Project Title: Plan and Conduct Seminars Based on A Methodology Handbook: Evaluating Economic Development Programs

Project No: A-2279

Project Director: Mr. R. B. Cassell

Sponsor: AIDC Educational Foundation

Agreement Period: From 10/18/78 Until 10/17/79

Type Agreement: Std. Ind. Agree. dtd. 10/18/78

Amount: $30,000

Reports Required: Quarterly Reports

Sponsor Contact Person (s):

Technical Matters

Contractual Matters (thru OCA)

Mr. Richard Preston
AIDC Educational Foundation
66 Railroad Ave.
Box 474
South Hamilton, Massachusetts 09182

Defense Priority Rating:

Assigned to: Technology & Development (School/Laboratory)

COPIES TO:

Project Director
Division Chief (EES)
School/Laboratory Director
Dean/Director—EES
Accounting Office
Procurement Office
Security Coordinator (OCA)/Reports Coordinator (OCA)

Library, Technical Reports Section
EES Information Office
EES Reports & Procedures
Project File (OCA)
Project Code (GTRI)
Other

CA—3 (3/76)
GEORGIA INSTITUTE OF TECHNOLOGY
OFFICE OF CONTRACT ADMINISTRATION

SPONSORED PROJECT TERMINATION

Date: 7/31/81

Project Title: Plan and Conduct Seminars Based on a Methodology Handbook; Evaluating Economic Development Programs

Project No: A-2279

Project Director: R. B. Cassell

Sponsor: AIDC Educational Foundation

Effective Termination Date: 3/31/80

Clearance of Accounting Charges: 3/31/80

Grant/Contract Closeout Actions Remaining:

- Final Invoice
- Final Fiscal Report
- Final Report of Inventions
- Govt. Property Inventory & Related Certificate
- Classified Material Certificate
- Other

Assigned to: ED/ARD

COPIES TO:

- Project Director
- Division Chief (EES)
- School/Laboratory Director
- Dean/Director—EES
- Accounting Office
- Procurement Office
- Security Coordinator (OCA)
- Reports Coordinator (OCA)
- Library, Technical Reports Section
- EES Information Office
- Project File (OCA)
- Project Code (GTRI)
- Other
Mr. Richard Preston, C.I.D.
President
AIDC Educational Foundation
P. O. Box 474
South Hamilton MA 01982

Subject: Quarterly Report on Evaluating Economic Development Programs
Project, First Quarter; October 18,1978-January 31, 1979

Dear Dick:

Although you have been intimately involved with us in the various activities conducted under this project, I find that a quarterly report was not given you at the proper time. So, this summary will compensate for that gap.

In the period under consideration, we began planning, in consultation with Paul Braden of the EDA Office of Economic Research, for a series of eight seminars to be conducted over the country, using the Handbook on Evaluation.

In addition to several Washington meetings, we held a planning session in Atlanta where the participation of the National Educational Institute for Economic Development was obtained. Also at that session, the proposed program which I developed was revised, a list of instructors was agreed upon, and I started negotiations with those to be involved in the first session at Atlanta in April, with arrangements made for physical facilities to house the seminar at the Atlanta Airport Hilton Inn.

Through the end of January, our internal accounting of expenditures on this project indicate:

<table>
<thead>
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<th>Category</th>
<th>Amount</th>
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<tr>
<td>Travel</td>
<td>164</td>
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<tr>
<td>Materials and Supplies</td>
<td>--</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$2,152</strong></td>
</tr>
</tbody>
</table>

An Equal Employment/Education Opportunity Institution
April 27, 1979

This does not constitute a formal billing, and is merely an informal accounting. If there are any questions about this work, I shall be pleased to elaborate on the items.

Cordially,

Robert B. Cassell
Principal Research Scientist
Mr. Richard Preston, C.I.D.
President
AIDC Educational Foundation
P. O. Box 474
South Hamilton MA 01982

Subject: Report on Evaluating Economic Development Programs Project
Second Quarter: February 1-April 30, 1979

Dear Dick:

The work conducted under the subject contract during the period cited above consisted of planning for the first evaluation seminar, preparation of the "User's Guide," and delivery of the first program.

These activities included two mailings for the Atlanta seminar, revision of the program format, actual writing and editing of the "Guide," contact with all instructors, and participation in the program. Regrettably, only 12 persons were in attendance.

In addition, we held a post-mortem on the program, and redesigned both the afternoon and morning segments. The team of instructors was revamped and assignments altered.

Also we prepared a brochure, and did an extensive mailing for the Seattle-Tacoma program. Physical arrangements for that seminar were made.

Through the end of March (thus excluding charges for April), our internal accounting of expenditures on this project indicates:

<table>
<thead>
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<th>Item</th>
<th>Amount</th>
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<tr>
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<td>Overhead and Staff Benefits</td>
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<tr>
<td>Travel</td>
<td>164</td>
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<tr>
<td>Materials and Supplies</td>
<td>12</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$4,384</strong></td>
</tr>
</tbody>
</table>

An Equal Employment/Education Opportunity Institution
This does not constitute any formal billing, and is merely an informal accounting.

Should additional details be desired, please contact me.

Cordially,

Robert B. Cassell, C.I.D.
Principal Research Scientist
Mr. Richard Preston, C.I.D.
President
AIDC Educational Foundation
P. O. Box 474
South Hamilton MA 01982

Subject: Report on Project for Evaluating Economic Development Programs
Third Quarter: May 1-July 31, 1979

Dear Dick:

The work conducted under the subject contract during the period cited above consisted of planning for the next seven evaluation seminars, revision of the "User's Guide," and delivery of the second program.

Activities

As a result of our analysis of the first seminar (and the input from Dr. Koepke's evaluation), held in Atlanta we substantially redesigned both the afternoon and following morning segments. We decided to reduce the number of instructors, to assign specific segments, and to proceed with development of written outlines for each major subject area.

I feel that the results of these efforts, tested at our second seminar at Framingham/Boston, were quite apparent to those of us who participated as staff instructors. This also led, however, to a decision to withhold distribution of the Handbook until conclusion of the session based on the sound assumption that this will avoid any confusion in instruction, as well as for concentration by the participants, permitting sounder exploration of the modules.

Finally, as a result of the efforts on evaluation procedures and response analysis from the two sessions, fine-tuning of the "User's Guide" has been accomplished, and copies prepared for the upcoming Chicago and San Francisco programs. I would hope that no further revisions in the Guide will be required.
Mr. Richard Preston  
Page 2  
August 23, 1979  

Attendance  

Although we believe we have an excellent program, low costs, and substantial  
materials to hand out, the attendance has thus far been quite disappointing.  
We had only 12 people at Atlanta (despite earlier indications that 25 would  
attend) and reached 15 at Boston (including one couple who split the session  
between themselves). And, we had to cancel the Seattle-Tacoma session because  
we could not muster a corporal's guard.  

Revised lists of attendees at the Atlanta and the Boston sessions are attached.  

