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An analysis of the community development program of the Georgia Power Company as a phase of community relations.

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AN ANALYSIS OF THE COMMUNITY DEVELOPMENT PROGRAM
OF THE GEORGIA POWER COMPANY AS A
PHASE OF COMMUNITY RELATIONS
By
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CHAPTER I.
INTRODUCTION

One of the biggest problems facing industry today is the difficulty of being able to integrate itself into the life of the community in which it exists. As a result of industry's frequent failure to successfully meet this problem many people have accepted the fallacious belief that bigness in industry is synonymous with badness. For this reason industry is seeking ways to identify itself as a good citizen in the eyes of the public. The Community Development Program of the Georgia Power Company is one method successfully used by that company to gain the public's confidence and to give it a better understanding of its operation, purposes, and goals.

Purpose of Study.

It was the purpose of this study to show that the Georgia Power Company's Community Development Program has constructively integrated the company into the life of the communities which it serves, and in so doing, has increased (1) the welfare and volume of business of those communities and (2) the profitability and welfare of the company.

Importance of study and definition of terms used.

The continuance of the free enterprise system is largely dependent upon the ability of business to obtain the confidence of the people it serves. When realizing that the people in a free economy have a right to choose where they will buy, what they will buy, and where they will work, it becomes obvious that all of industry exists only at the sufferance
of the public. For this reason it is vitally important for industry to adopt a community relations program which will enable the people to look upon industry as a friend and not as a cold, impersonal machine.

L. J. Fletcher, Director of Training and Community Relations at the Caterpillar Tractor Company, believes that: "There is one way this job can be done! There is but one place it can be done! And there is but one group that can do it! The job must be done in each community, by the men in the industries and business of that community...American industry lost, one at a time, the confidence of those who are at present critics...Confidence will have to be won back the same way, by man-to-man contact around the table or across the back fence."¹

The foundation stone of sound human relations is friendly acquaintance. The steps by which a company gets acquainted with a community are not much different from the ways in which a person gets acquainted with many of his neighbors. That is to say you cannot buy friendship, you have to earn it, and in the same terms, to keep a friendship you have to continually be a friend. This same reasoning underlies the approach to sound community relations. That is, the program must be constructively interwoven into the community's pattern, and it must be a continuing process.

The Community Development Program as practiced by the Georgia Power Company answers the above definition in almost every respect. The company believes that it will profit more in the long run not from trying to get

a larger share of the immediate dollar, but from increasing the number of spendable dollars. The pursuit of large industries is not the whole answer or even the fundamental answer. The work starts at the bottom, at the grass roots. It begins with helping the farmer to make a better living and to lead a more comfortable life. It progresses to the small towns, inspiring the desire for more attractive surroundings, more business activity, more agreeable social life. It strives to keep the young people alert and ambitious, on the farms and in the small towns. It seeks to stimulate the investment of local capital in small business and manufacturing enterprise. Finally it seeks new industries from outside the state and directs them to communities where they can be successful and where their employees and supervisory personnel can live in a satisfactory environment.

It is obvious from the above description of the company's program that it is in no way a charitable proposition. It is an attempt to help those whom they serve to help themselves. By working cooperatively with the people in a counseling capacity, the company is in a sound position to interpret itself favorably to the public.

The idea of friendly contact and good neighborliness is now generally accepted as the basis of sound community relations. Such was not always the case, however. The first experiment in community relations was called paternalism; and, it is ironic to note that though the intent was sincere, it resulted in total failure and actually created some of the community relations problems existent in industry today.

Paternalism was a business activity which followed shortly after the
industrial revolution. At this time business moved out of the homes and into the factories where newly developed steam power could be applied more readily. As operations grew in size the organization of capital to support them became necessary and the stockholders and absentee owner came into the picture.

The problem of absentee ownership was that it was difficult to maintain a close contact in the community even though the factory oftentimes dominated every phase of community life. To compensate for this handicap the owners commenced to do things for the community. They built schools, homes, hospitals, churches, and other public institutions. In the carrying out of these projects, however, management made one mistake. They failed to give the workers and the communities a voice in the planning of the activities. What resulted is not surprising. The workers became bitter and rebelled (with strikes, etc.) against the idea of someone else dominating the shaping of their environment; and consequently, the owners withdrew behind the scenes with the thought that the workers and the community were ungrateful. This breach was to remain for a long time. That is, industry continued to ignore the communities, and the public continued to be suspicious of industry.

It is only in recent years that industry is again making an attempt to improve its relations in the community. A reader survey conducted by the Public Relations News showed a jump from sixth in the first quarter to second for the third quarter of 1950 in ranking by industries of the importance of community relations.² Part of this increased interest in

the community is due to the realization that good community relations often results in increased profitability. It has been shown that a company with favorable relations in the community often has a low labor turnover and high employee morale. The payoff here is in fewer strikes, increased worker efficiency, and less cost in training new employees.

Good business, however, is not the only force that is influencing many industries to take an active and constructive part in community affairs. Many are doing it to meet a public demand. A report of the Public Opinion Index for Industry on Community Relations stated that "an average of 71% of the residents of the plant city say that they expect a company citizen to do more than furnish good jobs and pay good wages...They mention other obligations, such as supporting local charities, sponsoring recreation (parks, playgrounds, etc.) and taking a real interest in the community and its problems." The significance of this sort of thinking is that it indicates the willingness of the public to cooperate with business on projects which will be mutually beneficial to both. The way is open to business if only it will seize the opportunity.

If business does not meet its responsibility of being a good citizen it could well happen that the public will seek its satisfaction in a socialistic economy, or even in communism. Intense trends of this type are already existant in this country. Much of it is due to a growing awareness of some of the abuses of our economic system, and to a general acceptance of government control. Realizing this, it becomes

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all the more obvious why it is important for business to adopt a community relations program designed to bring business and the community together in areas where they can recognize each other's strengths and weaknesses, and thus cooperatively improve on them together. It is not only the survival of business which is at stake, but the whole complexion of our free society.

Trends in community development...

Community development as exemplified by the Georgia Power Company has a broader scope than would a similar program of a one community industry. Industries which have branch offices outside their main headquarters (as does the Georgia Power Company) are, of course, in a better position to utilize their personnel in more extensive community development work. For this reason the utility industry has been able to be considerably more comprehensive in this type of community relations.

Many companies are setting important examples as being community conscious in their operations. The following are only a few of those which have a definite policy in community improvement activity. Their methods suggest possibilities for any company interested in improving their community relations.

Company interest in city council meetings and other municipal bodies is often a good method of becoming identified as an interested citizen in the community. The watchword here is to appear as an ally and not with the intention of grinding an axe. At Peoria, where
Caterpillar Tractor Company has its headquarters and its principal plant, each week two of the fifty top men in the company attend the Peoria City Council meetings, to indicate the company's interest in good government, to listen, and to answer questions. The two executives who attend the meetings each week are selected by the community-relations division of the company. Other companies have varied this procedure with attendance at meetings of county governing boards, school boards, and the like.

It is often possible for a company to become a participant in community life by helping local causes and organizations. Oftentimes it is possible for a company to offer its facilities for community activities. Examples of this are the California and Hawaiian Sugar Refining Company and the National Cash Register Company which have provided auditoriums for the townspeople to use as a meeting place or for whatever they choose.

General Mills has been a leader in assisting youth groups such as the 4-H, Future Farmers, Boy Scouts, Y.M.C.A., Girl Scouts, etc. The community relations possibilities here are unlimited. This company has developed a series of manuals, programs, and other educational literature for the use of youth groups; some of it is designed for the direct use of the youth and some of it for the guidance of the leaders. Other companies are following this same practice, and also, offer prizes and awards to youth organizations which are carrying on notable achievements.

Almost every corporation has technical and professional resources that no civic or charitable organization can hope to duplicate. Hence,
to permit a community organization to take advantage of this activity is to render an invaluable service. An example of this is the Pacific Gas and Electric Company which makes it a practice to make its accounting talent available to the Community Chest and other organizations which need bookkeeping device.

All business can make an important contribution to schools and colleges through their community relations. An outstanding example is the Western Electric Corporation which has developed a program to assist public schools in teaching science courses. The company offers a wide range of teaching aids that include educational films; illustrated booklets in a Little Science Series each telling the story of a special phase of science; home economic teachers' reference manuals, and folders for students. There are many other ways in which business can integrate itself into the educational system. Some of these are through prizes for school competitors, assistance in adult education, and others.

Few companies have city beautification and improvement programs as comprehensive as the Georgia Power's Better Home Towns activity. Many companies, however, have very sound policies in this area of public relations. Among these are Sylvania Electric Products, Inc., and the General Electric Company. One of the things they have been doing in their recent expansion programs into smaller communities is to make their plants harmonize with the area's surroundings and be an aesthetic asset to the community. Another leader in community betterment work has been Revere Copper and Brass, Incorporated. This company has a
home-planning program which has been aimed at cooperation with local
planning and government agencies. In this plan noted architects and
engineers, designers, and planners are invited to submit plans and
recommendations that would make for better living.

Community development is only one method of community relations
which a business may use to identify itself as a good citizen in
the community. It is the method successfully designed and initiated
by Mr. C. A. Collier, Vice-President of the Georgia Power Company.
It was he who originally had the vision to realize that improving
the community meant security for the welfare of the company. The
methods by which the program was carried out, and its results, are
an inspiration and a direction for the preservation of our democratic
way of life.

METHODS USED IN STUDY

The methods used in the analysis of the Georgia Power's
Community Development Program are the following:

1. Interviews with the following company officers: Mr. Harlee Branch,
   President, Mr. C. A. Collier, Vice-President in charge of Sales,
   and Mr. C. M. Wallace, Jr., Sales Manager.

2. Extensive interviews with the following members of Community
   Development Staff: Mr. T. S. Davis, Jr., Director of Community
   Development Division, Mr. F. A. Hood, Field Supervisor, Mr. C. A. Mees,
   Industrial Consultant, Mr. B. S. Moss, Manager of Agricultural
Section, Miss Amanda Gippert, Director of Publicity, and Mr. Fred Starr, Community Development representative.

3. Extensive interviews with many other employees of the Georgia Power Company who are active in carrying out the program. Among these were District Managers, Local Managers, and Wholesale Town Representatives.

4. Observation of the Community Development Program in action by travelling extensively over the Georgia Power property with various members of the Community Development Staff. The author was able to sit in on Community Development meetings in which the company representatives and town citizens discussed the program's activity. In this way it was possible to observe the actual results of the program and to note the methods which the company representatives used in working with the people.

5. Extensive interviews with a representative number of the town citizenry in over twelve Georgia communities. The people interviewed included housewives, businessmen, school children, city officials, farmers, etc. In this way it was possible to gain the opinion and the reaction of many of those people who actually carry out the Champion Home Towns Contest activity.

6. Extensive research in the material made available by the Community Development Division. Such material included statistical data regarding the program's effect on the company, community, and state.
THE HISTORY AND PHILOSOPHY OF THE GEORGIA
POWER COMPANY'S COMMUNITY DEVELOPMENT PROGRAM

CHAPTER II.

The Community Development Program of the Georgia Power Company was started in 1944. In the seven years it has been in operation the company has spent several hundred thousand dollars in community development work for the people of its service area. To understand the philosophy behind this investment - that the company's welfare is inextricably interwoven with the welfare of the state - it is necessary, one, to realize the tremendous scope of the company's operation in the state, and two, to understand the problem which faced the people of Georgia at the time of the program's inception.

The scope of the company's operation...

The Georgia Power Company is the state's largest industry. Its electric distribution lines stretch all the way from the outskirts of Chattanooga on the Northwest to the vicinity of Jacksonville, Florida to the Southeast. The company serves an area of about 50,000 of the state's 59,000 square miles. Its customers constitute 87% of the population.

