A PROGRAM OF TECHNICAL ASSISTANCE
FOR
THE INDUSTRIAL DEVELOPMENT OF CARROLL COUNTY, GEORGIA

FINAL REPORT

by
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and
Jerry O. Bange

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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OVERALL REVIEW OF THREE-YEAR PROGRAM

Background and Objectives

This report reviews and summarizes the activities, accomplishments, and findings of a three-year research and technical assistance project conducted in Carroll County, Georgia, by the Industrial Development Division of Georgia Tech's Engineering Experiment Station. The project was sponsored by the Area Redevelopment Administration of the U. S. Department of Commerce, with local support provided by the Carroll County Development Corporation.

The purpose of this project was to demonstrate the results which could be achieved through the intensive application, over a three-year period, of an interdisciplinary research and technical assistance program designed to (1) systematically audit Carroll County's economic resources, (2) identify and eliminate obstacles to more rapid industrial growth in the county, and (3) identify and exploit opportunities to develop new payrolls, either through the expansion or diversification of existing firms or the attraction of new industry.

Approach

The approach throughout the project -- and particularly during the first two years -- was one based on the interdisciplinary capabilities of the Industrial Development Division staff. The full-time research staff, assigned as needed to various phases of the project, included chemical, mechanical, textile, electrical, and industrial engineers, economists, statisticians, manpower and management specialists, sociologists, and city planners. In addition, the complementary capabilities of physical scientists were available as needed from other units of Georgia Tech's Engineering Experiment Station. Various phases of each year's project were assigned to teams of specialists so that the full capabilities of the interdisciplinary staff could be utilized most effectively.

The first year of the project was devoted to a thorough and systematic audit, analysis, and evaluation of the resources of the county. This fundamental step, designed primarily to develop basic resource data and to identify specific problems and opportunities, was an essential preface to the establishment of specific plans for eliminating obstacles to industrial growth and exploiting opportunities for developing new payrolls in the county. This fundamental step, designed primarily to develop basic resource data and to identify specific problems and opportunities, was an essential preface to the establishment of specific plans for eliminating obstacles to industrial growth and exploiting opportunities for developing new payrolls in the county. Basic work during the first year included the identification of potential industrial sites in the county, a comprehensive survey of existing manufacturing operations, an overall analysis of the economy of the area, detailed resource audits of the seven incorporated communities in the county, an analysis of retail and wholesale trade activities, a study of the educational and manpower resources of the county, an overall review of planning activities and an analysis of the agricultural sector of the economy, and an evaluation of the existing industrial development programs in the county.
Based on the findings of the first year's program, efforts during the second year of the project were concentrated on specific studies aimed at establishing new industrial operations and expanding or diversifying existing industrial firms in the county. Three of these studies dealt with the feasibility of establishing manufacturing operations to fabricate products which would add to the diversity of the existing manufacturing complex. Two others concentrated on agriculturally oriented and wood-based manufacturing opportunities in the county. In addition, studies were made of specific problems affecting the expansion or diversification potential of six manufacturing firms in the county, and management and technical assistance was provided to each of these firms.

The distinctive feature of the third year's program was the establishment in Carroll County of a field office to provide on-the-scene assistance in implementing the findings of the first two years' work. Originally established as a one-man office, the staff was increased to two in October 1964 through locally provided financial support. With assistance as required from specialists on IDD's interdisciplinary staff in Atlanta, the field team in Carroll County worked with local development groups, business and civic leaders, and owners and managers of business and industrial firms in following up on manufacturing opportunities previously identified for the county, planning the development of industrial sites, developing vocational and technical training facilities, promoting community development projects, and resolving problems affecting the expansion or diversification of local industries.

Results

1. Results of much of the research work performed during the first two years of the project were formalized in published reports. The reports are listed in Table 1. The interdisciplinary nature of the project work is emphasized by the fact that 14 different individuals contributed to the published reports.

2. As a result of the survey of industrial site potentials during the early months of the project, a serious water and waste disposal problem in the Carrollton area was identified, and early action was urged to correct the deficiencies. A private engineering firm was employed by the City of Carrollton to make the necessary studies, the city floated a bond issue to provide needed local funds, and a Community Facilities grant was secured from the Department of Health, Education and Welfare to provide the additional funds needed. Contracts for more than half a million dollars were awarded for the construction of added filter plant facilities, construction of a new water tank, and extension of water mains.

3. Interest stimulated by the study of industrial sites also resulted in (a) initiation of action by the Carroll County Development Corporation to develop an industrial district in Carrollton, (b) preparation and establishment of an industrial district in Villa Rica, and (c) construction of a municipal natural gas system in Temple.

4. The audit and evaluation of park and recreation facilities in Carrollton resulted in the employment of a full-time Director of Parks and Recreation by the city, construction of additional recreational facilities, and substantial improvements to existing recreation facilities.
5. As a result of the study of retail and wholesale activities in Carrollton and Carroll County, the appearance of many of the retail establishments was improved, new parking areas were developed, and interest in improving the retail and wholesale activities throughout the county was renewed. Retail sales in Carroll County increased 38.0% between 1961 and 1964.

6. Although an area vocational-technical school was not established during the study period as strongly recommended by the IDD staff, a vocational-technical training program was formulated, financing was arranged, and a curriculum was defined. It is anticipated that this program, scheduled for a start-up in November 1965, will eventually lead to a permanent area vocational-technical school in the area.

Table 1
REPORTS PUBLISHED UNDER CARROLL COUNTY DEMONSTRATION PROJECT

<table>
<thead>
<tr>
<th>Report Title</th>
<th>Author(s)</th>
<th>Date and Pages</th>
</tr>
</thead>
<tbody>
<tr>
<td>Economic Data on Bowdon (Carroll County), Georgia</td>
<td>Wallace B. Bishop, Jr.</td>
<td>70pp</td>
</tr>
<tr>
<td>Economic Data on Carrollton (Carroll County), Georgia</td>
<td>Robert Ware</td>
<td>August 1962</td>
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<td>Economic Data on Mt. Zion (Carroll County), Georgia</td>
<td>Robert B. Cassell</td>
<td>11pp</td>
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<tr>
<td>Economic Data on Roopville (Carroll County), Georgia</td>
<td>Robert Ware</td>
<td>August 1962</td>
</tr>
<tr>
<td>Economic Data on Temple (Carroll County), Georgia</td>
<td>Robert B. Cassell</td>
<td>20pp</td>
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<tr>
<td>Economic Data on Villa Rica (Carroll County), Georgia</td>
<td>Robert Ware</td>
<td>August 1962</td>
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<tr>
<td>Economic Data on Whitesburg (Carroll County), Georgia</td>
<td>Robert B. Cassell</td>
<td>6pp</td>
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<tr>
<td>Audit and Evaluation of Retail and Wholesale Activities in Carrollton and Carroll County, Georgia. Technical Report No. 3</td>
<td>Charles H. Sewell</td>
<td>12pp</td>
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<td></td>
<td></td>
<td>7pp</td>
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<td></td>
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(Continued)
Table 1
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(Continued)

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<tr>
<th>Report Title</th>
<th>Author(s)</th>
<th>Date and Pages</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recommendations of Georgia Tech for the Promotion of Industrial Development in Carroll County, Georgia. Memorandum Report No. 1</td>
<td>George I. Whitlatch</td>
<td>January 1963</td>
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<td></td>
<td></td>
<td>6pp</td>
</tr>
<tr>
<td>Procedures for Promoting Industrial Development in Carroll County, Georgia. Memorandum Report No. 2</td>
<td>George I. Whitlatch</td>
<td>January 1963</td>
</tr>
<tr>
<td></td>
<td></td>
<td>18pp</td>
</tr>
<tr>
<td></td>
<td>Robert H. McDonough</td>
<td>105pp</td>
</tr>
<tr>
<td>The Need for Vocational-Technical Training in Carroll County, Georgia. Technical Report No. 5</td>
<td>Jerry L. Lewis</td>
<td>July 1963</td>
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<td></td>
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<td>19pp</td>
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<tr>
<td>Evaluation of Agriculturally Oriented and Wood-Based Manufacturing Opportunities in Carroll County, Georgia. Technical Report No. 8</td>
<td>Martha Ann Deadmore</td>
<td>February 1964</td>
</tr>
<tr>
<td></td>
<td>Tze I. Chiang</td>
<td>13pp</td>
</tr>
<tr>
<td></td>
<td>Oliver Terriberry</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>16pp</td>
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<td>20pp</td>
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</tbody>
</table>

7. Assistance provided by the project staff contributed to the development of plans for a greatly improved highway system for the county, which is essential to the area's long-term economic growth.

8. Development of current and projected economic data contributed to the initiation of a new building program designed to resolve an acute housing shortage which developed in Carrollton during the third and fourth quarters of 1964.
9. Established business and industrial operations in the county were strengthened as a result of 29 management and technical assistance projects completed by the project staff. Nine established and three new companies which received direct technical assistance provided 530 additional jobs during the study period, representing a total employment increase of more than 55% from 1962 to 1965. (See Table 2.)

10. Six new manufacturing operations were established in Carroll County during the study period, with a total employment of 253 in September 1965. The project staff provided direct technical assistance to three of these new companies.

| Table 2 |
|------------------|----------|----------|
|                  | Employment | Increase |
|                  | 1962 | 1965 | No. | % |
| Established manufacturers receiving management and technical assistance from project staff | 960 | 1,390 | 430 | 44.8 |
| New manufacturers receiving management and technical assistance from project staff | - | 100 | 100 | - |
| TOTAL | 960 | 1,490 | 530 | 55.2 |

11. Total Carroll County employment covered by the Georgia Employment Security Law increased from an average of 7,300 in 1961 to an average of 8,602 in 1964, an increase of almost 18%. (The Georgia Employment Security Law, in general, covers establishments employing four or more workers, excluding railroad and government employment.) Covered manufacturing employment increased by 993 during this period. (See Table 3.)

12. Unemployment in Carroll County declined from 11.5% of the labor force in 1961 to 6.2% in February 1965. (See Table 4.)

13. Perhaps the major result of the three-year program was the change in attitude that was evidenced as the business and civic leaders worked together for the economic development of the entire county. This change was expressed editorially by the Carroll County Times: "... Carroll County is now working for progress as a team -- the cities are no longer letting petty differences stand in the way of progress. They are now joining forces and working together for projects of common importance. Healthy competition remains where once there was unwanted and unwarranted dislike and distrust."

