A. Overall Strategy

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

2. The objectives of this strategy are to stimulate the expansion and diversification of existing industry; support the formation of new, economically sound enterprises; and, as an ultimate objective, to create additional jobs.

B. Overall Success

During the quarter, continued progress was made in the implementation of the IDD strategy and the attainment of objectives. There were 61 projects active and worked on by the IDD staff. Of these 21 were new projects, 20 projects were successfully completed or terminated, and 41 projects were continuing to receive IDD assistance at the end of November. Details of success in aiding firms with expansion plans, stabilizing existing firms, helping new ventures, and assisting community development efforts are reported in the following area sections.
C. Significant Developments

As of September 1, 1969, there were 67 EDA qualified counties in Georgia, of which 66 are Title IV and one Title I. In addition there are eleven formally designated and one provisional Economic Development Districts. It is interesting to note that all EDA counties, with the exception of six, are members of Economic Development Districts.

The furniture manufacturing company in Jenkins County which was provided in-depth assistance by IDD in establishing a new plant has begun operation and plans to employ more than 100 people within 12 months.

A Norwegian firm interested in establishing a southern pine plywood plant in Oglethorpe County has been provided with a feasibility study and assisted in the assembly of supporting data and preparation of an EDA business loan application. This proposed plant will provide direct employment for 174 people and will attract satellite and supporting industries that will provide employment for an even greater number of people.

The new mobile home plant in Early County was assisted with setting up a production control system and helped with solving many of its start-up problems. This company is now in production and employing 35 people and has expectations of building up to at least 60 employees when it reaches full production.

The wire manufacturer in Carroll County has been given considerable assistance with its plans to establish a copper refinery and to expand its present production facilities. The total employment impact of the project will be the creation of an estimated total of in excess of 1,400 new jobs.

D. Summary of Project Activity

1. During the quarter, IDD staff personnel expended 556 man-days on the EDA technical assistance project.

2. There are now a total of 41 projects active in 24 counties. The following map shows eligible counties and project locations.
3. Table I is a summary of projects by category.
4. Table II is a summary of projects by type and region.
Table I

QUARTERLY ACTIVITY REPORT
(September, October, November)

NUMBER AND PERCENT OF PROJECTS BY CATEGORY

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<th>Business Stabilization</th>
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Table II

ACTIVITY BY TYPE AND REGION

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CENTRAL SAVANNAH RIVER ECONOMIC DEVELOPMENT DISTRICT

General

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

New Projects

During the quarter two new projects were developed in this area.

Project 434: Assistance to a tool and die company in Burke County

Assistance is being rendered this company in investigating potential product diversification and in bidding on federal government contracts.

Results: The project is continuing.

Project 437: Assistance to a manufacturer of women's clothes in Burke County

This new garment manufacturer has requested IDD assistance with the development of a plant layout and help with various start-up problems. The plant layout has been completed and accepted by the principals of the company. Continuing assistance being rendered with start-up problems as they arise.

Results: The project is continuing.

On Going Projects

There are now four projects under way in this area. In addition to the new projects above, there are:

Project 379: Assistance to a wood furniture manufacturing company in Jenkins County

The furniture manufacturing company desires to open a new plant and has requested assistance in financial planning, machinery procurement, and plant layout design. They also desire to establish a subsidized training program. Assistance was rendered in locating a 36,000 square foot vacant building and the company is now proceeding with their plans. IDD is providing in-depth assistance to the company in establishing the new plant. They have expanded their plans for a new facility and now predict an employment of over 100 within 12 months.

Results: The project is continuing.
Project 426: Assistance to an individual in Emanuel County who desires to establish a pet food production facility

The individual requested that IDD provide a market study for the pet food market. The study was completed and forwarded to him for his evaluation and guidance. The individual has written a letter expressing his appreciation for the assistance rendered by IDD.

Results: The project is continuing.

Discontinued Projects

During the quarter three projects were discontinued in this area.

Project 338: Assistance to a knit garment manufacturer in Emanuel County

The company requested aid in obtaining an expansion loan and in planning a more efficient plant layout. Expansion plans are expected to add an additional 12 to 15 employees.

Results: The plant layout was completed and delivered to the company; however, they have decided not to make any changes until they receive approval of their SBA loan application. No further assistance needed at this time, the project is closed.

Project 408: Assistance to a manufacturer of heavy timber handling and wood chipping equipment in Jefferson County

The manufacturer requested IDD assistance in evaluating and improving production methods. The company also desired a market study to support a possible EDA loan application for an expansion project.

Results: The market study for wood chipping equipment was completed and delivered to the company; however, they have decided not to proceed with their plans to apply for an EDA loan. Many of the suggestions made by IDD for improved labor relations and an improved production control system have been implemented. No further assistance needed at this time, the project is closed.

Project 417: Assistance to an individual desiring to start a new plant to manufacture sailing surfboards in Lincoln County

The individual wanted to establish a plant to manufacture sailing surfboards. He requested IDD assistance in doing a market analysis and in finding a suitable location for his plant.

Results: The market study was completed by IDD and forwarded to the principals. As a result of the need for aggressive sales effort due to a confined market area initially, it appears that principals have decided to defer action indefinitely. The project is closed.
General

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

New Projects

During the quarter one new project was developed in this area.

Project 443: Assistance to a fiberglass products manufacturer in Tift County

A company has been organized to manufacture fiberglass products. Initially, the company will manufacture fiberglass boats and later plans to diversify their product line to include molded mobile home roofs and single construction bathroom units for mobile homes and campers. They have requested assistance with a plant layout and other start-up problems.

Results: The project is continuing.

On Going Projects

There are now two projects under way in this area. In addition to the new project above, there is:

Project 403: A market study for a carpet yarn plant in Lowndes County

Two individuals decided to establish a carpet yarn plant and intend to apply for an EDA business loan to finance cost of machinery and equipment. A preliminary market study for spinning carpet yarns has been prepared by IDD and provided to the EDA specialist. Also, information has been provided on the availability of labor in the area. The firm is assembling an EDA application and will include the IDD market study as supporting data.

Results: The project is continuing.

Discontinued Projects

During the quarter three projects were discontinued in this area.

Project 405: Assistance in determining a new location for a mobile home manufacturing company in Brooks County

The company desired to expand into modular housing and to construct a new plant for that purpose. IDD was asked to assist in the selection of an optimum location and to provide related information.
Results: Proposed site locations were furnished to the company; however, the principals have decided to locate their modular housing plant in a non-EDA county instead of Brooks County. The project is closed.

Project 409: A market analysis for a retail hardware company in Irwin County

The hardware company desired to establish a furniture manufacturing facility to produce coordinated furniture packages for the mobile home industry. They hoped to employ between 100 and 150 people. They had requested a market analysis by IDD and assistance in advertising for a plant manager.

Results: The company has advised that they are no longer interested in establishing a furniture manufacturing facility. Project closed.

Project 419: Assistance to a mobile home manufacturing company in Irwin County

The new manufacturer of mobile homes requested assistance in establishing management and production control procedures. They also requested information on a suitable bookkeeping system. The company completed its first mobile home unit in June and is now producing at the rate of six units per week. Their present employment is 35 people and they expect to increase their labor force to 50 workers within six months.

Results: Requested information has been provided to the company and no further assistance is needed at this time. The project is closed.
GEORGIA MOUNTAINS ECONOMIC DEVELOPMENT DISTRICT

General

The Georgia Mountains Economic Development District consists of 14 counties, of which five are eligible Redevelopment Area counties: Fannin, Rabun, Towns, Union, and White. The Growth Centers are Gainesville (Hall County) and Toccoa (Stephens County).

New Projects

During the quarter one new project was developed in this area.

Project 449: Assistance to a lumber company in White County

The company plans to build a lumber sawmill complex at Toccoa, Georgia and have requested assistance in applying for an EDA business loan. This new sawmill complex will directly employ approximately 100 employees and will create an additional 200 indirect jobs.

Results: The project is continuing.

On Going Projects

There are now two projects under way in this area. In addition to the new project above, there is:

Project 360: Assistance to a manufacturer of household wooden furniture in Stephens County

The company requested assistance in developing ways to stabilize its work force of 700 people. It also desired information and assistance in personnel recruiting in order to obtain 60 additional employees. They later requested assistance in establishing a purchasing department.

Results: The project is continuing.

Discontinued Projects

None.
HEART OF GEORGIA ECONOMIC DEVELOPMENT DISTRICT

General

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

New Projects

During the quarter one new project was developed in this area.

Project 435: Assistance to a vending machine manufacturer in Telfair County

This company plans to establish a new plant in Helena, Georgia to manufacture vending machines. IDD will provide plant layout assistance for the new facility.

Results: The project is continuing.

On Going Projects

There are now two projects under way in this area. In addition to the new project above, there is:

Project 415: Assistance to a poultry processing farm in Telfair County

This poultry processing farm desires to expand into the commercial farming of alligators for thin hides. IDD was asked to provide information about state and federal laws, sources of alligators, and literature related to the sales of alligator hides. Related laws, data, and information have been provided to the company. A partial market study has been developed and forwarded to the company.

Results: The project is continuing.

Discontinued Projects

None.
General

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

New Projects

During the quarter three new projects were developed in this area.

Project 432: Individuals in Walton County are being assisted in the establishment of a food processing company

Two individuals are interested in establishing a company to grow and process mushrooms. They requested assistance in determining the market for fresh mushrooms in the southeast. The market study was completed and forwarded to the individuals for their evaluation.

Results: The project is continuing.

Project 440: Assistance to a manufacturer of women's clothes located in Walton County

A manufacturer of women's casual clothes has completed a 20,000 sq. ft. addition to their facilities and has requested assistance with a plant layout and improved work flow methods. The plant layout and improved work flow methods were prepared and delivered to the company for their consideration. These improvements will enable the company to obtain maximum utilization of their plant space and will offer employment opportunities for an additional 25 people.

Results: The project is continuing.

Project 442: Assistance to a mobile home manufacturer in Greene County

A mobile home manufacturer desires to expand their operation by establishing a new mobile home manufacturing facility in Greene County. This new facility will initially employ 60-70 people. They have requested assistance with the planning for their new facility and in locating a source of capital.

Results: The project is continuing.

On Going Projects

There are now seven projects under way in this area. In addition to the new projects above, there are:
Project 364: Market information for an individual in Greene County desiring to establish a brick plant

An individual is interested in establishing a sand-lime brick plant that would employ up to 45 people. He requested that IDD provide market information pertaining to west central Georgia. The market study has been prepared and assistance rendered in the preparation and presentation of their application to SBA for a loan under the 502 program. This venture has strong local support and it is anticipated that this project will be approved by SBA.

Results: The project is continuing.

Project 402: Assistance to a seamless plastic flooring manufacturer in Clarke County

The plastic flooring manufacturer desires to expand into a new process of plastic floor designs. He requested assistance in his market and financial planning and in obtaining a loan. Assistance was provided in obtaining a SBA loan which has been approved and the funds have been received. Continued assistance is being rendered this company with start-up problems encountered in their production process and revisions to their patent applications. The president of this company has written a letter to the President of Georgia Tech expressing his appreciation for the assistance rendered by IDD.

Results: The project is continuing.

Project 425: Assistance to a plywood plant in Oglethorpe County

A new plywood plant desires to make an application for an EDA loan and has requested IDD's assistance for a market study and analysis of resources for raw materials. Numerous meetings have been held with banks, EDA Huntsville, and other development agencies while assisting in the preparation of the EDA business loan application. Continuing assistance is being rendered with the preparation and assembly of the EDA business loan application which should be ready for submission during the month of December. The feasibility study has been completed and will be included in the EDA application. This plant will provide direct employment for 174 people and will create indirect employment opportunities for an even greater number of people.

Results: The project is continuing.

Project 427: Assistance to an electrical coil manufacturer in Oglethorpe County

A manufacturer of electrical coils for clocks and timers has requested assistance in increasing their production and lowering production costs in the finishing department. These improvements will enable them to supply increased sales demands. A time study was conducted by the company and IDD has assisted them in calculating product standards based on this study.
Assistance is also being rendered this company in developing an improved wage incentive program to reduce personnel turnover.

Results: The project is continuing.

Discontinued Projects

During the quarter three projects were discontinued in this area.

Project 361: Assistance to a county development commission in Oglethorpe County

The commission requested IDD assistance in the selection of an industrial park site. A railroad engineer and a representative of the local development group have inspected the properties which appear to have adequate potential for an industrial park including a rail siding. The design plan and report on the projected Oglethorpe County industrial district were completed and forwarded to the Northeast Georgia EDD. The EDD has located a prospect who is interested in building a plywood plant in this industrial park (Project 425) provided their EDA loan application is approved.

Results: The commission has decided not to proceed with the development of this industrial park until a decision is made on the prospective plywood plant's application. No further assistance required at this time, the project is closed.

Project 377: Assistance to a city in Clarke County desiring information on the feasibility of a new civic center

IDD was requested to assist the city in gathering information for a study in support of an EDA loan application for a new civic center.

Results: A survey determining which existing facilities might compete with a proposed center was prepared and forwarded to the mayor of the city for his information. No further assistance has been requested; therefore, the project is closed.

Project 384: An economic impact study of a proposed vocational-technical training school in a city in Walton County

The county has applied for an EDA grant to construct a vocational-technical training facility which will enable students in the area to receive training and instruction in skills that are particularly needed for local industry. The Northeast Georgia APDC and EDA Economic Development Specialist requested that IDD make an economic impact study, which was completed and submitted with the application.

Results: This application is now pending in the EDA office, Huntsville. No further assistance required from IDD, the project is closed.
General

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

New Projects

During the quarter one new project was developed in this area.

Project 447: Assistance to a development group in Hancock County

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

Results: The project is continuing.

On Going Projects

There are now three projects under way in this area. In addition to the new project above, there are:

Project 416: Assistance to a furniture manufacturer in Hancock County

The furniture manufacturing company requested IDD assistance in locating additional working capital, solving material handling problems, and analysis of their cost control system. In addition, the high labor turnover and worker training program are being analyzed in order to improve efficiency and increase profits. Financial statements are being reviewed to determine what approach should be pursued to assist this company in locating additional working capital. A copy of a proposed employee's handbook was reviewed and returned to the company with IDD suggestions. Many cost reduction proposals were recommended and are now being implemented.

Results: The project is continuing.

Project 420: Assistance to a committee for social and economic development in Hancock County

This economic development committee requested IDD assistance in establishing a concrete block plant and a box spring frame manufacturing facility. They also requested assistance in improving a sewing operation located in the county. A preliminary market study and literature search have been completed and continuing assistance is being rendered as needed.

Results: The project is continuing.
Discontinued Projects

None.
SLASH PINE AREA ECONOMIC DEVELOPMENT DISTRICT

General

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

New Projects

During the quarter two new projects were developed in this area.

Project 441: Assistance to a chicken hatchery in Pierce County

This company is considering establishing a feed mill facility in Pierce and Wheeler counties to produce feed for their hatchery. They have requested market information on the poultry industry to assist them in making their decision. A preliminary summary of information developed has been delivered to the company.

Results: The project is continuing.

Project 452: Assistance to an individual in Coffee County desiring to establish a plant to manufacture draperies

An individual is interested in establishing a plant to manufacture draperies and related items for the mobile home industry. He has requested assistance in determining the potential market for these items.

Results: The project is continuing.

On Going Projects

There are now six projects under way in this area. In addition to the new projects above, there are:

Project 399: Assistance to a retail sports equipment manufacturing company in Ware County

The company intends to manufacture and repair athletic equipment for the juvenile market and it has requested an analysis of the market for this type of equipment. The new venture is expected to employ 50 to 60 people.

Results: The project is continuing.
Project 411: Assistance to an out-of-state firm desiring to establish an industrial adhesives manufacturing plant in Ware County

The company requested that IDD provide a market analysis on industrial adhesives. The study was completed by IDD and delivered to the Slash Pine EDD for presentation to the company.

Results: The project is continuing.

Project 421: Assistance to a manufacturer of custom mobile campers in Coffee County

The manufacturer desires to expand to a new production line facility and has requested IDD assistance in setting up a production line and the establishment of a cost control system. A plant addition is now under construction. Assistance is being rendered with the preparation of a plant layout for the new facilities. Assistance is also being rendered with the design of a new mobile camper.

Results: The project is continuing.

Project 423: Assistance to a marble products company in Coffee County

A new company has been formed to manufacture cultured marble counter tops for the mobile home and commercial housing market. It has requested IDD assistance in solving its start-up problems. With IDD assistance the company has been able to improve production testing and evaluation techniques. These changes have resulted in a considerable improvement in product quality. The company plans to begin construction of a new facility in early 1970 and has requested assistance with the plant layout for this building.

Results: The project is continuing.

Discontinued Projects

During the quarter one project was discontinued in this area.

Project 414: Assistance to an out-of-state paper board manufacturer desiring to locate a plant in Ware County

The company requested a market analysis study detailing the potential for a plant to manufacture corrugated shipping containers.

Results: The market survey has been completed and a report has been delivered and discussed with the Slash Pine EDD. No further assistance needed at this time, the project is closed.
General

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

New Projects

During the quarter two new projects were developed in this area.

**Project 436: Assistance to a machinery manufacturer in Mitchell County**

(This project was opened in September and closed in November. See statement below.)

**Project 444: Assistance to a machinery company in Decatur County**

This company is considering manufacturing an outdoor gas cooker on a production line. They have requested a market analysis and suggestions for a marketing system. They have also requested help in development of a plant layout for the manufacture of the cookers. A market study was prepared and delivered to the company for their information.

Results: The project is continuing.

On Going Projects

There are now four projects under way in this area. In addition to the new project above, there are:

**Project 398: Market analysis information for a warehouseman's association which intends to open a peanut shelling plant in Worth County**

The association has requested market information to assist in its planning. The information has been provided and it is estimated that 75 people will be employed in the plant. Although the company representatives have reviewed some of the sites proposed, they plan to continue evaluating additional locations.

Results: The project is continuing.

**Project 413: Assistance to a tire retreading equipment manufacturer in Worth County**

The company requested IDD assistance in establishing improved management control systems and improvement of production techniques. With the solution
of its problems, the company hopes to add 30 employees. The firm's financial statement has been requested by IDD in order to analyze the company's operations in greater detail.

Results: The project is continuing.

Project 431: Assistance to a steel fabricator in Dougherty County

A custom fabricator of structural steel has requested assistance in establishing production controls, scheduling, and a job cost accounting system. A preliminary production control system was developed and discussed with the company; however, our final recommendations are being held in abeyance pending receipt of additional information from the company.

Results: The project is continuing.

Discontinued Projects

During the quarter three projects were discontinued in this area.

Project 373: Assistance to a hardware company in Dougherty County

The hardware company desired to expand its existing facilities. It requested an economic impact study, as well as site, labor, and financial information. The company also considered a request for an EDA loan.

Results: Due to a recent merger of this company with another firm, their expansion plans have been deferred for about two years. The project is closed.

Project 406: Assistance to a farm machinery manufacturing company in Lee County

The company desires to expand and has requested assistance in locating additional information about metal casting, heat treating resources, and sources of fiberglass components.

Results: Information was provided on sources of supply for ductile iron castings, gears, fiberglass components, and heat treating services. No further assistance needed, the project is closed.

Project 436: Assistance to a machinery manufacturer in Mitchell County

A manufacturer of feed mill machinery plans to expand his production facilities and has requested assistance in locating a source of funds to cover cost of a new building and additional machinery as well as working capital.
Results: The unsatisfactory operating and financial conditions of this company made it impossible to locate a source of funds, in the amount needed. The project is closed.
General

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

New Projects

During the quarter no new projects were developed in this area.

On Going Projects

There are now no projects under way in this area.

Discontinued Projects

During the quarter three projects were discontinued in this area.

Project 387: Assistance to a furniture and bedding company in Sumter County

The company intends to expand its operation and its work force. It has requested assistance in planning its expanded plant layout and in helping resolve its inventory problems.

Results: A recommended plant layout and suggestions on materials handling and inventory control system have been submitted to the company. Assistance has been provided in locating suppliers of pre-finished wood parts. No further assistance required at this time, the project is closed.

Project 412: Assistance to a mining company which desires to expand its facilities in Macon County

The mining company desires to expand by adding a plant to process air-floated kaolin. The company requested that IDD analyze the market for this product.

Results: A market study was prepared and given to the company for their consideration. No further assistance required at this time, the project is closed.

Project 422: Assistance to a metal casket manufacturer in Sumter County

This firm requested IDD assistance with improving its cost control system and in solving certain production problems.
Results: Recommendations on improved production techniques, material handling and inventory control system have been submitted to the company. No further assistance required at this time, the project is closed.
General

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

New Projects

During the quarter one new project was developed in this area.

Project 448: Assistance to an electrical wire manufacturer in Carroll County

This electrical wire manufacturer desires to expand their facilities by establishing a copper refinery and further expand their rod and fine wire operations. IDD supervised the assembly of the EDA application and prepared an economic impact study which was submitted as a part of the application. The total employment impact of the project will be the creation of an estimated total new jobs in excess of 1,400.

Results: The project is continuing.

On Going Projects

There are now four projects under way in this area. In addition to the new project above, there are:

Project 424: Assistance to a hardware and metal finishing manufacturer in Carroll County

This company has a critical need for additional working capital and has requested IDD assistance in solving some of its financial problems. Efforts are being made to locate sources of financial assistance for the company.

Results: The project is continuing.

Project 428: Assistance to a clothing manufacturer in Carroll County

A manufacturer of ladies' and children's sportswear plans to expand their production facilities and has requested assistance in obtaining a loan to cover costs of a new building and assistance with a plant layout. As a result of this expansion, the firm plans to increase their employment from 70 to 150 people.

Results: The project is continuing.
Project 429: Assistance to a textile printing company in Carroll County

A company that does contract hand printing of textile products would like to expand their operations and have requested assistance in obtaining a loan to cover costs of a building and additional equipment.

Results: The project is continuing.

Discontinued Projects

None.
COASTAL AREA ECONOMIC DEVELOPMENT DISTRICT

General

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

New Projects

During the quarter two new projects were developed in this area.

Project 445: Assistance to a wood working company in Glynn County

This company wishes to diversify their product line. They presently manufacture crab traps, seafood shipping boxes, and plywood shipping containers. They would like to begin manufacture of wooden cleats for the florist and produce growers in the Florida area. They have requested assistance in developing a questionnaire to be sent to prospective customers and later with evaluating the results of the survey.

Results: The project is continuing.

Project 451: Assistance to a group of individuals interested in establishing a chemical reclaiming plant in Glynn County

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

Results: The project is continuing.

On Going Projects

The above new projects are on going in this area.

Discontinued Projects

During the quarter one project was discontinued in this area.

Project 430: Assistance to a sign manufacturing company in Glynn County

A sign manufacturer is being displaced by an urban renewal project and has requested assistance in developing a plant layout for their new building.
Results: The plant layout was completed and presented to the company officials for use in their planned relocation. The company plans to start their move as soon as the urban renewal project is initiated. No further assistance needed, the project is closed.
LOWER CHATTahooCHEE ECONOMIC DEVELOPMENT DISTRICT

General

The Lower Chattahoochee Economic Development District consists of seven counties, of which five are eligible Redevelopment Area counties: Stewart, Quitman, Randolph, Clay, and Early.

New Projects

During the quarter two new projects were developed in this area.

Project 438: Assistance to a mobile home manufacturer in Early County

This firm is a new manufacturer of mobile homes. They requested IDD guidance in developing a production control system. The proposed production control system has been prepared and submitted to the company for their review. Their initial employment was 35 people; however, they expect to build up to at least 60 employees when they reach full production.

Results: The project is continuing.

Project 450: Assistance to a wood dimension stock manufacturer in Early County

This manufacturer of wood frames for upholstered furniture has experienced a drastic curtailment of sales resulting in a reduction in work force. They have requested assistance in developing new markets for their production.

Results: The project is continuing.

On Going Projects

There are now three projects under way in this area. In addition to the new projects above, there is:

Project 410: Assistance to a wood products company in Early County

The company requested a market study covering the field of plywood shipping containers. A market study on marine cargo containers was prepared by IDD and delivered and discussed with the principals of this company.

Results: The project is continuing.

Discontinued Projects

During the quarter one project was discontinued in this area.
Project 386: Economic Impact information for a city in Clay County

At the request of the EDA Economic Development Specialist, the city has been provided with impact information and documentation requested for an application to EDA to support a supplemental grant for a sewerage project.

Results: EDA has approved funding of this project. No further assistance needed, the project is closed.
PROJECTS OUTSIDE OF ECONOMIC DEVELOPMENT DISTRICTS

New Projects

During the quarter two new projects were developed outside the Economic Development Districts.

Project 433: Assistance to an individual in Paulding County interested in establishing a scrap metal processing company

(This project was opened in September and closed in November. See statement below.)

Project 446: Assistance to a carpet yarn spinning mill in Murray County

The spinning mill has recently expanded their operations and increased their employment from 100 to 210 employees. They are experiencing a high labor turnover and have requested assistance in stabilizing their work force. A thorough analysis of this company's operation was conducted by IDD and several personnel policy changes were recommended. Continuing assistance will be rendered with the implementation of these recommendations.

Results: The project is continuing.

On Going Projects

There are now two projects under way outside the Economic Development Districts. In addition to the new project above, there is:

Project 439: Assistance to a garment manufacturer in Paulding County

A manufacturer of ladies undergarments and plastic storage bags desires to expand his product line and market area. This company plans to build a new plant and has requested assistance in preparing a plant layout. Marketing information has been developed and forwarded to the company for their information. Additional assistance is being rendered with the preparation of a plant layout for their proposed new building.

Results: The project is continuing.

Discontinued Projects

During the quarter two projects were discontinued outside the Economic Development Districts.

Project 396: Assistance to a new carpet mill in Murray County

The carpet mill has quickly grown to a point where it needs additional facilities and has requested that IDD provide assistance in expansion planning. They intended to employ 27 additional people. Plant layout plans have been provided by IDD.
Results: The city is unable to provide this plant with the necessary effluent disposal system required for the proposed expansion. The company now plans to locate the new dye facility in a non-EDA county. The project is closed.

Project 433: Assistance to an individual in Paulding County interested in establishing a scrap metal processing company

This individual was interested in establishing a company to process junk automobiles for scrap. He requested IDD assistance in determining the availability and marketing for this type scrap and the capital requirements.

Results: IDD assisted in the development of capital requirements for this type operation. The individual was unable to locate a source of capital. The project is closed.
A. Overall Strategy

1. The strategy of the Industrial Development Division in performing its duties under the EDA contract is twofold:
   
a. To respond to requests for EDA assistance from organizations in the economic development field, i.e., Economic Development Districts, Georgia Department of Industry and Trade, EDA Economic Development Specialists, Chambers of Commerce, and local officials in EDA-designated areas.

b. To seek out opportunities to advance the principles of EDA through surveys of industry in EDA-designated areas, through the seven IDD field offices, as well as those identified through discussion with persons in IDD who are involved in other areas of economic and community development which are not directly associated with the EDA activity.

2. The objectives of this strategy are to stimulate the expansion and diversification of existing industry; support the formation of new, economically sound enterprises; and, as an ultimate objective, to create additional jobs.

B. Overall Success

During the quarter, continued progress was made in the implementation of the IDD strategy and the attainment of objectives. There were 55 projects active and worked on by the IDD staff. Of these projects, 11 projects were successfully completed or terminated, and 44 projects were continuing to receive IDD assistance at the end of February. Details of success in aiding firms with expansion plans, stabilizing existing firms, helping new ventures, and assisting community development efforts are reported in the following area sections.
C. **Significant Developments**

As of December 1, 1969, there were 68 EDA qualified counties in Georgia. In addition there are eleven formerly designated and one provisional Economic Development Districts. It is interesting to note that all EDA counties, with the exception of six, are members of Economic Development Districts.

A steel fabricator in **Dougherty County** has experienced a sudden increase in sales which highlighted a number of problems in their production process. A production control system was developed for this company to assist them in overcoming these problems, to permit further expansion of their production capacity, and to increase employment.

A mobile home manufacturer desiring to establish a facility in **Greene County** was assisted with initial planning, a plant layout, and the processing of a SBA application, which has been approved. This new plant will initially employ 60-70 people.

A saddletree company in **Dade County** was assisted with the preparation and presentation of a loan application to the Small Business Administration for funds to cover cost of a proposed expanded production facility. This new facility will create additional employment opportunities for six people.

A carpet plant in **Troup County** was assisted in applying for an SBA loan to cover cost of new machinery. With this new machinery production capacity will be doubled and additional employment opportunities for at least five people will be provided.

A recently designated Growth Center in **Sumter County** was assisted with the documentation and preparation of an economic impact study to substantiate the need for an expansion of their water and sewerage system. This report will be submitted as part of an EDA application now being prepared. The employment impact of the proposed expanded utilities will be the creation of over 500 new jobs.

A heavy equipment manufacturer in **Jefferson County** is being provided with in-depth assistance in evaluating and improving their cost accounting and pricing systems. These improvements will provide stability to the company and insure their continued operation at current levels and also create a sound financial base for expansion.
D. Summary of Project Activity

1. During the quarter, IDD staff personnel expended 561 man-days on the EDA technical assistance project.

2. There are now a total of 44 projects active in 27 counties. The following map shows eligible counties and project locations.

3. Table I is a summary of projects by category.

4. Table II is a summary of projects by type and region.
EDA Counties and EDD'S as of 28 February 1970

- Active Project
- Eligible County
## Table I

**QUARTERLY ACTIVITY REPORT**  
(December, January, February)

### NUMBER AND PERCENT OF PROJECTS BY CATEGORY

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CENTRAL SAVANNAH RIVER ECONOMIC DEVELOPMENT DISTRICT

General

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

New Projects

During the quarter two new projects were developed in this area.

Project 456: Assistance to an iron works in Burke County

Assistance is being rendered this company with a plant layout, plant staffing, employee training, locating a source of funds, and various start-up problems.

Results: The project is continuing.

Project 465: Assistance to a manufacturer of heavy timber handling and wood chipping equipment in Jefferson County

This company requested IDD assistance in evaluating and improving their cost accounting and pricing systems.

Results: The project is continuing.

On Going Projects

There are now four projects under way in this area. In addition to the new projects above, there are:

Project 426: Assistance to an individual in Emanuel County who desires to establish a pet food production facility

The individual requested that IDD prepare a market study for the pet food market. The study was completed and forwarded to him for his evaluation and guidance. The individual has written a letter expressing his appreciation for the assistance rendered by IDD.

Results: The project is continuing.

Project 434: Assistance to a tool and die company in Burke County

Continuing assistance is being rendered this company in investigating potential product diversification and locating additional customers.

Results: The project is continuing.
Discontinued Projects
During the quarter two projects were discontinued in this area.

Project 379: Assistance to a wood furniture manufacturing company in Jenkins County

The furniture manufacturing company desired to open a new plant and had requested assistance in locating a plant site, general planning, and establishing the new facility.

Results: IDD provided in-depth assistance to this company in establishing a new plant at Millen, Ga. This assistance consisted of financial planning, location of an available building, recruiting, training, and a plant layout for the new building. The move has been completed and the plant is in production. They expect to employ initially more than 100 employees within one year. No further assistance needed at this time. The project is closed.

Project 437: Assistance to a manufacturer of women's clothes in Burke County

This new garment manufacturer requested IDD assistance with the development of a plant layout and help with various start-up problems.

Results: The plant layout was completed and will be implemented by the principals of the company with only minor changes. No further assistance needed at this time. The project is closed.
General

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

New Projects

During the quarter one new project was developed in this area.

Project 466: Assistance to a mobile home manufacturer in Irwin County

This company has been unable to manufacture units at a price competitive with other mobile home manufacturers. They have requested IDD assistance in analyzing their production and management procedures and to make recommendations for improvement. The company has recently reduced their work force from 60 to 25 people.

Results: The project is continuing.

On Going Projects

There are now two projects under way in this area. In addition to the new project above, there is:

Project 443: Assistance to a fiberglass products manufacturer in Tift County

A company has been organized to manufacture fiberglass products. Initially, the company will manufacture fiberglass boats and later plans to diversify their product line to include molded mobile home roofs and single construction bathroom units for mobile homes and campers. Assistance is being rendered in the development of a plant layout, diversification of products, and other start-up problems.

Results: The project is continuing.

Discontinued Projects

During the quarter one project was discontinued in this area.

Project 403: A market study for a carpet yarn plant in Lowndes County

Two individuals decided to establish a carpet yarn plant and intend to apply for an EDA business loan to finance cost of machinery and equipment. A preliminary market study for spinning carpet yarns has been prepared by IDD and provided to the EDA specialist. Also, information has been provided on the availability of labor in the area.
Results: Their present company is currently involved in a merger and although they are still very much interested in the proposed new plant, they have decided to hold their plans in abeyance for six months. No further assistance needed at this time. The project is closed.
General

The Georgia Mountains Economic Development District consists of 14 counties, of which five are eligible Redevelopment Area counties: Fannin, Rabun, Towns, Union, and White. The Growth Centers are Gainesville (Hall County) and Toccoa (Stephens County).

New Projects
During the quarter no new projects were developed in this area.

On Going Projects
There is now one project under way in this area.

Project 449: Assistance to a lumber company in White County

The company plans to build a lumber sawmill complex at Toccoa, Georgia and has requested assistance in applying for an EDA business loan. This new sawmill complex will directly employ approximately 100 employees and will create an additional 200 indirect jobs.

Results: The project is continuing.

Discontinued Projects
During the quarter one project was discontinued in this area.

Project 360: Assistance to a manufacturer of household wooden furniture in Stephens County

The company requested assistance in developing ways to stabilize its work force of 700 people. It also desired information and assistance in personnel recruiting in order to obtain 60 additional employees.

Results: Assistance in developing improved personnel policies has been completed by IDD and no further assistance desired at this time. The project is closed.
HEART OF GEORGIA ECONOMIC DEVELOPMENT DISTRICT

General

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

New Projects

During the quarter no new projects were developed in this area.

On Going Projects

There are now two projects under way in this area.

Project 415: Assistance to a poultry processing farm in Telfair County

This poultry processing farm desires to expand into the commercial farming of alligators for thin hides. IDD has provided the company with information pertaining to the pertinent state and federal laws regulating this industry. A partial market study has been completed and forwarded to the company for their guidance. The company has received authorization to establish and operate a commercial alligator farm. Assistance is being provided in developing a site layout for the necessary ponds and fences that would be required.

Results: The project is continuing.

Project 435: Assistance to a vending machine manufacturer in Telfair County

This company plans to establish a new plant in Helena, Georgia to manufacture vending machines. IDD is assisting this company in developing a plant layout for their new facility.

Results: The project is continuing.

Discontinued Projects

None.
General

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

New Projects

During the quarter no new projects were developed in this area.

On Going Projects

There are now five projects under way in this area.

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

An individual is interested in establishing a sand-lime brick plant that would employ up to 45 people. He requested that IDD provide market information pertaining to west central Georgia. The market study has been prepared and assistance rendered in the preparation and presentation of their application to SBA for a loan under the 502 program. The SBA loan application has been forwarded to Washington and is awaiting approval.

Results: The project is continuing.

Project 425: Assistance to a plywood plant in Oglethorpe County

A new plywood plant desires to make an application for an EDA loan and has requested IDD's assistance for a market study and analysis of resources for raw materials. Numerous meetings have been held with banks, EDA Huntsville, and other development agencies while assisting in the preparation of the EDA business loan application. The business loan application was completed and hand delivered to the regional office, Huntsville, for their consideration. The feasibility study was completed by IDD and included in the EDA application. This plant will provide direct employment for 174 people and will create indirect employment opportunities for an even greater number of people.

Results: The project is continuing.

Project 427: Assistance to an electrical coil manufacturer in Oglethorpe County

A manufacturer of electrical coils for clocks and timers requested assistance in increasing their production and lowering production costs in the finishing department. These improvements will enable them to supply increased sales demands. A time study was conducted by the company and IDD has assisted them in calculating product standards based on this study. Assistance is also being rendered this company in developing a set of plant rules for personnel guidance and an improved
wage incentive program. These new programs have proven so successful that the company has greatly expanded their sales and are now considering establishing an additional plant in Wilkes County.

**Results:** The project is continuing.

**Project 432: Individuals in Walton County are being assisted in the establishment of a food processing company**

Two individuals are interested in establishing a company to grow and process mushrooms. They requested assistance in determining the market for fresh mushrooms in the southeast. The market study was completed and forwarded to the individuals for their evaluation.

**Results:** The project is continuing.

**Project 442: Assistance to a mobile home manufacturer in Greene County**

A mobile home manufacturer desires to expand their operation by establishing a new mobile home manufacturing facility in Greene County. This new facility will initially employ 60-70 people. They have been assisted with initial planning, a plant layout, and financing of their new facility.

**Results:** The project is continuing.

**Discontinued Projects**

During the quarter two projects were discontinued in this area.

**Project 402: Assistance to a seamless plastic flooring manufacturer in Clarke County**

The plastic flooring manufacturer desired to expand into a new process of plastic floor designs. He requested assistance in his market and financial planning and in obtaining a loan.

**Results:** Assistance was provided in obtaining a SBA loan which has been approved and the funds have been received. Continued assistance was rendered this company with start-up problems encountered in its production process and revisions to its patent applications. The president of this company has written a letter expressing his appreciation for the assistance rendered by IDD. No further assistance needed at this time. The project is closed.

**Project 440: Assistance to a manufacturer of women's clothes located in Walton County**

A manufacturer of women's casual clothes has completed a 20,000 sq. ft. addition to their facilities and has requested assistance with a plant layout and improved work flow methods.
Results: The plant layout and improved work flow methods were prepared by IDD and have been approved by the company for implementation. These improvements will enable the company to obtain maximum utilization of their plant space and has already resulted in additional employment opportunities for 15 people. No further assistance needed at this time. The project is closed.
General

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

New Projects

During the quarter no new projects were developed in this area.

On Going Projects

There are now three projects under way in this area.

Project 416: Assistance to a furniture manufacturer in Hancock County

The furniture manufacturing company requested IDD assistance in locating additional working capital, solving material handling problems, and analysis of their cost control system. Several cost reduction recommendations were made and are now being implemented with good results. Continuing efforts will be made to assist the management of this company with improved operating procedures in order to increase efficiency. These improvements should enhance the potential of locating a source of additional funds badly needed by this company.

Results: The project is continuing.

Project 420: Assistance to a committee for social and economic development in Hancock County

This economic development committee requested IDD assistance in establishing a concrete block plant and a box spring frame manufacturing facility. They also requested assistance in improving a sewing operation located in the county. A preliminary market study and literature search have been completed and continuing assistance is being rendered as needed.

Results: The project is continuing.

Project 447: Assistance to a development group in Hancock County

The development group has requested assistance with the up-dating of the Oconee Area Vocational-Technical School Study as it applies to Hancock County. Considerable data have been developed and forwarded to this group for their use in developing a proposal showing a need for a skill training center to be located in this county.

Results: The project is continuing.
Discontinued Projects

None.
General

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

New Projects

During the quarter two new projects were developed in this area.

Project 454: Assistance to a kitchen cabinet manufacturer in Ware County

A manufacturer of custom designed kitchen cabinets desires to expand into a production line facility to manufacture standard cabinet units for the mobile home industry and other high volume users. They have requested assistance in preparing a market study to determine the potential for production line cabinet manufacturing to supply the mobile home industry. This study is now being prepared.

Results: The project is continuing.

Project 463: Assistance to a manufacturer of synthetic resin adhesives in Coffee County

This company is interested in locating a plant in Coffee County and they have requested assistance in developing additional data relative to a market analysis study prepared by IDD. This information is being developed and will be forwarded to the company upon conclusion.

Results: The project is continuing.

On Going Projects

There are now seven projects under way in this area. In addition to the new projects above, there are:

Project 399: Assistance to a retail sports equipment manufacturing company in Ware County

The company intends to manufacture and repair athletic equipment for the juvenile market and it has requested an analysis of the market for this type of equipment and a plant layout for a proposed new facility. The new venture is expected to employ 50 to 60 people.

Results: The project is continuing.
Project 421: Assistance to a manufacturer of custom mobile campers in Coffee County

The manufacturer desires to expand to a new production line facility and has requested IDD assistance in setting up a production line and the establishment of a cost control system. A plant addition is now under construction. Assistance is being rendered with the preparation of a plant layout for the new facilities. Assistance is also being rendered with the design of a new mobile camper and in preparing an application to SBA for financial assistance.

Results: The project is continuing.

Project 423: Assistance to a marble products company in Coffee County

A new company has been formed to manufacture cultured marble counter tops for the mobile home and commercial housing market. It has requested IDD assistance in solving its start-up problems. With IDD assistance the company has been able to improve production testing and evaluation techniques. These changes have resulted in a considerable improvement in product quality. The company plans to begin construction of a new facility in early 1970 and assistance is now being rendered with the preparation of a plant layout for this building.

Results: The project is continuing.

Project 441: Assistance to a chicken hatchery in Pierce County

This company is considering establishing a feed mill facility in Pierce and Wheeler counties to produce feed for their hatchery. They have requested market information on the poultry industry to assist them in making their decision. A preliminary summary of information developed has been delivered to the company for their evaluation.

Results: The project is continuing.

Project 452: Assistance to an individual in Coffee County desiring to establish a plant to manufacture draperies

An individual is interested in establishing a plant to manufacture draperies and related items for the mobile home industry. He has requested assistance in determining the potential market for these items. A market research report was prepared by IDD and delivered to him.

Results: The project is continuing.

Discontinued Projects

During the quarter one project was discontinued in this area.
Project 411: Assistance to an out-of-state firm desiring to establish an industrial adhesives manufacturing plant in Ware County

The company requested that IDD provide a market analysis on industrial adhesives. The study was completed by IDD and delivered to the Slash Pine EDD for presentation to the company.

Results: No further assistance needed at this time. The project is closed.
General

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

New Projects

During the quarter one new project was developed in this area.

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

A processor of textile waste plans to expand their operation and has requested assistance in preparing a plant layout for a proposed new building. A preliminary layout has been completed and forwarded to the company.

Results: The project is continuing.

On Going Projects

There are now three projects under way in this area. In addition to the new project above, there are:

Project 398: Market analysis information for a warehousemen's association which intends to open a peanut shelling plant in Worth County

The association has requested market information to assist in its planning. A market study was completed and forwarded to the company for evaluation. The company's representatives are reviewing several site locations; however, final site selection is being held up awaiting completion of financing arrangements. It is estimated that 75 people will be employed in this plant when established.

Results: The project is continuing.

Project 444: Assistance to a machinery company in Decatur County

This company is considering manufacturing an outdoor gas cooker to be produced with production line methods. They have requested a market analysis and suggestions for a marketing system. They have also requested help in development of a plant layout for the manufacture of the cookers. A market study was prepared and delivered to the company for their information.

Results: The project is continuing.

Discontinued Projects

During the quarter two projects were discontinued in this area.

Project 413: Assistance to a tire retreading equipment manufacturer in Worth County

The company requested IDD assistance in establishing improved management control systems and improvement of production techniques. With the solution of these problems, the company hopes to add 30 employees.

Results: IDD assisted this company in solving many of its management problems as well as recommending the establishment of several internal control procedures to improve their operation. No further assistance needed, the project is closed.

Project 431: Assistance to a steel fabricator in Dougherty County

A custom fabricator of structural steel has requested assistance in establishing production controls, scheduling, and a job cost accounting system.

Results: The production control system was developed and delivered to the company for their implementation. The company has decided to defer the development of a job cost accounting system until later. No further assistance desired, the project is closed.
General

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

New Projects

During the quarter four new projects were developed in this area.

Project 458: Assistance to a city in Sumter County

The city of Americus (Growth Center) plans to submit an application to EDA for funds to cover cost of an expansion of their water and sewerage system. IDD is assisting with the documentation and preparation of an economic impact study which will be forwarded with this application.

Results: The project is continuing.

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

An individual is interested in establishing a plant for processing commercially grown quail and has requested assistance in determining the potential market.

Results: The project is continuing.

Project 462: Assistance to a manufacturer of mobile homes and modular housing in Sumter County

A manufacturer of mobile homes and modular housing has requested assistance in developing improved personnel policies for their plant.

Results: The project is continuing.

Project 464: Assistance to a mobile home manufacturer in Taylor County

This firm has requested assistance in establishing a production control system for their operation. Data are being gathered in preparation for developing a production control system.

Results: The project is continuing.

On Going Projects

There are now four new projects under way in this area.
Discontinued Projects

None.
General

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

New Projects

During the quarter one new project was developed in this area.

Project 455: Assistance to a carpet plant in Troup County

This company plans to expand by purchasing an additional tufting machine. This expansion will provide employment for at least five additional people. The company is being assisted in applying for an SBA loan to cover cost of this new machine.

Results: The project is continuing.

On Going Projects

There are now five projects under way in this area. In addition to the new project above, there are:

Project 424: Assistance to a hardware and metal finishing manufacturer in Carroll County

This company has a critical need for additional working capital as well as recommendations for solving several management problems. IDD is making a complete analysis of this company's operation and will make recommendations for improvement.

Results: The project is continuing.

Project 428: Assistance to a clothing manufacturer in Carroll County

IDD has assisted this company with their plans for construction of an additional building at their present location. The additional building will permit expansion of the company's operation and will create employment opportunities for 125 people. They are now interested in locating an additional plant in Heard County and have requested assistance in obtaining an SBA business loan to cover cost of the new facility. This Heard County plant will employ in excess of 100 people.

Results: The project is continuing.
Project 429: Assistance to a textile printing company in Carroll County

A company that does contract hand printing of textile products would like to expand their operations and has requested assistance in obtaining a loan to cover costs of a building and additional equipment. IDD has assisted this company in presenting their proposal to SBA for consideration under the SBA 502 program.

Results: The project is continuing.

Project 448: Assistance to an electrical wire manufacturer in Carroll County

This electrical wire manufacturer desires to expand their facilities by establishing a copper refinery and further expand their rod and fine wire operations. IDD supervised the assembly of the EDA application and prepared an economic impact study which was submitted as a part of the application. This application has been reviewed by the Huntsville EDA office and forwarded to Washington with a favorable recommendation. The total employment impact of the project will be the creation of new jobs estimated in excess of 1,400.

Results: The project is continuing.

Discontinued Projects

None.
General

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

New Projects

During the quarter no new projects were developed in this area.

On Going Projects

There are now two projects under way in this area.

Project 445: Assistance to a wood working company in Glynn County

This company wishes to diversify their product line. They presently manufacture crab traps, seafood shipping boxes, and plywood shipping containers. They would like to begin manufacture of wooden cleats for the produce growers and florists in the Florida area. They were assisted in developing a questionnaire and making a survey of prospective customers. This survey has been completed and is now being evaluated by the company.

Results: The project is continuing.

Project 451: Assistance to a group of individuals interested in establishing a chemical reclaiming plant in Glynn County

A group of individuals is considering establishing a chemical reclaiming plant to remove pollutants from water effluent at pulp mills. They have requested a study to determine the market for the reclaimed chemicals and assistance with the preparation of an EDA loan application. The market analysis report was completed by TDD and forwarded to the principals of the company for their information and will be included in the EDA application, when submitted.

Results: The project is continuing.

Discontinued Projects

None.
The Lower Chattahoochee Economic Development District consists of seven counties, of which five are eligible Redevelopment Area counties: Stewart, Quitman, Randolph, Clay, and Early.

New Projects
During the quarter no new projects were developed in this area.

On Going Projects
There are now two projects under way in this area.

**Project 410: Assistance to a wood products company in Early County**

The company requested a market study covering the field of plywood shipping containers. A market study on marine cargo containers was prepared by IDD and delivered and discussed with the principals of this company.

**Results:** The project is continuing.

**Project 450: Assistance to a wood dimension stock manufacturer in Early County**

This manufacturer of wood frames for upholstered furniture has experienced a drastic curtailment of sales resulting in a reduction in work force. They have requested assistance in developing new markets for their production. A list of potential customers was compiled by IDD and forwarded to the company for their information.

**Results:** The project is continuing.

Discontinued Projects
During the quarter one project was discontinued in this area.

**Project 438: Assistance to a mobile home manufacturer in Early County**

This firm is a new manufacturer of mobile homes. They requested IDD guidance in developing a production control system.

**Results:** The proposed production control system has been prepared and submitted to the company for their review. Their initial employment was 35 people; however, they expect to build up to at least 60 employees when they reach full production. No further assistance needed at this time. The project is closed.
New Projects

During the quarter three new projects were developed outside the Economic Development Districts.

Project 453: Assistance to a saddletree company in Dade County

This saddletree manufacturer would like to build a new facility and has requested assistance in locating a source of funds. Financial data submitted by the company were reviewed by IDD and assistance was rendered in the preparation and presentation of a loan application to SBA under their economic opportunity loan program. This new facility will create additional employment opportunities for six people.

Results: The project is continuing.

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

This company desires to establish a modular home manufacturing plant and has requested assistance in developing a prospectus and plant layout for their new facility. A preliminary plant layout and flow design was prepared and delivered to the company for their implementation. The proposed company will have an initial employment of 20 people and will increase to 60 people within three months.

Results: The project is continuing.

Project 459: Assistance to a carpet manufacturer in Murray County

This company is planning an expansion of their operations to include a production of commercial carpets. IDD is assisting them with the preparation of a cost and manning requirement study and a plant layout for their proposed expansion.

Results: The project is continuing.

On Going Projects

There are now four projects under way outside the Economic Development Districts. In addition to the new projects above, there is:

Project 439: Assistance to a garment manufacturer in Paulding County

A manufacturer of ladies undergarments and plastic storage bags desires to expand their production facilities and market area. The company has a new building under construction and IDD is assisting them with the development of a plant layout. Marketing information requested has been developed and forwarded to the company for their information.

Results: The project is continuing.
Discontinued Projects

During the quarter one project was discontinued outside the Economic Development Districts.

Project 446: Assistance to a carpet yarn spinning mill in Murray County

The spinning mill has recently expanded their operations and increased their employment from 100 to 210 employees. They are experiencing a high labor turnover and have requested assistance in stabilizing their work force.

Results: A thorough analysis of this company’s operation was conducted by IDD and several personnel policy changes were recommended. No further assistance required at this time, the project is closed.
A. Overall Strategy

1. The strategy of the Industrial Development Division in performing its duties under the IDB contract is twofold:
   a. To respond to requests for IDA assistance from organizations in the economic development field, i.e., Economic Development Districts, Georgia Department of Industry and Trade, IDA Economic Development Specialists, Chambers of Commerce, and local officials in IDA-designated areas.
   b. To seek out opportunities to advance the principles of IDA through surveys of industry in IDA-designated areas, through the seven IDB field offices, and through discussions with persons in IDB who are involved in other areas of economic and community development which are not directly associated with the IDA activity.

2. The objectives of this strategy are to stimulate the expansion and diversification of existing industry; support the formation of new, economically sound enterprises; and, as an ultimate objective, to create additional jobs.

B. Overall Success

During the quarter, continued progress was made in the implementation of the IDB strategy and the attainment of objectives. There were 62 projects active and worked on by the IDB staff. Of these projects, 28 projects were successfully completed or terminated, and 34 projects were continuing to receive IDB assistance at the end of May. Details of success in aiding firms with expansion plans, stabilizing existing firms, helping new ventures, and assisting community development efforts are reported in the following sections.
C. Significant Developments

As of March 1, 1970, there were 68 EDA qualified counties in Georgia. In addition there are eleven formally designated and one provisional Economic Development Districts. It is interesting to note that all EDA counties, with the exception of seven, are members of Economic Development Districts.

A new marble products company in Coffee County was assisted with start-up problems and improved production testing and evaluation techniques which resulted in considerable improvement in product quality. The initial employment of six people is expected to increase rapidly as the company gains acceptance of its product by the mobile home and commercial housing market.

A vitreous china plumbing fixture manufacturing company desiring to establish a plant in Dodge County has been assisted with the initial planning and development of information needed for an EDA business loan application. A pre-submission conference has been arranged and continuing assistance will be rendered with the establishment of this plant. The proposed plant will provide employment for over 100 people.

A mobile home manufacturer in Irwin County, who was experiencing a serious decline in sales and a commensurate reduction in force of plant workers, was assisted with recommendations for improved company operations. The implementation of these recommendations and some major changes in management personnel have resulted in a reduction in production costs and an increase in employment from a low of 20 to a current total of 85 people.

A carpet manufacturer in Murray County was assisted with its planned expansion to include the production of commercial carpets. This expansion will provide employment opportunities for 18 additional workers.

An electrical coil manufacturer in Oglethorpe County was assisted with development and implementation of improved production methods and personnel policies. These improvements have resulted in expanded sales and labor force stabilization. The company is now considering establishing a branch plant in an adjoining county which would create additional employment in the area.
D. Summary of Project Activity

1. During the quarter, IDD staff personnel expended 744 man-days on the EDA technical assistance project.

2. There are now a total of 34 projects active in 25 counties. The following map shows eligible counties and project locations.

3. Table I is a summary of projects by category.

4. Table II is a summary of projects by type and region.
Table I
QUARTERLY ACTIVITY REPORT
(March, April, May)

NUMBER AND PERCENT OF PROJECTS BY CATEGORY

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*One project in this area was opened and closed in the same quarter.
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<th>Region</th>
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<th>Business Expansion</th>
<th>New Venture</th>
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EDA Counties and EDU'S as of 31 May 1970

- Active Project
- Eligible County
CENTRAL SAVANNAH RIVER ECONOMIC DEVELOPMENT DISTRICT

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

New Projects
During the quarter three new projects were developed in this area.

Project 480: Assistance to an individual interested in establishing a modular housing plant in Jefferson County
(This project was opened in April and closed in May. See statement below.)

Project 481: An industrialist in Warren County is being assisted in establishing a wood particleboard plant.
This individual has requested assistance in accumulating information for use in attracting joint participation in a wood particleboard manufacturing venture.
Results: The project is continuing.

Project 483: Assistance to a cannery in Burke County
This company plans to expand its facilities and has asked IDD assistance in applying for a SBA loan.
Results: The project is continuing.

On Going Projects
There are now three projects under way in this area. In addition to the new projects above, there is:

Project 456: Assistance to a structural steel company interested in establishing a plant in Burke County
This company is interested in establishing a plant to fabricate structural steel for the construction industry, and is being assisted with a plant layout, plant staffing, employee training, locating a source of funds, and various other start-up problems.
Results: The project is continuing.

Discontinued Projects
During the quarter four projects were discontinued in this area.
Project 426: Assistance to an individual in Emanuel County who desires to establish a pet food production facility

The individual requested that IDD prepare a market study for the pet food market.

Results: The study was completed and forwarded to him for his evaluation and guidance. The individual has written a letter expressing his appreciation for the assistance rendered by IDD. Project closed.

Project 434: Assistance to a tool and die company in Burke County

This company had requested assistance in developing additional products that could be manufactured by utilizing equipment which was not being operated at full capacity.

Results: Assistance was rendered in obtaining additional business for this company and it is now operating at full capacity. Project closed.

Project 465: Assistance to a manufacturer of heavy timber handling and wood chipping equipment in Jefferson County

This company requested IDD assistance in evaluating and improving its cost accounting and pricing systems.

Results: An in-depth study of this company's operation was conducted by IDD. A comprehensive report of recommendations for an improved costing and pricing system, as well as recommendations for an overall improvement in company operations, was prepared and discussed with the principals of the company. Many of these recommendations are already being implemented. Project closed.

Project 480: Assistance to an individual interested in establishing a modular housing plant in Jefferson County

This individual is interested in establishing a modular housing plant and was being helped with locating an available building.

Results: We were unable to locate a suitable existing building, therefore assistance was rendered in locating a development group in Jefferson County that is interested in building a 48,000 sq. ft. building with commercial financing. This will be adequate for the company's needs; however, there will be some delay while the building is being constructed. When the building is completed, further assistance will be rendered with the establishment of the plant facility. Project closed.
COASTAL PLAIN ECONOMIC DEVELOPMENT DISTRICT

General

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

New Projects

During the quarter two new projects were developed in this area.

Project 470: Assistance to a yarn spinning company in Lowndes County

This company wishes to establish a carpet yarn spinning plant in Valdosta, Georgia, and has requested IDD assistance in preparing a market study to evaluate the market potential. The market study has been completed and forwarded to the company for its information and will also be included as part of the EDA application which is planned for submission at a later date.

Results: The project is continuing.

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

This individual is interested in purchasing a company which is involved in the settlement of an estate and which may otherwise be closed. He has requested IDD assistance in conducting a market study to determine the potential sales for a patented animal trap manufactured by this company. If he is successful in acquiring this company, he plans to initiate a vigorous sales program along with a modernization and expansion of the facility. This acquisition not only would save the existing jobs, but also would create additional job opportunities.

Results: The project is continuing.

On Going Projects

There are two new projects under way in this area.

Discontinued Projects

During the quarter two projects were discontinued in this area.

Project 443: Assistance to a fiberglass products manufacturer in Tift County

A company was organized to manufacture fiberglass products. Initially, the company planned to manufacture fiberglass boats. It planned later to diversify its product line to include molded mobile home roofs and single construction bathroom units for mobile homes and campers.
Results: Assistance was rendered with the development of a plant layout, diversification of products, and other start-up problems. The company is now experiencing serious management problems which must be resolved prior to proceeding with its plans and accepting further assistance. Project closed.