Georgia Power supplied the electrical needs of 588 communities, including over 386,000 homes and farms. It also supplies power to 37 REA cooperatives with more than 178,000 farm member customers and to 44 municipalities with more than 92,000 customers. The
company maintains 102 operating offices outside of its main headquarters in Atlanta.

The problem.

When the Georgia Power Company initiated the Community Development Program - a program which represented an effort to help cure the economic and social ills of Georgia - Georgia was recognized as one of the most prominent "economic problems" among the states. An examination of the conditions which prevailed in the state at that time will give added significance to the company's reasoning underlying community development.

In 1943, war production prosperity was evident in Georgia, as it was in most of the country. Many suspected, however, that this prosperity would not last. Past trends seemed to offer sound support for this opinion.

During and immediately after World War I, business in Georgia was abnormally stimulated - its total volume was greater than for any previous year; but, by the end of 1920, when postwar deflation hit the South, Georgia again felt the burden of economic despair. Cotton prices dropped - bank deposits were withdrawn - banks failed. Money, people, industries left the state to richer fields. For an indication of how things were skidding note figures regarding agricultural and manufactured goods on Page 13.
The dollar value of the state's agricultural products, exclusive of livestock, was about ... 
536,540,000 in 1919

It dwindled to roughly one-fourth ...
141,700,900 in 1939

In the same period the annual dollar value of manufactured products fell by nearly ...
16,000,000.

In ten years, the number of manufacturing plants in Georgia was reduced ...
4,609 in 1929
3,055 in 1939

Per capita income dropped in the same decade ...
from $329 to $290

As late as 1944, Georgia had only 4,111 beds in general hospitals, although the need was estimated at 14,000.

Complete lack of living facilities ...

The standard of living in Georgia during this depression era was as low as in any state in the union. Thousands of urban and rural dwellings were unpainted, weather-wrecked structures - all in

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4-5 U.S. Census of Agriculture
6 U.S. Census of Manufactures
7-8 U.S. Census of Manufactures
9 Survey of Current Business
poor repair and lacking even the simplest modern living conveniences. Business buildings, shops and stores, were little better. In most of the towns there was almost complete lack of social and recreational facilities, such as community houses, public playgrounds, swimming pools and club houses for young people.

A survey taken in 1941 in a typical Georgia county further indicates the negative conditions which existed in the state at that time:
61% of the dwellings were without a coat of paint;
24% were not ceiled;
25% had no window panes;
36% lacked screens;
37% were without cows;
35% did not fence their gardens against the neighbors' cattle.\(^\text{10}\)

The most disturbing symptom of the state's economic and social ill-health, however, was the loss of her young people. In 1920, there were approximately 1,150,000 rural youth in the 10 to 29 age group. By 1940, 680,000 - or 58.8% of this group - had left the state. (See Graph Page 66.)

It is not surprising that the people who remained in Georgia during the depression years did a very natural thing. They began to exhaust the natural resources in an effort to supplement their meager incomes. In doing this, they cut down the best timber and sold it for whatever they could get. They farmed the land on a one crop

\(^{10}\text{Raper, Alford, TENNANTS OF ALMIGHTY, McMillan, New York, June 1940.}\)
basis, and depleted the soil. The minerals which they dug out of the ground were sold as raw material. This, of course, added nothing to their value by manufacturing.

After World War II ...

In 1943 and 1944, Georgia faced the special problem of the exodus of its youth; but, at this time, there was a special opportunity to stem it.

During these war years Georgia had about 350,000 of its young people away from home serving in the armed forces. The question was, would these men and women come back to their Georgia towns? And if they did return would they stay? Or would they start a new migration from Georgia to fairer fields? A plan was definitely needed.

To summarize ...

The conditions outlined above constituted a vicious circle. They served to discourage industrial development, the one factor that could have done most to improve them. In the face of declining markets for manufactured products, and a shrinkage of the potential labor pool, industrial activity declined also.

Mercantile and service establishments - so dependent upon worker's incomes - naturally dwindled to a minimum. Those that remained, struggled for existence.

Georgia's lack of progress in the past, then, stemmed primarily from three fundamental factors:

1. A lack of economic opportunity, which encouraged the emigration of a very high percentage of the younger, more virile people.
2. Those who remained were forced to draw upon the "savings account" provided by nature in the form of fertile soils and great timber reserves. Consequently, the soils were depleted and destruction of much of the timber resources resulted.

3. Even the spending of the state's capital resources did sufficiently improve its low economic standards, as evidenced by the low per capita spendable income. Education, health, recreation, and other advantages were entirely inadequate because the people - and the state - could not afford anything better.

Clearly evident was the urgent need for some strong new force in Georgia life - a force that would arouse the citizens to a plan of action aimed at the betterment of the state.

It was reasoned that if the weakness of Georgia was reflected most glaringly in the small communities, wouldn't its economic salvation be found there, too? With this in mind the Georgia Power Company initiated its Community Development Program, the purpose being to insure the company's welfare by improving the state's welfare.
CHAPTER III.

THE COMMUNITY DEVELOPMENT PROGRAM – HOW
IT WAS STARTED, WHAT IT INVOLVES, AND
WHAT IT HAS ACCOMPLISHED

In the summer of 1944, the Georgia Better Home Towns Program (the name given to the Community Development Program) was carried to the people. To stimulate thinking, the Georgia Power Company sponsored a contest in which $5,200 in War Bonds were offered to Georgians who would send in their ideas on "Five Ways to Make My Community Better."

The response to this contest is best indicated by the number of letters – 7,027 of them – which came in. All of these letters contained ideas and concrete suggestions for the improvement of Georgia home towns.

The contest served its purpose of accomplishing the following:
1. It stimulated interest in Better towns.
2. It aroused the state to recognize its possibilities.
3. It helped make the people realize that their opportunities could slip away by not preparing immediately for whatever the postwar period may bring.

The most important result of the letter and essay contest was that it encouraged the Georgia people to draw their own pattern for Georgia Better Home Towns. To extract this pattern from the stacks
of letters which came in it was necessary to "mine" them for their information and to tabulate and analyze what was found. This job was undertaken by Doctor Raymond B. Nixon, Professor of Journalism at Emory University. Doctor Nixon was assisted in this project by a staff of 22 carefully selected readers.

The plan of the Better Home Towns Program

Though the Georgia Power Company has put a good deal of money into its Community Development Program, none of this money has been given to anyone except in the form of prizes on a competitive basis. Most of the expenditure has been for personnel to take the program to the people and for advertising and other promotional activities. So far as the communities are concerned, the program operates entirely on the basic principle of self-reliance and self-help.

The rule which the Georgia Better Home Towns Program has followed throughout is that - it doesn't attempt to do things for people - it encourages them to do things for themselves. As the reader will see in the following review of how the Better Home Towns Program operates, it has been based on a few simple but strong emotional appeals to the community and state pride of the citizens - their sense of shame, their desire to improve their standard of living and their position in life, their eagerness to create better opportunities for their children, their sense of personal pride and integrity.

The organization of the program in a typical Georgia town would be something like this. Assisted by representatives of the company,
community leaders would form a Better Home Town Committee. Using a detailed check list furnished by the company, they would then make a critical self-appraisal of their own to determine its most serious faults and deficiencies. This in turn would suggest various projects of first importance, and a sub-committee would be appointed to promote each one. In many communities the town hall idea has been adopted to enlist the widest possible interest and participation by the citizens.

Exhibit B page 67 is an example of a Champion Home Town Analysis Sheet. As indicated every phase of community life is covered in the manual's Analysis Sheet. It suggests, first of all, that Georgia towns need to clean up; that stores and homes could be painted; trees and flowers planted; littered streets swept regularly. Then the list continues to more ambitious things - to such projects as improved marketing facilities; more libraries; auditoriums; playgrounds; street and sidewalk paving; new or improved sewerage systems; more service establishments and small home-owned industries.

The general procedure in assisting a Better Home Town Committee is the following.

A company representative visits the town and makes an effort to determine what individual or group of individuals appear to be the leader or leaders there. This representative is
usually quite familiar with the town he visits because he is usually a part of the company personnel in the branch office which serves that town. After the representative has determined the community leadership he attempts to interest them in community betterment. This is usually done by showing them how the Georgia Power Company is willing to help them in any civic project they undertake. (A list of the services which Georgia Power offers in its attempt to promote community betterment will be explained in detail in the later body of this report.)

The company representative encourages the Better Home Town Committee to get as wide a community representation in its membership as possible. This is in keeping with the company's fundamental premise in their community betterment promotion - that is, to have as much mass participation and cooperation as is humanly possible in all community betterment activity. This is one of the strong points that the company urges the community to stress when it enters the Champion Home Town Contest. (This contest will be explained in detail in the later body of this report.)

To introduce the program to the public and implement its progress, the Georgia Power Company created a Community Development Division, composed of a staff of specialists working exclusively on the Better Home Town Program and related activities. In each of the six geographical divisions into which the company's service area is divided there was placed a community development
representative. As now constituted, the department includes a manager with headquarters in Atlanta, two research engineers, a field supervisor, the six division representatives, the manager of the industrial division, and the manager of the agricultural division. One member of the advertising department works exclusively on community development matters, and other members give the program part of their time.

At the local levels, a large number of other employees are extremely active in the program. This includes six division managers, six division sales supervisors, twenty-three district managers and seventy-three local managers. Also cooperating are nine wholesale town representatives, the manager of the rural division and six rural engineers, and approximately fifty members of the home service department and other personnel.

In the early days of the movement, when it was being introduced to the people of Georgia, personal contact was a particularly important mode of promotion. Company representatives addressed hundreds of gatherings and met with countless groups throughout the state.

A continuous program of newspaper advertising and widespread publicity have kept the program before the public. Radio has also been extensively used. Folders and frequent bulletins to the local committees have helped keep interest high. A series of booklets, issued from time to time, have provided local leaders with specific suggestions and step by step procedures: how to organize committees,
how to check community shortcomings, how to select objectives, how to recruit community-wide participation, how to accomplish the desired results.

Each year the company has sponsored a prize contest as a highly successful attention getter. For several years these affairs took the form of letter writing contests on community development subjects. In 1948 a different idea was tried. Instead of a competition among communities and was called the Champion Home Town Contest.

The Champion Home Town Contest...

In the Champion Home Town Contest the eligibles include any Georgia town under 20,000 located in the area served by the Georgia Power Company.

The object in the contest is to determine the towns that submit the best records of progress in a well-rounded program covering all phases of community betterment.

To insure fair competition among the towns, the contestants are categorized into specific population groups. These groups are the following:

One, towns under 750 population;
Two, towns 750 to 3,000 population;
and Three, towns 3,000 to 20,000 population.

The most important factors in granting the awards are the plans of action, the accomplishments, and the spirit of cooperation of the town citizens. These factors are usually brought out in a report which each town submits at the end of a Champion Home Town Contest.
These reports which are submitted for the scrutiny of the contest judges contain the following: how the projects were organized, the difficulties overcome, the improvements made, how the committees were organized, the extent to which the whole citizenry of the town cooperated, where the project money came from, and how it was raised.

The contest supervisors urge the contestants to document their accomplishments and activities as much as possible with "before" and "after" pictures and with newspaper clippings that review the town's work.

The judges in the contest are invited by each Division Headquarters of the Georgia Power Company to act for that area. These divisional judges select the best entries submitted in their areas and visit the towns so chosen, in order to be able to certify the accuracy of the selected Reports of Progress to the State Judges.

The reports recommended for participation in the State Competition will be thoroughly studied and weighed by five State Judges. These judges, who are chosen by but are not representatives of the Georgia Power Company, choose from entries submitted by Divisional Judges, all first, second, and third prize winners, as well as honorable mentions and certificates of achievement. The State Judges also select the Sweepstakes Winner.