14. A manifestation of the intangible change of attitude in Carroll County was the decision near the end of the three-year study period to support an IDD branch office in Carrollton after the ARA contract expired. This decision accompanied an equally revealing decision on the part of Carroll County
Table 3

CHANGES IN INSURED EMPLOYMENT\(^1\)
CARROLL COUNTY, GEORGIA
(1961-1964)

<table>
<thead>
<tr>
<th>Employment Category</th>
<th>Average Employment</th>
<th>Increase, 1961-1964</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1961</td>
<td>1962</td>
</tr>
<tr>
<td>Construction</td>
<td>274</td>
<td>327</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>5,525</td>
<td>5,963</td>
</tr>
<tr>
<td>Transportation, Communications, and Public Utilities</td>
<td>261</td>
<td>265</td>
</tr>
<tr>
<td>Wholesale and Retail Trade</td>
<td>815</td>
<td>806</td>
</tr>
<tr>
<td>Finance, Insurance, and Real Estate</td>
<td>159</td>
<td>174</td>
</tr>
<tr>
<td>Other Industries</td>
<td>266</td>
<td>263</td>
</tr>
<tr>
<td>TOTAL EMPLOYMENT</td>
<td>7,300</td>
<td>7,798</td>
</tr>
</tbody>
</table>

\(^1\) Employment insured by the Georgia Employment Security Law, which covers establishments employing four or more workers, excluding railroad and government employment.


Table 4

UNEMPLOYMENT IN CARROLL COUNTY, GEORGIA
(1961-1965)

<table>
<thead>
<tr>
<th>Year</th>
<th>Unemployment Rate</th>
<th>Percent Above National Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1961</td>
<td>11.5</td>
<td>71.6</td>
</tr>
<tr>
<td>1962</td>
<td>7.7</td>
<td>37.5</td>
</tr>
<tr>
<td>1963</td>
<td>6.3</td>
<td>10.5</td>
</tr>
<tr>
<td>1964 (February)</td>
<td>7.3</td>
<td>n/a</td>
</tr>
<tr>
<td>1964 (June)</td>
<td>6.8</td>
<td>n/a</td>
</tr>
<tr>
<td>1965 (February)</td>
<td>6.2</td>
<td>n/a</td>
</tr>
</tbody>
</table>

n/a = data not available

leaders to join with six other counties in the area in the Chattahoochee-Flint Area Planning and Development Commission. Thus, intracounty cooperation was extended to intercounty cooperation in an effort to accelerate the economic growth of a major area of western Georgia. Co-sponsored by the Carroll County Development Corporation and the Chattahoochee-Flint Area Planning and Development Commission, the West Georgia Branch of the Industrial Development Division will continue its follow-up work on the ARA project in Carroll County and will extend its services to the six other counties in the area group.

15. The most significant results of the three-year program in Carroll County are not yet evident. While the short-term results have been encouraging, the full impact of the program will not be felt for a number of years. The manufacturing opportunities identified during the second year, for example, have yet to be fully exploited. Of even greater significance is the fact that the major problem deterring the industrial growth of the county -- the lack of adequate vocational and technical training facilities -- was just beginning to be resolved at the close of the three-year period. With the catalytic effect of the new spirit of cooperation in the county, the development of training programs and the establishment of the IDD branch office should assure that the economic development of Carroll County will continue and accelerate in the years to come.

Conclusions

The interdisciplinary approach to the development of an economically depressed county -- as demonstrated by the ARA project in Carroll County -- proved to be sound in principle and generally successful in practice. Certainly the program sequence over the three-year period was a logical one. Concentration during the first year on auditing and assessing the economic resources of the area was an essential first step in defining the problems requiring immediate attention and in identifying the most promising foundations upon which to build a development program which was peculiarly suited to the area under study. The shift of emphasis during the second year to the identification and analysis of specific manufacturing opportunities and to the provision of management and technical assistance to established business and industry was a practical follow up to the first year's basic work. Implementation of the earlier work was accelerated by the presence of a resident staff during the third year of the project.

More immediate results than those obtained would have been possible if a number of problems had not been encountered. The fact that more problems did not develop during the course of a project of this duration and magnitude can be attributed to the generally close cooperation of the local leadership in the county with the project staff. However, in several instances the lack of immediate or effective local response to critical findings or recommendations resulted in delays which will postpone the ultimate effect of the total program. Three of these problem situations stand out:

1. Early in the first year of the project, the first published report identified potential industrial sites in Carroll County and recommended that immediate action be taken to develop the more promising sites so that the county would be prepared to accommodate new industry when it became available. Action on this recommendation by local interests was delayed until the third
year of the project. Without suitable industrial property available, the feasibility studies made during the second year could not be effectively utilized in soliciting new industry for the area. Thus the possibility of attracting a major new industry to the area during the three-year project period was seriously restricted by the delay in reacting to one of the early recommendations of the study.

2. The audit and evaluation of manufacturing operations in the county identified during the first year of the project the pressing need for vocational and technical training facilities in the area. This study was followed by a more detailed investigation and analysis of training needs, which was published soon after the start of the second year. Concerted action, which could have resulted in an area vocational-technical school for the county, was delayed by local problems, including the existence of separate city and county school systems. It was not until the end of the third year, after considerable assistance and effort on the part of the resident staff, that even a modest program of training was formalized. Both the attraction of new industry and the expansion of existing industry would have been greatly facilitated if an area vocational-technical school could have been established in the county at least by the end of the second year of the project.

3. The manufacturing opportunities identified during the second year of the project were not properly exploited as the feasibility studies were released. Follow up on these studies was delayed until after the resident office was established, and effective efforts during the third year were hampered by the previous delays in developing industrial sites and establishing industrial training facilities. The payoff from the second year's program, therefore, did not materialize during the third year as was originally expected.

These three major delays stemmed from one basic problem -- the failure to follow up. Recognizing the difficulty which local leadership might have in following up on the many recommendations growing out of the study, the project staff recommended during the first year of the program that a full-time industrial development specialist be employed locally to work on development problems and opportunities on a countywide basis. Since no positive action resulted from this recommendation, continuous on-the-scene guidance was not possible until the beginning of the third year when a resident office was established.

From this experience it was concluded that optimum results from a program of this type are possible only if follow-up assistance is provided continuously by a qualified person or staff in residence in the community under study. If similar projects are undertaken in the future, it is strongly recommended that the resident staff be established at least by the beginning of the second year of the project. There would be added advantages if the resident office could be set up at the beginning of the project, so that the person or persons who would staff the office could become intimately familiar with the basic project work and could become involved in follow-up guidance as quickly as recommendations for action were formulated. This is particularly critical if a full-time development group is not active in the community under study.

It should be emphasized that the delays in responding to the recommendations of the project staff did not nullify the opportunities for industrial and economic growth which could have been realized during the life of the
project if earlier action had been taken. Results which are related to the
development of industrial sites, the establishment of industrial training
facilities, and the effective exploitation of manufacturing opportunities
merely have been postponed. The local decision to retain the resident staff
after the conclusion of the ARA project, plus the implications of this deci-
sion, assure the continuing development of Carroll County through the appli-
cation of the principles, approaches, and findings of the three-year demonstration
project.
RESUME OF FIRST-YEAR ACTIVITIES

Program

The first year of the three-year research and technical assistance project conducted in Carroll County, Georgia, by the Industrial Development Division was devoted to a comprehensive audit, analysis, and evaluation of the resources of the county. The objectives of the first year's program were to develop basic resource data and to identify specific development problems and opportunities.

The work program for the first year consisted of seven major areas of activity:

A. Survey of Industrial Sites
   1. Identify and evaluate potential industrial sites in the county.
   2. Describe those sites with the greatest potential for development.
   3. Recommend action required to establish and develop industrial sites and districts.

B. Analysis of Carroll County Economy
   1. Collect basic economic data on each of the incorporated cities in Carroll County.
   2. Publish economic data summaries on each of the incorporated cities.
   3. Analyze and evaluate the overall economy of the county.

C. Survey of Manufacturers
   1. Visit each manufacturer in the county and collect basic information on the operations, capabilities, problems, needs, and opportunities of each.
   2. Analyze information to identify opportunities for strengthening, diversifying, or expanding existing industry within the county.
   3. Analyze information to identify types of new industry which should be attracted to the area to complement the existing industrial complex.

D. Analysis of Educational and Manpower Resources
   1. Identify and accumulate data on existing educational and training facilities in Carroll County.
   2. Determine the characteristics and qualifications of graduates of educational and training facilities in the area.
   3. Determine the approach required to upgrade the manpower resources in the county.

E. Study of Retail and Wholesale Trade
   1. Survey the retail and wholesale groups in the county's major trade center.
   2. Survey consumer buying habits in the area.
   3. Determine action required to strengthen the retail and wholesale trade position of the county.
F. Evaluation of Urban Planning
1. Examine the status of planning in Carroll County, particularly in relation to the central business district, recreational facilities and programs, traffic, blighted areas, and water and sewerage.
2. Determine action required to accelerate urban planning programs.
3. Conduct special studies as required to assist in urban planning efforts.

G. Promotion of Industrial Development
1. Investigate and evaluate local organizations and programs for promoting the industrial development of Carroll County.
2. Recommend appropriate programs and procedures for the more effective promotion of industrial development.

Industrial Sites
During the early months of the project, a comprehensive survey was made of potential industrial sites in Carroll County. More than 40 site areas were investigated in Carrollton, Villa Rica, Temple, Bowdon, Mount Zion, Roopville, Whitesburg, and the unincorporated village of Bowdon Junction. The methodology employed is outlined in Appendix 1 of this report.

The results of the site survey were published and distributed in June 1962. The 70-page report described and evaluated the potential sites and made specific recommendations as to action which should be taken to improve the industrial site situation in the county.

As a result of the site analysis, a serious water and waste disposal problem in Carrollton was identified. Upon recommendation of the site survey team, the city subsequently completed additional filter and storage capacities, a raw-water storage lake, sewage treatment facilities, and extensive improvements to the water and sewer mains throughout the system.

The report also recommended that attention be given to the long-range industrial site needs of Carrollton, particularly the establishment of an industrial district. The report suggested several parcels of land which might be considered for such long-range development programming. At the end of the third year of the project, purchase details were being negotiated for part of a 400-acre tract of land, with option on the remaining land, by the Carroll County Development Corporation.

In Villa Rica, several suitable tracts of land were identified, but the utilities were generally inadequate at these properties. Subsequently, the Villa Rica Development Corporation was reactivated after a long period of inactivity, and 140 acres of land, previously identified as suitable but lacking utilities, were acquired. By the end of the third year of the project, a 10-inch looped water main and a 6-inch gas main had been installed, plans were being drawn for an oxidation pond, and previously unpaved access roads were being paved. Announcement of the first tenant in the Villa Rica Industrial District is expected to be made in the fall of 1965.
In Temple, the lack of a natural gas system was pointed out as a deterrent to development. Since that time, the city has constructed a municipal natural gas system.

Property in the Whitesburg area, located on the Chattahoochee River, was identified as having a possible interest to heavy water-using industries. This property was submitted to six water-using industries for their consideration, but no definite action had resulted by the end of the third project year.