On the other hand, by specifically concentrating on the next four sessions, we  
have been able to pick meeting places and dates earlier and thus prepare our  
brochures for mailing with more lead time. Also, we have increased substantially  
the mailing of these announcements, adding to our original list of development  
groups and related types. As you recall, we have gotten the ear of EDA officials  
in Washington, and Dave Maney has committed to seeking positive response from the  
Economic Development Districts. Thus far, that has not materialized, but at  
least we are not finding the outright resistance previously encountered. NEIED  
has also done some mailing and contact work.  

We have added CUED-type organizations, and for Baltimore we are engaging in a  
massive mailing which includes about 4,000 planning organizations and individuals.  
Mailings for Chicago and San Francisco have been in the neighborhood of 1,000 each.  
We probably will use that number when we send out the St. Louis flyers.  

I have not finalized the Charlotte (November) and New Orleans (January) host  
hotels nor dates, but this will be undertaken within a couple of weeks. Also,  
strong efforts are being made to vary the instructional staff so as to include  
all members of the Technical Advisory Committee at least one time.  

It is obvious the subject area is not of great concern to most economic developers,  
and this is a major cause of limited attendance. I suspect that the subject is  
not much of an attention-grabber among the Economic Development District sub-  
groups, judging by the response to date.  

Expenditures  

Through the end of July, our internal accounting of expenditures on this project  
shows:
August 23, 1979

Personal Services  $5,523
Overhead and Staff Benefits  4,745
Travel  648
Materials and Supplies  1,176

Total  $12,092

This does not constitute any formal billing, and is merely an informal accounting of project expenditures.

Should additional details be desired, please contact me.

Cordially

Robert B. Cassell, C.I.D.
Principal Research Scientist
### ATLANTA SEMINAR

**April 24-25, 1979**

#### Attendance

<table>
<thead>
<tr>
<th>Name</th>
<th>Organization</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>John L. Brooks</td>
<td>Planning Department</td>
<td>Decatur, GA</td>
</tr>
<tr>
<td>Tony L. Crumbley</td>
<td>Greater Charlotte Chamber of Commerce</td>
<td>Charlotte, NC</td>
</tr>
<tr>
<td>Russ Ernst</td>
<td>McIntosh Trail APDC</td>
<td>Griffin, GA</td>
</tr>
<tr>
<td>H. Orie Gore</td>
<td>Southeastern Economic Development Commission</td>
<td>Southport, NC</td>
</tr>
<tr>
<td>James Kaitschuck</td>
<td>CSRA Planning &amp; Development Comsn.</td>
<td>Augusta, GA</td>
</tr>
<tr>
<td>Richard M. Kinne</td>
<td>Alabama-Tombigbee Regional Commission</td>
<td>Camden, AL</td>
</tr>
<tr>
<td>Abie Ladson</td>
<td>Waccamaw Regional Planning Council</td>
<td>Georgetown, SC</td>
</tr>
<tr>
<td>Julie Michael</td>
<td>Community Development Dept.</td>
<td>Decatur, GA</td>
</tr>
<tr>
<td>Mel Murray</td>
<td>City of Winston-Salem, Econ Dev. Dept</td>
<td>Winston-Salem, NC</td>
</tr>
<tr>
<td>Clenton J. Smith</td>
<td>Southeastern Economic Development Commission</td>
<td>Elizabethtown, NC</td>
</tr>
<tr>
<td>David Sabritt</td>
<td>Kentucky Development Cabinet</td>
<td>Frankfort, KY</td>
</tr>
<tr>
<td>Mike Dula</td>
<td>Region D Council of Governments</td>
<td>Boone, NC</td>
</tr>
<tr>
<td>Name</td>
<td>Organization</td>
<td>Location</td>
</tr>
<tr>
<td>---------------------</td>
<td>---------------------------------------------------</td>
<td>----------------</td>
</tr>
<tr>
<td>Victor Allan</td>
<td>Connecticut Department of Economic Development</td>
<td>Hartford, CT</td>
</tr>
<tr>
<td>Dwight W. Barrell</td>
<td>Economic Development</td>
<td>Concord, NH</td>
</tr>
<tr>
<td>Richard D. Biegger</td>
<td>Amesbury Industrial Development Comsn.</td>
<td>Amesbury, MA</td>
</tr>
<tr>
<td>Paul C. Capra</td>
<td>Greater Hartford Chamber of Commerce</td>
<td>Hartford, CT</td>
</tr>
<tr>
<td>James B. Coffey</td>
<td>Essex County Economic Development &amp; Industrial Commission</td>
<td>Lawrence, MA</td>
</tr>
<tr>
<td>Maria Gooch</td>
<td>Southeastern Regional Planning &amp; Economic Development District</td>
<td>Marion, MA</td>
</tr>
<tr>
<td>George W. Heston</td>
<td>Economic Development Coordinator</td>
<td>Chesire, CT</td>
</tr>
<tr>
<td>David A. Johnson</td>
<td>Old Colony Planning Council</td>
<td>Brockton, MA</td>
</tr>
<tr>
<td>Richard L. Kelso</td>
<td>Action Committee of 100, Inc.</td>
<td>Bangor, ME</td>
</tr>
<tr>
<td>David G. Knight</td>
<td>Jobs for Fall River</td>
<td>Fall River, MA</td>
</tr>
<tr>
<td>William A. McAloon</td>
<td>Taunton Industrial Development Commission</td>
<td>Taunton, MA</td>
</tr>
<tr>
<td>Robert M. Monahan</td>
<td>Lawrence Economic Development &amp; Industrial Corporation</td>
<td>Lawrence, MA</td>
</tr>
<tr>
<td>Allen J. Perakis</td>
<td>Essex County Economic Development &amp; Industrial Commission</td>
<td>Lawrence, MA</td>
</tr>
<tr>
<td>Charles G. Roundy</td>
<td>Eastern Maine Development District</td>
<td>Bangor, ME</td>
</tr>
<tr>
<td>Stanley Silas</td>
<td>Southeastern Regional Planning &amp; Economic Development District</td>
<td>Marion, MA</td>
</tr>
<tr>
<td>Joseph F. Sweeney</td>
<td>Essex County Economic Development &amp; Industrial Commission</td>
<td>Lawrence, MA</td>
</tr>
</tbody>
</table>
Mr. Richard Preston, C.I.D.
President
AIDC Educational Foundation
P. O. Box 474
South Hamilton MA 01982

Subject: Report on Project for Evaluating Economic Development Programs
Fourth Quarter: August 1–October 31, 1979

Dear Dick:

The work conducted under the subject contract during the period cited above consisted of planning for the next six evaluation seminars, and delivery of four of these.

Activities

As a result of our analysis of the first two seminars we have substantially redesigned the afternoon and following morning segments. We are now involving only three instructors per seminar, with specific assignments and written outlines for each major subject area.

