A Program of Management and Technical Assistance in Designated EDA Counties in Georgia

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INDUSTRIAL DEVELOPMENT DIVISION

Final Report

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

Final Report
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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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SUMMARY OF CENTER ACTIVITIES

Overall Program Objectives

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

- To stimulate the expansion and diversification of existing industry.
- To support the formation of new, economically sound enterprises.
- As an ultimate objective from the two stated above, to create additional jobs.

Service Region

The region covered under the EDA program of management and technical assistance which is carried out by IDD encompasses all designated EDA counties in the state of Georgia. As of the end of the project year there were 85 designated EDA counties in Georgia and one county designated as eligible under Title I only, for a total of 86 counties throughout the state. These designated counties represent the most economically depressed areas of the state. The depressed economic conditions in these counties have resulted in high out-migration, high percentage of poverty population, and high unemployment. The objectives of the EDA sponsored program of management and technical assistance address the basic underlying problem of inadequate employment opportunities which has caused the depressed economic conditions in the designated counties.

Project Activity

During the project year, 87 management and technical assistance projects were active under the EDA program. In drawing conclusions about the program, it would not be difficult to overstate the impact of the work performed by IDD staff personnel on the individual projects; however, available information indicates some noteworthy results in the area of employment and jobs affected. A total of approximately 1,685 identifiable jobs have been saved in 21 firms assisted by IDD. Another 788 identifiable jobs have been created in 26 expanding companies which were assisted. In the 39 new ventures which were aided by IDD during the year, 807 new jobs either have been created or show definite promise of early establishment.
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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 fiscal year 1971-1972 is comprised of 86 designated counties throughout the state of Georgia. These designated counties, shown in Table 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 designated 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 with assistance extended to those firms needing assistance. Assistance to the EDA Economic Development Specialists and Economic Development Districts was to be provided in those cases where there was a need for economic impact studies and documentation in connection with applications for industrial and public works projects.

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

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 applications. With more emphasis placed on utilization of the IDD field offices it was possible to continue providing full management and technical assistance services to firms in designated EDD's and EDA counties, although 15 additional new counties were added during the grant period.

While the EDA program assisted in continuing the Division's total program of service to industry, it did not lessen the need for the Division's basic program of management and technical assistance, which is state-wide in scope and limited in type of service only by available staff capabilities and by self-imposed policy restrictions.

During fiscal 1971-1972, 87 management and technical assistance projects were active under the EDA program. This brought to 603 the total number of projects undertaken by the Division from the inception of the program under the contract through May 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 planning and development commissions, to best serve the needs of the EDA-designated areas within the state in assisting them to improve their economic base. The Exhibits 1 and 2 that follow 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 extension of the Industrial Development Division's established service to Georgia business and industry through market research, management guidance, and technical assistance. The specific objectives of the EDA-sponsored program 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 1971-1972, the Industrial Development Division performed 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 Repre­
   sentative.

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 con­
   sulting, administrative, and operational work with a variety of business
   and industrial firms. Supporting the Section staff are other profes­
   sional 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 8th day of July 1971.

E. Internal Management Policies and Procedures

1. General Program Approach

At the start of the program in June 1971, 31 projects were carried over from the previous contract. Internal controls were reviewed and reissued to provide for the effective assignment of staff to be covered by the field offices (See Map 1), and manpower estimates were prepared. Program controls were reviewed to insure adequate work records (See Appendix 1), and man-hours were budgeted for each staff member according to the probable volume of work to be generated from his individual assignments.

A presentation explaining the program was prepared and submitted to the executive director of the newly designated Economic Development counties. (See Appendix 2, Outline of EDA Program.) Map 2 shows the twelve Economic Development Districts and the designated EDA counties in each. The program continued to be well received and, while conducted consistently throughout the state, was tailored to fit into the existing programs under way in some of the Districts. Close liaison was maintained with the assigned members of the Development District staffs by the Atlanta and field personnel of IDD.

Normally, the first contact with individual firms in new EDA counties and Development Centers came as a result of local news articles in the area's newspapers. (See Suggested Press Release Appendix 2.) The next contact was made by letter (See Exhibit B, Appendix 2) from the local Area Planning and Development Commission. Each of the firms contacted subsequently was visited by an IDD staff representative and, in some cases, an Area Planning and Development Commission staff representative. These visits served to establish personal contact with local business and industrial officials and to determine specific opportunity for expansion, diversification, or the establishment of new businesses. As a part of the interview, information was collected by the IDD staff representative on such factors as employment, product, and production capability of each company through use of the especially designed Manufacturers Data Sheet. (See Exhibit C, Appendix 2.)

As each individual project was developed, an IDD representative was assigned project director, and the required work was either performed by the project director or assigned to a staff specialist. The project director maintained close contact with the company involved until the project was completed; work performed on each project and the results achieved were recorded on individual project report forms. (See Appendix 1.) The format of the quarterly report to the Office of Technical Assistance of the Economic Development Administration was changed to conform to new EDA
guidelines to facilitate reporting quarterly the nature and status of appropos work performed in each of the Districts to the District offices.

2. Operating Policies

When it is decided to proceed with a project, the assignment of personnel and the priority given to these assignments are determined on the basis of the potential return which can be expected from an investment of management and technical assistance services. Several external factors are involved in the determination of the project priorities. The four main criteria are as follows:

a. The inherent potential of the proposal is the first test applied to a request for assistance. If a new product or process is involved or if the request is for assistance in the organization of a new enterprise, an analysis is made of the profit potential of the product, process, or company. If the potential appears to be sound, the proposal has passed the first test.

b. The second criterion involves the management and/or technical competence of the individuals requesting assistance. Their competence becomes a factor in the overall potential of the proposal. Assuming a high degree of management competence, a proposal with sound market potentials justifies a high priority. Without such competence, the chances of success for a potentially good idea are obviously reduced.

c. The economic impact of IDD's assistance service represents the third test. A higher priority is normally given to those projects in which a relatively high return can be achieved through the creation of better paying jobs, the increased use of natural resources, and the fulfillment of a profitable business opportunity.

d. The fourth test relates to the financial resources supporting the proposal itself. If the proposal has validity in all other respects, financial backing usually can be secured from outside interests. If the proposed product, process, or company is weak in either of the first two external factors stated above, its potential success is weakened even if the individuals involved can provide their own financial backing. So priority is determined on the basis of the financial resources behind the proposal if it meets the first two criteria.

3. Individual Project Approach

As a result of IDD's work with companies of varying sizes during the initial six years of the program, a standard approach (especially in problem-solving projects) has evolved that has proved successful in most cases. The projects are approached in the following three steps:

a. Efforts initially are directed toward assisting the firm in solving its problem by itself. This is essentially a matter of assisting company representatives in identifying the true nature of a problem, then guiding them toward and through a series of steps by which they can resolve the problem.
b. If it is not possible for a firm to resolve a problem situation with its own personnel, direct assistance is provided in attacking those aspects of the problem which IDD can competently approach.

c. If a problem situation involves an unusual amount of time relative to the results to be attained or if qualified personnel are not available to attack the problem, the firm is advised of its need for competent consulting specialists.

F. 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

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 456: A structural steel fabricating company establishing a plant in Burke County was assisted with the preparation and presentation of an SBA 502 loan application which was recently approved and funded in the amount of $240,000. In addition to assistance with the loan application, IDD helped locate a bank to participate in the loan, assisted with planning, site location, layout of the facility, plant staffing, and employee training. IDD will continue assisting with the start-up problems. The plant is now under construction and will provide initial employment for 25 men and will increase to 40 within 12 months after start of operations.

Project 507: A group of individuals interested in establishing a cast concrete decking plant in Douglas County requested IDD assistance with various start-up problems. They were assisted with locating a source of funds, developing their plans for the operation of the plant, organizing the business and with other start-up problems. The plant is now in operation with an employment of 12 people. A training program is now underway and production is gradually increasing. The company now expects to be in full operation within 12 months and will provide employment for 35 people at that time.

Project 528: A synthetic marble manufacturer in Coffee County desiring to expand and diversify its product line to include vanity tops, fiberglass boats, fiberglass bath enclosures, fiberglass tanks, and synthetic marble tiles requested IDD assistance in planning this diversification and in improving the current production operation. Assistance was given in developing a plant layout for the planned addition to the plant, which was recently funded by SBA under its 502 program. Assistance was also given in improving production processes, quality control procedures and manufacturing standards for both marble and fiberglass products. Since starting production, this plant has grown from 6 to 22 employees and is now completing the expansion of its facilities and doubling its work force to 44 employees.
Project 538: Two individuals were assisted with establishing a furniture manufacturing company in Schley County. These two individuals are presently manufacturing wooden kitchen cabinets and other wood products on a part-time basis. They had no experience in furniture manufacturing and limited capital. IDD prepared a market study on wooden furniture to assist them in determining the market and assisted with the preparation and presentation of an SBA loan application which was approved in the amount of $20,000. They were also assisted with selecting and locating the necessary woodworking equipment and a source of supply for raw materials. Initial employment of three people was increased to seven and the company expects continued growth in employment.

Project 542: A group of individuals was assisted in establishing a tool, die, and metalworking facility in Webster County. At the request of the Middle Flint Economic Development District and the local development corporation, IDD has assisted these individuals with the preparation of an SBA 502 loan application, developing market information, and aiding with developing a plant layout. The SBA 502 loan application was approved and construction has been completed on the building and equipment is being installed. This project will represent a total investment of $330,000. Estimated initial employment will be 30 with expected growth to 100 when full production is reached.

Project 543: A manufacturer of fiberglass bath units in Candler County requested IDD assistance in reducing the high labor turnover being experienced in its work force. An analysis was made of the firm's personnel policies and the working conditions and suggestions were made regarding improvements in personnel policies. The president of the company has advised IDD that their employment situation has greatly improved and that he has increased his plant work force from 26 to 44 since May 1971, and has increased production to 50 units per day.