Economic Data

Basic economic data on each of the seven cities in Carroll County were collected by members of the project staff during the early months of the first year's program. The sources and procedures used in accumulating these data are described in Appendix 2.

Seven individual economic data summaries were published and distributed. These summaries included descriptive narrative and verified statistical data in each of the following subject areas:

- Population
- Existing Industry
- Manufacturing Employment
- Labor Supply
- Transportation
- Raw Materials
- Power and Fuel
- Water
- Finances and Taxes
- City Services
- Education
- Health
- Recreation
- Construction and Repair
- Living Conditions
- Accommodations
- Communications
- Newspapers
- Radio and Television
- Banking
- Industrial Financing and Sites

A special analysis was made of the agricultural sector of the Carroll County economy, and an analysis was made of the overall economy of the county. The economic data developed during the first year were used throughout the life of the project in identifying and evaluating development problems and potentials.

Manufacturing Survey

A priority phase of the first year's program was the survey of existing manufacturing firms in Carroll County. Plant visits and personal interviews were held with 59 of the 66 manufacturers in the county, and detailed information was secured on each. The methodology used in conducting the survey of manufacturers is described in Appendix 3.

Principal objectives of the manufacturing survey were to develop basic information on the major employment sector of the county's economy, to identify problems and needs of individual firms and the manufacturing complex as a whole, and to determine what types of new manufacturing would best serve or complement the existing manufacturing base.

Results of the manufacturing survey were published in a 105-page report entitled Audit and Evaluation of Manufacturing Operations in Carroll County, Georgia. This report presented specific recommendations for strengthening
manufacturing operations in the county and included an overall analysis of industrial operations as well as detailed profiles of each industry group represented in the county.

One of the major recommendations of the study was that immediate action should be taken to expedite the establishment of vocational-technical training facilities in Carroll County. This recommendation was reinforced by the findings of the study of educational and manpower resources (see below).

Another recommendation of the study -- that an industrial council be formed to represent the interests of Carroll County manufacturers -- was followed up by an organizational meeting conducted by members of the project staff. Although initial interest was generated, the proposed industrial council never materialized.

The findings of the manufacturing survey provided the groundwork for the second year's program of management and technical assistance to existing industry and feasibility studies of new manufacturing opportunities for the county. Manufacturers with special problems and needs, identified during the first year's audit of manufacturing operations, were selected for special management and technical assistance efforts by the project staff during the second year. The analysis of the county's manufacturing complex also was used as a screening tool in selecting the specific types of new manufacturing opportunities to investigate during the second year of the project.

Educational and Manpower Resources

Some evidence of the quality of educational and manpower resources in Carroll County was developed during the study of manufacturing operations in the county. To supplement these findings, this phase of the first year's program concentrated on an analysis of the high schools and college in the county and on a survey of the plans, experiences, and opinions of the graduating high school seniors. The methodology employed is described in Appendix 4.

The results of these investigations strongly supported the conclusion that additional vocational and technical training facilities were needed in the county to stop the outflow of young people to areas where training and employment opportunities were more promising, to serve the expansion needs of existing business and industry, and to attract the types of new industry required for maximum economic growth.

Because of the essential nature of this need, much of the effort on this phase of the program was directed toward soliciting the support for an area vocational-technical training school for Carroll County. Members of the project staff worked with local committees and with local school superintendents in documenting needs and formulating plans for such a facility. Staff members also accompanied a local group in presenting the county's need for an area school to the Governor of Georgia.

With local financial support, a member of the project staff prepared and published The Need for Vocational-Technical Training in Carroll County, Georgia, a documented report based on the survey of manufacturers and the study of educational and manpower resources in the county. Although published at the beginning of the second year of the project, the report resulted from research conducted during the first year. Copies of the report were submitted to the
Retail and Wholesale Trade

A thorough study was made of retail and wholesale trade activities in Carrollton, the principal trading center in Carroll County. The study included an analysis of published data, individual interviews and group meetings with local merchants, a sight survey of physical facilities, and a survey of consumer buying habits. Procedures followed are outlined in Appendix 5.

Results of the study were published and distributed in December 1962. The 32-page report, Audit and Evaluation of Retail and Wholesale Activities in Carrollton and Carroll County, Georgia, covered recent trends in trade activity in the county, an evaluation of retailing activities in Carrollton, an analysis of the Carrollton trading area and its potential, and specific recommendations for stimulating retail and wholesale activities in the area.

The report pointed out needed improvements in physical store facilities and merchandising practices, as well as the critical need for additional parking spaces in the retail areas. As a result of these recommendations, both the external and internal appearance of many retail establishments received attention. These improvements ranged from general "clean-up, fix-up" efforts to major remodeling and refurbishing projects. New parking areas were developed, and the attractiveness of the older parking areas was improved. The problem of merchandising encompassed such things as poorly trained sales help, inadequate inventories, and poor housekeeping. In general these problems received attention, but at the end of the project period there still was considerable room for improvement. The most gratifying result of the study was the renewed interest in improving retail and wholesale activities throughout the county.

Based on sales and use tax collections, retail sales in Carroll County increased from $38,641,000 in 1961 to $53,339,000 in 1964, a gain of 38.0%. Retail sales in Coweta County -- an adjoining county of similar distance from the Atlanta trade center -- increased by only 31.9% during the same period.1/

Urban Planning

The purposes of the urban planning phase of the first year's program were to examine the status of planning in Carroll County and to determine what action was necessary to further the overall economic redevelopment aims of the project.

The comprehensive planning study entitled Carrollton Looking Ahead, prepared in 1959 for the Carrollton Planning Commission by a private consulting firm, was carefully reviewed by a graduate city planner on the project staff. Particular attention was given to relating the work done under the other phases of the project to the findings and recommendations of the planning study. Meetings of the Carrollton Planning Commission were attended by the Governor of Georgia and officials of the Georgia Department of Education, as well as to business, civic, and educational leaders throughout the county.

1/ Georgia Business, Bureau of Business and Economic Research, Graduate School of Business Administration, The University of Georgia, February 1962 and February 1965.
project staff planner to acquaint its members with the aims and approaches of the project as well as to become familiar with the current work of the Committee.

Four planning areas were examined in particular to determine whether further action was required on the part of the project staff: central business district, recreation, traffic, and blighted areas. No direct assistance was required on the latter two. A central business district study was proposed, but it was not possible to develop local or HHFA support for the project.

A detailed study was made by a member of the project staff of the park and recreation facilities in Carrollton. The 32-page report, published in November 1962, presented a number of specific recommendations, ranging from the hiring of a full-time director of parks and recreation to the establishment of additional neighborhood parks and recreation facilities. Subsequently, the City of Carrollton employed a full-time Director of Parks and Recreation, constructed new ball fields, tennis courts, and playgrounds in the Lake Carroll recreation complex, developed a neighborhood swimming pool and playground, and made substantial improvements in existing recreational facilities.

**Industrial Development Promotion**

As a corollary of the industrial site analysis, a senior member of the project staff recognized the need within the county for a more effective action program to promote the industrial development of Carroll County. Consequently, a memorandum report was prepared, presenting recommendations for achieving this objective of accelerated industrial promotion through either a countywide Chamber of Commerce operation employing a full-time industrial development man or, at least, countywide financing of such a professional developer to work out of the Carrollton Chamber of Commerce in a continuing program of technical assistance and guidance in the promotion of all communities in Carroll County. The report, *Recommendations of Georgia Tech for the Promotion of Industrial Development in Carroll County, Georgia*, enumerated the advantages of a countywide Chamber of Commerce, described the qualifications of a full-time industrial developer, provided guidelines for establishing an Industrial Committee, and presented a plan for coordinating all of the development activities in the county.

A companion report, *Procedures for Promoting Industrial Development in Carroll County, Georgia*, outlined the recommended procedures to be followed in directing and following up on the industrial development activities in the county. This report was prepared primarily for the use of the full-time industrial developer when -- and if -- he was employed.

Since the recommendations of the first memorandum report were not followed, continuous, on-the-scene follow up and guidance of the county's industrial development efforts did not materialize until the resident staff of the Industrial Development Division was established at the beginning of the third year of the project.
RESUME OF SECOND-YEAR ACTIVITIES

Program

The second year of the three-year research and technical assistance project conducted in Carroll County, Georgia, by the Industrial Development Division was devoted to specific studies aimed at establishing new industrial operations and expanding or diversifying existing industrial firms in the county.

The work program for the second year consisted of three major areas of activity:

A. Management and Technical Assistance
   1. Select six business or industrial firms in the county which are faced with problems affecting their growth or development and which are receptive to management or technical assistance from the project staff.
   2. For each firm selected, identify problem areas, conduct in-plant studies, and develop recommended solutions.
   3. Present the findings of each management and technical assistance project in written report form.

B. Product and Industry Studies
   1. Screen possible manufacturing opportunities for Carroll County and select three types of industrial operations which appear to be best suited for the county.
   2. Conduct a feasibility study on each of the selected manufacturing opportunities.
   3. Present the findings of each study in published report form.

C. Agriculturally Based Industrial Opportunities
   1. Identify two types of industrial facilities that could be established on the agricultural base of Carroll County.
   2. Conduct a feasibility study on each of the selected industrial opportunities.
   3. Present the findings of each study in published report form.

Management and Technical Assistance

Members of the project staff provided broad management and technical assistance services for a textile printing firm in the county. Evaluation was made of the firm's capital position, cash flow, office procedures, and sales and marketing system. Recommendations were made for reducing the firm's debt, improving the working capital position, increasing internal coordination and accounting controls, and promoting additional sales. By the end of the project year, sales had increased, employment fluctuations had stabilized, and total employment had increased.

A diversification study was conducted for a hosiery mill in Carroll County. Emphasis was placed on plastics products which could be sold through the company's established channels of distribution. Several new products were evaluated, and technical information and cost data for injection molding equipment were obtained from manufacturers. A new process innovation in the hosiery business temporarily delayed the company's follow up on the diversification
project, but it is anticipated that the results of the study will be utilized by the company in the future.

The operations of a converter and distributor of specialty textile items were analyzed by members of the project staff. A study was made of new product and diversification opportunities for increasing sales, strengthening the company's profit position, and reducing seasonal fluctuations in employment. Recommendations were made for more efficient plant layout and space utilization and for the installation of an inventory control system designed to reduce investment in inventory. Following this study, the company reported a steady increase in profit and a 25% increase in employment.

A local firm in the metal products field planned to construct an additional plant in the county to produce one line of its products. Site specialists on the project staff made a detailed study of several potential industrial sites in the county and recommended those that were best suited to the specific needs of the company. Although the company purchased two of the recommended sites, construction of the new plant was delayed because of the scarcity of skilled labor in the area.