The Sweepstakes is a new feature of the Champion Home Town Contest, having been started in 1951. All first prize winners in this and previous Contests are eligible for a Grand Champion prize
of $1,000 based on their accomplishments during the 1951 Contest period. These towns compete against each other regardless of population groups, although the size of a town and the resources at its command is given due value by the State Judges.

The awards in the Champion Home Town Contest amount to $8,950 in cash. The first three winners in each population group receive prizes of $1,000, $750, and $500 respectively.

All awards were made at banquets or suppers or barbecues, planned and worked out by the winning community. The Georgia Power Company paid the expenses for these affairs.

It may be of interest here to mention how the 1950 winning towns spent their cash awards. In all cases the people in the towns voted and expressed their wishes in this matter.

Franklin, Georgia, first prize winner in Group I, spent $850 of its $1,000 for recreational park equipment; gave $150 to the Mary Johnson Colored School for its recreational program. Dawson, Georgia, in Group II, spent $500 for public rest and dressing rooms at the City Playground; $250 for shrubbery for the hospital grounds; $250 for improvements at Carver High (Negro) School. Gainesville, in Group III, used the entire $1,000 toward their master city beautification plan.

Nicholls, second prize winner in Group I, bought a septic tank for the hospital kitchen with the $750 cash award. Arlington, Group II, bought $500 worth of equipment for the new community house; spent $250 for toilets and wash basins in the Arlington High (Negro) School. Toccoa, Group III, donated the money toward a building fund for a new library.
Avera, Group I third prize winner, applied the $500 award to the community house and gymnasium fund. Sylvania, Group II, gave $50 to the Negro Committee for a landscaping program; plans to spend the balance of $450 to create a shrubbery nursery to be used for city parks and drives. Statesboro, Group III, turned the entire $500 over to the Recreational Department to be used as necessary.

The honorable mention winners applied the $100 awards toward such things as: electric cardiograph machine, bookmobile, uniforms and instruments for the high school band. Two or three will use the money to stimulate interest in their participation in the 1951 Champion Home Town Contest.

From the beginning, the number of Georgia towns taking part in the Better Home Towns movement has exceeded 200. The first Champion Home Town Contest was entered by 209 communities, the second one had 266 towns competing, the third 282, and the fourth 256.

Results of Better Home Towns Program showing trends of Georgia's progress.

It was a basic assumption from the start of the Champion Home Town Contest that new businesses and industries would be attracted to better towns, to the ones of good appearance that offered desirable living conditions, a pleasant social atmosphere and adequate recreational facilities.

That this assumption is correct is borne out by the fact that in 1950 alone, 233 new manufacturing plants were established in the territory served by Georgia Power. These represent an aggregate capital investment of $18,400,000 and a combined annual payroll of
$14,000,000. They employ some 6,179 workers. They are mostly small plants, financed by local capital.

See exhibits C & D Pages 69, 70 to note Georgia's economic progress. (The Georgia Power Company claims to have only influenced this trend.)

In 1950, a total of 1,669 new service establishments were started; by service establishments is meant a wide variety of business places, including shoe repair shops, stores, printing shops, theatres, diaper services, laundries and businesses of this nature. These new establishments employ 6,112 workers, have an aggregate annual payroll of about $16,000,000 and a combined capital investment of over $33,400,000 for the year 1950.

These new industries and service establishments, totaling 1,902, provided employment for about 12,300 persons and provided a payroll of nearly $30,000,000.

It was mentioned earlier that Georgia's manufactured products decreased substantially during the bleak period up to 1939. The following are figures as to what has happened since then.

In 1939, the total value of manufactured products was only $677,400,000.

In 1949, it was twice that much - the total figure being about $2,580,700,000, according to the Blue Book of Southern Progress.

In 1939, Georgia's per capita income was a mere $290.

In 1949, it was $876 - an increase of 202% - whereas the national gain during the same period was only 147%.
Community Betterment Record.

(For 1950 Summary of Progress, see exhibit E page 71.)

The following is a review of what 280 towns accomplished in the 1950 Community Betterment Program:

245 clean up, paint up campaigns;
394 new recreational projects;
285 street and sidewalk improvement projects;
147 sewerage improvement programs and 102 public park improvements.

New schools and improvements to existing school buildings totalled 639 - and 50 community houses were constructed. Church improvements, including new churches, were 436 in number.

Georgia's youth moves in ...

Georgia is keeping - and bringing back - her young people. As previously mentioned, the migration in the past ten years was severe.

Now the trend is reversed:

<table>
<thead>
<tr>
<th>Year</th>
<th>Population</th>
<th>Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>1930</td>
<td>2,908,506</td>
<td></td>
</tr>
<tr>
<td>1940</td>
<td>3,123,723</td>
<td>7.4%</td>
</tr>
<tr>
<td>1950</td>
<td>3,433,190</td>
<td>9.9%</td>
</tr>
</tbody>
</table>

Industrial Section of the Community Development Division.

The Industrial Section of the Community Development Division is responsible, to an important degree, for the very substantial upswing in industrialization in Georgia.

Through study and analysis over a period of years, the
industrial department staff compiled a detailed record of Georgia's possibilities for many types of manufacturing. Available plant sites have been listed, with the advantages and disadvantages of each from the standpoint of labor supply, transportation facilities, raw materials, water supply and other factors. By means of personal visits and correspondence, the industrial section keeps in contact with businessmen considering Southern locations for manufacturing plants. Any prospect who visits Georgia to obtain first-hand impressions is conducted on a tour of available locations and all the problems and possibilities are thoroughly discussed.

On Page 74, Exhibit F there is a list of large new industries located in Georgia during 1950 - and previous years - through the efforts of the industrial development staff.

Store modernization activities.

The Community Development Division's store modernization program appeals to a merchant's civic or community pride - as well as to his desire for greater profit. The merchant is given material displaying the advantages offered by modern modernization methods. He is shown how to invest his remodeling appropriation to the best advantage, whether it is $100 or $10,000, and he is furnished suggested designs for store front remodeling. His floor space is blue-printed for the most effective displays, making it easier for the customer to select merchandise, and for store personnel to sell it with a minimum loss of time.
In addition, national trends in store planning and merchandising are made available, so the merchant may use this information as a yardstick for measuring the deficiencies and needs of his own business.

Exhibit G page 76 is an example of "Store Modernization Typical "Assists."

Agricultural development.

Hand in hand with the town improvement activity has gone the company's work in support of improved agricultural practices in Georgia. Realizing that Georgia is predominately an agricultural state, and that the welfare of the state is dependent upon a prosperous agriculture, the company expanded its Community Development Division to include an Agricultural agent, whose duties are to promote better farming practices. This agent is now Mr. Bud S. Moss.

Before setting up an agriculture promotional program to be carried on by the company, a study was made by contacting each agricultural department head in the state, as well as the company's Division Vice-Presidents and Sales Supervisors, and Agricultural Agents of civic groups and commercial companies. The purpose of this was to see what agricultural enterprises should be promoted that were not already being carried on by some other commercial activity.

It was the opinion of most of the agricultural leaders that the major changes to be brought about in Georgia's agriculture
would come through work done with the young farmers and youth organizations. They suggested diversified agriculture with emphasis on livestock production, in cooperation with the established agencies, such as County Agents, Vocational Teachers, Soil Conservation Service, etc.

In Georgia there are three young farmer and youth organization groups: the 4-H Clubs, 117,000 members; Georgia Future Farmers of America, 12,000 members; and Veteran Farm Training, 13,000 enrolled.

In setting up the agricultural promotional program, Mr. Moss went to the state leaders of each of these organizations and worked out with them the following program to be carried on by his organization and sponsored by the company.

The first activity that was started was the 4-H Club Hybrid Corn Production. The company selected twelve counties scattered over the state. Each county agent in those counties picked twelve 4-H Club boys to participate in this program. The Power Company furnished two bushels of local adopted hybrid corn seed for each of the twelve counties. This corn was divided equally among the twelve boys. Each boy agreed to plant one acre, using land, fertilizer and cultural practices recommended by the Extension Agronomy Department, and to keep a complete record to be turned in when the program was completed. The company, in addition to furnishing the seed, also furnished $60.00 for cash awards in each county.
A winter grazing contest.

The company also sponsored a winter grazing contest with the Georgia Future Farmers of America. The purpose of this contest is to bring to the attention of members and advisors of the Future Farmers of America the importance of producing winter grazing in a year-round pasture program.

In this contest the state is divided into four vocational districts; and the company puts up $250.00 for prizes to Future Farmers of America members and teachers doing the best job in winter grazing in each vocational district.

Year-round grazing contest.

The third agriculture promotional activity is a year-round grazing contest with the Veteran Farm Training enrollees. The purpose of this contest is to bring to the attention of Veteran Farm Training enrollees and their instructors the importance of year-round grazing.

Back to the farm program.

The fourth activity that the company has included in its agricultural promotional program is a back-to-the-farm program with the Georgia Electric Membership Corporations. In this contest, the company has worked out a joint program with the five Electric Membership Corporations located in Northwest Georgia and the County Agents of those nineteen counties wherein the company will furnish annually five bushels of certified seed wheat to be given as prizes.
to four Electric Membership Corporation members in each cooperative area.

The company also gives a prize to the farmer receiving the seed who produced the best acre of wheat. This program is designed to accomplish several purposes as follows:

1. Promote better relations between Electric Membership Corporations and their members.
2. Place better seed in the community.
3. Help County Agents demonstrate the use of certified seed.
4. Increase farmers' income.
5. Improve relations with the Electric Membership Corporations, their members and County Agents.

Other activities of the Agricultural Department.

The Community Development agricultural program also includes the following: attending district and state agricultural meetings, livestock shows and sales, farm demonstrations following new developments at the Experiment Station and Colleges of Agriculture, as well as participating in industrial surveys being made in the various counties throughout the state.

Participation in these Community Development agricultural programs has been large. In the most recent winter grazing contest 1,872 boys took part, and 9,824 veterans participated in the last year-round grazing contest.
Other ways in which the Georgia Power Company has encouraged the development of agriculture in the state are the following: a gift of $3500 mobile soil testing unit to the Georgia Experiment Station; donations totaling $15,000 to the state to finance agricultural research; and, the company's own large-scale conservation and reforestation projects on its own lands.

In an effort to bring the story of good grazing to farmers and farm boys, in 1950 Georgia Power produced a 16 mm color film, in cooperation with the Division of Vocational Agriculture of the State Department of Education. The film, "Georgia's Green Gold," includes the accomplishments made by winners in the Winter Grazing and Year-Round Grazing contests. It also shows proper methods of land preparation, and other desirable farming practices.

"Georgia's Green Gold," illustrates the advantages to be gained by developing good pastures: fields protected against erosion - more cattle, hogs, and dairy products going to market - more money for the farmer to buy better homes, more modern conveniences, newer farm equipment.

Advances in agriculture.

The agricultural section of the Community Development Division has accomplished a great deal in educating farmers to pay increased attention to yield-per-acre, better pastures, and improved quality of their produce. The following is a review of some of the program's
actual accomplishments and, also, the agricultural trends in Georgia. (See Pages 76, 79, 80, exhibits H, I, J for an indication of Georgia's agricultural trends.)

The 1950 4-H Club Hybrid Corn Production Program resulted in 113 boys getting an average yield of sixty-two bushels of corn to the acre - the highest county average being ninety-six bushels, the lowest forty-three bushels. The state average in 1950 was sixteen bushels.

The 1950 Winter Grazing Contest, promoted through the Future Farmers of America, resulted in more than 21,000 members planting a total of approximately 7200 acres of pastures. And during the Year-Round Grazing Contest 10,881 Veteran Farm Trainees planted 138,135 acres of land for this purpose.

