IDD assisted this company in developing the necessary information required for an EDA pre-filing conference which was held in Huntsville. Subsequent to the pre-filing conference, IDD assisted with developing information required for a section 702 study. After evaluating the results of the 702 study, EDA has advised IDD and the company to proceed with the preparation of the EDA application. This new sawmill complex will directly employ approximately 130 employees and will create an additional 200 indirect jobs.

Results: The project is continuing.

HEART OF GEORGIA ECONOMIC DEVELOPMENT DISTRICT

General

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

Discontinued Projects

During the period five projects were discontinued in this area.

Project 469: Assistance to a proposed vitreous china plumbing fixture manufacturing company in Dodge County

A manufacturer of vitreous china plumbing fixtures had planned to establish a branch plant in Eastman, Georgia.

Results: IDD assisted with the initial planning and the preparation of an EDA business loan application; however, the company has been unable to obtain commitments of private sector funds needed. Because of the inability of the company to obtain these funds, its plans have been delayed indefinitely. In the interim the company has expanded its present facilities at Atlanta to handle its increased sales. No further assistance needed, the project is closed.

Project 478: Assistance to a mobile home manufacturer in Wilcox County

The mobile home manufacturer started operations approximately one year ago and has experienced considerable operational difficulty. However, it now appears the situation has stabilized.

Results: The manufacturer received IDD recommendations for improved plant efficiency and was provided standard techniques used in the mobile home industry. Subsequently, however, the company decided to merge with a larger mobile home manufacturer. No further assistance needed, the project is closed.

Project 494: Assistance to a floraculture center in Dublin, Georgia (Growth Center)

A growers association has established a floraculture center to grow flowers for the commercial market. IDD was requested to assist in determining the market for this type commodity, as well as suggesting merchandising techniques and assisting with the start-up of a woodworking shop.

Results: IDD has completed work on an econometric model which estimates the retail florists store sales for 14 Georgia counties in 1970. IDD has also completed a full market study on flower sales promotion and a market study for exotic tropical birds. These studies were forwarded to the growers association for its information and guidance. The growers association has entered into the commercial

market in 1971 and has experienced a demand for both potted plants and bedding plants exceeding its present production. The growers association announced recently the receipt of grants totaling \$326,000 and plans to open an additional facility in Eastman, Georgia. No further assistance needed, the project is closed.

Project 523: Assistance to an individual interested in establishing a fishing equipment manufacturing and distribution facility in Dodge County

This individual had planned to establish a company to manufacture a fishing lure and to distribute a complete line of fishing equipment.

Results: He received IDD assistance in investigating the market for these items and in planning the new venture; however, the individual has now decided to hold his plans in abeyance. No further assistance needed, the project is closed.

Project 539: Assistance to a floraculture center in Dublin, Georgia (Growth Center)

This floraculture center was interested in investigating the possibilities of manufacturing plastic flats to be used in handling and transporting bedding plants and other types of floraculture products. The center requested IDD assistance in developing data relative to the cost of manufacturing, method of manufacturing, and cost of machinery and raw materials required in the manufacture of these items.

Results: As a result of the data developed, it was determined that the machinery and raw material cost for the level of operations planned would exceed the cost of the finished products that are now being purchased. No further assistance needed, the project is closed.

On Going Projects

There is now one project under way in this area.

Project 526: Assistance to a newly formed company interested in operating a modern sawmill complex in Telfair County

This company is interested in acquiring, completing, and operating the lumber mill complex at Lumber City. The company is applying for an EDA loan and is receiving IDD assistance with the preparation of the application. In conjunction with the preparation of the EDA loan application, IDD prepared an economic impact study and a market study which will be submitted with the application. This lumber complex can be fully operational within 60 days after approval of the loan and will provide direct employment for 200 people and related employment for an additional 200 people.

Results: The project is continuing.

NORTHEAST GEORGIA ECONOMIC DEVELOPMENT DISTRICT

General

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

Discontinued Projects

During the period four projects were discontinued in this area.

Project 364: Market information for an individual in Greene County desiring to establish a brick plant

An individual was interested in establishing a sand-lime brick plant that would employ up to 45 people. He requested that IDD provide market information pertaining to west central Georgia.

Results: The market study was prepared and assistance was rendered in the preparation and presentation of his application to SBA for a loan under the 502 program. However, because of the long delay in obtaining approval of this loan, the individual has withdrawn his SBA application and is no longer interested in establishing a sand-lime brick plant. No further assistance needed, the project is closed.

Project 512: Assistance to a proposed steel wire manufacturing plant in Morgan County

Two companies were interested in a joint venture to establish a plant to convert steel rod into steel wire. The companies intended to apply for an EDA business loan and the EDA Representative had requested that IDD render assistance as needed.

Results: IDD was represented at the pre-filing conference and had begun assisting with the documentation and preparation of the EDA application. The companies have subsequently decided to hold these plans in abeyance. No further assistance needed, the project is closed.

Project 517: Assistance to a proposed surgical supply manufacturer in Morgan County

A surgical supply manufacturer planned to establish a new manufacturing facility at Madison, Georgia.

Results: The company had requested IDD assistance with the preparation of an EDA loan application to cover cost of the new plant; however, the company has been able to obtain a commercial loan from an Atlanta bank and will not need EDA assistance. No further assistance needed, the project is closed.

Project 531: Assistance to a light metal fabricator and manufacturer in Walton County

This company had excess production capabilities available and had requested IDD assistance in obtaining additional contract work to prevent a reduction-in-force of personnel.

Results: Several potential customers were referred to this company; however, due to increased in-house production requirements, the company decided not to pursue additional contract work. No further assistance needed, the project is closed.

On Going Projects

There are now no projects under way in this area.

OCONEE AREA ECONOMIC DEVELOPMENT DISTRICT

General

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

Discontinued Projects

During the period three projects were discontinued in this area.

Project 416: Assistance to a furniture manufacturer in Hancock County

A furniture manufacturing company had requested IDD assistance in locating additional working capital, solving material handling problems, reviewing wage and fringe benefits, and analyzing its cost control system. (See Appendix 8.)

Results: Several cost reduction recommendations were made and have been implemented with good results. IDD also furnished the company with information on current wage and fringe benefits of employees in the area and assisted the company in establishing improved operating procedures which have resulted in increased efficiency. No further assistance needed, the project is closed.

Project 447: Assistance to a development group in Hancock County

The development group requested assistance with the up-dating of the Oconee Area Vocational-Technical School Study as it applies to Hancock County.

Results: Considerable data were developed through a mail questionnaire sent out to over 500 business and manufacturing firms. The survey was completed and tabulated. However, the Hancock County Committee for Social and Economic Development was unable to complete the final report prior to the termination of its EDA grant. No further assistance needed, the project is closed.

Project 484: Assistance to a mobile home manufacturer in Hancock County

This mobile home manufacturer had requested assistance in evaluating and improving its inventory control and purchasing procedures.

Results: IDD reviewed the company's inventory control and purchasing procedures and forwarded the findings and recommendations to the president of the company. No further assistance needed, the project is closed.

On Going Projects

There are now no projects under way in this area.

SLASH PINE AREA ECONOMIC DEVELOPMENT DISTRICT

General

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

Discontinued Projects

During the period five projects were discontinued in this area.

Project 441: Assistance to a chicken hatchery in Brantley County

This company was interested in establishing an additional feed mill facility to produce feed for its hatcheries and had requested IDD assistance in developing and implementing these plans.

Results: IDD developed and furnished market information on the poultry industry which assisted the company in making its decision to locate in this county. Assistance was rendered with the preparation and presentation of a loan application to SBA to cover cost of the new facility. The loan was approved and the company has begun construction on the plant in Brantley County. The investment will exceed \$400,000 and initial direct production worker employment will be 12. A much larger number of indirect employees will benefit from the new facility through contract activity. No further assistance needed, the project is closed.

Project 467: Assistance to a food processing company in Coffee County

This company originally requested IDD to prepare a raw material availability study and to document sales potential for the company. This information was used in evaluating the advisability of a large expansion that was being considered and also to assist in obtaining funds for the expansion.