Project 466: Assistance to a mobile home manufacturer in Irwin County

This company has been unable to manufacture units at a price competitive with other mobile home manufacturers, and this has caused a serious decline in sales.

Results: IDD has assisted with analyzing its production policies and management procedures and made several recommendations which have resulted in an improvement in the company operations. The implementation of these recommendations and some major changes in management personnel have resulted in an increase in production to four units per day. Employment has increased from 20 to 85 people. Project closed.
GEORGIA MOUNTAINS ECONOMIC DEVELOPMENT DISTRICT

General

The Georgia Mountains Economic Development District consists of 14 counties, of which five are eligible Redevelopment Area counties: Fannin, Rabun, Towns, Union, and White. The Growth Centers are Gainesville (Hall County) and Toccoa (Stephens County).

New Projects

During the quarter no new projects were developed in this area.

On Going Projects

There is now one project under way in this area.

Project 449: Assistance to a lumber company in White County

The company plans to build a lumber sawmill complex at Toccoa, Georgia and has requested assistance in applying for an EDA business loan. This new sawmill complex will directly employ approximately 100 employees and will create an additional 200 indirect jobs.

Results: The project is continuing.

Discontinued Projects

None.
HEART OF GEORGIA ECONOMIC DEVELOPMENT DISTRICT

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

New Projects
During the quarter two new projects were developed in this area.

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

A manufacturer of vitreous china plumbing fixtures plans to establish a branch plant in Eastman, Georgia. IDD assistance has been requested with the initial planning and the preparation of an EDA business loan application.

Results: The project is continuing.

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

The mobile home manufacturer started operations approximately one year ago and has experienced considerable operational difficulty. However, it now appears the situation has stabilized. The manufacturer has requested IDD recommendations for improved plant efficiency and to provide it with the standard manufacturing techniques used in the mobile home industry.

Results: The project is continuing.

On Going Projects
There are two new projects under way in this area.

Discontinued Projects
During the quarter two projects were discontinued in this area.

Project 415: Assistance to a poultry processing farm in Telfair County

This poultry processing farm desires to expand into the commercial farming of alligators for thin hides.

Results: IDD has provided the company with information pertaining to the state and federal laws regulating this industry. A market study was completed and forwarded to the company for its guidance. The company was assisted in obtaining authorization to establish and operate a commercial alligator farm. Assistance was also provided in developing a site layout for the necessary ponds and fences that will be required. Project closed.
Project 435: Assistance to a vending machine manufacturer in Telfair County

This company planned to establish a new plant in Helen, Georgia to manufacture vending machines.

Results: IDD was assisting this company in developing a plant layout for its new facility; however, the company has advised that its plans must be held in abeyance until November 1970. No further assistance will be needed at this time. Project closed.
General
The Northeast Georgia Economic Development District consists of ten counties, of which four are eligible Redevelopment Area counties: Greene, Morgan, Oglethorpe, and Walton. The Growth Center is Athens (Clarke County).

New Projects
During the quarter no new projects were developed in this area.

On Going Projects
There is now one project under way in this area.

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

An individual is interested in establishing a sand-lime brick plant that would employ up to 45 people. He requested that IDD provide market information pertaining to west central Georgia. The market study has been prepared and assistance rendered in the preparation and presentation of his application to SBA for a loan under the 502 program. This application has been approved and will be funded when arrangements for the private capital portion of the loan are complete.

Results: The project is continuing.

Discontinued Projects
During the quarter four projects were discontinued in this area.

Project 425: Assistance to a plywood plant in Oglethorpe County

A European representative for a prospective plywood plant desired to make an application for an EDA loan and requested IDD’s assistance for a market study and analysis of resources for raw materials.

Results: The business loan application was completed and delivered to the regional office, Huntsville, for consideration. A feasibility study was completed by IDD and included in the EDA application. IDD was advised by the representative of this proposed company that he was unable, at this time, to obtain satisfactory financial assistance from European banks for the matching funds needed for this EDA loan. Project closed.

Project 427: Assistance to an electrical coil manufacturer in Oglethorpe County

A manufacturer of electrical coils for clocks and timers requested assistance in increasing production and lowering production costs in its finishing department.
Results: A time study was conducted by the company and IDD assisted in calculating product standards based on this study. Assistance was also rendered this company in developing a set of plant rules for personnel guidance and an improved wage incentive program. These new programs have proven so successful that the company has greatly expanded its sales, its labor force has stabilized, and it is now considering establishing an additional plant in Wilkes County. Project closed.

Project 432: Individuals in Walton County are being assisted in the establishment of a food processing company

Two individuals are interested in establishing a company to grow and process mushrooms. They requested IDD assistance in determining the market for fresh mushrooms in the southeast.

Results: The market study was completed and forwarded to them for their evaluation. Project closed.

Project 442: Assistance to a mobile home manufacturer in Greene County

A mobile home manufacturer desired to expand its operation by establishing a new mobile home manufacturing facility in Greene County.

Results: The company has been assisted with initial planning, a plant layout, financing of its new facility, and submission of a Job 70 training proposal to the U. S. Department of Labor. Construction on the new facility has started and the company plans to be in operation within three months. This new facility will initially employ 60 to 70 people.
General

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

New Projects

During the quarter one new project was developed in this area.

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

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

Results: The project is continuing.

On Going Projects

There are now three projects under way in this area. In addition to the new project above, there are:

Project 416: Assistance to a furniture manufacturer in Hancock County

A furniture manufacturing company requested IDD assistance in locating additional working capital, solving material handling problems, review of wage and fringe benefits, and analysis of its cost control system. Several cost reduction recommendations were made and are now being implemented with good results. IDD also has furnished the company with information on current wage and fringe benefits of employees in the area. Continuing efforts will be made to assist the management of this company with improved operating procedures in order to increase efficiency. These improvements should enhance the potential of locating a source of additional funds badly needed by this company.

Results: The project is continuing.

Project 447: Assistance to a development group in Hancock County

The development group has requested assistance with the updating of the Oconee Area Vocational-Technical School Study as it applies to Hancock County. Considerable data were developed through a mail questionnaire sent out to over 500 business and manufacturing firms. The survey has been completed and tabulated. A final report is now being prepared.

Results: The project is continuing.

Discontinued Projects

During the quarter one project was discontinued in this area.
Project 420: Assistance to a committee for social and economic development in Hancock County

This economic development committee requested IDD assistance in establishing a concrete block plant and a box spring frame manufacturing facility.

Results: The concrete block and box spring frame manufacturing facility has been established and is now operating. A preliminary market study and literature search were completed and forwarded to the development group for evaluation. Project closed.
SLASH PINE AREA ECONOMIC DEVELOPMENT DISTRICT

General

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

New Projects

During the quarter four new projects were developed in this area.

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

This company plans to expand its production facilities and has requested IDD assistance in the preparation and documentation of an EDA loan application. It is estimated that this expansion will provide employment opportunities for a minimum of 100 additional employees.

Results: The project is continuing.

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

Two individuals are interested in establishing a manufacturing facility to produce roof trusses for the conventional housing market. At their request IDD is assisting them in evaluating the market for this type item within a 50-60 mile radius of Douglas, Georgia. Their initial employment will consist of three production workers.

Results: The project is continuing.

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

This company manufactures upholstered living room furniture in an old school building. The layout of the building does not lend itself to efficient production and material flow. IDD assistance has been requested in providing recommendations for remodeling the facilities and the development of a satisfactory plant layout. Recommendations for improving production methods have also been requested. This company has been in operation for less than one year and has grown from a one man operation to its current employment of 12 people. Further growth is anticipated with the improvement of the production facilities.

Results: The project is continuing.

Project 476: Assistance to a lumber company in Ware County

This company is considering expansion and diversification to include the manufacture of particleboard and hardboard products. IDD assistance has been
requested in developing a market study for these products within a reasonable radius of Waycross, Georgia. The market study has been completed and will be presented to the company for its evaluation.

Results: The project is continuing.

On Going Projects

There are now five projects under way in this area. In addition to the new projects above, there is:

Project 441: Assistance to a chicken hatchery in Brantley County

This company has decided to establish a feed mill facility in Brantley County to produce feed for its hatchery. IDD developed and furnished market information on the poultry industry to assist the company in making its decision to locate in this county. Assistance was rendered with the preparation and presentation of a loan application to SBA to cover cost of the new facility.

Results: The project is continuing.

Discontinued Projects

During the quarter six projects were discontinued in this area.

Project 399: Assistance to a retail sports equipment manufacturing company in Ware County

The company intends to manufacture and repair athletic equipment for the juvenile market, and it has requested an analysis of the market for this type of equipment and a plant layout for a proposed new facility.

Results: A market study was completed and presented to the company for its evaluation. The company has acquired a suitable building and IDD assisted with a plant layout. All equipment has been placed and plans are to start operation within one month. Initial employment will be two persons full time with ultimate growth to 60. Project closed.

Project 421: Assistance to a manufacturer of custom mobile campers in Coffee County

The manufacturer desires to expand to a new production line facility and requested IDD assistance in locating a source of funds, setting up a production line, and establishing a cost control system.

Results: Assistance was rendered in preparing an application to SBA for financial aid. Although the expansion depends on the approval of this loan, the company has been hesitant in submitting the application. Potential for expansion still exists and further assistance will be provided when the company decides to proceed with its application for a loan. Project closed.
Project 423: Assistance to a marble products company in Coffee County

A new company was formed to manufacture cultured marble counter tops for the mobile home and commercial housing market. IDD assistance was requested in solving several start-up problems.

Results: With IDD assistance this company was able to improve production testing and evaluation techniques. These changes resulted in considerable improvement in product quality. This company has provided employment opportunities for six people and additional growth with commensurate additional employment opportunities is indicated. Project closed.

Project 452: Assistance to an individual in Coffee County desiring to establish a plant to manufacture draperies

An individual was interested in establishing a plant to manufacture draperies and related items for the mobile home industry. He requested IDD assistance in determining the potential market for these items.

Results: A market research report was prepared and delivered to him. However, due to the slow-down in mobile home sales, he has decided not to proceed at this time. Project closed.

Project 454: Assistance to a kitchen cabinet manufacturer in Ware County

A manufacturer of custom designed kitchen cabinets desired to expand into a production line facility to manufacture standard cabinet units for the mobile home industry and other high volume users. This manufacturer requested assistance in preparing a market study to determine the potential for production line cabinet manufacturing to supply the mobile home industry.

Results: The market study was completed and delivered to the company for evaluation. Subsequent to the delivery of the market study, the company's production building was completely destroyed by a tornado and this has delayed consideration of its expansion plans for at least twelve months. Project closed.

Project 463: Assistance to a manufacturer of synthetic resin adhesives interested in locating a plant in Coffee County

This company is interested in locating a plant in Coffee County and has requested assistance in developing additional data relative to a market analysis study prepared by IDD.

Results: This information was developed and forwarded to the company for evaluation. The company has recently advised the Coffee County Chamber of Commerce that because of the current economic conditions, it must delay consideration of further expansion at this time. Project closed.
SOUTHWEST GEORGIA ECONOMIC DEVELOPMENT DISTRICT

General

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

New Projects

During the quarter one new project was developed in this area.

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

Several individuals are interested in establishing a plant to manufacture mobile homes and modular housing and have requested IDD assistance in areas of marketing, financial planning, and production methods. They tentatively plan to manufacture four mobile homes a day with growth to eight per day and provide employment opportunities for 130 people.

Results: The project is continuing.

On Going Projects

There are now three projects under way in this area. In addition to the new project above, there are:

Project 444: Assistance to a machinery company in Decatur County

This company is considering manufacturing an outdoor gas cooker to be produced with production line methods. IDD has been requested to furnish a market analysis and suggestions for a marketing system. Assistance has also been requested in the development of a plant layout for the manufacture of the cookers. A market study was prepared and delivered to the company for its information.

Results: The project is continuing.

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

A processor of textile waste plans to expand his operation and has requested assistance in preparing a plant layout for a proposed new building. A preliminary layout has been completed and forwarded to the company. The company is considering leasing one of several existing buildings and, therefore, a final plant layout cannot be prepared until the company decides on a particular building.

Results: The project is continuing.
Discontinued Projects

During the quarter one project was discontinued in this area.

Project 398: Market analysis information for a warehousemen's association which intends to open a peanut shelling plant in Worth County

The warehousemen's association has requested market information to assist them in their plans to open a peanut shelling plant in Worth County.

Results: A market study was completed and forwarded to the group for evaluation; however, the association has decided to purchase a company now in operation instead of starting a new business. Project closed.
General

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

New Projects

During the quarter two new projects were developed in this area.

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

This company plans to establish a woodworking plant and has requested assistance in applying for a SBA 502 loan. Assistance was rendered in the preparation and presentation of a loan request to the Small Business Administration. Assistance is also being rendered this company in locating a manager for the new plant.

Results: The project is continuing.

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

This is a newly organized corporation interested in establishing manufacturing facilities to produce prefab homes in an existing warehouse building. IDD has been requested to assist with the development of a plant layout and to advise the company of production techhiques used in similar operations, especially material handling. A preliminary plant layout has been prepared and presented to the company for its information.

Results: The project is continuing.

On Going Projects

There are now three projects under way in this area. In addition to the new projects above, there is:

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

An individual has requested IDD assistance in establishing a plant for processing commercially grown quail. Assistance is being rendered in determining the potential market, in plant design to meet state and federal inspection regulations, and in locating manufacturers of processing equipment.

Results: The project is continuing.
Discontinued Projects
During the quarter three projects were discontinued in this area.

Project 458: Assistance to a city in Sumter County

The city of Americus (Growth Center) submitted an application to EDA for funds to cover cost of an expansion of its water and sewerage system.

Results: IDD assisted the city with the documentation and preparation of an economic impact study which was forwarded with the application. Project closed.

Project 462: Assistance to a manufacturer of mobile homes and modular housing in Sumter County

A manufacturer of mobile homes and modular housing has requested assistance in developing improved personnel policies.

Results: IDD has furnished the management of this company with information pertaining to personnel recruitment and motivation. The management is in the process of developing a formal personnel program based on this information and has decided that in-plant assistance will not be necessary. Project closed.

Project 464: Assistance to a mobile home manufacturer in Taylor County

This firm is experiencing considerable difficulty in the manufacture of mobile homes and has requested assistance in solving management problems and with the establishment of a production control system for its operation.

Results: IDD prepared and presented recommendations and guidance on a wage incentive system, production techniques, cost accounting, and personnel policies. The implementation of these recommendations has resulted in considerable improvement in the operation of this company. Project closed.
General

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

New Projects

During the quarter no new projects were developed in this area.

On Going Projects

There are now three projects under way in this area.

Project 424: Assistance to a hardware and metal finishing manufacturer in Carroll County

This company has a critical need for additional working capital and is in need of assistance in solving several management problems. IDD has made a complete analysis of this company's operations and has prepared and presented recommendations to this company for improved operations. Many of these recommendations have already been implemented with good results. Assistance is now being rendered with the preparation of a business loan application to obtain additional working capital.

Results: The project is continuing.

Project 429: Assistance to a textile printing company in Carroll County

A company that does contract hand printing of textile products would like to expand its operations and has requested assistance in obtaining a loan to cover costs of a building and additional equipment. IDD has assisted this company in presenting a proposal to SBA for consideration under the SBA 502 program.

Results: The project is continuing.

Project 448: Assistance to an electrical wire manufacturer in Carroll County

This electrical wire manufacturer desires to expand its facilities by establishing a copper refinery and to further expand its rod and fine wire operations. IDD supervised the assembly of the EDA application and prepared an economic impact study which was submitted as a part of the application. This application has been reviewed by the Huntsville EDA office and forwarded to Washington with a favorable recommendation. The total employment impact of the project will be the creation of new jobs estimated in excess of 1,400.

Results: The project is continuing.
Discontinued Projects
During the quarter two projects were discontinued in this area.

Project 428: Assistance to a clothing manufacturer in Carroll County

This company was required to initiate an immediate expansion to its manufacturing facilities and to restructure its company organization in order to meet an accelerated sales demand.

Results: IDD assisted the company in expeditiously accomplishing these tasks. The new expanded facilities are complete and in operation. When fully operating, the new facility will provide employment opportunity for 125 people. The company is interested in establishing an additional sewing plant employing 100 people, but this plant will probably be located in a non-EDA area. Project closed.

Project 455: Assistance to a carpet plant in Troup County

This company plans to expand by purchasing an additional tufting machine.

Results: IDD assisted this company in obtaining financial assistance for purchasing the new tufting machine. This machine is on order for delivery in the fall and will provide employment for eight additional people. Project closed.
COASTAL AREA ECONOMIC DEVELOPMENT DISTRICT

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

New Projects
During the quarter one new project was developed in this area.

Project 477: Assistance to a Growth Center in Liberty County

The city's incorporated limits have recently been extended to include land for an industrial park. The EDA economic development representative has requested IDD to assist the city in identifying the site best suited for industrial purposes. An analysis has been completed and a preliminary report prepared and submitted to the city officials for their review and comments prior to the final report being written.

Results: The project is continuing.

On Going Projects
There are now two projects under way in this area. In addition to the new project above, there is:

Project 451: Assistance to a group of individuals interested in establishing a chemical reclaiming plant in Glynn County

A group of individuals is considering establishing a chemical reclaiming plant to remove pollutants from water effluent at pulp mills. They have requested a study to determine the market for the reclaimed chemicals and assistance with the preparation of an EDA loan application. The market analysis report was completed by IDD and forwarded to the group for their information and will be included in the EDA application, when submitted.

Results: The project is continuing.

Discontinued Projects
During the quarter one project was discontinued in this area.

Project 445: Assistance to a woodworking company in Glynn County

This company was interested in diversifying its product line. The company presently manufactures crab traps, seafood shipping boxes, and plywood shipping containers. The company was interested in manufacturing wooden cleats for the produce growers and florists in the Florida area.
Results: As a result of a survey conducted by IDD, it was determined that the market for cleats is very limited and, therefore, it was decided not to begin large scale manufacture of this item. The company will produce a limited quantity of cleats with its present force during the off season. Project closed.
LOWER CHATTahooCHEE ECONOMIC DEVELOPMENT DISTRICT

General
The Lower Chattahoochee Economic Development District consists of seven counties, of which five are eligible Redevelopment Area counties: Stewart, Quitman, Randolph, Clay, and Early.

New Projects
During the quarter two new projects were developed in this area.

Project 473: Assistance to the Lower Chattahoochee Economic Development District
A paper container manufacturer has expressed an interest in locating a plant in the Lower Chattahoochee Economic Development District. The Economic Development District has requested IDD assistance in updating a study on the paperboard container industry, previously prepared by Georgia Tech. The updated market study has been completed and forwarded to the economic development district for information.

Results: The project is continuing.

Project 474: Assistance to a tool and die company in Randolph County
The owner of a tool and die company has requested assistance with his plans for expansion and diversification. Assistance is being rendered in diversifying the sales effort. IDD has compiled data and information for distribution to possible sources of new business.

Results: The project is continuing.

On Going Projects
There are now two new projects under way in this area.

Discontinued Projects
During the quarter two projects were discontinued in this area.

Project 410: Assistance to a wood products company in Early County
The company requested a market study covering the field of plywood shipping containers.

Results: A market study on marine cargo containers was prepared by IDD and discussed with the principals of this company. Project closed.
Project 450: Assistance to a wood dimension stock manufacturer in Early County

This manufacturer of wood frames for upholstered furniture had experienced a drastic curtailment of sales resulting in a reduction in workforce.

Results: IDD has assisted in developing new markets for the manufacturer. Sales are steadily improving and the workforce is now stabilized. Project closed.
PROJECTS OUTSIDE OF ECONOMIC DEVELOPMENT DISTRICTS

New Projects
During the quarter no new projects were developed outside the Economic Development Districts.

On Going Projects
There are now four projects under way outside the Economic Development Districts.

Project 439: Assistance to a garment manufacturer in Paulding County
A manufacturing company for ladies undergarments and plastic storage bags desires to expand its production facilities and market area. The company has a new building under construction and IDD is assisting with the development of a plant layout. Marketing information requested has been developed and forwarded to the company for evaluation.

Results: The project is continuing.

Project 453: Assistance to a saddletree company in Dade County
This saddletree manufacturer would like to build a new facility and has requested assistance in locating a source of funds. Financial data submitted by the manufacturer was reviewed by IDD and assistance was rendered in the preparation and presentation of a loan application to SBA under its economic opportunity loan program. This new facility will create additional employment opportunities for six people.

Results: The project is continuing.

Project 457: Assistance to a potential modular home manufacturer in Jones County
This company desires to establish a modular home manufacturing plant and has requested assistance in developing a prospectus and plant layout for its new facility. A preliminary plant layout and flow design was prepared and delivered to the company for implementation. IDD assisted this company with the preparation of a market study for modular housing in the southeastern area. The proposed company will have an initial employment of 20 people and will increase to 60 people within three months.

Results: The project is continuing.

Project 459: Assistance to a carpet manufacturer in Murray County
This company is planning an expansion of its operations to include the production of commercial carpets. IDD is assisting with the preparation of a cost and manning requirement study, as well as a plant layout and selection of material handling equipment for the proposed expansion.
Results: The project is continuing.

Discontinued Projects
None.
A. Overall Strategy

1. The strategy of the Industrial Development Division in performing its duties under the EDA contract is twofold:

   a. To respond to requests for EDA assistance from organizations in the economic development field, i.e., Economic Development Districts, Georgia Department of Industry and Trade, EDA Economic Development Specialists, Chambers of Commerce, and local officials in EDA-designated areas.

   b. To seek out opportunities to advance the principles of EDA through surveys of industry in EDA-designated areas, through the seven IDD field offices, and through discussions with persons in IDD who are involved in other areas of economic and community development which are not directly associated with the EDA activity.

2. The objectives of this strategy are to stimulate the expansion and diversification of existing industry; support the formation of new, economically sound enterprises; and, as an ultimate objective, to create additional jobs.

B. Overall Success

During the quarter, continued progress was made in the implementation of the IDD strategy and the attainment of objectives. There were 54 projects active and worked on by the IDD staff. Of these projects, 20 projects were successfully completed or terminated, and 34 projects were continuing to receive IDD assistance at the end of August. Details of success in aiding firms with expansion plans, stabilizing existing firms, helping new ventures, and assisting community development efforts are reported in the following area sections.
C. Significant Developments

As of July 1, 1970, there were 71 EDA qualified counties in Georgia. In addition there are twelve formally designated Economic Development Districts. It is interesting to note that all EDA counties, with the exception of seven, are members of Economic Development Districts.

A chicken hatchery company, which planned to establish a feed mill facility for producing feed for its hatcheries, was assisted in its decision to locate this facility in Brantley County. IDD prepared a market study which indicated the optimum location for this facility and also assisted in obtaining the required financing. This feed mill will initially employ 12 people, but will additionally create employment opportunities for a large number of indirect employees. (See Appendix 1.)

The new carpet yarn manufacturer in Ben Hill County was assisted in establishing a manpower training program, development of sound personnel policies, and recommendations for improved working conditions. The implementation of these personnel policies and programs has created an environment for a stable workforce of 150 people. Employment is now expected to steadily increase to 250 people when full production is reached.

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

A casket company in Sumter County was assisted in its plans for diversification. IDD conducted research into several compatible product lines and prepared a complete market study on reinforced plastic bathroom fixtures. The study indicated an excellent market and the company has expressed strong interest in establishing a plant to produce these items.

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

D. Summary of Project Activity

1. During the quarter, IDD staff personnel expended 492 man-days on the EDA technical assistance project.
2. There are now a total of 34 projects active in 25 counties. The following map shows eligible counties and project locations.

3. Table I is a summary of projects by category.

4. Table II is a summary of projects by type and region.
Table I

QUARTERLY ACTIVITY REPORT
(June, July, August)

NUMBER AND PERCENT OF PROJECTS BY CATEGORY

<table>
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<tr>
<th></th>
<th>Business Stabilization</th>
<th>Business Expansion and Diversification</th>
<th>New Venture</th>
<th>Community Development</th>
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<td>Total Projects Active during Quarter</td>
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<td>Percent of Effort</td>
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<td>43%</td>
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### Table II

**ACTIVITY BY TYPE AND REGION**

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<tr>
<th>Region</th>
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* One project in this area was opened and closed in the same quarter.
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<th>Region</th>
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<th>Business Expansion</th>
<th>New Venture</th>
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<td><strong>TOTAL</strong></td>
<td>9</td>
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*One project in this area was opened and closed in the same quarter.*
CENTRAL SAVANNAH RIVER ECONOMIC DEVELOPMENT DISTRICT

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

New Projects
During the quarter one new project was developed in this area.

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

This individual is interested in establishing an aluminum foundry and machine shop to produce tire molds. He has requested assistance with the preparation of a market study and help in preparing an EDA loan application to cover cost of the proposed facility. This proposed facility will provide employment opportunities for approximately 100 people.

Results: The project is continuing.

On Going Projects
There are now three projects under way in this area. In addition to the new project above, there are:

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

This company is interested in establishing a plant to fabricate structural steel for the construction industry. The company is being assisted with a plant layout, plant staffing, employee training, locating a source of funds, and various other start-up problems.

Results: The project is continuing.

Project 483: Assistance to a cannery in Burke County

This company plans to expand its facilities and is receiving IDD assistance in applying for a SBA loan.

Results: The project is continuing.

Discontinued Projects
During the quarter one project was discontinued in this area.
Project 481: An industrialist in Warren County is being assisted in establishing a wood particleboard plant.

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

Results: IDD has been unable to contact this individual for several months. There is an apparent loss of interest in proceeding with this project; therefore, the project is closed.
COASTAL PLAIN ECONOMIC DEVELOPMENT DISTRICT

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

New Projects
During the quarter one new project was developed in this area.

Project 498: Assistance to a company interested in establishing a plant to manufacture prefabricated houses in Tifton, Georgia (Growth Center)

This company wants to establish a prefabricated housing plant and has requested IDD assistance with design and specifications for prefabricated panels, production methods, automated equipment lists, and a plant layout for a new building. IDD has developed information pertaining to materials and equipment for the production of modular housing. This information has been presented to the company.

Results: The project is continuing.

On Going Projects
There is now one new project under way in this area.

Discontinued Projects
During the quarter two projects were discontinued in this area.

Project 470: Assistance to a proposed carpet yarn spinning company in Lowndes County

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

Results: The market study was revised and forwarded to the principals for their information; however, they have now decided to expand their existing plant at Columbus, Georgia rather than build a new facility at this time. No further assistance needed, the project is closed.
Project 479: Assistance to an individual in Lowndes County (Valdosta Growth Center) interested in purchasing and expanding an animal trap manufacturing company

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

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

General
The Georgia Mountains Economic Development District consists of 14 counties, of which five are eligible Redevelopment Area counties: Forsyth, Rabun, Towns, Union, and White. The Growth Centers are Gainesville (Hall County) and Toccoa (Stephens County).

New Projects
During the quarter no new projects were developed in this area.

On Going Projects
There is now one project under way in this area.

Project 449: Assistance to a lumber company in White County

The company plans to build a lumber sawmill complex at Cleveland, Georgia and has requested assistance in applying for an EDA business loan. This new sawmill complex will directly employ approximately 130 employees and will create an additional 200 indirect jobs.

Results: The project is continuing.

Discontinued Projects
None.
HEART OF GEORGIA ECONOMIC DEVELOPMENT DISTRICT

General

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

New Projects

During the quarter one new project was developed in this area.

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

A growers association has established a floraculture center to grow flowers for the commercial market. IDD has been requested to assist in determining the market for this type commodity, as well as suggesting merchandising techniques and assisting with the start-up of a woodworking shop. IDD has completed work on an econometric model which estimates the retail florists store sales for 14 Georgia counties in 1970. This information has been forwarded to the growers association for their information and a full market study is now in the process.

Results: The project is continuing.

On Going Projects

There are now two projects under way in this area. In addition to the new project above, there is:

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

A manufacturer of vitreous china plumbing fixtures plans to establish a branch plant in Eastman, Georgia. IDD assistance is being rendered with the initial planning and the preparation of an EDA business loan application. This proposed company plans to initially employ 100 people.

Results: The project is continuing.

Discontinued Projects

During the quarter one project was discontinued in this area.

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

The mobile home manufacturer started operations approximately one year ago and has experienced considerable operational difficulty. However, it now appears the situation has stabilized.
Results: The manufacturer received IDD recommendations for improved plant efficiency and was provided standard techniques used in the mobile home industry. Subsequently, however, the company decided to merge with a larger mobile home manufacturer and therefore will not require additional assistance.
NORTHEAST GEORGIA ECONOMIC DEVELOPMENT DISTRICT

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

New Projects
During the quarter no new projects were developed in this area.

On Going Projects
There are now no projects under way in this area.

Discontinued Projects
During the quarter one project was discontinued in this area.

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

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

Results: The market study was prepared and assistance was rendered in the preparation and presentation of his application to SBA for a loan under the 502 program. However, because of the long delay in obtaining approval of this loan, the individual has withdrawn his SBA application and is no longer interested in establishing a sand-lime brick plant.
General
The Oconee Area Economic Development District consists of seven counties, of which three are eligible Redevelopment Area counties: Hancock, Jasper, and Washington. The Growth Center is Milledgeville (Baldwin County).

New Projects
During the quarter no new projects were developed in this area.

On Going Projects
There are now two projects under way in this area.

Project 416: Assistance to a furniture manufacturer in Hancock County

A furniture manufacturing company requested IDD assistance in locating additional working capital, solving material handling problems, review of wage and fringe benefits, and analysis of its cost control system. Several cost reduction recommendations were made and are now being implemented with good results. IDD also has furnished the company with information on current wage and fringe benefits of employees in the area. Continuing efforts will be made to assist the management of this company with improved operating procedures in order to increase efficiency. These improvements should enhance the potential of locating a source of additional funds badly needed by this company.

Results: The project is continuing.

Project 447: Assistance to a development group in Hancock County

The development group has requested assistance with the up-dating of the Oconee Area Vocational-Technical School Study as it applies to Hancock County. Considerable data were developed through a mail questionnaire sent out to over 500 business and manufacturing firms. The survey has been completed and tabulated. A final report is now being prepared.

Results: The project is continuing.

Discontinued Projects
During the quarter one project was discontinued in this area.

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

This mobile home manufacturer requested assistance in evaluating and improving its inventory control and purchasing procedures.
Results: IDD reviewed the company's inventory control and purchasing procedures and forwarded the findings and recommendations to the president of the company. No further assistance needed, the project is closed.
SLASH PINE AREA ECONOMIC DEVELOPMENT DISTRICT

General

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

New Projects

During the quarter three projects were developed in this area.

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

This company is considering the establishment of a manufacturing facility to produce electrical junction and panel boxes. IDD assistance is being rendered with the preparation of a study to determine the market for these items.

Results: The project is continuing.

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

(This project was opened in July and closed in August. See statement below.)

Project 501: Assistance to a heavy machinery manufacturer located in Ware County

This company manufactures hydraulic log loaders for sale primarily in the southeastern United States. The firm has been in operation for approximately one year and has steadily increased its work force to the current level of 20 employees. With the rapid growth of the company, the owner has found himself faced with inadequate management policies and procedures. He has requested assistance in developing personnel policies, inventory control systems, cost standard systems, and assistance in developing basic accounting records. He, also, desires indoctrination in staffing techniques, planning techniques, and improved employee relations techniques. With the reconciliation of these management problems, he expects to provide employment opportunities for an additional 20 people.

Results: The project is continuing.

On Going Projects

There are now six projects under way in this area. In addition to the new projects above, there are:

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

This company plans to expand its production facilities and is receiving IDD assistance with the preparation and documentation of an EDA loan application.
It is estimated that this expansion will provide employment opportunities for a minimum of 100 additional employees.

Results: The project is continuing.

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

Two individuals are interested in establishing a manufacturing facility to produce roof trusses for the conventional housing market. At their request, IDD is assisting them in evaluating the market for this type item within a 50-60 mile radius of Douglas, Georgia. Their initial employment will consist of three production workers.

Results: The project is continuing.

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

This company manufactures upholstered living room furniture in an old school building. The layout of the building does not lend itself to efficient production and material flow. IDD is providing recommendations for remodeling the facilities and assisting in the development of a satisfactory plant layout. Recommendations for improved production methods will also be provided. This company has been in operation for less than one year and has grown from a one man operation to its current employment of 12 people. Further growth is anticipated with the improvement of the production facilities.

Results: The project is continuing.

**Project 476: Assistance to a lumber company in Ware County**

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

Results: The project is continuing.

**Discontinued Projects**

During the quarter two projects were discontinued in this area.

**Project 441: Assistance to a chicken hatchery in Brantley County**

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

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

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

Results: This information and recommendations were forwarded to the company and is being implemented with good results. This company currently employs 150 people and expects to employ 250 people when full production is reached. No further assistance needed, the project is closed.
The Southwest Georgia Economic Development District consists of 13 counties, of which eight are eligible Redevelopment Area counties: Baker, Calhoun, Lee, Miller, Mitchell, Seminole, Terrell, and Worth. The Growth Centers are Albany (Dougherty County) and Bainbridge (Decatur County).

New Projects

During the quarter three new projects were developed in this area.

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

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

Results: The project is continuing.

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

A group of individuals is interested in establishing a company to transform peanut shells to charcoal by a thermal-chemical process which was developed by the Engineering Experimental Station of Georgia Tech. The group has requested IDD assistance with the preparation of an EDA application. This proposed company will not only assist with a solution of a critical air pollution problem that now exists in the peanut shelling industry, but also will provide additional employment opportunities for several hundred individuals.

Results: The project is continuing.

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

A new mobile home manufacturer has requested assistance with production problems encountered. The labor costs are 12-13 percent of net sales to dealer compared to a 9-10 percent cost which is common in the industry. Areas of assistance will include production methods, plant layout, and production controls.

Results: The project is continuing.

On Going Projects

There are now three new projects under way in this area.
Discontinued Projects

During the quarter three projects were discontinued in this area.

Project 444: Assistance to a machinery company in Decatur County

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

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

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

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

Results: A plant layout was completed and forwarded to the company for consideration. The company has completed its move and implemented the recommended plant layout with good results. No further assistance needed, the project is closed.

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

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

Results: Assistance and information were furnished this firm in evaluating its entering the manufactured housing business. After considerable discussion and consideration, the firm has decided not to enter this business at this time, primarily due to poor economic conditions. No further assistance needed, the project is closed.
MIDDLE FLINT ECONOMIC DEVELOPMENT DISTRICT

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

New Projects
During the quarter four new projects were developed in this area.

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

This company plans to establish an egg processing plant in Buena Vista, Georgia and has requested IDD assistance with the preparation and presentation of an application for a SBA 502 loan. Assistance is currently being rendered with the preparation of a pro forma cash flow statement to be submitted with the application.

Results: The project is continuing.

Project 489: Assistance to a metal casket company located in Sumter County

This firm presently manufactures metal caskets, but would like to diversify into another product line to gain more market stability and volume. IDD was requested to investigate the market potential for the manufacture of reinforced plastic bathroom fixtures. If the market looks promising, this firm will need technological aid with the manufacture of this product. The market study has been completed and will be presented to the principals of the company for their information.

Results: The project is continuing.

Project 491: Assistance to a machine shop in Taylor County

This firm has available machine time and desperately needs additional work. The employment has declined from 20-8 as the market for the items presently being manufactured is declining. The company has requested IDD assistance in determining diversification of contract work that will utilize its resources and increase employment. A market study has been completed on leveling jacks for the mobile home industry. This study has been delivered to the company for their consideration.

Results: The project is continuing.
Project 500: Assistance to a proposed rubber products manufacturer to be located in Webster County

This company had decided to locate a rubber products manufacturing plant at Preston, Georgia. The company has requested IDD assistance with the preparation of a SBA application, work with the local development authority, and the preparation of a plant layout and building design.

Results: The project is continuing.

On Going Projects

There are now five projects under way in this area. In addition to the new projects above, there is:

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

An individual has requested IDD assistance in establishing a plant for processing commercially grown quail. Assistance is being rendered in determining the potential market, in a plant design to meet state and federal inspection regulations, and in locating manufacturers of processing equipment.

Results: The project is continuing.

Discontinued Projects

During the quarter two projects were discontinued in this area.

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

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

Results: This company's 502 SBA loan application was not approved. No further assistance needed, the project is closed.

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

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

Results: A preliminary plant layout was prepared and presented to the company for its information. Although they are still interested in manufacturing these units, they plan to hold these plans in abeyance and to purchase prefab homes from an existing company. No further assistance needed, the project is closed.
CHATTahoochee-FLINT Economic Development District

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

New Projects
During the quarter four new projects were developed in this area.

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

The company plans to expand its operation by establishing a new sectional housing manufacturing plant. IDD was requested to assist with the preparation of a SBA loan application to cover cost of the new facility. IDD is also assisting the company in developing an in-plant supervisory development training program. The new plant will provide employment for 100 additional people.

Results: The project is continuing.

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

Principals of this company have requested assistance in analyzing the company's operations and financial statements in order to identify problem areas. An analysis of this company's financial statements has been completed and recommendations concerning future operations and financing of the firm were prepared and delivered to the company for its consideration. A subsequent visit was made to the company and a full discussion of IDD's findings and recommendations was held with the principals.

Results: The project is continuing.

Project 502: Assistance to an individual interested in establishing a furniture plant in Troup County

This individual is interested in establishing a plant to manufacture furniture and teaching aids for pre-school children. IDD assistance has been requested with an analysis of the market for this type furniture, and counseling in organizing a manufacturing facility.

Results: The project is continuing.
Project 504: Assistance to a carpet manufacturer in Troup County

This manufacturer of tufted carpet has requested assistance with the analysis of the proposal involving lease-purchase of new equipment and contract tufting operations.

Results: The project is continuing.

On Going Projects
There are now five projects under way in this area. In addition to the new projects above, there is:

Project 429: Assistance to a textile printing company in Carroll County

A company that does contract hand printing of textile products would like to expand its operations and has requested assistance in obtaining a loan to cover costs of a building and additional equipment. IDD is assisting this company with the preparation and presentation of a proposal to SBA for consideration under the SBA 502 program.

Results: The project is continuing.

Discontinued Projects
During the quarter two projects were discontinued in this area.

Project 424: Assistance to a hardware and metal finishing manufacturer in Carroll County

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

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

Project 448: Assistance to an electrical wire manufacturer in Carroll County

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

Results: IDD supervised the assembly of the EDA loan application and prepared an economic impact study which was submitted as a part of the application. This loan application has been approved and is expected to be funded shortly. The total employment impact of the project will be the creation of new jobs estimated in excess of 1,400. No further assistance needed, the project is closed.
General
The Coastal Area Economic Development District consists of six counties, of which two are eligible Redevelopment Area counties: Bryan and Long. The Growth Centers are Brunswick (Glynn County) and Hinesville (Liberty County).

New Projects
During the quarter two new projects were developed in this area.

Project 485: Assistance to a seafood processing company in Glynn County

This company is interested in expanding its operation and is considering locating additional plant facilities in Brunswick, Georgia. At the request of the EDA Representative, IDD has provided assistance to the company in developing basic manpower information and analyzing the availability of labor in the Brunswick area. Assistance will also be rendered with the preparation of an EDA business loan application to cover cost of the new facility.

Results: The project is continuing.

Project 487: Assistance to a calico scallops processing plant in Glynn County

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

Results: The project is continuing.

On Going Projects
There are now three projects under way in this area. In addition to the new projects above, there is:

Project 477: Assistance to a Growth Center in Liberty County

The city's incorporated limits have recently been extended to include land for an industrial park. The EDA Representative has requested IDD to assist the city in identifying the site best suited for industrial purposes. An analysis has been completed and a preliminary report prepared and submitted to the city officials for their review and comments prior to the final report being written.

Results: The project is continuing.
Discontinued Projects

During the quarter one project was discontinued in this area.

Project 451: Assistance to a group of individuals interested in establishing a chemical reclaiming plant in Glynn County

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

Results: The market analysis report was completed by IDD and forwarded to the group for their information. The group has advised IDD that their evaluation of the market report and their decision to proceed with this endeavor may take a year or more; therefore, no further assistance is needed at this time, the project is closed.
LOWER CHATTahoochee Economic Development District

General
The Lower Chattahoochee Economic Development District consists of seven counties, of which five are eligible Redevelopment Area counties: Stewart, Quitman, Randolph, Clay, and Early.

New Projects
During the quarter one new project was developed in this area.

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

(This project was opened in June and closed in August. See statement below.)

On Going Projects
There are now no projects under way in this area.

Discontinued Projects
During the quarter three projects were discontinued in this area.

Project 473: Assistance to the Lower Chattahoochee Economic Development District

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

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

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

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

Results: Assistance was rendered in diversifying the sales effort. IDD has also compiled data and information for distribution to possible sources of new business. No further assistance needed, the project is closed.
Project 490: Assistance to an individual interested in establishing a rubber manufacturing plant in Clay County

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

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

General
During the quarter there were four projects active in counties outside of the Economic Development Districts.

New Projects
During the quarter no new projects were developed outside the Economic Development Districts.

On Going Projects
There are now three projects under way outside the Economic Development Districts.

Project 439: Assistance to a garment manufacturer in Paulding County

A manufacturing company for ladies undergarments and plastic storage bags desires to expand its production facilities and market area. The company has requested IDD assistance with the preparation of a SBA 502 loan application and with the development of a plant layout. Marketing information requested has been developed and forwarded to the company for evaluation. This expansion will provide employment opportunities for 12 additional people.

Results: The project is continuing.

Project 453: Assistance to a saddletree company in Dade County

This saddletree manufacturer would like to build a new facility and has requested assistance in locating a source of funds. Financial data submitted by the manufacturer were reviewed by IDD and assistance was rendered in the preparation and presentation of a loan application to SBA under its economic opportunity loan program. This new facility will create additional employment opportunities for six people.

Results: The project is continuing.

Project 459: Assistance to a carpet manufacturer in Murray County

This company is planning an expansion of its operations to include the production of commercial carpets. IDD is assisting with the preparation of a cost and manning requirement study, as well as a plant layout and selection of material handling equipment for the proposed expansion. This expansion will provide 18 additional job opportunities.

Results: The project is continuing.
Discontinued Projects

During the quarter one project was discontinued outside the Economic Development Districts.

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

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

Results: A preliminary plant layout and flow design were prepared and delivered to the company for implementation. IDD assisted this company with the preparation of a market study for modular housing in the southeastern area. The company has decided to locate in a non-EDA county. No further assistance can be rendered at this time, the project is closed.
August 6, 1970

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

Dear Mr. Greer:

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

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

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

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

With kindest regards,

DIXIELAND PULLETS, INC.

John Swinson

JS/ss
A. Overall Strategy

1. The strategy of the Industrial Development Division in performing its duties under the EDA contract is twofold:

   a. To respond to requests for EDA assistance from organizations in the economic development field, i.e., Economic Development Districts, Georgia Department of Industry and Trade, EDA Economic Development Specialists, Chambers of Commerce, and local officials in EDA-designated areas.

   b. To seek out opportunities to advance the principles of EDA through surveys of industry in EDA-designated areas, through the seven IDD field offices, and through discussions with persons in IDD who are involved in other areas of economic and community development which are not directly associated with the EDA activity.

2. The objectives of this strategy are to stimulate the expansion and diversification of existing industry; support the formation of new, economically sound enterprises; and, as an ultimate objective, to create additional jobs.

B. Overall Success

During the quarter, continued progress was made in the implementation of the IDD strategy and the attainment of objectives. There were 43 projects active and worked on by the IDD staff. Of these projects, 17 projects were successfully completed or terminated, and 26 projects were continuing to receive IDD assistance at the end of November. Details of success in aiding firms with expansion plans, stabilizing existing firms, helping new ventures, and assisting community development efforts are reported in the following area sections.
**C. Significant Developments**

As of July 1, 1970, there were 71 EDA qualified counties in Georgia. In addition there are twelve formally designated Economic Development Districts. It is interesting to note that all EDA counties, with the exception of seven, are members of Economic Development Districts.

The Lower Chattahoochee Area Planning and Development Commission was officially approved as an Economic Development District with Columbus designated as the Economic Development Growth Center. A conference was held with the Executive Director of the District to discuss our EDA program and to establish a coordinated approach for conducting interviews with manufacturers in the newly designated Economic Development District and Growth Center. Press releases announcing the program were issued, and individual letters explaining the program were mailed to each firm to be interviewed in the designated areas by the Executive Director of the Lower Chattahoochee EDD. IDD has interviewed 58 firms during the quarter and data sheets on each firm have been completed. As a result of the interviews to date, four projects have been developed which required IDD assistance. As the interviews continue, it is expected that several other firms will be located that will require assistance.

A city in **Brooks County** was assisted with the development of a design plan for a proposed industrial district. A mobile home company has already expressed an interest in locating in the proposed industrial district, and it is expected that others will become interested as the district is developed.

A group of individuals in **Mitchell County** are being assisted with the further development of their plans to establish a company to transform peanut shells to charcoal. The proposed company will provide additional employment opportunities for several hundred individuals as well as assist with a solution to a critical air pollution problem.

The mobile home manufacturer in **Mitchell County** was assisted in solving several production and management problems. The improvements recommended are expected to gradually result in increased employment of approximately 65 additional people.
D. Summary of Project Activity

1. During the quarter, IDD staff personnel expended 489 man-days on the EDA technical assistance project.

2. There are now a total of 26 projects active in 22 counties. The following map shows eligible counties and project locations.

3. Table I is a summary of projects by category.

4. Table II is a summary of projects by type and region.
Table I
QUARTERLY ACTIVITY REPORT
(September, October, November)

NUMBER AND PERCENT OF PROJECTS BY CATEGORY

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<th>Business Stabilization</th>
<th>Business Expansion and Diversification</th>
<th>New Venture</th>
<th>Community Development</th>
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* One project in this area was opened and closed in the same quarter.
Table II (continued)

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<th>Region</th>
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* One project in this area was opened and closed in the same quarter.
EDA Counties and EDD'S as of 1 July 1970

Eligible County

Title I Only
CENTRAL SAVANNAH RIVER ECONOMIC DEVELOPMENT DISTRICT

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

New Projects
During the quarter no new projects were developed in this area.

On Going Projects
There are now three projects under way in this area.

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

This company is interested in establishing a plant to fabricate structural steel for the construction industry. The company is being assisted with a plant layout, plant staffing, employee training, locating a source of funds, and various other start-up problems.

Results: The project is continuing.

Project 483: Assistance to a cannery in Burke County

This company plans to expand its facilities and is receiving IDD assistance in applying for a SBA loan.

Results: The project is continuing.

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

This individual is interested in establishing an aluminum foundry and machine shop to produce tire molds. He has requested assistance with the preparation of a market study and help in preparing an EDA loan application to cover cost of the proposed facility. He has been advised to contact the EDA Representative to discuss his proposed plans and to apprise him of his interest in applying for an EDA loan. IDD has provided him with a possible site location in Wadley, Georgia as well as general plant layout information. This proposed facility will provide employment opportunities for approximately 100 people.

Results: The project is continuing.
Discontinued Projects
None.
COASTAL PLAIN ECONOMIC DEVELOPMENT DISTRICT

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

New Projects
During the quarter one new project was developed in this area.

Project 510: Assistance to a city in Brooks County

At the request of the EDA Representative, IDD is assisting Quitman, Georgia with the development of an industrial park. IDD has conducted research, toured the site, and prepared an industrial district design plan. This design plan has been completed and delivered to the Brooks County Industrial Authority.

Results: The project is continuing.

On Going Projects
There are now two projects under way in this area. In addition to the new project above, there is:

Project 498: Assistance to a company interested in establishing a plant to manufature prefabricated houses in Tifton, Georgia (Growth Center)

This company wants to establish a prefabricated housing plant and has requested IDD assistance with establishing this plant. IDD has developed information pertaining to materials, equipment, jig designs, and processes for use in constructing prefabricated housing panels. An IDD representative has delivered this information to the company and discussed possible application under this company's operations objectives.

Results: The project is continuing.

Discontinued Projects
None.
The Georgia Mountains Economic Development District consists of 13 counties, of which five are eligible Redevelopment Area counties: Forsyth, Rabun, Towns, Union, and White. The Growth Centers are Gainesville (Hall County) and Toccoa (Stephens County).

During the quarter no new projects were developed in this area.

There is now one project under way in this area.

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

The project is continuing.

None.
HEART OF GEORGIA ECONOMIC DEVELOPMENT DISTRICT

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

New Projects
During the quarter no new projects were developed in this area.

On Going Projects
There are now two projects under way in this area.

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

A manufacturer of vitreous china plumbing fixtures plans to establish a branch plant in Eastman, Georgia. IDD assistance is being rendered with the initial planning and the preparation of an EDA business loan application; however, the company is still awaiting a firm commitment on private sector funds. In the interim the company is expanding its present facilities to handle its increased sales. This proposed company plans to initially employ 100 people.

Results: The project is continuing.

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

A growers association has established a floraculture center to grow flowers for the commercial market. IDD has been requested to assist in determining the market for this type commodity, as well as suggesting merchandising techniques and assisting with the start-up of a woodworking shop. IDD has completed work on an econometric model which estimates the retail florists store sales for 14 Georgia counties in 1970. IDD has also completed a full market study on flower sales promotion and a market study for exotic tropical birds. These studies have been forwarded to the growers association for its information and guidance.

Results: The project is continuing.

Discontinued Projects
None.
NORTHEAST GEORGIA ECONOMIC DEVELOPMENT DISTRICT

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

New Projects
During the quarter one new project was developed in this area.

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

Two companies are interested in a joint venture to establish a plant to convert steel rod into steel wire. The companies intend to apply for an EDA business loan and the EDA Representative has requested that IDD render assistance as needed. IDD was represented at the pre-filing conference and will assist with the documentation and preparation of the EDA application.

Results: The project is continuing.

On Going Projects
There is now one new project under way in this area.

Discontinued Projects
None.
General
The Oconee Area Economic Development District consists of seven counties, of which three are eligible Redevelopment Area counties: Hancock, Jasper, and Washington. The Growth Center is Milledgeville (Baldwin County).

New Projects
During the quarter no new projects were developed in this area.

On Going Projects
There is now one project under way in this area.

Project 416: Assistance to a furniture manufacturer in Hancock County

A furniture manufacturing company requested IDD assistance in locating additional working capital, solving material handling problems, review of wage and fringe benefits, and analysis of its cost control system. Several cost reduction recommendations were made and are now being implemented with good results. IDD also has furnished the company with information on current wage and fringe benefits of employees in the area and is assisting with the establishment of this company with improved operating procedures in order to increase efficiency. These improvements should enhance the potential of locating a source of additional funds badly needed by this company.

Results: The project is continuing.

Discontinued Projects
During the quarter one project was discontinued in this area.

Project 447: Assistance to a development group in Hancock County

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

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

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

New Projects
During the quarter no new projects were developed in this area.

On Going Projects
There are now four projects under way in this area.

Project 467: Assistance to a food processing company in Coffee County
This company plans to expand its production facilities and has received IDD assistance with the preparation and documentation of an EDA loan application. This application was completed and delivered to the EDA Regional Office in Huntsville for their consideration. Company officials estimate that this expansion will create 320 direct new jobs and 298 indirect jobs.

Results: The project is continuing.

Project 475: Assistance to an upholstered furniture manufacturer in Bacon County
This company manufactures upholstered living room furniture in an old school building. The layout of the building does not lend itself to efficient production and material flow. IDD is providing recommendations for remodeling the facilities and assisting in the development of a satisfactory plant layout. Recommendations for improved production methods and an inventory control system are also being provided. This company has been in operation for less than one year and has grown from a one man operation to its current employment of 12 people. Further growth is anticipated with the improvement of the production facilities.

Results: The project is continuing.

Project 492: Assistance to an electrical motor rewinding company in Ben Hill County
This company is considering the establishment of a manufacturing facility to produce electrical junction and panel boxes. IDD assistance was rendered with the preparation of a study to determine the market for these items. This study has been completed and presented to the company for its information and guidance.

Results: The project is continuing.

Industrial Development Division  •  Engineering Experiment Station  •  Georgia Institute of Technology
Project 501: Assistance to a heavy machinery manufacturer located in Ware County

This company manufactures hydraulic log loaders for sale primarily in the southeastern United States. The firm has been in operation for approximately one year and has steadily increased its work force to the current level of 20 employees. With the rapid growth of the company, the owner has found himself faced with an acute shortage of working capital and inadequate management policies and procedures. He is being assisted in locating a source of working capital, developing personnel policies, inventory control systems, cost standard systems, and assistance in developing basic accounting records. He, also, has been indoctrinated in staffing techniques, planning techniques, and improved employee relations techniques. When his financial and management problems are reconciled, he anticipates that the company will provide employment opportunities for an additional 20 people.

Results: The project is continuing.

Discontinued Projects
During the quarter two projects were discontinued in this area.

Project 476: Assistance to a lumber company in Ware County

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

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

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

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

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

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

New Projects

During the quarter one new project was developed in this area.

Project 505: Assistance to an insulation company in Dougherty County

(This project was opened in September and closed in November. See statement below.)

On Going Projects

There is now one project under way in this area.

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

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

Results: The project is continuing.

Discontinued Projects

During the quarter three projects were discontinued in this area.

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

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

Industrial Development Division • Engineering Experiment Station • Georgia Institute of Technology
Results: The processor has now decided to purchase an existing meat-packing plant in Bainbridge, Georgia in lieu of upgrading and expanding its present facilities in Pelham, Georgia. The new facilities in Bainbridge allegedly meet all state and federal regulations. No further assistance needed, the project is closed.

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

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

Results: After a thorough study of the company's operation, a report including suggestions and recommendations for improvement was submitted to the president of the company for his consideration. The firm is in the process of implementing these recommendations with good results. Employment is expected to grow gradually from the present 60 to approximately 125 people. No further assistance needed, the project is closed.

Project 505: Assistance to an insulation company in Dougherty County

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

Results: Although SBA was receptive to considering this loan under its bank guarantee program, the local banks were not interested in participating. Subsequently, the company decided to seek a direct bank loan in a smaller amount to cover cost of additional equipment only. Some additional warehousing space will be provided by the current landlord. IDD assisted the company with the design of a complete fabrication shop and evaluation for several types of saws for cutting various types of material. No further assistance needed, the project is closed.

Industrial Development Division  •  Engineering Experiment Station  •  Georgia Institute of Technology
MIDDLE FLINT ECONOMIC DEVELOPMENT DISTRICT

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

New Projects
During the quarter no new projects were developed in this area.

On Going Projects
There are now no projects under way in this area.

Discontinued Projects
During the quarter five projects were discontinued in this area.

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

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

Results: Assistance was rendered in determining the potential market, in a plant design to meet state and federal health regulations, and in locating manufacturers of poultry processing equipment. Subsequent to our assistance, the individual has moved to Florida and is not able to proceed with his plans at present. No further assistance needed, the project is closed.

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

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

Results: Assistance was being rendered with the preparation of a pro forma cash flow statement to be submitted with the application; however, the firm has had to postpone its plans indefinitely due to poor market conditions for frozen eggs and because of the in-plant problems which it is experiencing at its present facilities. Until the egg market improves and a solution is found for its operating problems, this endeavor must be held in abeyance. No further assistance needed, the project is closed.
Project 489: Assistance to a metal casket company located in Sumter County

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

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

Project 491: Assistance to a machine shop in Taylor County

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

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

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

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

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

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

New Projects

During the quarter one new project was developed in this area.

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

This company plans to build a new plant in the Carrollton Industrial Park and has requested assistance with developing a plant layout for the new building. A preliminary plant layout has been completed and discussed with the principals of the company.

Results: The project is continuing.

On Going Projects

There are now four projects under way in this area. In addition to the new project above, there are:

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

The company plans to expand its operation by establishing a new sectional housing manufacturing plant. IDD was requested to assist with the preparation of a SBA loan application to cover cost of the new facility. The principals of the company are presently attempting to locate an existing building or a complete mobile home plant that can be purchased. IDD has assisted the company in developing an in-plant supervisory development training program for its present facilities and will assist with the preparation of the SBA loan application when the company is ready to proceed. It is estimated that the new plant will provide employment for 100 additional people.

Results: The project is continuing.

Project 502: Assistance to an individual interested in establishing a furniture plant in Troup County

This individual is interested in establishing a plant to manufacture furniture and teaching aids for preschool children. IDD has rendered assistance with an analysis of the market for this type furniture and in locating an experienced furniture manufacturer that is interested in joining this individual in her endeavor. The market study has been completed and forwarded to the individuals for their information and guidance. Further assistance will be rendered as needed.
Results: The project is continuing.

Project 504: Assistance to a carpet manufacturer in Troup County

This manufacturer of tufted carpet has requested assistance with the analysis of the proposal involving lease-purchase of new equipment and contract tufting operations. IDD prepared an analysis of the company's proposed new tufted contract and lease-purchase agreement for additional tufting equipment. IDD also met with the principals of the two companies to assist in renegotiating the new contract and reaching an agreement for the purchase of the additional equipment needed to expand this company's production capacity. The new tufting machine is now on order and it is expected to be received and installed within the next 60 days. This additional equipment will provide employment opportunities for an additional eight people.

Results: The project is continuing.

Discontinued Projects

During the quarter two projects were discontinued in this area.

Project 429: Assistance to a textile printing company in Carroll County

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

Results: IDD assisted the company with its expansion plans and with locating a source of funds. The company has completed its move to its new facilities and has installed a new 10-color textile printing press, which is now in production. This expansion resulted in additional employment opportunities for 30 people. The president and owner of the company has expressed his appreciation to IDD for the assistance rendered. No further assistance needed, the project is closed.