The livestock industry now exceeds cotton production in Georgia. In 1949, the industry's cash receipts were valued at $166,200,000. In this same year cotton's figure for cash receipts was $99,100,000.

How other departments supplement the Community Development activity.

The company has a staff of twenty-four lighting specialists located throughout its geographical area. Their immediate and evident job is to promote better store and factory lighting through their work with merchants, architects and contractors. This is not the end in itself - however. Their final object is also more profitable store or plant operation, better looking stores and
better looking communities, and more business in those communities.

The home service staff, an organization of 49 women, works with residential customers in their homes, and conducts special group meetings.

The industrial power division, with a staff of fourteen, assists manufacturers to make the most efficient use of their service. New industrial applications of electricity are investigated and recommended.

The job of the industrial engineer is not merely to get more kilowatts of load on the lines, but to help make industry profitable, so that more industry will be created.

The rural and agricultural engineers, eight in number, work with farmers. Here again their purpose is not, primarily, to get electrical equipment in use, but to help make agriculture a paying occupation.

The company has a staff of 106 men and women engaged in the selling of appliances. While their primary job is to supply electrical merchandise, they also assist customers in other ways to make the best use of their service.

The program's affect on the company's profitability.

The Community Development Program has had a very direct effect on the company's increased profitability. In many respects the program has paid its own way in the amount of increased revenue which has accrued to the company since the program's inception.
The following summaries of progress through the years 1947 to 1950 will indicate the benefits received by both the company and the state since the program's inception.

Summary of Progress, 1947 ...

During the year 1947 a total of 540 new manufacturing plants were completed or were then under construction. They represented a capital investment estimated to be $40,446,000, and employed about 9,500 people, with an annual payroll of approximately $17,300,000.

Among the new industries established in 1947 were twenty-five plants with an estimated total capital investment of over 14 million dollars, and over 2,000 employees. Twenty other firms purchased sites for large plants. These facilities were designed to manufacture a wide variety of products including plastic from peanuts, paperboard, paint, leather, chemicals, textiles, glass, batteries, and food products.

These industries generally represented plants employing from two workers to three hundred people. This development was in line with the department's plan in 1947 of promoting small home-owned-and-operated industries processing local raw materials.

The department helped to acquire plant sites or buildings for sixty firms during this period and furnished information to many inquiries regarding available plant sites, labor supply, raw materials, markets, transportation facilities, power supply,
available buildings, and other data requested by prospective industries.

Summary of Progress, 1948...

In 1948 fifty-two large industries were established involving a total capital investment of over 8 million dollars. These gave employment to a total of 2,700 with an annual payroll of 5 million dollars. The total annual power revenue from those plants is approximately $275,000. In addition 286 small manufacturers were created together with 2,483 service establishments.

Summary of Progress, 1949...

Forty-one large industries were established during 1949. These plants involved a total capital investment of $5,500,000. They employed 1,662 with an estimated annual payroll of 3,507,000. The annual power revenue from these plants is approximately $165,000.

During this same year 210 smaller plants were established, with a total capital investment of $4,248,400. These plants have 2,625 employees, with an estimated annual payroll of $5,048,000. The annual power revenue from these plants is approximately $129,368.

Summary of Progress, 1950...

Sixty-four large industries were established in 1950. These plants involved a total capital expenditure of $15,670,000, and gave employment to approximately 5,000 people. The power demand
of these projects totals 11,386 KW with an estimated annual consumption of 42,794,000 KWH and a total annual revenue to Georgia Power Company of $454,208.

In addition to the large plants, 169 small industries were established during 1950. These have a total capital investment of $2,698,300 and approximately 1,215 employees.

Summary ...

There is no doubt that the $500,000 which the company has invested in the program since its inception has been money well spent. Between 1944 and the beginning of 1951 the number of customers increased 59 per cent. The amount of electricity sold jumped 66 per cent, with a revenue gain of some $29,000,000 or 81 per cent.

The preceding material in this chapter has outlined the influence which the Community Development Program has had on the growth of the company and the state. The following chapter will attempt to show how the company has benefited in increased good will which it has received largely as a result of its Better Home Towns activity.
CHAPTER IV.
THE COMMUNITY DEVELOPMENT PROGRAM
AND THE PUBLIC

The work of the Community Development Division has improved the welfare and greatly heightened the prestige of Georgia Power. Supporting evidence of this fact is presented in the following chapter. The author has included, one, quotes which have appeared in newspapers and various well known publications regarding the program, two, evidence of favorable public opinion toward the company as revealed in the record of the company's political activities, and three, the results of interviews which were had with differentpublics having received the attention of the Community Development Program.

In 1950, the company clipped more than 15,000 column inches of free publicity about the Champion Home Town Contest alone from the papers of Georgia. Their support - editorially and in news columns, and by personal participation in their own localities - has been widespread.

From 1944 through 1949, the Georgia Press devoted more than 35,000 column inches to the program. In July 1944, when the program was presented at the annual meeting of the Georgia Press Association, the members expressed their enthusiasm for it by later endorsing it by formal resolution.
In addition, special articles have appeared in national magazines - both general and trade - such as Reader's Digest, Coronet, Newsweek, Manufacturers Record, the Saturday Evening Post, Tennessee Valley Industrialist, Electrical World, and others. (see exhibit K, page 81.)

In July 1950, the United States Congressional Record published the story of the Georgia Power Company's Community Development work in Georgia. And the Georgia House of Representatives passed a Resolution commending Georgia Power Company for conducting the annual Champion Home Town Contest.

Georgia Power is generally regarded not simply as a business but as a progressive agency of the highest importance. In fact, the company is often referred to by Georgia citizens as the most constructive single force in Georgia.

The company has established a reservoir of good will with many prominent citizens of the state. On many occasions these citizens, who include manufacturers, merchants, newspapers editors, attorneys, and city and county officials, have come to the aid of the Georgia Power Company when called upon.

A few specific instances from the past and the present are given in the following paragraphs in support of the general statement that the company has the confidence and enjoys the good will of the people of the state.

No serious public power agitation ...

There has never been any serious public power movement
in the Georgia Power Company area. During the 1930's the federal government followed a policy of promoting municipal power plants through PWA loans and grants.

No towns in Georgia sought such a plant, even though the PWA offered 45 per cent of the cost as a gift and financed the remainder of the obligation.

No city in Georgia has sought TVA service, although the northwestern part of the state is adjacent to the TVA area. Several communities in this section own their distribution systems and buy power at wholesale from the company. They could have had TVA power (assuming the transmission lines were built) merely by transferring their business from one wholesale supplier to the other.

Contract with Department of Interior ...

In August, 1948, the Georgia Power Company signed a contract with the Department of the Interior to purchase the entire output of the Allatoona Dam, near Cartersville. The dam has just been completed by the U.S. Army Corps of Engineers, and the first delivery of power occurred at the end of January, 1950.

The output of the dam will average approximately 157,000,000 kilowatt hours a year and the company will pay approximately $1,000,000 a year for this energy. The contract is subject to the provisions of the Flood Control Act of 1944, which gives preference in the sale of power from federal developments to
public bodies and cooperatives.

However, no preference customer has appeared to ask for direct service from the government, though several municipal distribution systems and REA cooperatives are within 30 miles of the power house.

**Supply REA cooperatives in South Georgia**

During 1949 the Georgia Power Company entered into an agreement to provide the REA cooperatives and municipalities in the territory of the Georgia Power and Light Company with plentiful low-cost electric power for their present needs and future growth. The Georgia Power and Light Company operates in a group of counties along the Florida border but lacks sufficient generating capacity to meet the full power requirements of the area.

Under the terms of the agreement the Georgia Power Company supplies to the Georgia Power and Light Company an amount of electrical energy equal to the requirements of the municipal and cooperative customers at a low wholesale rate of 6.5 mills per kilowatt hour. The Power and Light Company in turn sells an equivalent amount of energy to the municipalities and cooperatives at a markup in price only sufficient to cover handling charges and line losses.

The six REA cooperatives and five wholesale municipalities in the area of the Georgia Power and Light Company have received large reductions in rates as a result of this agreement. The
amount of energy supplied is approximately 3,500,000 kilowatt hours a month.

**Municipal partnership agreements** ...

The question of franchises is one which presents continuing problems to electric companies. The Georgia Power Company has worked out a partnership arrangement with its communities which should settle the franchise problem, except for a few minor instances, for many years to come. Of the 338 incorporated communities served by the company 336 have accepted the new agreement. Nearly all of these agreements are of indeterminate length.

While the company is the largest taxpayer in Georgia, it is not required to pay any special taxes; it is not subjected to any punitive levies. It pays taxes only on the same basis as other citizens.

**No opposition to rate increase** ...

During 1948 the company requested a general increase in its electric rates. Although the hearing was widely advertised, there was substantially no opposition at the hearing before the Georgia Public Service Commission.

Cordele is the only town in the state which ever built a municipal (county-owned) plant after the company had undertaken to serve it. This action was the result of a situation which
already existed and did not develop under the Georgia Power Company. On the other hand, publicly-owned generating plants have been scrapped by scores over the last 30 years. Except for the Crisp County (Cordell) plant, there is not a generating plant producing for public consumption anywhere in the Georgia Power Company area — except those of the company itself.

What the people are saying ...

During the course of this study the author attended many of the community development meetings which the company held in various communities in Georgia. A review of the author's observations and interviews at some of these meetings will indicate the favorable attitude which the people have toward the company and its program.

Before a community development program began there was usually a great deal of conversation about everything from each other's families to activities in the community. It wasn't unusual to hear one of the town citizens invite a company representative to his home for a visit or, perhaps, to go hunting or fishing.

The meetings were conducted informally and in a folksy atmosphere. Oftentimes the town people had their sons or daughters at the meeting with them. And on many of these occasions the youth worked out plans with the adults to gain the high school's cooperation in community development work.

Very often a meeting would be interrupted by spontaneous discussion or inquiry.
For example, one lady spoke up at a meeting in Blakeley, Ga., and asked, "Am I correct in hearing you say that the Georgia Power Company will provide us with plans for a recreation park — absolutely free of charge!

"That's right, Mam," replied the company representative.

"Well, I think that's wonderful." remarked the lady.

When a meeting was half over some of the townspeople usually served coffee or cokes and cookies. At this time it was possible for the author to circulate freely among the people and engage them in conversation. The following are some of the questions which the author asked. The answers reported here are typical of the answers received at many meetings which the author attended.

**QUESTION**

Was there much community development work carried on in the town before it entered the Better Home Towns contest?

**ANSWERS**

1. "Well, there was some. But nobody was too excited about it."

2. "Yes, there was a little. But it was too spotty. We do much more now that we're organized."

3. "We were doing our best. But we never seemed to get much done until we started competing in the Better Home Towns contest."
QUESTION
Do you think the townspeople enjoy participating in the Community Development Program?

ANSWER
1. Yes, I'm sure they do. Many of them complain a lot about how other people fail to do their share. But I notice they keep coming back each year to do their part.
2. Yes. We all enjoy seeing our town become a better place for our children to grow up in.
3. "We sure do. The town never seemed to be alive until we joined the Better Home Towns contest. Now everybody's busy — and having a lot of fun, too!

QUESTION
Do you feel that you've become better acquainted with the Georgia Power Company since your town entered the Better Home Town Contest.

ANSWERS
1. "Yes. Until I met Mr. Herrick and Mr. Hood, I only thought of the company when I paid my bill. (Mr. Herrick and Mr. Hood are both community development representatives of Georgia Power.) Now I think of the company as a partner in an effort to do something for our community and the state of Georgia.
2. "Well, yes, I think so. Of course I only know Mr. Herrick and a few others in Georgia Power. But I think they're mighty fine people."
3. "Yes, I sure do. The company seems more like a neighbor to us now.