Project 554: A modular housing manufacturer in Taylor County was assisted with the development of improved production methods and counseled in the establishment of work standards. After a review of the overall operations, an improvement plan was developed and presented to the firm. The president of the company has expressed his intentions of making the recommended changes in order to improve production operations. The company presently has 40 employees and expects to progressively increase this employment.

Project 558: A frozen seafood company in Glynn County was assisted in resolving a high labor turnover and absenteeism problem through a comprehensive analysis of its personnel problems. A letter-report was submitted to the company offering suggestions and outlining a plan of action. The company has implemented IDD's recommendations and has expressed its appreciation for the assistance rendered.

Project 559: A farm equipment manufacturer in Ben Hill County requested IDD assistance with problems associated with expanding its plant facilities. The company was assisted in developing a loan application to SBA which was subsequently funded under the SBA 502
program. A plant layout was developed for the new plant and information was provided on various metalworking machines which can be used in the new plant. Construction has begun on the expansion of the facility and should be completed in the near future. Current employment of 26 workers is expected to increase to 36 people upon completion of the new facilities.

C. Project Summaries

The 87 individual projects which were active during the year 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 44 projects which were still active as of May 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).

Discontinued Projects
During the period seven projects were discontinued in this area.

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

  Nature of Problem: This company established a plant to fabricate structural steel for the construction industry and has been assisted by IDD with putting the plant into operation.

  Work Performed: The company was assisted with a plant layout, plant staffing, employee training, location of a source of funds, and various other start-up problems. IDD assisted this company in applying for an SBA 502 loan. The loan was approved and funds have been disbursed.

  Results: The plant is now in partial production. Employment is presently 25 and is expected to increase to 40 when full production is reached. The plant is now on stream and is producing its line of structural steel products. No further assistance needed, the project is closed.

Project 518: Assistance to a proposed kaolin processing plant in Jefferson County

  Nature of Problem: A kaolin processing company is interested in locating an additional plant in Jefferson County.

  Work Performed: IDD assisted this company with evaluating a potential plant site. The company has completed a feasibility study for the new plant. This plant would have initially provided employment for 70 people with expectations of eventually employing 500 people.

  Results: Although the results of this feasibility study were favorable, the company has decided to await improved economic conditions before proceeding with its plans. No additional assistance is needed at this time. The principals will again contact IDD at a future date for additional assistance. The project is closed.

Project 519: Assistance to an individual interested in establishing a mobile home frames manufacturing company in Jefferson County

  Nature of Problem: An individual interested in investigating the feasibility of manufacturing mobile home and trailer frames requested assistance in developing market information.

  Work Performed: IDD assisted him with developing market information on mobile home requirements as well as other related industries such as boat trailers.
Results: The individual decided to manufacture hog feed pens on a part-time basis and is no longer interested in manufacturing mobile home and trailer frames. No further assistance needed, the project is closed.

Project 524: Assistance to an individual interested in establishing a plant to manufacture table lamps in Jefferson County

Nature of Problem: An individual requested IDD assistance in establishing a plant for manufacturing table lamps.

Work Performed: IDD reviewed product drawings and assisted in locating a company to manufacture prototype parts. Assistance was also rendered in evaluating various types of raw materials such as cast marble.

Results: The individual has subsequently lost interest in manufacturing lamps and has entered another type business. No further assistance needed, the project is closed.

Project 547: Assistance to a housing manufacturer in Jefferson County

Nature of Problem: This company had planned to establish a roof truss manufacturing facility in Wadley, Georgia, and requested IDD assistance in implementing these plans.

Work Performed: Assistance was rendered in locating an available building, the development of a plant layout, and market information.

Results: The principal of this proposed manufacturing facility has advised IDD that he will be delayed in proceeding with this project for at least six months. No further assistance is needed, the project is closed.

Project 550: Assistance to a proposed modular home plant in Swainsboro, Georgia (Growth Center)

Nature of Problem: An individual interested in establishing a modular home plant in Swainsboro, Georgia, requested IDD assistance with developing a plant layout, locating a source of funds, and helping with other start-up problems.

Work Performed: Discussions were held with the individual and information was collected and provided regarding modular home production.

Results: This individual became involved in campaigning for a political office and has not had time for pursuing his plans to manufacture modular homes. Due to this delay, and the apparent lack of interest on the part of the individual, no further assistance is needed at this time. The project is closed.

Project 563: Assistance to an electrical equipment manufacturer in Jefferson County

Nature of Problem: Due to quality control problems with its product, this company's largest potential customer has refused to consider bids submitted.

Work Performed: A visit was made to this company's plant in Louisville, Georgia, to review the production system in use and to explore ways of improving quality control functions in the production process.

Results: The company has made sufficient progress in expanding sales in its midwestern and southwestern markets to increase employment by 11 workers.
Due to this increase in sales the firm no longer is concerned with its inability to satisfy the requirements of its large potential southeastern customer. No further assistance needed, the project is closed.

On Going Projects

There are now two projects under way in this area.

**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.
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).

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

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

Nature of Problem: This company has established a prefabricated housing plant and requested IDD assistance with placing the plant in operation.

Work Performed: IDD has developed information pertaining to materials, equipment, jig designs, processes for use in constructing prefabricated housing panels, and cost breakdown of current housing. An IDD representative has delivered this information to the company and discussed possible applications under the company’s operating objectives. Recently, this company has been rendered considerable assistance in developing a method for applying urethane foam insulation in its panel constructed houses.

Results: The company has trained and is now employing 25 people and is producing one house per day. No further assistance needed, the project is closed.

Project 544: Assistance to a mobile home plant in Tifton, Georgia (Growth Center)

Nature of Problem: This company’s sales had increased during the past several months to the extent that the company was no longer able to fulfill its orders with a single production line. It had requested assistance with increasing its production through the modification of the existing product line or the addition of another production line. The plant was producing four 60-foot units per day or six 48-foot units per day, but planned to increase production to eight 60-foot units per day.

Work Performed: IDD assisted with a rearrangement of the plant layout and modification of the production line to accommodate more units. IDD also assisted with the development and implementation of an incentive system for production workers. Employment has increased by 20 workers.

Results: The company is now considering establishing an additional plant in south Georgia that would produce a unit to complement the production in its Tifton plant. An IDD representative has discussed these plans with the company officials and has supplied them with inventories of existing buildings in the surrounding area. No further assistance needed, the project is closed.

Project 549: Assistance to an individual interested in establishing a lithograph company in Brooks County

Nature of Problem: This individual intended to establish a lithograph company and requested IDD assistance with the preparation of an EDA business loan application.
Work Performed: Assistance was rendered in developing necessary information for a presubmission conference with the EDA Representative.

Results: Due to the inability to obtain sufficient commitments from potential customers, the individual has decided not to pursue the establishment of the planned operation. No further assistance needed, the project is closed.

Project 555: Assistance to a fiberglass boat manufacturer in Berrien County

Nature of Problem: This company was experiencing several personnel problems and requested IDD assistance with solutions.

Work Performed: IDD conducted a study of the company's current personnel policies and procedures and several recommendations were made for improvements.

Results: The implementation of these recommendations has created better working conditions and reduced labor turnover and absenteeism. Employment has increased by 30 workers. No further assistance needed, the project is closed.

Project 574: Assistance to a cabinet manufacturer in Cook County

Nature of Problem: This company requested IDD assistance in evaluating its present equipment arrangement in its sawing and planing operations, and also requested recommendations for improvement.

Work Performed: Two suggested new equipment layouts were prepared and presented to the management of this company.

Results: Company management has adopted one of the suggested equipment layouts developed by the IDD representative and operational efficiency has been greatly improved. No further assistance needed, the project is closed.

On Going Projects

There are now five projects under way 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 is rendering considerable assistance to this company with product design, raw material procurement, costing the product, source of capital, marketing program, and general management practices. The company has produced several samples of its product line. The company is presently supplying one of the major trucking manufacturers with mirrors, but has been asked to furnish the mirror brackets also. Assistance is now being rendered in designing a suitable bracket and developing production methods for manufacturing this bracket. Following his success in securing a major account, the general manager has decided to establish a manufacturing facility to produce a complete product. Assistance is being rendered in developing a plant layout for this new facility to achieve high production efficiency. The company has begun operation and will expand its current employment of five workers and the scope of its operation as sales permit.

Results: The project is continuing.
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 developing information on and source of new machinery, locating raw materials, and developing of stainless steel welding techniques. IDD has recently 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 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. The initial employment is four people, with expectations of continued growth in employment as production is increased.

**Results:** The project is continuing.

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 have been sent to the research departments of the Engineering Experiment Station at Georgia Tech. It is thought at this time that the problem is being caused by moisture penetration. Upon receipt of the results of the scientific testing of the foreign material a solution to this problem will be sought. The estimated annual loss in spoiled materials is currently running at $60,000 to $70,000 per year.

**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 and preparation of the EDA loan application is proceeding.

**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. Additional assistance in plant layout is under way.

Results: The project is continuing.
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).

Discontinued Projects

During the period two projects were discontinued in this area.

Project 449: Assistance to a lumber company in White County

Nature of Problem: The company planned to build a lumber sawmill complex at Cleveland, Georgia, and requested assistance in applying for an EDA business loan.

Work Performed: IDD assisted this company in developing the necessary information required for an EDA prefiling conference which was held in Huntsville. Subsequent to the prefiling conference, IDD assisted with developing information required for a section 702 study. After evaluating the results of the 702 study, EDA advised IDD and the company to proceed with the preparation of the EDA application.

Results: The company has been undergoing organizational changes which have resulted in an indefinite delay in preparing the EDA application. If future developments warrant, the project will be reopened. No further assistance needed, the project is closed.

Project 556: Assistance to a group of individuals interested in manufacturing panelized housing in Gainesville, Georgia (Growth Center)

Nature of Problem: A group of individuals interested in establishing a manufacturing facility to produce panelized housing requested assistance in applying for an EDA loan.

Work Performed: Several meetings were held with the principals to develop background information and IDD researched and developed market information on housing to be used in studying the area of concentration proposed by this new venture.