A management and technical assistance project for a manufacturer of wood products included a review of the facilities and capabilities of the company, the development of a list of prospects for wood products manufactured by the company, a basic analysis of the company's marketing problems and needs, the development of detailed market data on several wood products, and the referral of several specific sales leads. One diversification was started in pre-fabricated trusses, which resulted in a 20% increase in employment.

The cost accounting system of a textile manufacturer in Carroll County was evaluated by members of the project staff. Recommendations were made for changes in the existing system, and more efficient company operations resulted. Although not directly attributable to this management and technical assistance project, employment in this company increased 52% during the three-year project period.

Product and Industry Studies

A study was conducted of the feasibility of manufacturing asphalt and vinyl asbestos floor tile in Carroll County. This study enumerated and evaluated the advantages of manufacturing the product in the county and compared these advantages with those of plants which were already manufacturing floor tile for consumption in the Southeast. It was concluded that a Carroll County manufacturer producing a $2 million annual volume of asphalt and vinyl asbestos floor tile for distribution in the Southeast could save from $107,000 to $186,000 in freight and labor costs each year over existing producers serving the same market. The results of this study were published in January 1964 under the title Asphalt and Vinyl Asbestos Floor Tile: A Manufacturing Opportunity in Carroll County, Georgia.

The second in the series of three product and industry studies covered the feasibility of fabricating stainless steel food service equipment in Carroll County. This study concentrated on the products and characteristics of the industry, the operations involved in fabricating food service equipment, the advantages of Carroll County as a metalworking location, and the requirements and costs for a plant in the county. The results of this study were
published in May 1964 under the title Custom Fabrication of Stainless Steel Food Service Equipment: A Manufacturing Possibility in Carroll County, Georgia.

The third study of specific industrial growth opportunities in Carroll County was centered on injection molding of plastics products, a manufacturing operation particularly suited for development by local entrepreneurs or through diversification by existing manufacturers. Emphasis of this study was on the products and characteristics of the industry, the manufacturing operations involved, the need for additional plants in the Southeast, the advantages of a Carroll County location, and the requirements and costs for a local injection-molding operation. The results of this study were published in May 1964 under the title Injection Molding of Plastics Products: A Manufacturing Possibility in Carroll County, Georgia.

Agriculturally Based Industrial Opportunities

Because of the importance of timber resources in Carroll County, the first of two special studies of industrial facilities that could be established on the county's agricultural base concentrated on a specific item in the wood products field. The study evaluated the important factors which might indicate the possibility of establishing a wooden pallet plant in Carroll County. This evaluation was based on an overall consideration of wooden pallet production and growth characteristics and on a detailed analysis of the supply and demand situation within a 150-mile radius of Carrollton, the operating costs and profit potential of a Georgia pallet manufacturer, and the projected lumber supply needs, labor requirements, and equipment costs of a wooden pallet production operation in Carroll County. The results of this study were published in August 1963 under the title Wooden Pallets: A Manufacturing Opportunity in Carroll County, Georgia.

Unlike the first study in this series, the second analyzed a variety of products and operations which could be developed from Carroll County's agricultural resources. Members of the study team concluded that the establishment of a commercial feed lot offered the greatest potential for developing the agricultural economy of the county. Opportunities identified in the wood-based industry field included the manufacture of a number of consumer products which would utilize the low-grade and small-diameter timber which predominates in the county, as well as the establishment of more ambitious manufacturing facilities, such as a pulp-based converting plant and a wood particleboard or hardboard plant. The results of this study were published in February 1964 under the title Evaluation of Agriculturally Oriented and Wood-Based Manufacturing Opportunities in Carroll County, Georgia.
RESUME OF THIRD-YEAR ACTIVITIES

Program

The distinctive feature of the final year of the three-year research and technical assistance project conducted in Carroll County, Georgia, by the Industrial Development Division was the establishment of a local field office to provide on-the-scene assistance in implementing the findings of the first two years' work.

After a delay of approximately three months in the execution of the contract extension, the Carroll County field office was established on September 1, 1964. In the latter part of October, a second man joined the field office staff, financed by local funds. After a complete review of projects connected with the previous two years' work, a cooperative program of action was worked out with the local leaders. The program consisted of the following:

A. Prospect Development
   1. Develop mailing lists for reports on food service equipment and plastics products, with assistance from the IDD staff in Atlanta. Follow up promising leads.
   2. Plan new prospecting campaign for floor tile report.
   3. Solicit local interest in agriculturally oriented opportunities and in the manufacture of wooden pallets.
   4. Examine other IDD product studies for applicability to Carroll County, and plan follow through on promising product opportunities.
   5. Solicit interest in Carroll County by state development agencies.

B. Site Development
   1. Evaluate carefully the industrial potential of all controlled industrial sites in Carroll County.
   2. Intensify site investigation on north side of Carrollton.
   3. Intensify site investigation in Villa Rica.
   4. Press for utility extension, access roads, grading, etc., on at least one site in each Carroll County community.

C. Community Development
   1. Assist in the establishment of a vocational-technical training program to meet the immediate needs of the county.
   2. Assist in planning and coordinating the establishment of an area vocational-technical school in Carroll County.
   3. Work on community appearance where necessary.
   4. Assist merchants in carrying out the recommendations of the retail-wholesale trade study.
   5. Assist in planning highway and road improvements.
   6. Assist the City of Carrollton with its entry in the Georgia Certified City Program.
   7. Be available as needed for other community development projects.
D. Technical Assistance

1. Existing manufacturers:
   a. Follow through on projects carried out during the second year of the program.
   b. Be available to provide services on new management and technical assistance projects as they develop.

2. Local development groups:
   a. Work on recommendations of site survey report.
   b. Assist in prospect servicing by preparing brochures and other documents as required by prospect companies.
   c. Assist in activating the programs of local development corporations and aid in the establishment of new organizations where needed.
   d. Provide other services as required.

E. Research, Records, and Training

1. Update existing files on Carroll County manufacturers.
2. Prepare industrial prospectus.
3. Assist in the organization and training of prospect handling teams.

Prospect Development

The field office staff circulated approximately 50 copies of the report on food service equipment, 24 of them through direct contact with suspect and prospect companies and the remainder through various state development groups, such as the large banks, Georgia Department of Industry and Trade, Georgia State Chamber of Commerce, railroads, and utility companies. Because of the interest of local manufacturers in diversifying into injection molding of plastics products, this report was not given the same degree of national distribution, with the field office sending only four reports to manufacturers out of the county. However, some 30 copies were distributed to state development groups.

As a result of the distribution of the report on asphalt and vinyl asbestos floor tile, one national manufacturer in the field investigated the possibility of establishing a new plant in Carrollton. An agreement was reached between company and IDD representatives whereby further prospecting would be postponed until a location decision had been reached. This decision had not been made at the end of the project period, and further prospecting with the report was temporarily held in abeyance.

The agriculturally oriented products study failed to generate any large scale improvements or new operations. However, indications are that it provided that segment of the economy with useful ideas in making future plans.

Unforeseen changes in the pallet industry and in materials handling practices caused action in this product expansion field to be held up until the industry and the market are stabilized.

Other IDD product studies offered some leads for new manufacturing opportunities in Carroll County, particularly in the auto parts and components industries. Through local contacts in the industry and with state development groups, some 15 to 20 companies were contacted on behalf of Carroll County. Sufficient time had not elapsed at the end of the project period to determine if this campaign would be successful.
In addition to the companies contacted through the use of the product studies, 26 bona fide prospects were furnished some degree of detailed information about at least one Carroll County community. Three of these companies later announced plants in other locations, but the other 23 are still considered to be prospects for Carroll County. The sources of these prospects ranged from state development groups to local contacts. In four cases, the contacts were initiated by representatives of the companies concerned.

Site Development

Immediately after the establishment of the field office, attention was given to the countywide site situation. Some of the properties identified as having development potential in the site report were no longer available or had been used for nonindustrial purposes. Also, additional land had increased in potential because of utility extension, changes in availability, and so on. A program of identifying the "best bet" site in each community was instigated. Then, depending on local response, a plan of development and promotion was worked out on each site, where desired. Interest in the program was highest in Villa Rica, and the 140-acre industrial district mentioned in the site report section of the first year's program resulted. Although this property was not under control of the Villa Rica Development Corporation until February 1965, by the end of the project period the first 10-acre tract had been graded and made ready for occupancy.

In Carrollton, progress on site development was somewhat slower. The local development corporation already owned a 40-acre tract and had located a major tenant on it some 10 years ago. The remaining property was less than ideal for industrial development from the topographic standpoint and had some other weaknesses as well. Before an effective site development program could be put into action, the group felt that it would be necessary to dispose of all or a substantial portion of the land which it already owned in order to have sufficient capital with which to proceed. In August 1965, part of the tract was sold to a local concern for a warehouse site, and in early September 1965 negotiations began with a second party for additional acreage. If the second sale is consummated, the corporation will be financially able to purchase larger acreages for long-term development. Property mentioned in the site survey as having long-range potential for a multi-site industrial district of some 300 to 400 acres was being fully evaluated at the end of the project period for use as an industrial district.

Very little interest was shown in the site development program in other communities in the county. Although property in Bowdon, Temple, and Whitesburg was submitted for consideration, these tracts were not developed to a point where much interest can be expected.

Community Development

The lack of a trained labor force in the Carroll County labor market area has been a cause for concern during the entire three-year period of this project. In the opinion of many persons interested in the Carroll County labor situation, anywhere from 50% to 90% of the unemployed are either untrained or untrainable.
Although the unemployment situation at the end of the project period was considerably improved over past years, Carroll County was still confronted with the paradoxical situation of having more than 6% of its labor force unemployed (some 830 persons at last count) and having industrial jobs going unfilled because the available labor could not meet minimum standards. For this reason, during the last three months of the project period approximately 25% of the field office man-hours were spent on the formulation of a vocational-technical training program for the county. At the end of the project period, a training program was closer to realization than at any time during the life of the contract. Financing had been arranged, classrooms had been lined up, and a curriculum had been defined. The program is scheduled to start on November 23, 1965. It is anticipated that this training program will demonstrate the need for a permanent area vocational-technical school in the county. If local cooperation continues, it is expected to become a reality in the foreseeable future.

Assistance was given to the retailers of the county in the form of critical on-the-spot analyses of store appearance, shopper appeal, and merchandising methods, in an effort to help Carroll County merchants maintain their competitive position with the metropolitan Atlanta area.

Assistance was given the City of Villa Rica in developing a Major Thoroughfare Plan, properly coordinated with the construction and placement of Interstate Highway 20, west from Atlanta. This plan resulted in the inclusion of a second interchange in Villa Rica, on the east side of town, serving the Villa Rica Industrial District.

