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(Ferguson/Gershowitz)
July 29, 1992
DALTON
Draft Three

PRESIDENTIAL REMARKS: SHAW INDUSTRIES
DALTON, GEORGIA
MONDAY, AUGUST 3, 1992
9:00 A.M.

Thank you for that kind introduction.

(Acknowledgments)

It's great to be in Dalton. // ((I think you know why I've come here today. I want to make sure I'm first in line when Catamount tickets go on sale.))

I've come for another reason too. As Americans prepare for the global economy, Dalton offers a glimpse into the future. Dalton takes challenges and reinvents them as opportunities. With the flexibility of companies like Shaw, with the know-how and talents of your chemists and maintenance mechanics and designers, Dalton shows America the face of the 21st century. Dalton shows the way.

Carl Rollins, Shaw Ind

In the history of your industry you find a parable of American progress. It starts simply -- families selling hand-tufted bedspreads they made themselves, out on Highway 41, Peacock Alley. It continues with the sprawling factories that sprung up after the war, rolling their carpets into homes and offices in every corner of America. And it continues today -- with an industry retooled by high technology, a workforce more highly skilled than ever before, and a marketplace as big as the world.

Fact Sheet on Peacock Alley

"Local News" Article: 4-20-92

The story has important lessons -- lessons about how America grows and prospers. This election year, those lessons couldn't be more timely. The question today is not can America compete in the new global economy. I know // and you know // we can. The question is how -- how do we stay number one -- how do we create jobs for every American, and create opportunity for our children.

Some people say: let the government do it. But government doesn't create jobs -- people do. Government doesn't provide opportunity -- hard work does. Look around. This company -- this industry -- wasn't built by some congressional subcommittee. It was born and built right here in Dalton -- where free men and women took the risks and reaped the rewards. CONFIRM CARL ROLLINS, SHAW IND.

That's a lesson we shouldn't forget this election year. When you get down to it, leadership is about trust. Many times, in the White House late at night, the phone rings. Usually it's a young aide double-checking the next day's schedule. But occasionally, it's another voice -- more serious, solemn -- carrying news of a coup in a powerful country, or asking how America should stand up to a bully halfway around the world. The American people need to know that the man who answers that phone has the experience, the seasoning, the guts, to do the right thing.

That's trust in the traditional sense, but this election year we need to remember that trust is even more than that. Trust runs both ways. You need a leader you can trust, but you also need a leader who trusts you.

I spent half my adult life building a business, creating jobs / meeting a payroll. Out in west Texas, I watched towns and cities and businesses bloom from those dusty plains, and I learned this: what keeps America growing is the drive and enterprise of Americans themselves. In America a leader must trust the people he leads. And that means putting people before government.

Now, there are others -- the government-first crowd -- who take a different view. Most of them have spent their lives in government. So I guess it's not surprising: they think the way to get America moving is to make government bigger, fatten up the public payroll, then raise your taxes to pay for it.

I've been coming up against the government-firsters for three-and-a-half years. I'll give you an example: health care. All of us want health care reform, and I've put forward a comprehensive plan to fix the system -- without bringing it under government control.

But the government-firsters advocate something called "Pay or Play" -- a plan for government-run health care that would slap a new 7 percent payroll tax on workers and employers. Maybe that makes sense to people who've spent their lives in government. But anybody who's tried to build a small business -- in fact, anybody who's spent a day waiting in line at the DMV -- knows the government has no business playing doctor. Nationalized health care would be a national disaster.

Andy Ferguson

And you see the same difference in today's most pressing issue -- the economy, jobs. Last January, I put forward a common-sense plan to help American businesses create new jobs right now. More than half a million jobs would have been created since February -- if Congress had passed my plan.

Used in previous speeches, stated by Baskins office

But that's not what happened. Congress took my plan, tossed it in a bottom drawer, and sent me back a tax increase.

That's right: a tax increase. Now think about it: Already, here in Georgia, you have to work 123 days just to pay your taxes. 123 days. Correct me if I'm wrong -- but I don't think you want to make it 124.

Confirmed "paul" the tax foundation

So I told the Congress: don't even think about it. I vetoed their plan -- because the last thing this country needs -- the last thing you need -- is a tax increase.

March 20 '92

Again, it's a question of trust: I think Americans know better than any budget planner in Washington how to spend and save the money they earn.

I told Congress: Try again. Now, 187 days after I sent them my plan, I'm still waiting. Apparently, the only thing Congress wants to try is the patience of the American people.

(188) 189

Today, I say again to the Congress: We need those half a million jobs. Don't hold the American economy hostage to politics. Vote for my economic recovery program, and let Americans get back to work -- now!

That short-term plan is important, but we've got to do more, today, to make sure America continues to lead the world tomorrow.

Let me give you another example -- one that's vitally important to your industry. For three years I've worked to keep America the leader of the global economy. The day is long past when you could sell carpeting in the 50 states and leave it at that. New markets are opening up in Guadalajara, in Santiago, in Jakarta. And I want Americans to get there first.

Andy F.

The key is trade -- tearing down the barriers that keep American products out of world markets, so American businesses can create jobs here at home.

Now, it's not an easy task. If you want America to lead the world, America needs a leader who knows the territory. You need a leader you can trust to hammer out a good deal when the negotiating gets tough. But you need even more: you need someone who trusts you -- someone who knows that Americans are the most productive, most competitive workers the world has ever seen -- who knows all you need is a chance to show your stuff.