Results: The results of the various expansion studies were favorable and based on these studies the company decided to proceed with its expansion plans and to apply for an EDA loan. IDD assisted with the preparation and documentation of the EDA loan application. This application was completed and forwarded to EDA Washington by the EDA Regional Office in Huntsville with expectations of approval. However, subsequent to the submission of this application, the company merged with Flowers Industries which broadened the financial base of the company and provided other sources of financial assistance to the company. The newly merged company was able to obtain money through private sources at 5½% rather than the 7½% that was being charged by EDA at the time. The company elected to obtain the necessary funds for expansion from private sources and withdrew its EDA application. The net results of IDD assistance to the company was that it provided information basic to the planned expansion by identifying the availability of raw materials to support the increased sales indicated. The company has begun to implement its expansion plans and anticipates employment will increase from the present 574 to 1,025 when the expansion program is completed in 1975.

This does not include the indirect jobs that will result from additional poultry growers, feed companies, etc. No further assistance needed, the project is closed.

Project 468: Assistance to two individuals interested in manufacturing roof trusses in Coffee County

Two individuals were interested in establishing a manufacturing facility to produce roof trusses for the conventional housing market. At their request, IDD assisted them in evaluating the market for this type item within a 50-60 mile radius of Douglas, Georgia.

Results: The market survey was completed and a report of the results was presented and discussed with the individuals for their information and guidance. Several brochures from various truss equipment manufacturers were also included. Their initial employment will consist of three production workers. No further assistance needed, the project is closed.

Project 476: Assistance to a lumber company in Waycross, Georgia (Growth Center)

This company was considering expansion and diversification to include the manufacture of particleboard and hardboard products. IDD was requested to provide assistance in developing a market study for these products within a reasonable radius of Waycross, Georgia.

Results: The market study was completed and presented to the president of the company for his evaluation. No further assistance needed, the project is closed.

Project 497: Assistance to a carpet yarn manufacturer in Ben Hill County

A manufacturer of carpet yarn had established a new plant in Fitzgerald, Georgia and requested IDD assistance in establishing a manpower training program as well as improved personnel policies and recommendations for better working conditions.

Results: This information and recommendations were forwarded to the company and have been implemented with good results. This company initially provided employment opportunities for 150 people and at the present time, only nine months later, employs 325 people. No further assistance needed, the project is closed.

On Going Projects

There are now five projects under way in this area.

Project 475: Assistance to an upholstered furniture manufacturer in Bacon County

This company manufactures upholstered living room furniture in an old school building. The layout of the building did not lend itself to efficient production

and material flow. IDD provided recommendations for remodeling the facilities and assisted in the development of a satisfactory plant layout. Recommendations for improved production methods, an inventory control system, and new machinery evaluations were also provided. The implementation of these recommendations has resulted in increased efficiency; however, due to the continuing growth of this company, it is now considering moving to a new industrial park. The company has requested IDD assistance in evaluating the feasibility of the move and a recommendation as to the type of building needed. This company has been in operation for approximately 18 months and has grown from a one man operation to its current employment of 14 people. Further growth is anticipated with the improvement of the production facilities.

Results: The project is continuing.

Project 492: Assistance to an electrical motor rewinding company in Ben Hill County

This company was considering establishing a manufacturing facility to produce electrical junction boxes, panel boxes, and other related sheet metal electrical accessories. IDD assistance was rendered with the preparation of a study to determine the market for these items. This study was completed and presented to the company for its information and guidance. The company has decided to proceed with its plans for establishing a manufacturing facility and is being assisted with development of a plant layout and locating production equipment and qualified personnel.

Results: The project is continuing.

Project 501: Assistance to a heavy machinery manufacturer located in Waycross, Georgia (Growth Center)

This company manufactures hydraulic log loaders for sale primarily in the southeastern United States. The firm has been in operation for approximately two years and has steadily increased its work force to the current level of 28 employees. With the rapid growth of the company, the owner has found himself faced with an acute shortage of working capital and inadequate management policies and procedures. He is being assisted in locating a source of working capital, developing personnel policies, inventory control systems, cost standard systems, and assistance in developing basic accounting records. He, also, has been indoctrinated in staffing techniques, planning techniques, and improved employee relations techniques. When his financial and management problems are reconciled, he anticipates that the company will provide employment opportunities for an additional 12 people.

Results: The project is continuing.

Project 528: Assistance to a synthetic marble manufacturer in Coffee County

This company has diversified from a product line of synthetic marble vanity tops to fiberglass boats, fiberglass bath enclosures, fiberglass tanks, and

synthetic marble tiles. The company is receiving IDD assistance in developing improved production processes, quality control procedures, and manufacturing standards for both its marble and fiberglass processes. IDD is also assisting with developing a plant layout for a proposed addition to its manufacturing facility. Since IDD began working with this company two years ago, it has increased employment from 6 to 22 employees. As a result of the current product diversification, the company expects to expand its facilities and double its current employment.

Results: The project is continuing.

Project 546: Assistance to a boat manufacturer in Coffee County

A fiberglass boat manufacturing company which has been in production since 1968 is currently experiencing a rapid increase in sales and is in need of additional manufacturing facilities. The company is planning to construct a new building and has requested IDD assistance in designing a plant layout. The company currently employs eight people and produces approximately two to three boats per day. The new and expanded facilities will provide initial production capacity for five boats per day and will result in providing immediate employment opportunities for an additional five people. IDD had previously provided this company with marketing information concerning fiberglass boats which was instrumental in projecting sales for the new facilities.

Results: The project is continuing.

SOUTHWEST GEORGIA ECONOMIC DEVELOPMENT DISTRICT

General

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

Discontinued Projects

During the period six projects were discontinued in this area.

Project 444: Assistance to a machinery company in Bainbridge, Georgia (Growth Center)

This company had considered manufacturing an outdoor gas cooker to be produced with production line methods. IDD was requested to furnish a market analysis and suggestions for a marketing system.

Results: A market study was prepared and delivered to the company for its information; however, it was impossible to find the market narrow enough to be of value. It was suggested that the firm seek good manufacturers' representatives to market this item and IDD assisted the company in locating suitable sales representatives. However, the company's contract machine work has increased and is now requiring its full production capacity. The principals have decided not to pursue the manufacture of the gas cooker at this time. No further assistance needed, the project is closed.

Project 461: Assistance to a textile waste processor in Mitchell County

A processor of textile waste planned to expand its operation and had requested assistance in preparing a plant layout for a new building.

Results: A plant layout was completed and forwarded to the company for consideration. The company has completed its move and has implemented the recommended plant layout. As a result, the company has added 10 new employees and new equipment totaling approximately \$15,000 with production having increased about 50%. No further assistance needed, the project is closed.

Project 472: Assistance to several individuals interested in establishing a plant to manufacture mobile homes and modular housing in Lee County

Several individuals were interested in establishing a plant to manufacture mobile homes and modular housing, and requested IDD assistance in developing information on marketing, financial planning, and production methods.

Results: Assistance and information were furnished this firm in evaluating its entering the manufactured housing business. After considerable discussion

and consideration, the individuals have decided not to enter this business at this time, primarily due to poor economic conditions. No further assistance needed, the project is closed.

Project 493: Assistance to a meat processing plant in Mitchell County

A small meat processor was given an ultimatum by the State Department of Agriculture to either improve its facilities by December 15, 1970 or discontinue its operation. The necessary improvements, including planned expansion, would have cost approximately \$200,000. The firm requested IDD guidance and counseling as to the type of financing that it should seek and assistance with the preparation of an SBA 502 loan application.

Results: The processor decided to purchase an established meat-packing plant in Bainbridge, Georgia in lieu of upgrading and expanding its existing facilities in Pelham, Georgia. The new facilities in Bainbridge allegedly met all state and federal regulations. No further assistance needed, the project is closed.

Project 503: Assistance to a mobile home manufacturer in Mitchell County

A new mobile home manufacturer had requested IDD assistance with production problems it had encountered. The labor costs were 12-13 percent of net sales to dealer compared to a 9-10 percent cost which is common in the industry. Areas of assistance included improved production methods, plant layout, production controls, wage incentives, and management organization structure.

Results: After a thorough study of the company's operation, a report including suggestions and recommendations for improvement was submitted to the president of the company for his consideration. The firm has implemented several of these recommendations which have resulted in steady progress being made in increased production as well as lowering of labor cost percentages. Subsequent to IDD's assistance, the company has added 15 employees and production has increased from one to two coaches per day. No further assistance needed, the project is closed.

Project 505: Assistance to an insulation company in Albany, Georgia (Growth Center)

This company needed to expand its warehousing facility and to install a fabrication shop on its premises for making pipe fitting insulation pieces. The company requested IDD assistance with the preparation and presentation of a proposal to SBA for reconsideration of the company's loan application which had been previously rejected.