This also led to a decision to withhold distribution of the Handbook until conclusion of the session, based on the sound assumption that this will avoid any confusion in instruction, enabling the participants to concentrate on further examination of the modules.

From our own self introspective review and response analysis from the first two sessions, fine-tuning of the "User's Guide" has been accomplished. I do not expect that further revisions in the Guide will be required.

Attendance

Although we have an excellent program, low costs, and substantial materials to hand out, attendance at the first two seminars was less than we expected.
By specifically concentrating on the next four sessions, we have been able to pick meeting places and dates earlier and thus prepare our brochures for mailing with more lead time. Also, we have expanded substantially the mailing of these announcements, adding to our original list of development groups and related types. Both EDA through its District programs, and NEIED have assisted positively in mailing brochures and personal contacts.

The subject area does not appear to be of great concern to most economic developers, and this may be a major cause of limited attendance. I suspect that the subject is not much of an attention-grabber among the Economic Development District sub-groups, judging by the sparse response to date (although the latest at St. Louis showed quite an increase in these).

However, in summarizing attendance, we had 12 at San Francisco in early September, 22 at Chicago in late September, 34 in Baltimore early in October, and 23 at St. Louis at the very end of October. This would indicate that our pre-seminar publicity is getting wider circulation, and that word of mouth within the professional development cadre is also helping to increase attendance.

In the case of Baltimore, we had 42 pre-seminar registrations and turned down another 5; but of the 42, only 34 actually showed up. This is the only case thus far where we have been "oversubscribed."

Lists of those attending each of these sessions are attached.

We have been able to have on one or more of our programs most of the members of the Technical Advisory Committee, and all but three of those faculty members listed on the brochures. Also, we have been able to have at several of our sessions representatives of the Economic Development Administration (James Schaffer at Chicago and David Maney at Baltimore) as well as NEIED officials at one session. Finally, a distinguished foreign visitor Dr. Noel Whelan, secretary of the Irish Republic's Department of Economic Planning and Development, sat in on the San Francisco seminar.

**Expenditures**

Through the end of September, our internal accounting of expenditures on this project shows:
Mr. Richard Preston  
November 7, 1979  
Page 3

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
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<td>Overhead and Staff Benefits</td>
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<td>Travel</td>
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<td>Materials and Supplies</td>
<td>2,302</td>
</tr>
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<td><strong>Total</strong></td>
<td><strong>$17,766</strong></td>
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</table>

This does not constitute any formal billing, and is merely an informal accounting for your information of project expenditures.

Should additional details be desired, please contact me.

Cordially,

Robert B. Cassell, C.I.D.  
Principal Research Scientist
Attendance

Henry Bostwick, Jr.  Executive Vice President  San Mateo County Development Association  San Mateo CA

Dave D. Brennan  Assistant Director  Central Sierra Economic Development District  San Andreas CA

Larry L. Busby  Executive Director  Central Sierra Economic Development District  San Andreas CA

Richard H. Davis  Executive Vice President  San Diego Economic Development Corporation  San Diego CA

Allen D. Ewen  Executive Director  Sacramento Area Commerce and Trade Organization  Sacramento CA

Gary Gorshing  Executive Director  Southwestern Oklahoma Development Authority  Burns Flat OK

Kenneth Green  Executive Director  Sierra Economic Development District  Auburn CA

Kathryn Harden  Staff Assistant  Office of Business and Industrial Development  Sacramento CA

Elaine Lysne  Staff Assistant  Office of Economic Development Employment  Oakland CA

Don Skinner  Director  Association of Bay Area Governments  Berkeley CA

Jim M. Smith  Manager, Industrial Development  Kansas Department of Economic Development  Topeka KS

Robert E. Tremaine  Director  Madera County Industrial Development Commission  Madera CA
CHICAGO EVALUATION SEMINAR

September 11-12, 1979

Attendance

Gareth J. Askam
Executive Vice President
Danville Chamber of Commerce
Danville IL

Richard J. DeChant
Vice President, Regional Economic Development
Greater Cleveland Growth Association
Cleveland OH

Blaire B. Dougherty
Programs Coordinator
Indiana Heartland Coordinating Commission
Indianapolis IN

Steven J. Dust
Director
Department of Economic Development
Sedalia MO

Charles Eckenstahler
Executive Director
Southwestern Michigan Regional Planning Commission
St. Joseph MI

Laurence Fronk
Economic Development Planner
Greater Wabash Regional Planning Commission
Grayville IL

Herbert O. Hoehing
Director
Oak Openings Center for Industry
Toledo OH

Mary Ann Johnson
Economic Planner
Miami Valley Regional Planning Commission
Dayton OH

Gordon Kacala
Economic Development Planner
East Central Regional Development Commission
Mora MN

Ken Lashuay
Economic Planner
Northeast Michigan Council of Governments
Gaylord MI

D. Jack Lawson
Director of Planning & Research
First Tennessee-Virginia Development District
Johnson City TN

Robert G. Lovell
Second Vice President
Continental Bank
Chicago IL

David Lynn Lyon
Director
Department of Community Development
Xenia OH

C. Burke McCormick
Manager, Economic Development
Chamber of Commerce
Dubuque IA

Dale McLaren
Executive Director
Greater Wabash Regional Planning Commission
Grayville IL

B. Thomas Moore
Executive Director
First Tennessee-Virginia Development District
Johnson City TN
Frank Pallini  
Planner  
Greater Egypt Regional Planning & Development  
Carbondale IL

Rodney E. Parker  
Executive Director  
Northeast Michigan Council of Governments  
Gaylord MI

James E. Rowe  
Executive Director  
Sauk County Development Corporation  
Baraboo WI

Valerie Tabak  
Associate Director  
Kankakee County Regional Planning Commission  
Kankakee IL

David Unnewehr  
Economic Planner  
DuPage County Regional Planning Commission  
Wheaton IL

Lu Ann Walker  
Economic Development Director  
Southeastern Illinois Regional Planning and Development Commission  
Harrisburg IL
BALTIMORE EVALUATION SEMINAR
October 11-12, 1979

Attendance

John J. Ballantine
Administrative Assistant
Maryland Department of Economic and Community Development
Annapolis MD

Jeffrey Blais
Research Economist
Allegheny County Development Department
Pittsburgh PA

Harold Brodsky
Associate Professor
Department of Geography, University of Maryland
College Park MD

Dennis W. Carney
Economic Development Planner
Southside Planning District Commission
South Hill VA

Jeff E. Padley
Assistant to the President
Ferguson Enterprises, Inc.
Newport News VA

Vernon L. Fahle
Project Manager, Garrett County Economic Planning Study
Maryland Department of Economic and Community Development
Annapolis MD

William Gasser
President
William Gasser & Associates, Inc.
Baltimore MD

Helen L. Gelof
Planner
Office of Management, Budget and Planning
Dover DE

Fred Goettel
Director
Calvert County EDC
Prince Frederick MD

J. Todd Graham
City Planner
City of Hampton, Planning Department
Hampton VA

Judith M. Granat
Economic Development Planner
Larson, Rapking-Allen, Inc.
Princeton NJ

