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

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INDUSTRIAL DEVELOPMENT DIVISION

Quarterly Report
June, July, and August

1972

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GEORGIA INSTITUTE OF TECHNOLOGY
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A PROGRAM
OF MANAGEMENT AND TECHNICAL ASSISTANCE
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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
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I. BACKGROUND INFORMATION

A. Economic Characteristics of Service Area

The service area covered by the EDA Technical Assistance Grant effective during the quarter is comprised of 88 eligible counties throughout the state of Georgia. These eligible counties, shown in Chart 1, represent the most economically depressed areas in the state. The high net out-migration rate in most of the counties (as high as 37%) is the result of stagnant or declining economic conditions. This conclusion is further substantiated by the high percentage of individuals (as high as 60%) who fall into the below poverty income level. The IDD program which is carried on in the eligible EDA counties in Georgia is designed to respond to the need for economic revitalization in these counties through the creation of new job opportunities which result from the expansion of existing business and the formation of new business and industrial ventures.

B. Organization and Establishment of Center

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 55 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 representatives of the Contracting Officer, and (4) to the EDA Field Coordinator in those cases where there was a need for data concerning the economic impact that business and public works proposed for Economic Development Centers would have on the Economic Development Districts and surrounding EDA-designated areas. Further, a survey of an Economic Development District to determine the extent, availability, and characteristics of the District's unemployed was to be made.

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

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

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

On June 4, 1971, the Economic Development Administration, U. S.
Department of Commerce, announced the extension of the management and
technical assistance program for a seventh year. Although this program
covered a continuation of the 1970-1971 program, the EDA grant for the
program was reduced an additional 12%. This necessitated a reduction
in tasks to be performed under the grant. IDD was no longer required
to prepare economic impact studies in connection with EDA loan applica-
tions.

On June 8, 1972 the Economic Development Administration, U. S.
Department of Commerce announced the extension of the management and
technical assistance program for an eighth year at the same level of
funding. This program covers a continuation of the 1971-1972 program.
With continued emphasis placed on utilization of the IDD field offices
it has been possible to continue providing full management and technical
assistance service to firms in designated EDD's and EDA counties.

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 the quarter, 55 management and technical assistance
projects were active under the EDA program. This brought to 614 the
total number of projects undertaken by the Division from the inception
of the program under the contract through August 31, 1972.

In its overall philosophy, the Industrial Development Division
considers it imperative to work in conjunction with all economic
development agencies, as well as economic districts and area plan-
ning and development commissions, to best serve the needs of the EDA-
designated areas within the state in assisting them to improve their
economic base. Exhibits 1 and 2 show the relation of
the Industrial Development Division and its branches to the structure
of the Georgia Institute of Technology.

II. PROGRAM ADMINISTRATION
A. Program Objectives

The program activities described in this report represent an exten-
sion of the Industrial Development Division's established service to
Georgia business and industry through market research, management guid-
ance, and technical assistance. The specific objectives of the EDA-
sponsored program are 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.

These program objectives are applied to all the EDA areas in Georgia and do not vary from subregion to subregion.

B. Technical Assistance Services

Under the EDA Technical Assistance Grant effective during fiscal year 1972-1973, the Industrial Development Division will perform the following work in designated Economic Development Districts and in designated counties:

1. Technical and management assistance to existing business and industry to eliminate problems of marginal firms which endanger the existence of such firms for the purpose of saving jobs.

2. Technical and management assistance to existing business and industry to resolve operating problems inhibiting growth through expansion and diversification for the purpose of creating jobs.

3. Technical and management assistance in the formation of new industrial ventures for the purpose of creating jobs.

4. Market analyses.

This assistance covers all of the problems business falls heir to in the broad fields of management, operations, personnel, finance, product evaluation, and market identification. It should be noted that when a company or group of individuals expresses an interest in an EDA business loan the Industrial Development Division refers that company or individuals to the EDA Economic Development Representative and takes no action until requested to do so by the Economic Development Representative.

C. Project Personnel

"People are our most important resources." 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.
Exhibit 3 contains biographical sketches of the in-house professionals of the Industrial Services Branch in which the EDA activities are centered.

D. Phasing of Work Program

This work program which encompasses Chart 2 has been waived by paragraph five of the grant amendment offer dated the 26th day of June 1972.

E. Relationship to Other Development Efforts

In furthering the EDA objectives in Georgia, the Industrial Development Division works closely with representatives of the following organizations:

- Georgia Office of Planning and Budget
- Georgia Department of Industry and Trade
- Economic Development Districts
- Area Planning and Development Commissions
- Chambers of Commerce
- Local industrial development groups
- Coastal Plains Regional Commission
- Small Business Administration
- EDA Economic Development Representatives.

Particular attention is directed to working with the EDD's and APDC's on individual projects. When an assistance project is opened, these organizations are notified that IDD will be working in their area and a monthly progress report of activity on projects within their area is furnished.

Cooperation with the above-mentioned organizations is enhanced by IDD activities other than EDA within the state wherein IDD personnel are in almost constant contact with these groups.

III. STRATEGY FOR SUBREGIONS

Maps 1 and 2 depict graphically the Industrial Development Division's approach to serving the objectives of EDA by making use of the IDD field offices that blanket the state and how this coverage relates to the Economic Development District areas.

Map 1 identifies the location of the field offices and shows the area of responsibility of each office. Map 2 identifies the twelve Economic Development Districts. It should be noted that the field office areas correspond to the EDD boundaries where possible, although in some cases the field office areas extend beyond those boundaries in order to serve those EDA-designated counties not presently within EDD's.

This ability of IDD to effectively serve the entire state through the field office network means that the EDA objectives in all parts of the state can be served efficiently and economically by the trained professionals who man the field offices as well as by the EDA-oriented staff in Atlanta.
These management and technical assistance program objectives are applied to all the EDA areas in Georgia and do not vary from subregion to subregion.

IV. TECHNICAL ASSISTANCE PROJECTS

A. Location

Map 3 identifies the counties in which work was performed under the program and indicates the number of projects conducted in each county.

B. Highlights of Project Activity

Chart 3 summarizes the highlights of project activity by major program categories. Chart 4 summarizes the project activity by type and subregion to indicate the distribution of effort throughout the state. Chart 5 summarizes the project activity by type and subregion to indicate the job impact.

The following projects were selected for special mention:

Project 534: An individual who had developed a new type of patented rear-view mirror for trucks requested assistance with establishing a manufacturing facility for producing his product. Considerable assistance was rendered to this company with product design, raw material procurement, product costing, source of capital, marketing program, and general management practices. A plant layout was also developed for the new manufacturing facility in order to achieve high production efficiency. The company has been successful in securing a major account with one of the leading truck manufacturing companies. Based upon this sales channel the company has begun operation and will expand its current employment of 5 workers and the scope of its operation as sales permit.

Project 576: A metal fabricating company in south Georgia requested assistance in identifying a white substance which formed on coils of thin gauge galvanized steel rendering it unsaleable. It was determined by scientific testing in the research departments of Georgia Tech's Engineering Experiment Station that the white substance resulted from moisture penetration. Numerous coating materials were screened and evaluated and two of these have been selected for use in preventing moisture penetration. It is anticipated that use of this coating material will eliminate the annual loss of $60,000 to $70,000 in spoiled materials.

Project 610: A manufacturer of occasional tables and dinette furniture for the mobile home industry requested assistance in seeking an SBA 502 loan. All the necessary information for a 502 loan application was collected and assembled and assistance was rendered in completing both the local development corporation's part and the company's portion of the application. This loan has recently been approved and construction of the new plant for this company's expanded operations will begin immediately. Employment is expected to increase from the current 23 workers to 100 workers when the new plant facility is completed.
C. Project Summaries

The 55 individual projects which were active during the quarter 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 36 projects which were still active as of August 31, 1972 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 ten are eligible Redevelopment Area counties: Burke, Emanuel, Glascock, Jefferson, Jenkins, Lincoln, Screven, Taliaferro, Warren, and Wilkes. The Growth Centers are Augusta (Richmond County) and Swainsboro (Emanuel County).

New Projects

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

Project 606: Assistance to a steel component parts manufacturer in Jefferson County

Nature of Problem: This new venture in manufacturing has established its operation in a rented facility and has ordered machinery and raw materials. Assistance has been requested in resolving various start-up problems associated with the production of steel sprockets.

Work Performed: Work has now been started on assisting with a plant layout and the establishment of production procedures and control. The format for conducting a study on the market for steel sprockets to be produced by this firm has now been established and work has been started on this market study.

Results: The project is continuing.

Project 612: Assistance to a new venture in mobile home manufacturing in Augusta, Georgia (Growth Center)

Nature of Problem: The principals of a new venture in the manufacture of double-wide mobile home units in the Augusta area has requested assistance in locating a suitable facility which can be leased. In the event no suitable building is available, assistance will be given in the preparation of an SBA 502 loan application to cover cost of a new building.

Work Performed: A survey of existing buildings available for lease in the Augusta area is under way.

Results: The project is continuing.

On Going Projects

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

Project 561: Assistance to a proposed roof truss manufacturing company in Jefferson County

Nature of Problem: A group of individuals is considering establishing a roof truss manufacturing company in an available warehouse building in Wadley, Georgia. The group requested IDD assistance with preparing a market study, developing information on equipment, pricing, and distribution methods.
Work Performed: The IDD representative has met with equipment manufacturing representatives and is compiling a list of equipment needed to manufacture roof trusses. IDD also arranged for a visit to a roof truss plant in Orangeburg, South Carolina, and accompanied one of the individuals on the visit to observe the plant in operation. The individuals are now considering other possible products for manufacture and are being assisted in the collection of information regarding these other possibilities.

Results: The project is continuing.

Project 597: Assistance to a proposed manufacturer of water purification equipment in Screven County

Nature of Problem: An individual having exclusive rights to a patented water conditioning method and apparatus requested assistance in establishing a manufacturing operation to produce the units.

Work Performed: Assistance is being rendered in the preparation of an investment proposal, locating a suitable building, and making other preliminary plans for the production of water conditioning equipment.

Results: The project is continuing.

Discontinued Projects

None
General

The Coastal Plain Economic Development District consists of nine counties, of which seven are eligible Redevelopment Area counties: Berrien, Brooks, Cook, 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 established in this area.

Project 609: Assistance to a gypsum processing company in Tifton, Georgia (Growth Center)

Nature of Problem: This firm has recently rebuilt and modernized its manufacturing facility subsequent to a fire which destroyed its old facility. It has requested assistance with developing additional products to enable it to operate on a year-round basis rather than seasonally as required for the present product.

Work Performed: Attempts are now being made through interviews with company officials to identify potential new products which could be manufactured with existing facilities. Upon the identification of a promising potential product, a market study will be undertaken to determine the feasibility of producing such a product.

Results: The project is continuing.

Project 611: Assistance to a wood products manufacturer in Cook County

Nature of Problem: This firm would like to diversify its product line to include the production of laminated post form counter tops. Assistance has been requested in locating information regarding equipment needs and manufacturing processes required for the production of this product.

Work Performed: A determination of the equipment needs for the production of counter tops has been made. Numerous equipment suppliers have been contacted and requests have been made for price and specification quotes on the equipment. Assistance is being rendered in developing an efficient plant layout for this product. In recent weeks this firm has been forced to seek a new supplier of counter tops because of the failure of its old supplier to provide adequate quality. A new supplier has been found and has indicated that counter tops can be provided at a price very close to the proposed cost of producing the counter tops in plant. Pending a satisfactory relationship with this new supplier, the establishment of a production facility for counter tops is being delayed.

Results: The project is continuing.

On Going Projects

There are now five projects under way in this area. In addition to the two new projects above there are:
Project 540: Assistance to a farm appliance manufacturer in Berrien County

Nature of Problem: This company has developed and now manufactures a liquid fertilizer applicator. The applicator operates on a gravity flow system and has been successfully field-tested and accepted by the farmers. The company has requested IDD assistance with expansion plans for its facilities.

Work Performed: IDD is assisting the company in developing marketing information, recommending cost reduction, and setting up the new plant, including development of stainless steel welding techniques. IDD has recently met with representatives from SBA, the Coastal Plains APDC, and company officials to discuss the possibility of obtaining an SBA loan to finance the planned expansion and provide additional working capital. The loan application is now being prepared and will be submitted to SBA as soon as possible. The company has started production of component parts which subsequently will be assembled into applicators. In order to diversify its product line to insure production during the off season for farm implements, this firm has undertaken the manufacture of trampolines. Assistance has been rendered in locating sources of suppliers for materials required for the production of trampolines. The initial employment is four people, with expectations of continued growth in employment as production is increased.

Results: The project is continuing.

Project 586: Assistance to a bag manufacturing company in Valdosta, Georgia (Growth Center)

Nature of Problem: This company plans to expand its plant and has requested assistance with the preparation of an EDA loan application for part of the financing of this expansion.

Work Performed: In cooperation with the Coastal Plain Area Planning and Development Commission, IDD contacted the management of this company and was advised that any action on the EDA loan application would have to be delayed until May. IDD again contacted the company in June and was advised that preparation of the EDA loan application was progressing smoothly and that no assistance was needed at that time. In subsequent contacts with the company it has become apparent that preparation of the loan application is progressing very slowly.

Results: The project is continuing.

Project 592: Assistance to a marine products manufacturing company in Cook County

Nature of Problem: This company has requested IDD assistance in setting up a plant for manufacturing boat hand rails.

Work Performed: Assistance has been given in developing patterns and jigs for bending metal tubing. Technical information on production techniques has been provided. This company is now diversifying with a convertible top for a manufacturer of a limited production antique automobile. Assistance has been provided in locating suppliers and evaluating production techniques to be used. Additional assistance in plant layout is under way.

Results: The project is continuing.
Discontinued Projects

During the quarter two projects were discontinued in this area.

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

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

Work Performed: IDD rendered considerable assistance to this company with product design, raw material procurement, costing the product, source of capital, marketing program, and general management practices. Assistance was also rendered in designing a suitable bracket and developing production methods for manufacturing this bracket. A plant layout for the new manufacturing facility was developed in order to achieve high production efficiency.

Results: The company has been successful in securing a major account with one of the leading truck manufacturing companies. Based upon this sales channel the principals of the company decided to establish a manufacturing facility to produce the complete product. The company has begun operation and will expand its current employment of five workers and the scope of its operation as sales permit. No further assistance needed, the project is closed.

Project 576: Assistance to a metal fabricating company in Tifton, Georgia (Growth Center)

Nature of Problem: This company requested IDD assistance in identifying a white substance which forms on the coils of thin gauge galvanized steel, rendering it unsaleable.

Work Performed: In an attempt to identify the nature of the foreign material on the product, samples were sent to the research departments of the Engineering Experiment Station at Georgia Tech. It was determined through scientific testing of the foreign material that the problem was caused by moisture penetration.

Results: Numerous coating materials were screened and evaluated and two have been selected for use this winter to prevent moisture penetration. It is anticipated that the use of the coating materials will eliminate the annual loss of $60,000 to $70,000 per year in spoiled materials. No further assistance needed, the project is closed.
General
The Georgia Mountains Economic Development District consists of 13 counties, of which six are eligible Redevelopment Area counties: Dawson, Forsyth, 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 established in this area.

Project 605: Assistance to a specialty garment manufacturer in Union County

Nature of Problem: This firm manufactures cotton knit "T" shirts and paints various designs on them by a silk-screen process. Assistance has been requested in expanding its production facility.

Work Performed: An initial meeting with the principals of this firm has been planned. Subsequent to this meeting, specific areas of assistance will be decided upon.

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 600: Assistance to an aircraft instrument repair facility in Union County

Nature of Problem: This new business venture is experiencing difficulty in obtaining financing and in setting up physical facilities for the overhauling and repair of commercial aircraft instruments.

Work Performed: Recent attempts to contact the principals of this new venture by phone have been unsuccessful. As soon as it is possible to arrange a meeting with these individuals, a plan of assistance will be developed to overcome the problems encountered in the start-up plans of this business.

Results: The project is continuing.

Project 601: Assistance to a modular housing manufacturer in Union County

Nature of Problem: This new venture in modular housing manufacturing is experiencing various start-up problems and has requested IDD assistance in resolving these problems.

Work Performed: A meeting has been held with the principals of this company for the purpose of discussing their plans and determining the areas in which IDD assistance can expedite the rapid and successful establishment of this new manufacturing facility. The principals of this new venture were escorted by an IDD staff member on a tour of a modular housing manufacturing plant in south Georgia for the purpose of familiarizing them with production techniques and
building facilities and requirements.

Results: The project is continuing.

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

Project 599: Assistance to a plastic sign manufacturer in Union County

Nature of Problem: Because of its rapid growth, this small sign manufacturing company is now in need of additional space and improved plant layout in order to meet expected production requirements.

Work Performed: Assistance was rendered in developing expansion plans and in designing a plant layout. Assistance was also rendered in planning and developing formal management systems to insure continued growth.

Results: Production efficiency has been improved as a result of the revised plant layout. Future improvement is dependent upon the implementation of the plans and recommendations made for establishing a formal management system. No further assistance is needed 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 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 established in this area.

Project 613: Assistance to a lumber mill in Telfair County

Nature of Problem: The president of this company has requested assistance in resubmitting the EDA loan application in order to secure the funds required for acquiring and completing the lumber mill complex at Lumber City, Georgia.

Work Performed: A presubmission conference has been held with the EDA field representative, IDD staff, and principals of the company. Assistance will be rendered as needed in the preparation of the new loan application.

Results: The project is continuing.

On Going Projects

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

Project 564: Assistance to a golf ball manufacturer in Montgomery County

Nature of Problem: In order to expand its work force and production area this company is planning a move to a larger plant. Assistance in preparing a plant layout and other technical plans for this new facility has been requested.

Work Performed: A visit was made to the company's present plant for familiarization with the production process and the production requirements for the new plant. Upon completion of the move to the new facility, employment is expected to increase from 12 to 25. Company officials have now advised that the move to a larger plant will be delayed. The project will be held open until the management decision is made to undertake the relocation.

Results: The project is continuing.

Project 567: Assistance to a proposed sand mining and processing operation in Montgomery County

Nature of Problem: A group of individuals which owns a deposit of high quality glass sand has requested assistance in determining the potential market for processed sand.

Work Performed: The potential market for high quality sand includes processors of various glass products as well as the construction materials market. The IDD staff has prepared a market research report on the market for construction sand within a 100-mile radius of Mt. Vernon, Georgia (location
of the sand deposit). This report was submitted to the owners of the sand deposit along with detailed information of the transportation services available. The owners have recently advised IDD that they were successful in obtaining an SBA 502 loan for the construction of a facility to process the sand. It has recently been learned that the local bank is holding up the disbursement of funds on this company's approved SBA 502 loan for technical reasons. The principals are currently negotiating with the bank to clear up this matter and it is anticipated that funds will be disbursed in the near future.

Results: The project is continuing.

Project 598: Assistance to an agricultural machinery manufacturer in Telfair County

Nature of Problem: In order to meet its rising sales this company requested assistance in increasing its production capacity and implementing the controls and procedures needed to assure profitable operations.

Work Performed: An IDD staff member has visited this company's plant in McRae, Georgia, in order to determine specific problem areas and to develop a plan for assisting the company in overcoming such problems. Based on this initial visit, it is apparent that additional financing will be needed and, therefore, assistance is being rendered in developing the background information needed for the preparation of a loan application. Pending resolution of this firm's financial problems, considerable assistance is being rendered in developing working drawings of the product which will form the basis for the establishment of production techniques and controls. Additional assistance is being rendered in setting up inventory controls and purchasing procedures.

Results: The project is continuing.

Discontinued Projects

During the quarter one project was discontinued in this area.

Project 572: Assistance to an individual interested in establishing a restaurant in Dublin, Georgia (Growth Center)

Nature of Problem: An individual requested IDD assistance in evaluating the feasibility of establishing a drive-in type restaurant in Dublin, Georgia.

Work Performed: In meetings with the individual businessman, IDD staff members have provided guidance in making sales projections, equipment and facilities cost estimates, and other related projections needed to determine the feasibility of the venture. It was anticipated that a financing plan would be developed as soon as the individual had completed his preliminary evaluation of the prospects for the proposed venture.

Results: The individual has decided not to pursue this business venture, but will instead continue his education and seek a PhD degree. No further assistance needed, the project is closed.
General

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

New Projects

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

Project 607: Assistance to a metal products manufacturer in Walton County

Nature of Problem: This manufacturer of a diversified line of metal products is presently selling virtually all of its production to one customer. Assistance has been requested in exploring the proper channels of distribution for its products and in developing contacts with firms which could be potential customers for the product.

Work Performed: An IDD staff member has visited this plant to determine in detail the type of marketing information and assistance which is needed. A market study dealing with potential customers for aluminum awnings, carport and patio covers, and steel lawn buildings has been prepared and turned over to the firm for study.

Results: The project is continuing.

On Going Projects

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

Project 585: Assistance to a textile firm in Madison County

Nature of Problem: This company has requested assistance in securing the necessary financing for a planned expansion of its knitting operation.

Work Performed: Assistance is being rendered in the preparation of an investment proposal to secure the financing for a new 20,000-square foot building and $250,000 of additional working capital. Assistance is also being given in collecting market information on a potential new product.

Results: The project is continuing.

Discontinued Projects

During the quarter one project was discontinued in this area.

Project 603: Assistance to a textile manufacturer in Morgan County

Nature of Problem: This small spinning mill had requested IDD assistance in refinancing in order to secure better long-term financing.
**Work Performed:** Detailed information was requested from the principals of this company on its current financial structure as well as detailed projections of its future financial needs. Upon receipt of this information, a determination was to have been made on the best course to pursue in seeking refinancing.

**Results:** Due to the principals unwillingness to provide detailed financial and operating information no meaningful assistance in resolving this company's problem can be made; therefore, 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 established in this area.

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

Discontinued Projects
None
General

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

New Projects

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

On Going Projects

There are now five projects under way in this area.

Project 560: Assistance to a fiberglass company in Bacon County

Nature of Problem: A group of individuals is establishing a company to manufacture fiberglass bath enclosures and has requested IDD assistance.

Work Performed: IDD is assisting with determining capital requirements, selection of equipment, and the development of a plant layout, and with a market evaluation. A visit was arranged to a plant in Metter, Georgia, which produces a similar product, for the purpose of observing the production process and reviewing the equipment used in the production of fiberglass products. A market survey of the market for fiberglass bathroom fixtures has been prepared and presented to the company for evaluation. Based upon this report the principals have decided that their initial production estimates had been overly optimistic. They were assisted with a re-evaluation of the proposed venture based on a reduced production estimate. An investigation is now being made of the feasibility of producing fiberglass septic tanks. IDD is assisting with the collection of market and production information. Construction has been started on a manufacturing facility for the production of bathroom fixtures with an expected completion date of mid-October, 1972. Efforts are now underway to recruit a plant manager with experience in fiberglass fabrication.

Results: The project is continuing.

Project 570: Assistance to a boat manufacturer in Atkinson County

Nature of Problem: A boat manufacturer has requested assistance in improving its plant layout in order to improve production efficiency, and has also requested assistance in developing a sales brochure.

Work Performed: A revised plant layout was developed based on the company's production needs, and was provided to the company in conjunction with various recommendations for operational changes to improve production efficiency. Various technical information has been collected and provided the company on epoxy resin systems and strength characteristics of woven fiberglass cloth. Additional technical assistance has been provided in developing specifications for a heat cure area and in using exhaust fans in order to comply with OSHA regulations.

Results: The project is continuing.
Project 571: Assistance to a farm equipment manufacturer in Atkinson County

Nature of Problem: The principals of this newly formed company have requested IDD assistance with several start-up problems that they are experiencing in the establishment of a manufacturing facility for herbicide, row crop, and livestock spraying equipment.

Work Performed: Assistance is being rendered in developing the information necessary to seek outside financial support. Guidance is also being given in selection of equipment and plant/facility design for the new plant. Company officials were working with their bank in seeking an SBA guarantee for an urgently needed working capital loan; however, they have been successful in securing adequate working capital through private sources and no application to SBA will be necessary. Assistance is now being rendered in establishing the production of frames for wrecker bodies in order to assure continued production during the off season for farm implements.

Results: The project is continuing.

Project 580: Assistance to a box manufacturer in Waycross, Georgia (Growth Center)

Nature of Problem: This company has requested IDD assistance in solving a highly complex inventory allocation/order problem. The objective sought is to reduce the very large number of different widths of raw material which are now being carried in inventory.

Work Performed: Based upon the information supplied by the firm a technique for solving the inventory allocation/order problem through the utilization of computerized data processing techniques has been suggested. Implementation of this suggested means of resolving the inventory problem is dependent upon the firm's securing the services of a highly qualified computer programmer. Because of the unrealistically high cost of the computerized technique for resolving the inventory allocation/order problem previously suggested, work has now begun on exploring the possibility of finding a less costly method of resolving the problem.

Results: The project is continuing.

Project 593: Assistance to a fiberglass boat manufacturer in Coffee County

Nature of Problem: This firm has recently been acquired by new owners and relocated within the same county. IDD assistance has been requested in preparing a cost analysis of the various models and in locating information on chemical systems used in fiberglass processing.

Work Performed: Work has begun on the cost analysis of the 17-foot tri-hull model. Cost standards based upon final product weight have been developed and submitted to the company. Detailed cost control procedures throughout the production process are being developed in conjunction with company management. Assistance is also being rendered in the preparation of an owner's manual for this firm's products. This assistance has included the collection of technical information on recommended repair procedures for fiberglass reinforced plastic.

Results: The project is continuing.
Discontinued Projects

During the quarter three projects were discontinued in this area.

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

Nature of Problem: This company manufactures upholstered living room furniture in an old school building. The layout of the building did not lend itself to efficient production and material flow; therefore, the company requested that IDD provide recommendations for improvement.

Work Performed: IDD provided recommendations for remodeling the facilities and assisted in the development of a satisfactory plant layout. Recommendations for improved production methods, an inventory control system, a cost analysis, and new machinery evaluations were also provided.

Results: The implementation of these recommendations resulted in increased efficiency; however, an acute shortage of working capital developed due to the continuing growth of this company. Because of this shortage of working capital and the inability to pay suppliers on a current basis, the local bank took over the company and has attempted to continue operating at a reduced level. No further assistance is needed at this time, the project is closed.

Project 562: Assistance to a scrap metal reclaiming company in Coffee County

Nature of Problem: This metal reclaiming company requested IDD assistance in evaluating the feasibility of installing melting equipment in its plant for use in reclaiming scrap aluminum.

Work Performed: The company located some fuel oil smelting equipment for sale and IDD provided assistance in evaluating the economics of expanding the operation through the purchase of this equipment. Subsequent to favorable economic evaluation of the proposed operation, the company purchased and received an aluminum smelting furnace and a crucible to be used with this furnace. Assistance was also rendered in setting up the plant for production of cast aluminum sows.

Results: Because of a decline in the price of aluminum ingots this company has indefinitely postponed its plans to initiate the production of reclaimed aluminum. No further assistance is needed at this time, the project is closed.

Project 575: Assistance to a lumber company in Clinch County

Nature of Problem: The owner of this sawmill complex requested IDD assistance in evaluating the feasibility of establishing a production facility for the manufacture of charcoal.

Work Performed: The company determined that an investment of approximately $800,000 would be required for the facility and equipment for the manufacture of charcoal. Assistance was needed only in the area of evaluating the potential market for charcoal. A copy of the previous IDD study, "The Feasibility of Manufacturing Charcoal and Charcoal Briquettes by Converting Barks in Georgia," was given to this company for evaluation. Based upon the information provided, company officials decided not to attempt marketing charcoal briquettes. Negotiations were undertaken with a Florida concern which would purchase and market the charcoal produced by this company.

Results: This firm has decided not to undertake the manufacture of charcoal because of the high cost of entering the field and the uncertain future market for charcoal. No further assistance needed, the project is closed.
General
The Southwest Georgia Economic Development District consists of 13 counties, of which nine are eligible Redevelopment Area counties: Baker, Calhoun, Grady, Lee, Miller, Mitchell, Seminole, Terrell, and Worth. The Growth Centers are Albany (Dougherty County) and Bainbridge (Decatur County).

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

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

Project 578: Assistance to a building components manufacturer in Albany, Georgia (Growth Center)

Nature of Problem: This firm has recently acquired the facility of a bankrupt corporation. The company has requested IDD assistance in acquiring financing and needed improvements in facility and equipment.

Work Performed: A meeting has been held with the principals of this new company to discuss various approaches to securing the needed financing for their planned operation. Assistance is being rendered in putting together the necessary information for an application under the SBA loan guarantee program. Their banker is cooperating in this application. A meeting has been held with SBA in Atlanta to discuss this firm's financial situation. In spite of the cooperation of the local banker, SBA did not encourage the firm on the prospects of securing approval of a loan guarantee application. The company presently employs 20 and anticipates employing 75 as soon as adequate financing can be arranged.

Results: The project is continuing.

Project 579: Assistance to an egg processing equipment manufacturer in Grady County

Nature of Problem: This firm currently manufactures egg gathering equipment exclusively. The principals are interested in diversifying their product line by developing a new product. The new product presently under consideration is a packaged sewage disposal unit to process manure from poultry and egg production operations.

Work Performed: Assistance is being rendered in the evaluation of the market potential for a packaged sewage disposal unit for poultry operations. A report has been prepared and submitted to the company based on the results of a literature search on equipment developments in this field. A brief market study of the market for sewage disposal units has been prepared and submitted to the principals for their information and guidance. Technical information is also being provided relative to the design of the unit.

Results: The project is continuing.
Project 595: Assistance to an individual interested in manufacturing greenhouses in Lee County

**Nature of Problem:** An individual interested in setting up a facility for the manufacture of greenhouses requested assistance in determining the potential market for this product.

**Work Performed:** Data were compiled concerning the market for commercial and residential greenhouses. This information was assembled into a report for the market potential for greenhouses in eleven southeastern states. The market study has been forwarded to the principal for his review.

**Results:** The project is continuing.

Discontinued Projects

During the quarter two projects were discontinued in this area.

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

**Nature of Problem:** A group of individuals has established a company to transform peanut shells to charcoal by a thermal-chemical process which was developed by the Engineering Experiment Station at 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.

**Work Performed:** 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 was returned to the EDD and will be submitted with the EDA application.

**Results:** The company now has a production-size unit in operation and is working on resolving operating problems encountered in this installation. IDD has recently met with company officials, local banks, and SBA to investigate obtaining interim financing to cover the cost of manufacturing and leasing the smaller units. The company recently decided upon a joint venture with a major established carbon processing firm and is proceeding with the establishment of seven new installations. This 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 direct employment for 140 people and indirect employment opportunities for several hundred others. No further assistance needed, the project is closed.

Project 577: Assistance to an automobile accessory manufacturer in Mitchell County

**Nature of Problem:** An individual who was establishing a manufacturing facility to produce compressed air tanks requested IDD assistance with production methods and determination of product standards applicable to the product.

**Work Performed:** Design data for pressure vessel construction was provided based upon information contained in the "ASME Boiler and Pressure Vessel Code, Section VIII." The material necessary to acquire a set of standards required by the individual states also was provided. The individual was advised on equipment specifications and requirements and given suggestions for production
jigs and handling equipment. Assistance was also being rendered by providing information on available training programs for production workers.

**Results:** Recent efforts to contact the individual establishing this manufacturing facility have been unsuccessful. Progress to date has been extremely slow; therefore, because of this slowness and the minimal effort being put forth by the principal 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 two new projects were established in this area.

Project 610: Assistance to a wood products company in Marion County

Nature of Problem: This manufacturer of occasional tables and dinette furniture for the mobile home industry has requested assistance in preparing the information needed for an SBA 502 loan application. The firm is currently operating in three separate buildings up to five miles apart. In order to expand its production capacity to meet anticipated sales increases, the company plans to construct a new plant facility to consolidate and expand its operations.

Work Performed: All necessary information has been gathered and the application has been assembled. Both the local development corporation's part and the industry's part of the 502 loan application have been delivered to SBA and approval of the loan is anticipated shortly. Current employment stands at 23 employees and is expected to increase to 100 very quickly after approval of the loan.

Results: The project is continuing.

Project 614: Assistance to a utility building manufacturer in Taylor County

Nature of Problem: This firm has been in business only a short time and is presently operating in a 7,000 sq. ft. leased facility. The sales have grown to the point that the company must now lease a larger building in order for production to meet the sales level. Assistance has been requested in making an application to SBA for a loan to finance this move.

Work Performed: Information, which will include general information, cash flow, and pro forma financial statements, is being collected for the loan application.

Results: The project is continuing.

On Going Projects
There are now two projects under way in this area. They are the two new projects mentioned above.

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

Project 533: Assistance to an individual in Schley County

Nature of Problem: This individual is presently the owner of a printing
company in Albany, Georgia. He is interested in establishing a plant in Schley County to print cartons to supply toy manufacturers and has requested IDD assistance in implementing these plans.

Work Performed: IDD assisted this individual with the preparation of an SBA loan application, with locating the necessary equipment for this application, and with other problems pertaining to the establishment of the proposed plant.

Results: Because of other business commitments, this individual has been delayed indefinitely in pursuing this new venture. No further assistance is needed at this time, the project is closed.

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

Nature of Problem: Several individuals formed a corporation to establish a tool, die, and metalworking facility at Preston, Georgia. The Middle Flint Economic Development District and the local development corporation requested that IDD assist these individuals with establishment of the facility.

Work Performed: IDD assisted these individuals with the preparation of an SBA 502 loan application, development of market information, and development of a plant layout. The SBA 502 loan application was approved and construction was completed on the new building.

Results: Equipment is being installed and production has begun. This project will represent a total investment of $330,000. Initial employment will be 30 with expected growth to 100 when full production is reached. No further assistance needed, the project is closed.

Project 594: Assistance to a development corporation in Macon County

Nature of Problem: At the request of the Middle Flint Area Planning and Development Commission assistance was given to the city officials of Marshallville, Georgia, in working with a firm which had an interest in buying the facility of a local industry which plans to discontinue operations.

Work Performed: A meeting was held with representatives of the city and the local development corporation to explore possibilities of developing a site for a new plant facility.

Results: The city's efforts to attract the new company succeeded and the current employees of the firm which is discontinuing operations will form the nucleus of the new company's work force. It is anticipated that not only will the 48 jobs be saved, but that the work force of the new plant will quickly expand to 150. 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 La Grange (Troup County).

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

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

Discontinued Projects
None
COASTAL AREA ECONOMIC DEVELOPMENT DISTRICT

General

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

New Projects

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

On Going Projects

There is now one project under way in this area.

Project 587: Assistance to a prefabricated housing manufacturer in Brunswick, Georgia (Growth Center)

Nature of Problem: This company has developed a dome-shaped housing unit and plans to establish a manufacturing facility on the Georgia coast. Assistance has been requested in preparing an EDA business loan application and in locating a suitable building site.

Work Performed: A meeting has been held with the principals of the company for the purpose of reviewing their plans and inspecting a model of their housing unit which was on exhibit locally. A brief report was prepared on the market for low-cost housing in Georgia and was submitted to the management of this firm for their information. When company officials finalize their plans for their manufacturing facility, assistance will be given in preparing an EDA loan application.

Results: The project is continuing.

Discontinued Projects

None
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 no new projects were established 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 584: Assistance to a wood products manufacturer in Stewart County

Nature of Problem: This firm is developing a new product and had requested assistance in locating a supplier for a component part. Assistance also was requested in evaluating the business opportunity related to the new product.

Work Performed: A potential supplier for the component part was put in contact with the management of the company. This potential supplier was unable to meet the needs of this company and two additional potential suppliers were identified and were contacted.

Results: Evaluation of the business opportunity related to the new product under development resulted in the discovery that two other firms are presently developing very similar products. Because of the pioneering nature of this new venture the principals have decided against proceeding with their plans. No further assistance needed, the project is closed.
PROJECTS OUTSIDE OF ECONOMIC DEVELOPMENT DISTRICTS

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

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

Project 604: Assistance to a carpet sample book manufacturer in Polk County

**Nature of Problem:** This firm has requested assistance with improving the flow of materials and improvement of production methods in its plant.

**Work Performed:** An initial visit has been made to this company's plant for the purpose of reviewing its existing layout and production methods. Work has begun in developing an improved layout and recommendations are being formulated for improvements in production methods.

**Results:** The project is continuing.

Project 608: Assistance to a modular housing manufacturer in Douglas County

**Nature of Problem:** This modular housing manufacturing firm has requested assistance in developing a plant layout and design for the new facility.

**Work Performed:** A meeting has been held with the principals of this firm to discuss the factors affecting plant layout for their facility. Subsequent to this meeting guidelines were established relative to the plant layout and work on the layout has begun.

**Results:** The project is continuing.

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

Project 566: Assistance to a proposed manufacturer of fine wire in Douglas County

**Nature of Problem:** An industrialist from New Delhi, India, is interested in establishing a fine wire plant in Douglas County. He plans to apply for an EDA loan and has requested IDD assistance in preparing the application.

**Work Performed:** A meeting was held with the individual and representatives of EDA and IDD for the purpose of discussing the proposed EDA loan application. The individual was given a blank application form and a check-off list. He will develop the basic information needed and IDD will assist him in assembling the application. The individual has returned to New Delhi to develop the supporting data. Recent correspondence indicates that progress is being made, after additional information was provided him by IDD.

**Results:** The project is continuing.
Project 581: Assistance to a local industrial development authority in Crawford County

Nature of Problem: This local development authority has requested IDD assistance in evaluating three potential sites for an industrial park.

Work Performed: A meeting has been held with representatives of the local development authority and a visit has been made to the sites under consideration. Recommendations have been formulated on the relative merits of each site and forwarded to the officials of the development authority. When a decision is made on which site will be developed, IDD will assist with the layout of the site chosen.

Results: The project is continuing.

Project 590: Assistance to a metal products manufacturer in Tattnall County

Nature of Problem: This company is building a manufacturing facility for the production of mower blades and small vehicle clutches. Assistance has been requested with a plant layout and other technical problems associated with start-up operations in the new plant.

Work Performed: Subsequent to reviewing the information supplied by company officials, a proposed plant layout has been prepared.

Results: The project is continuing.

Project 602: Assistance to a wine manufacturer in Crawford County

Nature of Problem: This firm requested assistance in investigating the potential of processing onions and onion parts into onion juice and onion juice concentrate in order to diversify its product line and achieve year-round production in its facility.

Work Performed: This firm is presently processing peaches, grapes, and apples into food concentrates, wine, and ethyl alcohol. Because of the seasonal nature of the processing, the plant is idle from December through June of each year. Data relative to the potential for processing onions and onion parts were collected and assembled into a market study dealing with the potential market for onion juice and concentrate.

Results: The project is continuing.

Discontinued Projects

During the quarter four projects were discontinued in this area.

Project 588: Assistance to a modular housing manufacturer in Cobb County

Nature of Problem: This company planned to establish a plant to manufacture modular housing units and had requested assistance in preparing an application for an EDA business loan.

Work Performed: A meeting was held at the company's pilot plant for the purpose of discussing the need for a market study and to observe the company's innovative production methods. Initial information was collected in preparation for a market study of the low-cost housing market. In conjunction with the overall activities on this project, a report on the Georgia housing situation was provided to the management of this company.
Results: Recent unsuccessful efforts to contact the principals of this new venture have indicated that their operation has gone out of business. The project is closed.

Project 589: Assistance to a new product developer in Cobb County

Nature of Problem: An individual who has developed an improved gasoline nozzle requested assistance in having the product tested to meet U. L. standards, and in evaluating the feasibility of manufacturing the product.

Work Performed: The individual was referred to the analytical test lab at Georgia Tech's Engineering Experiment Station for assistance in testing his product.

Results: No further assistance needed, the project is closed.

Project 591: Assistance to a fiberglass products manufacturer in Candler County

Nature of Problem: Having experienced rapidly increasing sales of its fiberglass bathroom units, this company requested assistance in developing expansion plans for its production facility.

Work Performed: The company was provided with information on SBA financing available to small manufacturers. When plans for the new facility are finalized, assistance will be given in seeking financing for the expansion.

Results: IDD has been advised by the principals of this firm that private financing has been arranged and that no further assistance is needed. The project is closed.

Project 596: Assistance to a new textile manufacturing venture in Douglas County

Nature of Problem: A group of individuals who planned to start a new venture in the manufacture of woven upholstery fabric requested assistance in preparing an investment proposal and in planning the start-up phase of the operation.

Work Performed: Assistance was rendered in the preparation of an investment proposal, including the preparation of a cash flow, pro forma financial statements, and narrative description of the proposed venture. The principals were actively seeking the needed financing and were to request assistance with their start-up problems as soon as financing was arranged.

Results: Because of disagreements among the principals of this proposed new venture they have decided not to continue their association in connection with this enterprise. No further assistance needed, the project is closed.
V. Evaluation of Program Effort

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 252 identifiable jobs have been saved in 55 firms assisted by IDD. Another 38 identifiable jobs have been created in 18 expanding companies which were assisted. In the 27 new ventures which were aided by IDD during the quarter, 54 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 the 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.

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.
WARD, WILLIAM C., JR.--Head, Industrial Services Branch, Industrial Development Division, Engineering Experiment Station

**Education**

- B.S. in Industrial Management, Georgia Institute of Technology, 1940
- Command and General Staff College, Fort Leavenworth, 1953
- Senior Course, Marine Corps Schools, 1956
- Management School, Fort Belvoir, 1961

**Employment History**

- Southern Mercerizing Company, Supervisor, 1932-1939
- China Grove Cotton Mills, Foreman, 1940
- U.S. Marine Corps, Colonel, 1940-1964
- Dean Foods Company, General Manager, 1964-1966
- Georgia Institute of Technology:
  - Research Scientist, 1966-1971
  - Senior Research Scientist, 1971-Present
  - Head, EDA Services Section, IDD, EES, 1967-1970
  - Head, Applied Technology Group, IDD, EES, 1970-1971
  - Head, Special Projects Branch, IDD, EES, 1971-1972
  - Head, Industrial Services Branch, IDD, EES, 1972-Present

**Experience Summary:** At Southern Mercerizing Company, performed at the supervisory level in mercerizing, skeining, coning, quilling, and shipping departments. Night superintendent of entire plant for one summer. At China Grove Cotton Mills, performed as foreman of carding department. In U.S. Marine Corps performed in various command and staff positions including: Chief of Staff, Third Marine Division -- supervised and coordinated entire general and special staff. Comptroller, Marine Corps Base -- staff responsibility for financial management, including accounting, budgeting, disbursing, data processing and financial administrative organization. Chief, Atomic Biological, and Chemical Section, Educational Center, Marine Corps Schools -- responsible for supervising and participating in instruction in Marine Corps Schools, Basic, Junior and Senior Courses. Industrial Relations Officer -- responsible for civilian personnel program including employment, employee relations, training, safety, payroll, and wage and classification divisions. As general manager of Dean Foods Company, managed and supervised management controls, purchasing, traffic, production and quality controls, personnel and all administrative functions. At Georgia Tech, directed IDD's overall operations in EDA matters; provided management and technical assistance to industry as required. Directed IDD's overall operations in Housing Resources matters and overall activities of Special Projects Branch. Presently directs the activities of Industrial Services Branch.

**Current Fields of Interest**

All aspects of management and technical assistance to industry.