Results: The company has been successful in obtaining the necessary capital from private sources rather than applying for an EDA loan. The plant is now under construction and is expected to be in production by early spring. The company will initially employ in excess of 100 people. No further assistance needed, the project is closed.

On Going Projects

There are now three projects under way 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 is being rendered in developing expansion plans and in designing a plant layout. Assistance is also being rendered in planning and developing formal management systems to insure continued growth.

Results: The project is continuing.

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: An arranged meeting with the principals of this new company is planned for the near future and a plan of assistance to overcome the problems will be developed at that time.

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 planned with the principals of this new 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.

Results: The project is continuing.
HEART OF GEORGIA ECONOMIC DEVELOPMENT DISTRICT

General

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

Discontinued Projects

During the period three projects were discontinued.

Project 526: Assistance to a newly formed company interested in operating a modern sawmill complex in Telfair County

Nature of Problem: This company is interested in acquiring, completing, and operating the lumber mill complex at Lumber City.

Work Performed: The company applied for an EDA loan and received IDD assistance with the preparation of the application. In conjunction with the preparation of the EDA loan application, IDD prepared an economic impact study and a market study which were submitted with the application. The EDA application was returned to the company for additional information. This lumber complex could have been fully operational within 60 days after approval of the loan and would have provided direct employment for 200 people and related employment for an additional 200 people.

Results: The president of this firm has advised IDD that because of the continued delay in obtaining approval he has withdrawn his application for an EDA loan. The firm has obtained private financing to complete and operate only the planing mill portion of the lumber complex at Lumber City. Operations were profitable after only seven months of operation and current employment is 70 people. The firm is still interested in completing and operating the entire lumber mill complex and may resubmit its application for an EDA loan at a future date. No further assistance needed at this time, the project is closed.

Project 548: Assistance to a floriculture center in Dublin, Georgia (Growth Center)

Nature of Problem: This center has a very large continuing need to pack and ship geranium cuttings and had requested IDD assistance with several problem areas.

Work Performed: IDD assisted the center in developing and implementing innovative packing methods and a plant layout for the new shipping and packing facility. A study was made of the process flow in the shipping and packing facility. Advice was given regarding scheduling of production to overcome periodic overloading of certain facilities.

Results: The floriculture center subsequently requested assistance with developing information pertaining to establishing garden centers. It was determined that the assistance requested, pertaining to the garden center, would involve one or more feasibility studies which are not authorized under IDD's present EDA grant, and the floriculture center was so advised. No further assistance needed, the project is closed.
Project 573: Assistance to a rubber product manufacturing firm in Dublin, Georgia (Growth Center)

Nature of Problem: This firm requested IDD assistance in resolving two technical problems affecting product quality. The first problem area involved the identification of a white substance which appears on the rubber parts of the finished product during storage. The second problem involved the determination of the vulcanizing time for a type of synthetic rubber.

Work Performed: Both of these problems were referred to the Chemical Sciences and Materials Division of the Engineering Experiment Station at Georgia Tech. Samples of the defective product were sent to the above organization for analysis. The white powder was suspected to be a fungal growth. A determination of the molecular weight distribution in the synthetic rubber polymer was made in order to determine vulcanization time.

Results: Contrary to initial speculation, the white substance was identified as an inorganic silicate and thus is not a problem of spoilage in storage of the finished product, but is a problem in the product formulation. Based upon this information the problem with quality control in this company's production has been resolved through modification of production technique. In connection with the second problem area, a determination was made of the optimum vulcanizing time for the synthetic rubber polymer and the production problems associated with this material have been resolved. No further assistance needed, the project is closed.

On Going Projects

There are now four projects under way 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 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

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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 facility has been started.

Results: The project is continuing.

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 is anticipated that a financing plan will be developed as soon as the individual has completed his preliminary evaluation of the prospects for the proposed venture.

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 thus assistance is being rendered in developing the background information needed for the preparation of a loan application.

Results: The project is continuing.
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).

Discontinued Projects

During the period three projects were discontinued.

Project 551: Assistance to a plastic pipe manufacturer in Walton County

Nature of Problem: This company was experiencing considerable personnel problems and had requested IDD assistance with a solution.

Work Performed: IDD analyzed these various personnel problems and made recommendations which were implemented.

Results: A recent discussion with the plant manager indicated that their labor turnover has been greatly reduced. In fact, the turnover is less than it has been during the past two years. No further assistance needed, the project is closed.

Project 568: Assistance to a plastic pipe manufacturer in Greene County

Nature of Problem: The owner of this plant had requested assistance in establishing a financial records and reporting system. This was a new plant and the principals had extensive production experience; however, they felt there was a need for better financial records in order to facilitate acquiring adequate trade credit terms.

Work Performed: A visit was made to discuss the owner's accounting and financial control needs and to tour the plant. Information was collected and assembled on basic accounting controls and forwarded to the owner for his use in guiding his accountant.

Results: This company's plant is now operating in an efficient manner and the owner feels that his initial problems with financial records have been resolved. This firm has an initial employment of 40 people and expects to expand as sales increase. No further assistance needed, the project is closed.

Project 569: Assistance to a plastic products manufacturer in Morgan County

Nature of Problem: This plant was undergoing an expansion which would result in increasing its work force from 50 to 150 employees. The company was experiencing problems in recruiting and training new workers. Assistance was requested in locating skilled workers and in reducing turnover and absenteeism.

Work Performed: A visit was made to discuss problem areas with management and to tour the facility in order to become familiar with working conditions and production methods used. Recommendations were formulated and forwarded to the company for the improvement of working conditions in the plant and for the improvement of the overall personnel policies.
Results: This company has resolved its problem with turnover and absenteeism and has been successful in recruiting the skilled workers needed. No further assistance needed, the project is closed.

On Going Projects

There are now two projects under way in this area.

**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.

**Project 603: Assistance to a textile manufacturer in Morgan County**

**Nature of Problem:** This small spinning mill has requested IDD assistance in refinancing in order to secure better long-term financing.

**Work Performed:** Detailed information has been 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 will be made as to the best course to pursue in seeking refinancing.

**Results:** The project is continuing.
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).

Disconnected Projects
During the period no projects were discontinued.

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

Discontinued Projects

During the period six projects were discontinued.

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

Nature of Problem: This company was considering establishing a manufacturing facility to produce electrical junction boxes, panel boxes, and other related sheet metal electrical accessories.

Work Performed: IDD assistance was rendered with the preparation of a study to determine the market for these items. This study was completed and presented to the company for its information and guidance. The company decided to proceed with its plans for establishing a manufacturing facility and IDD assistance was given in the development of a plant layout and locating production equipment and qualified personnel.

Results: There has been an indefinite delay in proceeding with these plans. No further assistance needed, the project is closed.

Project 501: Assistance to a heavy machinery manufacturer located in Waycross, Georgia (Growth Center)

Nature of Problem: This company manufactures hydraulic log loaders for sale primarily in the southeastern United States. The firm has been in operation for approximately three years and has steadily increased its work force to the current level of 28 employees. With the rapid growth of the company, the owner had found himself faced with an acute shortage of working capital and inadequate management policies and procedures, and had requested IDD assistance with solving these problems.

Work Performed: The owner was assisted in locating a source of working capital, developing personnel policies, inventory control systems, cost standard systems, and basic accounting records. He was also indoctrinated in staffing techniques, planning techniques, improved employee relations techniques, and was assisted with recruiting additional management personnel.

Results: The company is continuing to operate with an expanded level of production and anticipates an additional expansion in work force of 12 people as sales increase. No further assistance needed, the project is closed.

Project 528: Assistance to a synthetic marble manufacturer in Coffee County

Nature of Problem: This synthetic marble manufacturer decided to diversify his product line to include vanity tops, fiberglass boats, fiberglass bath...
enclosures, fiberglass tanks, and synthetic marble tiles. The company requested IDD assistance with this diversification, as well as recommendations for improvements in its operation.

**Work Performed:** IDD assisted in developing improved production processes, quality control procedures, and manufacturing standards for both its marble and fiberglass processes. IDD has also assisted with developing a plant layout for a planned addition to its manufacturing facility which was recently funded by SBA under its 502 program.

**Results:** Since IDD began working with this company two years ago, it has increased employment from 6 to 22 employees. As a result of the product diversification and the approval of its SBA loan request, the company currently is expanding its facilities and doubling its employment. No further assistance needed, the project is closed.

**Project 546:** Assistance to a boat manufacturer in Coffee County

**Nature of Problem:** A fiberglass boat manufacturing company which has been in production since 1968 was experiencing a rapid increase in sales and was in need of additional manufacturing facilities. The company requested IDD assistance in developing plans for the new facility.

**Work Performed:** IDD assisted the company in designing a plant layout for the new facility, as well as building plans, and with solicitation of cost estimates from several building contractors. IDD had previously provided this company with marketing information concerning fiberglass boats which was instrumental in projecting sales for the new facilities. The company currently employs eight people and produces approximately two to three boats per day. The new and expanded facilities would provide initial production capacity for five boats per day and would result in providing immediate employment opportunities for an additional five people.

**Results:** The company decided to postpone its expansion plans until the spring of 1972. No further assistance needed, the project is closed.

**Project 557:** Assistance to an individual interested in establishing a company in Coffee County to manufacture modular bathroom enclosures

**Nature of Problem:** This individual has contacted IDD and requested assistance in evaluating the market potential of a modular bathroom enclosure.

**Work Performed:** Assistance was rendered in evaluating previous cost estimate data and obtaining additional cost information from mobile home manufacturers. After analyzing this information the individual determined that, due to the cost variance between his proposed model bathroom and a conventionally constructed bathroom, penetration of the bathroom market would be very difficult. The individual also examined the prospects of manufacturing fiberglass travel campers, and IDD assisted him with the development of various layouts for campers, as well as providing him with additional information on this product. The IDD representative also discussed this project with the local development authority to determine what assistance could be provided.

**Results:** The individual has lost interest in the establishment of a manufacturing facility and has decided not to pursue the manufacture of either of the products considered during this project. No further assistance needed, the project is closed.
Project 559: Assistance to a farm equipment manufacturer in Ben Hill County

Nature of Problem: A manufacturer of farm equipment had requested assistance in locating a source of working capital funds.