Look at the facts: We are the largest exporter in the world. Over the last three years, our exports have increased $100 billion dollars -- a 31 percent increase. Here in Georgia, exports have doubled in three years. And a lot of that growth has been in this industry. Last year alone, carpet exports increased 54 percent.

KENT BARKER, COMM, INTERNATIONAL TRADE ADMIN

KENT BARKER, COMM, 377-4058

JOHN MENNIS, DEPT OF COMM

That success has been good for the carpeting industry -- and good for America. But I won't stop there. Right now, we're close to reaching a historic trade agreement with Mexico. Together with Canada, we'll create a $6 trillion market -- one of

FACT SHEET, NAFTA AGREEMENT

the largest trading areas the world has ever seen, from the northern reaches of Canada to the southern tip of Mexico. I can't give you the square footage, but you can be sure: that's a lot of carpet.

Now it may be hard to believe, but the government-first crowd -- the special interests and their clients in Congress -- they look at these barriers falling, see these remarkable opportunities opening up, and they say: Hold everything. They say: the challenge is too great, the odds are too long. They say: America can't compete.

Well, I say: America will compete, and America will win.

Already some of the government-firsters want to block our free trade agreement with Mexico. You see, they may say they want change, but when it comes to creating new American jobs by opening new markets, change is the thing they fear most of all.

Here's another fact for them: foreign trade supports the jobs of 153,000 Georgians. And here's my pledge to you: I won't let them endanger a single one of those jobs by cutting off trade. Let them worry and whine: I will fight for open markets, because that means more jobs here in Dalton, and in every state of our country. Let them run this country down -- let them focus on what's wrong with America. I'm going to do what's right for America.

That's what leadership is -- that's what trust is. I will fight for open markets because I know that Americans can out-work, out-think, out-compete anyone, anytime, anywhere.

ANDY F. hand-written Note on the back of CNI Fact sheet

~~Paste~~ PASSED ALONG by D. Walters, USTR

SEE other HANd-Written F. sheet

I'd like to bring these pessimists down to Dalton, to see this town, this industry. The people who want to put government first might discover they've got nothing to fear from American workers -- and that American workers have nothing to fear from competition.

I'd like them to hear about your "Education is Essential" program, or see Shaw's G.E.D. program in action. When the changing economy demanded a better-educated workforce, Dalton didn't wait. Your businessmen and community leaders and workers met the challenge. The government-firsters might learn something: this is one workforce that'll beat the pants off any competition.

Factsheet "Education is Essential" 1st page

Factsheet From Shaw Ind

That's the lesson of Dalton. You didn't fear the future, you shaped it. Your industry didn't retreat from foreign markets; you conquered them. And -- miracle of miracles -- it happened without a single industrial planner from Washington telling you what to do.

That's why I say Dalton gives us a glimpse of the 21st century. America will continue to lead the world, Dalton will still reign as the world's carpet capital, if America has a government that knows its limits -- and if America has a leader who trusts ... who has faith in the people he leads.

Thank you for the chance to visit with you. God bless you and God bless the United States.

###

July 8, 1992

PATHWAYS TO PROSPERITY
BUILDING NORTH GEORGIA'S ECONOMIC FUTURE

This report serves as an update to the Overall Economic Development Plan adopted by the NGRDC Board of Directors in September 1988. Part I focuses on the "Overview of North Georgia's Economy", updating trends related to employment and income.

PART I

Employment Trends

Employment by sector demonstrates that manufacturing is still the predominant employment base for the region, generating 38,226 jobs in 1990. Total job creation in North Georgia grew by 28,244 between 1980 and 1990, a healthy 49% increase. Examining growth rates by sector indicates the highest percentage of growth occurred in services (102%) during the same time period. However, manufacturing added the most number of jobs (8,138). ~~The only decline was seen in mining, losing 73 jobs~~. Agriculture and forestry shows a significant increase (82%) - this is due to the amount of horticulture business activity in Cherokee County rather than any increase in farming. Retail trade, finance/insurance/real estate, wholesale trade, construction, and transportation/public utilities all grew by more than 68% while manufacturing increased by 27%. Retail trade and services added 5,754 and 5,099 jobs respectively between 1980 and 1990, indicating that the regional economy is becoming more diversified.

NORTH GEORGIA EMPLOYMENT BY SECTOR
1980, 1990

Industry	1980	1990	Number	% Change
Agriculture	324	588	264	81.5
Mining	644	571	-73	-11.3
Construction	2,050	3,446	1,396	68.1
Manufacturing	30,088	38,226	8,138	27.0
Transp/Public Utilities	1,629	2,767	1,138	69.9
Wholesale Trade	2,609	4,629	2,020	77.4
Retail Trade	6,738	12,492	5,754	85.4
F.I.R.E.	1,466	2,549	1,083	73.9
Service	4,995	10,094	5,099	102.1
Fed Govt	457	624	167	36.5
Local Govt	6,212	9,037	2,825	45.5
State Govt	918	1,398	480	52.3
Non-classified	79	32	-47	-59.5
TOTAL	58,209	86,453	28,244	48.5

Source: Georgia Department of Labor.

