

GEORGIA INSTITUTE OF TECHNOLOGY  
Engineering Experiment Station

PROJECT INITIATION

Date: June 26, 1970

Project Title: **Training Program in Economic Development - III**  
Project No.: **A-1257**  
Project Director: **Mr. Robert E. Collier**  
Sponsor: **Economic Development Administration, U. S. Department of Commerce**  
Effective . . . . . **April 1, 1970** . . . . . Estimated to run until: . . . **May 15, 1971\*** . . . . .  
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\*\*Plus Georgia Tech contribution of \$2,630 (E-400-010).

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Contact Person: Chief, I&R Projects Division  
Office of Technical Assistance  
Economic Development Administration  
Washington, D. C. 20230

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GEORGIA INSTITUTE OF TECHNOLOGY  
Engineering Experiment Station

PROJECT TERMINATION

Date 8/6/71

PROJECT TITLE: Training Program in Economic Development - III

PROJECT NO: A-1257

PROJECT DIRECTOR: R. B. Cassell

SPONSOR: Economic Development Administration

TERMINATION EFFECTIVE: 5/15/71

CHARGES SHOULD CLEAR ACCOUNTING BY: All charges have cleared.

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QUARTERLY PROGRESS REPORT

PROJECT A-1257

TRAINING PROGRAMS IN ECONOMIC DEVELOPMENT

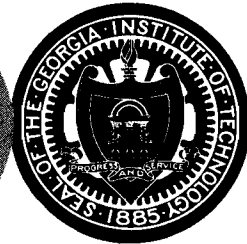
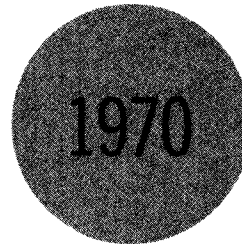
R. E. COLLIER

Contract EDA Grant No. 99-6-09165

April 1 - June 30, 1970  
Issued July 13, 1970



Prepared for  
Economic Development Administration  
Washington, D. C.



Engineering Experiment Station  
**GEORGIA INSTITUTE OF TECHNOLOGY**  
Atlanta, Georgia

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

QUARTERLY PROGRESS REPORT

PROJECT A-1257

TRAINING PROGRAMS IN ECONOMIC DEVELOPMENT

by

R. E. COLLIER

EDA GRANT NO. 99-6-09165

April 1 - June 30, 1970  
Issued July 13, 1970

Performed for  
ECONOMIC DEVELOPMENT ADMINISTRATION  
WASHINGTON, D. C.

## INTRODUCTION

### Background

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

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

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

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

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

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

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

1970-1971 Program

The scope of work of the grantee under Grant No. 99-6-09165, shall be the following:

1. To carry out a training program intended primarily for the staff members of EDA-supported economic development districts and consisting of the following courses:

	<u>Sessions</u>	<u>Duration</u>
Basic Economic Development Training	2	1 week
Executive Training	2	1 week
Advanced Executive Training	2	1 week
Industrial Development Training	2	1 week
Training for Planning and Development Technicians	2	1 week
Training for Staff Information Technicians	3	3 days

2. To publicize the training courses; to carry out research to keep courses current and relevant; and to prepare periodic evaluations of courses.
3. On request, to provide EDA and participants in the training program any supplementary materials prepared in connection with the courses.

Course attendance will not necessarily be restricted to personnel of economic development districts. However, positions will not be made available to other organizations until all reasonable efforts have been

made to enroll economic development district personnel.

Contents of the Report

The purpose of this quarterly report is to review the activities covered under this project from April 1, 1970, to June 30, 1970. In the following section, these activities are first summarized and then followed by an outline of activities accomplished during the quarter, as follows:

Program Development  
Program Promotion  
Programs Presented  
Program Evaluation  
Problems Encountered  
Second Quarter Plans

## FIRST QUARTER ACTIVITIES

### Summary

The Basic Economic Development Training Program and the Industrial Development Training Program were presented during the quarter with a total of 22 persons attending both programs. Three supplementary material publications were furnished all program participants. Three program brochures and two memorandums were mailed to a list of some 600 addresses. This list includes all known economic development district organizations, EDA offices and field representatives, state agencies involved in economic development, and a number of regional development organizations.

### Program Development

Two training programs were scheduled for presentation during the first quarter. The Basic Economic Development Training Program required complete revision and rewriting since it was reduced from a two-week program to a one-week program. Since the Industrial Development program had been presented three times under prior grants, it required only minor modifications prior to the conduct of the fourth session.

Although most of the handout materials for program participants is in Xerox form, some materials are printed for exclusive use in the training programs. During the quarter the following publications were printed:

Community Development: A Bibliography

34 pages

Economic Planning and Development: A Bibliography

14 pages

A Systematic Approach for Inventorying Community  
Manpower Resources

10 pages

Program Promotion

Promotional material promulgated during the quarter is contained in Appendix 1. The three program brochures and two memorandums were mailed to a list of some 600 addresses. This list includes all economic development district organizations, EDA offices and field representatives, state agencies involved in economic development, and a number of regional development organizations.

Program Presentations

The following training programs were presented during the quarter:

Basic Economic Development Training Program. The fifth session of the Basic Economic Development Training Program was presented during the quarter. A list of participants is contained in Appendix 2. The course of instruction is outlined in Appendix 3.

Industrial Development Training Program. The fourth session of the Industrial Development Training Program was presented during the quarter. A list of participants is contained in Appendix 2. The course of instruction is outlined in Appendix 4.

Persons completing the program were awarded certificates as illustrated by Appendix 5 and Appendix 6.

Program Evaluation

At the conclusion of each training session, a critique of the program is conducted with the participants. Also, each participant is requested to make a written evaluation of the program. An evaluation of the critiques and the written remarks by the IDD staff indicates that

the training programs conducted during the quarter are satisfactory. Appendix 7 is an unsolicited letter from one of the participants stating his views of the training program that he attended (Industrial Development Training Program).

#### Problems Encountered

No problem was encountered that had an adverse effect on the conduct of the training programs.

#### Second Quarter Plans

The following actions are planned for the second quarter:

1. Rewrite the Executive Training Program so that it will continue to be a companion program to the Basic Economic Development Training Program.
2. Publicize and present the Executive Training Program during the period September 21-25.
3. Prepare the Training Program for Planning and Development Technicians. Issue promotional material for this program, which is to be conducted during the period October 5-9.
4. Revise the Advanced Executive Training Program. Issue promotional material for this program, which is to be conducted during the period October 12-16.
5. Prepare the Training Program for Staff Information Technicians, which is now tentatively scheduled for the period November 16-18.
6. Prepare and issue general material which will encourage enrollments in the training programs.

Appendix 1

PROGRAM PROMOTION

Appendix 2

PERSONS ATTENDING TRAINING PROGRAMS

Industrial Development Training Program

Fourth Session

June 22-26, 1970

BAHR, Jerry L.  
Economist  
Nebraska Department of Economic  
Development  
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State Capitol  
Lincoln, Nebraska 68509

COLLISON, Koder M.  
Director  
Industrial Development  
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1666 Connecticut Avenue, N. W.  
Washington, D. C. 20235

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Executive Director  
Kisatchie Delta Economic  
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HUGHES, John E.  
Administrator, EDA - Technical  
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Post Office Box 927  
Columbia, South Carolina 29202

BRASHEARS, David R.  
Planning Director/Secretary  
Planning Office  
Josephine County Regional Planning  
Commission  
130 N. W. "B" Street  
Grants Pass, Oregon 97526

MILLS, George  
Chief, Bureau of Industrial Development  
Florida Department of Commerce  
Division of Commercial Development  
Caldwell Building  
Tallahassee, Florida 32304

CARR, Douglas R.  
Assistant Director  
Southside Planning District  
Commission  
101 Church Street  
Lawrenceville, Virginia 23868

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Northeast Georgia Area Planning &  
Development Commission  
193 E. Hancock Avenue  
Athens, Georgia 30601

COOLEY, J. C.  
Manager of Economic Development  
Alamo Area Council of Governments  
422 Three Americas Building  
San Antonio, Texas 78205

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Assistant Director  
East Central Economic Development  
District  
Post Office Box 497  
Newton, Mississippi 38967

SHORE, David W.  
Economic Planner  
Pennyrile Area Development  
District  
138 North Virginia Street  
Hopkinsville, Kentucky 42240

Basic Economic Development Training Program

Fifth Session

June 15-19, 1970

BAKER, C. Lynn  
Project Assistant  
Southern West Virginia Economic  
Development Corporation  
Post Office Box 936  
Bluefield, West Virginia 24701

KELLY, Arthur P.  
Research Analyst  
Oklahoma Economic Development  
Foundation, Inc.  
1808 Newton Drive  
Norman, Oklahoma 73069

BERRY, Sam  
Industrial Representative  
Florida Department of Commerce  
Division of Commercial Development  
Caldwell Building  
Tallahassee, Florida 32304

McKINNEY, Gerald C.  
Project Coordinator  
Upper Savannah Development District  
Greenwood, South Carolina 29646

DAVIS, Cathy M.  
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State Planning Commission  
Game and Fish Building  
Little Rock, Arkansas 72201

McMULLEN, W. Floyd  
Planning Aide  
Ohio Valley Regional Development  
Commission  
740 Second Street  
Griffin Hall  
Portsmouth, Ohio 44662

FOWLER, Joyce Y.  
Executive Secretary  
Southern West Virginia Planning  
and Development Commission  
Bluefield, West Virginia 24701

MILLER, J. Homer  
Economic Planner  
Purchase Area Development District, Inc.  
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Mayfield, Kentucky 42066

GLASCO, Larry  
Projects Director  
Georgia Mountains Planning and  
Development Commission  
Post Office Box 1294  
Gainesville, Georgia 30501

SAUNDERS, Benjamin, Jr.  
Regional Planner  
Richmond Regional Planning  
District Commission  
701 East Franklin Street  
Suite 810  
Richmond, Virginia 23219

WALSH, James E.  
Environmental Planner  
State Planning Commission  
Game and Fish Building  
Little Rock, Arkansas 72201

Project No. A-1257  
EDA Grant No. 99-6-09165

**BASIC ECONOMIC DEVELOPMENT  
TRAINING PROGRAM**

Offered by the  
**DEVELOPMENT DISTRICT STAFF  
TRAINING UNIT**

**INDUSTRIAL DEVELOPMENT DIVISION**

under sponsorship of  
**THE ECONOMIC DEVELOPMENT ADMINISTRATION**

**PROGRAM CONCEPT  
and  
SCHEDULE**

1970



Engineering Experiment Station  
**GEORGIA INSTITUTE OF TECHNOLOGY**  
Atlanta, Georgia

BASIC ECONOMIC DEVELOPMENT  
TRAINING PROGRAM

Offered by the  
DEVELOPMENT DISTRICT  
STAFF TRAINING UNIT  
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PROGRAM CONCEPT

and

SCHEDULE

Industrial Development Division  
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## Foreword

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

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

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

Robert E. Collier, Director  
Development District Staff  
Training Unit

## BASIC ECONOMIC DEVELOPMENT TRAINING PROGRAM

### Purpose

The purpose of the Basic Economic Development Training Program is to provide instruction for personnel with little formal or informal instruction or work experience in the field of economic development. It provides orientation for personnel associated with the several economic development and regional staffs, those involved in the university centers for technical assistance programs, and others working in multi-jurisdictional area and regional planning and development activities. This program is especially designed for those persons who have been associated with the staff for less than eight months and for sub-professional staff personnel.

### Scope

The Basic Economic Development Training Program provides a basic and common orientation for personnel involved in the planning and implementation of district and regional economic development programs. Program emphasis is placed upon total development of communities within the district or region and the interrelationships existing between the community and the district or region. Stress is also placed on the role of the district or regional planning and development agency in the total development of the area. The following factors are considered in depth:

Fundamentals of community development

Measurement and analysis of local resources

Community action programs

Identification and development of economic and industrial opportunities

Development of manpower resources

Regional approach to economic development

Development and implementation of the overall economic  
development program

LESSON CONCEPTS

## LESSON CONCEPTS

<u>Lessons</u>	<u>Hours</u>
B(EDA)2.1 L Community Development: Concepts, Agencies, and Interrelationships	2
<p>Community development is a process of social action by a group of people organized for planning and for action. This group defines both common and individual needs and problems, and then makes plans -- both group and individual -- to meet these needs and to solve these problems. These plans generally rely upon community resources, supplementing such, where necessary, with services and materials from governmental and non-governmental agencies outside the community.</p> <p>The purpose of this lesson is to survey the concepts, principles, and agencies involved in community development, with emphasis on the basic factors of human and material resources. Stress is placed upon the community as the building block for district growth and the interrelationship of community development with district and regional growth.</p>	
B(EDA)2.2 L Community Analysis and Evaluation	1
<p>Community development, as an organized approach to meeting community needs, is primarily concerned with motivating community residents to help themselves to use their physical and human resources to the full. A basic aim of most district and regional programs is to provide assistance and encouragement to communities in the development of viable community development organizations, plans, and programs, and the establishment of a climate that engenders the development of economic opportunities</p>	

and improvement in the quality of living for the people residing in the community. This period of instruction surveys fundamental procedures which can be followed in analyzing the strengths and weaknesses of a community, identifying problem areas, and planning corrective measures. Emphasis is placed upon community self-evaluation.

B(EDA)2.3 C Community Analysis and Evaluation

2

A practical exercise in which participants are required to make an analysis of a particular community, define obstacles, and develop preliminary goals. Basic information is furnished all participants, and group discussion with members actively participating is guided toward identification of community assets and liabilities, leading to goal formulation.

B(EDA)2.4 L Community Action Programs

1

The community development program is one level in the hierarchy of regional and national planning. The fundamental aspect of a community development program is the plan upon which the program is based. To be an effective program, it must be based upon comprehensive, sound plans. Comprehensive planning is a rational process which stimulates the citizens to delineate the kind of area that they desire and provides the impetus and guidance for action by the citizens and their government aimed at achieving such an ideal area. This period of instruction surveys the fundamentals of community planning and programming, emphasizing a rational approach to the

development cycle, including goal formulation and the development and implementation of community action programs.

B(EDA)2.5 C Community Action Programs

2

This period of instruction continues the community development process initiated in the period of instruction involving community analysis and evaluation (B(EDA)2.3). The participants will, through group action, develop plans, programs, and possible projects that could be used to accomplish the goals previously established for a community.

B(EDA)3.1 L Research Methodology for Economic Planning and Development

2

Staff research and systems analysis both begin when problems arise that are too big to be solved by one man using his unaided brain power and paper and pencil. These problems generally are empirical, that is, arising from observation or experience with some difficulty in planning, programming, operations, funding, or the like.

The question becomes one of approach: How are possible solutions to these problems to be determined? This period of instruction considers the general nature of research, outlines the various types of studies of interest to the economic developer, and surveys methodologies useful in economic research. Emphasis is placed on traditional methods of staff research; however, the application of the systems approach to planning and development is examined briefly.

B(EDA)4.1 L; D Information Requirements for Planning and Development

2

Information plays an increasingly significant role in the formulation and implementation of programs of district development. The first hour of instruction explores very briefly the information needs of planning and development agencies, sources of information, and the requirement for cooperation in the interchange of information between activities involved in economic development. During the second hour of instruction, the participants examine IDD's collection of developmental literature to determine the types of developmental information that are available and used by the economic developer in the field.

B(EDA)5.1 L Human Resources in Community and District Development

1

The primary purpose of this instruction is to provide economic development district personnel with concepts and a basic understanding of community and district human resources analysis and its importance to economic and industrial development efforts.

B(EDA)5.2 L Manpower Resources Analysis

1

This lesson is planned primarily to provide economic development district staff members with a basic understanding of the manpower resources analysis function and to familiarize them with: (1) why manpower resources analysis and research are important to district economic and industrial development efforts; (2) what expansion planners or plant location

specialists want to know about an area's manpower resources; (3) how to develop a plan of action for accumulating or developing needed manpower resources information; (4) where to obtain existing manpower resources information; (5) how to develop new manpower resources information; and (6) what a district organization should do with the information that it has collected, developed, and analyzed.

B(EDA)5.3 L Developing Manpower Resources Information

2

This instruction period is designed to discuss techniques used to determine specific information covering manpower resources that an expansion planner needs to know in making a locational decision. The primary purpose of this session is to familiarize economic development district personnel with techniques and procedures used to determine the availability, characteristics, qualifications, needs, and potentials of a district's manpower.

B(EDA)5.4 L Manpower Training Programs

1

The basic difference between human resources and manpower resources is a matter of instruction and training. The development district staff can play an important role in the identification of district training needs and in working with responsible public and private officials in the establishment of needed training programs and activities.

The primary purpose of this period of instruction is to familiarize staff personnel with existing local, state, and Federal training programs, the matching of training needs

with existing training programs, and the development of new programs. The instruction will cover adult basic education programs, job-readiness programs, industrial development training centers, MDTA, and Job '70 training programs.

B(EDA)6.1 L Fundamentals of Environmental Planning and Development

2

A working knowledge of an area's water resources, minerals, soils, climate, topography, location, and people, among other items, and a detailed knowledge of them are basic to total area development. Not only is a well-developed area one in which people gain personal and social satisfaction, but it also is one where industry, business, the professions, and other activities can function with a reasonable expectation of survival and success. These elements, together with people, government, churches, and related institutions and functions, make up the total complex of the area.

This period of instruction is designed to explore briefly those factors relating to the area's natural resources and the infrastructure which are of paramount importance in determining the growth potential of an area. Environmental planning and development aspects include the following considerations: land use, transportation, housing, sewage and solid waste disposal, community facilities, water supply, and pollution control.

B(EDA)7.1 L Multi-Jurisdictional Approaches to Area and District Development

1

Problems of major scope have demanded that an economic-geographical area planning and development approach be taken that is larger in scale than that for a single-jurisdictional area. The multi-jurisdictional area development concept is being approached through several different frames of reference. The approach taken generally depends upon the environment in which the organizational approach is conceived and the nature of applicable state legislation. Some of the factors considered include: conceptual basis for various types of multi-jurisdictional area development agencies, difference in environmental circumstances and timing, and necessity for effective local support.

The purpose of this period of instruction is to familiarize the participants with the various approaches being taken to accomplish planning and development at the area or regional level.

B(EDA)7.2 L Economic Development District Staff Activities

1

The economic development district concept is a pragmatic one, and one the Georgia Tech Industrial Development Division fully supports. The professional staff of the economic development district is one of the chief reasons for the enduring nature of the district concept; thus, the basic objective of the training programs in economic development is to foster professionalism within the several district staffs. This period of instruction will familiarize the participants with the

activities a district staff may undertake, including area planning, community assistance, resource development, research, and public information. This instruction is not limited to EDA-supported activities, but relates to all possible activities or program alternatives.

B(EDA)7.3 L Involvement of Citizens in Community and District Development

1

Valid and viable community and district development programs must involve the citizens of the area. Citizens must carefully consider pertinent information before they decide upon the kind of area they want and the best ways of achieving it. However, it frequently is necessary for the "professionals" involved in planning and development work to encourage and guide citizen participation in the development process. This period of instruction is designed to familiarize the participants with the fundamentals of leadership and the importance of leadership roles in the community, together with techniques that may be employed in the identification of local leadership. Emphasis is placed on approaches to the involvement of citizens in community development and means of fostering the development of local leadership.

B(EDA)8.1 L Identification and Development of Economic Opportunities

1

This period of instruction is concerned with the identification of economic opportunities in non-metropolitan areas that can lead to the expansion and diversification of existing industry and/or the formulation of new, economically sound enterprises

in the service, manufacturing, agribusiness, or recreational industries. Factors that may be inhibiting the development of industrial potentials at the local level are discussed. Emphasis is placed on the identification and removal of infrastructure problems and the assistance EDD staff members may furnish communities within the district. Ways of assisting the businessman in identifying opportunities for diversification and expansion and outside assistance that may be provided also are stressed. The utilization of existing rural resources, especially in agribusiness-oriented enterprises, and the processing of existing raw materials also are highlighted.

B(EDA)9.1 L Industrial Aspects of Economic Development

2

Although industrial development is only one segment of the broader field of economic development, it can play a vital role in community, district, and regional development, since the basic economic payoff in any economic development program is usually the result of industrial development. The purpose of this period of instruction is to familiarize course participants with some of the major aspects of industrial development. The period of instruction will cover the following points:

1. The economics of location
2. Plant location factors
3. Industrial sites and districts
4. Resource analysis and development
5. Organizing for industrial development at the local level

B(EDA)10.1 L Application of Federal Assistance Programs to Meet Local and District Needs

1

Federal assistance programs play an important role in community, district, and regional development. The wise and intelligent utilization of these programs within a particular jurisdiction will maximize the effects of the programs.

Although members of the district or regional staff may not implement these programs, their advice and assistance to local officials, community leaders, and individual businessmen may be of inestimable value.

The staff can play an important role in the identification of available assistance programs and in the coordination of the several programs at the local level to insure that stated community and district goals are met. The purpose of this period of instruction is to familiarize the participants with the nature and scope of the various Federal assistance programs so that assistance may be furnished local officials in a more comprehensive manner.

B(EDA)11.1 L Developing the Overall Economic Development Program: General Considerations

1

The purpose of economic development planning is to discover or design actions which can effectively improve the economic conditions existing in a particular district or region. The basic purpose of this period of instruction is to familiarize the participant with the nature of the planning process, the major steps involved in the planning process, and some of the general considerations involved in the development of the overall economic development program.

This period of instruction and other related periods (B(EDA)11.2 and B(EDA)11.3) are designed to familiarize participants with the general nature of overall economic development planning rather than the technical aspect of preparing a specific document (the Overall Economic Development Program).

B(EDA)11.2 L Developing the Overall Economic Development Program: Problem Definition

1

The identification of specific problems and deficiencies in the economy of a district or region is one of the major steps in the planning-and-action process involved in overall economic development planning. This period of instruction will briefly consider the basic nature of economic problems, the preliminary identification and isolation of deficiencies, and incorporating both of these as inputs into the planning process.

B(EDA)11.3 L Developing the Overall Economic Development Program: Goal Formulation and Program Implementation

1

Goal-setting activities are an essential element in the development planning process. Unless persons responsible for carrying out economic development understand exactly what they are trying to achieve, they may overlook prime opportunities or concentrate upon projects which may have little impact on the economy of the district or region. The purpose of this period of instruction is to familiarize the participant with the processes involved in establishing goals, priorities among goals, and developing courses of action or projects to be undertaken which will serve to accomplish objectives established by the goals.

SCHEDULE

## SCHEDULE

### First Day

8:30 - 9:20	B(EDA)1.1	A	Orientation	1
9:30 - 11:20	B(EDA)2.1	L	Community Development: Concepts, Agencies, and Interrelationships	2
1:00 - 2:50	B(EDA)3.1	L	Research Methodology for Economic Planning and Development	2
3:00 - 4:50	B(EDA)4.1	L; D	Information Requirements for Planning and Develop- ment	2

### Second Day

8:30 - 9:20	B(EDA)5.1	L	Human Resources in Commu- nity and District Devel- opment	1
9:30 - 11:20	B(EDA)6.1	L	Fundamentals of Environ- mental Planning and Devel- opment	2
1:00 - 1:50	B(EDA)5.2	L	Manpower Resources Analy- sis	1
2:00 - 2:50	B(EDA)2.2	L	Community Analysis and Evaluation	1
3:00 - 4:50	B(EDA)2.3	C	Community Analysis and Evaluation	2

### Third Day

8:30 - 9:20	B(EDA)2.4	L	Community Action Programs	1
9:30 - 11:20	B(EDA)2.5	C	Community Action Programs	2
1:00 - 1:50	B(EDA)7.1	L	Multi-Jurisdictional Ap- proaches to Area and Dis- trict Development	1
2:00 - 3:50	B(EDA)5.3	L	Developing Manpower Re- sources Information	2

4:00 - 4:50	B(EDA)8.1	L	Identification and Development of Economic Opportunities	1
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Fourth Day

8:30 - 10:20	B(EDA)9.1	L	Industrial Aspects of Economic Development	2
10:30 - 11:20	B(EDA)5.4	L	Manpower Training Programs	1
1:00 - 1:50	B(EDA)7.2	L	Economic Development District Staff Activities	1
2:00 - 2:50	B(EDA)7.3	L	Involvement of Citizens in Community and District Development	1
3:00 - 3:50	B(EDA)10.1	L	Application of Federal Assistance Programs to Meet Local and District Needs	1
4:00 - 4:50	B(EDA)11.1	L	Developing the Overall Economic Development Program: General Considerations	1

Fifth Day

8:30 - 9:20	B(EDA)11.2	L	Developing the Overall Economic Development Program: Problem Definition	1
9:30 - 10:20	B(EDA)11.3	L	Developing the Overall Economic Development Program: Goal Formulation and Program Implementation	1
10:30 - 11:20	B(EDA)1.2	A	Program Critique	1

APPENDIX

## Appendix 1

### GLOSSARY

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

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

DEMONSTRATION (D) - The showing and explaining of skills, methods, techniques, equipment, and devices.

LECTURE (L) - The formal communication of subject material orally to the student, often including thought-provoking or drill questions by the instructor. The lecture technique employed by the Development District Staff Training Unit is an informal one used primarily to involve course participants in the teaching process.

Project No. A-1257

EDA Grant No. 99-6-09165

INDUSTRIAL DEVELOPMENT  
TRAINING PROGRAM

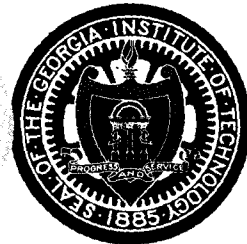
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PROGRAM CONCEPT  
and  
SCHEDULE

1970



Engineering Experiment Station  
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Atlanta, Georgia

Project No. A-1257  
EDA Grant No. 99-6-0916

INDUSTRIAL DEVELOPMENT  
TRAINING PROGRAM

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PROGRAM CONCEPT  
and  
SCHEDULE

Industrial Development Division  
Engineering Experiment Station  
GEORGIA INSTITUTE OF TECHNOLOGY

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SCHEDULE	9
APPENDIX	12
1. Glossary	13

## Foreword

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

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

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

Robert E. Collier, Director  
Development District  
Staff Training Unit

INDUSTRIAL DEVELOPMENT  
TRAINING PROGRAM

Purpose

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

Scope

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

The Industrial Development Training Program emphasizes the following considerations:

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

LESSON CONCEPTS

## LESSON CONCEPTS

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

ID(EDA)1.4-1 L Regional Economics 1

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

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

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

ID(EDA)1.5-2 L Economics of Industrial Location:  
Secondary Factors 1

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

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

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

ID(EDA)1.6-2 L Identification of Economic Opportunities in Rural Areas 1

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

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

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

ID(EDA)1.8-1 C Analysis of the Community's Industrial  
Growth Potentials

4

A practical exercise in which the participants, through group action, make an analysis and evaluation of a particular community to identify its industrial development potentials and possible action programs that might be undertaken. The exercise is designed to view the community as an entity within the district, yet relate regional industrial growth potentials to those of the community. The exercise stresses the identification of problems impeding industrial growth and emphasizes the importance of expanding existing industry as well as attracting new industry.