At the end of these meetings one of the townspeople usually spoke for the group in thanking the Georgia Power representatives for their interest. The following remarks, which the author recorded verbatim, are typical of the remarks overheard at the close of each meeting.

1. "We are glad to have our friends from the Georgia Power Company with us today. And we certainly appreciate the assistance they have given us in our efforts to make our community a Champion Home Town.

2. "We have enjoyed having with us today representatives of one of the finest citizens in the state of Georgia, the Georgia Power Company."

3. A typical remark overheard at a very small and informal meeting was, "Nice to have seen you people, Frank. Come see us again soon."

**Good will beyond evaluation ...**

The good will of the people, reflected in the quotes recorded in this chapter, may not appear as an item on the company's balance sheet. It may not be shown as such in the earnings statement, or in the prospectus, but in the final analysis it is one of the company's most valuable assets.

This good will is not just something which the company imagines
for purposes of self-gratification. It is not something which the company attributes to itself. On the contrary, it is expressed time and again by others. It did not just happen but came about as the reward of hard work, imagination, unselfishness, and the willingness to be an inseparable part of the state and its communities.
CHAPTER V.

REASONS FOR THE PROGRAM'S SUCCESS

The factors which have determined the success of the Georgia Power Company's Community Development Program may be best revealed in the answers to the following questions.

1. How is the program organized?
2. What techniques do the employees use in handling the people they work with?
3. Why are the citizens of Georgia willing to cooperate with the company in improving their home towns?
4. Why are the employees enthusiastic about carrying out the program?

The conclusions to these questions are only the observations of the author; and, they need not be construed as applicable to all types of community development.

How the program is organized ... (see organization chart page 86)

The program's organization has been an important factor in the program's success because it has permitted teamwork, frequent contact with the people, and a clear understanding of the program's policy.

As previously mentioned there are 173 employees officially active in the program. The important thing to note, however, is the relationship of the Community Development staff to the company, the relationship of each individual on the staff to each other, and what
part each individual plays in the carrying out of the program. On the following page is a chart which shows the structural design of the Community Development division and its relationship to the company.

The company is divided into six divisions. Within each of these divisions is a representative who works exclusively on community development. He is assisted in his work by the district managers, local managers, and wholesale town representatives within that area. These men do not work exclusively on community development; but, a great deal of their time is directed towards this activity.

The division representative is responsible for community development in all towns within his division; while the district managers are only responsible for the towns within their districts. This works out very well in that it shares the responsibility, and also, encourages close contact with each town. Another advantage of this set-up is that the representatives are able to exchange valuable information regarding the program, the town, and the people.

As the organization chart will indicate there is also a field representative who reports directly to the head of the Community Development Division. His job is much the same as the division representative except that he visits each town in all six divisions. The value of his job is twofold. First, he is able to get a clear picture of how community development is progressing all over the state; and secondly, he is able to inform the division representatives, district managers, and local managers as to what other people are
doing elsewhere in this activity.

It becomes obvious why the policy making level of the Community Development Division is able to have a clear picture of the whole program. First, their personnel is placed in such a way that they are able to get an immediate estimate of the public's reaction to their program. Secondly, through a systematic plan of meetings the company is able to effectively disseminate their information, and also, keep interest alive. These meetings are worth special mention here, because they are one reason that the staff has been able to function effectively as a team.

Several times each year there is a general meeting of the Vice-President in charge of Sales, the head of the Community Development Division, the sales supervisors, and the wholesale town representatives. At this time there is a discussion of the program's policy and progress, and also a report of any new ideas, opinions, or reactions regarding the program. Oftentimes there is a guest speaker present to discuss a subject of related interest to community development; such subjects may be in the fields of juvenile delinquency, landscaping, industrial development and others.

Plus the general meetings there are several divisional meetings each year. Present at these are the division Vice-President, the Community Development representative, the sales supervisors, the district managers, and the wholesale town representatives.
At this point it is best to discuss the methods in which these meetings are carried out because it will give an insight into the techniques which the employees use in handling the people.

The employees' technique of handling the people ...

The employees' success with the people is largely due to:
1. their attitude towards their work and the town,
2. their sincere friendliness with the people,
3. the informality with which they handle their human relations, and
4. their knowledge of the people with whom they are dealing.

The employees approach the people with the sincere desire of helping them, and with absolutely no intention of pressuring them. They make it clear that they are there to offer their assistance wherever it is needed, but only when it is desired.

The employees' contacts in the town are generally very friendly and informal. This relationship has come about through a purposeful effort to get to know the citizens. For this reason, the employees have been generally successful with the leadership which has emerged in the town's promotion of community betterment.

There is no set pattern for a community development meeting; because, it has been shown that what will create interest in one town may not necessarily work in another. At all times the employees emphasize the fact that community betterment is beneficial to the Georgia Power Company as well as to the community.
Why the citizens of Georgia cooperate ...

The company's program has received an interested response among the townspeople for a number of reasons. Briefly, the more important ones are: (1) good planning, (2) effective leadership within the communities, (3) citizens' interest in improving the state, and, (4) enjoyment of feeling useful in a service capacity.

The company's plan is good. It is broad enough to have a wide appeal; and, it is specific enough that the people are able to find direction in it.

The successful leadership in the communities is as much due to the initiative of the people as it is to the techniques which have been used in encouraging them to participate.

The leadership emerges in various ways; sometimes, the chairman and his committee heads are elected by popular choice in a general meeting. Other times, the leadership group is self-appointed. It all depends on how the townspeople choose to organize.

Almost every Georgia citizen is conscious of the standard of living problem in the state. Many are intensely interested in doing something about it. Part of this interest is due to their pride in the state; but, much of it is due to the fact that these people, like others, are interested in seeing their youth grow up in a healthy environment.

It is reasonable to believe that many people enjoy the feeling of usefulness that comes with being civic minded. It was noticed that many of the Georgia townspeople welcomed the opportunity to
be of service. For some it was the first chance to display their creative talents.

Why the employees are enthusiastic...

It is interesting to understand why the employees have been receptive to the idea of carrying on community development. (It will be remembered that in many cases this program imposed a great deal more work on the company's personnel.) Some of the more important reasons are traceable to the following: (1) good employee relations, (2) the program as a method of improving their relations with the public, (3) clear understanding of the company's policy, and, (4) realization of the fact that what helps the company will help them.

A basic premise in any good community relations program is, of course, good employee relations. This is the case with Georgia Power. It was noticed that the employees trust the company entirely, and sincerely believe that the company is concerned with their best interests. Inasmuch as the employees have no reason to believe that the company will 'put anything over on them,' there is every reason for them to believe that the company's promotion of the Community Development Program is of the highest intentions.

Every employee likes to work for a company that is recognized as a good company to work for. Georgia Power employees are no different. They realize that what is good for the company is good for them. As one district manager put it, "If the people don't
like my company, I can't do my job right; and, when that happens, the company can't reward me as well."

Many of the employees who have frequent contact with the public welcome the program as a method of improving their public relations. In essence, it makes their job easier.

One of the most important factors regarding the employees' acceptance of the program is that they have a clear understanding of the company's policy. That is "TO BE A GOOD CITIZEN WHEREVER WE SERVE." The employees have confidence in the fact that this policy is sincerely followed in the higher echelons of management as well as in the lower ranks. This is the utmost importance, because it eliminates any reason for an employee to think he is being 'used.'

The above reasons for the program's success are the conclusions of the author as he saw the program in operation. Much of the emphasis has been on attitudes, basic appeals, strong policy, good plan, and sound organization. - The most important fact, however, is that the program has served a need. Because of this the company has not always had to sell its program; it has sold itself.
CHAPTER VI

PROBLEMS WHICH CONFRONT THE PROGRAM'S OPERATION

An important concern which sometimes confronts the company in its promotion of the Champion Home Town Contest is the renewal of leadership in the program's activity. Very seldom is there a lack of interest to participate in the community betterment plan; but, occasionally there is the problem of replacing those who have previously given of their time and energy in the program's promotion.

The problem seems to lie in the fact that the same individuals in (some) communities are continually called upon to promote the activity. As a result there is sometimes a tendency for the usual leaders to get tired. The replacement problem is thus accentuated by the fact that these people are oftentimes the only ones who have received the opportunity to be leaders. This concern is a serious one when realizing that the program's success is often directly proportionate to the quality of the community's leadership.

It is reasonable to believe that the above problem is partially due to the methods in which the community development program is organized within the town. As mentioned, it is the company's policy to encourage the townspeople to organize in any way that seems best for them. This approach is quite sound in that it eliminates any feeling that 'the company is trying to
tell them how to run their business; but, it does not necessarily insure that the communities will organize in the most democratic manner.

Sometimes the Champion Home Town Activity is promoted by one civic organization. Other times it is led by a group of responsible citizens who have taken it upon themselves to organize the activity. Even though wide representation and participation are encouraged in both of these methods, the communities frequently are aware of only those leaders who initiated action from the beginning.

If the problem lies in the failure to produce enough leadership, is it not reasonable to believe that the solution exists in a method that will encourage more leaders to come to the front? The following is a possible solution which offers a method of encouraging a more democratic selection of leaders. It is not presented as a method which is workable in every case; but, it does have potentialities which have proven useful to the companies which have used it. It is called the Clinic System.

Briefly, the procedure used in the Clinic System for organizing community development activity is as follows. A company representative interests a group of townspeople in the idea of community betterment. These people are encouraged to interest others. Eventually a series of meetings are planned which are representative of the town. Here the audiences hear about the idea behind community development
and are asked to write down the things which they think would improve
the community. They are given special cards for this purpose.

If the individual so desires he can pledge his services
to a committee designed to deal with the things which he has
written down concerning community betterment. This can be done
by signing the card in a space reserved for this purpose. After
the cards are collected the suggestions are categorized under
specific classifications, such as, City Beautification, Recreation,
New Industry, etc.

The next step is to form committees of those who have pledged
themselves to work on some particular phase of community betterment.
The committee on which a person is placed will depend on what he
previously suggested on the card which he signed and handed in.
This is one way of getting people to work on projects of their own
choosing.

Eventually each committee meets and elects a chairman.
After this all of the committee chairman meet and elect a general
chairman. In this way the entire leadership is brought to the
front in a democratic manner.

The real advantage of the Clinic System is that it gives
more people a chance to publically express their ideas regarding
their particular interests in community betterment.
Chapter VII
FUTURE IMPLICATIONS OF COMMUNITY DEVELOPMENT

The Georgia Power Company has proven the invaluable worth of community development as a phase of public relations. Webster has defined public relations as "the activities of an industry ... or other organization in building and maintaining sound and productive relations with special publics ... and the public at large, so as to adapt itself to its environment and interpret itself to society."

It is obvious from this definition that the value of a program cannot be measured in terms of business alone. The program must also have a relative value to the publics it affects, and more broadly, to the society in which the business exists. Hence, it will be wise to review how the company's Better Home Towns Program has affected the company, the people of Georgia, and the state. Also it would be pertinent to determine what significance the program has to the welfare of the country, and even, to the world.

Value to the Company ...

As was brought out in the previous chapters of this study, the program has very definitely increased the profitability of the company. In the words of A. C. Collier, Vice-President in Charge of Sales and Community Development for Georgia Power, "the program has more than paid its way." Mr. Collier was not thinking entirely of cash profits due to increased sale of k.w.h. when he made this statement; he was thinking also of the values which have accrued to the company due to the program's affect on its employee relations,
and particularly its good will.