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

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

Results: An analysis of this company's financial statements has been completed and recommendations concerning future operations and financing of the firm were prepared and delivered to the company for its consideration. A subsequent visit was made to the company and a full discussion of IDD's findings and recommendations was held with the principals. No further assistance needed, the project is closed.
COASTAL AREA ECONOMIC DEVELOPMENT DISTRICT

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

New Projects
During the quarter no new projects were developed in this area.

On Going Projects
There is now one project under way in this area.

Project 487: Assistance to a calico scallops processing plant in Glynn County

This company has been operating a pilot operation for the processing of calico scallops and is now ready to expand into a full scale operation employing approximately 150 unskilled people on a full-time basis. The company has solved most of its production problems, but has requested IDD assistance with its plans for expanding the production facilities and with the preparation of a market study to be used in applying for an EDA loan to cover cost of the expansion. A brief market study was prepared and forwarded to the company for its information. The company is also being assisted with a transportation study for its raw materials. The company is now interested in an in-depth feasibility study of the proposed operation. An IDD proposal was prepared and delivered to the Executive Director, Coastal APDC. The Executive Director has now submitted the proposal to EDA and the Coastal Plains Regional Commission to be considered for joint funding. Upon the completion of this review, the proposal will be submitted to the co-sponsoring agents for funding.

Results: The project is continuing.

Discontinued Projects
During the quarter two projects were discontinued in this area.

Project 477: Assistance to a Growth Center in Liberty County

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

Results: IDD has completed an analysis and prepared a report of its findings. This report has been discussed in detail with the mayor and other city officials. No further assistance needed, the project is closed.
Project 485: Assistance to a seafood processing company in Glynn County

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

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

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

New Projects
During the quarter three new projects were developed in this area.

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

(This project was opened in October and closed in November. See statement below.)

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

This company manufactures men's casual trousers and women's housecoats. The company is experiencing severe difficulties in its operation and critical financial losses due to lack of experienced management personnel. IDD assistance is being rendered in locating an experienced general manager for the company or a possible buyer. This company now employs 136 people and is on the verge of ceasing operations.

Results: The project is continuing.

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

This company is interested in diversification and is considering acquiring equipment necessary for manufacturing leaf springs. The company has requested IDD assistance in determining the market for this item with special emphasis on a market for springs used in the mobile home and trailer industries. A market study is now being conducted.

Results: The project is continuing.

On Going Projects
There are now two new projects under way in this area.

Discontinued Projects
During the quarter one project was discontinued in this area.
Project 508: Assistance to a precision machine shop in Randolph County

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

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

General
During the quarter there were five projects active in counties outside of the Economic Development Districts.

New Projects
During the quarter two new projects were developed outside the Economic Development Districts.

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

Three individuals are interested in establishing a company to manufacture plastic pipe to be used for water and natural gas transmission lines. They have requested IDD assistance in locating a plant site, a source of funds, and facilities planning. Assistance is being rendered in organizing a local development corporation to be used in applying for a SBA 502 loan.

Results: The project is continuing.

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

This company plans to establish a plant to produce pre-cast concrete slabs for building decks. IDD assistance has been requested in locating a source of funds and solving other start-up problems. Continuing assistance is being rendered.

Results: The project is continuing.

On Going Projects
There are now four projects under way outside the Economic Development Districts. In addition to the new projects above, there are:

Project 453: Assistance to a saddletree company in Dade County

This saddletree manufacturer would like to build a new facility and has requested assistance in locating a source of funds. Financial data submitted to the manufacturer were reviewed by IDD and assistance was rendered in the preparation and presentation of a loan application to SBA under its economic opportunity loan program. The owner has been seriously ill for the past three months and unable to proceed with his plans. This new facility will create additional employment opportunities for six people.

Results: The project is continuing.

Project 459: Assistance to a carpet manufacturer in Murray County

This company is planning an expansion of its operations to include the production of commercial carpets. IDD is assisting with the preparation of a
cost and manning requirement study, as well as a plant layout and selection of material handling equipment for the proposed expansion. A plant layout has been completed and delivered to the president of the company for his information and implementation. This expansion will provide 18 additional job opportunities.

**Results:** The project is continuing.

**Discontinued Projects**

During the quarter one project was discontinued outside the Economic Development Districts.

**Project 439: Assistance to a garment manufacturer in Paulding County**

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

**Results:** Marketing information requested was developed and forwarded to the company for evaluation. However, the owner has decided not to expand at this time, but has employed an Industrial Engineer and is attempting to obtain additional production out of his existing plant. No further assistance needed, the project is closed.
A PROGRAM
OF MANAGEMENT AND TECHNICAL ASSISTANCE
IN DESIGNATED EDA COUNTIES IN GEORGIA

First Draft

Final Report

by

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This technical assistance study was accomplished by professional consultants under contract with the Economic Development Administra-
tion. 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
June 1970
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INTRODUCTION

Background of the Industrial Development Division

From a comprehensive plan proposed in October 1955, the idea of an industrial development program at Georgia Tech became a reality in July 1956 with the establishment of a three-man branch. The Industrial Development Branch grew to division status within the Engineering Experiment Station in 1962; currently the Industrial Development Division (IDD) has more than 70 employees located in the central office in Atlanta and in branch offices in Albany, Augusta, Carrollton, Douglas, Macon, Rome, and Savannah.

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

1. To provide the factual, scientific research needed to assess the economic status and development potential of the state and its subdivisions.

2. To describe, measure, and evaluate the physical and human resources of the state and its subdivisions.

3. To determine, through objective research and analysis, the types of business and industrial operations that are best suited for development or expansion in Georgia and in specific locations within the state.

4. To serve as a center for the collection, interpretation, and dissemination of information relating to industrial and economic development.

5. To provide professional assistance, information, and service to governmental units and to other industrial and economic development groups.

6. To provide professional assistance, information, and service to established and prospective business and industrial firms.

7. To motivate and assist public and private organizations in the utilization of research findings in the achievement of industrial and economic potentials.

8. To provide professional instruction and guidance in the application of the principles and techniques of industrial and economic development.
Development of Management and Technical Assistance Program

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

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

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

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

On April 19, 1967, the Economic Development Administration, U. S. Department of Commerce, announced the extension of the management and technical assistance program for a third year. In brief, this program covered an expansion of the 1966-1967 program with services oriented toward assistance to firms in designated Economic Development Districts and EDA counties. Additional service also was to be provided (1) to firms in Economic Development Centers, (2) to firms in EDA-designated areas in bidding for government contract work, (3) to firms having received loans from the U. S. Department of Commerce upon request of the authorized representative of the Contracting Officer, and (4) to the EDA Field Coordinator in those cases where there was a need for data concerning the economic impact that business and public works proposed for Economic Development Centers would have on the Economic Development Districts and surrounding EDA-designated areas. Further, a survey of an Economic Development District to determine the extent, availability, and characteristics of the District's unemployed was to be made.
On April 12, 1968, the Economic Development Administration, U. S. Department of Commerce, announced the extension of the management and technical assistance program for a fourth year. In brief, this program covered a continuation of the 1967-1968 program, at a reduced level of funding and effort, with services oriented toward assistance to firms in designated Economic Development Districts and EDA counties. In addition, manufacturers in certain Economic Development Centers and EDA counties, not previously interviewed, were to be interviewed with assistance extended to those firms needing assistance. Assistance to the EDA Economic Development Specialists and Economic Development Districts was to be provided in those cases where there was a need for economic impact studies and documentation in connection with applications for industrial and public works projects.

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

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

During fiscal 1969-1970, 101 management and technical assistance projects were active under the EDA program. This brought to 511 the total number of projects undertaken by the Division under the contract as of May 31, 1970.

Purpose and Contents of Report

The primary purpose of this annual report is to review the activities of the EDA Services Section and other staff members of the Industrial Development Division covered under this project from June 1, 1969, through May 31, 1970. The major section of this report, therefore, is directed to a brief description of the 101 assistance projects which have been active during the year. These descriptions cover the types of services provided, the approaches used, and the types and locations of the firms or organizations for which the work was performed. With the exception of those projects which are continuing, each of the project descriptions is concluded with a summary of the results achieved when known.
Preceding this major section and immediately following these introductory remarks is a description of the nature and scope of the management and technical assistance program. This section includes statements of objectives, staff capabilities, and operating policies; an outline of the approach used on individual projects; and an evaluation of the program.
The program activities described in this report represent an extension of the Industrial Development Division's established service to Georgia business and industry through market research, management guidance, and technical assistance. The specific objectives of the EDA-sponsored program, as stated at the outset, were the following:

1. To stimulate the expansion and diversification of existing business and industry in designated EDA counties.

2. To support the formation of new, economically sound enterprises in designated EDA counties.

3. To create additional jobs in the designated EDA counties through the accomplishment of the first two objectives.

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

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

1. The inherent potential of the proposal is the first test applied to a request for assistance. If a new product or process is involved or if the request is for assistance in the organization of a new enterprise, an analysis is made of the profit potential of the product, process, or company. If the potential appears to be sound, the proposal has passed the first test.

2. The second criterion involves the management and/or technical competence of the individuals requesting assistance. Their competence becomes a factor in the overall potential of the proposal. Assuming a high degree of management competence, a proposal with sound market potentials justifies a high priority. Without such competence, the chances of success for a potentially good idea are obviously reduced.
3. The economic impact of IDD's assistance service represents the third test. A higher priority is normally given to those projects in which a relatively high return can be achieved through the creation of better-paying jobs, the increased use of natural resources, and the fulfillment of a profitable business opportunity.

4. The fourth test relates to the financial resources supporting the proposal itself. If the proposal has validity in all other respects, financial backing usually can be secured from outside interests. If the proposed product, process, or company is weak in either of the first two external factors stated above, its potential success is weakened even if the individuals involved can provide their own financial backing. So priority is determined on the basis of the financial resources behind the proposal if it meets the first two criteria.

Individual Project Approach

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

1. Efforts initially are directed toward assisting the firm in solving its problem by itself. This is essentially a matter of assisting company representatives in identifying the true nature of a problem, then guiding them toward and through a series of steps by which they can resolve the problem.

2. If it is not possible for a firm to resolve a problem situation with its own personnel, direct assistance is provided in attacking those aspects of the problem which IDD can competently approach.

3. If a problem situation involves an unusual amount of time relative to the results to be attained or if qualified personnel are not available to attack the problem, the firm is advised of its need for competent consulting specialists.

Evaluation of the Program

In drawing conclusions about the program, it would not be difficult to overstate the impact of the work performed by IDD staff personnel on the individual projects; however, available information indicates some noteworthy results in the area of employment and jobs affected. A total of approximately 2,028 identifiable jobs have been saved in 19 firms assisted by IDD. Another 537 identifiable jobs have been created in 35 expanding companies which were assisted. In the 39 new ventures and the 35 expansions which were aided by IDD during the period, 3,383 new jobs either are being created or show definite promise of early establishment.

Conclusions regarding the overall impact of this program must be based upon a collective evaluation of the individual projects and their respective results. This evaluation should include not only a recognition of the fact that a deliberate attempt has been made to state the significance of IDD efforts in realistic
terms, but also a consideration of the following special points concerning the results reported:

1. In many cases, the contributions of IDD staff personnel were major factors in management decisions to act or not to act on a specific plan of development. This was particularly true in those cases involving the development of new ventures.

2. In some situations, the end result would have been the same regardless of IDD participation. In such cases, IDD staff personnel helped to facilitate the achievement of an already determined goal.

3. In certain projects, IDD staff personnel filled a negative role by determining that a proposed course of action was not economically sound. The project staff felt that such actions, where they were taken, were in the best interests of all parties in the project. It is not enough to provide support for sound proposals; the unsound ones also must be identified.

4. At the request of the EDA Economic Development Representative, personnel of IDD assisted several Georgia communities in the documentation of need for the establishment or expansion of water and sewer facilities. While such assistance did not result in directly created jobs, it served to point up the need for such facilities to permit the immediate establishment of new industry and/or the expansion of existing industry in which new jobs would be created.

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

1. After a modest start, the program has grown both in quantity of projects and in the comprehensiveness of the assistance offered. The program has been well received throughout Georgia and is being supported by the firms that have been assisted.

2. Consultants of all types have been kept apprised of Georgia Tech's management and technical assistance efforts and have worked in conjunction with IDD to further the program. All parties concerned seem to feel that the program is mutually beneficial.

3. Success of the original program has led to expansion of the project by the U. S. Department of Commerce's Economic Development Administration in Georgia and initiation of comparable programs by agencies in other states.

4. As a result of previous M&TA experience, IDD personnel provided counsel to the federal government in an effort to bridge the gap between the accumulated findings of governmental, education, and private research and the information needs of business and industry. This counsel eventually resulted in the passing of the State Technical Services
Act of 1965. In commenting on the new Act, the National Observer stated on September 20, 1965:

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

5. During fiscal 1969-1970, the overall assistance program was continued under EDA sponsorship including economic impact studies for communities seeking to expand city services. These studies, closely related to and complementing the program of management and technical assistance to business and industry, provide the basis for developing adequate community facilities and services to support additional industrial and economic growth.

Acknowledgments

It would not be feasible to list by name the scores of businessmen, city and county officials, and members of local development groups who cooperated wholeheartedly in the implementation of this program. However, the work performed under this contract could not have been achieved effectively without the close cooperation of the Georgia Economic Development Representatives for the Economic Development Administration.
At the start of the program in June 1969, 27 projects were carried over from the previous contract. Internal controls were reviewed and reissued to provide for the effective assignment of staff to be covered by the field offices (see Map 1), and manpower estimates were prepared. Program controls were reviewed to insure adequate work records (see Appendix 1), and man-hours were budgeted for each staff member according to the probable volume of work to be generated from his individual assignments.

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

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

As each individual project was developed, an IDD representative was assigned project director, and the required work was either performed by the project director or assigned to a staff specialist. The project director maintained close contact with the company involved until the project was completed; work performed on each project and the results achieved were recorded on individual project report forms. (See Appendix 1.) The format of the quarterly report to the Office of Technical Assistance of the Economic Development Administration was retained in its same form as the previous year to facilitate reporting quarterly the nature and status of appropos work performed in each of the Districts to the District offices.
Map 2
ECONOMIC DEVELOPMENT DISTRICTS

1. Georgia Mountains EDD
2. Northeast Georgia EDD
3. Central Savannah River EDD
4. Oconee EDD
5. Heart of Georgia EDD
6. Coastal Plain EDD
7. Slash Pine EDD
8. Coastal EDD
9. Southwest Georgia EDD
10. Middle Flint EDD
11. Chattahoochee-Flint EDD
12. Lower Chattahoochee EDD
SUMMARY OF PROGRAM ACTIVITIES

Of the 101 individual projects conducted under the EDA-sponsored program of management and technical assistance to business and industrial firms in selected Georgia counties, 67 were completed or discontinued during the contract period. The remaining 34 projects were still active as of May 31, 1970.

In accomplishing the objectives of the program, the IDD staff's attention was devoted primarily to the expansion of existing industry and the formation of new enterprises. As circumstances dictated, some effort was also directed toward problem solving in order to strengthen firms and toward saving jobs already lost or currently endangered by failing businesses. In addition, the Economic Development Administration requested that the Industrial Development Division work with certain communities in an effort to aid them in establishing the economic impact of proposed new or improved public works. In summarizing the program activities, therefore, the individual projects are classified by nature of project objective into the following categories:

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

Table 1 and Map 3 identify the counties in which work was performed under the program and indicate the number of projects conducted in each county. At least one, and as many as six projects, were undertaken in each of the 46 counties.

Sixteen projects were conducted for metal products manufacturers and 14 for wood products manufacturers. (See Table 2.) The remaining projects conducted for manufacturing firms were divided among mobile homes, apparel products, food products, poultry products, mineral products, textile products, plastic products, carpet products, wooden furniture, paper products, and miscellaneous products. Eight projects were for local governments or development agencies.

Although the nature of work performed on the 101 management and technical assistance projects varied considerably, emphasis was on analysis of manufacturing facilities and systems, feasibility studies, market research, and economic impact studies. (See Table 3.) Other project work included manpower development, development of new product possibilities, equipment information and analysis, and aid in solving personnel problems.
<table>
<thead>
<tr>
<th>County</th>
<th>Expansion or Diversification</th>
<th>New Venture Development</th>
<th>Stabilization of Firms</th>
<th>Community Development</th>
<th>Total</th>
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Table 1 (continued)
SUMMARY OF PROJECTS BY COUNTY

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<th>Stabilization of Firms</th>
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Total Number of Counties: 46
Map 3

DISTRIBUTION OF EDA PROJECTS
June 1, 1969 to May 31, 1970

LEGEND

- Project
- Eligible County
Table 2
SUMMARY OF PROJECTS BY INDUSTRY

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<th>Nature of Project Objectives</th>
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-16-
### Table 3
SUMMARY OF PROJECTS BY NATURE OF WORK PERFORMED

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<th>Primary Work Emphasis</th>
<th>Expansion or Diversification</th>
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<th>Stabilization of Firms</th>
<th>Community Development</th>
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Table 3 (continued)
SUMMARY OF PROJECTS BY NATURE OF WORK PERFORMED

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</table>
SIGNIFICANT DEVELOPMENTS

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

**Significant Project Work**

The furniture manufacturing company in Jenkins County, which received in-depth assistance consisting of locating an available building, plant layout for the new building, financial planning for the new company, and recruiting and training of personnel, has begun operations. The company initially employed 55 people and expects to steadily increase employment to over 400 within three years. An announcement of the opening of the company is contained in Appendix 3.

A heavy equipment manufacturer in Jefferson County was provided with a market study and suggestions for improved labor relations and an improved production control system which have been implemented. The company is now being provided with in-depth assistance in evaluating and improving its cost accounting and pricing systems. These improvements will provide stability to the company and insure its continued operation at current levels and also create a sound financial base for expansion. (See Appendix 4.)

A market study was prepared for a proposed carpet yarn spinning company in a recently designated Growth Center. The study will be included as part of an EDA application which is planned for submission. This proposed company will initially employ 130 people.

The mobile home manufacturer desiring to establish a branch manufacturing facility in Greene County received IDD assistance with initial planning, location of a building site, a plant layout, financing of its new facility, and a training program. This new facility is now under construction and will provide employment opportunities for 60 to 70 people with steady growth anticipated.

The wire manufacturer in Carroll County has been given considerable assistance with its plans to establish a copper refinery and to expand its present production facilities. IDD supervised the assembly of the EDA application and prepared an economic impact study which was submitted as part of the application. This application has been forwarded to EDA Washington and approval is expected. The total employment impact of the project will be the creation of new jobs in excess of 1,400. (See Appendix 5.)

An individual interested in establishing a sand-lime brick plant in Greene County has been provided with a market study and a non-overproduction study which were used in support of a SBA application which is now pending. This project has strong local support which should enhance its potential success. Initial employment will be 20 people.
A recently designated Growth Center in Sumter County was assisted with the documentation and preparation of an economic impact study to substantiate the need for an expansion of its water and sewerage system. This report was forwarded as part of an EDA application which is now being considered. The employment impact of the proposed expanded utilities will be the creation of over 500 new jobs.

The women's clothes manufacturer in Walton County was assisted with a plant layout and improved work flow methods which have been implemented. These improvements have enabled the company to obtain maximum utilization of its plant space and have resulted in additional employment opportunities for 13 people. (See Appendix 6.)

The concrete products company in Dougherty County received IDD assistance in establishing a new branch plant. This assistance consisted of a plant layout, establishing an inventory and cost control system for both plants, and material handling procedures. The new branch plant for producing concrete blocks is operating and has an initial employment of 12 people.

The development group in Hancock County is receiving assistance with the updating of the Oconee Area Vocational-Technical School Study as it applies to their county. Over 500 businesses and manufacturing firms were contacted in an IDD survey which is now being completed and tabulated.

A manufacturer of mobile homes in Taylor County, which was experiencing considerable difficulty in the manufacture of mobile homes, was assisted in solving several management problems and with establishing a production control system for its operation. The implementation of these recommendations has resulted in considerable improvement in the operation of this company and stabilized its employment of 125 people.

An economic impact study was prepared by IDD to support a supplemental grant for a waste-treatment facility in a community located in Clay County. EDA has approved funding of this project in the amount of $96,000.

A seamless plastic flooring manufacturer in Clarke County received assistance from IDD in developing grids to be used in embossing a pattern in liquid flooring and in marketing, financial planning, and obtaining a SBA-guaranteed bank loan in the amount of $40,000. This company has commenced production. (See Appendix 7.)

The individual in Emanuel County was provided with a market study for pet foods. The study is being evaluated and will be used in considering establishing a pet food canning plant in the Swainsboro Industrial Park. (See Appendix 8a and 8b.)

The wood products company in Early County was provided with a market study on marine cargo containers. (See Appendix 9.)

The carpet yarn spinning mill in Murray County was assisted in reducing a high labor turnover problem with an analysis of its personnel policies. The company was pleased with the results of this assistance. (See Appendix 10.)

A hardware manufacturer in Carroll County that was at the point of failure was provided with a complete analysis of its operations along with recommendations for improvements. Many of these recommendations have been implemented.
resulting stabilization of the company has saved 44 jobs that would have otherwise been lost. (See Appendix 11.)

A new marble products company in Coffee County was assisted with start-up problems and improved production testing and evaluation techniques which resulted in considerable improvement in product quality. The initial employment of six people is expected to increase rapidly as the company gains acceptance of its product by the mobile home and commercial housing market.

A vitreous china plumbing fixture manufacturing company desiring to establish a plant in Dodge County has been assisted with the initial planning and development of information needed for an EDA business loan application. A pre-submission conference has been arranged and continuing assistance will be rendered with the establishment of this plant. The proposed plant will provide employment for over 100 people.

A mobile home manufacturer in Irwin County, who was experiencing a serious decline in sales and a commensurate reduction in force of plant workers, was assisted with recommendations for improved company operations. The implementation of these recommendations and some major changes in management personnel have resulted in a reduction in production costs and an increase in employment from a low of 20 to a current total of 85 people.

An electrical coil manufacturer in Oglethorpe County was assisted with development and implementation of improved production methods and personnel policies. These improvements have resulted in expanded sales and labor force stabilization. The company is now considering establishing a branch plant in an adjoining county which would create additional employment in the area.

A new mobile home plant in Early County was assisted with setting up a production control system and helped with solving many of its start-up problems. This company is now in production and employing 35 people, and has expectations of increasing to at least 60 employees when it reaches full production.

The county development commission in Oglethorpe County was assisted in the selection of an industrial park site, and IDD prepared an industrial park design plan and a report on the projected county industrial district. The development commission has already contacted two companies that are interested in building a plant in the industrial district.

An economic impact study of a proposed vocational-technical training school was prepared for a city in Walton County. This training facility will enable students in the area to receive training and instruction in skills that are particularly needed for local industry. The study was submitted with the application now being considered by EDA.

The furniture manufacturing company in Hancock County has experienced considerable difficulty in being able to continue operating because of its many problems. This company is the major employer in the area and its failure would have serious consequences. IDD has rendered continuing assistance to the management of the company to improve the operating procedures in order to increase efficiency and to survive. The company has a current employment of 95 people. The company's appreciation for IDD assistance is expressed in Appendix 12.
The Swainsboro industrial park project worked on and reported by IDD in 1968 received a substantial grant and loan from EDA. The announcement of the dedication is contained in Appendix 13.

Interviews of Manufacturers

During the period June 1, 1969, through May 31, 1970, interviews were conducted with firms located in twelve Economic Development Centers (Albany, Americus, Athens, Augusta, Bainbridge, Brunswick, Carrollton, LaGrange, Swainsboro, Tifton, Valdosta, and Waycross) and in two counties (Ben Hill and Dodge) not previously surveyed. One hundred and sixty-six manufacturers' data sheets were completed during the survey. As a result of the interviews and contacts made from this and previous surveys, 26 projects were developed which required IDD assistance.
DESCRIPTIONS AND RESULTS OF INDIVIDUAL PROJECTS

The 101 individual projects which were active during the period under the program of management and technical assistance to businesses, industrial firms, and communities in designated Georgia counties are listed by Economic Development Districts and described on the following pages. These summary descriptions include an identification of each project by number, type, and location; a brief description of the work performed; and a statement of the results achieved. The 34 projects which were still active as of May 31, 1970, are listed under "On Going Projects" in each EDD.
General
The Central Savannah River Economic Development District consists of 13 counties, of which nine are eligible Redevelopment Area counties: Burke, Glascock, Jefferson, Jenkins, Lincoln, McDuffie, Screven, Taliaferro, and Warren. The Growth Centers are Augusta (Richmond County) and Swainsboro (Emanuel County).

Discontinued Projects
During the period ten projects were discontinued in this area.

Project 338: Assistance to a knit garment manufacturer in Emanuel County

The company requested aid in obtaining an SBA expansion loan and in planning a more efficient plant layout.

Results: The plant layout was completed and delivered to the company; however, it was decided not to make any changes until approval of the SBA loan application is received. Expansion plans are expected to add an additional 12 to 15 employees. No further assistance is needed at this time.

Project 351: Assistance to a company in Warren County which manufactures air-freight shipping crates

The crate manufacturing company which had requested assistance in solving some of its production problems has decided to close down this part-time manufacturing operation. Its permanent business is too demanding to permit time on this additional venture.

Results: The company decided to go out of the crate manufacturing business and sold all of its equipment and supplies. Assistance was provided in locating a buyer.

Project 379: Assistance to a wood furniture manufacturing company in Jenkins County

The furniture manufacturing company desired to open a new plant and had requested assistance in locating a plant site, general planning, and establishing the new facility.

Results: IDD provided in-depth assistance to this company in establishing a new plant at Millen, Georgia. This assistance consisted of financial planning, location of an available building, recruiting, training, and a plant layout for the new building. The move has been completed and the plant is in production. It is expected to employ more than 400 people within three years. No further assistance is needed at this time.
Project 408: Assistance to a manufacturer of heavy timber handling and wood
chipping equipment in Jefferson County

The manufacturer requested IDD assistance in evaluating and improving
production methods. The company also requested a market study to support a
possible EDA loan application for an expansion.

Results: The market study for wood chipping equipment was completed and
delivered to the company; however, the company decided not to proceed with its
plans to apply for an EDA loan. Many of the suggestions made by IDD for
improved labor relations and an improved production control system have been
implemented. These improvements have made it possible for the company to expand
operations of one division and add ten additional people. No further assistance
is needed at this time.

Project 417: Assistance to an individual desiring to start a new plant to
manufacture sailing surfboards in Lincoln County

The individual wanted to establish a plant to manufacture sailing surf-
boards. He requested IDD assistance in preparing a market analysis and in
finding a suitable location for his plant.

Results: The market study was completed by IDD and forwarded to the indi-
vidual. Because of a limited market, as shown by the market study, and the
need for an aggressive sales effort initially, the principals decided to defer
action indefinitely. No further assistance is needed at this time.

Project 426: Assistance to an individual in Emanuel County who desires to
establish a pet food production facility

The individual requested that IDD prepare a market study for the pet food
market.

Results: The study was completed and forwarded to him for his evaluation
and guidance. The individual has written a letter expressing his appreciation
for the assistance rendered by IDD. No further assistance is needed at this
time.

Project 434: Assistance to a tool and die company in Burke County

This company had requested assistance in developing additional products
that could be manufactured by utilizing equipment which was not being operated
at full capacity.

Results: Assistance was rendered in obtaining additional business for this
company. The plant is now operating at full capacity and is actively recruiting
two additional tool and die makers. No further assistance is needed at this time.

Project 437: Assistance to a manufacturer of women's clothes in Burke County

This new garment manufacturer requested IDD assistance with the development
of a plant layout and help with various start-up problems.
Results: The plant layout was completed and was implemented by the principals of the company with only minor changes. The company is now in operation and providing employment for 40 people, with expectation of increasing employment to 70 and doubling production within six months. No further assistance is needed at this time.

Project 465: Additional assistance to a manufacturer of heavy timber handling and wood chipping equipment in Jefferson County

This company requested IDD assistance in evaluating and improving its cost accounting and pricing systems.

Results: An in-depth study of this company's operation was conducted by IDD. A comprehensive report of recommendations for an improved costing and pricing system, as well as additional recommendations for an overall improvement in company operations, was prepared and discussed with the principals of the company. Many of these recommendations are already being implemented. No further assistance is needed at this time.

Project 480: Assistance to an individual interested in establishing a modular housing plant in Jefferson County

This individual is interested in establishing a modular housing plant and was being helped with locating an available building.

Results: IDD was unable to locate a suitable existing building. However, assistance was rendered in locating a development group in Jefferson County that is interested in building a 48,000 sq. ft. building with commercial financing. This proposed building will be adequate for the company's needs, but there will be some delay while the building is being constructed. When the building is completed, further assistance will be rendered with the establishment of the plant facility. This proposed plant will provide employment opportunities for more than 100 people. No further assistance is needed at this time.

On Going Projects

There are now three projects under way in this area.

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

This company is interested in establishing a plant to fabricate structural steel for the construction industry. The company is being assisted with a plant layout, plant staffing, employee training, locating a source of funds, and various other start-up problems.

Results: The project is continuing.
Project 481: An industrialist in Warren County is being assisted in establishing a wood particleboard plant.

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

Results: The project is continuing.

Project 483: Assistance to a cannery in Burke County.

This company plans to expand its facilities and has asked IDD for assistance in applying for an SBA loan.

Results: The project is continuing.
COASTAL PLAIN ECONOMIC DEVELOPMENT DISTRICT

General

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

Discontinued Projects

During the period eight projects were discontinued in this area.

Project 345: Assistance to a company in Brooks County which desires to manufacture a new type of camper-trailer

The company was given assistance in market and production costs analyses for a new camper-trailer which is a combination boat and sleeper. Efforts were made to locate job shop manufacturers who can fabricate specific component parts. IDD also proposed schedules of activities the firm should follow in order to initiate the project.

Results: The company decided to move to Jacksonville where it will have its headquarters and set up operations. It may extend its operations into the Atlanta area in the future. No further assistance is needed at this time.

Project 358: A market analysis study for a company in Irwin County desiring to process and package peanuts

The company requested that IDD prepare a market analysis for packaged peanuts. It subsequently decided against pursuing this market and asked IDD to examine the market for running gear used in agricultural and mobile home equipment. It also requested research data on wheel manufacturing.

Results: All of the information and data requested have been provided. However, since its production of farm equipment has continued to expand, the company has lost interest in entering the running gear and metal wheel fabrication business. No further assistance is needed at this time.

Project 403: A market study for a carpet yarn plant in Lowndes County

Two individuals decided to establish a carpet yarn plant and intend to apply for an EDA business loan to finance cost of machinery and equipment. A preliminary market study for spinning carpet yarns was prepared by IDD and provided to the EDA representative. Also, information has been provided on the availability of labor in the area.

Results: Their present company is currently involved in a merger and although they are still very much interested in the proposed new plant, they have decided to hold their plans in abeyance for six months.
Project 405: Assistance in determining a new location for a mobile home manufacturing company in Brooks County

The company desired to expand into modular housing and to construct a new plant for that purpose. IDD was asked to assist in the selection of an optimum location and to provide related information.

Results: Proposed site locations were furnished to the company; however, the principals decided to locate their modular housing plant in a non-EDA county instead of Brooks County.

Project 409: A market analysis for a retail hardware company in Irwin County

The hardware company desired to establish a furniture manufacturing facility to produce coordinated furniture packages for the mobile home industry. The company planned to employ between 100 and 150 people. The company had requested a market analysis by IDD and assistance in advertising for a plant manager.

Results: The company has advised that it is no longer interested in establishing a furniture manufacturing facility.

Project 419: Assistance to a mobile home manufacturing company in Irwin County

The new manufacturer of mobile homes requested assistance in establishing management and production control procedures. Information on a suitable bookkeeping system was also requested. The present employment is 35 people and is expected to increase to 50 workers within six months.

Results: Requested information was provided to the company. No further assistance was needed at that time.

Project 443: Assistance to a fiberglass products manufacturer in Tift County

A company was organized to manufacture fiberglass products. Initially, the company planned to manufacture fiberglass boats. It planned later to diversify its product line to include molded mobile home roofs and single construction bathroom units for mobile homes and campers.

Results: Assistance was rendered with the development of a plant layout, diversification of products, and other start-up problems. The company is now experiencing serious management problems which must be resolved prior to proceeding with its plans and accepting further assistance. The company is currently employing six production workers. No further assistance is needed at this time.

Project 466: Assistance to a mobile home manufacturer in Irwin County

This company has been unable to manufacture units at a price competitive with other mobile home manufacturers, and this had caused a serious decline
sales and a reduction in its work force from 50 to 20.

Results: IDD assisted with analyzing production policies and management procedures and has made several recommendations which have resulted in an improvement in the company operations. The implementation of these recommendations, along with some major changes in management personnel, has resulted in an increase in production to four units per day. Employment has increased from 20 to 85 people. No further assistance is needed at this time.

Current Projects

There are now two projects under way in this area.

Project 470: Assistance to a proposed carpet yarn spinning company in Lowndes County

The two principals had previously expressed a desire to establish a carpet yarn spinning plant in Valdosta, Georgia. At that time a preliminary market study for this product was prepared by IDD and provided to the EDA representative along with other information. The individuals were unable to continue with their plans at that time and the project was closed. They have recently decided to proceed with their plans for establishing the plant and have requested that IDD update the preliminary market study to evaluate the current market potential. The market study has been revised and forwarded to the principals for their information and will also be included as part of the EDA application which is planned for submission at a later date. This proposed company will initially employ 130 people.

Results: The project is continuing.

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

This individual is interested in purchasing a company which is involved in the settlement of an estate and which may otherwise be closed. He has requested IDD assistance in conducting a market study to determine the potential sales for a patented animal trap manufactured by this company. If he is successful in acquiring this company, he plans to initiate a vigorous sales program along with a modernization and expansion of the facility. This acquisition not only would save the existing five jobs, but also would create additional job opportunities.

Results: The project is continuing.
General
The Georgia Mountains Economic Development District consists of 14 counties, of which five are eligible Redevelopment Area counties: Fannin, Rabun, Towns, Union, and White. The Growth Centers are Gainesville (Hall County) and Toccoa (Stephens County).

Discontinued Projects
During the period one project was discontinued in this area.

Project 360: Assistance to a manufacturer of household wooden furniture in Stephens County

The company requested assistance in developing ways to stabilize its workforce of 750 people. It also desired information and assistance in personnel recruiting in order to obtain 60 additional employees.

Results: Assistance in developing improved personnel policies was completed by IDD and resulted in some stability to the work force and a build-up in employment to 810 people. No further assistance is needed at this time.

On Going Projects
There is now one project under way in this area.

Project 449: Assistance to a lumber company in White County

The company plans to build a lumber sawmill complex at Toccoa, Georgia and has requested assistance in applying for an EDA business loan. This new sawmill complex will directly employ approximately 130 employees and will create an additional 200 indirect jobs.

Results: The project is continuing.
HEART OF GEORGIA ECONOMIC DEVELOPMENT DISTRICT

General

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

Discontinued Projects

During the period two projects were discontinued in this area.

Project 415: Assistance to a poultry processing farm in Telfair County

This poultry processing farm desires to expand into the commercial farming of alligators for thin hides.

Results: IDD has provided the company with information pertaining to the state and federal laws regulating this industry. A market study was completed and forwarded to the company for its guidance. The company was assisted in obtaining authorization to establish and operate a commercial alligator farm. Assistance was also provided in developing a site layout for the necessary ponds and fences that will be required. No further assistance is needed at this time.

Project 435: Assistance to a vending machine manufacturer in Telfair County

This company planned to establish a new plant in Helena, Georgia to manufacture vending machines.

Results: IDD was assisting this company in developing a plant layout for its new facility; however, the company has advised that its plans must be held in abeyance until November 1970. No further assistance is needed at this time.

On Going Projects

There are now two projects under way in this area.

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

A manufacturer of vitreous china plumbing fixtures plans to establish a branch plant in Eastman, Georgia. IDD assistance has been requested with the initial planning and the preparation of an EDA business loan application. This proposed company plans to initially employ 100 people.

Results: The project is continuing.
The mobile home manufacturer started operations approximately one year ago and has experienced considerable operational difficulty. However, it now appears the situation has stabilized. The manufacturer has requested IDD recommendations for improved plant efficiency and to provide it with the standard manufacturing techniques used in the mobile home industry.

Results: The project is continuing.
General

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

Discontinued Projects

During the period nine projects were discontinued in this area.

Project 361: Assistance to a county development commission in Oglethorpe County

The commission requested IDD assistance in the selection of an industrial park site. A railroad engineer and a representative of the local development group have inspected the properties which appear to have adequate potential for an industrial park including a rail siding. The design plan and report on the projected Oglethorpe County industrial district were completed and forwarded to the Northeast Georgia EDD. The EDD has located a prospective company which is interested in building a plywood plant in this industrial park (Project 425) provided its EDA loan application is approved.

Results: The commission has decided not to proceed with the development of this industrial park until a decision is made on the prospective plywood plant's application. No further assistance is needed at this time.

Project 377: Assistance to a city in Clarke County desiring information on the feasibility of a new civic center

IDD was requested to assist the city in gathering information for a study in support of an EDA loan application for a new civic center.

Results: A survey determining which existing facilities might compete with a proposed center was prepared and forwarded to the mayor of the city for his information. No further assistance is needed at this time.

Project 384: An economic impact study of a proposed vocational-technical training school in a city in Walton County

The county has applied for an EDA grant to construct a vocational-technical training facility which will enable students in the area to receive training and instruction in skills that are particularly needed for local industry. The Northeast Georgia APDC and EDA Economic Development Representative requested that IDD prepare an economic impact study, which was completed and submitted with the application.

Results: This application is now being considered by EDA. No further assistance is needed at this time.
Project 402: Assistance to a seamless plastic flooring manufacturer in Clarke County

The plastic flooring manufacturer desired to expand into a new process of plastic floor designs. IDD assistance was requested with market and financial planning and in obtaining a loan.

Results: Assistance was provided in obtaining a SBA loan which has been approved, and the funds have been received. Continued assistance was rendered to the company with start-up problems encountered in its production process and revisions to its patent applications. The president of this company has written a letter expressing his appreciation for the assistance rendered by IDD.

Project 425: Assistance to a plywood plant in Oglethorpe County

A European representative for a prospective plywood plant desired to make an application for an EDA loan and requested IDD's assistance for a market study and analysis of resources for raw materials.

Results: The business loan application was completed and delivered to the regional office, Huntsville, for consideration. A feasibility study was completed by IDD and included in the EDA application. IDD was advised by the representative of this proposed company that he was unable, at this time, to obtain satisfactory financial assistance from European banks for the matching funds needed for this EDA loan. No further assistance is needed at this time.

Project 427: Assistance to an electrical coil manufacturer in Oglethorpe County

A manufacturer of electrical coils for clocks and timers requested assistance in increasing production and lowering production costs in its finishing department.

Results: A time study was conducted by the company and IDD assisted in calculating product standards based on this study. Assistance was also rendered to the company in developing a set of plant rules for personnel guidance and an improved wage incentive program. These new programs have proven so successful that the company has greatly expanded its sales, its labor force has stabilized, and employment has increased from 27 to a current total of 58 people. The company is now considering establishing an additional plant in Wilkes County. No further assistance is needed at this time.

Project 432: Individuals in Walton County are being assisted in the establishment of a food processing company

Two individuals are interested in establishing a company to grow and process mushrooms. They requested IDD assistance in determining the market for fresh mushrooms in the southeast.

Results: The market study was completed and forwarded to them for their evaluation. No further assistance is needed at this time.
Project 440: Assistance to a manufacturer of women's clothes located in Walton county

A manufacturer of women's casual clothes completed a 20,000 sq. ft. addition to the company facilities and requested assistance with a plant layout and improved work flow methods.

Results: The plant layout and improved work flow methods were prepared by IDD and have been approved by the company for implementation. These improvements will enable the company to obtain maximum utilization of its plant space and have already resulted in additional employment opportunities for 15 people. No further assistance is needed at this time.

Project 442: Assistance to a mobile home manufacturer in Greene County

A mobile home manufacturer desired to expand its operation by establishing a new mobile home manufacturing facility in Greene County.

Results: The company has been assisted with initial planning, a plant layout, financing of its new facility, and submission of a Job 70 training proposal to the U. S. Department of Labor. Construction on the new facility has started and the company plans to be in operation within three months. This new facility will initially employ 60 to 70 people. No further assistance is needed at this time.

On Going Projects

There is now one project under way in this area.

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

An individual is interested in establishing a sand-lime brick plant that would employ up to 45 people. He requested that IDD provide market information pertaining to west central Georgia. The market study has been prepared and assistance was rendered in the preparation and presentation of his application to SBA for a loan under the 502 program. This application has been approved and will be funded when arrangements for the private capital portion of the loan are complete.

Results: The project is continuing.
General

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

Discontinued Projects

During the period one project was discontinued in this area.

Project 420: Assistance to a committee for social and economic development in Hancock County

This economic development committee requested IDD assistance in establishing a concrete block plant and a box spring frame manufacturing facility.

Results: The concrete block and box spring frame manufacturing facility has been established and is now operating. A preliminary market study and literature search were completed and forwarded to the development group for evaluation. No further assistance is needed at this time.

On Going Projects

There are now three projects under way in this area.

Project 416: Assistance to a furniture manufacturer in Hancock County

A furniture manufacturing company requested IDD assistance in locating additional working capital, solving material handling problems, review of wage and fringe benefits, and analysis of its cost control system. Several cost reduction recommendations were made and are now being implemented with good results. IDD also has furnished the company with information on current wage and fringe benefits of employees in the area. Continuing efforts will be made to assist the management of this company with improved operating procedures in order to increase efficiency. These improvements should enhance the potential of locating a source of additional funds badly needed by this company.

Results: The project is continuing.

Project 447: Assistance to a development group in Hancock County

The development group has requested assistance with the up-dating of the Oconee Area Vocational-Technical School Study as it applies to Hancock County. Considerable data were developed through a mail questionnaire sent out to over 500 business and manufacturing firms. The survey has been completed and tabulated. A final report is now being prepared.

Results: The project is continuing.
Project 484: Assistance to a mobile home manufacturer in Hancock County

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

Results: The project is continuing.
SLASH PINE AREA ECONOMIC DEVELOPMENT DISTRICT

General

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

Discontinued Projects

During the period nine projects were discontinued in this area.

Project 399: Assistance to a retail sports equipment manufacturing company in Ware County

The company intends to manufacture and repair athletic equipment for the juvenile market, and it had requested an analysis of the market for this type of equipment and a plant layout for a proposed new facility.

Results: A market study was completed and presented to the company for its evaluation. The company has acquired a suitable building and IDD assisted with plant layout. All equipment has been placed and plans are to start operation within one month. Initial employment will be two persons full time with ultimate growth to 60. No further assistance is needed at this time.

Project 407: Assistance to a lumber company in Atkinson County

A lumber finishing company requested aid with its production scheduling and the development of a production flow plan to improve its plant efficiency. Initial IDD assistance indicated that production problems were largely continual machine breakdown due to inadequate maintenance.

Results: New Machinery has been ordered to replace obsolete equipment and IDD has developed a recommended preventive maintenance program for the plant equipment. Operations have improved and the company has become stable. No further assistance is needed at this time.

Project 411: Assistance to an out-of-state firm desiring to establish an industrial adhesives manufacturing plant in Ware County

The company requested that IDD provide a market analysis on industrial adhesives.

Results: The study was completed by IDD and delivered to the Slash Pine EDD for presentation to the company. The interested company has indicated by letter that its expansion plans have been cancelled because of current economic conditions. This study may be used, however, with regard to another company which has expressed a similar interest in the area.
Project 414: Assistance to an out-of-state paper board manufacturer desiring to locate a plant in Ware County

The company requested a market analysis study detailing the potential for a plant to manufacture corrugated shipping containers.

Results: The market survey has been completed and a report has been delivered and discussed with the Slash Pine EDD. No further assistance is needed at this time.

Project 421: Assistance to a manufacturer of custom mobile campers in Coffee County

The manufacturer desires to expand to a new production line facility and requested IDD assistance in locating a source of funds, setting up a production line, and establishing a cost control system.

Results: Assistance was rendered in preparing an application to SBA for financial aid. Although the expansion depends on the approval of this loan, the company has been hesitant in submitting the application. Potential for expansion still exists and further assistance will be provided when the company decides to proceed with its application for a loan.

Project 423: Assistance to a marble products company in Coffee County

A new company was formed to manufacture cultured marble counter tops for the mobile home and commercial housing market. IDD assistance was requested in solving several start-up problems.

Results: With IDD assistance this company was able to improve production testing and evaluation techniques. These changes resulted in considerable improvement in product quality. This company has provided employment opportunities for six people and additional growth with commensurate additional employment opportunities is indicated. No further assistance is needed at this time.

Project 452: Assistance to an individual in Coffee County desiring to establish a plant to manufacture draperies

An individual was interested in establishing a plant to manufacture draperies and related items for the mobile home industry. He requested IDD assistance in determining the potential market for these items.

Results: A market research report was prepared and delivered to him. However, due to the slow-down in mobile home sales, he has decided not to proceed at this time. No further assistance is needed at this time.

Project 454: Assistance to a kitchen cabinet manufacturer in Ware County

A manufacturer of custom designed kitchen cabinets desired to expand into a production line facility to manufacture standard cabinet units for the mobile
home industry and other high volume users. This manufacturer requested assistance in preparing a market study to determine the potential for production line cabinet manufacturing to supply the mobile home industry.

Results: The market study was completed and delivered to the company for evaluation. Subsequent to the delivery of the market study, the company's production building was completely destroyed by a tornado which has delayed further consideration of its expansion plans for at least twelve months. No further assistance is needed at this time.

Project 463: Assistance to a manufacturer of synthetic resin adhesives interested in locating a plant in Coffee County

This company is interested in locating a plant in Coffee County and has requested assistance in developing additional data relative to a market analysis study prepared by IDD.

Results: This information was developed and forwarded to the company for evaluation. The company has recently advised the Coffee County Chamber of Commerce that because of the current economic conditions, it must delay consideration of further expansion. No further assistance is needed at this time.

On Going Projects

There are now five projects under way in this area.

Project 441: Assistance to a chicken hatchery in Brantley County

This company has decided to establish a feed mill facility in Brantley County to produce feed for its hatchery. IDD developed and furnished market information on the poultry industry to assist the company in making its decision to locate in this county. Assistance was rendered with the preparation and presentation of a loan application to SBA to cover cost of the new facility.

Results: The project is continuing.

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

This company plans to expand its production facilities and has requested IDD assistance in the preparation and documentation of an EDA loan application. It is estimated that this expansion will provide employment opportunities for a minimum of 100 additional employees.

Results: The project is continuing.

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

Two individuals are interested in establishing a manufacturing facility to produce roof trusses for the conventional housing market. At their request,
IDD is assisting them in evaluating the market for this type item within a 50-60 mile radius of Douglas, Georgia. Their initial employment will consist of three production workers.

**Results:** The project is continuing.

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

This company manufactures upholstered living room furniture in an old school building. The layout of the building does not lend itself to efficient production and material flow. IDD assistance has been requested in providing recommendations for remodeling the facilities and the development of a satisfactory plant layout. Recommendations for improving production methods have also been requested. This company has been in operation for less than one year and has grown from a one man operation to its current employment of 12 people. Further growth is anticipated with the improvement of the production facilities.

**Results:** The project is continuing.

**Project 476: Assistance to a lumber company in Ware County**

This company is considering expansion and diversification to include the manufacture of particleboard and hardboard products. IDD assistance has been requested in developing a market study for these products within a reasonable radius of Waycross, Georgia. The market study has been completed and will be presented to the company for its evaluation.

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

During the period eight projects were discontinued in this area.

Project 373: Assistance to a hardware company in Dougherty County

The hardware company desired to expand its existing facilities. It requested an economic impact study, as well as site, labor, and financial information. The company also considered requesting an EDA loan.

Results: Due to a recent merger of this company with another firm, the expansion plans have been deferred for about two years. No further assistance is needed at this time.

Project 375: Assistance to a cabinet manufacturing company in Dougherty County

A cabinet manufacturing company desired to expand and move into a new plant to produce kitchen cabinets. The company requested IDD assistance in preparation of a layout for the proposed plant.

Results: The company implemented several recommendations prepared by IDD for improvement in its present production methods. A recommended plant layout is being implemented in the company's new facilities. Employment has increased from 13 to its current total of 20 people. No further assistance is needed at this time.

Project 381: Assistance to a concrete products company in Dougherty County

This concrete products company needed to expand its facilities and decided to build an additional plant nearer the center of the market area. It requested IDD assistance in establishing the new plant.

Results: The company received IDD assistance with a plant layout, establishing an inventory and cost control system, and material handling procedures. The new branch concrete block plant is operating and has an initial employment of 12 people. No further assistance is needed at this time.

Project 398: Market analysis information for a warehousemen's association which intends to open a peanut shelling plant in Worth County

The warehousemen's association has requested market information to assist them in their plans to open a peanut shelling plant in Worth County.
Results: A market study was completed and forwarded to the group for evaluation; however, the association has decided to purchase a company now in operation instead of starting a new business. No further assistance is needed at this time.

Project 406: Assistance to a farm machinery manufacturing company in Lee County

The company desired to expand and had requested assistance in locating additional information about metal casting, heat treating resources, and sources of fiberglass components.

Results: Information was provided on sources of supply for ductile iron castings, gears, fiberglass components, and heat treating services. No further assistance is needed at this time.

Project 413: Assistance to a tire retreading equipment manufacturer in Worth County

The company requested IDD assistance in establishing improved management control systems and improvement of production techniques. With the solution of these problems, the company hopes to add 30 employees.

Results: IDD assisted this company in solving many of its management problems as well as recommending the establishment of several internal control procedures to improve its operation. No further assistance is needed at this time.

Project 431: Assistance to a steel fabricator in Dougherty County

A custom fabricator of structural steel has requested assistance in establishing production controls, scheduling, and a job cost accounting system.

Results: The production control system was developed and delivered to the company for implementation. The company has decided to defer the development of a job cost accounting system until later. No further assistance is needed at this time.

Project 436: Assistance to a machinery manufacturer in Mitchell County

A manufacturer of feed mill machinery planned to expand its production facilities and had requested assistance in locating a source of funds to cover cost of a new building and additional machinery as well as working capital.

Results: The unsatisfactory operating and financial conditions of this company made it impossible to locate a source of funds in the amount needed.
There are now three projects under way in this area.

Project 444: Assistance to a machinery company in Decatur County

This company is considering manufacturing an outdoor gas cooker to be produced with production line methods. IDD has been requested to furnish a market analysis and suggestions for a marketing system. Assistance has also been requested in the development of a plant layout for the manufacture of the cookers. A market study was prepared and delivered to the company for its information.

Results: The project is continuing.

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

A processor of textile waste plans to expand its operation and has requested assistance in preparing a plant layout for a proposed new building. A preliminary layout has been completed and forwarded to the company. The company is considering leasing one of several existing buildings and, therefore, a final plant layout cannot be prepared until the company decides on a particular building.

Results: The project is continuing.

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

Several individuals are interested in establishing a plant to manufacture mobile homes and modular housing, and have requested IDD assistance in areas of marketing, financial planning, and production methods. They tentatively plan to manufacture four mobile homes a day with growth to eight per day and provide employment opportunities for 130 people.

Results: The project is continuing.
MIDDLE FLINT ECONOMIC DEVELOPMENT DISTRICT

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

Discontinued Projects
During the period six projects were discontinued in this area.

Project 387: Assistance to a furniture and bedding company in Sumter County

The company intended to expand its operation and its work force. It had requested assistance in planning its expanded plant layout and in helping resolve its inventory problems.

Results: A recommended plant layout, which included the installation of conveyor production lines, and suggestions on materials handling and an inventory control system were submitted to the company. Many of these recommendations have been implemented by the company with good results. Assistance was also provided in locating suppliers of pre-finished wood parts. No further assistance is needed at this time.

Project 412: Assistance to a mining company which desired to expand its facilities in Macon County

The mining company desired to expand by adding a plant to process air-floated kaolin. The company requested that IDD analyze the market for this product.

Results: A market study was prepared and given to the company for its consideration. The proposed new plant would provide employment for 12 people. No further assistance is needed at this time.

Project 422: Assistance to a metal casket manufacturer in Sumter County

This firm requested IDD assistance with improving its cost control system and in solving certain production problems.

Results: Recommendations on improved production techniques, material handling, and an inventory control system were submitted to the company for implementation. No further assistance is needed at this time.

Project 458: Assistance to a city in Sumter County

The city of Americus (Growth Center) submitted an application to EDA for funds to cover cost of an expansion of its water and sewerage system.
Results: IDD assisted the city with the documentation and preparation of an economic impact study which was forwarded with the application. The proposed expansion of the water and sewerage system should attract new industry to the area and create several hundred new jobs.

Project 462: Assistance to a manufacturer of mobile homes and modular housing in Sumter County

A manufacturer of mobile homes and modular housing had requested assistance in developing improved personnel policies.

Results: IDD has furnished the management of this company with information pertaining to personnel recruitment and motivation. The management is in the process of developing a formal personnel program based on this information and has decided that in-plant assistance will not be necessary. No further assistance is needed at this time.

Project 464: Assistance to a mobile home manufacturer in Taylor County

This firm is experiencing considerable difficulty in the manufacture of mobile homes and has requested assistance in solving management problems and with the establishment of a production control system for its operation.

Results: IDD prepared and presented recommendations and guidance on a wage incentive system, production techniques, cost accounting, and personnel policies. The implementation of these recommendations has resulted in considerable improvement in the operation of this company. No further assistance is needed at this time.

On Going Projects

There are now three projects under way in this area.

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

An individual has requested IDD assistance in establishing a plant for processing commercially grown quail. Assistance is being rendered in determining the potential market, in a plant design to meet state and federal inspection regulations, and in locating manufacturers of processing equipment.

Results: The project is continuing.

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

This company plans to establish a woodworking plant and has requested assistance in applying for a SBA 502 loan. Assistance was rendered in the preparation and presentation of a loan request to the Small Business Administration. Assistance is also being rendered this company in locating a manager for the new plant.
Results: The project is continuing.

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

This is a newly organized corporation interested in establishing manufacturing facilities in an existing warehouse building to produce prefab homes. The company has been requested to assist with the development of a plant layout and to advise the company of production techniques used in similar operations, especially material handling. A preliminary plant layout has been prepared and presented to the company for its information.

Results: The project is continuing.
General

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

Discontinued Projects

During the period two projects were discontinued in this area.

Project 428: Assistance to a clothing manufacturer in Carroll County

This company was required to initiate an immediate expansion to its manufacturing facilities and to restructure its company organization in order to meet an accelerated sales demand.

Results: IDD assisted the company in expeditiously accomplishing these tasks. The new expanded facilities are complete and in operation. When fully operating, the new facility will provide employment opportunity for 120 people. The company is interested in establishing an additional sewing plant employing 100 people, but this plant will probably be located in a non-EDA area. No further assistance is needed at this time.

Project 455: Assistance to a carpet plant in Troup County

This company plans to expand by purchasing an additional tufting machine and requested assistance in applying for a SBA loan.

Results: IDD assisted the company in obtaining financial assistance for purchasing the new tufting machine. This machine is on order for delivery in the fall and will provide employment for eight additional people. No further assistance is needed at this time.

On Going Projects

There are now three projects under way in this area.

Project 424: Assistance to a hardware and metal finishing manufacturer in Carroll County

This company has a critical need for additional working capital and is in need of assistance in solving several management problems. IDD has made a complete analysis of this company's operations and has prepared and presented recommendations to this company for improved operations. Many of these recommendations have already been implemented with good results. Assistance is now being rendered with the preparation of a business loan application to obtain additional working capital.

Results: The project is continuing.
project 429: Assistance to a textile printing company in Carroll County

A company that does contract hand printing of textile products would like to expand its operations and has requested assistance in obtaining a loan to cover costs of a building and additional equipment. IDD has assisted this company in presenting a proposal to SBA for consideration under the SBA 502 program.

Results: The project is continuing.

project 448: Assistance to an electrical wire manufacturer in Carroll County

This electrical wire manufacturer desires to expand its facilities by establishing a copper refinery and to further expand its rod and fine wire operations. IDD supervised the assembly of the EDA application and prepared an economic impact study which was submitted as a part of the application. This application has been reviewed by the Huntsville EDA office and forwarded to Washington with a favorable recommendation. The total employment impact of the project will be the creation of new jobs estimated in excess of 1,400.

Results: The project is continuing.
COASTAL AREA ECONOMIC DEVELOPMENT DISTRICT

General

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

Discontinued Projects

During the period two projects were discontinued in this area.

Project 430: Assistance to a sign manufacturing company in Glynn County

A sign manufacturer was displaced by an urban renewal project and requested assistance in developing a plant layout for a new building.

Results: The plant layout was completed and presented to the company officials for use in its planned relocation. The company plans to start its move as soon as the urban renewal project is initiated. No further assistance is needed at this time.

Project 445: Assistance to a woodworking company in Glynn County

This company was interested in diversifying its product line. It presently manufactures crab traps, seafood shipping boxes, and plywood shipping containers. The company was interested in manufacturing wooden cleats for the produce growers and florists in the Florida area.