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

2

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

Statewide financing agencies

Local industrial development corporations

Industrial development bonds

Conventional financing sources

Federal loan programs

Leasing of industrial facilities

ID(EDA)1.9-2 L Tools for the Developer: Manpower Analysis and Programs 3

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

ID(EDA)1.9-3 L Tools for the Developer: Land Development and Buildings 1

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

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

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

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

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

ID(EDA)1.12-1 L Prospecting Techniques

1

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

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

6

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

This conference period provides course participants a final opportunity to discuss the role of the EDD in industrial development in light of the instruction given during the week. Emphasis is placed on the coordinative and supportive role of the EDD with respect to other public and private agencies active in the industrial development process. The development of a strategy for a particular district will be considered and explored.

**SCHEDULE**

## SCHEDULE

### First Day

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

### Second Day

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

### Third Day

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

Fourth Day

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

Fifth Day

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

APPENDIX

GLOSSARY

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

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

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

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

# The Georgia Institute of Technology

This is to certify that

has successfully completed the

**INDUSTRIAL DEVELOPMENT TRAINING PROGRAM**

conducted by the

**Industrial Development Division, Engineering Experiment Station**

under sponsorship of

**The Economic Development Administration**

Given at Atlanta, Georgia this

day of

19



---

DIRECTOR  
DEVELOPMENT DISTRICT  
STAFF TRAINING UNIT

---

DIVISION CHIEF

# The Georgia Institute of Technology

This is to certify that

has successfully completed the

**BASIC ECONOMIC DEVELOPMENT TRAINING PROGRAM**

conducted by the

**Industrial Development Division, Engineering Experiment Station**

under sponsorship of

**The Economic Development Administration**

Given at Atlanta, Georgia this

day of

19



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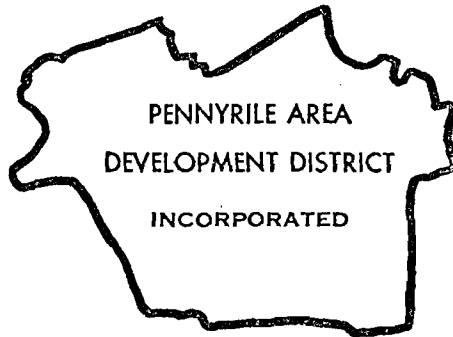
DIRECTOR  
DEVELOPMENT DISTRICT  
STAFF TRAINING UNIT

---

DIVISION CHIEF

Appendix 7

CALDWELL  
CHRISTIAN  
CRITTENDEN  
HOPKINS  
LIVINGSTON



LYON  
MUHLENBERG  
TODD  
TRIGG

138 North Virginia Street  
HOPKINSVILLE, KENTUCKY 42240  
Telephone 502-886-9484

June 29, 1970

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

Dear Bob:

In the last four years I have attended many so-called government contract training programs. Most were poorly planned, poorly presented and frankly were a waste of my time and the government's money. And to be honest I sort of expected the same thing when I got to Atlanta. However, I would like to say that last week was the most informative session that I have ever attended. The content of the instruction and the quality of the presentation was excellent. The instructors were not teaching from theories out of a book but presented actual experiences that they had encountered. The instruction was "down-to-earth" and was easily understood, even by one such as myself.

I would like to thank you for the information that I received and I can assure you that I will recommend to my Board of Directors of the Pennyrile Area Development District that full utilization of the training program would be of great benefit to our District. I look forward to attending other sessions that you are sponsoring.

Yours Truly,

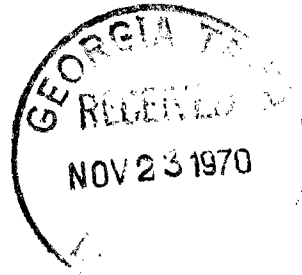
DWS/ekj

David W. Shore  
Economic Planner

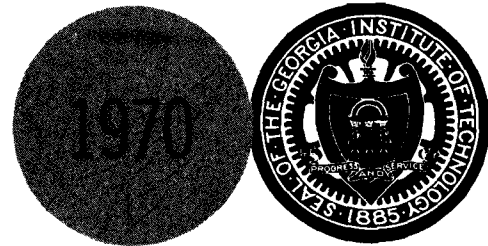
QUARTERLY PROGRESS REPORT  
PROJECT A-1257  
TRAINING PROGRAMS IN ECONOMIC DEVELOPMENT  
R. E. COLLIER

Contract EDA Grant No. 99-6-09165

July 1 - September 30, 1970  
Issued October 12, 1970



Prepared for  
Economic Development Administration  
Washington, D. C.



Engineering Experiment Station  
GEORGIA INSTITUTE OF TECHNOLOGY  
Atlanta, Georgia

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

QUARTERLY PROGRESS REPORT

PROJECT A-1257

TRAINING PROGRAMS IN ECONOMIC DEVELOPMENT

by

R. E. COLLIER

EDA GRANT NO. 99-6-09165

July 1-September 30, 1970  
Issued October 12, 1970

Performed for  
ECONOMIC DEVELOPMENT ADMINISTRATION  
WASHINGTON, D. C.

## INTRODUCTION

### Background

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

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

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

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

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

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

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

#### 1970-1971 Program

The scope of work of the grantee under Grant No. 99-6-09165 shall be the following:

1. To carry out a training program intended primarily for the staff members of EDA-supported economic development districts and consisting of the following courses:

	<u>Sessions</u>	<u>Duration</u>
Basic Economic Development Training	2	1 week
Executive Training	2	1 week
Advanced Executive Training	2	1 week
Industrial Development Training	2	1 week
Training for Planning and Development Technicians	2	1 week
Training for Staff Information Technicians	3	3 days

2. To publicize the training courses; to carry out research to keep courses current and relevant; and to prepare periodic evaluations of courses.

3. On request, to provide EDA and participants in the training program any supplementary materials prepared in connection with the courses.

Course attendance will not necessarily be restricted to personnel of economic development districts. However, positions will not be made available to other organizations until all reasonable efforts have been made to enroll economic development district personnel.

### Summary of First Quarter Activities

The Basic Economic Development Training Program and the Industrial Development Training Program were presented during the first quarter with a total of 22 persons attending both programs. Three supplementary material publications were furnished all program participants. Three program brochures and two memorandums were mailed to a list of some 600 addresses. This list included all known economic development district organizations, EDA offices and field representatives, state agencies involved in economic development, and a number of regional development organizations.

### Contents of the Report

The purpose of this quarterly report is to review the activities covered under this project from July 1, 1970, to September 30, 1970. In the following section, these activities are first summarized and then followed by an outline of activities accomplished during the quarter, as follows:

Program Development

Program Promotion

Programs Presented

Program Evaluation

Problems Encountered

Third Quarter Plans

## SECOND QUARTER ACTIVITIES

### Summary

Four training programs were prepared during the quarter. Two of these programs were new ones requiring a full scope of effort. Two of the programs required substantial changes to keep them up-to-date. In addition to course writing, a supplementary publication was developed for use in the training programs. The fifth session of the Executive Training Program was conducted during the quarter with 16 persons attending.

### Program Development

Major emphasis during the second quarter was directed toward course development. Four training programs were affected, as follows:

Executive Training Program. Since the Basic Economic Development Training Program was reduced to a one-week program and was restructured, it was necessary to rewrite the Executive Training Program so that it could continue to be an accompanying program to the basic level program. The Executive Training Program was redesigned during the quarter and one session was conducted.

Advanced Executive Training Program. Based upon 1969-1970 experience, the Advanced Executive Training Program was redesigned. It is planned that emphasis and content of the advanced program will be changed each year so that executive directors will be furnished an opportunity for advanced training on a continuing basis.

Training Program for Planning and Development Technicians. The Training Program for Planning and Development Technicians was prepared during this quarter. This one-week program is designed for junior staff members and technicians.

Training Program for Staff Information Technicians. A three-day program, entitled Training Program for Staff Information Technicians, was prepared during the quarter. This program will be conducted primarily for staff personnel of development organizations who are assigned duties relating to the acquisition, storage, and retrieval of information and data needed by professional staff members.

Concepts for the programs listed above are contained in appendices 1 through 4.

In addition to preparation of the above training programs, one publication for use in the training program was developed. The following publication is the seventh in a series of supplementary material publications designed for use in the training programs:

Economic Impact Analysis

15 pages

Program Promotion

Promotional material promulgated during the quarter is contained in Appendix 5. The four program brochures and six memorandums were mailed to a list of some 625 addresses. This list includes all economic development district organizations, EDA offices and field representatives, state agencies involved in economic development, and a number of regional development organizations.

Programs Presented

The seventh session of the Executive Training Program was conducted during the quarter. The program concept for this course of instruction was furnished. This program is described in Appendix 1. A list of participants is contained in Appendix 6. Statistical information covering enrollments is presented in Appendix 7.

Program Evaluation

At the conclusion of each training session, a critique of the program is conducted with the participants. Also, each participant is requested to make a written evaluation of the program. An evaluation of the critiques and the written remarks by the IDD staff indicates that the training program conducted during the quarter is satisfactory. Appendices 8 and 9 are unsolicited letters from two of the participants stating their views of the training program that they attended (Executive Training Program).

Problems Encountered

No problem was encountered that had an adverse effect on the conduct of the training programs.

### Third Quarter Plans

The following actions are planned for the third quarter:

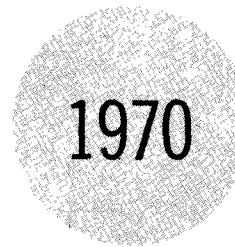
1. Conduct the first session of the Training Program for Planning and Development Technicians (October 5-9, 1970).
2. Conduct the third session of the Advanced Executive Training Program (October 12-16, 1970).
3. Conduct the sixth session of the Basic Economic Development Training Program (November 2-6, 1970).
4. Conduct an additional session of the Advanced Executive Training Program (November 9-13, 1970). This session has been planned to meet the unforeseen demand which developed.
5. Conduct the fifth session of the Industrial Development Training Program (November 30-December 4, 1970).
6. Continue promotional efforts.

Project No. A-1257  
EDA Grant No. 99-6-09165

EXECUTIVE  
TRAINING PROGRAM

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

PROGRAM CONCEPT  
and  
SCHEDULE



Engineering Experiment Station  
GEORGIA INSTITUTE OF TECHNOLOGY  
Atlanta, Georgia

Project A-1257  
EDA Grant No. 99-6-09165

EXECUTIVE TRAINING PROGRAM

Offered by the  
DEVELOPMENT DISTRICT  
STAFF TRAINING UNIT  
INDUSTRIAL DEVELOPMENT DIVISION  
under sponsorship of  
THE ECONOMIC DEVELOPMENT ADMINISTRATION

PROGRAM CONCEPT

and

SCHEDULE

Industrial Development Division  
Engineering Experiment Station  
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## Foreword

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

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

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Robert E. Collier, Director  
Development District Staff  
Training Unit

## EXECUTIVE TRAINING PROGRAM

### Purpose

The purpose of the Executive Training Program is to provide orientation and professional training in the practical processes of economic development undertaken by economic development districts. The program is designed to furnish in-service training for personnel with broad experience in the field of planning and development who have recently joined the professional staff. It also provides mid-career and continuing training for executive directors and senior staff personnel in order that they may more effectively accomplish comprehensive district planning and development activities.

### Scope

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

The Executive Training Program emphasizes the following considerations:

- Concepts for district and regional planning and development
- The involvement of citizens in the development process
- Fundamentals of environmental planning
- Industrial aspects of economic development
- Fundamentals of economic development technology
- Development of manpower resources
- Analysis and evaluation of district goals and programs

LESSON CONCEPTS

LESSON CONCEPTS

Lessons

Hours

D(EDA)2.1 L Regional Development: Concepts, Agencies,  
and Interrelationships

2

Increasing emphasis upon regional economic development has fostered a need for the identification of an area's growth potential and development so that Federal, state, and local resources may be channeled into programs which offer the greatest probability of increasing the economic and social well-being of the people residing in the area.

The purpose of this period of instruction is to provide the participants with a framework for the consideration of regional economic development matters. Specifically, the discussion includes the various stages of regional economic growth, the principal theories which are offered to explain different regional growth rates, the "critical mass" theory of economic development, factors which can inhibit regional growth, and the practical aspects of regional development programs. This period of instruction surveys various types of organizations that play a role in regional development. Emphasis is placed upon those organizations whose primary role is in the field of regional development and their interrelationships with other organizations.

D(EDA)3.1 L Multi-Jurisdictional Approaches to Regional and District Development

1

Problems of major scope have demanded that an economic-geographical area planning and development approach be considered in a context usually more extensive than a limited single-jurisdictional area. The multi-jurisdictional area development concept can be approached within several different frames of reference. Generally, the approach depends upon the environment in which the organization is conceived and the nature of applicable state legislation. Some of the factors to be considered include: conceptual basis for various types of multi-jurisdictional area development agencies, difference in environmental circumstances and timing, and necessity for effective local support.

The purpose of this period of instruction is to familiarize the participants with the various approaches being taken to accomplish planning and development at the area or regional level.

D(EDA)4.1 L Involvement of Citizens in Community and District Development

1

Valid and viable community development programs must involve the citizens of the area. Citizens must carefully consider pertinent information before they decide upon the kind of community they want and the best ways of achieving it. However, it is frequently necessary for the "professionals" involved in economic development work to encourage and guide citizen participation in the development process.

This period of instruction provides participants the opportunity to learn practical approaches to the involvement of citizens in community development and means of fostering the development of local leadership. Emphasis is placed upon involving citizens through both the formal and informal group.

D(EDA)4.2 C Citizen Participation in Community and District Development

2

A conference period of instruction, based upon information presented in D(EDA)4.1, in which participants discuss group characteristics, the ways in which groups are identified, the identification of leaders, group intra-action and interaction, the role of the group in planned change, and the use of the group as a vehicle for involving the citizen in community development.

D(EDA)2.2 L Regional Planning and Development: Environmental Planning

1

A working knowledge of an area's water resources, minerals, soils, climate, topography, location, and people, among other items, and a detailed knowledge of each are basic to total area development. Not only is a well-developed area one in which people gain personal and social satisfaction, but it also is one where industry, business, the professions, and other activities can function with a reasonable expectation of survival and success. These elements, together with people, government, churches, and related institutions and functions, make up the total complex of the area.

This period of instruction is designed to review briefly those factors relating to the area's natural resources and the infrastructure which are of paramount importance in determining the growth potential of an area. Environmental planning and development aspects include the following considerations: land use, transportation, housing, sewage and solid waste disposal, community facilities, water supply, and pollution control.

D(EDA)2.3 C Regional Planning and Development: Environmental Planning

2

A conference period of instruction, based upon information presented in D(EDA)2.2, in which participants discuss environmental factors and approaches to pollution control and abatement.

D(EDA)5.1 WS Development of District Goals and Programs: Analysis and Evaluation

3

The purpose of economic development planning is to discover or design actions which can effectively improve economic conditions existing in a particular district or region. The identification of specific problems and deficiencies in the economy of a district or region is one of the first and major steps in the planning-and-action process involved in overall economic development planning.

The Executive Training Program provides for three workshops in which the participants will jointly examine the economy of a particular economic development district and develop goals and related programs for the district. The first workshop



D(EDA)6.2 L Industrial Aspects of Economic Development: The Process

1

This period of instruction continues the examination of industrial development by presenting an explanation of patterns in regional plant location and their impact. It explores the the processes by which industrial development is accomplished. Major factors involved in plant location and their impact are discussed, together with definitions, procedures, and promotional aspects involved in the development of industrial sites and buildings.

D(EDA)6.3 L Industrial Aspects of Economic Development: Organizing for Industrial Development on the Local Level

1

This period of instruction surveys those aspects of industrial development that are critical to the establishment of local programs, including the development of local leadership, competitive situations, financing programs, the supportive role of the development district staff, and the achievement of a proper balance between incoming industry and existing industry.

D(EDA)7.1 L Economic Development Technology

1

Since economic development is a multidisciplinary field, an interdisciplinary approach usually is employed in the solution of problems facing the community or region. The term "economic development technology" is used to avoid semantics problems that arise when accepted definitions of systems analysis or technology are employed. Also, this term serves to focus attention on the systematic treatment of economic development by defining economic development technology as "the systematic treatment

of the processes involved in providing economic opportunities and improved qualities of living."

This period of instruction is designed to present a methodological concept which provides a fresh approach to economic development problem solving. Flow charting is used as one of the logic and communication media of economic development. The employment of models, both mathematical and logical, are discussed and the translation of economic development problem statements into graphic/verbal analytical statements is explored.

D(EDA)8.1 L Manpower Resources Analysis

2

This lesson is planned primarily to provide economic development district staff members with a basic understanding of the manpower resources analysis function and to familiarize them with: (1) why manpower resources analysis and research are important to district economic and industrial development efforts; (2) what expansion planners or plant location specialists want to know about an area's manpower resources; (3) how to develop a plan of action for accumulating or developing needed manpower resources information; (4) where to obtain existing manpower resources information; (5) how to develop new manpower resources information; and (6) what a district organization should do with the information that it has collected, developed, and analyzed.

D(EDA)8.2 L Developing Manpower Information

2

This instruction period is designed to discuss techniques used to determine specific information covering manpower resources that an expansion planner needs to know in making a locational decision. The primary purpose of this session is to familiarize economic development district personnel with techniques and procedures used to determine the availability, characteristics, qualifications, needs, and potentials of a district's manpower.

D(EDA)8.3 L Planning for Manpower Training

1

The basic difference between human resources and manpower resources is a matter of instruction and training. The development district staff can play an important role in the identification of district training needs and in working with responsible public and private officials in the establishment of needed training programs and activities.

The primary purpose of this period of instruction is to familiarize staff personnel with existing local, state, and Federal training programs, the matching of training needs with existing training programs, and the development of new programs. The instruction will cover adult basic education programs, job-readiness programs, industrial development training centers, MDTA, and Job '70 training programs.

D(EDA)9.1 L Identification and Development of Economic Opportunities

1

This period of instruction is concerned with the identification of economic opportunities in non-metropolitan areas that can lead to the expansion and diversification of existing industry and/or the formulation of new, economically sound enterprises in the service, manufacturing, agribusiness, or recreational industries. Factors that may be inhibiting the development of industrial potentials at the local level are discussed.

Emphasis is placed on the identification and removal of infrastructure problems and the assistance EDD staff members may furnish communities within the district. Ways of assisting the businessman in identifying opportunities for diversification and expansion and outside assistance that may be provided also are stressed. The utilization of existing rural resources, especially in agribusiness-oriented enterprises, and the processing of existing raw materials also are highlighted.

D(EDA)10.1 L;D Information Handling

2

Information plays an increasingly significant role in the formulation and implementation of programs of district development. The first hour of instruction explores very briefly the information needs of planning and development agencies, sources of information, and the requirement for cooperation in the interchange of information between activities involved in economic development. During the

second hour of instruction, the participants examine IDD's collection of developmental literature to determine the types of developmental information that are available and used by the economic developer in the field, and discuss information handling procedures suitable for small staff operations.

D(EDA)11.1 C Staff Organization and Management

2

The economic development district concept is a pragmatic one, and one the Georgia Tech Industrial Development Division fully supports. The professional staff of the economic development district is one of the chief reasons for the enduring nature of the district concept; thus, the basic objective of the training programs in economic development is to foster professionalism within the several district staffs. This period of instruction furnishes the participants with the opportunity to discuss the activities a district staff may undertake, including area planning, community assistance, resource development, research, and public information. This instruction is not limited to EDA-supported activities, but related to all possible activities or program alternatives. Also, staff management approaches and problems will be discussed.

SCHEDULE

## SCHEDULE

### First Day

8:30 - 9:20	D(EDA)1.1	A	Orientation
9:30 - 11:20	D(EDA)2.1	L	Regional Development: Concepts, Agencies, and Interrelationships
1:00 - 1:50	D(EDA)3.1	L	Multi-jurisdictional Approaches to Regional and District Development
2:00 - 2:50	D(EDA)4.1	L	Involvement of Citizens in Community and District Development
3:00 - 4:50	D(EDA)4.2	C	Citizen Participation in Community and District Development

### Second Day

8:30 - 9:20	D(EDA)2.2	L	Regional Planning and Development: Environmental Planning
9:30 - 11:20	D(EDA)2.3	C	Regional Planning and Development: Environmental Planning
1:00 - 3:50	D(EDA)5.1	WS	Development of District Goals and Programs: Analysis and Evaluation
4:00 - 4:50	D(EDA)6.1	L	Industrial Aspects of Economic Development: Concepts, Agencies, and Interrelationships

### Third Day

8:30 - 9:20	D(EDA)6.2	L	Industrial Aspects of Economic Development: The Process
9:30 - 10:20	D(EDA)6.3	L	Industrial Aspects of Economic Development: Organizing for Industrial Development on the Local Level
10:30 - 11:20	D(EDA)7.1	L	Economic Development Technology
1:00 - 2:50	D(EDA)5.2	WS	Development of District Goals and Programs: Goal Setting and Project Development
3:00 - 4:50	D(EDA)8.1	L	Manpower Resources Analysis

Fourth Day

8:30 - 10:20	D(EDA)8.2	L	Developing Manpower Information
10:30 - 11:20	D(EDA)9.1	L	Identification and Development of Economic Opportunities
1:00 - 1:50	D(EDA)5.3	WS	Development of District Goals and Programs: Group Solutions
2:00 - 2:50	D(EDA)8.3	L	Planning for Manpower Training
3:00 - 4:50	D(EDA)10.1	L;D	Information Handling

Fifth Day

8:00 - 9:50	D(EDA)11.1	C	Staff Organization and Management
10:00 - 11:00	D(EDA)1.2	A	Program Critique

APPENDIX

Appendix 1

GLOSSARY

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

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

DEMONSTRATION (D) - The showing and explaining of skills, methods, techniques, equipment, and devices.

LECTURE (L) - The formal communication of subject material orally to the student, often including thought-provoking or drill questions by the instructor. The lecture technique employed by the Development District Staff Training Unit is an informal one used primarily to involve course participants in the teaching process.

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

Project No. A-1257  
EDA Grant No. 99-6-09165

ADVANCED EXECUTIVE  
TRAINING PROGRAM

Offered by the  
DEVELOPMENT DISTRICT STAFF  
TRAINING UNIT

INDUSTRIAL DEVELOPMENT DIVISION

under sponsorship of  
THE ECONOMIC DEVELOPMENT ADMINISTRATION

PROGRAM CONCEPT  
and  
SCHEDULE

1970



Engineering Experiment Station  
GEORGIA INSTITUTE OF TECHNOLOGY  
Atlanta, Georgia

## Foreword

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

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

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

Robert E. Collier, Director  
Development District  
Staff Training Unit

## BACKGROUND

In a traditional sense, comprehensive planning doctrine has encouraged people to think of planning as a unified and rational process in which all appropriate parts fit neatly together. It has promoted the belief that the planner is basically a technician and is not concerned with the implementing role. Most planning agencies produce comprehensive plans from time to time, but this type of activity tends to be only a periodic function which is sometimes accomplished so that the agency may be eligible to receive Federal funds.

The Public Works and Economic Development Act of 1965 has provided a powerful stimulus for the extension of planning horizons into the development field. Under this act, the Economic Development Administration (EDA) fostered a concept and furnished substantial assistance in the establishment of multi-jurisdictional economic development districts throughout the country. An essential element of the development district concept is the requirement for a competent, professional staff.

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

In fostering the economic development district concept, EDA and IDD recognized that there is an acute and continuing shortage of qualified and

experienced development practitioners. During April and May 1967, the Industrial Development Division conducted a prototype, four-week training program in the fundamentals of economic development for staff personnel of the economic development districts in Georgia. An evaluation following the program concluded that this type of training program could perform an extremely useful role in providing short-term training and orientation for professional personnel associated with economic development agencies.

The Economic Development Administration then commissioned Georgia Tech's Industrial Development Division to develop and conduct a series of short training programs during 1968-1969. The basic objective of the economic development training programs developed and conducted by the Industrial Development Division was to provide instruction in the practical processes of economic development for economic development district staff members, personnel associated with EDA's University Centers for Technical Assistance Program, and other interested personnel in order to increase the effectiveness of EDA-related economic development programs.

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

Although the Georgia Tech Industrial Development Division (IDD) had worked with the Georgia area planning and development commissions for a number of

years, little documentation concerning district operational experience was available. The IDD staff developed the training programs in economic development based on its experience, intuition, and judgment, reinforced by feedback from students attending the training session.

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

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

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

An Advanced Executive Training Program was developed during the 1969-1970 training cycle to provide pioneering work in the EDD staff functioning area. The program was designed to introduce advanced methods into present and future EDD staff operations and to improve planning and development methods and techniques by providing needed technical virtuosity within the staffs of the various development districts.

In the first cycle of the advanced program, an attempt was made to apply systems analysis to the processes of economic development in order to provide a more vigorous and discrete methodology for economic development practitioners. As a result of the conduct of the training programs, there are positive indications that systems analysis concepts and elements can be applied to the logic of economic planning and that such applications may improve the professional capabilities of the economic developer.

Analysis of the reactions of the participants in the advanced training program indicated that a teaching vehicle or concept should be developed that would eliminate semantics problems and reduce the adverse effects of some preconceptions of those attending the training programs. Since economic development is a multidisciplinary field, an interdisciplinary approach to the treatment of the subject should be employed. There is a need to focus attention on the systematic treatment of economic development processes and related logic and communication media.

At the outset, it was recognized that ongoing processes and programs of the districts must continue, utilizing traditional approaches and methodology. Further, it was recognized that the teaching vehicle used in the advanced program could not be considered as accepted doctrine, but must be considered as exploratory. With the foregoing imposed limitations, it was determined that the conceptual basis for the 1970-1971 Advanced Executive Training Program

would be structured about a concept entitled "Economic Development Technology." For the purposes of the training program, economic development technology is defined as the systematic application of the arts and sciences to the processes involved in providing economic opportunities and improved qualities of living.

The economic development technology concept provides that economic development be considered as the "end-item," while economic development technology furnishes the methodological vehicle for attaining economic development objectives and goals. The technology provides the logic and communication media of economic development. Both the arts and sciences may be employed in the technology with only one constraint: all things must be treated in a systematic fashion.

The economic development technology concept provides for comprehensive planning but expands the planning concept to overall economic development program planning, which explicitly provides for an implementation role. While providing for comprehensive planning and development, the concept emphasizes and highlights a conceptual foundation for the identification of subsystems and the treatment of such subsystems within the concept of overall development planning. In the development process, these subsystem activities are based upon the dominant functional areas of planning. Each subsystem exhibits high degrees of interaction and specialization in the various development areas in which different forces strive to achieve goals through implementation of various strategies. That is to say, each subsystem can be viewed very broadly (as a part of a total system) as well as a functional area of endeavor.