Two very important factors affecting an employee's satisfaction in his job are, (1) he must believe that other people consider his company a *good company* to work for, and (2) he must see a relationship of his job to the company's operation as a whole, to the community, and even to the country. In many respects the Community Development Program has brought these satisfactions to the Georgia Power employee. He is aware and proud of the fact that his company is favorably regarded by most of the citizenry; and, he is able to feel a great deal of satisfaction in realizing the program's value to the communities and the State of Georgia.

As a result, the company has generally profited by an increased employee efficiency due to increased employee morale; and, it has definitely saved money due to the company's relatively small amount of labor trouble and low rate of labor turnover.

It is difficult to evaluate the increased good will which has been gained through the program. However, suffice it to say that the company's favorable public relations have had a substantial effect on (one), the exclusion of public power in Georgia, and, (two), the regulatory bodies which have permitted the company to raise its rates when it needed to do so.

Lastly, it could be said that the company's general overall operation has benefited in that the company has become more familiar with the problems and *needs* of the people it serves.
Value of program to people of Georgia...

The material ways in which the program has benefited the people in the communities of Georgia have already been touched upon. Equally important, however, are the intangibles which people are enjoying, such as feelings of usefulness and self-reliance. Perhaps these things should be mentioned in the program's value to the country: because, it is these qualities which are the fibers of a strong and healthy society.

People living purposeful, productive lives are usually happy people. The activity of the Better Home Towns Program has offered many Georgia citizens a better opportunity to understand and participate in their environment. In doing this the company has contributed a valuable advantage to its customers, and resultingly, has had the benefit of doing business with a more satisfied person.

Value of program to state...

When listing the benefits which have accrued to the people of Georgia through the efforts of the company's program, one has automatically listed the advantages received by the state. As a partial result of the program Georgia is enjoying the progress which results from a more active citizenry, and an increased standard of living due to more industries, better farming, etc. Most important, however, is the fact that both the company and many of the state agencies enjoy the advantages of working together in the promotion of activities, such as agricultural and industrial development. This sort of cooperation is not only a contribution to the
increase of the state's welfare, but also, an important example of private interests and government interest working in harmony.

Value to country ...

It is axiomatic that what is good for the people and states is good for the country. This can be developed a bit, however, by examining the program's significance in relation to our economy, and particularly our democratic form of government.

As mentioned earlier the program has encouraged self-reliance. It is the author's conviction that this is one of the most important contributions of the Better Home Towns activity.

It was on the basis of self-reliance that our free-enterprise system and democratic form of government have grown strong. It is this quality which will keep them strong. When our people become less self-reliant our economy is losing its most vital force. Also, as self-reliance diminishes the complexion of our government must automatically change. A democracy will grow weaker. Whatever takes its place will grow stronger.

It has been pointed out that the program has enabled the company to become a part of community life in Georgia. The importance of this is twofold. First, it has proven that industry can be humanized. That is to say it has not yet grown so complex and immense that it cannot 'adapt itself to its environment and interpret itself to society.' This facility may ultimately determine the survival of the free-enterprise system. Secondly,
by strengthening the community it has by that much strengthened the country.

It is fairly obvious that healthy communities produce better voters, laborers, and leaders. An indication that our present representatives of government are largely a product of the small urban community is best revealed in an analysis of the 79th Congress. It showd that "one third of the House came from home towns of less than 5,000 people, and one third of the Senate from towns less than 7,500; half of the House came from places smaller than 18,000, and half of the Senate from places smaller than 22,000." Even though many of these congressmen and senators may have larger cities within their districts, the affect of their home environment upon their thinking is profound and must be considered by anyone interested in the national outlook. For this reason programs such as the Better Home Towns Activity will continue to have a potent influence in our national affairs.

While realizing the importance of the small urban community in the American way of life, our population trends indicate an alarming neglect of these areas. In 150 years the percentage of America's population living in cities has risen from 5.1 per cent in 1790 to 56.5 per cent in 1940; more than one third of our population is now in cities larger than 50,000 people.

Trends such as these indicate that America's small communities are growing weaker in our country's growth. The Georgia Power Company was one of the first members of big business to recognize the danger of this. It is attempting to do something about the problem through its community Development Program.

The community improvement plans as discussed in this study are only an indication of the increasing emphasis which business is placing on community development as a phase of community relations. The decentralization of industry will continue to make community relations more important. As industry moves from the congested industrial areas of the metropolitan cities into the smaller urban communities it is important that the people there think well of it. Community development is one method a business may use to introduce itself to a community on a grass roots level, and thus identify itself as a constructive and interested citizen there.

The Georgia Power's Better Home Towns Program is an example of successful community relations on a large scale. It has been shown how such a program can have an important effect on the company, the community, and the country. Its most important aspect for purposes of this study is that it demonstrates the ability of the free enterprise system to integrate itself into community life while still continuing to produce more and better goods for the world.
EXHIBITS

(Beginning Next Page)
1920 RURAL-FARM POPULATION
AGE GROUPS 10-29 YEARS IN
PERCENT LOSS BY MIGRATION 1920-1940
EXHIBIT B

ANALYSIS SHEET
FOR A
CHAMPION HOME TOWN

This questionnaire is designed to facilitate a quick, broad, over-all analysis of a community's resources and assets (or their lack) by the General Committee. It is intentionally non-technical; it is not something which requires the assistance of professional experts. Instead, it is for use by citizens of the community in making their own study of local conditions.

The 5 Star Goals of a CHAMPION HOME TOWN are:

* - ATTRACTIVE EMPLOYMENT
** - PROMISING OPPORTUNITIES
*** - COMFORTABLE LIVING CONDITIONS
**** - MODERN SCHOOLS AND GOOD CHURCHES
***** - PLEASANT RECREATIONAL AND SOCIAL FACILITIES

NAME OF TOWN_________ COUNTY_________ POPULATION_________

NAME OF MAYOR_________ NAME OF CITY MANAGER, IF ANY_________

DATE STUDY IS BEGUN_________ DATE COMPLETED_________ CHAIRMAN OF COMMITTEE_________

1 If you were a stranger passing through your town for the first time, would you say that its general appearance is:

Attractive - a Home Town to boast about? ______ Shabby and rundown? ______ Enterprising and alert? ______

Unprogressive and unambitious? ______ A town with a future? ______
A town that is slipping back? __ A Fine ________
or Poor ________ place for young persons to settle
down and start their own business?

(Perhaps you may prefer to postpone
filling in the above questions until after you have completed the rest of
this study.)

1. PUBLIC SQUAR ES AND PARKS

a. Are they attractive with shrubbery, grass and
   flowers? ______

b. Are they kept clean and well-trimmed?_____

c. Do they provide well-painted benches to sit on?_____

d. Are public restrooms provided?____ Are they clean
   and sanitary?____
## EXHIBIT C

### NEW MANUFACTURERS

<table>
<thead>
<tr>
<th>Year</th>
<th>Number</th>
<th>Employees</th>
<th>Payroll</th>
<th>Investment</th>
</tr>
</thead>
<tbody>
<tr>
<td>1946</td>
<td>570</td>
<td>18,719</td>
<td>$31,912,000</td>
<td>$58,461,300</td>
</tr>
<tr>
<td>1947</td>
<td>540</td>
<td>9,500</td>
<td>17,300,000</td>
<td>40,446,000</td>
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<tr>
<td>1948</td>
<td>338</td>
<td>5,864</td>
<td>10,105,000</td>
<td>15,019,700</td>
</tr>
<tr>
<td>1949</td>
<td>251</td>
<td>4,287</td>
<td>8,555,520</td>
<td>10,528,400</td>
</tr>
<tr>
<td>Total:</td>
<td>1,699</td>
<td>38,370</td>
<td>$67,872,520</td>
<td>$124,455,400</td>
</tr>
<tr>
<td>1950</td>
<td>233</td>
<td>6,172</td>
<td>14,001,460</td>
<td>18,368,300</td>
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<tr>
<td>Total:</td>
<td>1,932</td>
<td>44,549</td>
<td>$81,873,980</td>
<td>$142,823,700</td>
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</table>

### NEW SERVICE ESTABLISHMENTS

<table>
<thead>
<tr>
<th>Year</th>
<th>Number</th>
<th>Employees</th>
<th>Payroll</th>
<th>Investment</th>
</tr>
</thead>
<tbody>
<tr>
<td>1946</td>
<td>1,531</td>
<td>5,800</td>
<td>$9,338,000</td>
<td>$20,620,000</td>
</tr>
<tr>
<td>1947</td>
<td>2,374</td>
<td>9,000</td>
<td>17,000,000</td>
<td>32,000,000</td>
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<tr>
<td>1948</td>
<td>2,483</td>
<td>7,369</td>
<td>15,146,000</td>
<td>30,689,900</td>
</tr>
<tr>
<td>1949</td>
<td>2,273</td>
<td>8,177</td>
<td>19,265,135</td>
<td>43,738,928</td>
</tr>
<tr>
<td>Total:</td>
<td>8,661</td>
<td>30,346</td>
<td>$60,749,135</td>
<td>$127,048,888</td>
</tr>
<tr>
<td>1950</td>
<td>1,669</td>
<td>6,112</td>
<td>15,970,910</td>
<td>33,402,850</td>
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<tr>
<td>Total:</td>
<td>10,330</td>
<td>36,458</td>
<td>$76,720,045</td>
<td>$160,451,738</td>
</tr>
</tbody>
</table>

**GRAND TOTAL** 12,262 81,007 $158,594,025 $303,275,438

Source: As reported by the Community Development Representatives in Georgia Power territory

## DOLLAR VALUE

### MANUFACTURED PRODUCTS

#### STATE OF GEORGIA

<table>
<thead>
<tr>
<th>Year</th>
<th>Value</th>
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</thead>
<tbody>
<tr>
<td>1939*</td>
<td>$677,402,657</td>
</tr>
<tr>
<td>1949**</td>
<td>2,580,700,000</td>
</tr>
</tbody>
</table>

Source: *U.S. Census of Manufacturers
**Blue Book of Southern Progress
### EXHIBITS D

### PER CAPITA INCOME PAYMENTS

<table>
<thead>
<tr>
<th>Year</th>
<th>Georgia</th>
<th>United States</th>
</tr>
</thead>
<tbody>
<tr>
<td>1930</td>
<td>$274</td>
<td>$596</td>
</tr>
<tr>
<td>1932</td>
<td>189</td>
<td>380</td>
</tr>
<tr>
<td>1934</td>
<td>245</td>
<td>420</td>
</tr>
<tr>
<td>1936</td>
<td>298</td>
<td>531</td>
</tr>
<tr>
<td>1938</td>
<td>280</td>
<td>509</td>
</tr>
<tr>
<td>1939</td>
<td>290</td>
<td>539</td>
</tr>
<tr>
<td>1940</td>
<td>317</td>
<td>575</td>
</tr>
<tr>
<td>1942</td>
<td>510</td>
<td>876</td>
</tr>
<tr>
<td>1944</td>
<td>762</td>
<td>1,161</td>
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<td>1946</td>
<td>794</td>
<td>1,212</td>
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<tr>
<td>1948</td>
<td>919</td>
<td>1,387</td>
</tr>
<tr>
<td>1949</td>
<td>876</td>
<td>1,330</td>
</tr>
</tbody>
</table>

**% Increase 1949 over 1930**

- Georgia: 220%
- United States: 123%

**% Increase 1949 over 1939**

- Georgia: 202%
- United States: 147%

EXHIBIT E
COMMUNITY DEVELOPMENT DIVISION

SUMMARY OF PROGRESS
(as reported by the staff in the territory)

YEAR OF 1950
(in more than 286 towns)