**Major Reports and Publications**

Major Reports and Publications (continued)

10. "Economic Impact of a Proposed Industrial Park to be located in Milledgeville, Georgia," EDA Special Report, March 1968, coauthor
12. "Economic Impact of Proposed Water and Sewerage System Improvements on Roberta, Georgia," EDA Special Report, April 1968, coauthor
13. "Impact of Proposed Sewer improvements on the City of Waycross and Ware County," EDA Special Report, April 1968, coauthor
TAYLOR, HARDY S.--Assistant Head, Industrial Services Branch, Industrial Development Division, Engineering Experiment Station

Education

University of Alabama, B.S. Business Administration and Pre-Law 1943

Harvard Graduate School of Business Administration 1944

University of Nebraska, Graduate School of Business Organization 1951

Defense Department Comptrollership School, Washington, D. C. 1955

Employment History

National Southern Products, Inc., Tuscaloosa, Alabama, Research Assistant 1943

Turco Products, Inc., Atlanta, Georgia, Representative and Field Engineer 1943-1964

U.S. Navy, Supply and Fiscal Officer/Comptroller 1964-1966

Gladwin Industries, Inc., Atlanta, Georgia, Treasurer (Controller)

Georgia Institute of Technology Research Scientist 1966-1972

Senior Research Scientist 1972-Present

Head, Management and Technical Assistance Section 1968-Present

Head, EDA Services Section 1970-Present

Assistant Head, Industrial Services Branch, IDD, EES 1970-Present

Experience Summary: As the Assistant Head of the Industrial Services Branch, is responsible for direct the overall IDD program of management and technical assistance and EDA services to Georgia industry. Served as treasurer of a locally-based national corporation, primarily a manufacturer for the telephone industry, and was responsible for accounting and financial management, office administration and sales maintenance services, purchasing, customer relations and local sales, personnel administration, print shop operations and sales catalog maintenance. Served as a member of the board of directors of several corporations with national and international sales distribution. In 1964 completed twenty years in U.S. Navy as top departmental executive with experience in all phases of business and financial management with special emphasis on Controllership, which consisted of budgeting and internal auditing; and Supply and Fiscal operations consisting of: accounting and payroll, office administration and personnel management and training, procurement and contract negotiation and administration, inventory management, warehousing, traffic operations, quality control, industrial safety, and property disposal. Assisted in the development of, and in charge of implementation of, a new Inventory Management concept at the Naval Aviation Supply Office, which is the world wide inventory control point for all Naval Aviation spare parts and material. This concept was based on the maximum utilization of the latest Electronic Data Processing equipment and it resulted in the greatest advancement in the management of aviation material during the past several years. Served as Supply and Fiscal Office/Comptroller at several Naval Air Stations and directed a working staff of 75 to 300 civilian personnel. As the first U.S. Naval representative in Sicily, negotiated at the highest governmental levels in Sicily and in Rome in arriving...
TAYLOR, HARDY S. -2- Biographical Sketch

at agreements and procedural methods for operation of a U.S. Naval Air Station. Additionally, recruited, interviewed, selected and hired the initial group of 100 civilian personnel. Also negotiated and approved contracts for procurement of equipment, supplies and services from European sources to provide complete support for a station population of 1,800 people. Developed the idea and published a catalog in connection with a Simplified Issue Procedure for General Stores Material. This idea has been further developed and is widely used throughout the Naval Supply System.

Current Fields of Interest

All phases of area development activity, including industrial and community development, financial and inventory management, and management development.

Major Reports and Publications

1. Published a catalog in connection with a Simplified Issue Procedure for General Stores Material
2. Author of numerous published company studies; procedural systems manuals; and operational plans
7. "Economic Impact of Proposed Water and Sewerage System Improvements on Warrenton, Georgia," EDA Special Report, September or December 1967
10. "Economic Impact of a Proposed Industrial Park to be Located In Swainsboro, Georgia," EDA Special Report, January 1968 (coauthor)
12. "Economic Impact of a Proposed Industrial Park to be Located in Milledgeville, Georgia," EDA Special Report, February 1968
16. "Economic Impact of a Proposed Industrial District to be Located in Richmond County, Georgia," EDA Special Report, May 1968 (coauthor)
Major Reports and Publications (continued)


BIOGRAPHICAL SKETCH

CHIANG, TZE I.--Senior Research Economist, Industrial Development Division, Engineering Experiment Station

Education

B.A. in Agricultural Economics, Fukien Christian University 1946
M.S. in Agricultural Economics, Oklahoma State University 1955
Cornell University 1957 (Summer)
Ph.D. in Agricultural Economics, University of Florida 1958

Employment History

Junior high school teacher, Foochow, China 1946-1947
China Textile Industries, Inc. 1947-1953
Oklahoma State University, Graduate Assistant 1954-1955
University of Florida, Research Assistant 1955-1958
Georgia Institute of Technology
Assistant Research Economist 1958-1962
Research Economist 1963-1964
Senior Research Economist 1965-Present

Experience Summary: Began as a teacher in a junior high school in 1946. Joined the China Textile Industries, Inc., in 1947, and rose gradually to the position of Assistant to the General Manager in 1953. At Oklahoma State University, accepted a graduate assistantship in collecting and analyzing data related to land value and the cattle business. Enrolled in the University of Florida in 1955 and was appointed Research Assistant, working on own dissertation in regard to a marketing study of Florida ferns. At Georgia Tech, has dealt mainly with feasibility studies on various industries which show potential as manufacturing opportunities in Georgia.

Current Fields of Interest

Manufacturing feasibility studies.

Major Reports and Publications

7. "Lumber and Wood Products, Furniture and Fixtures" (Studies of Selected Industries in the Southeast River Basins, Section 4), Georgia Tech Report, March 1961
Major Reports and Publications (continued)

11. "Evaluation of Agriculturally Oriented and Wood-Based Manufacturing Opportunities in Carroll County, Georgia," Georgia Tech Report, February 1964, coauthor
Georgia Institute of Technology

BIOGRAPHICAL SKETCH

CLIFTON, DAVID S., JR.--Assistant Research Economist, Industrial Development Division, Engineering Experiment Station

Education

B.I.E., Georgia Institute of Technology 1966
M.B.A. in Economics, Georgia State University 1970
Ph.D in Economics, Georgia State University, currently enrolled

Employment History

Georgia Institute of Technology
Assistant Research Economist 1970-Present

Experience Summary: Gathered data, made preparatory investigations, analyzed, and arrived at solutions for customer facilities problems. Provided technical assistance in planning and design of new construction or major alterations of customer facilities. Completed economic feasibility studies for prospective aircraft customers. Conducted the formulation of forecasting equations. Georgia Tech assignment involves industry feasibility studies and product/market research studies.

Current Fields of Interest

Market analysis: economic feasibility studies: international trade: economic development.

Major Reports and Publications

1. "Long Cycles in Residential Construction," unpublished report in M.B.A. program, Georgia State University, December 1969
5. "Georgia as a Center for Charcoal and Charcoal Briquette Production," Atlanta Economic Review, March 1972, coauthor
Diamond, Harvey--Senior Research Engineer, Industrial Development Division, Engineering Experiment Station

Education

St. Johns University 1941-1942
B.S. in Textile Engineering, North Carolina State College 1942-1946

Employment History

Cohn-Hall-Marx, Converter and Assistant Designer 1946-1947
American Woolen Company, Designer and Assistant Buyer 1947-1950
Dux Mixture Hardware Company, Partner 1950-1960
Georgia Institute of Technology 1960-1965
Assistant Research Engineer 1965-1967
Research Engineer 1967-Present
Senior Research Engineer 1967-Present

Experience Summary: Economic feasibility studies; plant location analyses; market research to identify manufacturing and nonmanufacturing business opportunities; raw materials and intermediate products availability studies; liaison with prospects on industrial location possibilities; evaluation and development of area resources; transportation studies; management and technical assistance to prospective and established business; product diversification studies; manpower resources; industrial economic analyses; purchasing and marketing of hardware, wholesale and retail; textile designing; textile converting. Coeditor of monthly metalworking bulletin.

Current Fields of Interest

Market analyses; plant location criteria; economic feasibility analyses.

Major Reports and Publications

Major Reports and Publications (continued)

12. "Mobile Homes in Georgia: A Study of the Personal Property Taxes Levied on Mobile Homes in the Metropolitan Areas of Georgia and the Significance of the Mobile Home Industry to the State," Georgia Tech Report, February 1965, coauthor


ENTREKIN, IVAN W.--Research Engineer, Industrial Development Division, Engineering Experiment Station

Education

B.M.E., Georgia Institute of Technology 1965
M.B.A. in Finance, Georgia State University 1969

Employment History

Colonial Pipeline Co., Junior Engineer 1965-1965
Eastern Engineering Co., Design Engineer 1965-1965
Lockheed Georgia Corp., Aircraft Structures Engineer 1965-1969
Georgia Institute of Technology Research Engineer 1970-Present

Experience Summary: All activities prior to employment at Georgia Institute of Technology were in engineering-oriented capacities, including work in the areas of pipeline and tank farm design, paper and pulp design, and aircraft structures. The paper and pulp mill consulting firm employment involved design, feasibility studies, plant layout, and equipment redesign. Job duties at Lockheed entailed structural analysis of aircraft components, manufacturing follow-up, testing, and evaluation reports. Current work involves management and technical assistance to industry, primarily under the Economic Development Administration program.

Current Fields of Interest

Financial management problems in industry and small business, sources of capital and asset management. Interested also in land use and development and industrial development in general.
Georgia Institute of Technology

BIOGRAPHICAL SKETCH

HOWARD, WILLIAM C.--Head of Manpower Resources Section, Industrial Development Division, Engineering Experiment Station

Education

Diploma in Accounting, Greenleaf Business School 1947
B.B.A., Georgia State College 1962
Certification in Organization Management, Syracuse University 1966

Employment History

International Harvester Company, Member General Office Staff 1947-1948
Swift and Company, Industrial Engineer 1948-1952
U.S. Marine Corps, Administrative NCO 1952-1954
Swift and Company, Member Industrial Relations Staff, Industrial Engineer 1954-1963
Associated Industries of Georgia, Assistant Vice-President 1963-1966
Georgia Institute of Technology Research Scientist 1966-Present
Head of Manpower Resources Section, IDD, EES 1966-Present

Experience Summary: At Swift and Company, worked in Production Incentive Department; checked standards and made time and motion studies; supervised timekeeping office, production scheduling program, direct costing program, suggestion plan, and various production departments; assisted plant superintendent, industrial relations manager and labor relations manager; trained new supervisors in the area of timekeeping, fringe benefits, and certain interpretations of the collective bargaining agreement. During Marine Corps tours, was Administrative Aide to Officer in Charge, Overseas Replacement Command. At Associated Industries of Georgia, was responsible for all activities under the broad coverage of industrial relations. This included unemployment and workmen's compensation, industrial safety, economic education, and employer-employee relations. Also, was responsible for all the Association's public relations activities and programs. This included The Georgia Medal Program, Annual Meeting and area meetings, the monthly publishing of the Georgia Employer, handling of legislative contact work at the state level and writing a weekly analysis of legislative activity during the session of the General Assembly; responsible for membership relations and guided the direction of numerous committees.

Current Fields of Interest

Manpower management; industrial training; labor productivity; industrial and economic development; public relations; management and technical assistance to industry.

Major Reports and Publications

WONMACK, CHARLES C.--Assistant Research Scientist, Industrial Development Division, Engineering Experiment Station

Education
B.S.I.M., Georgia Institute of Technology 1963

Employment History

A.O. White, Jr., Engineer, Draftsman 1960 (summer)
Daniel, Manning, Johnson and Mendenhall, Land Surveying 1961 (summer)
Great Books Inc., Salesman 1962 (summer)
Georgia Power Company, Merchandise Sales Representative 1963-1964
U.S. Army, Battalion Supply Officer (S-4) 1964-1966
Atlantic Company, Branch Manager (ice) 1966-1967
Georgia Institute of Technology Assistant Research Scientist 1967-Present

Experience Summary: Duties as a battalion supply officer included administering and supervising the unit motor pool and requisitioning all types of supplies for the support of the unit mission. Duties as Branch Manager with Atlantic Company included the day-to-day operation of an ice manufacturing plant, recruiting and training personnel, supervision of equipment and vehicle maintenance, sales promotion, customer relations, budgeting and cost control. Initial work at Georgia Tech was in connection with an economic development project in the Atlanta Model Neighborhood area which had as its objectives the identification of economic development potentials in the area, the identification of ways to exploit these development potentials, and the reporting of the results of research findings to the City of Atlanta. Recent work has included participation in an economic development program in Valencia, Venezuela, which included identification and evaluation of new manufacturing opportunities and the establishment of a program of management and technical assistance to small and medium-size businesses in Venezuela.

Current Fields of Interest
All areas of economic development, especially those dealing with the economic problems connected with urban and rural poverty; upgrading productivity and Latin American economic development.

Major Reports and Publications
3. "Economic Impact of the Proposed Vocational-Industrial Training Center to be Located in Monroe, Walton County, Georgia," 1969
8. "La Fabricacion de Aisladores de Porcelana en Venezuela," 1971 (in Spanish)
Major Reports and Publications (Continued)

10. Registration of the Unemployed in the Heart of Georgia Community Action Council Area," 1972
WOODARD, GEORGE D., JR.--Head of Market Analysis Section, Industrial Development Division, Engineering Experiment Station

**Education**

- B.B.A. in Marketing, Georgia State College 1961
- M.B.A., Georgia State College 1965

**Employment History**

- U.S. Army, Military Police and Special Services 1952-1954
- Commercial Credit Corporation, Field Representative 1954-1956
- Armour Agricultural Chemical Company, Assistant to the Head Control Chemist 1956-1960
- Bibb Manufacturing Company, Senior Market Analyst 1961-1963
- Fulton Cotton Mills, Senior Market Analyst 1963-1966
- Georgia Institute of Technology
  - Senior Research Scientist 1969-Present
  - Head, Market Analysis Section, IDD, EES 1969-Present

**Experience Summary:**

First position after graduating from college was in the sales department at Bibb Manufacturing Company as a trainee. Subsequently set up the initial marketing research discipline for this company concentrating on sales effort and sales opportunity research. Held the same position with Fulton Cotton Mills again being the first to establish the marketing research effort with this concern. Work also included economic analysis. Attended graduate school in the evenings during the period with Fulton. At Eastman Chemical Products was responsible for market research work dealing mainly with the carpet and rug industry. This included numerous reports on materials used in connection with man-made fibers or reports on specific man-made fibers and the companies which produced them. Georgia Tech assignment involves administrative responsibility for all work performed by the Market Analysis Section.

**Current Fields of Interest**

Industrial and economic development; market research; regional economic geography; demographic studies.

**Major Reports and Publications**

5. "The European Free Trade Association," unpublished report in the M.B.A. program, Georgia State College, April 1965
Major Reports and Publications (continued)

### CHART 1

**ECONOMIC CHARACTERISTICS OF EDA-DESIGNATED COUNTIES - GEORGIA**

<table>
<thead>
<tr>
<th></th>
<th></th>
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<td><strong>UNITED STATES</strong></td>
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<td>-</td>
<td>12.6</td>
<td>N</td>
<td>F</td>
<td>12.6</td>
<td>5.01</td>
<td>91.7</td>
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<td>+ 2.0</td>
<td>26.2</td>
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<td>10.8</td>
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<td>10.0</td>
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<td>80.4</td>
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<td>31.2</td>
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<td>45.9</td>
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<td>63.7</td>
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<td>24.8</td>
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<td>78.4</td>
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<td>9.6</td>
<td>42.3</td>
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3/ Cobb County unemployment statistics are not available since they are reported as part of the Atlanta Standard Metropolitan Statistical Area, which includes in addition to Cobb County, the following counties: Fulton, DeKalb, Clayton, and Gwinnett.
This work program which encompasses Chart 2 has been waived by paragraph five of the grant amendment offer dated the 26th day of June 1972.
## CHART 3
### REGIONAL ECONOMIC DEVELOPMENT CENTER ACTIVITY REPORT

June 1, 1972 to August 31, 1972

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<th>Business Expansion</th>
<th>New Venture</th>
<th>Community Development</th>
<th>TOTAL</th>
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<td>Previous</td>
<td>Current</td>
<td>Previous</td>
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### Percentage of Effort as measured by Cost*

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* Cost is interpreted to mean Budget Cost for Period of Reporting.
### SUMMARY OF PROJECT ACTIVITY BY TYPE AND SUBREGION

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## Chart 5

### Job Impact Summary

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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 3
EDA Counties and EDD'S as of 31 August 1972

[Map showing counties with symbols for open projects, eligible counties, and economic development centers]
Project A-1438
Grant No. 04-6-09029-6

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

by
William C. Ward, Jr.
Hardy S. Taylor
Charles C. Wommack

INDUSTRIAL DEVELOPMENT DIVISION

Quarterly Report
September, October, and November

Engineering Experiment Station
GEORGIA INSTITUTE OF TECHNOLOGY
Atlanta, Georgia
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1. Area of Field Office Responsibility  
2. Economic Development Districts  
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A PROGRAM
OF MANAGEMENT AND TECHNICAL ASSISTANCE
IN DESIGNATED EDA COUNTIES IN GEORGIA

Quarterly Report
September, October, and November
by
William C. Ward, Jr.
Senior Research Scientist

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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
November 1972
I. Background Information

A. Economic Characteristics of Service Area

To be reported only in the first quarterly progress report and the final report.

B. Organization and Establishment of Center

To be reported only in the first quarterly progress report and the final report.

II. Program Administration

A. Program Objectives

To be reported only in the first quarterly progress report and the final report.

B. Technical Assistance Services

To be reported only in the first quarterly progress report and the final report.

C. Project Personnel

To be reported only in the first quarterly progress report and the final report.

D. Phasing of Work Program

This work program which encompasses Chart 2 has been waived by paragraph five of the grant amendment offer dated the 26th day of June 1972.

E. Relationship to Other Development Efforts

In furthering the EDA objectives in Georgia, the Industrial Development Division works closely with representatives of the following organizations:


Particular attention is directed to working with the EDD's and APDC's on individual projects. When an assistance project is opened these organizations are notified that IDD will be working in their area and a monthly progress report of activity on projects within their area is furnished.

Cooperation with the above mentioned organizations is enhanced by IDD activities other than EDA within the state wherein IDD personnel are in almost constant contact with these groups.
III. Strategy for Subregions

To be reported only in the first quarterly progress report and the final report.

IV. Technical Assistance Projects

A. Location

Map 3 identifies the counties in which work was performed under the program and indicates the number of projects conducted in each county.

B. Highlights of Project Activity

Chart 3 summarizes the highlights of project activity by major program categories. Chart 4 summarizes the project activity by type and subregion to indicate the distribution of effort throughout the state. Chart 5 summarizes the project activity by type and subregion to indicate the job impact.

The following projects were selected for special mention:

Project 567: A group of individuals who own a deposit of high quality glass sand has requested assistance in determining the potential market for processed sand. The IDD staff has prepared a market research report on the market for construction sand within a 100-mile radius of Mt. Vernon, Georgia (location of the sand deposit). This report was submitted to the owners of the sand deposit along with detailed information on the transportation services available. The owners have recently advised IDD that they were successful in obtaining an SBA 502 loan for the construction of a facility to process the sand. Construction of the new facility is underway and information has been provided by IDD on design criteria for a settling pond in order to control water pollution resulting from the sand processing operation. Equipment has been ordered and plant layout and design plans are underway. Assistance has also been rendered in developing job descriptions for six job classifications.

Project 560: A group of individuals establishing a company to manufacture fiberglass bath enclosures requested IDD assistance. IDD is assisting with determining capital requirements, selection of equipment, and the development of a plant layout, and with a market evaluation. A visit was arranged to a plant in Metter, Georgia, which produces a similar product, for the purpose of observing the production process and reviewing the equipment used in the production of fiberglass products. A market survey of the market for fiberglass bathroom fixtures has been prepared and presented to the company for evaluation. Construction has been started on a manufacturing facility for the production of bathroom fixtures with an expected completion date of mid-December 1972. Efforts to recruit a plant manager have been successful and production is expected to start soon after the completion of the building.

Project 610: This manufacturer of occasional tables and dinette furniture for the mobile home industry requested assistance in preparing the information needed for an SBA 502 loan application. The firm is operating in three separate buildings up to five miles apart. In order to expand its production capacity to meet anticipated sales
increases, the company planned to construct a new plant facility to consolidate and expand its operations. All necessary information was gathered and the application was assembled. Both the local development corporation's part and the industry's part of the 502 loan application were delivered to SBA. Approval of the SBA 502 loan has been received and the company plans to undertake this expansion during the next six months. Current employment stands at 23 employees and is expected to increase to 100 shortly.

C. Project Summaries

The 46 individual projects which were active during the month 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 the work performed, and a statement of the results achieved. The 21 projects which were still active as of November 30, 1972 are listed under "On Going Projects" in each EDD.
General
The Central Savannah River Economic Development District consists of 13 counties, of which ten are eligible Redevelopment Area counties: Burke, Emanuel, Glascock, Jefferson, Jenkins, Lincoln, Screven, Taliaferro, Warren, and Wilkes. The Growth Centers are Augusta (Richmond County) and Swainsboro (Emanuel County).

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

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

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

Project 561: Assistance to a proposed roof truss manufacturing company in Jefferson County

Nature of Problem: A group of individuals considered establishing a roof truss manufacturing company in an available warehouse building in Wadley, Georgia. The group requested IDD assistance with preparing a market study, developing information on equipment, pricing, and distribution methods.

Work Performed: The IDD representative met with equipment manufacturing representatives and compiled a list of equipment needed to manufacture roof trusses. IDD also arranged for a visit to a roof truss plant in Orangeburg, South Carolina, and accompanied one of the individuals on the visit to observe the plant in operation.

Results: After the overall market situation for roof trusses in the Wadley, Georgia, area was found to be unfavorable the individuals began considering other products for manufacture. Because of their inability to agree on a suitable product for manufacture at this time, the project is closed.

Project 597: Assistance to a proposed manufacturer of water purification equipment in Screven County

Nature of Problem: An individual having exclusive rights to a patented water conditioning method and apparatus requested assistance in establishing a manufacturing operation to produce the units.

Work Performed: Assistance was rendered in the preparation of an investment proposal, locating a suitable building, and making other preliminary plans for the production of water conditioning equipment.

Results: Through the assistance of the local development authority in Screven County a suitable building was found and the individual investigated the feasibility of leasing the building. Because of the individual's inability to establish the feasibility of his contemplated venture the project is being closed.
Project 606: Assistance to a steel component parts manufacturer in Jefferson County

Nature of Problem: This new venture in manufacturing established its operation in a rented facility and ordered machinery and raw materials. Assistance was requested in resolving various start-up problems associated with the production of steel sprockets.

Work Performed: Work was started on assisting with a plant layout and the establishment of production procedures and control. The format for conducting a study on the market for steel sprockets was established and work was begun on this market study.

Results: Upon completion of the market study, the information was presented to the management of the firm. The president expressed his appreciation for the information and stated that current business was so good that he had decided not to pursue the manufacture of the sprocket at this time. No further assistance needed, the project is closed.

Project 612: Assistance to a new venture in mobile home manufacturing in Augusta, Georgia (Growth Center)

Nature of Problem: The principals of a new venture in the manufacture of double-wide mobile home units in the Augusta area requested assistance in locating a suitable facility which could be leased.

Work Performed: A survey of existing buildings available for lease was made and the information was given to the principals.

Results: The principals recently advised IDD that a lease has been negotiated on a suitable building and they expressed their appreciation for the assistance rendered. No further assistance needed, the project is closed.
General

The Coastal Plain Economic Development District consists of nine counties, of which seven are eligible Redevelopment Area counties: Berrien, Brooks, Cook, 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 established in this area.

Project 624: Assistance to a production printing company in Valdosta, Georgia (Growth Center)

Nature of Problem: This company has requested IDD assistance in developing suggested improvements in their storage and shipping departments.

Work Performed: A visit was made to this company's plant to review the materials handling problems being experienced in their shipping and warehousing departments. Several possible solutions to the problems are being studied and recommendations will be formulated and presented to the company in the near future.

Results: The project is continuing.

Project 626: Assistance to a lumber company in Valdosta, Georgia (Growth Center)

Nature of Problem: This company has requested IDD assistance in solving a waste utilization problem in its roof truss operation.

Work Performed: This company's operation generates approximately 10,000 board feet of random length waste lumber per month. Assistance is being rendered in investigating products which could utilize this waste lumber. A study of the market potential of such products is also being conducted.

Results: The project is continuing.

On Going Projects

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

Project 609: Assistance to a gypsum processing company in Tifton, Georgia (Growth Center)

Nature of Problem: This firm recently rebuilt and modernized its manufacturing facility subsequent to a fire which destroyed its old facility. The company requested assistance with developing additional products to enable it to operate on a year-round basis rather than seasonally as required for the present products.

Work Performed: Through interviews with company officials four potential new products which could be manufactured with existing facilities were identified. A preliminary market study of the four diversification possibilities suggested by company officials has been completed. A meeting has been held to present this market study to company officials. They have requested one
month to review the findings in order to determine whether or not additional assistance will be needed.

Results: The project is continuing.

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

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

Nature of Problem: This company developed and now manufactures a liquid fertilizer applicator. The applicator operates on a gravity flow system and has been successfully field-tested and accepted by the farmers. The company requested IDD assistance with expansion plans for its facilities.

Work Performed: IDD assisted the company in developing marketing information, recommending cost reduction, and setting up the new plant, including development of stainless steel welding techniques. The company started production of component parts which subsequently will be assembled into applicators.

Results: IDD met with representatives from SBA, the Coastal Plain APDC, and company officials to discuss the possibility of obtaining an SBA loan to finance the planned expansion and provide additional working capital. The loan application was completed and ready for submission to SBA; however, company officials decided to delay the construction of the expansion to their facility and did not submit the application. In order to diversify its product line to insure production during the off season for farm implements, this firm undertook the manufacture of trampolines. The production of trampolines has proven to be so successful that the company has now indefinitely postponed its expansion plans for farm implements. No further assistance needed, the project is closed.

Project 586: Assistance to a bag manufacturing company in Valdosta, Georgia (Growth Center)

Nature of Problem: This company planned to expand its plant and requested assistance with the preparation of an EDA loan application for part of the financing of this expansion.

Work Performed: In cooperation with the Coastal Plain Area Planning and Development Commission, IDD contacted the management of this company and was advised that any action on the EDA loan application would have to be delayed until May. IDD again contacted the company in June and was advised that preparation of the EDA loan application was progressing smoothly and that no assistance was needed at that time.

Results: In subsequent contacts with the company it became apparent that company officials had given very low priority to the preparation of their EDA loan application. Due to company management's failure to respond to several suggestions that they proceed with the preparation of the application, the project is being closed.

Project 592: Assistance to a marine products manufacturing company in Cook County

Nature of Problem: This company had requested IDD assistance in setting up a plant for manufacturing boat hand rails.

Work Performed: Assistance was given in developing patterns and jigs for bending metal tubing. Technical information on production techniques has been provided.
Results: This company has diversified by adding a line of convertible tops for a manufacturer of a limited production antique automobile. Assistance was provided in locating suppliers and evaluating production techniques to be used. Additional assistance in plant layout was also provided. No further assistance needed, the project is closed.

**Project 611: Assistance to a wood products manufacturer in Cook County**

**Nature of Problem:** This firm wanted to diversify its product line to include the production of laminated post form counter tops. Assistance was requested in locating information regarding equipment needs and manufacturing processes required for the production of this product.

**Work Performed:** A determination of the equipment needs for the production of counter tops was made. Numerous equipment suppliers were contacted and requests were made for price and specification quotes on the equipment. Assistance was rendered in developing an efficient plant layout for this product.

**Results:** This firm was forced to seek a new supplier because of the failure of its old supplier to provide counter tops of adequate quality. A new supplier was found and has begun supplying counter tops at a price very close to the projected cost of producing the counter tops in plant. Due to the elimination of any cost advantage in in-house production of counter tops the contemplated expansion has been abandoned. No further assistance needed, the project is closed.
General

The Georgia Mountains Economic Development District consists of 13 counties, of which six are eligible Redevelopment Area counties: Dawson, 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 established in this area.

On Going Projects

There is now one project under way in this area.

Project 615: Assistance to a cooperative in Gainesville, Georgia (Growth Center)

Nature of Problem: A group of individuals has formed a cooperative for the production and processing of rabbits and has requested assistance in preparing a market study on the market for rabbit meat and by-products.

Work Performed: A meeting has been held with the manager of this group to discuss the various points to be covered in the proposed market study. The market study is now in its final draft form and will be completed and presented to the manager of the cooperative in the near future.

Results: The project is continuing.

Discontinued Projects

During the quarter three projects were discontinued in this area.

Project 600: Assistance to an aircraft instrument repair facility in Union County

Nature of Problem: The principals of this planned business venture experienced difficulty in obtaining financing and in setting up physical facilities for the overhauling and repair of commercial aircraft instruments and requested assistance with their problem.

Work Performed: Attempts to recontact the principals of this new venture were unsuccessful.

Results: It has been learned from outside sources that this new venture has been abandoned by the principals and that no assistance is needed. The project is closed.

Project 601: Assistance to a modular housing manufacturer in Union County

Nature of Problem: This new venture in modular housing manufacturing was experiencing various start-up problems and requested IDD assistance in resolving these problems.

-9-
Work Performed: A meeting was held with the principals of this company for the purpose of discussing their plans and determining the areas in which IDD assistance could expedite the rapid and successful establishment of this new manufacturing facility. The principals were escorted by an IDD staff member on a tour of a modular housing manufacturing plant in south Georgia to acquaint them with production techniques and building facilities and equipment.

Results: The principals have decided to undertake the assembly of modular vacation cottages under a franchise agreement with a major company rather than develop their own production models. All required assistance is being provided by the franchising company and no further assistance by IDD is now required. The project is closed.

Project 605: Assistance to a specialty garment manufacturer in Union County

Nature of Problem: This firm manufactures cotton knit "T" shirts and prints various designs on them by a silk-screen process. The company was considering expansion plans for its Blairsville plant and had requested IDD assistance in evaluating these plans.

Work Performed: Discussions were held with the principals of the company and after due consideration the company decided to hold the expansion plans in abeyance for the present.

Results: No further assistance needed, the project is closed.
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 two new projects were established in this area.

Project 622: Assistance to a golf ball manufacturer in Montgomery County

Nature of Problem: This company's existing plant facility is too small and the decision to delay a move to a larger plant has been re-evaluated and now plans are to proceed immediately with a move to a larger facility which has recently been acquired in Uvalda, Georgia.

Work Performed: Work has begun on developing a plant layout for the 11,000 square foot school building recently purchased by this company. Evaluation and recommendations are being formulated on materials handling equipment for the new facility.

Results: The project is continuing.

Project 627: Assistance to a furniture manufacturing company in Telfair County

Nature of Problem: An individual interested in establishing a furniture manufacturing plant has requested IDD assistance in evaluating the potential of such a venture.

Work Performed: Assistance is being rendered in determining the potential market and the potential profitability of the planned venture. When the decision is made to proceed with the venture, assistance will be rendered in equipment selection, plant layout and design, and work force planning.

Results: The project is continuing.

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

Project 567: Assistance to a proposed sand mining and processing operation in Montgomery County

Nature of Problem: A group of individuals who own a deposit of high quality glass sand has requested assistance in determining the potential market for processed sand.

Work Performed: The potential market for high quality sand includes processors of various glass products as well as the construction materials market. The IDD staff has prepared a market research report on the market for construction sand within a 100-mile radius of Mt. Vernon, Georgia (location of the sand deposit). This report was submitted to the owners of the sand deposit along with detailed information on the transportation services
available. The owners have recently advised IDD that they were successful in obtaining an SBA 502 loan for the construction of a facility to process the sand. Construction of the new facility is underway and information has been provided by IDD on design criteria for a settling pond. Equipment has been ordered and plant layout and design plans are underway. Assistance has also been rendered in developing job descriptions for six job classifications.

Results: The project is continuing.

Project 613: Assistance to a lumber mill in Telfair County

Nature of Problem: The president of this company has requested assistance in resubmitting an EDA loan application in order to secure the funds required for acquiring and completing the lumber mill complex at Lumber City, Georgia.

Work Performed: A presubmission conference has been held with the EDA field representative, IDD staff, and principals of the company. Assistance will be rendered as needed in the preparation of the new loan application.

Results: The project is continuing.

Discontinued Projects

During the quarter two projects were discontinued in this area.

Project 564: Assistance to a golf ball manufacturer in Montgomery County

Nature of Problem: In order to expand its work force and production area this company planned a move to a larger plant. Assistance in preparing a plant layout and other technical plans for this new facility was requested.

Work Performed: A visit was made to the company's present plant for familiarization with the production process and the production requirements for the new plant. Upon completion of the move to the new facility, employment was expected to increase from 12 to 25.

Results: Company officials advised that the move to a larger plant will be delayed indefinitely. No further assistance needed, the project is closed.

Project 598: Assistance to an agricultural machinery manufacturer in Telfair County

Nature of Problem: In order to meet its rising sales this company requested assistance in increasing its production capacity and implementing the controls and procedures needed to assure profitable operations.

Work Performed: An IDD staff member visited this company's plant in McRae, Georgia, in order to determine specific problem areas and to develop a plan for assisting the company in overcoming such problems. Based on this initial visit, it was apparent that additional financing would be needed and, therefore, assistance was rendered in developing the background information needed for the preparation of a loan application. The loan application was prepared and submitted to the local bank for an SBA guarantee type loan. Pending resolution of this firm's financial problems, considerable assistance was rendered in developing working drawings of the product which would form the basis for the establishment of production techniques and controls. Additional
assistance was also rendered in setting up inventory controls and purchasing procedures.

Results: This company's SBA loan application has been turned down by the bank due to the owner's exclusion of major liabilities on his personal financial statement. In spite of the progress made in improving the company's operating position, without additional financial resources operations can not continue. The owner of the company is now seeking a buyer and plans to liquidate the company as soon as possible. No further assistance needed, the project is closed.
General

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

New Projects

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

On Going Projects

There are now no projects under way in this area.

Discontinued Projects

During the quarter two projects were discontinued in this area.

Project 585: Assistance to a textile firm in Madison County

Nature of Problem: This company requested assistance in securing the necessary financing for a planned expansion of its knitting operation.

Work Performed: Assistance was rendered in the preparation of an investment proposal to secure the financing for a new 20,000-square foot building and $250,000 of additional working capital. Assistance was also given in collecting market information on a potential new product.

Results: Several meetings were held with the president of this textile firm to discuss his expansion plans. On each occasion the president expressed his intention of undertaking an expansion of his production facility. However, he repeatedly failed to follow through on suggestions and is apparently not planning to undertake this expansion at any time in the near future. No further assistance needed, the project is closed.

Project 607: Assistance to a metal products manufacturer in Walton County

Nature of Problem: This manufacturer of a diversified line of metal products is presently selling virtually all of its production to one customer. Assistance was requested in exploring the proper channels of distribution for its products and in developing contacts with firms which could be potential customers for the product.

Work Performed: An IDD staff member visited this plant to determine in detail the type of marketing information and assistance which would be needed.

Results: A market study dealing with potential customers for aluminum awnings, carport and patio covers, and steel lawn buildings was prepared and turned over to the firm for study. No further assistance needed, the project is closed.
OCONEE AREA ECONOMIC DEVELOPMENT DISTRICT

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

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

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

Discontinued Projects
None
General
The Slash Pine Area Economic Development District consists of nine counties, of which seven are eligible Redevelopment Area counties: Atkinson, Bacon, Ben Hill, Brantley, Clinch, Coffee, and Pierce. The Growth Center is Waycross (Ware County).

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

Project 620: Assistance to a computer service center in Coffee County

Nature of Problem: The operating officers of this young company have requested IDD's assistance in the analysis of financial statements, staffing needs, internal operations, and costing procedures in order to lay the groundwork to accommodate increased growth.

Work Performed: Considerable assistance is being given in evaluating current operations and determining steps to be taken in order to assure profitable future results. A preliminary informal report has been made to the board of directors outlining a plan of action for overcoming the problems identified.

Results: The project is continuing.

Project 621: Assistance to an individual in Clinch County

Nature of Problem: An individual interested in investigating the potential of establishing a manufacturing facility for beekeeping supplies has requested IDD assistance in determining the potential market for beekeeping woodenware supplies.

Work Performed: Data is being collected in the preparation of a preliminary market survey of the market for beekeeping woodenware supplies. The products under consideration in this market study are hive bodies, supers, bottom boards, and wooden covers.

Results: The project is continuing.

Project 625: Assistance to a heavy truck service center in Coffee County

Nature of Problem: An individual interested in establishing a heavy truck and diesel service center in Douglas, Georgia, has requested IDD assistance in determining whether or not sufficient demand exists to support such a venture.

Work Performed: Through contact with the Coffee County Chamber of Commerce and other local organizations a list has been compiled of companies in the area which operate heavy trucks and other diesel-powered equipment. This list of potential customers has been presented to the individual for his review and further assistance will be rendered in documenting the need for a truck and diesel service center by contacting these potential customers.

Results: The project is continuing.
On Going Projects

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

Project 560: Assistance to a fiberglass company in Bacon County

Nature of Problem: A group of individuals is establishing a company to manufacture fiberglass bath enclosures and has requested IDD assistance.

Work Performed: IDD is assisting with determining capital requirements, selection of equipment, and the development of a plant layout, and with a market evaluation. A visit was arranged to a plant in Metter, Georgia, which produces a similar product, for the purpose of observing the production process and reviewing the equipment used in the production of fiberglass products. A market survey of the market for fiberglass bathroom fixtures has been prepared and presented to the company for evaluation. Based upon this report the principals have decided that their initial production estimates had been overly optimistic. They were assisted with a re-evaluation of the proposed venture based on a reduced production estimate. An investigation is now being made of the feasibility of producing fiberglass septic tanks. IDD is assisting with the collection of market and production information. Construction has been started on a manufacturing facility for the production of bathroom fixtures with an expected completion date of mid-December 1972. Efforts to recruit a plant manager have been successful and production is expected to start soon after the completion of the building.

Results: The project is continuing.

Project 580: Assistance to a box manufacturer in Waycross, Georgia (Growth Center)

Nature of Problem: This company has requested IDD assistance in solving a highly complex inventory allocation/order problem. The objective sought is to reduce the very large number of different widths of raw material which are now being carried in inventory.

Work Performed: Based upon the information supplied by the firm a technique for solving the inventory allocation/order problem through the utilization of computerized data processing techniques was first suggested. Implementation of this suggested means of resolving the inventory problem was dependent upon the firm's securing the services of a highly qualified computer programmer. Because of the unrealistically high cost of the computerized technique previously suggested, work has now begun on exploring the possibility of finding a less costly method of resolving the problem. Recommendations for adopting new procedures for inventory control, purchasing practices, production scheduling, and materials handling were submitted to the company and discussed with top management. Company officials expressed the intention of implementing these recommendations and requested a follow-up evaluation, in two months, of the effectiveness of this approach.

Results: The project is continuing.

Discontinued Projects

During the quarter three projects were discontinued in this area.
Project 570: Assistance to a boat manufacturer in Atkinson County

Nature of Problem: A boat manufacturer requested assistance in improving its plant layout to facilitate production efficiency, and the company also requested assistance in developing a sales brochure.

Work Performed: A revised plant layout based on the company's production needs was developed and provided to the company in conjunction with various recommendations for operational changes to improve production efficiency.

Results: Various technical information was collected and provided the company on epoxy resin systems and strength characteristics of woven fiberglass cloth. Additional technical assistance was provided in developing specifications for a heat cure area and in using exhaust fans in order to comply with OSHA regulations. No further assistance needed, the project is closed.

Project 571: Assistance to a farm equipment manufacturer in Atkinson County

Nature of Problem: The principals of this newly formed company requested IDD assistance with several start-up problems that they are experiencing in the establishment of a manufacturing facility for herbicide, row crop, and livestock spraying equipment.

Work Performed: Assistance was rendered in developing the information necessary to seek outside financial support. Guidance was also given in selection of equipment and plant/facility design for the new plant. Company officials were working with their bank in seeking an SBA guarantee for an urgently needed working capital loan; however, they were successful in securing adequate working capital through private sources and no application to SBA was necessary. Assistance was rendered in establishing the production of frames for wrecker bodies in order to assure continued production during the off season for farm implements.

Results: The owners of the company decided that the diversification into wrecker bodies would not be feasible and have ceased operations until next spring. No further assistance needed, the project is closed.

Project 593: Assistance to a fiberglass boat manufacturer in Coffee County

Nature of Problem: This firm has recently been acquired by new owners and relocated within the same county. IDD assistance was requested in preparing a cost analysis of the various models and in locating information on chemical systems used in fiberglass processing.

Work Performed: Work was completed on a cost analysis of the 17-foot tri-hull model. Cost standards based upon final product weight were developed and submitted to the company.

Results: Detailed cost control procedures throughout the production process were developed in conjunction with company management. Assistance was rendered in the preparation of an owner's manual for this firm's products. This assistance included the collection of technical information on recommended repair procedures for fiberglass reinforced plastic. No further assistance needed, the project is closed.
General

The Southwest Georgia Economic Development District consists of 13 counties, of which nine are eligible Redevelopment Area counties: Baker, Calhoun, Grady, 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 established in this area.

Project 617: Assistance to a truck body manufacturer in Worth County

Nature of Problem: The president of this firm has requested an evaluation of the management organization and production controls and processes. Assistance in complying with the new OSHA regulations was specifically requested.

Work Performed: Two IDD staff members visited this plant and reviewed with the president his accountant's evaluation of the problems in the current cost control system. Various management reporting and control procedures were discussed and recommendations for improvements were made. During this visit a preliminary evaluation was made of this plant with particular attention being given to the area in which safety hazards exist. Specific recommendations on ways to comply with OSHA regulations were formulated and sent to the company.

Results: The project is continuing.

Project 618: Assistance to an individual in Albany, Georgia (Growth Center)

Nature of Problem: An individual interested in establishing a Chinese restaurant in Albany, Georgia, requested assistance in seeking an SBA loan or an SBA lease guarantee.

Work Performed: Assistance has been rendered in negotiating with an investor who has expressed a willingness to construct a building for this new venture, provided an SBA lease guarantee can be secured. The information necessary to complete a SBA loan application has been collected. Contact will be made with SBA as soon as the loan application is complete.

Results: The project is continuing.

Project 619: Assistance to an individual in Lee County

Nature of Problem: An individual interested in establishing a pecan shell­ing plant in Lee County requested information on financing such a venture through SBA.

Work Performed: Background information required for the preparation of an SBA loan application is being collected. A consulting firm in Marietta, Georgia, which has been assisting this new venture has been contacted in order to secure its cooperation.

Results: The project is continuing.
On Going Projects
There are now four projects under way in this area. In addition to the three new projects above there is:

Project 578: Assistance to a building components manufacturer in Albany, Georgia (Growth Center)

Nature of Problem: This firm has recently acquired the facility of a bankrupt corporation. The company has requested IDD assistance in acquiring financing for needed improvements in facility and equipment.

Work Performed: A meeting has been held with the principals of this new company to discuss various approaches to securing the needed financing for their planned operation. Assistance is being rendered in putting together the necessary information for an application under the SBA loan guarantee program. Their banker is cooperating in this application. A meeting has been held with SBA in Atlanta to discuss this firm’s financial situation. In spite of the cooperation of the local banker, SBA did not encourage the firm to expect approval of its loan guarantee application. The Company presently employs 20 and anticipates employing 75 as soon as adequate financing can be arranged.