Work Performed: The company has recently obtained an SBA 502 loan to cover the cost of expanding its manufacturing facilities. IDD assisted with the development of financial information to be used in seeking additional working capital funds. IDD also assisted with the preparation of a plant layout for the new building, as well as developing information on various metalworking machines that can be used in the new plant. Construction has begun on the expansion of the existing facility. The company now employs 26 people and expects to add an additional 10 people upon completion of the additional facilities.

Results: This firm's need for working capital funds has been met and production is expected to begin on the expanded facility very soon. No further assistance is needed, the project is closed.

On Going Projects

There are now eight projects under way 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. The implementation of these recommendations has resulted in increased efficiency; however, due to the continuing growth of this company, it has experienced an acute shortage of working capital. Because of the shortage of working capital and the inability to pay suppliers on a current basis, the local bank has taken over this company and has engaged the former owner as production manager. The bank plans to keep the company in operation and has requested continued IDD assistance.

Results: The project is continuing.

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
Results: The project is continuing.

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

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

Work Performed: The company has 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 has purchased and received an aluminum smelting furnace and the company has also ordered a crucible to be used with this furnace. Assistance is being rendered in setting up the plant for production of cast aluminum sows.

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.

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 are now working with their bank in seeking an SBA guarantee for an urgently needed working capital loan. Based on initial contact with SBA, no problem is anticipated in securing the loan.

Results: The project is continuing.

Project 575: Assistance to a lumber company in Clinch County

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

Work Performed: The company has determined that an investment of approximately $800,000 will be required for the facility and equipment for the manufacture of charcoal. Assistance is 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," has been given to this company for evaluation. Based upon the information provided, company officials have decided not to attempt marketing charcoal briquettes. Negotiations have been undertaken with a Florida concern which would purchase and market the charcoal produced by this company.
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, attempts are now being made to determine possible approaches to the solution of the inventory 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.

Results: The project is continuing.
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).

Discontinued Projects

During the period two projects were discontinued.

Project 532: Assistance to a farm equipment company in Calhoun County

Nature of Problem: This company is presently a dealer for farm irrigation equipment which is manufactured in the Midwest, and is interested in establishing a manufacturing facility for producing irrigation equipment for sale in the Southeast.

Work Performed: IDD assisted this company with determining the market for this equipment, developing technical information, and in locating suppliers of raw materials.

Results: Because of the unfavorable market potential, this company does not plan to pursue this idea at this time. No further assistance needed, the project is closed.

Project 536: Assistance to a clothing manufacturer in Mitchell County

Nature of Problem: This company plans to purchase an existing building in Cotton, Georgia, and establish a contract clothing manufacturing plant.

Work Performed: IDD assisted with the preparation and presentation of an SBA 502 loan application to cover cost of the building and necessary equipment. At the suggestion of SBA, it was decided that the company would apply for an SBA guaranteed loan rather than the 502 program. IDD has assisted the company with the preparation of financial statements and a cash flow projection to be submitted with the application. The IDD representative also arranged for a meeting with the principals of the company and the local bank to discuss the bank's interest in participating in this loan. The management of this firm has decided against applying for an SBA loan and has made arrangements for a bank loan from a local bank. This company has an initial employment of 42 people.

Results: It has recently been learned from a newspaper article that this company's plant was destroyed by fire. Upon contacting the principals of this firm, it was learned that the building, equipment, and inventory were completely destroyed by fire. Plans are being made for re-establishing a manufacturing facility in the future; however, the principals have indicated that no assistance is needed from IDD. Therefore, the project is closed.

On Going Projects

There are now five projects under way 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 has been returned to the EDD and will be submitted with the EDA application. 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 has recently decided upon a joint venture with a major established carbon processing firm and is proceeding with the establishment of seven new installations which are to be completed by August, 1972. 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.

Results: The project is continuing.

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

Nature of Problem: An individual who is 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 have 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 has been provided. The individual has been advised on equipment specifications and requirements and given suggestions for production jigs and handling equipment. Assistance is also being rendered by providing information on available training programs for production workers.

Results: The project is continuing.

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. They presently employ 20
and anticipate 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 project 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. 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 are being compiled concerning the market for commercial and residential greenhouses. This information is being developed for a study on the southeastern market for greenhouses.

Results: The project is continuing.
General

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

Discontinued Projects

During the period three projects were discontinued.

Project 538: Assistance to two individuals interested in manufacturing wooden furniture in Schley County

Nature of Problem: These individuals were interested in manufacturing wooden kitchen cabinets and other wood products on a part-time basis. They requested IDD assistance in establishing a plant to manufacture wooden furniture.

Work Performed: IDD prepared a marked study on juvenile furniture which was delivered to the individuals for their information and guidance. The individuals were further assisted with the preparation and presentation of an SBA loan application to cover cost of equipment and to provide necessary working capital. This loan has been approved and funded. Subsequent to the approval of the SBA loan, IDD has assisted the individuals with locating the necessary woodworking equipment, a source of supply for raw materials, and management training. Due to the slowness of sales in their product line, the principals of the company were interested in diversifying into the manufacture of cedar chests. A brief market study on the market for cedar chests was prepared and forwarded to the firm.

Results: Due to the unfavorable overall market for cedar chests, the firm has since decided to undertake the assembly of chairs as a subcontractor to another manufacturer and is satisfied with this diversification. Present employment stands at seven workers with the expectation of growth as sales increase. No further assistance needed, the project is closed.

Project 545: Assistance to a wooden furniture manufacturer in Marion County

Nature of Problem: This rapidly expanding wooden furniture manufacturer was interested in diversification and was considering establishing a wood turning operation. The company requested IDD assistance in evaluating the market for this type item and counseling on production and market planning.

Work Performed: The market study was completed and presented to the company for its information and guidance. The company's furniture business has continued to increase to its present volume of $750,000 per year, with the expectation of doubling the volume within one year. As sales have risen, employment has increased to its current level of 20 employees. Based on the increased furniture sales, the company has decided not to diversify, but to concentrate its efforts upon the growth of its current business.

Results: The principals were considering applying for an SBA 502 loan to cover costs of new and expanded facilities; however, they have decided not to expand at this time. No further assistance needed at this time, the project is closed.
Project 554: Assistance to a modular housing manufacturer in Taylor County

Nature of Problem: This company has converted production from mobile homes to modular housing. It requested IDD assistance with the development of improved production methods and counseling in the establishment of work standards.

Work Performed: IDD reviewed the overall operation of this company and prepared a plan of improvement which was presented to the company for its implementation.

Results: This plan was studied by the company and the president expressed his intentions of making the recommended changes, which he feels will be very helpful in improving the company's operations. The company also requested and received additional assistance with improved production methods for the roof section. The company presently provides employment for 40 people and as production increases, it expects to progressively increase this employment. No additional assistance is anticipated in the near future. The project is closed.

On Going Projects
There are now three projects under way 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 is assisting this individual with the preparation of an SBA loan application, with locating the necessary equipment for this application, and other problems pertaining to the establishment of the proposed plant. Because of other business commitments, this individual has been delayed in submitting his loan application to SBA.

Results: The project is continuing.

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 has been completed on their new building. Equipment is being installed and production will be begun in the near future. This project will represent a total investment of $330,000. Estimated initial employment will be 30 with expected growth to 100 when full production is reached.

Results: The project is continuing.

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 is being given to the city officials of
Marshallville, Georgia, in working with a firm which has an interest in buying the facility of a local industry which plans to discontinue operations.

**Work Performed:** A meeting has been held with representatives of the city and the local development corporation to explore possibilities of developing a site for a new plant facility. If the city efforts to attract the new company succeed, 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 would the 48 jobs be saved, but that the work force of the new plant would quickly expand to 150.

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

Discontinued Projects
During the period two projects were discontinued.

Project 530: Assistance to a proposed sporting goods company in Carrollton, Georgia (Growth Center)

Nature of Problem: An individual was interested in establishing a sporting goods store and manufacturing facility and requested IDD assistance in planning the venture and securing the necessary financing.

Work Performed: This individual was assisted with preparing a prospectus and cash flow statement for a presentation to SBA, banks, and investors. The individual was successful in working out his immediate financial problem and did commence operation of the sporting goods store on a limited basis.

Results: Due to his inability to secure adequate long-term financing, this individual was forced to sell his sporting goods store to a large distributor. No further assistance needed, the project is closed.

Project 565: Assistance to a carpet manufacturer in La Grange, Georgia (Growth Center)

Nature of Problem: This company was experiencing difficulties in meeting newly imposed federal government flammability standards for carpets. The company had requested assistance in finding a practical solution to the problem of meeting these standards.

Work Performed: A meeting was arranged between the president of this firm and the director of the textile engineering school at Georgia Tech. The staff of the textile engineering school investigated various methods of overcoming the flammability problem that exists in the carpet industry and has made recommendations to this company as to the best way to resolve the problem.

Results: IDD has been advised that these recommendations are being implemented and that the company feels that the problem has been completely resolved. No further assistance needed, the project is closed.

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

Discontinued Projects
During the period one project was discontinued.

Project 558: Assistance to a frozen seafood packing company in Brunswick, Georgia (Growth Center)

Nature of Problem: This frozen seafood packing company was experiencing a high labor turnover and absenteeism. The company requested IDD assistance with a solution.

Work Performed: IDD conducted a comprehensive analysis of this company's personnel problems and prepared a letter report offering suggestions and a plan of action that, if followed, should prove helpful in reducing its labor turnover and absenteeism and generally improve its manpower management program. These recommendations were submitted to the company for its information and guidance.

Results: The company has expressed its appreciation for the assistance rendered and has indicated that the recommendations are being implemented with good results. No further assistance needed, the project is closed.

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

Project 583: Assistance to a concrete products manufacturer in Brunswick, Georgia (Growth Center)

Nature of Problem: This company has requested IDD assistance in exploring the potential for the manufacture of roof trusses in Brunswick, Georgia.