Unemployment figures for 1991 show the North Georgia Region (5.2%) to be somewhat higher than the state average (5.0%). Cherokee and Whitfield were the only counties with unemployment rates lower than the state. Pickens County experienced the highest rate (8.9%) followed by Murray (7.9%). Pickens County is still recovering from a loss of two major industries in 1989-90. Unemployment rates for 1991 were generally lower than in 1990, with the exception of Murray County. Since there were no major plant closings in Murray, the rise in the unemployment rate is only conjecture at this point. One possibility is the large influx of Tennessee residents into Murray County recently. Some of the rural Tennessee areas near the Georgia border had to close schools due to a lack of operating funds. Many of these Tennessee residents have turned up in the Murray County schools, social service agencies and public health department.

UNEMPLOYMENT RATES
NORTH GEORGIA COUNTIES AND THE STATE
1987 - 1991

County	1987	1988	1989	1990	1991
Cherokee	3.9%	5.1%	4.9%	4.4%	4.0%
Fannin	7.5%	10.1%	8.5%	7.4%	6.7%
Gilmer	5.9%	6.2%	7.3%	6.8%	6.2%
Murray	5.5%	6.3%	6.6%	7.2%	7.9%
Pickens	4.4%	8.4%	12.3%	10.0%	8.9%
Whitfield	4.6%	5.3%	5.3%	4.9%	4.9%
NGRDC	4.7%	5.8%	5.9%	5.4%	5.2%
Georgia	5.5%	5.8%	5.5%	5.4%	5.0%

Source: Georgia Department of Labor.

The number of new jobs created in North Georgia between 1980 and 1990 increased by 48.5% or 28,244 new jobs. The majority of this growth was seen in Whitfield County, although Cherokee County more than doubled the number of jobs during the past decade. Pickens County saw the smallest amount of growth, increasing by only 9%.

JOB CREATION IN NORTH GEORGIA
1980 and 1990

	1980	1990	Number of New Jobs	Percent Increase
Cherokee	7,679	16,041	8,362	109%
Fannin	2,673	3,427	754	28%
Gilmer	3,404	5,179	1,775	52%
Murray	6,117	8,914	2,797	46%
Pickens	3,597	3,922	325	9%
Whitfield	34,739	48,970	14,231	41%
NGRDC Total	58,209	86,453	28,244	49%

Source: Georgia Employment & Wages, GDOL, 1980, 1990.

92061942.504

Labor exporting is the difference between the number of employed persons residing in the county and the actual number of jobs available within the county. The percentages shown in the table below represent the amount of out-commuting in each county. All of North Georgia has seen decreases in the number of workers who leave their county of residence to go to work. Whitfield is an enigma because there are more jobs within the county than the number of employed persons residing in the county. Therefore, more people commute into Whitfield than commute out of the county. Since Cherokee County is part of metropolitan Atlanta, they have the highest percentage of out-commuting, although that figure has decreased during the last ten years.

LABOR EXPORTING
1980 and 1990

	1980	1990
Cherokee	69.6%	63.0%
Fannin	47.1%	47.0%
Gilmer	21.4%	15.8%
Murray	29.9%	24.9%
Pickens	26.4%	20.1%
Whitfield	-8.8%	-13.6%
NGRDC	27.4%	25.4%

Dalton

(13% of from other counties work in Dalton)

Source: NGRDC calculation based on GDOL data.

Labor force participation rates increased in North Georgia during the past decade, as is true for the state and the nation. The most dramatic increase was seen in Cherokee County where the median age of the population is younger, and therefore more people are working. The relatively lower participation rate in Fannin is largely attributed to the number of senior citizens in the county.

LABOR FORCE PARTICIPATION
1980 and 1990

	1980	1990
Cherokee	66.6%	74.8%
Fannin	48.6%	53.7%
Gilmer	55.7%	61.4%
Murray	67.4%	70.2%
Pickens	57.6%	65.4%
Whitfield	70.1%	70.7%
NGRDC	65.1%	70.1%
Georgia	59.6%	

Source: U.S. Census.

Income Trends

Per capita income for the region remained below the state average in 1990. Only two North Georgia counties (Cherokee and Whitfield) exceeded the state average. Fannin County continues to be the poorest in the area with a per capita income $4,201 below that of the state.

PER CAPITA INCOME
1979 and 1989

	1979	1989
Cherokee	$6,341	$14,849
Fannin	4,670	9,430
Gilmer	4,932	9,676
Murray	5,580	10,575
Pickens	5,474	11,442
Whitfield	6,579	13,324
RDC	6,056	12,182
Georgia	6,380	13,631

old figure over $16,000 - '92

Source: U.S. Census.

Poverty is still a significant factor in the region, although the percentage of persons living below the poverty level has declined since 1980 in all six counties. Both Fannin and Gilmer counties have higher levels of poverty that exceed the state average.

PERCENT OF PERSONS BELOW POVERTY LEVEL
1980 and 1990

	1980	1990
Cherokee	10.7%	6.1%
Fannin	23.1%	17.2%
Gilmer	20.4%	16.6%
Murray	14.1%	11.3%
Pickens	17.1%	12.8%
Whitfield	11.9%	11.1%
Georgia	16.6%	14.7%

Source: U.S. Census.

City/State: Dalton Georgia

Event: Shaw Industries

Date: August 3, 1992

OFFICE OF PRESIDENTIAL ADVANCE

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226-4385

Nick Sil

Fred Cooper St Chairman: B/Q '92

Alec Poitevint St. Party Chairman

→ Steve Ferra ←
~~6850~~ 6918

Ennis Mach
FL

Mr. Stan
Industries

1. Lift Truck operator(s)

2. Cut Table operator.

3. Maintanence Mech

conveyor systems
lift trucks
cut tables

4. Cycle inventory clerk

Maintain perpetual count
Millions & Millions
of sq yrd of inventory

5. Shipping gate keeper
Attaches final shipping labels to carpets

A directs lift truck operator

A gives loading instructions to lift truck operators

3.