Economic development technology provides a medium to bring together relevant aspects of the development process, when there is a need to consider the whole or part of the process as a unity. The prime thrust of this aspect

of the technology is the pretesting, forecasting, and evaluating of alternatives involved in regional projects and programs and in outcome evaluation.

Finally, the use of economic development technology as a teaching vehicle furnishes a medium for the identification, analysis, evaluation, application, translation, and the transfer of pertinent research and development findings to multi-jurisdictional regional planning and development staff personnel so that these principles, techniques, and methodologies may be applied to regional planning, development, and program management.

PROGRAM CONCEPT

## PROGRAM CONCEPT

### Introduction

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

The Executive Director is instrumental in the professional development of his staff -- and, in the long run, his capabilities and personality will be reflected in the district's program. The primary purpose of the Advanced Executive Training Program is to acquaint the Executive Director with methods and techniques that will assist in the professional development of his staff. This program is termed "advanced" because:

IDD prefers to present its instruction to Executive Directors before assisting in the training of their staff members. It is felt that the Executive Director should know what IDD is teaching and generally subscribe to the content of the instruction.

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

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

## Program Outline

The Advanced Executive Training Program provides a balanced methodological approach in which student participation is emphasized. The conferences, workshops, and research projects provide considerable program flexibility and furnish ample opportunity for the exchange of information, viewpoints, and experiences among the participants. The program revolves around four areas of instruction.

### Formal Instruction

Eight hours of lecture presentations serve to introduce instructional material which is basic to the conference and workshop sessions that, in turn, serve as the focal points in the training program. The lecture presentations also serve to open communication channels between the instructional staff and the participants as well as among the participants themselves. The following formal instruction will be presented:

Alternatives in the Formulation of Economic Development Strategies  
emphasizes the consideration of new alternatives as well as the refinement of existing ones in the development of strategies within a changing environment

Economic Development Technology  
the examination of a comprehensive methodological concept for the systematic application of the arts and sciences to the processes involved in providing economic opportunities and improved qualities of living

Scientific Tools for Economic Analysis and Program Management  
a survey of specific scientific tools and techniques currently used in business, industry, and government which may have possible applications into district and regional planning, development, and management

Analytical Interpretation and Evaluation of Research Reports  
helpful hints on interpreting, evaluating, and translating  
research findings from technical reports into practical use

### Conferences

Nine hours of instructional time are reserved for group discussions in which the members are expected to actively participate, conversing on a given problem or topic under the leadership of an instructor or participant.

Alternatives in the Formulation of Economic Development Strategies  
a discussion of the use of alternatives in developing initial  
OEDP strategies and how new and additional alternatives may  
be used within a changing environment

Problems Involved in Program Forecasting and Evaluation  
identification of problem areas - approaches that may be  
undertaken to improve project and program forecasting and  
evaluation

EDD Staff Organization and Management  
an exchange of views on matters concerning organization,  
tasks to be performed, qualifications of staff members, and  
management matters in general

Regional Economic and Industrial Development Strategy  
a final exchange of views among participants concerning pos-  
sible strategies that may be undertaken in differing environ-  
mental circumstances

### Workshops

Four hours of instructional time are provided for workshop activities. This instruction involves active participation of those attending the training session by requiring the participant to apply or practice what he knows or has been taught. This instruction stresses how to do.

Flow Charting: A Logic and Communication Medium for Planning and Development

the use of flow charting to lay out, pictorially, the logic of a problem solution or process and to increase comprehension and mutual understanding among those involved in the development process

Program Scheduling and Evaluation

a practical demonstration of the use of the Program Evaluation and Review Technique (PERT) in locating and acquiring industrial land for development groups

Individual or Group Research Project

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

SCHEDULE

ADVANCED EXECUTIVE TRAINING PROGRAM

SCHEDULE

First Day

8:30 - 9:20	AE(EDA)1.1	A	Orientation
9:30 - 11:20	AE(EDA)2.1	L	Alternatives in the Formulation of Economic Development Strategies
1:00 - 2:50	AE(EDA)2.2	C	Alternatives in the Formulation of Economic Development Strategies
3:00 - 4:50	AE(EDA)3.1	RE	Individual or Group Research Project

Second Day

8:30 - 10:20	AE(EDA)4.1	L	Economic Development Technology
10:30 - 11:20	AE(EDA)5.1	WS	Flow Charting: A Logic and Communication Medium for Planning and Development
1:00 - 2:50	AE(EDA)6.1	C	Problems Involved in Program Forecasting and Evaluation
3:00 - 4:50	AE(EDA)3.2	RE	Individual or Group Research Project

Third Day

8:30 - 11:20	AE(EDA)7.1	L	Scientific Tools for Economic Analysis and Program Management
1:00 - 1:50	AE(EDA)3.3	RE	Individual or Group Research Project
2:00 - 4:50	AE(EDA)8.1	WS	Program Scheduling and Evaluation: A Practical PERT Exercise

Fourth Day

8:30 - 9:20	AE(EDA)9.1	L	Analytical Interpretation and Evaluation of Reserach Reports
9:30 - 11:20	AE(EDA)10.1	C	EDD Staff Organization and Management
1:00 - 1:50	AE(EDA)3.4	RE	Individual or Group Research Project

Fourth Day (continued)

2:00 - 4:50	AE(EDA)2.3	C	Regional Economic and Industrial Development Strategy
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Fifth Day

8:30 - 9:20	AE(EDA)3.5	RE	Individual Research Project
9:30 - 10:50	AE(EDA)3.6	RE	Reports of Individual Research Projects
11:00 - 11:30	AE(EDA)1.2	A	Program Critique

Recapitulation of Hours by Method of Instruction

Lecture	8
Conference	9
Workshop	4
Individual Research	8.5
Administrative Time	<u>1.5</u>
Total Time	31

APPENDIX

Appendix 1

GLOSSARY

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

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

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

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

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

Project No. A-1257

EDA Grant No. 99-6-09165

TRAINING PROGRAM FOR  
PLANNING AND DEVELOPMENT TECHNICIANS

Offered by the  
DEVELOPMENT DISTRICT STAFF  
TRAINING UNIT

INDUSTRIAL DEVELOPMENT DIVISION

under sponsorship of  
THE ECONOMIC DEVELOPMENT ADMINISTRATION

PROGRAM CONCEPT  
and  
SCHEDULE

1970



Engineering Experiment Station  
GEORGIA INSTITUTE OF TECHNOLOGY  
Atlanta, Georgia

Project No. A-1257  
EDA Grant No. 99-6-09165

TRAINING PROGRAM  
FOR  
PLANNING AND DEVELOPMENT  
TECHNICIANS

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Industrial Development Division  
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## Foreword

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

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

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

Robert E. Collier, Director  
Development District  
Staff Training Unit

## TRAINING PROGRAM FOR PLANNING AND DEVELOPMENT TECHNICIANS

### Purpose

The purpose of the Training Program for Planning and Development Technicians is to offer instruction for junior planners and subprofessionals currently employed by the various development districts and similar organizations. It is the intent to provide a basic knowledge of the methodology involved in planning and development with special emphasis on physical and natural aspects of the environment. The approach is concerned primarily with the use of the tools and techniques employed in the planning and development process. The course of instruction is designed primarily for those persons with little formal or informal instruction in planning and development work who are seeking advancement through on-the-job training and through short-term specialized training programs.

### Scope

Within time constraints, the Training Program for Planning and Development Technicians provides a basic orientation for personnel assigned tasks of assisting professional staff members in the planning and development process. The program is set up to define their role in general and to answer the "whys" as well as the "hows." It also is designed to improve the capabilities of the technicians so that the professionally qualified staff members may be freed from the necessity of providing extensive guidance and direction to junior staff members. The training program is developed around the following subject matter:

- Fundamentals of community and regional development
- The overall economic development program process
- Environmental aspects of planning and development

Information requirements for planning and development  
Graphic layouts, reproduction methods, and equipment  
Tools and techniques used in physical planning  
Methods and techniques employed in the development  
of studies and reports

LESSON CONCEPTS

## LESSON CONCEPTS

<u>Lessons</u>	<u>Hours</u>
PT(EDA)2.1 L Fundamentals of Community and Regional Development	1
<p>The purpose of this period of instruction is to provide the participants with a conceptual framework within which they may view economic development matters in a logical manner. Specifically, the discussion includes economic, social, and political aspects of community development, emphasizing how community development activity overlaps and is involved in each segment. The array of agencies and activities concerned with community development is discussed, and the community is portrayed as the building block in the regional development process. The discussion also includes the various stages of regional economic growth, the principal theories which are offered to explain different regional growth rates, the "critical mass" theory of economic development, factors which can inhibit regional growth, and the practical aspects of regional development programs.</p>	
PT(EDA)3.1 L Information Requirements for Planning and Development	1
<p>Information plays an increasingly significant role in the formulation and implementation of programs of district development. This hour of instruction explores very briefly the sources of information and emphasizes the requirement for cooperation in the interchange of information between activities involved in economic development. It also</p>	

describes the technician's duties in information storage and retrieval.

PT(EDA)3.2 D Information Center Operations 1

This second hour of instruction gives the participants an opportunity to examine IDD's collection of developmental literature and to determine the types of developmental information that are available and used by the economic development staff in the field.

PT(EDA)3.3 IP Information Requirements: Problem Solving 3

This period of instruction provides time for a practical exercise for the participants. Each participant will research the literature collection to find information required to answer an information problem posed by the instructor. The problem-solving approach will include identifying and defining data needs, determining sources of desired data, the location of data, and the validation and use of information and data.

PT(EDA)4.1 L Developing the Overall Economic Development Program: General Considerations 1

The purpose of economic development planning is to discover or design actions which can effectively improve the economic conditions existing in a particular district or region. The basic purpose of this period of instruction is to familiarize the participant with the nature of the planning process, the major steps involved in the planning process, and some of the general considerations involved in the development of the overall economic development program.

This period of instruction and other related periods, PT(EDA)4.2 and PT(EDA)4.3, are designed to familiarize participants with the general nature of overall economic development planning rather than the technical aspect of preparing a specific document (the Overall Economic Development Program).

PT(EDA)4.2 L Developing the Overall Economic Development Program: Problem Definition

1

The identification of specific problems and deficiencies in the economy of a district or region is one of the major steps in the planning-and-action process involved in overall economic development planning. This period of instruction will briefly consider the basic nature of economic problems, the preliminary identification and isolation of deficiencies, and the incorporation of both of these as inputs into the planning process.

PT(EDA)4.3 L Developing the Overall Economic Development Program: Goal Formulation and Program Implementation

1

Goal-setting activities are an essential element in the development planning process. Unless persons responsible for carrying out economic development understand exactly what they are trying to achieve, they may overlook prime opportunities or concentrate upon projects which may have little impact on the economy of the district or region. The purpose of this period of instruction is to familiarize the participant with the processes involved in establishing goals, determining priorities among goals, and developing courses of action

or projects to be undertaken which will serve to accomplish objectives established by the goals.

PT(EDA)5.1 L Environmental Aspects of Planning and Development

1

A working knowledge of an area's water resources, minerals, soils, climate, topography, location, and people, among other items, and a detailed knowledge of them are basic to total area development. Not only is a well-developed area one in which people gain personal and social satisfaction, but it also is one where industry, business, the professions, and other activities can function with a reasonable expectation of survival and success. These elements, together with people, government, churches, and related institutions and functions, make up the total complex of the area.

This period of instruction is designed to explore briefly the relationships of physical planning, factors relating to the area's natural resources and the infrastructure which are of paramount importance in determining the growth potential of an area. Environmental planning and development aspects include the following considerations: land use, transportation, housing, sewage and solid waste disposal, community facilities, water supply and pollution control.

PT(EDA)6.1 L Graphic Layouts: Principles and Practices

2

The end result of the planner's effort must be translated into a medium that can be communicated effectively to those for whom the planning work was initiated and accomplished. This communication medium is usually in the form of

published studies or reports. The skillful use of the graphic arts plays a vital role in effective communication.

The purpose of this period of instruction is to teach the participants the principles and practices involved in graphic presentations within the context of studies and report layouts. The role of the planning and development technician in formulation of layouts for studies and reports is emphasized.

PT(EDA)6.2 FT Graphics and Reproduction: Methods and Equipment

3

The study of graphic layouts initiated in PT(EDA)6.1 is continued during this period of instruction. The instruction involves a visit to a modern photo-reproduction and printing installation. Participants will view report preparation in the final stages together with a presentation of the various processes, methods, and equipment currently available. Especial attention is devoted to methods of graphic presentation and their costs.

PT(EDA)7.1 L Physical Planning: Tools and Techniques

2

Physical planning is usually an early step in the planning and development process. This period of instruction continues the work developed in PT(EDA)5.1, Environmental Aspects of Planning and Development, with specific emphasis on the physical aspects of planning. The instruction covers the basic elements such as the base map, population studies, economic studies, land-use inventory and analysis, neighborhood analysis, and community facilities inventory and analysis.

PT(EDA)7.2 FE Land-Use Survey

4

This period of instruction provides the opportunity for the participants to use the knowledge gained in previous instruction by making an inventory of actual land use in a pre-selected area. The inventory is followed by a comparative review and analysis of the compiled data.

PT(EDA)8.1 L Preparation of Studies and Reports: Methods and Techniques

2

The planning and development technician can render a great deal of support to the agency planner in the development of studies and reports provided the technician fully understands the methods and techniques that may be employed in the development of such documents.

The purpose of this period of instruction is to teach the participants methods of subject analysis, information and data requirements, data presentation, basic report and study structures, development of the report layout, and cost factors. Emphasis is placed on the role of the technician in furnishing support to the agency planner.

PT(EDA)8.2 IP Report Preparation: A Practical Exercise

4

This period of instruction involves a practical exercise in which the participant is given data on a particular situation requiring the preparation of a report. Using previously prepared data, each participant is required to prepare a sketch of a brief planning report, including possible graphics and general layout.

This period of instruction provides for an analysis and critique of the sketch drafts prepared by each participant.

**SCHEDULE**

## SCHEDULE

### First Day

8:30 - 9:20	PT(EDA)1.1	A	Orientation	1
9:30 - 10:20	PT(EDA)2.1	L	Fundamentals of Community and Regional Development	1
10:30 - 11:20	PT(EDA)3.1	L	Information Requirements for Planning and Development	1
1:00 - 1:50	PT(EDA)3.2	D	Information Center Operations	1
2:00 - 4:50	PT(EDA)3.3	IP	Information Requirements: Problem Solving	3

### Second Day

8:30 - 9:20	PT(EDA)4.1	L	Developing the Overall Eco- nomic Development Program: General Considerations	1
9:30 - 10:20	PT(EDA)5.1	L	Environmental Aspects of Planning and Development	1
10:30 - 11:20	PT(EDA)6.1	L	Graphic Layouts: Principles and Practices	1
1:00 - 1:50	PT(EDA)6.1	L	Graphic Layouts: Principles and Practices	1
2:00 - 4:50	PT(EDA)6.2	FT	Graphics and Reproduction: Methods and Equipment	3

### Third Day

8:30 - 9:20	PT(EDA)4.2	L	Developing the Overall Eco- nomic Development Program: Problem Definition	1
9:30 - 11:20	PT(EDA)7.1	L	Physical Planning: Tools and Techniques	2
1:00 - 4:50	PT(EDA)7.2	FE	Land-Use Survey	4

Fourth Day

8:30 - 9:20	PT(EDA)4.3	L	Developing the Overall Economic Development Program: Goal Formulation and Program Implementation	1
9:30 - 11:20	PT(EDA)8.1	L	Preparation of Studies and Reports: Methods and Techniques	2
1:00 - 4:50	PT(EDA)8.2	IP	Report Preparation: A Practical Exercise	4

Fifth Day

8:30 - 10:20	PT(EDA)8.3	CR	Report Preparation: Critique	2
10:30 - 11:20	PT(EDA)1.2	A	Program Review	1

APPENDIX

Appendix 1

GLOSSARY

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

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

DEMONSTRATION (D) - The showing and explaining of skills, methods, techniques, equipment, and devices.

FIELD EXERCISE (FE) - An exercise conducted outside the classroom involving active student participation in the application of the instruction previously presented.

FIELD TRIP (FT) - A visit to an installation or agency for an educational purpose.

ILLUSTRATIVE PROBLEM (IP) - A period of instruction involving the use of a problem, example, or situation contrived to illustrate certain principles or practices. The student is required to use a step-by-step procedure in arriving at a sound solution.

LECTURE (L) - The formal communication of subject material orally to the student, often including thought-provoking or drill questions by the instructor. The lecture technique employed by the Development District Staff Training Unit is an informal one used primarily to involve course participants in the teaching process.

Project No. A-1257  
EDA Grant No. 99-6-09165

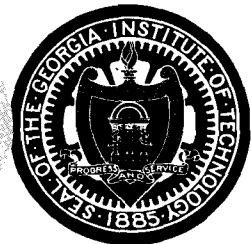
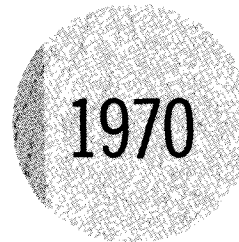
**TRAINING PROGRAM  
FOR  
STAFF INFORMATION TECHNICIANS**

Offered by the  
**DEVELOPMENT DISTRICT STAFF  
TRAINING UNIT**

**INDUSTRIAL DEVELOPMENT DIVISION**

under sponsorship of  
**THE ECONOMIC DEVELOPMENT ADMINISTRATION**

**PROGRAM CONCEPT  
and  
SCHEDULE**



Engineering Experiment Station  
**GEORGIA INSTITUTE OF TECHNOLOGY**  
Atlanta, Georgia

Project No. A-1257  
EDA Grant No. 99-6-09165

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FOR  
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PROGRAM CONCEPT  
and  
SCHEDULE

Industrial Development Division  
Engineering Experiment Station  
GEORGIA INSTITUTE OF TECHNOLOGY

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## Foreword

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

Within time constraints, the Training Program for Staff Information Technicians provides a balanced methodological approach to training. The method of instruction employed in each period of instruction is indicated by a symbol in the title heading. An explanation of these symbols is contained in Appendix 1. Each period of instruction is identified by a code called a reference designator (I(EDA)1.2-1). The primary purpose of the reference designator is to furnish an abbreviated means of identifying a sub-course or period of instruction.

The Training Program for Staff Information Technicians was designed by Dr. Mary Edna Anders, Head of the Basic Data Branch of the Industrial Development Division. The instruction will be provided by members of that branch under Dr. Anders' supervision.

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

Robert E. Collier, Director  
Development District  
Staff Training Unit

TRAINING PROGRAM FOR  
STAFF INFORMATION TECHNICIANS

Purpose

The purpose of the Training Program for Staff Information Technicians is to provide appropriate members of the staffs of the various economic development districts an understanding of the basic principles involved in the operation of an information center and of procedures that can be utilized in selecting, acquiring, organizing, and using material more effectively. This program is especially directed to subprofessional personnel of the economic development district staffs who are assigned or can be assigned the task of assisting professional staff members in satisfying information requirements.

Scope

Because few agencies can delegate the responsibility for handling information materials to experienced personnel, individual members of the professional staff must spend an excessive amount of time in locating data that are needed to support district programs. Most of the information-related activities can be performed by a subprofessional who has been instructed in simple information routines and appropriately motivated. The accomplishment of the information function responsibility by an efficient, well-trained nonprofessional will increase the efficiency and effectiveness of the professional staff members.

This training is so designed that participants do not need any particular background, experience, or prior training in order to complete the course of instruction. The program emphasizes the following:

The role of information in development programs  
Selecting and acquiring materials

Organizing and filing material

Use of material

Special information services

Specialized equipment and services

Establishment and operation of the small staff information  
center

LESSON CONCEPTS

## LESSON CONCEPTS

<u>Lessons</u>	<u>Hours</u>
I(EDA)2.1 L Nature and Objectives of Development Planning  The purpose of this period of instruction is to provide the participants with a conceptual framework from which they may view development planning in a logical manner. Specifically, the discussion includes the economic, social, and political aspects involved in economic development, emphasizing how economic development activity overlaps and is involved in each segment. The array of agencies and activities involved in development planning is discussed, portraying the community as the building block in the regional economic development process.	1
I(EDA)3.1 L Contribution of Information to Development Planning  This period of instruction explores briefly the importance and kinds of information needed to support district development; problems involved in handling information resources within a specific agency; and constraints on information services.	1
I(EDA)4.1 D Information Center Tour and Evaluation  The purpose of this period of instruction is to provide participants an opportunity to view a major development agency information center in operation. During the tour and demonstration, participants are shown types of development literature, the processing and storage of materials, and equipment needed to establish and maintain a center. Emphasis is placed on introducing the participants to items and procedures which are	1.5

studied in depth during the other sessions of the training program.

I(EDA)5.1 L Identification and Acquisition of Basic Information Materials

1

The purpose of this period of instruction is to furnish the participants guidance in auditing and evaluating information resources available in their own agencies and in surveying information resources of other agencies. Instruction also is provided on such matters as the formulation and implementation of selection policy, purchasing procedures, and the establishment of a basic collection.

I(EDA)6.1 L;WS Selection of "Hot-off-the Press" Materials

1

This period of instruction continues the discussion of acquiring information materials with emphasis on the identification of new materials and on techniques for evaluating publications. Practical application of selection principles to a list of new reports by the participants is accomplished during the workshop portion of instruction.

I(EDA)7.1 L;WS Processing of Materials

3

This period of instruction presents instruction and practice in the development of systems for shelving and indexing of materials, and in planning the flow of work. The workshop period provides supervised experience in assigning subject headings to materials.

- I(EDA)8.1 GL Federal Support of Information Activity 1
- During this period of instruction, a representative of the Federal Government will discuss various programs that may be available and offer helpful hints on obtaining Federal assistance.
- I(EDA)9.1 L;D Handling Information Requests 2.5
- The purpose of this period of instruction is to offer practical assistance and guidance in the processes involved in handling requests for information within the agency and interagency cooperation in the matter of furnishing information to external agencies as well as obtaining information from such sources. Emphasis is placed on simple search procedures and techniques.
- I(EDA)10.1 WS Using an Information Center 1.5
- This workshop period is devoted to a problem-solving exercise in which the participant must locate and evaluate specific information.
- I(EDA)11.1 L;WS Providing Special Services 1.5
- The purpose of this period of instruction is to acquaint the participants with basic techniques for composing abstracts and annotations, preparing indexes, and compiling directories.
- I(EDA)12.1 L Operating Information Centers 1.5
- During this period of instruction, day-to-day operations of an information center are discussed. The instruction highlights the need for management support and direction of the

center. Requirements for physical facilities, equipment, and staff are reviewed together with the need for and characteristics of activity reports. In the workshop portion, participants compose a job description covering the information function.

**SCHEDULE**

## SCHEDULE

### First Day

8:30 - 9:20	I(EDA)1.1	A	Program Orientation
9:30 - 10:20	I(EDA)2.1	L	Nature and Objectives of Development Planning
10:30 - 11:30	I(EDA)3.1	L	Contribution of Information to Development Planning
1:00 - 2:30	I(EDA)4.1	D	Information Center Tour and Evaluation
2:40 - 3:30	I(EDA)5.1	L	Identification and Acquisition of Basic Information Materials
3:40 - 4:30	I(EDA)6.1	L;WS	Selection of "Hot-off-the Press" Materials

### Second Day

8:30 - 11:30	I(EDA)7.1	L;WS	Processing of Materials
1:00 - 2:00	I(EDA)8.1	GL	Federal Support of Information Activity
2:10 - 4:30	I(EDA)9.1	L;D	Handling Information Requests
7:00 - 8:30	I(EDA)10.1	WS	Using an Information Center

### Third Day

8:30 - 10:00	I(EDA)11.1	L;WS	Providing Special Services
10:10 - 11:30	I(EDA)12.1	L	Operating Information Centers

APPENDIX

## Appendix 1

### GLOSSARY

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

DEMONSTRATION (D) - The showing and explaining of skills, methods, techniques, equipment, and devices.

GUEST LECTURE (GL) - A lecture or presentation by an individual not employed by IDD.

LECTURE (L) - The formal communication of subject material orally to the student, often including thought-provoking or drill questions by the instructor. The lecture technique employed by the Development District Staff Training Unit is an informal one used primarily to involve course participants in the teaching process.

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

Appendix 5  
PROGRAM PROMOTION

Appendix 6  
EXECUTIVE TRAINING PROGRAM

Seventh Session  
September 21-25, 1970

ADAMS, John W.  
Executive Director  
Pennyrile Area Development  
District, Inc.  
138 North Virginia Street  
Hopkinsville, Kentucky 42240

HEINBAUGH, Gilbert  
Planning Aide  
Southern Mississippi Economic  
Development District  
P. O. Box 2057  
Hattiesburg, Mississippi 39401

ALUMBAUGH, Jack E.  
Development Coordinator  
Upper Savannah Development  
District  
P. O. Box 1244  
Greenwood, South Carolina 29646

HITT, Tom  
Planner  
Southern Mississippi Economic  
Development District  
P. O. Box 2057  
Hattiesburg, Mississippi 39401

BORIS, Alex  
East Tennessee Development  
District, Inc.  
1810 Lake Avenue  
Knoxville, Tennessee 37916

HUGHES, Paul D.  
Executive Director  
Isothermal Planning & Develop-  
ment Commission  
306 Ridgecrest Avenue  
Rutherfordton, North Carolina

BURTON, Harold  
Metropolitan Planner  
Kentucky Program Development  
Office  
Bush Building  
Frankfort, Kentucky 40601

JOHNSTON, Richard  
Research Scientist  
Georgia Institute of Technology  
Industrial Development Division  
1132 W. Peachtree Street  
Atlanta, Georgia 30309

GRIDER, Robert C.  
Assistant Project Director  
EDA Technical Assistance  
Mississippi Research & Devel-  
opment Center  
Box 2470  
Jackson, Mississippi 39205

LANE, Larry  
Assistant Director  
Georgia Mts. Planning & Devel-  
opment Commission  
P. O. Box 1294  
Gainesville, Georgia 30501

LETT, Carleton  
General Business & Industry  
Specialist  
Community Liaison Division  
Office of Community Development  
Small Business Administration  
Washington, D. C. 20416

MAHONEY, Jim L.  
Executive Director  
North Delta Economic Development  
District  
P. O. Drawer 4827  
Monroe, Louisiana 71201

PHILLIPS, Francis  
c/o Human Resources Planning  
Program  
Kisatchie-Delta Economic Devel-  
opment District Council, Inc.  
1254 Dorchester Drive  
Alexandria, Louisiana 71301

POSS, Gerald C., Jr.  
Planner  
South Carolina Appalachian Regional  
Planning & Development Commission  
P. O. Box 4184  
44-F Pine Drive  
Greenville, South Carolina

WRIGHT, J. C.  
Planning Analyst  
Southeastern Illinois Regional Plan-  
ning & Development Commission  
710 Harrisburg National Bank Bldg.  
Harrisburg, Illinois 62946

YOUNG, Albert C., Jr.  
Economic Planner  
Eastern Oklahoma Economic Devel-  
opment District  
P. O. Box 1367  
Muskogee, Oklahoma 74401

Appendix 7  
 TRAINING PROGRAMS IN ECONOMIC DEVELOPMENT

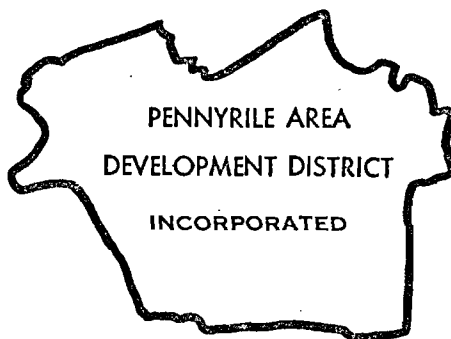
Enrollment and Attendance Statistics

As of September 30, 1970

<u>Program</u>	<u>Date</u>	<u>Enrollment</u>	<u>Attendance</u>
Basic	June 15-19		11
Industrial	June 22-26		11
Executive	Sept. 21-26		16
P & D Technicians	Oct. 5-9	14	
Advanced Executive	Oct. 12-16	19	
Basic	Nov. 2-6	17	
Advanced Executive	Nov. 9-13	8	
Information Technicians	Nov. 16-18	2	
Industrial	Nov. 30-Dec. 4	11	
Information Technicians	Jan. 11-13	-	
Executive	Feb. 8-12	4	
P & D Technicians	Feb. 15-19	3	
Advanced Executive	March 1-5	11	
Information Technicians	March 8-10	-	
	Totals	89	38
	Grand Total		127

Appendix 8

CALDWELL  
CHRISTIAN  
CRITTENDEN  
HOPKINS  
LIVINGSTON



LYON  
MUHLENBERG  
TODD  
TRIGG

138 North Virginia Street  
HOPKINSVILLE, KENTUCKY 42240  
Telephone 502-886-9484

September 28, 1970

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

Dear Mr. Collier:

The Executive Training Program sponsored by your organization is certainly one of the best training programs I have attended. It is hoped that as our staff continues to expand that each new additional staff person will be able to attend one of your training programs. The week was informative and beneficial.