Results: Although SBA was receptive to considering this loan under its bank guarantee program, the local banks were not interested in participating. Subsequently, the company decided to seek a direct bank loan in a smaller amount to cover cost of additional equipment only. Some additional warehousing space was provided by the current landlord. IDD assisted the company with the design

of a complete fabrication shop and with evaluation of several types of saws for cutting various types of material. No further assistance needed, the project is closed.

On Going Projects

There are now three projects under way in this area.

Project 499: Assistance to a group of individuals interested in establishing a plant in Mitchell County

A group of individuals is interested in establishing a company to transform peanut shells to charcoal by a thermal-chemical process which was developed by the Engineering Experiment Station of Georgia Tech. The group has requested IDD assistance with determining the domestic market for charcoal and charcoal briquettes and with the preparation of an EDA application. The market study was completed and forwarded to the company for its information. IDD also reviewed and critiqued a rough draft of an economic impact study prepared by the Southwest Georgia EDD. The impact study has been returned to the EDD and will be submitted with the EDA application. This proposed company not only will assist with a solution of a critical air pollution problem that now exists in the peanut shell-ing industry, but also will provide initial employment for 140 people and indirect employment opportunities for several hundred others.

Results: The project is continuing.

Project 532: Assistance to a farm equipment company in Calhoun County

This company is presently a dealer for farm irrigation equipment which is manufactured in the mid-west, and is interested in establishing a manufacturing facility for producing irrigation equipment for sales in the southeast. IDD is assisting this company with determining the market for this equipment and in locating suppliers of raw materials.

Results: The project is continuing.

Project 536: Assistance to a clothing manufacturer in Mitchell County

This company plans to purchase an existing building in Cotton, Georgia and establish a contract clothing manufacturing plant. IDD is assisting with the preparation of an SBA loan application to cover cost of the building and necessary equipment. This proposed company will have an initial employment of 45 people.

Results: The project is continuing.

MIDDLE FLINT ECONOMIC DEVELOPMENT DISTRICT

General

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

Discontinued Projects

During the period eight projects were discontinued in this area.

Project 460: Assistance to an individual in Taylor County desiring to establish a quail processing plant

An individual requested IDD assistance in establishing a plant for processing commercially grown quail.

Results: Assistance was rendered in determining the potential market, in a plant design to meet state and federal health regulations, and in locating manufacturers of poultry processing equipment. Subsequent to our assistance, the individual moved to Florida and was unable to proceed with his plans. No further assistance needed, the project is closed.

Project 471: Assistance to a proposed woodworking plant in Webster County

This company planned to establish a woodworking plant and requested IDD assistance in applying for an SBA 502 loan. Assistance was rendered in the preparation and presentation of a loan request to the Small Business Administration.

Results: This company's SBA 502 loan application was not approved because of the absence of good management. Subsequently, the company was merged with a large furniture manufacturer. The merger has provided good management for the company and has resulted in a highly successful operation. No further assistance needed, the project is closed.

Project 482: Assistance to a company interested in establishing a prefabricated housing plant in Taylor County

A newly organized corporation was interested in establishing manufacturing facilities in an existing warehouse building to produce prefab homes. IDD was requested to assist with the development of a plant layout and to advise the company of production techniques used in similar operations, especially material handling.

Results: A preliminary plant layout was prepared and presented to the company for its information. Although the company is still interested in manufacturing these units, it has decided to hold these plans in abeyance and to

purchase prefab homes from an existing company. No further assistance needed, the project is closed.

Project 486: Assistance in establishing an egg processing plant in Marion County

This company planned to establish an egg processing plant in Buena Vista, Georgia and had requested IDD assistance with the preparation and presentation of an application for an SBA 502 loan.

Results: Assistance was being rendered with the preparation of a pro forma cash flow statement to be submitted with the application; however, the firm had to postpone its plans indefinitely because of poor market conditions for frozen eggs and because of the in-plant problems which it was experiencing at its present facilities. Until the egg market improves and a solution is found for its operating problems, this endeavor must be held in abeyance. No further assistance needed, the project is closed.

Project 489: Assistance to a metal casket company located in Americus, Georgia (Growth Center)

This firm presently manufactures metal caskets, but had desired to diversify into another product line to gain more market stability and volume. IDD was requested to investigate the market potential for the manufacture of reinforced plastic bathroom fixtures.

Results: A market study was completed which indicated a strong market for this type item. As a result of this study, the principals of this company became very interested in pursuing the establishment of an operation to manufacture plastic bathroom fixtures. At the company's request, IDD arranged for the principals to visit several plastic manufacturers to become familiar with plastic injection molding process and to discuss working agreements with these plastic manufacturers. During these meetings, the principals of this company decided on a joint venture with one of the plastic companies to manufacture caskets from injected molded urethane. This casket company would become the national distributor for the plastic caskets. This arrangement appeared to be the most practical and profitable way for the casket company to enter the plastics field. It should result in a large sales revenue increase for the company and could indirectly benefit its local operations in Sumter County. No further assistance needed, the project is closed.

Project 491: Assistance to a machine shop in Taylor County

This firm had available machine time and desperately needed additional work. The employment had declined from 20-8 as the market for the items presently being manufactured was declining. The company had requested IDD assistance in determining diversification of contract work that would utilize its resources and increase employment.

Results: A market study was completed on leveling jacks for the mobile home industry which did not indicate a strong market for this item. In view of the market study, the company decided not to pursue the manufacture of leveling jacks on an individual basis; however, it is interested in manufacturing this item under a contractual arrangement with a firm that would handle the promotion and sales. An interested sales organization was located; however, because of prior commitments, they preferred not to proceed at this time. No further assistance needed, the project is closed.

Project 500: Assistance to a proposed rubber products manufacturer to be located in Webster County

This company was interested in locating a rubber products manufacturing plant in Preston, Georgia.

Results: The company was assisted by IDD with the preparation of an SBA application, work with the local development authority, and the preparation of a plant layout and building design. However, the company changed its plans and has decided not to proceed with the establishment of this plant. No further assistance needed, the project is closed.

Project 522: Assistance to a mobile home furniture manufacturer in Marion County

This company initially manufactured kitchen cabinets on a part time basis and has diversified into furniture manufacturing with a full time employment of eight people.

Results: As a result of its needs for expanding and improving facilities, the company located an additional building in the same general area. IDD assisted the company with a lighting and wiring diagram for the new building and discussed and recommended market methods for its furniture line. A review of its accounting and control system was conducted and several recommendations for improvement were made and have been implemented by the company. Since IDD began working with the company, it has expanded into the 12,000 square foot leased building and purchased \$3,000 of new equipment. Sales are up from \$20,000 per month to \$30,000 per month and are expected to reach \$40,000 per month shortly. The firm has added 7 employees. No further assistance needed, the project is closed.

On Going Projects

There are now four projects under way in this area.

Project 533: Assistance to an individual in Schley County

This individual is presently the owner of a printing company in Albany, Georgia. He is interested in establishing a plant in Schley County to print cartons to supply toy manufacturers. IDD is assisting this individual with the preparation of an SBA loan application, with locating the necessary equipment for this operation, and other problems pertaining to the establishment of the proposed plant.

Results: The project is continuing.

Project 538: Assistance to two individuals interested in manufacturing wooden juvenile furniture in Schley County

These individuals are presently manufacturing wooden kitchen cabinets and other wood products on a part-time basis. They have requested IDD assistance in establishing a plant to manufacture wooden juvenile furniture. IDD has prepared a market study on juvenile furniture which has been delivered to the individuals for their information and guidance. The individuals are being further assisted with the preparation and presentation of an SBA loan application to cover cost of equipment and to provide necessary working capital. They are also being assisted with locating the necessary woodworking equipment and a source of supply for raw materials.

Results: The project is continuing.

Project 542: Assistance to a tool and die manufacturer in Webster County

Several individuals are forming a corporation to establish a tool, die, and metalworking facility at Preston, Georgia. IDD has been requested by the Middle Flint Economic Development District and the local development corporation to assist these individuals with the preparation of an SBA loan application and to aid them with developing a plant layout.

Results: The project is continuing.

Project 545: Assistance to a wooden furniture manufacturer in Marion County

This rapidly expanding wooden furniture manufacturer is interested in diversification and is considering establishing a wood turning operation. The company has requested assistance in evaluating the market for this type item and counseling on production and market planning. A market study is now being conducted and will be furnished to the company for its information and guidance.