Results: The project is continuing.

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

Project 579: Assistance to an egg processing equipment manufacturer in Grady County

Nature of Problem: This firm manufactures egg gathering equipment exclusively. The principals were interested in diversifying their product line by developing a new product. The new product under consideration was a packaged sewage disposal unit to process manure from poultry and egg production operations.

Work Performed: Assistance was rendered in the evaluation of the market potential for a packaged sewage disposal unit for poultry operations. A report was prepared and submitted to the company based on the results of a literature search on equipment developments in this field. A brief market study of the market for sewage disposal units was prepared and submitted to the principals for their information and guidance. Technical information relative to the design of the unit was also provided.

Results: Because of the complexity of establishing a production facility for the sewage disposal units, the principals of this firm have decided to subcontract the manufacture of the unit to a Thomasville, Georgia, firm. Since no expansion or change in their operation is planned at this time, no further assistance is needed. The project is closed.

Project 595: Assistance to an individual interested in manufacturing greenhouses in Lee County

Nature of Problem: An individual interested in setting up a facility for
the manufacture of greenhouses requested assistance in determining the potential market for this product.

Work Performed: Data were compiled concerning the market for commercial and residential greenhouses. This information was assembled into a report on the market potential for greenhouses in eleven southeastern states. The market study was forwarded to the principal for his review.

Results: This individual has informed IDD that his plans have been indefinitely delayed. No further assistance is needed at this time, 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 one new project was established in this area.

Project 616: Assistance to a forest products company in Macon County

Nature of Problem: This company plans to establish a small pulp mill in Montezuma, Georgia. The company has requested through the EDA field representative that IDD prepare a market study and assist in the preparation of an EDA loan application.

Work Performed: A meeting has been held with the principals of this company and the overall design of the market study has been agreed upon. Work has been initiated in the collection of published information to be used in the market study.

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 614: Assistance to a utility building manufacturer in Taylor County

Nature of Problem: This firm has been in business only a short time and is presently operating in a 7,000 square foot leased facility. The sales have grown to the point that the company must now lease a larger building in order for production to meet the sales level. Assistance has been requested in making an application to SBA for a loan to finance this move.

Work Performed: Information, which included general information, cash flow, and pro forma financial statements, was collected for the loan application. The SBA loan application was completed and submitted for approval. We have recently been informed by the SBA representative that the loan was approved in the amount of $50,000. There has been a temporary delay in disbursement of the funds under the approved SBA loan due to technicalities. The principals have been assured that there is no problem with the loan and they have proceeded with the move to a larger facility.

Results: The project is continuing.

Discontinued Projects

During the quarter one project was discontinued in this area.

Project 610: Assistance to a wood products company in Marion County

Nature of Problem: This manufacturer of occasional tables and dinette
Furniture for the mobile home industry requested assistance in preparing the information needed for an SBA 502 loan application. The firm is operating in three separate buildings up to five miles apart. In order to expand its production capacity to meet anticipated sales increases, the company planned to construct a new plant facility to consolidate and expand its operations.

Work Performed: All necessary information was gathered and the application was assembled. Both the local development corporation's part and the industry's part of the 502 loan application were delivered to SBA.

Results: Approval of the SBA 502 loan has been received and the company plans to undertake this expansion during the next six months. Current employment stands at 23 employees and is expected to increase to 100 shortly. Until the new facility is completed no further assistance will be required. 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 no new projects were established in this area.

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

Discontinued Projects
None
COASTAL AREA ECONOMIC DEVELOPMENT DISTRICT

General

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

New Projects

During the quarter one project was established in this area.

Project 623: Assistance to a plastics product manufacturer in Camden County

Nature of Problem: The two owners of a company manufacturing fiberglass toppers for pickup trucks have requested IDD assistance in locating sources of supply for windows, vinyl molding, aluminum extrusions, and accessories.

Work Performed: During the initial visit to the company an IDD staff member determined that the company critically needed assistance in the proper utilization of its fiberglass application equipment. Technical data on various types of fiberglass application equipment have been provided to the company for its information. A visit to a similar fiberglass operation (fiberglass boats) has been arranged for the principals of this company to become familiar with the production procedures. Work has been initiated on locating sources of supply for the items requested.

Results: The project is continuing.

On Going Projects

There is now the one new project above under way in this area.

Discontinued Projects

During the quarter one project was discontinued in this area.

Project 587: Assistance to a prefabricated housing manufacturer in Brunswick, Georgia (Growth Center)

Nature of Problem: This company developed a dome-shaped housing unit and planned to establish a manufacturing facility on the Georgia coast. Assistance was requested in preparing an EDA business loan application and in locating a suitable building site.

Work Performed: A meeting was held with the principals of the company for the purpose of reviewing their plans and inspecting a model of their housing unit which was on exhibit locally. A brief report was prepared on the market for low-cost housing in Georgia and was submitted to the management of this firm for their information. When company officials finalized their plans for their manufacturing facility, assistance would have been given in preparing an EDA loan application.
Results: In recent contacts with company officials it has become apparent that there will be a lengthy delay in finalizing the plans for the manufacturing facility. No further assistance needed, the project is closed.
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 no new projects were established in this area.

On Going Projects

There are now no projects under way in this area.

Discontinued Projects

None
PROJECTS OUTSIDE OF ECONOMIC DEVELOPMENT DISTRICTS

General

During the month six projects were active in counties outside of the Economic Development Districts.

New Projects

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

On Going Projects

There are now three projects under way in this area.

Project 566: Assistance to a proposed manufacturer of fine wire in Douglas County

Nature of Problem: An industrialist from New Delhi, India, is interested in establishing a fine wire plant in Douglas County. He plans to apply for an EDA loan and has requested IDD assistance in preparing the application.

Work Performed: A meeting was held with the individual and representatives of EDA and IDD for the purpose of discussing the proposed EDA loan application. The individual was given a blank application form and a check-off list. He will develop the basic information needed and IDD will assist him in assembling the application. The individual has returned to New Delhi to develop the supporting data. Recent correspondence indicates that progress is being made, after additional information was provided him by IDD.

Results: The project is continuing.

Project 602: Assistance to a wine manufacturer in Crawford County

Nature of Problem: This firm requested assistance in investigating the potential of processing onions and onion parts into onion juice and onion juice concentrate in order to diversify its product line and achieve year-round production in its facility.

Work Performed: This firm is presently processing peaches, grapes, and apples into food concentrates, wine, and ethyl alcohol. Because of the seasonal nature of the processing, the plant is idle from December through June of each year. Data relative to the potential for processing onions and onion parts were collected and assembled into a market study. Because of the unfavorable market potential for products derived from onions, assistance has been rendered in evaluating the feasibility of extracting oil from peach pits, now being dumped as a waste product.

Results: The project is continuing.

Project 608: Assistance to a modular housing manufacturer in Douglas County

Nature of Problem: This modular housing manufacturing firm has requested assistance in developing a plant layout and design for the new facility.
Work Performed: A meeting has been held with the principals of this firm to discuss the factors affecting plant layout for their facility. Subsequent to this meeting guidelines for the plant layout were established. The plant layout has been completed and delivered to the company for implementation.

Results: The project is continuing.

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

**Project 581: Assistance to a local industrial development authority in Crawford County**

Nature of Problem: This local development authority requested IDD assistance in evaluating three potential sites for an industrial park.

Work Performed: A meeting was held with representatives of the local development authority and a visit was made to the sites under consideration. Recommendations were formulated on the relative merits of each site and forwarded to the officials of the development authority.

Results: The officials will utilize the analysis and recommendations in their selection of the site. No further assistance is needed at this time, the project is closed.

**Project 590: Assistance to a metal products manufacturer in Tattnall County**

Nature of Problem: This company is building a manufacturing facility for the production of mower blades and small vehicle clutches. Assistance was requested with a plant layout and other technical problems associated with start-up operations in the new plant.

Work Performed: Subsequent to reviewing the information supplied by company officials, a proposed plant layout was prepared.

Results: The suggested plant layout was presented to the president of this company and discussed in detail with him. He expressed the intention of implementing this suggested layout with only minor changes and indicated that no further assistance would be needed. The project is closed.

**Project 604: Assistance to a carpet sample book manufacturer in Polk County**

Nature of Problem: This firm requested assistance with improving the flow of materials and production methods in its plant.

Work Performed: A visit was made to this company's plant for the purpose of reviewing its existing layout and production methods. An improved layout was developed and recommendations were formulated for improvements in production methods.

Results: Recommendations for improvements in plant layout and production methods were prepared and presented to the management of this firm. No further assistance needed, the project is closed.
V. Evaluation of Program Effort

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 302 identifiable jobs have been saved in 66 firms assisted by IDD. Another 64 identifiable jobs have been created in 23 expanding companies which were assisted. In the 32 new ventures which were aided by IDD during the quarter, 96 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.

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 MTA 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.
CHIEF INDUSTRIAL DEVELOPMENT DIVISION

ASSOCIATE DIVISION CHIEF

REPORT PROCESSING
ECONOMIC DEVELOPMENT TRAINING
GRAPHIC ILLUSTRATION SERVICES

BASIC DATA
INDUSTRIAL SERVICES
SPECIAL PROJECTS
COMMUNITY DEVELOPMENT
AREA DEVELOPMENT
INTERNATIONAL DEVELOPMENT

MINORITY BUSINESS DEVELOPMENT
MANAGEMENT & TECHNICAL
ASSISTANCE
MARKET ANALYSIS
EDA SERVICES

STORY FIELD SERVICES
AUGUSTA AREA BRANCH
CENTRAL GEORGIA BRANCH
NORTHWEST GEORGIA BRANCH
SAVANNAH AREA BRANCH
SOUTHEAST GEORGIA BRANCH
WEST GEORGIA BRANCH
SOUTHWEST GEORGIA BRANCH

INDUSTRIAL ECONOMICS
HOUSING RESOURCES
HUMAN RESOURCES

INTERNATIONAL TRAINING
INTERNATIONAL OPERATIONS
WARD, WILLIAM C., JR.--Head, Industrial Services Branch, Industrial Development Division, Engineering Experiment Station

Education

B.S. in Industrial Management, Georgia Institute of Technology 1940
Command and General Staff College, Fort Leavenworth 1953
Senior Course, Marine Corps Schools 1956
Management School, Fort Belvoir 1961

Employment History

Southern Mercerizing Company, Supervisor 1932-1939
China Grove Cotton Mills, Foreman 1940
U.S. Marine Corps, Colonel 1940-1964
Dean Foods Company, General Manager 1964-1966
Georgia Institute of Technology
Research Scientist 1966-1971
Senior Research Scientist 1971-Present
Head, EDA Services Section, IDD, EES 1967-1970
Head, Applied Technology Group, IDD, EES 1970-1971
Head, Special Projects Branch, IDD, EES 1971-1972
Head, Industrial Services Branch, IDD, EES 1972-Present

Experience Summary: At Southern Mercerizing Company, performed at the supervisory level in mercerizing, skeinng, coning, quilling, and shipping departments. Night superintendent of entire plant for one summer. At China Grove Cotton Mills, performed as foreman of carding department. In U.S. Marine Corps performed in various command and staff positions including: Chief of Staff, Third Marine Division -- supervised and coordinated entire general and special staff. Comptroller, Marine Corps Base -- staff responsibility for financial management, including accounting, budgeting, disbursing, data processing and financial administrative organization. Chief, Atomic Biological, and Chemical Section, Educational Center, Marine Corps Schools -- responsible for supervising and participating in instruction in Marine Corps Schools, Basic, Junior and Senior Courses. Industrial Relations Officer -- responsible for civilian personnel program including employment, employee relations, training, safety, payroll, and wage and classification divisions. As general manager of Dean Foods Company, managed and supervised management controls, purchasing, traffic, production and quality controls, personnel and all administrative functions. At Georgia Tech, directed IDD's overall operations in EDA matters; provided management and technical assistance to industry as required. Directed IDD's overall operations in Housing Resources matters and overall activities of Special Projects Branch. Presently directs the activities of Industrial Services Branch.

Current Fields of Interest
All aspects of management and technical assistance to industry.

Major Reports and Publications

Major Reports and Publications (continued)

10. "Economic Impact of a Proposed Industrial Park to be located in Milledgeville, Georgia," EDA Special Report, March 1968, coauthor
12. "Economic Impact of Proposed Water and Sewerage System Improvements on Roberta, Georgia," EDA Special Report, April 1968, coauthor
13. "Impact of Proposed Sewer Improvements on the City of Waycross and Ware County," EDA Special Report, April 1968, coauthor
Georgia Institute of Technology

BIOGRAPHICAL SKETCH

TAYLOR, HARDY S.--Assistant Head, Industrial Services Branch, Industrial Development Division, Engineering Experiment Station

Education

University of Alabama, B.S. Business Administration and Pre-Law 1943
Harvard Graduate School of Business Administration 1944
University of Nebraska, Graduate School of Business Organization 1951
Defense Department Comptrollership School, Washington, D.C. 1955

Employment History

National Southern Products, Inc., Tuscaloosa, Alabama, Research Assistant 1943
Turco Products, Inc., Atlanta, Georgia, Representative and Field Engineer 1947
U.S. Navy, Supply and Fiscal Officer/Comptroller 1943-1964
Gladwin Industries, Inc., Atlanta, Georgia, Treasurer (Controller) 1964-1966
Georgia Institute of Technology Research Scientist 1966-Present
Head, Management and Technical Assistance Section 1968-Present
Head, EDA Services Section 1970-Present
Assistant Head, Industrial Services Branch, TDD, EES 1970-Present

Experience Summary.

As the assistant Head of the Industrial Services Branch, is responsible for directing the overall IDD program of management and technical assistance and EDA services to Georgia industry. Served as treasurer of a locally-based national corporation, primarily a manufacturer for the telephone industry, and was responsible for accounting and financial management, office administration and sales maintenance services, purchasing, customer relations and local sales, personnel administration, print shop operations and sales catalog maintenance. Served as a member of the board of directors of several corporations with national and international sales distribution. In 1964 completed twenty years in U.S. Navy as top departmental executive with experience in all phases of business and financial management with special emphasis on Controllership, which consisted of budgeting and internal auditing; and Supply and Fiscal operations consisting of: accounting and payroll, office administration and personnel management and training, procurement and contract negotiation and administration, inventory management, warehousing, traffic operations, quality control, industrial safety, and property disposal. Assisted in the development of, and in charge of implementation of, a new Inventory Management concept at the Naval Aviation Supply Office, which is the world wide inventory control point for all Naval Aviation spare parts and material. This concept was based on the maximum utilization of the latest Electronic Data Processing equipment and it resulted in the greatest advancement in the management of aviation material during the past several years. Served as Supply and Fiscal Office/Comptroller at several Naval Air Stations and directed a working staff of 75 to 300 civilian personnel. As the first
U.S. Naval representative in Sicily, negotiated at the highest governmental levels in Sicily and in Rome in arriving at agreements and procedural methods for operation of a U.S. Naval Air Station. Additionally, recruited, interviewed, selected and hired the initial group of 100 civilian personnel. Also negotiated and approved contracts for procurement of equipment, supplies and services from European sources to provide complete support for a station population of 1800 people. Developed the idea and published a catalog in connection with a Simplified Issue Procedure for General Stores Material. This idea has been further developed and is widely used throughout the Naval Supply System.

Current Fields of Interest
All phases of area development activity, including industrial and community development, financial and inventory management, and management development.

Major Reports and Publications
1. Published a catalog in connection with a Simplified Issue Procedure for General Stores Material
2. Author of numerous published company studies; procedural systems manuals; and operational plans
7. "Economic Impact of Proposed Water and Sewerage System Improvements on Warrenton, Georgia," EDA Special Report, September or December 1967
12. "Economic Impact of a Proposed Industrial Park to be Located in Milledgeville, Georgia," EDA Special Report, February 1968
16. "Economic Impact of a Proposed Industrial District to be Located in Richmond County, Georgia," EDA Special Report, May 1968 (co-author)
Georgia Institute of Technology

BIOGRAPHICAL SKETCH

CHIANG, TZE I.--Senior Research Economist, Industrial Development Division, Engineering Experiment Station

Education

B.A. in Agricultural Economics, Fukien Christian University 1946
M.S. in Agricultural Economics, Oklahoma State University 1955
Cornell University 1957 (Summer)
Ph.D. in Agricultural Economics, University of Florida 1958

Employment History

Junior high school teacher, Foochow, China 1946-1947
China Textile Industries, Inc. 1947-1953
Oklahoma State University, Graduate Assistant 1954-1955
University of Florida, Research Assistant 1955-1958
Georgia Institute of Technology
Assistant Research Economist 1958-1962
Research Economist 1963-1964
Senior Research Economist 1965-Present

Experience Summary: Began as a teacher in a junior high school in 1946. Joined the China Textile Industries, Inc., in 1947, and rose gradually to the position of Assistant to the General Manager in 1953. At Oklahoma State University, accepted a graduate assistantship in collecting and analyzing data related to land value and the cattle business. Enrolled in the University of Florida in 1955 and was appointed Research Assistant, working on own dissertation in regard to a marketing study of Florida ferns. At Georgia Tech, has dealt mainly with feasibility studies on various industries which show potential as manufacturing opportunities in Georgia.

Current Fields of Interest

Manufacturing feasibility studies.

Major Reports and Publications

7. "Lumber and Wood Products, Furniture and Fixtures" (Studies of Selected Industries in the Southeast River Basins, Section 4), Georgia Tech Report, March 1961
Major Reports and Publications (continued)

11. "Evaluation of Agriculturally Oriented and Wood-Based Manufacturing Opportunities in Carroll County, Georgia," Georgia Tech Report, February 1964, coauthor
BIOGRAPHICAL SKETCH

DIAMOND, HARVEY--Senior Research Engineer, Industrial Development Division, Engineering Experiment Station

Education
St. Johns University
B.S. in Textile Engineering, North Carolina State College 1941-1942

Employment History
Cohn-Hall-Marx, Converter and Assistant Designer 1946-1947
American Woolen Company, Designer and Assistant Buyer 1947-1950
Dix Mixture Hardware Company, Partner 1950-1960
Georgia Institute of Technology
Assistant Research Engineer 1960-1965
Research Engineer 1965-1967
Senior Research Engineer 1967-Present

Experience Summary: Economic feasibility studies; plant location analyses; market research to identify manufacturing and nonmanufacturing business opportunities; raw materials and intermediate products availability studies; liaison with prospects on industrial location possibilities; evaluation and development of area resources; transportation studies; management and technical assistance to prospective and established businesses; product diversification studies; manpower resources; industrial economic analyses; purchasing and marketing of hardware, wholesale and retail; textile designing; textile converting. Coeditor of monthly metalworking bulletin.

Current Fields of Interest
Market analyses; plant location criteria; economic feasibility analyses.

Major Reports and Publications
Major Reports and Publications (continued)

12. "Mobile Homes in Georgia: A Study of the Personal Property Taxes Levied on Mobile Homes in the Metropolitan Areas of Georgia and the Significance of the Mobile Home Industry to the State," Georgia Tech Report, February 1965, coauthor


Georgia Institute of Technology
Biographical Sketch

WOMMACK, CHARLES C.—Assistant Research Scientist, Industrial Development Division, Engineering Experiment Station

Education
B.S.I.M., Georgia Institute of Technology 1963

Employment History
A.O. White, Jr., Engineer, Draftsman 1960 (summer)
Daniel, Manning, Johnson and Mendenhall, Land Surveying 1961 (summer)
Great Books Inc., Salesman 1962 (summer)
Georgia Power Company, Merchandise Sales Representative 1963-1964
U.S. Army, Battalion Supply Officer (S-4) 1964-1966
Atlantic Company, Branch Manager (ice) 1966-1967
Georgia Institute of Technology Assistant Research Scientist 1967-Present

Experience Summary: Duties as a battalion supply officer included administering and supervising the unit motor pool and requisitioning all types of supplies for the support of the unit mission. Duties as Branch Manager with Atlantic Company included the day-to-day operation of an ice manufacturing plant, recruiting and training personnel, supervision of equipment and vehicle maintenance, sales promotion, customer relations, budgeting and cost control. Initial work at Georgia Tech was in connection with an economic development project in the Atlanta Model Neighborhood area which had as its objectives the identification of economic development potentials in the area, the identification of ways to exploit these development potentials, and the reporting of the results of research findings to the City of Atlanta. Recent work has included participation in an economic development program in Valencia, Venezuela, which included identification and evaluation of new manufacturing opportunities and the establishment of a program of management and technical assistance to small and medium-size businesses in Venezuela.

Current Fields of Interest
All areas of economic development, especially those dealing with the economic problems connected with urban and rural poverty; upgrading productivity and Latin American economic development.

Major Reports and Publications
3. "Economic Impact of the Proposed Vocational-Industrial Training Center to be Located in Monroe, Walton County, Georgia," 1969
8. "La Fabricacion de Aisladores de Porcelana en Venezuela," 1971 (in Spanish)
Major Reports and Publications (Continued)


10. Registration of the Unemployed in the Heart of Georgia Community Action Council Area," 1972
WOODARD, GEORGE D., JR.--Head of Market Analysis Section, Industrial Development Division, Engineering Experiment Station

Education
B.B.A. in Marketing, Georgia State College 1961
M.B.A., Georgia State College 1965

Employment History
U.S. Army, Military Police and Special Services 1952-1954
Commercial Credit Corporation, Field Representative 1954-1956
Armour Agricultural Chemical Company, Assistant to the Head Control Chemist 1956-1960
Bibb Manufacturing Company, Senior Market Analyst 1961-1963
Fulton Cotton Mills, Senior Market Analyst 1963-1966
Georgia Institute of Technology
Senior Research Scientist 1969-Present
Head, Market Analysis Section, IDD, EES 1969-Present

Experience Summary: First position after graduating from college was in the sales department at Bibb Manufacturing Company as a trainee. Subsequently set up the initial marketing research discipline for this company concentrating on sales effort and sales opportunity research. Held the same position with Fulton Cotton Mills again being the first to establish the marketing research effort with this concern. Work also included economic analysis. Attended graduate school in the evenings during the period with Fulton. At Eastman Chemical Products was responsible for market research work dealing mainly with the carpet and rug industry. This included numerous reports on materials used in connection with man-made fibers or reports on specific man-made fibers and the companies which produced them. Georgia Tech assignment involves administrative responsibility for all work performed by the Market Analysis Section.

Current Fields of Interest
Industrial and economic development; market research; regional economic geography; demographic studies.

Major Reports and Publications
5. "The European Free Trade Association," unpublished report in the M.B.A. program, Georgia State College, April 1965
Major Reports and Publications (continued)

Georgia Institute of Technology

BIOGRAPHICAL SKETCH

BETHEA, EDWIN A. -- Research Scientist, Industrial Development Division, Engineering Experiment Station

Education

B.S., Knoxville College 1953
M.S.W., Howard University 1962
Certificate of Completion, Howard University's Small Business Guidance Center 1969

Employment History

District of Columbia, Department of Public Welfare, Caseworker, Child Welfare Division 1962-1965
Far East Community Services, Inc., Community Organizer-Youth Community Organizer 1965-1966
United Planning Organization, Community Organization Specialist (training officer), Economic Development Specialist 1966-1968
Youth Enterprises, Inc., Executive Director 1968-1970
Volunteers for International Technical Assistance, Director-Washington, D. C.; Director-East Central Regional Office 1970-1972
Consultant Employers
Office of Economic Opportunity; Manpower Assistance Project Inc.; University Research Corp.; Xerox Corporation; Commerce Department, Economic Development Administration.

Georgia Institute of Technology, Research Scientist 1972-Present

Experience Summary: Directed a regional office for technical assistance that provided services to minority and economically disadvantaged groups in mid Atlantic region; this entailed establishing, structuring, and supervising new program offices in several states within the region. Program developer for minority economic ventures and community development project; the responsibilities included establishing a working relationship with community groups, federal, state and local government agencies and/or private agencies whose interests were similar. Organized and managed a minority firm for the purpose of establishing "spin-off" business ventures and the training of minority entrepreneurs. Managed and developed programs aimed toward helping groups initiate and implement economic and social changes in their community such as employment practices, bureaucratic procedures, etc. Assisted quasi government and government department directors in community planning. Developed and directed programs relating to youth activities in the areas of training, proposal development, community improvement and change and economic developments.

Current Fields of Interest

Minority business development, industrial and community development, manpower management and motivation, transportation and new economic systems.
BIOGRAPHICAL SKETCH

POTTS, PHILLIP W.-- Research Scientist, Industrial Development Division, Engineering Experiment Station

Education
B.S. in Industrial Management, Georgia Institute of Technology 1962
M.B.A. in Marketing, Georgia State University 1968

Employment History
U. S. Army 1955-1958
Georgia Institute of Technology, Student 1958-1962
General Motors, Accountant 1962-1964
St. Regis Paper Company, Production Department Head, Sales Coordinator, Production Coordinator 1964-1972
Georgia Institute of Technology Research Scientist 1972-Present

Experience Summary: Served three years in U. S. Army Intelligence, traveling extensively throughout Europe. Employed by General Motors in accounting functions of payrolls, accounts payables, accounts receivables, and standard costing. Held various positions with St. Regis Paper Company from production department head to sales coordinator and production coordinator, being responsible for supervision of several hundred production personnel, quality control, production scheduling, inventory control, shipping and receiving efficiency, purchasing, customer service, and implementation of systems for changing production and financial records from manual calculation to EDP.

Current Fields of Interest
All aspects of industrial management.
This work program which encompasses Chart 2 has been waived by paragraph five of the grant amendment offer dated the 26th day of June 1972.
## Chart 3
### Regional Economic Development Center Activity Report
September 1, 1972 to November 30, 1972

<table>
<thead>
<tr>
<th></th>
<th>Business Stabilization</th>
<th>Business Expansion</th>
<th>New Venture</th>
<th>Community Development</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Previous</td>
<td>Current</td>
<td>Previous</td>
<td>Current</td>
<td>Previous</td>
</tr>
<tr>
<td>ON GOING (BEGINNING)</td>
<td>8</td>
<td>5</td>
<td>11</td>
<td>12</td>
<td>24</td>
</tr>
<tr>
<td>NEW</td>
<td>1</td>
<td>1</td>
<td>7</td>
<td>5</td>
<td>3</td>
</tr>
<tr>
<td>DISCONTINUED</td>
<td>4</td>
<td>3</td>
<td>6</td>
<td>8</td>
<td>9</td>
</tr>
<tr>
<td>ON GOING (ENDING)</td>
<td>5</td>
<td>3</td>
<td>12</td>
<td>9</td>
<td>18</td>
</tr>
<tr>
<td>TOTAL ACTIVE DURING QUARTER</td>
<td>9</td>
<td>6</td>
<td>18</td>
<td>17</td>
<td>27</td>
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### Percentage of Effort as measured by Cost*

<table>
<thead>
<tr>
<th></th>
<th>This Period</th>
<th>Previous Period</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business</td>
<td>13</td>
<td>16</td>
</tr>
<tr>
<td>Business Expansion</td>
<td>36</td>
<td>33</td>
</tr>
<tr>
<td>New Venture</td>
<td>49</td>
<td>49</td>
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<tr>
<td>Community Development</td>
<td>2</td>
<td>2</td>
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</tbody>
</table>

* Cost is interpreted to mean Budget Cost for Period of Reporting.
### Chart 4

**Summary of Project Activity by Type and Subregion**

<table>
<thead>
<tr>
<th>Subregion</th>
<th>New Venture</th>
<th>Business Expansion</th>
<th>Business Stabilization</th>
<th>Current Costs % of Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>CENTRAL SAVANNAH RIVER EDD</td>
<td>4</td>
<td>0</td>
<td>0</td>
<td>9</td>
</tr>
<tr>
<td>COASTAL PLAIN EDD</td>
<td>2</td>
<td>5</td>
<td>0</td>
<td>15</td>
</tr>
<tr>
<td>GEORGIA MOUNTAINS EDD</td>
<td>3</td>
<td>1</td>
<td>0</td>
<td>9</td>
</tr>
<tr>
<td>HEART OF GEORGIA EDD</td>
<td>2</td>
<td>3</td>
<td>1</td>
<td>12</td>
</tr>
<tr>
<td>NORTHEAST GEORGIA EDD</td>
<td>0</td>
<td>1</td>
<td>1</td>
<td>5</td>
</tr>
<tr>
<td>OCONEE AREA EDD</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>SLASH PINE EDD</td>
<td>5</td>
<td>2</td>
<td>1</td>
<td>16</td>
</tr>
<tr>
<td>SOUTHWEST GEORGIA EDD</td>
<td>3</td>
<td>1</td>
<td>2</td>
<td>12</td>
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<tr>
<td>MIDDLE FLINT EDD</td>
<td>1</td>
<td>2</td>
<td>0</td>
<td>6</td>
</tr>
<tr>
<td>CHATTahooCHEE-FLINT EDD</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>COASTAL AREA EDD</td>
<td>1</td>
<td>1</td>
<td>0</td>
<td>4</td>
</tr>
<tr>
<td>LOWER CHATTahooCHEE EDD</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>PROJECTS OUTSIDE EDD’S</td>
<td>3</td>
<td>1</td>
<td>2</td>
<td>12</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>24</strong></td>
<td><strong>17</strong></td>
<td><strong>7</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>
## Chart 5
### Job Impact Summary

<table>
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<tr>
<th>Area</th>
<th>Business Stabilization</th>
<th>Business Expansion</th>
<th>New Ventures</th>
<th>Community Econ. Develop.</th>
<th>Other</th>
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<tbody>
<tr>
<td></td>
<td>Goal</td>
<td>Actual</td>
<td>Goal</td>
<td>Actual</td>
<td>Goal</td>
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<tr>
<td>Central Savannah River EDD</td>
<td>0</td>
<td>5</td>
<td>0</td>
<td>10</td>
<td>0</td>
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<tr>
<td>Coastal Plain EDD</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Georgia Mountains EDD</td>
<td>0</td>
<td>7</td>
<td>0</td>
<td>40</td>
<td>0</td>
</tr>
<tr>
<td>Heart of Georgia EDD</td>
<td>0</td>
<td>40</td>
<td>0</td>
<td>0</td>
<td>0</td>
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<tr>
<td>Northeast Georgia EDD</td>
<td>0</td>
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<td>0</td>
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<tr>
<td>Oconee Area EDD</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Slash Pine EDD</td>
<td>0</td>
<td>5</td>
<td>0</td>
<td>3</td>
<td>0</td>
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<tr>
<td>Southwest Georgia EDD</td>
<td>0</td>
<td>55</td>
<td>0</td>
<td>0</td>
<td>0</td>
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<tr>
<td>Middle Flint EDD</td>
<td>0</td>
<td>48</td>
<td>0</td>
<td>10</td>
<td>0</td>
</tr>
<tr>
<td>Chattahoochee-Flint EDD</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
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<tr>
<td>Coastal Area EDD</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>4</td>
<td>0</td>
</tr>
<tr>
<td>Lower Chattahoochee EDD</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>3</td>
<td>0</td>
</tr>
<tr>
<td>Projects Outside EDD's</td>
<td>0</td>
<td>30</td>
<td>0</td>
<td>0</td>
<td>36</td>
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<td><strong>Total</strong></td>
<td><strong>190</strong></td>
<td><strong>54</strong></td>
<td><strong>94</strong></td>
<td><strong>0</strong></td>
<td><strong>0</strong></td>
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Map 1
AREAS OF FIELD OFFICE RESPONSIBILITY

- IDD Branch Office Location -
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 3

EDA Counties and EDD's as of 31 August 1972
A PROGRAM OF MANAGEMENT AND TECHNICAL ASSISTANCE
IN DESIGNATED COUNTIES IN GEORGIA

by
William C. Ward, Jr.
Hardy S. Taylor
Charles C. Wommack

INDUSTRIAL DEVELOPMENT DIVISION

Quarterly Report
December, January, and February

1973

Engineering Experiment Station
GEORGIA INSTITUTE OF TECHNOLOGY
Atlanta, Georgia
A PROGRAM
OF MANAGEMENT AND TECHNICAL ASSISTANCE
IN DESIGNATED EDA COUNTIES IN GEORGIA

Quarterly Report
December, January, and February

by

William C. Ward, Jr.
Senior Research Scientist

Hardy S. Taylor
Senior Research Scientist

Charles C. Womack
Assistant Research Scientist

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.
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<tr>
<td>Coastal Plain Economic Development District</td>
<td>5</td>
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<td>Georgia Mountains Economic Development District</td>
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<td>Heart of Georgia Economic Development District</td>
<td>8</td>
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<td>Northeast Georgia Economic Development District</td>
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<tr>
<td>Oconee Area Economic Development District</td>
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<tr>
<td>Slash Pine Area Economic Development District</td>
<td>12</td>
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<tr>
<td>Southwest Georgia Economic Development District</td>
<td>15</td>
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<tr>
<td>Middle Flint Economic Development District</td>
<td>17</td>
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<tr>
<td>Chattahoochee-Flint Economic Development District</td>
<td>19</td>
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<tr>
<td>Coastal Area Economic Development District</td>
<td>20</td>
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<tr>
<td>Lower Chattahoochee Economic Development District</td>
<td>21</td>
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<tr>
<td>Projects Outside of Economic Development District</td>
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<table>
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<th>V. EVALUATION OF PROGRAM EFFORT</th>
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<td>24</td>
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4. Summary of Project Activity by Type and Subregion 32

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2. Economic Development Districts 35

3. EDA Counties and EDD's as of 31 August 1972 36
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A. Economic Characteristics of Service Area
To be reported only in the first quarterly progress report and the final report.

B. Organization and Establishment of Center
To be reported only in the first quarterly progress report and the final report.

II. Program Administration

A. Program Objectives
To be reported only in the first quarterly progress report and the final report.

B. Technical Assistance Services
To be reported only in the first quarterly progress report and the final report.

C. Project Personnel
To be reported only in the first quarterly progress report and the final report.

D. Phasing of Work Program
This work program which encompasses Chart 2 has been waived by paragraph five of the grant amendment offer dated the 26th day of June 1972.

E. Relationship to Other Development Efforts
In furthering the EDA objectives in Georgia, the Industrial Development Division works closely with representatives of the following organizations:


Particular attention is directed to working with the EDD's and APDC's on individual projects. When an assistance project is opened these organizations are notified that IDD will be working in their area and a monthly progress report of activity on projects within their area is furnished.

Cooperation with the above mentioned organizations is enhanced by IDD activities other than EDA within the state wherein IDD personnel are in almost constant contact with these groups.
III. Strategy for Subregions
To be reported only in the first quarterly progress report and the final report.

IV. Technical Assistance Projects
A. Location
Map 3 identified the counties in which work was performed under the program and indicates the number of projects conducted in each county.

B. Highlights of Project Activity
Chart 3 summarizes the highlights of project activity by major program categories. Chart 4 summarizes the project activity by type and subregion to indicate the distribution of effort throughout the state. Chart 5 summaries the project activity by type and subregion to indicate the job impact.

The following projects were selected for special mention:

Project 580: A box manufacturing company in Ware County requested IDD assistance in solving a highly complex inventory allocation/order problem. The objective sought was to reduce the very large number of different widths of raw material which were being carried in inventory.

Based upon the information supplied by the firm a technique for solving the inventory allocation/order problem through the utilization of computerized data processing techniques was first suggested. Implementation of this suggested means of resolving the inventory problem was dependent upon the firm's securing the services of a highly qualified computer programer. Because of the unrealistically high cost of the computerized technique first suggested, work was begun on exploring the possibility of finding a less costly method of resolving the problem. Recommendations for adopting new procedures for inventory control, purchasing practices, production scheduling, and materials handling were submitted to the company and discussed with top management. Company officials expressed the intention of implementing these recommendations and requested a follow-up evaluation, in two months, of the effectiveness of this approach.

A follow-up evaluation by an IDD staff member revealed that this company had implemented the recommendations made for improving its inventory control system. To date the company has encountered no problems with the system suggested by IDD.

Project 614: This utility building manufacturer in Taylor County is presently operating in a 7,000 square foot leased facility. Sales have grown to the point that the company must lease a larger building in order for production to meet the sales level. Assistance was requested in making an application to SBA for a loan to finance this move.

Information, which included general information, cash flow, and pro forma financial statements, was collected for the loan application. The SBA loan application was completed and submitted for approval. We have recently been informed by the SBA representative that the loan was approved in the amount of $50,000.
IDD has developed a suggested cost accounting system for this company. This system has been discussed and explained to the bookkeeper and is presently being implemented. As a result of the successful implementation of the cost control system other simple management tools (e.g., breakeven point analysis, cash budgeting, sales forecasting, production forecasting) have been explained and discussed with company officials and implementation of these tools is being undertaken.

**Project 620:** The operating officers of this young computer service company in Coffee County requested IDD's assistance in the analysis of financial statements, staffing needs, internal operations, and costing procedures in order to lay the ground work to accommodate increased growth.

Considerable assistance was given in evaluating current operations and determining steps to be taken in order to assure profitable future results. A preliminary informal report was made to the board of directors outlining a plan of action for overcoming the problems identified. Company officials began to concentrate their efforts on those types of businesses which have the greatest profit potential and advised IDD that an improvement in their current profit has been noted.

A follow-up visit to this company revealed that the company had increased business by 20% during the last month and profits have more than doubled. Additional professional staff has been hired to implement IDD's recommendations for cost accounting.

**C. Project Summaries**

The 29 individual projects which were active during the quarter 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 the work performed, and a statement of the results achieved. The 22 projects which were still active as of February 28, 1973 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 thirteen counties, of which four are eligible Redevelopment Area counties: Burke, Emanuel, Taliaferro, and Wilkes. The Growth Centers are Augusta (Richmond County) and Swainsboro (Emanuel County).

New Projects

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

Project 632: Assistance to a metal fabricating company in Screven County

Nature of Problem: This firm has recently built a new building and has requested assistance in plant layout and assembly line design for the production of wrecker bodies for small trucks. Information and assistance were also requested on spray dip painting and OSHA regulations on painting processes.

Work Performed: Two visits have been made to this new plant by IDD personnel. Information has been provided on the availability of painting services in Atlanta, as well as information on paint manufacturer's representatives who could be contacted. Plant layout assistance and assistance in assembly line design have been initiated.

Results: The project is continuing.

Project 633: Assistance to a railroad equipment repair shop in Augusta, Georgia (Growth Center)

Nature of Problem: This firm requested assistance in resolving difficulties in the paper work involved in its job shop cost accounting system.

Work Performed: An IDD staff member spent two days in this firm's plant studying the procedures in use and the control systems required for the cost accounting process. Based upon the observations made during this study recommendations have been formulated in a report to the company on how it can improve its timekeeping and cost accounting procedures.

Results: The project is continuing.

On Going Projects

There are now two projects under way in this area. They are the two new projects above.

Discontinued Projects

None
COASTAL PLAIN ECONOMIC DEVELOPMENT DISTRICT

General
The Coastal Plain Economic Development District consists of ten counties, of which three are eligible Redevelopment Area counties: Brooks, Cook, and Lanier. The Growth Centers are Valdosta (Lowndes County) and Tifton (Tift County).

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

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

Project 624: Assistance to a production printing company in Valdosta, Georgia (Growth Center)
Nature of Problem: This company has requested IDD assistance in developing suggested improvements in its storage and shipping departments.

Work Performed: A visit was made to this company's plant to review the materials handling problems being experienced in the shipping and warehousing departments. Based on observations made during the initial visit, information on packaging, mailing, and processing has been delivered and reviewed with company officials. This information included new techniques and materials for wrapping and shipping (impact resistant wrapping materials, shipping boxes, shipping padding, etc.). Materials handling procedures and new OSHA standards for facility were reviewed with the company.

Results: The project is continuing.

Project 626: Assistance to a lumber company in Valdosta, Georgia (Growth Center)
Nature of Problem: This company has requested IDD assistance in solving a waste utilization problem in its roof truss operation.

Work Performed: This company's operation generates approximately 10,000 board feet of random length waste lumber per month. Assistance is being rendered in investigating products which could utilize this waste lumber. A brief questionnaire and cover letter have been prepared for mailing to window and door manufacturers in Georgia and north Florida in order to determine the need for shipping blocks. The company is now contacting the respondents to the questionnaire in order to more specifically determine their needs for shipping blocks and crates. IDD has also provided information to the company for its evaluation and analysis on innovating techniques of housing construction developed by the U.S. Forestry Department.

Results: The project is continuing.

Discontinued Projects
During the quarter one project was discontinued in this area.
Project 609: Assistance to a gypsum processing company in Tifton, Georgia  
(Growth Center)

Nature of Problem: This firm rebuilt and modernized its manufacturing facility subsequent to a fire which destroyed its old facility. The company requested assistance with developing additional products to enable it to operate on a year-round basis rather than seasonally as required for the present products.

Work Performed: Through interviews with company officials four potential new products which could be manufactured with existing facilities were identified. A preliminary market study of the four diversification possibilities suggested by company officials was completed. A meeting was held to present this market study to company officials. They requested one month to review the findings in order to determine whether or not additional assistance would be needed.

Results: Company officials have advised IDD that they have decided not to enter the processing of any of the products evaluated in the market study due primarily to the marginal potential market for such products. No further assistance needed, the project is closed.
The Georgia Mountains Economic Development District consists of 13 counties, of which five are eligible Redevelopment Area counties: Dawson, Forsyth, Towns, Union, and White. The Growth Centers are Gainesville (Hall County) and Toccoa (Stephens County).

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

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

Project 615: Assistance to a cooperative in Gainesville, Georgia (Growth Center)

Nature of Problem: A group of individuals has formed a cooperative for the production and processing of rabbits and has requested assistance in preparing a market study on the market for rabbit meat and by-products.

Work Performed: A meeting has been held with the manager of this group to discuss the various points to be covered in the proposed market study. The market study has now been completed and mailed to the manager of the cooperative. Additional assistance to this cooperative is pending a response from the manager.

Results: The project is continuing.

Discontinued Projects
None
General
The Heart of Georgia Economic Development District consists of nine counties, of which three are eligible Redevelopment Area counties: Dodge, Pulaski, and Treutlen. The Growth Center is Dublin/East Dublin (Laurens County).

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

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

Project 567: Assistance to a proposed sand mining and processing operation in Montgomery County

Nature of Problem: A group of individuals who own a deposit of high quality glass sand has requested assistance in determining the potential market for processed sand.

Work Performed: The IDD staff has prepared and presented to the management of this firm a market research report on the market for construction sand within a 100-mile radius of Mt. Vernon, Georgia (location of the sand deposit). The owners have recently advised IDD that they were successful in obtaining an SBA 502 loan for the construction of a facility to process the sand. Construction of the new facility is underway and information has been provided by IDD on design criteria for a settling pond to be used in the company's water pollution control efforts. Equipment has been ordered and plant layout and design plans are underway. At the request of management, information is being collected for their use in evaluating whether to buy or lease their fleet of trucks.

Results: The project is continuing.

Project 613: Assistance to a lumber mill in Telfair County

Nature of Problem: The president of this company has requested assistance in resubmitting an EDA loan application in order to secure the funds required for acquiring and completing the lumber mill complex at Lumber City, Georgia.

Work Performed: A presubmission conference has been held with the EDA field representative, IDD staff, and principals of the company. In a recent visit to the company the principals reaffirmed their intention to resubmit their EDA loan application and requested technical information on kiln drying of lumber. The technical information was mailed to the company. Assistance will be rendered as needed in the preparation of the new loan application.