Work Performed: A study of the market for roof trusses within a 100-mile radius of Brunswick, Georgia, has been prepared by the staff of IDD and presented to the company for review. Assistance is also being rendered in collecting information on equipment used in the manufacture of roof trusses and in establishing production cost estimates.

Results: The project is continuing.

Project 587: Assistance to a prefabricated housing manufacturer in Brunswick, Ga. (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 rendered 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. 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.
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).

Discontinued Projects
During the period two projects were discontinued.

Project 513: Assistance to an iron works company in Columbus, Georgia (Growth Center)
Nature of Problem: This company was interested in diversification and was considering acquiring equipment necessary for manufacturing leaf springs and spun metal products. The company had requested IDD assistance in determining the market for leaf springs with special emphasis on a market for those springs used in the mobile home and trailer industries.

Work Performed: A market study on leaf springs and spun metal products was completed and presented to the company for its information and guidance.

Results: A follow-up visit was made to the company to discuss the results of the market study. The president stated that he was very pleased with the results of the market study, that he had forwarded a copy to their current supplier, Metal Spinners, Inc., of Indiana, and that they are trying to encourage the supplier to locate a facility in Georgia. If Metal Spinners, Inc., does not locate a facility in Georgia, Columbus Iron Works will probably expand into this field. The president expressed his appreciation for the assistance rendered by IDD. No further assistance needed, the project is closed.

Project 537: Assistance to a kitchen cabinet manufacturer in Columbus, Georgia (Growth Center)
Nature of Problem: A manufacturer of wood kitchen cabinets planned to expand his manufacturing facilities by adding an additional 6,000 feet to the present building. The company requested IDD assistance with developing a plant layout to include a paint spray room, production flow, and material handling equipment.

Work Performed: IDD visited the plant and held discussions with the owner relative to his plans. The owner was to develop detailed information of the proposed expansion and forward this information to IDD for use in developing a plant layout.

Results: IDD has attempted to contact the owner several times during the past few months to obtain information, but there has been no response. It is assumed that the owner has decided not to proceed with his expansion plans at this time. No further assistance needed, the project is closed.

On Going Projects
There is now one project under way 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 has request­ed assistance in locating a supplier for a component part. Assistance also has been requested in evaluating the business opportunity related to the new product.

Work Performed: A potential supplier for the component part has been put in contact with the management of the company. Evaluation of the business opportunity related to the new product will await the completion of the development of the product.

Results: The project is continuing.
PROJECTS OUTSIDE OF ECONOMIC DEVELOPMENT DISTRICTS

General
During the period sixteen projects were active in counties outside of the Economic Development Districts.

Discontinued Projects
During the period seven projects were discontinued.

Project 507: Assistance to a pre-cast concrete slab manufacturer in Douglas County

Nature of Problem: Several individuals were interested in establishing a plant to produce pre-cast concrete slabs for building decks and requested IDD assistance in carrying out these plans.

Work Performed: IDD assisted with development of the plans, locating a source of funds, and continued to assist with solving other start-up problems.

Results: The plant is now in operation with an employment of 12 people. A training program is under way and production is gradually increasing. The company expects to be in full operation within 12 months and will provide employment for 35 people at that time. No further assistance needed, the project is closed.

Project 529: Assistance to a proposed candle manufacturer in Douglas County

Nature of Problem: This company desired information on the manufacturing and marketing of waxed candles. In addition, the company also needed assistance in securing additional capital.

Work Performed: IDD conducted a literature search and developed information on candle manufacturing and marketing. This information was delivered to the company for its information and guidance.

Results: The owner of the company had planned to subcontract his candle manufacturing operation until a new facility could be completed. Upon additional analysis of the proposed venture, the president of the company has decided not to proceed at this time. No further assistance needed, the project is closed.

Project 535: Assistance to an upholstered furniture manufacturing company in Fannin County

Nature of Problem: This company was planning to move to a new, larger plant and had requested assistance with planning the move and with the preparation of a plant layout for the new facilities.

Work Performed: A representative of IDD visited the plant to observe its furniture manufacturing process and discussed the plans for the move and the proposed plant layout in detail. Recommendations were made and presented to the principals for their guidance.

Results: IDD has been advised by the principals that the layout recommendations have been implemented and that operations are under way in the new plant.
No further assistance needed, the project is closed.

Project 541: Assistance to a ladies' clothing manufacturer in Paulding County

Nature of Problem: This company decided to proceed with its expansion plans that IDD had assisted with previously, and it had recently completed construction of new and expanded production facilities. Assistance was requested in establishing a cost control system.

Work Performed: IDD assisted with the development and implementation of a cost control system.

Results: During a recent follow-up visit, IDD was advised that as a result of the cost study provided by IDD the company has expanded production of its high profit items and expects to improve its profits significantly. This company currently employs 23 people. No further assistance needed, the project is closed.

Project 543: Assistance to a fiberglass fabricator in Candler County

Nature of Problem: This company is a manufacturer of fiberglass bath units and has 26 employees. The company wanted to expand its operations and double its employment, but was experiencing a high labor turnover. The company requested IDD assistance with improving its personnel policies.

Work Performed: IDD assisted in determining the causes for this high labor turnover and made recommendations for corrective action.

Results: The president of the company recently indicated that the employment situation has greatly improved and that he has increased his employment from 26 to 44 since May, 1971, and is currently producing 50 units per day. Assistance in recruiting and training new employees was provided by the Swainsboro Area Vocational Technical School. No further assistance needed, the project is closed.

Project 552: Assistance to a carpet yarn spinning mill in Douglas County

Nature of Problem: This carpet yarn spinning mill has continued to experience serious financial difficulties and requested IDD assistance with locating a source of additional working capital.

Work Performed: IDD attempted to locate a source of capital for this company. However, because of its poor financial condition this was not possible.

Results: The company has recently undergone a reorganization and has divested itself of its branch plant in Gilmer County, which was responsible for a drain on its cash flow. The company will attempt to refinance and continue operating its spinning mill in Douglas County and thereby save more than 100 jobs. No further assistance needed, the project is closed.

Project 553: Assistance to a chemical and resin manufacturer in Douglas County

Nature of Problem: Two individuals had planned to establish a company to manufacture various chemicals and resins used by the ink, wax, adhesive, and detergent industries. They requested IDD assistance with the implementation of these plans.
Work Performed: They were assisted by IDD in locating a plant site and source of capital.

Results: The two individuals decided not to proceed with their plans to establish a plant at this time. No further assistance needed, the project is closed.

On Going Projects
There are now nine 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 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 588: Assistance to a modular housing manufacturer in Cobb County

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

Work Performed: A meeting has been 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 has been collected in preparation for a market study of the low-cost housing market.

Results: The project is continuing.

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

Nature of Problem: An individual who has developed an improved gasoline nozzle has 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:** 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 591: Assistance to a fiberglass products manufacturer in Candler County**

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

**Work Performed:** The company has been 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:** The project is continuing.

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

**Nature of Problem:** A group of individuals who plan 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 has been 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 are actively seeking the needed financing and will request assistance with their start-up problems as soon as financing is arranged.

**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. Due to the seasonal nature of the processing, the plant is idle from December through June of each year. An investigation into the potential for processing onions and onion parts into onion juice and concentrate is being made. Data are presently being collected and will be assembled into a market study dealing with the potential market for onion juice and concentrate.

**Results:** The project is continuing.
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 1,685 identifiable jobs have been saved in 21 firms assisted by IDD. Another 788 identifiable jobs have been created in 26 expanding companies which were assisted. In the 39 new ventures which were aided by IDD during the quarter, 807 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.
EXHIBITS
Exhibit 3

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

Education
St. John's 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

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
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

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, co-author
BIOGRAPHICAL SKETCH

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

Education

Diploma in Accounting, Greenleaf Business College 1947
B.B.A., Georgia State University 1962
Certification in Organization Management, Syracuse University 1966
AIDC, Industrial Development Institute, University of Oklahoma (First year) 1971

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
Georgia Business and Industry Association, 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, payroll, fringe benefits, and certain interpretations of the collective bargaining agreement. During Marine Corps tour, was Administrative Aide to Officer in Charge, Overseas Replacement Command. At Georgia Business and Industry Association, 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; research and feasibility studies.

Major Reports and Publications

1. "Manpower Turnover and Absenteeism Study," EDA Special Study, September 1967

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


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

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<td>69.8</td>
<td>NOT AVAILABLE</td>
</tr>
</tbody>
</table>


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 8th day of July 1971.
CHART 3
REGIONAL ECONOMIC DEVELOPMENT CENTER ACTIVITY REPORT
June 1, 1971 to May 31, 1972

<table>
<thead>
<tr>
<th>Activity</th>
<th>Business Stabilization</th>
<th>Business Expansion</th>
<th>New Venture</th>
<th>Community Development</th>
<th>TOTAL</th>
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<tbody>
<tr>
<td></td>
<td>Previous</td>
<td>Current</td>
<td>Previous</td>
<td>Current</td>
<td>Previous</td>
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<tr>
<td>ON GOING (BEGINNING)</td>
<td>6</td>
<td>3</td>
<td>15</td>
<td>15</td>
<td>11</td>
</tr>
<tr>
<td>NEW</td>
<td>9</td>
<td>18</td>
<td>26</td>
<td>11</td>
<td>25</td>
</tr>
<tr>
<td>DISCONTINUED</td>
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<td>13</td>
<td>26</td>
<td>15</td>
<td>23</td>
</tr>
<tr>
<td>ON GOING (ENDING)</td>
<td>3</td>
<td>8</td>
<td>15</td>
<td>11</td>
<td>13</td>
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<tr>
<td>TOTAL ACTIVE DURING YEAR</td>
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<td>21</td>
<td>42</td>
<td>26</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.
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<th>Subregion</th>
<th>Venture</th>
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<th>Business Stabilization</th>
<th>Current Costs % of Total</th>
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<td>1</td>
<td>10</td>
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<td>3</td>
<td>3</td>
<td>12</td>
</tr>
<tr>
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<td>0</td>
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</tr>
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<td>2</td>
<td>8</td>
</tr>
<tr>
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<td>1</td>
<td>4</td>
<td>6</td>
</tr>
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<td>0</td>
<td>0</td>
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<td>3</td>
<td>16</td>
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<td>1</td>
<td>8</td>
</tr>
<tr>
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<td>2</td>
<td>2</td>
<td>7</td>
</tr>
<tr>
<td>CHATTahoocheE-FLINT EDD</td>
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<td>0</td>
<td>1</td>
<td>2</td>
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<tr>
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<td>0</td>
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</tr>
<tr>
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<td><strong>TOTAL</strong></td>
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<td><strong>21</strong></td>
<td><strong>100%</strong></td>
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<td>Goal Established</td>
<td>Actual</td>
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MAPS
Map 3

EDA COUNTIES AND EDD'S AS OF 31 MAY 1972

[Map showing eligible counties and economic development centers]

- Eligible County
- Economic Development Center
- Open Projects
APPENDICES
ESTABLISHMENT AND REPORTING OF EDA PROJECTS
(Project A-1338)

1. Individual EDA projects funded under Project A-1338 will be formally established and monitored by the Head, Industrial Services Branch (Project Director). Approval of the project must be obtained before charges can be made. Branch offices and other IDD Branches or Sections recommending the establishment of projects will furnish sufficient information, on a copy of the form shown in Exhibit A, for the Project Director to make a decision and make staff assignments.