Results: The project is continuing.

CHATTAHOOCHEE-FLINT ECONOMIC DEVELOPMENT DISTRICT

General

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

Discontinued Projects

During the period eight projects were discontinued in this area.

Project 424: Assistance to a hardware and metal finishing manufacturer in Carrollton, Georgia (Growth Center)

This company had a critical need for additional working capital and also needed assistance in solving several management problems.

Results: IDD made a complete analysis of this company's operations and prepared and presented recommendations to the company for improved operations; however, the company was unable to obtain additional working capital and was forced to cease operations. No further assistance needed, the project is closed.

Project 429: Assistance to a textile printing company in Carrollton, Georgia (Growth Center)

A company that does contract hand printing of textile products wanted to expand its operations and requested IDD assistance in obtaining a loan to cover costs of a building and additional equipment.

Results: IDD assisted the company with its expansion plans and with locating a source of funds. The company completed its move to its new facilities and installed a new 10-color textile printing press, which is now in production. This expansion resulted in additional employment opportunities for 50 people. The president and owner of the company has expressed his appreciation to IDD for the assistance rendered. No further assistance needed, the project is closed.

Project 448: Assistance to an electrical wire manufacturer in Carrollton, Georgia (Growth Center)

This electrical wire manufacturer desired to expand its facilities by establishing a copper refinery and to further expand its rod and fine wire operations.

Results: IDD supervised the assembly of the EDA loan application and prepared an economic impact study which was submitted as a part of the

application. This loan application was approved and funded and construction has been under way for several months. The first phase of the new refinery will begin operating in June 1971 with an initial employment of 135 people. There will be a steady build-up of employment as additional increments become operational during the next 18 months. The total employment impact of the project will be the creation of new jobs estimated in excess of 1400. No further assistance needed, the project is closed.

Project 488: Assistance to a manufactured housing company in Pike County

The company planned to expand its operation by establishing a new sectional housing manufacturing plant.

Results: IDD assisted with the preparation of an SBA loan application to cover cost of the new facility; however, the principals of the company have decided to hold their plans for building a new facility in abeyance while continuing to search for an existing building or a complete mobile home plant that can be purchased. In addition to assisting the company with its expansion plans, IDD also assisted the company in developing an in-plant supervisory development training program for its present facilities. No further assistance needed, the project is closed.

Project 495: Assistance to a fiberglass boat manufacturer in LaGrange, Georgia (Growth Center)

Principals of this company requested assistance in analyzing the company's operations and financial statements in order to identify problem areas.

Results: An analysis of this company's financial statements has been completed and recommendations concerning future operations and financing of the firm were prepared and delivered to the company for its consideration. A subsequent visit was made to the company and a full discussion of IDD's findings and recommendations was held with the principals and implementation was begun immediately. A recent follow-up visit reflected substantial progress and improvement in the company operations. After a winter low employment of 18, the company now has 32 employees on board and is six weeks behind in scheduled production. Further, the company has eliminated the winter dip in employment and production and now expects to have a stable level of year round production. No further assistance needed, the project is closed.

Project 502: Assistance to an individual interested in establishing a furniture plant in LaGrange, Georgia (Growth Center)

This individual was interested in establishing a plant to manufacture furniture and teaching aids for preschool children.

Results: IDD rendered assistance with an analysis of the market for this type furniture and in locating an experienced furniture manufacturer that was interested in joining this individual in her endeavor. As a result of the

favorable market study prepared by IDD, these individuals established a furniture manufacturing facility which is proving to be a very successful operation. Employment opportunities has been provided for 30 people and is expected to eventually exceed 100. No further assistance needed, the project is closed.

Project 504: Assistance to a carpet manufacturer in LaGrange, Georgia (Growth Center)

This manufacturer of tufted carpet requested assistance with the analysis of a proposal involving lease-purchase of new equipment and contract tufting operations. (See Appendix 9.)

Results: IDD prepared an analysis of the company's proposed new tufting contract and lease-purchase agreement for additional tufting equipment. IDD also met with the principals of the two companies to assist in renegotiating the new contract and expand this company's production capacity. The new tufting machine was received and installed and is now in full production. The new equipment has provided employment opportunities for an additional eight people. No further assistance needed, the project is closed.

Project 511: Assistance to a cordage packaging plant in Carrollton, Georgia (Growth Center)

This company planned to build a new plant in the Carrollton Industrial Park and requested assistance with developing a plant layout for the new building.

Results: A final plant layout was completed and delivered to the principals of the company for implementation. The new plant is now under construction and is expected to be in operation by July 1 and will create additional employment for 34 people. No further assistance needed, the project is closed.

On Going Projects

There is now one project under way in this area.

Project 530: Assistance to a proposed sporting goods company in Carrollton, Georgia (Growth Center)

An individual is interested in establishing a sporting goods store and manufacturing facility and has requested IDD assistance in planning the venture and securing the necessary financing. This individual was assisted with preparing a prospectus and cash flow statement for a presentation to SBA, banks, and investors. Continuing assistance is being rendered as needed.

Results: The project is continuing.

COASTAL AREA ECONOMIC DEVELOPMENT DISTRICT

General

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

Discontinued Projects

During the period four projects were discontinued in this area.

Project 451: Assistance to a group of individuals interested in establishing a chemical reclaiming plant in Brunswick, Georgia (Growth Center)

A group of individuals was considering establishing a chemical reclaiming plant to remove pollutants from water effluent at pulp mills. A study to determine the market for the reclaimed chemicals and assistance with the preparation of an EDA loan application was requested.

Results: The market analysis report was completed by IDD and forwarded to the group for its information. The group had advised IDD that its evaluation of the market report and a decision to proceed with this endeavor may take a year or more; however, recently the group advised IDD that the analysis of the market for the chemical reclamation at the proposed plant has been completed and the group is convinced that the market for these chemicals is extremely lucrative. The plans, however, regarding plant location have been revised. Due to the very large expansion ITT Rayonier is undertaking at its Jesup-Wayne County plant, this group now feels that Jesup would be a more advantageous location for its reclamation plant. Since Wayne County is not an EDA county, IDD has proceeded to assist this company further under the State Technical Assistance program. The initial market survey completed by EDA has been used extensively by the group in its planning and has encouraged its effort to bring the project to fruition. No further assistance needed, the project is closed.

Project 477: Assistance to a Growth Center in Hinesville, Georgia

The city's incorporated limits were recently extended to include land for an industrial park. The EDA Representative requested IDD to assist the city in identifying the site best suited for industrial purposes.

Results: IDD completed an analysis and prepared a report of its findings. This report was discussed in detail with the mayor and other city officials. No further assistance needed, the project is closed.

Project 485: Assistance to a seafood processing company in Brunswick, Georgia (Growth Center)

This company was interested in expanding its operation and was considering locating additional plant facilities in Brunswick, Georgia.

Results: At the request of the EDA Representative, IDD provided assistance to the company in developing basic manpower information and analyzing the availability of labor in the Brunswick area. This company was granted a \$213,000 contract under the Jobs '70 program to train 125 persons. No further assistance needed, the project is closed.

Project 487: Assistance to a calico scallops processing plant in Brunswick, Georgia (Growth Center)

This company has been operating a pilot operation for the processing of calico scallops and is now ready to expand into a full scale operation employing approximately 150 unskilled people on a full-time basis. The company has solved most of its production problems, but has requested IDD assistance with its plans for expanding the production facilities and with the preparation of a market study to be used in applying for an EDA loan to cover cost of the expansion.

Results: A brief market study was prepared and forwarded to the company for its information. The company was also being assisted with a transportation study for its raw materials. The company is now interested in an in-depth feasibility study of the proposed operation. However, this company has been unable to obtain the necessary funding for an additional in-depth study specifically for its needs. No further assistance needed, the project is closed.

On Going Projects

There are now no projects under way in this area.

LOWER CHATTAHOOCHEE ECONOMIC DEVELOPMENT DISTRICT

General

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

Discontinued Projects

During the period nine projects were discontinued in this area.

Project 473: Assistance to the Lower Chattahoochee Economic Development District

A paper container manufacturer had expressed an interest in locating a plant in the Lower Chattahoochee Economic Development District. The Economic Development District requested IDD assistance in updating a study on the paper-board container industry, previously prepared by Georgia Tech.