Joanne R. Jackson
Community Development Technical Assistance Planner
New York State Division of Housing & Community Renewal
Albany NY

Richard Janus
Economic Development Specialist
Tri-County Council for Western Maryland
Cumberland MD

Stanley D. Kolb, Jr.
CID
Kolb, Stephens and Lee, Ltd.
Salisbury MD
Baltimore Evaluation Seminar
October 11-12, 1979
Attendance - 2

Paul G. Larkin
Director, Institutional Research
Prince George's Community College
Largo MD

Nicholas A. Leone
Director, Community Development Grant Program
Township of Middletown
Middletown NJ

James D. Lucas, Jr.
Director
Baltimore County Industrial Development Commission
Towson MD

Gerald C. McKinney
Executive Director
Tri-County Council for Southern Maryland
Waldorf MD

Jody Gallagher Miller
Director, Information Center
Greater Philadelphia Chamber of Commerce
Philadelphia PA

Edward Monkman
Senior Economist
Tri-State Regional Planning Commission
New York NY

Robert A. Newman
Executive Vice President
Scioto Economic Development Corporation
Portsmouth OH

Charles B. Notess
Manager, Research and Planning
Urban Development Division
Florence SC

James C. O'Brien
Manager, Area Development Dept.
Philadelphia Electric Company
Philadelphia PA

Whitte O'Neill
Economic Development Committee
Township of Middletown
Middletown NJ

Kevin J. O'Neill
Manager, Research and Development
Department of Development, Allegheny County
Pittsburgh PA

Leslie Pean
Economic Development Planner
Mayor's Policy and Development Office
Division of Review and Planning
East Orange NJ

John Pershing
Economist
Maryland National Capitol Park and Planning Commission
Silver Spring MD

Craig R. Piette
Planner
Baltimore County Office of Planning
Towson MD

John L. Schlegel
Senior Planner
Joint Planning Commission, Lehigh-Northampton Counties
Lehigh Valley PA
Baltimore Evaluation Seminar
October 11-12, 1979
Attendance 3

Robert G. Schult
  Director

James R. Skove
  Senior Planner

Sheldon H. Slater
  Industrial and Commercial Real Estate Salesman

Chuck Tuchfarber
  Director, Marketing Services

Herman S. White
  Administrative

Office of Program Analysis, Maryland Department of Economic & Community Development
  Annapolis MD

Thomas Jefferson Planning District Commission
  Charlottesville VA

B. Gary Scott, Inc., Realtors
  Wilmington DE

The Howard Research and Development Corp.
  Columbia MD

Middle Monongahela Industrial Development Association, Inc.
  Donora PA
ST. LOUIS EVALUATION SEMINAR

October 31-November 1, 1979

Attendance

Robert D. Black
Economic Development Coordinator
Columbia Area Industrial Development Commission
Columbia, Missouri

Michael Boer
Development Program Manager
Southwestern Illinois Planning Commission
Collinsville, Illinois

Donna J. Brown
Economic Researcher
Southeast Kansas Regional Planning Commission
Chanute, Kansas

Michael L. Brown
Industrial Development Representative
Illinois Central Gulf Railroad
St. Louis, Missouri

David Clelland
Area Developer
Southern Illinois University
Edwardsville, Illinois

Charles L. Elliott
Director, Industrial Development
Nebraska Department of Economic Development
Lincoln, Nebraska

Alan W. Fisher
Industrial Development Coordinator
Department of Commerce & Community Affairs
Office of Development & Retention
Springfield, Illinois

Gina Harris
Administrative Assistant
Boonslick Advisory Council
Warrenton, Missouri

Ron Hartmann
Accountant
Planned Industrial Expansion Authority
St. Louis, Missouri

Patrick M. Hassett
Economic Development Planner
Mid-America Regional Council
Kansas City, Missouri

Laymon A. Johnson
Program Planner
Southwest Tennessee Development District
Jackson, Tennessee

Nick Katz
Manpower Planning Assistant
Boonslick Advisory Council
Warrenton, Missouri

Hugh Klasing
Assistant Director
Business & Industrial Development Commission
Clayton, Missouri

Forrest Langenfeld
Economic Development Planner
South Central Illinois Regional Planning
and Development Commission
Salem, Illinois

George Livers
Executive Director
Memphis Delta Development District
Memphis, Tennessee
St. Louis, Missouri Evaluation Seminar
Attendance
October 31–November 1, 1979

Aloah Parsons
Manager, Research & Information

Lynn S. Puryear
Economic Development Officer

R. E. Rakers
Area Development Coordinator

Ray Riggs
Program Officer

John Sicola
Manager of Planning

Thomas L. Stapleton
Executive Vice President

Jerrold Stark
Assistant Director

John L. Tiley
Manager, Community Relations

St. Charles County Economic Development Commission
St. Charles, Missouri

St. Charles, Missouri

Economic Development Department
City of Louisville
Louisville, Kentucky

Central Illinois Public Service Company
Springfield, Illinois

Ozarks Regional Commission
Little Rock, Arkansas

Memphis Delta Development District
Memphis, Tennessee

Chamber of Commerce
Mexico, Missouri

Industrial Research and Extension
University of Missouri
Columbia, Missouri

St. Joseph Light & Power Company
St. Joseph, Missouri
Mr. Richard Preston, President  
AIDC Educational Foundation, Inc.  
P. O. Box 474  
South Hamilton MA 01982  

Dear Dick:  

Attached is my final report on our work with the AIDC Educational Foundation to develop and conduct seminars on the subject of "Evaluating Economic Development Programs."

It was a real pleasure to work with you and other members of the Technical Advisory Committee in conjunction with this effort.  

The following is an informal accounting of expenditures on this project, but is not intended to be an invoicing of any sort.

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personal Services</td>
<td>$12,497</td>
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<tr>
<td>Staff Benefits</td>
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<td>4,879</td>
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<tr>
<td>Travel</td>
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<tr>
<td>Indirect Costs</td>
<td>9,497</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$31,275</strong></td>
</tr>
</tbody>
</table>

*Includes honoraria to seminar instructors.  
**We have absorbed $275, so as to reduce total expenditures to the agreed $31,000 (as amended).

I look forward to the early opportunity of carrying out the follow-up program.

Cordially

Robert B. Cassell, C.I.D.  
Principal Research Scientist
PROJECT TO CONDUCT SEMINARS
ON EVALUATING ECONOMIC DEVELOPMENT PROGRAMS

Final Report
October 1978-March 1980

Project Purposes

Under the general direction of the Technical Advisory Committee created by the AIDC Educational Foundation, a series of eight seminars were conducted at various points throughout the country by the staff members of the Economic Development Laboratory of the Engineering Experiment Station at the Georgia Institute of Technology.