2. If the project is approved, all previous work done in relation to this project will be chargeable to that specific project number. Upon approval of a project, the project director will assign a Project Number and a completed copy of the EDA Assistance Case Record form (Exhibit A) will be forwarded to the responsible branch or section, and, in the case of branch offices, a copy will be forwarded to the Director of Area Development. When the project is terminated the completed form will be returned to the Project Director.

3. In the event a project is not formally established, but investigative time and project analysis time has been authorized, then that time will be specifically authorized for charge against A-1338. To accomplish the reporting of this situation, the following terms will be used:

   (a) Program Management. This term is reserved exclusively for the project director and assistant project director. Branch office personnel will prorate necessary administrative time to the specific numbered projects on which they are working.

   (b) Program Research. This will be used for general background research in support of the overall EDA program and not in research specifically related to a numbered project. This term will normally be used only when so assigned by the Project Director.

   (c) Project Establishment Analysis. This term will be used to charge time needed to analyze the situation to determine if a project should be established. The name of the company and a description of the work performed will be reported in the comments section of the monthly EDA Activity Report (Exhibit B). Upon establishment of a project, time so charged will be charged to the numbered project.

4. EDA activity supported by Project A-1338 will be reported on a monthly basis. Reports will be submitted within five days following the end of the month. The report will be made on the EDA Activity Report form, shown in Exhibit B, in accordance with instructions contained in Exhibit C.
In order to avoid any misunderstanding about the types of projects included in the program, the following criteria must be met before a company (or a proposed new venture) will be considered as an EDA project:

1. The company (or the proposed new venture) must be in an EDA county or an Economic Growth Center.

2. The proposed project must have potential for an ultimate increase in jobs and/or result in strengthening the current base of employment.

3. There must be a stable and/or growing market for the product or products involved.

4. The proposed project must be potentially profitable in terms of the company's realistic capabilities.

5. The proposed project must not involve the relocation of a business from one area to another.

6. The proposed project must not involve providing financial assistance to any industry in which there is an over capacity of production (e.g. poultry, garment).

It should be noted that some projects undoubtedly will involve an investigation of markets and capabilities only to conclude that the projects are not economically sound. This is a necessary result in some cases. As a matter of policy, it is as important to recognize the unsound proposals as it is to give support to the sound ventures.
Appendix 1, Exhibit A

EDA ASSISTANCE CASE RECORD

Company __________________________ Case No. ______
Address __________________________ Telephone ________
Name and Title of company contact ________________________________
Origin of request ________________________________
Assigned to ________________________________ Date ____________

Background and nature of the problem:

________________________________________________________________________

Work Performed

<table>
<thead>
<tr>
<th>Date</th>
<th>Action Taken</th>
<th>Man-hours</th>
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</thead>
</table>

________________________________________________________________________

Results and Remarks
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<th>Company Name - Contact</th>
<th>County - Reported By</th>
<th>Type Project</th>
<th>Expansion Venture</th>
<th>New Utilization</th>
<th>Comment</th>
<th>Time Charged</th>
<th>Month/Year Employment Change (+ or -)</th>
<th>Employment Change Explanation</th>
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INSTRUCTION FOR COMPLETION OF EDA MONTHLY ACTIVITY REPORT FORM

The purpose of the EDA Activity Report is to provide information relative to EDA Projects being worked on by individuals in IDD.

The report is due in Industrial Services Branch by the 5th of the month following the month for which the report is submitted.

Complete Form as follows:

Top of Form:

Branch: Branch of which individual is member

Month: Month for which report submitted

Column #

1. Project Number: EDA Project Number assigned by Industrial Services Branch, Atlanta.

2. Company Name, Contact, County, Reported by: Name of company; name of individual in company to be contacted; county in which company is located; IDD staff member who is reporting.

Type:

3. Expansion or Diversification

4. New Business

5. Business Stabilization (save jobs)

6. Community Development

7. Time Charged: Number of hours worked on each project during month.

8. Month/Year: Month and year in which work was performed

9. Employment Change (+ or -): Net change in the number of persons employed by the subject firm since the last report. For new projects for which there is no previous report, insert, in parentheses, the total number of persons employed by the subject firm.

New; Con.; Disc.

10. New for projects not previously reported
Appendix 1, Exhibit C (continued)

11. Cont. for continuing projects

12. Disc. for projects closed during month

13. Description/Comments/Results/Employment Change/Explanation

For New Projects:
Describe the product(s) produced by the subject company. Describe project indicating what assistance is needed and what is to be done in addition to what was done during the month. Estimate the change in employment anticipated as a result of IDD assistance. If the project is a business stabilization type with the main purpose of saving jobs by preventing the failure of the firm, indicate how many jobs will be saved if IDD's efforts are successful.

For Continuing Projects:
Report status of project and what has been done during the month, and explain any increase or decrease in employment reported in Column #9.

For Discontinued Projects:
Report why project was closed; results of IDD's efforts to date; results expected in future and by what date; any special problems IDD could not solve; approximate date closed project should be checked to see if expected results are obtained. In all cases the change, if any, in employment as a result of IDD assistance should be explained and evaluated fully. This explanation and evaluation should include any jobs saved in a business stabilization type project even if there is no net change in employment.

At the bottom of page, indicate total hours charged to all EDA projects and percentage of time charged to EDA on time sheets. Example: Total hours 120; Time on Time Sheet 75%.
Appendix 2

OUTLINE OF IDD EDA PROGRAM
IN THE NORTHEAST GEORGIA EDD

The following program pertains only to EDA-designated counties and the Economic Development Centers. Designated EDA counties as of 12 October 1971 in the Northeast Georgia Area are: Greene, Madison, Morgan, Oglethorpe, and Walton. Athens, Georgia is the Economic Development Center.

Over All Strategy

The strategy of the Industrial Development Division in performing its duties under the EDA grant is two-fold:

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

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

Objectives of the EDA Program

- To stimulate the expansion and diversification of existing industry.
- To support the formation of new, economically sound enterprises.
- As an ultimate objective from the two stated above, to create additional jobs.

Scope of Services Available

The scope of management and technical assistance services available through this program is briefly summarized as follows:

Organization analysis; guidance and recommendations on financing; plant layout; development of market data; assistance in locating suppliers of special equipment or services; determination of
Appendix 2 (continued)

manpower requirements; assistance in production methods and procedures; recommendations regarding sales and distribution methods; assistance in the formation of new ventures, new plant construction, and/or expansion.

These services are available to established firms which show a capacity and interest in expansion and diversification. In addition, this same type of service will also be made available to those individuals or groups offering a good potential for establishing new enterprises.

In addition to the management and technical assistance services available, the following will be accomplished:

Audit of firms located in newly designated Economic Development Centers and selected counties for the purpose of identifying the demand for specific products and services which potentially could be supplied by existing or new firms located in EDA-designated areas and to determine a need for management and technical assistance services which may be rendered by IDD.

Criteria for EDA Projects

In order to avoid any misunderstanding about the types of projects included in the program, the following criteria must be met before a company (or a proposed new venture) will be considered as an EDA project:

1. The company (or the proposed new venture) must be in an EDA county or an Economic Development Center.

2. The proposed project must have potential for an ultimate increase in jobs and/or result in strengthening the current base of employment.

3. There must be a stable and/or growing market for the product or products involved.

4. The proposed project must be potentially profitable in terms of the company's realistic capabilities.

5. The proposed project must not involve the relocation of a business from one area to another.
6. The proposed project must not involve providing financial assistance to any industry in which there is an over capacity of production (e.g. poultry, garment).

It should be noted that some projects undoubtedly will involve an investigation of markets and capabilities only to conclude that the projects are not economically sound. This is a necessary result in some cases. As a matter of policy, it is as important to recognize the unsound proposals as it is to give support to the sound ventures.

**Approach**

1. At the earliest possible date, it is suggested that notice of the program be given to the newspapers by the Northeast Georgia EDD (see attached suggested press release) and that each of the manufacturers in the Economic Development Center receive a letter from the Northeast Georgia Area Planning and Development Commission announcing the program. (A suggested letter is attached.)

2. Each of the firms will subsequently be contacted personally by an IDD representative. A representative of the commission will also be invited to join with the IDD representative in making these contacts. As a part of this interview, information will be collected by the IDD representative on such factors as employment, product, and production capabilities of each company. (A survey form is attached.) A copy of each completed data sheet will be furnished the EDD.