Results: As a result of a survey conducted by IDD it was determined that the market for cleats is very limited and, therefore, it was decided not to begin large scale manufacture of this item. The company will produce a limited quantity of cleats with its present force during the off season. No further assistance is needed at this time.

On Going Projects

There are now two projects under way in this area.

Project 451: Assistance to a group of individuals interested in establishing a chemical reclaiming plant in Glynn County

A group of individuals is considering establishing a chemical reclaiming plant to remove pollutants from water effluent at pulp mills. They have requested a study to determine the market for the reclaimed chemicals and assistance with the preparation of an EDA loan application. The market analysis report was completed by IDD and forwarded to the group for their information and will be included in the EDA application, when submitted.

Results: The project is continuing.
Project 477: Assistance to a Growth Center in Liberty County

The city's incorporated limits have recently been extended to include land for an industrial park. The EDA economic development representative has requested IDD to assist the city in identifying the site best suited for industrial purposes. An analysis has been completed and a preliminary report prepared and submitted to the city officials for their review and comments prior to the final report being written.

Results: The project is continuing.
General

The Lower Chattahoochee Economic Development District consists of seven counties, of which five are eligible Redevelopment Area counties: Stewart, Quitman, Randolph, Clay, and Early.

Discontinued Projects

During the period four projects were discontinued in this area.

Project 386: Economic Impact Information for a City in Clay County

At the request of the EDA Economic Development Representative, the city has been provided with impact information and documentation requested for an application to EDA to support a supplemental grant for a sewerage project.

Results: EDA has approved funding of this project in the amount of $96,000. No further assistance is needed at this time.

Project 410: Assistance to a Wood Products Company in Early County

The company requested a market study covering the field of plywood shipping containers.

Results: A market study on marine cargo containers was prepared by IDD and discussed with the principals of this company. No further assistance is needed at this time.

Project 438: Assistance to a Mobile Home Manufacturer in Early County

This firm is a new manufacturer of mobile homes. The firm requested IDD guidance in developing a production control system.

Results: The proposed production control system has been prepared and submitted to the company for review. The initial employment was 35 people; however, employment is expected to build up to at least 60 employees when full production is reached. No further assistance is needed at this time.

Project 450: Assistance to a Wood Dimension Stock Manufacturer in Early County

This manufacturer of wood frames for upholstered furniture had experienced a drastic curtailment of sales resulting in a reduction in work force.

Results: IDD has assisted in developing new markets for the manufacturer. Sales are steadily improving and the work force is now stabilized. No further assistance is needed at this time.
On Going Projects

There are now two projects under way in this area.

Project 473: Assistance to the Lower Chattahoochee Economic Development District

A paper container manufacturer has expressed an interest in locating a plant in the Lower Chattahoochee Economic Development District. The Economic Development District has requested IDD assistance in updating a study on the paperboard container industry, previously prepared by Georgia Tech. The updated market study has been completed and forwarded to the economic development district for information.

Results: The project is continuing.

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

The owner of a tool and die company has requested assistance with his plans for expansion and diversification. Assistance is being rendered in diversifying the sales effort. IDD has compiled data and information for distribution to possible sources of new business.

Results: The project is continuing.
PROJECTS OUTSIDE OF ECONOMIC DEVELOPMENT DISTRICTS

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

Discontinued Projects
Five projects were discontinued during the period.

Project 396: Assistance to a new carpet mill in Murray County

The carpet mill has quickly grown to a point where it needs additional facilities and has requested that IDD provide assistance with expansion planning. The company intended to employ 27 additional people. Plant layout plans have been provided by IDD.

Results: The city is unable to provide this plant with the necessary effluent disposal system required for the proposed expansion. The company now plans to locate the new dye facility in a non-EDA county. No further assistance is needed at this time.

Project 397: Assistance to a lumber company in Floyd County

The lumber company which had asked IDD assistance in layout expansion plans for a new mill is completing its expansion.

Results: The layout plans provided by IDD met the company's requirements and the expansion has provided jobs for three additional workers. No further assistance is needed at this time.

Project 418: Assistance to a furniture manufacturer in Floyd County

The furniture company requested IDD help in solving its personnel problems of excessive absenteeism, labor turnover, and related personnel matters.

Results: IDD has conducted a personnel audit interview with the company. Floyd County is no longer an EDA county, and the management of this company believes that they will be able to solve their personnel problems without further assistance.

Project 433: Assistance to an individual in Paulding County interested in establishing a scrap metal processing company

This individual was interested in establishing a company to process junk automobiles for scrap. He requested IDD assistance in determining the availability and marketing for this type scrap and the capital requirements.
Results: IDD assisted in the development of capital requirements for this type operation. The individual was unable to locate a source of capital. No further assistance is needed at this time.

Project 446: Assistance to a carpet yarn spinning mill in Murray County

The spinning mill has recently expanded its operations and increased employment from 100 to 210 employees. The company is experiencing a high labor turnover and has requested assistance in stabilizing its work force.

Results: A thorough analysis of this company's operation was conducted by IDD and several personnel policy changes were recommended. No further assistance is needed at this time.

On Going Projects

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

Project 439: Assistance to a garment manufacturer in Paulding County

A manufacturing company for ladies undergarments and plastic storage bags desires to expand its production facilities and market area. The company has a new building under construction and IDD is assisting with the development of a plant layout. Marketing information requested has been developed and forwarded to the company for evaluation. This expansion will provide employment opportunities for 12 additional people.

Results: The project is continuing.

Project 453: Assistance to a saddletree company in Dade County

This saddletree manufacturer would like to build a new facility and has requested assistance in locating a source of funds. Financial data submitted by the manufacturer were reviewed by IDD and assistance was rendered in the preparation and presentation of a loan application to SBA under its economic opportunity loan program. This new facility will create additional employment opportunities for six people.

Results: The project is continuing.

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

This company desires to establish a modular home manufacturing plant and has requested assistance in developing a prospectus and plant layout for its new facility. A preliminary plant layout and flow design was prepared and delivered to the company for implementation. IDD assisted this company with the preparation of a market study for modular housing in the southeastern area. The proposed company will have an initial employment of 20 people and will increase to 60 people within three months.
Results: The project is continuing.

Project 459: Assistance to a carpet manufacturer in Murray County

This company is planning an expansion of its operations to include the production of commercial carpets. IDD is assisting with the preparation of a cost and manning requirement study, as well as a plant layout and selection of material handling equipment for the proposed expansion. This expansion will provide 18 additional job opportunities.

Results: The project is continuing.
APPENDICES
ESTABLISHMENT AND REPORTING OF EDA PROJECTS
(Project A-1179)

1. Individual EDA projects funded under Project A-1179 will be formally established and monitored by the Head, Industrial Services Branch (Project Director). Approval of the project must be obtained before charges can be made. Branch offices and other IDD Branches or Sections recommending the establishment of projects will furnish sufficient information, on a copy of the form shown in Exhibit A, for the Project Director to make a decision and make staff assignments.

2. If the project is approved, all previous work done in relation to this project will be chargeable to that specific project number. Upon approval of a project, the project director will assign a Project Number and a completed copy of the EDA Assistance Case Record form (Exhibit A) will be forwarded to the responsible branch or section, and, in the case of branch offices, a copy will be forwarded to the Director of Area Development. When the project is terminated the completed form will be returned to the Project Director.

3. In the event a project is not formally established, but investigative time and project analysis time has been authorized, then that time will be specifically authorized for charge against A-1179. To accomplish the reporting of this situation, the following terms will be used:

(a) Program Management. This term is reserved exclusively for the project director and assistant project director. Branch office personnel will prorate necessary administrative time to the specific numbered projects on which they are working.

(b) Program Research. This will be used for general background research in support of the overall EDA program and not in research specifically related to a numbered project. This term will normally be used only when so assigned by the Project Director.

(c) Project Establishment Analysis. This term will be used to charge time needed to analyze the situation to determine if a project should be established. The name of the company and a description of the work performed will be reported in the comments section of the monthly EDA activity Report (Exhibit B). Upon establishment of a project, time so charged will be charged to the numbered project.

4. EDA activity supported by Project A-1179 will be reported on a monthly basis. Reports will be submitted within five days following the end of the month. The report will be made on the EDA Activity Report form, shown in Exhibit B, in accordance with instructions contained in Exhibit C.
In order to avoid any misunderstanding about the types of projects included in the program, the following criteria must be met before a company (or a proposed new venture) will be considered as an EDA project:

1. The company (or the proposed new venture) must be in an EDA county or an Economic Growth Center.

2. The proposed project must have potential for an ultimate increase in jobs and/or result in strengthening the current base of employment.

3. There must be a stable and/or growing market for the product or products involved.

4. The proposed project must be potentially profitable in terms of the company's realistic capabilities.

5. The proposed project must not involve the relocation of a business from one area to another.

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

It should be noted that some projects undoubtedly will involve an investigation of markets and capabilities only to conclude that the projects are not economically sound. This is a necessary result in some cases. As a matter of policy, it is as important to recognize the unsound proposals as it is to give support to the sound ventures.
Appendix 1 Exhibit A

EDA ASSISTANCE CASE RECORD

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<th>Company</th>
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Background and nature of the problem:

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<th>Man-hours</th>
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Results and Remarks
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<th>Proj. #</th>
<th>Company Name - Contact</th>
<th>County - Reported By</th>
<th>Comments</th>
<th>Results</th>
<th>Employment Change Explanation</th>
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Appendix 1 Exhibit B
INSTRUCTION FOR COMPLETION OF EDA MONTHLY ACTIVITY REPORT FORM

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

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

Complete Form as follows:

Top of Form:

Branch: Branch of which individual is member

Month: Month for which report submitted

Column #

1. Project Number: EDA Project Number assigned by Industrial Services Branch, Atlanta.

2. Company Name, Contact, County, Reported by: Name of company; name of individual in company to be contacted; county in which company is located; IDD staff member who is reporting.

Type:

3. Expansion or Diversification

4. New Business

5. Business Stabilization (save jobs)

6. Community Development

7. Time Charged: Number of hours worked on each project during month.

8. Month/Year: Month and year in which work was performed

9. Employment Change (+ or -): Net change in the number of persons employed by the subject firm since the last report. For new projects for which there is no previous report, insert, in parentheses, the total number of persons employed by the subject firm.

New; Con.; Disc.

10. New for projects not previously reported
11. Cont. for continuing projects

12. Disc. for projects closed during month

13. Description/Comments/Results/Employment Change/Explanation

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

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

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

At the bottom of page, indicate total hours charged to all EDA projects and percentage of time charged to EDA on time sheets. Example: Total hours 120; Time on Time Sheet 75%.
OUTLINE OF IDD EDA PROGRAM
IN THE LOWER CHATTahooCHEE EDD

The following program pertains only to EDA-designated counties and the Economic Development Centers, when designated. Designated EDA counties as of 1 July 1969 in the Lower Chattahoochee Area are: Clay, Early, Quitman, Randolph, and Stewart. There are no designated Economic Development Centers to date.

OVER All Strategy

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

a. To respond to requests for EDA assistance from organizations in the economic development field, i.e., Economic Development Districts, Georgia Department of Industry and Trade, Georgia Planning Bureau, EDA Economic Development Specialists, Chambers of Commerce, and local officials in EDA-designated areas.

b. To seek out opportunities to advance the principles of EDA through surveys of industry in EDA-designated areas, through the seven IDD field offices, as well as those identified through discussion with persons in IDD who are involved in other areas of economic and community development which are not directly associated with the EDA activity.

Objectives of the EDA Program

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

Scope of Services Available

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

Organization analysis; guidance and recommendations on financing; plant layout; development of market data; assistance in locating suppliers of special equipment or services; determination of
manpower requirements; assistance in production methods and procedures; recommendations regarding sales and distribution methods; assistance in the formation of new ventures, new plant construction, and/or expansion.

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

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

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

2. Make studies to determine the economic impact that business and public works projects proposed for Economic Development Centers and in EDA-designated counties will have on EDA-designated areas.

Criteria for EDA Projects

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

1. The company (or the proposed new venture) must be in an EDA county or an Economic Development Center.

2. The proposed project must have potential for an ultimate increase in jobs and/or result in strengthening the current base of employment.

3. There must be a stable and/or growing market for the product or products involved.
4. The proposed project must be potentially profitable in terms of the company's realistic capabilities.

5. The proposed project must not involve the relocation of a business from one area to another.

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

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

**Approach**

1. Until such time as an Economic Development Center is designated, a selective re-survey of industry in EDA-designated counties will be accomplished in coordination with the Lower Chattahoochee EDD. Details to be worked out as mutually agreeable with the EDD and IDD.

2. IDD will continue to respond to the requests for assistance from the EDA Economic Development Specialists and the EDD.

3. As individual case projects are developed, IDD staff personnel will be assigned responsibility for management or technical assistance projects. Work performed on each project and the results achieved will be recorded on individual project report forms. The Lower Chattahoochee Valley Area Planning and Development Commission will be advised periodically as to the nature and status of projects.

4. Upon designation of an Economic Development Center it is proposed that the audit of firms located therein begin.

   a. At the earliest possible date, after designation of an Economic Development Center, it is suggested that notice of the program be given to the newspapers by the Lower Chattahoochee EDD (see
attached suggested press release) and that each of the manufacturers in the Economic Development Center receive a letter from the Lower Chattahoochee Valley Area Planning and Development Commission announcing the program. (A suggested letter is attached.)

b. Each of the firms will subsequently be contacted personally by an IDD representative. A representative of the commission will also be invited to join with the EDD representative in making these contacts. As a part of this interview, information will be collected by the IDD representative on such factors as employment, product, and production capabilities of each company. (A survey form is attached.) A copy of each completed data sheet will be furnished the EDD.

c. As individual case projects are developed the same approach as outlined in Paragraph 3, above, will be followed.
A program of providing management and technical assistance to (Name of City) industries is underway. This service is sponsored by the Economic Development Administration and Georgia Tech. The staff of the Lower Chattahoochee Valley Area Planning and Development Commission is working with representatives of the Industrial Development Division of Georgia Tech in the performance of this program. The purpose of this program is to stimulate the expansion and diversification of existing industries with the ultimate objective of creating additional job opportunities. Services to the industries cover the broad fields of management guidance, market research, and technical assistance.

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

The Central Georgia Branch of the Georgia Tech Industrial Development Division and the Heart of Georgia Planning and Development Commission announced today that a program providing technical and management assistance to Dodge County industries is in progress.

This service, sponsored by the Economic Development Administration, is implemented by the Industrial Development Division of Georgia Tech in cooperation with the Heart of Georgia Planning and Development Commission.

Purpose of the program is to stimulate the expansion and diversification of existing industries with the ultimate objective of creating additional job opportunities within these companies. This will be done by assisting the industries in overcoming their problems in the broad areas of management guidance, market research, technical assistance, and management assistance.

Letters explaining the program will be mailed to Dodge County industries by the Central Georgia Branch of IDD. John H. Frazer, Jr., director of the Central Georgia Branch of the Georgia Tech Industrial Development Division, will soon be making contact with firms in Dodge County to personally outline the program in greater detail.

If a firm wishes to avail itself of such assistance prior to being contacted, it should get in touch with Mr. Frazer in Macon or with the staff of the Heart of Georgia Planning and Development Commission in Eastman.
Dear

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

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

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

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

Appendix 2 Exhibit B

LOWER CHATTahooCHEE VALLEY AREA
PLANNING AND DEVELOPMENT COMMISSION
### CONFIDENTIAL MANUFACTURERS DATA SHEET

**1. Firm Name**

**S.I.C.#**

**2. Street Address**

**P. O. Box**

**3. City and County**

**Phone**

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

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<th>NAMES</th>
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**5. Normal number of production employees: Total**

**Male**

**Key Skills**

**6. Products and/or Services:**

**7. Brief description of production process:**

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

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

**10. Normal production schedule: Days per year**

**Shifts**

**% Overtime**

**11. Major items of equipment:**

**12. Percentage of time that equipment is in use:**

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

**14. Are you interested in handling subcontracts?**

____ Government Contracts?

____ Same products?

____ New products?

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

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**16. Needs, if any, for additional and/or closer sources of materials and supplies:**
17. Types and quantities of by-products and/or waste: ____________________________

18. Present disposition of by-products and/or waste: ____________________________


20. Seasonal fluctuations: ____________________________ ( ) Steady

21. Description of distribution system used: ____________________________

22. Marketing area (county, state, region, nation, overseas): __________________

23. Plant expansions in the last five years: ____________________________

24. Expansion and/or diversification interests/possibilities: __________________

25. Transportation services used (check): Rail  Highway  Air  

26. Presently, what are the major problems confronting your business?: __________________

27. Would you like to be kept informed of new developments in any particular fields of management, science, engineering, or technology?: __________________

Name  Title  

Comments: __________________

Interviewer: __________________
Ravenwood Industries, Inc., manufacturer of quality coffee tables and lamp tables, will move its operation from the Stone Mountain Industrial Park in Tucker, Georgia to the industrial district in Millen, Georgia. The company has purchased an existing building from the Millen Warehouse Company. The 36,000 sq. ft. facility is located next to the OVESA egg plant on the Old Sylvania Road.

The company is currently in the process of moving the production equipment and materials to their new facility in Millen. Mr. W. C. (Cliff) Rozar, president of Ravenwood, said that present plans call for an initial work force of 40-60 people. In addition, the company has projected a peak employment of 400-450 with the next 3-4 years in conjunction with a planned expansion program. All projected supervisory personnel will be taken and trained locally. Mr. Rozar said that he did not wish to go outside the area to recruit this talent. It is well to note that prior to the closing of the Tucker, Georgia plant the management of Ravenwood found jobs for all of its former employees. The company has been located in Tucker for six of its seven year history.

The company's move to Millen was made with intentions of a major expansion in the second quarter of 1972 or earlier. Enough land was acquired or optioned to make this expansion possible. During the expansion program, the company plans to begin manufacturing living room furniture first, and then expand the line into dining room furniture.

An additional facility to be constructed at the site will be a railroad lead track which will be served by the main line of the Central of Georgia Railway (Southern Railway System). By having rail access, the company will be able to purchase in carload quantities as well as utilize rail service for outbound shipments.

Mr. W. C. Rozar
June 5, 1970

Mr. Hardy Taylor  
Georgia Tech IDD  
1132 W. Peachtree  
Atlanta, Georgia

Dear Mr. Taylor:

I want to thank you and your organization for the study that was completed on FULGHUM INDUSTRIES behalf. You gave us a very comprehensive report which was well prepared.

We are now beginning to make changes in our company as you suggested.

Thanks again for your work on our behalf.

Yours very truly,

FULGHUM INDUSTRIES, INC.

Tommy Fulghum  
Executive Vice President
December 9, 1969

Mr. Bill Ward
Industrial Services Branch
Industrial Development Division
Georgia Institute of Technology
1132 West Peachtree, N. W.
Atlanta, Georgia 30309

Dear Bill:

I am writing to thank you for your assistance and valuable time in compiling and submitting our application to the EDA for financial assistance on our Copper Project. I really do not think I could have fully completed the application without your assistance. We here at Southwire, in following up the application, feel that it was well put together, and, thanks to your help, thorough in its contents.

I would like to request that you treat our plans on this Copper Project as confidential at this time. Although it is somewhat of an open secret that we are doing a study on copper refining, we feel that our financial efforts, as well as our acquisition of raw materials, could be seriously undermined by any premature publicity. I realize that you are probably aware of this need for confidentiality because you have worked so closely with us on the project, but I thought that it might be a good idea to remind you.

We are making minor alterations and additions at the request of some of the Huntsville people, and I will forward this information to you as we get it put together. In addition, I will try to keep you fully informed on the progress of the application itself. Meanwhile, if you have any questions on the project, please feel free to call me, either at the office or at home.

Yours very truly,

SOUTHWIRE COMPANY

C. M. Bayliss, Manager
Development Engineering

C.B./hs
January 1, 1970

Mr. L. Tom Murphy, Jr., Director
Ga. Tech IDD
127 7th. Street
Augusta, Georgia 30902

Dear Mr. Murphy:

Both of the partners who own our company have been here this week and we were able to go over the plan you drew up for better use of the new portion of our building with them.

I was confident they would approve it, but I must admit I was surprised at the genuine enthusiasm they both showed when they had given it a thorough going over.

You will recall I am sure that I had hoped (if they liked the plan) we could make the move now. They think we had best wait until July. This is the time for our next inventory and will be our slowest time as it usually is in July.

I want to thank you for all of the time and work you must have put into this project. We studied the drawing carefully and found it excellent and workable in every detail. We could have never come up with it without you.

So now, to make a good thing even better, it is our hope that you will be able to be here with us when we make the move.

Thanks again for a fine job. With kindest personal regards,

I am,

Very truly yours,

Horace Tritt
Dr. Arthur G. Hansen, President  
Georgia Institute of Technology  
225 North Avenue  
Athens, Georgia  

Dear Sir:

Please allow me to take this means of expressing to you my deep gratitude for the assistance and encouragement I received from your Industrial Development Division.

In June of 1967 I developed a better process and tool for producing custom designs in seamless flooring installations. The merits of this development was acclaimed by many of the major flooring industries, which encouraged us to spend time and money on research and development required to produce the tools and market the process. Being very limited in finances and knowledge for this type of development I was very discouraged after approximately a years time.

At this time Mr. William C. Ward called on me, at the request of Mr. Gresham, with the Northeast Georgia Area Development, for the purpose of analyzing our development and future potential. Mr. Ward was very impressed with our accomplishments at that time, and felt that we qualified for assistance from his division. The assistance we have received from the Industrial Development Division has been most valuable, and if it were not for them we would not have continued our efforts and accomplished the following:

- Secured S.B.S. loan; secured national marketing agent;
- Developed a practical production process for tools and followed through on our patent application, for which we recently received assurance from the patent office we would secure patent protection for process and tools.

Without the unceasing encouragement and help given to us by Mr. Hardy Taylor and Mr. Charles Wommack, we would not have the established potential of producing and marketing a new process and product on an international basis.

November 17, 1969
Thank you again for the help we received from your Industrial Development Division.

Sincerely yours,

Sam Smith Co., Inc.

Sam E. Smith
President

SES/bm
Encl.
October 27, 1969

Mr. William I. Denman, Jr., Head
Industrial Services Branch
Georgia Institute of Technology
1132 W. Peachtree Street
Atlanta, Ga. 30309

Dear Bill:

After reading over the pet food research paper, I find it very very interesting and helpful. Please convey to Harvey Diamond and Bob Castle the depth of my gratitude for this fine paper.

Bill, I notice on map number one the location of leading manufacturers, and there is one listed in California with the number six. Also, the same number appears in Illinois. I am wondering if you could supply me the name and address of the manufacturer in California. Also, is it possible that you have other manufacturers listed somewhere, particularly in the Los Angeles area, who would not be considered a leading company on a nationwide basis. Now the reason for my interest in the above companies lies in the fact that I am looking for a strong existing company with management "know-how" who lacks nationwide distribution and who, therefore, might be interested in a 50 percent position in a company located in Swainsboro, Georgia.

Your assistance will be received with great interest.

Sincerely Yours

Lexoy H. Williams
President

-80-
Mr. Robert B. Cassell, Head
Community Development Branch
Industrial Development Division
Georgia Institute of Technology
1132 West Peachtree Street
Atlanta, Georgia

Dear Bob:

On behalf of the Chamber of Commerce may I thank you for taking away from your busy schedule to talk with LeRoy and myself. With the help of Georgia Tech Industrial Development Division, I am sure that all of the necessary information that is required for the project will be accumulated.

Please express our thanks to Bill Denman for working on this project. If we can ever be of service to you, please call on us.

Sincerely,

Jim Williams
Manager

It
Mr. William I. Denman, Jr., Head  
Industrial Services Branch  
Georgia Tech Industrial Development Division  
1132 West Peachtree Street  
Atlanta, Georgia 30309

Dear Mr. Denman:

I am in receipt of the four copies of your report "Marine Cargo Containers", which you prepared for us.

I have this date mailed copies to Mr. Edwin Cowan in Atlanta and to The Chattahoochee Industrial Railroad at Cedar Springs, Georgia. If additional copies are needed I will request them from you.

We appreciate very much your working with us on this project.

If I can ever serve you in any manner, please let me know.

Very truly yours,

Mobley Howell, Exec. Director

MH/vbs
December 10, 1969

Mr. William C. Howard  
1132 W. Peachtree, N.W.  
Atlanta, Georgia 30309

Dear Mr. Howard:

I received your letter today and I am very pleased with the information which you summarized. I feel that your visits with me have been very helpful and some of your suggestions have already been put into effect.

Any literature that you may receive that you think would be helpful to me, I would appreciate your passing it on if possible.

Thank you very much, and I will inform you as to any major results that I obtain.

Sincerely,

G.E. Thompson  
Personnel Director

GET/bb
May 27, 1970

Mr. Hardy Taylor  
Industrial Services Branch  
Atlanta, Georgia 30309

Dear Mr. Taylor:

We would like to take this opportunity to thank you and Mr. Womack for the invaluable services you have rendered to Industrial Foundries over the past months.

The many suggestions you have made in regard to production and plant operations have proven very beneficial and well accepted by the employees.

We certainly appreciate the time Mr. Womack has spent observing our plant and particularly in helping me solve problems for which I was totally unprepared.

We shall look forward to your continued interest in our company.

Sincerely yours,

INDUSTRIAL FOUNDRIES, INC.

Mary W. McMillan  
MM:MM
May 20, 1970

Mr. William C. Howard, Head
Manpower Resources Section
Georgia Institute of Technology
Industrial Development Division
1132 West Peachtree Street
Atlanta, Georgia 30309

Dear Mr. Howard:

Please accept our sincere thanks from everyone here at Sparta for your interest and also for Tom Murphy's interest in giving generously of your time and effort in helping us analyze the many different problems that we have. The time, discussion, and information that you have given us has certainly been a considerable help in the past; and I am sure it will reflect in the progress of our company in the days to come. The sincere interest of both you and Tom expressed in our company is greatly appreciated. The attitude which both of you have exemplified has made us feel that you are really a part of our company.

I am sure we will be calling on you in the future, and we invite your visit as often as you are in this area.

Yours truly,

SPARTA FURNITURE MFG. CORP.

J.D. Copelan
President

JDB:W3
Swainsboro opening new industrial park

By MARY POWELL IRRAGG
Sunday Correspondent Herald Correspondent

Swainsboro, Ga.—Dedication ceremony for the new Magic Mall Industrial Park in Swainsboro will be held Nov. 23 at 11 a.m. with former Gov. Carl Sanders as principal speaker.

The site of the dedication will be at the new 1,100-foot marker near the entrance of the new Magic Mall Industrial Park just east of Swainsboro.

The marker was erected to honor these dedicated citizens whose spirit of progress, determination and foresight caused the creation of this park in order to insure the further growth, progress and prosperity of our 'Growth Center area.' Included on the marker are names of those who were active during the time the county began its Overall Economic Development Program to obtain designation as a Growth Center.

In his introductory address by Sanders, the governor will include mention of those who have appeared on the marker, which bears the names of special guests, and a dedication by Emanuel County Chamber of Commerce Chairman A. H. King and Swainsboro High School Band Director E. B. Blalock.

The dedication ceremony will begin at 10:45 a.m., followed by a tour guide accompanying the invited guests who will be seated in a reserved section.

A large number of out-of-town guests are expected to attend the dedication, including state and national figures. The original likeness of the new industrial park, complete with replicas of heavy-type industry now stands from floor to ceiling in the Emanuel County Chamber of Commerce office in Swainsboro. This is what might be termed as the 'first dream.'

The park consists of 630 acres of prime industrial sites within the city limits of Swainsboro and located approximately three miles southwest of downtown Swainsboro.

LeRoy H. Williams was manager of the Chamber of Commerce when the Overall Economic Program was begun in 1956 with the help of the Georgia-Florida Industrial Authority's designation as a Growth Center. The Emanuel County Development Authority was approved through official state legislation and named as a nonprofit making organization by the Emanuel County Commissioners. Arthur Daniels is chairman, J. F. Mathis is vice chairman, Jim Livingston is treasurer, and other members include J. Roger Dekle and W. D. Key. The Development Authority has official authority over the park.

The park has been constructed with a $108,600 grant and $408,000 loan from EDA. It has a three-mile, four-lane highway, known as Empire Expressway, running through it. Giving access to the park, the Empire Expressway is lined with mercury vapor lights on tapered aluminum poles.

A 250,000-gallon water spheroid dominates the park from atop a small knoll near the overpass where Empire Expressway intersects with the Georgia-Florida Railroad. In addition to water, the park is equipped with gas and electricity.

Keller Stamping, Inc., was the first industrial plant to locate in the Magic Mall Industrial Park. Its original size was 120,000 square feet, and already it has doubled to 240,000 square feet. Keller Stamping manufactures metalized plastics, screws, rivets and component parts.
A FEASIBILITY STUDY: MANUFACTURING SOUTHERN PINE PLYWOOD IN OGLETORPE COUNTY, GEORGIA

by
Tze I. Chiang
Senior Research Economist

Industrial Development Division
Engineering Experiment Station
GEORGIA INSTITUTE OF TECHNOLOGY
September 1969
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Summary

A proposed pine plywood plant, incorporated recently as Norden Plywood, Inc., and to be built in the vicinity of Crawford and Lexington, Georgia, with an annual output of 90 million square feet on a 3/8-inch thickness basis can show profits of $692,600 on sales of $6,177,300 even under the current depressed plywood prices. This profit is equivalent to a 16.5% return on a fixed investment of $4.2 million. If normal plywood prices for 1969 had been used in the calculations, the plant would have shown after-tax profits of $1,018,400 on sales of $6.87 million. Return on fixed investment would then have been 24%.

The proposed plant is sponsored by a Norwegian firm engaged in the manufacture and marketing of gypsum board in Europe. The proposal has three unique conditions. First, a large sum of European capital would be brought in to build a plant which would provide 174 direct jobs in an EDA-designated county. Second, at least 50% of the proposed production would be shipped to Europe where there is a shortage of plywood. Third, net freight gains to the proposed plant would be large because plywood is sold on a delivered basis and a large portion of the sales price consists of freight costs. Since the shipments to Europe would be sold on the basis of f.o.b.-Lexington prices, no freight costs would be involved.

The timber resources in a 60-mile radius of Lexington are excellent. Standing sawtimber in the area exceeds 9.8 billion board feet, of which pine sawtimber constitutes 6 billion board feet. Annual growth exceeds annual cut by 482 million board feet, of which pine sawtimber constitutes 334 million board feet. The proposed operation would require 37.5 million board feet a year. The timber resources in the 60-mile radius could support nine pine plywood plants of the proposed size without diminishing standing volume. A partial survey of timber owners in seven Georgia counties indicated that 405 million board feet of pine sawtimber would be available in support of the proposed plant.

The U. S. softwood plywood industry has enjoyed an annual growth rate of 11.5% since 1945. Production totaled 14.7 billion square feet in 1968 and is expected to reach 16.1 billion by 1970 and 18 billion by 1972. Between 1965 and 1968, the production of southern pine plywood grew from 402 million square feet to 2.3 billion, a 472% increase. Pine plywood production is expected to
reach 3.3 billion square feet by 1972, which indicates that 12 new plants would be needed in the South to meet the expected growth.

The proximity of southern pine plywood plants to major markets gives them distinct advantages in transportation costs, as well as customer services, over the western regions, which still produce the bulk of softwood plywood today. The proposed plant would have a freight advantage of $10 to $15 per thousand square feet over West Coast plants in shipping to eastern markets. On a total output of 90 million square feet, the freight gains would exceed $1.4 million.

The main market destinations in Europe would be Norway, Sweden, Denmark, and Germany, where the sponsoring firm already has trade contacts. Sale revenues from the European markets would average about $83.64 per thousand square feet on a 3/8-inch basis as compared with $68.63 per thousand square feet on sales to domestic markets.

Fixed capital investment for the plant would total $4.2 million, of which equipment and machinery would constitute $2.5 million, site and building would amount to $0.9 million, plant utilities and system would cost $0.3 million, and other expenses would require $0.5 million. Working capital requirements were estimated at $874,000.

The Lexington area has an ample labor pool, a good transportation system, and adequate utility services to support a pine plywood plant.
INTRODUCTION

Through a contact with the Georgia Department of Industry and Trade, a Norwegian firm, Den Norske Gipsplatefabrikk A/S (abbreviated as DNG in this report), has become interested in building a southern pine plywood plant in the vicinity of Crawford and Lexington, Oglethorpe County, Georgia. A separate company, Norden Plywood, Inc., recently was incorporated in Georgia to manage the pine plywood plant.

An application for a loan to partially finance the proposed pine plywood plant for Norden Plywood, Inc., has been presented to the Economic Development Administration. This study was conducted to examine major production and marketing factors in order to determine the feasibility of such a proposed venture.

The Norwegian company (DNG) has a plant located in Tørkøp Pr. Drammen, Norway, engaged in the manufacture of gypsum board. Mr. Walter Nilsen, owner of DNG, used to be a home builder in Long Island, New York, a decade ago. He built the gypsum board plant in Norway and introduced the new building material to the European market. The current trend among European builders is to use more and more U.S.-type building materials, such as sheathing-grade plywood and gypsum board. However, sheathing-grade plywood has very limited sources of supply in Europe because of the paucity of timber resources there. Sheathing-grade plywood, used extensively for construction and building purposes in the United States, is generally made of softwood species such as Douglas fir and southern yellow pine. Europe has no such species or equivalent species in volume.

The proposed plant would produce 90 million square feet, on a 3/8-inch thickness basis, of sheathing-grade plywood a year. At least 50% of the proposed production would be shipped to Europe in the first few years. As the European market developed, the shipments to Europe would be increased.

This study includes three main areas of investigation -- the timber resources and log supply situation in a 60-mile radius of the Crawford-Lexington area, the plywood market, and estimates of investment, production costs, and returns. Economic data on Oglethorpe County also are supplied.
Timber Resources in a 60-Mile Radius

The availability of suitable timber in a given area is a prerequisite condition in setting up a pine plywood plant. The proposed plant would require 37.5 million board feet of pine sawtimber a year based on a yield or recovery of 2.4 square feet per board foot of log (Scribner Decimal C).

A 60-mile radius of a given place is considered as an economic distance for hauling saw logs to a veneer and plywood plant. Within a 60-mile radius of Lexington, over 5 million acres of land are in commercial forests, or 67.7% of the total land area. Of the total commercial forest acreage, about four-fifths is on the Georgia side and one-fifth on the South Carolina side. (See Table 1.)

<table>
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<td>TOTAL LAND AREA AND COMMERCIAL FOREST ACREAGE</td>
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<td>IN A 60-MILE RADIUS OF LEXINGTON, GEORGIA</td>
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<table>
<thead>
<tr>
<th></th>
<th>Total Land (in 1,000 acres)</th>
<th>Commercial Forests (in 1,000 acres)</th>
<th>Commercial Forests as % of Total</th>
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<tbody>
<tr>
<td>Georgia side</td>
<td>5,676.7</td>
<td>3,847.9</td>
<td>67.8</td>
</tr>
<tr>
<td>South Carolina side</td>
<td>1,768.4</td>
<td>1,191.9</td>
<td>67.4</td>
</tr>
<tr>
<td>Total</td>
<td>7,445.1</td>
<td>5,039.8</td>
<td>67.7</td>
</tr>
</tbody>
</table>

Sources: Georgia Forestry Commission and South Carolina Forestry Commission.

The ownerships of commercial forest land in the 60-mile radius are given in Table 2. Private farms constitute the largest portion, 49.7%; public forests, 9.6%; forest industry, 13.3%; and other private owners, 27.4%.
Table 2
OWNERSHIPS OF COMMERCIAL FOREST LAND
IN A 60-MILE RADIUS OF LEXINGTON, GEORGIA
(in thousands of acres)

<table>
<thead>
<tr>
<th></th>
<th>All Ownerships</th>
<th>Public</th>
<th>Private Farm</th>
<th>Forest Industry</th>
<th>Other Private</th>
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</thead>
<tbody>
<tr>
<td>Georgia side</td>
<td>3,847.9</td>
<td>267.2</td>
<td>2,368.2</td>
<td>457.2</td>
<td>755.3</td>
</tr>
<tr>
<td>South Carolina side</td>
<td>1,191.9</td>
<td>216.3</td>
<td>138.4</td>
<td>212.5</td>
<td>624.6</td>
</tr>
<tr>
<td>Total</td>
<td>5,039.8</td>
<td>483.5</td>
<td>2,506.6</td>
<td>669.7</td>
<td>1,379.9</td>
</tr>
</tbody>
</table>

Sources: Georgia Forestry Commission and South Carolina Forestry Commission.

Sawtimber volume, annual cut, and annual growth by species in the radius are given in Table 3. Sawtimber refers to trees with a diameter range of 9 inches d.b.h.\(^1\) and up. Total sawtimber in the radius was recorded at 9,846 million board feet, estimated annual growth at 1,018 million board feet, and annual cut at 535.5 million board feet, leaving a net gain of 482.5 million board feet a year.

Southern yellow pine, which is the major species used in the manufacture of sheathing-grade plywood in the South, has a total sawtimber volume of 6,003.9 million board feet in the 60-mile radius. The annual growth was estimated at 699.2 million board feet and annual cut at 365 million board feet. A net gain of 334.2 million board feet a year is realized. The annual net gain of pine sawtimber in the area could support nearly nine plants of the size proposed in this study without diminishing the standing sawtimber volume in the area. Detailed data concerning sawtimber volume, growth, and cut by species in the 60-mile radius of Lexington are given in Table 3.

\(^1\) Diameter breast high or 4.5 feet above ground.
Table 3
SAW TIMBER VOLUME, GROWTH, AND CUT BY SPECIES
IN A 60-MILE RADIUS, LEXINGTON, GEORGIA
(in millions of board feet)

<table>
<thead>
<tr>
<th>Volume</th>
<th>Ga. Side</th>
<th>S. C. Side</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>So. Yellow Pine</td>
<td>4,251.1</td>
<td>1,752.8</td>
<td>6,003.9</td>
</tr>
<tr>
<td>Other Softwoods</td>
<td>.5</td>
<td>67.9</td>
<td>68.4</td>
</tr>
<tr>
<td>Soft Hardwoods</td>
<td>1,270.2</td>
<td>423.8</td>
<td>1,694.0</td>
</tr>
<tr>
<td>Hard Hardwoods</td>
<td>1,552.4</td>
<td>517.3</td>
<td>2,069.7</td>
</tr>
<tr>
<td>Total</td>
<td>7,074.2</td>
<td>2,761.8</td>
<td>9,846.0</td>
</tr>
</tbody>
</table>

Annual Growth

<table>
<thead>
<tr>
<th>Volume</th>
<th>Ga. Side</th>
<th>S. C. Side</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>So. Yellow Pine</td>
<td>573.1</td>
<td>126.1</td>
<td>699.2</td>
</tr>
<tr>
<td>Other Softwoods</td>
<td>*</td>
<td>2.7</td>
<td>2.7</td>
</tr>
<tr>
<td>Soft Hardwoods</td>
<td>137.5</td>
<td>20.4</td>
<td>157.9</td>
</tr>
<tr>
<td>Hard Hardwoods</td>
<td>129.6</td>
<td>28.6</td>
<td>158.2</td>
</tr>
<tr>
<td>Total</td>
<td>840.2</td>
<td>177.8</td>
<td>1,018.0</td>
</tr>
</tbody>
</table>

Annual Cut

<table>
<thead>
<tr>
<th>Volume</th>
<th>Ga. Side</th>
<th>S. C. Side</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>So. Yellow Pine</td>
<td>295.9</td>
<td>69.1</td>
<td>365.0</td>
</tr>
<tr>
<td>Other Softwoods</td>
<td>.1</td>
<td>13.0</td>
<td>13.1</td>
</tr>
<tr>
<td>Soft Hardwoods</td>
<td>84.2</td>
<td>14.9</td>
<td>99.1</td>
</tr>
<tr>
<td>Hard Hardwoods</td>
<td>41.0</td>
<td>17.3</td>
<td>58.3</td>
</tr>
<tr>
<td>Total</td>
<td>421.2</td>
<td>114.3</td>
<td>535.5</td>
</tr>
</tbody>
</table>

* Less than .1 million board feet.

Sources: Compiled from timber data supplied by Georgia Forestry Commission and South Carolina Forestry Commission.

The superiority of timber resources in the area is supported by a letter from the Georgia Forestry Commission, which indicates that Lexington is the number one location for a forest industry such as a pine plywood plant. The letter is attached as Appendix 1.
Timber Procurement

The proposed plant would have to procure all of its log requirements from the open market. To ascertain the potential log supply for the proposed plant, the Northeast Georgia Area Planning and Development Commission conducted a mail survey of timber owners in seven Georgia counties centering around Oglethorpe County in August and September 1969. At the time of writing this report, responses to the survey are still coming in. However, a tabulation of 237 returned questionnaires, or better than 50% of the survey population, reveals that 405 million board feet of pine sawtimber from 170 timber owners will be available for the support of the proposed plant (Table 4). Based on timber statistics given in Table 3, a 6.5% annual net gain (annual growth minus annual cut) should be realized. This means that 26,325,000 board feet can be obtained annually from responding timber owners on a sustained yield basis, thus assuring the availability of 70% of the total annual requirement of 37.5 million board feet.

Table 4
RESULTS OF SURVEY OF TIMBER OWNERS IN SEVEN GEORGIA COUNTIES, a/ 1969

<table>
<thead>
<tr>
<th>Number</th>
<th>Acres</th>
<th>Board Feet</th>
</tr>
</thead>
<tbody>
<tr>
<td>Responses giving board feet</td>
<td>170</td>
<td>206,241</td>
</tr>
<tr>
<td>Responses giving acres only</td>
<td>55</td>
<td>57,082</td>
</tr>
<tr>
<td>Responses with no timber</td>
<td>12</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>237</strong></td>
<td><strong>263,323</strong></td>
</tr>
</tbody>
</table>

a/ Elbert, Greene, Madison, Oconee, Oglethorpe, and Taliaferro.

It should be noted that only seven of the 35 counties within the 60-mile radius of Lexington were covered under the timber owners' survey. Obviously, log procurement in the 60-mile radius would present no problem. The returned questionnaires are submitted separately from this report.
MARKET POTENTIALS

National Trends

The growth of softwood plywood production in the United States has been spectacular over the past 23 years. Production increased from 1,200 million square feet in 1945 to 14,694 million square feet in 1968, a growth of 11.5% per year. In every five-year period between 1945 and 1960, some 20 to 40 new plants were added. Since 1964, new plywood plants have been added largely in the southern region. In 1964, three plywood mills opened in the South, marking the entry of the southern region into the softwood plywood industry. By 1968, the South accounted for 16.1% of the total U. S. production and registered 33 plants out of a total of 174 plants. Details are given in Table 5.

<table>
<thead>
<tr>
<th>Year</th>
<th>United States</th>
<th>South</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>No. of Plants</td>
<td>Production</td>
</tr>
<tr>
<td>1945</td>
<td>31</td>
<td>1,200,000</td>
</tr>
<tr>
<td>1950</td>
<td>68</td>
<td>2,553,652</td>
</tr>
<tr>
<td>1955</td>
<td>112</td>
<td>5,075,189</td>
</tr>
<tr>
<td>1960</td>
<td>152</td>
<td>7,815,581</td>
</tr>
<tr>
<td>1965</td>
<td>174</td>
<td>12,446,612</td>
</tr>
<tr>
<td>1968</td>
<td>174</td>
<td>14,694,540</td>
</tr>
</tbody>
</table>


Since the majority of the plywood produced in the United States is consumed in the East, the proximity of southern pine plywood plants to major markets gives them distinct advantages in transportation costs, as well as customer service, over the western regions, which produce the bulk of softwood plywood today. Plywood is sold on a delivered basis and the market prices are based on West Coast manufacturing costs, plus freight from West Coast mills to
marketing areas. As a consequence, mills close to major markets profit greatly by their lower actual shipping costs. This reason alone gives southern plants a great leverage over western mills.

It is interesting to note that between 1965 and 1968 the total number of plants in the United States remained at 174 while southern pine plywood plants increased from 12 to 33. This indicates that the increase in the South induced a corresponding reduction in the western region. Besides the freight advantage enjoyed by southern plants, as mentioned, there is a basic shortage of timber resources in the West. Today the stand of Douglas fir timber is only two-fifths of its original size; in contrast, the stand of southern yellow pine has been increasing by 2 billion board feet a year. Because of the ever-increasing demand and heavy cutting, the virgin stand of Douglas fir maybe exhausted after 20 years. New growth of Douglas fir timber no doubt will affect future supply, but it takes 80 years to reach 18- to 20-inch diameter. On the other hand, southern pine takes only 35 years to reach a diameter range of 14 to 16 inches. From a regional point of view, the rapid growth of pine plywood manufacture in the South is a rational move.

The outlook for softwood production by region has been projected by the American Plywood Association. By 1972, U. S. production is expected to reach 18 billion square feet a year, or 4 billion square feet more than the volume produced in 1968, which means that 44 new plants of the size proposed in this study should be built in the next few years in order to meet the demand in 1972. The production of southern pine plywood is projected to reach 3.3 billion square feet a year, or 1.1 billion square feet more than the volume produced in 1968, which indicates 12 new plants should be added in the South in the next few years. Details of these projections are given in Table 6.

The domestic demand for softwood plywood has been projected annually to 1978 by the American Plywood Association on the basis of major end uses. By 1978, the demand is projected to total 22.6 billion square feet, or about 8 billion square feet more than the volume produced in 1968. Residential construction will constitute about one-half of all end uses, followed by industrial uses, over-the-counter, general construction, and agricultural uses. Since softwood plywood is an export item and no significant volume has been imported, the projection can be regarded as an indication of required domestic production. Details of the projection are given in Table 7.
Table 6
PROJECTED ANNUAL SOFTWOOD PLYWOOD PRODUCTION
IN THE UNITED STATES, 1968-1972
(in billions of sq. ft., 3/8-in. basis)

<table>
<thead>
<tr>
<th>Year</th>
<th>Total</th>
<th>Oregon</th>
<th>Wash.</th>
<th>Calif.</th>
<th>Inland</th>
<th>Southern</th>
</tr>
</thead>
<tbody>
<tr>
<td>1968</td>
<td>14.0</td>
<td>7.7</td>
<td>1.9</td>
<td>1.0</td>
<td>1.2</td>
<td>2.2</td>
</tr>
<tr>
<td>1969</td>
<td>15.1</td>
<td>7.9</td>
<td>2.1</td>
<td>1.2</td>
<td>1.3</td>
<td>2.6</td>
</tr>
<tr>
<td>1970</td>
<td>16.1</td>
<td>8.2</td>
<td>2.3</td>
<td>1.3</td>
<td>1.5</td>
<td>2.8</td>
</tr>
<tr>
<td>1971</td>
<td>17.1</td>
<td>8.6</td>
<td>2.4</td>
<td>1.3</td>
<td>1.7</td>
<td>3.1</td>
</tr>
<tr>
<td>1972</td>
<td>18.0</td>
<td>8.9</td>
<td>2.5</td>
<td>1.4</td>
<td>1.9</td>
<td>3.3</td>
</tr>
</tbody>
</table>


Regional Markets

As indicated previously, about 50% of the proposed production of the Norden Plywood plant, or 45 million square feet of pine plywood, would be sold in the domestic market in initial years. Because of the price structure of the softwood plywood industry, it would be most advantageous to market the production as far away as possible from the West Coast and as close to the proposed plant location as possible for the purpose of gaining maximum freight differentials. Recorded shipments to three groups of metropolitan areas which may present the best combination of marketing destinations for the proposed production are given in Table 8. Group A, containing seven metropolitan areas and representing about 10.2% of the domestic plywood market in 1968 (according to the American Plywood Association members' shipment records), is the first choice of markets for the proposed plant. Group B, also containing seven metropolitan areas and representing 7.7% of the U. S. market in 1968, is the second choice. Group C, containing six metropolitan areas and representing 13.9% of the U. S. plywood market in 1968, is the third choice. The shipment records for each metropolitan area in 1968 and in 1962 are given in Table 8. Freight differentials between Lexington, Georgia, and the West Coast on shipments to each metropolitan area are given in a later section.

Since southern pine plywood production began on a large commercial scale in 1964, the plywood market has expanded at a much more rapid rate in southern
<table>
<thead>
<tr>
<th>Year</th>
<th>Residential Construction</th>
<th>General Construction</th>
<th>Industrial Uses</th>
<th>Agricultural Uses</th>
<th>Over-the-Counter</th>
<th>Total Demand</th>
</tr>
</thead>
<tbody>
<tr>
<td>1968</td>
<td>7,700</td>
<td>1,600</td>
<td>3,400</td>
<td>300</td>
<td>1,900</td>
<td>14,900*</td>
</tr>
<tr>
<td>1969</td>
<td>8,150</td>
<td>1,650</td>
<td>3,550</td>
<td>300</td>
<td>1,950</td>
<td>15,600</td>
</tr>
<tr>
<td>1970</td>
<td>8,950</td>
<td>1,700</td>
<td>3,700</td>
<td>350</td>
<td>2,000</td>
<td>16,700</td>
</tr>
<tr>
<td>1971</td>
<td>9,700</td>
<td>1,750</td>
<td>3,850</td>
<td>375</td>
<td>2,025</td>
<td>17,700</td>
</tr>
<tr>
<td>1972</td>
<td>9,900</td>
<td>1,820</td>
<td>4,000</td>
<td>400</td>
<td>2,080</td>
<td>18,200</td>
</tr>
<tr>
<td>1973</td>
<td>10,450</td>
<td>1,900</td>
<td>4,100</td>
<td>400</td>
<td>2,100</td>
<td>18,950</td>
</tr>
<tr>
<td>1974</td>
<td>10,900</td>
<td>1,950</td>
<td>4,200</td>
<td>400</td>
<td>2,150</td>
<td>19,600</td>
</tr>
<tr>
<td>1975</td>
<td>11,150</td>
<td>2,050</td>
<td>4,300</td>
<td>425</td>
<td>2,175</td>
<td>20,100</td>
</tr>
<tr>
<td>1976</td>
<td>11,900</td>
<td>2,100</td>
<td>4,450</td>
<td>425</td>
<td>2,200</td>
<td>21,075</td>
</tr>
<tr>
<td>1977</td>
<td>12,650</td>
<td>2,200</td>
<td>4,500</td>
<td>425</td>
<td>2,225</td>
<td>22,000</td>
</tr>
<tr>
<td>1978</td>
<td>13,000</td>
<td>2,300</td>
<td>4,600</td>
<td>450</td>
<td>2,250</td>
<td>22,600</td>
</tr>
</tbody>
</table>

* Preliminary estimate.

Table 8

SHIPMENTS OF SOFTWOOD PLYWOOD
TO SELECTED MAJOR METROPOLITAN AREAS, 1962 AND 1968
(in thousands of sq. ft., 3/8-in. basis)

<table>
<thead>
<tr>
<th>Destination</th>
<th>1968</th>
<th>1962</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Group A</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Atlanta, Ga.-Chattanooga, Tenn.</td>
<td>335,022</td>
<td>133,152</td>
<td>+152</td>
</tr>
<tr>
<td>Charlotte, N. C.</td>
<td>418,917</td>
<td>176,483</td>
<td>+137</td>
</tr>
<tr>
<td>Savannah, Ga.</td>
<td>N.A.</td>
<td>34,287</td>
<td>-</td>
</tr>
<tr>
<td>Birmingham, Ala.</td>
<td>95,702</td>
<td>75,484</td>
<td>+ 27</td>
</tr>
<tr>
<td>Knoxville, Tenn.</td>
<td>70,757</td>
<td>34,402</td>
<td>+106</td>
</tr>
<tr>
<td>Jacksonville, Fla.</td>
<td>123,836</td>
<td>56,235</td>
<td>+120</td>
</tr>
<tr>
<td>Nashville, Tenn.</td>
<td>48,939</td>
<td>28,144</td>
<td>+ 74</td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td>1,093,173</td>
<td>538,187</td>
<td>+103</td>
</tr>
<tr>
<td><strong>Group B</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Richmond-Norfolk, Va.</td>
<td>182,065</td>
<td>114,838</td>
<td>+ 58</td>
</tr>
<tr>
<td>Tampa-St. Petersburg, Fla.</td>
<td>85,779</td>
<td>N.A.</td>
<td>-</td>
</tr>
<tr>
<td>Washington, D. C.-Baltimore, Md.</td>
<td>211,139</td>
<td>151,693</td>
<td>+ 39</td>
</tr>
<tr>
<td>Charleston, W. Va.</td>
<td>18,077</td>
<td>28,874</td>
<td>- 37</td>
</tr>
<tr>
<td>Cincinnati-Dayton, O.</td>
<td>134,776</td>
<td>90,342</td>
<td>+ 49</td>
</tr>
<tr>
<td>Miami, Fla.</td>
<td>150,636</td>
<td>68,541</td>
<td>+120</td>
</tr>
<tr>
<td>Mobile, Ala.</td>
<td>40,868</td>
<td>N.A.</td>
<td>-</td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td>823,340</td>
<td>454,288</td>
<td>+ 81</td>
</tr>
<tr>
<td><strong>Group C</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Columbus, O.</td>
<td>65,391</td>
<td>40,059</td>
<td>+ 63</td>
</tr>
<tr>
<td>Memphis, Tenn.</td>
<td>147,915</td>
<td>76,092</td>
<td>+ 93</td>
</tr>
<tr>
<td>New Orleans, La.</td>
<td>133,487</td>
<td>124,390</td>
<td>+ 7</td>
</tr>
<tr>
<td>Indianapolis, Ind.</td>
<td>128,147</td>
<td>96,050</td>
<td>+ 33</td>
</tr>
<tr>
<td>Cleveland, O.</td>
<td>161,436</td>
<td>111,670</td>
<td>+ 45</td>
</tr>
<tr>
<td>New York, N. Y.</td>
<td>850,456</td>
<td>510,637</td>
<td>+ 66</td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td>1,486,832</td>
<td>958,898</td>
<td>+ 55</td>
</tr>
<tr>
<td><strong>Total of 3 Groups</strong></td>
<td>3,403,345</td>
<td>1,951,373</td>
<td>+ 74</td>
</tr>
<tr>
<td><strong>U. S. Total</strong></td>
<td>10,707,938</td>
<td>6,535,227</td>
<td>+ 64</td>
</tr>
</tbody>
</table>

N.A. = Not available.

areas than in the nation as a whole. Between 1962 and 1968, sales in Atlanta increased 152%; Charlotte, 137%; Knoxville, 106%; Jacksonville, 120%; and Miami, 120%. In comparison, New York sales rose 66%; Columbus, 63%; and Cincinnati, 49%. Metropolitan areas in Group A were up 102% on the average; Group B, 81%; and Group C, 55%. It is obvious that cities close to the sources of pine plywood production tend to increase plywood consumption faster than cities which are far away.

European Market

The proposed plant at Lexington would ship at least 50% of its production to Europe. Norway, Sweden, Denmark, and Germany would be the main market destinations. The Norwegian firm (DNG) has contacted a number of potential buyers for the purpose of distributing the proposed production in these countries. Three letters from potential distributors in Europe indicating their interest in distributing pine plywood for DNG are given in Appendix 2.

Plywood prices are generally higher in Europe than in the United States as a whole because of the limited supplies of plywood there. On a 3/8-inch thickness basis, the average return from sales in Europe currently would be $83.64 per thousand square feet as compared with an average return of $68.63 per thousand square feet in sales to domestic markets. (See Table 9.) Under DNG's plan, shipments to the European market would total 45 million square feet on a 3/8-inch thickness basis. Estimated shipments, wholesale prices, costs, and net returns are based on data supplied by DNG. These data are given in Table 9.