Assistance was also given in the securing of a four-lane connector from Bowdon, through the Carrollton area as a by-pass route, and on to the main interchange on Interstate 20 in Villa Rica. This project will be constructed in phase with the completion of Interstate 20.

Although Carrollton failed to win an award in the 1964 Georgia Certified City Program, the assistance given in interpreting the requirements and scoring is expected to be of value to the community when Carrollton re-enters the program in 1966.

With the industrial expansion in Carrollton, coupled with the growth of West Georgia College, an acute housing shortage developed in the third and fourth quarters of 1964. Working with the local realtors and residential developers, members of the field office staff were able to assist in bringing about the start of a new building program to solve this deficiency. During the spring of 1965, approximately 40 new single-family units were started in the Carrollton area. In August 1965, a 32-unit multi-family project was announced, and announcement is expected in late 1965 of a lower-priced project with possibly as many as 60 units. The field office staff assisted in these projects by providing development and financial groups with pertinent current economic data as well as projections for the future.

Technical Assistance

Management and technical assistance projects with existing manufacturers carried out during the second year of the program were given follow-up investigation to see if further assistance were needed. Of the six companies previously served, only one required further work from the field office staff.
Additional market research and diversification investigations were made for the company concerned, and the firm expanded its product line to include prefabricated building trusses.

During the third year, a total of 23 management and technical assistance projects received attention. Services rendered included the following: expansion planning and layouts; diversification assistance; supervisory training; locating source of scarce raw material; rebuilding after a fire, including industrial engineering services, location of new machinery, locating temporary quarters until rebuilding could be completed, assistance in getting water pressure increased at the plant, and a number of advisory meetings about new processes and new materials; new marketing technique evaluations; expansion financing assistance; and site study for planned expansion.

One company received diversification and marketing assistance which made it possible to change its employment practices from seasonal to steady, with 65 employees affected.

The details of technical assistance work with local development groups have been covered in previous sections of this report.

Research, Records, and Training

The existing files on Carroll County manufacturers were updated from their earlier status in connection with the audit of manufacturers made during the first year of the three-year program.

An industrial prospectus was started on Carrollton, but the final format had not been settled on at the end of the project period.

Prospect-handling meetings were held in Carrollton and in Villa Rica. These meetings covered how to conduct tours through the towns, what facts the local people should know before the prospect arrives, and what information is available upon request. The importance of involving existing manufacturers was also pointed out.
APPENDICES
Appendix 1

METHODOLOGY: SURVEY OF INDUSTRIAL SITES

Purpose

The survey of industrial sites had as its purpose a reconnaissance of the several Carroll County municipalities to determine their local site situations, to appraise their respective future industrial potentials, and to make any possible recommendations that may tend to enhance these potentials.

Coverage

1. The cities included in the survey were Carrollton, Villa Rica, Temple, Bowdon, Mount Zion, Roopville, and Whitesburg. The unincorporated village of Bowdon Junction also was surveyed.

2. Field inspections of these cities were made during the month of May 1962, and more than 40 site areas were investigated.

Selection of Site Areas

1. Selection of site areas for inspection was based largely upon map studies, since nearly all of the county was covered by topographic maps of recent issue. Only the Roopville and Whitesburg areas were lacking in topographic map coverage.

2. During the course of field inspections, additional guidance to possible site areas was obtained from contacts with local representatives of the Redevelopment Committee of the Carroll County Development Corporation, municipal and county officials, and other interested local citizens. These local contacts were helpful in the identification of property ownerships and in establishing the locations and capacities of utilities.

3. Especially valuable was the assistance given by the Southeastern Appraisal and Mapping Service, Hapeville, Georgia, which was in charge of the Carroll County tax re-evaluation program.

Basis of Site Appraisals

1. In a preliminary survey of this kind, it was not deemed necessary to establish fully the property boundaries of individual site areas. Nevertheless, an effort was made to identify them as to ownership and to give the location and approximate extent of each site area through description, map, and/or property sketch, so that the sites could be recognized at the local level.

2. The listing of properties was in no way intended to indicate that the sites were available or could be acquired. Described site areas that were recommended, or others in which subsequent interest might develop, should be investigated locally as to their availability. At that time, if a site area could be obtained, its boundaries should be accurately ascertained and, if possible, the property should be brought under control through long-term option or purchase.
3. The mere availability of vacant land in or near a city does not justify its designation as an industrial site area. Only where these areas are within economic reach of water, gas, electric power lines, and sewers of ample capacities to accommodate industrial loads can they qualify as potential industrial sites.

4. Of the several utilities, water is the most essential and, in the present survey, no area was given serious consideration unless it was relatively close to municipal water lines or near a river or other natural water source. In most instances, this limited selections to areas within city limits or short distances beyond, even though the water-line capacities in numerous cases were too small for industrial service.

5. A site area's potential is in direct proportion to the number and capacities of the four basic utilities (water, gas, power, and sewers) that are within economic reach. Where properties are listed that have access to only the minimum of utility services, such as water, this is not to suggest that the areas are to be classified as industrial sites. They are potential sites that can be realized only by proper development of utilities.

6. Minimum attention was given to electric power service at the site areas considered. It was assumed that electric power would be made available to any selected location where the demand was developed. In the main, industrial power loads within the city limits of Carroll County municipalities are serviced by the Georgia Power Company. Industrial power loads outside the city limits may be serviced by the Georgia Power Company or by the Carroll County Electric Membership Corporation.

7. As a general rule, the minimum services to an industrial site should be a 6-inch looped water line with adequate pressure to meet local fire underwriters' requirements, a 4-inch high-pressure gas line, and an 8-inch sanitary sewer, with gravity flow to a disposal plant of capacity ample to accommodate the anticipated industrial waste loads.

8. If a site is near a stream, the maximum distance over which large volumes of water can be pumped economically probably will be under one mile.

9. On the basis of these rough rules-of-thumb, the industrial site situation in Carroll County was appraised, and recommendations were made for the guidance of those communities which appeared to have sufficient future potential to warrant action.
Appendix 2

METHODOLOGY: COLLECTION OF ECONOMIC DATA

Purpose

The purpose of this phase of the first year's program was the compilation of technical information on all aspects of the Carroll County economy into one comprehensive reference source which could be used in preparing a series of analyses of the county's economic potentials. Published as individual economic data summaries, the data were intended to serve as a ready source of information about Carroll County communities for local, state, and private development groups.

Procedure

1. In general, the procedure involved first the compilation of statistical data from materials in the Industrial Development Division files on population, industry, employment, raw materials, power and fuels, rivers and streams, local finances and taxes, education, living conditions, banking, communications, and local development organizations.

2. Next, contacts were made with individuals and organizations within the county to obtain information not otherwise available and to verify that obtained from published sources.

3. Finally, all information was correlated and published.

Sources of Data


3. Existing Industry: Georgia Manufacturing Directory; new plant locations from Georgia Development News (monthly industrial development newsletter); data on union locals from Listing of Labor Unions in Southeastern States; visits to local manufacturing plants.

4. Manufacturing Employment: Figures for the manufacturing employment for the past nine years in Carroll County were obtained from Employment and Wages Covered by the Georgia Employment Security Law. Percentage changes in types of employment were calculated from these data. Verification was made with figures obtained directly from local industry.

5. Labor Supply: Late editions of the Labor Market Report, Georgia Department of Labor, were reviewed and the Research and Statistics Section of the Georgia Department of Labor was consulted to obtain data on the number and skills of persons available for employment in Carroll County. This included residents as well as persons who could commute into the county.

6. Transportation: Rail service, passenger and freight, was determined from publications, such as the Official Guide, and contacts with local freight agents and rail shippers. Frequency and type of truck service available in Carroll County was determined by preparing a list from tariff sources of lines.
serving the area and by contacting local truck terminals and freight shippers. The availability of the nearest airline service was determined from commercial airline schedules. Bus schedules were obtained from local terminals.

7. Raw Materials: The types and extent of mineral deposits found in the county were found in the Minerals Yearbook, 1961, U. S. Bureau of Mines, and through contact with local sources. Data on forest resources were obtained from the U. S. Department of Agriculture, Forest Service, Preliminary Forest Survey Statistics for Georgia, and information about timber processors was obtained from the list compiled of existing industries. The types and quantities of agricultural products grown or processed in the county were obtained from the U. S. Census of Agriculture, 1959, and data concerning processors were taken from the list of existing industries.

8. Power and Fuel: Electric power rates and service were obtained from the Georgia Power Company and from the Carroll County Electric Membership Corporation. Data on natural gas service and transmission lines were obtained from the Atlanta Gas Light Company, which serves the area. Information on other types of fuels available (LP gas, fuel oil, and coal) was obtained by checking the local telephone directory for vendors and calling or visiting the companies concerned.

9. Water: City water rates were furnished by the city clerks. Data on the water and sewer systems and water analysis were obtained from the city engineers. The Georgia Department of Mines, Mining and Geology furnished data on flow of streams from which the local water systems take their supplies.

10. Finances and Taxes. City tax and financial data for each municipality were obtained from the city clerk or mayor. County tax data were obtained from the county tax assessor, the county commissioners, and the school superintendent.

11. Education: Particulars of the operation of the Carrollton City School System and of the Carroll County School System were obtained from the superintendents of these systems. Additional data were secured from the Statistics Division of the Georgia Department of Education.

12. City and County Services: The degree of local fire protection was determined by consulting the National Board of Fire Underwriters' publication for insurance ratings and by contacting the local fire departments. Police protection was determined by visiting the Carrollton City Police Department and the Carroll County Sheriff's Office. The nature and scope of planning and zoning regulations in effect in Carrollton were learned from the City Planning Commission.

13. Living Conditions: Information concerning the quality and availability of rental and for-purchase housing was secured from local real estate dealers. Estimates of typical residential and industrial construction costs were obtained directly from local contractors. The number and denominations of churches were obtained from telephone directories. Information on telephone and telegraph service was obtained from local offices of Southern Bell Telephone and Telegraph Company and Western Union. Hotel and motel facilities were determined by checking the local telephone directory listings and then contacting each one directly for the number and type of accommodations available. Information concerning banking services was obtained from the Southern Banking Directory and from local sources.
Appendix 3

METHODOLOGY: SURVEY OF MANUFACTURERS

Purpose and Approach

The purpose of this phase of the first year's program was to analyze manufacturing operations in Carroll County and to identify opportunities for economic growth offered by existing industry, either through expansion and diversification or through the development or attraction of other companies which might be interested in relating their operations to the needs of those firms which are already found in the area.

The approach developed is detailed in attached Exhibits 1, 2, 2a and 3. The following steps of the work program were completed as part of the overall economic development program sponsored by the Area Redevelopment Administration (ARA):

1. Available background data on all manufacturing firms in Carroll County were collected.

2. A detailed plan for interviewing all manufacturers in the county was developed, and necessary forms, letters, and schedules for implementing the plan were prepared.

