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Sponsor: Economic Development Administration, U.S. Department of Commerce
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Amount: $42,975**


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

Assigned to Industrial Development Division

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Date 8/6/71

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PROJECT NO: A-1257

PROJECT DIRECTOR: R. B. Caswell

SPONSOR: Economic Development Administration

TERMINATION EFFECTIVE: 5/15/71

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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

Performe 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:

<table>
<thead>
<tr>
<th>Course</th>
<th>Sessions</th>
<th>Duration</th>
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<tbody>
<tr>
<td>Basic Economic Development Training</td>
<td>2</td>
<td>1 week</td>
</tr>
<tr>
<td>Executive Training</td>
<td>2</td>
<td>1 week</td>
</tr>
<tr>
<td>Advanced Executive Training</td>
<td>2</td>
<td>1 week</td>
</tr>
<tr>
<td>Industrial Development Training</td>
<td>2</td>
<td>1 week</td>
</tr>
<tr>
<td>Training for Planning and Development Technicians</td>
<td>2</td>
<td>1 week</td>
</tr>
<tr>
<td>Training for Staff Information Technicians</td>
<td>3</td>
<td>3 days</td>
</tr>
</tbody>
</table>

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
3¼ pages

Economic Planning and Development: A Bibliography
1¼ 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 2

### PERSONS ATTENDING TRAINING PROGRAMS

#### Industrial Development Training Program

**Fourth Session**

**June 22-26, 1970**

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Organization</th>
<th>Address</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bahr, Jerry L.</td>
<td>Economist</td>
<td>Nebraska Department of Economic Development</td>
<td>Post Office Box 94666, State Capitol, Lincoln, Nebraska 68509</td>
</tr>
<tr>
<td>Collison, Koder M.</td>
<td>Director</td>
<td>Appalachian Regional Commission</td>
<td>1666 Connecticut Avenue, N.W., Washington, D.C. 20235</td>
</tr>
<tr>
<td>Baker, Champ L.</td>
<td>Executive Director</td>
<td>Kisatchie Delta Economic Development District</td>
<td>1254 Dorchester Drive, Alexandria, Louisiana 71301</td>
</tr>
<tr>
<td>Hughes, John E.</td>
<td>Administrator, EDA - Technical Assistance Project</td>
<td>South Carolina State Development Board</td>
<td>Post Office Box 927, Columbia, South Carolina 29202</td>
</tr>
<tr>
<td>Brashears, David R.</td>
<td>Planning Director/Secretary</td>
<td>Josephine County Regional Planning Commission</td>
<td>130 N.W. &quot;B&quot; Street, Grants Pass, Oregon 97526</td>
</tr>
<tr>
<td>Mills, George</td>
<td>Chief, Bureau of Industrial Development</td>
<td>Florida Department of Commerce Division of Commercial Development</td>
<td>Tallahassee, Florida 32304</td>
</tr>
<tr>
<td>Pardee, Walter D.</td>
<td>Executive Director</td>
<td>Northeast Georgia Area Planning &amp; Development Commission</td>
<td>193 E. Hancock Avenue, Athens, Georgia 30601</td>
</tr>
<tr>
<td>Cooley, J. C.</td>
<td>Manager of Economic Development</td>
<td>Alamo Area Council of Governments</td>
<td>422 Three Americas Building, San Antonio, Texas 78205</td>
</tr>
<tr>
<td>Richardson, William</td>
<td>Assistant Director</td>
<td>East Central Economic Development District</td>
<td>Post Office Box 497, Newton, Mississippi 38967</td>
</tr>
</tbody>
</table>
SHORE, David W.
Economic Planner
Pennyvile 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

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

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

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

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

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

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

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

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

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
INDUSTRIAL DEVELOPMENT DIVISION
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THE ECONOMIC DEVELOPMENT ADMINISTRATION

PROGRAM CONCEPT

and

SCHEDULE

Industrial Development Division
Engineering Experiment Station
GEORGIA INSTITUTE OF TECHNOLOGY
# Table of Contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Foreword</td>
<td>i</td>
</tr>
<tr>
<td>Purpose and Scope</td>
<td>ii</td>
</tr>
<tr>
<td>LESSON CONCEPTS</td>
<td>1</td>
</tr>
<tr>
<td>SCHEDULE</td>
<td>13</td>
</tr>
<tr>
<td>APPENDIX</td>
<td>16</td>
</tr>
<tr>
<td>1. Glossary</td>
<td>17</td>
</tr>
</tbody>
</table>
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
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

<table>
<thead>
<tr>
<th>Lessons</th>
<th>Hours</th>
</tr>
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<tbody>
<tr>
<td>B(EDA)2.1    L Community Development: Concepts, Agencies, and Interrelationships</td>
<td>2</td>
</tr>
<tr>
<td>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. 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.</td>
<td></td>
</tr>
<tr>
<td>B(EDA)2.2    L Community Analysis and Evaluation</td>
<td>1</td>
</tr>
<tr>
<td>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</td>
<td></td>
</tr>
</tbody>
</table>
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

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

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

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

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.
Information Requirements for Planning and Development

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.

Human Resources in Community and District Development

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.

Manpower Resources Analysis

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

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

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

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.
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.

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

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

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.