Measure & cut carpet
to specific cust order

Tax

~~5%~~ Total amount of carpet that we produce in all of U.S. shipped all over the world.

10% for 1991 - for Total shipment ~~of carpeting exported~~ all of the world

How many days the average worker has to work to pay off taxes: For Total taxes As of 11/1/92 - 123 Days to May 2, '92

1 Bil 255-Mil-876-Tous

Square Yards=

Just for Federal

Taxes 78 Days-from

1/1/92 to 3/18/92

July 31, 1992

MEMORANDUM FOR CHRISTINA MARTIN

FROM: GARY GERSHOWITZ

SUBJECT: DALTON, GEORGIA: ACKNOWLEDGEMENTS

President Bush will be introduced by Robert E. Shaw, president, Shaw Industries. Advance (David Anderson) told me that Fred Cooper, Georgia State Chairman B/Q and Alec Poitevint, State Party Chairman will be attending the speech, should the President wish to acknowledge them.

THE WHITE HOUSE

WASHINGTON

JULY 31, 1992

MEMORANDUM FOR THE PRESIDENT

THROUGH: DAN MCGROARTY

FROM: ANDY FERGUSON

Summary:

On Monday, August 3, 1992, at approximately 9:00 a.m., you will address 400 workers in the Terminal Building at Shaw Industries in Dalton, Georgia, the world's largest carpet manufacturer. You will be introduced by Robert E. Shaw, the company's President and Chief Executive Officer.

Your remarks (approximately 12 minutes / cards) touch on health care and your economic growth package, and conclude with a discussion of the importance of free trade in expanding economic growth and creating jobs.

This is sent along with all requests for the "Industry Review"
Rec'd 9 Mar 92

The Carpet and Rug Institute
P.O. Box 2048, Dalton, Georgia 30722 (404) 278-3176 FAX (404) 278-8835

PROFILE -- THE CARPET AND RUG INDUSTRY IN THE UNITED STATES

1. The first carpet mill was established in 1791 in Philadelphia, Pennsylvania. Today there are over 230 **corporations** and 292 manufacturing **plants** located in 24 states.
2. **Dollar value** of industry products is $8.5 billion (1990) at mill level, $8.4 billion (est. 1991), and $12 billion (est.) at retail.
3. In 1950 the U. S. carpet industry shipped 97 million square yards. Currently **shipments** are over **1.3 billion square yards** annually.
4. In 40 years — 1950 through 1990 — **the price of carpet** has increased by only 77.8%; new car prices are up 220.6% for the same period; and all commodities combined have increased in price by 326.0%.
5. It is estimated that **25 companies** in the industry produce 86.1% of the nation's carpet and rugs; the top 20 manufacturers produce 80% and the top 10 produce 57.4% of the total.
6. **Georgia** produces more than 70% of all carpet and rugs manufactured in the U. S. One hundred and ninety-eight (198) of the nation's 292 manufacturing plants are located in Georgia, employing 38,600 people with an annual payroll of $769 million.
7. In 1950 woven carpet held an 80% **share of market** in square yards, while today its share is only 1.8%. Tufted carpet and rugs held a 20% share in 1950, and today they account for 93.3% of the total industry's shipments. Today all other constructions (knitted, needlepunch, braided, hooked & others) account for 4.9%.
8. In 1970, nylon accounted for 44% of the 996 million pounds of **face fibers consumed** in the manufacture of all carpet and rugs, with acrylics accounting for 16% and polyester 17%. Today there are over 2.5 billion pounds of face fibers consumed per year, with nylon accounting for 73.4% of the total, polypropylene (olefin) 19.4%, polyester 6.6%, and wool just over 0.6%.
9. **Broadloom** carpet, defined as carpet and rugs over 6' x 9' in size, accounts for 86.0% of the industry's shipments in square yards. Tufted broadloom accounts for 84.2%.
10. Based on broadloom shipments in square yards, it is estimated that 38.4% is ultimately consumed in the **contract market**, with the balance going to the residential market.
11. Of the **total residential market** (61.6%), approximately 82% goes to residential customers, and 18% goes to the contract residential market (tract homes, apartments, mobile homes).
12. Today's **export market** is 89 million square yards (6.6%) with a dollar value of $551 million, compared to 7.4 million square yards in 1970 with a dollar value of $25 million. Since 1980, the export market has become highly competitive. In 1970, the United States supplied 51% of the world's carpet, and today about 41% is supplied by the U. S.
13. Of the total U. S. production of all floors, it is estimated that carpet's share is over 70%. The overall replacement market for existing carpet in homes, offices, schools and other institutions is over 55% annually and growing.
14. These facts are compiled by The Carpet and Rug Institute, the national trade association representing carpet and rug manufacturers (domestic and international) and suppliers of raw materials and services. CRI is headquartered in Dalton, Georgia, and provides a focal point for all segments of the industry through which activities are carried on for the benefit of the industry.