The information given in Table 9 shows a much higher return from sales to Europe than from sales in the domestic market. However, these data are not used as a part of the actual calculations in the presentation of costs and returns of the proposed production. Sales prices to Europe used in this study will be based on f.o.b. prices, Lexington, Georgia.
Table 9

PROPOSED SHIPMENTS TO EUROPEAN DESTINATIONS, WHOLESALE PRICES, ESTIMATED COSTS, NET RETURN, AND TOTAL REVENUE FROM SALES

<table>
<thead>
<tr>
<th>Destination</th>
<th>Type of Plywood</th>
<th>3/8&quot; Equiv. Volume (M sq.ft.)</th>
<th>Actual Shipments (M sq.ft.)</th>
<th>Estimated Wholesale Price (M sq.ft.)</th>
<th>Estimated Costs</th>
<th>Net Return (M sq.ft.)</th>
<th>Total Revenue</th>
</tr>
</thead>
<tbody>
<tr>
<td>Norway</td>
<td>3/4&quot; 5-Ply CD</td>
<td>6,000</td>
<td>3,000</td>
<td>$200.00</td>
<td>$22.15</td>
<td>$16.90</td>
<td>$159.28</td>
</tr>
<tr>
<td></td>
<td>1/2&quot; 5-Ply CD</td>
<td>2,667</td>
<td>2,000</td>
<td>135.00</td>
<td>15.18</td>
<td>11.58</td>
<td>107.11</td>
</tr>
<tr>
<td></td>
<td>3/8&quot; 3-Ply CD</td>
<td>3,000</td>
<td>3,000</td>
<td>100.00</td>
<td>11.20</td>
<td>8.54</td>
<td>79.43</td>
</tr>
<tr>
<td>Sweden</td>
<td>3/4&quot; 5-Ply CD</td>
<td>6,000</td>
<td>3,000</td>
<td>200.00</td>
<td>22.15</td>
<td>9.60</td>
<td>166.58</td>
</tr>
<tr>
<td></td>
<td>1/2&quot; 5-Ply CD</td>
<td>2,667</td>
<td>2,000</td>
<td>135.00</td>
<td>15.18</td>
<td>6.48</td>
<td>112.21</td>
</tr>
<tr>
<td></td>
<td>3/8&quot; 3-Ply CD</td>
<td>2,000</td>
<td>2,000</td>
<td>100.00</td>
<td>11.20</td>
<td>4.80</td>
<td>83.17</td>
</tr>
<tr>
<td>Denmark</td>
<td>3/4&quot; 5-Ply CD</td>
<td>6,000</td>
<td>3,000</td>
<td>200.00</td>
<td>22.15</td>
<td>None</td>
<td>176.18</td>
</tr>
<tr>
<td></td>
<td>1/2&quot; 5-Ply CD</td>
<td>5,333</td>
<td>4,000</td>
<td>135.00</td>
<td>15.18</td>
<td>None</td>
<td>118.69</td>
</tr>
<tr>
<td>Germany</td>
<td>3/4&quot; 5-Ply CD</td>
<td>6,000</td>
<td>3,000</td>
<td>200.00</td>
<td>22.15</td>
<td>11.20</td>
<td>164.98</td>
</tr>
<tr>
<td></td>
<td>1/2&quot; 5-Ply CD</td>
<td>5,333</td>
<td>4,000</td>
<td>135.00</td>
<td>15.18</td>
<td>7.56</td>
<td>111.13</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>45,000</td>
<td>29,000</td>
<td></td>
<td></td>
<td></td>
<td>$3,763,610</td>
</tr>
</tbody>
</table>

$3,763,610 ∗ 45MM = $83.64/M sq. ft. on 3/8" basis.
PROJECTED INVESTMENT, COSTS, AND PROFITS

Data on investment requirements, proposed financing, sales revenue, costs, and profits for a southern pine plywood plant in the vicinity of Lexington, Georgia, are presented in this section. Most data and assumptions used are intentionally conservative. Operation of the plant is calculated at two-thirds capacity or at an annual output of 90 million square feet on a 3/8-inch thickness basis.

Fixed Investment

The total fixed investment required for the proposed pine plywood plant will be $4,201,500, including machinery and equipment costs of $2,449,500, site and building costs of $912,000, plant utilities and system costs of $350,000, and other anticipated costs of $490,000. Details are given in Table 10.

A listing of itemized machinery and equipment costs is given in Appendix 3. The Coe Manufacturing Company, a major plywood machinery maker, announced a 5% price increase effective July 1, 1969. Letters confirming the increase, together with other correspondence, are shown in Appendix 4.

Working Capital Requirements

The working capital required for the proposed plant in a typical year would be $874,000. The requirements are two weeks' log supply, two weeks' veneer production, two weeks' plywood production, and one month's accounts receivable. The details are given in Table 11.

Proposed Financing

The total capital requirements of the plant will be $5,075,500, including both fixed assets and working capital. The proposed sources of financing for fixed investment are given as follows:

<table>
<thead>
<tr>
<th>Source</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Economic Development Administration</td>
<td>$2,100,750</td>
</tr>
<tr>
<td>20 years at 5 3/4% interest</td>
<td></td>
</tr>
<tr>
<td>Hambros Bank, Ltd., London</td>
<td>1,000,000</td>
</tr>
<tr>
<td>6 years at 12% interest</td>
<td></td>
</tr>
<tr>
<td>The Citizens and Southern National Bank, Atlanta</td>
<td>650,750</td>
</tr>
<tr>
<td>6 years at 12% interest</td>
<td></td>
</tr>
<tr>
<td>Walter Nilsen and Associates</td>
<td>450,000</td>
</tr>
<tr>
<td><strong>Total fixed investment</strong></td>
<td><strong>$4,201,500</strong></td>
</tr>
</tbody>
</table>
Table 10
SUMMARY OF FIXED INVESTMENT

<table>
<thead>
<tr>
<th>Equipment Shipped and Installed</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Coe Company</td>
<td>$1,094,500</td>
</tr>
<tr>
<td>Other companies</td>
<td>1,355,000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$2,449,500</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Site and Building</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Site, 50 acres at $400 per acre</td>
<td>$ 20,000</td>
</tr>
<tr>
<td>Grading and paving, 25 acres</td>
<td>70,000</td>
</tr>
<tr>
<td>Railroad spur</td>
<td>22,000</td>
</tr>
<tr>
<td>186,000-sq. ft. plant building</td>
<td>750,000</td>
</tr>
<tr>
<td>Office building and equipment</td>
<td>50,000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$ 912,000</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Plant Utilities and System</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Electrical wiring</td>
<td>$ 140,000</td>
</tr>
<tr>
<td>Sprinkler system and heating</td>
<td>120,000</td>
</tr>
<tr>
<td>Boiler piping</td>
<td>20,000</td>
</tr>
<tr>
<td>Domestic water system and sewerage</td>
<td>20,000</td>
</tr>
<tr>
<td>Engineering</td>
<td>50,000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$ 350,000</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Other Anticipated Costs</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Legal expenses</td>
<td>$ 10,000</td>
</tr>
<tr>
<td>Interest during building period</td>
<td>180,000</td>
</tr>
<tr>
<td>Contingency</td>
<td>300,000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$ 490,000</strong></td>
</tr>
<tr>
<td><strong>Total Fixed Investment</strong></td>
<td><strong>$4,201,500</strong></td>
</tr>
</tbody>
</table>
Table 11
WORKING CAPITAL REQUIREMENTS

<table>
<thead>
<tr>
<th>Description</th>
<th>Quantity</th>
<th>Unit Price</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Logs (2 weeks' supply)</td>
<td>1.442 MM</td>
<td>$72/M</td>
<td>$104,000</td>
</tr>
<tr>
<td>Veneer (2 weeks' production)</td>
<td>3.46 MM</td>
<td>$45/M</td>
<td>155,000</td>
</tr>
<tr>
<td>Plywood (2 weeks' production)</td>
<td>3.46 MM</td>
<td>$59.32/M</td>
<td>205,000</td>
</tr>
<tr>
<td>Total Inventories</td>
<td></td>
<td></td>
<td>464,000</td>
</tr>
<tr>
<td>Accounts receivable (1 month)</td>
<td></td>
<td></td>
<td>410,000</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td></td>
<td>874,000</td>
</tr>
</tbody>
</table>

It is proposed that EDA supply 50% of the fixed investment; Hambros Bank, 24%; the Citizens and Southern National Bank, 15%, and Walter Nilsen, 11%. The working capital requirements would be satisfied by operating revenues or commercial loans.

Estimated Costs and Returns

At the time of writing this report, softwood plywood prices were quite depressed. Plywood prices have been fluctuating widely in the past year. On February 15, 1969, the f.o.b.-West Coast price of sheathing grade plywood, 3/8-inch thickness with exterior glue, was quoted at $106 per thousand square feet. The price went down to $65 on May 17 and to $52 on July 19. The February price was regarded as high, the May price normal, and the July price depressed. The price used in this study was based on Crow's Newsletter, August 9, 1969, when prices were still depressed. However, alternative returns based on the price quoted on May 17 will be given in a later section.

Even at the current depressed prices, the proposed plant could make a good profit because 50% of the proposed production would be shipped to Europe. Base price revenue would be $5,130,900; total net plywood sales revenue, $6,177,300; and after-tax profit on a typical operating year, $692,600 or 16.5% of the fixed investment. (See Table 12.) However, interest on borrowed funds has not been included in the statement. The interest payments would be
in the neighborhood of $320,000 a year. Consequently, net profit after taxes would be $372,600 or nearly 9% of the fixed investment.

Several items in the projected profit and loss statement need to be explained. Trade and cash discounts, which are commonly used in the United States, are not applicable to sales to the European market. Even in the domestic market, trade and cash discounts become less generous when market prices are depressed. However, these discounts are fully accorded to sales in the domestic market in this study.

Net freight gains of $1,453,000 are derived from sales to both European and domestic markets. However, the freight gains resulting from selling abroad are larger than those accruing from domestic sales because sales to Europe are based on f.o.b. Lexington prices with no freight costs involved. (See Table 14.)

Based on information supplied by machine makers, a manpower table is given in Table 15. Wage rates were based largely on established rates for plywood manufacture but adjusted to the Lexington pay scale.

Yield ratio from log scale to finished plywood depends on factors such as tree diameter and log grade. A yield ratio of 2.4 (Scribner Decimal C), which is conservative, was adopted. (See Table 16, VII.) Log cost at $72 per thousand board feet is considered as generous. However, log cost has been rising steadily in recent years.

Sales of wood chips do not include possible revenue from wood wastes and bark. Wastes such as plywood trim saw waste, dry veneer waste, and logged bark, if properly treated, can become a source of revenue to the proposed plant.

A projected statement of profit and loss on a typical operating year is given in Table 12, followed by detailed breakdowns on revenue and cost calculations in Tables 13 to 17.

Based on data supplied by the Industrial Development Division, Arthur Andersen & Company (a public accounting firm) prepared a three-year cash-flow projection for Norden Plywood, Inc. The cash-flow projection is submitted separately from this report.
Table 12

PROJECTED STATEMENT OF PROFIT AND LOSS\(^a/\)
(Typical operating year; annual production of 90 million sq. ft., 3/8-in. basis)

<table>
<thead>
<tr>
<th>Plywood Sales Revenue</th>
<th>Total Amount</th>
<th>Average/M</th>
</tr>
</thead>
<tbody>
<tr>
<td>Base price revenue (Table 13)</td>
<td>$5,130,900</td>
<td>$57.01</td>
</tr>
<tr>
<td>Less: Trade discounts - 5%, 3% (7.85%)(^b/)</td>
<td>(201,400)</td>
<td>(2.24)</td>
</tr>
<tr>
<td>Cash discounts - 2(^b/)</td>
<td>(51,300)</td>
<td>(.57)</td>
</tr>
<tr>
<td>Sales cost - 3%</td>
<td>(153,900)</td>
<td>(1.71)</td>
</tr>
<tr>
<td>Net base price revenue</td>
<td>$4,724,300</td>
<td>$52.49</td>
</tr>
<tr>
<td>Net freight gains (Table 14)</td>
<td>1,453,000</td>
<td>16.14</td>
</tr>
<tr>
<td>Total net plywood sales revenue</td>
<td>$6,177,300</td>
<td>$68.63</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Cost of Goods Sold</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Direct labor (Table 15)</td>
<td>$848,600</td>
<td>$9.43</td>
</tr>
<tr>
<td>Supervision (Table 16)</td>
<td>149,000</td>
<td>1.66</td>
</tr>
<tr>
<td>Glue and chemicals</td>
<td>612,000</td>
<td>6.80</td>
</tr>
<tr>
<td>Depreciation (Table 16)</td>
<td>258,800</td>
<td>2.88</td>
</tr>
<tr>
<td>Insurance (Table 16)</td>
<td>9,800</td>
<td>.11</td>
</tr>
<tr>
<td>Property taxes (Table 16)</td>
<td>37,400</td>
<td>.42</td>
</tr>
<tr>
<td>Operating supplies and expenses</td>
<td>54,000</td>
<td>.60</td>
</tr>
<tr>
<td>Maintenance supplies and expenses</td>
<td>99,000</td>
<td>1.10</td>
</tr>
<tr>
<td>Gas (Table 16)</td>
<td>167,300</td>
<td>1.86</td>
</tr>
<tr>
<td>Electricity (Table 16)</td>
<td>129,200</td>
<td>1.44</td>
</tr>
<tr>
<td>Association dues and expenses</td>
<td>54,000</td>
<td>.60</td>
</tr>
<tr>
<td>Cost of manufacturing</td>
<td>$2,419,100</td>
<td>$26.90</td>
</tr>
<tr>
<td>Cost of logs (Table 16)</td>
<td>2,700,000</td>
<td>30.00</td>
</tr>
<tr>
<td>Cost of goods sold</td>
<td>$5,119,100</td>
<td>$56.90</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Profit</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Plywood gross profit</td>
<td>$1,058,200</td>
<td>$11.73</td>
</tr>
<tr>
<td>Income from chips (Table 17)</td>
<td>415,400</td>
<td>4.62</td>
</tr>
<tr>
<td>Profit before taxes</td>
<td>$1,473,600</td>
<td>$16.35</td>
</tr>
<tr>
<td>Reserve for taxes (53%)</td>
<td>781,000</td>
<td>8.65</td>
</tr>
<tr>
<td>Profit after taxes</td>
<td>$692,600</td>
<td>$7.70</td>
</tr>
</tbody>
</table>

\(^a/\) Interest on borrowed funds and accelerated depreciation methods have not been incorporated in this projected statement.

\(^b/\) Trade and cash discounts apply only to domestic sales, which account for 50% of the total production.
Table 13
SALES REVENUE AT F.O.B. WEST COAST PRICES
(Sales volume of 90 million sq. ft., 3/8-in.)

<table>
<thead>
<tr>
<th>Unsanded Plywood Type</th>
<th>Percent of Production</th>
<th>Equivalent Output (3/8&quot;) (MM sq.ft.)</th>
<th>Actual Output (MM sq.ft.)</th>
<th>List Price $/M</th>
<th>West Coast Sales Revenue</th>
</tr>
</thead>
<tbody>
<tr>
<td>3/4&quot; 5-Ply CD</td>
<td>33.89</td>
<td>30.5</td>
<td>15.250</td>
<td>$112</td>
<td>$1,708,000</td>
</tr>
<tr>
<td>5/8&quot; 5-Ply CD</td>
<td>5.00</td>
<td>4.5</td>
<td>2.700</td>
<td>89</td>
<td>240,300</td>
</tr>
<tr>
<td>1/2&quot; 5-Ply CD</td>
<td>45.00</td>
<td>40.5</td>
<td>30.375</td>
<td>79</td>
<td>2,399,625</td>
</tr>
<tr>
<td>3/8&quot; 3-Ply CD</td>
<td>16.11</td>
<td>14.5</td>
<td>14.500</td>
<td>54</td>
<td>783,000</td>
</tr>
<tr>
<td></td>
<td>100.00</td>
<td>90.0</td>
<td>62.825</td>
<td></td>
<td>$5,130,925</td>
</tr>
</tbody>
</table>

$5,130,925 ÷ 90 MM = $57.01/M sq. ft., 3/8"

\[a/\] Based on Crow's Newsletter, August 9, 1969.
### Table 14
COMPARATIVE FREIGHT RATES, WEST COAST VERSUS LEXINGTON, GEORGIA

A. Sales to Domestic Market

<table>
<thead>
<tr>
<th>Destination</th>
<th>West Coast Rate&lt;sup&gt;a/&lt;/sup&gt; (per M 3/8&quot;)</th>
<th>Lexington, Ga.&lt;sup&gt;b/&lt;/sup&gt; (per M 3/8&quot;)</th>
<th>Difference (per M 3/8&quot;)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Group A</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Atlanta, Ga.-Chattanooga, Tenn.</td>
<td>$18.22</td>
<td>$1.80</td>
<td>$16.42</td>
</tr>
<tr>
<td>Charlotte, N. C.</td>
<td>18.56</td>
<td>2.52</td>
<td>16.04</td>
</tr>
<tr>
<td>Savannah, Ga.</td>
<td>18.56</td>
<td>2.64</td>
<td>15.92</td>
</tr>
<tr>
<td>Birmingham, Ala.</td>
<td>18.00</td>
<td>2.76</td>
<td>15.24</td>
</tr>
<tr>
<td>Knoxville, Tenn.</td>
<td>18.23</td>
<td>3.00</td>
<td>15.23</td>
</tr>
<tr>
<td>Jacksonville, Fla.</td>
<td>18.56</td>
<td>3.60</td>
<td>14.96</td>
</tr>
<tr>
<td>Nashville, Tenn.</td>
<td>18.00</td>
<td>3.84</td>
<td>14.16</td>
</tr>
<tr>
<td><strong>Average Difference</strong></td>
<td></td>
<td></td>
<td>15.42</td>
</tr>
<tr>
<td><strong>Group B</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Richmond-Norfolk, Va.</td>
<td>18.56</td>
<td>5.04</td>
<td>13.52</td>
</tr>
<tr>
<td>Tampa-St. Petersburg, Fla.</td>
<td>18.56</td>
<td>5.04</td>
<td>13.52</td>
</tr>
<tr>
<td>Washington, D. C.-Baltimore, Md.</td>
<td>18.56</td>
<td>5.40</td>
<td>13.16</td>
</tr>
<tr>
<td>Charleston, W. Va.</td>
<td>18.45</td>
<td>5.40</td>
<td>13.05</td>
</tr>
<tr>
<td>Louisville, Ky.</td>
<td>18.02</td>
<td>5.04</td>
<td>12.98</td>
</tr>
<tr>
<td>Cincinnati-Dayton, O.</td>
<td>18.00</td>
<td>5.16</td>
<td>12.84</td>
</tr>
<tr>
<td>Miami, Fla.</td>
<td>18.56</td>
<td>5.88</td>
<td>12.68</td>
</tr>
<tr>
<td>Mobile, Ala.</td>
<td>17.21</td>
<td>4.68</td>
<td>12.53</td>
</tr>
<tr>
<td><strong>Average Difference</strong></td>
<td></td>
<td></td>
<td>13.03</td>
</tr>
<tr>
<td><strong>Group C</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Columbus, O.</td>
<td>18.22</td>
<td>7.22</td>
<td>11.00</td>
</tr>
<tr>
<td>Memphis, Tenn.</td>
<td>15.97</td>
<td>5.04</td>
<td>10.93</td>
</tr>
<tr>
<td>New Orleans, La.</td>
<td>15.97</td>
<td>5.40</td>
<td>10.57</td>
</tr>
<tr>
<td>Indianapolis, Ind.</td>
<td>17.89</td>
<td>7.32</td>
<td>10.57</td>
</tr>
<tr>
<td>Cleveland, O.</td>
<td>18.22</td>
<td>8.04</td>
<td>10.18</td>
</tr>
<tr>
<td>New York, N. Y.</td>
<td>18.56</td>
<td>8.52</td>
<td>10.04</td>
</tr>
<tr>
<td><strong>Average Difference</strong></td>
<td></td>
<td></td>
<td>10.55</td>
</tr>
</tbody>
</table>

<sup>a/</sup> Based on a shipping weight for Douglas fir plywood of 1,125 pounds per thousand square feet (3/8") and shipment in maximum-sized cars for lowest rate.

<sup>b/</sup> Based on a shipping weight for southern pine plywood of 1,200 pounds per thousand square feet (3/8") and shipment in 60,000-pound carloads.

(continued)
Table 14 (continued)

Calculations

Sales to Group A are assumed at 25% of total shipments, those to Group B at 15%, and those to Group C at 10%. Net freight gain was calculated as follows:

<table>
<thead>
<tr>
<th>Group</th>
<th>Percentage</th>
<th>Sales (MM) @ Price</th>
<th>Freight Gain</th>
</tr>
</thead>
<tbody>
<tr>
<td>Group A</td>
<td>25%</td>
<td>22.50 MM @ $15.42</td>
<td>$346,950.00</td>
</tr>
<tr>
<td>Group B</td>
<td>15%</td>
<td>13.50 MM @ $13.03</td>
<td>$175,905.00</td>
</tr>
<tr>
<td>Group C</td>
<td>10%</td>
<td>9.00 MM @ $10.55</td>
<td>$94,950.00</td>
</tr>
<tr>
<td>Total</td>
<td>50%</td>
<td>45.00 MM</td>
<td>$617,805.00</td>
</tr>
</tbody>
</table>

$617,805 ÷ 45 MM = $13.73/M sq. ft.

B. Sales to European Market

Sales to the European market are assumed at 50% of total shipments. An f.o.b. price for sales to the European market is established.

F.o.b. Lexington, 3/8" 3-ply CD = West Coast list price + freight rate from West Coast to Lexington, Georgia.

$54.00 + $18.56 = $72.56

Freight gains in sales of 45 MM to the European market
$18.56 x 45 MM = $835,200.00

C. Total Freight Gains

$617,805.00 + $835,200.00 = $1,453,005.00
<table>
<thead>
<tr>
<th>Job Title</th>
<th>Men per Shift</th>
<th>Base Rate per Hour</th>
<th>Base Cost&lt;sup&gt;a/&lt;/sup&gt; per Day</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>No. 1</td>
<td>No. 2</td>
<td>No. 3&lt;sup&gt;b/&lt;/sup&gt;</td>
</tr>
<tr>
<td>Log yard</td>
<td>3</td>
<td>3</td>
<td>0</td>
</tr>
<tr>
<td>Debarker</td>
<td>1</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>Cut-off saw</td>
<td>1</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>Water vats</td>
<td>2</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>Eight-foot lathe</td>
<td>1</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>Four-foot lathe</td>
<td>1</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Eight-foot chippers</td>
<td>2</td>
<td>2</td>
<td>0</td>
</tr>
<tr>
<td>Eight-foot chipper spotter</td>
<td>2</td>
<td>2</td>
<td>0</td>
</tr>
<tr>
<td>Four-foot clipper</td>
<td>1</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Eight-foot green chain</td>
<td>10</td>
<td>10</td>
<td>0</td>
</tr>
<tr>
<td>Four-foot green chain</td>
<td>3</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Veneer dryer</td>
<td>3</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>Dryer tender</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Dry veneer grading tables</td>
<td>6</td>
<td>6</td>
<td>6</td>
</tr>
<tr>
<td>Lift truck operators</td>
<td>2</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Glue mixer</td>
<td>2</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Glue spreader</td>
<td>12</td>
<td>6</td>
<td>6</td>
</tr>
<tr>
<td>Presses</td>
<td>2</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Trim saw</td>
<td>1</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Re-clip</td>
<td>1</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>Sander</td>
<td>2</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Grade line</td>
<td>2</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>General labor</td>
<td>5</td>
<td>5</td>
<td>2</td>
</tr>
<tr>
<td>Shipping</td>
<td>4</td>
<td>4</td>
<td>0</td>
</tr>
<tr>
<td>Clipping</td>
<td>2</td>
<td>2</td>
<td>0</td>
</tr>
<tr>
<td>Maintenance</td>
<td>2</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Foremen</td>
<td>3</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td><strong>Totals</strong></td>
<td>77</td>
<td>58</td>
<td>26</td>
</tr>
</tbody>
</table>

(continued)
Total base cost for two shifts$^{a/}$: $2,672.80 per day.

Cost of payroll taxes, vacations, fringe benefits, overtime, and shift differential: 27% of base cost = $721.66 per day.

Total direct labor costs: $2,672.80 + $721.66 = $3,394.46 per day or 
$3,394.46 \times 250 \text{ days} = $848,615.00 per year
$848,615.00 \div 90 \text{ MM bd. ft.} = 9.43 \text{ per M bd. ft.,} 
3/8".

$^{a/}$ Throughout this report, the plant is described as having only two shifts because controlling operations in the green-ends section are shut down for the third shift. Operations associated with the presses are manned for all three shifts, however.
Table 16
MANUFACTURING AND RAW MATERIAL COSTS: SELECTED CALCULATIONS

I. Supervisory Personnel

<table>
<thead>
<tr>
<th>Position</th>
<th>Salary</th>
</tr>
</thead>
<tbody>
<tr>
<td>General manager</td>
<td>$25,000</td>
</tr>
<tr>
<td>Plant manager</td>
<td>$18,000</td>
</tr>
<tr>
<td>Plant superintendent</td>
<td>$15,000</td>
</tr>
<tr>
<td>Sales manager</td>
<td>$14,000</td>
</tr>
<tr>
<td>Log procurement</td>
<td>$12,000</td>
</tr>
<tr>
<td>Engineer</td>
<td>$12,000</td>
</tr>
<tr>
<td>Chief mechanic</td>
<td>$11,000</td>
</tr>
<tr>
<td>Chief accountant</td>
<td>$12,000</td>
</tr>
<tr>
<td>5 clerks @ $6,000</td>
<td>$30,000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$149,000</strong></td>
</tr>
</tbody>
</table>

$149,000 ÷ 90 MM = $1.66/M (3/8")

II. Depreciation

<table>
<thead>
<tr>
<th>Asset</th>
<th>Cost</th>
<th>Life (Years)</th>
<th>Depreciation per Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Equipment</td>
<td>$2,799,500</td>
<td>12</td>
<td>$233,300</td>
</tr>
<tr>
<td>Building</td>
<td>$892,000</td>
<td>35</td>
<td>$25,500</td>
</tr>
<tr>
<td><strong>Depreciation per Year</strong></td>
<td><strong>$258,800</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

III. Insurance

<table>
<thead>
<tr>
<th>Component</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Plant investment</td>
<td>$4,200,000</td>
</tr>
<tr>
<td>Inventory</td>
<td>700,000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$4,900,000</strong></td>
</tr>
</tbody>
</table>

$4,900,000 @ $0.20/$100 = $9,800 per year

IV. Property Tax

Oglethorpe County: $22.25 per $1,000 at 40% of actual value
40% of $4,201,500 = $1,680,600 x 22.25 mills
= $37,393 per year


Table 16 (continued)

V. Gas

Gas - Steam Requirements

<table>
<thead>
<tr>
<th>Process</th>
<th>Rate (lbs./hr.)</th>
<th>Multiplier (24)</th>
<th>Daily Requirement (lbs./day)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dryers</td>
<td>50,000</td>
<td></td>
<td>1,200,000</td>
</tr>
<tr>
<td>Press</td>
<td>4,000</td>
<td></td>
<td>96,000</td>
</tr>
<tr>
<td>Vats</td>
<td>9,500</td>
<td></td>
<td>228,000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>63,500</strong></td>
<td><strong>24</strong></td>
<td><strong>1,524,000</strong></td>
</tr>
</tbody>
</table>

1,524,000 lbs. of steam @ 1,200 Btu/lb. = 1,829 MM Btu

Cost of gas @ $0.30/MM Btu

1,829 MM Btu ÷ 0.82 boiler efficiency x $0.30 = $669.15/day

$669.15 x 250 days = $167,287.50 per year

VI. Electricity

For 24-hour period, 4,601 kva, 80% power factor

Daily requirement estimated at 47,900 kwh

Assume 21 working days per month: 47,900 kwh x 21 = 1,005,900 kwh/month = $10,769.05/month.

$10,769.05 x 12 = $129,228.60 per year

VII. Raw Materials -- Cost of Logs

Plywood production 90,000,000 (3/8") square feet per year

Assumed recovery Log scale to finished plywood
2.4 (Scribner Decimal C)

Log requirement 90,000,000 ÷ 2.4 = 37,500,000 board feet

Annual log cost 37,500,000 bd. ft. x $72.00/M = $2,700,000.00

Cost per M (3/8") $2,700,000 ÷ 90 MM = $30.00
Table 17
NET ANNUAL REVENUE FROM SALE OF CHIPS

Veneer chips
37,500 board feet log scale x 0.35 cords/M = 13,125 cords

Core chips
37,500 board feet log scale x 0.23 cords/M = 8,625 cords

Total chip production per year 21,750 cords

Sales price
F.o.b. destination $21.50 per cord
Delivery charge -2.40 per cord
F.o.b. mill $19.10 per cord

Gross revenue from chips
21,750 cords @ $19.10 = $415,425.00

Alternate Calculations
Changing plywood prices obviously will have an important effect on the final calculations presented in this report. If the normal prices of May 17, 1969, were used in this report, base price revenue would be $5,883,500 and profit after taxes would be $1,018,400 or 24% of the fixed investment. Assuming interest payments on borrowed funds are $320,000 per year, net returns on the proposed production would be $698,400 or 16.6% of the fixed investment. The details of the alternate profit and loss calculations are given in Table 18.
Table 18
ALTERNATE STATEMENT OF PROFIT AND LOSSa/
(Typical operating year; annual production of
90 million sq. ft., 3/8-in. basis)

<table>
<thead>
<tr>
<th>Plywood Sales Revenues</th>
<th>Total Amount</th>
<th>Average/M</th>
</tr>
</thead>
<tbody>
<tr>
<td>Base price revenue</td>
<td>$5,883,500</td>
<td>$65.37</td>
</tr>
<tr>
<td>Less:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Trade discounts 5%, 3% (7.85%)c/</td>
<td>(231,000)</td>
<td>(2.57)</td>
</tr>
<tr>
<td>Cash discounts 2%c/</td>
<td>(59,000)</td>
<td>(0.66)</td>
</tr>
<tr>
<td>Sales cost 3%</td>
<td>(176,000)</td>
<td>(1.96)</td>
</tr>
<tr>
<td></td>
<td>Net base price revenue $5,417,500</td>
<td>$60.18</td>
</tr>
<tr>
<td></td>
<td>Net freight gains</td>
<td>1,453,000</td>
</tr>
<tr>
<td></td>
<td>Total net plywood sales revenue $6,870,500</td>
<td>$76.32</td>
</tr>
<tr>
<td>Cost of goods sold</td>
<td>5,119,100</td>
<td>56.90</td>
</tr>
<tr>
<td>Plywood gross profit</td>
<td>1,751,400</td>
<td>19.42</td>
</tr>
<tr>
<td>Income from chips</td>
<td>451,400</td>
<td>4.62</td>
</tr>
<tr>
<td>Profit before taxes</td>
<td>$2,166,800</td>
<td>$24.04</td>
</tr>
<tr>
<td>Reserve for taxes (53%)</td>
<td>1,148,400</td>
<td>12.74</td>
</tr>
<tr>
<td>Profit after taxes</td>
<td>$1,018,400</td>
<td>$11.30</td>
</tr>
</tbody>
</table>

a/ Interest on borrowed funds and accelerated depreciation methods have not been incorporated in this projected statement.

b/ Based on Crow's Newsletter, May 17, 1969:

<table>
<thead>
<tr>
<th>Plywood Type</th>
<th>Actual Output (MM sq. ft.)</th>
<th>List Price ($/M)</th>
<th>West Coast Sales Revenue</th>
</tr>
</thead>
<tbody>
<tr>
<td>3/4&quot; 5-Ply CD</td>
<td>15.250</td>
<td>$137</td>
<td>$2,089,000</td>
</tr>
<tr>
<td>5/8&quot; 5-Ply CD</td>
<td>2.700</td>
<td>100</td>
<td>270,000</td>
</tr>
<tr>
<td>1/2&quot; 5-Ply CD</td>
<td>30.375</td>
<td>85</td>
<td>2,582,000</td>
</tr>
<tr>
<td>3/8&quot; 3-Ply CD</td>
<td>14.500</td>
<td>65</td>
<td>942,500</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td></td>
<td>$5,883,500</td>
</tr>
</tbody>
</table>

c/ Trade and cash discounts apply only to domestic sales, which account for 50% of the total production.
Setting

A proposed plant site about 50 acres in size is located a few miles south of Crawford and Lexington, Georgia. (See Map 1.) Crawford and Lexington (county seat), only three miles apart in the center of Oglethorpe County, are located in northeast Georgia on the Piedmont Plateau. Crawford is 14 miles southeast of Athens, 80 miles east of Atlanta, and 87 miles northwest of Augusta.

Oglethorpe County is one of nine member counties of the Northeast Georgia Area Planning and Development Commission. The county had about 8,000 population in 1968, Lexington had 519, and Crawford had 562. Average annual rainfall in the area is about 46 inches. Mean temperature is 63°, with an average freeze-free period of nearly 230 days.

Characteristics of the Local Economy

The condition of the local economy can best be illustrated by the declining trend in employment in the county. Total employment in Oglethorpe County decreased by 15.1% between 1960 and 1967. Manufacturing employment in the same period decreased by 34.6%. Between April 1967 and March 1969, there was a further decline of 2.4% in manufacturing employment in the county. The county has only five industrial establishments. The employment of each establishment in March 1969 is given below:

<table>
<thead>
<tr>
<th>Location</th>
<th>Product</th>
<th>Employment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Crawford</td>
<td>Textiles</td>
<td>93</td>
</tr>
<tr>
<td>Crawford</td>
<td>Feed and poultry</td>
<td>2</td>
</tr>
<tr>
<td>Crawford</td>
<td>Clock coils</td>
<td>27</td>
</tr>
<tr>
<td>Oglethorpe County</td>
<td>Stone</td>
<td>38</td>
</tr>
<tr>
<td>Lexington</td>
<td>Newspaper</td>
<td>2</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>****</td>
<td><strong>162</strong></td>
</tr>
</tbody>
</table>

The county is primarily agricultural. However, the number of farms and farm operators have been declining persistently over the years. Between 1959 and 1964, both number of farms and operators declined 26%, and farm acreage declined 19%. Detailed data are as follows:
Map 1
PROPOSED PLANT SITE AND LOCATION MAP

LOCATION MAP

50.526 ACRES
- 0.500 AT&T R/W
50.026 ACRES

Map 1
LOCATION MAP

U.S. 78
CRAWFORD
GA. T1
LEXINGTON

GA. R.R.
200' R/W

AT&T UNDERGROUND CABLE 20' R/W

300'
Year	Number of Farms	All Farm Operators	Acres
1959	697	697	124,392
1964	518	518	101,274


The economic decline of the county also is reflected in total employment statistics. Between 1963 and 1968, total employment in Oglethorpe County decreased 5%, while the labor force decreased 8%. There has been a net out-migration of the working-age population because of the lack of employment opportunities in the county. The figures are as follows:

Year	Employment	Labor Force
1963	1,530	1,680
1968	1,470	1,550

In an effort to reverse the continued economic decline in the county, the Northeast Georgia Planning and Development Commission and the Oglethorpe County Development Commission are jointly undertaking a project to develop an industrial park in the vicinity of Crawford and Lexington. A site 100 to 160 acres in size has been chosen for the industrial park. The proposed pine plywood plant, which is the subject of this report, would occupy 50 acres of the industrial park if it materializes.

The proposed plywood plant would be the first tenant of the industrial park. It would provide 174 direct jobs within six months of the start-up date and a payroll in the neighborhood of $1 million a year. It also would attract feeder industries which would provide substantial employment opportunities. In view of the present scanty opportunities in the county, the proposed plant would give the county a significant economic boost.

Transportation, Communications, and Utilities

A branch line of the Georgia Railroad (affiliated with the Seaboard Coast Line and Louisville and Nashville railroad system) running between Athens and Union Point, Georgia, serves Crawford. The line runs along the east side of the proposed plant site. Pickup and delivery and drop shipment services are available. The nearest piggyback ramps are located at Athens, 14 miles away on the Seaboard Coast Line Railroad. Shipping time for carloads to New York
is fourth morning; to Washington, D. C., and Miami, third morning; to Jackson-
ville and Nashville, second morning; and to Atlanta and Savannah, first morning.

Four truck lines, three with terminals in Athens, serve Crawford and Lex-
ington on intrastate and interstate shipments. Eight other carriers have au-
thority to serve Crawford on interstate shipments only; seven others are
authorized to serve Lexington on interstate shipments only. Principal routes
used are U. S. Highway 78 (Georgia Highway 10) and Georgia Highways 22 and 77.
Georgia Highway 77 runs along the eastern border of the proposed plant site.

The nearest commercial air service is available at Athens, 12 miles west,
where Southern Airways offers five flights daily. The Athens Airport, operated
by Clarke County, has two paved, lighted runways.

Lexington and Crawford have 14 scheduled daily buses. Parcel freight
shipments and United Parcel Services are available at both towns.

The usual telephone, telegraph, and postal services are available at Craw-
ford and Lexington. Three radio stations from Athens are received in Oglethorpe
County. Television is received from stations in Atlanta, Athens, Augusta, and
Greenville, South Carolina. A local newspaper is located at Lexington. Daily
papers from Atlanta, Athens, and Anderson, South Carolina, are available.

Georgia Power Company distributes electricity to Crawford and Lexington.
Natural gas is distributed in Crawford and Lexington by the Tri-County Natural
Gas Company. Both Crawford and Lexington draw their water from springs. The
Crawford system has a pumping capacity of 360,000 gallons per day, while the
Lexington system has a pumping capacity of 203,500 gallons per day.

Labor Supply

According to an estimate made by the Georgia Department of Labor in Septem-
ber 1969, 2,250 persons would be available for industrial employment in the
Crawford-Lexington labor market area. The area covers Oglethorpe, Clarke,
Elbert, Greene, Madison, Oconee, Taliaferro, and Wilkes counties. This estimate
is based on the possibility of drawing from the Athens-Clarke County labor mar-
et at wage rates competitive with or better than the level presently existing
there. It consists of about 1,100 men and 1,150 women. Generally, the un-
employed, high school graduates and dropouts, housewives, and out-commuters
form the available labor pool.
**Taxes**

The Oglethorpe County tax rate for 1968 and 1969 is $22.50 per $1,000 valuation, based on 40% of actual value for all property. Since the proposed plant site is not in the city limits of either Crawford or Lexington, no city taxes would be imposed.

More detailed economic data on Crawford and Lexington are available in a booklet which is submitted separately.
CONCLUSION

The proposed pine plywood plant, to be located in the vicinity of Crawford and Lexington, Georgia, is practical in view of the favorable timber supplies in the area, expanding domestic and European markets, and the choice of the best available equipment and machinery. The planned project would bring in substantial foreign capital to the United States and would provide 174 jobs (direct labor and office workers) in an area where economic conditions have been chronically stagnant. In addition, 50% or more of the proposed production would be marketed in Europe to the credit of the U. S. export program.

The proposed plant is an excellent project for the development of an economically depressed area.
July 18, 1969

Mr. M. T. Gresham
Northeast Georgia Planning
& Development Commission
P. O. Box 1724
Athens, Georgia

Dear Mr. Gresham:

We are pleased to give you the thinking of the Georgia Forestry Commission on Oglethorpe County and Lexington, Georgia, as a place for locating forest industry, particularly a plant to utilize pine and soft hardwoods for plywood, lumber and other similar materials.

The latest forest survey showed a 10% increase in commercial forest acreage for this area from 1953 to 1962 which amounted to 353,000 acres. In 1962, the 3,850,000 acres of commercial forest land was divided into 7% public, 62% private farm, 12% industry and 19% other private ownership.

Geographical location of Lexington will be favorable to an operation buying timber. Temperature and precipitation extremes are rare, with an average rainfall of 45 to 50 inches. Local topography is rolling to moderately hilly and an adequate road and rail network exists for transporting products to nearby markets. The port of Savannah is 200 miles away for export.

Closely related to location is the proximity of several cities for sources of supply and employee convenience. Athens, with 50,000 people, is 18 miles away. Atlanta, with 1.5 million people, is 85 miles distant. At Athens is the University of Georgia School of Forestry and the U. S. Forest Service research laboratory. Also located here is Athens Vocational Tech which is available for pre-hire or in-plant training. Other favorable considerations are two modern hospitals, numerous medical specialists and a municipal airport with regular passenger flights.

Population of this north Georgia area is conservative, with a rural or farm background mostly. An October 1968 labor analysis for the Athens Area Chamber of Commerce covered 15 counties in a 30 mile radius. This showed 48,741 persons potentially recruitable and trainable with 9,755 in a usual selection ratio potential.

Stumpage drain, combined with other factors of labor and location, mean that expansion of local timber procurement enterprises will be limited in many
areas of Georgia and surrounding states. Available information indicates the area of a 60 mile radius centered around Lexington probably has more remaining potential for forest industry growth than any place in the State.

To emphasize the location of Oglethorpe County and the existing forest industry, the following information is given.

There are 73 plants in the 30 county area or 60 mile radius which use timber other than pulpwood. The volume in 1967 was 246,281 MBF consisting of 178,101 MBF pine and 68,180 MBF hardwood. Recent and present prices for hardwood stumpage range from $15 to $25 MBF "Doyle" rule and pine stumpage ranged from $35 to $45 MBF "Scribner" rule. There are 21 woodusing plants within a 30 mile radius of Lexington that in 1967 purchased a total of 79,820 MBF of which 60,031 MBF was pine.

We estimate that the total forest growth at the present time is approximately double the present drain, or growth versus cut. This area is destined to continue to be rural in nature with forest acreages increasing rather than decreasing.

Interstate Highway 20, now under construction, from Augusta to Atlanta will be nearby and a connector between Interstates 20 and 16 to Savannah will soon be a reality.

We believe Lexington is the Number One location for forest industry of this type in Georgia.

If further information is desired, please advise.

Sincerely yours,

[Signature]

Hayden Miller
Director

ARS/g

CC: Mr. Hamilton McWhorter, Jr.
Dear Mr. Chiang,

Enclosed please find letters of intent from Sweden, Denmark and Germany together with certified translations.

Very truly yours,

Anders Løtmølløe

Dr. Chiang,
Industrial Development Division,
Georgia Institute of Technology,
1132 W. Peachtree, N.W.
Atlanta, Georgia,
U.S.A.

ADRESSE:
TØRKOP PR. DRAMMEN
1st September 1969.
AL/Ø
Direktør Walter Nilsen,
Den Norske Gipsplatefabrikk A/S,
Postbox 1254,
DRAMMEN 3001.
Norway.

We here, of Svenska Industribyggen AB, have had reason to be very grateful for the study visit to the USA which you arranged two years ago.

As you know, we had the opportunity of studying some most interesting building and construction methods, and since then it has been our ambition to do something along the same lines in Sweden as soon as possible. In this connection, it is of the greatest importance that we can get the right size/shape of constructional plywood - at the right price. As soon as this material becomes available on the Swedish market, it should take only a very short time to change over to the new building and construction methods.

As we have already established excellent cooperation and personal contact with you, we would like to be the first company in Sweden to become suppliers of this plywood.

We are now eagerly awaiting further news from you on marketing.

With the kindest personal regards.

Very sincerely yours,

sgd. Fred (?) Sundberg

Copy to: Øing E Snibb

Correct translation certified.

15 EDSV. TRANSLATØRER - 15 SPRÅK
TRANSLATØR-KONTORET
T. 41 18 41 - OSLO - AKERSGT. 20
Vi inom vårt företag är mycket tacksamma för det studiebesöket, som Du ordnade i Amerika för två år sedan.

De intressanta byggnadsmetoder, som vi fick tillfälle att studera, har gjort att vi snart skulle vilja förverkliga dessa idéer i Sverige. Alldeles speciellt är då tillgången på formrikt och prisrikt konstruktionsplywood av största intresse. Så snart materialet kan introduceras på den svenska marknaden, kan övergången till det moderna byggnadssättet göras mycket snabbt.

Genom vårt goda samarbete och den personliga kontakten med Dig önskar vi bli de första i Sverige som får möjligheterna som plywoodförande leverantörer.

Vi avvaktar tacksamt med största intresse Ditt vidare meddelande om marknadsföringen.

Med de bästa hälsningar

Tillgivne vännen

Kop. Öing E Snibb
In reply to your enquiry as to sales prospects in Denmark for constructional plywood, they are pretty good.

It is especially the change-over to a more advanced form of industrialised prefabrication in the building sector, on the American model, which will mean increased demand for the use of this type of plywood.

I have had talks with some of the leading architects here, and with some of the big building contractors, and we have also carried out market research for the product, and I am convinced that we will be able to sell very large quantities of constructional plywood in this country from the planned factory in U.S.A.

We would appreciate it if you would let us know - as soon as you have full information - when that factory is likely to start production.

Yours faithfully,
Bojsen-Møller Paper & Trading Co. A/S

sgd. H.H. Andersen

Correct translation certified.

15 BDSV. TRANSLATØRER - 15 SPRÅK
TRANSlatør-Kontoret
T. 41 18 41 - Oslo - Akerstr. 20
I anledning af Deres forespørgsel om mulighederne for salg af konstruktionssfiner i Danmark kan jeg meddele, at disse er ret gunstige.

Det vil specielt være overgangen til en mere avanceret form for industrialiseret boligbyggeri efter amerikansk mønster, der vil medføre et øget behov for anvendelsen af denne finertype.

Efter at have ført konference med nogle af landets ledende arkitekter og store byggefirmaer og efter at have foretaget en markedsundersøgelse for specielt dette produkt er jeg overbevist om, at vi vil kunne sælge meget store kvantiteter konstruktions-finer her i landet fra den påtænkte fabrik i U.S.A.

Vi vil meget gerne høre fra Dem, når De er fuldt orienteret om, hvornår fabrikken står produktionsklar.

Med venlig hilsen

Bojsen-Møller Paper & Trading Co. A/S

H. H. Andersen
Dear Mr. Letmoli,

Referring to your enquiry as to sales prospects of plywood on the German market, these should be excellent. Especially in the plywood sector, there is a continuous expansion, more particularly in respect of light-structure methods for prefabricated houses, and this development has every prospect of going on. Unfortunately, not much has been done in this market sector so far, so it would be very interesting to see what will happen if a real effort is made. We consider plywood to be one of the building materials of the future, and as easily the foremost light-structure material.

Our research into the possibilities on the German market have met with an altogether unexpected response. Demand in Germany is considerable, and we are quite certain that we could sell large quantities within the Federal Republic. This, however, is conditional on assured and continuous supplies of plywood.

We should be glad to hear from you, but would specially ask you to let us have your comments very soon, if we are to achieve sizable sales. We hope that our views on the market will be of help to you.

Yours faithfully,
NORGIPS Baustoffhandel GmbH.

sgd.????????
Sehr geehrter Herr Letmoli,

bezüglich Ihrer Anfrage nach der Aufnahmefähigkeit von Plywood (Sperrholz) im deutschen Markt können wir sagen, daß sie außerordentlich gut ist. Gerade auf dem Sperrholz-Sektor ist eine ständige Aufwärtsentwicklung festzustellen, speziell bezüglich der Leichtbauweisen im Fertighausbau, deren Ende nicht abzusehen ist. Leider wird und wurde auf diesem Gebiet des Marktes bisher sehr wenig getan, so daß es höchst interessant wäre, hier den Hebel anzusetzen. Sperrholz ist nach unserer Ansicht ein Konstruktionsmaterial der Zukunft und rangiert in der Gruppe der Leichtbaustoffe an der Spitze.

Auf unsere Bemühungen, den deutschen Markt in dieser Richtung zu erkunden, hatten wir eine unerwartete Resonanz. Die Nachfrage in Deutschland ist beträchtlich, so daß wir sicher sind, große Mengen im gesamten Bundesgebiet verkaufen zu können. Die Bedingung jedoch für das Erreichen eines großen Verkaufs-Potentials wäre ein gesicherter kontinuierlicher Import von Plywood nach Deutschland.

Wir hören gern wieder von Ihnen, möchten jedoch betonen, daß Ihre Reaktion möglichst bald erfolgen müßte, um entsprechende Verkäufe tägig zu können.

Wir hoffen, Ihnen vorerst mit unserer Skizzierung der Lage gedient zu haben und zeichnen

mit freundlicher Empfehlung

NORGIPS - Baustoffhandel GmbH.
## Appendix 3
### MACHINERY AND EQUIPMENT COSTS

Proposed Pine Plywood Plant  
Lexington, Georgia  
September 16, 1969  
Howard E. Price

**REVISED SUGGESTED EQUIPMENT LIST FOR PROPOSED SOUTHERN PINE PLYWOOD PLANT WITH A PRODUCTION OF 90 MM SQUARE FEET OF 3/8" PLYWOOD PER YEAR**

<table>
<thead>
<tr>
<th>COE EQUIPMENT</th>
<th>ESTIMATED TOTAL COST INSTALLED</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 40 foot long Primary Block Conveyor for 8 foot lathe</td>
<td>$8,100.00</td>
</tr>
<tr>
<td>1 20 foot long Secondary Block Conveyor for 8 foot lathe</td>
<td>5,500.00</td>
</tr>
<tr>
<td>1 Set of hydraulically operated Pin Stops with hydraulically operated Block Even-Ender for 8 foot lathe</td>
<td>7,900.00</td>
</tr>
<tr>
<td>1 Model 761 Carriage-type Lathe Charger for 8 foot lathe</td>
<td>27,500.00</td>
</tr>
<tr>
<td>1 Style C-4 hydraulic Back-Up Roll for 8 foot lathe</td>
<td>6,000.00</td>
</tr>
<tr>
<td>1 110&quot; knife length Model 249-D Lathe with Dual Hydraulic Spindles</td>
<td>90,200.00</td>
</tr>
<tr>
<td>1 125/162 h. p. AC-DC Lathe Drive for 8 foot Lathe</td>
<td>32,400.00</td>
</tr>
<tr>
<td>1 Six deck, 150 foot long, 120&quot; wide Tray System</td>
<td>48,600.00</td>
</tr>
<tr>
<td>1 Tray System Drive and Controls</td>
<td>15,500.00</td>
</tr>
<tr>
<td>2 113&quot; knife length Model 366 Air Operated Clippers</td>
<td>37,400.00</td>
</tr>
<tr>
<td>1 60 foot Sloping Table from upstairs clipper</td>
<td>4,100.00</td>
</tr>
<tr>
<td>2 50 foot long Grading Conveyor Tables (green end)</td>
<td>7,200.00</td>
</tr>
<tr>
<td>1 110&quot; Model 431 Knife Grinder</td>
<td>8,600.00</td>
</tr>
<tr>
<td>1 40 foot long Primary Block Conveyor for 4 foot lathe</td>
<td>7,000.00</td>
</tr>
<tr>
<td>1 20 foot long Secondary Block Conveyor for 4 foot lathe</td>
<td>4,900.00</td>
</tr>
<tr>
<td>1 Set of hydraulically operated Pin Stops and hydraulically operated Block Even-Ender for 4 foot lathe</td>
<td>7,900.00</td>
</tr>
</tbody>
</table>
### Revised Suggested Equipment List - Cont'd.

<table>
<thead>
<tr>
<th>Item</th>
<th>Description</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Model 761 Carriage-type Lathe Charger for 4 ft. lathe</td>
<td>$23,650.00</td>
</tr>
<tr>
<td>1</td>
<td>Style C-4 hydraulic Back-Up Roll for 4 foot lathe</td>
<td>6,000.00</td>
</tr>
<tr>
<td>1</td>
<td>56&quot; knife length Model 263-D Lathe with Dual Hydraulic Spindles</td>
<td>65,000.00</td>
</tr>
<tr>
<td>1</td>
<td>60/80 h.p. AC-DC Lathe Drive for four foot lathe</td>
<td>22,000.00</td>
</tr>
<tr>
<td>1</td>
<td>Three deck, 60 foot long, 70&quot; wide Tray System</td>
<td>18,500.00</td>
</tr>
<tr>
<td>1</td>
<td>Tray System Drive and Controls for three deck tray system</td>
<td>12,800.00</td>
</tr>
<tr>
<td>1</td>
<td>69&quot; Model 366 Air Operated Clipper</td>
<td>13,900.00</td>
</tr>
<tr>
<td>1</td>
<td>50 foot long, four foot nominal width, Green Chain Conveyor</td>
<td>2,800.00</td>
</tr>
<tr>
<td>2</td>
<td>Model 59 Dryer Feeders with X-Lift and Side-Loading Conveyors</td>
<td>50,800.00</td>
</tr>
<tr>
<td>2</td>
<td>Model 968 Dryer Unloaders</td>
<td>25,000.00</td>
</tr>
<tr>
<td>2</td>
<td>Dryer Unloading Apron Conveyors</td>
<td>8,200.00</td>
</tr>
<tr>
<td>1</td>
<td>20 Section, 4 Line, Direct Gas-Fired Vert-A-Jet Veneer Dryer with three (3) forced cooling sections</td>
<td>241,350.00</td>
</tr>
<tr>
<td>1</td>
<td>23 Section, 4 Line, Direct Gas-Fired Vert-A-Jet Veneer Dryer with three (3) forced cooling sections</td>
<td>270,000.00</td>
</tr>
<tr>
<td>1</td>
<td>Coe-Skoog Veneer Patcher</td>
<td>16,700.00</td>
</tr>
<tr>
<td>1</td>
<td>110&quot; Style &quot;W&quot; Dry Clipper</td>
<td>4,500.00</td>
</tr>
</tbody>
</table>

### EQUIPMENT TO BE SUPPLIED BY OTHERS

<table>
<thead>
<tr>
<th>Item</th>
<th>Description</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Fishtail Saw</td>
<td>4,500.00</td>
</tr>
<tr>
<td>1</td>
<td>Core Saw</td>
<td>7,500.00</td>
</tr>
<tr>
<td>1</td>
<td>Skinner and Cut-Off Saw</td>
<td>45,000.00</td>
</tr>
<tr>
<td>1</td>
<td>Dry Scrap Hog</td>
<td>25,000.00</td>
</tr>
<tr>
<td>4</td>
<td>Glue Spreaders</td>
<td>45,000.00</td>
</tr>
</tbody>
</table>
### Equipment to be Supplied by Others - Cont'd.

<table>
<thead>
<tr>
<th>Item</th>
<th>Quantity</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>2 Pre-presses</td>
<td></td>
<td>60,000.00</td>
</tr>
<tr>
<td>4 Trim Saws at Pre-Press</td>
<td></td>
<td>13,000.00</td>
</tr>
<tr>
<td>2 Automatic Press Loaders</td>
<td></td>
<td>130,000.00</td>
</tr>
<tr>
<td>2 30-opening Hot Plate Presses</td>
<td></td>
<td>220,000.00</td>
</tr>
<tr>
<td>2 Press Unloaders</td>
<td></td>
<td>65,000.00</td>
</tr>
<tr>
<td>2 Press Unloader Stackers</td>
<td></td>
<td>12,000.00</td>
</tr>
<tr>
<td>1 Set of Glue Mixing Equipment</td>
<td></td>
<td>42,000.00</td>
</tr>
<tr>
<td>1 Steel Band Strapping Machine</td>
<td></td>
<td>16,000.00</td>
</tr>
<tr>
<td>1 High-speed Belt Sander</td>
<td></td>
<td>65,000.00</td>
</tr>
<tr>
<td>2 Green Veneer Waste Conveyors</td>
<td></td>
<td>13,500.00</td>
</tr>
<tr>
<td>1 Return Veneer Waste Conveyor</td>
<td></td>
<td>14,000.00</td>
</tr>
<tr>
<td>2 Green Veneer Chippers</td>
<td></td>
<td>57,000.00</td>
</tr>
<tr>
<td>1 Core Conveyor</td>
<td></td>
<td>7,500.00</td>
</tr>
<tr>
<td>1 Core Chipper</td>
<td></td>
<td>19,000.00</td>
</tr>
<tr>
<td>1 Pneumatic Chip Carloading System</td>
<td></td>
<td>55,000.00</td>
</tr>
<tr>
<td>1 Direct Fired Gas Boiler</td>
<td></td>
<td>30,000.00</td>
</tr>
<tr>
<td>1 Steam (or water) Vat System</td>
<td></td>
<td>25,000.00</td>
</tr>
<tr>
<td>2 Veneer Moisture Detecting Systems</td>
<td></td>
<td>21,000.00</td>
</tr>
<tr>
<td>1 Trash Burner</td>
<td></td>
<td>19,500.00</td>
</tr>
<tr>
<td>1 Waste Conveyor to Trash Burner</td>
<td></td>
<td>16,000.00</td>
</tr>
<tr>
<td>2 Air Compressors</td>
<td></td>
<td>23,000.00</td>
</tr>
<tr>
<td>1 Log Yard Caterpillar Tractor</td>
<td></td>
<td>39,000.00</td>
</tr>
</tbody>
</table>
## Appendix 3 (continued)

### EQUIPMENT TO BE SUPPLIED BY OTHERS - Cont'd.

<table>
<thead>
<tr>
<th>Description</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>3 Fork-Lift Trucks</td>
<td>$60,000.00</td>
</tr>
<tr>
<td>1 Debarker and required Conveyors</td>
<td>$75,000.00</td>
</tr>
<tr>
<td>1 Bucking Saw Station and required Conveyors</td>
<td>$80,000.00</td>
</tr>
<tr>
<td>1 Panel Grade Line</td>
<td>$45,000.00</td>
</tr>
</tbody>
</table>

**Grand Total**  
$2,449,500.00
July 11, 1969

Mr. Anders Letmolie  
c/o The Coe Manufacturing Co.  
349 Peachtree Hills Ave., N. E.  
Atlanta, Georgia 30305

Dear Mr. Letmolie:

This refers to your telephone conversation of this date with our Mr. Arthur Holden regarding your plans regarding the possible installation of a pine plywood plant to be located at Lexington, Georgia.

We submitted certain information to Walter Nilsen regarding the machinery requirements. It is our understanding that you do not have a copy of this with you. We therefore are enclosing one copy of each of the following articles:

a) Our suggested equipment list for a proposed southern pine plywood plant with a production of 90,000,000 square feet of 3/8" plywood per year.

b) Globe Machine Manufacturing Company's equipment that they are suggesting for consideration for this plant.

c) American Manufacturing Company's Quotation R-6756 covering the hydraulic feed elevator, panel feeder, automatic press charger, panel offbearing and stacking system that have been suggested for your consideration for the contemplated plant.

d) American Manufacturing Company's Drawing CIP-3745A, general arrangement of equipment around press.
American Manufacturing Company’s Drawing CIP-3746-A, general arrangement of equipment around hot plate press.

In regard to the approximate total cost of equipment installed, as covered by our suggested equipment list, we wish to remind you that these prices are an estimate on our part. Even with regard to the Coe equipment, the prices shown should be increased approximately five percent as we were forced to increase our prices, effective as of July 1, 1969. We have made a strong effort to estimate as closely as possible the equipment required over and above that machinery that would be supplied by Coe.