Results: The updated market study was completed and forwarded to the economic development district for presentation to the prospect. No further assistance needed, the project is closed.

Project 474: Assistance to a tool and die company in Randolph County

The owner of a tool and die company had requested assistance with his plans for expansion and diversification.

Results: Assistance was rendered in diversifying the sales effort. IDD has also compiled data and information for distribution to possible sources of new business. No further assistance needed, the project is closed.

Project 490: Assistance to an individual interested in establishing a rubber manufacturing plant in Clay County

This individual was interested in establishing a manufacturing facility at Fort Gaines to manufacture white and colored rubber primarily for recreational products. He requested IDD to prepare a market analysis for this venture. Provided this analysis substantiated a feasible market, he had also requested assistance in financing for this plant.

Results: A market study was completed and forwarded to the individual for his information and evaluation and, subsequently, discussed with the local development corporation in Fort Gaines. It would have been necessary for the local development corporation to raise \$40,000 for this venture. Members of the corporation were in disagreement as to whether they should become involved; therefore, the individual is no longer interested in the Fort Gaines area but has decided to work with another community in southwest Georgia. No further assistance needed, the project is closed.

Project 508: Assistance to a precision machine shop in Randolph County

A manufacturer of precision machined hubs for the magnetic tape industry had requested immediate assistance in obtaining work for its plant. This company was producing hubs for a tape manufacturer that has moved from the area.

Results: At the time IDD was contacted the company had already ceased operation. IDD immediately began assisting the company in locating production work and possible diversification of its operation; however, a corporate decision was made not to reactivate the company. No further assistance needed, the project is closed.

Project 509: Assistance to a clothing manufacturer in Columbus, Georgia (Growth Center)

A manufacturer of men's trousers and women's housecoats was experiencing severe difficulties in its operation and was suffering critical financial losses due to the lack of experienced management personnel.

Results: At the time IDD was contacted, this company was on the verge of ceasing operations and terminating 136 employees. IDD assisted the company in locating a clothing manufacturer that has leased the plant with an option to buy. This has resulted in keeping the plant in continuous operation and stabilizing the employment. No further assistance needed, the project is closed.

Project 514: Assistance to a light metal fabricator in Columbus, Georgia (Growth Center)

A custom manufacturer of storm windows, storm doors, screens, and awnings was interested in expanding its production facilities to manufacture aluminum window sashes. This manufacturer requested IDD assistance in evaluating the market for aluminum window sashes in the Lower Chattahoochee area.

Results: A market study on aluminum window sashes was completed and delivered to the company. In addition, IDD assisted the company in accumulating facts pertaining to acquiring a Georgia franchise for Nu-Sash Aluminum Windows. No further assistance needed, the project is closed.

Project 515: Assistance to a wood fabricator in Columbus, Georgia (Growth Center)

This company manufactures roof trusses, pallets, boxes, crates, and catfish cages. The company was interested in expanding its catfish cage production and had requested IDD assistance in evaluating the potential market for this item.

Results: The IDD market study was completed and delivered to the company for its information. In addition, IDD assisted the company in developing information relative to the design of catfish cages. The president of the company has expressed his appreciation for the assistance rendered and stated that as a result of the IDD market study, the company intends to proceed with its plans for expanding its catfish cage production. No further assistance needed, the project is closed.

Project 520: Assistance to an individual interested in manufacturing caskets in Randolph County

This individual was interested in establishing a company to manufacture metal and wood caskets.

Results: IDD assisted this individual in evaluating the potential market for manufacturing caskets in Randolph County. As a result of this market evaluation, this individual decided not to pursue this venture. No further assistance needed, the project is closed.

Project 525: Assistance to a farm implement manufacturing company in Randolph County

This company has developed an improved trailer hitch for farm trucks and had requested IDD assistance in evaluating the potential market in the southeast for this item.

Results: The market study was completed and forwarded to the company for its information and guidance. As a result of the favorable market indicated for trailer hitches, the company has decided to proceed with its plans for manufacturing. The manufacturer of this item will provide employment for an additional four people. No further assistance needed, the project is closed.

On Going Projects

There are now two projects under way in this area.

Project 513: Assistance to an iron works company in Columbus, Georgia (Growth Center)

This company is interested in diversification and is considering acquiring equipment necessary for manufacturing leaf springs and spun metal products. The company had requested IDD assistance in determining the market for leaf springs with special emphasis on a market for those springs used in the mobile home and trailer industries. A market study on leaf springs was completed and presented to the company for its information and guidance. A study is now being conducted to determine the market for spun metal products.

Results: The project is continuing.

Project 537: Assistance to a kitchen cabinet manufacturer in Columbus, Georgia (Growth Center)

A manufacturer of wood kitchen cabinets plans to expand its manufacturing facilities by adding an additional 6,000 feet to its present building. The company has requested IDD assistance with developing a plant layout to include a paint spray room, production flow, and material handling equipment.

Results: The project is continuing.

PROJECTS OUTSIDE OF ECONOMIC DEVELOPMENT DISTRICTS

General

During the period there were eleven projects active in counties outside of the Economic Development Districts.

Discontinued Projects

Six projects were discontinued during the period.

Project 439: Assistance to a garment manufacturer in Paulding County

A manufacturing company for ladies undergarments and plastic storage bags desired to expand its production facilities and market area. The company had requested IDD assistance with the preparation of an SBA 502 loan application and with the development of a plant layout.

Results: Marketing information requested was developed and forwarded to the company for evaluation. However, the owner decided not to expand at that time, but employed an Industrial Engineer and attempted to obtain additional production out of his existing plant. No further assistance needed, the project is closed.

Project 453: Assistance to a saddletree company in Dade County

This saddletree manufacturer wanted to build a new facility and had requested assistance in locating a source of funds.

Results: Financial data submitted by the manufacturer was reviewed by IDD and assistance was rendered in the preparation and presentation of a loan application to SBA under its economic opportunity loan program. Subsequent to the submission of the loan application to SBA, the owner became seriously ill which necessitated an indefinite delay in proceeding with his plans. No further assistance needed, the project is closed.

Project 457: Assistance to a potential modular home manufacturer in Jones County

This company desired to establish a modular home manufacturing plant and had requested assistance in developing a prospectus and plant layout for its new facility.

Results: A preliminary plant layout and flow design were prepared and delivered to the company for implementation. IDD assisted this company with the preparation of a market study for modular housing in the southeastern area. The company decided to locate in a non-EDA county. The company is now in operation and providing employment for 24 people. No further assistance needed, the project is closed.

Project 459: Assistance to a carpet manufacturer in Murray County

This company was planning an expansion of its operations to include the production of commercial carpets and had requested IDD assistance in implementation of these plans.

Results: IDD assisted with the preparation of a cost and manning requirement study, as well as a plant layout and selection of material handling equipment for the proposed expansion. Expansion has been completed and will provide employment opportunities for 18 additional people. No further assistance needed, the project is closed.

Project 506: Assistance to a proposed plastic pipe manufacturer in Douglas County

Three individuals were interested in establishing a company to manufacture plastic pipe to be used for water and natural gas transmission lines.

Results: They received considerable IDD assistance in locating a plant site, a possible source of funds, and facilities planning. Because of the current depressed market for plastic pipe, these individuals have decided to hold their plans in abeyance for 12 months. No further assistance needed, the project is closed.

Project 516: Assistance to a carpet yarn spinning mill in Douglas County

This carpet yarn spinning company had experienced serious financial difficulties and requested IDD assistance in locating a source of additional working capital.

Results: Because of the poor financial condition of the company, it has been unable to obtain additional working capital; therefore, the company is considering selling an unprofitable branch plant which has accounted for its main cash drains. By selling this branch plant, the company will be able to refinance and continue operating its spinning mill in Douglas County and thereby save 125 jobs. No further assistance needed, the project is closed.

On Going Projects

There are now five projects under way in counties outside of the Economic Development Districts.

Project 507: Assistance to a pre-cast concrete slab manufacturer in Douglas County

An individual was interested in establishing a plant to produce pre-cast concrete slabs for building decks and had requested IDD assistance in carrying out these plans. IDD assisted with development of the plans, locating a source of funds, and continuing assistance with solving other start-up problems. The

plant is now under construction and expects to be in production by mid-summer. It is expected to initially employ 15 people.

Results: The project is continuing.