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

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

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

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

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

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 Development  2

Second Day

8:30 - 9:20  B(EDA)5.1  L  Human Resources in Community and District Development  1
9:30 - 11:20 B(EDA)6.1  L  Fundamentals of Environmental Planning and Development  2
1:00 - 1:50  B(EDA)5.2  L  Manpower Resources Analysis  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 Approaches to Area and District Development  1
2:00 - 3:50  B(EDA)5.3  L  Developing Manpower Resources Information  2
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<tr>
<th>Time</th>
<th>Session</th>
<th>Location</th>
<th>Title</th>
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<tbody>
<tr>
<td>4:00 - 4:50</td>
<td>B(EDA)8.1</td>
<td>L</td>
<td>Identification and Development of Economic Opportunities</td>
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<td>A</td>
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</table>
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.
INDUSTRIAL 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
INDUSTRIAL 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

Industrial Development Division
Engineering Experiment Station
GEORGIA INSTITUTE OF TECHNOLOGY
# Table of Contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Foreword</td>
<td>i</td>
</tr>
<tr>
<td>Purpose and Scope</td>
<td>ii</td>
</tr>
<tr>
<td>LESSON CONCEPTS</td>
<td>1</td>
</tr>
<tr>
<td>SCHEDULE</td>
<td>9</td>
</tr>
<tr>
<td>APPENDIX</td>
<td>12</td>
</tr>
<tr>
<td>1. Glossary</td>
<td>13</td>
</tr>
</tbody>
</table>
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

<table>
<thead>
<tr>
<th>Lessons</th>
<th>Hours</th>
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<tr>
<td>ID(EDA)1.2-1 L Concepts of Industrial Development</td>
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</table>

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.

| ID(EDA)1.3-1 C Role of the Economic Development District: Introduction | 2 |

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.
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.

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.

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.
Analysis of Local Resources

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.

Identification of Economic Opportunities in Rural Areas

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.

Developing and Expanding Existing Industry

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.
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.

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
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.

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.

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.

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.
Prospecting Techniques

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.

Problems Involved in Plant Location: Simulation Game

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

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<tr>
<th>Time</th>
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<th>Type</th>
<th>Topic</th>
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Second Day

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Third Day

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<td>Tools for the Developer: Manpower Analysis and Programs</td>
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<td>CR</td>
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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
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,

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
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:

<table>
<thead>
<tr>
<th>Course</th>
<th>Sessions</th>
<th>Duration</th>
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<tr>
<td>Basic Economic Development Training</td>
<td>2</td>
<td>1 week</td>
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<tr>
<td>Executive Training</td>
<td>2</td>
<td>1 week</td>
</tr>
<tr>
<td>Advanced Executive Training</td>
<td>2</td>
<td>1 week</td>
</tr>
<tr>
<td>Industrial Development Training</td>
<td>2</td>
<td>1 week</td>
</tr>
<tr>
<td>Training for Planning and Development Technicians</td>
<td>2</td>
<td>1 week</td>
</tr>
<tr>
<td>Training for Staff Information</td>
<td>3</td>
<td>3 days</td>
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</table>

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.
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
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
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GEORGIA INSTITUTE OF TECHNOLOGY
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<tbody>
<tr>
<td>Foreword</td>
<td>1</td>
</tr>
<tr>
<td>Purpose and Scope</td>
<td>11</td>
</tr>
<tr>
<td>LESSON CONCEPTS</td>
<td>1</td>
</tr>
<tr>
<td>SCHEDULE</td>
<td>12</td>
</tr>
<tr>
<td>APPENDIX</td>
<td>15</td>
</tr>
<tr>
<td>1. Glossary</td>
<td>16</td>
</tr>
</tbody>
</table>
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.

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
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
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.
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.

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

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 inter-action, 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(L-A)2.2 L Regional Planning and Development: Environmental Planning

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

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

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
session will consider problems and deficiencies of the district determined through an analysis and evaluation of the district.

D(EDA)5.2 WS Development District Goals and Programs: Goal Setting and Project Development

This workshop session continues the analysis and evaluation with emphasis placed upon goal-setting activities and project development and implementation.

D(EDA)5.3 WS Development of District Goals and Programs: Group Solutions

This workshop session is devoted to group reports setting forth district goals and programs and the rationale for these goals and programs.

D(EDA)6.1 L Industrial Aspects of Economic Development: Concepts, Agencies, and Interrelationships

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, including definitions, reasons for industrial development, and general concepts of U. S. industrial development.
D(EDA)6.2  L  Industrial Aspects of Economic Development: The Process

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 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

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

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

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

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

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

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

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

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
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<td>Orientation</td>
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<td>Developing Manpower Information</td>
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<td>D(EDA)9.1</td>
<td>L</td>
<td>Identification and Development of Economic Opportunities</td>
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<td>D(EDA)1.2</td>
<td>A</td>
<td>Program Critique</td>
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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).
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.

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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
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 poss-
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

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<td>9:30 - 11:20</td>
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Fourth Day (continued)

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

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<td>Conference</td>
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<tr>
<td>Workshop</td>
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<tr>
<td>Individual Research</td>
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<td>Total Time</td>
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</table>
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).
Appendix 3

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

Engineering Experiment Station
GEORGIA INSTITUTE OF TECHNOLOGY
Atlanta, Georgia
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

Industrial Development Division
Engineering Experiment Station
GEORGIA INSTITUTE OF TECHNOLOGY
# Table of Contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Foreword</td>
<td>i</td>
</tr>
<tr>
<td>Purpose and Scope</td>
<td>ii</td>
</tr>
<tr>
<td>LESSON CONCEPTS</td>
<td>1</td>
</tr>
<tr>
<td>SCHEDULE</td>
<td>9</td>
</tr>
<tr>
<td>APPENDIX</td>
<td>12</td>
</tr>
<tr>
<td>1. Glossary</td>
<td>13</td>
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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

<table>
<thead>
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<th>Lessons</th>
<th>Hours</th>
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<tr>
<td>PT(EDA)2.1 L Fundamentals of Community and Regional Development</td>
<td>1</td>
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</tbody>
</table>

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.

| PT(EDA)3.1 L Information Requirements for Planning and Development | 1     |

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

PT(EDA)3.2  D  Information Center Operations

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

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

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

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

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

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

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 lay-
outs. The role of the planning and development technician
in formulation of layouts for studies and reports is em-
phasized.

PT(EDA)6.2  FT  Graphics and Reproduction: Methods and Equip-
ment

The study of graphic layouts initiated in PT(EDA)6.1 is con-
tinued 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 presen-
tation and their costs.

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

Physical planning is usually an early step in the planning
and development process. This period of instruction con-
tinues the work developed in PT(EDA)5.1, Environmental As-
psects 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, neighbor-
hood analysis, and community facilities inventory and analysis.
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.