BH9/91

The national trade association for the carpet and rug industry.
— Since 1969 —

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To Gary Gershowitz	From Ron VanGelderen
Co. White House	Co. CRI
Dept. Speech Writer	Phone # 706 278 3176
Fax # 202 456 6218	Fax # 706 278 8835

The Carpet and Rug Institute
P.O. Box 2046, Dalton, Georgia 30722 (706) 278-3176 FAX (706) 278-8835

To: Gary Gershowitz/White House
From: Ron VanGelderen, President
Date: July 28, 1992
Re: Information about the carpet industry

According to the Georgia State Employment Service, Whitfield County (Dalton) experienced unemployment rates as follows: March '92 5.4%; April '92 (preliminary) 4.5%; May '92 (preliminary) 4.6%; and Murray County (adjoining to Dalton) as follows: March '92 9%; April '92 (preliminary) 7.1%; May '92 (preliminary) 7.2%.

Currently, we see no significant layoffs in the the industry; however, there are a number of companies who occasionally work short weeks or close down plants for an entire week,-if business conditions are slow.

Shipments were up 10.7% in square yards during the first six months of 1992, as compared to the figures for the first six months in 1991.

The dollar value of shipments was up 7.4% during the first six months of 1992, as compared to the figures for the first six months in 1991.

In square yards, exports of carpet and rugs represented 10.2% in 1991, up from 6.6% in 1990, primarily due to increased trade to Canada and several new South American and Pacific Rim markets.

Imports of carpets and rugs in square yards were 4.6% in 1991 as compared to 4.5% in 1990 . The dollar value of imports was down 4.2% in 1991 as compared to the 1990 figures.

In 1991, carpet balance of trade of exports over imports represented a positive 2.2% in dollar value.
Trade

Since 1965, the price of carpet has increased only 77.5%, while the price of a new car has increased 164.0%, and all commodities have increased 260.7%.

PLEASE LET US KNOW IF YOU NEED ANY FURTHER INFORMATION. THANK YOU.

This is the presentation I made at the Athens 2000 Leadership Workshop - Jan

THE EDUCATION IS ESSENTIAL FOUNDATION, INC.
A PROJECT OF THE
DALTON-WHITFIELD CHAMBER OF COMMERCE

The Importance of Upgrading the Skills of Workers in the Carpet Industry

FP #1

Dalton-Whitfield County, Georgia, population 72,000, is known as the carpet capital of the world, because 65% of the carpet manufactured in the United States is produced within a 50-mile radius of Dalton. Located 30 miles south of Chattanooga, Dalton was for decades a mecca for job-seekers, who came to fill an abundance of available jobs, many of which required minimal skills or education, yet paid reasonably good wages.

But the days when strong backs and weak minds comprise an adequate workforce are gone with the wind. As the carpet industry, like all of American manufacturing, becomes more technologically sophisticated, the skills gap between the available workforce and the requirements of the workplace widens. And as the economy of the world makes all of us workers in a global village, the businesses that will survive world-wide competition are those whose workers have the knowledge and skills which enable management to increase productivity by taking full advantage of constantly advancing technology.

A 1989 report by the state of Georgia indicated that our local economy could be headed for serious trouble if dramatic steps weren't taken to close the local skills gap. A shocking 56% of the adults in Whitfield County had less that a high school education, and at one point in the 1980's we had one of the highest dropout rates in the country. And those weren't just statistics: experiences in local industry bore testimony to the need for upgrading the skills of our labor force.

One carpet manufacturer surveyed its hourly employees, and found that only 8% of its current workers had the skills the company projected it would need to remain competitive in the global economy of the year 2000. And yet demographers tell us that 80% of the workers who will be on the job in eight years are already in the workplace today.

A local chemical company that supplies the carpet industry was conducting a CPR class for its employees as part of its safety training, but realized many of the class participants were stymied in the CPR training because of their low reading and comprehension skills.

A small family-owned company spent hundreds of thousands of dollars in buying state-of-the-art manufacturing equipment, and watched productivity go down. Alarmed, the owner soon discovered that 100% of the hourly employees assigned to use this equipment were functionally illiterate.

The stories go on, and the skills gap widens with each passing day. By the turn of the century, only 27% of the new jobs created will be suitable for low-skilled workers, whereas 40% are today. Employers need workers who can read, write, and compute, and who know how to learn. Low education levels cost industry money: Motorola estimates that is costs $200 to teach an American worker statistical process control, but it costs $2,000 to teach SPC to an illiterate American worker.

Clearly, low literacy and skill levels are a bottom line issue, and it's absolutely imperative that the skills gap be bridged. The very survival of American industry depends upon it.

What the Dalton-Whitfield Community has done to Upgrade the Skills of Workers in the Carpet Industry

These stories and statistics got the attention of the leadership of the Dalton-Whitfield community, and the Chamber of Commerce served as a forum in which leaders from business, industry and education could come together to analyze the problem, develop a plan for improving local literacy levels, and solicit the capital and human resources needed for its implementation.

In July, 1990, the Education is Essential Foundation, Inc. applied for status as a 501(c)(3) organization, so that we could seek contributions from the local business community which would be tax-deductible, as well as apply for grants from national and regional entities such as the Tennessee Valley Authority and the Appalachian Regional Commission. To date, we have received pledges totaling $295,000.

The most exciting component of the Foundation's program is its utilization of computer-aided instruction. Our community already had the standard pencil-and-paper GED classes, and volunteer tutors to teach beginning reading to adults on a one-on-one basis. But these programs were simply inadequate to serve the numbers of adults in our community who needed to upgrade their skills.