Project 529: Assistance to a proposed candle manufacturer in Douglas County

This company desires information on the manufacturing and marketing of waxed candles. In addition, the company will also need assistance in securing additional capital. IDD has conducted a literature search and has developed information on candle manufacturing and marketing. This information has been delivered to the company for its information and guidance. If the company decides to proceed with the establishment of the manufacturing facility, IDD will attempt to locate a source of funds.

Results: The project is continuing.

Project 535: Assistance to an upholstered furniture manufacturing company in Fannin County

This company is planning a move to a new, larger plant and has requested assistance with planning the move and with the preparation of a plant layout for the new facilities. A representative of IDD has visited the plant to observe its furniture manufacturing process and discuss its plant layout needs in detail. Formal layout work will begin upon receipt of additional information from the company.

Results: The project is continuing.

Project 541: Assistance to a ladies clothing manufacturer in Paulding County

This company decided to proceed with its expansion plans that IDD had assisted with previously and it has recently completed construction of new and expanded production facilities. IDD has now been requested to assist with the development and implementation of a cost control system. This company currently employs 23 people.

Results: The project is continuing.

Project 543: Assistance to a fiberglass fabricator in Candler County

This company is a manufacturer of fiberglass bath units and is presently employing 26 people. The company would like to expand its operations and double its employment, but it is experiencing a high labor turnover. IDD has been requested to assist in determining the causes for this high labor turnover and to make recommendations for corrective action.

Results: The project is continuing.

APPENDICES

Appendix 1

ESTABLISHMENT AND REPORTING OF EDA PROJECTS (Project A-1250)

1. Individual EDA projects funded under Project A-1250 will be formally established and monitored by the Head, Industrial Services Branch (Project Director). Approval of the project must be obtained before charges can be made. Branch offices and other IDD Branches or Sections recommending the establishment of projects will furnish sufficient information, on a copy of the form shown in Exhibit A, for the Project Director to make a decision and make staff assignments.
2. If the project is approved, all previous work done in relation to this project will be chargeable to that specific project number. Upon approval of a project, the project director will assign a Project Number and a completed copy of the EDA Assistance Case Record form (Exhibit A) will be forwarded to the responsible branch or section, and, in the case of branch offices, a copy will be forwarded to the Director of Area Development. When the project is terminated the completed form will be returned to the Project Director.
3. In the event a project is not formally established, but investigative time and project analysis time has been authorized, then that time will be specifically authorized for charge against A-1250. To accomplish the reporting of this situation, the following terms will be used:
 - (a) Program Management. This term is reserved exclusively for the project director and assistant project director. Branch office personnel will prorate necessary administrative time to the specific numbered projects on which they are working.
 - (b) Program Research. This will be used for general background research in support of the overall EDA program and not in research specifically related to a numbered project. This term will normally be used only when so assigned by the Project Director.
 - (c) Project Establishment Analysis. This term will be used to charge time needed to analyze the situation to determine if a project should be established. The name of the company and a description of the work performed will be reported in the comments section of the monthly EDA Activity Report (Exhibit B). Upon establishment of a project, time so charged will be charged to the numbered project.
4. EDA activity supported by Project A-1250 will be reported on a monthly basis. Reports will be submitted within five days following the end of the month. The report will be made on the EDA Activity Report form, shown in Exhibit B, in accordance with instructions contained in Exhibit C.

Appendix 1 (continued)

CRITERIA FOR STARTING NEW EDA PROJECTS

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

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

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

EDA ASSISTANCE CASE RECORD

Company _____ Case No. _____

Address _____ Telephone _____

Name and Title of company contact _____

Origin of request _____

Assigned to _____ Date _____

.....

Background and nature of the problem:

Work Performed

Date

Action Taken

Man-hours

.....

Results and Remarks

EDA MONTHLY ACTIVITY REPORT

Due in Atlanta by 5th of Following Month

BRANCH _____ MONTH _____

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

Appendix 1 Exhibit C

INSTRUCTION FOR COMPLETION OF EDA MONTHLY ACTIVITY REPORT FORM

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

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

Complete Form as follows:

Top of Form:

Branch: Branch of which individual is member

Month: Month for which report submitted

Column #

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

Type:

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

New; Con.; Disc.

10. New for projects not previously reported

Appendix 1 Exhibit C (continued)

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

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

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

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

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

OUTLINE OF IDD EDA PROGRAM
IN THE LOWER CHATTAHOOCHEE EDD

The following program pertains only to EDA-designated counties and the Economic Development Centers. Designated EDA counties as of 1 July 1970 in the Lower Chattahoochee Area are: Clay, Early, Quitman, Randolph, and Stewart. Columbus, Georgia was designated the Economic Development Center on July 15, 1970.

Over All Strategy

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

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

Objectives of the EDA Program

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

Scope of Services Available

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

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

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

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

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

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

Criteria for EDA Projects

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

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

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

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

Approach

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

LOWER CHATTAHOOCHEE VALLEY AREA PLANNING AND DEVELOPMENT COMMISSION

SUGGESTED
PRESS RELEASE

Address _____

Telephone No. _____

For Further Information:

MANAGEMENT AND TECHNICAL ASSISTANCE
AVAILABLE TO INDUSTRY

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

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

Lower Chattahoochee Valley Area Planning

Robert James
10/29/70

A program of providing management and technical assistance to industry in Columbus and the Lower Chattahoochee Valley Area counties is underway. This service is sponsored by the Economic Development Administration and Georgia Tech. The Economic Development District Representatives of the Lower Chattahoochee Valley Area Planning and Development Commission are working with representatives of the Industrial Development Division of Ga. Tech in the performance of this program. The purpose of this program is to stimulate the expansion and diversification of existing industries with the ultimate objective of creating additional job opportunities. Services to the industries cover the broad

fields of management guidance, market research, and technical assistance.

Letters explaining the program have been mailed to area industries by the Lower Chattahoochee Valley Area Planning and Development Commission. Representatives from the Commission and Georgia Tech will soon be contacting firms in the area in order to personally outline the program in greater detail. If a firm wishes to avail itself of such assistance prior to being contacted, it should get in touch with Mr. A. Ronald Slusarchuk, EDA Coordinator of the Lower Chattahoochee Valley Area Planning and Development Commission.

The address is: P. O. Box 1908, Columbus, Georgia 31902, Telephone 324-4223.

Appendix 2 Exhibit B

LOWER CHATTAHOOCHEE VALLEY AREA
PLANNING AND DEVELOPMENT COMMISSION

Dear

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

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

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

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

Appendix 2 Exhibit C

CONFIDENTIAL MANUFACTURERS DATA SHEET

Date: _____

1. Firm Name _____ S.I.C.# _____

2. Street Address _____ P. O. Box _____

3. City and County _____ Phone _____

4. Key Personnel (include President, Manager, Purchasing Agent, etc.):

<u>NAMES</u>	<u>TITLES</u>	<u>NAMES</u>	<u>TITLES</u>
_____	_____	_____	_____
_____	_____	_____	_____

5. Normal number of production employees: Total _____ Male _____

Key Skills _____

6. Products and/or Services: _____

7. Brief description of production process: _____

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

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

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

11. Major items of equipment: _____

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

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

14. Are you interested in handling subcontracts? ___ Government Contracts? ___

Same products? _____ New products? _____

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

<u>ITEM</u>	<u>SOURCE</u>	<u>ITEM</u>	<u>SOURCE</u>
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

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

PRODUCTION

EQUIPMENT AND CAPABILITIES

RAW MATERIALS

Appendix 2 Exhibit C (continued)

BY-PRODUCTS AND WASTE

17. Types and quantities of by-products and/or waste: _____
18. Present disposition of by-products and/or waste: _____

- () Increasing
- () Steady
- () Decreasing

SALES AND MARKETING

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

EXPANSION

23. Plant expansions in the last five years: _____
24. Expansion and/or diversification interests/possibilities: _____

OTHER

25. Transportation services used (check): Rail ___ Highway ___ Air ___
26. Presently, what are the major problems confronting your business? _____
27. Would you like to be kept informed of new developments in any particular fields of management, science, engineering, or technology? _____

Name Title

Comments: _____

Interviewer: _____

First Industry Is Funded For Brooks-Quitman Park

By KAY De HART

QUITMAN — The first industry for the Brooks County - Quitman Industrial Park has been funded through the Small Business Administration, three local banks and the industrial au-

thority here.

The loans total \$288,000, said Yot Waters, president of Quitman Industries, a corporation formed to obtain the loans and construct the building for use by the industrial park's first

business.