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.

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
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<td>PT(EDA)1.2</td>
<td>A</td>
<td>Program Review</td>
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</table>
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.
Appendix 4

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

1970

Engineering Experiment Station
GEORGIA INSTITUTE OF TECHNOLOGY
Atlanta, Georgia
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

Industrial Development Division
Engineering Experiment Station
GEORGIA INSTITUTE OF TECHNOLOGY
# Table of Contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Foreword</td>
<td>1</td>
</tr>
<tr>
<td>Purpose and Scope</td>
<td>ii</td>
</tr>
<tr>
<td>LESSON CONCEPTS</td>
<td>1</td>
</tr>
<tr>
<td>SCHEDULE</td>
<td>6</td>
</tr>
<tr>
<td>APPENDIX</td>
<td>8</td>
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<tr>
<td>1. Glossary</td>
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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

Lessons

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.

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.

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

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

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

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

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
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
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
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
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
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

<table>
<thead>
<tr>
<th>Time</th>
<th>Session Code</th>
<th>Type</th>
<th>Title</th>
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<tr>
<td>8:30 - 9:20</td>
<td>I(EDA)1.1</td>
<td>A</td>
<td>Program Orientation</td>
</tr>
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<td>9:30 - 10:20</td>
<td>I(EDA)2.1</td>
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<td>Nature and Objectives of Development Planning</td>
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<td>D</td>
<td>Information Center Tour and Evaluation</td>
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<td>L;WS</td>
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### Second Day

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<td>Federal Support of Information Activity</td>
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<td>7:00 - 8:30</td>
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<td>WS</td>
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### Third Day

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<td>8:30 - 10:00</td>
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<td>Providing Special Services</td>
</tr>
<tr>
<td>10:10 - 11:30</td>
<td>I(EDA)12.1</td>
<td>L</td>
<td>Operating Information Centers</td>
</tr>
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</table>
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
Pennyryle Area Development
District, Inc.
138 North Virginia Street
Hopkinsville, Kentucky 42240

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

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

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

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

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

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

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

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

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

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

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

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

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

YOUNG, Albert C., Jr.  
Economic Planner  
Eastern Oklahoma Economic Development District  
P.O. Box 1367  
Muskogee, Oklahoma 74401
## Appendix 7

**TRAINING PROGRAMS IN ECONOMIC DEVELOPMENT**

### Enrollment and Attendance Statistics

*As of September 30, 1970*

<table>
<thead>
<tr>
<th>Program</th>
<th>Date</th>
<th>Enrollment</th>
<th>Attendance</th>
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<tr>
<td>Basic</td>
<td>June 15-19</td>
<td>11</td>
<td></td>
</tr>
<tr>
<td>Industrial</td>
<td>June 22-26</td>
<td>11</td>
<td></td>
</tr>
<tr>
<td>Executive</td>
<td>Sept. 21-26</td>
<td>16</td>
<td></td>
</tr>
<tr>
<td>P &amp; D Technicians</td>
<td>Oct. 5-9</td>
<td>14</td>
<td></td>
</tr>
<tr>
<td>Advanced Executive</td>
<td>Oct. 12-16</td>
<td>19</td>
<td></td>
</tr>
<tr>
<td>Basic</td>
<td>Nov. 2-6</td>
<td>17</td>
<td></td>
</tr>
<tr>
<td>Advanced Executive</td>
<td>Nov. 9-13</td>
<td>8</td>
<td></td>
</tr>
<tr>
<td>Information Technicians</td>
<td>Nov. 16-18</td>
<td>2</td>
<td></td>
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<tr>
<td>Industrial</td>
<td>Nov. 30-Dec. 4</td>
<td>11</td>
<td></td>
</tr>
<tr>
<td>Information Technicians</td>
<td>Jan. 11-13</td>
<td>-</td>
<td></td>
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<tr>
<td>Executive</td>
<td>Feb. 8-12</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>P &amp; D Technicians</td>
<td>Feb. 15-19</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>Advanced Executive</td>
<td>March 1-5</td>
<td>11</td>
<td></td>
</tr>
<tr>
<td>Information Technicians</td>
<td>March 8-10</td>
<td>-</td>
<td></td>
</tr>
</tbody>
</table>

**Totals** 89 38

**Grand Total** 127
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:s1p

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

cc: Mr. Arnold H. Leibowitz
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.
# Table of Contents

## INTRODUCTION
- Background 1
- 1970-1971 Program 2
- Summary of First Quarter Activities 3
- Summary of Second Quarter Activities 3
- Contents of the Report 3

## THIRD QUARTER ACTIVITIES
- Summary 4
- Program Development 4
- Program Promotion 4
- Programs Presented 4
- Program Evaluation 4
- Problems Encountered 5

## APPENDICES
- 1. Program Promotion 7
- 2. Training Program for Planning and Development Technicians 8
- 3. Advanced Executive Training Program 9
- 4. Basic Economic Development Training Program 11
- 5. Industrial Development Training Program 13
- 6. Training Programs in Economic Development 15
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:

<table>
<thead>
<tr>
<th>Course</th>
<th>Sessions</th>
<th>Duration</th>
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<tr>
<td>Basic Economic Development Training</td>
<td>2</td>
<td>1 week</td>
</tr>
<tr>
<td>Executive Training</td>
<td>2</td>
<td>1 week</td>
</tr>
<tr>
<td>Advanced Executive Training</td>
<td>2</td>
<td>1 week</td>
</tr>
<tr>
<td>Industrial Development Training</td>
<td>2</td>
<td>1 week</td>
</tr>
<tr>
<td>Training for Planning and Development Technicians</td>
<td>2</td>
<td>1 week</td>
</tr>
<tr>
<td>Training for Staff Information</td>
<td>3</td>
<td>3 days</td>
</tr>
</tbody>
</table>

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
Box 433
Hinds Junior College
Raymond, Mississippi 39154