It is our understanding that you will be in the Atlanta area for approximately a week to ten days. We hope to have the pleasure of seeing you during that period and of being of what assistance we may in regard to your contemplated plans.

Kindest personal regards.

Yours very truly,

THE COE MANUFACTURING CO.

Howard E. Price

H EP:LC
Enclosures
Mr. Anders Letmolie  
c/o Marriott Motel  
Atlanta, Georgia

Subject: Proposed Southern Pine Plywood Plant

Dear Mr. Letmolie:

This refers to our letters of July 11 and July 15 regarding the equipment that we are suggesting for your consideration in regard to the proposed southern pine plywood plant which would have an annual production of 90,000,000 square feet of 3/8" plywood.

Based on our previous experience, it is our opinion that the equipment as listed on the sheet sent to you previously would have the capacity required for a plant with a production of 90,000,000 square feet of 3/8" plywood per year. This is based on the assumption that the equipment listed would be operated and maintained in accordance with the manufacturer's recommendations.

Yours very truly,

THE COE MANUFACTURING COMPANY

Howard E. Price

HEP:LC
July 30, 1969

Georgia Institute of Technology,  
Engineering Experiment Station,  
Industrial Development Division,  
Atlanta, Georgia

Attention of Mr. Tze I. Chiang  
Sr. Research Economist

Subject: Proposed Pine Plywood Plant  
For Lexington, Georgia

Dear Mr. Chiang:

This is to confirm that the prices of the Coe equipment that were included in the machinery list recently submitted to you by Mr. Anders Letmolie are subject to a 5% increase that went into effect on July 1, 1969.

The equipment list was prepared prior to our price increase and it will, therefore, be necessary to increase the Coe equipment only, by 5%.

Very truly yours,

THE COE MANUFACTURING CO.

HEP FP Howard E. Price
September 11, 1969

Mr. Anders Letmolie
Marriott Motel - Room 770-A
Atlanta, Georgia 30301

Subject: Proposed Pine Plywood Plant for
Lexington, Georgia

Dear Mr. Letmolie:

This refers to our telephone conversation of September 10 regarding your plans for the proposed pine plywood plant to be built at Lexington, Georgia.

If you are in a position to give us an order today for the Coe equipment as listed with you on March 13, 1969, we are pleased to advise that we could schedule to start shipping this equipment five months from this date and complete the shipment eight months from this date. This also on the condition that we establish definite engineering specifications with the order.

This is also to confirm that the prices of the equipment listed with you on March 13, 1969, were increased by 5 percent as of July 1, 1969.

We have extended the following warranty to the sale of new machinery.

"The machinery covered by our data sheet is complete in all parts, all to be of the first quality material and workmanship, warranted to perform in a proper manner, if properly handled, and to give the highest results obtainable from machinery of this type.

The Company agrees to repair at its factory, or furnish without charge, F.O.B. works where made, a part or parts to
Appendix 4 (continued)

Mr. Anders Letmolie  
Atlanta, Georgia  

replace material which, within one year from date of shipment, shall prove to have been defective when shipped, provided the Purchaser gives the Company immediate notification in writing of the discovery of such defect and immediately delivers the defective part to the Company at the works where made; but the Company shall not be liable for damages or delays arising from such defective material, nor will any allowance be granted for any repairs or alterations made by the Purchaser without the Company's written consent.

Should it become necessary for the Company to supply either replacement or additional parts in order that the equipment perform in its intended manner, the Purchaser agrees to cooperate and supply labor and services for installation of said parts. No claims for supplementary damages or loss of production are to be made by either party."

In regard to the installation of the equipment that we are in position to furnish for the proposed new plant, it is our opinion that installation of our equipment could start in approximately six months from date of order and can be completed in approximately nine months from date of order. These opinions are based on our present production schedule and on condition if orders were placed on this date.

This is to confirm our recent telephone conversation that we are available to meet with you at any time next week, if in your opinion another meeting in Atlanta to discuss details of the proposed new plant would be beneficial at this time.

Best personal regards.

Yours very truly,

THE COE MANUFACTURING COMPANY

HEP:mlk  
Howard E. Price  
-52-
September 17, 1969

Mr. William Denman  
Industrial Development Division  
Georgia Institute of Technology  
1132 West Peachtree Street  
Atlanta, Georgia  30309

Subject: Proposed Southern Pine Plywood Plant  
Lexington, Georgia

Dear Mr. Denman:

Mr. Anders Letmolie has requested that we submit to you our revised suggested equipment list for the proposed Southern Pine plywood plant to be built at Lexington, Georgia. In this letter we are enclosing in duplicate this revised list.

We were forced to raise the prices of our equipment effective July 1, 1969. This price increase is reflected in the revised equipment list enclosed.

We are not in position to confirm exactly the prices as listed for the equipment to be supplied by others. According to our latest information, this equipment list is approximately accurate but it could be that other suppliers have raised their prices unknown to us.

If this revised equipment list brings any question to your mind, we would appreciate the opportunity of being of further service if we can be of any assistance.

Yours very truly,

THE COE MANUFACTURING COMPANY

HEP:mlk  
Howard E. Price

cc: Mr. Anders Letmolie
July 30, 1969

Georgia Institute of Technology,  
Engineering Experiment Station,  
Industrial Development Division,  
Atlanta, Georgia

Attention of Mr. Tze I Chiang  
Sr. Research Economist

Subject: Proposed Pine Plywood Plant  
For Lexington, Georgia

Dear Mr. Chiang:

This is in regard to the proposed pine plywood plant that will be built by Mr. Walter Nilson and Mr. Anders Letmolie in the vicinity of Lexington, Georgia. During our recent meeting in Atlanta you requested that we submit to you additional information over and above that which had previously been submitted.

According to our best estimate the total electrical connected horsepower will be approximately 3,000 E.H.P. Assuming this horsepower being connected 70% of the time, 16 hours a day, and at 85% efficiency, with an 80% power factor, this would average out approximately 36,900 kw hours per 16 hour day. In addition to this electrical load approximately 11,000 kw hours will be required for the operation of the dryers only, on a third 8 hour shift.

In regard to the pulp chips that would be available we confirm that .58 cords per thousand feet of timber processed according to Scribner's scale, would be produced. This can be broken down into .35 cords per thousand for the green veneer waste and .23 cords per thousand feet of timber for the cores. One of the large plywood manufacturers in the Texas area who enjoys an average diameter of 13", reports that they experience .6 cords per thousand feet of timber, measured by the Doyle rule.
The plywood plant at Cedar Springs, Georgia reports that during the entire year of 1968 they experienced .55 cords per thousand feet of timber, measured by the Scribner scale, where they were experiencing an average diameter timber of 11-1/2".

The plant at Cedar Springs, Georgia was also reporting that they were selling their chips for $19.50 per cord. This may be a little on the low side, inasmuch as their pulp mill is conveniently located to the plywood operation.

We are enclosing three copies of a recently prepared price list for plywood. You will note that the February 15, 1969 price list lists a price of $106 for 3/8" C.D. pine sheathing plywood. This particular price is the maximum that has been experienced in the last three years. You will note from the price list dated July 16, 1969 that this same grade and thickness of plywood was selling for $52. This is the minimum price that has been experienced in the last few years. We would suggest that you use the price as listed on the price list dated May 17, 1969. You will note that the price there is listed at $64 - $66. This is what we consider to be the average price that industry has enjoyed in the last three years.

Please note that the price lists are based on F.O.B. mill, less functional discounts. For your general information, functional discounts are generally 5-5-3%.

The correct mailing address for the Washington Iron Works is 1500 Sixth Avenue, South, Seattle, Washington, 98134.

This is also to confirm that the price omitted from the machinery list submitted for the dry scrap hog, including required conveyors, would be approximately $25,000, installed.

A 72' diameter at the bottom by 72' high trash burner would cost about $19,500, installed. A waste conveyor approximately 150' long, to convey the materials to the trash burner would cost about $16,000, installed.

We regret that the approximate steam consumption of this plant that we gave you during our recent meeting was in error. This figure, instead of reading 5,000 pounds of steam per hour, should have read 50,000 pounds of steam for the dryer.
The presses would require approximately 4,000 pounds of steam per hour and the block vats would require approximately 9,500 pounds of steam per hour. This would make a total requirement of 63,500 pounds of steam per hour. Assuming a boiler efficiency of approximately 80%, it is our opinion that about 80,000 cubic feet of natural gas would be required for producing the 63,500 pounds of steam per hour.

Today we did receive your letter of July 25th asking for additional information. You have listed in this letter the refuse (trash) burner and its respective conveyor. Our machinery list did include the chip screen, loaders and the low pressure system that was included under the pneumatic chip carloading system.

In regard to a ventilating system that may be installed at their option, in the plant, we would suggest that you consider approximately eight ventilating fans that could be installed for approximately $300-$400 each. It is our opinion that this would all be required to maintain the proper ventilation in the plant.

If additional information is required in your preparation of the application for the E. D. A. load we would welcome the opportunity of being of service in this regard.

Very truly yours,

THE COE MANUFACTURING COMPANY

HEP FP Howard E. Price
MARINE CARGO CONTAINERS

by

Harvey Diamond

Industrial Development Division
Engineering Experiment Station
GEORGIA INSTITUTE OF TECHNOLOGY
September 1969
The present need and future demand for maritime cargo containers is an outgrowth of the tremendous impact containerization is having on transoceanic transportation and intercontinental trade. Although the major portion (80%) of all overseas freight can be containerized, only 15% of the U.S. general cargo was shipped by container in 1968. However, the trend to containerization is so strong, experts believe this percentage will reach 50% by 1975. Tonnage of this volume would create a market for nearly one-half million cargo containers.

To transport these containers or big boxes, specially designed container ships are being built and rigged for many of the world's leading shipping lines. Container ships are designed differently from break-bulk cargo ships because they require vertical access to all container hold cells and unobstructed deck area for loading and storing. New container ships are much larger and substantially faster than conventional cargo ships. Vessels entering service now have speeds of 20 to 25 knots per hour with capacities to berth 750 to 1,200 containers (8' x 8' x 20' basis). They are equipped with vertical guide rails to facilitate placement of containers after they have been hoisted aboard by special gantry cranes. Each container fits snugly into a slotted well for stacking and is secured automatically without lashing. Container ships provide more efficient marine transportation than general cargo ships through better utilization of ship structure, manpower, material-handling methods, and fuel.

This greater efficiency portends substantial cost savings for domestic and international marine carriers. Ship owners contend that the loading cost per ton for containerized cargo is one-tenth that of conventional cargo. In addition, since containers can be loaded 20 times faster, a container ship's port time is so substantially reduced that such a vessel can make twice as many voyages per year as can a break-bulk cargo ship.

The U.S. Maritime Administration indicates that as of January 1968 more than 120 container ships were under construction or on order by foreign and domestic carrier companies. It is estimated that by 1970 there will be more than 300 container ships in freight service throughout the world.

In many cases the cost of building and operating container ships in the U.S. is subsidized by the government. In order to keep American shipping
competitive with low-cost foreign transportation, the U. S. Maritime Administration will contribute up to 55% of the cost of constructing domestic ships for companies which agree to purchase only American-built vessels.

Because container shipping is readily adaptable to efficient transfer between different modes of transportation (sea, rail, truck), much thought is being given to the land-bridge concept of freight routing. Proponents of this system envision cargo containers, packed with merchandise from the Orient, being moved by rail or truck to port where they are placed on board ship for delivery to destination ports in Europe -- via the United States (overland). By combining sea/land/sea transportation, this route eliminates passage through the Panama Canal and cuts 10 days to two weeks from the total shipping time.

To accommodate the 300 container ships that will be sailing the seas within the next few years, ports throughout the world are spending many millions of dollars expanding and building new terminal facilities which can possibly lead to a coordinated worldwide containerized freight system in the future.

Containerized freight handling holds many benefits for shippers of marine cargo. Principal advantages include lower shipping and insurance rates, cheaper packaging requirements, elimination of pilferage, in-transit damage reduction, and reduced documentation and package handlings.

On the debit side, deterrents to the extensive use of containers include:
1. The cost of the box
2. The tare weight and loss of cubage
3. The part-load problem
4. The cost of returning empties
5. The cost of heavy gear equipment required for loading and unloading

Also to be considered as of prime importance to the future expansion of containerization are the problems of standardization, more workable customs regulations, and greater rapport between carriers and labor unions.

Although as yet there are no formal international standards to which all container manufacturers conform, the recent trend is toward a more complete uniformity of container sizes. Standard-sized boxes would facilitate interchange between shippers and could eventually form the basis for an international pool of cargo containers implemented by regional distributors to the interest of all carriers.
Marine cargo containers currently in use have a nominal height and width of eight feet and vary in length from 10 to 40 feet. Although the corner posts are usually made from carbon steel, aluminum has for years dominated the container construction industry. A recent survey sponsored by the Truck Trailer Manufacturers Association indicates that aluminum leads all other materials in exterior panel construction of van-type containers with 67% of the market. Fiber-glass reinforced plastic plywood (FRP) follows with 30%, while steel and all other types comprise the remaining 3% of the total market.

Utility demands that container body construction be rugged, waterproof, and capable of supporting the weight of two fully loaded containers stacked on it. For convenience and better handling qualities, containers are equipped with standard fittings attached to all eight corners. These corner fittings, with various round and oblong holes, facilitate coupling and tie-down operations. In addition, the container base has side runners with fork pockets that can be used for transverse handling by fork truck or for longitudinal towing or skidding.

Even though marine containers are all manufactured to perform the same purpose, differences exist between types (aluminum, FRP plywood, and steel), and strong preferences are expressed by individual shippers and carriers. Major dissimilarities include:

1. Aluminum -- more expensive than steel, but less than reinforced plywood; lightest, but has the least dimensional stability.

2. FRP/Plywood -- highest initial cost, lighter than steel, good dimensional stability, good weatherability, and high puncture resistance. Maintenance is minimal and damage repairs can be made directly on loaded containers.

3. Steel -- lowest initial cost, the highest maintenance requirements, the greatest weight, and the shortest life span.

The growth of the market for cargo containers has been phenomenal. Census figures reveal that from 1964 to 1968 production of van-type freight containers jumped more than 360%. (See Figure 1.) Of the almost 22,000 containers produced in 1968, approximately 15,000 were fabricated with aluminum panels and about 6,000 had sides of reinforced plywood. Container output estimates for the immediate future range from an annual average of 30,000 units to 50,000 units for the years 1969 to 1975.
U. S. PRODUCTION OF INTERMODULAR FREIGHT CONTAINERS
(Minimum Dimensions 8' x 8' x 10')

Thousands of Units

U. S. marine cargo tonnage (export and import) has been increasing at an annual rate of 6% since 1958. (See Figure 2.) A continuation of this trend indicates that by 1975, U. S. waterborne dry cargo commerce will be almost 500 million tons annually. This increased tonnage, coupled with a more extensive use of containers (from 15% to a possible 50% of total dry cargo shipments), will create a demand for containers which could easily reach 500,000 units in 1975.

Although the reinforced plywood container has a high initial cost ($2,300 opposed to $1,900 for steel and $2,100 for aluminum), it appears to be gaining a greater portion of the total container market. Returns from the TTMA survey show that for 1968 reinforced plastic constituted 30% of the container market. The plastics industry, however, is confident that by 1975 this percentage will be increased to more than 50%.

There are two principal customer groups for marine cargo containers -- shipping firms and leasing companies. The shipping company is the end user, but because container costs when added to vessel costs represent such a high capital investment, container leasing companies are gaining in popularity.

In normal practice the ratio between cargo containers and container ship slots is 3:1. A 1,000-container ship would therefore require 3,000 containers for adequate servicing, and since a conservative average cost per box would be $2,000, the container investment for the ship would be $6 million. This figure would be in addition to $15 million needed to build and rig the container ship. A partial listing of maritime container carriers and lessors is given in Appendix 1.

Fruehauf Corporation is by far the largest manufacturer of marine cargo containers, with an output equal to 60% of the U. S. market. Following, but not closely, are Trailmobile, Division of Pullman, Inc., Strick Corporation (a Fruehauf division), and Clark Equipment Company, totaling approximately 25% of the national market. Numerous smaller companies vie for the remaining domestic volume.

It would appear that large integrated companies such as Fruehauf and Trailmobile hold many distinct advantages over their competitors. Since it is comparatively simple to fabricate a competitively priced cargo container, much of the manufacturer's success would depend upon the company's marketing and service capabilities.
WATERBORNE U. S. - FOREIGN COMMERCE
(Dry Cargo)

Millions of Short Tons

Contracts to purchase cargo containers are usually for a large number of units. Therefore, firms like Fruehauf and Trailmobile, with worldwide facilities to produce both containers and parts, can handle and service huge multi-unit orders which lesser firms could not bid for or accept. Over and above this sales-supply leverage, these companies can benefit from affiliations with shipping carriers (Fruehauf--Sea-Land Services and Trailmobile--Matson Navigation Lines) and through their own container lessor subsidiaries.
Appendix 1

INTERNATIONAL MARINE CONTAINER CARRIERS

<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>New York, New York</td>
<td>New York, New York</td>
</tr>
<tr>
<td>American Mail Line, Ltd.</td>
<td>Holland-America Line</td>
</tr>
<tr>
<td>Seattle, Washington</td>
<td>New York, New York</td>
</tr>
<tr>
<td>American President Lines, Ltd.</td>
<td>Independent Gulf Line</td>
</tr>
<tr>
<td>San Francisco, California</td>
<td>New York, New York</td>
</tr>
<tr>
<td>Argentine Lines</td>
<td>Ivaran Lines</td>
</tr>
<tr>
<td>New York, New York</td>
<td>New York, New York</td>
</tr>
<tr>
<td>Atlantic Container Line, Ltd.</td>
<td>Japan Line, Ltd.</td>
</tr>
<tr>
<td>New York, New York</td>
<td>New York, New York</td>
</tr>
<tr>
<td>Barber Steamship Lines, Inc.</td>
<td>Johnson Line</td>
</tr>
<tr>
<td>New York, New York</td>
<td>San Francisco, California</td>
</tr>
<tr>
<td>Belgian Line, Inc.</td>
<td>&quot;K&quot; Line Ltd. (Kawasaki, Kisen Kaisha)</td>
</tr>
<tr>
<td>New York, New York</td>
<td>New York, New York</td>
</tr>
<tr>
<td>Bristol City Line</td>
<td>Marchessini Lines</td>
</tr>
<tr>
<td>New York, New York</td>
<td>New York, New York</td>
</tr>
<tr>
<td>Columbus Line, Inc.</td>
<td>Matson Navigation Co.</td>
</tr>
<tr>
<td>New York, New York</td>
<td>San Francisco, California</td>
</tr>
<tr>
<td>Container Marine Lines</td>
<td>Meyer Line</td>
</tr>
<tr>
<td>New York, New York</td>
<td>New York, New York</td>
</tr>
<tr>
<td>Cunard Line Ltd.</td>
<td>Moller Steamship Co., Inc.</td>
</tr>
<tr>
<td>New York, New York</td>
<td>New York, New York</td>
</tr>
<tr>
<td>Delta Steamship Lines, Inc.</td>
<td>Moore-McCormack Lines</td>
</tr>
<tr>
<td>New Orleans, Louisiana</td>
<td>New York, New York</td>
</tr>
<tr>
<td>Fabre Line</td>
<td>&quot;NYK&quot; (Nippon Yusen Kaisha)</td>
</tr>
<tr>
<td>New York, New York</td>
<td>New York, New York</td>
</tr>
<tr>
<td>Finnlines</td>
<td>Pacific Far East Line, Inc.</td>
</tr>
<tr>
<td>New York, New York</td>
<td>San Francisco, California</td>
</tr>
<tr>
<td>French Line</td>
<td>Pacific Star Line</td>
</tr>
<tr>
<td>New York, New York</td>
<td>New York, New York</td>
</tr>
<tr>
<td>Grace Line, Inc.</td>
<td>Polish Ocean Lines</td>
</tr>
<tr>
<td>New York, New York</td>
<td>New York, New York</td>
</tr>
<tr>
<td>Hapag/Lloyd Container Line</td>
<td>Sea-Land Service, Inc.</td>
</tr>
<tr>
<td>New York, New York</td>
<td>Elizabeth, New Jersey</td>
</tr>
<tr>
<td>Company Name</td>
<td>Location</td>
</tr>
<tr>
<td>--------------------------------------</td>
<td>---------------------------------</td>
</tr>
<tr>
<td>Seatrain Lines</td>
<td>Edgewater, New Jersey</td>
</tr>
<tr>
<td>States Marine Isthmian Agency, Inc.</td>
<td>New York, New York</td>
</tr>
<tr>
<td>States Steamship Co.</td>
<td>San Francisco, California</td>
</tr>
<tr>
<td>Torm Lines</td>
<td>New York, New York</td>
</tr>
<tr>
<td>United Philippine Lines</td>
<td>San Francisco, California</td>
</tr>
<tr>
<td>United States Lines</td>
<td>New York, New York</td>
</tr>
<tr>
<td>Venezuelan Line</td>
<td>New York, New York</td>
</tr>
<tr>
<td>Viking Line</td>
<td>New York, New York</td>
</tr>
<tr>
<td>Waterman Steamship Corp.</td>
<td>New York, New York</td>
</tr>
<tr>
<td>West Coast Line</td>
<td>New York, New York</td>
</tr>
<tr>
<td>Yamashita-Shinnihon Line</td>
<td>New York, New York</td>
</tr>
<tr>
<td>Zim Israel Navigation Co., Ltd.</td>
<td>New York, New York</td>
</tr>
</tbody>
</table>

**LESSORS OF MARINE CONTAINERS**

<table>
<thead>
<tr>
<th>Company Name</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>Advance Distribution Co.</td>
<td>San Francisco, California</td>
</tr>
<tr>
<td>California Cargo Containers Div.</td>
<td>Oakland, California</td>
</tr>
<tr>
<td>Clark Equipment Co.</td>
<td>Michigan City, Indiana</td>
</tr>
<tr>
<td>Compass Container Co.</td>
<td>Richmond, California</td>
</tr>
<tr>
<td>Container Leasing Corp.</td>
<td>New York, New York</td>
</tr>
<tr>
<td>CTI-Container Transport Int’l., Inc.</td>
<td>New York, New York</td>
</tr>
<tr>
<td>Carl F. Ewig, Inc.</td>
<td>New York, New York</td>
</tr>
<tr>
<td>Great Dane Trailers, Inc.</td>
<td>Savannah, Georgia</td>
</tr>
<tr>
<td>Integrated Container Serv., Inc.</td>
<td>New York, New York</td>
</tr>
<tr>
<td>North American International</td>
<td>New Haven, Indiana</td>
</tr>
<tr>
<td>Smyth World Wide Mover, Inc.</td>
<td>Seattle, Washington</td>
</tr>
<tr>
<td>Strick Trailers</td>
<td>Fairless Hills, Pennsylvania</td>
</tr>
<tr>
<td>Trailmobile, A Div. of Pullman, Inc.</td>
<td>Chicago, Illinois</td>
</tr>
<tr>
<td>World Wide Containers</td>
<td>Jersey City, New Jersey</td>
</tr>
<tr>
<td>Xtra, Inc.</td>
<td>Boston, Massachusetts</td>
</tr>
</tbody>
</table>
PET FOODS

by
Harvey Diamond

Industrial Development Division
Engineering Experiment Station
GEORGIA INSTITUTE OF TECHNOLOGY
October 1969
PET FOODS

More than two out of every five American households can be called home for the 45-50 million pet cats and dogs that inhabit the U. S. Care and concern for these animals have created a billion-dollar industry for manufacturers of pet foods. Because the pet population is growing at double the rate of humans and because less than one-third of the nation's household dogs and cats are presently fed commercially prepared pet foods, conservative industry estimates suggest that by 1975 the annual retail sales volume for dog and cat food in the U. S. will reach $1.5 billion.

Other factors influencing and stimulating pet food sales are the increasing use of convenience foods and the trend toward outside-the-home family dining. Since these changes in eating habits result in fewer table scraps (for many years the main source of household pet food), prepared dog and cat foods are being purchased to fill or supplement pet nutritional requirements.

There has been no official Census count of the number of dogs and cats in the U. S., but food and pet trade publications and associations approximate the total pet population at 50 million animals. This figure represents the total potential market for pet food.

Census data show that for 1966 the value of shipments of dog and cat food in the U. S. exceeded $567 million. This volume, $326 million greater than the 1954 figure of $241 million, is the result of an average annual increase of 7.3% during the 1954-1966 period. (See Figure 1.) Reliable industry reports indicate that from 1966 to 1968 pet food output has further increased by 30% to more than $1 billion. These statistics are plotted separately in Figure 1 because Census data represent sales by manufacturers while industry figures denote retail sales.

There are three basic types of dog and cat foods. They are classified as to moisture content -- dry, semi-moist, or canned. Of these types, the canned varieties command the greatest portion (between 55% and 60%) of the total pet food market.

Production of canned pet foods has increased from 23.5 million cases (on the basis of 48 one-pound cans per case) in 1951 to 55.8 million cases in 1967. (See Figure 2.) Should the present trend continue, by 1975 household dogs and cats will be consuming more than 4 billion pounds of canned pet food annually.
FIGURE 1

DOG AND CAT FOOD SALES IN THE U. S.

In Millions of Dollars

Census data

Unpublished 1955-1957

Industry estimates

1954 55 56 57 58 59 60 61 62 63 64 65 66 67 68
FIGURE 2

U. S. PRODUCTION OF CANNED PET FOODS

In Millions of Cases
(48/1-1lb.)
The demand for canned pet animal food in the six southeastern states is large and constitutes a sizable portion of the national canned pet food market. In 1967, household pets in the Southeast consumed an estimated 522 million pounds of canned dog and cat food. This volume, valued at about $64 million, is based on application of the area distribution percentages for dogs and cats as formulated by Pet Shop Management magazine to total U. S. canned pet food production.

Although industry estimates place the total number of dog and cat food manufacturing plants at more than 2,000, Census figures for 1963 show only 177 establishments reporting pet food as a primary product. Many companies, especially feed mills, package pet foods to augment existing animal feed lines. These products are frequently marketed through local feed stores and directed toward the farm trade.

Firms listed as dog and cat food manufacturers are located throughout the U. S. In 1963, pet food shipments exceeding $1 million were reported by 27 states.

Dog and cat food sales are dominated by a small percentage of the total pet food manufacturers. According to a study conducted by Marketing/Communications in 1968, 18 companies operating out of 48 plants had a total pet food sales volume of $780 million, or more than 75% of the total national market. State locations of these plants are shown on Map 1.

The key to increased pet sales is advertising. Because increasing consumer (pet owner) recognition and desire is the principal means of expanding pet food markets, dog and cat food producers have been investing heavily in television and other advertising media. In 1968, pet food manufacturers spent more than $46 million on television commercials, the bulk of which were purchased by the top five companies (Ralston Purina Co., Quaker Oats Co., General Foods, Liggett and Myers, and Carnation Co.).

As none of the large nationally advertised and distributed pet food brands are prepared in the Southeast, their producers, to be represented in the area, must ship in these products from distant facilities. Since Census of Transportation data reveal that more than 76% of all prepared animal feed production

1/ Alabama, Georgia, Florida, North Carolina, South Carolina, and Tennessee.
Map 1

LOCATIONS OF PLANTS OF LEADING COMPANIES MANUFACTURING
DOG AND CAT FOODS
(SIC 2042) is shipped less than 200 miles from point of manufacture, it would appear that a small pet food company could successfully penetrate a local dog and cat food market area.

While numerous full and part-time dog and cat food manufacturers are listed in the Southeast, very few of these plants have the facilities to produce canned animal foods. State manufacturing directories and knowledgeable people in the pet food industry indicate that there are only 11 pet food canning operations in the Southeast. (See Map 2.) Most of these firms service a multistate area market with company brand labels (Tony, Trusty, and Gold Seal) and/or can for private brand customers such as supermarkets and chain stores.

The greatest portion of the national pet food production is marketed through supermarkets and grocery stores. In 1963 and 1964, the dry grocery outlets in the U.S. retailed between 70% and 75% of the dog and cat food used for domestic consumption, a percentage range that is probably still accurate.

There is strong competition between pet food brands for space on the grocery store shelf. A recent Scripps-Howard survey of 13 coast-to-coast markets determined that of 213 different brands and types of dog and cat food, only 24 brands had shelf space at one or more major chain stores in each market area. From figures based on Chain Store Age data, the Supermarket Sales Manual, 1965 determined that for 1964 the average number of pet food brands and sizes displayed in southeastern grocery stores was 86. Because many new products have been introduced to the pet food buying public in recent years, this figure appears extremely conservative. (A personal count at two different supermarket chain operations in Atlanta showed 106 brands and sizes in one store and 103 in the other.)

There is a large ($64 million) and expanding market for canned dog and cat food in the six southeastern states. It seems entirely feasible for a regional pet food manufacturer to force a 2% to 4% penetration into this market by virtue of good promotion and advertising, substantiated by favorable price. The prime factor determining the company's success would be the adequate allocation of grocery store shelf space for the product.
Map 2
LOCATION OF PET FOOD CANNING PLANTS IN THE SOUTHEAST

TENN. 1
S.C. 1
N.C. 3
AL. 2
GA. 4
FLA.
THE MARKET FOR BOXBOARD CONTAINERS
IN THE COASTAL PLAIN REGION OF GEORGIA

by

David S. Clifton

Industrial Development Division
Engineering Experiment Station
GEORGIA INSTITUTE OF TECHNOLOGY
May 1970
THE MARKET FOR BOXBOARD CONTAINERS
IN THE COASTAL PLAIN REGION OF GEORGIA

The boxboard container industry includes the manufacture of three products: folding cartons, special food board (sanitary food containers), and setup boxes. However, the following study will consider only the market for folding cartons and special food board in the Southeast.

Southeastern Markets vs. Production

The southeastern United States is an import market for folding cartons. The market for folding cartons in this area is an estimated 231,237 tons or approximately 9% of the United States market for the year 1968. (See Table 1.) This regional estimate was derived by allocating total U. S. consumption in accordance with the assumption that retail boxboard consumption is a function of the total income of the area, with the possible qualification that some variations in consumption may be due to variations in per capita income. This qualification is based on the belief that where the low-income family will buy a sack of flour, the higher-income family will buy boxes of cake mix and pancake flour, trays or tubes of biscuits; one family buys or grows greens in the winter and beans and okra in the summer, while the other buys them frozen.

Therefore, the two variables, total and per capita income, were related in the following manner: each state's percentage of the national income was multiplied by the Sales Management Quality Index. This made possible the modification of total income to reflect the variation in per capita income. The product gives a "quantity index" which represents each state's percentage of national retail consumption of folding cartons and food board items.

Folding carton plants within the six-state Southeast shipped an estimated 7.5% of U. S. production or 193,125 tons. The Paperboard Packaging Council's 9.9% estimate for the Southeast, shown in Table 2, included nine states. Therefore, an adjustment based on each state's employment in the folding carton industry was made to eliminate the three states not in this market study.

1/ For the purposes of this study the Southeast will refer to the following six states among which Georgia is centrally located: Alabama, Florida, Georgia, North Carolina, South Carolina, and Tennessee.
### Table 1

**RETAIL CONSUMPTION ESTIMATES, FOLDING BOXES AND FOOD BOARD, SIX-STATE AREA, 1968**

<table>
<thead>
<tr>
<th>United States</th>
<th>Percent of U. S. Income</th>
<th>Quality Index</th>
<th>Quantity Index (Percent of U. S. Income Multiplied by Quality Index)</th>
<th>Estimated Retail Consumption Folding boxes (tons)</th>
<th>Estimated Retail Consumption Food Board (tons)</th>
<th>Total Retail Folding Boxes &amp; Food Board (tons)</th>
</tr>
</thead>
<tbody>
<tr>
<td>United States</td>
<td></td>
<td></td>
<td>2,575,000(^2)</td>
<td>2,076,100(^3)</td>
<td>4,651,100</td>
<td></td>
</tr>
<tr>
<td>Alabama</td>
<td>1.2381</td>
<td>77</td>
<td>.95</td>
<td>24,463</td>
<td>19,723</td>
<td>44,186</td>
</tr>
<tr>
<td>Florida</td>
<td>2.7988</td>
<td>98</td>
<td>2.74</td>
<td>70,555</td>
<td>56,885</td>
<td>127,440</td>
</tr>
<tr>
<td>Georgia</td>
<td>1.8689</td>
<td>87</td>
<td>1.63</td>
<td>41,973</td>
<td>33,840</td>
<td>75,813</td>
</tr>
<tr>
<td>North Carolina</td>
<td>1.9887</td>
<td>84</td>
<td>1.67</td>
<td>43,003</td>
<td>34,671</td>
<td>77,674</td>
</tr>
<tr>
<td>South Carolina</td>
<td>.9408</td>
<td>77</td>
<td>.72</td>
<td>18,540</td>
<td>14,948</td>
<td>33,488</td>
</tr>
<tr>
<td>Tennessee</td>
<td>1.4965</td>
<td>85</td>
<td>1.27</td>
<td>32,703</td>
<td>26,366</td>
<td>59,069</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Estimated Manufacturing Consumption Estimates, Food Board, Six-State Area, 1968</th>
</tr>
</thead>
<tbody>
<tr>
<td>Food Production Employees (1967)</td>
</tr>
<tr>
<td>---------------------------------</td>
</tr>
<tr>
<td>United States 1,654,000</td>
</tr>
<tr>
<td>Alabama 23,200 1.4027 29,121</td>
</tr>
<tr>
<td>Florida 48,421 2.9275 60,778</td>
</tr>
<tr>
<td>Georgia 44,739 2.7049 56,156</td>
</tr>
<tr>
<td>North Carolina 35,800 2.1644 44,935</td>
</tr>
<tr>
<td>South Carolina 11,600 0.7013 14,560</td>
</tr>
<tr>
<td>Tennessee 32,700 1.9770 41,044</td>
</tr>
</tbody>
</table>

1/ Copyright 1969, Sales Management, Survey of Buying Power -- further reproduction is forbidden.
### Table 2

**ESTIMATED PRODUCTION OF FOLDING CARTONS BY GEOGRAPHIC AREA, 1968**

<table>
<thead>
<tr>
<th>Geographic Area</th>
<th>Production in Tonnage</th>
<th>Production in Dollar Value</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Surveyed Plants (tons)</td>
<td>Estimated Totals (tons)</td>
</tr>
<tr>
<td></td>
<td>Percent of U. S.</td>
<td></td>
</tr>
<tr>
<td>New England</td>
<td>70,960 (4.7)</td>
<td>121,025</td>
</tr>
<tr>
<td>Metropolitan</td>
<td>240,314 (15.9)</td>
<td>409,425</td>
</tr>
<tr>
<td>New York City</td>
<td>32,246 (2.1)</td>
<td>54,075</td>
</tr>
<tr>
<td>Philadelphia-Baltimore</td>
<td>99,336 (6.5)</td>
<td>167,375</td>
</tr>
<tr>
<td>Southeast</td>
<td>150,162 (9.9)</td>
<td>254,925</td>
</tr>
<tr>
<td>Ohio Valley &amp; Cleveland</td>
<td>199,862 (13.2)</td>
<td>339,900</td>
</tr>
<tr>
<td>Lake Michigan</td>
<td>421,277 (27.8)</td>
<td>715,850</td>
</tr>
<tr>
<td>Missouri Valley</td>
<td>124,843 (8.2)</td>
<td>211,150</td>
</tr>
<tr>
<td>Southwest</td>
<td>44,935 (3.0)</td>
<td>77,250</td>
</tr>
<tr>
<td>Pacific</td>
<td>131,756 (8.7)</td>
<td>224,025</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>1,515,689 (100.0)</td>
<td>2,575,000</td>
</tr>
</tbody>
</table>

1/ Alabama, Florida, Georgia, Louisiana, Mississippi, North Carolina, South Carolina, Tennessee, Virginia.
2/ Paperboard Packaging Council's sample of 159 plants.

The utilization of folding cartons exceeded the output of the carton manufacturers in the southeastern market area.

In addition to the market for folding cartons, there is an estimated 246,594-ton demand for special food board products (sanitary food containers) in the Southeast. (See Table 1.) This represents approximately 11.9% of the United States special food board market in 1968. The food manufacturing industries consume the total production of special food board. Therefore, the regional estimate of consumption was determined by allocating the total United States consumption according to the regional percentage of employees in the United States food industry.

Boxboard Plants in the Southeast

At present, industry's demand for boxboard containers in the Southeast is being partially supplied by the manufacturers shown on Map 1. A comprehensive listing of manufacturers and each plant's employment is provided in Appendix A. Map 1 illustrates that the plants are generally located at, or near, sizable cities. Most are located in the more heavily industrialized Piedmont area, which is roughly the plateau running from Raleigh, North Carolina, to Montgomery, Alabama. The Coastal Plain region, that strip southeast of the Piedmont Plateau and running parallel to it, represents a relatively "plant-free" area.

Georgia Coastal Plain Region Market

Georgia's Coastal Plain is in a strategic position for serving the southeastern market. From a point in south Georgia -- with a marketing radius of 250 miles -- all of Georgia and approximately half of Alabama, South Carolina, and Florida can be served.

The industry mix in the Georgia Coastal Plain consists predominantly of apparel, textiles, and food products. The present locations of these industries are shown on Map 2. The folding carton consumption of these three industries is an estimated $8.4 million or 20,000 tons for the year 1968. (See Table 3.) This estimate was obtained by allocating total U. S. folding carton consumption to end-use industry. The Georgia Coastal Plain region's

2/ See Map 2 for the market area which comprises the Georgia Coastal Plain Region.
MAP 1
LOCATIONS OF MANUFACTURERS OF FOLDING CARTONS AND SPECIAL FOOD BOARD IN THE SOUTHEAST, 1969.

- Folding Carton Plant(s)
- Special Food Board Plant(s)

Source: See Appendix A
Source: U.S. Department of Commerce, Bureau of the Census, 1967 County Business Patterns
### Table 3

**ESTIMATED CONSUMPTION OF FOLDING CARTONS**

**BY INDUSTRY GROUP FOR THE GEORGIA COASTAL PLAIN REGION AND GEORGIA, 1968**

(in thousands of tons and millions of dollars)

<table>
<thead>
<tr>
<th>End-Use Industry</th>
<th>United States (7. of Total)</th>
<th>United States Industry Consumption of U. S. Estimated (in thousands of tons and millions of dollars)</th>
<th>U. S. Industry Located in Georgia Consumption of U. S. Estimated (in thousands of tons and millions of dollars)</th>
<th>Percent of U. S. Estimated CPR</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Tons Dollars</td>
<td>Tons Dollars</td>
<td>Tons Dollars</td>
<td>Tons Dollars</td>
</tr>
<tr>
<td><strong>Food Products</strong></td>
<td>58.8</td>
<td>53.5</td>
<td>1515.1</td>
<td>622.0</td>
</tr>
<tr>
<td><strong>Textiles and Apparel</strong></td>
<td>3.7</td>
<td>4.0</td>
<td>95.2</td>
<td>46.6</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>48.1</td>
<td>20.3</td>
<td>20.0</td>
<td>8.4</td>
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### ESTIMATED CONSUMPTION OF SPECIAL FOOD BOARD

**FOR THE GEORGIA COASTAL PLAIN REGION AND GEORGIA, 1968**

<table>
<thead>
<tr>
<th>Industry</th>
<th>United States Consumption (thousands of tons)</th>
<th>Percent of U. S. Industries Located in Georgia</th>
<th>Estimated Industry Located in Georgia Consumption (thousands of tons)</th>
<th>Percent of U. S. CPR Consumption (thousands of tons)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Food Products</strong></td>
<td>2076.1</td>
<td>2.705</td>
<td>56.2</td>
<td>1.182</td>
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</table>

1/ Industry estimates were obtained by applying percentages to 1968 total consumption for U. S. in both tons and dollar volume.

2/ Percentages refer to area's employment in industry classification in relation to U. S. in 1967.

Sources:
consumption was derived by determining the region's percentage of United States employment within each industry.

There is also a market for special food board in the Georgia Coastal Plain region -- an estimated 24,500 tons for 1968. (See Table 3.) This estimate was derived by allocating total U. S. consumption of special food board according to the region's percentage employment of food industry employees.

**Location of Raw Materials**

Should a manufacturer choose to locate in this region, he would find a substantial paperboard supply. (See Tables 4 and 5.) Georgia's production of paperboard has increased from 9.5% of the United States' production in 1956 to 12.0% in 1967. (See Table 4.) Ten paperboard mills were in production in Georgia during 1967.3/4/

In recent years the folding carton industry has emphasized the use of higher-quality paperboard. During the period from 1960 to 1968, costlier clay-coated and solid bleached sulphate boards doubled in usage; they currently account for 54% of the total paperboard consumed for folding boxes.4/ The Southeast is the nation's principal manufacturer of solid bleached sulphate board. Its production of clay-coated board is small, but this demand is met by shipments from the Northeast.

**Summary**

The utilization of folding cartons in the southeastern United States is in excess of the output of carton manufacturers. There is also a substantial market for special food board in the Southeast.

The southern part of Georgia, the Coastal Plain region, contained 44% of Georgia's food industry, 24% of its textile industry, and 35% of its apparel industry in 1967.5/ Folding carton consumption by the food, textile, and apparel industries was estimated at 20,000 tons during 1968. The food industry

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5/ Based on the Coastal Plain region's employment for each industry.
### Table 4
PRODUCTION IN U. S. AND GEORGIA
OF TYPES OF PAPERBOARD,
1956-1967

(in thousands of short tons)

<table>
<thead>
<tr>
<th>Year</th>
<th>Paperboard</th>
<th>Container Board</th>
<th>Bending Boxboard</th>
<th>Nonbending Boxboard</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Packaging</td>
<td>Ga. as % of U. S.</td>
<td>Ga. as % Corrugated Material</td>
<td>Total</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
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<td>7763.0</td>
<td>2281.8</td>
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<tr>
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<td>Georgia</td>
<td>1345.3</td>
<td>1232.6</td>
<td>15.9</td>
</tr>
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<td>1957</td>
<td>United States</td>
<td>14060.3</td>
<td>7629.2</td>
<td>2227.9</td>
</tr>
<tr>
<td></td>
<td>Georgia</td>
<td>1345.1</td>
<td>1225.4</td>
<td>16.1</td>
</tr>
<tr>
<td>1958</td>
<td>United States</td>
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<td>7579.1</td>
<td>2185.3</td>
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<tr>
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<td>Georgia</td>
<td>1267.6</td>
<td>1128.7</td>
<td>14.9</td>
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<tr>
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<td>15456.5</td>
<td>8426.0</td>
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<tr>
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<td>1250.9</td>
<td>1116.0</td>
<td>13.2</td>
</tr>
<tr>
<td>1960</td>
<td>United States</td>
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<td>8648.9</td>
<td>2443.3</td>
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<tr>
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<td>1476.8</td>
<td>1298.5</td>
<td>15.0</td>
</tr>
<tr>
<td>1961</td>
<td>United States</td>
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<tr>
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<td>1709.1</td>
<td>1461.1</td>
<td>15.8</td>
</tr>
<tr>
<td>1962</td>
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<td>2866.1</td>
</tr>
<tr>
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<td>1937.3</td>
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<td>1963</td>
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<td>3021.7</td>
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<td>13130.2/2</td>
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<td>2690.6</td>
<td>12.0</td>
<td>NA/2</td>
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</table>

1/ Folding boxboard amount for 1959 and subsequent years includes "solid bleached chemical board, except special food board and bleached liner board," which was previously reported under "other bending board."

2/ Annual amounts obtained from the addition of monthly figures.

3/ Not available.

Source: U. S. Department of Commerce, Bureau of the Census, Current Industrial Reports.
Table 5

<table>
<thead>
<tr>
<th>Year</th>
<th>New England</th>
<th>Middle Atlantic</th>
<th>E. N. Central</th>
<th>South Atlantic</th>
<th>E. S. Central</th>
<th>U. S. Total</th>
<th>Georgia</th>
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<td>Paperboard</td>
<td>Container Board</td>
<td>Bending Board(^2/^)</td>
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</tr>
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</table>

1/ Withheld to avoid disclosing data for individual companies.

2/ Effective with annual reporting for 1959, bending board figures for regions and Georgia do not include bending board other than folding boxboard and special food board.

3/ Data not available for container board and bending board.

Source: U. S. Department of Commerce, Bureau of the Census, Current Industrial Reports.
also consumed an estimated 24,500 tons of special food board during this same period.

At present, in the 86-county area which constitute Georgia's Coastal Plain region, there are five folding carton manufacturers located in three counties and two special food board manufacturers in two counties.
Appendix A

MANUFACTURERS OF BOXBOARD CONTAINERS
IN THE SOUTHEAST
<table>
<thead>
<tr>
<th>Company</th>
<th>Location</th>
<th>Employment</th>
</tr>
</thead>
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<td><strong>ALABAMA</strong></td>
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<td></td>
</tr>
<tr>
<td>Alabama Box Company, Inc.</td>
<td>Cullman</td>
<td>25-50</td>
</tr>
<tr>
<td>Birmingham Packaging Corporation</td>
<td>Birmingham</td>
<td>25-50</td>
</tr>
<tr>
<td>Courtland Box Company</td>
<td>Phenix City</td>
<td>25-50</td>
</tr>
<tr>
<td>Gulf States Paper Corporation</td>
<td>Demopolis</td>
<td>250-500</td>
</tr>
<tr>
<td>Rock City Packaging Company</td>
<td>Phenix City</td>
<td>50-100</td>
</tr>
<tr>
<td>Security Carton Company</td>
<td>Mobile</td>
<td>25-50</td>
</tr>
<tr>
<td>Southeastern Box Company, Inc.</td>
<td>Andalusia</td>
<td>50-100</td>
</tr>
<tr>
<td>Universal Packaging Corporation</td>
<td>Birmingham</td>
<td>10-25</td>
</tr>
<tr>
<td>Winchester Carton Corporation</td>
<td>Eutaw</td>
<td>25-50</td>
</tr>
<tr>
<td><strong>FLORIDA</strong></td>
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<td></td>
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<td>Champion Packages Company</td>
<td>Jacksonville</td>
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<td>Consolidated Box Company, Inc.</td>
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<td>Champion Packages Company</td>
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<td>28</td>
</tr>
<tr>
<td>Container Corporation of America</td>
<td>Atlanta</td>
<td>NA</td>
</tr>
<tr>
<td>Continental Can Company</td>
<td>Augusta</td>
<td>NA</td>
</tr>
<tr>
<td>Dairy Pak</td>
<td>Athens</td>
<td>160</td>
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<tr>
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<td>80</td>
</tr>
<tr>
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<td>Stone Mountain</td>
<td>32</td>
</tr>
<tr>
<td>General Box Company</td>
<td>Waycross</td>
<td>23</td>
</tr>
<tr>
<td>International Paper Company</td>
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<td>90</td>
</tr>
<tr>
<td>Koster Manufacturing Company</td>
<td>Rome</td>
<td>NA</td>
</tr>
<tr>
<td>Martin Manufacturing Company, Inc.</td>
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<td>75</td>
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<tr>
<td>Mead Packaging</td>
<td>Atlanta</td>
<td>NA</td>
</tr>
<tr>
<td>Michigan Carlan Company</td>
<td>Atlanta</td>
<td>NA</td>
</tr>
<tr>
<td>Newth-Morris Box Corporation</td>
<td>Norcross</td>
<td>NA</td>
</tr>
<tr>
<td>Riegel Paper Corporation</td>
<td>Chamblee</td>
<td>165</td>
</tr>
<tr>
<td>Rock City Box Sales Company</td>
<td>Augusta</td>
<td>50</td>
</tr>
<tr>
<td>Rock City Packaging, Inc.</td>
<td>Augusta</td>
<td>NA</td>
</tr>
<tr>
<td>Sonoco Products Company</td>
<td>Atlanta</td>
<td>105</td>
</tr>
<tr>
<td>State Paper Box Company</td>
<td>Columbus</td>
<td>49</td>
</tr>
<tr>
<td>Union Camp Corporation</td>
<td>Stone Mountain</td>
<td>302</td>
</tr>
<tr>
<td>Company</td>
<td>Location</td>
<td>Employment</td>
</tr>
<tr>
<td>----------------------------------------------</td>
<td>-------------------</td>
<td>------------</td>
</tr>
<tr>
<td>Atlantic Coast Carton Company</td>
<td>Charlotte</td>
<td>51-100</td>
</tr>
<tr>
<td>Ballabox Company, Inc.</td>
<td>Mathews</td>
<td>26-50</td>
</tr>
<tr>
<td>Champion Packages Company</td>
<td>Taylorsville</td>
<td>101-250</td>
</tr>
<tr>
<td>Container Corporation of America</td>
<td>Greensboro</td>
<td>101-250</td>
</tr>
<tr>
<td>Eastex Packaging, Inc.</td>
<td>Charlotte</td>
<td>51-100</td>
</tr>
<tr>
<td>Etta Paper Box Company, Inc.</td>
<td>Marion</td>
<td>51-100</td>
</tr>
<tr>
<td>Federal Paper Board Company, Inc.</td>
<td>Hendersonville</td>
<td>51-100</td>
</tr>
<tr>
<td>Fidelity Cartons, Inc.</td>
<td>Hickory</td>
<td>NA</td>
</tr>
<tr>
<td>Gill Paper Box Company</td>
<td>Charlotte</td>
<td>1-25</td>
</tr>
<tr>
<td>Golden Belt Manufacturing Company</td>
<td>Durham</td>
<td>NA</td>
</tr>
<tr>
<td></td>
<td>Reidsville</td>
<td>26-50</td>
</tr>
<tr>
<td>Gulf States Paper Corporation</td>
<td>Conover</td>
<td>251-500</td>
</tr>
<tr>
<td>High Point Paper Box Company, Inc.</td>
<td>High Point</td>
<td>101-250</td>
</tr>
<tr>
<td></td>
<td>Thomasville</td>
<td>25-50</td>
</tr>
<tr>
<td>International Paper Company</td>
<td>Raleigh</td>
<td>51-100</td>
</tr>
<tr>
<td>Oak Folding Cartons, Inc.</td>
<td>Elon College</td>
<td>26-50</td>
</tr>
<tr>
<td>Old Dominion Box Company</td>
<td>Conover</td>
<td>51-100</td>
</tr>
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<td>Package Products Company, Inc.</td>
<td>Charlotte</td>
<td>251-500</td>
</tr>
<tr>
<td>Pell Paper Box Company, Inc.</td>
<td>Elizabeth City</td>
<td>NA</td>
</tr>
<tr>
<td>Riegel Paper Corporation</td>
<td>Charlotte</td>
<td>101-250</td>
</tr>
<tr>
<td>Rock City Box Sales Company</td>
<td>Marshville</td>
<td>25-50</td>
</tr>
<tr>
<td><strong>SOUTH CAROLINA</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Carolina Carton Company</td>
<td>Greenville</td>
<td>50-99</td>
</tr>
<tr>
<td>Simkins Industries, Inc.</td>
<td>Landrum</td>
<td>NA</td>
</tr>
<tr>
<td>Sonoco Products Company</td>
<td>Hartsville</td>
<td>2000-2999</td>
</tr>
</tbody>
</table>
## SOUTH CAROLINA

<table>
<thead>
<tr>
<th>Company</th>
<th>Location</th>
<th>Employment</th>
</tr>
</thead>
<tbody>
<tr>
<td>South Carolina Industries, Inc.</td>
<td>Florence</td>
<td>250-499</td>
</tr>
<tr>
<td>Spartan Paper Box Company</td>
<td>Spartanburg</td>
<td>10-24</td>
</tr>
<tr>
<td>Spartan Printing &amp; Paper Company, Inc.</td>
<td>Spartanburg</td>
<td>under 10</td>
</tr>
</tbody>
</table>

## TENNESSEE

<table>
<thead>
<tr>
<th>Company</th>
<th>Location</th>
<th>Employment</th>
</tr>
</thead>
<tbody>
<tr>
<td>American Tri-State Paper Box Company</td>
<td>Nashville</td>
<td>25-49</td>
</tr>
<tr>
<td>Capitol Products Company</td>
<td>Nashville</td>
<td>25-49</td>
</tr>
<tr>
<td></td>
<td>Tullahoma</td>
<td>50-99</td>
</tr>
<tr>
<td>Cockrell Container Company</td>
<td>Memphis</td>
<td>NA</td>
</tr>
<tr>
<td>Container Corporation of America</td>
<td>Chattanooga</td>
<td>100-499</td>
</tr>
<tr>
<td>Crescent Box &amp; Printing Company</td>
<td>Tullahoma</td>
<td>25-49</td>
</tr>
<tr>
<td>Eastex Packaging, Inc.</td>
<td>Memphis</td>
<td>100-499</td>
</tr>
<tr>
<td>M. H. Gronauer Company</td>
<td>Memphis</td>
<td>25-49</td>
</tr>
<tr>
<td>Knoxville Paper Box Company, Inc.</td>
<td>Knoxville</td>
<td>50-99</td>
</tr>
<tr>
<td>McCowat Mercer Press</td>
<td>Memphis</td>
<td>NA</td>
</tr>
<tr>
<td>Plough Printing &amp; Box Company</td>
<td>Memphis</td>
<td>NA</td>
</tr>
<tr>
<td>Rock City Box Company</td>
<td>Lebanon</td>
<td>NA</td>
</tr>
<tr>
<td>Rock City Box Paper Company</td>
<td>Chattanooga</td>
<td>50-99</td>
</tr>
<tr>
<td></td>
<td>Lebanon</td>
<td>25-49</td>
</tr>
<tr>
<td>Southland Paper Company</td>
<td>Memphis</td>
<td>50-99</td>
</tr>
<tr>
<td>Star Box &amp; Printing Company</td>
<td>Chattanooga</td>
<td>NA</td>
</tr>
<tr>
<td>Milton Starnberger Company</td>
<td>Memphis</td>
<td>less than 25</td>
</tr>
<tr>
<td>Tennessee Paper &amp; Box Company</td>
<td>Gallatin</td>
<td>less than 25</td>
</tr>
<tr>
<td>White Bluff Paper Box Company</td>
<td>White Bluff</td>
<td>50-99</td>
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</table>

Individual state directories of manufacturers.
Appendix A-2
SPECIAL FOOD BOARD PLANTS IN THE SOUTHEAST, 1969

<table>
<thead>
<tr>
<th>Company</th>
<th>Location</th>
<th>Employment</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ALABAMA</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>None</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>FLORIDA</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>American Can Company</td>
<td>Tampa</td>
<td>700</td>
</tr>
<tr>
<td>Champion Packages Company</td>
<td>Jacksonville</td>
<td>100</td>
</tr>
<tr>
<td>Consolidated Box Company, Inc.</td>
<td>Tampa</td>
<td>280</td>
</tr>
<tr>
<td>Finn Industries, Inc.</td>
<td>Jacksonville</td>
<td>110</td>
</tr>
<tr>
<td>International Paper Company</td>
<td>Miami</td>
<td>65</td>
</tr>
<tr>
<td></td>
<td>Panama City</td>
<td>1052</td>
</tr>
<tr>
<td>Weyerhaeuser Company</td>
<td>Jacksonville</td>
<td>80</td>
</tr>
<tr>
<td>St. Regis Paper Company</td>
<td>Pensacola</td>
<td>80</td>
</tr>
<tr>
<td><strong>GEORGIA</strong></td>
<td></td>
<td></td>
</tr>
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<td>American Can Company</td>
<td>Forest Park</td>
<td>300</td>
</tr>
<tr>
<td>Cardinal Paper Products Company</td>
<td>Atlanta</td>
<td>25</td>
</tr>
<tr>
<td>Continental Can Company</td>
<td>Atlanta</td>
<td>20</td>
</tr>
<tr>
<td>Dairy Pak</td>
<td>Athens</td>
<td>160</td>
</tr>
<tr>
<td>Falcon Paper Company</td>
<td>Atlanta</td>
<td>30</td>
</tr>
<tr>
<td>Food Packaging Corporation</td>
<td>Stone Mountain</td>
<td>32</td>
</tr>
<tr>
<td>International Paper Company</td>
<td>East Point</td>
<td>90</td>
</tr>
<tr>
<td>Lily, Tulip Cup Corporation</td>
<td>Augusta</td>
<td>472</td>
</tr>
<tr>
<td>Marathon Products, American Can Company</td>
<td>Newman</td>
<td>201</td>
</tr>
<tr>
<td>Southern Straw Manufacturing Company</td>
<td>Atlanta</td>
<td>25</td>
</tr>
<tr>
<td>Standard Cap and Seal, Inc.</td>
<td>Chamblee</td>
<td>20</td>
</tr>
<tr>
<td>Sweetheart Plastics, Inc.</td>
<td>Conyers</td>
<td>80</td>
</tr>
<tr>
<td>Tifton Coca-Cola Bottling Company, Inc.</td>
<td>Tifton</td>
<td>31</td>
</tr>
<tr>
<td>U. S. Envelope Company</td>
<td>Chamblee</td>
<td>150</td>
</tr>
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</table>
Appendix A-2, continued

<table>
<thead>
<tr>
<th>Company</th>
<th>Location</th>
<th>Employment</th>
</tr>
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<tbody>
<tr>
<td><strong>NORTH CAROLINA</strong></td>
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<td></td>
</tr>
<tr>
<td>International Paper Company</td>
<td>Raleigh</td>
<td>51-100</td>
</tr>
<tr>
<td>Lady Marg, Inc.</td>
<td>Rockingham</td>
<td>1-25</td>
</tr>
<tr>
<td><strong>SOUTH CAROLINA</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>American Can Company</td>
<td>Darlington</td>
<td>500-999</td>
</tr>
<tr>
<td><strong>TENNESSEE</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>None</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Individual state directories of manufacturers.
Appendix B
SUPPLEMENTARY DATA
### Appendix B

**Calculation of Indices of U.S. Income Payments and Bending Board Production**

*(1958 = 100)*

<table>
<thead>
<tr>
<th>Year</th>
<th>Bending Board Products (000 tons)</th>
<th>Index</th>
<th>Wages and Salaries (millions)</th>
<th>Profits</th>
<th>Total Col. 3 &amp; 4</th>
<th>Conversion Factor</th>
<th>Total Converted to Constant Dollars</th>
<th>Index</th>
</tr>
</thead>
<tbody>
<tr>
<td>1955</td>
<td>3931.3</td>
<td>92</td>
<td>$210,902</td>
<td>$44,862</td>
<td>$255,764</td>
<td>92.8</td>
<td>$274,513</td>
<td>99</td>
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<tr>
<td>1956</td>
<td>4108.1</td>
<td>96</td>
<td>227,304</td>
<td>45,493</td>
<td>272,797</td>
<td>94.8</td>
<td>287,761</td>
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<tr>
<td>1957</td>
<td>4148.6</td>
<td>97</td>
<td>238,120</td>
<td>43,426</td>
<td>281,546</td>
<td>97.7</td>
<td>288,174</td>
<td>104</td>
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<tr>
<td>1958</td>
<td>4275.2</td>
<td>100</td>
<td>239,803</td>
<td>37,410</td>
<td>277,213</td>
<td>100.0</td>
<td>277,213</td>
<td>100</td>
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<tr>
<td>1959</td>
<td>4512.6</td>
<td>106</td>
<td>258,459</td>
<td>47,657</td>
<td>306,116</td>
<td>101.3</td>
<td>302,188</td>
<td>109</td>
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<tr>
<td>1960</td>
<td>4597.9</td>
<td>108</td>
<td>271,308</td>
<td>44,261</td>
<td>315,569</td>
<td>102.9</td>
<td>306,675</td>
<td>111</td>
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<tr>
<td>1961</td>
<td>4737.5</td>
<td>111</td>
<td>278,821</td>
<td>44,187</td>
<td>323,008</td>
<td>103.9</td>
<td>310,884</td>
<td>112</td>
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<tr>
<td>1962</td>
<td>4967.4</td>
<td>116</td>
<td>297,133</td>
<td>48,183</td>
<td>345,316</td>
<td>104.8</td>
<td>329,500</td>
<td>119</td>
</tr>
<tr>
<td>1963</td>
<td>5142.1</td>
<td>120</td>
<td>311,095</td>
<td>59,401</td>
<td>370,496</td>
<td>106.1</td>
<td>349,195</td>
<td>126</td>
</tr>
<tr>
<td>1964</td>
<td>5385.4</td>
<td>126</td>
<td>333,683</td>
<td>66,789</td>
<td>400,472</td>
<td>107.2</td>
<td>373,575</td>
<td>135</td>
</tr>
<tr>
<td>1965</td>
<td>5564.7</td>
<td>130</td>
<td>358,885</td>
<td>77,787</td>
<td>436,672</td>
<td>108.8</td>
<td>401,353</td>
<td>145</td>
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<tr>
<td>1966</td>
<td>5933.8</td>
<td>139</td>
<td>394,499</td>
<td>84,224</td>
<td>478,723</td>
<td>111.5</td>
<td>429,348</td>
<td>155</td>
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<tr>
<td>1967</td>
<td>5901.5 (1/)</td>
<td>138</td>
<td>423,483</td>
<td>80,337</td>
<td>503,820</td>
<td>114.4</td>
<td>440,402</td>
<td>159</td>
</tr>
</tbody>
</table>

(1/) Annual amount obtained from the addition of monthly figures.