<table>
<thead>
<tr>
<th>Project</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Airports (New)</td>
<td>6</td>
</tr>
<tr>
<td>Athletic Fields (New)</td>
<td>35</td>
</tr>
<tr>
<td>Athletic Field Lighting</td>
<td>40</td>
</tr>
<tr>
<td>Churches (New)</td>
<td>89</td>
</tr>
<tr>
<td>Church Improvements</td>
<td>847</td>
</tr>
<tr>
<td>Civic Clubs Organized</td>
<td>76</td>
</tr>
<tr>
<td>Clean-up and Paint-up Programs</td>
<td>245</td>
</tr>
<tr>
<td>Club Houses (New)</td>
<td>36</td>
</tr>
<tr>
<td>Club Houses (Remodeled)</td>
<td>48</td>
</tr>
<tr>
<td>Commercial Buildings (New)</td>
<td>1,061</td>
</tr>
<tr>
<td>Commercial Buildings (Remodeled)</td>
<td>550</td>
</tr>
<tr>
<td>Community Houses (New)</td>
<td>14</td>
</tr>
<tr>
<td>Dwelling Units (New)</td>
<td>28,205</td>
</tr>
<tr>
<td>Electric Distn. Improvements</td>
<td>286</td>
</tr>
<tr>
<td>Fire Stations (New)</td>
<td>17</td>
</tr>
<tr>
<td>Fire Equipment Added</td>
<td>78</td>
</tr>
<tr>
<td>Government Buildings (New)</td>
<td>27</td>
</tr>
<tr>
<td>Government Buildings (Improved)</td>
<td>50</td>
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<tr>
<td>Gymnasiums (New)</td>
<td>18</td>
</tr>
<tr>
<td>Hospitals and Clinics (New)</td>
<td>42</td>
</tr>
<tr>
<td>Hospitals and Clinics (Additions)</td>
<td>36</td>
</tr>
<tr>
<td>Hotels (New)</td>
<td>3</td>
</tr>
<tr>
<td>Hotels (Remodeled)</td>
<td>34</td>
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<tr>
<td>Industrial Development Corps. Formed</td>
<td>17</td>
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<tr>
<td>Manufacturers (New)</td>
<td>233</td>
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<tr>
<td>Municipal Improvement Laws Enacted</td>
<td>79</td>
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<tr>
<td>Park Improvement Programs</td>
<td>102</td>
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<tr>
<td>Parking Facilities (Improved)</td>
<td>79</td>
</tr>
<tr>
<td>Playground Facilities (New)</td>
<td>82</td>
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<tr>
<td>Playground Facilities (Improved)</td>
<td>136</td>
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<tr>
<td>Sanitary Facilities Provided</td>
<td>86</td>
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<tr>
<td>Schools Built - White (New)</td>
<td>36</td>
</tr>
<tr>
<td>Schools Built - Colored (New)</td>
<td>23</td>
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<tr>
<td>School Additions - White</td>
<td>143</td>
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<tr>
<td>School Additions - Colored</td>
<td>60</td>
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</table>

(cont. page 72)
EXHIBIT E (con't.)
COMMUNITY DEVELOPMENT DIVISION
SUMMARY OF PROGRESS
(continued)

School Facilities Improved - White 194
School Facilities Improved - Colored 83
Service Establishments (New) 1,669
Sewerage Improvements 147
Sidewalk Paving and Extensions 136
Stores (New) 574
stores (Remodeled) 1,063
Street Beautification Programs 121
Street Improvement Programs 151
Street Lights Added 3,139
Street Markers Added In 71 Towns
Supervised Recreational Programs 67
Swimming Pools (New) 16
Tourist Courts (New) 47
Tourist Courts (Additions) 46
Water Supply System Improvements 155

SEPTEMBER, 1944 THROUGH DECEMBER, 1950

Paint-up, Clean-up Campaigns 1,109
Recreational Projects 1,682
Street and Sidewalk Improvement Projects 1,109
Sewerage Improvement Projects 510
School Improvement Projects - (including New Schools) 1,582
Community Houses Constructed 297
Park Improvement Projects 502
Church Improvements - (including New Churches) 1,458
Improved Parking Facilities 254
Hospital and Clinics (New or Expanded) 280
Industrial Development Corporations Formed 41
New Hotels and Motor Courts 230
Highway Associations Formed 6
Municipal Improvement Laws Enacted In 216 Towns
New Public Buildings Erected In 86 Towns

(con't. page 73)
<table>
<thead>
<tr>
<th>Year</th>
<th>Champion Home Town Contest</th>
<th>Entries</th>
<th>Finished</th>
</tr>
</thead>
<tbody>
<tr>
<td>1948</td>
<td></td>
<td>206</td>
<td>159</td>
</tr>
<tr>
<td>1949</td>
<td></td>
<td>256</td>
<td>211</td>
</tr>
<tr>
<td>1950</td>
<td></td>
<td>282</td>
<td>230</td>
</tr>
</tbody>
</table>
EXHIBIT F
NEW LARGE INDUSTRIES IN GEORGIA

<table>
<thead>
<tr>
<th>Year</th>
<th>Industries</th>
<th>Approximate Capital Investment</th>
<th>Employees</th>
<th>Estimated Annual Payroll</th>
</tr>
</thead>
<tbody>
<tr>
<td>1944</td>
<td>27</td>
<td>$3,424,000</td>
<td>2,323</td>
<td>$2,982,620</td>
</tr>
<tr>
<td>1945</td>
<td>11</td>
<td>26,200,000</td>
<td>9,150</td>
<td>15,540,000</td>
</tr>
<tr>
<td>1946</td>
<td>23</td>
<td>42,180,000</td>
<td>11,405</td>
<td>20,330,000</td>
</tr>
<tr>
<td>1947</td>
<td>24</td>
<td>4,140,000</td>
<td>2,120</td>
<td>3,328,000</td>
</tr>
<tr>
<td>1948</td>
<td>52</td>
<td>8,135,000</td>
<td>2,129</td>
<td>5,001,000</td>
</tr>
<tr>
<td>1949</td>
<td>41</td>
<td>5,580,000</td>
<td>1,562</td>
<td>3,507,000</td>
</tr>
<tr>
<td>1950</td>
<td>64</td>
<td>15,670,000</td>
<td>4,964</td>
<td>12,234,000</td>
</tr>
<tr>
<td>TOTAL</td>
<td>242</td>
<td>$105,329,000</td>
<td>34,353</td>
<td>$62,022,620</td>
</tr>
</tbody>
</table>

The above includes such industries as:

Name
- Deering Milliken Co.
- American Cyanamid Co.
- Durkee Famous Foods
- Virginia Carolina Co.
- Funkhouser Co.
- Textron Southern, Inc.
- Bateman Frozen Foods Co.
- Eastman Kodak Co.
- Lilly Tulip Cup Co.
- Knox Metal Products Co.
- International Furniture Co.
- M. T. Stevens & Sons
- Ford Motor Co.
- General Motors Corp.
- Pittsburgh Plate Glass Co.
- Armstrong Cork Co.
- U. S. Envelope Co.
- American Thread Co.
- Clark Thread Co.
- Ralston Purina Co.

Product
- Textiles
- Bauxite
- Oleomargarine
- Paper Bags
- Mica
- Rayon Fabric
- and Garments
- Food Processing
- Film Processing
- Paper Container
- Trailers
- Furniture
- Woolens
- Car Assembly
- Car Assembly
- Paint
- Insulation Board
- Paper Products
- Spools
- Thread
- Feed

Location
- Thompson
- Halls Station
- Macon
- Atlanta
- Hartwell
- Hartwell and
- Royston
- Macon
- Atlanta
- Augusta
- Waynesboro
- Cornelia and
- Madison
- Dublin and
- Milledgeville
- Hapeville
- Doraville
- Atlanta
- Macon
- Chamblee
- Waynesboro
- Albany
- Macon

(con't. page 75)
EXHIBIT F (con't.)
NEW LARGE INDUSTRIES IN GEORGIA

<table>
<thead>
<tr>
<th>Name</th>
<th>Product</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>Richardson Co.</td>
<td>Plastics</td>
<td>Newton</td>
</tr>
<tr>
<td>United Motors Co.</td>
<td>Auto Equipment</td>
<td>Atlanta</td>
</tr>
<tr>
<td>G. H. Mead Co.</td>
<td>Kraft Paper</td>
<td>Macon</td>
</tr>
</tbody>
</table>

Plant sites or buildings have been acquired or contracted for by the following concerns:

- Ely Walker Co.
- G. H. Mead Co.
- Rayonier Co.
- Graton & Knight Co.
- Crown Cork & Seal Co.
- Owens Illinois Glass Co.
- Lockheed Aircraft Corp.
- Dairypak
- Knox Glass Co.

<table>
<thead>
<tr>
<th>Name</th>
<th>Product</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ely Walker Co.</td>
<td>Textiles</td>
<td>Lafayette</td>
</tr>
<tr>
<td>G. H. Mead Co.</td>
<td>Paper</td>
<td>Rome</td>
</tr>
<tr>
<td>Rayonier Co.</td>
<td>Rayon Pulp</td>
<td>Brunswick</td>
</tr>
<tr>
<td>Graton &amp; Knight Co.</td>
<td>Tannery</td>
<td>Albany</td>
</tr>
<tr>
<td>Crown Cork &amp; Seal Co.</td>
<td>Bottle Caps</td>
<td>Atlanta</td>
</tr>
<tr>
<td>Owens Illinois Glass Co.</td>
<td>Glass</td>
<td>Atlanta</td>
</tr>
<tr>
<td>Lockheed Aircraft Corp.</td>
<td>Airplanes</td>
<td>Marietta</td>
</tr>
<tr>
<td>Dairypak</td>
<td>Paper Containers</td>
<td>Athens</td>
</tr>
<tr>
<td>Knox Glass Co.</td>
<td>Glass</td>
<td>Griffin</td>
</tr>
<tr>
<td>Company Name</td>
<td>Action</td>
<td></td>
</tr>
<tr>
<td>--------------------------------------------------</td>
<td>------------------------------------------------------------------------</td>
<td></td>
</tr>
<tr>
<td>Bailey Furniture Company</td>
<td>Furnished drawings for complete layout of interior and new partition. Recommended changes to front and designed sign for exterior of building. Assisted in arranging merchandise for opening.</td>
<td></td>
</tr>
<tr>
<td>Tippens Appliance Company</td>
<td>Discussed and made recommendations for installing demonstration kitchen. Furnished display manual.</td>
<td></td>
</tr>
<tr>
<td>Roswell Sales and Service Company</td>
<td>Discussed arrangement and made recommendations for improving arrangement.</td>
<td></td>
</tr>
<tr>
<td>The DeKalb Company</td>
<td>Furnished complete floor layout and drawings on special display installations. Designed sign for exterior on building.</td>
<td></td>
</tr>
<tr>
<td>Alverson Home Supplies</td>
<td>Discussed proposed changes and furnished display manual.</td>
<td></td>
</tr>
<tr>
<td>Freeman Furniture Company</td>
<td>Discussed proposed installations for display of major appliances and to relieve crowded conditions.</td>
<td></td>
</tr>
<tr>
<td>Economy Auto Store</td>
<td>Called and discussed proposed changes and new installations. Display manual and drawings furnished.</td>
<td></td>
</tr>
<tr>
<td>Day Home &amp; Auto Supply Co.</td>
<td>Discussed arrangement and advised changes to improve appearance.</td>
<td></td>
</tr>
</tbody>
</table>
EXHIBIT G (con't.)

STORE MODERNIZATION

TYPICAL "ASSISTS"

Western Auto Store
Killedgeville

Furnished complete floor layout for new store and special drawings and models for construction of new display fixtures.

Laurens Hardware Company
Dublin

Planned appliance department and made changes to improve flow of traffic through store.