Having monitored and rendered editorial advice and provided direction on the production of a Methodology Handbook for Evaluating Economic Development Programs, the Technical Advisory Committee became convinced of the necessity to test the procedures outlined in the Handbook through a series of training sessions. The Economic Development Administration was persuaded to make a grant which supported both the development of the seminars and the actual conduct of those programs. The project was initiated in October 1978, under a $30,000 contract.

The seminars were intended to familiarize the attendees with the processes of evaluating economic development programs at any level at which the individual or staff might be conducting them. The session had to be broad enough to appeal to organizations staffed by one person or to large multi-division staffs such as found within the various state development departments.

Also, the seminars had to offer variety sufficient enough to cover the processes of economic development as conducted by local development corporations and authorities or those experienced by multi-county development agencies and broadly based state economic development efforts. As a consequence, various-
sized constituences and a mixture of single- and multi-purpose organizations came within the target audience.

User's Guide

Prior to the conduct of even the first seminar, it became apparent that a less formidable manual that the Handbook would be far preferable as a class text. Therefore, the details in the Handbook were reduced to about 66 pages of text, labeled a "User's Guide," and included the six modules constructed for general use in applying the evaluating procedures.

This "User's Guide" was published in April 1979. It became the text for the seminars. Copies of the Methodology Handbook were distributed to all participants at the close of each seminar.

Seminar Locations

A second task was identified as selection of the location and actual scheduling of the seminars. After much trial and effort the following schedule was established and carried out:

Atlanta, Ga., April 24-25       Baltimore, Md., October 11-12  
Boston, Mass., June 20-21       St. Louis, Mo., October 31-November 1  
Chicago, Ill., September 11-12  Charlotte, N.C., November 27-28  

Attendance at these events ranged from a high of 34 at Baltimore to a low of 12 at Atlanta (the first program) and at San Francisco.

Based upon the experience of the first seminar in Atlanta, several structural revisions were undertaken. The program was restructured, the number of instructors was reduced, and a more extensive marketing procedure with extensive mailings in order to enlarge attendance at the seminars. A low registration fee (probably leading participants not to expect much in instruction and materials) and holding of the seminars in areas where organized developmental efforts are thin contributed to the differences in terms of attendance. Except for the West Coast effort (the first attempt at Seattle-Tacoma had to be cancelled because of low registration response and negative attitude of the regional EDA office),
where the only program actually presented was at San Francisco, the seminars were well attended.

A total of 163 was recorded for the eight seminars, an average of 20 per session. At least 46 multi-county planning and development districts were represented, one of the largest sub-groups participating.

Mailing lists were compiled from the research performed earlier in connection with the production of the Handbook. This list included the roster of the American Industrial Development Council, Great Lakes Area Development Council, Northeastern Industrial Developers Association, Southern Industrial Development Council and was augmented by selected mailings from directories of the Society of Industrial Realtors, National Association of Office and Industrial Parks, National Association of Development Organizations, National Educational Institute for Economic Development, and direct mailings handled for us by the Economic Development Administration in Washington.

Special brochures were published for each seminar and constituted the principal mailing piece. They listed the total faculty, including most members of the Technical Advisory Committee, and included a list of distinguished and well qualified economic development specialists from various agencies and academic circles. On the faculty were the following:

Robert B. Cassell, Principal Research Scientist  
Economic Development Laboratory  
Georgia Institute of Technology  
Atlanta, Georgia

Larry D. Cohick, Director, Economic Development Division  
North Carolina Department of Commerce  
Raleigh, North Carolina

Charles L. Hamman, Consultant to Management  
Los Altos, California

Henry L. Hunker, Professor of Geography  
Ohio State University  
Columbus, Ohio
The brochure described the program elements, identified the seminar locations, and had a return form for reservations. Each reservation was acknowledged with a letter giving additional details.

**Program Development**

Each program followed a definite schedule: opening with a luncheon at which the general procedures were explained, the program then considered during the first afternoon the following subject areas:

- **Introduction and Explanation of the Seminar Purposes** -- Review of the program scheduling, background and expertise of the instructors, and rationale for the program. Also time was allocated for explanation of AIDC Educational Foundation and other agency involvement.

- **Need for Evaluation** -- General outline of reasons for as well as the procedures in making program evaluations. A general budgeting and management cycle was effectively described as the basis for the conduct of various evaluations.

- **Evaluation Applications** -- Following the "User's Guide," this instructional period was generally filled by either a representative of NADO, NEIED, or the EDA, in which time some of the actual or projected applications of evaluation results were covered.
Conduct of the Evaluation -- Examples were cited and suggestions made on how such evaluations could be conducted, ranging from the simplest approach to the most complicated.

Module IV -- Economic Development Plans and Module V -- Economic Development Process -- These were drawn directly from the Handbook, but introduced first as the first modules, since logically they open the way to consideration of other evaluation procedures.

Sources of Data -- As a prelude to the compilation of data for other modules and to offer a change of pace, sources of data were described for the benefit of the attendees.

Module I -- Inventory -- This module, a profile or "snapshot" of the community's assets and liabilities, was the concluding evaluation system described on the first day.

The second morning was occupied with the following content:

Module III -- Service Impact -- This module was not satisfactory as a method for analyzing the impact of service infrastructure in economic development, and was amplified by the faculty as full implications were discussed.

Module II -- Job Location -- One of the more important and easily measured impacts was reviewed in considerable detail. Much attention was given to direct jobs creation and multiplier effects. In addition, the impact from expansions of existing business and industry was explored.

Module VI -- Dislocation -- The least used and least applicable module was described and its application discussed. It can be useful in cases of severe or expansion, or development of exhaustion of important economic resources.

Economic Analyses -- General discussion of the methods of making economic analyses from the simplest to the most sophisticated.
Selling the Evaluation -- Discussion of how to sell the evaluation process and the results which could be expected internally within the organization and externally in the community.

Program Results

Throughout all of these presentations, a lively interchange between instructor and attendees was cultivated. Also, a mixer was held on the first evening at each seminar in order to promote a mood of informality and more exchange of ideas and reactions.

Some special materials and handouts were created for the seminars by the various instructors, and specific case history materials were also developed.

In almost all cases, a challenging dialogue among the participants and the instructors was generated. Because most of the participants were practitioners in various phases of economic development, this activity contributed to the success of the seminars. A critique of the session was sought from each attendee; and these guided the seminar director in revision of certain of the programs. For example, after the first session, the number of instructors was reduced, the time allotted to segments increased, and the order of presentation of modules altered.

There can be little doubt that these seminars have proven effective in alerting all types of local and state development agencies to the need for and the process of constructing meaningful evaluations. Like many other activities in the economic field, however, the full results will be some time emerging. As external pressures mount for better accountability and for more efficient management, the results of these seminars and the use of the Methodology Handbook will become more apparent.