So we identified software from the Computer Curriculum Corporation which has significantly enhanced our local adult literacy efforts. Computer-aided instruction is individualized. It is private, discrete, and confidential—no more fear of being embarrassed by being called on in front of your peers. It is motivating, with audio and visual praise for correct answers—clients at the welfare office lab lined up an hour before the doors were unlocked to be the first on the computer. It is fun—adults squeal and clap their hands over correct answers. It is available 24 hours a day, 7 days a week.

The software we use teaches the student how to think, from the most basic education levels to the highly advanced. There are courses that teach pre-reading and pre-math, as well as intermediate reading, language, and geometry. There is GED preparation, algebra, logic, keyboard skills, basic computer programming, and English as a Second language, especially popular among our growing Hispanic population.

Certainly, the largest carpet manufacturers have the resources to research what's available and initiate their own workplace learning programs, although none had before the Foundation was created. But for the smaller businesses in our area, it's especially critical that there be some entity in the community whose sole purpose it is to investigate, develop, promote, and facilitate the delivery of literacy services.

So the Foundation has served in this capacity: First, to serve as a channel through which large and small businesses can direct their resources to have an impact on the literacy levels of the community; and secondly, to be a clearing house and central repository for information about literacy programs.

To provide this sort of service to the community mandated that the Foundation hire a full-time coordinator whose primary responsibility is to promote literacy, and raise community awareness as to our problems and the local solutions available. Carpet manufacturer's expertise in making carpet doesn't necessarily equip them to be knowledgeable about literacy problems and solutions. The Office of Adult Literacy's expertise in delivering literacy programs doesn't necessarily provide them with the time or budget or staff to advertize their services. The result is that investigation and information often don't connect, and needs go unfilled and services go unused.

But one of the most important functions of the Foundation is to keep the literacy issue before the public. We've done this with a breakfast for CEO's, to encourage them to contribute to the Foundation, and to implement workplace literacy programs at their facilities.

In January, 1992, the State of Georgia began offering a $150 per employee tax credit to employers who provide or sponsor adult basic skills education for their employees. The criteria for applying and the certification for the credit came from the Department of Technical and Adult Education, but with very little fanfare or publicity. To draw the attention of the business community to this benefit, the Foundation hosted a luncheon about workplace and computer-aided literacy programs available in the community, as well as the guidelines for applying for the tax credit.

In addition, the community is constantly apprised of literacy opportunities in the monthly Chamber newsletter, a regular column in the local newspaper, TV and radio features, and billboards. Last year we distributed 43,500 placemats to 25 area restaurants promoting literacy, and this year we're having a literacy extravaganza at the mall during literacy month.

The key to the success of our project is that concerned businesses in Dalton and Whitfield County have pooled their resources to support a program with the potential for significantly improving literacy levels in our community, in a way that would not be possible if they were working separately. So my message to small business owners, especially, is this: either hang together or hang separately. In this literacy business, we're all going to pay now, or pay a lot more later.

Results of the Education is Essential Foundation Inc.'s Programs

So, you are wondering, is any of this making a difference? Hear a resounding YES! Today, as a result of the Foundation's programs, 20 computer units are installed in our community. We realized that the public adult learning centers would probably not have computers in their budget, so we have equipped 2 labs with 7 units. We learned that 95% of the welfare recipients in Whitfield County were high school dropouts, so established a computer learning lab on the premises as a joint project with the Department of Family and Children Services.

Eight units are used in workplace learning labs, and two more are on order for industry. Currently, the Foundation is lending computers to companies who are our contributors, to let them see the potential of computer-aided instruction, with the effect being that these companies now want to purchase their own. Altogether, in May, almost 250 adults received nearly 850 hours of instruction on the CCC computers, in addition to the standard pencil-and-paper GED classes which are ongoing in our area, which we also promote.

As a result of the promotion of workplace literacy, 31 in-plant GED classes have been offered in our community in the 8 months since October 1st. In 1991, 257 adults received their GED's, and another ~~114~~ 208 have earned GED's in 1992. This is equivalent to another whole high school class graduating in our community each year!

All of our emphasis on adult literacy has had a positive side-effect: adults who are now working toward improving their own learning levels are good models and strong advocates of kids staying in school. Dropout rates are down 13% in the county and down 8% in the city schools since the Foundation was established in 1990.

So in Dalton and Whitfield County, our experience has shown us that through the combined efforts of businesses large and small, you can develop a program that can make a difference. And together, we're going to lick illiteracy!

Janet A. Bolen
Program Coordinator
Education is Essential Foundation, Inc.
524 Holiday Avenue
Dalton, GA 30720
Phone 706/278-7373 • Fax 706/226-8739

DALTON, GA - YESTERDAY AND TODAY

The People of Dalton and Whitfield County share a rich and colorful past. Long before the Civil War, the Cherokee Indians made their home here. Dalton is the gateway to the 150-mile Chieftain's Trail, which traces the path of Indian sites located throughout Northwest Georgia. Andrew Jackson's "Trail of Tears" had its starting point in Whitfield County at Red Clay Council Grounds, which was the last capital of the Cherokee Nation. Visitors to the area today can explore the historic home of Chief James Vann, the Cherokee Capital New Echota, and the Red Clay Council Grounds, lasting remains of a strong and proud Cherokee Indian Nation.