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
District Council, Inc.
1254 Dorchester Drive
Alexandria, Louisiana 71301

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

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

HEFFERNAN, John
Research Coordinator
First Tennessee-Virginia
Development District
Box 2779, East Tennessee State
University
Johnson City, Tennessee 37601

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

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

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

QUINN, Robert W.
Economic Planner
Neuse River Regional Planning
& Development Council
P. O. Box 88
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
P. O. Box 986
Hazard, Kentucky 41701
Appendix 3
ADVANCED EXECUTIVE TRAINING PROGRAM

Third Session
October 12-16, 1970

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

BUCKLEY, Donald M.
Executive Director
Ohio Valley Regional Development Commission
740 Second Street
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
900 Alworth Building
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

McELMURRY, 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

SMITH, Leon T.
Executive Director
Purchase Area Development District, Inc.
607 1/2 West Broadway
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
416 South Main
McAdams Trust Building
P. O. Box 1403
Jonesboro, Arkansas 72401

GARZA, Amando, Jr.
Deputy Director
South Texas Council of Governments
1102 Victoria Street
P. O. Box 1365
Laredo, Texas 78040

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

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

HOOFMAN, 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
P. O. Box 86
Tuscaloosa, Alabama 35401

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

MOORE, James H.
Economic Development Planner
Southeastern Economic Develop-
ment Commission
Box 921
Elizabethtown, North Carolina
28337

NEWMAN, John J.
Western Arkansas Planning and
Development District
510 North Greenwood Avenue
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 Development District
P. O. Box 4408
Waco, Texas 76705

MIZE, Ginger P.
Research Analyst
Tuscaloosa Area Council of Local Governments
P. O. Box 86
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.
Rural Economic Developer
Dickinson-Iron County Community Action Agency
Hanna Building
Iron River, Michigan 49935
STRENK, Edward J.
Executive Director
Calcasieu County Regional
Planning Commission
P. O. Box 1583
Lake Charles, Louisiana 70501

THOMAS, Van
White River Development District
P. O. Box 796
Batesville, Arkansas 72501

TRIBBLE, Carolyn Janette
Research Technician
Richmond Regional Planning
District Commission
7th & Franklin Building
Suite #810
Richmond, Virginia 23219

VAUGHT, Harry E.
Executive Director
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

<table>
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**TOTAL**                          **80**  **95**

**GRAND TOTAL**                     **175**
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.
# Table of Contents

## INTRODUCTION

<table>
<thead>
<tr>
<th>Background</th>
<th>Page</th>
</tr>
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<tbody>
<tr>
<td>1970-1971 Program</td>
<td>2</td>
</tr>
<tr>
<td>Summary of First Quarter Activities</td>
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<td>Summary of Third Quarter Activities</td>
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## FOURTH QUARTER ACTIVITIES

| Summary                                         | 5    |
| Program Development                             | 5    |
| Program Promotion                               | 5    |
| Programs Presented                              | 5    |
| Program Evaluation                              | 5    |
| Problem Encountered                             | 6    |

## APPENDICES

| 1. Program Promotion                            | 8    |
| 2. Training Program for Staff Information Technicians | 9    |
| 3. Industrial Development Training Program      | 11   |
| 4. Executive Training Program                   | 12   |
| 5. Training Program for Planning and Development Technicians | 14   |
| 6. Advanced Executive Training Program          | 15   |
| 7. Training Program for Staff Information Technicians | 17   |
| 8. Attendance Statistics                        | 19   |
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-C-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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<thead>
<tr>
<th>Course</th>
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<th>Duration</th>
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<tbody>
<tr>
<td>Basic Economic Development Training</td>
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<tr>
<td>Executive Training</td>
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<tr>
<td>Advanced Executive Training</td>
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<tr>
<td>Industrial Development Training</td>
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<tr>
<td>Training for Planning and Development</td>
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<td>Technician Training</td>
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<td>Training for Staff Information</td>
<td>3</td>
<td>3 days</td>
</tr>
<tr>
<td>Technician</td>
<td></td>
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</tr>
</tbody>
</table>

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 program.

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
P. O. Box 346
Camilla, Georgia 31730

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

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

ETHERIDGE, Dot
Administrative Assistant
South Delta Economic Development
District, Inc.
P. O. Box 833
Greenville, Mississippi 38701

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

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

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

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

MOORE, Nick
Printer-Technician
Georgia Mountains Planning &
Development Commission
432 N. Bradford Street
Box 1294
Gainesville, Georgia 30501
NEWTON, Treasa L.
Programs Coordinator
Southeast Tennessee Development
District
Suite 423
James Building
Chattanooga, Tennessee 37402

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

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

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

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

WILD, Dena
Assistant Research Planner
Atlanta Region Metropolitan Planning Commission
900 Glenn Building
Atlanta, Georgia 30303
ROSTER

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

JUNKINS, Cecil
Industrial Development Specialist
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
Anniston, Alabama 36201

ROBARTS, Harry J.
Industrial Representative
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
Dover, Delaware 19901

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

ROSTER

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

MANN, Noel A.
Development Specialist
Southern Oklahoma Development
Association
P. O. Box 3125
Ardmore Industrial Airpark
Ardmore, Oklahoma 73401

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

MARR, John M.
Director, Economic Development
Center
Western Carolina University
Cullowhee, North Carolina 28723

JUNGHANS, William H., Jr.
Assistant Director
Community Resources Development
Central Texas Economic
Development District
P. O. Box 4408
Waco, Texas 76705

MAYNARD, Peter
East Tennessee Development
District
1810 Lake Avenue
Knoxville, Tennessee 37916

PARCHA, Edward F.
Executive Director
Central Shenandoah Planning
District Commission
P. O. Box 1337
Staunton, Virginia 24401

KAWADLER, Martin
Regional Planner
Montachusett Regional Planning
Commission
27 Myrtle Avenue
Fitchburg, Massachusetts 01420
SMOCK, Harry F.  
Executive Director  
Tuscarawas Valley Regional  
Advisory Committee  
P. O. Box 66  
129 South Tenth Street  
Cambridge, Ohio 43725