Results: The project is continuing.

Project 622: Assistance to a golf ball manufacturer in Montgomery County

Nature of Problem: This company's existing plant facility is too small and the decision to delay a move to a larger plant has been re-evaluated and now plans are to proceed immediately with a move to a larger facility which has recently been acquired in Uvalda, Georgia.
Work Performed: Work has been completed on developing a suggested plant layout for the 11,000 square foot school building recently purchased by this company. Evaluation and recommendations have been formulated and presented to the company on materials handling equipment and procedures for the new facility.

Results: The project is continuing.

Project 627: Assistance to a furniture manufacturing company in Telfair County

Nature of Problem: An individual interested in establishing a furniture manufacturing plant has requested IDD assistance in evaluating the potential of such a venture.

Work Performed: Assistance is being rendered in determining the potential market and the potential profitability of the planned venture. When the decision is made to proceed with the venture, assistance will be rendered in equipment selection, plant layout and design, and workforce planning.

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 one is an eligible Redevelopment Area county: Madison. The Growth Center is Athens (Clarke County).

New Projects

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

Project 629: Assistance to a new venture in the manufacture of prefabricated homes in Madison County

Nature of Problem: Two individuals currently operating a general contracting firm contacted IDD for assistance in evaluating the feasibility of establishing a prefabricated home operation in Ila, Georgia.

Work Performed: Several meetings have been held with the principals as well as with potential investors regarding the establishment of a prefabricated home manufacturing operation. Preliminary cash flow projections for the first year of operation have been prepared and are currently being checked for accuracy by the two principals. Negotiations are under way with the investors who plan to build and lease the building to the principals of this new venture. Construction will begin as soon as satisfactory terms are arranged.

Results: The project is continuing.

On Going Projects

There is now one project under way in this area. It is the one new project above.

Discontinued Projects

None
OCONEE AREA ECONOMIC DEVELOPMENT DISTRICT

General
The Oconee Area Economic Development District consists of seven counties, of which one is an eligible Redevelopment Area county: Hancock. The Growth Center is Milledgeville (Baldwin County).

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

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

Discontinued Projects
None
SLASH PINE AREA ECONOMIC DEVELOPMENT DISTRICT

General
The Slash Pine Area Economic Development District consists of eight counties, of which two are eligible Redevelopment Area counties: Atkinson and Clinch. The Growth Center is Waycross (Ware County).

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

Project 628: Assistance to a farm machinery distributor in Clinch County

Nature of Problem: The owner of this farm machinery distributorship requested assistance in locating a fabricator capable of producing several tractor parts which are in demand in the area.

Work Performed: Several potential fabricators have been contacted. One shop in Decatur, Georgia, expressed an interest in fabricating the tractor parts. Copies of the part drawings have been sent to this company for review.

Results: The project is continuing.

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

Project 560: Assistance to a fiberglass company in Bacon County

Nature of Problem: A group of individuals is establishing a company to manufacture fiberglass bath enclosures and has requested IDD assistance.

Work Performed: IDD is assisting with determining capital requirements, selection of equipment, and the development of a plant layout, and with a market evaluation. A visit was arranged to a plant in Metter, Georgia, which produces a similar product, for the purpose of observing the production process and reviewing the equipment used in the production of fiberglass products. A market survey has been prepared and presented to the company for evaluation. Based upon this report the principals have decided that their initial production estimates had been overly optimistic. They were assisted with a re-evaluation of the proposed venture based on a reduced production estimate. An investigation was made of the feasibility of producing fiberglass septic tanks. Construction has been completed on a manufacturing facility for the production of bathroom fixtures. Efforts to recruit a plant manager have been successful and production has started. The firm which originally contracted to supply the molds failed to deliver and production was delayed while molds were being secured from another firm. Quality control checks by an IDD staff member were made on a representative sample of the first production unit. Assistance was also given in improving materials handling procedures in order to increase operating efficiency.

Results: The project is continuing.
Project 621: Assistance to an individual in Clinch County

Nature of Problem: An individual interested in investigating the potential of establishing a manufacturing facility for beekeeping supplies has requested IDD assistance in determining the potential market for beekeeping woodenware supplies for this venture.

Work Performed: Data was collected in the preparation of a preliminary market survey for beekeeping woodenware supplies. The products under consideration in this market are hive bodies, supers, bottom boards, and wooden covers. The preliminary market survey has now been completed and forwarded to the individual for his review and information in making his decision regarding the establishment of a manufacturing facility.

Results: The project is continuing.

Discontinued Projects

During the quarter three projects were discontinued in this area.

Project 580: Assistance to a box manufacturer in Waycross, Georgia (Growth Center)

Nature of Problem: This company requested IDD assistance in solving a highly complex inventory allocation/order problem. The objective sought was to reduce the very large number of different widths of raw material which were being carried in inventory.

Work Performed: Based upon the information supplied by the firm a technique for solving the inventory allocation/order problem through the utilization of computerized data processing techniques was first suggested. Implementation of this suggested means of resolving the inventory problem was dependent upon the firm's securing the services of a highly qualified computer programmer. Because of the unrealistically high cost of the computerized technique previously suggested, work was begun on exploring the possibility of finding a less costly method of resolving the problem. Recommendations for adopting new procedures for inventory control, purchasing practices, production scheduling, and materials handling were submitted to the company and discussed with top management. Company officials expressed the intention of implementing these recommendations and requested a follow-up evaluation, in two months, of the effectiveness of this approach.

Results: A follow-up evaluation by an IDD staff member revealed that this company has implemented the recommendations made for improving its inventory control system. To date the company has encountered no problems with the system suggested by IDD. No further assistance is needed, the project is closed.

Project 620: Assistance to a computer service center in Coffee County

Nature of Problem: The operating officers of this young company had requested IDD's assistance in the analysis of financial statements, staffing needs, internal operations, and costing procedures in order to lay the ground work to accommodate increased growth.

Work Performed: Considerable assistance was given in evaluating current operations and determining steps to be taken in order to assure profitable future results. A preliminary informal report was made to the board of directors outlining a plan of action for overcoming the problems identified. Company officials began to concentrate their efforts on those types of businesses which
have the greatest profit potential and advised IDD that an improvement in their current profit has been noted.

Results: A follow-up visit to this company revealed that the company had increased business by 20% during the last month and profits have more than doubled. Additional professional staff has been hired to implement IDD's recommendations for cost accounting. No further assistance needed, the project is closed.

Project 625: Assistance to a heavy truck service center in Coffee County

Nature of Problem: An individual interested in establishing a heavy truck and diesel service center in Douglas, Georgia, requested IDD assistance in determining whether or not sufficient demand exists to support such a venture.

Work Performed: Through contact with the Coffee County Chamber of Commerce and other local organizations a list was compiled of companies in the area which operate heavy trucks and other diesel-powered equipment. This list of potential customers was presented to the individual for his review.

Results: The individual has advised IDD that no further assistance is needed. The project is closed.
SOUTHWEST GEORGIA ECONOMIC DEVELOPMENT DISTRICT

General
The Southwest Georgia Economic Development District consists of 13 counties, of which four are eligible Redevelopment Area counties: Baker, Calhoun, Grady, and Miller. The Growth Centers are Albany (Dougherty County) and Bainbridge (Decatur County).

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

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

Project 617: Assistance to a truck body manufacturer in Worth County
Nature of Problem: The president of this firm has requested an evaluation of the management organization and production controls and processes. Assistance in complying with the new OSHA regulations was specifically requested.

Work Performed: Two IDD staff members visited this plant and reviewed with the president his accountant's evaluation of the problems in the current cost control system. Various management reporting and control procedures were discussed and recommendations for improvements were made. During this visit a preliminary evaluation was made of this plant with particular attention being given to the area in which safety hazards exist. Specific recommendations on ways to comply with OSHA regulations were formulated and sent to the company.

Results: The project is continuing.

Project 618: Assistance to an individual in Albany, Georgia (Growth Center)
Nature of Problem: An individual interested in establishing a Chinese restaurant in Albany, Georgia, requested assistance in seeking an SBA loan or an SBA lease guarantee.

Work Performed: Assistance has been rendered in negotiating with an investor who has expressed a willingness to construct a building for this new venture, provided an SBA lease guarantee can be secured. The information necessary to complete an SBA loan application has been collected. Contact will be made with SBA as soon as the loan application is complete.

Results: The project is continuing.

Project 619: Assistance to an individual in Lee County
Nature of Problem: An individual interested in establishing a pecan shelling plant in Lee County requested information on financing such a venture through SBA.

Work Performed: Background information required for the preparation of an SBA loan application is being collected. A consulting firm in Marietta, Georgia, which has been assisting this new venture has been contacted in order to secure its cooperation. Plans and specifications for the building, machinery,
and equipment are being developed in anticipation of successfully securing SBA financing for this venture. The Leesburg Development Corporation has been contacted by company officials and has agreed to cooperate in requesting a SBA community development loan for the purpose of building a facility to house this company's operation. It is anticipated that initial employment will be 100 people with a total project cost of approximately $500,000.

**Results:** The project is continuing.

**Discontinued Projects**

During the quarter one project was discontinued in this area.

**Project 578: Assistance to a building components manufacturer in Albany, Georgia (Growth Center)**

**Nature of Problem:** This firm recently acquired the facility of a bankrupt corporation. The company requested IDD assistance in acquiring financing for needed improvements in facility and equipment.

**Work Performed:** A meeting was held with the principals of this new company to discuss various approaches to securing the needed financing for their planned operation. Assistance was rendered in putting together the necessary information for an application under the SBA loan guarantee program. Their banker was cooperating in this application. A meeting was held with SBA in Atlanta to discuss this firm's financial situation. In spite of the cooperation of the local banker, SBA did not encourage the firm to expect approval of its loan guarantee application. The company presently employs 20 and anticipates employing 75 as soon as adequate financing can be arranged. Negotiations are now under way between this firm and a firm which is interested in purchasing the entire operation.

**Results:** Pending successful negotiations for the sale of the assets of this firm, no assistance is needed at this time. If further developments warrant additional assistance to the new owners this project will be re-opened. The project is closed.
MIDDLE FLINT ECONOMIC DEVELOPMENT DISTRICT

General

The Middle Flint Economic Development District consists of eight counties, of which one is an eligible Redevelopment Area county: Webster. The Growth Center is Americus (Sumter County).

New Projects

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

On Going Projects

There is now one project under way in this area.

Project 614: Assistance to a utility building manufacturer in Taylor County

Nature of Problem: This firm has been in business only a short time and is presently operating in a 7,000 square foot leased facility. The sales have grown to the point that the company must now lease a larger building in order for production to meet the sales level. Assistance has been requested in making an application to SBA for a loan to finance this move.

Work Performed: Information, which included general information, cash flow, and pro forma financial statements, was collected for the loan application. The SBA loan application was completed and submitted for approval. We have recently been informed by the SBA representative that the loan was approved in the amount of $50,000. There has been a temporary delay in disbursement of the funds under the approved SBA loan due to technicalities. The principals have been assured that there is no problem with the loan and they have proceeded with the move to a larger facility. IDD has developed a suggested cost accounting system for this company. This system has been discussed and explained to the bookkeeper and is presently being implemented. As a result of the successful implementation of the cost control system, other simple management tools (e.g. breakeven point analysis, cash budgeting, sales forecasting, production forecasting) have been explained and discussed with company officials and implementation of these tools is being undertaken.

Results: The project is continuing.

Discontinued Projects

During the quarter one project was discontinued in this area.

Project 616: Assistance to a forest products company in Macon County

Nature of Problem: This company planned to establish a small pulp mill in Montezuma, Georgia. The company requested through the EDA field representative that IDD prepare a market study and assist in the preparation of an EDA loan application.

Work Performed: A meeting was held with the principals of this company and the overall design of the market study was agreed upon. Work was initiated in the collection of published information to be used in the market study;
however, the company subsequently decided not to pursue its plans at this time.

Results: No further assistance needed, the project is closed.
General
The Chattahoochee-Flint Economic Development District consists of nine counties, of which one is an eligible Redevelopment Area county: Pike. The Growth Centers are Carrollton (Carroll County) and LaGrange (Troup County).

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

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

Discontinued Projects
None
COASTAL AREA ECONOMIC DEVELOPMENT DISTRICT

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

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

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

Project 623: Assistance to a plastics product manufacturer in Camden County

Nature of Problem: The two owners of a company manufacturing fiberglass toppers for pickup trucks have requested IDD assistance in locating sources of supply for windows, vinyl molding, aluminum extrusions, and accessories.

Work Performed: During the initial visit to the company an IDD staff member determined that the company critically needed assistance in the proper utilization of its fiberglass application equipment. Technical data on various types of fiberglass application equipment have been provided to the company for its information. A visit to a similar fiberglass operation (fiberglass boats) has been arranged for the principals of this company to become familiar with the production procedures. Work is underway on locating suppliers of kraft paper, honeycomb systems, plastic hinges, and fiberglass chemicals. The company has now installed and put into operation the automatic fiberglass equipment recommended by IDD and is expanding its production volume.

Results: The project is continuing.

Discontinued Projects
None
The Lower Chattahoochee Economic Development District consists of seven counties, of which three are eligible Redevelopment Area counties: Clay, Quitman, and Randolph. The Growth Center is Columbus (Muscogee County).

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

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

Discontinued Projects
None
PROJECTS OUTSIDE OF ECONOMIC DEVELOPMENT DISTRICTS

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

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

Project 630: Assistance to an individual in Cherokee County

Nature of Problem: An individual holding a patent on an automatic welding hood with automatically positioned eye shield requested IDD assistance in determining the best method of exploiting his patent.

Work Performed: Assistance is being rendered in determining the best method for marketing a product based upon this individual's patent. Information is being collected pertinent to the advantages of establishing a plant to manufacture the product versus subcontracting the manufacture of the product and marketing under a private brand.

Results: The project is continuing.

Project 631: Assistance to an individual in Cobb County

Nature of Problem: A chemical engineer who has developed a process for reclaiming a plastic waste material has requested assistance in securing funding for the development of his new process on a production scale.

Work Performed: A meeting was arranged at IDD's office between this individual and an investor who was seeking an opportunity to buy an interest in and participate in the management of a small company. This investor has decided not to invest in this individual's new process and efforts are continuing to find other sources of developmental financing.

Results: The project is continuing.

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

Project 602: Assistance to a wine manufacturer in Crawford County

Nature of Problem: This firm requested assistance in investigating the potential of processing onions and onion parts into onion juice and onion juice concentrate in order to diversify its product line and achieve year-round production in its facility.

Work Performed: This firm is presently processing peaches, grapes, and apples into food concentrates, wine, and ethyl alcohol. Because of the seasonal nature of the processing, the plant is idle from December through June of each year. Data relative to the potential for processing onions and onion parts were collected and assembled into a market study. Because of the unfavorable
market potential for products derived from onions, assistance has been rendered in evaluating the feasibility of extracting oil from peach pits, now being dumped as a waste product. Assistance is being rendered to this firm in making contacts with potential growers in order to increase the supply of grapes in the area. These contacts with growers have resulted in the planting of demonstration vineyards in the three-county area surrounding the plant.

Results: The project is continuing.

Project 608: Assistance to a modular housing manufacturer in Douglas County

Nature of Problem: This modular housing manufacturing firm has requested assistance in developing a plant layout and design for the new facility.

Work Performed: A meeting has been held with the principals of this firm to discuss the factors affecting plant layout for their facility. Subsequent to this meeting guidelines for the plant layout were established. The plant layout has been completed and delivered to the company for implementation. Company officials are now endeavoring to arrange for financing for the plant facility. As soon as construction begins on the plant, assistance will be rendered in selecting equipment.

Results: The project is continuing.

Discontinued Projects

During the quarter one project was discontinued in this area.

Project 566: Assistance to a proposed manufacturer of fine wire in Douglas County

Nature of Problem: An industrialist from New Delhi, India, was interested in establishing a fine wire plant in Douglas County. He planned to apply for an EDA loan and requested IDD assistance in preparing the application.

Work Performed: A meeting was held with the individual and representatives of EDA and IDD for the purpose of discussing the proposed EDA loan application. The individual was given a blank application form and a check-off list. He was to develop the basic information needed and IDD would assist him in assembling the application. The individual returned to New Delhi to develop the supporting data.

Results: Because of the principals long delay in pursuing this project, it is being closed and will be reopened when he is ready to proceed.
V. Evaluation of Program Effort

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 190 identifiable jobs have been saved in firms assisted by IDD. Another 69 identifiable jobs have been created in expanding companies which were assisted. In the new ventures which were aided by IDD 210 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.

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.
WARD, WILLIAM C., JR.--Head, Industrial Services Branch, Industrial Development Division, Engineering Experiment Station

Education

B.S. in Industrial Management, Georgia Institute of Technology 1940
Command and General Staff College, Fort Leavemworth 1953
Senior Course, Marine Corps Schools 1956
Management School, Fort Belvoir 1961

Employment History

Southern Mercerizing Company, Supervisor 1932-1939
China Grove Cotton Mills, Foreman 1940
U.S. Marine Corps, Colonel 1940-1964
Dean Foods Company, General Manager 1964-1966
Georgia Institute of Technology
    Research Scientist 1966-1971
    Senior Research Scientist 1971-Present
    Head, EDA Services Section, IDD, EES 1967-1970
    Head, Applied Technology Group, IDD, EES 1970-1971
    Head, Special Projects Branch, IDD, EES 1971-1972
    Head, Industrial Services Branch, IDD, EES 1972-Present

Experience Summary: At Southern Mercerizing Company, performed at the supervisory level in mercerizing, skeining, coning, quilling, and shipping departments. Night superintendent of entire plant for one summer. At China Grove Cotton Mills, performed as foreman of carding department. In U.S. Marine Corps performed in various command and staff positions including: Chief of Staff, Third Marine Division -- supervised and coordinated entire general and special staff. Comptroller, Marine Corps Base -- staff responsibility for financial management, including accounting, budgeting, disbursing, data processing and financial administrative organization. Chief, Atomic Biological, and Chemical Section, Educational Center, Marine Corps Schools -- responsible for supervising and participating in instruction in Marine Corps Schools, Basic, Junior and Senior Courses. Industrial Relations Officer -- responsible for civilian personnel program including employment, employee relations, training, safety, payroll, and wage and classification divisions. As general manager of Dean Foods Company, managed and supervised management controls, purchasing, traffic, production and quality controls, personnel and all administrative functions. At Georgia Tech, directed IDD's overall operations in EDA matters; provided management and technical assistance to industry as required. Directed IDD's overall operations in Housing Resources matters and overall activities of Special Projects Branch. Presently directs the activities of Industrial Services Branch.

Current Fields of Interest

All aspects of management and technical assistance to industry.

Major Reports and Publications

Major Reports and Publications (continued)

10. "Economic Impact of a Proposed Industrial Park to be located in Milledgeville, Georgia," EDA Special Report, March 1968, coauthor
12. "Economic Impact of Proposed Water and Sewerage System Improvements on Roberta, Georgia," EDA Special Report, April 1968, coauthor
13. "Impact of Proposed Sewer Improvements on the City of Waycross and Ware County," EDA Special Report, April 1968, coauthor
TAYLOR, HARDY S. -- Assistant Head, Industrial Services Branch, Industrial Development Division, Engineering Experiment Station

**Education**

- University of Alabama, B.S. Business Administration and Pre-Law
- Harvard Graduate School of Business Administration
- University of Nebraska, Graduate School of Business Organization
- Defense Department Comptrollership School, Washington, D.C.

**Employment History**

- National Southern Products, Inc., Tuscaloosa, Alabama, Research Assistant 1943
- Turco Products, Inc., Atlanta, Georgia, Representative and Field Engineer 1943
- U.S. Navy, Supply and Fiscal Officer/Comptroller 1943-1964
- Gladwin Industries, Inc., Atlanta, Georgia, Treasurer (Controller) 1964-1966
- Georgia Institute of Technology
  - Research Scientist 1966-1972
  - Senior Research Scientist 1972-Present
  - Head, Management and Technical Assistance Section 1968-Present
  - Head, EDA Services Section 1970-Present
  - Assistant Head, Industrial Services Branch, IDD, EES 1970-Present

**Experience Summary:** As the Assistant Head of the Industrial Services Branch, is responsible for directing the overall IDD program of management and technical assistance and EDA services to Georgia industry. Served as treasurer of a locally-based national corporation, primarily a manufacturer for the telephone industry, and was responsible for accounting and financial management, office administration and sales maintenance services, purchasing, customer relations and local sales, personnel administration, print shop operations and sales catalog maintenance. Served as a member of the board of directors of several corporations with national and international sales distribution. In 1964 completed twenty years in U.S. Navy as top departmental executive with experience in all phases of business and financial management with special emphasis on Controllership, which consisted of budgeting and internal auditing; and Supply and Fiscal operations consisting of: accounting and payroll, office administration and personnel management and training, procurement and contract negotiation and administration, inventory management, warehousing, traffic operations, quality control, industrial safety, and property disposal. Assisted in the development of, and in charge of implementation of, a new Inventory Management concept at the Naval Aviation Supply Office, which is the world wide inventory control point for all Naval Aviation spare parts and material. This concept was based on the maximum utilization of the latest Electronic Data Processing equipment and it resulted in the greatest advancement in the management of aviation material during the past several years. Served as Supply and Fiscal Office/Comptroller at several Naval Air Stations and directed a working staff of 75 to 300 civilian personnel. As the first U.S. Naval representative in Sicily, negotiated at the highest governmental levels in Sicily and in Rome in arriving
at agreements and procedural methods for operation of a U.S. Naval Air Station. Additionally, recruited, interviewed, selected and hired the initial group of 100 civilian personnel. Also negotiated and approved contracts for procurement of equipment, supplies and services from European sources to provide complete support for a station population of 1,800 people. Developed the idea and published a catalog in connection with a Simplified Issue Procedure for General Stores Material. This idea has been further developed and is widely used throughout the Naval Supply System.

Current Fields of Interest

All phases of area development activity, including industrial and community development, financial and inventory management, and management development.

Major Reports and Publications

1. Published a catalog in connection with a Simplified Issue Procedure for General Stores Material
2. Author of numerous published company studies; procedural systems manuals; and operational plans
7. "Economic Impact of Proposed Water and Sewerage System Improvements on Warrenton, Georgia," EDA Special Report, September or December 1967
10. "Economic Impact of a Proposed Industrial Park to be Located In Swainsboro, Georgia," EDA Special Report, January 1968 (coauthor)
12. "Economic Impact of a Proposed Industrial Park to be Located in Milledgeville, Georgia," EDA Special Report, February 1968
16. "Economic Impact of a Proposed Industrial District to be Located in Richmond County, Georgia," EDA Special Report, May 1968 (coauthor)
Major Reports and Publications (continued)


Georgia Institute of Technology

BIOGRAPHICAL SKETCH

CHIANG, TZE I.--Senior Research Economist, Industrial Development Division, Engineering Experiment Station

Education

B.A. in Agricultural Economics, Fukien Christian University 1946
M.S. in Agricultural Economics, Oklahoma State University 1955
Cornell University 1957 (Summer)
Ph.D. in Agricultural Economics, University of Florida 1958

Employment History

Junior high school teacher, Foochow, China 1946-1947
China Textile Industries, Inc. 1947-1953
Oklahoma State University, Graduate Assistant 1954-1955
University of Florida, Research Assistant 1955-1958
Georgia Institute of Technology
   Assistant Research Economist 1958-1962
   Research Economist 1963-1964
   Senior Research Scientist 1965-Present

Experience Summary: Began as a teacher in a junior high school in 1946. Joined the China Textile Industries, Inc., in 1947, and rose gradually to the position of Assistant to the General Manager in 1953. At Oklahoma State University, accepted a graduate assistantship in collecting and analyzing data related to land value and the cattle business. Enrolled in the University of Florida in 1955 and was appointed Research Assistant, working on own dissertation in regard to a marketing study of Florida ferns. At Georgia Tech, has dealt mainly with feasibility studies on various industries which show potential as manufacturing opportunities in Georgia.

Current Fields of Interest

Manufacturing feasibility studies.

Major Reports and Publications

7. "Lumber and Wood Products, Furniture and Fixtures" (Studies of Selected Industries in the Southeast River Basins, Section 4), Georgia Tech Report, March 1961
Major Reports and Publications (continued)

11. "Evaluation of Agriculturally Oriented and Wood-Based Manufacturing Opportunities in Carroll County, Georgia," Georgia Tech Report, February 1964, coauthor
BIOGRAPHICAL SKETCH

DIAMOND, HARVEY--Senior Research Engineer, Industrial Development Division, Engineering Experiment Station

Education

St. Johns University 1941-1942
B.S. in Textile Engineering, North Carolina State College 1942-1946

Employment History

Cohn-Hall-Marx, Converter and Assistant Designer 1946-1947
American Woolen Company, Designer and Assistant Buyer 1947-1950
Dux Mixture Hardware Company, Partner 1950-1960
Georgia Institute of Technology
Assistant Research Engineer 1960-1965
Research Engineer 1965-1967
Senior Research Engineer 1967-Present

Experience Summary: Economic feasibility studies; plant location analyses; market research to identify manufacturing and nonmanufacturing business opportunities; raw materials and intermediate products availability studies; liaison with prospects on industrial location possibilities; evaluation and development of area resources; transportation studies; management and technical assistance to prospective and established business; product diversification studies; manpower resources; industrial economic analyses; purchasing and marketing of hardware, wholesale and retail; textile designing; textile converting. Coeditor of monthly metalworking bulletin.

Current Fields of Interest

Market analyses; plant location criteria; economic feasibility analyses.

Major Reports and Publications

Major Reports and Publications (continued)

12. "Mobile Homes in Georgia: A Study of the Personal Property Taxes Levied on Mobile Homes in the Metropolitan Areas of Georgia and the Significance of the Mobile Home Industry to the State," Georgia Tech Report, February 1965, coauthor


BIOGRAPHICAL SKETCH

WOMMACK, CHARLES C.--Assistant Research Scientist, Industrial Development Division, Engineering Experiment Station

Education

B.S.I.M., Georgia Institute of Technology 1963

Employment History

A. O. White, Jr., Engineer, Draftsman 1960 (summer)
Daniel, Manning, Johnson and Mendenhall, Land Surveying 1961 (summer)
Great Books Inc., Salesman 1962 (summer)
Georgia Power Company, Merchandise Sales Representative 1963-1964
U. S. Army, Battalion Supply Officer (S-4) 1964-1966
Atlantic Company, Branch Manager (ice) 1966-1967
Georgia Institute of Technology Assistant Research Scientist 1967-Present

Experience Summary: Duties as a battalion supply officer included administering and supervising the unit motor pool and requisitioning all types of supplies for the support of the unit mission. Duties as Branch Manager with Atlantic Company included the day-to-day operation of an ice manufacturing plant, recruiting and training personnel, supervision of equipment and vehicle maintenance, sales promotion, customer relations, budgeting and cost control. Initial work at Georgia Tech was in connection with an economic development project in the Atlanta Model Neighborhood area which had as its objectives the identification of economic development potentials in the area, the identification of ways to exploit these development potentials, and the reporting of the results of research findings to the City of Atlanta. Recent work has included participation in an economic development program in Valencia, Venezuela, which included identification and evaluation of new manufacturing opportunities and the establishment of a program of management and technical assistance to small and medium-size businesses in Venezuela.

Current Fields of Interest

All areas of economic development, especially those dealing with the economic problems connected with urban and rural poverty; upgrading productivity and Latin American economic development.

Major Reports and Publications

4. "Economic Impact of the Proposed Vocational-Industrial Training Center to be Located in Monroe, Walton County, Georgia," Special EDA Report, March 1969, coauthor
Major Reports and Publications (continued)

10. "La Fabricacion de Aisladores de Porcelana en Venezuela," Report of the University of Carabobo (in Spanish), 1971, coauthor
Georgia Institute of Technology

BIOGRAPHICAL SKETCH

POTTS, PHILLIP W.-- Research Scientist, Industrial Development Division, Engineering Experiment Station

Education

B.S. in Industrial Management, Georgia Institute of Technology 1962
M.B.A. in Marketing, Georgia State University 1968

Employment History

U. S. Army 1955-1958
Georgia Institute of Technology, Student 1958-1962
General Motors, Accountant 1962-1964
St. Regis Paper Company, Production Department Head, Sales Coordinator, Production Coordinator 1964-1972
Georgia Institute of Technology Research Scientist 1972-Present

Experience Summary: Served three years in U. S. Army Intelligence, traveling extensively throughout Europe. Employed by General Motors in accounting functions of payrolls, accounts payables, accounts receivables, and standard costing. Held various positions with St. Regis Paper Company from production department head to sales coordinator and production coordinator, being responsible for supervision of several hundred production personnel, quality control, production scheduling, inventory control, shipping and receiving efficiency, purchasing, customer service, and implementation of systems for changing production and financial records from manual calculation to EDP.

Current Fields of Interest

All aspects of industrial management.
This work program which encompasses Chart 2 has been waived by paragraph five of the grant amendment offer dated the 26th day of June 1972.
### Chart 3
REGIONAL ECONOMIC DEVELOPMENT CENTER ACTIVITY REPORT
December 1, 1972 to February 28, 1973

<table>
<thead>
<tr>
<th></th>
<th>Business Stabilization</th>
<th>Business Expansion</th>
<th>New Venture</th>
<th>Community Development</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Previous</td>
<td>Current</td>
<td>Previous</td>
<td>Current</td>
<td>Previous</td>
</tr>
<tr>
<td>ON GOING (BEGINNING)</td>
<td>5</td>
<td>3</td>
<td>12</td>
<td>9</td>
<td>18</td>
</tr>
<tr>
<td>NEW</td>
<td>1</td>
<td>1</td>
<td>5</td>
<td>1</td>
<td>5</td>
</tr>
<tr>
<td>DISCONTINUED</td>
<td>3</td>
<td>2</td>
<td>8</td>
<td>2</td>
<td>13</td>
</tr>
<tr>
<td>ON GOING (ENDING)</td>
<td>3</td>
<td>2</td>
<td>9</td>
<td>8</td>
<td>10</td>
</tr>
<tr>
<td>TOTAL ACTIVE DURING QUARTER</td>
<td>6</td>
<td>4</td>
<td>17</td>
<td>10</td>
<td>23</td>
</tr>
</tbody>
</table>

Percentage of Effort as measured by Cost*:

- Business Expansion: Current Period: 34, Previous Period: 36
- New Venture: Current Period: 52, Previous Period: 49
- Community Development: Current Period: 0, Previous Period: 2

* Cost is interpreted to mean Budget Cost for Period of Reporting.
### Chart 4

**Summary of Project Activity by Type and Subregion**

<table>
<thead>
<tr>
<th>Subregion</th>
<th>New Venture</th>
<th>Business Expansion</th>
<th>Business Stabilization</th>
<th>Current Costs % of Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Central Savannah River EDD</td>
<td>0</td>
<td>1</td>
<td>1</td>
<td>7</td>
</tr>
<tr>
<td>Coastal Plain EDD</td>
<td>2</td>
<td>1</td>
<td>0</td>
<td>10</td>
</tr>
<tr>
<td>Georgia Mountains EDD</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>3</td>
</tr>
<tr>
<td>Heart of Georgia EDD</td>
<td>3</td>
<td>0</td>
<td>0</td>
<td>11</td>
</tr>
<tr>
<td>Northeast Georgia EDD</td>
<td>2</td>
<td>0</td>
<td>0</td>
<td>7</td>
</tr>
<tr>
<td>Oconee Area EDD</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Slash Pine EDD</td>
<td>4</td>
<td>1</td>
<td>1</td>
<td>21</td>
</tr>
<tr>
<td>Southwest Georgia EDD</td>
<td>3</td>
<td>0</td>
<td>1</td>
<td>14</td>
</tr>
<tr>
<td>Middle Flint EDD</td>
<td>2</td>
<td>0</td>
<td>0</td>
<td>7</td>
</tr>
<tr>
<td>Chattahoochee-Flint EDD</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Coastal Area EDD</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>3</td>
</tr>
<tr>
<td>Lower Chattahoochee EDD</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Projects Outside EDD's</td>
<td>5</td>
<td>0</td>
<td>0</td>
<td>17</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>23</strong></td>
<td><strong>3</strong></td>
<td><strong>3</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>
### CHART 5

#### JOB IMPACT SUMMARY

<table>
<thead>
<tr>
<th>Business Stabilization</th>
<th>Business Expansion</th>
<th>New Venture</th>
<th>Community Econ. Develop.</th>
<th>Other</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Goal</strong></td>
<td><strong>Actual</strong></td>
<td><strong>Goal</strong></td>
<td><strong>Actual</strong></td>
<td><strong>Goal</strong></td>
</tr>
<tr>
<td>Central Savannah River EDD</td>
<td>Not Estb. 0</td>
<td>Not Estb. 0</td>
<td>Not Estb. 2</td>
<td>Not Estb. 0</td>
</tr>
<tr>
<td>Coastal Plain EDD</td>
<td>&quot; 5</td>
<td>&quot; 10</td>
<td>&quot; 16</td>
<td>&quot; 0</td>
</tr>
<tr>
<td>Georgia Mountains EDD</td>
<td>&quot; 0</td>
<td>&quot; 0</td>
<td>&quot; 0</td>
<td>&quot; 0</td>
</tr>
<tr>
<td>Heart of Georgia EDD</td>
<td>&quot; 7</td>
<td>&quot; 40</td>
<td>&quot; 10</td>
<td>&quot; 0</td>
</tr>
<tr>
<td>Northeast Georgia EDD</td>
<td>&quot; 40</td>
<td>&quot; 0</td>
<td>&quot; 0</td>
<td>&quot; 0</td>
</tr>
<tr>
<td>Oconee Area EDD</td>
<td>&quot; 0</td>
<td>&quot; 0</td>
<td>&quot; 0</td>
<td>&quot; 0</td>
</tr>
<tr>
<td>Slash Pine EDD</td>
<td>&quot; 5</td>
<td>&quot; 3</td>
<td>&quot; 18</td>
<td>&quot; 0</td>
</tr>
<tr>
<td>Southwest Georgia EDD</td>
<td>&quot; 55</td>
<td>&quot; 0</td>
<td>&quot; 100</td>
<td>&quot; 0</td>
</tr>
<tr>
<td>Middle Flint EDD</td>
<td>&quot; 48</td>
<td>&quot; 10</td>
<td>&quot; 30</td>
<td>&quot; 0</td>
</tr>
<tr>
<td>Chattahoochee-Flint EDD</td>
<td>&quot; 0</td>
<td>&quot; 0</td>
<td>&quot; 0</td>
<td>&quot; 0</td>
</tr>
<tr>
<td>Coastal Area EDD</td>
<td>&quot; 0</td>
<td>&quot; 4</td>
<td>&quot; 0</td>
<td>&quot; 0</td>
</tr>
<tr>
<td>Lower Chattahoochee EDD</td>
<td>&quot; 0</td>
<td>&quot; 0</td>
<td>&quot; 0</td>
<td>&quot; 0</td>
</tr>
<tr>
<td>Projects Outside EDD's</td>
<td>&quot; 30</td>
<td>&quot; 0</td>
<td>&quot; 36</td>
<td>&quot; 0</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>190</td>
<td>69</td>
<td>210</td>
<td>0</td>
</tr>
</tbody>
</table>
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 various districts with numbers corresponding to the list above.]
Map 3

EDA Counties and EDD's as of 1 January 1973

- Open Projects
- Eligible County
- Economic Development Center
A PROGRAM OF MANAGEMENT AND TECHNICAL ASSISTANCE
IN DESIGNATED COUNTIES IN GEORGIA

by
William C. Ward, Jr.
Hardy S. Taylor
Charles C. Wommack

INDUSTRIAL DEVELOPMENT DIVISION

Quarterly Report
September, October, and November

1973

Engineering Experiment Station
GEORGIA INSTITUTE OF TECHNOLOGY
Atlanta, Georgia
A PROGRAM
OF MANAGEMENT AND TECHNICAL ASSISTANCE
IN DESIGNATED EDA COUNTIES IN GEORGIA

Quarterly Report
September, October, and November

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William C. Ward, Jr.
Senior Research Scientist

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Senior Research Scientist

Charles C. Wommack
Research Scientist

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
December 1973
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B. Organization and Establishment of Center
   To be reported only in the first quarterly progress report and the final report.

II. Program Administration

A. Program Objectives
   To be reported only in the first quarterly progress report and the final report.

B. Technical Assistance Services
   To be reported only in the first quarterly progress report and the final report.

C. Project Personnel
   To be reported only in the first quarterly progress report and the final report.

D. Phasing of Work Program
   This work program which encompasses Chart 2 has been waived by paragraph five of the grant amendment offer dated the 26th day of June 1972.

E. Relationship to Other Development Efforts
   In furthering the EDA objectives in Georgia, the Industrial Development Division works closely with representatives of the following organizations:

   Georgia State Office of Planning and Budget - Georgia Department of Community Development - Economic Development Districts - Area Planning and Development Commissions - Chambers of Commerce - local Industrial Development groups - Coastal Plains Regional Commission - Small Business Administration - EDA Economic Development Representatives.

   Particular attention is directed to working with the EDD's and APDC's on individual projects. When an assistance project is opened these organizations are notified that IDD will be working in their area and a monthly progress report of activity on projects within their area is furnished.

   Cooperation with the above mentioned organizations is enhanced by IDD activities other than EDA within the state wherein IDD personnel are in almost constant contact with these groups.
III. Strategy for Subregions

To be reported only in the first quarterly progress report and the final report.

IV. Technical Assistance Projects

A. Location

Map 3 identified the counties in which work was performed under the program and indicates the number of projects conducted in each county.

B. Highlights of Project Activity

Chart 3 summarizes the highlights of project activity by major program categories. Chart 4 summarizes the project activity by type and subregion to indicate the distribution of effort throughout the state. Chart 5 summarizes the project activity by type and subregion to indicate the job impact.

The following projects were selected for special mention:

Project 613: The president of a lumber mill in Telfair County requested IDD assistance in submitting an EDA loan application in order to secure funds for completing its lumber mill complex in Lumber City, Georgia. A presubmission conference was held with EDA field representatives, IDD staff, and principals of the company. Following this conference, IDD provided technical assistance to the company in several phases of its production operation and in preparing material for the loan application. Subsequent developments made it possible for this company to undertake the planned expansion through internal financing from its operating profit, and no loan was required. The expansion is now proceeding as planned.

Project 614: This new manufacturer of utility buildings in Taylor County requested IDD assistance in developing the material needed for a SBA loan application to finance a move to a larger plant in order to enable it to increase production to meet its sales level. Information regarding general information on the company, cash flow projections, and pro forma financial statements was collected and incorporated into the SBA loan application. Following the submission of this application to SBA, the company was informed that the loan was approved in the amount of $50,000. There was a temporary delay in disbursement of the funds under the approved SBA loan due to some technicalities. The principals were assured that there was no serious problem with the loan, and they proceeded with the move to a larger plant. In connection with this move, IDD assisted company management in developing a new cost accounting system and in installing the simple management tools of breakeven point analysis, cash budgeting, sales forecasting, and production forecasting.
Due to the continuing delay in securing funds under the SBA loan, the principals of this firm made arrangements to meet its financial needs without SBA participation, and the loan application to SBA was withdrawn. Since obtaining adequate financing, this firm has stabilized its operations and has doubled its work force.

C. Project Summaries

The 48 individual projects which were active during the quarter under the project 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 the work performed and a statement of the results achieved. The 35 projects which were still active as of November 30, 1973 are listed under "Ongoing Projects" in each EDD.
The Central Savannah River Economic Development District consists of thirteen counties, of which four are eligible Redevelopment Area counties: Burke, Emanuel, Taliaferro, and Wilkes. The Growth Centers are Augusta (Richmond County) and Swainsboro (Emanuel County).

New Projects

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

Project 674: Assistance to a new venture in patent medicine in Augusta, Georgia (Growth Center)

Nature of Problem: An individual who has discovered a substance that eliminates the desire for tobacco and is tasteless and nonhabit-forming has requested IDD assistance in establishing a venture to exploit this product.

Work Performed: The IDD staff has collected and provided to this individual information on a flavoring substance which could be used in his product.

Results: The project is continuing.

Ongoing Projects

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

Project 655: Assistance to a tool and die shop in Burke County

Nature of Problem: The owner of this well-equipped tool and die shop requested IDD assistance in identifying a product which he could produce with his existing equipment and unskilled workers. This diversification is desirable in order to reduce the owner's reliance on his limited number of customers for tool and die work.

Work Performed: An IDD staff member has visited this company to determine the capabilities of the equipment and work force in order to establish parameters for the new product search. The information collected in this visit has been summarized and is being used in the search for an appropriate new product. Due to sickness in the owner's family, the search for a new product has been delayed. Information on a potential new product (small wheels) has been forwarded to the owner of this company for his consideration.

Results: The project is continuing.
Project 659: Assistance to a metal products manufacturer in Jefferson County

Nature of Problem: This firm which began operation one year ago has requested assistance in improving plant production efficiency in order to meet an increasing demand for its products.

Work Performed: In an effort to improve production efficiency, IDD developed a plant layout for the existing plant building and met with company management to review and explain the new layout. Company management accepted the proposed layout and began the preliminary steps to implement it. Recent contact with this firm has disclosed that rather than improve the existing plant, the company has decided to build a new building and abandon the existing plant. IDD will continue to assist the company in setting up its new plant.

Results: The project is continuing.

Project 660: Assistance to a mobile home manufacturer in Augusta, Georgia (Growth Center)

Nature of Problem: The management of this new mobile home plant requested IDD assistance in developing a revised plant layout and in improving production methods.

Work Performed: A drawing was made of the existing plant layout for use in developing suggested revisions. A new layout was designed including suggested improvements in work station design in order to increase worker productivity and reduce materials handling. Additional information was collected and provided to the company on the recommended changes, and management has begun implementing the recommended changes. Some of the recommended changes proved difficult and expensive to implement; therefore, additional assistance is underway to overcome these problems.

Results: The project is continuing.

Discontinued Projects

During the quarter one project was discontinued in this area.

Project 646: Assistance to a knit wear manufacturer in Wilkes County

Nature of Problem: This firm was experiencing a severe materials handling problem in its shipping department. Assistance was requested in making improvements in the shipping department in order to improve efficiency.
Work Performed: An IDD staff member visited this company to study the methods used in the shipping department and to discuss problem areas with company officials. Information on improved materials handling methods was requested from several sources and has been studied and provided to company management with recommendations on which methods seem to be most applicable to the problem at hand.

Results: In follow-up visits to this company, assistance was given in resolving problems encountered in implementing the changes recommended. This firm has now employed a full-time industrial engineer and no longer needs IDD assistance; therefore the project is closed.
GENERAL

The Coastal Plain Economic Development District consists of ten counties, of which four are eligible Redevelopment Area counties: Brooks, Cook, Lanier, and Ben Hill. The Growth Centers are Valdosta (Lowndes County) and Tifton (Tift County).

NEW PROJECTS

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

Project 671: Assistance to an agricultural equipment manufacturer in Ben Hill County

Nature of Problem: This manufacturer of agricultural equipment is interested in expanding his operation and has requested IDD assistance in investigating the potentials of entering the manufacture of agricultural wheels.

Work Performed: Based upon this firm's estimate that a production level of 100,000 wheels annually will be required to achieve break-even, IDD has undertaken a market survey of the users of agricultural wheels. During the first week only, following the mailing of the survey forms, a market demand of over 75,000 units has been identified. Information is now being requested from suppliers on the cost and specifications of wheel manufacturing equipment.