Construction on the 200-by-320-foot building on 10 acres of land in the industrial park is to begin in June, with production beginning within 60 days after the contracts are let, said Waters.

The building is to be designed to produce mobile homes, modular homes or prefabricated homes, he said.

Loans for the construction are \$130,000 from the SBA, \$130,000 from Citizens National Bank, Bank of Quitman and Quitman Federal Savings and Loan; and \$28,000 from the industrial authority.

The investment for buying the 10 acres of land and for constructing the building is to be between \$280,000 and \$300,000, said Waters.

When the building is completed, it is to be turned over to Omni Housing Corporation of Sylvester.

It is to employ 96 people drawn from local manpower.

"It will be manufacturing mo-

See First — Page 2

-First

Continued from Page 1

bile homes, modular homes or prefab homes. Whichever the market is the best for is the one they will be manufacturing," said Waters.

"We hope within 60 days after the building is started it will be in production."

He has no idea of the amount of production from the new industry because it is not known which of the three products will be manufactured, said Waters.

Three other industrial prospects are lined up for the park, he added.

Brooks County - Quitman Industrial Authority bought 100 acres in east Quitman in October for development into an industrial park. About eight industries could be located in the park.

Applications have been made for two grants totaling \$669,000 to help develop the park. The grants requested are \$519,000 from the Economic Development Administration and \$150,000 from the Coastal Plain Regional Commission.

The funds would be used to construct roads and water and sewer facilities in the park. Included is a 500,000-gallon water tank.

About \$250,000 of the grant request would be used for sanitary sewage facilities in a section of Quitman currently without service.

The City of Quitman is to provide temporary water and sewer facilities to the new industry until the other grants are approved and facilities constructed.

Copper Refinery Nears Completion

3/11/71 Carroll County Georgian

Big Copper Plant Slated For Carrollton

WASHINGTON (UPI). — A \$19 million copper refining plant will be established in Carrollton, Ga., with the help of a \$5 million loan from the Economic Development Administration, which was announced Tuesday. The Southwire Co. of Carrollton applied for the loan to help the firm build and equip facilities to refine low grade copper scrap to be used in production of electrical wire and cable.

The Southwire copper refinery, under construction for several months, will begin production in June and is expected to reach full capacity by December, plant manager Bill Burson told the Rotary Club Tuesday

railroad will be used to transport the raw materials here and Mr. Burson said this will amount to about 30 truckloads per day.

The young plant manager said there will be practically no pollution of the air or water coming from the copper refinery and all of the processing systems have been checked and approved by the proper water and air control agencies.

The plant will provide about 150 new jobs here in the refinery itself, another 300 additional jobs in the Southwire plant and probably result in more job opportunities in satellite industries of the area Mr. Burson said.

Basic construction plans of the plant provide for future expansion that will permit double the initial capacity, Burson said. The big furnace has a 350-ton capacity for the smelting of copper that will then flow into 520 lead-lined cells for forming 350-pound copper bars.

Mr. Burson is a native of Carroll county and said most of the construction of the refinery is being done by local firms.

Most of the raw materials to be used in the refinery come from an area within 500 miles of Carrollton, much of it now being shipped to other countries for refinement. Both trucks and

The program was arranged and Mr. Burson introduced by Theron Jennings.

Updated Report Given On SW Copper Refinery

Georgian (Carrollton, Ga.)

5/13/71

10-C GEORGIAN, Carrollton, Ga., January 28, 1971

Southwire Copper Refinery To Be Free of Pollution

Southwire Company



CARROLLTON, GEORGIA 30117

TELEPHONE (404) 832-6311

TELEX 54.2799

June 7, 1971

Industrial Development Division
Georgia Tech.
1132 W. Peachtree
Atlanta, Ga. 30309

ATTENTION: Mr. Hardy Taylor

Gentlemen:

Knowing your active interest in developing industry in this area and your participation in our specific project, I thought these recent photographs of the Copper Refinery would be of interest to you. As you can see, the plant construction is progressing smoothly. The stripper section will be started up on June 10 and the commercial sections are scheduled to start up in mid October.

Our company is most grateful for your assistance in developing the feasibility studies for this facility, and particularly grateful for your help in obtaining EDA financing assistance.

Gratefully yours,

COPPER DIVISION OF SOUTHWIRE

Bill Burson, Manager
Plant Management Group

WRB/jm

Enclosures

Progress Feeds Opens In Brantley County

Thomas Milling Company of Hazlehurst, Georgia with 245 years of experience in the milling business, opens a new plant in Brantley County.

Mr. John Swinson, General Manager of Thomas Milling stated that production of a high quality line of products will be available January 15, 1971 to farmers and producers of this

area.

The new plant is located in Brantley County west of Hoboken on U. S. 84 near the Seaboard Coastline Railroad. The plant with a storage capacity of 3,000 tons will provide much feed and seed requirements for farmers, chicken or egg producers, and for hog and cattle feed.

Progress Feeds will employ twelve people in the initial operation and will reach many county and area residents through chicken egg contracts. With long range plans to invest another half million dollars, Progress Feeds will further help improve the economy of this area by installing a 'Hatchery and Egg Processing plant.

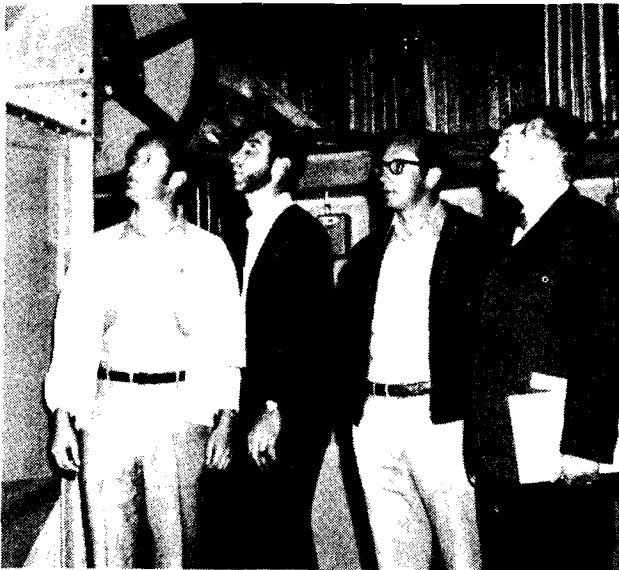
The plant has the capability of producing 30 tons per hour of chicken feed or 20 tons per hour of hog, pellets. The tremendously large electric motors, mixers and crushers are housed in an eight story high metal building. The plant has a railroad siding by which a major portion of the corn used in feed manufacturing will be shipped from the Mid-West in 5 car lots. Mr. Swinson stated that Progress Feeds will also buy corn from

local farmers.

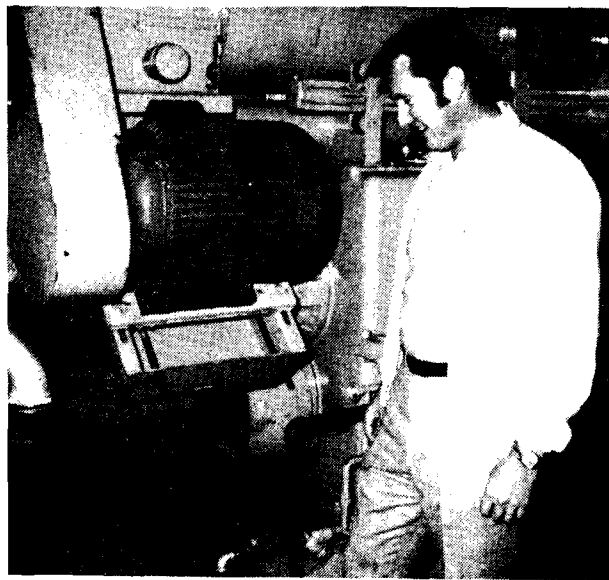
Cognizant of pollution, Swinson stated that, "there will be little or no industrial odor and a minimum amount of dust." The special designed and constructed building erected by Harrison and Ellis Construction Company is sealed to prevent odor and dust from escaping.

Electrical powers for the new plant that has electrical motors up to 200 hp, will be supplied by the Okefenoke REMC of Nahunta.