As the county seat, Dalton, founded in 1847, earned a place in Civil War history as a Confederate hospital and manufacturing town, and is on the Blue and Gray Trail of important Civil War sites between Chattanooga and Atlanta. In May of 1864, the Atlanta campaign began when General Sherman's troops met Johnston's Confederates at Tunnel Hill, Dug Gap, and along Rocky Face Ridge. Many Civil War markers stand today commemorating important activities in the area. Locations like Dug Gap Battle Park, where breastworks used by Confederate soldiers are preserved, and the Confederate cemetery, bring a sense of immediacy to the past century.

In the early 1900's, Catherine Evans Whitener revived and popularized the colonial are of tufting. Catherine made tufted bedspreads along with other women who sewed for extra money, and this growing cottage industry helped people survive the depression of the 1930's. The tufters hung the bedspreads on clothes lines to dry and tourists were attracted by the brightly colored spreads and the novelty of buying them off the line. US Highway 41 between Dalton and Cartersville became known as "Bedspread Alley" or "Peacock Alley" from a popular pattern. The success of tufted bedspreads, scatter rugs and robes, and the changing wage and labor requirements, led to the creation of machines that could tuft carpet. Thus, Dalton evolved into the "Carpet Capital of the World." Now, the Dalton area produces 65 to 70 percent of the world's carpet production!

- Dalton produces 1.3 billion square yards of carpet yearly, and of that, 80% is replacement carpet.
- Of all carpet produced: 40% is residential, 26% is commercial, 24% is residential contract, and 10% is transport/outdoor.
- The dollar value of the industry products is $8.5 billion (1990) at mill level, $8.4 billion (est. 1991), and $12 billion (est.) at retail.
- In 40 years - 1950 through 1990 - the price of carpet has increased by only 75.5%; new car prices are up 213% for the same period; and all commodities combined have increased in price by 311%.
- In 1970, nylon accounted for 44% of the 996 millions pounds of face fibers consumed in the manufacture of all carpet and rugs, with acrylics accounting for 16%, and polyester 17%. Today there are over 2.5 billion pounds of face fibers consumed per year, with nylon accounting for 73.4% of the total, polypropylene (olefin) 19.4%, polyester 6.6%, and wool 0.6%. The creation of bulk continuous filament yarn was the catalyst that made Dalton grow. The largest local manufacturer alone used 2 million pounds of fiber a day!
- About 54% of the nearly 50,000 strong labor force is engaged in manufacturing. Much of the manufacturing success of the Dalton area is attributed to the strong employee-employer relationship that has always been prevalent here.

APPENDIX TABLE 9 — CARPET/RUG EXPORTS (000's Omitted)

Year	Sq. Yds.	% Inc. or Dec.	Dollars*	% Inc. or Dec.
1975	20,895	—	$ 86,173	—
1976	24,630	+17.9	102,456	+18.9
1977	23,865	- 3.1	105,786	+ 3.3
1978	31,763	+33.1	147,322	+39.3
1979	43,763	+37.8	212,272	+44.1
1980	68,617	+56.8	320,281	+50.9
1981	60,460	-11.9	335,172	+ 4.6
1982	50,265	-16.9	286,182	-14.6
1983	48,342	- 3.8	264,092	- 7.7
1984	36,029	-25.5	216,412	-18.1
1985	24,767	-31.3	165,108	-23.7
1986	29,866	+20.6	181,151	+ 9.7
1987	41,950	+40.5	216,588	+19.6
1988	65,812	+56.9	331,570	+53.1
1989	67,729	+ 2.9	383,188	+15.7
1990	89,283	+31.8	551,456	+43.9
1991	127,443	+42.8	745,067	+35.1

Source: U.S. Department of Commerce, Bureau of the Census, EM 522, 526 and 545. Excludes Underlayment.

*F.A.S. Country of Origin - not including freight and duty cost.

CARPET/RUG IMPORTS (000's Omitted)

Year	Sq. Yds.	% Inc. or Dec.	Dollars**	% Inc. or Dec.
1975	10,751	—	$ 87,292	—
1976	13,988	+30.1	119,705	+37.1
1977	13,871	- 0.8	146,319	+22.2
1978	15,032	+ 8.4	189,846	+29.7
1979	14,151	- 5.9	199,752	+ 5.2
1980	13,798	- 2.5	276,311	+38.3
1981	14,151	+ 2.6	299,226	+ 8.3
1982	17,122	+21.0	267,594	-10.6
1983	23,813	+39.1	317,264	+18.6
1984	37,961	+54.4	458,936	+44.7
1985	51,764	+36.4	510,356	+11.2
1986	48,525	- 6.3	585,831	+14.8
1987	42,925	-11.5	655,047	+11.5
1988	42,413	- 1.2	576,414	-12.0
1989	74,755	+76.3	612,919	+ 6.3
1990	60,736	-18.7	597,995	- 2.4
1991	57,504	- 5.3	572,977	- 4.2

Source: U.S. Department of Commerce, Bureau of the Census, IM 145 and 146. Excludes Underlayment.

**C.I.F. values (cost, insurance and freight)

NOTE: 1989 and subsequent Export and Import data reflects the implementation of the New Standardized International Codes directory affecting reporting categories in the Harmonized Tariff Schedule of the United States Annotated.