Sources: U. S. Department of Commerce, Bureau of the Census, *Current Industrial Reports.*
APPENDIX B
(1958 = 100)
THE SOUTHEASTERN MODULAR HOUSING MARKET

by

David S. Clifton

Industrial Development Division
Engineering Experiment Station
GEORGIA INSTITUTE OF TECHNOLOGY
May 1970
THE SOUTHEASTERN MODULAR HOUSING MARKET

Summary

Approximately 92% of the modular housing in the Southeast in 1969 was constructed for the single-family housing market. The demand for single-family housing in the Southeast between 1968 and 1975 was projected to be 666,600 units or an average of 95,230 units per year. Prefabrication image, diversity of building codes, and transportation limitations place serious restraints on the potential growth of the modular housing industry. Penetration into the single-family housing market will depend a great deal on the ability of the modular housing manufacturers to overcome the market restraints. Although the estimated increase in modular units sold between 1969 and 1970 is 50.9%, the projected utilization of production capacity for 1970 is only 31.1%.

Introduction

The demand for modular housing cannot be isolated from the general demand for housing. Housing demand can be subdivided with respect to price, but modular housing spans the entire housing price range. To analyze the southeastern modular housing market, the nature of the demand for housing in the Southeast must be examined. The factors which affect the southeastern housing market are identified with more ease if one examines the United States housing market as a whole. Therefore, this study will begin with an examination of the United States housing market and progress to an analysis of the southeastern housing market. The structure of the modular housing market will be investigated, and the southeastern modular housing market will be examined.

The United States Housing Market, 1960-1975

"The Outlook for United States Housing Needs" prepared for the President's Committee on Urban Housing by Robert Gladstone and Associates is an investigation of the housing market for the period 1960-1975.

Housing demand for the United States during this period is a function of three variables: household formation, replacement requirements, and anticipated

---

1/ The Southeast is defined as the following six-state area: Alabama, Florida, Georgia, South Carolina, North Carolina, and Tennessee.
vacancy changes. Housing demand for the nation between 1960 and 1975, based on these three critical variables, is estimated at 25.0 million units. Housing in the metropolitan areas\(^2\) is expected to account for approximately 73% of this demand.

Since new household formations account for 64% of this housing demand, an examination of the characteristics of future household structure will provide insight into the housing market.

Metropolitan white households will gain more than twice as rapidly as their nonmetropolitan counterparts for 1960-1975: 35.1% (10.7 million) compared to 15.0% (2.6 million).

Small households (consisting of one or two persons) are expected to gain at a faster rate (39%) than either of their medium (three and four persons) or large-sized counterparts, which will increase an estimated 21% and 28%, respectively.

The growth of small households is predicated, in part, on an appreciable increase in elderly households, many of which will consist of one or two persons.

White households, according to estimates, will increase by 13.3 million (28.8%), from approximately 47.9 million to 61.2 million households, between 1960 and 1975.

Proportionately, nonwhite households will increase more rapidly for the corresponding period, up 2.7 million (51.6%) from 5.1 to 7.8 million households.

Virtually all of these minority household gains will be concentrated in metropolitan areas, while the situation will remain virtually stable -- with a net loss of approximately 8,000 households -- in nonmetropolitan areas.

Prospective demand profiles for the 69 million households projected for the year 1975 by tenure types have been estimated for the nation. (See Table 1.) Both demand for owner-occupied units and preference for rental structures are expected to gain appreciably for the nation at large and within metropolitan areas in particular. The 1975 demand for owner-occupied housing is greatest in the under $12,500 price range and accounts for approximately 50% of the estimated demand for owner-occupied housing in 1975.

Housing supply for the U.S. between 1960 and 1975 will be a function of two major factors: inventory depletions (i.e., units lost through demolitions, 

\(^2\) Metropolitan areas are defined as those inside Standard Metropolitan Statistical Areas and nonmetropolitan areas as any areas outside SMSA's. (See Appendix A for a list of SMSA's in the Southeast.)
Table 1

HOUSEHOLD DEMAND PROFILES, UNITED STATES, 1975
(in thousands of households)

<table>
<thead>
<tr>
<th>Gross Rent</th>
<th>Metro Area</th>
<th>Nonmetro Area</th>
<th>U.S. Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Under $40</td>
<td>1,460</td>
<td>1,791</td>
<td>3,251</td>
</tr>
<tr>
<td>$40 - $59</td>
<td>3,590</td>
<td>1,852</td>
<td>5,442</td>
</tr>
<tr>
<td>$60 - $79</td>
<td>5,040</td>
<td>1,703</td>
<td>6,743</td>
</tr>
<tr>
<td>$80 - $99</td>
<td>4,100</td>
<td>996</td>
<td>5,096</td>
</tr>
<tr>
<td>$100 - $119</td>
<td>2,300</td>
<td>418</td>
<td>2,718</td>
</tr>
<tr>
<td>$120 - $139</td>
<td>1,525</td>
<td>228</td>
<td>1,753</td>
</tr>
<tr>
<td>$140 and Over</td>
<td>1,085</td>
<td>112</td>
<td>1,197</td>
</tr>
<tr>
<td>Total</td>
<td>19,100</td>
<td>7,100</td>
<td>26,200</td>
</tr>
</tbody>
</table>

Value (Owner-Occupied)

<table>
<thead>
<tr>
<th>Value Range</th>
<th>Metro Area</th>
<th>Nonmetro Area</th>
<th>U.S. Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Under $12,500</td>
<td>10,811</td>
<td>10,468</td>
<td>21,279</td>
</tr>
<tr>
<td>$12,500 - $14,999</td>
<td>4,144</td>
<td>1,370</td>
<td>5,514</td>
</tr>
<tr>
<td>$15,000 - $19,999</td>
<td>6,301</td>
<td>1,559</td>
<td>7,860</td>
</tr>
<tr>
<td>$20,000 - $24,999</td>
<td>2,976</td>
<td>558</td>
<td>3,534</td>
</tr>
<tr>
<td>$25,000 and Over</td>
<td>4,068</td>
<td>545</td>
<td>4,613</td>
</tr>
<tr>
<td>Total</td>
<td>28,300</td>
<td>14,500</td>
<td>42,800</td>
</tr>
</tbody>
</table>


Conversions, mergers, and other means) and additions of new housing units. Estimated inventory depletions during this period total 13.6 million units. Additions to the housing supply are projected at 32 million. The overwhelming majority of additions, 25 million units, are expected to be gained through new construction, with the remainder gained by conversions, mergers, and other means which partially offset losses due to similar causes. Approximately 10.1 million units of the total 25.0 million units projected for 1960-1975 were constructed between 1960 and 1967. An additional 14.9 million units, or an average 2.128 million units per year, are forecast for 1968-1975 if the demand for housing is to be met. The majority of this forecasted construction, approximately 73%, will be in the metropolitan areas of the nation.

The Southeastern Housing Market, 1968-1975

Housing demand for the Southeast between 1968 and 1975 is projected at 2.020 million units, or an average of 288,571 units per year. (See Table 2.)
Table 2
SOUTHEASTERN HOUSING DEMAND BETWEEN 1968 AND 1975
(in thousands)

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Southeast</td>
<td>7,639</td>
<td>8,929</td>
<td>1,290</td>
<td>2,020</td>
</tr>
<tr>
<td>Alabama</td>
<td>1,006</td>
<td>1,154</td>
<td>148</td>
<td>232</td>
</tr>
<tr>
<td>Florida</td>
<td>2,015</td>
<td>2,547</td>
<td>532</td>
<td>833</td>
</tr>
<tr>
<td>Georgia</td>
<td>1,287</td>
<td>1,483</td>
<td>196</td>
<td>306</td>
</tr>
<tr>
<td>North Carolina</td>
<td>1,441</td>
<td>1,624</td>
<td>183</td>
<td>287</td>
</tr>
<tr>
<td>South Carolina</td>
<td>721</td>
<td>803</td>
<td>82</td>
<td>129</td>
</tr>
<tr>
<td>Tennessee</td>
<td>1,169</td>
<td>1,318</td>
<td>149</td>
<td>233</td>
</tr>
</tbody>
</table>

3/ Household gains represent 63.89% of projected U.S. housing between 1960-1975. The same proportion was used to calculate southeastern housing.

Like the United States housing demand, the southeastern housing demand is a function of household formation, replacement requirements, and anticipated vacancy changes. The southeastern housing demand was determined in the following manner: Household formations between 1968 and 1975 for the Southeast were calculated from government publications which gave actual 1968 household figures and projected 1975 figures. Since no data were available on replacement requirements and vacancy changes, these elements of demand were assumed to represent the same percentage as in the United States demand.

The demand for housing can be divided by type, that is either single-family or multi-family. The demand for single-family housing will account for 33% of United States housing between 1968 and 1975.3/ The southeastern market

for single-family housing would be 666,600 or an average of 95,230 units per year.

No attempt was made to calculate the southeastern housing supply. Data on the two major variables of supply, inventory depletions and additions of new housing units, do not exist in such form that they can be readily extracted for the southeastern area.

The Modular Housing Market

Before examining the modular housing market the term "modular housing" needs clarification. This approach to housing considers each "module" to be not an end in itself but a building component capable of being manufactured as a separate unit and combined and recombined with other units. Large multi-function sections of dwelling units are referred to as modules. Sectional houses as distinguished from "modules" are those in which a dwelling unit is divided into a few large sections regardless of function. 4/

Several problems that will influence the market currently confront the manufacturer of modular homes. Unfortunately modular housing is associated by many with prefabricated housing, which has an unsavory image. Prefabrication is seen as a "gimmick." The picture of a group of standardized dwelling units comprising a monotonous community is abhorrent to home buyers.

Another problem is the diversity of the present system of construction codes. The more complete the modular home, the more probable it is that it will have to be taken apart at the site to accommodate local labor, local inspectors, and local codes. Broad code acceptance, then, is necessary to make an appreciable market for modular homes. California appears to be the only state to have taken legislative action to solve the building code problem. Under the California Factory Built Housing Law, operational on July 1, 1970, factory-built homes meeting state standards will qualify despite local building codes.

Transportation costs also impose a limitation on the market for modular homes. The effect of the transportation factor is to limit the geographical

market which a plant can economically serve. If other problems of marketability could be overcome, such a limit would not appear to be a major obstacle to a profitable scale of production.

Collectively all of these obstacles severely limit the scale at which modular home manufacturers must operate. The success of modular construction depends on a high volume of production and sales. That is, the major advantages of industrialization require that capital costs be spread over a large number of units of output and that production be sufficiently large and constant to allow workers to operate on a production-line basis.

One problem which is not peculiar to the modular housing manufacturer but affects the entire housing industry is that of the mortgage supply. Carter H. Golembe Associates investigated the availability of funds for housing needs between 1969 and 1978 for the President's Committee on Urban Housing. Three sets of possible economic conditions were studied: growth with slack, full-employment growth, and inflationary growth. Only inflationary growth of the economy was projected to result in serious strains on funds available in housing markets. Another conclusion reached in the report was that the solution of the low-income housing problem will require a substantial amount of credit, which is not likely to be forthcoming as a result of the normal operation of the nation's financial markets.

Southeastern Modular Housing Market

In the analysis of the southeastern modular housing market, all market restraints except the geographical limitation due to transportation costs will be ignored, because of the difficulty of measuring the effect of the restraints. To supplement the relatively scarce data on the modular housing market, a questionnaire was mailed. The respondents indicated that 92% of their modular housing units sold in 1969 were for single-family houses. Since the larger portion of the industry output is for the single-family housing market, this study will be limited to this major consumer.

The six-state Southeast constitutes the market area for the modular housing plant located in Jones County, Georgia. A government survey of the home manufacturing industry showed that the maximum distance from the plant at which
houses could sell at competitive prices was 300 miles. This compares favorably with the survey respondents' average of 326 miles radius. With a 326-mile radius, a plant in Jones County would have the following approximate marketing area: Alabama, Georgia, South Carolina, eastern Tennessee, western North Carolina, northern Florida, and small portions of Kentucky, Mississippi, and Virginia. The nature of available data precludes the division of any area smaller than a state; therefore, the six-state southeastern area was designated the market area. As stated before, 73% of the demand for housing will be from the metropolitan areas; of the 34 metropolitan areas within the six-state area, 29 are within an approximate 326-mile radius of the Jones County plant. Those small portions of Kentucky, Mississippi, and Virginia which were excluded from the market area will compensate somewhat for those areas included which should not have been. The overall effect on accuracy, then, will be of a small magnitude.

The single-family housing market within the southeastern area has historically been supplied by the conventional building industry, the mobile home manufacturers, and the manufactured housing industry. Manufactured housing includes prefabricated, sectionalized, and modular housing. There is no information on the distribution between the building industries of the southeastern single-family housing market. However, a definite trend is apparent when the building industries' division of the nation's total housing market is examined. In 1959, manufactured housing and mobile homes accounted for approximately 15% of all new housing starts in the U.S. (See Table 3.) By 1969 their share of the market had expanded to 34% of all new housing starts. The dominant positions of the manufactured housing and mobile home industries in the single-family housing market is evident from the fact that their shares of the national market in 1969 were 25% and 48%, respectively.

The demand for single-family housing in the Southeast between 1968 and 1975 was estimated at 666,600 units. Based on the trend of the manufactured housing industry between 1958 and 1969, it is reasonable to assume that the modular housing industry will capture a large portion of this market. The

Table 3
HISTORICAL HOUSING TRENDS IN THE UNITED STATES

<table>
<thead>
<tr>
<th>Year</th>
<th>New Housing Unit Starts (000)</th>
<th>Mobile Home Shipments (000)</th>
<th>Total Housing (000)</th>
<th>Manufactured Housing Units (000)</th>
<th>Manufactured Housing Units Percent of Total Housing</th>
<th>Manufactured Housing Units and Mobile Home Shipments Percent of Total Housing</th>
</tr>
</thead>
<tbody>
<tr>
<td>1958</td>
<td>1209</td>
<td>NA</td>
<td>NA</td>
<td>110</td>
<td>NA</td>
<td>NA</td>
</tr>
<tr>
<td>1959</td>
<td>1554</td>
<td>121</td>
<td>1675</td>
<td>132</td>
<td>7.9</td>
<td>15.1</td>
</tr>
<tr>
<td>1960</td>
<td>1296</td>
<td>104</td>
<td>1400</td>
<td>127</td>
<td>9.1</td>
<td>16.5</td>
</tr>
<tr>
<td>1961</td>
<td>1365</td>
<td>90</td>
<td>1455</td>
<td>156</td>
<td>10.7</td>
<td>16.9</td>
</tr>
<tr>
<td>1962</td>
<td>1492</td>
<td>118</td>
<td>1610</td>
<td>186</td>
<td>11.6</td>
<td>18.9</td>
</tr>
<tr>
<td>1963</td>
<td>1642</td>
<td>151</td>
<td>1793</td>
<td>198</td>
<td>11.0</td>
<td>19.5</td>
</tr>
<tr>
<td>1964</td>
<td>1562</td>
<td>191</td>
<td>1753</td>
<td>213</td>
<td>12.2</td>
<td>23.0</td>
</tr>
<tr>
<td>1965</td>
<td>1510</td>
<td>216</td>
<td>1726</td>
<td>233</td>
<td>13.5</td>
<td>26.0</td>
</tr>
<tr>
<td>1966</td>
<td>1196</td>
<td>217</td>
<td>1413</td>
<td>230</td>
<td>16.3</td>
<td>31.6</td>
</tr>
<tr>
<td>1967</td>
<td>1322</td>
<td>240</td>
<td>1562</td>
<td>225</td>
<td>14.4</td>
<td>31.7</td>
</tr>
<tr>
<td>1968</td>
<td>1548</td>
<td>318</td>
<td>1866</td>
<td>240\textsuperscript{e}</td>
<td>12.9</td>
<td>29.9</td>
</tr>
<tr>
<td>1969</td>
<td>1497\textsuperscript{p}</td>
<td>364</td>
<td>1861</td>
<td>260\textsuperscript{e}</td>
<td>14.0</td>
<td>33.5</td>
</tr>
</tbody>
</table>

\textsuperscript{p} - preliminary
\textsuperscript{1} - U.S. Department of Commerce, Bureau of the Census, Construction Reports, C-20.
\textsuperscript{2} - U.S. Department of Commerce, Business and Defense Services Administration, Construction Review.
\textsuperscript{3} - Home Manufacturers Association.

NA - not available
capability of the modular housing industry to penetrate the market will depend greatly on the success of the manufacturers in overcoming the market restraints. Approximately 73% of the questionnaire respondents indicated building code problems and 55% indicated highway regulation difficulties. The impossibility of evaluating the extent of these and other marketing problems makes the modular housing market difficult to quantify. No attempt will be made to divide the southeastern single-family projected housing demand of 95,230 housing units per year between 1968 and 1975 into type of construction. Once market restraints diminish, the modular housing industry, which has the ability to compete with both the high-price-range conventional housing and the low-price-range mobile homes, in theory, could capture the majority of the market.

Several facts emerged from the responses to the southeastern modular housing survey. The Southeast's projected increase in modular homes from 1969 to 1970 is 50.9%. If the 1970 manufacturers' estimates are valid, this would certainly be an encouraging trend, particularly in view of the current slump in the construction industry. Although this estimated industry growth rate is impressive, the projected 1970 usage of only 31.1% of production capacity could be an indication of future problems, if the restraints on the market are not relaxed.

The survey results indicate that at the present time modular housing manufacturers use a variety of distribution channels. Sales are made direct to the public and through retailers and wholesalers. No channel of distribution was predominant and it was not usual for a manufacturer to use more than one method.
Appendix A

SOUTHEASTERN STANDARD METROPOLITAN STATISTICAL AREAS
Appendix A
SOUTHEASTERN STANDARD METROPOLITAN STATISTICAL AREAS

<table>
<thead>
<tr>
<th>Alabama</th>
<th>North Carolina</th>
</tr>
</thead>
<tbody>
<tr>
<td>Birmingham</td>
<td>Asheville</td>
</tr>
<tr>
<td>Gadsden</td>
<td>Charlotte</td>
</tr>
<tr>
<td>Huntsville</td>
<td>Durham</td>
</tr>
<tr>
<td>Mobile</td>
<td>Fayetteville</td>
</tr>
<tr>
<td>Montgomery</td>
<td>Greensboro-Winston-Salem-High Point</td>
</tr>
<tr>
<td>Tuscaloosa</td>
<td>Raleigh</td>
</tr>
<tr>
<td></td>
<td>Wilmington</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Florida</th>
<th>South Carolina</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fort Lauderdale-Hollywood</td>
<td>Charleston</td>
</tr>
<tr>
<td>Jacksonville</td>
<td>Columbia</td>
</tr>
<tr>
<td>Miami</td>
<td>Greenville</td>
</tr>
<tr>
<td>Orlando</td>
<td></td>
</tr>
<tr>
<td>Pensacola</td>
<td>Tennessee</td>
</tr>
<tr>
<td>Tallahassee</td>
<td>Chattanooga</td>
</tr>
<tr>
<td>Tampa-St. Petersburg</td>
<td>Knoxville</td>
</tr>
<tr>
<td>West Palm Beach</td>
<td>Memphis</td>
</tr>
<tr>
<td></td>
<td>Nashville</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Georgia</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Albany</td>
<td></td>
</tr>
<tr>
<td>Atlanta</td>
<td></td>
</tr>
<tr>
<td>Augusta</td>
<td></td>
</tr>
<tr>
<td>Columbus</td>
<td></td>
</tr>
<tr>
<td>Macon</td>
<td></td>
</tr>
<tr>
<td>Savannah</td>
<td></td>
</tr>
</tbody>
</table>

THE MARKET FOR TRAPS IN THE UNITED STATES

by

David S. Clifton

Industrial Development Division
Engineering Experiment Station
GEORGIA INSTITUTE OF TECHNOLOGY
May 1970
The market for traps in the United States

The Trap Market

The purpose of this report is to investigate the market for small animal, crab, fish, and bird traps in the United States. Three basic types of animal traps commonly are manufactured in the United States: the steel trap, the snare, and the box trap. However, this study will consider only the market for Sullivan's Sure-Catch Traps, which are of the box type.

The animal box trap is, perhaps, the most humane trap yet devised; however, due to its bulk and size, its use is limited. Because of these limitations, the professional trapper usually uses steel traps or snares, which are light, portable, and relatively inexpensive. Small animal box traps are sold primarily to customers whose objective is to capture unwanted animals in areas populated with other animals and people. Although the results from a survey of trap manufacturers conducted during the course of this study were not conclusive because of the poor response to the questionnaire, the following were identified by respondents as end-users: city governments, health departments, colleges, state game and fish agencies, U.S. conservation agencies, and the general public. No statistical data are available on the small animal box trap market; however, the National Retail Hardware Association report for 1969 indicated 46.8% of the hardware stores (SIC 5251) sold $817,000 of all types of animal traps.

Crab traps or pots for professional fishermen are constructed with respect to the species of crab. There are three crab fisheries of commercial importance in the United States: (1) the blue crab of the Atlantic coast, (2) the Dungeness crab of the Pacific coast, and (3) the king crab of the Alaskan waters. Pots are the primary type of gear used in these crab fisheries. A large number of pots are used, for example, during the blue crab potting season because the loss of pots is so great that one or more replacements are required for each pot initially set out.

A manufacturer of crab pots for this market will have to vary his trap construction by crab species and local water conditions (e.g., swift currents dictate a low crab pot height). Around coastal waters one appreciable consumer of crab pots would certainly be the general public. However, the crab
pots sold to this market would probably not have to be especially designed. The general consumer's preference would most likely be based on cost.

The markets for bird and fish traps are difficult to quantify. Bird traps are generally purchased for one of three reasons: (1) to prevent bird damage to crops, (2) to discourage unwanted roosts, or (3) to capture live birds for food or sport. The questionnaire returns indicated that bird traps were purchased largely by farmers, city governments, and health departments. No information was available on fish traps beyond the fact that the use of such traps is illegal in a number of states.

**Trap Manufacturers**

Approximately 19 businesses currently are engaged in manufacturing box-type traps in the United States. The name of each company, its location, and the type or types of traps it produces are shown in Appendix A. The majority of the trap manufacturers specialize in the production of box traps for a single class or species of animal. Of the 19, only eight businesses offer traps for more than one type of animal.

A retail price comparison was conducted between Sullivan's traps and four of its largest competitors. The traps were compared by size and trapping function. (See Table 1.) Most of Sullivan's traps are priced slightly higher than the average price of its competitors. Competition appears to be the greatest in the animal trap market where Sullivan's competitors match Sullivan's product line and exceed his variety of animal traps. The competition in bird, fish, and crab traps is slight, which may indicate one of two things: either that the competitors have overlooked these market areas or that they have found potential sales in these product lines to be insufficient to justify the cost of carrying them.

Although the questionnaire returns were too few in number to be definitive, they provided the limited information available on the methods of distribution currently being used by manufacturers. Approximately 75% of the respondents sold their traps directly to the customer. The remainder were almost equally divided between retail and wholesale outlets.
Table 1
COMPARATIVE RETAIL TRAP PRICES, 1970

<table>
<thead>
<tr>
<th>Sullivan's Traps</th>
<th>Average of Competitors' Prices</th>
<th>Competitor A</th>
<th>Competitor B</th>
<th>Competitor C</th>
<th>Competitor D</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>A</td>
<td>B</td>
<td>C</td>
<td>D</td>
</tr>
<tr>
<td><strong>Animal</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>00</td>
<td>$5.45</td>
<td>$4.95</td>
<td>$5.95</td>
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<td></td>
</tr>
<tr>
<td>A0</td>
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</tr>
<tr>
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<td>14.80</td>
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</tr>
<tr>
<td>A2</td>
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<td>21.40</td>
<td>21.40</td>
<td></td>
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</tr>
<tr>
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<td></td>
</tr>
<tr>
<td>A4</td>
<td>51.75</td>
<td>49.63</td>
<td>61.50</td>
<td>50.50</td>
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</tr>
<tr>
<td><strong>Number of Animal Traps</strong></td>
<td>5</td>
<td>14</td>
<td>21</td>
<td>5</td>
<td>6</td>
</tr>
<tr>
<td><strong>Birds</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>00</td>
<td>9.98</td>
<td>9.50</td>
<td></td>
<td></td>
<td>10.45</td>
</tr>
<tr>
<td>B1</td>
<td>13.75</td>
<td>13.73</td>
<td>17.50</td>
<td></td>
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</tr>
<tr>
<td>B0</td>
<td>11.25</td>
<td>10.20</td>
<td></td>
<td></td>
<td>10.95</td>
</tr>
<tr>
<td>B1</td>
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<td>B2</td>
<td>23.75</td>
<td></td>
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<td>5</td>
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<td>4</td>
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</tr>
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<td>00</td>
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<tr>
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<td>3</td>
<td>0</td>
<td>3</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td><strong>Crab</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>00</td>
<td>4.35</td>
<td>4.35</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>C1</td>
<td>15.50</td>
<td>11.20</td>
<td></td>
<td>11.95</td>
<td>10.45</td>
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<td><strong>Number of Crab Traps</strong></td>
<td>1</td>
<td>1</td>
<td>0</td>
<td>1</td>
<td>1</td>
</tr>
</tbody>
</table>

1/ Trap prices based on order of one. A number of manufacturers offer quantity discounts.

Sources: Individual business catalogs.
Summary

The market for small animal, bird, fish, and crab box traps is difficult to quantify. Due to the number of establishments manufacturing small animal traps and the extent of their product lines, it would seem that the majority of the box trap market is in this area. Consumers appear not to be professional trappers or fishermen as one might expect, but consist, rather, of city governments, health departments, colleges, state game and fish agencies, U.S. conservation agencies, and the general public.

Sullivan's Sure-Catch Traps product line is slightly higher priced than those of its competitors. There are few competitors in the bird, fish, and crab trap markets in the price range of Sullivan's traps. In fact, very few traps are offered by competitors in these market areas. The majority of the respondents to the questionnaire indicated that their method of distribution was directly to the customer.
Appendix A

BOX TRAP MANUFACTURERS IN THE UNITED STATES
## Appendix A
### BOX TRAP MANUFACTURERS IN THE UNITED STATES

<table>
<thead>
<tr>
<th>Company</th>
<th>Location</th>
<th>Traps</th>
</tr>
</thead>
<tbody>
<tr>
<td>Androck Inc.</td>
<td>Worcester, Mass.</td>
<td>Crab</td>
</tr>
<tr>
<td>Bob-N-Jack Trap</td>
<td>Farmington, Minn.</td>
<td>Pigeon</td>
</tr>
<tr>
<td>Campbell Cage Co., Inc.</td>
<td>Campbell, Cal.</td>
<td>Animal</td>
</tr>
<tr>
<td>Charles Siegel &amp; Son</td>
<td>Chicago, Ill.</td>
<td>Pigeon</td>
</tr>
<tr>
<td>Cuba Specialty Mfg. Co.</td>
<td>Houghton, N. Y.</td>
<td>Crab</td>
</tr>
<tr>
<td>E. E. Nupp &amp; Sons</td>
<td>Starford, Pa.</td>
<td>Rabbit</td>
</tr>
<tr>
<td>Franklin Isaac Co.</td>
<td>Baltimore, Md.</td>
<td>Crab</td>
</tr>
<tr>
<td>Hancock Trap Co.</td>
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Magazine advertisements.
A PROGRAM
OF MANAGEMENT AND TECHNICAL ASSISTANCE
IN DESIGNATED EDA COUNTIES IN GEORGIA

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

Industrial Development Division
Engineering Experiment Station
GEORGIA INSTITUTE OF TECHNOLOGY
August 1970
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INTRODUCTION

Background of the Industrial Development Division

From a comprehensive plan proposed in October 1955, the idea of an industrial development program at Georgia Tech became a reality in July 1956 with the establishment of a three-man branch. The Industrial Development Branch grew to division status within the Engineering Experiment Station in 1962; currently the Industrial Development Division (IDD) has more than 70 employees located in the central office in Atlanta and in branch offices in Albany, Augusta, Carrollton, Douglas, Macon, Rome, and Savannah.

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

1. To provide the factual, scientific research needed to assess the economic status and development potential of the state and its subdivisions.

2. To describe, measure, and evaluate the physical and human resources of the state and its subdivisions.

3. To determine, through objective research and analysis, the types of business and industrial operations that are best suited for development or expansion in Georgia and in specific locations within the state.

4. To serve as a center for the collection, interpretation, and dissemination of information relating to industrial and economic development.

5. To provide professional assistance, information, and service to governmental units and to other industrial and economic development groups.

6. To provide professional assistance, information, and service to established and prospective business and industrial firms.

7. To motivate and assist public and private organizations in the utilization of research findings in the achievement of industrial and economic potentials.

8. To provide professional instruction and guidance in the application of the principles and techniques of industrial and economic development.
Development of Management and Technical Assistance Program

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

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

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

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

On April 19, 1967, the Economic Development Administration, U. S. Department of Commerce, announced the extension of the management and technical assistance program for a third year. In brief, this program covered an expansion of the 1966-1967 program with services oriented toward assistance to firms in designated Economic Development Districts and EDA counties. Additional service also was to be provided (1) to firms in Economic Development Centers, (2) to firms in EDA-designated areas in bidding for government contract work, (3) to firms having received loans from the U. S. Department of Commerce upon request of the authorized representative of the Contracting Officer, and (4) to the EDA Field Coordinator in those cases where there was a need for data concerning the economic impact that business and public works proposed for Economic Development Centers would have on the Economic Development Districts and surrounding EDA-designated areas. Further, a survey of an Economic Development District to determine the extent, availability, and characteristics of the District's unemployed was to be made.
On April 12, 1968, the Economic Development Administration, U. S. Department of Commerce, announced the extension of the management and technical assistance program for a fourth year. In brief, this program covered a continuation of the 1967-1968 program, at a reduced level of funding and effort, with services oriented toward assistance to firms in designated Economic Development Districts and EDA counties. In addition, manufacturers in certain Economic Development Centers and EDA counties, not previously interviewed, were to be interviewed with assistance extended to those firms needing assistance. Assistance to the EDA Economic Development Specialists and Economic Development Districts was to be provided in those cases where there was a need for economic impact studies and documentation in connection with applications for industrial and public works projects.

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

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

During fiscal 1969-1970, 101 management and technical assistance projects were active under the EDA program. This brought to 511 the total number of projects undertaken by the Division under the contract as of May 31, 1970.

Purpose and Contents of Report

The primary purpose of this annual report is to review the activities of the EDA Services Section and other staff members of the Industrial Development Division covered under this project from June 1, 1969, through May 31, 1970. The major section of this report, therefore, is directed to a brief description of the 101 assistance projects which have been active during the year. These descriptions cover the types of services provided, the approaches used, and the types and locations of the firms or organizations for which the work was performed. With the exception of those projects which are continuing, each of the project descriptions is concluded with a summary of the results achieved when known.
Preceding this major section and immediately following these introductory remarks is a description of the nature and scope of the management and technical assistance program. This section includes statements of objectives, staff capabilities, and operating policies; an outline of the approach used on individual projects; and an evaluation of the program.
NATURE AND SCOPE OF THE EDA SERVICES PROGRAM

Objectives

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

1. To stimulate the expansion and diversification of existing business and industry in designated EDA counties.

2. To support the formation of new, economically sound enterprises in designated EDA counties.

3. To create additional jobs in the designated EDA counties through the accomplishment of the first two objectives.

Staff Capabilities

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

Operating Policies

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

1. The inherent potential of the proposal is the first test applied to a request for assistance. If a new product or process is involved or if the request is for assistance in the organization of a new enterprise, an analysis is made of the profit potential of the product, process, or company. If the potential appears to be sound, the proposal has passed the first test.

2. The second criterion involves the management and/or technical competence of the individuals requesting assistance. Their competence becomes a factor in the overall potential of the proposal. Assuming a high degree of management competence, a proposal with sound market potentials justifies a high priority. Without such competence, the chances of success for a potentially good idea are obviously reduced.
3. The economic impact of IDD's assistance service represents the third test. A higher priority is normally given to those projects in which a relatively high return can be achieved through the creation of better-paying jobs, the increased use of natural resources, and the fulfillment of a profitable business opportunity.

4. The fourth test relates to the financial resources supporting the proposal itself. If the proposal has validity in all other respects, financial backing usually can be secured from outside interests. If the proposed product, process, or company is weak in either of the first two external factors stated above, its potential success is weakened even if the individuals involved can provide their own financial backing. So priority is determined on the basis of the financial resources behind the proposal if it meets the first two criteria.

Individual Project Approach

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

1. Efforts initially are directed toward assisting the firm in solving its problem by itself. This is essentially a matter of assisting company representatives in identifying the true nature of a problem, then guiding them toward and through a series of steps by which they can resolve the problem.

2. If it is not possible for a firm to resolve a problem situation with its own personnel, direct assistance is provided in attacking those aspects of the problem which IDD can competently approach.

3. If a problem situation involves an unusual amount of time relative to the results to be attained or if qualified personnel are not available to attack the problem, the firm is advised of its need for competent consulting specialists.

Evaluation of the Program

In drawing conclusions about the program, it would not be difficult to overstate the impact of the work performed by IDD staff personnel on the individual projects; however, available information indicates some noteworthy results in the area of employment and jobs affected. A total of approximately 2,028 identifiable jobs have been saved in 19 firms assisted by IDD. Another 537 identifiable jobs have been created in 35 expanding companies which were assisted. In the 39 new ventures and the 35 expansions which were aided by IDD during the period, 3,383 new jobs either are being created or show definite promise of early establishment.

Conclusions regarding the overall impact of this program must be based upon a collective evaluation of the individual projects and their respective results. This evaluation should include not only a recognition of the fact that a deliberate attempt has been made to state the significance of IDD efforts in realistic
terms, but also a consideration of the following special points concerning the
results reported:

1. In many cases, the contributions of IDD staff personnel were major
   factors in management decisions to act or not to act on a specific
   plan of development. This was particularly true in those cases in-
   volving the development of new ventures.

2. In some situations, the end result would have been the same regardless
   of IDD participation. In such cases, IDD staff personnel helped to
   facilitate the achievement of an already determined goal.

3. In certain projects, IDD staff personnel filled a negative role by
determining that a proposed course of action was not economically
sound. The project staff felt that such actions, where they were
taken, were in the best interests of all parties in the project. It
is not enough to provide support for sound proposals; the unsound ones
also must be identified.

4. At the request of the EDA Economic Development Representative, person-
nel of IDD assisted several Georgia communities in the documentation
of need for the establishment or expansion of water and sewer facil-
ties. While such assistance did not result in directly created jobs,
it served to point up the need for such facilities to permit the
immediate establishment of new industry and/or the expansion of
existing industry in which new jobs would be created.

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

1. After a modest start, the program has grown both in quantity of pro-
   jects and in the comprehensiveness of the assistance offered. The
   program has been well received throughout Georgia and is being sup-
   ported by the firms that have been assisted.

2. Consultants of all types have been kept apprised of Georgia Tech's
management and technical assistance efforts and have worked in con-
junction with IDD to further the program. All parties concerned
seem to feel that the program is mutually beneficial.

3. Success of the original program has led to expansion of the project
by the U. S. Department of Commerce's Economic Development Administra-
tion in Georgia and initiation of comparable programs by agencies in
other states.

4. As a result of previous MTA experience, IDD personnel provided coun-
sel to the federal government in an effort to bridge the gap between
the accumulated findings of governmental, education, and private re-
search and the information needs of business and industry. This coun-
sel eventually resulted in the passing of the State Technical Services
Act of 1965. In commenting on the new Act, the National Observer stated on September 20, 1965:

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

5. During fiscal 1969-1970, the overall assistance program was continued under EDA sponsorship including economic impact studies for communities seeking to expand city services. These studies, closely related to and complementing the program of management and technical assistance to business and industry, provide the basis for developing adequate community facilities and services to support additional industrial and economic growth.

Acknowledgments

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

At the start of the program in June 1969, 27 projects were carried over from the previous contract. Internal controls were reviewed and reissued to provide for the effective assignment of staff to be covered by the field offices (see Map 1), and manpower estimates were prepared. Program controls were reviewed to insure adequate work records (see Appendix 1), and man-hours were budgeted for each staff member according to the probable volume of work to be generated from his individual assignments.

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

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

As each individual project was developed, an IDD representative was assigned project director, and the required work was either performed by the project director or assigned to a staff specialist. The project director maintained close contact with the company involved until the project was completed; work performed on each project and the results achieved were recorded on individual project report forms. (See Appendix 1.) The format of the quarterly report to the Office of Technical Assistance of the Economic Development Administration was retained in its same form as the previous year to facilitate reporting quarterly the nature and status of appropos work performed in each of the Districts to the District offices.
Map 2
ECONOMIC DEVELOPMENT DISTRICTS

1. Georgia Mountains EDD
2. Northeast Georgia EDD
3. Central Savannah River EDD
4. Oconee EDD
5. Heart of Georgia EDD
6. Coastal Plain EDD
7. Slash Pine EDD
8. Coastal EDD
9. Southwest Georgia EDD
10. Middle Flint EDD
11. Chattahoochee-Flint EDD
12. Lower Chattahoochee EDD

[Map showing the Economic Development Districts with numbered regions and county names]
SUMMARY OF PROGRAM ACTIVITIES

Of the 101 individual projects conducted under the EDA-sponsored program of management and technical assistance to business and industrial firms in selected Georgia counties, 67 were completed or discontinued during the contract period. The remaining 34 projects were still active as of May 31, 1970.

In accomplishing the objectives of the program, the IDD staff's attention was devoted primarily to the expansion of existing industry and the formation of new enterprises. As circumstances dictated, some effort was also directed toward problem solving in order to strengthen firms and toward saving jobs already lost or currently endangered by failing businesses. In addition, the Economic Development Administration requested that the Industrial Development Division work with certain communities in an effort to aid them in establishing the economic impact of proposed new or improved public works. In summarizing the program activities, therefore, the individual projects are classified by nature of project objective into the following categories:

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

Table 1 and Map 3 identify the counties in which work was performed under the program and indicate the number of projects conducted in each county. At least one, and as many as six projects, were undertaken in each of the 46 counties.

Sixteen projects were conducted for metal products manufacturers and 14 for wood products manufacturers. (See Table 2.) The remaining projects conducted for manufacturing firms were divided among mobile homes, apparel products, food products, poultry products, mineral products, textile products, plastic products, carpet products, wooden furniture, paper products, and miscellaneous products. Eight projects were for local governments or development agencies.

Although the nature of work performed on the 101 management and technical assistance projects varied considerably, emphasis was on analysis of manufacturing facilities and systems, feasibility studies, market research, and economic impact studies. (See Table 3.) Other project work included manpower development, development of new product possibilities, equipment information and analysis, and aid in solving personnel problems.
Table 1
SUMMARY OF PROJECTS BY COUNTY

<table>
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<tr>
<th>Nature of Project Objectives</th>
<th>Expansion or Diversification</th>
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<th>Stabilization of Firms</th>
<th>Community Development</th>
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Table 1 (continued)

SUMMARY OF PROJECTS BY COUNTY

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<th>Nature of Project Objectives</th>
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Total Number of Counties: 46
Map 3

DISTRIBUTION OF EDA PROJECTS
June 1, 1969 to May 31, 1970

LEGEND

- Project
- Eligible County

[Map showing the distribution of EDA projects across Georgia from June 1, 1969 to May 31, 1970]
Table 2

SUMMARY OF PROJECTS BY INDUSTRY

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<th>Type of Industry</th>
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<td>New Venture Development</td>
<td>Stabilization of Firms</td>
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(continued)
Table 3 (continued)

SUMMARY OF PROJECTS BY NATURE OF WORK PERFORMED

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SIGNIFICANT DEVELOPMENTS

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

Significant Project Work

The furniture manufacturing company in Jenkins County, which received in-depth assistance consisting of locating an available building, plant layout for the new building, financial planning for the new company, and recruiting and training of personnel, has begun operations. The company initially employed 55 people and expects to steadily increase employment to over 400 within three years. An announcement of the opening of the company is contained in Appendix 3.

A heavy equipment manufacturer in Jefferson County was provided with a market study and suggestions for improved labor relations and an improved production control system which have been implemented. The company is now being provided with in-depth assistance in evaluating and improving its cost accounting and pricing systems. These improvements will provide stability to the company and insure its continued operation at current levels and also create a sound financial base for expansion. (See Appendix 4.)

A market study was prepared for a proposed carpet yarn spinning company in a recently designated Growth Center. The study will be included as part of an EDA application which is planned for submission. This proposed company will initially employ 130 people.

The mobile home manufacturer desiring to establish a branch manufacturing facility in Greene County received IDD assistance with initial planning, location of a building site, a plant layout, financing of its new facility, and a training program. This new facility is now under construction and will provide employment opportunities for 60 to 70 people with steady growth anticipated.

The wire manufacturer in Carroll County has been given considerable assistance with its plans to establish a copper refinery and to expand its present production facilities. IDD supervised the assembly of the EDA application and prepared an economic impact study which was submitted as part of the application. This application has been forwarded to EDA Washington and approval is expected. The total employment impact of the project will be the creation of new jobs in excess of 1,400. (See Appendix 5.)

An individual interested in establishing a sand-lime brick plant in Greene County has been provided with a market study and a non-overproduction study which were used in support of a SBA application which is now pending. This project has strong local support which should enhance its potential success. Initial employment will be 20 people.
A recently designated Growth Center in Sumter County was assisted with the documentation and preparation of an economic impact study to substantiate the need for an expansion of its water and sewerage system. This report was forwarded as part of an EDA application which is now being considered. The employment impact of the proposed expanded utilities will be the creation of over 500 new jobs.

The women's clothes manufacturer in Walton County was assisted with a plant layout and improved work flow methods which have been implemented. These improvements have enabled the company to obtain maximum utilization of its plant space and have resulted in additional employment opportunities for 13 people. (See Appendix 6.)

The concrete products company in Dougherty County received IDD assistance in establishing a new branch plant. This assistance consisted of a plant layout, establishing an inventory and cost control system for both plants, and material handling procedures. The new branch plant for producing concrete blocks is operating and has an initial employment of 12 people.

The development group in Hancock County is receiving assistance with the updating of the Oconee Area Vocational-Technical School Study as it applies to their county. Over 500 businesses and manufacturing firms were contacted in an IDD survey which is now being completed and tabulated.

A manufacturer of mobile homes in Taylor County, which was experiencing considerable difficulty in the manufacture of mobile homes, was assisted in solving several management problems and with establishing a production control system for its operation. The implementation of these recommendations has resulted in considerable improvement in the operation of this company and stabilized its employment of 125 people.

An economic impact study was prepared by IDD to support a supplemental grant for a waste-treatment facility in a community located in Clay County. EDA has approved funding of this project in the amount of $96,000.

A seamless plastic flooring manufacturer in Clarke County received assistance from IDD in developing grids to be used in embossing a pattern in liquid flooring and in marketing, financial planning, and obtaining an SBA-guaranteed bank loan in the amount of $40,000. This company has commenced production. (See Appendix 7.)

The individual in Emanuel County was provided with a market study for pet foods. The study is being evaluated and will be used in considering establishing a pet food canning plant in the Swainsboro Industrial Park. (See Appendix 8a and 8b.)

The wood products company in Early County was provided with a market study on marine cargo containers. (See Appendix 9.)

The carpet yarn spinning mill in Murray County was assisted in reducing a high labor turnover problem with an analysis of its personnel policies. The company was pleased with the results of this assistance. (See Appendix 10.)

A hardware manufacturer in Carroll County that was at the point of failure was provided with a complete analysis of its operations along with recommendations for improvements. Many of these recommendations have been implemented.
The resulting stabilization of the company has saved 44 jobs that would have otherwise been lost. (See Appendix 11.)

A new marble products company in Coffee County was assisted with start-up problems and improved production testing and evaluation techniques which resulted in considerable improvement in product quality. The initial employment of six people is expected to increase rapidly as the company gains acceptance of its product by the mobile home and commercial housing market.

A vitreous china plumbing fixture manufacturing company desiring to establish a plant in Dodge County has been assisted with the initial planning and development of information needed for an EDA business loan application. A pre-submission conference has been arranged and continuing assistance will be rendered with the establishment of this plant. The proposed plant will provide employment for over 100 people.

A mobile home manufacturer in Irwin County, who was experiencing a serious decline in sales and a commensurate reduction in force of plant workers, was assisted with recommendations for improved company operations. The implementation of these recommendations and some major changes in management personnel have resulted in a reduction in production costs and an increase in employment from a low of 20 to a current total of 85 people.

An electrical coil manufacturer in Oglethorpe County was assisted with development and implementation of improved production methods and personnel policies. These improvements have resulted in expanded sales and labor force stabilization. The company is now considering establishing a branch plant in an adjoining county which would create additional employment in the area.

A new mobile home plant in Early County was assisted with setting up a production control system and helped with solving many of its start-up problems. This company is now in production and employing 35 people, and has expectations of increasing to at least 60 employees when it reaches full production.

The county development commission in Oglethorpe County was assisted in the selection of an industrial park site, and IDD prepared an industrial park design plan and a report on the projected county industrial district. The development commission has already contacted two companies that are interested in building a plant in the industrial district.

An economic impact study of a proposed vocational-technical training school was prepared for a city in Walton County. This training facility will enable students in the area to receive training and instruction in skills that are particularly needed for local industry. The study was submitted with the application now being considered by EDA.

The furniture manufacturing company in Hancock County has experienced considerable difficulty in being able to continue operating because of its many problems. This company is the major employer in the area and its failure would have serious consequences. IDD has rendered continuing assistance to the management of the company to improve the operating procedures in order to increase efficiency and to survive. The company has a current employment of 95 people. The company’s appreciation for IDD assistance is expressed in Appendix 12.
The Swainsboro industrial park project worked on and reported by IDD in 1968 received a substantial grant and loan from EDA. The announcement of the dedication is contained in Appendix 13.

**Interviews of Manufacturers**

During the period June 1, 1969, through May 31, 1970, interviews were conducted with firms located in twelve Economic Development Centers (Albany, Americus, Athens, Augusta, Bainbridge, Brunswick, Carrollton, LaGrange, Swainsboro, Tifton, Valdosta, and Waycross) and in two counties (Ben Hill and Dodge) not previously surveyed. One hundred and sixty-six manufacturers' data sheets were completed during the survey. As a result of the interviews and contacts made from this and previous surveys, 26 projects were developed which required IDD assistance.
DESCRIPTIONS AND RESULTS OF INDIVIDUAL PROJECTS

The 101 individual projects which were active during the period under the program of management and technical assistance to businesses, industrial firms, and communities in designated Georgia counties are listed by Economic Development Districts and described on the following pages. These summary descriptions include an identification of each project by number, type, and location; a brief description of the work performed; and a statement of the results achieved. The 34 projects which were still active as of May 31, 1970, are listed under "On Going Projects" in each EDD.
CENTRAL SAVANNAH RIVER ECONOMIC DEVELOPMENT DISTRICT

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

Discontinued Projects
During the period ten projects were discontinued in this area.

Project 338: Assistance to a knit garment manufacturer in Emanuel County

The company requested aid in obtaining an SBA expansion loan and in planning a more efficient plant layout.

Results: The plant layout was completed and delivered to the company; however, it was decided not to make any changes until approval of the SBA loan application is received. Expansion plans are expected to add an additional 12 to 15 employees. No further assistance is needed at this time.

Project 351: Assistance to a company in Warren County which manufactures air-freight shipping crates

The crate manufacturing company which had requested assistance in solving some of its production problems has decided to close down this part-time manufacturing operation. Its permanent business is too demanding to permit time on this additional venture.

Results: The company decided to go out of the crate manufacturing business and sold all of its equipment and supplies. Assistance was provided in locating a buyer.

Project 379: Assistance to a wood furniture manufacturing company in Jenkins County

The furniture manufacturing company desired to open a new plant and had requested assistance in locating a plant site, general planning, and establishing the new facility.

Results: IDD provided in-depth assistance to this company in establishing a new plant at Millen, Georgia. This assistance consisted of financial planning, location of an available building, recruiting, training, and a plant layout for the new building. The move has been completed and the plant is in production. It is expected to employ more than 400 people within three years. No further assistance is needed at this time.
Project 408: Assistance to a manufacturer of heavy timber handling and wood chipping equipment in Jefferson County

The manufacturer requested IDD assistance in evaluating and improving production methods. The company also requested a market study to support a possible EDA loan application for an expansion.

Results: The market study for wood chipping equipment was completed and delivered to the company; however, the company decided not to proceed with its plans to apply for an EDA loan. Many of the suggestions made by IDD for improved labor relations and an improved production control system have been implemented. These improvements have made it possible for the company to expand operations of one division and add ten additional people. No further assistance is needed at this time.

Project 417: Assistance to an individual desiring to start a new plant to manufacture sailing surfboards in Lincoln County

The individual wanted to establish a plant to manufacture sailing surfboards. He requested IDD assistance in preparing a market analysis and in finding a suitable location for his plant.

Results: The market study was completed by IDD and forwarded to the individual. Because of a limited market, as shown by the market study, and the need for an aggressive sales effort initially, the principals decided to defer action indefinitely. No further assistance is needed at this time.

Project 426: Assistance to an individual in Emanuel County who desires to establish a pet food production facility

The individual requested that IDD prepare a market study for the pet food market.

Results: The study was completed and forwarded to him for his evaluation and guidance. The individual has written a letter expressing his appreciation for the assistance rendered by IDD. No further assistance is needed at this time.

Project 434: Assistance to a tool and die company in Burke County

This company had requested assistance in developing additional products that could be manufactured by utilizing equipment which was not being operated at full capacity.

Results: Assistance was rendered in obtaining additional business for this company. The plant is now operating at full capacity and is actively recruiting two additional tool and die makers. No further assistance is needed at this time.

Project 437: Assistance to a manufacturer of women's clothes in Burke County

This new garment manufacturer requested IDD assistance with the development of a plant layout and help with various start-up problems.
Results: The plant layout was completed and was implemented by the principals of the company with only minor changes. The company is now in operation and providing employment for 40 people, with expectation of increasing employment to 70 and doubling production within six months. No further assistance is needed at this time.

Project 465: Additional assistance to a manufacturer of heavy timber handling and wood chipping equipment in Jefferson County

This company requested IDD assistance in evaluating and improving its cost accounting and pricing systems.

Results: An in-depth study of this company's operation was conducted by IDD. A comprehensive report of recommendations for an improved costing and pricing system, as well as additional recommendations for an overall improvement in company operations, was prepared and discussed with the principals of the company. Many of these recommendations are already being implemented. No further assistance is needed at this time.

Project 480: Assistance to an individual interested in establishing a modular housing plant in Jefferson County

This individual is interested in establishing a modular housing plant and was being helped with locating an available building.

Results: IDD was unable to locate a suitable existing building. However, the individual has contacted a development group in Jefferson County that is interested in building a 48,000-sq. ft. building with authority bond financing. This proposed building will be adequate for the company's needs, but there will be some delay while the building is being constructed. When the building is completed, further assistance will be rendered with the establishment of the plant facility. This proposed plant will provide employment opportunities for more than 100 people. No further assistance is needed at this time.

On Going Projects

There are now three projects under way in this area.

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

This company is interested in establishing a plant to fabricate structural steel for the construction industry. The company is being assisted with a plant layout, plant staffing, employee training, locating a source of funds, and various other start-up problems.

Results: The project is continuing.
Project 481: An industrialist in Warren County is being assisted in establishing a wood particleboard plant

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

Results: The project is continuing.

Project 483: Assistance to a cannery in Burke County

This company plans to expand its facilities and has asked IDD for assistance in applying for a SBA loan.

Results: The project is continuing.
COASTAL PLAIN ECONOMIC DEVELOPMENT DISTRICT

General

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

Discontinued Projects

During the period eight projects were discontinued in this area.

Project 345: Assistance to a company in Brooks County which desires to manufacture a new type of camper-trailer

The company was given assistance in market and production costs analyses for a new camper-trailer which is a combination boat and sleeper. Efforts were made to locate job shop manufacturers who can fabricate specific component parts. IDD also proposed schedules of activities the firm should follow in order to initiate the project.

Results: The company decided to move to Jacksonville where it will have its headquarters and set up operations. It may extend its operations into the Atlanta area in the future. No further assistance is needed at this time.

Project 358: A market analysis study for a company in Irwin County desiring to process and package peanuts

The company requested that IDD prepare a market analysis for packaged peanuts. It subsequently decided against pursuing this market and asked IDD to examine the market for running gear used in agricultural and mobile home equipment. It also requested research data on wheel manufacturing.

Results: All of the information and data requested have been provided. However, since its production of farm equipment has continued to expand, the company has lost interest in entering the running gear and metal wheel fabrication business. No further assistance is needed at this time.

Project 403: A market study for a carpet yarn plant in Lowndes County

Two individuals decided to establish a carpet yarn plant and intend to apply for an EDA business loan to finance cost of machinery and equipment. A preliminary market study for spinning carpet yarns was prepared by IDD and provided to the EDA representative. Also, information has been provided on the availability of labor in the area.

Results: Their present company is currently involved in a merger and although they are still very much interested in the proposed new plant, they have decided to hold their plans in abeyance for six months.
Project 405: Assistance in determining a new location for a mobile home manufacturing company in Brooks County

The company desired to expand into modular housing and to construct a new plant for that purpose. IDD was asked to assist in the selection of an optimum location and to provide related information.