Appendix

The Appendix contains the following items:

- A copy of the schedule for the last program
- A list of attendees at each program
- A sample critique from the participants
APPENDIX
ATLANTA EVALUATION SEMINAR

April 24-25, 1979

Attendance

John L. Brooks
Economic Development Coordinator
DeKalb County Planning Department
Decatur, Georgia

Tony L. Crumbley
Research Manager
Greater Charlotte Chamber of Commerce
Charlotte, North Carolina

Russ Ernst
Economic Development Coordinator
McIntosh Trail Area Planning & Development Commission
Griffin, Georgia

H. Orie Gore
Chairman
Southeastern Economic Development Commission
Southport, North Carolina

James Kaitschuck
Senior Program Planner
CSRA Planning & Development Commission
Augusta, Georgia

Richard M. Kinne
Economic Development Specialist
Alabama-Tombigbee Regional Commission
Camden, Alabama

Abie Ladson
Human Resources Director
Waccamaw Regional Planning Council
Georgetown, South Carolina

Julie Michael
Program Manager
DeKalb County Community Development Department
Decatur, Georgia

Mel Murray
Staff Assistant
Economic Development Office
Winston-Salem, North Carolina

Clenton J. Smith
Executive Director
Southeastern Economic Development Commission
Elizabethtown, North Carolina

David Sabritt
Senior Planner
Kentucky Development Cabinet
Frankfort, Kentucky

Mike Dula
Regional Planner
Regional D Council of Governments
Boone, North Carolina
BOSTON EVALUATION SEMINAR
June 20-21, 1979

Attendance

Victor Allan
Community Development Specialist
Connecticut Department of Economic Development
Hartford, Connecticut

Dwight W. Barrell
Director
Economic Development Department
Concord, New Hampshire

Richard D. Biegger
Industrial Consultant
Amesbury Industrial Development Commission
Amesbury, Massachusetts

Paul C. Capra
Vice President, Economic Development
Greater Hartford Chamber of Commerce
Hartford, Connecticut

James B. Coffey
Consultant
Essex County Economic Development & Industrial Commission
Lawrence, Massachusetts

Maria Gooch
Planner
Southeastern Regional Planning & Economic Development District
Marion, Massachusetts

George W. Heston
Economic Development Coordinator
Chesire, Connecticut

David A. Johnson
Senior Planner
Old Colony Planning Council
Brockton, Massachusetts

Richard L. Kelso
Executive Director
Action Committee of 100, Inc.
Bangor, Maine

David A. Knight
Executive Director
Jobs for Fall River
Fall River, Massachusetts

William A. McAloon
Executive Director
Taunton Industrial Development Commission
Taunton, Massachusetts

Robert M. Monahan
Executive Director
Lawrence Economic Development & Industrial Corporation
Lawrence, Massachusetts

Allen J. Perakis
Executive Director
Economic Development Corporation
Lawrence, Massachusetts

Charles G. Roundy
Executive Director
Eastern Maine Development District
Bangor, Maine

Stanley Silas
Planner
Southeastern Regional Planning & Economic Development District
Marion, Massachusetts

Joseph F. Sweeney
President
Essex County Economic Development & Industrial Commission
Lawrence, Massachusetts
CHICAGO EVALUATION SEMINAR

September 11-12, 1979

Attendance

Gareth J. Askam  
Executive Vice President  
Danville Chamber of Commerce  
Danville IL

Richard J. DeChant  
Vice President, Regional Economic Development  
Greater Cleveland Growth Association  
Cleveland OH

Blaire B. Dougherty  
Programs Coordinator  
Indiana Heartland Coordinating Commission  
Indianapolis IN

Steven J. Dust  
Director  
Department of Economic Development  
Sedalia MO

Charles Eckenstahler  
Executive Director  
Southwestern Michigan Regional Planning Commission  
St. Joseph MI

Laurence Fronk  
Economic Development Planner  
Greater Wabash Regional Planning Commission  
Grayville IL

Herbert O. Hoehing  
Director  
Oak Openings Center for Industry  
Toledo OH

Mary Ann Johnson  
Economic Planner  
Miami Valley Regional Planning Commission  
Dayton OH

Gordon Kacala  
Economic Development Planner  
East Central Regional Development Commission  
Mora MN

Ken Lashuay  
Economic Planner  
Northeast Michigan Council of Governments  
Gaylord MI

D. Jack Lawson  
Director of Planning & Research  
First Tennessee-Virginia Development District  
Johnson City TN

Robert G. Lovell  
Second Vice President  
Continental Bank  
Chicago IL

David Lynn Lyon  
Director  
Department of Community Development  
Xenia OH

C. Burke McCormick  
Manager, Economic Development  
Chamber of Commerce  
Dubuque IA

Dale McLaren  
Executive Director  
Greater Wabash Regional Planning Commission  
Grayville IL

B. Thomas Moore  
Executive Director  
First Tennessee-Virginia Development District  
Johnson City TN
Chicago Evaluation Seminar
Attendance
Page 2

Frank Pallini
Planner
Greater Egypt Regional Planning & Development
Carbondale IL

Rodney E. Parker
Executive Director
Northeast Michigan Council of Governments
Gaylord MI

James E. Rowe
Executive Director
Sauk County Development Corporation
Baraboo WI

Valerie Tabak
Associate Director
Kankakee County Regional Planning Commission
Kankakee IL

David Unnewehr
Economic Planner
DuPage County Regional Planning Commission
Wheaton IL

Lu Ann Walker
Economic Development Director
Southeastern Illinois Regional Planning and Development Commission
Harrisburg IL
SAN FRANCISCO EVALUATION SEMINAR

September 25-26, 1979

Attendance

Henry Bostwick, Jr.
Executive Vice President
San Mateo County Development Association
San Mateo CA

Dave D. Brennan
Assistant Director
Central Sierra Economic Development District
San Andreas CA

Larry L. Busby
Executive Director
Central Sierra Economic Development District
San Andreas CA

Richard H. Davis
Executive Vice President
San Diego Economic Development Corporation
San Diego CA

Allen D. Ewen
Executive Director
Sacramento Area Commerce and Trade Organization
Sacramento CA

Gary Gorshing
Executive Director
Southwestern Oklahoma Development Authority
Burns Flat OK

Kenneth Green
Executive Director
Sierra Economic Development District
Auburn CA

Kathryn Harden
Staff Assistant
Office of Business and Industrial Development
Sacramento CA

Elaine Lysne
Staff Assistant
Office of Economic Development Employment
Oakland CA

Don Skinner
Director
Association of Bay Area Governments
Berkeley CA

Jim M. Smith
Manager, Industrial Development
Kansas Department of Economic Development
Topeka KS

Robert E. Tremaine
Director
Madera County Industrial Development Commission
Madera CA
BALTIMORE EVALUATION SEMINAR
October 11-12, 1979

Attendance

John J. Ballantine
Administrative Assistant
Maryland Department of Economic and Community Development
Annapolis MD

Jeffrey Blais
Research Economist
Allegheny County Development Department
Pittsburgh PA