Firestone Store
McRae

Furnished drawings for new display tables and other fixtures. Catalogs for display materials.
## EXHIBIT H

**GEORGIA AGRICULTURAL PRODUCTS (1919-1939)**

**VALUE OF PRODUCTION**

<table>
<thead>
<tr>
<th></th>
<th>1919</th>
<th>1939</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total (Less livestock)</td>
<td>$536,541,509</td>
<td>$141,707,000</td>
</tr>
<tr>
<td>Cotton Lint and Cottonseed</td>
<td>$356,506,928</td>
<td>$51,513,000</td>
</tr>
<tr>
<td>Livestock, Cash Receipts</td>
<td>66.4%</td>
<td>36.4%</td>
</tr>
<tr>
<td>(Not Available)</td>
<td></td>
<td>24,249,000</td>
</tr>
</tbody>
</table>

**Source:** *U.S. Census - 1920
**U.S. Census - 1940*

### DOLLAR VALUE

**Manufactured Products**

**STATE OF GEORGIA**

<table>
<thead>
<tr>
<th>1919 (Approximately)</th>
<th>1929</th>
<th>1939</th>
</tr>
</thead>
<tbody>
<tr>
<td>$593,250,000</td>
<td>690,446,164</td>
<td>677,402,657</td>
</tr>
</tbody>
</table>

**Source:** *U.S. Census of Manufactures by
U.S. Department of Commerce*
# EXHIBIT I

**GEORGIA AGRICULTURAL PRODUCTS (1939-1949)**

## VALUE OF PRODUCTION

<table>
<thead>
<tr>
<th></th>
<th>1939*</th>
<th>1949*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total (Less Livestock)</td>
<td>$141,707,000</td>
<td>$429,600,000</td>
</tr>
<tr>
<td>Cotton Lint and</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cotton Seed</td>
<td>$51,513,000</td>
<td>$99,100,000</td>
</tr>
<tr>
<td>Cotton Percentage of Total</td>
<td>36.4%</td>
<td>23.0%</td>
</tr>
<tr>
<td>Livestock Cash Receipts</td>
<td>$24,249,000</td>
<td>$166,200,000</td>
</tr>
</tbody>
</table>

Source: *U.S. Census 1940

**Blue Book of Southern Progress**

<table>
<thead>
<tr>
<th>1939*</th>
<th>1949*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Corn</td>
<td>$28,854,000</td>
</tr>
<tr>
<td>Cotton Lint and</td>
<td></td>
</tr>
<tr>
<td>Cotton Seed</td>
<td>$51,513,000</td>
</tr>
<tr>
<td>Cattle</td>
<td>$3,958,000</td>
</tr>
<tr>
<td>Peanuts</td>
<td>$12,581,000</td>
</tr>
<tr>
<td>Tobacco</td>
<td>$12,522,000</td>
</tr>
<tr>
<td>All Others</td>
<td>$32,279,000</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>1939*</th>
<th>1949*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Livestock Cash Receipts</td>
<td>$141,707,000</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>1939*</th>
<th>1949*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Livestock Cash Receipts</td>
<td>$159,956,000</td>
</tr>
</tbody>
</table>

Source: *U.S. Census 1940

**Blue Book of Southern Progress**
EXHIBIT J

FARM MECHANIZATION

STATE OF GEORGIA

<table>
<thead>
<tr>
<th>Year</th>
<th>Farm Population</th>
<th>No. Tractors</th>
</tr>
</thead>
<tbody>
<tr>
<td>1920</td>
<td>1,680,000</td>
<td>2,200</td>
</tr>
<tr>
<td>1925</td>
<td>1,546,000</td>
<td>5,000</td>
</tr>
<tr>
<td>1930</td>
<td>1,410,000</td>
<td>8,000</td>
</tr>
<tr>
<td>1935</td>
<td>1,406,000</td>
<td>8,000</td>
</tr>
<tr>
<td>1940</td>
<td>1,360,000</td>
<td>9,000</td>
</tr>
<tr>
<td>1945</td>
<td>1,015,000</td>
<td>25,000</td>
</tr>
<tr>
<td>1950</td>
<td>1,025,000</td>
<td>52,000</td>
</tr>
</tbody>
</table>

On the average, a tractor will displace 3 to 4 farm workers.

Source: Georgia Agricultural Extension Service, Economy Department.
EXHIBIT X

PUBLICITY QUOTES

The following are excerpts from various well-known publications which indicate that the company's Community Development Program is widely recognized by the public as a contributor to the improvement of the State's welfare:

From Trends, May 1951. - "A Plan to Better Home Towns"

In Georgia the people of some 250 communities have lost all complacency in their attitude toward the Georgia Power Company. They have come to look upon the company as a partner in a continuing cooperative effort to improve the social and economic life of their communities. And the company has established its cooperative community program as a sound investment that pays dividends by maintaining and expanding the market it serves.

Ladies' Home Journal, June 1951. - "Better Home Town" by Margaret Hickey

Statesboro today is a changed town — a tribute to the men and women of the community who volunteered their time, thoughts and money to make it such a fine place to live that in 1950 Statesboro was awarded third prize in the Georgia Power Company's Champion Home Town contest. Take the downtown section. Store fronts have been remodeled. Ten new, modern motels and tourist homes have been built — and the town now boasts at least four clean, attractive restaurants. In four years, five miles of city streets have been paved — as much as had been done altogether before then — and three miles of new sanitary sewer lines were laid, one third of these in the Negro section.

The Saturday Evening Post, November 11, 1950. - "New Glamour for Old Home Towns" by Harriette Burson

The start of this state-wide community rivalry came when Charles A. Collier, a utility executive, decided that the thing his native Georgia needed most was a nice constructive civil war.... He thought it should start at home. So he got his firm, the Georgia Power Company, to sponsor the organization of Better Home Town Committees throughout the state, and to offer annual cash prizes

(con't. page 82)
for the town that improved themselves the most. One hundred fifty-nine towns entered the first Champion Home Town in 1948.

Typical of the dividends produced by the contests is the Municipal Trailer Park which helped Camilla, population 4000, win its 1949 title. Visitors are mildly pleased to find this convenient parking spot for their auto-appendages. But when they discover it's all for free - rest rooms, hot showers, water and electricity - their cries of joy can be heard over in Alabama. Camilla got all this good will for $1,000. Five hundred persons made contributions averaging two dollars and the cost-free park was built.

_The Georgia Clubwomen_, October 1949. - "Build a Better Community Contest" by Mrs. Hiram Cole Houghton

Clubwomen living in the fine communities of Georgia are a step ahead of the clubs in the other states in the Build A Better Community Contest because the Georgia Power Company has carried on a similar contest in your state on Community Levels for several years, which has been so successful and has already made you community-conscious. In my drive through your beautiful state I have seen some of those towns that have won prizes and honorable mention, and I want to congratulate both you and the Georgia Power Company for such a worthwhile project so beautifully carried out in the state. I looked with amazement at the results of these marvelous developments in community life, tangible and intangible of making Georgia a better place to live.

_The Red Barrel_, October 1949. - "They Moved Main Street" by Charles A. Collier

As one of the 266 communities in the Power Company's Champion Home Town Contest, Alma has a number of constructive projects going on or programmed, the committee chairman said. One of the most important is a city-wide beautification and clean-up drive, which will include planting of trees and shrubs on main thoroughfares......Other projects include a $75,000 high school ANNEX, two new buildings

(con't page 83)
for automobile agencies, further extension of water mains, development of the high school football field and enlargement of the gymnasium.

The Christian Science Monitor, November 12, 1948. - "Private Utility in Georgia Keys Wide Economic Gain"

Just as TVA and the extension services have given impetus to community development in Tennessee, the Georgia Power Company has taken an active part in the Georgia Community Development Program, which began in 1944 and now has been adopted by 209 Georgia towns, which compete for an annual prize for self-improvement.

The main compulsion behind the Community Development Program was not a concern to keep so many cotton spindles, sawmills, steel plants, or marble quarries in operation. It was primarily an undertaking to keep more of 'the state's most priceless resources' - its young men and women - in the state.

Load, October 1947. - "Making Georgia A Better Place to Live"
by Dudley E. Brewer

State agencies, the newspaper and private industry are all working individually to raise the economic level of the Georgia people, a salient feature of the whole movement being the Community Development Program of the Georgia Power Company. This program, in fact, is the only area-wide instrument that carries the aims of the movement into action.

Woman's Home Companion, June 1947. - "Communities on the March"

Building Better Towns: Two hundred and twenty-five Georgia communities, all small towns, are engaged in a "Let's Build a Better Town" campaign - cleaning up, painting up, starting new industries and going after others. ... ... ... it is a practical plan for progress that could be adopted by any town.

Coronet, April 1947. - "Perry, Georgia Leads the Way" by Carol Hughes

Perry's idyllic idleness was shattered in June 1944, when an unassuming, obscure man arrived in town... He is Charles A. Collier, Vice President of the Georgia Power Company... He devised a plan for (Perry's) salvation -- a simple plan called "Georgia's Better Home Towns Program.

Pathfinder, July 17, 1946. - "Better Towns for Georgia"

Down in Georgia, in the heart of the South, an experiment in better living is going on that Georgia leaders are convinced will

(con't. page 84)
someday pull the state out of the doldrums.

Called the Better Home Towns Program, the experiment already is producing results.

**Dixie Business**, Spring 1946.

Two hundred and fifty Georgia communities, each acting on a basis of local initiative, are engaged in the Better Home Towns Program, which seeks to improve their living and business conditions by practical, down-to-earth means.

**Advertising Age**, November 5, 1945.

Georgia Power Company has already captured the interest of prospective newcomers to that state with its two-fold program to help local communities improve their own areas — called the Better Home Towns plan — and to show the post-war advantages of Georgia to future residents and industries.


Georgia, principally under the leadership of a "heartless, absentee-owned corporation", the Georgia Power Company... has launched a determined campaign to make the state attractive enough to hang on to its returning service folk and their hundreds of millions of dollars.

**Clay Pipe News**, October 1944. — "Georgia Sets a Pattern"

Editors Note: Georgia Power Company has done it again. The organization which for so long led the nation in appliance sales, which was pioneer in the work of bringing new industry to its state, which has been in the forefront of every conceivable civic activity wherever it could serve.... and, which as a result ceased to be the whipping boy of local politics, has started a new activity. Here's the story from closeup. It points a moral. It points a way. It has started something along the lines Southern Advertising and Publishing has been preaching ever since the War turned the corner and headed toward readjustment." The reference here is to the company's Better Home Towns Program.

The merit of the Better Home Towns Program is evidenced by the comments made about it by Georgia leaders. 'It seems to me', declared Ellis Arnall, governor of Georgia, 'that this is a most workable down to earth, simple proposal which will materially benefit the
the state by improving the cities and towns of Georgia. I desire to congratulate the Georgia Power Company upon its enterprise in developing and putting across the proposal which will appeal to the civic consciousness of our municipalities.
ORGANIZATION CHART
of the
COMMUNITY DEVELOPMENT DIVISION

VICE PRES. IN CHARGE OF SALES

SALES MANAGER

MANAGER COMMUNITY DEVELOPMENT DIV.

CONSULTANT

PUBLICATIONS

STORE MODERNIZATION

SECRETARY

DEALER LIASON

MGR. INDUSTRIAL SECTION

FIELD SUPERVISOR

MGR. AGRICULTURAL SECTION

LOCAL REPRESENTATIVES

SIX RURAL ENGINEERS

SIX RETAIL AREAS

NINE WHOLESALE TOWN REPS.
BIBLIOGRAPHY


PUBLICATIONS OF LEARNED ORGANIZATIONS

(1) Big Business from the Viewpoint of the Public, a study of a socio-economic institution in terms of the public's perceptions. Information and attitudes based on a national survey conducted in October 1950. Published by Public Affairs Group, Survey Research Center, Institute for Social Research, University of Michigan, Ann Arbor, 1951.


UNPUBLISHED MATERIALS