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

SAYLOR, Ronald P.  
Assistant Director  
Southeast Tennessee Development  
District  
423 James Building  
Chattanooga, Tennessee 37402

SCHUETTE, Edward L.  
Associate Director  
New Hampshire-Vt. Development  
Council, Inc.  
47-53 South Main Street  
Hanover, New Hampshire 03755

WALLACE, William H. Jr.  
Planning Director  
Coosa Valley Planning Agency  
P. O. Box 1584  
Anniston, Alabama 36201
Appendix 5

TRAINING PROGRAM FOR PLANNING
AND DEVELOPMENT TECHNICIANS

February 15-19, 1971

Second Session

ROSTER

CLOSSER, Thomas A.
Economic Development Coordinator
Buckeye Hills-Hocking Valley Regional
Development District, Inc.
Suite 325
First National Bank Building
Marietta, Ohio 45750

CROLL, John
Community Development Specialist
723 Clark Hall
University of Missouri
Columbia, Missouri 65201

CLOVER, Thomas P.
Planning Associate
East Central Michigan Economic
Development District
Room G-127
Delta College
University Center, Michigan 48710

McLEOD, Robert
Assistant Director
Regional Programs Administration
Agency of Development & Community
Affairs
State House
Montpelier, Vermont 05602

MEEHAN, Robert
Economic Development Council
of Northeastern Penn.
P. O. Box 777
Avoca, Pennsylvania 18641

NICHOLAS, Robert
Development Superintendent
City of Marietta
301 Putnam Street
Marietta, Ohio 45750

SCHROEDER, Thomas P.
Project Co-ordinator
Southwestern Pa. Economic
Development District
1022 Park Building
Pittsburgh, Pennsylvania 15222

SHORY, James R.
Research Analyst
Coastal Bend Economic Development
District
4225 South Port Avenue
Corpus Christi, Texas 78415

-14-
Appendix 6

ADVANCED EXECUTIVE TRAINING PROGRAM

Fifth Session

March 1-5, 1971

ROSTER

BROTHERS, James T.
Consultant
Technical Assistance Center
University of Tennessee
907 Mountcastle Street
Knoxville, Tennessee 37916

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

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

DeYoannes, A. M.
Commissioner
Department of Iron Range
Resources
State of Minnesota
MEA Office Building
55 Cherburne
St. Paul, Minnesota 55103

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

HARRELSON, Dolores
Assistant Executive Director
East Arkansas Planning &
Development District
P. O. Box 1403
416 South Main
Jonesboro, Arkansas 72401

HAYS, Preston M.
Executive Director
Central Texas Economic
Development District
P. O. Box 4408
Waco, Texas 76705

REYNOLDS, Sam F. Jr.
Executive Director
Coosa Valley Planning Agency
P. O. Box 1584
Anniston, Alabama 36201
SMITH, O. R.
Director Training Systems
Central Oklahoma Economic Development District
16 E. North Street
Shawnee, Oklahoma 74801

WAGNER, Robert
Planner
Kisatchie-Delta Economic Development District Council
1254 Dorchester Drive
Alexandria, Louisiana 71301
Appendix 7

TRAINING PROGRAM FOR STAFF INFORMATION TECHNICIANS

Second Session
March 8-10, 1971

ROSTER

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

GHENT, Judy Kay
Office Manager
Buckeye Hills-Hocking Valley Regional Development District
Suite 325
First National Bank Building
Marietta, Ohio 45750

HAND, Jim
Planner
Three Rivers Economic Development District
105 W. Reynolds
Pontotoc, Mississippi 38863

KLING, Shirley D.
Economic Analyst
Department of Economic Development
P. O. Box 94666
State Capitol
Lincoln, Nebraska 68509

McLOUGHLIN, Marguerite T.
Economist
Tennessee Valley Authority
704 Arnstein Building
Knoxville, Tennessee 37902

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

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

SHEPPERD, Jill
Senior Clerk
State Planning Agency
State Capitol Building
Pierre, South Dakota 57501
STEGALL, Mac
Programmer
Three Rivers Economic Development District
105 W. Reynolds
Pontotoc, Mississippi 38863

TREMAR, Lula M.
P. O. Box 4408
Central Texas Economic Development District
Waco, Texas 76705
## Appendix 8

**TRAINING PROGRAMS IN ECONOMIC DEVELOPMENT**

### Attendance Statistics

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Training Programs in Economic Development
April 1, 1970 - March 31, 1971

by Robert B. Cassell
INDUSTRIAL DEVELOPMENT DIVISION

FINAL REPORT

Engineering Experiment Station
GEORGIA INSTITUTE OF TECHNOLOGY
Atlanta, Georgia
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 con-
ducted 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 Pro-
gram 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, dur-
ing 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:

<table>
<thead>
<tr>
<th>Training Program</th>
<th>Sessions</th>
<th>Duration</th>
</tr>
</thead>
<tbody>
<tr>
<td>Basic Economic Development Training Program</td>
<td>2</td>
<td>1 week</td>
</tr>
<tr>
<td>Executive Training Program</td>
<td>2</td>
<td>1 week</td>
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<tr>
<td>Advanced Executive Training Program</td>
<td>2</td>
<td>1 week</td>
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<tr>
<td>Industrial Development Training Program</td>
<td>2</td>
<td>1 week</td>
</tr>
<tr>
<td>Training Program for Planning and Development Technicians</td>
<td>2</td>
<td>1 week</td>
</tr>
<tr>
<td>Training Program for Staff Information Technicians</td>
<td>3</td>
<td>3 days</td>
</tr>
</tbody>
</table>

-2-
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:

<table>
<thead>
<tr>
<th>Course Title</th>
<th>Dates Presented</th>
</tr>
</thead>
<tbody>
<tr>
<td>Basic Economic Development Training Program</td>
<td>June 15-19, 1970 November 2-6, 1970</td>
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<tr>
<td>Executive Training Program</td>
<td>September 21-25, 1970 February 8-12, 1971</td>
</tr>
<tr>
<td>Advanced Executive Training Program</td>
<td>October 12-16, 1970 March 1-5, 1971</td>
</tr>
<tr>
<td>Training Program for Planning and Development Technicians</td>
<td>October 5-9, 1970 February 15-19, 1971</td>
</tr>
<tr>
<td>Training Program for Staff Information Technicians</td>
<td>January 11-13, 1971 March 8-10, 1971</td>
</tr>
</tbody>
</table>
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
## LIST OF APPENDICES

<table>
<thead>
<tr>
<th>Appendix</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Scope of Work for Grant No. 99-6-09165</td>
<td>11</td>
</tr>
<tr>
<td>2. Program Announcements</td>
<td>12</td>
</tr>
<tr>
<td>3. Program Descriptions</td>
<td>13</td>
</tr>
<tr>
<td>5. Organizations Furnishing Participants to Training Programs in Economic Development During 1968-1971</td>
<td>66</td>
</tr>
<tr>
<td>6. Program Evaluation Form</td>
<td>73</td>
</tr>
<tr>
<td>7. Typical Training Program Response Letters</td>
<td>81</td>
</tr>
</tbody>
</table>
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:

<table>
<thead>
<tr>
<th>Course</th>
<th>Sessions</th>
<th>Duration</th>
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</thead>
<tbody>
<tr>
<td>Basic Economic Development Training Program</td>
<td>2</td>
<td>1 week</td>
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<tr>
<td>Executive Training Program</td>
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<td>1 week</td>
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<tr>
<td>Advanced Executive Training Program</td>
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<td>1 week</td>
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<tr>
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<td>2</td>
<td>1 week</td>
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<tr>
<td>Training Program for Planning and Development Technicians</td>
<td>2</td>
<td>1 week</td>
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<tr>
<td>Training Program for Staff Information Technicians</td>
<td>3</td>
<td>3 days</td>
</tr>
</tbody>
</table>

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.
ANNOUNCING A SPECIAL SESSION
OF THE
INDUSTRIAL DEVELOPMENT TRAINING PROGRAM

ANNOUNCING A SPECIAL SESSION
OF THE
INDUSTRIAL DEVELOPMENT TRAINING PROGRAM
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

<table>
<thead>
<tr>
<th>Time</th>
<th>Session</th>
<th>Code</th>
<th>Mode</th>
<th>Title</th>
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<td>B(EDA)1.1</td>
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<td>Orientation</td>
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</tr>
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<td>Community Development: Concepts, Agencies, and Interrelationships</td>
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<td>Manpower Resources Analysis</td>
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<td>Community Analysis and Evaluation</td>
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<td>1:00 - 1:50</td>
<td>B(EDA)7.1</td>
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<td>Multi-Jurisdictional Approaches to Area and District Development</td>
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<td>B(EDA)5.3</td>
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<td>Developing Manpower Resources Information</td>
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4:00 - 4:50  B(EDA)8.1  L  Identification and Development of Economic Opportunities

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

<table>
<thead>
<tr>
<th>Time</th>
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<td>4:00 - 4:50</td>
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### Second Day

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<th>Course Title</th>
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</thead>
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<tr>
<td>8:30 - 9:20</td>
<td>ID(EDA)1.5-2</td>
<td>Economics of Industrial Location: Secondary Factors</td>
</tr>
<tr>
<td>9:30 - 10:20</td>
<td>ID(EDA)1.6-1</td>
<td>Analysis of Local Resources</td>
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<tr>
<td>10:30 - 11:20</td>
<td>ID(EDA)1.6-2</td>
<td>Identification of Economic Opportunities in Rural Areas</td>
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<tr>
<td>1:00 - 1:50</td>
<td>ID(EDA)1.7-1</td>
<td>Developing and Expanding Existing Industry</td>
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<td>Analysis of the Community's Industrial Growth Potentials</td>
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### Third Day

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<td>Tools for the Developer: Manpower Analysis and Programs</td>
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<td>Tools for the Developer: Land Development and Buildings</td>
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<td>11:30 - 12:00</td>
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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
<table>
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<tr>
<th>First Day</th>
<th>Time</th>
<th>Course Code</th>
<th>Type</th>
<th>Title</th>
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<td>WS</td>
<td>Development of District Goals and Programs: Goal Setting and Project Development</td>
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<td>3:00 - 4:50</td>
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### Fourth Day

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<tr>
<th>Time</th>
<th>Class Code</th>
<th>Session</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>8:30 - 10:20</td>
<td>D(EDA)8.2</td>
<td>L</td>
<td>Developing Manpower Information</td>
</tr>
<tr>
<td>10:30 - 11:20</td>
<td>D(EDA)9.1</td>
<td>L</td>
<td>Identification and Development of Economic Opportunities</td>
</tr>
<tr>
<td>1:00 - 1:50</td>
<td>D(EDA)5.3</td>
<td>WS</td>
<td>Development of District Goals and Programs: Group Solutions</td>
</tr>
<tr>
<td>2:00 - 2:50</td>
<td>D(EDA)8.3</td>
<td>L</td>
<td>Planning for Manpower Training</td>
</tr>
<tr>
<td>3:00 - 4:50</td>
<td>D(EDA)10.1</td>
<td>L; D</td>
<td>Information Handling</td>
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</table>

### Fifth Day

<table>
<thead>
<tr>
<th>Time</th>
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</thead>
<tbody>
<tr>
<td>8:00 - 9:50</td>
<td>D(EDA)11.1</td>
<td>C</td>
<td>Staff Organization and Management</td>
</tr>
<tr>
<td>10:00 - 11:00</td>
<td>D(EDA)1.2</td>
<td>A</td>
<td>Program Critique</td>
</tr>
</tbody>
</table>
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 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.
# ADVANCED EXECUTIVE TRAINING PROGRAM