3. As individual case projects are developed, IDD staff personnel will be assigned responsibility for management or technical assistance projects. Work performed on each project and the results achieved will be recorded on individual project report forms. The Northeast Georgia Area Planning and Development Commission will be advised periodically as to the nature and status of projects.
A program of providing management and technical assistance to (Name of City) industries is underway. This service is sponsored by the Economic Development Administration and Georgia Tech. The staff of the Northeast Georgia Area Planning and Development Commission is working with representatives of the Industrial Development Division of Georgia Tech in the performance of this program. The purpose of this program is to stimulate the expansion and diversification of existing industries with the ultimate objective of creating additional job opportunities. Services to the industries cover the broad fields of management guidance, market research, and technical assistance.

Letters explaining the program will be mailed to (Name of City) industries by the Northeast Georgia Area Planning and Development Commission. A representative from Georgia Tech will soon be contacting firms in (Name of City) in order to personally outline the program in greater detail. If a firm wished to avail itself of such assistance prior to being contacted, it should get in touch with __________________________ of the Northeast Georgia Area Planning and Development Commission.
Area Counties Eligible For Development Help

Main Purpose Of Program

By JOE TAYLOR
Banner-Herald Writer

Madison and Wilkes Counties have been designated as redevelopment areas by the Economic Development Administration (EDA) of the U.S. Dept of Commerce. Charles Crawford, economic developer of the Northeast Georgia Planning and Development Commission, explained that a county is approved on the basis of one or more of three criteria.

Crawford added that Madison's approval by the EDA brings the area total of counties participating in the program to five with Oglethorpe, Greene, Morgan and Walton having previously qualified.

Madison County qualified under the program, explained Crawford, because of the low per capita family medium income.

"The EDA," said Crawford, "is interested in job creation and erasing unemployment and under employment by means of establishing those things which supply jobs."

Some of the areas of primary concern to EDA, added Crawford, are water and sewer construction, business loans, industrial parks and other various services which create jobs.

Crawford explained that qualifying for the program does not automatically mean that Madison County is going to get any funding.

"The county must work at presenting a feasibility study for each project they would like to initiate, showing its advantages and effects on the county," said Crawford. "The study is then taken under consideration by EDA and either approved or disapproved."

Another major factor of the program, he added, was the fact that a county must show the EDA that it has a candidate for commercial development before it will be given any money to develop any services.

"In other words," said Crawford, "The EDA wants to be sure the county or area has a positive prospect for settling in a county, rather than giving the funds for development and have a nice industrial park completed and waiting for someone to relocate there."

Crawford explained that funds for the program were made possible through the Public Works and Redevelopment Act of 1965 which provides help in the area of grants and loans to help build public facilities and essential long-range economic growth, loans to help private enterprise expand and create new jobs, and planning and technical assistance to help solve problems blocking growth.

Crawford explained that the program has been a tremendous aid to the other four counties which have taken advantage of the funds and technical assistance made available to them.

Greene County, according to Crawford, will probably in the next six months open an airport which would not have been a reality if it were not for EDA funds and assistance.

In Greensboro and Morgan County, EDA funds have enabled the city and county to make major water and sewer improvements, which not only aided the people but provided jobs for many area residents, said Crawford.

Crawford added that Madison County is planning to take advantage of possible funding by EDA by constructing an industrial park for the use of industrial relocation.

"In Madison County the board of commissioners and the Madison County Board of Industrial Development have constructed a water tank and well with plans for roads in the event it can attract an industrial business to the area," said Crawford. "The people of Madison County are working to accomplish a major goal, and with hard work and perseverance they will accomplish their end of attracting business."

Crawford explained that it is the job of his organization to assist and advise counties seeking help and to point them in the right direction.
Dear

Last year the U.S. Department of Commerce sponsored a program of management and technical assistance through Georgia Tech's Industrial Development Division which was of direct benefit to more than 100 firms in Georgia. We are pleased to inform you that this program of specialized service has been expanded and is now available to you.

This program is a joint effort of the Economic Development Administration and Georgia Tech. Its purpose is to stimulate the expansion and diversification of existing industry with the ultimate objective of creating additional job opportunities. The program of service to industry covers the broad fields of management guidance, market research and technical assistance in solving the many problems that beset business today.

In the near future, a representative of Georgia Tech will be contacting you for the purpose of clarifying the program and its objectives. In addition, he will want to discuss those areas of interest outlined in the attached survey form.

If you have any questions concerning the program, or if you wish to avail yourself of these services prior to being contacted, please call ________ of the Northeast Georgia Area Planning and Development Commission.
CONFIDENTIAL MANUFACTURERS DATA SHEET

1. Firm Name___________________________________________ S.I.C.#___________
2. Street Address________________________________________ P. O. Box___________
3. City and County_______________________________________ Phone___________
4. Key Personnel (Include President, Manager, Purchasing Agent, etc.):
   NAMES  TITLES  NAMES  TITLES
   ____________________________________________________________
   ____________________________________________________________
   ____________________________________________________________
   ____________________________________________________________
5. Normal number of production employees:  Total_________ Male_________
   Key Skills____________________ ________________________________
6. Products and/or Services:____________________________________
7. Brief description of production process:__________________________
8. Average daily production output (with present facilities):__________
9. Maximum daily production output (with present facilities):__________
10. Normal production schedule: Days per year____ Shifts____ % Overtime____
11. Major items of equipment:____________________________________
12. Percentage of time that equipment is in use:____________________%
13. Specialized equipment and/or capabilities, if any:_________________
14. Are you interested in handling subcontracts?____ Government contracts?____
15. Major materials, components, supplies used and sources:
   ITEM  SOURCE  ITEM  SOURCE
   ____________________________________________________________
   ____________________________________________________________
   ____________________________________________________________
16. Needs, if any, for additional and/or closer sources of materials and
   supplies:____________________________________________________
17. Types, quantities, and disposition of by-products and waste:_________
18. Current sales volume: _________________________________
   ( ) Increasing
   ( ) Steady
   ( ) Decreasing

19. Seasonal fluctuations: _________________________________

20. Description of distribution system used: _________________________________

21. Marketing area (county, state, region, nation, overseas): ______

22. Plant site ______ sq. ft.; Site size ______ acres; Office area ______ sq. ft.
   Production area ________ sq. ft.; Warehouse area ________ sq. ft.

23. Plant expansion in last five years: _________________________________

24. Expansion or diversification planned: _________________________________

25. Transportation services used (check): Rail ______ Highway ______ Air ______

26. Presently, what are the major problems confronting your business? ______

27. In the area of new developments, in what particular fields of management, science, engineering, or technology, would you like to be kept informed? _________________________________

28. Sources of information presently used: _________________________________

29. What specific information needs do you have in either management or technical areas? _________________________________

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Comments:

__________________________________________________________________________
__________________________________________________________________________
__________________________________________________________________________

Interview completed for:

Interviewer: _________________________________
   ( ) EDA  ( ) STS
Appendix 3

LETTERS OF COMMENDATION
October 22, 1971

Mr. William C. Howard
Head, Manpower Resources
Industrial Development Division
1132 W. Peachtree Street, N. W.
Atlanta, Georgia 30309

Dear Mr. Howard:

I have received your very fine letter of October 5th, concerning the manpower recruitment and retaining problem which we are experiencing and I want to personally thank you for such a complete analysis of our own management problems. It is very gratifying to know that people of your capabilities and stature are so eager to help solve these complex problems.

Since your visit of September 29th and 30th, Ed Wayne and myself have begun to explore many of the areas of personnel management that you recommended. I hope that we will have completed a comprehensive program of policies by November 30th, and would like, if possible, to have you look at our program for your comments before it is instituted.

I have discussed with very many of our employees since your visit, the reasons and their opinions as to why we are having such tremendous absentee and termination rates, and I now find the consensus is that in the past, our employees knew that we had no policy of controlling absences, and that they would not be terminated for absences, so the general feeling was an attitude of not really being concerned if they showed up or not.

So in essence, I believe you have pinpointed our problems very precisely. We must take a close look at ourselves, and plan a fair and just personnel policy, rather that just letting it happen.

We have now begun a in-plant training program for every new employee that begins work with this Company. Although this training program is very new, it has already shown some very rewarding effects.
We have as you know changed our working hours, and are working very strictly on a eight hour day. This in addition to some tightening up on absenteeism has reduced our absentee rate from 25% to 14% which I think you will agree is a very marked improvement.

I thank you once again for your help and efforts on our behalf, and for pointing us in the proper directions.

Sincerely,

King Shrimp Co., Inc.

Allen D. Edwards
Production Manager
July 8, 1971

Georgia Institute of Technology
Area Development Branch
Industrial Development Division
225 North Ave., N.W.
Atlanta, Georgia 30332

Dear Sir:

The help given this company by Georgia Institute of Technology over the past year, has been greatly appreciated. Through the help and guidance received, we have accomplished more in the past year, to put this business on a paying basis, than ever before.

Sincerely yours,

Jim Siironen

cc: Mr. Hardy Taylor
C/O Georgia Institute of Technology
225 North Ave., N.W.
Atlanta, Georgia 30332
June 2, 1972

Industrial Development Division
Georgia Institute of Technology
P. O. Box 1244
Douglas, Georgia 31533

Attn: Mr. Sherman Dudley
Southeast Georgia Branch

Gentlemen:

This is to express the appreciation of this company for your help in our recent determination that an additional facility here for the manufacture of residential roof trusses would not be feasible at the present time.

Your division made a thorough survey of statistics concerning housing unit starts within a 100 mile radius. This data was essential for our analysis of market potential. You also helped us to obtain a wealth of information needed to analyze the various methods and costs of production as well as investments in plant and inventory.

I personally feel that the services you provide are a great asset to the people and industries of Georgia and indispensable to those contemplating a business venture.

We will look forward to working with you on future projects.

Yours very truly,

G. Griffin Wheless
Product Engineer

GGW:jm
cc: Mr. W. L. Berry
September 21, 1971

Sherman L. Dudley
Georgia Institute of Technology
P.O. Box 1244
Douglas, Georgia

Dear Sherman,

Congratulations! I have just finished reading your report and appreciate the time and labor you put into this project. It has answered some questions for me already and I know it will prove of great value when I put this information to work for me.