Thank you very much.

Sincerely,

✓ John W. Adams,  
Executive Director

JWA:slp

cc: Allan Pett, Chief, Planning Division, Huntington, W.Va.



# north delta economic development district council, inc.

Phone (318) 387-2572 • 501 South Grand • Monroe, Louisiana 71201

Mailing Address:  
P. O. Drawer 4827  
October 2, 1970

**OFFICERS**

JOE M. GRAVELLE  
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WINNSBORO, LA.

DR. G. D. MERRICK  
1st Vice-President  
RAYVILLE, LA.

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DANNY H. MAGEE  
Assistant Director  
& Planner

M. ELLIS BAIRNSFATHER  
Research Analyst

ELIZABETH D. WATTS  
Office Manager-Secretary

WILLIAM J. MARCHBANK  
Law Enforcement Planner

MARILYN WHITTEN  
Secretary

Mr. Robert E. Collier, Director  
Development District Staff Training Unit  
Industrial Development Division  
Georgia Institute of Technology  
1132 West Peachtree Street  
Atlanta, Georgia 30309

Dear Mr. Collier:

I am writing to express my appreciation for the opportunity of attending your excellent economic development program which I attended last week.

Needless to say, I was impressed by the well-organized, professional manner in which the material of the school was presented by members of your staff. I certainly feel that my district will benefit by my having attended your training session.

I am looking forward to advising other members of our staff to attend your various training schools in the near future. I feel that they would benefit from the schools as I did and that this will result in a better operation of our district in the future.

Thank you again. I am looking forward to seeing you in the very near future.

Sincerely,

Jim L. Mahoney  
Executive Director

JLM:mw

cc: Mr. Arnold H. Leibowitz

QUARTERLY PROGRESS REPORT

PROJECT A-1257

TRAINING PROGRAMS IN ECONOMIC DEVELOPMENT

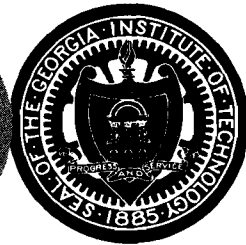
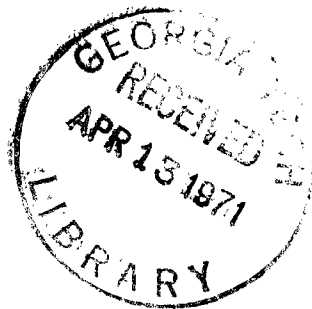
R. E. COLLIER

Contract EDA Grant No. 99-6-09165

October 1 \* December 30, 1970

Issued December 31, 1970

Prepared for  
Economic Development Administration  
Washington, D. C.



Engineering Experiment Station  
GEORGIA INSTITUTE OF TECHNOLOGY  
Atlanta, Georgia

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

QUARTERLY PROGRESS REPORT

PROJECT A-1257

TRAINING PROGRAMS IN ECONOMIC DEVELOPMENT

by

R. E. COLLIER

EDA GRANT NO. 99-6-09165

October 1-December 31, 1970  
Issued December 31, 1970

Performed for  
ECONOMIC DEVELOPMENT ADMINISTRATION  
WASHINGTON, D. C.

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## INTRODUCTION

### Background

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

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

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

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

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

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

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

1970-1971 Program

The scope of work of the grantee under Grant No. 99-6-09165 shall be the following:

1. To carry out a training program intended primarily for the staff members of EDA-supported economic development districts and consisting of the following courses:

	<u>Sessions</u>	<u>Duration</u>
Basic Economic Development Training	2	1 week
Executive Training	2	1 week
Advanced Executive Training	2	1 week
Industrial Development Training	2	1 week
Training for Planning and Development Technicians	2	1 week
Training for Staff Information Technicians	3	3 days

2. To publicize the training courses; to carry out research to keep courses current and relevant; and to prepare periodic evaluations of courses.

3. On request, to provide EDA and participants in the training program any supplementary materials prepared in connection with the courses.

Course attendance will not necessarily be restricted to personnel of economic development districts. However, positions will not be made available to other organizations until all reasonable efforts have been made to enroll economic development district personnel.

### Summary of First Quarter Activities

The Basic Economic Development Training Program and the Industrial Development Training Program were presented during the first quarter with a total of 22 persons attending both programs. Three supplementary material publications were furnished all program participants. Three program brochures and two memorandums were mailed to a list of some 600 addresses. This list included all known economic development district organizations, EDA offices and field representatives, state agencies involved in economic development, and a number of regional development organizations.

### Summary of Second Quarter Activities

Four training programs were prepared during the quarter. Two of these programs were new ones requiring a full scope of effort. Two of the programs required substantial changes to keep them up-to-date. In addition to course writing, a supplementary publication was developed for use in the training programs. The fifth session of the Executive Training Program was conducted during the quarter with 16 persons attending.

### Contents of the Report

The purpose of this quarterly report is to review the activities covered under this project from October 1, 1970, to December 31, 1970. In the following section, these activities are first summarized and then followed by an outline of activities accomplished during the quarter, as follows:

- Program Development
- Program Promotion
- Programs Presented
- Program Evaluation
- Problems Encountered
- Third Quarter Plans

## THIRD QUARTER ACTIVITIES

### Summary

The conduct of training was the major activity performed during the quarter. Four training sessions were conducted with a combined enrollment of 57 persons.

### Program Development

Since major emphasis was placed on program development during the second quarter, only minor revisions of course materials were required to be accomplished during the third quarter. The courses presented during the current quarter are described in program concepts attached to the second quarter report.

### Program Promotion

Promotional material promulgated during the quarter is contained in Appendix 1. The five program brochures and two memorandums were mailed to a list of some 625 addresses. This list includes all economic development district organizations, EDA offices and field representatives, state agencies involved in economic development, and a number of regional development organizations.

### Programs Presented

The following training programs were presented during the quarter:

Training Program for Staff Information Technicians (First Session)

Advanced Executive Training Program (Third Session)

Basic Economic Development Training Program (Seventh Session)

Industrial Development Training Program (Fifth Session)

Rosters of participants are attached as appendices 2 through 5. Statistical information concerning enrollments is presented in Appendix 6.

### Program Evaluation

At the conclusion of each training session, a critique of the program is conducted with the participants. Also, each participant is requested to make a written evaluation of the program. An evaluation of the critiques and the

written remarks by the IDD staff indicates that the training program conducted during the quarter was satisfactory.

Problems Encountered

It was necessary to cancel the first session of the Training Program for Staff Information Technicians because of low enrollment. In an effort to increase enrollments for the second session, scheduled for January 11-13, an information "flyer" was distributed. A copy of this "flyer" is contained in Appendix 6. In order to offset the cancellation of this training session, a special session of the Industrial Development Training Program has been scheduled for January 18-22. Information concerning this session also is contained in Appendix 6.

APPENDICES

Appendix 1  
PROGRAM PROMOTION

Appendix 2

TRAINING PROGRAM FOR PLANNING  
AND DEVELOPMENT TECHNICIANS

First Session

October 5-9, 1970

ANDERSON, Thelman Larry  
Human Resources Developer  
Economic Development District of  
Central Mississippi  
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Hinds Junior College  
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BERRY, Robert, Jr.  
Human Resources Developer  
North Central Economic Development  
District of Mississippi  
P. O. Box 668  
Winona, Mississippi 38967

BOYKINS, David  
c/o Human Resources Planning Program  
Kisatchie-Delta Economic Development  
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1254 Dorchester Drive  
Alexandria, Louisiana 71301

DANDY, John  
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Kisatchie-Delta Economic Development  
District Council, Inc.  
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ELKINS, Percy R.  
Program Coordinator  
Kentucky River Area Development  
District  
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Hazard, Kentucky 41701

HEFFERNAN, John  
Research Coordinator  
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Development District  
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University  
Johnson City, Tennessee 37601

OSWALT, Dean F.  
Analyst  
Golden Triangle Planning &  
Development District  
Drawer DN  
State College, Mississippi 39762

PAGE, Wiley C.  
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Escambia-Santa Rosa Regional  
Planning Council  
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P. O. Box 486  
Pensacola, Florida 32502

QUIGLEY, John W.  
Assistant Planner  
Lower Pioneer Valley Regional  
Planning Commission  
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Springfield, Massachusetts 01089

QUINN, Robert W.  
Economic Planner  
Neuse River Regional Planning  
& Development Council  
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New Bern, North Carolina 28560

RICHARDSON, William T.  
Analyst  
Golden Triangle Planning &  
Development District  
Drawer DN  
State College, Mississippi 39762

SMITH, John Larkin  
Community Projects Aide  
Kentucky River Area Development  
District  
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Hazard, Kentucky 41701

Appendix 3

ADVANCED EXECUTIVE TRAINING PROGRAM

Third Session

October 12-16, 1970

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Economic Planner  
Western Arkansas Planning &  
Development District  
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Fort Smith, Arkansas 72901

BUCKLEY, Donald M.  
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Ohio Valley Regional Development  
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Griffin Hall  
Portsmouth, Ohio 45662

CROWE, Colbert  
Executive Director  
East Central Economic Development  
District, Inc.  
P. O. Box 497  
Newton, Mississippi 39345

ESALA, Rudy R.  
Executive Director  
Arrowhead Regional Development  
Commission  
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Duluth, Minnesota 55802

HARRINGTON, Daniel  
Senior Project Officer  
Industrial and Resources Project  
Division  
Office of Technical Assistance  
Economic Development Administration  
Washington, D. C. 30230

HOFMANN, Karl L.  
Executive Director  
Eastern Adirondack Economic  
Development Commission, Inc.  
P. O. Box K  
Port Henry, New York 12974

LADD, John  
Executive Director  
Mohawk Valley Economic Development  
District, Inc.  
26 W. Main Street  
Mohawk, New York 13407

McEIMURRY, Max C.  
Director  
North Central Arkansas Economic  
Development District, Inc.  
P. O. Box 796  
Batesville, Arkansas 72501

MUNNICH, Krzysztof M.  
Director  
Lower Pioneer Valley Regional  
Planning Commission  
1499 Memorial Avenue  
West Springfield, Massachusetts  
01089

REIZENSTEIN, Howard  
Project Officer  
Industrial and Resources Project  
Division  
Office of Technical Assistance  
Economic Development Administration  
Department of Commerce  
Washington, D. C. 30230

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Executive Director  
Purchase Area Development  
District, Inc.  
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Mayfield, Kentucky 42066

WILLIAMS, James F.  
Acting Director  
Buckeye Hills-Hocking Valley  
Regional District  
325 First National Bank Building  
Marietta, Ohio 45750

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

Appendix 4

BASIC ECONOMIC DEVELOPMENT  
TRAINING PROGRAM

Sixth Session

November 2-6, 1970

ARCHBOLD, Gene N.  
Projects Specialist  
Buffalo Trace Area Development  
District  
Community College  
Maysville, Kentucky 41056

CRABTREE, Steve  
Physical Planner  
East Arkansas Planning &  
Development District  
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McAdams Trust Building  
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Jonesboro, Arkansas 72401

GARZA, Amando, Jr.  
Deputy Director  
South Texas Council of Governments  
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P. O. Box 1365  
Laredo, Texas 78040

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Health Planner  
East Arkansas Planning &  
Development District  
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McAdams Trust Building  
416 South Main  
Jonesboro, Arkansas 72401

HAUBOLD, Arthur  
Office of Technical Assistance  
Economic Development Adminis-  
tration  
Department of Commerce  
Washington, D. C. 30230

HOOFFMAN, Clifton H.  
Economic Development Coordinator  
Arkansas Planning Commission  
Game and Fish Building, Capitol Mall  
Little Rock, Arkansas 72201

HOPKINS, John  
Office of Technical Assistance  
Economic Development Adminis-  
tration  
Department of Commerce  
Washington, D. C. 30230

ISRAELITE, Stanley  
Chairman, OEDP  
Norwich Community Development  
Corporation, Inc.  
c/o Norwich Area Chamber of  
Commerce  
Norwich, Connecticut 06360

LANDGRAF, Nancy K.  
Planner  
Tuscaloosa Area Council of Local  
Governments  
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Tuscaloosa, Alabama 35401

LILES, Richard C.  
Public Service Careers Program  
Director  
Southeast Alabama Economic  
Development District  
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Dothan, Alabama 36301

MOORE, James H.  
Economic Development Planner  
Southeastern Economic Develop-  
ment Commission  
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28337

NEWMAN, John J.  
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Development District  
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Fort Smith, Arkansas 72901

REPPERT, Walter P.  
Staff Research Assistant  
Coordinating and Development Council  
of Northwest Louisiana, Inc.  
1500 North Market  
P. O. Box 7644  
Shreveport, Louisiana 71107

ROCHE, Charles L.  
District Analyst  
West Central Indiana Economic  
Development District, Inc.  
700 Wabash Avenue  
Terre Haute, Indiana 47808

SINDEN, William C.  
Industrial Development Planner  
McIntosh Trail Area Planning and  
Development Commission  
P. O. Box 241  
Griffin, Georgia 30223

SUMMITT, Moody  
Assistant Health Planner  
East Arkansas Planning &  
Development District  
P. O. Box 1403  
McAdams Trust Building  
416 South Main  
Jonesboro, Arkansas 72401

Appendix 5  
INDUSTRIAL DEVELOPMENT  
TRAINING PROGRAM

Fifth Session

November 30-December 4, 1970

ANNIS, James R.  
Field Representative  
University of Tennessee  
Technical Assistance Center  
907 Mountcastle Street  
Knoxville, Tennessee 37916

ARMSTRONG, George A.  
Community Resource Development  
Specialist  
College of Agriculture  
University of Kentucky  
Robinson Sub-Station  
Quicksand, Kentucky 41363

BALMERT, Frank C.  
Deputy Director  
Ohio Valley Regional Development  
Commission  
740 Second Street  
Portsmouth, Ohio 45662

BONETTI, Daniel J.  
Executive Director  
Dickinson-Iron County  
Community Action Agency  
Hanna Building  
Iron River, Michigan 49935

ELKINS, Percy R.  
Community Projects Coordinator  
Kentucky River Area Development  
District  
P. O. Box 986  
Hazard, Kentucky 41701

FUEHRING, William H.  
Development Specialist  
Center for Economic Development  
Southern University  
P. O. Box 10082  
Baton Rouge, Louisiana 70813

JONES, Nola  
Monroe Industrial Development  
Association  
P. O. Box 127  
Madisonville, Tennessee 37354

JUNGHANS, William H., Jr.  
Assistant Director - Community  
Resources Development  
Central Texas Economic Develop-  
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Waco, Texas 76705

MIZE, Ginger P.  
Research Analyst  
Tuscaloosa Area Council of Local  
Governments  
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Tuscaloosa, Alabama 35401

NOBLE, John D.  
Assistant Director  
Neuse River Regional Planning  
and Development  
P. O. Box 88  
New Bern, North Carolina 28560

SANFORD, Gordon S.  
Project Manager  
Economic Development Center  
Western Carolina University  
Cullowhee, North Carolina 28723

SILFVEN, Albert K.  
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Dickinson-Iron County Community  
Action Agency  
Hanna Building  
Iron River, Michigan 49935

STRENK, Edward J.  
Executive Director  
Calcasieu County Regional  
Planning Commission  
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THOMAS, Van  
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Batesville, Arkansas 72501

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Research Technician  
Richmond Regional Planning  
District Commission  
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VAUGHT, Harry E.  
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White-Edwards Wabash Regional  
Planning Commission  
110 South Middle Street  
Grayville, Illinois 62844

Appendix 6  
 TRAINING PROGRAMS IN ECONOMIC DEVELOPMENT

Enrollment and Attendance Statistics

As of December 31, 1970

<u>PROGRAM</u>	<u>DATE</u>	<u>ENROLLMENT</u>	<u>ATTENDANCE</u>
BASIC	June 15-19		11
INDUSTRIAL	June 22-26		11
EXECUTIVE	Sept. 21-26		16
P & D TECHNICIANS	Oct. 5-9		12
ADVANCED EXECUTIVE	Oct. 12-16		13
BASIC	Nov. 2-6		16
INDUSTRIAL	Nov. 30-Dec. 4		16
INFORMATION TECHNICIANS	Jan. 11-13	19	
INDUSTRIAL	Jan. 18-22	15	
EXECUTIVE	Feb. 8-12	12	
P & D TECHNICIANS	Feb. 15-19	5	
ADVANCED EXECUTIVE	March 1-5	28	
INFORMATION TECHNICIANS	March 8-12	1	
	TOTAL	80	95
	GRAND TOTAL		175

QUARTERLY PROGRESS REPORT

PROJECT A-1257

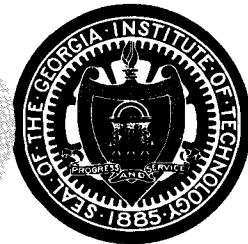
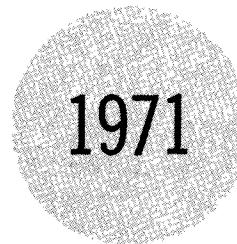
TRAINING PROGRAMS IN ECONOMIC DEVELOPMENT

ROBERT B. CASSELL

Contract EDA Grant No. 99-6-09165

January 1 - March 31, 1971  
Issued March 31, 1971

Prepared for  
Economic Development Administration  
Washington, D. C.



Engineering Experiment Station  
**GEORGIA INSTITUTE OF TECHNOLOGY**  
Atlanta, Georgia

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

QUARTERLY PROGRESS REPORT

PROJECT A-1257

TRAINING PROGRAMS IN ECONOMIC DEVELOPMENT

BY

ROBERT B. CASSELL

EDA GRANT NO. 99-6-09165

January 1-March 31, 1971

Issued March 31, 1971

Performed for  
ECONOMIC DEVELOPMENT ADMINISTRATION  
WASHINGTON, D.C.

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## INTRODUCTION

### Background

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

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

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

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

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

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

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

1970-1971 Program

The scope of work of the grantee under Grant No. 99-6-09165 shall be the following:

1. To carry out a training program intended primarily for the staff members of EDA-supported economic development districts and consisting of the following courses:

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Advanced Executive Training	2	1 week
Industrial Development Training	2	1 week
Training for Planning and Development Technicians	2	1 week
Training for Staff Information Technicians	3	3 days

2. To publicize the training courses; to carry out research to keep courses current and relevant; and to prepare periodic evaluations of courses.

3. On request, to provide EDA and participants in the training program any supplementary materials prepared in connection with the courses.

Course attendance will not necessarily be restricted to personnel of economic development districts. However, positions will not be made available to other organizations until all reasonable efforts have been made to enroll economic development district personnel.

### Summary of First Quarter Activities

The Basic Economic Development Training Program and the Industrial Development Training Program were presented during the first quarter with a total of 22 persons attending both programs. Three supplementary material publications were furnished all program participants. Three program brochures and two memorandums were mailed to a list of some 600 addresses. This list included all known economic development district organizations, EDA offices and field representatives, state agencies involved in economic development, and a number of regional development organizations.

### Summary of Second Quarter Activities

Four training programs were prepared during the quarter. Two of these programs were new ones requiring a full scope of effort. Two of the programs required substantial changes to keep them up-to-date. In addition to course writing, a supplementary publication was developed for use in the training programs. The fifth session of the Executive Training Program was conducted during the quarter with 16 persons attending.

### Summary of Third Quarter Activities

The major activity performed during the third quarter was in training, with four training sessions being conducted. The combined enrollment was 57 persons. Minor revisions of course materials were also accomplished. Five program brochures and two memorandums were mailed to a list of some 625 economic development district organizations, EDA offices, field representatives, state agencies involved in economic development, and regional development organizations. One Training Program for Staff Information Technicians was cancelled because of low enrollment; an additional Industrial Development Training Program was scheduled at a later date to replace it.

## Contents of the Report

The purpose of this quarterly report is to review the activities covered under this project from January 1, 1971, to March 31, 1971. In the following section, these activities are first summarized and then followed by an outline of activities accomplished during the quarter, as follows:

Program Development

Program Promotion

Programs Presented

Program Evaluation

Problems Encountered

Future Plans

## FOURTH QUARTER ACTIVITIES

### Summary

Six training sessions were conducted with a combined attendance of 63 persons.

### Program Development

Only minor revisions of course materials and schedules were made during this quarter. The program concepts attached to the second quarter report describe the courses conducted.

### Program Promotion

Promotional materials developed and distributed are contained in Appendix 1. Four program brochures and four memorandums were mailed to encourage attendance at the courses held for Staff Information Technicians and the Industrial Development Training Program. Each of the two mailings were sent to approximately 625 offices of economic development districts and related agencies.

### Programs Presented

Staff Information Technicians (First and Second Sessions)

Industrial Development Training Program (Sixth Session)

Executive Training Program (Eighth Session)

Planning and Development Technicians (Second Session)

Advanced Executive Training Program (Fourth Session)

Rosters of participants are attached as appendices 2 through 7. Statistical information concerning attendance is presented in Appendix 8.

### Program Evaluation

A critique of each program is conducted with the participants at the conclusion of each training session. Also, each participant is requested

to make a written evaluation of the program. The critiques and the written remarks were evaluated by the IDD staff; it is concluded that the training programs conducted during the quarter were satisfactory.

#### Problems Encountered

No problem was encountered that had an adverse effect on the conduct of the training programs.

#### Future Plans

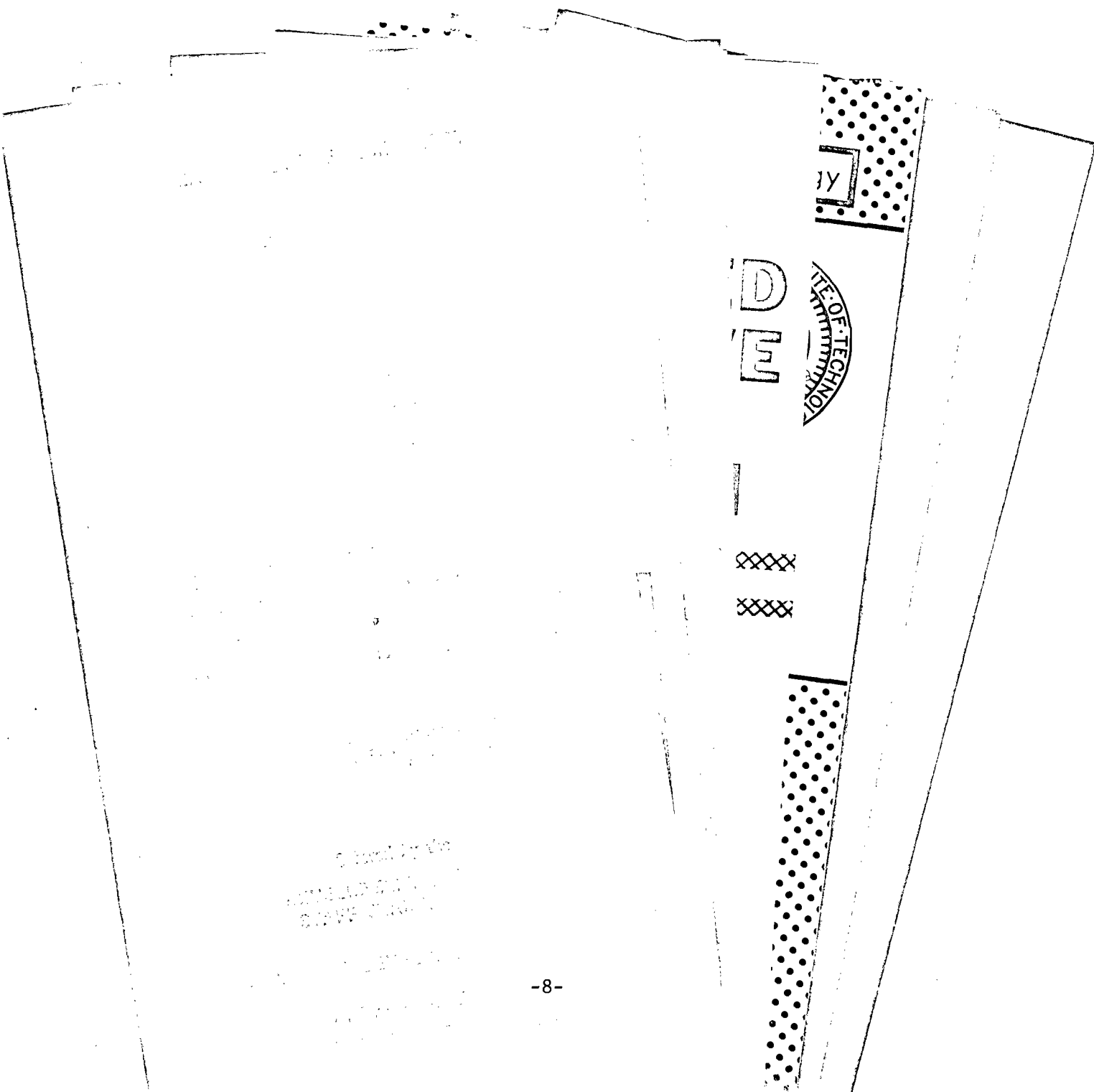
This is the last quarterly report to be issued under EDA Grant No. 99-6-09165. A final report will be submitted to the Economic Development Administration by May 15, 1971.