## SCHEDULE

### First Day

<table>
<thead>
<tr>
<th>Time</th>
<th>Session</th>
<th>Code</th>
<th>Mode</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>8:30 - 9:20</td>
<td>AE(EDA)1.1</td>
<td>A</td>
<td>Orientation</td>
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<tr>
<td>9:30 - 11:20</td>
<td>AE(EDA)2.1</td>
<td>L</td>
<td>Alternatives in the Formulation of Economic Development Strategies</td>
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<td>1:00 - 2:50</td>
<td>AE(EDA)2.2</td>
<td>C</td>
<td>Alternatives in the Formulation of Economic Development Strategies</td>
<td></td>
</tr>
<tr>
<td>3:00 - 4:50</td>
<td>AE(EDA)3.1</td>
<td>RE</td>
<td>Individual or Group Research Project</td>
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### Second Day

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

### Third Day

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

<table>
<thead>
<tr>
<th>Method of Instruction</th>
<th>Hours</th>
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<tr>
<td>Lecture</td>
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<tr>
<td>Conference</td>
<td>9</td>
</tr>
<tr>
<td>Workshop</td>
<td>4</td>
</tr>
<tr>
<td>Individual Research</td>
<td>8.5</td>
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<tr>
<td>Administrative Time</td>
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</tr>
<tr>
<td>Total Time</td>
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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

<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
<th>Code</th>
<th>Type</th>
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</thead>
<tbody>
<tr>
<td>8:30 - 9:20</td>
<td>Developing the Overall Economic Development Program: Goal Formulation and Program Implementation</td>
<td>PT(EDA)4.3</td>
<td>L</td>
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<tr>
<td>9:30 - 11:20</td>
<td>Preparation of Studies and Reports: Methods and Techniques</td>
<td>PT(EDA)8.1</td>
<td>L</td>
</tr>
<tr>
<td>1:00 - 4:50</td>
<td>Report Preparation: A Practical Exercise</td>
<td>PT(EDA)8.2</td>
<td>IP</td>
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### Fifth Day

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<thead>
<tr>
<th>Time</th>
<th>Activity</th>
<th>Code</th>
<th>Type</th>
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<tr>
<td>8:30 - 10:20</td>
<td>Report Preparation: Critique</td>
<td>PT(EDA)8.3</td>
<td>CR</td>
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<tr>
<td>10:30 - 11:20</td>
<td>Program Review</td>
<td>PT(EDA)1.2</td>
<td>A</td>
</tr>
</tbody>
</table>
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**

<table>
<thead>
<tr>
<th>Time</th>
<th>Session</th>
<th>Code</th>
<th>Mode</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>8:30 - 9:20</td>
<td>I(EDA)1.1</td>
<td>A</td>
<td>Program Orientation</td>
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<tr>
<td>9:30 - 10:20</td>
<td>I(EDA)2.1</td>
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<td>Nature and Objectives of Development Planning</td>
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<tr>
<td>10:30 - 11:30</td>
<td>I(EDA)3.1</td>
<td>L</td>
<td>Contribution of Information to Development Planning</td>
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<tr>
<td>1:00 - 2:30</td>
<td>I(EDA)4.1</td>
<td>D</td>
<td>Information Center Tour and Evaluation</td>
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<tr>
<td>2:40 - 3:30</td>
<td>I(EDA)5.1</td>
<td>L</td>
<td>Identification and Acquisition of Basic Information Materials</td>
<td></td>
</tr>
<tr>
<td>3:40 - 4:30</td>
<td>I(EDA)6.1</td>
<td>L; WS</td>
<td>Selection of &quot;Hot-off-the-Press&quot; Materials</td>
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</tbody>
</table>

**Second Day**

<table>
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<tr>
<th>Time</th>
<th>Session</th>
<th>Code</th>
<th>Mode</th>
<th>Title</th>
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<tbody>
<tr>
<td>8:30 - 11:30</td>
<td>I(EDA)7.1</td>
<td>L; WS</td>
<td>Processing of Materials</td>
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<tr>
<td>1:00 - 2:00</td>
<td>I(EDA)8.1</td>
<td>GL</td>
<td>Federal Support of Information Activity</td>
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<tr>
<td>2:10 - 4:30</td>
<td>I(EDA)9.1</td>
<td>L; D</td>
<td>Handling Information Requests</td>
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<tr>
<td>7:00 - 8:30</td>
<td>I(EDA)10.1</td>
<td>WS</td>
<td>Using an Information Center</td>
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**Third Day**

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<thead>
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<th>Time</th>
<th>Session</th>
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<th>Mode</th>
<th>Title</th>
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<tr>
<td>8:30 - 10:00</td>
<td>I(EDA)11.1</td>
<td>L; WS</td>
<td>Providing Special Services</td>
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</tr>
<tr>
<td>10:10 - 11:30</td>
<td>I(EDA)12.1</td>
<td>L</td>
<td>Operating Information Centers</td>
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</tbody>
</table>
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

<table>
<thead>
<tr>
<th>State</th>
<th>Name</th>
<th>Title</th>
<th>Organization/Program</th>
<th>Address</th>
<th>City</th>
<th>Zip</th>
<th>Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alabama</td>
<td>Franklin G. Doughtie</td>
<td>Public Information Officer</td>
<td>Alabama Public Library Service</td>
<td>155 Administrative Building</td>
<td>Montgomery, Alabama</td>
<td>36104</td>
<td>1971</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Montgomery, Alabama 36104</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>Nancy K. Landgraf</td>
<td>Planner</td>
<td>Tuscaloosa Area Council of Local Governments</td>
<td>P. O. Box 86</td>
<td>Tuscaloosa, Alabama</td>
<td>35401</td>
<td>1970</td>
</tr>
<tr>
<td></td>
<td>Richard C. Liles</td>
<td>Public Service Careers Program Director</td>
<td>Southeast Alabama Economic Development District</td>
<td>P. O. Box 1406</td>
<td>Dothan, Alabama</td>
<td>36301</td>
<td>1970</td>
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<tr>
<td></td>
<td>Calotta J. Loyd</td>
<td>Librarian</td>
<td>Economic Development Administration</td>
<td>U. S. Department of Commerce</td>
<td>Huntsville, Alabama</td>
<td>35801</td>
<td>1971</td>
</tr>
<tr>
<td>Arizona</td>
<td>William Macphee</td>
<td>Executive Director</td>
<td>Indian Development District of Arizona</td>
<td>P. O. Box 107</td>
<td>Peach Springs, Arizona</td>
<td>86434</td>
<td>1969</td>
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<tr>
<td>Arizona</td>
<td>Arthur J. Weisenberger</td>
<td>Executive Director</td>
<td>I.D.D.A. Apache Planning Area</td>
<td>P. O. Box 1008</td>
<td>Whiteriver, Arizona</td>
<td>85941</td>
<td>1969</td>
</tr>
</tbody>
</table>
Arkansas