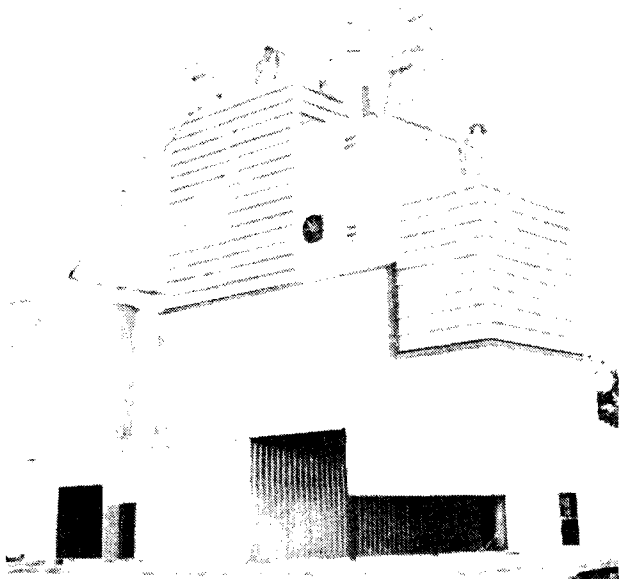
As an added service to local and area farmers, Mr. Swinson stated "Progress Feeds Co." of Brantley County will supply up to three thousand bushels of blite resistant, hand detasseled seed corn. This seed corn is available now and may be purchased at the new plant.



Shown at one of the giant mixers are: right to left, Jack Williams, publisher, Waycross Journal Herald Ray Harris, Foreman; Carlton Ring, company controller; and John Swinson, plant manager.



PLANT MANAGER JOHN SWINSON



OVERALL OF MILL

DIXIELAND PULLETS, INC.

P. O. BOX 537

PHONE 375-4541

HAZLEHURST, GEORGIA

August 6, 1970

Mr. Miles Greer
S. E. Georgia Branch
Georgia Tech Industrial Development Division
P. O. Box 787
Douglas, Georgia

Dear Mr. Greer:

We of the Dixieland Pullet organization want to thank you for the outstanding assistance we recieved from yourself and your staff, in conducting the feasibility study on which we based our decision to construct a feed mill in Brantley County, Georgia. By using the information provided by your office we have been able to select a site with close proximity to a large number of poultry producers.

The total investment in Brantley County will exceed \$400,000.00. Although direct employment will only be around twelve, a large number of indirect employees will benefit from the mill in Brantley County.

In our long range plans we have intentions of locating a hatchery and possibly an egg grading plant adjacent to the feed mill. These two facilities would offer employment to perhaps as many as 100 people total.

Again we want to thank you and your associates for making the service available to us.

With kindest regards,

DIXIELAND PULLETS, INC.

John Swinson

JS/ss

NEW LIFE WITH FLOWERS

Coastal Plains Agency, EDA Approve Funds for Georgia Floral Program

Appendix 6

3/18/71
Approval of grants totaling more than \$326,000 to help expand a flower-growing program and increase incomes in south central Georgia was announced today by the Coastal Plains Regional Commission and the Economic Development Administration, U. S. Department of Commerce.

The Heart of Georgia Planning and Development Commission of Dublin is the applicant for the Federal funds. The commission is the official organization of the Heart of Georgia Economic Development District.

The district launched the greenhouse floriculture program in February of 1970 to help stimulate economic growth. Counties in the district are Bleckley, Dodge, Laurens, Montgomery, Pulaski, Telfair, Treutlen, Wheeler and Wilcox. All except Bleckley and Laurens are eligible for Federal assistance because of high unemployment or low family incomes.

District officials report that 41 out of 45 graduates of the floriculture training program are now operating their own greenhouses.

The demonstration program approved today will cost a total of \$714,087.61 over 15 months. The Economic Development Administration is making a \$216,097.99 grant for the program. The Coastal Plains Commission is making a \$110,000 grant and the Heart of Georgia District will invest \$387,989.62 from other sources.

District officials say 45 trainees will be enrolled in the program at the first training

center where bedding plants, pansies, and perennials, such as daisies, bachelor buttons and cushion geraniums, will be grown.

Twenty persons will participate in the training program at the second center. It will specialize in the growing of Easter lilies, gerbera, daisies and poinsettias.

Graduates of the training program will be assisted in obtaining financing to establish their own greenhouse operations.

The demonstration program also included a cooperative marketing organization, which schedules production to meet seasonal demands. This scheduled production, district officials emphasize, helps ensure year-round employment for growers, full use of production facilities and greater financial return on investments.

The cooperative provides technical, management, and marketing assistance for the growers when they set up their own flower-growing businesses.

District officials anticipate that the cooperative will employ to to 200 persons in supporting the floriculture industry in the nine-county area. The cooperative also will supply planting stock, seed and sterilized soil to the producers.

The Coastal Plains Commission and EDA were established under the Public Works and Economic Development Act to help create jobs and increase incomes in areas with severe

unemployment problems.

The Coastal Plains Commission approved the technical assistance funds for the Heart of Georgia District in support of its long-range program to help develop the human resources of a 159-county region of the Carolinas and Georgia.

Planning And Development Commission
Distribute Flowers In Telfair County

FLORICULTURE A Growing Georgia Industry

LARRY BARNETT SERVES ON COMMISSION STAFF

APPALACHIAN TRAIL COMPANY
CLEVELAND, GEORGIA 30528
POST OFFICE BOX 428 TELEPHONE 865.3141 (404)

April 5, 1971

Mr. Hardy Taylor
Industrial Development Division
Georgia Institute of Technology
1132 W. Peachtree St.
Atlanta, Georgia 30309

Re: Application for E.D.A. loan.

Dear Mr. Taylor,

I would like to express my appreciation for your considerable assistance in our efforts to obtain financing from the Economic Development Administration. If we are successful, I believe a great portion of the credit will be due to you and the other people in the Industrial Development Division.

Thank you again.

Yours very truly,

APPALACHIAN TRAIL COMPANY

Clifford C. Blalock
President

CCB/bc

P. O. BOX 400
SPARTA, GEORGIA 31087
AREA CODE 404
PHONE 444-5069 **5202**
J. D. COPELAN, *president*
MRS. J. D. COPELAN, *secretary*
A. S. HUBBLE, *treasurer*



SPARTA

FURNITURE MANUFACTURING CORPORATION

May 20, 1970

Mr. Thomas Murphy, Jr., Director
Augusta Area Branch
Georgia Institute of Technology
127 Seventh Street
Augusta, Georgia

Dear Tom:

This letter is long past due and cannot really express the thanks of all of us here at Sparta for your contribution to our company. The deep personal interest shown on your many visits has meant much to Vic and me. It is not often that we have people of your caliber expressing the sincere interest which you have have.

Because of your sincerity, information of confidence has been given to you; and we have been able to work together on many projects that have helped the company and will continue to help in the days to come. Victor Copelan, our Plant Engineer, expresses his appreciation for your help and understanding of the problems he faces here at Sparta.

Even though we have only begun to put into effect some of the many things that have been discussed, we feel that your services have contributed much to the improvement of our company operation. Your realization of our financial limitation has made it possible for us to dream and plan bigger and better things yet deal with reality and accomplish many things on a smaller scale.

We look foward to your continued visits with us and again express our sincere appreciation.

Yours truly,

SPARTA FURNITURE MFG. CORP.

J.D. Copelan
PRESIDENT

JDC:wb

P.S. May I request that you make a copy of this letter and pass it on to your home office to the proper person since I do not know who this will be or else I would have sent a copy myself.



**KLEEN-TEX
INDUSTRIES
INCORPORATED**

Appendix 9

INDUSTRIAL DRIVE, LA GRANGE, GEORGIA 30240 / TELEPHONE (404) 882-0542 / LOCK DRAWER 1446

April 7, 1971

Mr. Hardy Taylor
Georgia Tech
Industrial Development Div.
1132 West Peachtree Street
Atlanta, Georgia 30309

Dear Mr. Taylor:

We will soon be going into our fourth year of production. The assistance you gave me in setting up this corporation as well as the continuing counsel is undoubtedly responsible, in a large part, for our apparent success.

The EDA proposal we worked on in Heard County would probably be acceptable to them now, based on our record here under the SBA.

Since purchasing a second tufting machine our employment is around fifteen and as we get more production on the rubber portion of the new WASH HORSE mats, I expect this to rise.

We at Kleen-Tex appreciate the help you and your organization have given us and look forward to a continuing relationship as future opportunities arise.

With best regards, we are

Very truly yours. /

Ralph W. Howard, Jr.
President

RWH:bh