3. Each available manufacturer in Carroll County was interviewed to secure information relating to the identification and description of the company, physical facilities and services, employment and labor supply, materials and supplies, production, sales and distribution, and other related information.

4. A concise but complete report was prepared on each manufacturing firm in Carroll County.

5. The individual reports on each firm were grouped according to major industrial classification and synthesized into complete descriptions of each industry in Carroll County.

6. The industry analyses were used to investigate specific expansion and diversification opportunities.

7. Technical assistance was given on a continuing basis to individual firms as required to identify and resolve problems affecting efficiency and growth.

8. Each manufacturer was notified that, upon a show of interest, specific leads on government contract and export trade opportunities would be forwarded as they developed.

9. Product and industry analyses developed by the Industrial Development Division as part of other projects were made available to Carroll County manufacturers for possible application to their own operations.

Accumulation of Manufacturing Data

Before field work was begun on the industrial survey, local sources of information were contacted and a literature search was made to identify manufacturing firms in Carroll County and to accumulate background information on
industrial activity in the study area. Principal sources and types of information included the following:

1. Atlanta Regional Office of the Housing and Home Finance Agency -- data relating to the industrial pattern in the community, wages received by job category in each industrial firm, and commentaries on the history of the various firms and/or industries, accumulated by HHFA as part of the research phase of public housing programs with the three largest towns in Carroll County.

2. Employment Security Agency of the Georgia Department of Labor -- current and historical data relating to employment and wage payments for manufacturing firms in Carroll County with four or more employees.


4. Carrollton Chamber of Commerce -- list of manufacturers and specific information relating to the growth and development of existing firms, as well as leads on individuals and/or organizations that were either in the process of forming a manufacturing facility or were interested in doing so.

5. Industrial Development Division files -- clippings, publications, and other information on industrial and economic activity in Carroll County and communities within the county.

From these information sources, 99 manufacturing firms were identified as being or having been active in Carroll County. Although it was anticipated that some of these firms would be found to be inactive and that others would not qualify as manufacturers, each was listed for investigation during the field survey. A reference file was set up and available background materials were filed on each manufacturing company. Industrial and economic data on the county and communities involved were abstracted and held for later analysis.

Development of Survey Plan

In order to facilitate the orderly completion of the industrial survey and to coordinate the efforts of the interview team, a detailed plan was developed for interviewing each manufacturer in Carroll County. In summary, this plan outlined the procedure to be followed in preparing and scheduling the mailing of an introductory letter to each firm, establishing specific interview dates and times, maintaining records of interviews scheduled and completed, conducting the interviews, and preparing preliminary reports on the surveyed firms. A copy of the detailed plan is included as Exhibit 1.

Implementation of the plan required the development of an introductory letter and enclosure and an interview guide. The purpose of the introductory letter was to acquaint the manufacturer with the overall program, to explain the purpose of the industrial survey, and to inform him that a telephone contact would be made to arrange for a plant visit. The enclosure outlined the survey questions that would be asked. Although the same information was sent to each manufacturer, each letter was personalized by being individually typed and signed by the person who was to conduct the interview. Copies of the letter and enclosure are included as Exhibits 2 and 2a.
An interview guide was developed to insure completeness and consistency while maintaining a degree of informality in conducting the plant interviews. Care was taken in developing the interview guide to make certain that all areas of information were covered that would contribute to the industrial analysis as well as other phases of the project. The use of a questionnaire form was rejected in favor of the interview guide because of the formality of the questionnaire approach and the difficulty of recording information in predetermined space allocations on a questionnaire form. A copy of the interview guide is included as Exhibit 3.

Interviewing Manufacturers

The detailed plan for interviewing manufacturers in Carroll County was followed as closely as possible in scheduling and conducting plant visits and interviews. Some scheduling difficulties were encountered because of the absences of key plant officials and, in relatively few cases, the unwillingness of manufacturers to cooperate fully.

Interviews generally were conducted individually by members of the interview team. If the size or complexity of the manufacturing operation warranted, however, two interviewers would visit the company to insure complete coverage and to facilitate the recording of essential data. Interviews ranged in time from less than one hour to more than three hours. In most instances, the interview was preceded or followed by a tour of the plant and plant site.

Despite the effort to prepare an accurate list of manufacturers prior to the implementation of the interview plan, many inaccuracies were found after the survey was started. Of the 99 firms tentatively identified as manufacturers, 33 were eliminated during the interview period, either because they were not engaged in manufacturing or were out of business. Interviews were completed with 59 manufacturers out of a verified total of 66 firms found to be active in the county.

Preparation of Company Reports

Following each plant visit, the interviewer prepared a concise but complete report on the manufacturing firm. The reports were standardized for analysis purposes, following the format established by the interview guide.

A report was prepared on each of the 59 manufacturers interviewed. Copies of the reports were made available to all staff members for use in other phases of the project. Original copies of the reports were held in company reference files for use in analyzing and evaluating the industrial structure and expansion possibilities in Carroll County. Because some of the information was given in confidence, individual company reports were not used in any of the published materials resulting from the project.

Preparation of Industry Reports

In order to facilitate the analysis of the industrial complex, the individual company reports were grouped according to major industrial classification as defined in the Standard Industrial Classification Manual. Industry descriptions were then developed from these grouped reports. These descriptions provided an overall view of the condition of each industry in Carroll County.
Expansion and Diversification Investigation

By having total industry figures quickly available -- figures on such things as total consumption of specialized raw materials, component parts, and supplies; geographical sources of supply of each consumed item; volume of production and the markets served; and employment and labor supply -- the evaluation of specific opportunities was greatly facilitated. These industry analyses provided the background for locally sponsored studies on other manufacturing opportunities for Carroll County.

Technical Assistance to Manufacturers

All Carroll County manufacturers were encouraged to take advantage of the facilities at Georgia Tech for the resolving of operating problems. Requests for assistance were assigned to a staff member qualified in the particular facet of operations under study, and personal visits to the plant were made as necessary to resolve the problem.

Export Trade and Government Contract Opportunities

As a part of the program to stimulate business activity in the most direct manner, IDD staff members, through a variety of source materials not usually read by the small manufacturer, kept informed on opportunities in export trade and the securing of government contracts and sub-contracts. Information on such opportunities was transmitted to the appropriate manufacturers with instructions on how to proceed. Because of the staff's familiarity, developed through the survey, with the firms' production capabilities, this was done with a minimum of wasted motion.

Availability of Product and Industry Analyses

The Industrial Development Division continually develops studies on specific products, concentrating for the most part on the feasibility of manufacturing and/or distributing the product in Georgia. Carroll County manufacturers were sent a bibliography of these reports and, upon request, were supplied with copies of those reports that they felt might have applicability to their own operations.
Exhibit 1

DETAILED PLAN FOR INTERVIEWING MANUFACTURERS IN CARROLL COUNTY

1. A letter briefly summarizing project goals and explaining the need for the information to be requested will be sent to each manufacturing firm in Carroll County. An outline of the Interview Guide will be included with the letter to acquaint the firm with the nature of the information to be secured. The firm will be alerted that contact will be made soon for the setting of a specific time and date for the interview.

2. In order to minimize the elapsed time between receipt of the above letter and the actual interview, the letters will be sent in timed sequence to pre-selected groups of firms, and the interviews will be scheduled accordingly. For example, it is anticipated that the small towns will receive the letter at the same time and will be the first to be interviewed. There will be four groups of mailings covering an interview period of six weeks.

3. Specific appointment dates and times will be established after the first group of firms have had an opportunity to digest the interview outline for three or four days. On Monday of the first week of interviews, the letter described above will be mailed to the second group of firms. Toward the end of the first week of interviews, appointments will be made with the second group for the following week by interviewers in the area. This sequence will be followed until interviews are completed.

4. An interview time chart will be maintained by the phase director in order to minimize conflicts and to aid in scheduling interviews in such a way that transportation facilities will be utilized in the most economical manner. Each interviewer will be responsible for keeping the chart up to date with information pertaining to the firms for which he is personally responsible.

5. Interviews will be scheduled at the convenience of the firms. Requests for appointments will not be made for Monday mornings or Friday afternoons when the typical firm is usually overwhelmed with start-up and shutdown operations.

6. To the extent that the questions are applicable, the Interview Guide sequence will be followed as closely as possible to facilitate later analysis and evaluation. Considerable personal judgment will have to be exercised by the interviewer in regard to relevance of questions to particular firms.

7. The tabulation and reorganization of interview results and the preparation of a preliminary report on each company will be accomplished as soon as possible after the interview. Interview notes should be expanded immediately after the interview is completed, if possible. The preliminary report draft should be completed no later than the end of the week in which the firm is interviewed. Monday mornings and Friday afternoons and any other free time in which interviews are not scheduled will be used to work on these drafts.
Exhibit 2

INTRODUCTORY LETTER

Date:

Company
Address

Dear ............:

As you perhaps know, the Area Redevelopment Administration of the U. S. Department of Commerce has contracted with us to conduct an extensive program to encourage the economic development of Carroll County. One of the objectives of our study is to identify opportunities for new economic growth offered by existing industry -- through expansion or diversification or through the development or attraction of new companies to serve firms already found in the area.

To assist in realizing this objective, we need to know as much as possible about each manufacturing operation in Carroll County. We would like, therefore, to visit your plant to meet you, to become more familiar with your company's production capabilities, and to identify areas in which we might be of assistance to you and your community.

I will call you soon to arrange a convenient time for a personal visit. In the meantime, I hope you will find time to consider carefully the enclosed list of questions which we would like to discuss with you. You may be certain that the information which you share with us will be held in strictest confidence and will be used only for the purpose of assisting you and the economic growth of Carroll County.

Sincerely,

Signed

--/--

Enclosure
Description of Company: What types of products do you manufacture or what services do you provide? What are the names and titles of your key management personnel? Is your company a proprietorship, partnership or corporation? How did your company start? How was the present location chosen? Is your firm affiliated with any other companies?

Physical Facilities and Services: What is the size of the building(s) which you occupy? What major pieces of production equipment do you have? How large is the site on which your plant is located? Is useable expansion area available? What transportation facilities are available and how satisfactory are they? What types of gas, electricity, water and other utility services are available and how adequate are they? Are sewage and waste disposal facilities adequate?

Employment and Labor Supply: What is your average employment (by sex, race and type or work)? Do you have seasonal fluctuations in employment? What are your average wage rates for major job categories? What fringe benefits do you provide for your employees? Do you have any difficulty in finding the types of employees you need? How productive, trainable and dependable is the local labor supply? What specific types of vocational and technical training would be particularly helpful for the types of workers you employ?