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

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

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

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

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

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

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

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

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

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

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

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

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 AFDC  
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
Pennyriole 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 Plaming
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

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

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

-49-
Mississippi

Thelma 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
Planner
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

William T. Richardson  
Analyst  
Golden Triangle Planning & Development District  
Drawer DN  
State College, Mississippi 39762  
1970

Tom Hitt  
Planner  
Southern Mississippi Economic Development District  
P. O. Box 2057  
Hattiesburg, Mississippi 39401  
1970

George A. Ross  
Economic Planner  
South Delta Economic Development District, Incorporated  
P. O. Box 838  
Greenville, Mississippi 38701  
1969

Don F. Mallard  
Assistant Director  
Pontotoc County Economic Development Planning Agency  
Rayburn - Williams Building  
Pontotoc, Mississippi 38863  
1968

W. L. Runnels  
Director of Planning  
Southern Mississippi Economic Development District  
P. O. Box 2057 (719 W. Scooba St.)  
Hattiesburg, Mississippi 39401  
1969

Walter M. Merritt  
Executive Director  
South Delta Economic Development District  
Box 833  
Greenville, Mississippi 38701  
1968, 1969

John E. Sawyer, Jr.  
Assistant Director  
South Delta Economic Development District  
Box 833  
Greenville, Mississippi 38701  
1968

Dean F. Oswalt  
Analyst  
Golden Triangle Planning & Development District  
Drawer DN  
State College, Mississippi 39762  
1970

Mack Stegall  
Programmer  
Three Rivers Economic Development District  
105 W. Reynolds  
Pontotoc, Mississippi 38863  
1971

William Richardson  
Assistant Director  
East Central Economic Development District  
P. O. Box 497  
Newton, Mississippi 38967  
1970

Edwin Thomas  
Deputy Director  
Northern Economic Development District Incorporated  
P. O. Box 1244  
Clarksdale, Mississippi 38614  
1968

-51-
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

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

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

Oklahoma
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

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

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
South Carolina

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 Development 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 Development 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

-60-
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

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

Emilio 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)

Geoffrey 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

Bob R. Hilmon  
Human Resources Specialist  
Southern West Virginia Economic Development Corporation  
P. O. Box 936  
Bluefield, West Virginia 24701  
1968

Joyce Y. Fowler  
Executive Secretary  
Southern West Virginia Planning & Development Commission  
Bluefield, West Virginia 24701  
1970

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

<table>
<thead>
<tr>
<th>State</th>
<th>Organizations</th>
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<td>Southern Colorado Economic Development Division</td>
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<td>Norwich Community Development, Inc.</td>
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**Idaho**

Clearwater Economic Development Association, Inc. | 1 | - | - | 1 |

**Illinois**

Southeastern Illinois Regional Planning & Development Commission | - | - | 1 | 1 |
| White-Edwards-Wabash Regional Planning Commission | - | - | 1 | 1 |

**Indiana**

West Central Indiana Economic Development District | 1 | 2 | 1 | 4 |

**Kentucky**

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 |
| Pennyrile Area Development District | - | - | 2 | 2 |
| Purchase Area Development District, Inc. | - | - | 2 | 2 |

**Louisiana**

Calcasieu County Regional Planning Commission | - | - | 1 | 1 |
<p>| Capital Economic Development District Council, Inc. | 1 | 2 | - | 3 |
| Coordinating &amp; Development Council of Northwest Louisiana | - | - | 2 | 2 |</p>
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<td>Maine</td>
<td>PRIDE, Inc.</td>
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<td>Maryland</td>
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<td>Massachusetts</td>
<td>Lower Pioneer Valley Regional Planning Commission</td>
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<td>Michigan</td>
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<td>Dickinson-Iron County Community Action Agency</td>
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<td>Upper Peninsula Committee for Area Progress</td>
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<td>Western U. P. Economic Development District</td>
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<td>Minnesota</td>
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<td>Mississippi</td>
<td>Central Mississippi Economic Development District</td>
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<td>Economic Development District of Central Mississippi</td>
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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?

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?

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?
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.

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<td>AE(EDA)9.1</td>
<td>Analytical Interpretation and Evaluation of Research Reports</td>
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<td>AE(EDA)10.1</td>
<td>EDD Staff Organization and Management</td>
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<td>Individual or Group Research Project</td>
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<td>Regional Economic and Industrial Development Strategy</td>
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<td>AE(EDA)3.6</td>
<td>Reports on Individual Research Projects</td>
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<td>AE(EDA)1.2</td>
<td>Program Critique</td>
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Appendix 7

TYPICAL TRAINING PROGRAM RESPONSE LETTERS
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,

James L. Williams,
Executive Director

CC: Tom Francis
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
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,

J. L. Bahr,
Economist

JLB:ch
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:big
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 Penny-rile 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
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
March 19, 1971

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
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,

Jerôme F. McCormack  
Development Coordinator

JFM:amk  
Enclosure
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 WHITECOTTON  
Legal Director

box 2057 • hattiesburg, mississippi 39401 • ph. 582-9104 area code 601