Harold Brodsky
Associate Professor
Department of Geography, University of Maryland
College Park MD

Dennis W. Carney
Economic Development Planner
Southside Planning District Commission
South Hill VA

Jeff E. Fadley
Assistant to the President
Ferguson Enterprises, Inc.
Newport News VA

Vernon L. Fahl
Project Manager, Garrett County Economic Planning Study
Maryland Department of Economic and Community Development
Annapolis MD

William Gasser
President
William Gasser & Associates, Inc.
Baltimore MD

Helen L. Gelof
Planner
Office of Management, Budget and Planning
Dover DE

Fred Goettel
Director
Calvert County EDC
Prince Frederick MD

J. Todd Graham
City Planner
City of Hampton, Planning Department
Hampton VA

Judith M. Granat
Economic Development Planner
Larson, Rapking-Allen, Inc.
Princeton NJ

Joanne R. Jackson
Community Development Technical Assistance Planner
New York State Division of Housing & Community Renewal
Albany NY

Richard Janus
Economic Development Specialist
Tri-County Council for Western Maryland
Cumberland MD

Stanley D. Kolb, Jr.
CID
Kolb, Stephens and Lee, Ltd.
Salisbury MD
Baltimore Evaluation Seminar
October 11-12, 1979
Attendance - 2

Paul G. Larkin
Director, Institutional Research
Prince George's Community College
Largo MD

Nicholas A. Leone
Director, Community Development Grant Program
Township of Middletown
Middletown NJ

James D. Lucas, Jr.
Director
Baltimore County Industrial Development Commission
Towson MD

Gerald C. McKinney
Executive Director
Tri-County Council for Southern Maryland
Waldorf MD

Jody Gallagher Miller
Director, Information Center
Greater Philadelphia Chamber of Commerce
Philadelphia PA

Edward Monkman
Senior Economist
Tri-State Regional Planning Commission
New York NY

Robert A. Newman
Executive Vice President
Scioto Economic Development Corporation
Portsmouth OH

Charles B. Notess
Manager, Research and Planning
Urban Development Division
Florence SC

James C. O'Brien
Manager, Area Development Dept.
Philadelphia Electric Company
Philadelphia PA

Whitte O'Neill
Economic Development Committee
Township of Middletown
Middletown NJ

Kevin J. O'Neill
Manager, Research and Development
Department of Development, Allegheny County
Pittsburgh PA

Leslie Pean
Economic Development Planner
Mayor's Policy and Development Office
Division of Review and Planning
East Orange NJ

John Pershing
Economist
Maryland National Capitol Park and Planning Commission
Silver Spring MD

Craig R. Piette
Planner
Baltimore County Office of Planning
Towson MD

John L. Schlegel
Senior Planner
Joint Planning Commission, Lehigh-Northampton Counties
Lehigh Valley PA
Robert G. Schult  
Director  

James R. Skove  
Senior Planner  

Sheldon H. Slate  
Industrial and Commercial Real Estate Salesman  

Chuck Tuchfarber  
Director, Marketing Services  

Herman S. White  
Administrative  

Office of Program Analysis, Maryland Department of Economic & Community Development  
Annapolis MD  

Thomas Jefferson Planning District Commission  
Charlottesville VA  

B. Gary Scott, Inc., Realtors  
Wilmington DE  

The Howard Research and Development Corp.  
Columbia MD  

Middle Monongahela Industrial Development Association, Inc.  
Donora PA
ST. LOUIS EVALUATION SEMINAR

October 31-November 1, 1979

Attendance

Robert D. Black
Economic Development Coordinator
Columbia Area Industrial Development Commission
Columbia, Missouri

Michael Boer
Development Program Manager
Southwestern Illinois Planning Commission
Collinsville, Illinois

Donna J. Brown
Economic Researcher
Southeast Kansas Regional Planning Commission
Chanute, Kansas

Michael L. Brown
Industrial Development Representative
Illinois Central Gulf Railroad
St. Louis, Missouri

David Clelland
Area Developer
Southern Illinois University
Edwardsville, Illinois

Charles L. Elliott
Director, Industrial Development
Nebraska Department of Economic Development
Lincoln, Nebraska

Alan W. Fisher
Industrial Development Coordinator
Department of Commerce & Community Affairs
Office of Development & Retention
Springfield, Illinois

Gina Harris
Administrative Assistant
Boonslick Advisory Council
Warrenton, Missouri

Ron Hartmann
Accountant
Planned Industrial Expansion Authority
St. Louis, Missouri

Patrick M. Hassett
Economic Development Planner
Mid-America Regional Council
Kansas City, Missouri

Laymon A. Johnson
Program Planner
Southwest Tennessee Development District
Jackson, Tennessee

Nick Katz
Manpower Planning Assistant
Boonslick Advisory Council
Warrenton, Missouri

Hugh Klasing
Assistant Director
Business & Industrial Development Commission
Clayton, Missouri

Forrest Langenfeld
Economic Development Planner
South Central Illinois Regional Planning and Development Commission
Salem, Illinois

George Livers
Executive Director
Memphis Delta Development District
Memphis, Tennessee
St. Louis, Missouri Evaluation Seminar
Attendance
October 31-November 1, 1979

Aloah Parsons
Manager, Research & Information

Lynn S. Puryear
Economic Development Officer

R. E. Rakers
Area Development Coordinator

Ray Riggs
Program Officer

John Sicola
Manager of Planning

Thomas L. Stapleton
Executive Vice President

Jerrold Stark
Assistant Director

John L. Tiley
Manager, Community Relations

St. Charles County Economic Development Commission
St. Charles, Missouri

Economic Development Department
City of Louisville
Louisville, Kentucky

Central Illinois Public Service Company
Springfield, Illinois

Ozarks Regional Commission
Little Rock, Arkansas

Memphis Delta Development District
Memphis, Tennessee

Chamber of Commerce
Mexico, Missouri

Industrial Research and Extension
University of Missouri
Columbia, Missouri

St. Joseph Light & Power Company
St. Joseph, Missouri
EVALUATION SEMINAR
Charlotte, North Carolina
November 27-November 28, 1979

Attendance

Alex D. Baker
Executive Vice President
Bessmer Area Chamber of Commerce
Bessemer, Alabama

Edward B. Burgess
Associate Director
South Carolina State Development Board
Columbia, South Carolina

Calvin Byrd
Economic Development Coordinator
Appalachian Council of Governments
Greenville, South Carolina

Charles M. Clayton
Executive Director
Wilson Industrial Council
Wilson, North Carolina

J. Phil Coyle
Executive Vice President
Gaston County Chamber of Commerce
Gastonia, North Carolina

Robert W. Dowd
Regional Planner
West Piedmont Planning District Commission
Martinsville, Virginia

Phil L. Driver
Program Manager
Bessmer Area Chamber of Commerce
Bessemer, Alabama

Robert J. Dunn
Executive Director
Burke Economic Development Council
Morganton, North Carolina