Materials, Supplies and Services: What types and quantities of raw materials and consumable supplies do you use and where do you procure them? What types of outside services do you use, where do you procure them, and how adequate are they? Would it be helpful to you if there were additional local sources of materials, supplies and services?

Production: What type of production process do you have? How many shifts do you normally operate per day? What is your normal or average output (in units and/or dollars)? What is your maximum potential output with present facilities? What types of by-products or waste do you have? How do you dispose of your by-products or waste?

Sales and Distribution: What is your annual sales volume? Are your sales seasonal? What distribution methods and channels do you use? What market area do you cover and in what areas are your sales concentrated? What special markets do you serve (government, export, large companies, etc.)? Where do you store and how do you ship finished products?

Other Information: Is your company and industry growing? Do you have any specific expansion or diversification plans? What do you consider your major problems or obstacles to growth? What advantages and disadvantages do you find in doing business in your local community?
Exhibit 3
INTERVIEW GUIDE

A. IDENTIFICATION OF COMPANY
1. Firm name
2. Street address
3. City, county, and state

B. DESCRIPTION OF COMPANY
1. Products and/or services (describe in detail)
2. Names and titles of key personnel (include president, manager, purchasing agents, and others)
3. Type of ownership (proprietorship, partnership, corporation, etc.)
4. Brief history of company (include date established and reason for location)
5. Affiliated companies (indicate names, locations, and products or services)

C. PHYSICAL FACILITIES AND SERVICES
1. Buildings (specify number, types, sizes, and uses)
2. Equipment (describe and evaluate major pieces)
3. Site (specify size and usable expansion area)
4. Transportation facilities (accessibility of rail, highway, water, etc.)
5. Utility services (types, sources and adequacy of gas, electricity, water, etc.)
6. Sewage and waste disposal facilities (type and adequacy)

D. EMPLOYMENT AND LABOR SUPPLY
1. Average employment (specify number by sex and race for each classification):
   a. Executive and administrative
   b. Technical and professional
   c. Clerical and secretarial
   d. Production, maintenance, and materials handling
   e. Other (specify)
2. Seasonal fluctuations in employment
3. Average wage rates for major job categories
4. Fringe benefits (describe and indicate approximate cost per hour)
5. Union affiliation
6. Management's evaluation of local labor supply:
   a. Quantity (specify shortages by title)
   b. Quality (productivity, trainability, attitude, dependability)
   c. Training needs (specify types of vocational and technical training needed)
7. Commuting area
8. Reaction to West Georgia Co-op program
Exhibit 3 (Continued)

E. MATERIALS, SUPPLIES, AND SERVICES

1. Raw materials (describe types, sources, and quantities used)
2. Supplies (describe types, sources, and quantities used)
3. Services (describe types, sources and adequacy of regular services used -- outside processing, design services, banking, consulting, etc.)
4. Management's evaluation of need for additional local sources of materials, supplies

F. PRODUCTION

1. Type of production process
2. Normal production schedule (number of shifts per day, overtime requirements, etc.)
3. Normal or average output (in units and/or dollars)
4. Maximum potential output (with present facilities)
5. By-products or waste (specify types and disposition)

G. SALES AND DISTRIBUTION

1. Sales volumes (in units and/or dollars)
2. Seasonal pattern of sales
3. Distribution methods and channels (types of customers, sales outlets, etc.)
4. Market area (total and areas of concentration)
5. Special markets (percentage of sales to government, prime contractors, large customers, export markets, etc.)
6. Storage of finished products (own facilities, public warehouses, etc.)
7. Shipment of finished products (rail, truck, air, etc.)

H. OTHER INFORMATION

1. Company and industry growth trends
2. Expansion or diversification plans
3. Major problems or obstacles to growth
4. Community advantages and disadvantages

*   *   *

Interviewer's Summary and Evaluation

Major assets
Major liabilities
Expansion or diversification possibilities
Company's contribution to need for satellite or service industries
Areas in which company could use direct assistance
Other comments
Purpose and Approach

This phase of the first year's program was designed to determine what specific action would be required to develop a sufficient quantity and quality of skilled and technically trained manpower resources in Carroll County to serve the needs of existing industry and to attract the types of industry required for maximum economic growth. Specifically, it had the following objectives:

1. Identification and accumulation of data on existing educational and training facilities in Carroll County.
2. Determination of the characteristics and qualifications of graduates of educational and training facilities in the area.
3. Investigation of plans for new and expanded educational and training facilities in the area.

Investigation of Existing Educational and Training Facilities

1. Preliminary information on educational and training facilities in Carroll County was secured from Industrial Development Division files and library sources. This information included an identification of high schools and colleges in the area, together with such statistical data as enrollment, number of graduates, and teacher-pupil ratios.

2. Personal interviews were conducted with the president of the local college, the superintendent of the county school system, and the superintendent of the Carrollton city school system. The purpose of these interviews was to secure additional information on educational facilities in the area and to discuss training programs, plans, and needs.

3. A high school data sheet was developed for use in accumulating information required in analyzing and evaluating the program of each of the seven high schools in the county. Completed by the high school principals, the data sheets provided specific information relating to average class size, pupil-teacher ratio, number of graduates, disposition of graduates, number of dropouts, areas of specialization, units required for graduation, program of studies, and major extracurricular activities. A copy of the high school data sheet form is included as Exhibit 1.

Determination of Characteristics and Qualifications of Graduates

1. As part of the overall evaluation of the manpower resources of the county, information was sought on the continuing supply of new labor force entrants from the educational and training institutions in the county. The purpose of this step was not only to determine the number of graduates who would be seeking employment, but also to learn more of the characteristics, qualifications, plans, and opinions of the young people of the area.

2. Each graduating senior in each of the seven high schools in Carroll County was asked to complete a questionnaire form, which was prepared by the
county school superintendent and revised for use in the Carrollton city schools. The questionnaire was designed to elicit facts and opinions relating to vocational choices, post-high school plans, reasons for not attending college, reactions to the need for a vocational school in the area, evaluations of high school courses and vocational guidance efforts, etc. A copy of the questionnaire form is included as Exhibit 2.

3. Questionnaire forms were filled out by 353 of the 367 graduating seniors in Carroll County. Since more than 96% of the seniors responded, no effort was made to reach the few students who were absent on the day the form was distributed.

Investigation of Educational and Training Plans

1. Plans for new and expanded educational and training facilities in the area were in the preliminary discussion stage during this phase of the project. However, public school plans were discussed with the city and county school superintendents, and problems and needs in the vocational and technical training field were reviewed with the Chairman of the Educational Training Committee of the Carrollton Chamber of Commerce.

Development of Action Program

1. The results of the surveys of high schools and of graduating seniors were analyzed, and the accumulated information on the educational and manpower resources in the county was evaluated.

2. From this analysis and from a review of the findings of the survey of manufacturers, it was determined that the most critical need in the education and manpower field was for additional vocational and technical training facilities in the county. Efforts were concentrated in this area.

3. Assistance was provided local officials in developing plans for an area vocational-technical school, and a comprehensive report was prepared which documented the need for such a school and provided guidelines for securing and establishing vocational and technical training facilities.
Exhibit 1
HIGH SCHOOL DATA SHEET

<table>
<thead>
<tr>
<th>Name of school</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>System</td>
<td>Grades</td>
</tr>
<tr>
<td>Average class size</td>
<td>Pupil-teacher ratio</td>
</tr>
<tr>
<td>No. of graduates (current year): Male</td>
<td>Female</td>
</tr>
<tr>
<td>Disposition of graduates: College</td>
<td>Business school</td>
</tr>
<tr>
<td>Other education</td>
<td>Employment</td>
</tr>
<tr>
<td>Housekeeping</td>
<td>Other</td>
</tr>
<tr>
<td>No. of drop-outs in high school grades during latest (or typical) school year</td>
<td></td>
</tr>
<tr>
<td>Areas of specialization: College preparatory</td>
<td>Business and commercial</td>
</tr>
<tr>
<td>Vocational (trade and industry)</td>
<td>Vocational (Agriculture)</td>
</tr>
<tr>
<td>General</td>
<td>Distributive education</td>
</tr>
<tr>
<td>Units required for graduation: Required</td>
<td>Elective</td>
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</table>

### Program of studies:

<table>
<thead>
<tr>
<th>Subject</th>
<th>Units</th>
<th>Subject</th>
<th>Units</th>
</tr>
</thead>
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<tr>
<td><strong>Offered</strong></td>
<td><strong>Required</strong></td>
<td><strong>Offered</strong></td>
<td><strong>Required</strong></td>
</tr>
<tr>
<td><strong>Subject</strong></td>
<td></td>
<td><strong>Business Education</strong></td>
<td></td>
</tr>
<tr>
<td>English</td>
<td></td>
<td>General Business</td>
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</tr>
<tr>
<td>Mathematics</td>
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<td>Typing</td>
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</tr>
<tr>
<td>Arithmetic</td>
<td></td>
<td>Shorthand</td>
<td></td>
</tr>
<tr>
<td>Basic mathematics</td>
<td></td>
<td>Bookkeeping</td>
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</tr>
<tr>
<td>Algebra</td>
<td></td>
<td>Business Law</td>
<td></td>
</tr>
<tr>
<td>Geometry</td>
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<td>Distributive Education</td>
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<tr>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Social Studies</strong></td>
<td></td>
<td><strong>Industrial Arts</strong></td>
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</tr>
<tr>
<td>History</td>
<td></td>
<td>Printing</td>
<td></td>
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<tr>
<td>Civics</td>
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<td>Wood Shops</td>
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<td>Geography</td>
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<td>Electricity</td>
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<td>Government</td>
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<td>Mechanical Drawing</td>
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<td>Economics</td>
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<td>vocational Agriculture</td>
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<tr>
<td>Sociology</td>
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<td>Home Economics</td>
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<tr>
<td><strong>Science</strong></td>
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<td>Music</td>
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</tr>
<tr>
<td>Basic Science</td>
<td></td>
<td>Art</td>
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<tr>
<td>Physical Science</td>
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<td>Physical Education</td>
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<tr>
<td>Biology</td>
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<td>Military</td>
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<tr>
<td>Chemistry</td>
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<td></td>
<td></td>
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<tr>
<td>Physics</td>
<td></td>
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</tr>
<tr>
<td><strong>Foreign Languages</strong></td>
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</tr>
<tr>
<td>Spanish</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>French</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Latin</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Major extracurricular activities:</strong></td>
<td></td>
<td></td>
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</tbody>
</table>

-45-
Exhibit 2
SURVEY OF 1962 SENIORS
CARROLLTON CITY HIGH SCHOOLS

<table>
<thead>
<tr>
<th>School Name</th>
<th>Age</th>
<th>Male</th>
<th>Female</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

1. Residence: Inside city limits  _____ Outside city limits  _____
2. What is your vocational choice?  
3. Do you plan to attend college? Yes  _____ No  _____ Undecided  _____
4. If so, what college do you plan to attend?  
5. Have you been accepted by this college? Yes  _____ No  _____
6. Do you plan to attend some other type school? Yes  _____ No  _____
7. If so, what school do you plan to attend?  
8. Do you plan to enter military service soon after graduation? Yes  _____ No  _____
9. If so, what branch of service do you plan to enter?  
10. Do you plan to begin work soon after graduation? Yes  _____ No  _____
11. If so, what type work do you plan to do?  
12. Have you been promised a job already? Yes  _____ No  _____
13. Are you married? Yes  _____ No  _____
14. If not, do you plan to be married soon after graduation? Yes  _____ No  _____
15. If you do not plan to attend college, please indicate the reason why you do not plan to attend:
   1. ______ does not fit into my vocational plans
   2. ______ finances
   3. ______ college admission requirements
   4. ______ not interested in college
   5. ______ want to begin earning money of my own
   6. ______ other reasons (please list)

16. Are you a registered voter? Yes  _____ No  _____
17. If not, do you plan to register in the near future? Yes  _____ No  _____
18. What courses would you like for your high school to offer that are not being offered?  