Sincerely,

Jack D. Vickers
General Manager

JDV/fdd
April 10, 1972

Mr. W. Miles Greer  
Director, Southeast Georgia Branch  
Georgia Institute of Technology  
Industrial Development Division  
P. O. Box 1244  
Douglas, Georgia 31533

Dear Mr. Greer:

My associate in Montgomery Industries, Inc., Dr. Phil B. Narmore, and I were very pleased to receive the Marketing Survey entitled "A Preliminary Market Determination for Sand" of April 1972.

The efforts of the personnel in your office and in the Macon office have been most helpful in the development of information useful to our Sand Mining and Processing Project.

As our project matures into our second phase, we will look forward to securing additional information through the fine services of your Industrial Development Division.

Again, thanks very much for the helpful interest and effort expended by you and your colleagues.

Sincerely,

Roger G. Durling

cc: Mr. Sherman L. Dudley  
IDD, Douglas, Georgia  
Mr. Ben E. James, Jr.  
IDD, Atlanta, Georgia  
Mr. Carson Porter  
Executive Director  
Heart of Georgia Area Planning and Development Commission  
P. O. Box 218  
Dublin, Georgia
Appendix 4

NEWS ARTICLES
SeaPak is Approved by EDA for Loan Of $5 Million to Relocate Plant Here

By NANETTE HAMPTON
News Staff Writer

The Economic Development Administration has approved a $5 million loan to help build a new plant to process frozen seafood and retain several hundred jobs in Glynn County.

Rep. W. S. (Bill) Stuckey and Sen. Herman E. Talmadge made the announcement from Washington yesterday, noting that SeaPak, a division of W. R. Grace and Co., was the applicant.

The EDA loan is repayable in 22 years. Rep. Stuckey said, with the total cost of building and equipping the new plant running to $8,323,400.

He added, "the W. R. Grace and Co., will provide $2,906,400 in equity capital, and the Brunswick - Glynn County Development Authority will provide $1,970,000."

John Holbrook, director of planning and development with SeaPak, said today that when the grant is signed by the Grace Co., then SeaPak will choose one of three possible sites for its relocation from the present site on St. Simons Island.

The sites under consideration are the "Edwards Property," where Seaboard Coast Line and Southern Railroad tracks cross near Interstate Highway 95, the "Turkey Farm" near Plant McManus on Crispen Blvd., with a third choice being Colonels Island. Holbrook confirmed.

Holbrook said the company would like to relocate in North Glynn County, but can not unless water and sewer facilities are available.

State Rep. Eugene Leggett said today he was apprized of the loan application by Gov. Jimmy Carter's office, and he will urge the governor to attempt to secure location of the new SeaPak plant on Colonels Island or city-owned Andrews Island.

Leggett said the Edwards property, reportedly belonging to County Commissioner Gerald Edwards, and the "Turkey Farm" locations are both residential areas that developers are trying to convert to industrial use.

Colonels Island would seem to be well suited to SeaPak's needs, Leggett said, since docking and shipping facilities would be available there.

He said also the undeveloped Andrews Island, in Oglethorpe Bay, would be an "ideal" location, with city sewerage plant and water facilities available to it.

"Water and sewer is a must," Holbrook said.

"The county has given letters of intent that they will provide," Leggett said.

...SeaPak (Continued from Page 14-A)

Holbrook noted that the parent plant must now sign the loan grant and SeaPak will not know if that has been done until July 1.

Cary Evans, director of economic development with the Coastal Area Planning and Development Commission, said SeaPak gathered all the information and then directed Holbrook to make a proposal to the W.R. Grace and Co. to find the most economical way to expand facilities in Brunswick and that the company evaluate every financial alternative.

Evans said the EDA loan was selected as the least costly. For SeaPak, the proposal being the most economical way to expand by getting 65 per cent financing at six per cent annual interest rates.

"This means," Evans noted, "it does not show up in a critical way on their balance sheet."

A. A. Alaimo, chairman of CAPDC said, "The loan was made possible because Brunswick lies with an Economic Development Center and it is through CAPDC's efforts that the Brunswick growth center remains eligible for EDA financing for prospective industry."

Evans, projecting on the economic impact SeaPak's relocation and expansion would bring, said it would save all the existing jobs with the company, because if funding were not available, the company would probably relocate in Savannah, Texas or Massachusetts.

"SeaPak will increase over the next three years," Evans said, "and they will employ an additional 100 persons."

"SeaPak's fresh seafood processing capability will be increased because they will add freezer facilities and this will ultimately create a need for 50 new shrimp boats, probably working out of Brunswick, which would mean 100 people directly related to shrimping would be affected," he continued.

Evans noted that the shrimping increase would probably create another 20 related jobs on the docks.

He said, "They would expect to increase shipments by rail and truck because it would be a distribution center, probably creating another 20 jobs related to transportation.

"Generally speaking, any time a company increases a primary resource, far more jobs would be created."
Steel fabricating plant to be built on Midville site

MIDVILLE, Ga. — Plans are being completed to break ground here Monday at 10 a.m. for a $240,000 steel fabricating plant to be erected by Cowart Iron Works Inc.

The 23,000-square-foot plant, which will produce fabricated structural steel beams and columns and miscellaneous steel building products, is to be built on an 11.5-acre site at the intersection of Madison Avenue and the Georgia and Florida Railroad.

The general contractor is P. R. Orton of Tucker, Ga.

Twenty-five men will be employed initially and the payroll is expected to reach 40 by the end of the first year of operation, officials said.

President John Cowart said that he wanted to give "special thanks" for the cooperative efforts of John Mulling and J. Byrd Flanders of the Midville Industrial Development Committee, Burke County commissioner Hogarth Sandeford, Mayor R. E. Evans, and Tom Murphy, director of the Augusta Area Branch of Georgia Tech's Industrial Development Division.

Georgia Tech provided site location work, plant layout, materials handling design and other assistance based on a grant from the Economic Development Administration. Both the Midville Industrial Development Committee and Georgia Tech have been working on the project since 1969.

Financing for the new manufacturing plant has been arranged through a cooperating loan from the Small Business Administration, the Citizens Bank of Swainsboro and the Midville Industrial Development Corp.

Officials of the Midville Industrial Development Corp. are: President, Charles E. Perry; vice president, James W. Rhodes; secretary, John I. Mulling; assistant secretary, Ray Womunack; treasurer, J. Byrd Flanders; assistant treasurer, Geneva Saxxon; and directors, Robert E. Evans and Morris Green.
Industrial Park Planned
For Douglas County Area

Douglas County's high unemployment rate of 8.9 percent is expected to be an important factor in a concentrated drive to obtain Federal funds to aid in the development of a major industrial park within the county, according to development officials.

The Douglas County Chamber of Commerce is working closely with the Georgia Tech Industrial Development Division and the city of Douglasville in planning for the industrial park.

Chamber and city officials received word last week that the county had been designated as a development area by the Economic Development Administration (EDA). This means that the county is now eligible to apply for development funds from the EDA.

Approval came after an Overall Economic Development Plan (OEDP) had been submitted by a local OEDP committee, with technical assistance from the Georgia Tech IDD. The OEDP was financed by Douglas County EMC, Douglas County and the city of Douglasville. The report was published by the Georgia Rural Electric Assn.

At a meeting between city and Georgia Tech officials last week, it was pointed out that unemployment at the end of 1970 was 8.9 percent.

Wayne Hodges of IDD said that 396 Douglas Countians were employed by Lockheed — Georgia Corp. at Marietta at the peak of employment in October, 1969 but as of July of this year, only 277 were employed at Lockheed, a decrease of about 33 percent.

It hasn't been determined how many Douglas Countians have been affected by the "temporary" Lockheed layoff of about 2,400 employees, he added, but it is probably a substantial number.

GOOD FOOTING

All of these factors should combine to put Douglas County applications to EDA on a good initial footing, Mr. Hodges indicated.

Georgia Tech is under a contract with the county, the city, Douglas EMC, The Commercial Bank and The Citizens Bank to help city and county authorities in industrializing the area.

Present plans call for development of a 150-acre or larger industrial park west of Douglasville. It would be served by a proposed sewerage plant to be located in North Douglasville, said Bob Bensko and Bill Harper, co-city managers for the city.

Plans call for using the Douglas County Development Corp. — an agency created for development purposes — to purchase the necessary property and develop the park.

Mr. Bensko pointed out that the city will probably serve the proposed park with sewerage and water. The EDA will probably finance service lines to the park, he said, and these same lines can be used to serve residential areas between the park and the water and sewerage treatment plants. So residential areas will directly benefit from further industrialization, they pointed out.

EDA OFFICIAL

Georgia Tech and city EDA officials met with Wilbur Hattendorf, field representative for North Georgia for EDA, recently to become acquainted with EDA services and discuss the proposed overall development picture.

The next step will be to provide EDA with the areas proposed development plan and compile cost estimates on various projects.

EDA will be one of several state and federal agencies combining to develop the area, Mr. Bensko said. He explained that most federal departments are being reorganized or restructured. "Impact" money to aid an area affected by high unemployment and a rapid population growth may be available from such agencies in the future, Mr. Bensko indicated.

INQUIRIES

He said that in the last three or four months, inquiries from private developers about providing shopping centers, apartments, residencies and other facilities have increased 10-fold.

Mr. Hodges said that Chamber and city officials hope to have the proposed park in operation within another year. A large park could provide substantial jobs, diversify the county's tax base and bring more job producers to the county, he added. How soon the park is developed will depend upon a number of factors, he said, including manpower availability, and the rapidness with which federal agencies review proposed programs.
Paulk

Engineering

to expand

State Senators Herman E. Talmadge and David H. Gambrell have announced a Small Business Administration loan approved to the Fitzgerald Civic Corporation to assist Paulk Engineering Enterprises, Inc. $80,000 from SBA, $77,500 from a local bank and $17,500 from Fitzgerald Civic Corporation for a total of $175,000.

These funds are to be used for expansion to construct building, buy machinery and purchase equipment.

Sixteen new jobs will be created for a total of 50 at the firm.
SOUTHWIRE COPPER REFINERY
Progress Pictures

-112-