Results: The project is continuing.

ONGOING PROJECTS

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

Project 640: Assistance to a door and window manufacturer in Valdosta, Georgia (Growth Center)

Nature of Problem: This firm has requested assistance in several aspects of planning a new facility for its operations. The present plant is too small to accommodate the current level of operation and a new facility is needed to increase production to meet the recent growth in sales.

Work Performed: In several meetings with company officials, the IDD staff has assisted in developing the building plan, site plan, and fire protection plan. The over-all building size needed and the location of supporting columns within the production area were discussed. Information has been collected and supplied to the company on sprinkler systems, heating and air conditioning equipment suitable for the new building, and insurance rates for the planned...
facility. Assistance was also given in developing a detailed plant layout for the new building which will assure efficient use of the available space. Construction of the new plant is now underway and additional assistance will be rendered in starting up production when construction is completed.

**Results:** The project is continuing.

**Discontinued Projects**

During the quarter two projects were discontinued in this area.

**Project 644: Assistance to a food service company in Brooks County**

*Nature of Problem:* This company supplies prepared portion controlled lunches to institutional customers. Assistance had been requested in improving the plant layout including work station design and product flow.

*Work Performed:* A plant layout for this company’s planned expansion was developed. Work areas were designated, and product flow detailed for the plant layout was also developed.

*Results:* The new plant layout was explained to company management and has been implemented. No further assistance is needed; therefore, the project is closed.

**Project 657: Assistance to a hand craft cooperative in Valdosta, Georgia (Growth Center)**

*Nature of Problem:* This cooperative has established a local outlet for its products and had requested IDD assistance in developing a marketing program in order to distribute its products outside south Georgia.

*Work Performed:* A survey of retailers in Atlanta dealing in hand crafted items was made in order to determine the acceptability of the products produced by this cooperative and to determine the normal trade and distribution practices used by marketers of similar items.

*Results:* A summary report of the findings of this survey was prepared and forwarded to the company with recommendations for developing a marketing program. The project is closed.
GEORGIA MOUNTAINS ECONOMIC DEVELOPMENT DISTRICT

General

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

New Projects

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

Project 669: Assistance to an industrial development group in Toccoa, Georgia (Growth Center)

Nature of Problem: At the request of the Georgia Mountains Area Planning and Development Commission, IDD is providing assistance to the City of Toccoa in assessing the practicality of developing an industrial district on a selected parcel lying within Stephens County.

Work Performed: Detailed information has been collected in a meeting with local officials regarding the selected site and work has been started on evaluating the site in terms of its suitability for industrial use. Meetings have been held with the Georgia Power Company and the Georgia Highway Department in order to collect additional information. A preliminary report including a proposed industrial district design has been prepared and forwarded to this industrial development group for evaluation and use in planning.

Results: The project is continuing.

Ongoing Projects

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

Project 634: Assistance to a broom manufacturing company in Habersham County

Nature of Problem: The president of this firm requested IDD assistance in evaluating possible alternatives to wooden broom handles. He specifically requested assistance in investigating the possibility of using plastic broom handles.

Work Performed: An initial investigation into the costs of producing plastic broom handles indicates that plastic handles would be considerably more expensive than the wooden handles currently being used. Other possible materials for broom handles are being investigated. An investigation is also being made into the possibility of finding a source of lower cost wood handles.

Results: The project is continuing.
Project 647: Assistance to an industrial development authority in Habersham County

Nature of Problem: This industrial development authority has requested assistance in developing plans for a new 37-acre industrial park in Baldwin, Georgia.

Work Performed: A meeting has been held with representatives of this development group to discuss their plans for the industrial park and to collect data on the characteristics of the site for the park. Various tasks were assigned to the interested parties and a follow-up meeting will be held when these tasks are completed. Work on the layout and design of the industrial park has been completed and preliminary drawings have been presented to the group. Another visit to the site has been arranged in order to survey potential storm drainage problems and estimate the extent of excavation needed to overcome the drainage problem.

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 four are eligible Redevelopment Area counties: Dodge, Pulaski, Treutlen, and Telfair. The Growth Center is Dublin/East Dublin (Laurens County).

New Projects

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

Ongoing Projects

There is now one project under way in this area.

Project 567: Assistance to a proposed sand mining and processing operation in Montgomery County

Nature of Problem: A group of individuals who own a deposit of high quality glass sand has requested assistance in determining the potential market for processed sand.

Work Performed: The IDD staff has prepared and presented to the management of this firm a market research report on the market for construction sand within a 100-mile radius of Mt. Vernon, Georgia (location of the sand deposit). The owners have recently advised IDD that they were successful in obtaining an SBA 502 loan for the construction of a facility to process the sand. Construction of the new facility is underway and information has been provided by IDD on design criteria for a settling pond to be used in the company's water pollution control efforts. Equipment has been ordered and plant layout and design plans are being developed. At the request of management, information has been collected and provided to the company for their use in evaluating whether to buy or lease their fleet of trucks. Information has also been collected on pricing practices of sand processors in Georgia. At the request of company officials, IDD has prepared a list of 31 companies in the area which would be potential customers. Assistance is now being given in overcoming a problem of clay impurities in the sand being mined and in securing a water analysis from the Georgia Department of Natural Resources.

Results: The project is continuing.

Discontinued Projects

During the quarter one project was discontinued in this area.
Project 613: Assistance to a lumber mill in Telfair County

Nature of Problem: The president of this company had requested assistance in resubmitting an EDA loan application in order to secure the funds required for acquiring and completing the lumber mill complex at Lumber City, Georgia.

Work Performed: A presubmission conference was held with the EDA field representative, IDD staff, and principals of the company. In a visit to the company, the principals requested technical information on kiln drying of lumber. The technical information was mailed to the company. Company officials have recently informed IDD that their planned expansion is under way and will be internally financed; therefore, no EDA loan will be needed. Additional assistance was requested in certain technical aspects of the plant expansion and IDD staff members worked with company officials to resolve these technical matters.

Results: Assistance in resolving the technical problems encountered in the plant expansion has been completed, and the expansion is proceeding as planned. No further assistance is needed; therefore, the project is closed.
The Northeast Georgia Economic Development District consists of ten counties, of which one is an eligible Redevelopment Area county: Madison. The Growth Center is Athens (Clarke County).

New Projects

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

Project 665: Assistance to a new venture in plywood manufacturing in Oglethorpe County

Nature of Problem: At the request of the Georgia Department of Community Development, IDD is updating a 1969 study of the feasibility of producing pine plywood in Oglethorpe County.

Work Performed: Current information has been collected on plywood prices, log costs, and wage rates in the area under study. This information has been supplied to the state agency for its use in attracting a new industry to Oglethorpe County. Based on the preliminary information provided, IDD has now been requested to update the entire feasibility study. This new feasibility study should be completed within two months.

Results: The project is continuing.

Ongoing Projects

There is now the one new project above underway in this area.

Discontinued Projects

During the quarter one project was discontinued in this area.

Project 629: Assistance to a new venture in the manufacture of prefabricated homes in Madison County

Nature of Problem: Two individuals currently operating a general contracting firm contacted IDD for assistance in evaluating the feasibility of establishing a prefabricated home operation in Ila, Georgia.

Work Performed: Several meetings were held with the principals as well as with potential investors regarding the establishment of a prefabricated home manufacturing operation. Preliminary cash flow projections for the first year of operation were prepared and checked for accuracy by the two principals. Negotiations were conducted with the investors who planned to build and lease the building.
to the principals of this new venture. During consultations with the investors, it was decided to seek a lease guarantee from the Small Business Administration. The market study and financial projections required for the lease guarantee application were completed by the IDD staff and submitted with the application. The lease guarantee was approved by SBA and construction of the plant was expected to begin within the next month.

Results: IDD has been informed by the principals of this new company that the mortgage company which was to finance the building has now advised them that due to high interest rates and shortage of lendable funds that they will be unable to finance the building. No further assistance is needed at this time; therefore, the project is closed.
General

The Oconee Area Economic Development District consists of seven counties, of which one is an eligible Redevelopment Area county: Hancock. The Growth Center is Milledgeville (Baldwin County).

New Projects

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

Ongoing Projects

There is now one project under way in this area.

Project 650: Assistance to a furniture manufacturer in Milledgeville, Georgia (Growth Center)

Nature of Problem: This furniture manufacturer requested assistance in locating a source of supply for packaging material and in the development of new production techniques and equipment design.

Work Performed: A potential supplier of the packaging material needed has been identified and referred to this company. A preliminary design for an automated piece of equipment has also been developed and sent to this company for its use in solving the equipment problem. In a follow-up visit to this company, it was found that no efforts have been made to implement the recommendations which have been made by IDD. Additional follow-up will be made in order to assist the company in implementing the recommendations.

Results: The project is continuing.

Discontinued Projects

None.
The Slash Pine Area Economic Development District consists of eight counties, of which four are eligible Redevelopment Area counties: Atkinson, Clinch, Pierce, and Brantley. The Growth Center is Waycross (Ware County).

New Projects

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

Project 678: Assistance to an abattoir in Bacon County

Nature of Problem: This firm wishes to expand into the institutional food market by establishing a facility for preparing portion-controlled meats. IDD assistance has been requested in evaluating the institutional foods market and in the preparation of a financing proposal for such an expansion.

Work Performed: The IDD staff is preparing a market study of the institutional foods market in Georgia. Assistance is also being rendered in the collection of information on processing methods and equipment needed for the production of portion-controlled meats.

Results: The project is continuing.

Ongoing Projects

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

Project 643: Assistance to a sign manufacturing company in Waycross, Georgia (Growth Center)

Nature of Problem: At the request of the Slash Pine Area Planning and Development Commission, this company was visited by an IDD staff member to discuss the company's history and present condition. During this visit, assistance was requested in preparing a loan application for a plant expansion and additional production equipment.

Work Performed: Assistance is being rendered in assembling information on the machinery required for the expansion and the cost of such machinery and the cost of required modifications to the plant building. Assistance is also being rendered in documenting the future sales potential through a survey of the company's customers. Due to unacceptable delays caused by the CPA firm, the company has engaged a new CPA firm and is proceeding with the preparation of the loan application. Detailed equipment listings submitted by two suppliers were
reviewed with company management by the IDD staff. The information needed for the loan application has now been completed by the CPA firm, and IDD assistance is being rendered in preparing the loan application for submission to the bank.

**Results:** The project is continuing.

**Project 651: Assistance to an individual in Waycross, Georgia (Growth Center)**

**Nature of Problem:** An individual requested IDD assistance in performing a market investigation to determine the feasibility of establishing a cold storage or bulk storage warehouse facility in Waycross, Georgia.

**Work Performed:** Preliminary information and data have been collected for a market study on the market for a cold storage facility in Ware County, Georgia. This information is being analyzed and assembled into a report which will be supplied to the individual who requested assistance.

**Results:** The project is continuing.

**Project 656: Assistance to a janitorial service company in Coffee County**

**Nature of Problem:** This firm is investigating the feasibility of producing a line of private brand cleaning products and requested IDD assistance in developing a marketing strategy and packaging design for a test market program.

**Work Performed:** On IDD's recommendation, this firm has requested a written release from the chemical company allowing it to enter the retail market with the formulations being supplied to them for the janitorial service operation. Assistance is also being rendered in determining production procedures, locating sources of supply and general management assistance. Work has begun on designing labels for the products and in securing samples of bottles from suppliers. A shipment of bottles has been ordered for the market testing of the products to determine the acceptability of the line to housewives. Due to an increase in the janitorial service business of this company, the market test of the new product has been temporarily delayed.

**Results:** The project is continuing.

**Discontinued Projects**

During the quarter one project was discontinued in this area.

**Project 663: Assistance to a garment manufacturer in Bacon County**

**Nature of Problem:** This firm was experiencing a very high labor turnover rate and requested assistance in recruiting and maintaining a stable work force.

**Work Performed:** In a phone contact with the management of this firm, it was determined that an 87% turnover in the work force was experienced during
the past six months. A visit was arranged to this plant for the purpose of surveying and evaluating the current situation prior to formulating recommendations on how to overcome the problem. A letter report has been prepared and forwarded to the company. Assistance in implementing the changes in personnel policies recommended in the IDD report is underway, and improvements have already been realized.

Results: This firm is making good progress in resolving its problems with high labor turnover and recruiting. No further assistance is needed; therefore, the project is closed.
General

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

New Projects

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

Project 670: Assistance to a metal products manufacturer in Grady County

Nature of Problem: This firm has requested IDD assistance in determining the market potential of a new type truck bumper which has recently been developed and produced on a pilot scale. Assistance has also been requested in planning for the capital investment necessary for plant expansion and new equipment to manufacture this new product.

Work Performed: Data have been collected for a market study on the market for truck bumpers, including information on distribution patterns common to similar products. The completed market study on truck bumpers has been forwarded to this firm for its use in planning. Assistance is also being rendered in analyzing the capital investment requirements for the introduction of this new product.

Results: The project is continuing.

Ongoing Projects

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

Project 661: Assistance to a new venture in fiberglass boat manufacturing in Calhoun County

Nature of Problem: An individual interested in establishing a manufacturing facility to produce fiberglass boats requested IDD assistance in establishing such an operation.

Work Performed: Assistance is being given in collecting technical information regarding fiberglass fabrication and in making financial projections on the financing needs of this new venture. Technical information collected by IDD has been forwarded to the principal for use in planning the new facility. Information
was also supplied to this individual regarding a fiberglass plant which is for sale in a neighboring county.

Results: The project is continuing.

Project 664: Assistance to a mobile home manufacturer in Mitchell County

Nature of Problem: This firm is currently producing 20 mobile homes per week and has requested IDD assistance with planning an expansion of the plant to enable it to achieve a 40 unit per week production rate.

Work Performed: A meeting was held with the plant manager and the plant engineering staff to review their plans and to determine the problems to be overcome in the planned expansion. The information needed to begin work on a plant layout for the expanded plant has been collected by company management and forwarded to IDD. The major problem to overcome in planning this expansion is the limited space available at the present plant site. Efforts are now underway to acquire some land adjacent to the plant site. Work has been completed on the preparation of an operations chart and plant layout for the expansion of this plant. Prints of these plans have been presented and explained to the management of the company. Implementation of these expansion plans will be made as soon as the adjacent land can be acquired.

Results: The project is continuing.

Discontinued Projects

During the quarter two projects were discontinued in this area.

Project 639: Assistance to a new cotton gin venture in Lee County

Nature of Problem: The principals of a proposed venture requested IDD assistance in their efforts to buy and modernize a cotton gin in Smithville, Georgia.

Work Performed: As a result of several meetings with the principals to review their plans, the IDD staff recommended that they seek an SBA 502 loan. The necessary information for their loan application was being collected.

Results: The principals of this proposed new venture have not collected the information needed for a loan application and have lost interest in pursuing the venture. The project is closed.

Project 649: Assistance to an individual in Albany, Georgia (Growth Center)

Nature of Problem: An individual requested IDD assistance in establishing a manufacturing facility for the manufacture of motorcycle trailers.

Work Performed: Based on this individual's preliminary trailer design, assistance was rendered in finding suppliers of the component parts. A list of potential suppliers was compiled and supplied to this individual. Information was also collected and provided to him on the safety requirements which must be met by a motorcycle trailer.
Results: Based on the prices of the components, this individual has determined that the profit potential of such a product is highly questionable and, therefore, he has decided not to pursue this new venture. The project is closed.
MIDDLE FLINT ECONOMIC DEVELOPMENT DISTRICT

General

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

New Projects

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

Project 676: Assistance to a development group in Dooly County

Nature of Problem: This development group has requested IDD assistance in determining whether to use a 35 acre site in Vienna, Georgia, for commercial or industrial use.

Work Performed: A visit was made to the site by two IDD staff members, and information on the site was collected during this visit. A report detailing the advantages and disadvantages to industrial versus commercial development of the site has been prepared and forwarded to the development group.

Results: The project is continuing.

Ongoing Projects

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

Project 635: Assistance to a furniture manufacturing company in Schley County

Nature of Problem: The president of this venture requested IDD assistance in developing plant layout plans for a new 25,000 sq. ft. manufacturing plant in Ellaville, Georgia. This new plant was to be constructed due to the damage to their existing plant building by an extremely heavy snow fall.

Work Performed: Preliminary discussions were held on the production requirements for the new facility. IDD staff requested that the company collect and provide additional information prior to undertaking the plant layout design. Information was provided on OSHA plant safety requirements to be met by this plant in its new facility. The new plant facility is completed and has been occupied. Company management has requested additional assistance in production planning and work station design for this new plant as well as layout and planning for an addition to this new building which they are planning to construct in the immediate future.

Results: The project is continuing.
Project 653: Assistance to an individual in Macon County

**Nature of Problem:** An individual who owns a large acreage of pecan orchards requested IDD assistance in planning, designing, and financing a pecan shelling operation for his own orchards as well as for other growers in the area.

**Work Performed:** Information needed to evaluate the technical and economic factors in this new venture is being collected. A machinery list for the proposed plant has been drawn up and price quotes are being solicited from equipment suppliers. Information on the market for shelled pecans and data on the availability of raw pecans for shelling in the area are being collected.

**Results:** The project is continuing.

Project 662: Assistance to a new venture to establish a grain storage facility in Sumter County

**Nature of Problem:** The representative of a group of investors interested in establishing a storage and processing facility for wheat, corn, and soybeans requested IDD assistance in evaluating the feasibility of such a venture.

**Work Performed:** A visit has been made to the proposed site for the facility (160 acres with rail siding) in order to discuss the strong and weak points of the site with the investors. Contacts are being made with the Agribusiness Council of the Georgia Department of Agriculture, the University of Georgia Agricultural Marketing Service and the U. S. Department of Agriculture Crop Reporting Service in order to secure information on the need for the planned facility in the area being considered. A representative of the University of Georgia Extension Marketing Service is collecting information needed to determine the feasibility of establishing this planned venture based on availability of the agricultural commodities in the area and the demand for these commodities in the area. The principals of this new venture are still awaiting the report from the University of Georgia prior to completing their plans.

**Results:** The project is continuing.

Discontinued Projects

During the quarter one project was discontinued in this area.

Project 614: Assistance to a utility building manufacturer in Taylor County

**Nature of Problem:** This firm has been in business only a short time and is presently operating in a 7,000 square foot leased facility. The sales have grown to the point that the company must now lease a larger building in order for production to meet the sales level. Assistance has been requested in making an application to SBA for a loan to finance this move.
Work Performed: Information, which included general information, cash flow, and pro forma financial statements, was collected for the loan application. The SBA loan application was completed and submitted for approval. We were informed by the SBA representative that the loan was approved in the amount of $50,000. There was a temporary delay in disbursement of the funds under the approved SBA loan due to technicalities. The principals were assured that there was no problem with the loan and they proceeded with the move to a larger facility. IDD has developed a suggested cost accounting system for this company. This system has been discussed and explained to the bookkeeper and has been implemented. As a result of the successful implementation of the cost control system, other simple management tools (e.g., breakeven point analysis, cash budgeting, sales forecasting, production forecasting) have been explained and discussed with company officials and implementation of these tools is being undertaken. The principals have recently informed IDD that arrangements have been completed for meeting their financing needs without SBA participation. Assistance has been requested in this company's efforts to secure certification of its units from the State of Georgia Fire Marshal. Detailed information on the requirements which must be met for such certification has been provided to the company.

Results: Since obtaining adequate financing, this firm has stabilized its operation and has expanded its work force from four to eight employees. No further assistance is needed at this time. The project is closed.
CHATTahoochee-FLINT ECONOMIC DEVELOPMENT DISTRICT

General

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

New Projects

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

Ongoing Projects

There is now one project under way in this area.

Project 641: Assistance to an industrial development group in Pike County

Nature of Problem: A group of community leaders in Pike County requested IDD assistance in forming an economic and industrial development group.

Work Performed: Information regarding the organizations and working structures used by Chambers of Commerce and Development Authorities in Georgia has been compiled and supplied to representatives of this community group for use in their planning. IDD representatives have met with interested business and civic leaders to discuss the need, purpose, and operation of a local development authority. This group of community leaders is now aware of the need for an officially organized industrial development group and is now being assisted by IDD in evaluating the various ways of organizing such a group. The group has now decided upon the Chamber of Commerce form of organization. Sample bylaws and other guidance and assistance is being provided by IDD in the formation of this new Chamber of Commerce.

Results: The project is continuing.

Discontinued Projects

During the quarter one project was discontinued in this area.

Project 648: Assistance to an individual in La Grange, Georgia (Growth Center)

Nature of Problem: This individual had requested IDD assistance in evaluating the feasibility of developing a marina on a site to be leased from the U. S. Corps of Engineers at the new West Point reservoir.
Work Performed: Information was collected and provided to this individual on marina operations and hotel-motel operations. Several meetings were held with the operators of existing marinas in order to discuss various aspects of this type of business.

Results: The principal of this new venture has decided not to proceed due to the high capital investment required and the limited potential profit of such a venture. The project is closed.
COASTAL AREA ECONOMIC DEVELOPMENT DISTRICT

General

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

New Projects

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

Ongoing Projects

There are now no projects under way in this area.

Discontinued Projects

None.
LOWER CHATTahooCHEE ECONOMIC DEVELOPMENT DISTRICT

General

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

New Projects

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

Ongoing Projects

There are now no projects under way in this area.

Discontinued Projects

None.
PROJECTS OUTSIDE OF ECONOMIC DEVELOPMENT DISTRICTS

General

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

New Projects

During the quarter seven new projects were established in this area.

Project 666: Assistance to a metalworking company in Polk County

Nature of Problem: In addition to operating a metalworking-job shop, this company also manufactures rubber molds for the costume jewelry industry. IDD assistance has been requested in evaluating the feasibility of distributing these rubber molds directly to the customer rather than using distributors as is the current practice.

Work Performed: In a meeting with the owner of this company, it was learned that the rubber molds can also be used to make small machine parts. In order to explore the possibilities of developing a substantial market for the rubber molds for use in producing machine parts, a list of potential customers has been prepared by IDD for the company to use in its sales efforts.

Results: The project is continuing.

Project 667: Assistance to an industrial development group in Crawford County

Nature of Problem: A newly formed economic development group in Crawford County requested IDD assistance in determining what types of businesses might best fit the resources available in Crawford County.

Work Performed: Meetings have been held with county commissioners and representatives of the local development group in order to define the objectives of the project and to gather information on the area. Efforts are continuing in the collection of information on local resources, and an analysis of the resources as they relate to industrial and economic development has been initiated.

Results: The project is continuing.

Project 668: Assistance to a metal and plastic container manufacturer in Douglas County

Nature of Problem: IDD assistance was requested in preparing a plant layout for a new 65,000 sq. ft. plant to be located near Douglasville, Georgia.
Work Performed: Information needed to design a plant layout for this company’s new plant has been requested from company management. Work on the plant layout design will be initiated as soon as the needed information is available.

Results: The project is continuing.

Project 672: Assistance to a lawn mower manufacturer in Henry County

Nature of Problem: This company has requested IDD assistance with a vibration problem in a riding lawn mower in order to lower noise levels and meet consumer protection standards.

Work Performed: IDD staff efforts are being directed toward reducing the noise generated by the mower’s engine through redesigning the engine mounting.

Results: The project is continuing.

Project 673: Assistance to a box closing equipment manufacturer

Nature of Problem: This firm has requested IDD assistance in resolving a problem with the glue application components of its machinery.

Work Performed: The IDD staff has undertaken a search for a supplier of glue application mechanisms which could be used in this company’s machinery.

Results: The project is continuing.

Project 675: Assistance to an individual interested in brick manufacturing in Gilmer County

Nature of Problem: An individual interested in entering the manufacture of sand-lime bricks requested IDD assistance in collecting information on the process and market for such bricks.

Work Performed: Information on the process for producing sand-lime bricks has been collected and forwarded to this individual for his information. Additional information on the market for bricks in the southeastern United States was also provided to this individual.

Results: The project is continuing.

Project 677: Assistance to a metal fabricating company in Haralson County

Nature of Problem: The president of this firm requested IDD assistance in improving material flow and in reducing the end-process handling of materials in his plant.
Work Performed: In a visit to this firm, measurements of the existing facilities were taken, and other information needed to develop an improved plant layout was collected. A proposed plant layout design is being developed and will be provided to the company for evaluation.

Results: The project is continuing.

Ongoing Projects

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

Project 637: Assistance to an industrial development group in Cherokee County

Nature of Problem: The Chairman of this industrial development group has requested IDD assistance in developing plans for a 100-acre industrial park adjacent to the Canton airport.

Work Performed: IDD staff members have visited the proposed site for the industrial park and have discussed with representatives of the development group the information needed to develop a park layout and site brochures. Assistance was secured from the USDA soil conservation office, railroad companies, water departments, and chambers of commerce. The Federal Aviation Agency was also contacted to determine the restrictions, if any, on the development of the proposed site since it is located adjacent to an airport. The site brochure for this new industrial park has been completed and delivered to the development group. In recent contacts with this development group, it was learned that one plant has already located in the industrial park and another company is expected to locate in the industrial park in the very near future.

Results: The project is continuing.

Project 642: Assistance to a wine manufacturing company in Crawford County

Nature of Problem: Due to this firm's diversification into processing fruits other than peaches, it anticipates operating in the winter months and has requested assistance in evaluating the feasibility of using fuels other than natural gas in order to avoid production problems during periods of natural gas curtailments.

Work Performed: Information was collected on the availability and cost of alternate fuels and was provided to company officials for their use in evaluating the feasibility of switching to such fuels. Based on information supplied by IDD, this company has decided on converting its boiler to No. 2 fuel oil as the least cost alternative to solving its winter fuel problems.

Results: The project is continuing.

Project 645: Assistance to a farm equipment manufacturer in Appling County

Nature of Problem: The principals of this farm equipment manufacturing company are interested in expanding their business to double the plant size and employ 10 additional employees in welding and metalworking. They have requested that IDD assist
them in reviewing their present operation, preparing a plant layout of work areas and product flow, and consulting with them during the expansion of their plant.

**Work Performed:** A floor plan of the existing buildings was obtained from the company and various approaches to the new plant layout were discussed with company officials. Preparation has begun on a new plant layout of the expanded production area. Information has also been compiled and provided to company officials on inventory control procedures. Construction has been completed on the expansion to this plant and assistance is continuing in the selection of equipment and in securing sources of supply for raw materials.

**Results:** The project is continuing.

**Project 652: Assistance to a box manufacturer in Floyd County**

**Nature of Problem:** This firm is experiencing declining sales in the primary product line of small rigid boxes and requested IDD assistance in diversifying the product line in order to increase sales volume.

**Work Performed:** The potential market for partition boards for boxes is being investigated as a possible new product for this company. Assistance is also being given in improving production methods through utilization of new types of raw materials. Based on an analysis of market conditions, it has been determined that a diversification into folding cartons represents the best chance for success for this company. A letter report summarizing these findings has been forwarded to company officials.

**Results:** The project is continuing.

**Discontinued Projects**

During the quarter three projects were discontinued in this area.

**Project 630: Assistance to an individual in Cherokee County**

**Nature of Problem:** An individual holding a patent on an automatic welding hood with automatically positioned eye shield requested IDD assistance in determining the best method of exploiting his patent.

**Work Performed:** Assistance was rendered in determining the best method for marketing a product based upon this individual's patent. Information was collected pertinent to the advantages of establishing a plant to manufacture the product versus subcontracting the manufacture of the product and marketing under a private brand.

**Results:** This individual is no longer interested in pursuing the development of a product based on his patent; therefore, the project is closed.
**Project 654: Assistance to a garment manufacturer in Paulding County**

**Nature of Problem:** This firm is currently operating under extremely crowded conditions in the current production space of 8,000 sq. ft. IDD assistance was requested in planning an expansion of this plant in order to overcome the crowded working conditions.

**Work Performed:** An IDD staff member met with the plant manager to review the requirements to be met by the plant expansion and to collect other information needed to prepare a proposed new layout. A plant layout of the proposed expansion was prepared and reviewed with the plant manager. Information was also collected on electrical loads and lighting requirements for this expansion.

**Results:** The plant manager was very pleased with the plant layout for the proposed plant expansion; however, due to the high interest rates, he has decided to delay the expansion indefinitely. The project is closed.

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**Project 658: Assistance to an inventor in Cobb County**

**Nature of Problem:** The inventor of a patented carpet manufacturing process requested IDD assistance in preparing a business plan for a new venture in carpet manufacturing which would use equipment based on his patent.

**Work Performed:** Several meetings were held with this inventor to determine the best approach to use in the business plan in order to protect his patent rights and at the same time to make the plan attractive to investors. A draft of the business plan was prepared, including preliminary cash flow projections. This draft has been reviewed by the inventor and his financial advisors and has been revised by the IDD staff.

**Results:** The business plan for this new venture was supplied to this inventor for his use in negotiations with potential investors. No further assistance is needed at this time.
V. Evaluation of Program Effort

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 168 identifiable jobs have been created or saved in firms assisted by IDD. Approximately 126 identifiable jobs have been created in expanding companies which were assisted. In the new ventures which were aided by IDD 42 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.

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 MATA 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.
BIOGRAPHICAL SKETCHES

EXHIBIT 3
WARD, WILLIAM C., JR.--Head, Industrial Services Branch, Industrial Development Division, Engineering Experiment Station

Education

B.S. in Industrial Management, Georgia Institute of Technology 1940
Command and General Staff College, Fort Leavenworth 1953
Senior Course, Marine Corps Schools 1956
Management School, Fort Belvoir 1961

Employment History

Southern Mercerizing Company, Supervisor 1932-1939
China Grove Cotton Mills, Foreman 1940
U.S. Marine Corps, Colonel 1940-1964
Dean Foods Company, General Manager 1964-1966
Georgia Institute of Technology Research Scientist 1966-1971
Senior Research Scientist 1971-Present
Head, EDA Services Section, IDD, EES 1967-1970
Head, Applied Technology Group, IDD, EES 1970-1971
Head, Special Projects Branch, IDD, EES 1971-1972
Head, Industrial Services Branch, IDD, EES 1972-Present

Experience Summary: At Southern Mercerizing Company, performed at the supervisory level in mercerizing, skeining, coning, quilling, and shipping departments. Night superintendent of entire plant for one summer. At China Grove Cotton Mills, performed as foreman of carding department. In U.S. Marine Corps performed in various command and staff positions including: Chief of Staff, Third Marine Division -- supervised and coordinated entire general and special staff. Comptroller, Marine Corps Base -- staff responsibility for financial management, including accounting, budgeting, disbursing, data processing and financial administrative organization. Chief, Atomic Biological and Chemical Section, Educational Center, Marine Corps Schools -- responsible for supervising and participating in instruction in Marine Corps Schools, Basic, Junior and Senior Courses. Industrial Relations Officer -- responsible for civilian personnel program including employment, employee relations, training, safety, payroll, and wage and classification divisions. As general manager of Dean Foods Company, managed and supervised management controls, purchasing, traffic, production and quality controls, personnel and all administrative functions. At Georgia Tech, directed IDD's overall operations in EDA matters; provided management and technical assistance to industry as required. Directed IDD's overall operations in Housing Resources matters and overall activities of Special Projects Branch. Presently directs the activities of Industrial Services Branch.

Current Fields of Interest

All aspects of management and technical assistance to industry.

Major Reports and Publications

Major Reports and Publications (continued)

9. "Economic Impact of a Proposed Industrial Park to be Located in Milledgeville, Georgia," EDA Special Report, March 1968, coauthor
11. "Economic Impact of Proposed Water and Sewerage System Improvements on Roberta, Georgia," EDA Special Report, April 1968, coauthor
12. "Impact of Proposed Sewer Improvements on the City of Waycross and Ware County," EDA Special Report, April 1968, coauthor
Georgia Institute of Technology

BIOGRAPHICAL SKETCH

TAYLOR, HARDY S.--Assistant Head, Industrial Services Branch, Industrial Development Division, Engineering Experiment Station

Education

University of Alabama, B.S. Business Administration and Pre-Law 1943
Harvard Graduate School of Business Administration 1944
University of Nebraska, Graduate School of Business Organization 1951
Defense Department Comptrollership School, Washington, D. C. 1955

Employment History

National Southern Products, Inc., Tuscaloosa, Alabama, Research Assistant 1943
Turco Products, Inc., Atlanta, Georgia, Representative and Field Engineer 1943-1964
U.S. Navy, Supply and Fiscal Officer/Comptroller 1964-1966
Gladwin Industries, Inc., Atlanta, Georgia, Treasurer (Controller) 1966-1972
Georgia Institute of Technology
   Research Scientist 1966-1972
   Senior Research Scientist 1972-Present
   Head, Management and Technical Assistance Section 1968-Present
   Head, EDA Services Section 1970-Present
   Assistant Head, Industrial Services Branch, IDD, EES 1970-Present

Experience Summary: As the Assistant Head of the Industrial Services Branch, is responsible for directing the overall IDD program of management and technical assistance and EDA services to Georgia industry. Served as treasurer of a locally-based national corporation, primarily a manufacturer for the telephone industry, and was responsible for accounting and financial management, office administration and sales maintenance services, purchasing, customer relations and local sales, personnel administration, print shop operations and sales catalog maintenance. Served as a member of the board of directors of several corporations with national and international sales distribution. In 1964 completed twenty years in U.S. Navy as top departmental executive with experience in all phases of business and financial management with special emphasis on Controllership, which consisted of budgeting and internal auditing; and Supply and Fiscal operations consisting of: accounting and payroll, office administration and personnel management and training, procurement and contract negotiation and administration, inventory management, warehousing, traffic operations, quality control, industrial safety, and property disposal. Assisted in the development of, and in charge of implementation of, a new Inventory Management concept at the Naval Aviation Supply Office, which is the world wide inventory control point for all Naval Aviation spare parts and material. This concept was based on the maximum utilization of the latest Electronic Data Processing equipment and it resulted in the greatest advancement in the management of aviation material during the past several years. Served as Supply and Fiscal Office/Comptroller at several Naval Air Stations and directed a working staff of 75 to 300 civilian personnel. As the first U.S. Naval representative in Sicily, negotiated at the highest governmental levels in Sicily and in Rome in arriving
at agreements and procedural methods for operation of a U.S. Naval Air Station. Additionally, recruited, interviewed, selected and hired the initial group of 100 civilian personnel. Also negotiated and approved contracts for procurement of equipment, supplies and services from European sources to provide complete support for a station population of 1,800 people. Developed the idea and published a catalog in connection with a Simplified Issue Procedure for General Stores Material. This idea has been further developed and is widely used throughout the Naval Supply System.

Current Fields of Interest
All phases of area development activity, including industrial and community development, financial and inventory management, and management development.

Major Reports and Publications
1. Published a catalog in connection with a Simplified Issue Procedure for General Stores Material
2. Author of numerous published company studies; procedural systems manuals; and operational plans
7. "Economic Impact of Proposed Water and Sewerage System Improvements on Warrenton, Georgia," EDA Special Report, September or December 1967
10. "Economic Impact of a Proposed Industrial Park to be Located In Swainsboro, Georgia," EDA Special Report, January 1968 (coauthor)
12. "Economic Impact of a Proposed Industrial Park to be Located in Milledgeville, Georgia," EDA Special Report, February 1968
16. "Economic Impact of a Proposed Industrial District to be Located in Richmond County, Georgia," EDA Special Report, May 1968 (coauthor)
TAYLOR, HARDY S. -3- Biographical Sketch

Major Reports and Publications (continued)


BETHEA, EDWIN A. -- Research Scientist, Industrial Development Division, Engineering Experiment Station

Education
B.S., Knoxville College 1953
M.S.W., Howard University 1962
Certificate of Completion, Howard University’s Small Business Guidance Center 1969

Employment History
District of Columbia, Department of Public Welfare, Caseworker, Child Welfare Division 1962-1965
Far East Community Services, Inc., Community Organizer-Youth Community Organizer 1965-1966
United Planning Organization, Community Organization Specialist (training officer), Economic Development Specialist 1966-1968
Youth Enterprises, Inc., Executive Director 1968-1970
Volunteers for International Technical Assistance, Director-Washington, D.C.; Director-East Central Regional Office 1970-1972
Consultant Employers
Office of Economic Opportunity; Manpower Assistance Project Inc.; University Research Corp.; Xerox Corporation; Commerce Department, Economic Development Administration.
Georgia Institute of Technology, Research Scientist 1972-Present

Experience Summary: Directed a regional office for technical assistance that provided services to minority and economically disadvantaged groups in mid Atlantic region; this entailed establishing, structuring, and supervising new program offices in several states within the region. Program developer for minority economic ventures and community development project; the responsibilities included establishing a working relationship with community groups, federal, state and local government agencies and/or private agencies whose interests were similar. Organized and managed a minority firm for the purpose of establishing "spin-off" business ventures and the training of minority entrepreneurs. Managed and developed programs aimed toward helping groups initiate and implement economic and social changes in their community such as employment practices, bureaucratic procedures, etc. Assisted quasi government and government department directors in community planning. Developed and directed programs relating to youth activities in the areas of training, proposal development, community improvement and change and economic developments.

Current Fields of Interest
Minority business development, industrial and community development, manpower management and motivation, transportation and new economic systems.
CHIANG, TZE I.--Senior Research Economist, Industrial Development Division, Engineering Experiment Station

Education

B.A. in Agricultural Economics, Fukien Christian University 1946
M.S. in Agricultural Economics, Oklahoma State University 1955
Cornell University 1957 (Summer)
Ph.D. in Agricultural Economics, University of Florida 1958

Employment History

Junior high school teacher, Foochow, China 1946-1947
China Textile Industries, Inc. 1947-1953
Oklahoma State University, Graduate Assistant 1954-1955
University of Florida, Research Assistant 1955-1958
Georgia Institute of Technology
Assistant Research Economist 1958-1962
Research Economist 1963-1964
Senior Research Scientist 1965-Present

Experience Summary: Began as a teacher in a junior high school in 1946. Joined the China Textile Industries, Inc., in 1947, and rose gradually to the position of Assistant to the General Manager in 1953. At Oklahoma State University, accepted a graduate assistantship in collecting and analyzing data related to land value and the cattle business. Enrolled in the University of Florida in 1955 and was appointed Research Assistant, working on own dissertation in regard to a marketing study of Florida ferns. At Georgia Tech, has dealt mainly with feasibility studies on various industries which show potential as manufacturing opportunities in Georgia.

Current Fields of Interest

Manufacturing feasibility studies.

Major Reports and Publications

7. "Lumber and Wood Products, Furniture and Fixtures" (Studies of Selected Industries in the Southeast River Basins, Section 4), Georgia Tech Report, March 1961
Major Reports and Publications (continued)

11. "Evaluation of Agriculturally Oriented and Wood-Based Manufacturing Opportunities in Carroll County, Georgia," Georgia Tech Report, February 1964, coauthor
BIOGRAPHICAL SKETCH

DIAMOND, HARVEY--Senior Research Engineer, Industrial Development Division, Engineering Experiment Station

Education

St. Johns University 1941-1942
B.S. in Textile Engineering, North Carolina State College 1942-1946

Employment History

Cohn-Hall-Marx, Converter and Assistant Designer 1946-1947
American Woolen Company, Designer and Assistant Buyer 1947-1950
Dux Mixture Hardware Company, Partner 1950-1960
Georgia Institute of Technology 1960-1965
Assistant Research Engineer 1965-1967
Research Engineer 1967-Present
Senior Research Engineer 1967-Present

Experience Summary: Economic feasibility studies; plant location analyses; market research to identify manufacturing and nonmanufacturing business opportunities; raw materials and intermediate products availability studies; liaison with prospects on industrial location possibilities; evaluation and development of area resources; transportation studies; management and technical assistance to prospective and established business; product diversification studies; manpower resources; industrial economic analyses; purchasing and marketing of hardware, wholesale and retail; textile designing; textile converting. Coeditor of monthly metalworking bulletin.

Current Fields of Interest

Market analyses; plant location criteria; economic feasibility analyses.

Major Reports and Publications


101
Major Reports and Publications (continued)

12. "Mobile Homes in Georgia: A Study of the Personal Property Taxes Levied on Mobile Homes in the Metropolitan Areas of Georgia and the Significance of the Mobile Home Industry to the State," Georgia Tech Report, February 1965, coauthor


Georgia Institute of Technology

Biographical Sketch

PARETS, GASTON A.—Head, International Operations Section, Industrial Development Division, Engineering Experiment Station

Education

B.S. in Industrial Engineering, with emphasis in Industrial Processes and Operations, and Computer Sciences. Minor in Mathematics, University of Miami 1966

Master of Business Administration with a major in International Business. Emphasis in International Economics, Finance and Trade, Georgia State University 1968


Employment History

Johnston Automatic Controls, Coral Gables, Florida 1964-1966

Assistant Engineer and Technical Draftsman

Ford Motor Company, Automotive Assembly Division, Hapeville, Georgia 1966-1967

Process Engineer

Manufacturing Engineer "A" 1968-1969

Georgia Institute of Technology, Industrial Development Division, Engineering Experiment Station 1970-Present

Research Engineer

Head, International Operations Section 1971-Present

Experience Summary: While associated with Johnson Controls, worked as a technical draftsman and assisted project engineers in projects related with the design and installation of refrigeration and heating automatic control systems. During employment with Ford, responsibilities were wide ranged, including quality control, tool design, cost reduction, and the solution of problems, both of human and technical nature. At Georgia Tech, the activities consist in the preparation, execution and follow-up of industrial development projects in Latin America, with heavy administrative work as head of one of the Division's Sections. This assignment involves heavy traveling throughout South America. During the last year, activities included three months of technical assistance to the Industrial Development Office of the University of Carabobo in Venezuela and direct involvement in the Industrial Development Program of the government of Paraguay and technical assistance to the Development and Productivity Center, also in Paraguay.

Major Reports and Publications

1. "Footwear Manufacturing Advantages of a Georgia location," Georgia Institute of Technology, 1970


3. "Industrial Profile of the City of San Felipe, Venezuela," 1971

4. "Feasibility Studies in Industries such as Alcohol, Marble Mining and Processing, Lumber, Meat Freezer, and Slaughterhouse, as well as other Minor Industries," 1971

Current Fields of Interest

International economic development, social, economic and other specialized studies as they relate to economic development.
Georgia Institute of Technology

BIOGRAPHICAL SKETCH

POTTS, PHILLIP W. -- Research Scientist, Industrial Development Division, Engineering Experiment Station

Education

B.S. in Industrial Management, Georgia Institute of Technology 1962
M.B.A. in Marketing, Georgia State University 1968

Employment History

U. S. Army 1955-1958
Georgia Institute of Technology, Student 1958-1962
General Motors, Accountant 1962-1964
St. Regis Paper Company, Production Department Head, Sales Coordinator, Production Coordinator 1964-1972
Georgia Institute of Technology Research Scientist 1972-Present

Experience Summary: Served three years in U. S. Army Intelligence, traveling extensively throughout Europe. Employed by General Motors in accounting functions of payrolls, accounts payables, accounts receivables, and standard costing. Held various positions with St. Regis Paper Company from production department head to sales coordinator and production coordinator, being responsible for supervision of several hundred production personnel, quality control, production scheduling, inventory control, shipping and receiving efficiency, purchasing, customer service, and implementation of systems for changing production and financial records from manual calculation to EDP.