Results: Proposed site locations were furnished to the company; however, the principals decided to locate their modular housing plant in a non-EDA county instead of Brooks County.

Project 409: A market analysis for a retail hardware company in Irwin County

The hardware company desired to establish a furniture manufacturing facility to produce coordinated furniture packages for the mobile home industry. The company planned to employ between 100 and 150 people. The company had requested a market analysis by IDD and assistance in advertising for a plant manager.

Results: The company has advised that it is no longer interested in establishing a furniture manufacturing facility.

Project 419: Assistance to a mobile home manufacturing company in Irwin County

The new manufacturer of mobile homes requested assistance in establishing management and production control procedures. Information on a suitable bookkeeping system was also requested. The present employment is 35 people and is expected to increase to 50 workers within six months.

Results: Requested information was provided to the company. No further assistance was needed at that time.

Project 443: Assistance to a fiberglass products manufacturer in Tift County

A company was organized to manufacture fiberglass products. Initially, the company planned to manufacture fiberglass boats. It planned later to diversify its product line to include molded mobile home roofs and single construction bathroom units for mobile homes and campers.

Results: Assistance was rendered with the development of a plant layout, diversification of products, and other start-up problems. The company is now experiencing serious management problems which must be resolved prior to proceeding with its plans and accepting further assistance. The company is currently employing six production workers. No further assistance is needed at this time.

Project 466: Assistance to a mobile home manufacturer in Irwin County

This company has been unable to manufacture units at a price competitive with other mobile home manufacturers, and this had caused a serious decline
in sales and a reduction in its work force from 50 to 20.

Results: IDD assisted with analyzing production policies and management procedures and has made several recommendations which have resulted in an improvement in the company operations. The implementation of these recommendations, along with some major changes in management personnel, has resulted in an increase in production to four units per day. Employment has increased from 20 to 85 people. No further assistance is needed at this time.

On Going Projects
There are now two projects under way in this area.

Project 470: Assistance to a proposed carpet yarn spinning company in Lowndes County

The two principals had previously expressed a desire to establish a carpet yarn spinning plant in Valdosta, Georgia. At that time a preliminary market study for this product was prepared by IDD and provided to the EDA representative along with other information. The individuals were unable to continue with their plans at that time and the project was closed. They have recently decided to proceed with their plans for establishing the plant and have requested that IDD up-date the preliminary market study to evaluate the current market potential. The market study has been revised and forwarded to the principals for their information and will also be included as part of the EDA application which is planned for submission at a later date. This proposed company will initially employ 130 people.

Results: The project is continuing.

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

This individual is interested in purchasing a company which is involved in the settlement of an estate and which may otherwise be closed. He has requested IDD assistance in conducting a market study to determine the potential sales for a patented animal trap manufactured by this company. If he is successful in acquiring this company, he plans to initiate a vigorous sales program along with a modernization and expansion of the facility. This acquisition not only would save the existing five jobs, but also would create additional job opportunities.

Results: The project is continuing.
GEORGIA MOUNTAINS ECONOMIC DEVELOPMENT DISTRICT

General
The Georgia Mountains Economic Development District consists of 14 counties, of which five are eligible Redevelopment Area counties: Fannin, Rabun, Towns, Union, and White. The Growth Centers are Gainesville (Hall County) and Toccoa (Stephens County).

Discontinued Projects
During the period one project was discontinued in this area.

Project 360: Assistance to a manufacturer of household wooden furniture in Stephens County
The company requested assistance in developing ways to stabilize its work force of 750 people. It also desired information and assistance in personnel recruiting in order to obtain 60 additional employees.

Results: Assistance in developing improved personnel policies was completed by TDD and resulted in some stability to the work force and a build-up in employment to 810 people. No further assistance is needed at this time.

On Going Projects
There is now one project under way in this area.

Project 449: Assistance to a lumber company in White County
The company plans to build a lumber sawmill complex at Toccoa, Georgia and has requested assistance in applying for an EDA business loan. This new sawmill complex will directly employ approximately 130 employees and will create an additional 200 indirect jobs.

Results: The project is continuing.
HEART OF GEORGIA ECONOMIC DEVELOPMENT DISTRICT

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

Discontinued Projects
During the period two projects were discontinued in this area.

Project 415: Assistance to a poultry processing farm in Telfair County

This poultry processing farm desires to expand into the commercial farming of alligators for thin hides.

Results: IDD has provided the company with information pertaining to the state and federal laws regulating this industry. A market study was completed and forwarded to the company for its guidance. The company was assisted in obtaining authorization to establish and operate a commercial alligator farm. Assistance was also provided in developing a site layout for the necessary ponds and fences that will be required. No further assistance is needed at this time.

Project 435: Assistance to a vending machine manufacturer in Telfair County

This company planned to establish a new plant in Helena, Georgia, to manufacture vending machines.

Results: IDD was assisting this company in developing a plant layout for its new facility; however, the company has advised that its plans must be held in abeyance until November 1970. No further assistance is needed at this time.

On Going Projects
There are now two projects under way in this area.

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

A manufacturer of vitreous china plumbing fixtures plans to establish a branch plant in Eastman, Georgia. IDD assistance has been requested with the initial planning and the preparation of an EDA business loan application. This proposed company plans to initially employ 100 people.

Results: The project is continuing.
Project 478: Assistance to a mobile home manufacturer in Wilcox County

The mobile home manufacturer started operations approximately one year ago and has experienced considerable operational difficulty. However, it now appears the situation has stabilized. The manufacturer has requested IDD recommendations for improved plant efficiency and to provide it with the standard manufacturing techniques used in the mobile home industry.

Results: The project is continuing.
General

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

Discontinued Projects

During the period nine projects were discontinued in this area.

Project 361: Assistance to a county development commission in Oglethorpe County

The commission requested IDD assistance in the selection of an industrial park site. A railroad engineer and a representative of the local development group have inspected the properties which appear to have adequate potential for an industrial park including a rail siding. The design plan and report on the projected Oglethorpe County industrial district were completed and forwarded to the Northeast Georgia EDD. The EDD has located a prospective company which is interested in building a plywood plant in this industrial park (Project 425) provided its EDA loan application is approved.

Results: The commission has decided not to proceed with the development of this industrial park until a decision is made on the prospective plywood plant's application. No further assistance is needed at this time.

Project 377: Assistance to a city in Clarke County desiring information on the feasibility of a new civic center

IDD was requested to assist the city in gathering information for a study in support of an EDA loan application for a new civic center.

Results: A survey determining which existing facilities might compete with a proposed center was prepared and forwarded to the mayor of the city for his information. No further assistance is needed at this time.

Project 384: An economic impact study of a proposed vocational-technical training school in a city in Walton County

The county has applied for an EDA grant to construct a vocational-technical training facility which will enable students in the area to receive training and instruction in skills that are particularly needed for local industry. The Northeast Georgia APDC and EDA Economic Development Representative requested that IDD prepare an economic impact study, which was completed and submitted with the application.

Results: This application is now being considered by EDA. No further assistance is needed at this time.
Project 402: Assistance to a seamless plastic flooring manufacturer in Clarke County

The plastic flooring manufacturer desired to expand into a new process of plastic floor designs. IDD assistance was requested with market and financial planning and in obtaining a loan.

Results: Assistance was provided in obtaining a SBA loan which has been approved, and the funds have been received. Continued assistance was rendered this company with start-up problems encountered in its production process and revisions to its patent applications. The president of this company has written a letter expressing his appreciation for the assistance rendered by IDD.

Project 425: Assistance to a plywood plant in Oglethorpe County

A European representative for a prospective plywood plant desired to make an application for an EDA loan and requested IDD's assistance for a market study and analysis of resources for raw materials.

Results: The business loan application was completed and delivered to the regional office, Huntsville, for consideration. A feasibility study was completed by IDD and included in the EDA application. IDD was advised by the representative of this proposed company that he was unable, at this time, to obtain satisfactory financial assistance from European banks for the matching funds needed for this EDA loan. No further assistance is needed at this time.

Project 427: Assistance to an electrical coil manufacturer in Oglethorpe County

A manufacturer of electrical coils for clocks and timers requested assistance in increasing production and lowering production costs in its finishing department.

Results: A time study was conducted by the company and IDD assisted in calculating product standards based on this study. Assistance was also rendered this company in developing a set of plant rules for personnel guidance and an improved wage incentive program. These new programs have proven so successful that the company has greatly expanded its sales, its labor force has stabilized, and employment has increased from 27 to a current total of 58 people. The company is now considering establishing an additional plant in Wilkes County. No further assistance is needed at this time.

Project 432: Individuals in Walton County are being assisted in the establishment of a food processing company

Two individuals are interested in establishing a company to grow and process mushrooms. They requested IDD assistance in determining the market for fresh mushrooms in the southeast.

Results: The market study was completed and forwarded to them for their evaluation. No further assistance is needed at this time.
Project 440: Assistance to a manufacturer of women's clothes located in Walton County

A manufacturer of women's casual clothes completed a 20,000 sq. ft. addition to the company facilities and requested assistance with a plant layout and improved work flow methods.

Results: The plant layout and improved work flow methods were prepared by IDD and have been approved by the company for implementation. These improvements will enable the company to obtain maximum utilization of its plant space and have already resulted in additional employment opportunities for 15 people. No further assistance is needed at this time.

Project 442: Assistance to a mobile home manufacturer in Greene County

A mobile home manufacturer desired to expand its operation by establishing a new mobile home manufacturing facility in Greene County.

Results: The company has been assisted with initial planning, a plant layout, financing of its new facility, and submission of a Job 70 training proposal to the U. S. Department of Labor. Construction on the new facility has started and the company plans to be in operation within three months. This new facility will initially employ 60 to 70 people. No further assistance is needed at this time.

On Going Projects

There is now one project under way in this area.

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

An individual is interested in establishing a sand-lime brick plant that would employ up to 45 people. He requested that IDD provide market information pertaining to west central Georgia. The market study has been prepared and assistance was rendered in the preparation and presentation of his application to SBA for a loan under the 502 program. This application has been approved and will be funded when arrangements for the private capital portion of the loan are complete.

Results: The project is continuing.
General

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

Discontinued Projects

During the period one project was discontinued in this area.

Project 420: Assistance to a committee for social and economic development in Hancock County

This economic development committee requested IDD assistance in establishing a concrete block plant and a box spring frame manufacturing facility.

Results: The concrete block and box spring frame manufacturing facility has been established and is now operating. A preliminary market study and literature search were completed and forwarded to the development group for evaluation. No further assistance is needed at this time.

On Going Projects

There are now three projects under way in this area.

Project 416: Assistance to a furniture manufacturer in Hancock County

A furniture manufacturing company requested IDD assistance in locating additional working capital, solving material handling problems, review of wage and fringe benefits, and analysis of its cost control system. Several cost reduction recommendations were made and are now being implemented with good results. IDD also has furnished the company with information on current wage and fringe benefits of employees in the area. Continuing efforts will be made to assist the management of this company with improved operating procedures in order to increase efficiency. These improvements should enhance the potential of locating a source of additional funds badly needed by this company.

Results: The project is continuing.

Project 447: Assistance to a development group in Hancock County

The development group has requested assistance with the up-dating of the Oconee Area Vocational-Technical School Study as it applies to Hancock County. Considerable data were developed through a mail questionnaire sent out to over 500 business and manufacturing firms. The survey has been completed and tabulated. A final report is now being prepared.

Results: The project is continuing.
Project 484: Assistance to a mobile home manufacturer in Hancock County

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

Results: The project is continuing.
SLASH PINE AREA ECONOMIC DEVELOPMENT DISTRICT

General

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

Discontinued Projects

During the period nine projects were discontinued in this area.

Project 399: Assistance to a retail sports equipment manufacturing company in Ware County

The company intends to manufacture and repair athletic equipment for the juvenile market, and it had requested an analysis of the market for this type of equipment and a plant layout for a proposed new facility.

Results: A market study was completed and presented to the company for its evaluation. The company has acquired a suitable building and IDD assisted with a plant layout. All equipment has been placed and plans are to start operation within one month. Initial employment will be two persons full time with ultimate growth to 60. No further assistance is needed at this time.

Project 407: Assistance to a lumber company in Atkinson County

A lumber finishing company requested aid with its production scheduling and the development of a production flow plan to improve its plant efficiency. Initial IDD assistance indicated that production problems were largely continual machine breakdown due to inadequate maintenance.

Results: New machinery has been ordered to replace obsolete equipment and IDD has developed a recommended preventive maintenance program for the plant equipment. Operations have improved and the company has become stable. No further assistance is needed at this time.

Project 411: Assistance to an out-of-state firm desiring to establish an industrial adhesives manufacturing plant in Ware County

The company requested that IDD provide a market analysis on industrial adhesives.

Results: The study was completed by IDD and delivered to the Slash Pine EDD for presentation to the company. The interested company has indicated by letter that its expansion plans have been cancelled because of current economic conditions. This study may be used, however, with regard to another company which has expressed a similar interest in the area.
Project 414: Assistance to an out-of-state paper board manufacturer desiring to locate a plant in Ware County

The company requested a market analysis study detailing the potential for a plant to manufacture corrugated shipping containers.

Results: The market survey has been completed and a report has been delivered and discussed with the Slash Pine EDD. No further assistance is needed at this time.

Project 421: Assistance to a manufacturer of custom mobile campers in Coffee County

The manufacturer desires to expand to a new production line facility and requested IDD assistance in locating a source of funds, setting up a production line, and establishing a cost control system.

Results: Assistance was rendered in preparing an application to SBA for financial aid. Although the expansion depends on the approval of this loan, the company has been hesitant in submitting the application. Potential for expansion still exists and further assistance will be provided when the company decides to proceed with its application for a loan.

Project 423: Assistance to a marble products company in Coffee County

A new company was formed to manufacture cultured marble counter tops for the mobile home and commercial housing market. IDD assistance was requested in solving several start-up problems.

Results: With IDD assistance this company was able to improve production testing and evaluation techniques. These changes resulted in considerable improvement in product quality. This company has provided employment opportunities for six people and additional growth with commensurate additional employment opportunities is indicated. No further assistance is needed at this time.

Project 452: Assistance to an individual in Coffee County desiring to establish a plant to manufacture draperies

An individual was interested in establishing a plant to manufacture draperies and related items for the mobile home industry. He requested IDD assistance in determining the potential market for these items.

Results: A market research report was prepared and delivered to him. However, due to the slow-down in mobile home sales, he has decided not to proceed at this time. No further assistance is needed at this time.

Project 454: Assistance to a kitchen cabinet manufacturer in Ware County

A manufacturer of custom designed kitchen cabinets desired to expand into a production line facility to manufacture standard cabinet units for the mobile
home industry and other high volume users. This manufacturer requested assistance in preparing a market study to determine the potential for production line cabinet manufacturing to supply the mobile home industry.

Results: The market study was completed and delivered to the company for evaluation. Subsequent to the delivery of the market study, the company's production building was completely destroyed by a tornado which has delayed further consideration of its expansion plans for at least twelve months. No further assistance is needed at this time.

Project 463: Assistance to a manufacturer of synthetic resin adhesives interested in locating a plant in Coffee County

This company is interested in locating a plant in Coffee County and has requested assistance in developing additional data relative to a market analysis study prepared by IDD.

Results: This information was developed and forwarded to the company for evaluation. The company has recently advised the Coffee County Chamber of Commerce that because of the current economic conditions, it must delay consideration of further expansion. No further assistance is needed at this time.

On Going Projects
There are now five projects under way in this area.

Project 441: Assistance to a chicken hatchery in Brantley County

This company has decided to establish a feed mill facility in Brantley County to produce feed for its hatchery. IDD developed and furnished market information on the poultry industry to assist the company in making its decision to locate in this county. Assistance was rendered with the preparation and presentation of a loan application to SBA to cover cost of the new facility.

Results: The project is continuing.

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

This company plans to expand its production facilities and has requested IDD assistance in the preparation and documentation of an EDA loan application. It is estimated that this expansion will provide employment opportunities for a minimum of 100 additional employees.

Results: The project is continuing.

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

Two individuals are interested in establishing a manufacturing facility to produce roof trusses for the conventional housing market. At their request,
IDD is assisting them in evaluating the market for this type item within a 50-60 mile radius of Douglas, Georgia. Their initial employment will consist of three production workers.

Results: The project is continuing.

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

This company manufactures upholstered living room furniture in an old school building. The layout of the building does not lend itself to efficient production and material flow. IDD assistance has been requested in providing recommendations for remodeling the facilities and the development of a satisfactory plant layout. Recommendations for improving production methods have also been requested. This company has been in operation for less than one year and has grown from a one man operation to its current employment of 12 people. Further growth is anticipated with the improvement of the production facilities.

Results: The project is continuing.

Project 476: Assistance to a lumber company in Ware County

This company is considering expansion and diversification to include the manufacture of particleboard and hardboard products. IDD assistance has been requested in developing a market study for these products within a reasonable radius of Waycross, Georgia. The market study has been completed and will be presented to the company for its evaluation.

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

Discontinued Projects
During the period eight projects were discontinued in this area.

Project 373: Assistance to a hardware company in Dougherty County

The hardware company desired to expand its existing facilities. It requested an economic impact study, as well as site, labor, and financial information. The company also considered requesting an EDA loan.

Results: Due to a recent merger of this company with another firm, the expansion plans have been deferred for about two years. No further assistance is needed at this time.

Project 375: Assistance to a cabinet manufacturing company in Dougherty County

A cabinet manufacturing company desired to expand and move into a new plant to produce kitchen cabinets. The company requested IDD assistance in preparation of a layout for the proposed plant.

Results: The company implemented several recommendations prepared by IDD for improvement in its present production methods. A recommended plant layout is being implemented in the company's new facilities. Employment has increased from 13 to its current total of 20 people. No further assistance is needed at this time.

Project 381: Assistance to a concrete products company in Dougherty County

This concrete products company needed to expand its facilities and decided to build an additional plant nearer the center of the market area. It requested IDD assistance in establishing the new plant.

Results: The company received IDD assistance with a plant layout, establishing an inventory and cost control system, and material handling procedures. The new branch concrete block plant is operating and has an initial employment of 12 people. No further assistance is needed at this time.

Project 398: Market analysis information for a warehousemen's association which intends to open a peanut shelling plant in Worth County

The warehousemen's association has requested market information to assist them in their plans to open a peanut shelling plant in Worth County.
Results: A market study was completed and forwarded to the group for evaluation; however, the association has decided to purchase a company now in operation instead of starting a new business. No further assistance is needed at this time.

Project 406: Assistance to a farm machinery manufacturing company in Lee County

The company desired to expand and had requested assistance in locating additional information about metal casting, heat treating resources, and sources of fiberglass components.

Results: Information was provided on sources of supply for ductile iron castings, gears, fiberglass components, and heat treating services. No further assistance is needed at this time.

Project 413: Assistance to a tire retreading equipment manufacturer in Worth County

The company requested IDD assistance in establishing improved management control systems and improvement of production techniques. With the solution of these problems, the company hopes to add 30 employees.

Results: IDD assisted this company in solving many of its management problems as well as recommending the establishment of several internal control procedures to improve its operation. No further assistance is needed at this time.

Project 431: Assistance to a steel fabricator in Dougherty County

A custom fabricator of structural steel has requested assistance in establishing production controls, scheduling, and a job cost accounting system.

Results: The production control system was developed and delivered to the company for implementation. The company has decided to defer the development of a job cost accounting system until later. No further assistance is needed at this time.

Project 436: Assistance to a machinery manufacturer in Mitchell County

A manufacturer of feed mill machinery planned to expand its production facilities and had requested assistance in locating a source of funds to cover cost of a new building and additional machinery as well as working capital.

Results: The unsatisfactory operating and financial conditions of this company made it impossible to locate a source of funds in the amount needed.
On Going Projects
There are now three projects under way in this area.

Project 444: Assistance to a machinery company in Decatur County

This company is considering manufacturing an outdoor gas cooker to be produced with production line methods. IDD has been requested to furnish a market analysis and suggestions for a marketing system. Assistance has also been requested in the development of a plant layout for the manufacture of the cookers. A market study was prepared and delivered to the company for its information.

Results: The project is continuing.

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

A processor of textile waste plans to expand its operation and has requested assistance in preparing a plant layout for a proposed new building. A preliminary layout has been completed and forwarded to the company. The company is considering leasing one of several existing buildings and, therefore, a final plant layout cannot be prepared until the company decides on a particular building.

Results: The project is continuing.

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

Several individuals are interested in establishing a plant to manufacture mobile homes and modular housing, and have requested IDD assistance in areas of marketing, financial planning, and production methods. They tentatively plan to manufacture four mobile homes a day with growth to eight per day and provide employment opportunities for 130 people.

Results: The project is continuing.
MIDDLE FLINT ECONOMIC DEVELOPMENT DISTRICT

General

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

Discontinued Projects

During the period six projects were discontinued in this area.

Project 387: Assistance to a furniture and bedding company in Sumter County

The company intended to expand its operation and its work force. It had requested assistance in planning its expanded plant layout and in helping resolve its inventory problems.

Results: A recommended plant layout, which included the installation of conveyor production lines, and suggestions on materials handling and an inventory control system were submitted to the company. Many of these recommendations have been implemented by the company with good results. Assistance was also provided in locating suppliers of pre-finished wood parts. No further assistance is needed at this time.

Project 412: Assistance to a mining company which desired to expand its facilities in Macon County

The mining company desired to expand by adding a plant to process air-floated kaolin. The company requested that IDD analyze the market for this product.

Results: A market study was prepared and given to the company for its consideration. The proposed new plant would provide employment for 12 people. No further assistance is needed at this time.

Project 422: Assistance to a metal casket manufacturer in Sumter County

This firm requested IDD assistance with improving its cost control system and in solving certain production problems.

Results: Recommendations on improved production techniques, material handling, and an inventory control system were submitted to the company for implementation. No further assistance is needed at this time.

Project 458: Assistance to a city in Sumter County

The city of Americus (Growth Center) submitted an application to EDA for funds to cover cost of an expansion of its water and sewerage system.
Results: IDD assisted the city with the documentation and preparation of an economic impact study which was forwarded with the application. The proposed expansion of the water and sewerage system should attract new industry to the area and create several hundred new jobs.

Project 462: Assistance to a manufacturer of mobile homes and modular housing in Sumter County

A manufacturer of mobile homes and modular housing had requested assistance in developing improved personnel policies.

Results: IDD has furnished the management of this company with information pertaining to personnel recruitment and motivation. The management is in the process of developing a formal personnel program based on this information and has decided that in-plant assistance will not be necessary. No further assistance is needed at this time.

Project 464: Assistance to a mobile home manufacturer in Taylor County

This firm is experiencing considerable difficulty in the manufacture of mobile homes and has requested assistance in solving management problems and with the establishment of a production control system for its operation.

Results: IDD prepared and presented recommendations and guidance on a wage incentive system, production techniques, cost accounting, and personnel policies. The implementation of these recommendations has resulted in considerable improvement in the operation of this company. No further assistance is needed at this time.

On Going Projects

There are now three projects under way in this area.

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

An individual has requested IDD assistance in establishing a plant for processing commercially grown quail. Assistance is being rendered in determining the potential market, in a plant design to meet state and federal inspection regulations, and in locating manufacturers of processing equipment.

Results: The project is continuing.

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

This company plans to establish a woodworking plant and has requested assistance in applying for a SBA 502 loan. Assistance was rendered in the preparation and presentation of a loan request to the Small Business Administration. Assistance is also being rendered this company in locating a manager for the new plant.

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Results: The project is continuing.

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

This is a newly organized corporation interested in establishing manufacturing facilities in an existing warehouse building to produce prefab homes. IDD has been requested to assist with the development of a plant layout and to advise the company of production techniques used in similar operations, especially material handling. A preliminary plant layout has been prepared and presented to the company for its information.

Results: The project is continuing.
General

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

Discontinued Projects

During the period two projects were discontinued in this area.

Project 428: Assistance to a clothing manufacturer in Carroll County

This company was required to initiate an immediate expansion to its manufacturing facilities and to restructure its company organization in order to meet an accelerated sales demand.

Results: IDD assisted the company in expeditiously accomplishing these tasks. The new expanded facilities are complete and in operation. When fully operating, the new facility will provide employment opportunity for 120 people. The company is interested in establishing an additional sewing plant employing 100 people, but this plant will probably be located in a non-EDA area. No further assistance is needed at this time.

Project 455: Assistance to a carpet plant in Troup County

This company plans to expand by purchasing an additional tufting machine and requested assistance in applying for a SBA loan.

Results: IDD assisted the company in obtaining financial assistance for purchasing the new tufting machine. This machine is on order for delivery in the fall and will provide employment for eight additional people. No further assistance is needed at this time.

On Going Projects

There are now three projects under way in this area.

Project 424: Assistance to a hardware and metal finishing manufacturer in Carroll County

This company has a critical need for additional working capital and is in need of assistance in solving several management problems. IDD has made a complete analysis of this company's operations and has prepared and presented recommendations to this company for improved operations. Many of these recommendations have already been implemented with good results. Assistance is now being rendered with the preparation of a business loan application to obtain additional working capital.

Results: The project is continuing.
Project 429: Assistance to a textile printing company in Carroll County

A company that does contract hand printing of textile products would like to expand its operations and has requested assistance in obtaining a loan to cover costs of a building and additional equipment. IDD has assisted this company in presenting a proposal to SBA for consideration under the SBA 502 program.

Results: The project is continuing.

Project 448: Assistance to an electrical wire manufacturer in Carroll County

This electrical wire manufacturer desires to expand its facilities by establishing a copper refinery and to further expand its rod and fine wire operations. IDD supervised the assembly of the EDA application and prepared an economic impact study which was submitted as a part of the application. This application has been reviewed by the Huntsville EDA office and forwarded to Washington with a favorable recommendation. The total employment impact of the project will be the creation of new jobs estimated in excess of 1,400.

Results: The project is continuing.
General
The Coastal Area Economic Development District consists of six counties, of which two are eligible Redevelopment Area counties: Bryan and Long. The Growth Centers are Brunswick (Glynn County) and Hinesville (Liberty County).

Discontinued Projects
During the period two projects were discontinued in this area.

Project 430: Assistance to a sign manufacturing company in Glynn County

A sign manufacturer was displaced by an urban renewal project and requested assistance in developing a plant layout for a new building.

Results: The plant layout was completed and presented to the company officials for use in its planned relocation. The company plans to start its move as soon as the urban renewal project is initiated. No further assistance is needed at this time.

Project 445: Assistance to a woodworking company in Glynn County

This company was interested in diversifying its product line. It presently manufactures crab traps, seafood shipping boxes, and plywood shipping containers. The company was interested in manufacturing wooden cleats for the produce growers and florists in the Florida area.

Results: As a result of a survey conducted by IDD it was determined that the market for cleats is very limited and, therefore, it was decided not to begin large scale manufacture of this item. The company will produce a limited quantity of cleats with its present force during the off season. No further assistance is needed at this time.

On Going Projects
There are now two projects under way in this area.

Project 451: Assistance to a group of individuals interested in establishing a chemical reclaiming plant in Glynn County

A group of individuals is considering establishing a chemical reclaiming plant to remove pollutants from water effluent at pulp mills. They have requested a study to determine the market for the reclaimed chemicals and assistance with the preparation of an EDA loan application. The market analysis report was completed by IDD and forwarded to the group for their information and will be included in the EDA application, when submitted.

Results: The project is continuing.
The city's incorporated limits have recently been extended to include land for an industrial park. The EDA economic development representative has requested IDD to assist the city in identifying the site best suited for industrial purposes. An analysis has been completed and a preliminary report prepared and submitted to the city officials for their review and comments prior to the final report being written.

**Results:** The project is continuing.
General
The Lower Chattahoochee Economic Development District consists of seven counties, of which five are eligible Redevelopment Area counties: Stewart, Quitman, Randolph, Clay, and Early.

Discontinued Projects
During the period four projects were discontinued in this area.

Project 386: Economic Impact information for a city in Clay County

At the request of the EDA Economic Development Representative, the city has been provided with impact information and documentation requested for an application to EDA to support a supplemental grant for a sewerage project.

Results: EDA has approved funding of this project in the amount of $96,000. No further assistance is needed at this time.

Project 410: Assistance to a wood products company in Early County

The company requested a market study covering the field of plywood shipping containers.

Results: A market study on marine cargo containers was prepared by IDD and discussed with the principals of this company. No further assistance is needed at this time.

Project 438: Assistance to a mobile home manufacturer in Early County

This firm is a new manufacturer of mobile homes. The firm requested IDD guidance in developing a production control system.

Results: The proposed production control system has been prepared and submitted to the company for review. The initial employment was 35 people; however, employment is expected to build up to at least 60 employees when full production is reached. No further assistance is needed at this time.

Project 450: Assistance to a wood dimension stock manufacturer in Early County

This manufacturer of wood frames for upholstered furniture had experienced a drastic curtailment of sales resulting in a reduction in work force.

Results: IDD has assisted in developing new markets for the manufacturer. Sales are steadily improving and the work force is now stabilized. No further assistance is needed at this time.
On Going Projects

There are now two projects under way in this area.

**Project 473: Assistance to the Lower Chattahoochee Economic Development District**

A paper container manufacturer has expressed an interest in locating a plant in the Lower Chattahoochee Economic Development District. The Economic Development District has requested IDD assistance in updating a study on the paperboard container industry, previously prepared by Georgia Tech. The updated market study has been completed and forwarded to the economic development district for information.

**Results:** The project is continuing.

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

The owner of a tool and die company has requested assistance with his plans for expansion and diversification. Assistance is being rendered in diversifying the sales effort. IDD has compiled data and information for distribution to possible sources of new business.

**Results:** The project is continuing.
PROJECTS OUTSIDE OF ECONOMIC DEVELOPMENT DISTRICTS

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

Discontinued Projects
Five projects were discontinued during the period.

Project 396: Assistance to a new carpet mill in Murray County
The carpet mill has quickly grown to a point where it needs additional facilities and has requested that IDD provide assistance with expansion planning. The company intended to employ 27 additional people. Plant layout plans have been provided by IDD.

Results: The city is unable to provide this plant with the necessary effluent disposal system required for the proposed expansion. The company now plans to locate the new dye facility in a non-EDA county. No further assistance is needed at this time.

Project 397: Assistance to a lumber company in Floyd County
The lumber company which had asked IDD assistance in layout expansion plans for a new mill is completing its expansion.

Results: The layout plans provided by IDD met the company's requirements and the expansion has provided jobs for three additional workers. No further assistance is needed at this time.

Project 418: Assistance to a furniture manufacturer in Floyd County
The furniture company requested IDD help in solving its personnel problems of excessive absenteeism, labor turnover, and related personnel matters.

Results: IDD has conducted a personnel audit interview with the company. Floyd County is no longer an EDA county, and the management of this company believes that they will be able to solve their personnel problems without further assistance.

Project 433: Assistance to an individual in Paulding County interested in establishing a scrap metal processing company
This individual was interested in establishing a company to process junk automobiles for scrap. He requested IDD assistance in determining the availability and marketing for this type scrap and the capital requirements.
Results: IDD assisted in the development of capital requirements for this type operation. The individual was unable to locate a source of capital. No further assistance is needed at this time.

Project 446: Assistance to a carpet yarn spinning mill in Murray County

The spinning mill has recently expanded its operations and increased employment from 100 to 210 employees. The company is experiencing a high labor turnover and has requested assistance in stabilizing its work force.

Results: A thorough analysis of this company's operation was conducted by IDD and several personnel policy changes were recommended. No further assistance is needed at this time.

On Going Projects
There are now four projects under way in counties outside of the Economic Development Districts.

Project 439: Assistance to a garment manufacturer in Paulding County

A manufacturing company for ladies undergarments and plastic storage bags desires to expand its production facilities and market area. The company has a new building under construction and IDD is assisting with the development of a plant layout. Marketing information requested has been developed and forwarded to the company for evaluation. This expansion will provide employment opportunities for 12 additional people.

Results: The project is continuing.

Project 453: Assistance to a saddletree company in Dade County

This saddletree manufacturer would like to build a new facility and has requested assistance in locating a source of funds. Financial data submitted by the manufacturer were reviewed by IDD and assistance was rendered in the preparation and presentation of a loan application to SBA under its economic opportunity loan program. This new facility will create additional employment opportunities for six people.

Results: The project is continuing.

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

This company desires to establish a modular home manufacturing plant and has requested assistance in developing a prospectus and plant layout for its new facility. A preliminary plant layout and flow design was prepared and delivered to the company for implementation. IDD assisted this company with the preparation of a market study for modular housing in the southeastern area. The proposed company will have an initial employment of 20 people and will increase to 60 people within three months.
Results: The project is continuing.

Project 459: Assistance to a carpet manufacturer in Murray County

This company is planning an expansion of its operations to include the production of commercial carpets. IDD is assisting with the preparation of a cost and manning requirement study, as well as a plant layout and selection of material handling equipment for the proposed expansion. This expansion will provide 18 additional job opportunities.

Results: The project is continuing.
APPENDICES
Appendix 1

ESTABLISHMENT AND REPORTING OF EDA PROJECTS
(Project A-1179)

1. Individual EDA projects funded under Project A-1179 will be formally established and monitored by the Head, Industrial Services Branch (Project Director). Approval of the project must be obtained before charges can be made. Branch offices and other IDD Branches or Sections recommending the establishment of projects will furnish sufficient information, on a copy of the form shown in Exhibit A, for the Project Director to make a decision and make staff assignments.

2. If the project is approved, all previous work done in relation to this project will be chargeable to that specific project number. Upon approval of a project, the project director will assign a Project Number and a completed copy of the EDA Assistance Case Record form (Exhibit A) will be forwarded to the responsible branch or section, and, in the case of branch offices, a copy will be forwarded to the Director of Area Development. When the project is terminated the completed form will be returned to the Project Director.

3. In the event a project is not formally established, but investigative time and project analysis time has been authorized, then that time will be specifically authorized for charge against A-1179. To accomplish the reporting of this situation, the following terms will be used:

   (a) Program Management. This term is reserved exclusively for the project director and assistant project director. Branch office personnel will prorate necessary administrative time to the specific numbered projects on which they are working.

   (b) Program Research. This will be used for general background research in support of the overall EDA program and not in research specifically related to a numbered project. This term will normally be used only when so assigned by the Project Director.

   (c) Project Establishment Analysis. This term will be used to charge time needed to analyze the situation to determine if a project should be established. The name of the company and a description of the work performed will be reported in the comments section of the monthly EDA activity Report (Exhibit B). Upon establishment of a project, time so charged will be charged to the numbered project.

4. EDA activity supported by Project A-1179 will be reported on a monthly basis. Reports will be submitted within five days following the end of the month. The report will be made on the EDA Activity Report form, shown in Exhibit B, in accordance with instructions contained in Exhibit C.
CRITERIA FOR STARTING NEW EDA PROJECTS

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

1. The company (or the proposed new venture) must be in an EDA county or an Economic Growth Center.

2. The proposed project must have potential for an ultimate increase in jobs and/or result in strengthening the current base of employment.

3. There must be a stable and/or growing market for the product or products involved.

4. The proposed project must be potentially profitable in terms of the company's realistic capabilities.

5. The proposed project must not involve the relocation of a business from one area to another.

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

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

EDA ASSISTANCE CASE RECORD

Company____________________________________ Case No._
Address____________________________________ Telephone______
Name and Title of Company contact______________________________
Origin of request______________________________________________
Assigned to____________________________________ Date__________

Background and nature of the problem:

______________________________________________________________

Work Performed

<table>
<thead>
<tr>
<th>Date</th>
<th>Action Taken</th>
<th>Man-hours</th>
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Results and Remarks
<table>
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<th>Proj. #</th>
<th>Company Name - Contact</th>
<th>County - Reported By</th>
<th>Type</th>
<th>Expansion</th>
<th>New Facility</th>
<th>Renovation</th>
<th>Initial Development</th>
<th>Time Charged (Hours)</th>
<th>Description</th>
<th>Comments</th>
<th>Results</th>
<th>Employment Change Explanation</th>
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INSTRUCTION FOR COMPLETION OF EDA MONTHLY ACTIVITY REPORT FORM

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

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

Complete Form as follows:

Top of Form:

Branch: Branch of which individual is member
Month: Month for which report submitted

Column #

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

Type:

3. Expansion or Diversification
4. New Business
5. Business Stabilization (save jobs)
6. Community Development

7. Time Charged: Number of hours worked on each project during month.
8. Month/Year: Month and year in which work was performed

9. Employment Change (+ or -): Net change in the number of persons employed by the subject firm since the last report. For new projects for which there is no previous report, insert, in parentheses, the total number of persons employed by the subject firm.

New; Con.; Disc.

10. New for projects not previously reported

-73-
Appendix 1 Exhibit C (continued)

11. Cont. for continuing projects

12. Disc. for projects closed during month

13. Description/Comments/Results/Employment Change/Explanation

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

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

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

At the bottom of page, indicate total hours charged to all EDA projects and percentage of time charged to EDA on time sheets. Example: Total hours 120; Time on Time Sheet 75%.
OUTLINE OF IDD EDA PROGRAM
IN THE LOWER CHATTAHOOCHEE EDD

The following program pertains only to EDA-designated counties and the Economic Development Centers, when designated. Designated EDA counties as of 1 July 1969 in the Lower Chattahoochee Area are: Clay, Early, Quitman, Randolph, and Stewart. There are no designated Economic Development Centers to date.

Over All Strategy

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

a. To respond to requests for EDA assistance from organizations in the economic development field, i.e., Economic Development Districts, Georgia Department of Industry and Trade, Georgia Planning Bureau, EDA Economic Development Specialists, Chambers of Commerce, and local officials in EDA-designated areas.

b. To seek out opportunities to advance the principles of EDA through surveys of industry in EDA-designated areas, through the seven IDD field offices, as well as those identified through discussion with persons in IDD who are involved in other areas of economic and community development which are not directly associated with the EDA activity.

Objectives of the EDA Program

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

Scope of Services Available

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

Organization analysis; guidance and recommendations on financing; plant layout; development of market data; assistance in locating suppliers of special equipment or services; determination of
manpower requirements; assistance in production methods and procedures; recommendations regarding sales and distribution methods; assistance in the formation of new ventures, new plant construction, and/or expansion.

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

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

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

2. Make studies to determine the economic impact that business and public works projects proposed for Economic Development Centers and in EDA-designated counties will have on EDA-designated areas.

Criteria for EDA Projects

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

1. The company (or the proposed new venture) must be in an EDA county or an Economic Development Center.

2. The proposed project must have potential for an ultimate increase in jobs and/or result in strengthening the current base of employment.

3. There must be a stable and/or growing market for the product or products involved.
4. The proposed project must be potentially profitable in terms of the company's realistic capabilities.

5. The proposed project must not involve the relocation of a business from one area to another.

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

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

Approach

1. Until such time as an Economic Development Center is designated, a selective re-survey of industry in EDA-designated counties will be accomplished in coordination with the Lower Chattahoochee EDD. Details to be worked out as mutually agreeable with the EDD and IDD.

2. IDD will continue to respond to the requests for assistance from the EDA Economic Development Specialists and the EDD.

3. As individual case projects are developed, IDD staff personnel will be assigned responsibility for management or technical assistance projects. Work performed on each project and the results achieved will be recorded on individual project report forms. The Lower Chattahoochee Valley Area Planning and Development Commission will be advised periodically as to the nature and status of projects.

4. Upon designation of an Economic Development Center it is proposed that the audit of firms located therein begin.

   a. At the earliest possible date, after designation of an Economic Development Center, it is suggested that notice of the program be given to the newspapers by the Lower Chattahoochee EDD (see
Appendix 2 (continued)

attached suggested press release) and that each of the manufacturers in the Economic Development Center receive a letter from the Lower Chattahoochee Valley Area Planning and Development Commission announcing the program. (A suggested letter is attached.)

b. Each of the firms will subsequently be contacted personally by an IDD representative. A representative of the commission will also be invited to join with the EDD representative in making these contacts. As a part of this interview, information will be collected by the IDD representative on such factors as employment, product, and production capabilities of each company. (A survey form is attached.) A copy of each completed data sheet will be furnished the EDD.

c. As individual case projects are developed the same approach as outlined in Paragraph 3, above, will be followed.
MANAGEMENT AND TECHNICAL ASSISTANCE AVAILABLE TO INDUSTRY

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

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

The Central Georgia Branch of the Georgia Tech Industrial Development Division and the Heart of Georgia Planning and Development Commission announced today that a program providing technical and management assistance to Dodge County industries is in progress.

This service, sponsored by the Economic Development Administration, is implemented by the Industrial Development Division of Georgia Tech in cooperation with the Heart of Georgia Planning and Development Commission.

Purpose of the program is to stimulate the expansion and diversification of existing industries with the ultimate objective of creating additional job opportunities within these companies. This will be done by assisting the industries in overcoming their problems in the broad areas of management guidance, market research, technical assistance, and management assistance.

Letters explaining the program will be mailed to Dodge County industries by the Central Georgia Branch of IDD. John H. Frazer, Jr., director of the Central Georgia Branch of the Georgia Tech Industrial Development Division, will soon be making contact with firms in Dodge County to personally outline the program in greater detail.

If a firm wishes to avail itself of such assistance prior to being contacted, it should get in touch with Mr. Frazer in Macon or with the staff of the Heart of Georgia Planning and Development Commission in Eastman.
Dear

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

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

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

If you have any questions concerning the program, or if you wish to avail yourself of these services prior to being contacted, please call [Contact Information] of the Lower Chattahoochee Valley Area Planning and Development Commission.
Appendix 2 Exhibit C

CONFIDENTIAL MANUFACTURERS DATA SHEET

1. Firm Name ________________________  S.I.C. # __________

2. Street Address ________________________  P. O. Box ________

3. City and County ________________________  Phone ________

4. Key Personnel (include President, Manager, Purchasing Agent, etc.):
   \[ \begin{array}{ccc}
   \text{NAMES} & \text{TITLES} & \text{NAMES} & \text{TITLES} \\
   \hline
   \text{______________________} & \text{______________________} & \text{______________________} & \text{______________________} \\
   \text{______________________} & \text{______________________} & \text{______________________} & \text{______________________} \\
   \text{______________________} & \text{______________________} & \text{______________________} & \text{______________________} \\
   \end{array} \]

5. Normal number of production employees: Total _______  Male _______
   Key Skills __________________________

6. Products and/or Services: ____________________________

7. Brief description of production process: ____________________________

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

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

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

11. Major items of equipment: ____________________________

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

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

14. Are you interested in handling subcontracts? Yes No  Government Contracts? Yes No
   Same products? Yes No  New products? Yes No

15. Major materials, components, supplies used and sources.
   \[ \begin{array}{ccc}
   \text{ITEM} & \text{SOURCE} & \text{ITEM} & \text{SOURCE} \\
   \hline
   \text{______________________} & \text{______________________} & \text{______________________} & \text{______________________} \\
   \text{______________________} & \text{______________________} & \text{______________________} & \text{______________________} \\
   \text{______________________} & \text{______________________} & \text{______________________} & \text{______________________} \\
   \end{array} \]

16. Needs, if any, for additional and/or closer sources of materials and supplies: ____________________________
17. Types and quantities of by-products and/or waste: ____________________________

18. Present disposition of by-products and/or waste: ____________________________


20. Seasonal fluctuations: ____________________________________________________

21. Description of distribution system used: _______________________________________

22. Marketing area (county, state, region, nation, overseas): ______________________

23. Plant expansions in the last five years: ______________________________________

24. Expansion and/or diversification interests/possibilities: _________________________

25. Transportation services used (check): Rail [ ] Highway [ ] Air [ ]

26. Presently, what are the major problems confronting your business? ________________

27. Would you like to be kept informed of new developments in any particular fields of management, science, engineering, or technology? ________________

Name ___________________________ Title ___________________________

Comments: _____________________________________________________________

_________________________________________________________________________

Interviewer: _____________________________
Ravenwood Industries, Inc., manufacturer of quality coffee tables and lamp tables, will move its operation from the Stone Mountain Industrial Park in Tucker, Georgia to the industrial district in Millen, Georgia. The company has purchased an existing building from the Millen Warehouse Company. The 36,000 sq. ft. facility is located next to the OVEMA egg plant on the Old Sylvania Road.

The company is currently in the process of moving the production equipment and materials to their new facility in Millen. Mr. W. C. (Cliff) Rozar, president of Ravenwood, said that present plans call for an initial work force of 40-60 people. In addition, the company has projected a peak employment of 400-450 with the next 3-4 years in conjunction with a planned expansion program. All projected supervisory personnel will be taken and trained locally. Mr. Rozar said that he did not wish to go outside the area to recruit this talent. It is well to note that prior to the closing of the Tucker, Georgia plant the management of Ravenwood found jobs for all of its former employees. The company has been located in Tucker for six of its seven year history.

The company's move to Millen was made with intentions of a major expansion in the second quarter of 1972 or earlier. Enough land was acquired or optioned to make this expansion possible. During the expansion program, the company plans to begin manufacturing living room furniture first, and then expand the line into dining room furniture.

An additional facility to be constructed at the site will be a railroad lead track which will be served by the main line of the Central of Georgia Railway (Southern Railway System). By having rail access, the company will be able to purchase in carload quantities as well as utilize rail service for outbound shipments.

Mr. W. C. Rozar, director of industrial development, Georgia EMC was instrumental, in conjunction with the Georgia Institute of Technology, in establishing initial contact with Ravenwood Industries, and in selling the company on the advantages of moving to Millen. At the time Mr. McAuley first talked with Ravenwood, they were in close negotiations with two other Georgia communities. Through Mr. McAuley's efforts, Ravenwood's management concluded that Millen was exceptionally well-suited to their requirements, and proceeded to conclude the purchase of land and building.

The Millen-Jenkins County airport figured prominently in Ravenwood's choice of Millen as their new location. The company maintains a Beechcraft Bonanza, N5632K, yellow and white, with a Millen, Georgia registration. The plane has a cruising speed in excess of 200 MPH.

Mr. Rozar said that he planned to move his family to Millen at the end of November. He is married to the former Inez Nash of Atlanta, and they have three children, Mark, age 19; Billy, age 12; and Gail, age 11. Cliff said that he and his family are looking forward to making their home in Millen where they will build a home at a later date.
June 5, 1970

Mr. Hardy Taylor
Georgia Tech IDD
1132 W. Peachtree
Atlanta, Georgia

Dear Mr. Taylor:

I want to thank you and your organization for the study that was completed on FULGHUM INDUSTRIES behalf. You gave us a very comprehensive report which was well prepared.

We are now beginning to make changes in our company as you suggested.

Thanks again for your work on our behalf.

Yours very truly,

FULGHUM INDUSTRIES, INC.

Tommy Fulghum
Executive Vice President

bhm
Mr. Bill Ward  
Industrial Services Branch  
Industrial Development Division  
Georgia Institute of Technology  
1132 West Peachtree, N. W.  
Atlanta, Georgia 30309

Dear Bill:

I am writing to thank you for your assistance and valuable time in compiling and submitting our application to the EDA for financial assistance on our Copper Project. I really do not think I could have fully completed the application without your assistance. We here at Southwire, in following up the application, feel that it was well put together, and, thanks to your help, thorough in its contents.

I would like to request that you treat our plans on this Copper Project as confidential at this time. Although it is somewhat of an open secret that we are doing a study on copper refining, we feel that our financial efforts, as well as our acquisition of raw materials, could be seriously undermined by any premature publicity. I realize that you are probably aware of this need for confidentiality because you have worked so closely with us on the project, but I thought that it might be a good idea to remind you.

We are making minor alterations and additions at the request of some of the Huntsville people, and I will forward this information to you as we get it put together. In addition, I will try to keep you fully informed on the progress of the application itself. Meanwhile, if you have any questions on the project, please feel free to call me, either at the office or at home.

Yours very truly,

SOUTHWIRE COMPANY

C. M. Bayliss, Manager  
Development Engineering

CMB/hs

"SOUTHWIRE MEANS SERVICE"
January 1, 1970

Mr. L. Tom Murphy, Jr., Director
Ga. Tech IDD
127 7th. Street
Augusta, Georgia 30902

Dear Mr. Murphy:

Both of the partners who own our company have been here this week and we were able to go over the plan you drew up for better use of the new portion of our building with them.

I was confident they would approve it, but I must admit I was surprised at the genuine enthusiasm they both showed when they had given it a thorough going over.

You will recall I am sure that I had hoped (if they liked the plan) we could make the move now. They think we had best wait until July. This is the time for our next inventory and will be our slowest time as it usually is in July.

I want to thank you for all of the time and work you must have put into this project. We studied the drawing carefully and found it excellent and workable in every detail. We could have never come up with it without you.

So now, to make a good thing even better, it is our hope that you will be able to be here with us when we make the move.

Thanks again for a fine job. With kindest personal regards,

I am,

Very truly yours,

Horace Truitt
November 17, 1969

Dr. Arthur G. Hansen, President
Georgia Institute of Technology
225 North Avenue
Athens, Georgia

Dear Sir:

Please allow me to take this means of expressing to you my deep gratitude for the assistance and encouragement I received from your Industrial Development Division.

In June of 1967 I developed a better process and tool for producing custom designs in seamless flooring installations. The merits of this development was acclaimed by many of the major flooring industries, which encouraged us to spend time and money on research and development required to produce the tools and market the process. Being very limited in finances and knowledge for this type of development I was very discouraged after approximately a years time. At this time Mr. William C. Ward called on me, at the request of Mr. Gresham, with the Northeast Georgia Area Development, for the purpose of analyzing our development and future potential. Mr. Ward was very impressed with our accomplishments at that time, and felt that we qualified for assistance from his division. The assistance we have received from the Industrial Development Division has been most valuable, and if it were not for them we would not have continued our efforts and accomplished the following:

- Secured S.B.S. loan; secured national marketing agent;
- Developed a practical production process for tools and followed through on our patent application, for which we recently received assurance from the patent office we would secure patent protection for process and tools.

Without the unceasing encouragement and help given to us by Mr. Hardy Taylor and Mr. Charles Wommack, we would not have the established potential of producing and marketing a new process and product on an international basis.

-88-
Thank you again for the help we received from your Industrial Development Division.

Sincerely yours,

Sam Smith Co., Inc.

Sam E. Smith
President

SES/bm
Encl.
October 27, 1969

Mr. William I. Denman, Jr., Head
Industrial Services Branch
Georgia Institute of Technology
1132 W. Peachtree Street
Atlanta, Ga. 30309

Dear Bill:

After reading over the pet food research paper, I find it very very interesting and helpful. Please convey to Harvey Diamond and Bob Castle the depth of my gratitude for this fine paper.

Bill, I notice on map number one the location of leading manufacturers, and there is one listed in California with the number six. Also, the same number appears in Illinois. I am wondering if you could supply me the name and address of the manufacturer in California. Also, is it possible that you have other manufacturers listed somewhere, particularly in the Los Angeles area, who would not be considered a leading company on a nationwide basis. Now the reason for my interest in the above companies lies in the fact that I am looking for a strong existing company with management "know-how" who lacks nationwide distribution and who, therefore, might be interested in a 50 percent position in a company located in Swainsboro, Georgia.

Your assistance will be received with great interest.

Sincerely yours,

'LeRoy H. Williams'
President

sh
Mr. Robert B. Cassell, Head  
Community Development Branch  
Industrial Development Division  
Georgia Institute of Technology  
1132 West Peachtree Street  
Atlanta, Georgia

Dear Bob:

On behalf of the Chamber of Commerce may I thank you for taking away from your busy schedule to talk with LeRoy and myself. With the help of Georgia Tech Industrial Development Division, I am sure that all of the necessary information that is required for the project will be accumulated.

Please express our thanks to Bill Denman for working on this project. If we can ever be of service to you, please call on us.

Sincerely,

Jim Williams  
Manager

It
Mr. William I. Denman, Jr., Head
Industrial Services Branch
Georgia Tech Industrial Development Division
1132 West Peachtree Street
Atlanta, Georgia 30309

Dear Mr. Denman:

Am in receipt of the four copies of your report "Marine Cargo Containers", which you prepared for us.

I have this date mailed copies to Mr. Edwin Cowan in Atlanta and to The Chattahoochee Industrial Railroad at Cedar Springs, Georgia. If additional copies are needed I will request them from you.

We appreciate very much your working with us on this project.

If I can ever serve you in any manner, please let me know.

Very truly yours,

Mobley Howell, Exec. Director

MH/vbs
Mr. William C. Howard
1132 W. Peachtree, N.W.
Atlanta, Georgia 30309

Dear Mr. Howard:

I received your letter today and I am very pleased with the information which you summarized. I feel that your visits with me have been very helpful and some of your suggestions have already been put into effect.

Any literature that you may receive that you think would be helpful to me, I would appreciate your passing it on if possible.

Thank you very much, and I will inform you as to any major results that I obtain.

Sincerely,

U.K. Thompson
Personnel Director

GET/bb
May 27, 1970

Mr. Hardy Taylor
Industrial Services Branch
Atlanta, Georgia 30309

Dear Mr. Taylor:

We would like to take this opportunity to thank you and Mr. Wommack for the invaluable services you have rendered to Industrial Foundries over the past months.

The many suggestions you have made in regard to production and plant operations have proven very beneficial and well accepted by the employees.

We certainly appreciate the time Mr. Wommack has spent observing our plant and particularly in helping me solve problems for which I was totally unprepared.

We shall look foreward to your continued interest in our company.

Sincerely yours,

INDUSTRIAL FOUNDRIES, INC.

Mary W. McMillan
MWM:mm
May 20, 1970

Mr. William C. Howard, Head
Manpower Resources Section
Georgia Institute of Technology
Industrial Development Division
1132 West Peachtree Street
Atlanta, Georgia 30309

Dear Mr. Howard:

Please accept our sincere thanks from everyone here at Sparta for your interest and also for Tom Murphy's interest in giving generously of your time and effort in helping us analyze the many different problems that we have. The time, discussion, and information that you have given us has certainly been a considerable help in the past; and I am sure it will reflect in the progress of our company in the days to come. The sincere interest of both you and Tom expressed in our company is greatly appreciated. The attitude which both of you have exemplified has made us feel that you are really a part of our company.

I am sure we will be calling on you in the future, and we invite your visit as often as you are in this area.

Yours truly,

SPARTA FURNITURE MFG. CORP.

J.D. Copelan
President

JDB:WB
Swainsboro opening new industrial park

By MARY POWELL BRAGG
Sunday Chronicle-Herald Correspondent

SWAINSBORO, Ga. — Dedication ceremonies for the new Magic Mall Industrial Park in Swainsboro will be held Nov. 22 at 11 a.m. with former Gov. Carl Sanders as principal speaker.

The site of the dedication will be at the new 11-foot marker at the entrance of the park on the new Empire Expressway just off Meadowlake Parkway.

The marker was erected to honor the dedicated citizens whose spirit of progress, determination and foresight caused the creation of this park in order to insure the further growth, progress and prosperity of our "Growth Center area." Included on the marker are names of those who were active during the time the county began its Overall Economic Development Program to obtain designation as a Growth Center.

In addition to an address by Sanders, the program will include introduction of those whose names appear on the marker, introduction of special guests, and a ribbon-cutting by Emanuel County Development Authority Chairman A. R. Daniels Sr. The Swainsboro High School Band under the direction of Tom Darden will appear in concert at 10:30 a.m., followed by an honor guard accompanying those listed on the marker who will be seated in a reserved section.

A large number of out-of-town guests are expected to attend the dedication, including state and national figures. The original likeness of the new industrial park, complete with replicas of heavy-type industry now stands from floor to ceiling in the Emanuel County Chamber of Commerce office in Swainsboro. This is what might be termed as the "first dream."

The park consists of 630 acres of prime industrial sites within the city limits of Swainsboro and located approximately three miles southwest of downtown Sainsboro.

LeRoy H. Williams was manager of the Chamber of Commerce when the Overall Economic Program was begun in 1966 with the help of the CSRA Planning and Development Commission. After months of research and study, map-making and graphs, it took six weeks of straight typing for a secretary to couple the book "DEDP" which submitted to the Department of Commerce, Economic Development Administration, Washington, D.C., and Swainsboro was soon designated as a "secondary growth center" within a Development District. Ordinarily, there is only one growth center within a Development District, but Swainsboro made the grade and joined the City of Augusta as the second growth center within Central Savannah River Area.

Augusta had previously been named as the Growth Center for this Development District, and the secondary growth center classification for Swainsboro was the first such classification given to any city in the United States. Such a designation qualified Swainsboro to obtain federal funds from EDA.

The Emanuel County Development Authority was approved through official state legislation and named as a nonprofit making organization by the Emanuel County Commissioners. Arthur Daniels is chairman, J. F. Mathis is vice chairman; Jim Livingston is treasurer, and other members include J. Roger Dekle and W. D. Key. The Development Authority has official authority over the park.

The park has been constructed with a $408,000 grant and $408,000 loan from EDA. It has a three-mile, four-lane highway, known as Empire Expressway, running through it. Giving access to the park, the Empire Expressway is lined with mercury vapor lights on tapered aluminum poles.

A 250,000-gallon water spheroid dominates the park from atop a small knoll near the overpass where Empire Expressway intersects with the Georgia-Florida Railroad. In addition to water, the park is equipped with gas and electricity.

Keller Stamping, Inc. was the first industrial plant to locate in the Magic Mall Industrial Park. Its original size was 120,000 square feet, and already it has doubled to 240,000 square feet. Keller Stamping, Inc. manufactures molded plastics, screws, rivets and component parts.