The Industrial Development Division has submitted a proposal to EDA for continuation of the training programs under a renewal of the grant; however, we have not been advised of any decision. Until we are informed whether or not the training programs are to continue, we will not be able to take any action in preparation or scheduling additional sessions.

APPENDICES

Appendix 1

PROGRAM PROMOTION  
**ANNOUNCING A SPECIAL SESSION  
OF THE  
INDUSTRIAL DEVELOPMENT TRAINING PROGRAM**



Appendix 2

TRAINING PROGRAMS FOR  
STAFF INFORMATION TECHNICIANS

First Session

January 11-13, 1971

ROSTER

COLLINS, Virginia G.  
Planning Secretary  
Southwest Georgia APDC  
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West Central Arkansas and  
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P. O. Box 773  
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LOYD, Calotta J.  
Librarian  
Economic Development Administration  
U. S. Department of Commerce  
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LUNT, Joseph T.  
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Coordinating & Development  
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Assistant Research Planner  
Atlanta Region Metropolitan  
Planning Commission  
900 Glenn Building  
Atlanta, Georgia 30303

Appendix 3

INDUSTRIAL DEVELOPMENT  
TRAINING PROGRAM

Sixth Session

January 18-22, 1971

ROSTER

CARTER, Melinda  
Industrial Development Specialist  
Bureau of Industrial Development  
Division of Economic Development  
45 The Green  
Dover, Delaware 19901

JUNKINS, Cecil  
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South Central Ozark Regional  
Planning Commission  
Economic Development Division  
West Plains, Missouri 63953

MANN, Charles W.  
Director of Research and  
Economist  
Southeast Tennessee Development  
District  
423 James Building  
Chattanooga, Tennessee 37402

McCORD, Warren Dr., Jr.  
Local Assistant Director  
Coosa Valley Planning Agency  
P. O. Box 1584  
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ROBARTS, Harry J.  
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Florida Department of Commerce  
107 West Gaines Street  
Tallahassee, Florida 32301

WILLIAMS, Joseph W.  
Industrial Development Specialist  
Bureau of Industrial Development  
Division of Economic Development  
45 The Green  
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WILLIAMS, Wayne  
Economic Research Specialist  
Southwest Georgia Planning &  
Development Commission  
P. O. Box 346  
Camilla, Georgia 31730

Appendix 4

EXECUTIVE TRAINING PROGRAM

Eighth Session

February 8-12, 1971

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Appalachian Planner  
Northeast Georgia Planning  
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Appendix 5

TRAINING PROGRAM FOR PLANNING  
AND DEVELOPMENT TECHNICIANS

February 15-19, 1971

Second Session

ROSTER

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Appendix 6

ADVANCED EXECUTIVE TRAINING PROGRAM

Fifth Session

March 1-5, 1971

ROSTER

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Appendix 7

TRAINING PROGRAM FOR STAFF INFORMATION TECHNICIANS

Second Session

March 8-10, 1971

ROSTER

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Appendix 8

TRAINING PROGRAMS IN ECONOMIC DEVELOPMENT

Attendance Statistics

<u>PROGRAM</u>	<u>DATE</u>	<u>ATTENDANCE</u>
BASIC	June 15-19	11
INDUSTRIAL	June 22-26	11
EXECUTIVE	Sept. 21-25	16
P & D TECHNICIANS	Oct. 5-9	12
ADVANCED EXECUTIVE	Oct. 12-16	13
BASIC	Nov. 2-6	16
INDUSTRIAL	Nov.30-Dec.4	16
INFORMATION TECHNICIANS	Jan. 11-13	15
INDUSTRIAL	Jan. 18-22	7
EXECUTIVE	Feb. 8-12	13
P & D TECHNICIANS	Feb. 15-19	8
ADVANCE EXECUTIVE	March 1-5	10
INFORMATION TECHNICIANS	March 8-10	<u>10</u>
	TOTAL	158



Project A-1257  
Grant No. 99-6-09165

FINAL REPORT  
TRAINING PROGRAMS IN ECONOMIC DEVELOPMENT  
APRIL 1, 1970 - MARCH 31, 1971

by  
Robert B. Cassell

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  
August 1971

## INTRODUCTION

### Summary

Obviously, the major objectives of this contractual arrangement have been achieved. As indicated below in this report, a total of 158 participants from 71 different districts have attended various courses offered in the 1970-1971 training program. This number is almost equal to the total attending in the two preceding years, when 179 participants from 72 districts attended IDD training courses.

In addition to the task of structuring the course content and presenting all instruction, the Industrial Development Division has borne the entire burden of recruitment and promotion of the courses. This last aspect is critical to the success of any short-term training program. The growth in attendance is a measurable tribute to the quality of the programs offered. The evident satisfaction on the part of the participants, as well as that of their superiors who must measure the effectiveness of such training through better performance, is quite clear.

Additional findings and conclusions are on page 8 of this report.

### Background

The Economic Development Administration and the Industrial Development Division (IDD) of Georgia Tech have cooperated in the development and conduct of a training program offered to the staffs of economic development districts (EDD's) and related organizations under a series of grants beginning in 1967. The basic objective of the entire training program has been to foster professionalism within the EDD's throughout the United States.

Initially, IDD conducted a prototype four-week training program in the fundamentals of economic development for the staff personnel of the economic development districts in Georgia in 1967 under EDA Contract No. 6-239-65 (Neg.). Subsequently, it was concluded that this type of training program could perform an extremely useful role in providing short-term training and orientation for professional personnel associated with economic development agencies.

The Economic Development Administration then commissioned IDD during 1968-1969 to develop and conduct a series of short training programs. The

objective of the economic development training programs developed and conducted by IDD (under EDA Grant No. OER-208-G-68-3) was to provide instruction in the practical processes of economic development for economic development district staff members, personnel associated with EDA's University Centers for Technical Assistance Program, and other interested personnel in order to increase the effectiveness of EDA-related economic development programs.

During the first year of this grant, the objective was achieved through the conducting of two training programs. A Basic Economic Development Training Program was developed to provide instruction for personnel of new and established districts who had little formal or informal instruction or work experience in the field of economic development. As a corollary, the Executive Training Program was developed to provide instruction for executive directors and senior staff personnel of recently organized districts, personnel who recently joined the staff of a district, or staff members of other organizations whose programs relate to the Economic Development Administration.

Under Grant No. OER-208-G-69-2 (1969-1970), which enabled IDD to continue the training program, two new courses were developed and presented. Thus, during the 1969-1970 series of training programs, the following were conducted:

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

IDD, under Grant No. 99-6-09165 in 1970-1971, developed two additional courses -- a Training Program for Planning and Development Technicians and a Training Program for Staff Information Technicians. The scope of work in the contract (see Appendix 1) specified that the following training programs be conducted during the contract year:

	<u>Sessions</u>	<u>Duration</u>
Basic Economic Development Training Program	2	1 week
Executive Training Program	2	1 week
Advanced Executive Training Program	2	1 week
Industrial Development Training Program	2	1 week
Training Program for Planning and Development Technicians	2	1 week
Training Program for Staff Information Technicians	3	3 days

The training programs were to be primarily for the staff members of EDA-supported economic development districts; however, if positions were available after the EDD's needs were met, staff members of other EDA-related organizations were permitted to attend.

### Purpose

Although the EDA-sponsored training programs in economic development are funded on an annual grant basis, the effectiveness of the programs must be viewed on a cumulative basis. Thus, while the purpose of this report is to review the activities covered under this project from April 1, 1970, through March 31, 1971, it must assess the cumulative effectiveness of the programs over a three-year period. The report consists of a discussion of activities undertaken during the year to accomplish the program of work required by Grant No. 99-6-09165, and includes significant highlights, conclusions, and findings that are a result of IDD's analysis of the total program.

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

## HIGHLIGHTS OF 1970-1971 COURSES

### Program Development

The training courses developed under the previous grants (OER-208-G-68-3 and OER-208-G-69-2) were considered satisfactory; each of the programs, however, received considerable attention to see that it was up-to-date, with revisions and new supplementary materials being accomplished as required.

Two additional programs of instruction were designed and presented during the grant year. These were Training Program for Planning and Development Technicians and Training Program for Staff Information Technicians.

The Training Program for Planning and Development Technicians was designed to offer instruction in the fundamentals and methodologies of economic planning and development for junior planners and subprofessionals currently employed by the various development districts and similar organizations. The program was aimed to serve those persons with little formal or informal instruction in planning and development.

The Training Program for Staff Information Technicians was established to provide appropriate EDD staff members an understanding of the basic principles involved in the operation of an information center and of procedures that can be utilized in selecting, acquiring, organizing, and using informational materials more effectively. This program also was designed for the subprofessional personnel level.

### Development of Supplementary Instructional Materials

Program concept and schedule publications were revised on four of the training programs and two new program concepts and schedules were prepared for the new courses -- Training Program for Planning and Development Technicians and Training Program for Staff Information Technicians. Three supplementary publications were developed during the year for use with the training programs, as follows:

Community Development: A Bibliography, 34 pages

Economic Planning and Development: A Bibliography, 14 pages

Economic Impact Analysis, 15 pages

### Program Promotion

Approximately 625 addresses that include all economic development district organizations, EDA offices and field representatives, state agencies involved in economic development, and a number of regional development organizations are on the Economic Development District Staff Training Unit mailing list. During the 1970-1971 program year, six course brochures and an overall program brochure were developed along with four memo-type "flyers" for use in program promotion. A total of 16 mailings of the brochures and 14 mailings of the "flyers" were made to the entire mailing list. Copies of these promotional materials are included in Appendix 2.

An additional benefit to the program was achieved through the informal interchange of information by personnel associated with the several development districts and related institutions. Many of the executives that attended training sessions have sent their staff members to training sessions in the program, and have recommended the various training programs to their associates.

### Conduct of Training

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

<u>Course Title</u>	<u>Dates Presented</u>
Basic Economic Development Training Program	June 15-19, 1970
	November 2-6, 1970
Industrial Development Training Program	June 22-26, 1970
	November 30-December 4, 1970
	January 18-22, 1971
Executive Training Program	September 21-25, 1970
	February 8-12, 1971
Advanced Executive Training Program	October 12-16, 1970
	March 1-5, 1971
Training Program for Planning and Development Technicians	October 5-9, 1970
	February 15-19, 1971
Training Program for Staff Information Technicians	January 11-13, 1971
	March 8-10, 1971

The special terms and conditions of the Technical Assistance Grant No. 99-6-09165 set out 13 courses that were to be conducted during the grant year and 13 courses were conducted; however, because of a small demand for the first scheduled Training Program for Staff Information Technicians (a three-day course), it was cancelled, and due to a substantial backlog of personnel wanting to attend the Industrial Development Training Program (a one-week course), an extra session of this program was scheduled and held. A set of program descriptions and sample schedules is included in Appendix 3.

### Participants

A total of 158 participants representing 71 development districts, 2 EDA offices, 7 universities, 10 state agencies, and 9 other related groups took part in the programs. During this program year, 41 of the participants were either at the executive or assistant executive level. A total of 337 persons have participated in the training programs since they were initiated. A list of those attending the training sessions is contained in Appendix 4, and a list of organizations whose representatives attended is attached as Appendix 5.

### Evaluation of Training

An integral part of every program is the evaluation and critique of the program by the participants. A copy of one of the evaluation forms used is attached as Appendix 6. All of these forms are reviewed by the project director and the instructors. The general response has been a favorable one for all the programs. Since the brochures and class orientation clearly define the levels of the various courses, it is believed the major objectives have been understood by and subscribed to by the participants, especially in view of a very small number of negative comments.

### Overall Evaluation

The basic objective of the Economic Development Administration-supported training programs, as stated earlier, is to increase the effectiveness of economic development programs through the improved on-the-job performance of the personnel involved in EDA-related activities.

A continuing effort is made to improve program analysis and evaluation. Internal analysis can determine to some extent if the instruction is achieving

goals established in the program concepts. However, since development district staff practices have not been institutionalized to the extent that common practices are used in a substantial number of the districts, IDD can measure the program efficiency only in terms of course demand, for in the final analysis, the effectiveness of a training program conducted on a voluntary basis can best be evaluated in terms of demand for additional training sessions.

Officials of responsible operations will not continue to send their personnel to training programs unless they are convinced that the training provided actually improves the employee's performance. Thus, over a period of time, the most critical means of evaluating program accomplishment is through analysis of repeated attendance. Although perhaps premature in making a full evaluation of the accomplishments of the training programs in terms of improved personnel performance, the statistics contained in Appendix 5 and the statements contained in Appendix 7 indicate that, qualitatively speaking, the programs are achieving the desired results insofar as improved personnel performance is concerned.

## FINDINGS AND CONCLUSIONS

The increased enrollment in the training programs offered and the continued favorable response indicated by the comments received by the Industrial Development Division lead us to the conclusion that the programs offered were needed, properly structured, and well presented. A total of 337 participants from 145 different organizations have taken part in the various programs since its beginning; 75 of these organizations, or over 52%, sent more than one person to the training sessions conducted by IDD and EDA. In fact, 40 organizations (over 27%) sent three or more persons to the programs. These situations and the acceptance of the programs support our belief that the training programs attained the basic objective of the overall program. Additional support for this position is given in the letters from Economic Development District directors that attended courses in the program. (See Appendix 7.)

APPENDICES

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LIST OF APPENDICES

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Appendix 1

SCOPE OF WORK FOR GRANT NO. 99-6-09165

The following is the Scope of Work specified in the Special Terms and Conditions of the Grant Offer to the Georgia Tech Research Institute for Technical Assistance Grant Project No. 99-6-09165 dated 28 May, 1970, and signed by Mr. Robert A. Frost, Assistant Secretary for Economic Development, Office of Technical Assistance, Economic Development Administration, U. S. Department of Commerce:

The Scope of Work of the Grantee under this Grant, the term of which is 12 (twelve) months from the effective date of this grant, shall be the following:

1. To carry out a training program intended primarily for the staff members of EDA supported Economic Development Districts consisting of the following courses:

	<u>Sessions</u>	<u>Duration</u>
Basic Economic Development Training Program	2	1 week
Executive Training Program	2	1 week
Advanced Executive Training Program	2	1 week
Industrial Development Training Program	2	1 week
Training Program for Planning and Development Technicians	2	1 week
Training Program for Staff Information Technicians	3	3 days

2. To publicize the training courses; to carry out research to keep courses current and relevant; and to prepare periodic evaluations of courses.
3. On request to provide EDA and participants in the training program any supplementary materials prepared in connection with the courses.

Course attendance will not necessarily be restricted to personnel of Economic Development Districts. However, positions will not be made available to other organizations until all reasonable efforts have been made to enroll Economic Development District personnel.

Appendix 2  
PROGRAM ANNOUNCEMENTS

ANNOUNCING A SPECIAL SESSION  
OF THE  
INDUSTRIAL DEVELOPMENT TRAINING PROGRAM

The collage features five overlapping program announcements from the Georgia Institute of Technology:

- Top Left:** A dark, mostly illegible announcement.
- Top Middle:** "training program for staff information technicians". It includes the Georgia Institute of Technology logo and the text "Announces the".
- Top Right:** "ADVANCED EXECUTIVE TRAINING PROGRAM". It includes the Georgia Institute of Technology logo and the text "Announces the".
- Bottom Left:** "EXECUTIVE TRAINING PROGRAM". It includes the Georgia Institute of Technology logo and the text "Announces the".
- Bottom Middle/Right:** "INDUSTRIAL DEVELOPMENT TRAINING PROGRAM". It features the Georgia Institute of Technology logo, the text "Announces the", and a detailed schedule for a special session.

**INDUSTRIAL DEVELOPMENT TRAINING PROGRAM**  
Announces the

**INDUSTRIAL DEVELOPMENT TRAINING PROGRAM**

Offered by the  
DEVELOPMENT DISTRICT  
STAFF TRAINING UNIT  
INDUSTRIAL DEVELOPMENT DIVISION  
under sponsorship of  
THE ECONOMIC DEVELOPMENT  
ADMINISTRATION  
Sponsored by the  
NATIONAL ASSOCIATION OF  
DEVELOPMENT ORGANIZATIONS  
June 22-29, 1970  
November 30-December 4, 1970  
Industrial Development Division  
Engineering Experiment Station  
GEORGIA INSTITUTE OF TECHNOLOGY

Appendix 3

PROGRAM DESCRIPTIONS

Basic Economic Development Training Program

Industrial Development Training Program

Executive Training Program

Advanced Executive Training Program

Training Program for Planning and Development Technicians

Training Program for Staff Information Technicians

BASIC ECONOMIC DEVELOPMENT  
TRAINING PROGRAM

Purpose

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

Scope

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

BASIC ECONOMIC DEVELOPMENT TRAINING PROGRAM

SCHEDULE

First Day

8:30 - 9:20	B(EDA)1.1	A	Orientation
9:30 - 11:20	B(EDA)2.1	L	Community Development: Concepts, Agencies, and Interrelationships
1:00 - 2:50	B(EDA)3.1	L	Research Methodology for Economic Planning and Development
3:00 - 4:50	B(EDA)4.1	L; D	Information Requirements for Planning and Develop- ment

Second Day

8:30 - 9:20	B(EDA)5.1	L	Human Resources in Commu- nity and District Devel- opment
9:30 - 11:20	B(EDA)6.1	L	Fundamentals of Environ- mental Planning and Devel- opment
1:00 - 1:50	B(EDA)5.2	L	Manpower Resources Analy- sis
2:00 - 2:50	B(EDA)2.2	L	Community Analysis and Evaluation
3:00 - 4:50	B(EDA)2.3	C	Community Analysis and Evaluation

Third Day

8:30 - 9:20	B(EDA)2.4	L	Community Action Programs
9:30 - 11:20	B(EDA)2.5	C	Community Action Programs
1:00 - 1:50	B(EDA)7.1	L	Multi-Jurisdictional Ap- proaches to Area and Dis- trict Development
2:00 - 3:50	B(EDA)5.3	L	Developing Manpower Re- sources Information

B(EDA)

4:00 - 4:50	B(EDA)8.1	L	Identification and Development of Economic Opportunities
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Fourth Day

8:30 - 10:20	B(EDA)9.1	L	Industrial Aspects of Economic Development
10:30 - 11:20	B(EDA)5.4	L	Manpower Training Programs
1:00 - 1:50	B(EDA)7.2	L	Economic Development District Staff Activities
2:00 - 2:50	B(EDA)7.3	L	Involvement of Citizens in Community and District Development
3:00 - 3:50	B(EDA)10.1	L	Application of Federal Assistance Programs to Meet Local and District Needs
4:00 - 4:50	B(EDA)11.1	L	Developing the Overall Economic Development Program: General Considerations

Fifth Day

8:30 - 9:20	B(EDA)11.2	L	Developing the Overall Economic Development Program: Problem Definition
9:30 - 10:20	B(EDA)11.3	L	Developing the Overall Economic Development Program: Goal Formulation and Program Implementation
10:30 - 11:20	B(EDA)1.2	A	Program Critique

INDUSTRIAL DEVELOPMENT  
TRAINING PROGRAM

Purpose

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

Scope

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

The Industrial Development Training Program emphasizes the following considerations:

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

INDUSTRIAL DEVELOPMENT TRAINING PROGRAM

SCHEDULE

First Day

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

Second Day

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

Third Day

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

Fourth Day

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

Fifth Day

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

## EXECUTIVE TRAINING PROGRAM

### Purpose

The purpose of the Executive Training Program is to provide orientation and professional training in the practical processes of economic development undertaken by economic development districts. The program is designed to furnish in-service training for personnel with broad experience in the field of planning and development who have recently joined the professional staff. It also provides mid-career and continuing training for executive directors and senior staff personnel in order that they may more effectively accomplish comprehensive district planning and development activities.

### Scope

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

The Executive Training Program emphasizes the following considerations:

- Concepts for district and regional planning and development
- The involvement of citizens in the development process
- Fundamentals of environmental planning
- Industrial aspects of economic development
- Fundamentals of economic development technology
- Development of manpower resources
- Analysis and evaluation of district goals and programs

EXECUTIVE TRAINING PROGRAM

SCHEDULE

First Day

8:30 - 9:20	D(EDA)1.1	A	Orientation
9:30 - 11:20	D(EDA)2.1	L	Regional Development: Concepts, Agencies, and Interrelationships
1:00 - 1:40	D(EDA)3.1	L	Multi-Jurisdictional Approaches to Regional and District Development
2:00 - 2:50	D(EDA)4.1	L	Involvement of Citizens in Community and District Development
3:00 - 4:50	D(EDA)4.2	C	Citizen Participation in Community and District Development

Second Day

8:30 - 9:20	D(EDA)2.2	L	Regional Planning and Development: Environmental Planning
9:30 - 11:20	D(EDA)2.3	C	Regional Planning and Development: Environmental Planning
1:00 - 3:50	D(EDA)5.1	WS	Development of District Goals and Programs: Analysis and Evaluation
4:00 - 4:50	D(EDA)6.1	L	Industrial Aspects of Economic Development: Concepts, Agencies, and Interrelationships

Third Day

8:30 - 9:20	D(EDA)6.2	L	Industrial Aspects of Economic Development: The Process
9:30 - 10:20	D(EDA)6.3	L	Industrial Aspects of Economic Development: Organizing for Industrial Development on the Local Level
10:30 - 11:20	D(EDA)7.1	L	Economic Development Technology
1:00 - 2:50	D(EDA)5.2	WS	Development of District Goals and Programs: Goal Setting and Project Development
3:00 - 4:50	D(EDA)8.1	L	Manpower Resources Analysis

Fourth Day

8:30 - 10:20	D(EDA)8.2	L	Developing Manpower Information
10:30 - 11:20	D(EDA)9.1	L	Identification and Development of Economic Opportunities
1:00 - 1:50	D(EDA)5.3	WS	Development of District Goals and Programs: Group Solutions
2:00 - 2:50	D(EDA)8.3	L	Planning for Manpower Training
3:00 - 4:50	D(EDA)10.1	L; D	Information Handling

Fifth Day

8:00 - 9:50	D(EDA)11.1	C	Staff Organization and Management
10:00 - 11:00	D(EDA)1.2	A	Program Critique

## ADVANCED EXECUTIVE TRAINING PROGRAM

### Purpose

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

### Scope

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

#### Formal Instruction

Eight hours of lecture presentations serve to introduce instructional material which is basic to the conference and workshop sessions that, in turn, serve as the focal points in the training program. The lecture presentations also serve to open communication channels between the instructional staff and the participants as well as among the participants themselves. The following formal instruction will be presented:

Alternatives in the Formulation of Economic Development Strategies  
emphasizes the consideration of new alternatives as well as  
the refinement of existing ones in the development of strategies  
within a changing environment

Economic Development Technology  
the examination of a comprehensive methodological concept for  
the systematic application of the arts and sciences to the  
processes involved in providing economic opportunities and  
improved qualities of living

Scientific Tools for Economic Analysis and Program Management  
a survey of specific scientific tools and techniques currently  
used in business, industry, and government which may  
have possible applications into district and regional planning,  
development, and management

### Analytical Interpretation and Evaluation of Research Reports

helpful hints on interpreting, evaluating, and translating research findings from technical reports into practical use

### Conferences

Nine hours of instructional time are reserved for group discussions in which the members are expected to actively participate, conversing on a given problem or topic under the leadership of an instructor or participant.

#### Alternatives in the Formulation of Economic Development Strategies

a discussion of the use of alternatives in developing initial OEDP strategies and how new and additional alternatives may be used within a changing environment

#### Problems Involved in Program Forecasting and Evaluation

identification of problem areas - approaches that may be undertaken to improve project and program forecasting and evaluation

#### EDD Staff Organization and Management

an exchange of views on matters concerning organization, tasks to be performed, qualifications of staff members, and management matters in general

#### Regional Economic and Industrial Development Strategy

a final exchange of views among participants concerning possible strategies that may be undertaken in differing environmental circumstances

### Workshops

Four hours of instructional time are provided for workshop activities. This instruction involves active participation of those attending the training session by requiring the participant to apply or practice what he knows or has been taught. This instruction stresses how to do.

Flow Charting: A Logic and Communication Medium for Planning and Development

the use of flow charting to lay out, pictorially, the logic of a problem solution or process and to increase comprehension and mutual understanding among those involved in the development process

Program Scheduling and Evaluation

a practical demonstration of the use of the Program Evaluation and Review Technique (PERT) in locating and acquiring industrial land for development groups

Individual or Group Research Project

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

ADVANCED EXECUTIVE TRAINING PROGRAM

SCHEDULE

First Day

8:30 - 9:20	AE(EDA)1.1	A	Orientation
9:30 - 11:20	AE(EDA)2.1	L	Alternatives in the Formulation of Economic Development Strategies
1:00 - 2:50	AE(EDA)2.2	C	Alternatives in the Formulation of Economic Development Strategies
3:00 - 4:50	AE(EDA)3.1	RE	Individual or Group Research Project

Second Day

8:30 - 10:20	AE(EDA)4.1	L	Economic Development Technology
10:30 - 11:20	AE(EDA)5.1	WS	Flow Charting: A Logic and Communication Medium for Planning and Development
1:00 - 2:50	AE(EDA)6.1	C	Problems Involved in Program Forecasting and Evaluation
3:00 - 4:50	AE(EDA)3.2	RE	Individual or Group Research Project

Third Day

8:30 - 11:20	AE(EDA)7.1	L	Scientific Tools for Economic Analysis and Program Management
1:00 - 1:50	AE(EDA)3.3	RE	Individual or Group Research Project
2:00 - 4:50	AE(EDA)8.1	WS	Program Scheduling and Evaluation: A Practical PERT Exercise

Fourth Day

8:30 - 9:20	AE(EDA)9.1	L	Analytical Interpretation and Evaluation of Research Reports
9:30 - 11:20	AE(EDA)10.1	C	EDD Staff Organization and Management
1:00 - 1:50	AE(EDA)3.4	RE	Individual or Group Research Project
2:00 - 4:50	AE(EDA)2.3	C	Regional Economic and Industrial Development Strategy

Fifth Day

8:30 - 9:20	AE(EDA)3.5	RE	Individual Research Project
9:30 - 10:50	AE(EDA)3.6	RE	Reports of Individual Research Projects
11:00 - 11:30	AE(EDA)1.2	A	Program Critique

Recapitulation of Hours by Method of Instruction

Lecture	8
Conference	9
Workshop	4
Individual Research	8.5
Administrative Time	<u>1.5</u>
Total Time	31

## TRAINING PROGRAM FOR PLANNING AND DEVELOPMENT TECHNICIANS

### Purpose

The purpose of the Training Program for Planning and Development Technicians is to offer instruction for junior planners and subprofessionals currently employed by the various development districts and similar organizations. It is the intent to provide a basic knowledge of the methodology involved in planning and development with special emphasis on physical and natural aspects of the environment. The approach is concerned primarily with the use of the tools and techniques employed in the planning and development process. The course of instruction is designed primarily for those persons with little formal or informal instruction in planning and development work who are seeking advancement through on-the-job training and through short-term specialized training programs.