Current Fields of Interest

All aspects of industrial management, including market analysis, economic feasibility studies, and research in industrial development.

Major Reports and Publications

5. "An Examination of the Existing Commercial Market for Urethane Foam Structural Panels in the Southeast," Georgia Tech Report, July 1973, coauthor and project director
Major Reports and Publications (continued)

BIOGRAPHICAL SKETCH

WOMMACK, CHARLES C.--Assistant Research Scientist, Industrial Development Division, Engineering Experiment Station

Education

B.S.I.M., Georgia Institute of Technology 1963

Employment History

A. O. White, Jr., Engineer, Draftsman 1960 (summer)
Daniel, Manning, Johnson and Mendenhall, Land Surveying 1961 (summer)
Great Books Inc., Salesman 1962 (summer)
Georgia Power Company, Merchandise Sales Representative 1963-1964
U. S. Army, Battalion Supply Officer (S-4) 1964-1966
Atlantic Company, Branch Manager (ice) 1966-1967
Georgia Institute of Technology
Assistant Research Scientist 1967-Present

Experience Summary: Duties as a battalion supply officer included administering and supervising the unit motor pool and requisitioning all types of supplies for the support of the unit mission. Duties as Branch Manager with Atlantic Company included the day-to-day operation of an ice manufacturing plant, recruiting and training personnel, supervision of equipment and vehicle maintenance, sales promotion, customer relations, budgeting and cost control. Initial work at Georgia Tech was in connection with an economic development project in the Atlanta Model Neighborhood area which had as its objectives the identification of economic development potentials in the area, the identification of ways to exploit these development potentials, and the reporting of the results of research findings to the City of Atlanta. Recent work has included participation in an economic development program in Valencia, Venezuela, which included identification and evaluation of new manufacturing opportunities and the establishment of a program of management and technical assistance to small and medium-size businesses in Venezuela.

Current Fields of Interest

All areas of economic development, especially those dealing with the economic problems connected with urban and rural poverty; upgrading productivity and Latin American economic development.

Major Reports and Publications

4. "Economic Impact of the Proposed Vocationa-Industrial Training Center to be Located in Monroe, Walton County, Georgia," Special EDA Report, March 1969, coauthor
Major Reports and Publications (continued)

10. "La Fabricacion de Aisladores de Porcelana en Venezuela," Report of the University of Carabobo (in Spanish), 1971, coauthor
This work program which encompasses Chart 2 has been waived by paragraph five of the grant amendment offer dated the 26th day of June 1972.
### CHART 3
REGIONAL ECONOMIC DEVELOPMENT CENTER ACTIVITY REPORT
September 1, 1973 to November 30, 1973

<table>
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<th>Business Stabilization</th>
<th>Business Expansion</th>
<th>New Venture</th>
<th>Community Development</th>
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<td>Current</td>
<td>Previous</td>
<td>Current</td>
<td>Previous</td>
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<td>ONGOING (BEGINNING)</td>
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<td>ONGOING (ENDING)</td>
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<td>4</td>
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<td>16</td>
<td>12</td>
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<td>TOTAL ACTIVE DURING QUARTER</td>
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### Percentage of Effort as measured by Cost*

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<td>Community Development</td>
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* Cost is interpreted to mean Budget Cost for Period of Reporting.
### SUMMARY OF PROJECT ACTIVITY BY TYPE AND SUBREGION

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<th>Subregion</th>
<th>New Venture</th>
<th>Business Expansion</th>
<th>Business Stabilization</th>
<th>Community Development</th>
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<td>COASTAL PLAIN EDD</td>
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<td>SOUTHWEST GEORGIA EDD</td>
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<td>COASTAL PLAIN EDD</td>
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<td>126</td>
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</tbody>
</table>
Map 1

AREA PLANNING AND DEVELOPMENT COMMISSION BOUNDARIES AND BRANCH OFFICES
OF GEORGIA TECH'S INDUSTRIAL DEVELOPMENT DIVISION

1. ALTAMAHA – GEORGIA SOUTHERN
2. ATLANTA METROPOLITAN
3. CENTRAL SAVANNAH RIVER
4. CHATTahoochee–FLINT
5. COASTAL
6. COASTAL PLAIN
7. COOSA VALLEY
8. GEORGIA MOUNTAINS
9. HEART OF GEORGIA
10. LOWER CHATTahoochee
11. MCINTOSH TRAIL
12. MIDDLE FLINT
13. MIDDLE GEORGIA
14. NORTH GEORGIA
15. NORTHEAST GEORGIA
16. OCONEE
17. SLASH PINE
18. SOUTHWEST GEORGIA

Industrial Development Division
ENGINEERING EXPERIMENT STATION
Georgia Institute of Technology

DIVISIONAL OFFICE
• BRANCH OFFICES
—— AREA PLANNING AND DEVELOPMENT COMMISSIONS
—— BRANCH OFFICE AREAS
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

 Approved County
Map 3

EDA Counties and EDD's as of 1 July 1973
A PROGRAM OF MANAGEMENT AND TECHNICAL ASSISTANCE
IN DESIGNATED COUNTIES IN GEORGIA

by
William C. Ward, Jr.
Hardy S. Taylor
Charles C. Wommack

INDUSTRIAL DEVELOPMENT DIVISION
Quarterly Report
December, January, and February

Engineering Experiment Station
GEORGIA INSTITUTE OF TECHNOLOGY
Atlanta, Georgia
A PROGRAM  
OF MANAGEMENT AND TECHNICAL ASSISTANCE  
IN DESIGNATED EDA COUNTIES IN GEORGIA  

Quarterly Report  
December, January, and February  
by  
William C. Ward, Jr.  
Senior Research Scientist  
Hardy S. Taylor  
Senior Research Scientist  
Charles C. Wommack  
Research Scientist  

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  
March 1974
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<td>14</td>
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A. Economic Characteristics of Service Area

To be reported only in the first quarterly progress report and the final report.

B. Organization and Establishment of Center

To be reported only in the first quarterly progress report and the final report.

II. Program Administration

A. Program Objectives

To be reported only in the first quarterly progress report and the final report.

B. Technical Assistance Services

To be reported only in the first quarterly progress report and the final report.

C. Project Personnel

To be reported only in the first quarterly progress report and the final report.

D. Phasing of Work Program

This work program which encompasses Chart 2 has been waived by paragraph five of the grant amendment offer dated the 26th day of June 1972.

E. Relationship to Other Development Efforts

In furthering the EDA objectives in Georgia, the Industrial Development Division works closely with representatives of the following organizations:

Georgia State Office of Planning and Budget - Georgia Department of Community Development - Economic Development Districts - Area Planning and Development Commissions - Chambers of Commerce - local Industrial Development groups - Coastal Plains Regional Commission - Small Business Administration - EDA Economic Development Representatives.

Particular attention is directed to working with the EDD's and APDC's on individual projects. When an assistance project is opened these organizations are notified that IDD will be working in their area and a monthly progress report of activity on projects within their area is furnished.

Cooperation with the above mentioned organizations is enhanced by IDD activities other than EDA within the state wherein IDD personnel are in almost constant contact with these groups.
III. Strategy for Subregions

To be reported only in the first quarterly progress report and the final report.

IV. Technical Assistance Projects

A. Location

Map 3 identified the counties in which work was performed under the program and indicates the number of projects conducted in each county.

B. Highlights of Project Activity

Chart 3 summarizes the highlights of project activity by major program categories. Chart 4 summarizes the project activity by type and subregion to indicate the distribution of effort throughout the state. Chart 5 summarizes the project activity by type and subregion to indicate the job impact.

The following projects were selected for special mention:

Project 567: A group of individuals who own a deposit of high quality glass sand requested assistance in determining the potential market for processed sand. The IDD staff prepared and presented to the management of this firm a market research report on the market for construction sand within a 100-mile radius of Mt. Vernon, Georgia (location of the sand deposit). The owners advised IDD that they were successful in obtaining an SBA 502 loan for the construction of a facility to process the sand. Construction of the new facility is completed and information was provided by IDD on design criteria for a settling pond to be used in the company’s water pollution control efforts. At the request of management, information was collected and provided to the company for their use in evaluating whether to buy or lease their fleet of trucks. Information was also collected on pricing practices of sand processors in Georgia. At the request of company officials, IDD prepared a list of 31 companies in the area which would be potential customers. Assistance was also given in overcoming a problem of clay impurities in the sand being mined and in securing a water analysis from the Georgia Department of Natural Resources. This new sand mining operation is now in production, and no further assistance is needed at this time.

Project 640: This door and window manufacturer requested assistance in several aspects of planning a new facility for its operations. The present plant is too small to accommodate the current level of operation and a new facility is needed to increase production to meet the recent growth in sales. In several meetings with company officials, the IDD staff has assisted in developing the building plan, site plan,
and fire protection plan. The over-all building size needed and the location of supporting columns within the production area were discussed. Information has been collected and supplied to the company on sprinkler systems, heating and air conditioning equipment suitable for the new building, and insurance rates for the planned facility. Assistance was also given in developing a detailed plant layout for the new building which will assure efficient use of the available space. Construction of the new plant is now completed and additional assistance has been given in starting up production. No further assistance is needed; the project is closed.

C. Project Summaries

The 50 individual projects which were active during the quarter under the project 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 the work performed and a statement of the results achieved. The 34 projects which were still active as of February 28, 1974 are listed under "Ongoing Projects" in each EDD.
General

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

New Projects

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

Project 680: Assistance to a textile manufacturer in Columbia County

Nature of Problem: This new manufacturer of woven upholstery fabric has requested IDD assistance in determining cost data on the various types of fabric produced in order to have a data base upon which to base pricing decisions.

Work Performed: During a visit by an IDD staff member, work was initiated in developing a system for collecting cost data. Assistance is also being given in locating suppliers of specialized equipment needed by this company. A supplier of a specialized piece of equipment was identified and referred to the management of this company. Assistance is continuing in developing a system for collecting cost data for use in making pricing decisions.

Results: The project is continuing.

Ongoing Projects

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

Project 659: Assistance to a metal products manufacturer in Jefferson County

Nature of Problem: This firm which began operation one year ago has requested assistance in improving plant production efficiency in order to meet an increasing demand for its products.

Work Performed: In an effort to improve production efficiency, IDD developed a plant layout for the existing plant building and met with company management to review and explain the new layout. Company management accepted the proposed layout and began the preliminary steps to implement it. Recent contact with this firm has disclosed that rather than improve the existing plant, the company has decided to build a new building and abandon the existing plant. IDD will continue to assist the company in setting up its new plant.

Results: The project is continuing.
Project 660: Assistance to a mobile home manufacturer in Augusta, Georgia (Growth Center)

Nature of Problem: The management of this new mobile home plant requested IDD assistance in developing a revised plant layout and in improving production methods.

Work Performed: A drawing was made of the existing plant layout for use in developing suggested revisions. A new layout was designed including suggested improvements in work station design in order to increase worker productivity and reduce materials handling. Additional information was collected and provided to the company on the recommended changes, and management has begun implementing the recommended changes. Some of the recommended changes proved difficult and expensive to implement; therefore, additional assistance is underway to overcome these problems.

Results: The project is continuing.

Project 674: Assistance to a new venture in patent medicine in Augusta, Georgia (Growth Center)

Nature of Problem: An individual who has discovered a substance that eliminates the desire for tobacco and is tasteless and nonhabit-forming has requested IDD assistance in establishing a venture to exploit this product.

Work Performed: The IDD staff has collected and provided to this individual information on a flavoring substance which could be used in his product. Data has also been supplied on methods of producing pills, and equipment suitable for starting production is being sought.

Results: The project is continuing.

Discontinued Projects

During the quarter one project was discontinued in this area.

Project 655: Assistance to a tool and die shop in Burke County

Nature of Problem: The owner of this well-equipped tool and die shop requested IDD assistance in identifying a product which he could produce with his existing equipment and unskilled workers. This diversification is desirable in order to reduce the owner's reliance on his limited number of customers for tool and die work.

Work Performed: An IDD staff member visited this company to determine the capabilities of the equipment and work force in order to establish parameters for the new product search. The information collected in this visit was summarized and was being used in the search for an appropriate new product. Due to sickness in the owner's family, the search for a new product has been delayed. Information on a potential new product (small wheels) has been forwarded to the owner of this company for his consideration.
Results: Based on the information supplied by IDD, the owner of this company has decided to begin the manufacture of small wheels in the near future. No further assistance is needed; the project is closed.
The Coastal Plain Economic Development District consists of ten counties, of which eight are eligible Redevelopment Area counties: Ben Hill, Berrien, Brooks, Cook, Echols, Irwin, Lanier, and Turner. The Growth Centers are Valdosta (Lowndes County) and Tifton (Tift County).

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

There is now one project under way in this area.

**Project 671: Assistance to an agricultural equipment manufacturer in Ben Hill County**

**Nature of Problem:** This manufacturer of agricultural equipment is interested in expanding his operation and has requested IDD assistance in investigating the potentials of entering the manufacture of agricultural wheels.

**Work Performed:** Based upon this firm's estimate that a production level of 100,000 wheels annually will be required to achieve break-even, IDD has undertaken a market survey of the users of agricultural wheels. During the first week, a market demand of over 75,000 units was identified. Information was requested from suppliers on the cost and specifications of wheel manufacturing equipment. The IDD staff is now assisting company management in its evaluation of the data supplied by equipment manufacturers in order to select the equipment best suited to their needs.

**Results:** The project is continuing.

During the quarter one project was discontinued in this area.

**Project 640: Assistance to a door and window manufacturer in Valdosta, Georgia (Growth Center)**

**Nature of Problem:** This firm requested assistance in several aspects of planning a new facility for its operations. The present plant is too small to accommodate the current level of operation and a new facility is needed to increase production to meet the recent growth in sales.
Work Performed: In several meetings with company officials, the IDD staff has assisted in developing the building plan, site plan, and fire protection plan. The over-all building size needed and the location of supporting columns within the production area were discussed. Information has been collected and supplied to the company on sprinkler systems, heating and air conditioning equipment suitable for the new building, and insurance rates for the planned facility. Assistance was also given in developing a detailed plant layout for the new building which will assure efficient use of the available space.

Results: Construction of the new plant is now completed and additional assistance has been given in starting up production. No further assistance is needed; the project is closed.
GEORGIA MOUNTAINS ECONOMIC DEVELOPMENT DISTRICT

General

The Georgia Mountains Economic Development District consists of 13 counties, of which six are eligible Redevelopment Area counties: Dawson, Forsyth, 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 established in this area.

Project 693: Assistance to an industrial development group in Union County

Nature of Problem: This industrial development group requested IDD assistance in the preparation of a conceptual design plan for an industrial district on a site which the group presently holds.

Work Performed: The IDD staff has conducted a field inspection of the proposed site of the planned industrial district. Before design work can proceed, aerial photography of the site and other data must be obtained. Work on obtaining the photography and other data is now underway.

Results: The project is continuing.

Ongoing Projects

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

Project 647: Assistance to an industrial development authority in Habersham County

Nature of Problem: This industrial development authority has requested assistance in developing plans for a new 37-acre industrial park in Baldwin, Georgia.

Work Performed: A meeting has been held with representatives of this development group to discuss their plans for the industrial park and to collect data on the characteristics of the site for the park. Various tasks were assigned to the interested parties, and a follow-up meeting will be held when these tasks are completed. Work on the layout and design of the industrial park has been completed and preliminary drawings have been presented to the group. Another visit to the site was arranged in order to survey potential storm drainage problems and estimate the extent of excavation needed to overcome the drainage problem. Several questions have arisen, such as the feasibility and economics of providing a railway spur to the site. Work is continuing on resolving these problems.
Results: The project is continuing.

Project 669: Assistance to an industrial development group in Toccoa, Georgia (Growth Center)

Nature of Problem: At the request of the Georgia Mountains Area Planning and Development Commission, IDD is providing assistance to the City of Toccoa in assessing the practicality of developing an industrial district on a selected parcel lying within Stephens County.

Work Performed: Detailed information has been collected in a meeting with local officials regarding the selected site and work has been started on evaluating the site in terms of its suitability for industrial use. Meetings have been held with the Georgia Power Company and the Georgia Highway Department in order to collect additional information. A preliminary report including a proposed industrial district design was prepared and forwarded to this industrial development group for evaluation and use in planning. Based on the evaluation of the preliminary report, a final report has been written and supplied to the group. Development of the proposed industrial district appears feasible if improvements recommended in the report are carried out.

Results: The project is continuing.

Discontinued Projects

During the quarter one project was discontinued in this area.

Project 634: Assistance to a broom manufacturing company in Habersham County

Nature of Problem: The president of this firm requested IDD assistance in evaluating possible alternatives to wooden broom handles. He specifically requested assistance in investigating the possibility of using plastic broom handles.

Work Performed: An initial investigation into the costs of producing plastic broom handles indicated that plastic handles would be considerably more expensive than the wooden handles currently being used. Other possible materials for broom handles were investigated. An investigation was also made into the possibility of finding a source of lower cost wood handles.

Results: No practical alternative to the company's current source of broom handles could be identified. No additional assistance has been requested at this time. The project is being closed until such time as the company requests additional assistance.
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 established in this area.

Project 687: Assistance to a health care firm in Dodge County

   Nature of Problem: This health care firm requested IDD assistance in evaluating the feasibility of diversifying its operation to include the manufacture of fiberglass doors.

   Work Performed: The IDD staff has visited this firm and discussed the planned manufacturing operation for producing fiberglass doors. At the suggestion of IDD, it was decided that the first step in evaluating the feasibility of such a venture should be a study of the market for doors. Work has begun on this market study.

   Results: The project is continuing.

Ongoing Projects

There is now the one new project above under way in this area.

Discontinued Projects

During the quarter one project was discontinued in this area.

Project 567: Assistance to a proposed sand mining and processing operation in Montgomery County

   Nature of Problem: A group of individuals who own a deposit of high quality glass sand requested assistance in determining the potential market for processed sand.

   Work Performed: The IDD staff prepared and presented to the management of this firm a market research report on the market for construction sand within a 100-mile radius of Mt. Vernon, Georgia (location of the sand deposit). The owners advised IDD that they were successful in obtaining an SBA 502 loan for the construction of a facility to process the sand. Construction of the new
facility is completed and information was provided by IDD on design criteria for a settling pond to be used in the company's water pollution control efforts. At the request of management, information was collected and provided to the company for their use in evaluating whether to buy or lease their fleet of trucks. Information was also collected on pricing practices of sand processors in Georgia. At the request of company officials, IDD prepared a list of 31 companies in the area which would be potential customers. Assistance was also given in overcoming a problem of clay impurities in the sand being mined and in securing a water analysis from the Georgia Department of Natural Resources.

Results: This new sand mining operation is now in production, and no further assistance is needed at this time.
General

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

New Projects

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

Ongoing Projects

There is now one project underway in this area.

Project 665: Assistance to a new venture in plywood manufacturing in Oglethorpe County

Nature of Problem: At the request of the Georgia Department of Community Development, IDD is up-dating a 1969 study of the feasibility of producing pine plywood in Oglethorpe County.

Work Performed: Current information has been collected on plywood prices, log costs, and wage rates in the area under study. This information has been supplied to the state agency for its use in attracting a new industry to Oglethorpe County. Based on the preliminary information provided, IDD has now been requested to up-date the entire feasibility study. This new feasibility study has now been completed and forwarded to the state agency. Further work on this project is pending the decision of the principals of this new venture.

Results: The project is continuing.

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 established in this area.

Ongoing Projects

There are now no projects under way in this area.

Discontinued Projects

During the quarter one project was discontinued in this area.

Project 650: Assistance to a furniture manufacturer in Milledgeville, Georgia (Growth Center)

Nature of Problem: This furniture manufacturer requested assistance in locating a source of supply for packaging material and in the development of new production techniques and equipment design.

Work Performed: A potential supplier of the packaging material needed has been identified and referred to this company. A preliminary design for an automated piece of equipment has also been developed and sent to this company for its use in solving the equipment problem.

Results: In a follow-up visit to this company, it was found that no efforts have been made to implement the recommendations which have been made by IDD. No further assistance is needed; the project is closed.
General

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

New Projects

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

Project 688: Assistance to a candy company in Ware County

Nature of Problem: The owner of this company requested IDD assistance in finding a supplier of automated packaging equipment for use in packaging candy.

Work Performed: In a visit to this company, the IDD staff obtained detailed information on the packaging equipment needed. Based on the information obtained, parameters were established which must be met by the automated equipment being sought. Several potential suppliers of such equipment have been contacted, and information on their products requested.

Results: The project is continuing.

Project 690: Assistance to a wood products manufacturer in Coffee County

Nature of Problem: This firm requested IDD assistance in evaluating the feasibility of diversifying its product line. One product under consideration is wooden reels for wire storage.

Work Performed: In a visit to this company, the IDD staff determined that assistance would be needed in locating sources of supply, collection of market information, evaluation of production equipment needed, and identification of potential suppliers of such equipment. Work has begun on locating sources of supply for the materials needed for the production of wooden wire reels.

Results: The project is continuing.

Ongoing Projects

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

Project 678: Assistance to an abattoir in Bacon County

Nature of Problem: This firm wishes to expand into the institutional food market by establishing a facility for preparing portion-controlled meats. IDD assistance has been requested in evaluating the institutional foods market and in the preparation of a financing proposal for such an expansion.
Work Performed: The IDD staff has prepared a market study of the institutional foods market in Georgia. Assistance is also being rendered in the collection of information on processing methods and equipment needed for the production of portion-controlled meats. Upon completion of the planning for their expansion, company officials have requested that IDD assist them in evaluating various sources of financing for the expansion. In a meeting between IDD staff members, representatives of the local bank, local development authority representatives, and company officials, it was determined that the most appropriate method of financing this expansion would be an SBA 502 loan. Assistance is being rendered in developing an application for this SBA loan.

Results: The project is continuing.

Discontinued Projects

During the quarter three projects were discontinued in this area.

Project 643: Assistance to a sign manufacturing company in Waycross, Georgia (Growth Center)

Nature of Problem: At the request of the Slash Pine Area Planning and Development Commission, this company was visited by an IDD staff member to discuss the company's history and present condition. During this visit, assistance was requested in preparing a loan application for a plant expansion and additional production equipment.

Work Performed: Assistance was rendered in assembling information on the machinery required for the expansion and the cost of such machinery and the cost of required modifications to the plant building. Assistance was also rendered in documenting the future sales potential through a survey of the company's customers. Due to unacceptable delays caused by the CPA firm, the company has engaged a new CPA firm and is proceeding with the preparation of the loan application. Detailed equipment listings submitted by two suppliers were reviewed with company management by the IDD staff. The information needed for the loan application was completed by the CPA firm, and IDD assistance was rendered in preparing the loan application for submission to the bank.

Results: The loan application was completed and provided to company management; however, due to the unsuitability of plastic sign material due to the energy shortage, the owner has decided to indefinitely delay the submission of the loan application. No further assistance is needed; the project is closed.

Project 651: Assistance to an individual in Waycross, Georgia (Growth Center)

Nature of Problem: An individual requested IDD assistance in performing a market investigation to determine the feasibility of establishing a cold storage or bulk storage warehouse facility in Waycross, Georgia.
Work Performed: Preliminary information and data were collected for a market study on the market for a cold storage facility in Ware County, Georgia. This information was analyzed and assembled into a report which has been supplied to the individual who requested assistance.

Results: Due to the unfavorable findings of the market study performed by IDD, this individual has decided to abandon his plans to establish a cold storage facility. No further assistance is needed; the project is closed.

Project 656: Assistance to a janitorial service company in Coffee County

Nature of Problem: This firm was investigating the feasibility of producing a line of private brand cleaning products and requested IDD assistance in developing a marketing strategy and packaging design for a test market program.

Work Performed: On IDD's recommendation, this firm requested a written release from the chemical company allowing it to enter the retail market with the formulations being supplied to them for their janitorial service operation. Assistance was also rendered in determining production procedures, locating sources of supply and general management assistance. Work was begun on designing labels for the products and in securing samples of bottles from suppliers. A shipment of bottles was ordered for the market testing of the products to determine the acceptability of the line to housewives.

Results: Due to an increase in the janitorial service business of this company, the market test of the new product has been indefinitely delayed. No further assistance is needed at this time; therefore, the project is closed until such time as the company requests additional assistance.
Southwest Georgia Economic Development District

General

The Southwest Georgia Economic Development District consists of 13 counties, of which nine are eligible Redevelopment Area counties: Baker, Calhoun, Grady, 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 established in this area.

Project 683: Assistance to a new venture in pecan processing in Lee County

Nature of Problem: An individual interested in establishing a pecan shelling operation requested IDD assistance in preparing the information needed to secure bond financing.

Work Performed: Upon IDD's recommendation, this individual contacted two bond underwriting firms and selected one of these firms to handle the bond issue. IDD is now assisting this individual in developing information needed to support a financial proposal for use by the bond underwriting firm.

Results: The project is continuing.

Project 684: Assistance to an agricultural equipment manufacturer in Decatur County

Nature of Problem: Due to expanded sales and the addition of a new product line, this firm has outgrown its present manufacturing facility. IDD assistance has been requested in planning an expansion of the existing plant and in developing a plant layout for the expanded plant in order to achieve an efficient work flow.

Work Performed: Information needed for the development of expansion plans and plant layout design has been requested from company officials. In connection with this plant layout work, IDD has collected and provided to this company information on paint drying booths and inventory and production control systems.

Results: The project is continuing.

Project 692: Assistance to a tool and die firm in Albany, Georgia (Growth Center)

Nature of Problem: This Florida firm requested IDD assistance in collecting information relative to the need for a tool and die shop in Albany. If there is sufficient need for such a shop, this firm plans to set up a branch facility in Albany.
Work Performed: The company has been supplied a copy of a 1967 Directory of Tool and Die Shops in Georgia and work is underway to update this information on the Albany area of the state. Several industrial concerns in Albany are being contacted to determine their tool and die needs.

Results: The project is continuing.

Ongoing Projects

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

Project 670: Assistance to a metal products manufacturer in Grady County

Nature of Problem: This firm has requested IDD assistance in determining the market potential of a new type truck bumper which has recently been developed and produced on a pilot scale. Assistance has also been requested in planning for the capital investment necessary for plant expansion and new equipment to manufacture this new product.

Work Performed: Data were collected for a market study on the market for truck bumpers, including information on distribution patterns common to similar products. The completed market study on truck bumpers has been forwarded to this firm for its use in planning. Assistance is also being rendered in analyzing the capital investment requirements for the introduction of this new product. Due to a tremendous increase in orders for this company's gasoline tanks, company officials have decided to de-emphasize the development of the new line of truck bumpers.

Results: The project is continuing.

Discontinued Projects

During the quarter two projects were discontinued in this area.

Project 661: Assistance to a new venture in fiberglass boat manufacturing in Calhoun County

Nature of Problem: An individual interested in establishing a manufacturing facility to produce fiberglass boats requested IDD assistance in establishing such an operation.

Work Performed: Assistance was given in collecting technical information regarding fiberglass fabrication and in making financial projections on the financing needs of this new venture. Technical information collected by IDD was forwarded to the principal for use in planning the new facility. Information was also supplied to this individual regarding a fiberglass plant which is for sale in a neighboring county.
Results: The principal of this proposed new venture in the manufacturing of fiberglass boats has advised IDD that he is indefinitely delaying a decision on this venture due to the uncertainties caused by the energy shortage. He expressed his appreciation for the assistance rendered by IDD and asked that the project be closed.

Project 664: Assistance to a mobile home manufacturer in Mitchell County

Nature of Problem: This firm is currently producing 20 mobile homes per week and requested IDD assistance with planning an expansion of the plant to enable it to achieve a 40 unit per week production rate.

Work Performed: A meeting was held with the plant manager and the plant engineering staff to review their plans and to determine the problems to be overcome in the planned expansion. The information needed to begin work on a plant layout for the expanded plant was collected by company management and forwarded to IDD. The major problem to be overcome in planning this expansion is the limited space available at the present plant site. Efforts are now underway to acquire some land adjacent to the plant site. Work has been completed on the preparation of an operations chart and plant layout for the expansion of this plant. Prints of these plans have been presented and explained to the management of the company. Implementation of these expansion plans will be made as soon as the adjacent land can be acquired.

Results: This firm has replaced the general manager and recent contact revealed that the expansion plans have been abandoned due to economic conditions. No further assistance is 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 one new project was established in this area.

Project 679: Assistance to a garment manufacturer in Taylor County

**Nature of Problem:** This sportswear manufacturer requested IDD assistance in securing financing for a plant expansion which would increase employment by thirty (30) employees.

**Work Performed:** In meetings with company management, it was determined that an SBA 502 type loan would be the most logical source of financing for this plant expansion. Contact has been made with representatives of the local development group and they have indicated that the LDC would make the 502 loan application. Information needed for the application is being assembled by company officials with the assistance of the IDD staff.

**Results:** The project is continuing.

Ongoing Projects

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

Project 635: Assistance to a furniture manufacturing company in Schley County

**Nature of Problem:** The president of this venture requested IDD assistance in developing plant layout plans for a new 25,000 sq. ft. manufacturing plant in Ellaville, Georgia. This new plant was to be constructed due to the damage to their existing plant building by an extremely heavy snow fall.

**Work Performed:** Preliminary discussions were held on the production requirements for the new facility. IDD staff requested that the company collect and provide additional information prior to undertaking the plant layout design. Information was provided on OSHA plant safety requirements to be met by this plant in its new facility. The new plant facility is completed and has been occupied. Company management has requested additional assistance in production planning and work station design for this new plant.
as well as layout and planning for an addition to this new building which they are planning to construct in the immediate future.

Results: The project is continuing.

Project 653: Assistance to an individual in Macon County

Nature of Problem: An individual who owns a large acreage of pecan orchards requested IDD assistance in planning, designing, and financing a pecan shelling operation for his own orchards as well as for other growers in the area.

Work Performed: Information needed to evaluate the technical and economic factors in this new venture is being collected. A machinery list for the proposed plant has been drawn up and price quotes are being solicited from equipment suppliers. Information on the market for shelled pecans and data on the availability of raw pecans for shelling in the area have been collected and compiled into a report.

Results: The project is continuing.

Project 676: Assistance to a development group in Dooly County

Nature of Problem: This development group has requested IDD assistance in determining whether to use a 35-acre site in Vienna, Georgia, for commercial or industrial use.

Work Performed: A visit was made to the site by two IDD staff members, and information on the site was collected during this visit. A report detailing the advantages and disadvantages to industrial versus commercial development of the site has been prepared and forwarded to the development group. This development group has now decided on commercial development of the site, and efforts have begun in developing a feasibility study on the proposed shopping center.

Results: The project is continuing.

Discontinued Projects

During the quarter one project was discontinued in this area.

Project 662: Assistance to a new venture to establish a grain storage facility in Sumter County

Nature of Problem: The representative of a group of investors interested in establishing a storage and processing facility for wheat, corn, and soybeans requested IDD assistance in evaluating the feasibility of such a venture.

Work Performed: A visit has been made to the proposed site for the facility (160 acres with rail siding) in order to discuss the strong and weak points of the site with the investors. Contacts are being made with the Agribusiness Council
of the Georgia Department of Agriculture, the University of Georgia Agricultural Marketing Service, and the U. S. Department of Agriculture Crop Reporting Service in order to secure information on the need for the planned facility in the area being considered. A representative of the University of Georgia Extension Marketing Service has collected the information needed to determine the feasibility of establishing this planned venture based on availability of the agricultural commodities in the area and the demand for these commodities in the area.

Results: The report developed by the University of Georgia Extension Marketing Service advised that the establishment of the proposed venture could not be justified on the existing market demand in the area. The principals have decided not to pursue this venture; therefore, 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 La Grange (Troup County).

New Projects

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

Project 686: Assistance to a Development Group in Troup County

Nature of Problem: This group has requested IDD assistance with determining the potential of increased timber utilization in the Chattahoochee-Flint River Basin area.

Work Performed: The IDD staff has developed a summary finding concerning the proposed increased timber utilization in the area. A meeting with representatives of this development group has been arranged in order to discuss these summary findings.

Results: The project is continuing.

Ongoing Projects

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

Project 641: Assistance to an industrial development group in Pike County

Nature of Problem: A group of community leaders in Pike County requested IDD assistance in forming an economic and industrial development group.

Work Performed: Information regarding the organizations and working structures used by Chambers of Commerce and Development Authorities in Georgia has been compiled and supplied to representatives of this community group for use in their planning. IDD representatives have met with interested business and civic leaders to discuss the need, purpose, and operation of a local development authority. This group of community leaders is now aware of the need for an officially organized industrial development group and is now being assisted by IDD in evaluating the various ways of organizing such a group. The group has now decided upon the Chamber of Commerce form of organization. Sample bylaws and other guidance and assistance is being provided by IDD in the formation of this new Chamber of Commerce.
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 four are eligible Redevelopment Area counties: Bryan, Camden, Long, and McIntosh. The Growth Centers are Brunswick (Glynn County) and Hinesville (Liberty County).

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

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

Discontinued Projects
None.
LOWER CHATTahooCHEE ECONOMIC DEVELOPMENT DISTRICT

General

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

New Projects

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

Ongoing Projects

There are now no projects under way in this area.

Discontinued Projects

None.
PROJECTS OUTSIDE OF ECONOMIC DEVELOPMENT DISTRICTS

General

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

New Projects

During the quarter five new projects were established in this area.

Project 681: Assistance to a new venture in motorcycle manufacturing in Cobb County

Nature of Problem: The developer of a new type motorcycle based on a patented frame of unique design requested IDD assistance in determining the best method of marketing his new product.

Work Performed: It has been determined that the most appropriate method of introducing a new type motorcycle would be to undertake a manufacturing operation to produce the motorcycle on a limited production scale. Efforts are now underway to secure financing for such a venture.

Results: The project is continuing.

Project 682: Assistance to a manufacturer of prefabricated houses in Polk County

Nature of Problem: This firm has recently converted its production from mobile homes to prefabricated houses and housing components (windows, doors, etc.). IDD assistance has been requested in improving the plant layout in order to improve efficiency and material flow.

Work Performed: In a meeting with company officials, it was discovered that uncertainties existed regarding the product mix to be produced. As soon as more definite production plans are formulated, work will begin in developing an improved plant layout design.

Results: The project is continuing.

Project 685: Assistance to a wallcovering manufacturer in Henry County

Nature of Problem: This manufacturer of mirror wall tiles requested IDD assistance with a production problem in the coating process used.

Work Performed: In a visit to the company, it was determined that the problem being experienced was caused by the paint peeling off of the product. An investigation is underway by technical experts in EES to determine the cause of this problem.

Results: The project is continuing.
Project 689: Assistance to a new venture in charcoal manufacturing in Tattnall County

Nature of Problem: A group of individuals interested in establishing a manufacturing plant in the Reidsville area to convert wood wastes into bulk charcoal and charcoal briquets has requested IDD assistance in determining the feasibility of such a venture.

Work Performed: In meetings with these individuals, it has been determined that the pivotal question to resolve is the availability of sufficient wood residues in the area to support such a venture. Preparations are now under way to survey all firms in this area which may have wood waste which could be available to this new charcoal manufacturer.

Results: The project is continuing.

Project 691: Assistance to an individual interested in brick manufacturing in Fannin County

Nature of Problem: An individual in Fannin County has requested IDD assistance in investigating the feasibility of manufacturing bricks.

Work Performed: A market study on the potential market for bricks in the area surrounding Fannin County has been initiated.

Results: The project is continuing.

Ongoing Projects

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

Project 637: Assistance to an industrial development group in Cherokee County

Nature of Problem: The Chairman of this industrial development group has requested IDD assistance in developing plans for a 100-acre industrial park adjacent to the Canton airport.

Work Performed: IDD staff members have visited the proposed site for the industrial park and have discussed with representatives of the development group the information needed to develop a park layout and site brochures. Assistance was secured from the USDA soil conservation office, railroad companies, water departments, and chambers of commerce. The Federal Aviation Agency was also contacted to determine the restrictions, if any, on the development of the proposed site since it is located adjacent to an airport. The site brochure for this new industrial park has been completed and delivered to the development group. In recent contacts with this development group, it was learned that one plant has already located in the industrial park and another company is expected to locate in the industrial park in the very near future.

Results: The project is continuing.
Project 642: Assistance to a wine manufacturing company in Crawford County

**Nature of Problem:** Due to this firm's diversification into processing fruits other than peaches, it anticipates operating in the winter months and has requested assistance in evaluating the feasibility of using fuels other than natural gas in order to avoid production problems during periods of natural gas curtailments.

**Work Performed:** Information was collected on the availability and cost of alternate fuels and was provided to company officials for their use in evaluating the feasibility of switching to such fuels. Based on information supplied by IDD, this company has decided that converting its boiler to No. 2 fuel oil would be the least cost alternative to solving its winter fuel problems.

**Results:** The project is continuing.

Project 667: Assistance to an industrial development group in Crawford County

**Nature of Problem:** A newly formed economic development group in Crawford County requested IDD assistance in determining what types of businesses might best fit the resources available in Crawford County.

**Work Performed:** Meetings have been held with county commissioners and representatives of the local development group in order to define the objectives of the project and to gather information on the area. Efforts are continuing in the collection of information on local resources, and an analysis of the resources as they relate to industrial and economic development has been initiated.

**Results:** The project is continuing.

Project 672: Assistance to a lawn mower manufacturer in Henry County

**Nature of Problem:** This company has requested IDD assistance with a vibration problem in a riding lawn mower in order to lower noise levels and meet consumer protection standards.

**Work Performed:** IDD staff efforts are being directed toward reducing the noise generated by the mower's engine through redesigning the engine mounting.

**Results:** The project is continuing.

Project 673: Assistance to a box closing equipment manufacturer in Jones County

**Nature of Problem:** This firm has requested IDD assistance in resolving a problem with the glue application components of its machinery.

**Work Performed:** The IDD staff has undertaken a search for a supplier of glue application mechanisms which could be used in this company's machinery.

**Results:** The project is continuing.
Project 675: Assistance to an individual interested in brick manufacturing in Gilmer County

Nature of Problem: An individual interested in entering the manufacture of sand-lime bricks requested IDD assistance in collecting information on the process and market for such bricks.

Work Performed: Information on the process for producing sand-lime bricks has been collected and forwarded to this individual for his information. Additional information on the market for bricks in the southeastern United States was also provided to this individual.

Results: The project is continuing.

Discontinued Projects

During the quarter five projects were discontinued in this area.

Project 645: Assistance to a farm equipment manufacturer in Appling County

Nature of Problem: The principals of this farm equipment manufacturing company are interested in expanding their business to double the plant size and employ 10 additional employees in welding and metalworking. They requested that IDD assist them in reviewing their present operation, preparing a plant layout of work areas and product flow, and consulting with them during the expansion of their plant.

Work Performed: A floor plan of the existing buildings was obtained from the company and various approaches to the new plant layout were discussed with company officials. Preparation has begun on a new plant layout of the expanded production area. Information has also been compiled and provided to company officials on inventory control procedures. Construction has been completed on the expansion to this plant and assistance has been given in the selection of equipment and in securing sources of supply for raw materials.

Results: Construction of the plant expansion has been completed, and the company has implemented the plant layout provided by IDD. No further assistance is needed; the project is closed.

Project 652: Assistance to a box manufacturer in Floyd County

Nature of Problem: This firm was experiencing declining sales in the primary product line of small rigid boxes and requested IDD assistance in diversifying the product line in order to increase sales volume.

Work Performed: The potential market for partition boards for boxes is being investigated as a possible new product for this company. Assistance was also given in improving production methods through utilization of new types of raw materials. Based on an analysis of market conditions, it has been determined that a diversification into folding cartons represents the best chance
for success for this company. A letter report summarizing these findings was forwarded to company officials.

Results: Due to the closing of a competitor's plant, this company has experienced an increase in orders for set-up type boxes and has abandoned plans for diversification. No further assistance is needed; the project is closed.

Project 666: Assistance to a metalworking company in Polk County

Nature of Problem: In addition to operating a metalworking-job shop, this company also manufactures rubber molds for the costume jewelry industry. IDD assistance was requested in evaluating the feasibility of distributing these rubber molds directly to the customer rather than using distributors as is the current practice.

Work Performed: In a meeting with the owner of this company, it was learned that the rubber molds can also be used to make small machine parts. In order to explore the possibilities of developing a substantial market for the rubber molds for use in producing machine parts, a list of potential customers has been prepared by IDD for the company to use in its sales efforts.

Results: Based on the information supplied by IDD, the owner of this company has hired a salesman and is developing new business in the manufacturing of small machine parts for the textile industry. No further assistance is needed; the project is closed.

Project 668: Assistance to a metal and plastic container manufacturer in Douglas County

Nature of Problem: IDD assistance was requested in preparing a plant layout for a new 65,000 sq. ft. plant to be located near Douglasville, Georgia.

Work Performed: Information needed to design a plant layout for this company's new plant has been requested from company management. Work on the plant layout design will be initiated as soon as the needed information is available.

Results: The principals in this company have been unable to reach a decision on whether or not to build this new facility; therefore, the project is closed.

Project 677: Assistance to a metal fabricating company in Haralson County

Nature of Problem: The president of this firm requested IDD assistance in improving material flow and in reducing the end-process handling of materials in his plant.

Work Performed: In a visit to this firm, measurements of the existing facilities were taken, and other information needed to develop an improved plant layout was collected. A proposed plant layout design was developed and provided to the company for evaluation.
**Results:** Work has been started on an expansion of the existing building in order to implement the improved plant layout design prepared by IDD. Two additional pieces of production equipment have been installed. No additional assistance is needed; the project is closed.
V. Evaluation of Program Effort

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 823 identifiable jobs have been created or saved in firms assisted by IDD. Approximately 544 identifiable jobs have been created in expanding companies which were assisted. In the new ventures which were aided by IDD, 190 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.

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.
WARD, WILLIAM C., JR.--Head, Industrial Services Branch, Industrial Development Division, Engineering Experiment Station

Education
B.S. in Industrial Management, Georgia Institute of Technology 1940
Command and General Staff College, Fort Leavenworth 1953
Senior Course, Marine Corps Schools 1956
Management School, Fort Belvoir 1961

Employment History
Southern Mercerizing Company, Supervisor 1932-1939
China Grove Cotton Mills, Foreman 1940
U.S. Marine Corps, Colonel 1940-1964
Dean Foods Company, General Manager 1964-1966
Georgia Institute of Technology
Research Scientist 1966-1971
Senior Research Scientist 1971-Present
Head, EDA Services Section, IDD, EES 1967-1970
Head, Applied Technology Group, IDD, EES 1970-1971
Head, Special Projects Branch, IDD, EES 1971-1972
Head, Industrial Services Branch, IDD, EES 1972-Present

Experience Summary: At Southern Mercerizing Company, performed at the supervisory level in mercerizing, skeining, coning, quilling, and shipping departments. Night superintendency of entire plant for one summer. At China Grove Cotton Mills, performed as foreman of carding department. In U.S. Marine Corps performed in various command and staff positions including: Chief of Staff, Third Marine Division -- supervised and coordinated entire general and special staff. Comptroller, Marine Corps Base -- staff responsibility for financial management, including accounting, budgeting, disbursing, data processing and financial administrative organization. Chief, Atomic Biological, and Chemical Section, Educational Center, Marine Corps Schools -- responsible for supervising and participating in instruction in Marine Corps Schools, Basic, Junior and Senior Courses. Industrial Relations Officer -- responsible for civilian personnel program including employment, employee relations, training, safety, payroll, and wage and classification divisions. As general manager of Dean Foods Company, managed and supervised management controls, purchasing, traffic, production and quality controls, personnel and all administrative functions. At Georgia Tech, directed IDD's overall operations in EDA matters; provided management and technical assistance to industry as required. Directed IDD's overall operations in Housing Resources matters and overall activities of Special Projects Branch. Presently directs the activities of Industrial Services Branch.