19. Do you feel that it would be desirable to have an area vocational (Trade and Industrial) school in Carroll County? Yes  _____ No  _____
20. If an area vocational school were available now, would you be interested in attending? Yes  _____ No  _____
21. What work experience have you had already?  
<table>
<thead>
<tr>
<th>Type of Job</th>
<th>Location</th>
<th>Length of Job</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

22. If you have a teacher in your school who does guidance and counseling, has this teacher been able to assist you in your efforts to make a vocational choice or to make future educational plans? Yes  _____ No  _____
23. In what way has this teacher been most helpful to you?  

...
Appendix 5
METHODOLOGY: STUDY OF RETAIL AND WHOLESALE TRADE

Propose and Approach

The purpose of this phase of the first year's study was to assess the status of retail and wholesale trade in Carroll County and to recommend and assist in the development of programs to stimulate retail and wholesale activities in the area. In order to accomplish this the following approach was used:

1. Published background data on retail and wholesale trade activities in Carroll County were accumulated and analyzed.
2. Meetings were held with trade groups in the area to explain the program and to promote cooperation.
3. A survey of trade groups was made to collect data regarding trade activities, to identify training or assistance needs, and to evaluate the effectiveness of wholesale and retail operations.
4. A survey of consumers in the area was made to determine retail buying habits and to evaluate customers' reactions to the sales and service policies of the local retailers.
5. Conclusions were developed based on a review of the findings resulting from initial work on the above steps.

Work was concentrated on retail activity in Carrollton, the dominant trading center in Carroll County.

Analysis of Background Information

Published background data on retail and wholesale trade in Carroll County were accumulated and evaluated. Particular attention was given to the 1954-1960 period and to the trends that developed during this period in Carrollton and Carroll County. The data developed provided a basis for the preliminary identification of problem areas prior to actual field investigation.

Meetings with Trade Groups

1. Meetings were held with retailers on both a group and an individual basis to explain the purpose of the program and to encourage their cooperation. Particular attention was given to identifying and developing good working relationships with individuals who serve as centers of influence. Excellent support was received from local newspaper officials and also from civic groups interested in the project.

2. The president of the local merchants' association was one of the first individuals contacted, and through his assistance a presentation was made to the merchants' association. Individual meetings were then held with merchants in every major category of outlet. Such personal contacts proved valuable in securing information on the local trade environment and in obtaining comments and suggestions on the needs of the area.

Survey of Trade Groups

1. A survey was made of major retail and wholesale establishments. The questionnaire used is shown in Exhibit 1. Generally, information was not too
easily obtained from small retailers. They were often reluctant to discuss the
details of their sales volume and their internal operations. As a result, it
took somewhat more time to establish the personal rapport necessary to secure
information. For this reason, two trips were scheduled to each outlet to be
surveyed. The first trip was for the purpose of explaining and "selling" the
program; the second for the purpose of securing detailed information.

2. A sight survey was completed of the retail stores operating in and
around the city square in Carrollton. The purpose of this survey was to iden-
tify the retail establishments and to evaluate the exterior appearance of each.
An evaluation was then made of these same stores in terms of their merchandis-
ing and management practices.

Consumer Survey

1. One of the most important aspects of the study dealt with the consumer
survey. This survey was designed to identify the buying habits of local res-
idents and to establish some pattern of their likes and dislikes in regard to
Carrollton retailing outlets. Local merchants showed strong interest in this
program and indicated that they expected to utilize the information secured
for their own guidance.

2. It would have been very difficult to have conducted the survey without
the assistance of several local groups. At an early stage, the limitations on
number of staff personnel made it necessary to request the cooperation of local
civic groups in conducting the interviews. As it developed, the plan not only
facilitated the progress of the survey, but also created a strong sense of local
participation. The local Pilot Club, the Business and Professional Women's Club,
and a number of high school teachers donated their time to insure that opinions
of all segments of the population were represented in the survey results.

3. Approximately 200 survey questionnaires were completed. A copy of the
consumer survey form is included as Exhibit 2.

Conclusions and Preparation of Report

1. The data accumulated through the above-mentioned steps were assembled
and analyzed. This analysis revealed a number of points about the strengths
and weaknesses of the merchandising practices, merchants' attitudes, and con-
sumer buying habits and preferences.

2. The findings were summarized in a 31-page report, which included a
list of specific steps recommended to strengthen Carrollton as a merchandising
center for Carroll County and surrounding areas.

3. The report was presented to and discussed with the Carroll County Re-
development Committee, and copies were given wide distribution by the Carrollton
Chamber of Commerce. The local newspapers ran the report in serialized form.
The result was to stimulate an interested group of local merchants to investi-
gate means of carrying out the recommendations of the report.

4. Technical assistance was supplied as necessary by the Georgia Tech
project staff to the merchants' group to aid them in their action program.
Exhibit 1
RETAIL QUESTIONNAIRE

<table>
<thead>
<tr>
<th>Company</th>
<th>Address</th>
<th>Person interviewed</th>
<th>Facilities: Rent ( ) Store size _______ Own ( )</th>
<th>Value of fixtures and equipment_______</th>
</tr>
</thead>
<tbody>
<tr>
<td>Line</td>
<td>D &amp; B</td>
<td>____________________</td>
<td>Warehouse size_______</td>
<td>____________________</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Employment:</th>
<th>No.</th>
<th>Average Weekly Wage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management</td>
<td>_______</td>
<td>_______</td>
</tr>
<tr>
<td>Sales</td>
<td>_______</td>
<td>_______</td>
</tr>
<tr>
<td>Clerical</td>
<td>_______</td>
<td>_______</td>
</tr>
<tr>
<td>Other</td>
<td>_______</td>
<td>_______</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Good</th>
<th>Fair</th>
<th>Poor</th>
</tr>
</thead>
<tbody>
<tr>
<td>( )</td>
<td>( ()</td>
<td>( )</td>
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<td>( )</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Trucks: Number _______</th>
<th>Own ( )</th>
<th>Lease ( )</th>
</tr>
</thead>
<tbody>
<tr>
<td>Outside appearance</td>
<td>_______</td>
<td>_______</td>
</tr>
<tr>
<td>Inside appearance</td>
<td>_______</td>
<td>_______</td>
</tr>
<tr>
<td>Location</td>
<td>_______</td>
<td>_______</td>
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<tr>
<td>( )</td>
<td>( )</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Last year's sales volume_______</th>
</tr>
</thead>
<tbody>
<tr>
<td>Best season_______</td>
</tr>
<tr>
<td>Best lines_______</td>
</tr>
<tr>
<td>Where made_______</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Credit _______</th>
<th>% of sales</th>
<th>Carry own accounts: Yes ( ) No ( )</th>
</tr>
</thead>
<tbody>
<tr>
<td>_______</td>
<td>_______</td>
<td>_______</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Cash _______</th>
<th>% of sales</th>
<th>Type of ownership</th>
<th>When business started</th>
</tr>
</thead>
<tbody>
<tr>
<td>_______</td>
<td>_______</td>
<td>_______</td>
<td>_______</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Type of customers_______</th>
<th>Area from which customers drawn_______</th>
<th>Recent sales trends_______</th>
</tr>
</thead>
<tbody>
<tr>
<td>_______</td>
<td>_______</td>
<td>_______</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Community advantages_______</th>
<th>Community disadvantages_______</th>
</tr>
</thead>
<tbody>
<tr>
<td>_______</td>
<td>_______</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Major problems_______</th>
</tr>
</thead>
<tbody>
<tr>
<td>_______</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Plans_______</th>
</tr>
</thead>
</table>
Exhibit 1 (Continued)

Interviewer's Evaluation

Assets

Liabilities

Management Competence

Summary:

[Signature]

Date
Exhibit 2
CONSUMER SURVEY

1. Name ________________________________________ Address ________________________________________

2. Occupation of husband Location of employment __________________________

3. Occupation of wife Location of employment __________________________

4. Size of family __________________________

5. Number members under 12 __________________________ 6. Between 12-20 __________________________

7. Own house Rent house Live in apartment __________________________

8. How long have you lived in Carrollton? __________________________

9. What newspaper(s) do you subscribe to? __________________________

10. Do you own a television set? If so, how many? __________________________

11. Where do you buy the following goods? (Give name of store, city, and reasons why)
   Groceries __________________________
   Lumber, building supplies, hardware __________________________
   Drugs __________________________
   Furniture and appliances __________________________
   Automobiles __________________________
   Clothes __________________________

12. How often do you shop in Atlanta? __________________________

13. What do you usually buy in Atlanta? __________________________

14. Why do you buy these items in Atlanta? __________________________
   Liberal credit policies Better price __________________________
   Quality of merchandise Better variety of goods __________________________
   Better policies on returns and customer service __________________________
   Other reasons (specify) __________________________

15. What do you like most about Carrollton retailers? __________________________

16. How would you classify Carrollton stores in terms of:

<table>
<thead>
<tr>
<th>Credit policies</th>
<th>Excellent</th>
<th>Satisfactory</th>
<th>Marginal</th>
<th>Unsatisfactory</th>
</tr>
</thead>
<tbody>
<tr>
<td>Competitive prices</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Variety of merchandise</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Well trained salespeople</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Service policies</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Attractive displays</td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Parking convenience</td>
<td></td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>

(OVER)
17. What could be improved about Carrollton retailers?


18. Do you consider the Carrollton shopping districts attractive?


19. Do you shop in any of the nearby small towns? If so, which ones?


What do you buy?

Why?

20. Do you find adequate services (medical, dental, legal, household repair, etc.) available in Carrollton? If not, which do you find inadequate?


Interviewer Comments

Interviewed by ________________________ Date ____________________