### Scope

Within time constraints, the Training Program for Planning and Development Technicians provides a basic orientation for personnel assigned tasks of assisting professional staff members in the planning and development process. The program is set up to define their role in general and to answer the "whys" as well as the "hows." It also is designed to improve the capabilities of the technicians so that the professionally qualified staff members may be freed from the necessity of providing extensive guidance and direction to junior staff members. The training program is developed around the following subject matter:

- Fundamentals of community and regional development
- The overall economic development program process
- Environmental aspects of planning and development
- Information requirements for planning and development
- Graphic layouts, reproduction methods, and equipment
- Tools and techniques used in physical planning
- Methods and techniques employed in the development of studies and reports

TRAINING PROGRAM FOR PLANNING AND DEVELOPMENT TECHNICIANS

SCHEDULE

First Day

8:30 - 9:20	PT(EDA)1.1	A	Orientation
9:30 - 10:20	PT(EDA)2.1	L	Fundamentals of Community and Regional Development
10:30 - 11:20	PT(EDA)3.1	L	Information Requirements for Planning and Development
1:00 - 1:50	PT(EDA)3.2	D	Information Center Operations
2:00 - 4:50	PT(EDA)3.3	IP	Information Requirements: Problem Solving

Second Day

8:30 - 9:20	PT(EDA)4.1	L	Developing the Overall Economic Development Program: General Considerations
9:30 - 10:20	PT(EDA)5.1	L	Environmental Aspects of Planning and Development
10:30 - 11:20	PT(EDA)6.1	L	Graphic Layouts: Principles and Practices
1:00 - 1:50	PT(EDA)6.1	L	Graphic Layouts: Principles and Practices
2:00 - 4:50	PT(EDA)6.2	FT	Graphics and Reproduction: Methods and Equipment

Third Day

8:30 - 9:20	PT(EDA)4.2	L	Developing the Overall Economic Development Program: Problem Definition
9:30 - 11:20	PT(EDA)7.1	L	Physical Planning: Tools and Techniques
1:00 - 4:50	PT(EDA)7.2	FE	Land-Use Survey

Fourth Day

8:30 - 9:20	PT(EDA)4.3	L	Developing the Overall Economic Development Program: Goal Formulation and Program Implementation
9:30 - 11:20	PT(EDA)8.1	L	Preparation of Studies and Reports: Methods and Techniques
1:00 - 4:50	PT(EDA)8.2	IP	Report Preparation: A Practical Exercise

Fifth Day

8:30 - 10:20	PT(EDA)8.3	CR	Report Preparation: Critique
10:30 - 11:20	PT(EDA)1.2	A	Program Review

## TRAINING PROGRAM FOR STAFF INFORMATION TECHNICIANS

### Purpose

The purpose of the Training Program for Staff Information Technicians is to provide appropriate members of the staffs of the various economic development districts an understanding of the basic principles involved in the operation of an information center and of procedures that can be utilized in selecting, acquiring, organizing, and using material more effectively. This program is especially directed to subprofessional personnel of the economic development district staffs who are assigned or can be assigned the task of assisting professional staff members in satisfying information requirements.

### Scope

Because few agencies can delegate the responsibility for handling information materials to experienced personnel, individual members of the professional staff must spend an excessive amount of time in locating data that are needed to support district programs. Most of the information-related activities can be performed by a subprofessional who has been instructed in simple information routines and appropriately motivated. The accomplishment of the information function responsibility by an efficient, well-trained nonprofessional will increase the efficiency and effectiveness of the professional staff members.

This training is so designed that participants do not need any particular background, experience, or prior training in order to complete the course of instruction. The program emphasizes the following:

- The role of information in development programs
- Selecting and acquiring materials

TRAINING PROGRAM FOR  
STAFF INFORMATION TECHNICIANS

SCHEDULE

First Day

8:30 - 9:20	I(EDA)1.1	A	Program Orientation
9:30 - 10:20	I(EDA)2.1	L	Nature and Objectives of Development Planning
10:30 - 11:30	I(EDA)3.1	L	Contribution of Information to Development Planning
1:00 - 2:30	I(EDA)4.1	D	Information Center Tour and Evaluation
2:40 - 3:30	I(EDA)5.1	L	Identification and Acquisition of Basic Information Materials
3:40 - 4:30	I(EDA)6.1	L; WS	Selection of "Hot-off-the-Press" Materials

Second Day

8:30 - 11:30	I(EDA)7.1	L; WS	Processing of Materials
1:00 - 2:00	I(EDA)8.1	GL	Federal Support of Information Activity
2:10 - 4:30	I(EDA)9.1	L; D	Handling Information Requests
7:00 - 8:30	I(EDA)10.1	WS	Using an Information Center

Third Day

8:30 - 10:00	I(EDA)11.1	L; WS	Providing Special Services
10:10 - 11:30	I(EDA)12.1	L	Operating Information Centers

## GLOSSARY

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

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

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

DEMONSTRATION (D) - The showing and explaining of skills, methods, techniques, equipment, and devices.

FIELD EXERCISE (FE) - An exercise conducted outside the classroom involving active student participation in the application of the instruction previously presented.

FIELD TRIP (FT) - A visit to an installation or agency for an educational purpose.

GUEST LECTURE (GL) - A lecture or presentation by an individual not employed by IDD.

ILLUSTRATIVE PROBLEM (IP) - A period of instruction involving the use of a problem, example, or situation contrived to illustrate certain principles or practices. The student is required to use a step-by-step procedure in arriving at a sound solution.

LECTURE (L) - The formal communication of subject material orally to the participants, often including thought-provoking or drill questions by the instructor. The lecture technique employed by the Development District Staff Training Unit is an informal one used primarily to involve course participants in the teaching process.

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

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

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

Appendix 4  
PERSONS WHO ATTENDED  
ECONOMIC DEVELOPMENT TRAINING PROGRAMS DURING 1968-1971

Alabama

Franklin G. Doughtie  
Public Information Officer  
Alabama Public Library Service  
155 Administrative Building  
Montgomery, Alabama 36104  
1971

Nancy K. Landgraf  
Planner  
Tuscaloosa Area Council of  
Local Governments  
P. O. Box 86  
Tuscaloosa, Alabama 35401  
1970

Richard C. Liles  
Public Service Careers Program  
Director  
Southeast Alabama Economic  
Development District  
P. O. Box 1406  
Dothan, Alabama 36301  
1970

Calotta J. Loyd  
Librarian  
Economic Development Administration  
U. S. Department of Commerce  
904 Bob Wallace Avenue  
Huntsville, Alabama 35801  
1971

Warren McCord, Jr.  
Local Assistance Director  
Coosa Valley Planning Agency  
P. O. Box 1584  
Anniston, Alabama 36201  
1971

Ginger P. Mize  
Research Analyst  
Tuscaloosa Area Council of  
Local Governments  
P. O. Box 86  
Tuscaloosa, Alabama 35401  
1970

Sam F. Reynolds, Jr.  
Executive Director  
Coosa Valley Planning Agency  
P. O. Box 1584  
Anniston, Alabama 36201  
1971

William H. Wallace, Jr.  
Planning Director  
Coosa Valley Planning Agency  
P. O. Box 1584  
Anniston, Alabama 36201  
1971

Arizona

William Macphee  
Executive Director  
Indian Development District of  
Arizona  
P. O. Box 107  
Peach Springs, Arizona 86434  
1969

Arthur J. Weisenberger  
Executive Director  
I.D.D.A. Apache Planning Area  
P. O. Box 1008  
Whiteriver, Arizona 85941  
1969

Arkansas

Dennis Avlos  
Assistant Planning Director  
Western Arkansas Economic  
Development District  
104 North 16th Street  
Fort Smith, Arkansas 72901  
1970

Frances Bedell  
Economic Planner  
Western Arkansas Planning &  
Development District  
510 North Greenwood Avenue  
Fort Smith, Arkansas 72901  
1970

Barry M. Birkhead  
Economic Planner  
Western Arkansas Economic  
Development District  
104 North 16th Street  
Fort Smith, Arkansas 72901  
1969

Gordon Burton  
Assistant Director  
North Central Arkansas Economic  
Development District, Inc.  
P. O. Box 796  
Batesville, Arkansas 72501  
1971

Steve Crabtree  
Physical Planner  
East Arkansas Planning &  
Development District  
416 South Main  
McAdams Trust Building  
P. O. Box 1403  
Jonesboro, Arkansas 72401  
1970

Jacquelyn Crouch  
Research Analyst  
West Central Arkansas and  
Development District, Inc.  
P. O. Box 773  
Hot Springs, Arkansas 71901  
1971

Cathy M. Davis  
Program Analyst  
Arkansas Planning Commission  
Game and Fish Building  
Little Rock, Arkansas 72201  
1970

William O. Dunaway  
Executive Director  
Central Arkansas Economic  
Development District  
103 West Front  
Lonoke, Arkansas 72086  
1971

Patsy Evans  
Senior Secretary  
Southeast Arkansas Economic  
Development District, Inc.  
P. O. Box 6806  
Pine Bluff, Arkansas 71601  
1971

Gerald George  
Director, Economic  
Development Program  
Northwest Arkansas Planning and  
Development  
P. O. Box 668  
Harrison, Arkansas 72601  
1971

William J. Gilbreath  
Health Planner  
East Arkansas Planning &  
Development District  
P. O. Box 1403  
McAdams Trust Building  
416 South Main  
Jonesboro, Arkansas 72401  
1970

Larry A. Griffin  
Arkansas Planning Commission  
3rd Floor  
Game and Fish Commission Building  
Little Rock, Arkansas 72201  
1968

Lon Hardin  
Executive Director  
Western Arkansas Economic Development  
District  
104 North 16th Street  
Fort Smith, Arkansas 72901  
1970

Dolores Harrelson  
Assistant Executive Director  
East Arkansas Planning &  
Development District  
P. O. Box 1403  
McAdams Trust Building  
416 South Main  
Jonesboro, Arkansas 72401  
1971

Clifton H. Hoofman  
Economic Development Coordinator  
Arkansas Planning Commission  
Game and Fish Building Capitol Mall  
Little Rock, Arkansas 72201  
1970

Max C. McElmurry  
Director  
North Central Arkansas E.D.D.  
Box 796  
Batesville, Arkansas 72501  
1968, 1970

John J. Newman  
Western Arkansas Planning and  
Development District  
510 North Greenwood Avenue  
Fort Smith, Arkansas 72901  
1970

Marie Pippin  
Office Manager  
East Arkansas Planning &  
Development District  
P. O. Box 1403  
McAdams Trust Building  
416 South Main  
Jonesboro, Arkansas 72401  
1971

Donald R. Raney  
Executive Director  
Northwest Arkansas Economic  
Development District  
P. O. Box 668  
Harrison, Arkansas 72601  
1970

David E. Reutzel  
Director of Research  
Western Arkansas Economic Devel-  
opment District, Inc.  
104 North 16th Street  
Fort Smith, Arkansas 72901  
1969

Richard Shewmaker  
Economic Development Specialist  
Western Arkansas Economic  
Development District  
104 North 16th Street  
Fort Smith, Arkansas 72901  
1970

Robert J. Stone  
Health Director  
Western Arkansas Economic  
Development District  
104 North 16th Street  
Fort Smith, Arkansas 72901  
1970

Moody Summitt  
Assistant Health Planner  
East Arkansas Planning &  
Development District  
P. O. Box 1403  
McAdams Trust Building  
416 South Main  
Jonesboro, Arkansas 72401  
1970

Van Thomas  
North Central Arkansas Economic  
Development District  
P. O. Box 796  
Batesville, Arkansas 72501  
1969, 1970

James E. Walsh  
Environmental Planner  
Arkansas Planning Commission  
Game and Fish Building  
Little Rock, Arkansas 72201  
1969

Ernie Wilkerson  
Assistant Director  
Northwest Arkansas Economic  
Development District  
Box 668  
Harrison, Arkansas 72601  
1969

#### Colorado

John Atkinson  
Assistant Director  
Southern Colorado Economic  
Development District  
419 Arthur Street  
Pueblo, Colorado 81003  
1968

Leo T. Surla, Jr.  
Executive Director  
Southern Colorado Economic  
Development District  
419 Arthur Street  
Pueblo, Colorado 81005  
1968

J. W. Bradbury  
Director  
Southern Colorado Economic  
Development District  
RSI, Southern Colorado State  
College  
Pueblo, Colorado 81005  
1969

#### Connecticut

Stanley Israelite  
Chairman, OEDP  
Norwich Community Development  
Corporation, Inc.  
c/o Norwich Area Chamber of Commerce  
Norwich, Connecticut 06360  
1970

Delaware

Melinda Carter  
Industrial Development Specialist  
Bureau of Industrial Development  
Division of Economic Development  
45 The Green  
Dover, Delaware 19901  
1971

Joseph W. Williams  
Industrial Development Specialist  
Bureau of Industrial Development  
Division of Economic Development  
45 The Green  
Dover, Delaware 19901  
1971

Florida

Sam Berry  
Industrial Representative  
Florida Dept. of Commerce  
Division of Commercial Development  
Caldwell Building  
Tallahassee, Florida 32304  
1970

Larry J. Pinson  
Administrator  
Community Development  
Florida Department of Commerce  
107 West Gaines Street  
Tallahassee, Florida 32304  
1971

Barry A. Boswell  
Executive Director  
Northwest Florida Development  
Council  
201 North Oklahoma Street  
Bonifay, Florida 32425  
1968

Owen N. Powell  
Project Officer  
Northwest Florida Development  
Council  
P. O. Box 427  
Bonifay, Florida 32425  
1968

George Mills  
Chief, Bureau of Industrial  
Development  
Florida Department of Commerce  
Division of Commercial Development  
Caldwell Building  
Tallahassee, Florida 32304  
1970

Harry J. Robarts  
Industrial Representative  
Florida Department of Commerce  
107 West Gaines Street  
Tallahassee, Florida 32301  
1971

Wiley C. Page  
Junior Planner  
Escambia-Santa Rosa Regional  
Planning Council  
803 N. Palafox Street  
P. O. Box 486  
Pensacola, Florida 32502  
1970

John G. Walker, Jr.  
Industrial Representative  
Community Development  
Florida Department of Commerce  
107 W. Gaines Street  
Tallahassee, Florida 32304  
1971

Georgia

Earl S. Barbaree  
Industrial Planner  
Coastal Area Planning &  
Development Commission  
P. O. Box 1316  
Brunswick, Georgia 31520  
1969, 1970

Ronald L. Bowie  
Appalachian Planner  
Northeast Georgia Planning  
& Development Commission  
193 E. Hancock  
Athens, Georgia 30601  
1971

Lee A. Brand  
Project Planner  
CSRA Planning and Development  
Commission  
630 Ellis Street, Second Floor  
Augusta, Georgia 30902  
1968

Robert L. Brengle  
Executive Director  
Troup County Planning Commission  
P. O. Box 357  
LaGrange, Georgia 30240  
1969

David S. Clifton  
Assistant Research Economist  
Market Analysis Section  
Industrial Development Division  
Georgia Tech  
1132 W. Peachtree Street  
Atlanta, Georgia 30309  
1970

Virginia G. Collins  
Planning Secretary  
Southwest Georgia APDC  
P. O. Box 346  
Camilla, Georgia 31730  
1971

James T. Corrigan  
Manpower Resource Developer  
North East Georgia Area Planning  
and Development Commission  
Box 1724  
Athens, Georgia 30601  
1969

Ivan W. Entrekin  
Research Engineer  
EDA Services  
Industrial Development Division  
Georgia Tech  
1132 W. Peachtree Street  
Atlanta, Georgia 30309  
1970

Larry Glasco  
Projects Director  
Georgia Mountains Planning &  
Development Commission  
P. O. Box 1294  
Gainesville, Georgia 30501  
1970

Robert Hudson  
State Planning Bureau  
270 Washington Street, S. W.  
Atlanta, Georgia 30334  
1969

Sharron Lynn Humble  
Librarian  
Atlanta Region Metropolitan  
Planning Commission  
900 Glenn Building  
Atlanta, Georgia 30303  
1971

Betty M. Jacobs  
Secretary  
Metropolitan Atlanta Council of  
Local Governments  
900 Glenn Building  
Atlanta, Georgia 30303  
1971

Richard Johnston  
Research Scientist  
Industrial Development Division  
Georgia Tech  
1132 W. Peachtree Street  
Atlanta, Georgia 30309  
1970

Wayne Kilmark  
State Planning Bureau  
270 Washington Street, S. W.  
Atlanta, Georgia 30334  
1969

Larry Lane  
Assistant Director  
Georgia Mountains Planning &  
Development Commission  
P. O. Box 1294  
Gainesville, Georgia 30501  
1970

Edward Long  
Director of Economic Development  
Coastal Area Planning Commission  
P. O. Box 1316  
Brunswick, Georgia 31520  
1969

Bobby L. Lowe  
Development Specialist  
West Central Georgia Area Planning  
& Development Commission  
P. O. Box 6  
Ellaville, Georgia 31806  
1968

Archie R. McEuen  
Development Planner  
Slash Pine Area Planning and  
Development Commission  
P. O. Box 1276  
Waycross, Georgia 31501  
1970

John Lamar Merk  
State Planning Bureau  
270 Washington Street, S. W.  
Atlanta, Georgia 30334  
1969

Mary J. Meyer  
Economic Research Analyst  
Northeast Georgia Area Planning  
and Development Commission  
P. O. Box 1724  
Athens, Georgia 30601  
1969

William S. Millett  
Project Planner  
Central Savannah River Area Planning  
and Development Commission  
630 Ellis Street  
Augusta, Georgia 30902  
1969

Nick Moore  
Printer-Technician  
Georgia Mountains Planning  
& Development Commission  
432 N. Bradford Street  
Box 1294  
Gainesville, Georgia 30501  
1971

Bobby E. Noble  
Director of Economic Development  
Heart of Georgia APDC  
P. O. Box 218  
Dublin, Georgia 31021  
1969

Walter D. Partee  
Executive Director  
Northeast Georgia Area Planning  
& Development Commission  
193 E. Hancock Avenue  
Athens, Georgia 30601  
1970

Gerald A. Pitalo  
Assistant Research Engineer  
Housing Resources Section  
Industrial Development Division  
Georgia Tech  
1132 West Peachtree Street  
Atlanta, Georgia 30309  
1970

William T. Rankin  
Economic Research Specialist  
S. W. Georgia Planning and  
Development Commission  
P. O. Box 346  
Camilla, Georgia 31730  
1968

Charles D. Richey  
Director of Economic Development  
Heart of Georgia Planning and  
Development Commission  
P. O. Box 218  
Dublin, Georgia 31021  
1968

Henry C. Sawyer  
Assistant Research Scientist  
Industrial Development Division  
Georgia Institute of Technology  
1132 W. Peachtree Street  
Atlanta, Georgia 30309  
1969

William C. Sinden  
Industrial Development Planner  
McIntosh Trail Area Planning  
and Development Commission  
P. O. Box 241  
Griffin, Georgia 30223  
1970

Steven W. Smith  
Director-Industrial Development  
Chattahoochee-Flint APDC  
P. O. Box 1363  
LaGrange, Georgia 30240  
1968

George W. Sutherland  
Economic Development Specialist  
Georgia Mountains Planning and  
Development Commission  
P. O. Box 1294  
Gainesville, Georgia 30501  
1968

William C. Ward, Jr.  
Research Scientist  
EDA Services Section  
Industrial Development Division  
Georgia Institute of Technology  
Atlanta, Georgia 30309  
1969

Burt Weerts  
Regional Planner  
Oconee Area Planning and Development  
Commission  
104 E. Hancock Street  
P. O. Box 707  
Milledgeville, Georgia 31061  
1969

Dena Wild  
Assistant Research Planner  
Atlanta Region Metropolitan  
Planning Commission  
900 Glenn Building  
Atlanta, Georgia 30303  
1971

Wayne Williams  
Economic Research Specialist  
Southwest Georgia Area Planning &  
Development Commission  
P. O. Box 346  
Camilla, Georgia 31730  
1970

Ronald C. Yersak  
Research Chief  
Middle Georgia Area Planning  
Commission  
P. O. Box 4586  
Macon, Georgia 31208  
1968

Gus York, Jr.  
Development Research Specialist  
Slash Pine Area Planning and  
Development Commission  
P. O. Box 1276  
Waycross, Georgia 31501  
1970

Idaho

Edgar L. Williams  
Executive Director  
Clearwater Economic Development  
Association, Inc.  
P. O. Box 265  
Moscow, Idaho 83843  
1968

Illinois

Harry E. Vaught  
Executive Director  
White-Edwards-Wabash Regional  
Planning Commission  
110 South Middle Street  
Grayville, Illinois 62844  
1970

J. C. Wright  
Planning Analyst  
Southeastern Illinois Regional  
Planning & Development Commission  
710 Harrisburg National Bank Bldg.  
Harrisburg, Illinois 62946  
1970

Indiana

Mervin Keith Cornelison  
Executive Director  
West Central Indiana Economic  
Development District, Inc.  
700 Wabash Avenue  
Terre Haute, Indiana 47808  
1969

Gerald C. Dooley  
District Analyst  
West Central Indiana Economic  
Development District, Inc.  
700 Wabash Avenue  
Terre Haute, Indiana 47808  
1969

Charles L. Roche  
District Analyst  
West Central Indiana Economic  
Development District, Inc.  
700 Wabash Avenue  
Terre Haute, Indiana 47808  
1970

Kentucky

John W. Adams  
Executive Director  
Pennyrile Area Development  
District, Inc.  
138 North Virginia Street  
Hopkinsville, Kentucky 42240  
1970

Gene N. Archbold  
Projects Specialist  
Buffalo Trace Area Development  
District  
Community College  
Maysville, Kentucky 41056  
1970

George A. Armstrong  
Community Resource Development  
Specialist  
College of Agriculture  
University of Kentucky  
Robinson Sub-Station  
Quicksand, Kentucky 41363  
1970

John L. Bruner II  
Assistant Director  
Cumberland Valley Area  
Development District  
Laurel County Courthouse  
London, Kentucky 40741  
1971

Harold Burton  
Metropolitan Planner  
Kentucky Program Development Office  
Bush Building  
Frankfort, Kentucky 40601  
1970

Percy R. Elkins  
Program Coordinator  
Kentucky River Area Development  
District  
P. O. Box 986  
Hazard, Kentucky 41701  
1970 (2)

Jack T. Eversole  
Executive Director  
Barren River Development District  
P. O. Box 154  
Bowling Green, Kentucky 42101  
1969

John E. Ferren  
Economic Planner  
Barren River Development District  
P. O. Box 154  
Bowling Green, Kentucky 42101  
1970

Kenneth R. Franks  
Industrial Development Representative  
FIVCO Area Development District  
P. O. Box 636  
Catlettsburg, Kentucky 41129  
1970

James R. Garthee, Jr.  
Assistant Director  
FIVCO Area Development Council  
P. O. Box 636  
Catlettsburg, Kentucky 41129  
1969

John B. Matheney  
Assistant Director for Economic  
Planning  
Lincoln Trail Economic Development  
District  
50 Public Square  
Elizabethtown, Kentucky 42701  
1968

Jack J. Margolin  
Program Officer  
College of Business and Economics  
Office of Development Services  
and Business Research  
University of Kentucky  
Lexington, Kentucky 40502  
1968

Homer J. Miller  
Economic Planner  
Purchase Area Development  
District, Inc.  
607 1/2 West Broadway  
Mayfield, Kentucky 42066  
1970

James L. Peel  
Executive Director  
Lincoln Trail Economic Development  
District  
50 Public Square  
Elizabethtown, Kentucky 42701  
1968

Wilburn J. Pratt  
Project Manager  
Technical Assistance Program  
Spindletop Research, Inc.  
P. O. Box 481  
Lexington, Kentucky 40501  
1971

Lillian M. Rigsby  
Secretary  
FIVCO Area Development District  
P. O. Box 636  
Catlettsburg, Kentucky 41129  
1971

Mario A. Rinaldo  
Economic Planner  
Green River Area Development District  
P. O. Box 492  
Owensboro, Kentucky 42301  
1971

James D. Salisbury  
Staff Director  
FIVCO Area Development Council  
P. O. Box 636  
Catlettsburg, Kentucky 41129  
1969

David W. Shore  
Economic Planner  
Pennyrile Area Development  
District  
138 North Virginia Street  
Hopkinsville, Kentucky 42240  
1970

Leon T. Smith  
Executive Director  
Purchase Area Development  
District, Inc.  
607 1/2 West Broadway  
Mayfield, Kentucky 42066  
1970

John Larkin Smith  
Community Projects Aide  
Kentucky River Area Development  
District  
P. O. Box 986  
Hazard, Kentucky 41701  
1970

#### Louisiana

Champ L. Baker  
Executive Director  
Kisatchie-Delta Economic  
Development District  
1254 Dorchester Drive  
Alexandria, Louisiana 71301  
1970

David Boykins  
c/o Human Resources Planning Program  
Kisatchie-Delta Economic Development  
District Council, Inc.  
1254 Dorchester Drive  
Alexandria, Louisiana 71301  
1970

John Dandy  
c/o Human Resources Planning  
Program  
Kisatchie-Delta Economic Development  
District Council, Inc.  
1254 Dorchester Drive  
Alexandria, Louisiana 71301  
1970

William H. Fuehring  
Development Specialist  
Center for Economic Development  
Southern University  
P. O. Box 10082  
Baton Rouge, Louisiana 70813  
1970

Joseph S. Horan  
Assistant Director  
Capital Economic Development District  
Council, Inc.  
8240 Florida Blvd.  
Baton Rouge, Louisiana 70806  
1968

Melou D. James  
Office Manager  
Kisatchie-Delta District  
1254 Dorchester Drive  
Alexandria, Louisiana 71409  
1971

Patrick M. Killeen  
Executive Director  
Evangeline Economic Development  
District  
Room 100  
Lafayette Parish Courthouse  
Lafayette, Louisiana 70501  
1969

Joseph T. Lunt  
P.S.C. Project Director  
Coordinating & Development  
Council of N. W. Louisiana  
Box 7644  
Shreveport, Louisiana 71106  
1971

Jim L. Mahoney  
Executive Director  
North Delta Economic Development  
District  
P. O. Drawer 4827  
Monroe, Louisiana 71201  
1970

Terry L. Martin  
Director of Development  
Capital Economic Development  
District  
8240 Florida Boulevard  
Baton Rouge, Louisiana 70806  
1969

Frances Phillips  
c/o Human Resources Planning Program  
Kisatchie-Delta Economic Development  
District Council, Inc.  
1254 Dorchester Drive  
Alexandria, Louisiana 71301  
1970