Current Fields of Interest
All aspects of management and technical assistance to industry.

Major Reports and Publications
9. "Economic Impact of a Proposed Industrial Park to be Located in Milledgeville, Georgia," EDA Special Report, March 1968, coauthor
11. "Economic Impact of Proposed Water and Sewerage System Improvements on Roberta, Georgia," EDA Special Report, April 1968, coauthor
12. "Impact of Proposed Sewer Improvements on the City of Waycross and Ware County," EDA Special Report, April 1968, coauthor
BIOGRAPHICAL SKETCH

TAYLOR, HARDY S.--Assistant Head, Industrial Services Branch, Industrial Development Division, Engineering Experiment Station

Education

University of Alabama, B.S. Business Administration and Pre-Law 1943
Harvard Graduate School of Business Administration 1944
University of Nebraska, Graduate School of Business Organization 1951
Defense Department Comptrollership School, Washington, D. C. 1955

Employment History

National Southern Products, Inc., Tuscaloosa, Alabama, Research Assistant 1943
Turco Products, Inc., Atlanta, Georgia, Representative and Field Engineer 1943-1964
U.S. Navy, Supply and Fiscal Officer/Comptroller 1943-1964
Gladwin Industries, Inc., Atlanta, Georgia, Treasurer (Controller) 1964-1966
Georgia Institute of Technology
Research Scientist 1966-1972
Senior Research Scientist 1972-Present
Head, Management and Technical Assistance Section 1968-Present
Head, EDA Services Section 1970-Present
Assistant Head, Industrial Services Branch, IDD, EES 1970-Present

Experience Summary: As the Assistant Head of the Industrial Services Branch, is responsible for directing the overall IDD program of management and technical assistance and EDA services to Georgia industry. Served as treasurer of a locally-based national corporation, primarily a manufacturer for the telephone industry, and was responsible for accounting and financial management, office administration and sales maintenance services, purchasing, customer relations and local sales, personnel administration, print shop operations and sales catalog maintenance. Served as a member of the board of directors of several corporations with national and international sales distribution. In 1964 completed twenty years in U.S. Navy as top departmental executive with experience in all phases of business and financial management with special emphasis on Controllership, which consisted of budgeting and internal auditing; and Supply and Fiscal operations consisting of: accounting and payroll, office administration and personnel management and training, procurement and contract negotiation and administration, inventory management, warehousing, traffic operations, quality control, industrial safety, and property disposal. Assisted in the development of, and in charge of implementation of, a new Inventory Management concept at the Naval Aviation Supply Office, which is the world wide inventory control point for all Naval Aviation spare parts and material. This concept was based on the maximum utilization of the latest Electronic Data Processing equipment and it resulted in the greatest advancement in the management of aviation material during the past several years. Served as Supply and Fiscal Office/Comptroller at several Naval Air Stations and directed a working staff of 75 to 300 civilian personnel. As the first U.S. Naval representative in Sicily, negotiated at the highest governmental levels in Sicily and in Rome in arriving.
TAYLOR, HARDY S. -2- Biographical Sketch

at agreements and procedural methods for operation of a U.S. Naval Air Station. Additionally, recruited, interviewed, selected and hired the initial group of 100 civilian personnel. Also negotiated and approved contracts for procurement of equipment, supplies and services from European sources to provide complete support for a station population of 1,800 people. Developed the idea and published a catalog in connection with a Simplified Issue Procedure for General Stores Material. This idea has been further developed and is widely used throughout the Naval Supply System.

Current Fields of Interest

All phases of area development activity, including industrial and community development, financial and inventory management, and management development.

Major Reports and Publications

1. Published a catalog in connection with a Simplified Issue Procedure for General Stores Material
2. Author of numerous published company studies; procedural systems manuals; and operational plans
7. "Economic Impact of Proposed Water and Sewerage System Improvements on Warrenton, Georgia," EDA Special Report, September or December 1967
10. "Economic Impact of a Proposed Industrial Park to be Located In Swainsboro, Georgia," EDA Special Report, January 1968 (coauthor)
12. "Economic Impact of a Proposed Industrial Park to be Located in Milledgeville, Georgia," EDA Special Report, February 1968
16. "Economic Impact of a Proposed Industrial District to be Located in Richmond County, Georgia," EDA Special Report, May 1968 (coauthor)
Major Reports and Publications (continued)


Georgia Institute of Technology

BIOGRAPHICAL SKETCH

BETHEA, EDWIN A. -- Research Scientist, Industrial Development Division, Engineering Experiment Station

Education

B.S., Knoxville College 1953
M.S.W., Howard University 1962
Certificate of Completion, Howard University's Small Business Guidance Center 1969

Employment History

District of Columbia, Department of Public Welfare, Caseworker, Child Welfare Division 1962-1965
Far East Community Services, Inc., Community Organizer 1965-1966
Youth Community Organizer
United Planning Organization, Community Organization 1966-1968
Specialist (training officer), Economic Development Specialist
Youth Enterprises, Inc., Executive Director 1968-1970
Volunteers for International Technical Assistance, Director 1970-1972
Washington, D. C.; Director-East Central Regional Office
Consultant Employers
Office of Economic Opportunity; Manpower Assistance Project Inc.; University Research Corp.; Xerox Corporation; Commerce Department, Economic Development Administration.
Georgia Institute of Technology, Research Scientist 1972-Present

Experience Summary: Directed a regional office for technical assistance that provided services to minority and economically disadvantaged groups in mid Atlantic region; this entailed establishing, structuring, and supervising new program offices in several states within the region. Program developer for minority economic ventures and community development project; the responsibilities included establishing a working relationship with community groups, federal, state and local government agencies and/or private agencies whose interests were similar. Organized and managed a minority firm for the purpose of establishing "spin-off" business ventures and the training of minority entrepreneurs. Managed and developed programs aimed toward helping groups initiate and implement economic and social changes in their community such as employment practices, bureaucratic procedures, etc. Assisted quasi government and government department directors in community planning. Developed and directed programs relating to youth activities in the areas of training, proposal development, community improvement and change and economic developments.

Current Fields of Interest

Minority business development, industrial and community development, manpower management and motivation, transportation and new economic systems.
CHIANG, TZE I.--Senior Research Economist, Industrial Development Division, Engineering Experiment Station

Education

B.A. in Agricultural Economics, Fukien Christian University 1946
M.S. in Agricultural Economics, Oklahoma State University 1955
Cornell University 1957 (Summer)
Ph.D. in Agricultural Economics, University of Florida 1958

Employment History

Junior high school teacher, Foochow, China 1946-1947
China Textile Industries, Inc. 1947-1953
Oklahoma State University, Graduate Assistant 1954-1955
University of Florida, Research Assistant 1955-1958
Georgia Institute of Technology
Assistant Research Economist 1958-1962
Research Economist 1963-1964
Senior Research Scientist 1965-Present

Experience Summary: Began as a teacher in a junior high school in 1946. Joined the China Textile Industries, Inc., in 1947, and rose gradually to the position of Assistant to the General Manager in 1953. At Oklahoma State University, accepted a graduate assistantship in collecting and analyzing data related to land value and the cattle business. Enrolled in the University of Florida in 1955 and was appointed Research Assistant, working on own dissertation in regard to a marketing study of Florida ferns. At Georgia Tech, has dealt mainly with feasibility studies on various industries which show potential as manufacturing opportunities in Georgia.

Current Fields of Interest

Manufacturing feasibility studies.

Major Reports and Publications

7. "Lumber and Wood Products, Furniture and Fixtures" (Studies of Selected Industries in the Southeast River Basins, Section 4), Georgia Tech Report, March 1961
Major Reports and Publications (continued)

11. "Evaluation of Agriculturally Oriented and Wood-Based Manufacturing Opportunities in Carroll County, Georgia," Georgia Tech Report, February 1964, coauthor
DAMOND, HARVEY--Senior Research Engineer, Industrial Development Division, Engineering Experiment Station

Education

St. Johns University 1941-1942
B.S. in Textile Engineering, North Carolina State College 1942-1946

Employment History

Cohn-Hall-Marx, Converter and Assistant Designer 1946-1947
American Woolen Company, Designer and Assistant Buyer 1947-1950
Dux Mixture Hardware Company, Partner 1950-1960
Georgia Institute of Technology 1960-1965
Assistant Research Engineer 1965-1967
Research Engineer 1967-Present
Senior Research Engineer 1967-Present

Experience Summary: Economic feasibility studies; plant location analyses; market research to identify manufacturing and nonmanufacturing business opportunities; raw materials and intermediate products availability studies; liaison with prospects on industrial location possibilities; evaluation and development of area resources; transportation studies; management and technical assistance to prospective and established business; product diversification studies; manpower resources; industrial economic analyses; purchasing and marketing of hardware, wholesale and retail; textile designing; textile converting. Coeditor of monthly metalworking bulletin.

Current Fields of Interest

Market analyses; plant location criteria; economic feasibility analyses.

Major Reports and Publications

Major Reports and Publications (continued)

12. "Mobile Homes in Georgia: A Study of the Personal Property Taxes Levied on Mobile Homes in the Metropolitan Areas of Georgia and the Significance of the Mobile Home Industry to the State," Georgia Tech Report, February 1965, coauthor


Georgia Institute of Technology

BIOGRAPHICAL SKETCH

PARETS, GASTON A. -- Research Engineer, Management and Technical Assistance, Industrial Services Branch, Engineering Experiment Station

Education


Master of Business Administration, with emphasis in Economics, Finance and International Business and Trade. Georgia State University. 1968

Additional courses and seminars in Business, Management and Industrial Development. 1969-1970

Fluent in the Spanish and Portuguese languages.

Employment History

Johnson Controls, Inc., Coral Gables, Florida
Assistant Engineer and Technical Draftsman 1964-1966

Ford Motor Company, Automotive Assembly Division, Hapeville, Georgia
Process Engineer 1966-1967
Manufacturing Engineer "A" 1968-1970

Georgia Institute of Technology, Industrial Development Division, Engineering Experiment Station
International Branch 1970-1972
Industrial Services Branch 1972-Present

East-West Center, University of Hawaii, Honolulu, Hawaii
Research Fellow June-October 1972

Experience Summary: Has been associated with Georgia Tech since January of 1970. During the first three years, activities consisted in the preparation, implementation and follow-up of industrial development projects in Latin America, including the preparation of project proposals for presentation to private and public, national and international organizations. Activities in the international development field included three months of technical assistance to the Industrial Development Office of the University of Carabobo in Valencia, Venezuela, direct involvement in the U.S. AID-sponsored industrial development program of the Republic of Paraguay, and assistance to the Development and Productivity Center, a private consulting group, also in Paraguay. A result of these programs was the generation of a series of studies such as feasibility studies, community industrial profiles, training manuals, and other specialized studies. Another responsibility within the international area was participation in the preparation and conduct of a series of 12-week international development seminars, which are attended by Latin American professional developers and government officials.
With the Industrial Services Branch, responsibilities consist in the provision of management and technical assistance to small and medium size industries in Georgia and other southeastern states. During the period June-October 1972, was invited by the East-West Center at the University of Hawaii, to become part of a five-man study team which conducted a study on the economy, research institutions, and private industry in Indonesia in an effort to determine the feasibility of the establishment of an Industrial Technology Center in that country. This project required extensive travel in Indonesia and other Southeast Asian countries, and the results were formally presented in an International Conference on Adaptive Technologies at Honolulu, Hawaii, October 4, 5, and 6, 1972. While associated with Ford Motor Company, from July 1966 to January 1970, the prime responsibility was to ascertain that vehicles were assembled in the specified manner, and to supervise the building and installation of tools and equipment required for this purpose. This function required close coordination with such groups as Quality Control, Industrial Engineering, Plant Engineering and others. During the period from January 1964 to June 1966, worked with Johnson Controls, Inc., as a technical draftsman and assisted project engineers in projects related with the design and installation of heating and refrigeration automatic control systems.

Major Reports and Publications

3. "Industrial Profile of the City of San Felipe, Venezuela," University of Carabobo, Venezuela, 1971
4. "Pilot Study on the Generation and Diffusion of Adaptive Technology in Indonesia," Technology and Development Institute, East-West Center, Honolulu, Hawaii, October 1972, co-author
6. Market and feasibility studies in various industries, both in the United States and in Latin America.
Georgia Institute of Technology

BIOGRAPHICAL SKETCH

POTTS, PHILLIP W. -- Research Scientist, Industrial Development Division, Engineering Experiment Station

Education

B.S. in Industrial Management, Georgia Institute of Technology 1962
M.B.A. in Marketing, Georgia State University 1968

Employment History

U. S. Army 1955-1958
Georgia Institute of Technology, Student 1958-1962
General Motors, Accountant 1962-1964
St. Regis Paper Company, Production Department Head, Sales Coordinator, Production Coordinator 1964-1972
Georgia Institute of Technology Research Scientist 1972-Present

Experience Summary: Served three years in U. S. Army Intelligence, traveling extensively throughout Europe. Employed by General Motors in accounting functions of payrolls, accounts payables, accounts receivables, and standard costing. Held various positions with St. Regis Paper Company from production department head to sales coordinator and production coordinator, being responsible for supervision of several hundred production personnel, quality control, production scheduling, inventory control, shipping and receiving efficiency, purchasing, customer service, and implementation of systems for changing production and financial records from manual calculation to EDP.

Current Fields of Interest

All aspects of industrial management, including market analysis, economic feasibility studies, and research in industrial development.

Major Reports and Publications

5. "An Examination of the Existing Commercial Market for Urethane Foam Structural Panels in the Southeast," Georgia Tech Report, July 1973, coauthor and project director
Major Reports and Publications (continued)

WOMMACK, CHARLES C.—Assistant Research Scientist, Industrial Development Division, Engineering Experiment Station

Education

B.S.I.M., Georgia Institute of Technology 1963

Employment History

A. O. White, Jr., Engineer, Draftsman 1960 (summer)
Daniel, Manning, Johnson and Mendenhall, Land Surveying 1961 (summer)
Great Books Inc., Salesman 1962 (summer)
Georgia Power Company, Merchandise Sales Representative 1963-1964
U. S. Army, Battalion Supply Officer (S-4) 1964-1966
Atlantic Company, Branch Manager (ice) 1966-1967
Georgia Institute of Technology
Assistant Research Scientist 1967-Present

Experience Summary: Duties as a battalion supply officer included administering and supervising the unit motor pool and requisitioning all types of supplies for the support of the unit mission. Duties as Branch Manager with Atlantic Company included the day-to-day operation of an ice manufacturing plant, recruiting and training personnel, supervision of equipment and vehicle maintenance, sales promotion, customer relations, budgeting and cost control. Initial work at Georgia Tech was in connection with an economic development project in the Atlanta Model Neighborhood area which had as its objectives the identification of economic development potentials in the area, the identification of ways to exploit these development potentials, and the reporting of the results of research findings to the City of Atlanta. Recent work has included participation in an economic development program in Valencia, Venezuela, which included identification and evaluation of new manufacturing opportunities and the establishment of a program of management and technical assistance to small and medium-size businesses in Venezuela.

Current Fields of Interest

All areas of economic development, especially those dealing with the economic problems connected with urban and rural poverty; upgrading productivity and Latin American economic development.

Major Reports and Publications

4. "Economic Impact of the Proposed Vocational-Industrial Training Center to be Located in Monroe, Walton County, Georgia," Special EDA Report, March 1969, coauthor
Major Reports and Publications (continued)

10. "La Fabricacion de Aisladores de Porcelana en Venezuela," Report of the University of Carabobo (in Spanish), 1971, coauthor
CHART 2

This work program which encompasses Chart 2 has been waived by paragraph five of the grant amendment offer dated the 26th day of June 1972.
**CHART 3**

REGIONAL ECONOMIC DEVELOPMENT CENTER ACTIVITY REPORT

December 1, 1973 to February 28, 1974

<table>
<thead>
<tr>
<th></th>
<th>Business Stabilization</th>
<th>Business Expansion</th>
<th>New Venture</th>
<th>Community Development</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Previous</td>
<td>Current</td>
<td>Previous</td>
<td>Current</td>
<td>Previous</td>
</tr>
<tr>
<td><strong>ONGOING</strong> (BEGINNING)</td>
<td>7</td>
<td>4</td>
<td>12</td>
<td>16</td>
<td>12</td>
</tr>
<tr>
<td><strong>NEW</strong></td>
<td>0</td>
<td>4</td>
<td>8</td>
<td>5</td>
<td>3</td>
</tr>
<tr>
<td><strong>DISCONTINUED</strong></td>
<td>3</td>
<td>3</td>
<td>4</td>
<td>8</td>
<td>6</td>
</tr>
<tr>
<td><strong>ONGOING</strong> (ENDING)</td>
<td>4</td>
<td>5</td>
<td>16</td>
<td>13</td>
<td>9</td>
</tr>
<tr>
<td><strong>TOTAL ACTIVE</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>DURING QUARTER</strong></td>
<td>7</td>
<td>8</td>
<td>20</td>
<td>21</td>
<td>15</td>
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</table>

**Percentage of Effort as measured by Cost***

<table>
<thead>
<tr>
<th></th>
<th>This Period</th>
<th>Previous Period</th>
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</thead>
<tbody>
<tr>
<td>Business Stabilization</td>
<td>17</td>
<td>15</td>
</tr>
<tr>
<td>Business Expansion</td>
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<td>42</td>
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<tr>
<td>New Venture</td>
<td>27</td>
<td>31</td>
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<tr>
<td>Community Development</td>
<td>12</td>
<td>12</td>
</tr>
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</table>

* Cost is interpreted to mean Budget Cost for Period of Reporting.
### Summary of Project Activity by Type and Subregion

<table>
<thead>
<tr>
<th>Subregion</th>
<th>New Venture</th>
<th>Business Expansion</th>
<th>Business Stabilization</th>
<th>Community Development</th>
<th>Current Costs % of Total</th>
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<tr>
<td>CENTRAL SAVANNAH RIVER EDD</td>
<td>1</td>
<td>2</td>
<td>2</td>
<td>0</td>
<td>10</td>
</tr>
<tr>
<td>COASTAL PLAIN EDD</td>
<td>0</td>
<td>2</td>
<td>0</td>
<td>0</td>
<td>4</td>
</tr>
<tr>
<td>GEORGIA MOUNTAINS EDD</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>3</td>
<td>8</td>
</tr>
<tr>
<td>HEART OF GEORGIA EDD</td>
<td>1</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>4</td>
</tr>
<tr>
<td>NORTHEAST GEORGIA EDD</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>2</td>
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<tr>
<td>OCONEE AREA EDD</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>2</td>
</tr>
<tr>
<td>SLASH PINE EDD</td>
<td>2</td>
<td>3</td>
<td>1</td>
<td>0</td>
<td>12</td>
</tr>
<tr>
<td>SOUTHWEST GEORGIA EDD</td>
<td>2</td>
<td>4</td>
<td>0</td>
<td>0</td>
<td>12</td>
</tr>
<tr>
<td>MIDDLE FLINT EDD</td>
<td>2</td>
<td>2</td>
<td>0</td>
<td>0</td>
<td>8</td>
</tr>
<tr>
<td>CHATTAHOOCHIE-FLINT EDD</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>2</td>
<td>4</td>
</tr>
<tr>
<td>COASTAL AREA EDD</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>LOWER CHATTAHOOCHIE EDD</td>
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<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>PROJECTS OUTSIDE EDD'S</td>
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<td>7</td>
<td>3</td>
<td>3</td>
<td>34</td>
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<tr>
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<td>13</td>
<td>21</td>
<td>8</td>
<td>8</td>
<td>100%</td>
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</tbody>
</table>
### Chart 5

**Job Impact Summary**

<table>
<thead>
<tr>
<th>Business Stabilization</th>
<th>Business Expansion</th>
<th>New Venture</th>
<th>Community Econ. Develop.</th>
<th>Other</th>
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<td>Goal</td>
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<td>Goal</td>
<td>Actual</td>
<td>Goal</td>
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<td>CENTRAL SAVANNAH RIVER EDD</td>
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<td>Not Estb. 0</td>
<td>Not Estb. 0</td>
<td>Not Estb. 0</td>
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<td>COASTAL PLAIN EDD</td>
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<td>&quot; 0</td>
</tr>
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<td>&quot; 0</td>
<td>&quot; 0</td>
</tr>
<tr>
<td>HEART OF GEORGIA EDD</td>
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<td>&quot; 0</td>
<td>&quot; 0</td>
<td>&quot; 0</td>
</tr>
<tr>
<td>NORTHEAST GEORGIA EDD</td>
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<td>&quot; 190</td>
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<td>OCONEE AREA EDD</td>
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<td>&quot; 0</td>
<td>&quot; 0</td>
<td>&quot; 0</td>
</tr>
<tr>
<td>SLASH PINE EDD</td>
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<td>&quot; 10</td>
<td>&quot; 0</td>
<td>&quot; 0</td>
</tr>
<tr>
<td>SOUTHWEST GEORGIA EDD</td>
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<td>&quot; 0</td>
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<td>MIDDLE FLINT EDD</td>
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</tr>
<tr>
<td>CHATTAHOOCHEE-FLINT EDD</td>
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<td>&quot; 0</td>
<td>&quot; 0</td>
<td>&quot; 0</td>
</tr>
<tr>
<td>COASTAL AREA EDD</td>
<td>&quot; 0</td>
<td>&quot; 0</td>
<td>&quot; 0</td>
<td>&quot; 0</td>
</tr>
<tr>
<td>LOWER CHATTAHOOCHEE EDD</td>
<td>&quot; 0</td>
<td>&quot; 0</td>
<td>&quot; 0</td>
<td>&quot; 0</td>
</tr>
<tr>
<td>PROJECTS OUTSIDE EDD'S</td>
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<td>&quot; 414</td>
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<td>&quot; 0</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>89</td>
<td>544</td>
<td>190</td>
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</tbody>
</table>
AREA PLANNING AND DEVELOPMENT COMMISSION BOUNDARIES AND BRANCH OFFICES
OF GEORGIA TECH'S INDUSTRIAL DEVELOPMENT DIVISION

1. ALTAMAHA — GEORGIA SOUTHERN
2. ATLANTA METROPOLITAN
3. CENTRAL SAVANNAH RIVER
4. CHATTANOOCHEE—FLINT
5. COASTAL
6. COASTAL PLAIN
7. COOSA VALLEY
8. GEORGIA MOUNTAINS
9. HEART OF GEORGIA
10. LOWER CHATTANOOCHEE
11. MCINTOSH TRAIL
12. MIDDLE FLINT
13. MIDDLE GEORGIA
14. NORTH GEORGIA
15. NORTHEAST GEORGIA
16. OCONEE
17. SLASH PINE
18. SOUTHWEST GEORGIA

Industrial Development Division
ENGINEERING EXPERIMENT STATION
Georgia Institute of Technology

-43-
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 3

EDA Counties and EDD's as of 1 January 1974

LEGEND:
- OPEN PROJECTS
- ELIGIBLE COUNTY
- ECONOMIC DEVELOPMENT CENTER
A PROGRAM OF MANAGEMENT AND TECHNICAL ASSISTANCE
IN DESIGNATED COUNTIES IN GEORGIA

by
William C. Ward, Jr.
Hardy S. Taylor
Charles C. Wommack

INDUSTRIAL DEVELOPMENT DIVISION

Quarterly Report
January, February, and March

Engineering Experiment Station
GEORGIA INSTITUTE OF TECHNOLOGY
Atlanta, Georgia
A PROGRAM
OF MANAGEMENT AND TECHNICAL ASSISTANCE
IN DESIGNATED EDA COUNTIES IN GEORGIA

Quarterly Report
January, February, March

by
William C. Ward, Jr.
Senior Research Scientist

Hardy S. Taylor
Senior Research Scientist

Charles C. Wommack
Research Scientist

This technical assistance program was accomplished by professional consultants under a grant from the Economic Development Administration. The statements, findings, conclusions, recommendations, and other data in this report are solely those of the grantee and do not necessarily reflect the views of the Economic Development Administration.
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2. Economic Development Districts
3. EDA Counties and EDD's as of 1 January 1974
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      To be reported only in the first quarterly progress report and the
      final report.
   B. Organization and Establishment of Center
      To be reported only in the first quarterly progress report and the
      final report.

II. Program Administration
   A. Program Objectives
      To be reported only in the first quarterly progress report and the
      final report.
   B. Technical Assistance Services
      To be reported only in the first quarterly progress report and the
      final report.
   C. Project Personnel
      To be reported only in the first quarterly progress report and the
      final report.
   D. Phasing of Work Program
      This work program which encompasses Chart 2 has been waived by
      paragraph five of the grant amendment offer dated the 27th day of
      June 1972.
   E. Relationship to Other Development Efforts
      In furthering the EDA objectives in Georgia, the Industrial
      Development Division works closely with representatives of the
      following organizations:
      Georgia State Office of Planning and Budget - Georgia Depart-
      ment of Community Development - Economic Development Districts -
      Area Planning and Development Commissions - Chambers of Commerce -
      local Industrial Development groups - Coastal Plains Regional
      Commission - Small Business Administration - EDA Economic
      Development Representatives.
      Particular attention is directed to working with the EDD's and
      APDC's on individual projects. When an assistance project is opened
      these organizations are notified that IDD will be working in their
      area and a monthly progress report of activity on projects within
      their area is furnished.
      Cooperation with the above mentioned organizations is enhanced
      by IDD activities other than EDA within the state wherein IDD personnel
      are in almost constant contact with these groups.
III. Strategy for Subregions

To be reported only in the first quarterly progress report and the final report.

IV. Technical Assistance Projects

A. Location

Map 3 identifies the counties in which work was performed under the program and indicates the number of projects conducted in each county.

B. Highlights of Project Activity

Chart 3 summarizes the highlights of project activity by major program categories. Chart 4 summarizes the project activity by type and subregion to indicate the distribution of effort throughout the state. Chart 5 summarizes the project activity by type and subregion to indicate the job impact.

The following projects were selected for special mention:

Project 700: This firm now manufactures roof trusses for the mobile home industry and wooden mattress frames for mattress manufacturers. IDD assistance was requested in investigating the feasibility of further diversification into wood pallet manufacturing. A market survey of the market for pallets within 150 miles of Albany, Georgia, was conducted and summarized in a report to this company. Information was also supplied on pallet designs used by various industries and typical prices and volume purchasing arrangements commonly used. Based on the information provided by IDD, this firm decided to begin producing wooden pallets as soon as equipment could be obtained. Limited production of wooden pallets is now under way and is gradually developing into a stable product line. In the follow-up phase of IDD's work with this company on the wood pallet diversification, it was learned that management was interested in investigating the potential of producing fire logs from their wood waste material. Several published reports on producing fire logs from wood residues were provided to the company and an informal survey of local retailers was made to determine the market acceptance of similar products and the retail/wholesale price of competing products. Assistance was also provided in identifying suppliers of equipment and raw materials that would be needed to initiate fire log production.

Project 722: This company requested IDD assistance in resolving a materials handling problem in their plant which, if resolved, would reduce breakage of eggs. In a visit to the plant, an IDD staff member found two materials handling methods in use, neither of which is entirely satisfactory. These two methods (rack, carton) were studied to determine which is the more efficient method. Data were also gathered on industry practices regarding this specific materials handling problem. A report summarizing the IDD findings was prepared and presented to company management. The basic recommendation of this report was that the rack method should be adopted throughout the operation since, based on calculations contained in the report, an annual savings of more than $38,000 could be realized.
Project 738: This company is in the final stages of establishing a plant in Brunswick to manufacture molded calcium silicate insulating material for power and process industries. Assistance was requested in (1) finding an alternate supplier of a special kind of lime now being supplied from Pennsylvania and (2) a use for a by-product, lime silicate, that otherwise will be waste. A list of potential suppliers of the special type of lime needed for this company's product was developed and supplied to management. A supplier in the Southeast has been identified from this list, and the potential savings in the cost of this raw material appear to exceed $200,000 per year if the quality is satisfactory.

C. Project Summaries

The 42 individual projects which were active during the quarter under the project 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 the work performed and a statement of the results achieved. The 27 projects which were still active as of March 31, 1975 are listed under "Ongoing Projects" in each EDD.
CENTRAL SAVANNAH RIVER ECONOMIC DEVELOPMENT DISTRICT

General

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

New Projects

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

Project 744: Assistance to a regional economic development group in Statesboro, Georgia

Nature of Problem: Because of construction of I-95, the loss of tourist traffic on U. S. Highway 301 from the South Carolina border to the Florida border has seriously affected the motel business. By July 1975, when a large section of I-95 is opened, many of the motels on Highway 301 will find it impossible to continue operation. The total investment in these motels represents millions of dollars. Conversion of the buildings into other types of businesses is imperative to protect these investments, prevent tax loss to the local governments, and provide employment for managers and operating personnel.

Work Performed: The IDD staff has begun investigating the following areas:

1. Determine in each locality the needs for alternate uses for motel buildings such as apartments, office space, etc. For the counties of Bulloch, Evans, Tattnall, Long, and Wayne, the needs related to the build-up of the Fort Stewart-Hunter AAF Complex are being evaluated.

2. Practical alternatives for converting to another type business.

3. The extent of building modifications required by conversion to another business.

4. Expected return on investment and pay-back on conversions to another business.

Results: The project is continuing.

Ongoing Projects

There is now the one new project above under way in this area.

Discontinued Projects

None.
COASTAL PLAIN ECONOMIC DEVELOPMENT DISTRICT

General

The Coastal Plain Economic Development District consists of ten counties, of which eight are eligible Redevelopment Area counties: Ben Hill, Berrien, Brooks, Cook, 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 established in this area.

Project 745: Assistance to a wood products company in Lanier County

Nature of Problem: This manufacturer of cypress patio furniture requested IDD assistance in evaluating the market potential for expanding their sales through their own sales force. Cypress furniture competes with redwood furniture and has a longer service life than redwood furniture.

Work Performed: The IDD staff has begun collecting information for a market study on patio furniture and is compiling information on the potential distribution channels for this product. Information is also being supplied to the company on other products for possible diversification and on the utilization of the wood scrap that is generated in their plant.

Results: The project is continuing.

Ongoing Projects

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

Project 724: Assistance to a sporting goods manufacturer in Valdosta, Georgia (Growth Center)

Nature of Problem: This firm has a problem of excessive handling and storage of raw materials and semi-finished products. IDD assistance was requested in reviewing the present plant layout and developing an improved layout to minimize the loss in efficiency resulting from excessive material handling.

Work Performed: An IDD staff member has visited this plant and collected information needed to develop an improved plant layout. During this visit, company management also requested assistance in evaluating the feasibility of producing and marketing Christmas tree stands. Information relative to the marketing of Christmas tree stands is being collected.

Results: The project is continuing.
Project 732: Assistance to a garment manufacturer in Irwin County

Nature of Problem: The general manager of this company requested assistance in developing a system to monitor and control plant production in his multi-plant operation.

Work Performed: In a visit to this company, it was found that due to recent growth in the size of this business, top management has found that its existing production control system is inadequate and needs to be formalized and refined in order to achieve maximum efficiency. Work is under way in assisting company management in this effort to improve production control procedures.

Results: The project is continuing.

Discontinued Projects

None.
GEORGIA MOUNTAINS ECONOMIC DEVELOPMENT DISTRICT

General

The Georgia Mountains Economic Development District consists of 13 counties, of which six are eligible Redevelopment Area counties: Dawson, Forsyth, 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 established in this area.

Project 751: Assistance to a marina in Forsyth County

Nature of Problem: The management of this firm requested IDD assistance in implementing the planned improvement to the service facilities in its efforts to increase sales during the current economic recession.

Work Performed: Due to depressed economic conditions, this company has been forced to lay off fourteen employees and reduce its emphasis on the sale of new boats. The current management plan calls for expanding and modernizing the service facilities for servicing and repairing boats. This expansion and modernization effort is directed toward increasing sales revenues in order to recall some of the laid off employees. IDD's initial efforts are being directed toward advising company management on the best location for the new service facilities, efficient shop layout, and on service work scheduling.

Results: The project is continuing.

Ongoing Projects

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

Project 693: Assistance to an industrial development group in Union County

Nature of Problem: This industrial development group requested IDD assistance in the preparation of a conceptual design plan for an industrial district on a site which the group presently holds.

Work Performed: The IDD staff has conducted a field inspection of the proposed site of the planned industrial district. Before design work could proceed, aerial photography of the site and other data had to be obtained. Work on obtaining the photography and other data is now completed and a proposed design for the industrial district has been prepared for review by this development group.

Results: The project is continuing.
Project 728: Assistance to a manufacturer of specialized machinery in Gainesville, Georgia (Growth Center)

Nature of Problem: IDD assistance has been requested by the management of this firm in the area of production control, marketing, and finance.

Work Performed: In a meeting with the president and vice president of this company, the IDD staff found that it had been operating for approximately 18 months under the strain of limited working capital, less than optimum financial structure, and little, if any, production control. As a result of this meeting, it was determined that assistance would be concentrated in the areas of production control and marketing in an effort to achieve profitable operations through a reduction of costs and improved efficiency. If a profit can be achieved, the problems of correcting the unbalanced financial structure will be greatly reduced.

Results: The project is continuing.

Discontinued Projects

None.
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 established in this area.

Project 752: Assistance to a newly formed manufacturing venture in Dodge County

Nature of Problem: This newly formed company is an outgrowth of the planned venture which was previously assisted under EDA Project 687. The founders of this new company, in order to secure financing for the venture, disassociated themselves from the health care firm. IDD assistance is now needed in establishing a production facility for exterior fiberglass doors.

Work Performed: The IDD staff is now assisting the founders of this new company in locating an existing building which will suit their needs. A recently closed fiberglass fabricating plant is located in the area, and investigations are under way as to how this facility could be made available to this new company.

Results: The project is continuing.

Ongoing Projects

There is now the one new project above under way in this area.

Discontinued Projects

During the quarter one project was discontinued in this area.

Project 687: Assistance to a health care firm in Dodge County

Nature of Problem: This health care firm requested IDD assistance in evaluating the feasibility of diversifying its operation to include the manufacture of fiberglass doors.

Work Performed: The IDD staff has visited this firm and discussed the planned manufacturing operation for producing fiberglass doors. At the suggestion of IDD, it was decided that the first step in evaluating the feasibility of such a venture should be a study of the market for doors. This market study has been completed and delivered to this group for use in planning. Efforts were then made to secure financing for a facility to manufacture fiberglass doors. Local banks, as well as SBA officials, were contacted in
order to determine the best source of financing for this venture. The prin-
cipals were assisted in the preparation of an application for an SBA 502 type
loan.

Results: The application to SBA was temporarily postponed and an applica-
tion to a MESBIC for funding of this venture was pursued instead. No further
assistance is needed at this time; the project is closed.
NORTHEAST GEORGIA ECONOMIC DEVELOPMENT DISTRICT

General

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

New Projects

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

Project 743: Assistance to a metal products manufacturer in Walton County

Nature of Problem: Assistance was requested by company management in collecting data that would be helpful in determining new products that the company might manufacture and sell, especially steel products which could be cold rolled, roll formed as a substitute for hot rolled steel.

Work Performed: The IDD staff has begun collecting information for a market study of the market for cold rolled steel products.

Results: The project is continuing.

Ongoing Projects

There is now the one new project above under way in this area.

Discontinued Projects

During the quarter one project was discontinued.

Project 726: Assistance to a sawmill in Madison County

Nature of Problem: This company has recently completed a new $1 million facility in Madison County and had requested IDD assistance in evaluating the feasibility of a $5 million expansion.

Work Performed: In initial contacts with company management, it was found that preliminary investigations were under way within the company staff, and, at their request, IDD assistance was postponed until January. Plans were to recontact the company at that time.

Results: Upon recontacting the company, it was found that, due to the extremely depressed state of the construction industry, this firm has indefinitely postponed its expansion plans. No further assistance is needed; 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 established in this area.

Project 750: Assistance to a sports equipment manufacturer in Johnson County

Nature of Problem: This company produces sports scoreboards and has requested IDD assistance in redesigning their product for a solid state circuit type control system. This redesign is being investigated in an effort to cut production costs while improving product reliability.

Work Performed: The IDD staff has begun collecting information from solid state equipment suppliers in an effort to identify the best potential system for this company.

Results: The project is continuing.

Ongoing Projects

There is now the one new project above under way in this area.

Discontinued Projects

None.
SLASH PINE AREA ECONOMIC DEVELOPMENT DISTRICT

General

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

New Projects

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

Ongoing Projects

There are now two projects under way in this area.

Project 722: Assistance to an egg processing company in Coffee County

Nature of Problem: This company requested IDD assistance in resolving a materials handling problem in their plant which, if resolved, would reduce breakage of eggs.

Work Performed: In a visit to the plant, an IDD staff member found two materials handling methods in use, neither of which is entirely satisfactory. These two methods (rack, carton) are currently being studied to determine which is the more efficient method. Data were also gathered on industry practices regarding this specific materials handling problem. A report summarizing the IDD findings has been prepared and presented to company management. The basic recommendation of this report was that the rack method should be adopted throughout the operation since, based on our calculations, an annual savings of more than $38,000 could be realized.

Results: The project is continuing.

Project 731: Assistance to an individual in Coffee County

Nature of Problem: This individual contacted the IDD office in Douglas, Georgia, and requested assistance in compiling statistical data necessary to evaluate the feasibility of establishing a shopping center in Douglas, Georgia.

Work Performed: Information on retail sales, demographic characteristics of the area, employment data, income data and banking data on a multi-county trade area surrounding Douglas is being assembled from published sources by the IDD staff and will be supplied to this individual for his use in evaluating the feasibility of his plans. An analysis of existing stores of those types (grocery, general merchandise, and drug) is being done in order to assess the potential for a new shopping center in the area.

Results: The project is continuing.
Discontinued Projects

None.
The Southwest Georgia Economic Development District consists of 13 counties, of which nine are eligible Redevelopment Area counties: Baker, Calhoun, Grady, Lee, Miller, Mitchell, Seminole, Terrell, and Worth. The Growth Centers are Albany (Dougherty County) and Bainbridge (Decatur County).

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

**Project 734: Assistance to a mobile home manufacturer in Worth County**

**Nature of Problem:** This mobile home manufacturer increased its production facilities from 40,000 square feet to 110,000 square feet at the time economic difficulties hit this industry. They presently have only 20 employees -- down from 125 peak employment of a year ago. IDD assistance has been requested in investigating product diversification to utilize this available production space plus increase employment.

**Work Performed:** The IDD staff has initiated an investigation of the market potential of panelized housing vs. modular housing. An assessment of the market potential for panelized tobacco barns is also being made.

**Results:** The project is continuing.

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

**Project 700: Assistance to a wood products manufacturer in Albany, Georgia (Growth Center)**

**Nature of Problem:** This firm now manufactures roof trusses for the mobile home industry and wooden mattress frames for mattress manufacturers. IDD assistance has been requested in investigating the feasibility of further diversification into wood pallet manufacturing.

**Work Performed:** A market survey of the market for pallets within 150 miles of Albany, Georgia, has been conducted and summarized in a report to this company. Information has also been supplied on pallet designs used by various industries and typical prices and volume purchasing arrangements commonly used. Based on the information provided by IDD, this firm decided to begin producing wooden pallets as soon as equipment could be obtained. Limited production of wooden pallets is now under way and is gradually developing into a stable product line. In the follow-up phase of IDD's work with this company on the wood pallet diversification, it was learned that management was interested in investigating the potential
of producing fire logs from their wood waste material. Several published reports on producing fire logs from wood residues were provided to the company and an informal survey of local retailers was made to determine the market acceptance of similar products and the retail/wholesale price of competing products. Assistance has also been provided in identifying suppliers of equipment and raw materials that would be needed to initiate fire log production.

Results: The project is continuing.

Project 706: Assistance to an individual interested in developing a new food store concept in Albany, Georgia (Growth Center)

Nature of Problem: This individual has requested IDD assistance in planning a production facility similar to a mobile home manufacturing operation. He has developed and built a prototype of a relocatable food service store and plans to begin producing a similar unit as soon as financing can be arranged for a new plant.

Work Performed: Arrangements have been made for this individual to visit several mobile home manufacturing plants in the Albany area. He has also been put in contact with the owners of a closed mobile home manufacturing plant since he may possibly be interested in buying this facility. Assistance is also being rendered in preparing the information needed for an SBA 502 loan application. This individual, in his efforts to get his relocatable food store on the market as soon as possible, is now negotiating with a mobile home manufacturer for them to produce the store to his specifications and deliver it to him for finishing.

Results: The project is continuing.

Discontinued Projects

None.
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 established in this area.

Ongoing Projects

There are now two projects under way in this area.

Project 676: Assistance to a development group in Dooly County

Nature of Problem: This development group has requested IDD assistance in determining whether to use a 35-acre site in Vienna, Georgia, for commercial or industrial use.

Work Performed: A visit was made to the site by two IDD staff members, and information on the site was collected during this visit. A report detailing the advantages and disadvantages to industrial versus commercial development of the site has been prepared and forwarded to the development group. This development group has now decided on commercial development of the site, and efforts have begun in developing a comprehensive land use plan for this site.

Results: The project is continuing.

Project 711: Assistance to a municipal government in Crisp County

Nature of Problem: Due to the current ineffectiveness of the industrial development efforts in Cordele, Georgia, the new city manager has requested that IDD provide assistance in guiding him toward a more effective industrial development program.

Work Performed: Efforts are now under way in analyzing the present industrial development organizations and in developing recommendations for improvements. The IDD staff has prepared a formal report to this community entitled "A Study for Improving the Industrial Development Program for Cordele-Crisp County" and has supplied copies of this report to all interested groups and individuals involved in the local development program. A follow-up meeting is planned as soon as the report has been studied by the local people.

Results: The project is continuing.

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 no new projects were established in this area.

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

Discontinued Projects
None.
General

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

New Projects

During the quarter five new projects were established in this area.

Project 735: Assistance to a lawn mower manufacturer in Brunswick, Georgia (Growth Center)

Nature of Problem: This company was experiencing problems in cost control and production scheduling and requested IDD assistance in correcting these problems.

Work Performed: In a visit to this plant, the IDD staff began its analysis of the manufacturing operations including production process needs, personnel needs, reworking on rejects, use of raw materials, scrap program, production scheduling, quality control procedures, and inventory control. It was found that there were so many problem areas in the production operation that a comprehensive approach initially envisioned would be unlikely to produce the needed improvements. It was decided in conference with company management to concentrate IDD's efforts in the areas of production scheduling and inventory control, since these offer the greatest opportunity for improvement in the company's profits.

Results: The project is continuing.

Project 736: Assistance to a building materials manufacturer in Brunswick, Georgia (Growth Center)

Nature of Problem: Company management requested IDD assistance in studying their present production process, especially the application of calcium chloride and its effect on the setting time of the cement used in the product.

Work Performed: In a visit to this company, the IDD staff collected data on the production process now in use and detailed information on how calcium chloride was being used in the product. Subsequent consultation with other personnel in the Engineering Experiment Station, especially those experienced in chemistry, enabled the IDD staff to make several recommendations for improvements in the production process. Trials of these recommended improvements are being made by the company, and additional data will be analyzed as soon as these trials are completed.