E. Julian Ford
Director, Area Development
Carolina Power & Light Company
Raleigh, North Carolina

Stephen E. Kelly
Director, Economic Development
Greater Raleigh Chamber of Commerce
Raleigh, North Carolina

William S. Millett
Executive Director
Appalachian Council of Governments
Greenville, South Carolina

Lewis H. Myers
Consultant
UDI Industrial Park
Soul City, North Carolina

Gary Olinger
Research Assistant
Catawba County Industrial Development Commission
Hickory, North Carolina

Steven W. Smith
Executive Director
Catawba County Industrial Development Commission
Hickory, North Carolina

Paul W. Spain
Manager, Economic Development
Greater Winston-Salem Chamber of Commerce
Winston-Salem, North Carolina

-All-
R. Edward Stewart
Executive Director
UDI Community Development Corporation
Durham, North Carolina

Roger K. Sund
Manager, Economic Development
Cobb County Chamber of Commerce
Marietta, Georgia

Janet Wacker
Consultant
Wacker Consultants
Durham, North Carolina

Lynn R. Ward
Regional Planner
West Piedmont Planning District Commission
Martinsville, Virginia
EVALUATION SEMINAR

New Orleans, Louisiana
January 23-24, 1980

Attendance

Jerry L. Blevins
Manager
Shreveport Chamber of Commerce
Shreveport, Louisiana
Debbie Bodin
Project Planner
Southern Mississippi Planning and Development District
Gulfport, Mississippi
Mark W. Bordelon
Economic Development Specialist
Imperial Calcasieu Regional Planning & Development Commission
Lake Charles, Louisiana
Barry Brupbacher
Director
South Central Planning & Development Commission
Thibodaux, Louisiana
Robert B. Carlile
Executive Business Director
Cherokee Nation of Oklahoma
Tahlequah, Oklahoma
Bill Dunavant
Executive Vice President
Blount County Industrial Development Board
Maryville, Tennessee
Edwin J. Durabb
Director of Planning
South Central Planning & Development Commission
Thibodaux, Louisiana
Andrew W. Flores
Executive Director
Louisiana Office of Commerce & Industry
Baton Rouge, Louisiana
Charles M. Fontenot
Director
Imperial Calcasieu Regional Planning & Development Commission
Lake Charles, Louisiana
Debbie Green
Research Assistant
Coordinating & Development Council of Northwest Louisiana
Shreveport, Louisiana
Leon C. Harbin, Jr.
Executive Director
Greater Grenada Economic Development Foundation, Inc.
Grenada, Mississippi
Donna Harlow
Economic Development Generalist
Capital Economic Development District
Baton Rouge, Louisiana
New Orleans Seminar
January 23-24, 1980
Page 2

Brennon R. Hatley
Vice President, Business Development
Dallas Chamber of Commerce
Dallas, Texas

Thomas B. Heath
Director of Economic Development
Texas Power & Light Company
Dallas, Texas

R. L. Holyfield
Executive Director
Southeast Mississippi Industrial Council
Ellisville, Mississippi

Robert E. Kimbrel
Director, Community Services Dept.
Lone Star Gas Company
Dallas, Texas

Kay LaCase
Assistant Director
Capital Economic Development District
Baton Rouge, Louisiana

William J. Marchbank
Executive Director
North Delta Regional Planning & Development District
Monroe, Louisiana

Chip Morgan
Director
Delta Council
Stoneville, Mississippi

Robert H. Murrah, Jr.
Community Development
Southwest Georgia APDC
Camilla, Georgia

J. Michael O'Hare
Manager, Industrial and Area Development
New Orleans Public Service, Inc.
New Orleans, Louisiana

A. J. Rhodes
Area & Industrial Development Manager
Louisiana Power & Light Company
New Orleans, Louisiana

Charles Tarver
Director of Planning
North Delta Regional Planning & Development District
Monroe, Louisiana

Bronwyn Thomas
Administrative Assistant
Capital Economic Development District
Baton Rouge, Louisiana

Irlyn C. Toner
Industrial Analyst
Mississippi Research and Development Center
Jackson, Mississippi
EVALUATION SEMINAR SCHEDULE

New Orleans, Louisiana

Wednesday, January 23

1:00 p.m. Introduction -- Preston
Seminar Purposes -- Cassell
Evaluation Applications --
Need for Evaluation -- Sweet
Conduct of Evaluation -- Cassell

2:45 p.m. Break

3:00 p.m. Module IV -- Economic Development Plans -- Sweet
Module V -- Economic Development Process -- Sweet
Sources of Data -- Koepke
Module I -- Inventory -- Koepke

Thursday, January 24

8:30 a.m. Module III -- Service Impact -- Koepke
Module II -- Job Location -- Sweet

9:45 a.m. Break

10:00 a.m. Module VI -- Dislocation -- Cassell
Economic Analyses -- Sweet
Selling the Evaluation -- Koepke

11:30 a.m. Summary -- Cassell
ECONOMIC DEVELOPMENT PROGRAM EVALUATION

January 23-24, 1980

CRITIQUE

1. Below are listed some elements of the seminar. Please rate each element in terms of value to you. Please check (✓) for each element.

<table>
<thead>
<tr>
<th></th>
<th>Of Great Value</th>
<th>Somewhat Valuable</th>
<th>Of Little Value</th>
<th>Of No Value</th>
</tr>
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<tbody>
<tr>
<td>Formal presentations</td>
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<tr>
<td>by speakers</td>
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<tr>
<td>Question &amp; Answer segments</td>
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<tr>
<td>Association with</td>
<td></td>
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<tr>
<td>other attendees</td>
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<tr>
<td>speakers and with</td>
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</tr>
<tr>
<td>program participants</td>
<td></td>
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</tbody>
</table>

2. Do you feel the purposes of the seminar, as outlined in the brochure, were accomplished?

   Yes ___  No ___

3. If "no," what might have been done to accomplish the purposes?

   __________________________________________________________
   __________________________________________________________
   __________________________________________________________

4. Do you have any comments or suggestions in regard to the schedule of events (i.e., starting time, time between activities, length of activities, etc.)?

   __________________________________________________________
   __________________________________________________________
   __________________________________________________________

   -Al6-
Economic Development Program Evaluation

5. What was the least satisfactory part of the program?

__________________________________________________________________________
__________________________________________________________________________
__________________________________________________________________________

6. What was the most satisfactory part of the program?

__________________________________________________________________________
__________________________________________________________________________
__________________________________________________________________________

7. What kind of activity or organization do you represent?
   (Example: Chamber of Commerce, multi-county sub-state district, development corporation, private company).

__________________________________________________________________________
__________________________________________________________________________
__________________________________________________________________________

8. Will you be able to utilize in your own activity the information and/or the procedures recommended through the seminar?

   Yes____  No____

9. If "no," why will it not be possible?

__________________________________________________________________________
__________________________________________________________________________
__________________________________________________________________________