Walter P. Reppert  
Staff Research Assistant  
Coordinating and Development  
Council of Northwest Louisiana, Inc.  
1500 North Market  
P. O. Box 7644  
Shreveport, Louisiana 71107  
1970

Edward J. Strenk  
Executive Director  
Calcasieu County Regional  
Planning Commission  
P. O. Box 1583  
Lake Charles, Louisiana 70501  
1970

Robert C. Wagner  
Economic Development Planner  
Kisatchie-Delta Economic  
Development District  
1254 Dorchester Drive  
Alexandria, Louisiana 71301  
1970 (2)

Jack Kenneth Walker  
Research Analyst  
Kisatchie-Delta Economic  
Development District  
1254 Dorchester Drive  
Alexandria, Louisiana 71301  
1970

Eugene L. Wallace, Jr.  
Executive Director  
Capital Economic Development  
District  
Old State Capitol  
Baton Rouge, Louisiana 70801  
1970

Eugene L. Wallace  
Executive Director  
Capital Economic Development District  
Old State Capitol  
Baton Rouge, Louisiana 70801  
1969

#### Maine

Waldo E. Tibbets  
Deputy Executive Director  
PRIDE, Inc.  
City Hall  
Brewer, Maine 04412  
1969

#### Maryland

William B. Braun  
Chief  
Federal and Field Liaison Division  
Maryland Department of Economic  
Development  
State Office Building  
Annapolis, Maryland 21401  
1969

Scott R. Wilson  
Deputy Director  
Delmarva Advisory Council  
132 E. Main Street  
Salisbury, Maryland 21801  
1968

#### Massachusetts

Norman E. Higbie  
Economic Development Director  
Southeastern Regional Planning &  
Economic Development District  
68 Main Street  
Taunton, Massachusetts 02780  
1970

Martin Kawadler  
Regional Planner  
Montachusett Regional Planning  
Commission  
27 Myrtle Avenue  
Fitchburg, Massachusetts 01420  
1971

Krzysztof M. Munnich  
Director  
Lower Pioneer Valley Regional  
Planning Commission  
1499 Memorial Avenue  
West Springfield, Massachusetts 01089  
1970

John W. Quigley  
Assistant Planner  
Lower Pioneer Valley Regional  
Planning Commission  
1499 Memorial Avenue  
Springfield, Massachusetts 01089  
1970

Michigan

Daniel J. Bonetti  
Executive Director  
Dickinson-Iron County Community  
Action Agency  
Hanna Building  
Iron River, Michigan 49935  
1970

Lee D. Meyers  
Executive Director  
Upper Peninsula Committee  
for Area Progress  
118 N. 22nd Street  
Escanaba, Michigan 49829  
1968

Francis J. Cole  
Director  
Western U. P. Economic  
Development District  
P. O. Box 365  
Houghton, Michigan 49931  
1970

Roger R. Rehberg  
Staff Assistant  
Office of Economic Expansion  
Michigan Department of Commerce  
4th Floor, State Office Building  
Lansing, Michigan 48913  
1970

James L. Collison  
Executive Director  
East Central Michigan Economic  
Development District  
Room 6-A, Delta College  
University Center, Michigan 48710  
1970

George W. Rusch  
Executive Director  
Central Upper Peninsula Economic  
Development District  
723 Ludington Street  
Escanaba, Michigan 49829  
1970

Donald E. Goostrey  
Executive Director  
Northwest Michigan Economic  
Development District  
Room #26, Courthouse  
Traverse City, Michigan 49684  
1969, 1970

Alan G. Scheen  
Economic Planner  
East Central Michigan Economic  
Development District  
Room 6-A, Delta College  
University Center, Michigan 48710  
1970

Richard M. Kopel  
Executive Associate  
Michigan Economic Opportunity Office  
7310 Woodward Street  
Detroit, Michigan 48202  
1969

Thomas P. Schroeder  
Planning Associate  
East Central Michigan Economic  
Development District  
Room G-127  
Delta College  
University Center, Michigan 48710  
1971

James L. Williams  
Executive Director  
Northeast Michigan Economic  
Development District  
118 South Third Street  
Rogers City, Michigan 49779  
1970

Albert K. Silfven  
Rural Economic Developer  
Dickinson-Iron County Community  
Action Agency  
Hanna Building  
Iron River, Michigan 49935  
1970

#### Minnesota

Karl N. Aho  
Economic Planner  
Arrowhead Economic Development Dist.  
800 Lonsdale Building  
Duluth, Minnesota 55802  
1968

Freeman Johansen  
Deputy Director  
Arrowhead Economic Development  
District  
800 Lonsdale Building  
Duluth, Minnesota 55802  
1968

Paul H. Akers  
Research Coordinator  
Arrowhead Economic Development District  
800 Lonsdale Building  
Duluth, Minnesota 55802  
1968

Hanford E. Olson  
Chief, Planning Division  
Economic Development Administration  
U. S. Department of Commerce  
505 Sellwood Building  
Duluth, Minnesota 55802  
1968

A. M. DeYoannes  
Commissioner  
Department of Iron Range Resources  
State of Minnesota  
MEA Office Building  
55 Sherburne  
St. Paul, Minnesota 55103  
1971

Walter P. Thoresen, Dr.  
Area Director  
Economic Development Administration  
U. S. Department of Commerce  
505 Sellwood Building  
Duluth, Minnesota 55802  
1968

Rudy R. Esala  
Executive Director  
Arrowhead Economic Development District  
800 Lonsdale Building  
Duluth, Minnesota 55802  
1968, 1969, 1970

Mississippi

Thelman Larry Anderson  
Human Resources Developer  
Economic Development District of  
Central Mississippi  
Box 433  
Hinds Junior College  
Raymond, Mississippi 39154  
1970

Robert Berry, Jr.  
Human Resource Developer  
North Central Economic Development  
District of Mississippi  
P. O. Box 668  
Winona, Mississippi 38967  
1970

Thurman L. Boykin, Jr.  
Deputy Director  
Southwest Mississippi Economic  
Development District  
P. O. Box 686  
McComb, Mississippi 39648  
1970

F. G. Corley  
Executive Director  
Central Mississippi Economic  
Development District  
c/o Chamber of Commerce  
P. O. Box 22548  
Jackson, Mississippi 39201  
1969

Colbert Crowe  
Executive Director  
East Central Economic Development  
District, Inc.  
P. O. Box 497  
Newton, Mississippi 39345  
1968, 1970

Dot Etheridge  
Administrative Assistant  
South Delta Economic Development  
District, Inc.  
P. O. Box 833  
Greenville, Mississippi 38701  
1971

Robert C. Grider  
Assistant Project Director  
EDA Technical Assistance  
Mississippi Research & Development  
Center  
Box 2470  
Jackson, Mississippi 39205  
1970

Jim Hand  
Plamer  
Three Rivers Economic Development  
District  
105 W. Reynolds  
Pontotoc, Mississippi 38863  
1971

William T. Hankins  
Assistant Director  
Central Mississippi Economic  
Development District  
c/o Chamber of Commerce  
P. O. Box 22548  
Jackson, Mississippi 39205  
1969

Robert Hardin  
Director  
Tippah County Resource Development  
Association, Inc.  
Ripley, Mississippi 38663  
1968

Gilbert Heinbaugh  
Planning Aide  
Southern Mississippi Economic  
Development District  
P. O. Box 2057  
Hattiesburg, Mississippi 39401  
1970

Tom Hitt  
Planner  
Southern Mississippi Economic  
Development District  
P. O. Box 2057  
Hattiesburg, Mississippi 39401  
1970

Don F. Mallard  
Assistant Director  
Pontotoc County Economic Development  
Planning Agency  
Rayburn - Williams Building  
Pontotoc, Mississippi 38863  
1968

Walter M. Merritt  
Executive Director  
South Delta Economic Development  
District  
Box 833  
Greenville, Mississippi 38701  
1968, 1969

Dean F. Oswalt  
Analyst  
Golden Triangle Planning &  
Development District  
Drawer DN  
State College, Mississippi 39762  
1970

William Richardson  
Assistant Director  
East Central Economic Development  
District  
P. O. Box 497  
Newton, Mississippi 38967  
1970

William T. Richardson  
Analyst  
Golden Triangle Planning &  
Development District  
Drawer DN  
State College, Mississippi 39762  
1970

George A. Ross  
Economic Planner  
South Delta Economic Development  
District, Incorporated  
P. O. Box 838  
Greenville, Mississippi 38701  
1969

W. L. Runnels  
Director of Planning  
Southern Mississippi Economic  
Development District  
P. O. Box 2057 (719 W. Scooba St.)  
Hattiesburg, Mississippi 39401  
1969

John E. Sawyer, Jr.  
Assistant Director  
South Delta Economic Development  
District  
Box 833  
Greenville, Mississippi 38701  
1968

Mack Stegall  
Programmer  
Three Rivers Economic Development  
District  
105 W. Reynolds  
Pontotoc, Mississippi 38863  
1971

Edwin Thomas  
Deputy Director  
Northern Economic Development  
District Incorporated  
P. O. Box 1244  
Clarksdale, Mississippi 38614  
1968

Pettis Walley  
Resources Specialist  
Southern Mississippi Economic  
Development District  
P. O. Box 2057  
719 W. Scooba Street  
Hattiesburg, Mississippi 39401  
1969

L. V. Watkins, Jr.  
University of Mississippi  
School of Law  
University, Mississippi  
1968

Darl Jene Whitecotton  
Legal Director  
Southern Mississippi Economic  
Development District  
P. O. Box 2057  
719 W. Scooba Street  
Hattiesburg, Mississippi 39401  
1969

Bob Williamson  
Executive Director  
North Central Economic  
Development District  
P. O. Box 668  
Winona, Mississippi 38967  
1969, 1970

Joseph W. Yates, III  
Assistant Director  
South Delta Economic Development  
District, Inc.  
P. O. Box 833  
Greenville, Mississippi 38791  
1969

#### Missouri

John Croll  
Community Development Specialist  
723 Clark Hall  
University of Missouri  
Columbia, Missouri 65201  
1971

Arthur G. Gutfahr  
Executive Director  
S. Central Ozark Regional  
Planning Commission  
Williams Arcade  
West Plains, Missouri 65775  
1969

Cecil Junkins  
Industrial Development Specialist  
South Central Ozark Regional  
Planning Commission  
Economic Development Division  
West Plains, Missouri 63953  
1971

J. B. Martin  
Director  
Bootheel Economic Development  
Council  
P. O. Box 356  
Malden, Missouri 63863  
1969

Robert P. Pulliam  
Project Specialist  
Bootheel Economic Development  
District  
P. O. Box 356  
Malden, Missouri 63863  
1969

Philip Shelton  
Research Analyst  
Bootheel Economic Development  
Council  
P. O. Box 356  
Malden, Missouri 63863  
1969

Howard Ward  
Community Development Specialist  
Extension Division, University  
of Missouri  
Bootheel Economic Development  
Council  
Box 356  
Malden, Missouri 63863  
1969

Montana

Robert Harris  
Coordinator  
Inter-County Development Corporation  
of Southwestern Montana  
P. O. Box 1179  
Anaconda, Montana 59711  
1968

Dudley G. Trent  
Assistant Director  
Inter-County Development Corporation  
Of Southwestern Montana  
P. O. Box 1179  
Anaconda, Montana 59711  
1968

Nebraska

Jerry L. Bahr  
Economist  
Nebraska Department of  
Economic Development  
P. O. Box 94666  
State Capitol  
Lincoln, Nebraska 68509  
1970

Shirley D. Kling  
Economic Analyst  
Nebraska Dept. of Economic Development  
P. O. Box 94666  
State Capitol  
Lincoln, Nebraska 68509  
1971

Donald D. Jacobson  
Community Services Coordinator  
Nebraska Department of Economic  
Development  
P. O. Box 94666  
State Capitol  
Lincoln, Nebraska 68509  
1969

Thomas E. Parks  
Economics Intelligence Officer  
Industrial Development Division  
Nebraska Department of Economic  
Development  
P. O. Box 94666  
State Capitol  
Lincoln, Nebraska 68509  
1969

New Hampshire

Edward L. Schuette  
Associate Director  
New Hampshire-Vermont Development  
Council, Incorporated  
10 Allen Street  
Hanover, New Hampshire 03755  
1968, 1971

New Mexico

John W. Daly  
Director  
Community and Area Development  
Institute  
University of Albuquerque  
St. Joseph Place, N. W.  
Albuquerque, New Mexico 87105  
1968

New York

Karl L. Hofmann  
Executive Director  
Eastern Adirondack Economic  
Development Commission  
Box K  
Port Henry, New York 12974  
1968, 1970

John M. Ladd  
Executive Director  
Mohawk Valley Economic Development  
District, Inc.  
26 W. Main Street  
P. O. Box 86  
Mohawk, New York 13407  
1968, 1970

North Carolina

Paul G. Butler, Jr.  
Resources Analyst  
Southeastern Economic  
Development Commission  
Box 921  
Elizabethtown, North Carolina 28337  
1968

Paul D. Hughes  
Executive Director  
Isothermal Planning and  
Development Commission  
306 Ridgecrest Avenue  
Rutherfordton, North Carolina  
1970

Woodrow G. Fussell  
Executive Director  
Bladen County Industrial Development  
Commission  
P. O. Box 725  
Elizabethtown, North Carolina 28337  
1970

Frances Klemm  
Executive Director  
Southeastern Economic Development  
Commission  
P. O. Box 921  
Elizabethtown, North Carolina  
1968

Ormand L. Hamilton  
Project Manager  
Economic Development Center  
Western Carolina University  
Cullowhee, North Carolina 28723  
1970

Fred M. Lyda  
Project Manager  
Economic Development Center  
Western Carolina University  
Cullowhee, North Carolina 28723  
1970

John M. Marr  
Director  
Economic Development Center  
Western Carolina University  
Cullowhee, North Carolina 28723  
1971

James H. Moore  
Economic Development Planner  
Southeastern Economic Development  
Commission  
Box 921  
Elizabethtown, North Carolina 28337  
1970

John D. Noble  
Assistant Executive Director  
Neuse River Economic Development  
Commission  
P. O. Box 88  
New Bern, North Carolina  
1969, 1970

Robert W. Quinn  
Research Analyst  
Neuse River Economic  
Development Commission  
402 Tryon Place Drive  
Box 88  
New Bern, North Carolina 28560  
1969, 1970

Gordon S. Sanford  
Project Manager  
Economic Development Center  
Western Carolina University  
Cullowhee, North Carolina 28723  
1970

#### North Dakota

Dallas A. Brien  
Executive Director  
United Tribes of North Dakota  
Development Corporation  
P. O. Box 816  
Bismarck, North Dakota 58501  
1969 (2)

#### Ohio

Francis C. Balmert  
Assistant Director  
Ohio Valley Regional  
Development Commission  
Griffin Hall  
740 Second Street  
Portsmouth, Ohio 45662  
1969, 1970

Donald M. Buckley  
Executive Director  
Ohio Valley Regional  
Development Commission  
Griffin Hall  
740 Second Street  
Portsmouth, Ohio 45662  
1969, 1970

Thomas A. Closser  
Technical Aide  
Buckeye Hills-Hocking Valley Regional  
Development District  
Suite 325  
First National Bank Building  
Marietta, Ohio 45750  
1970, 1971

Judy Kay Ghent  
Office Manager  
Buckeye Hills-Hocking Valley  
Regional Development District  
Suite 325  
First National Bank Building  
Marietta, Ohio 45750  
1971

Floyd W. McMullen  
Planning Aide  
Ohio Valley Regional Development  
Commission  
Griffin Hall  
740 Second Street  
Portsmouth, Ohio 44662  
1970

Robert Nicholas  
Development Superintendent  
City of Marietta  
301 Putnam Street  
Marietta, Ohio 45750  
1971

Harry F. Smock  
Executive Director  
Tuscarawas Valley Regional  
Advisory Committee  
P. O. Box 66  
129 South Tenth Street  
Cambridge, Ohio 43725  
1971

Donald L. Watkins  
Commission Member  
Ohio Valley Regional Development  
Commission  
Griffin Hall  
740 Second Street  
Portsmouth, Ohio 45662  
1969

James F. Williams  
Acting Director  
Buckeye Hills-Hocking Valley  
Regional Development District  
325 First National Bank Bldg.  
Marietta, Ohio 45750  
1970

#### Oklahoma

Gene Dunnuck  
Economic Planner  
Northeast Counties of Oklahoma  
Economic Development District  
P. O. Box 591  
Vinita, Oklahoma 74301  
1968

Arthur P. Kelly  
Research Analyst  
Oklahoma Economic Development  
Foundation, Inc.  
1808 Newton Drive  
Norman, Oklahoma 73069  
1968

Hershel W. Lamirand  
Economic Planner  
Central Oklahoma Economic  
Development District  
612 Federal National Bank  
Building  
Shawnee, Oklahoma 74801  
1968

Noel A. Mann  
Development Specialist  
Southern Oklahoma Development  
Association  
P. O. Box 3125  
Ardmore Industrial Airpark  
Ardmore, Oklahoma 73401  
1971

O. R. Smith  
Director Training Systems  
Central Oklahoma Economic  
Development District  
16 E. North Street  
Shawnee, Oklahoma 74801  
1971

Charles W. Wood  
Staff Assistant  
Kiamichi Economic Development  
District of Oklahoma  
Eastern Oklahoma State College  
Wilburton, Oklahoma  
1969

Albert C. Young, Jr.  
Economic Planner  
Eastern Oklahoma Economic  
Development District  
P. O. Box 1367  
Muskogee, Oklahoma 74401  
1970

#### Oregon

David R. Brashears  
Planning Director/Secretary  
Planning Office  
Josephine County Regional Planning  
Commission  
130 N. W. "B" Street  
Grants Pass, Oregon 97526  
1970

#### Pennsylvania

Gerald Johnson  
Executive Director  
Northern Tier Economic Development  
Association, Inc.  
Court House Annex  
Towanda, Pennsylvania 18848  
1968, 1969

Jerome T. McCormack  
Development Coordinator  
Economic Development Council of  
North East Pennsylvania  
704 First National Bank Building  
Wilkes-Barre, Pennsylvania 18701  
1970

Robert Meehan  
Economic Development Council  
of Northeastern Pennsylvania  
P. O. Box 777  
Avoca, Pennsylvania  
1971

Kenneth W. Salem  
Economist-Planner  
Turnpike District Planning &  
Development Commission  
1200 11th Avenue  
Altoona, Pennsylvania 16601  
1970

James R. Showrank  
Project Coordinator  
Southwestern Pa. Economic  
Development District  
1022 Park Building  
Pittsburgh, Pennsylvania 15222  
1971

#### South Carolina

Jack E. Alumbaugh  
Development Coordinator  
Upper Savannah Development  
District  
P. O. Box 1244  
Greenwood, South Carolina 29646  
1970

Robert H. Griffith  
Assistant Director  
Pee Dee Economic Development  
District  
P. O. Box 205  
Darlington, South Carolina 29532  
1969

John E. Hughes  
Administrator, EDA-Technical  
Assistance Project  
South Carolina State Development  
Board  
P. O. Box 927  
Columbia, South Carolina 29202  
1970

Richard Mauney  
Executive Director  
Pee Dee Economic Development  
District  
P. O. Box 205  
Darlington, South Carolina 29532  
1968

James H. McElmurray  
Director Member Services and  
Rural Development  
Aiken Electric Cooperative, Inc.  
P. O. Box 417  
Aiken, South Carolina 29801  
1969

Gerald C. McKinney  
Project Coordinator  
Upper Savannah Development District  
Greenwood, South Carolina 29646  
1970

Michael R. Paige  
Regional Planner  
Lower Savannah Regional PDC  
P. O. Box 850  
Aiken, South Carolina 29801  
1969

Gerald C. Poss, Jr.  
Planner  
South Carolina Appalachian Regional  
Planning & Development Commission  
P. O. Box 4184 - 44F  
Pine Drive  
Greenville, South Carolina  
1970

South Dakota

Jill Sheppard  
Senior Clerk  
State Planning Agency  
State Capitol Building  
Pierre, South Dakota 57501  
1971

Tennessee

John W. Anderson, Jr.  
Executive Director  
East Tennessee Economic  
Development District  
1810 Lake Avenue  
Knoxville, Tennessee 37916  
1968

James R. Annis  
Field Representative  
University of Tennessee  
Technical Assistance Center  
907 Mountcastle Street  
Knoxville, Tennessee 37916  
1970

Jack R. Bohanon  
Regional Economist  
First Tennessee-Virginia  
Development District  
Box 2779  
East Tennessee State University  
Johnson City, Tennessee 37601  
1969

Alex Boris  
East Tennessee Economic Develop-  
ment District, Inc.  
1810 Lake Avenue  
Knoxville, Tennessee 37916  
1970

James T. Brothers  
Consultant  
University of Tennessee  
Technical Assistance Center  
907 Mountcastle Street  
Knoxville, Tennessee 37916  
1971

William G. Butler  
Industrial Development Specialist  
Upper Cumberland Economic Develop-  
ment District  
c/o Tennessee Technological  
University  
Cookeville, Tennessee 38501  
1969

Richard J. Curran, Jr.  
Regional Economist  
Mid-Cumberland Council of  
Governments  
226 Capitol Blvd.  
Suite 708  
Nashville, Tennessee 37219  
1970

Phil D. Duane  
Economic Developer  
Upper Cumberland Economic  
Development District  
Box 7-A  
Cookeville, Tennessee 38501  
1969

Robert E. Freeman  
Assistant Director  
East Tennessee Economic Development  
District  
1810 Lake Avenue  
Knoxville, Tennessee 37916  
1969

John Heffernan  
Research Coordinator  
First Tennessee-Virginia  
Development District  
Box 2779  
East Tennessee State University  
Johnson City, Tennessee 37601  
1970

Edward L. Jennings  
Executive Director  
Mid-Cumberland Council of Governments  
and Mid-Cumberland Development Dist.  
Suite 708  
Capitol Blvd. Building  
226 Capitol Blvd.  
Nashville, Tennessee 37219  
1969

Nola Jones  
Monroe Industrial Development  
Association  
P. O. Box 127  
Madisonville, Tennessee 37354  
1970

Charles W. Mann  
Director of Research and  
Economist  
Southeast Tennessee Development  
District  
423 James Building  
Chattanooga, Tennessee 37402  
1971

Peter Maynard  
East Tenn. Economic Development Dist.  
1810 Lake Avenue  
Knoxville, Tennessee 37916  
1971

Marguerite T. McLoughlin  
Economist  
Tennessee Valley Authority  
704 Arnstein Building  
Knoxville, Tennessee 37902  
1971

Treasa L. Newton  
Programs Coordinator  
Southeast Tennessee Development  
District  
Suite 423  
James Building  
Chattanooga, Tennessee 37402  
1971

Richard L. Partin  
Director  
Grundy County Economic  
Development Administration  
Tracy City, Tennessee  
1968

Ronald P. Saylor  
Assistant Director  
Southeast Tennessee Development  
District  
423 James Building  
Chattanooga, Tennessee 37402  
1971

Donald S. Wakefield  
Executive Director  
Upper Cumberland Economic and  
Resources Development District  
Box 152-A  
Tennessee Technological University  
Cookeville, Tennessee 38501  
1968, 1969

Clenton J. Smith  
Project Coordinator  
East Tennessee Economic Development Dist.  
1810 Lake Avenue  
Knoxville, Tennessee 37916  
1969

Joy Howlene Trapp  
Regional Planner  
East Tennessee Economic Development  
District  
1810 Lake Avenue  
Knoxville, Tennessee 37916  
1969

#### Texas

Richard Bullock  
Coastal Bend Economic  
Development District  
4225 South Port Avenue  
Corpus Christi, Texas  
1968, 1969

Amando Garza, Jr.  
Deputy Director  
South Texas Council of Governments  
1102 Victoria Street  
P. O. Box 1365  
Laredo, Texas 78040  
1970

J. C. Cooley  
Alamo Area Council of  
Governments  
422 Three Americas Building  
San Antonio, Texas 78205  
1970

Emillio F. Gutierrez  
Executive Director  
Southwest Texas Regional Economic  
Development District  
P. O. Box 1365  
Laredo, Texas 78040  
1970

Dempsey J. Duprie  
Executive Director  
Coastal Bend Economic  
Development District  
4225 South Port Avenue  
Corpus Christi, Texas 78415  
1968

Preston M. Hays  
Executive Director  
Central Texas Economic  
Development District  
P. O. Box 4408  
Waco, Texas 76705  
1971

William H. Junghans, Jr.  
Assistant Director  
Community Resources Development  
Central Texas Economic  
Development District  
P. O. Box 4408  
Waco, Texas 76705  
1971

Richard McVay  
Economic Planner  
Lower Rio Grande Valley Development  
Council  
411 First National Bank Building  
McAllen, Texas 78501  
1968

Gerald A. Nafe  
Assistant Director  
Central Texas Economic  
Development District  
James Connally Technical Institute  
Waco, Texas 76705  
1969 (2)

Geofrey Schwer  
Manpower Research Specialist  
Central Texas Economic Development Dist.  
c/o Connally Technical Institute  
Waco, Texas 76705  
1968, 1970

Lula M. Tremar  
P. O. Box 4408  
Central Texas Economic  
Development District  
Waco, Texas 76705  
1971

Charlene T. Walker  
Research Analyst  
Coastal Bend Economic Development  
District  
4225 South Port Avenue  
Corpus Christi, Texas 78415  
1971

#### Vermont

Robert McLeod  
Assistant Director  
Regional Programs Administration  
Agency of Development & Community  
Affairs  
State House  
Montpelier, Vermont 05602  
1971

#### Virginia

Douglas R. Carr  
Assistant Director  
Southside Planning District  
Commission  
101 Church Street  
Lawrenceville, Virginia 23868  
1970

Larry Carr  
Economic Planner  
Cumberland Plateau Planning  
District  
P. O. Box 548  
Lebanon, Virginia  
1969

Andrew Chafin  
Executive Director  
Cumberland Plateau Economic  
Development District  
Box 548  
Lebanon, Virginia 24266  
1969 (2)

Edward F. Parcha  
Executive Director  
Central Shenandoah Planning  
District Commission  
P. O. Box 1337  
Staunton, Virginia 24401  
1971

Benjamin Saunders, Jr.  
Regional Planner  
Richmond Regional Planning  
District Commission  
701 East Franklin Street  
Suite 810  
Richmond, Virginia 23219  
1970

Carolyn Janette Tribble  
Research Technician  
Richmond Regional Planning  
District Commission  
7th & Franklin Building  
Suite #810  
Richmond, Virginia 23219  
1970

Charles Yates  
Deputy Director  
Cumberland Plateau Economic  
Development Commission  
Box 548  
Lebanon, Virginia 24266  
1968, 1969

Washington, D. C.