Results: The project is continuing.
Project 737: Assistance to a manufacturer of automobile repair equipment in Brunswick, Georgia (Growth Center)

Nature of Problem: This company produces a unique piece of equipment which is used in automobile body shops. The sales of this equipment have been excellent, and the company is now attempting to develop very ambitious expansion plans. IDD assistance has been requested in evaluating the feasibility of these expansion plans and to assist in the planning of an intensified sales effort.

Work Performed: In a visit to this plant, data were gathered on the production operation and data were requested from the company on production costs and sales projections for the next year. The company could not supply all of the needed information but has requested that the company accountant generate the information and supply it to IDD.

Results: The project is continuing.

Project 738: Assistance to a high temperature insulation manufacturer in Brunswick, Georgia (Growth Center)

Nature of Problem: This company is in the final stages of establishing a plant in Brunswick to manufacture molded calcium silicate insulating material for power and process industries. Assistance has been requested in (1) finding an alternate supplier of a special kind of lime now being supplied from Pennsylvania and (2) a use for a by-product, lime silicate, that otherwise will be waste.

Work Performed: A list of potential suppliers of the special type of lime needed for this company's product was developed and supplied to management. A supplier in the Southeast has been identified from this list, and the potential savings in the cost of this raw material appear to exceed $200,000 per year if the quality is satisfactory. Several potential uses for the by-product are being investigated; however, no conclusions have been reached, as yet.

Results: The project is continuing.

Project 739: Assistance to a new venture in barge manufacturing in Brunswick, Georgia (Growth Center)

Nature of Problem: A group of individuals interested in forming a company to manufacture barges has requested assistance in all phases of such an activity, including market information, equipment costs, financial data based on scale of operations provided by market information, and in determining the best way in which to finance such a venture.

Work Performed: In meetings with the principals of this proposed manufacturing venture, it was determined that additional documentations of the potential market for barges was the central factor in determining the overall feasibility of the project. The IDD staff has collected the necessary market information and has prepared a market report for this new venture. Based on this favorable market report, work has now begun on evaluation of the proposed production process, equipment cost, plant layout and financial needs.

Results: The project is continuing.
Ongoing Projects

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

Project 719: Assistance to an individual interested in manufacturing beekeeping wooden ware in Brunswick, Georgia (Growth Center)

Nature of Problem: This individual requested IDD assistance in evaluating the feasibility of establishing a manufacturing facility for producing beekeeping wooden ware products.

Work Performed: The IDD staff collected data on the market for beekeeping wooden ware which included a recent market study. This information was sent to this individual and a meeting was planned to discuss this material with him. Due to the unfavorable market outlook for this product, this individual abandoned his original plans and became interested in evaluating the feasibility of manufacturing solar heating systems for residential use. Assistance is now being rendered in collecting information on solar water heaters and central heating/air conditioning systems.

Results: The project is continuing.

Discontinued Projects

None.
LOWER CHATTAHOOCHEE ECONOMIC DEVELOPMENT DISTRICT

General

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

New Projects

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

Project 742: Assistance to an industrial development group in Early County

Nature of Problem: This group has requested IDD assistance in obtaining a food processing industry for the county. Specifically, they have requested that IDD produce a report, "Economic Factors Affecting the Feasibility of Locating a Vegetable Processing Plant in the Vicinity of Blakely, Georgia," since the area seems to be a good site for this type of plant.

Work Performed: Work has begun on collecting the information needed for the report requested by this group and writing of the report should be initiated soon.

Results: The project is continuing.

Project 748: Assistance to individuals interested in establishing a convention center in Columbus, Georgia (Growth Center)

Nature of Problem: Two individuals interested in establishing a dual-purpose facility to serve as a meeting and convention center and roller skating rink in the Columbus area have requested IDD assistance in evaluating the feasibility of such a project.

Work Performed: An initial meeting with these individuals has been scheduled in order to secure details of their plans and progress to date.

Results: The project is continuing.

Ongoing Projects

There are now the two new projects above under way in this area.

Discontinued Projects

None.
PROJECTS OUTSIDE OF ECONOMIC DEVELOPMENT DISTRICTS

General

During the quarter fourteen projects were active in counties outside of the Economic Development Districts.

New Projects

During the quarter six new projects were established in this area.

Project 733: Assistance to a new venture in manufacturing plastic burial containers in Polk County

Nature of Problem: This company was established to manufacture high impact polystyrene burial containers on a "when-needed" basis for its parent company, a funeral home. The owner of the production company requested IDD assistance in establishing a marketing system to increase sales to the point that a full time manufacturing operation can be started.

Work Performed: It was determined that prior to attempting to market this product on a regional or national level that some redesign of the product was needed to make it more acceptable to the funeral trade and to make it less costly to produce. This redesign effort is being directed by an engineering expert from the Engineering Experiment Station and should be completed and the new product design finalized in the near future. As soon as this design work is completed, work will be started on the marketing phase of the project.

Results: The project is continuing.

Project 740: Assistance to a sportswear manufacturer in Jeff Davis County

Nature of Problem: This company manufactures Type II and Type III life preservers for Sears Roebuck. Type II preservers are the traditional bulky vest style; however, they function so as to hold an unconscious person's face out of the water. The Type III is a comfortable jacket style. However, it will not turn an unconscious person so that his face is not immersed. If this company can achieve a redesign of the jacket style so as to receive a Type II rating, it can increase its sales dramatically.

Work Performed: Shells of this company's life jackets and flotation material were brought to Atlanta. Specifications of Underwriters Laboratory for Personal Flotation Devices were acquired, and a comprehensive report on flotation characteristics of the human body was acquired. Utilizing information in this report, various distributions of flotation material were tried in the shells. These variations were tested on students in the Tech swimming pool using a standard Type II jacket as reference. To date, there have been no conclusions made as to an improved flotation material distribution which would solve the problem; however, further tests are planned which hopefully will yield a satisfactory solution.

Results: The project is continuing.
Project 741: Assistance to a local government in Pickens County

Nature of Problem: The county commissioners of Pickens County requested IDD assistance in developing a 184 acre site into an industrial park which would improve the attractiveness of the county as a location for new industry.

Work Performed: A meeting has been held with the interested individuals to discuss the steps necessary to develop the site into an industrial park. The local county planner is securing topographic maps of the site, and data on the utilities are being collected.

Results: The project is continuing.

Project 746: Assistance to a development group in Gilmer County

Nature of Problem: This development group, as a result of its current concern over the extremely high level of unemployment, requested IDD assistance in seeking ways to diversify the industrial base in the area. The existing industrial base is over 80% textile and carpet related.

Work Performed: The IDD staff has begun investigating the feasibility of producing wrecker bodies for trucks since there are local individuals interested in this product.

Results: The project is continuing.

Project 747: Assistance to a building component manufacturer in Douglas County

Nature of Problem: This manufacturer of cultured marble products requested IDD assistance in finding ways in which to diversify its product line in order to increase sales since, currently, the housing industry is extremely depressed.

Work Performed: In a meeting with the owners of this small company, the IDD staff developed a list of potential products for diversification and collected data on the recent financial condition of the company. A brief letter report summarizing IDD's initial recommendations in the area of marketing strategy has been prepared and forwarded to the company. Work is continuing in the area of financial analysis.

Results: The project is continuing.

Project 749: Assistance to a textile company in Paulding County

Nature of Problem: This company's present building has been condemned by the State Fire Inspector, therefore, requiring it to move to a new building. IDD assistance has been requested in evaluating an existing building in terms of its suitability for this company.

Work Performed: IDD's initial efforts are being directed to an evaluation of existing equipment, space requirements, new plant layouts, and material flow analysis.

Results: The project is continuing.
Ongoing Projects

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

Project 667: Assistance to an industrial development group in Crawford County

**Nature of Problem:** A newly formed economic development group in Crawford County requested IDD assistance in determining what types of businesses might best fit the resources available in Crawford County.

**Work Performed:** Meetings have been held with county commissioners and representatives of the local development group in order to define the objectives of the project and to gather information on the area. Efforts are continuing in the collection of information on local resources, and an analysis of the resources as they relate to industrial and economic development has been initiated. An EDA grant of $140,000 has been awarded for the expansion of the Roberta-Crawford County industrial park. Work on this expansion is now under way with the extension of roads and utility lines into the park.

**Results:** The project is continuing.

Project 696: Assistance to a development group in Douglas County

**Nature of Problem:** This development authority is in the process of acquiring approximately 250 acres of land for an industrial park. IDD assistance has been requested in designing and planning this industrial district.

**Work Performed:** Work has been initiated in assembling the materials needed to develop a park layout and site flyer. A field inspection of the site has been made and information needs were determined at that time. Efforts are now under way to collect the needed information for planning this industrial park.

**Results:** The project is continuing.

Project 707: Assistance to an individual in Effingham County

**Nature of Problem:** This individual is interested in establishing a hot-dip galvanizing operation in Effingham County. IDD assistance has been requested in studying the feasibility of starting such a venture.

**Work Performed:** In cooperation with this individual, IDD is developing information in the following five areas: (1) market potential for hot-dip galvanizing in the surrounding area; (2) capital requirements for a plant and equipment; (3) plant site's requirements; (4) fuel requirements for galvanizing operation; and (5) environmental impact considerations. Based on the favorable preliminary findings in the above areas, the IDD staff is now assisting this individual in preparing material needed to secure financing.

**Results:** The project is continuing.
Project 730: Assistance to a municipal government in Jones County

**Nature of Problem:** The mayor of Gray, Georgia, requested IDD assistance in developing the industrial development efforts of this community.

**Work Performed:** In meetings with the mayor and other community leaders, several ideas have been suggested for improving the industrial development program of the community. The IDD staff is now analyzing these suggestions and will submit a report on its findings and recommendations for future development efforts.

**Results:** The project is continuing.

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**Discontinued Projects**

During the quarter five projects were discontinued in this area.

**Project 689: Assistance to a new venture in charcoal manufacturing in Tattnall County**

**Nature of Problem:** A group of individuals interested in establishing a manufacturing plant in the Reidsville area to convert wood wastes into bulk charcoal and charcoal briquets requested IDD assistance in determining the feasibility of such a venture.

**Work Performed:** In meetings with these individuals, it was determined that the pivotal question to resolve was the availability of sufficient wood residues in the area to support such a venture. All firms in the area which may have had wood waste which could be available to this proposed charcoal manufacturer were surveyed and the results tabulated and included in a report to the group. Based on the favorable results of the survey of wood residue availability, the group was negotiating a joint venture with an equipment supplier for the purpose of establishing a charcoal manufacturing plant.

**Results:** Due to depressed economic conditions, this firm has been unable to interest any company in a joint venture in charcoal manufacturing; therefore, the project is closed.

**Project 712: Assistance to a furniture manufacturer in Henry County**

**Nature of Problem:** The president of this company requested IDD assistance in planning an expansion of the company's production facility.

**Work Performed:** Based on information supplied by IDD and collected from other sources, the company president decided that, rather than build a new plant facility, his existing plant should be expanded. Work is continuing in the area of identifying sources of financing for this plant expansion.

**Results:** Due to decreased sales, the owner of this company has decided to indefinitely postpone the planned expansion; therefore, the project is closed.
Project 720: Assistance to a garment manufacturer in Paulding County

Nature of Problem: The new plant manager of this operation requested IDD assistance in improving operating efficiency and worker productivity in his efforts to achieve profitable operations after a considerable period of losses.

Work Performed: In a visit to this plant, the IDD staff found that serious materials handling problems existed and improvements in plant layout were needed in order to implement more efficient materials handling methods and to improve worker productivity. In a second visit to this plant, management was supplied with data on sewing plant operations and data were gathered in connection with work on designing an improved plant layout.

Results: Many of the suggested improvements in plant layout have been implemented by this company. No further assistance is needed; the project is closed.

Project 725: Assistance to a furniture manufacturer in Fannin County

Nature of Problem: The plant manager of this company requested IDD assistance in improving the marketing program which is currently being used.

Work Performed: In reviewing the current marketing system of this company, it was found that most of the customers were very small retail furniture stores in small towns. Due to their size, these customers would order in very small quantity -- often one or two units -- and then the shipping and production departments could not be very efficiently operated. The IDD staff assisted in developing a plan to market this company's products to larger customers and thus achieve larger volume orders.

Results: A list of large furniture retailers was compiled by the IDD staff and supplied to this firm for use in a direct mail sales campaign. No further assistance is needed; the project is closed.

Project 729: Assistance to a plastics fabricator in Polk County

Nature of Problem: The individual who has recently bought this manufacturing facility in Polk County requested IDD assistance in compiling a list of companies in Georgia and the Southeast that use plastic items which can be produced in this plant.

Work Performed: During the first visit to this plant, it was found that only 10% of plant capacity was being utilized due to a lack of sales. The new owner stated that he had not set up any marketing program prior to buying the plant. Information was collected on the capabilities of the equipment, and a list of the past customers was secured. Shortly following this visit, the owner closed the plant temporarily and requested that IDD delay assistance until he reopens the plant.

Results: The owner now informs IDD that the plant will be closed indefinitely since his marketing efforts have failed to generate sufficient orders to restart production. The project is closed.
V. Evaluation of Program Effort

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 585 identifiable jobs have been created or saved in firms assisted by IDD. Approximately 55 identifiable jobs have been created in expanding companies which were assisted.

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.

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.
WARD, WILLIAM C., JR.--Head, Industrial Services Branch, Industrial Development Division, Engineering Experiment Station

Education

B.S. in Industrial Management, Georgia Institute of Technology 1940
Command and General Staff College, Fort Leavenworth 1953
Senior Course, Marine Corps Schools 1956
Management School, Fort Belvoir 1961

Employment History

Southern Mercerizing Company, Supervisor 1932-1939
China Grove Cotton Mills, Foreman 1940
U.S. Marine Corps, Colonel 1940-1964
Dean Foods Company, General Manager 1964-1966
Georgia Institute of Technology
   Research Scientist 1966-1971
   Senior Research Scientist 1971-Present
   Head, EDA Services Section, IDD, EES 1967-1970
   Head, Applied Technology Group, IDD, EES 1970-1971
   Head, Special Projects Branch, IDD, EES 1971-1972
   Head, Industrial Services Branch, IDD, EES 1972-Present

Experience Summary: At Southern Mercerizing Company, performed at the supervisory level in mercerizing, skeining, coning, quilling, and shipping departments. Night superintendent of entire plant for one summer. At China Grove Cotton Mills, performed as foreman of carding department. In U.S. Marine Corps performed in various command and staff positions including: Chief of Staff, Third Marine Division -- supervised and coordinated entire general and special staff. Comptroller, Marine Corps Base -- staff responsibility for financial management, including accounting, budgeting, disbursing, data processing and financial administrative organization. Chief, Atomic Biological, and Chemical Section, Educational Center, Marine Corps Schools -- responsible for supervising and participating in instruction in Marine Corps Schools, Basic, Junior and Senior Courses. Industrial Relations Officer -- responsible for civilian personnel program including employment, employee relations, training, safety, payroll, and wage and classification divisions. As general manager of Dean Foods Company, managed and supervised management controls, purchasing, traffic, production and quality controls, personnel and all administrative functions. At Georgia Tech, directed IDD's overall operations in EDA matters; provided management and technical assistance to industry as required. Directed IDD's overall operations in Housing Resources matters and overall activities of Special Projects Branch. Presently directs the activities of Industrial Services Branch.

Current Fields of Interest

All aspects of management and technical assistance to industry; alumina from Kaolin.

Major Reports and Publications

Major Reports and Publications (continued)

9. "Economic Impact of a Proposed Industrial Park to be Located in Milledgeville, Georgia," EDA Special Report, March 1968, coauthor
11. "Economic Impact of Proposed Water and Sewerage System Improvements on Roberta, Georgia," EDA Special Report, April 1968, coauthor
12. "Impact of Proposed Sewer Improvements on the City of Waycross and Ware County," EDA Special Report, April 1968, coauthor
BIODICAL SKETCH

TAYLOR, HARDY S.--Assistant Head, Industrial Services Branch, Industrial Development Division, Engineering Experiment Station

Education

University of Alabama, B.S. Business Administration and Pre-Law 1943
Harvard Graduate School of Business Administration 1944
University of Nebraska, Graduate School of Business Organization 1951
Defense Department Comptrollership School, Washington, D.C. 1955

Employment History

National Southern Products, Inc., Tuscaloosa, Alabama, Research Assistant 1943
Turco Products, Inc., Atlanta, Georgia, Representative and Field Engineer 1943-1964
U.S. Navy, Supply and Fiscal Officer/Comptroller 1943-1964
Gladwin Industries, Inc., Atlanta, Georgia, Treasurer (Controller) 1964-1966
Georgia Institute of Technology 1966-1972
Research Scientist 1972-Present
Senior Research Scientist 1968-Present
Head, Management and Technical Assistance Section 1970-Present
Head, EDA Services Section 1970-Present
Assistant Head, Industrial Services Branch, IDD, EES 1970-Present

Experience Summary: As the Assistant Head of the Industrial Services Branch, is responsible for directing the overall IDD program of management and technical assistance and EDA services to Georgia industry. Served as treasurer of a locally-based national corporation, primarily a manufacturer for the telephone industry, and was responsible for accounting and financial management, office administration and sales maintenance services, purchasing, customer relations and local sales, personnel administration, print shop operations and sales catalog maintenance. Served as a member of the board of directors of several corporations with national and international sales distribution. In 1964 completed twenty years in U.S. Navy as top departmental executive with experience in all phases of business and financial management with special emphasis on Controllership, which consisted of budgeting and internal auditing; and Supply and Fiscal operations consisting of: accounting and payroll, office administration and personnel management and training, procurement and contract negotiation and administration, inventory management, warehousing, traffic operations, quality control, industrial safety, and property disposal. Assisted in the development of, and in charge of implementation of, a new Inventory Management concept at the Naval Aviation Supply Office, which is the world wide inventory control point for all Naval Aviation spare parts and material. This concept was based on the maximum utilization of the latest Electronic Data Processing equipment and it resulted in the greatest advancement in the management of aviation material during the past several years. Served as Supply and Fiscal Office/Comptroller at several Naval Air Stations and directed a working staff of 75 to 300 civilian personnel. As the first U.S. Naval representative in Sicily, negotiated at the highest governmental levels in Sicily and in Rome in arriving
TAYLOR, HARDY S. -2- Biographical Sketch

at agreements and procedural methods for operation of a U.S. Naval Air Station. Additionally, recruited, interviewed, selected and hired the initial group of 100 civilian personnel. Also negotiated and approved contracts for procurement of equipment, supplies and services from European sources to provide complete support for a station population of 1,800 people. Developed the idea and published a catalog in connection with a Simplified Issue Procedure for General Stores Material. This idea has been further developed and is widely used throughout the Naval Supply System.

Current Fields of Interest

All phases of area development activity, including industrial and community development, financial and inventory management, and management development.

Major Reports and Publications

1. Published a catalog in connection with a Simplified Issue Procedure for General Stores Material
2. Author of numerous published company studies; procedural systems manuals; and operational plans
5. "Economic Impact of Proposed Water and Sewage System on Cleveland, Georgia," EDA Special Report, May 1967 (coauthor)
7. "Economic Impact of Proposed Water and Sewage System Improvements on Warrenton, Georgia," EDA Special Report, September or December 1967
10. "Economic Impact of a Proposed Industrial Park to be Located In Swainsboro, Georgia," EDA Special Report, January 1968 (coauthor)
12. "Economic Impact of a Proposed Industrial Park to be Located in Milledgeville, Georgia," EDA Special Report, February 1968
15. "Economic Impact of Proposed Water and Sewage Systems Improvements on Gibson, Georgia," EDA Special Report, April 1968 (coauthor)
16. "Economic Impact of a Proposed Industrial District to be Located in Richmond County, Georgia," EDA Special Report, May 1968 (coauthor)
Major Reports and Publications (continued)

Georgia Institute of Technology

BIOGRAPHICAL SKETCH

BETHEA, EDWIN A.--Research Scientist, Industrial Development Division, Engineering Experiment Station

Education

B.S., Knoxville College 1953
M.S.W., Howard University 1962
Certificate of Completion, Howard University's Small Business Guidance Center 1969
Certificate of Completion, CPM and PERT for Project Managers, Continuing Education Department, Georgia Institute of Technology 1974

Employment History

District of Columbia, Department of Public Welfare, Caseworker, Child Welfare Division 1962-1965
Far East Community Services, Inc., Community Organizer-Youth Community Organizer 1965-1966
United Planning Organization, Community Organization Specialist (training officer), Economic Development Specialist 1966-1968
Youth Enterprises, Inc., Executive Director 1968-1970
Consultant Employers
Office of Economic Opportunity; Manpower Assistance Project Inc.; University Research Corp.; Xerox Corporation; Commerce Department, Economic Development Administration 1969-1970
Volunteers for International Technical Assistance, Director-Washington, D.C.; Director-East Central Regional Office 1970-1972
Georgia Institute of Technology Research Scientist 1972-Present

Experience Summary: Directed a regional office for technical assistance that provided services to minority and economically disadvantaged groups in mid Atlantic region; this entailed establishing, structuring, and supervising new program offices in several states within the region. Program developer for minority economic ventures and community development project; the responsibilities included establishing a working relationship with community groups, federal, state and local government agencies, and/or private agencies whose interests were similar. Organized and managed a minority firm for the purpose of establishing "spin-off" business ventures and the training of minority entrepreneurs. Managed and developed programs aimed toward helping groups initiate and implement economic and social changes in their community such as employment practices, bureaucratic procedures, etc. Assisted quasi government and government department directors in community planning. Developed and directed programs relating to youth activities in the areas of training, proposal development, community improvement and change and economic developments.

Current Fields of Interest

Minority business development, industrial and community development, manpower management and motivation, transportation and new economic systems.
Major Reports and Publications

Georgia Institute of Technology

BIOGRAPHICAL SKETCH

CHIANG, TZE I. -- Principal Research Scientist, Industrial Development Division, Engineering Experiment Station

Education

B. A. in Agricultural Economics, Fukien Christian University 1946
M. S. in Agricultural Economics, Oklahoma State University 1955
Cornell University 1957 (Summer)
Ph.D. in Agricultural Economics, University of Florida 1958

Employment History

Junior high school teacher, Foochow, China 1946-1947
China Textile Industries, Inc. 1947-1953
Oklahoma State University, Graduate Assistant 1954-1955
University of Florida, Research Assistant 1955-1958
Georgia Institute of Technology
   Assistant Research Economist 1958-1962
   Research Economist 1963-1964
   Senior Research Economist 1965-1972
   Senior Research Scientist 1973-1974
   Principal Research Scientist 1974-present

Experience Summary: Began as a teacher in a junior high school in 1946. Joined the China Textile Industries, Inc., in 1947, and rose gradually to the position of Assistant to the General Manager in 1953. At Oklahoma State University, accepted a graduate assistantship in collecting and analyzing data related to land value and the cattle business. Enrolled in the University of Florida in 1955 and was appointed Research Assistant, working on own dissertation in regard to a marketing study of Florida ferns. At Georgia Tech, has completed 40 research projects concerning market and economic studies. Special interests are in the areas of forest products, agribusiness, and metalworking industries. Many of these studies have led to investment opportunities in Georgia and the Southeast.

Current Fields of Interest

Manufacturing feasibility studies; market analysis; agricultural economic and agribusiness studies; research program related to regional development; international trade and proposal generating.

Major Reports and Publications

7. "Lumber and Wood Products, Furniture and Fixtures" (Studies of Selected Industries in the Southeast River Basins, Section 4), Georgia Tech Report, March 1961
Major Reports and Publications (continued)

11. "Evaluation of Agriculturally Oriented and Wood-Based Manufacturing Opportunities in Carroll County, Georgia," Georgia Tech Report, February 1964, coauthor
Major Reports and Publications (continued)

33. "Peanut Processing Opportunities," A joint publication of Coastal Plains Regional Commission, Southwest Georgia Planning and Development Commission, Rural Development Center, Georgia Institute of Technology and University of Georgia, June 1972, co-author


35. "The Outlook for Processing Peanut Meal into Edible Protein Products in Georgia," Georgia Tech Report, June 1973


40. "Opportunities for Timber-Based Industries in Greene County, Alabama," Georgia Tech Report, January 1974
Georgia Institute of Technology

BIOGRAPHICAL SKETCH

DIAMOND, HARVEY--Senior Research Engineer, Industrial Development Division, Engineering Experiment Station

Education
St. Johns University
B.S. in Textile Engineering, North Carolina State College 1941-1942

Employment History
Cohn-Hall-Marx, Converter and Assistant Designer 1946-1947
American Woolen Company, Designer and Assistant Buyer 1947-1950
Dux Mixture Company, Partner 1950-1960
Georgia Institute of Technology
Assistant Research Engineer 1960-1965
Research Engineer 1965-1967
Senior Research Engineer 1967-Present

Experience Summary: Economic feasibility studies; plant location analyses; market research to identify manufacturing and nonmanufacturing business opportunities; raw materials and intermediate products availability studies; liaison with prospects on industrial location possibilities; evaluation and development of area resources; transportation studies; management and technical assistance to prospective and established business; product diversification studies; manpower resources; industrial economic analyses; purchasing and marketing of hardware, wholesale and retail; textile designing; textile converting. Coeditor of monthly metalworking bulletin.

Current Fields of Interest
Market analyses; plant location criteria; economic feasibility analyses.

Major Reports and Publications
Major Reports and Publications (continued)

12. "Mobile Homes in Georgia: A Study of the Personal Property Taxes Levied on Mobile Homes in the Metropolitan Areas of Georgia and the Significance of the Mobile Home Industry to the State," Georgia Tech Report, February 1965, coauthor


KINGSLAND, FRANK—Research Engineer, Industrial Development Division, Engineering Experiment Station

Education

B.S. in Industrial Engineering, Newark (N. J.) College of Engineering 1965
M.B.A. in Management, Georgia State University 1973
National Management Association's Program of Continuing Education 1970-1974
UNIVAC Computer School 1971
Factory Mutual Safety Engineering School 1968

Employment History

Thermo Electric Corp., Production Supervisor 1967-1968
Atlanta Gas Light Company, Customer Service Supervisor 1968-1969
Lockheed-Georgia Corp., Manufacturing Control Supervisor 1969-1972
Dobbs Houses, Inc., Southeast Region Industrial Engineering Manager 1974-1975
Georgia Institute of Technology Research Engineer 1975-Present

Experience Summary: Responsible for product line operations planning and control. Involved plant layout redesign for production run changes, production scheduling, quality control testing procedures, coordination with sales group, and supervision of a cost control group. Analyzed variances in planned performance of various shop areas through Electrical Data Processing techniques. Administered a manufacturing budget program (involved budget planning and control and internal auditing). Performed industrial engineering studies to develop job specifications, standards, and performance rating. Constant emphasis on cost reduction through methods improvement. Received three awards for implementing three cost reduction programs that realized an operational savings of $185,000. Value engineering analysis of new equipment and creation of purchasing specifications. On-the-job training of unit managers in managerial techniques useful for their particular type of operation (budget preparation, manpower planning, product marketing, food handling, quality control, labor problem reduction, inventory control, food and beverage cost indices, and start up of new operation). Relief operations manager. Various cost reduction projects (included work simplification, methods improvements, facility planning, installation and monitoring of labor and material cost control systems, and installation of new system concepts). Utilized Electrical Data Processing and computer models for long range facility planning and financial budget reporting. Coordinated facility expansion and modification programs which involved facility planning, design and dealing with outside contractors.

Current Fields of Interest

Understanding and communicating with all levels of management concerning better ways to obtain optimal operating performance.

Major Reports and Publications

Management training courses in basic techniques of personnel, work simplification, and organization.
NELSON, EDWARD A., JR.--Research Scientist, Industrial Development Division, Engineering Experiment Station

Education

B.S. in Electronics Technology, Hampton Institute 1968
Certificate in Business Administration, Rochambeau School 1969
M.B.A. in Management, Atlanta University 1972-1974

Employment History

Green Giant Company, Supervisor 1965-1966
International Business Machines, Technician 1967
Electrical Engineer 1968-1972
Federated Credit Corporation, Collector 1972
Georgia Institute of Technology
Assistant Research Scientist 1972-1974
Research Scientist 1974-Present

Experience Summary: Employed by Green Giant Company as a supervisor for two summers. Responsible for incoming scheduling and production control of raw goods. Supervised approximately 31 employees in handling heavy production equipment. While a student at Hampton, employed by IBM on the cooperative work-study program as an electronics technician. Responsibilities included vendor semiconductors. After graduation, employed by IBM as a Junior Electrical Engineer in Failure Analysis Engineering. Responsible for the analysis of test site and machine failures for IBM computers. Promoted to Associate Electrical Engineer in Thermal Analysis Engineering, where responsibilities included the analysis of heat transfer and dissipation in integrated circuitry. Designed and implemented test plans for Advance Packaging Technology. While attending Atlanta University, was employed by Federated Credit Corporation as a collector for delinquent accounts. Presently employed by Georgia Tech as a Research Scientist. Responsibility includes management and technical assistance to small businesses and industry, performing market and feasibility studies, analysis of management systems, analysis of management systems, analysis of organizational structures and assistance in financial management.

Current Fields of Interest

All aspects of economic development. This includes minority business development; industrial, community, and international development; and the analysis of management systems.

Major Reports and Publications

Major Reports and Publications

Georgia Institute of Technology  

BIOGRAPHICAL SKETCH

PARETS, GASTON A.--Research Engineer, Industrial Development Division, Engineering Experiment Station

Education

B.S. in Industrial Engineering, with emphasis on Industrial Processes and Operations and Computer Science; minor in mathematics; University of Miami 1966
Master of Business Administration, with emphasis on Economics, Finance, and International Business and Trade; Georgia State University 1968
Additional courses and seminars in Business, Management, and Industrial Development 1969-1970
Fluent in the Spanish and Portuguese languages

Employment History

Johnson Controls, Inc.
Assistant Engineer and Technical Draftsman 1964-1966
Ford Motor Company, Automotive Assembly Division
Process Engineer 1966-1967
Manufacturing Engineer "A" 1968-1970
East-West Center, University of Hawaii, Research Fellow 1972
Georgia Institute of Technology
Research Engineer 1970-Present

Experience Summary: Worked with Johnson Controls, Inc., as a technical draftsman and assisted project engineers in projects related with the design and installation of heating and refrigeration automatic control systems. While associated with Ford Motor Company, the prime responsibility was to ascertain that vehicles were assembled in the specified manner, and to supervise the building and installation of tools and equipment required for this purpose. This function required close coordination with such groups as Quality Control, Industrial Engineering, Plant Engineering and others. During the period June-October 1972, was invited by the East-West Center at the University of Hawaii to become part of a five-man study team which conducted a study on the economy, research institutions, and private industry in Indonesia in an effort to determine the feasibility of the establishment of an Industrial Technology Center in that country. This project required extensive travel in Indonesia and other Southeast Asian countries, and the results were formally presented in an International Conference on Adaptive Technologies at Honolulu, Hawaii, October 4-6, 1972. During the first three years at Georgia Tech, activities consisted of the preparation, implementation and follow-up of industrial development projects in Latin America, including the preparation of project proposals for presentation to private and public, national and international organizations. Activities in the international development field included three months of technical assistance to the Industrial Development Office of the University of Carabobo in Valencia, Venezuela, direct involvement in the U.S. AID-sponsored industrial development program of the Republic of Paraguay, and assistance to the Development and Productivity Center, a private consulting group, also in Paraguay. A result of these programs was the generation of a series of feasibility studies, community industrial profiles, training manuals, and other specialized studies. Another responsibility within the international area was participation in the preparation and conduct of a series of 12-week international development seminars, which were
attended by Latin American professional developers and government officials. Current responsibilities with the Industrial Services Branch consist of the provision of management and technical assistance to small and medium-size industries in Georgia and other southeastern states.

Major Reports and Publications

3. "Industrial Profile of the City of San Felipe, Venezuela," University of Carabobo, Venezuela, 1971
4. "Pilot Study on the Generation and Diffusion of Adaptive Technology in Indonesia," Technology and Development Institute, East-West Center, Honolulu, Hawaii, October 1972, coauthor
18. Pre-feasibility Studies on Various Industries in the U.S. and in Latin America
POTTS, PHILLIP W.--Research Scientist, Industrial Development Division, Engineering Experiment Station

Education

B.S. in Industrial Management, Georgia Institute of Technology 1962
M.B.A. in Marketing, Georgia State University 1968

Employment History

U.S. Army 1955-1958
Georgia Institute of Technology, Student 1958-1962
General Motors, Accountant 1958-1962
St. Regis Paper Company, Production Department Head, Sales Coordinator, Production Coordinator 1964-1972
Georgia Institute of Technology, Research Scientist 1972-Present

Experience Summary: Served three years in U.S. Army Intelligence, traveling extensively throughout Europe. Employed by General Motors in accounting functions of payrolls, accounts payables, accounts receivables, and standard costing. Held various positions with St. Regis Paper Company from production department head to sales coordinator and production coordinator, being responsible for supervision of several hundred production personnel, quality control, production scheduling, inventory control, shipping and receiving efficiency, purchasing, customer service, and implementation of systems for changing production and financial records from manual calculation to EDP. Work at Georgia Tech has been mostly in the areas of market studies, economic feasibility studies, and production management (inventory control, job costing systems, production scheduling, plant layouts, utilization of raw materials, quality control, etc.).

Current Fields of Interest

All aspects of industrial management, including market analysis, economic feasibility studies, and research in industrial development.

Major Reports and Publications

5. "An Examination of the Existing Commercial Market for Urethane Foam Structural Panels in the Southeast," Georgia Tech Report, July 1973, coauthor and project director
Major Reports and Publications (continued)

11. A Study of Major Functional Components for the Position of Joint Executive Director of the Habersham County Industrial Authority and Habersham County Chamber of Commerce," Georgia Tech Report, July 1974, coauthor
12. "A Productivity Program for the Engineering Experiment Station," Georgia Tech Report, November 1974, coauthor and project director
13. "Feasibility of a Shopping Center in Gainesville, Georgia," Georgia Tech Report, January 1975, coauthor and project director
Georgia Institute of Technology

BIOGRAPHICAL SKETCH

WOMMACK, CHARLES C. -- Research Scientist, Industrial Development Division, Engineering Experiment Station

Education

B.S.I.M., Georgia Institute of Technology 1963

Employment History

A. O. White, Jr., Engineer, Draftsman 1960 (summer)
Daniel, Manning, Johnson and Mendenhall, Land Surveying 1961 (summer)
Great Books Inc., Salesman 1962 (summer)
Georgia Power Company, Merchandise Sales Representative 1963-1964
U. S. Army, Battalion Supply Officer (S-4) 1964-1966
Atlantic Company, Branch Manager (ice) 1966-1967
Georgia Institute of Technology
Assistant Research Scientist 1967-1972
Research Scientist 1972-Present

Experience Summary: Duties as a battalion supply officer included administering and supervising the unit motor pool and requisitioning all types of supplies for the support of the unit mission. Duties as Branch Manager with Atlantic Company included the day-to-day operation of an ice manufacturing plant, recruiting and training personnel, supervision of equipment and vehicle maintenance, sales promotion, customer relations, budgeting and cost control. Initial work at Georgia Tech was in connection with an economic development project in the Atlanta Model Neighborhood area which had as its objectives the identification of economic development potentials in the area, the identification of ways to exploit these development potentials, and the reporting of the results of research findings to the City of Atlanta. Recent work has included participation in an economic development program in Valencia, Venezuela, which included identification and evaluation of new manufacturing opportunities and the establishment of a program of management and technical assistance to small and medium-size businesses in Venezuela.

Current Fields of Interest

All areas of economic development, especially those dealing with the economic problems connected with urban and rural poverty; upgrading productivity and Latin American economic development.

Major Reports and Publications

4. "Economic Impact of the Proposed Vocational-Industrial Training Center to be Located in Monroe, Walton County, Georgia," Special EDA Report, March 1969, coauthor
Major Reports and Publications (continued)

10. "La Fabricacion de Aisladores de Porcelana en Venezuela," Report of the University of Carabobo (in Spanish), 1971, coauthor
CHART 2

This work program which encompasses Chart 2 has been waived by paragraph five of the grant amendment offer dated the 27th day of June 1972.
# Chart 3

## Regional Economic Development Center Activity Report

January 1, 1975 to March 31, 1975

<table>
<thead>
<tr>
<th></th>
<th>Business Stabilization</th>
<th>Business Expansion</th>
<th>New Venture</th>
<th>Community Development</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Previous</td>
<td>Current</td>
<td>Previous</td>
<td>Current</td>
<td>Previous</td>
</tr>
<tr>
<td>ONGOING (BEGINNING)</td>
<td>7</td>
<td>7</td>
<td>7</td>
<td>4</td>
<td>8</td>
</tr>
<tr>
<td>NEW</td>
<td>5</td>
<td>7</td>
<td>1</td>
<td>4</td>
<td>1</td>
</tr>
<tr>
<td>DISCONTINUED</td>
<td>5</td>
<td>5</td>
<td>4</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>ONGOING (ENDING)</td>
<td>7</td>
<td>9</td>
<td>4</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>TOTAL ACTIVE DURING QUARTER</td>
<td>12</td>
<td>14</td>
<td>8</td>
<td>8</td>
<td>9</td>
</tr>
</tbody>
</table>

Percentage of Effort as measured by Cost*

<table>
<thead>
<tr>
<th></th>
<th>This Period</th>
<th>Previous Period</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business Stabilization</td>
<td>33</td>
<td>32</td>
</tr>
<tr>
<td>Business Expansion</td>
<td>19</td>
<td>22</td>
</tr>
<tr>
<td>New Venture</td>
<td>24</td>
<td>24</td>
</tr>
<tr>
<td>Community Development</td>
<td>24</td>
<td>22</td>
</tr>
</tbody>
</table>

* Cost is interpreted to mean Budget Cost for Period of Reporting.
## Chart 4

**Summary of Project Activity by Type and Subregion**

<table>
<thead>
<tr>
<th>Subregion</th>
<th>New Venture</th>
<th>Business Expansion</th>
<th>Business Stabilization</th>
<th>Community Development</th>
<th>Current Costs % of Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>CENTRAL SAVANNAH RIVER EDD</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>COASTAL PLAIN EDD</td>
<td>0</td>
<td>1</td>
<td>2</td>
<td>0</td>
<td>7</td>
</tr>
<tr>
<td>GEORGIA MOUNTAINS EDD</td>
<td>0</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>7</td>
</tr>
<tr>
<td>HEART OF GEORGIA EDD</td>
<td>1</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>5</td>
</tr>
<tr>
<td>NORTHEAST GEORGIA EDD</td>
<td>0</td>
<td>1</td>
<td>1</td>
<td>0</td>
<td>5</td>
</tr>
<tr>
<td>OCONEE AREA EDD</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>2</td>
</tr>
<tr>
<td>SLASH PINE EDD</td>
<td>1</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>5</td>
</tr>
<tr>
<td>SOUTHWEST GEORGIA EDD</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>0</td>
<td>7</td>
</tr>
<tr>
<td>MIDDLE FLINT EDD</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>CHATTAHOOCHEE-FLINT EDD</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>COASTAL AREA EDD</td>
<td>4</td>
<td>1</td>
<td>2</td>
<td>0</td>
<td>17</td>
</tr>
<tr>
<td>LOWER CHATTAHOOCHEE EDD</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>5</td>
</tr>
<tr>
<td>PROJECTS OUTSIDE EDD'S</td>
<td>2</td>
<td>1</td>
<td>6</td>
<td>6</td>
<td>36</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>10</strong></td>
<td><strong>8</strong></td>
<td><strong>14</strong></td>
<td><strong>10</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>
### Chart 5

#### JOB IMPACT SUMMARY

<table>
<thead>
<tr>
<th>Business Stabilization</th>
<th>Business Expansion</th>
<th>New Venture</th>
<th>Community Econ. Develop.</th>
<th>Other</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goal</td>
<td>Actual</td>
<td>Goal</td>
<td>Actual</td>
<td>Goal</td>
</tr>
<tr>
<td>CENTRAL SAVANNAH RIVER EDD</td>
<td>Not Estb.</td>
<td>0</td>
<td>Not Estb.</td>
<td>0</td>
</tr>
<tr>
<td>COASTAL PLAIN EDD</td>
<td>&quot;</td>
<td>169</td>
<td>&quot;</td>
<td>0</td>
</tr>
<tr>
<td>GEORGIA MOUNTAINS EDD</td>
<td>&quot;</td>
<td>33</td>
<td>&quot;</td>
<td>0</td>
</tr>
<tr>
<td>HEART OF GEORGIA EDD</td>
<td>&quot;</td>
<td>0</td>
<td>&quot;</td>
<td>0</td>
</tr>
<tr>
<td>NORTHEAST GEORGIA EDD</td>
<td>&quot;</td>
<td>0</td>
<td>&quot;</td>
<td>0</td>
</tr>
<tr>
<td>OCONEE AREA EDD</td>
<td>&quot;</td>
<td>0</td>
<td>&quot;</td>
<td>0</td>
</tr>
<tr>
<td>SLASH PINE EDD</td>
<td>&quot;</td>
<td>52</td>
<td>&quot;</td>
<td>0</td>
</tr>
<tr>
<td>SOUTHWEST GEORGIA EDD</td>
<td>&quot;</td>
<td>109</td>
<td>&quot;</td>
<td>0</td>
</tr>
<tr>
<td>MIDDLE FLINT EDD</td>
<td>&quot;</td>
<td>0</td>
<td>&quot;</td>
<td>0</td>
</tr>
<tr>
<td>CHATTahoochee-FLINT EDD</td>
<td>&quot;</td>
<td>0</td>
<td>&quot;</td>
<td>0</td>
</tr>
<tr>
<td>COASTAL AREA EDD</td>
<td>&quot;</td>
<td>222</td>
<td>&quot;</td>
<td>0</td>
</tr>
<tr>
<td>LOWER CHATTahoochee EDD</td>
<td>&quot;</td>
<td>0</td>
<td>&quot;</td>
<td>0</td>
</tr>
<tr>
<td>PROJECTS OUTSIDE EDD'S</td>
<td>&quot;</td>
<td>0</td>
<td>&quot;</td>
<td>0</td>
</tr>
<tr>
<td>TOTAL</td>
<td>585</td>
<td>0</td>
<td>55</td>
<td>0</td>
</tr>
</tbody>
</table>

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Map 1

AREA PLANNING AND DEVELOPMENT COMMISSION BOUNDARIES AND BRANCH OFFICES

OF GEORGIA TECH'S INDUSTRIAL DEVELOPMENT DIVISION

1. ALTAMAHA – GEORGIA SOUTHERN
2. ATLANTA METROPOLITAN
3. CENTRAL SAVANNAH RIVER
4. CHATAHOOCHEE–FLINT
5. COASTAL
6. COASTAL PLAIN
7. COOSA VALLEY
8. GEORGIA MOUNTAINS
9. HEART OF GEORGIA
10. LOWER CHATAHOOCHEE
11. MCINTOSH TRAIL
12. MIDDLE FLINT
13. MIDDLE GEORGIA
14. NORTH GEORGIA
15. NORTHEAST GEORGIA
16. OCONEE
17. SLASH PINE
18. SOUTHWEST GEORGIA

Industrial Development Division
ENGINEERING EXPERIMENT STATION
Georgia Institute of Technology

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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