S. K. Bilinski, Dr.  
Senior Regional Economist  
Area & District Planning Division  
Office of Development Organizations  
Economic Development Administration  
Room 410  
Page Building #2  
3300 Whitehaven Roadway, N. W.  
Washington, D. C. 20016  
1969, 1970

Koder M. Collison  
Director  
Industrial Development  
Appalachian Regional Commission  
1666 Connecticut Avenue, N. W.  
Washington, D. C. 20235  
1970

Charles W. Fortson, Jr.  
Program Officer  
District Support Division  
Office of Development Districts  
Economic Development Administration  
Washington, D. C. 30230  
1968

John J. Garber  
Loan Officer  
Office of Development Community  
Assistance  
1441 L Street, N. W.  
Room 818  
Washington, D. C. 30230  
1969

Michael Gemmel  
Research Assistant  
National Association of Counties  
1001 Connecticut Avenue, N. W.  
Washington, D. C. 30230  
1968

Daniel Harrington  
Senior Project Officer  
Industrial and Resources Project  
Division  
Office of Technical Assistance  
Economic Development Administration  
Department of Commerce  
Washington, D. C. 30230  
1970

Arthur Haubold  
Office of Technical Assistance  
Economic Development Administration  
Department of Commerce  
Washington, D. C. 30230  
1970

John Hopkins  
Office of Technical Assistance  
Economic Development Administration  
Department of Commerce  
Washington, D. C. 30230  
1970

Carleton Lett  
General Business & Industry  
Specialist  
Community Liaison Division  
Office of Community Development  
Small Business Administration  
Washington, D. C. 20416  
1970

Mel D. Powell  
Director of Contract Research  
National Association of Counties  
1001 Connecticut Avenue, N. W.  
Washington, D. C. 30230  
1968

Howard Reizenstein  
Project Officer  
Industrial & Resources Project  
Division  
Office of Technical Assistance  
Economic Development Administration  
Department of Commerce  
Washington, D. C. 30230  
1970

Richard L. Walton  
Industrial Economist  
Office of Program Planning  
Economic Development Administration  
Washington, D. C. 20030  
1970

William Winter  
Research Assistant  
National Association of Counties  
1001 Connecticut Avenue, N. W.  
Washington, D. C. 30230  
1968

#### West Virginia

Lynn C. Baker  
Project Assistant  
Southern West Virginia Economic  
Development Corporation  
P. O. Box 936  
Bluefield, West Virginia 24701  
1970

B. B. Brown, Jr.  
Administrative Assistant to  
Executive Director  
Southern West Virginia Economic  
Development Corporation  
P. O. Box 936  
Bluefield, West Virginia 24701  
1968 (2)

Rosie Dalton  
Executive Secretary  
Southern West Virginia Planning  
& Development Commission  
P. O. Box 936  
Bluefield, West Virginia 24701  
1970

Joyce Y. Fowler  
Executive Secretary  
Southern West Virginia Planning  
& Development Commission  
Bluefield, West Virginia 24701  
1970

Thomas C. Gannaway  
Executive Director  
Southern West Virginia Economic  
Development Corporation  
P. O. Box 936  
Bluefield, West Virginia 24701  
1968

Bob R. Hilmon  
Human Resources Specialist  
Southern West Virginia Economic  
Development Corporation  
P. O. Box 936  
Bluefield, West Virginia 24701  
1968

Robert Wilson  
Mid-Eastern Area Office  
Economic Development Administration  
Chafin Building  
517 9th Street  
Huntington, West Virginia 25701  
1969 (2)

Wisconsin

George C. Berteau  
Executive Director  
Kenosha County Development  
Corporation  
Kenosha County Court House  
Kenosha, Wisconsin 53140  
1969

Appendix 5

ORGANIZATIONS FURNISHING PARTICIPANTS  
TO TRAINING PROGRAMS IN ECONOMIC DEVELOPMENT  
DURING 1968-1971

Economic Development Districts  
and Related Local and District Development Groups

	68- 69	69- 70	70- 71	Total
<u>Alabama</u>				
Coosa Valley Planning Agency	-	-	3	3
Southeast Alabama Economic Development District	-	-	1	1
Tuscaloosa Area Council of Local Governments	-	-	2	2
<u>Arizona</u>				
IDDA Apache Planning Area	1	-	-	1
IDDA Northwest Planning Area	1	-	-	1
<u>Arkansas</u>				
Central Arkansas Economic Development District	-	-	1	1
East Arkansas Planning & Development District	-	-	5	5
North Central Arkansas Economic Development District	1	1	3	5
Northwest Arkansas Economic Development District	1	1	1	3
Southeast Arkansas Economic Development District	-	-	1	1
West Central Arkansas Planning & Development District	-	-	1	1
Western Arkansas Economic Development District	-	6	3	9
<u>Colorado</u>				
Southern Colorado Economic Development Division	2	1	-	3
<u>Connecticut</u>				
Norwich Community Development, Inc.	-	-	1	1
<u>Florida</u>				
Escambia-Santa Rosa Regional Planning Council	-	-	1	1
Northwest Florida Development Council	2	-	-	2
<u>Georgia</u>				
Atlanta Regional Metropolitan Planning Commission	-	-	2	2
Central Savannah River Area Planning & Development Commission	1	1	-	2
Chattahoochee-Flint Area Planning & Development Commission	1	-	-	1

	68- 69	69- 70	70- 71	Total
<u>Georgia, continued</u>				
Coastal Area Planning & Development Commission	-	3	-	3
Georgia Mountains Planning & Development Commission	1	-	3	4
Heart of Georgia Area Planning & Development Commission	2	-	-	2
McIntosh Trail Area Planning & Development Commission	-	-	1	1
Metropolitan Atlanta Council of Local Governments	-	-	1	1
Middle Georgia Area Planning Commission	1	-	-	1
Northeast Georgia Area Planning & Development Commission	1	1	2	4
Oconee Area Planning and Development Commission	-	1	-	1
Slash Pine Area Planning & Development Commission	-	2	-	2
Southwest Georgia Planning & Development Commission	1	-	2	3
Troup County Planning Commission	1	-	-	1
West Central Georgia Area Planning & Development Commission	1	-	-	1
<u>Idaho</u>				
Clearwater Economic Development Association, Inc.	1	-	-	1
<u>Illinois</u>				
Southeastern Illinois Regional Planning & Develop- ment Commission	-	-	1	1
White-Edwards-Wabash Regional Planning Commission	-	-	1	1
<u>Indiana</u>				
West Central Indiana Economic Development District	1	2	1	4
<u>Kentucky</u>				
Barren River Development District	1	1	-	2
Buffalo Trace Area Development District	-	-	1	1
Cumberland Valley Area Development District	-	-	1	1
FIVCO Area Development Council	-	3	1	4
Green River Area Development District	-	-	1	1
Kentucky River Area Development District	-	-	3	3
Lincoln Trail Economic Development District	2	-	-	2
Pennyryle Area Development District	-	-	2	2
Purchase Area Development District, Inc.	-	-	2	2
<u>Louisiana</u>				
Calcasieu County Regional Planning Commission	-	-	1	1
Capital Economic Development District Council, Inc.	1	2	-	3
Coordinating & Development Council of Northwest Louisiana	-	-	2	2

	<u>68-</u> <u>69</u>	<u>69-</u> <u>70</u>	<u>70-</u> <u>71</u>	<u>Total</u>
<u>Louisiana, continued</u>				
Evangeline Economic Development District	-	1	-	1
Kisatchie-Delta Economic Development District	-	2	6	8
North Delta Economic Development District	-	-	1	1
<u>Maine</u>				
PRIDE, Inc.	-	1	-	1
<u>Maryland</u>				
Delmarva Advisory Council	1	-	-	1
<u>Massachusetts</u>				
Lower Pioneer Valley Regional Planning Commission	-	-	2	2
Southeastern Regional Planning & Economic Development District	-	1	-	1
<u>Michigan</u>				
Central U. P. Economic Development District	-	1	-	1
Dickinson-Iron County Community Action Agency	-	-	2	2
East Central Michigan Economic Development District	-	2	1	3
Northeast Michigan Economic Development District	-	1	-	1
Northwest Michigan Economic Development District	1	1	-	2
Upper Peninsula Committee for Area Progress	1	-	-	1
Western U. P. Economic Development District	-	1	-	1
<u>Minnesota</u>				
Arrowhead Regional Development Commission	4	1	1	6
<u>Mississippi</u>				
Central Mississippi Economic Development District	-	2	-	2
East Central Economic Development District, Inc.	1	-	2	3
Economic Development District of Central Mississippi	-	-	1	1
Golden Triangle Planning & Development District	-	-	2	2
North Central Economic Development District	-	1	2	3
Northern Economic Development District, Inc.	1	-	-	1
Pontotoc County Economic Development Planning Agency	1	-	-	1
South Delta Economic Development District	4	1	1	6
Southern Mississippi Economic Development District	2	1	2	5
Southwest Mississippi Economic Development District	-	1	-	1
Three Rivers Economic Development District	-	-	2	2
Tippah County Resource Development Association, Inc.	1	-	-	1

	<u>68-</u> <u>69</u>	<u>69-</u> <u>70</u>	<u>70-</u> <u>71</u>	<u>Total</u>
<u>Missouri</u>				
Bootheel Economic Development Council	2	2	-	4
South Central Ozark Regional Planning Commission	-	1	1	2
<u>Montana</u>				
Inter-County Development Corporation of Southwestern Montana	2	-	-	2
<u>New Hampshire</u>				
New Hampshire-Vermont Development Council, Inc.	1	-	1	2
<u>New York</u>				
Eastern Adirondack Economic Development Commission	1	-	1	2
Mohawk Valley Economic Development District, Inc.	1	-	1	2
<u>North Carolina</u>				
Bladen County Industrial Development Commission	-	1	-	1
Isothermal Planning & Development Commission	-	-	1	1
Neuse River Economic Development Commission	1	1	2	4
Southeastern Economic Development Commission	2	-	1	3
<u>North Dakota</u>				
United Tribes of North Dakota Development Corporation	-	2	-	2
<u>Ohio</u>				
Buckeye Hills-Hocking Valley Regional Development Dist.	-	1	3	4
Ohio Valley Regional Development Commission	1	2	3	6
<u>Oklahoma</u>				
Central Oklahoma Economic Development District	1	-	1	2
Eastern Oklahoma Economic Development District	-	-	1	1
Kiamichi Economic Development District of Oklahoma	-	1	-	1
Northeast Counties of Oklahoma Economic Development District	1	-	-	1
Southern Oklahoma Development Association	-	-	1	1
<u>Oregon</u>				
Josephine County Regional Planning Commission	-	-	1	1
<u>Pennsylvania</u>				
Economic Development Council of North East Pennsyl- vania	-	1	1	2

	<u>68-</u> <u>69</u>	<u>69-</u> <u>70</u>	<u>70-</u> <u>71</u>	<u>Total</u>
<u>Pennsylvania, continued</u>				
Northern Tier Economic Development Association, Inc.	1	1	-	2
Southwestern Pennsylvania Economic Development Dist.	-	-	1	1
Turnpike District Planning & Development Commission	-	1	-	1
<u>South Carolina</u>				
Lower Savannah Regional Planning & Development Commission	-	1	-	1
Pee Dee Economic Development District	1	1	-	2
South Carolina Appalachian Regional Planning & Development Commission	-	-	1	1
Upper Savannah Development District	-	-	2	2
<u>Tennessee</u>				
East Tennessee Economic Development District	2	2	2	6
First Tennessee-Virginia Development District	-	1	1	2
Grundy County Economic Development Administration	1	-	-	1
Mid-Cumberland Council of Governments and Mid-Cumberland Development District	-	2	-	2
Monroe Industrial Development Association	-	-	1	1
Southeast Tennessee Development District	-	-	3	3
Upper Cumberland Economic Development District	3	1	-	4
<u>Texas</u>				
Alamo Area Council of Governments	-	-	1	1
Central Texas Economic Development District	1	3	4	8
Coastal Bend Economic Development District	2	1	1	4
Lower Rio Grande Valley Development Council	1	-	-	1
South Texas Council of Governments	-	-	1	1
Southwest Texas Regional Economic Development District	-	1	-	1
<u>Virginia</u>				
Cumberland Plateau Economic Development Corporation	2	2	-	4
Richmond Regional Planning District Commission	-	-	2	2
Southside Planning District Commission	-	-	1	1
<u>West Virginia</u>				
Southern West Virginia Economic Development Corporation	5	1	2	8
<u>Wisconsin</u>				
Kenosha County Development Corporation	1	-	-	1

	<u>68-</u> <u>69</u>	<u>69-</u> <u>70</u>	<u>70-</u> <u>71</u>	<u>Total</u>
TOTAL: Economic Development Districts and Related Groups	74	73	118	265

EDA Agency Personnel

Office of Development Organizations	1	3	-	4
North Central Area Office (EDA)	2	-	-	2
Office of Technical Assistance	-	-	4	4
Mid-Eastern Area Office (EDA)	-	2	-	2
Southeastern Area Office (EDA)	-	-	1	1
	<hr/>	<hr/>	<hr/>	<hr/>
TOTAL: EDA Agency Personnel	3	5	5	13

Universities

Georgia Institute of Technology	1	4	1	6
University of Kentucky	1	-	1	2
Mississippi Research & Development Center	-	-	1	1
University of Mississippi	1	-	-	1
University of Missouri	-	-	1	1
University of New Mexico	1	-	-	1
Southern University (Louisiana)	-	-	1	1
University of Tennessee	-	-	2	2
Western Carolina University (North Carolina)	-	2	2	4
	<hr/>	<hr/>	<hr/>	<hr/>
TOTAL: Universities	4	6	9	19

State Agencies

Arkansas Planning Commission	1	-	3	4
Delaware Bureau of Industrial Development	-	-	2	2
Florida Department of Commerce	-	-	5	5
Georgia State Planning Bureau	-	3	-	3
Kentucky Program Development Office	-	-	1	1
Maryland Department of Economic Development	-	1	-	1
Michigan Economic Opportunity Office	-	1	-	1
Michigan Office of Economic Expansion-Department of Commerce	-	1	-	1
Minnesota Department of Iron Range Resources	-	-	1	1
Nebraska Department of Economic Development	-	2	1	3
Oklahoma Economic Development Foundation	-	-	1	1
South Carolina State Development Board	-	-	1	1
South Dakota State Planning Agency	-	-	1	1
Vermont Agency of Development and Community Affairs	-	-	1	1
	<hr/>	<hr/>	<hr/>	<hr/>
TOTAL: State Agencies	1	8	17	26

	<u>68-</u> <u>69</u>	<u>69-</u> <u>70</u>	<u>70-</u> <u>71</u>	<u>Total</u>
<u>Other Groups</u>				
Aiken Electric Cooperative, Inc. (South Carolina)	-	1	-	1
Alabama Public Library Service	-	-	1	1
Appalachian Regional Commission	-	-	1	1
Central Shenandoah Planning District Commission	-	-	1	1
City of Marietta, Ohio	-	-	1	1
Montachusett Regional Planning Commission (Mass.)	-	-	1	1
National Association of Counties Research Foundation	3	-	-	3
Small Business Administration, Office of Community Development	1	-	1	2
Spindletop Research	-	-	1	1
Tennessee Valley Authority	-	-	1	1
Tuscarawas Valley Regional Advisory Committee (Ohio)	-	-	1	1
	<hr/>	<hr/>	<hr/>	<hr/>
TOTAL: Other Groups	4	1	9	14

	<u>68-</u> <u>69</u>	<u>69-</u> <u>70</u>	<u>70-</u> <u>71</u>	<u>Total</u>
<u>Summary</u>				
Economic Development Districts and Related Groups	74	73	118	265
EDA Agency Personnel	3	5	5	13
Universities	4	6	9	19
State Agencies	1	8	17	26
Other Groups	4	1	9	14
	<hr/>	<hr/>	<hr/>	<hr/>
GRAND TOTAL	86	93	158	337

Appendix 6  
PROGRAM EVALUATION FORM

MEMORANDUM

TO: Participants of the Advanced Executive Training Program  
FROM: Program Director  
SUBJECT: Program Evaluation

A major objective of all the training activities conducted by the Industrial Development Division is to provide sponsoring agencies with tested, evaluated, and validated programs of instruction in the field of economic development. One method of measuring the effectiveness of instruction is through the means of random appraisals of instruction made and submitted by participants. Such appraisals provide a valuable basis for reviewing and revising programs of instruction so that specific areas of instruction may be kept current and teaching techniques improved.

We recognize that no single training or orientation program can fully meet all program and individual needs in the field of economic development. We also are aware that the environments in which participants of this program operate will be reflected in comments concerning the objectives and effectiveness of the Advanced Executive Training Program. However, we believe that well considered comments will be of substantial benefit to us in the further development of economic development training programs.

Comments concerning specific periods of instruction may be made on the attached worksheet. When made, comments ought to be noted during or immediately following the instruction commented upon. Later, the comments should be reviewed in context with other periods of instruction and the Program Concept. Please feel free to cross out or change initial comments if you feel that changes should be made.

We are particularly interested in the following points:

- a. Is the instruction attaining stated program objectives?
- b. Are the stated objectives valid?
- c. Is the instruction effective?
- d. Is the program structured properly for effective learning?

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

GENERAL EVALUATION

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

1. In future programs, would you recommend that any periods of instruction listed in the Program Concept be dropped from the period? ( ) Yes ( ) No

If yes, which should be dropped, and why? \_\_\_\_\_

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2. Do you feel that the approach, emphasis, or content of any of the lessons should be revised in future programs? ( ) Yes ( ) No

If yes, what changes should be made? \_\_\_\_\_

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3. Do you feel that any other subject matter should be added to the program? ( ) Yes ( ) No

If yes, what subjects would be added, and why? \_\_\_\_\_

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

a. Length of program: \_\_\_\_\_

\_\_\_\_\_

b. Sequence of instruction: \_\_\_\_\_

\_\_\_\_\_

c. Methods of instruction: \_\_\_\_\_

\_\_\_\_\_

d. Effectiveness of instruction: \_\_\_\_\_

\_\_\_\_\_

5. What do you consider to be the principal strengths and weaknesses of the program? \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

6. What was the principal value of the program to you? \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

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

\_\_\_\_\_

\_\_\_\_\_

8. Other comments, reactions, and suggestions: \_\_\_\_\_

\_\_\_\_\_

## LESSON EVALUATION

Indicate in the appropriate column following each scheduled course your evaluation of the program content, applicability of the subject matter to your needs and overall quality of presentation (where it can be measured). Use the following scale in recording your evaluation: 1--poor; 2--fair; 3--good; 4--excellent.

<u>Lessons</u>	<u>Contents</u>	<u>Applicability to Your Needs</u>	<u>Quality of Presentation</u>
AE(EDA)1.1	Orientation		
AE(EDA)2.1	Alternatives in the Formulation of Regional Economic Development Strategies		
AE(EDA)2.2	Alternatives in the Formulation of Regional Economic Development Strategies		
AE(EDA)3.1	Individual or Group Research Project		
AE(EDA)4.1	Economic Development Technology		
AE(EDA)5.1	Flow Charting: A Logic and Communication Medium for Planning and Develop- ment		
AE(EDA)6.1	Problems Involved in Program Forecasting and Evaluation		
AE(EDA)3.2	Individual or Group Research Project		
AE(EDA)7.1	Scientific Tools for Economic Analysis and Program Management		
AE(EDA)3.3	Individual or Group Research Project		

<u>Lessons</u>	<u>Contents</u>	<u>Applicability to Your Needs</u>	<u>Quality of Presentation</u>
AE(EDA)8.1	Program Scheduling and Evaluation: A Practical PERT Exer- cise		
AE(EDA)9.1	Analytical Interpre- tation and Evaluation of Research Reports		
AE(EDA)10.1	EDD Staff Organization and Management		
AE(EDA)3.4	Individual or Group Research Project		
AE(EDA)2.3	Regional Economic and Industrial Development Strategy		
AE(EDA)3.5	Individual Research Project		
AE(EDA)3.6	Reports on Individual Research Projects		
AE(EDA)1.2	Program Critique		

Appendix 7  
TYPICAL TRAINING PROGRAM RESPONSE LETTERS

# Northeast Michigan Regional Planning And Development Commission



● *Progress Through Planning*

118 SOUTH THIRD STREET — ROGERS CITY, MICHIGAN 49779

Phone (517) 734-2178

February 20, 1970

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

Dear Bob:

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

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

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

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

Sincerely,

JLW:em  
CC: Tom Francis

James L. Williams,  
Executive Director

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

March 3, 1970

Mr. Robert Collier  
Industrial Development Division  
Engineering Experiment Station  
Georgia Institute of Technology  
1132 Peachtree Street, N.W.  
Atlanta, Georgia 30309

Dear Bob,

Permit me this means to express my gratitude to you and your staff for the work which you all incurred in setting up and producing the economic and industrial development seminar which I attended February 8-20, 1970.

I feel that you all are going to secure greater results from the subsequent one-week sessions. Two weeks are mighty long!

I have not had the opportunity to completely review my notes. However, I plan to do so within the next few days. Any further suggestions which I may have, I will forward to you for your consideration.

Let me take this opportunity to say that I.D.D. has a bright future with such individuals on your staff as the three newest members whom I met while in Atlanta.

If you should journey up to "Music City, U.S.A." be sure to stop in our office.

Sincerely yours,

Richard J. Curran, Jr.  
Regional Economist



RJC/rjl

HON. NORBERT T. TIEMANN  
GOVERNOR

JAMES W. MONROE  
DIRECTOR



June 29, 1970

Reply to: Industrial Research and  
Information Service  
Box 94666 - State Capitol  
Lincoln, NB 68509

Mr. Robert E. Collier, Director  
Development District Staff  
Training Unit  
Industrial Development Division  
1132 West Peachtree Street  
Atlanta, Georgia 30309

Dear Mr. Collier:

I would like to congratulate you on the effectiveness and the expertise with which the Industrial Development Training Program was carried out. I am sure this program will have a beneficial effect upon my work, especially in our assistance to communities and EDA districts in our State.

Sincerely,

*Herry* L. Bahr,  
Economist

JLB:ch

1201 NOBLE ST.  
Second Floor  
Office 208

**COOSA VALLEY PLANNING AGENCY**

P.O. BOX 1584  
ANNISTON, ALABAMA 36201

January 25, 1971

SAM F REYNO  
Executive Director  
205 237 6741

Mr. Robert B. Cassell, Director  
Development District Staff Training Unit  
Georgia Institute of Technology  
Engineering Experiment Station  
Industrial Development Division  
1132 West Peachtree Street  
Atlanta, Georgia 30309

Dear Bob:

I am sorry I had to leave your class early Friday and it appeared I started a stampede. I wish to reiterate what I told you personally. The Industrial Development course is a good one and I derived great benefit from it. Let us hope I can implement your instructions. Your personal concern for the students and your enthusiasm for the subject were evident.

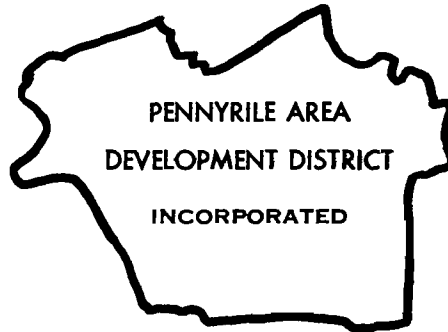
Thanking you and your staff for the week, I am

Very truly yours,

R. Warren McCord  
Director of Local  
Assistance

RWMcC: bfg

CALDWELL  
CHRISTIAN  
CRITTENDEN  
HOPKINS  
LIVINGSTON



LYON  
MUHLENBERG  
TODD  
TRIGG

138 North Virginia Street  
HOPKINSVILLE, KENTUCKY 42240  
Telephone 502 - 886-9484

June 29, 1970

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

Dear Bob:

In the last four years I have attended many so-called government contract training programs. Most were poorly planned, poorly presented and frankly were a waste of my time and the government's money. And to be honest I sort of expected the same thing when I got to Atlanta. However, I would like to say that last week was the most informative session that I have ever attended. The content of the instruction and the quality of the presentation was excellent. The instructors were not teaching from theories out of a book but presented actual experiences that they had encountered. The instruction was "down-to-earth" and was easily understood, even by one such as myself.

I would like to thank you for the information that I received and I can assure you that I will recommend to my Board of Directors of the Pennyriple Area Development District that full utilization of the training program would be of great benefit to our District. I look forward to attending other sessions that you are sponsoring.

Yours Truly,

DWS/ekj

David W. Shore  
Economic Planner

SOUTHWESTERN PENNSYLVANIA ECONOMIC DEVELOPMENT DISTRICT  
PARK BUILDING

PITTSBURGH, PA. 15222

February 25, 1971

Georgia Institute of Technology  
Industrial Development Division  
1132 W. Peachtree, N. W.  
Atlanta, Georgia 30309

Attention: Mr. Roger Sund

Dear Roger:

I am writing you concerning the program for Planning Technicians sponsored by the Georgia Institute of Technology from February 16th through the 19th.

The program had a good deal of value to me.

- a) The presentation of the materials was truly professional.
- b) The material itself was meaningful.
- c) The overall program was excellent.

I have recommended to our Director that he attend the executives training session and that any additional staff personnel be given the advantage of the training seminars similar to this one.

Thanks again.

Sincerely,

James R. Showrank  
Project Coordinator

JRS:geh

cc: Mr. Ross Hammond, Division Chief

East Central  
Economic Development District, Inc.

P. O. BOX 497 • PHONE (601) • 683-2007

Newton, Mississippi 39345

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LAMAR YOUNGBLOOD  
TREASURER

March 19, 1971

INFORMATION COPY

Mr. Arnold Liebowitz  
Director of Technical Assistance  
Economic Development Administration  
U. S. Department of Commerce  
Washington, D. C. 20230

Dear Mr. Liebowitz:

It is our understanding that Georgia Tech's one-year grant from EDA to provide training programs for Economic Development District staffs will terminate March 31, 1971. My staff participated in these programs, and we have found them to be both interesting and beneficial. The training sessions were well conducted and provided useful information as well as providing a forum for exchanging ideas among staff members from various parts of the Country. Training with such a widely representative group also enhances those more informal exchanges of opinions and experiences which take place outside the classroom.

We feel that this is a very commendable program and should be strongly considered for refunding. It has been our pleasure and privilege to take advantage of these programs in the past, and we hope to have the opportunity to continue to do so.

Very cordially yours,

Colbert Crowe  
Executive Director

CC:mab

MAR 22 1971

Clarke . Jasper . Kemper . Lauderdale . Leake . Neshoba . Newton . Scott . Smith



# ECONOMIC DEVELOPMENT COUNCIL of NORTHEASTERN PENNSYLVANIA

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

(717) 824-78

DONALD D. MOYER, Executive Director

March 25, 1970

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

Dear Bob:

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

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

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

Sincerely,

Jerome F. McCormack  
Development Coordinator

JFM:amk

Enclosure

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**SOUTHERN MISSISSIPPI  
ECONOMIC DEVELOPMENT  
DISTRICT**



November 7, 1969

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

Dear Mr. Collier:

Re: Basic Economic Development Program  
October, 1969

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

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

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

With all good wishes, I am

Sincerely yours,

D. JENE WHITCOTTON  
Legal Director