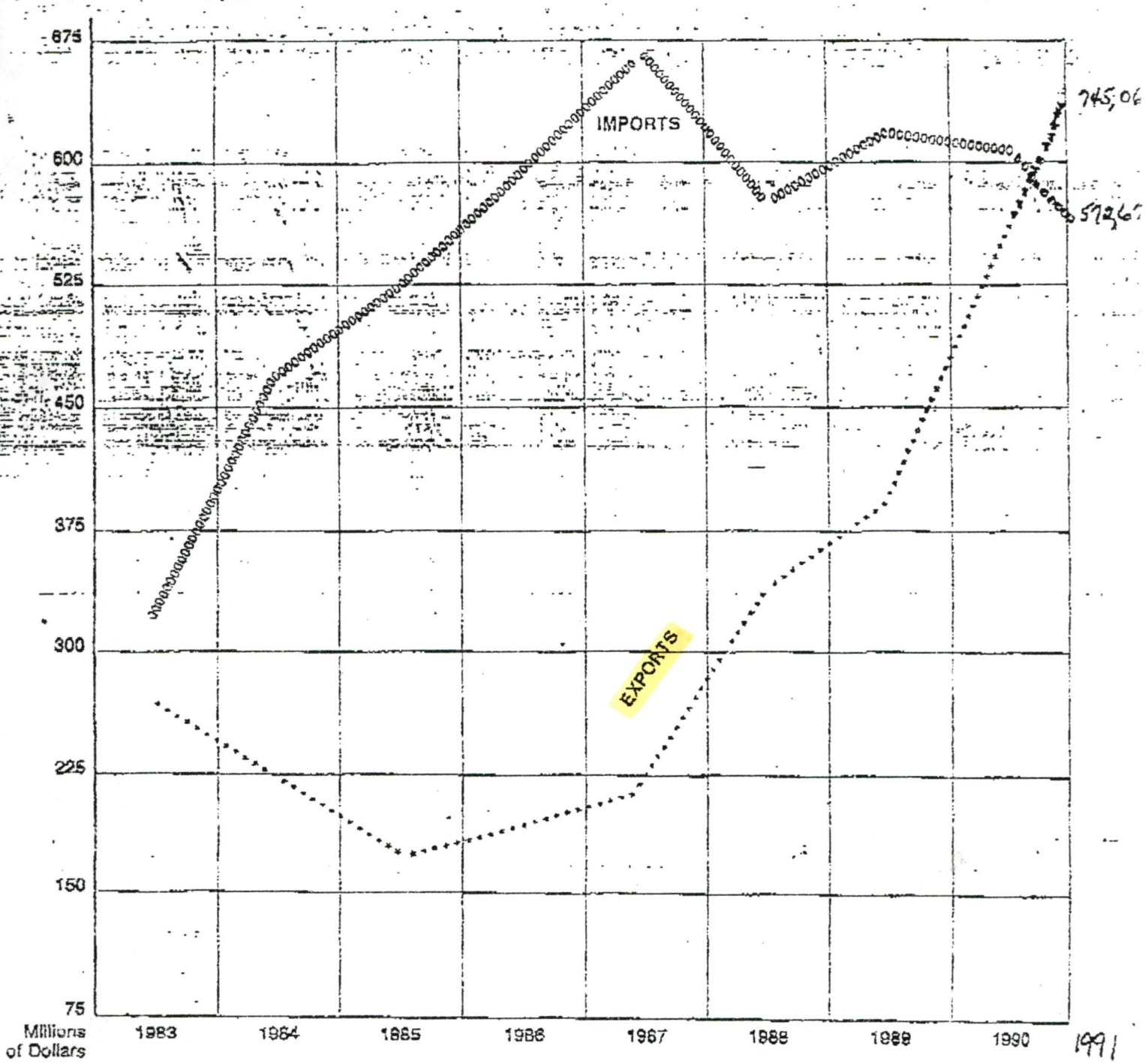
APPENDIX TABLE 10 — CARPET/TOTAL TEXTILE BALANCE OF TRADE (000's Omitted)

	(Millions) CARPET			(Billions) TEXTILES		
PERIOD	IMPORTS	EXPORTS	BALANCE OF CARPET TRADE	IMPORTS	EXPORTS	BALANCE OF TEXTILE TRADE*
1976	119,705	102,456	-14.41%	1,791	1,970	+09.99%
1977	146,319	105,786	-27.71%	1,939	1,959	+01.03%
1978	189,846	147,322	-22.40%	2,400	2,225	-07.29%
1979	199,752	212,272	+ 6.26%	2,399	3,189	+32.93%
1980	276,311	320,281	+15.91%	2,676	3,632	+35.73%
1981	299,226	335,172	+12.01%	3,250	3,619	+11.35%
1982	267,594	286,182	+ 6.85%	3,000	2,784	-07.20%
1983	317,264	264,092	-16.76%	3,460	2,368	-31.56%
1984	458,936	216,412	-52.84%	4,874	2,382	-51.13%
1985	510,356	165,108	-67.65%	5,274	2,366	-55.14%
1986	585,831	181,151	-69.08%	6,151	2,570	-58.22%
1987	655,047	216,588	-66.94%	6,916	2,900	-58.06%
1988	576,414	331,570	-42.48%	6,748	3,651	-45.90%
1989	612,919	383,188	-37.48%	6,417	3,897	-39.27%
1990	597,995	551,456	- 7.80%	6,731	4,926	-26.82%
1991	572,977	745,067	+ 2.31	5,461	3,791	-25.58

*Textiles include all yarns, carpet, rugs, and fabrics. F.A.S. values for Exports and C.I.F. values for Imports.
Sources: U.S. Department of Commerce, Bureau of the Census. IM 145, IM 146, EM 522, EM 545, EM 546, FT 135, FT 140 and FT 990.

1991 745,067 (Millions) 1991 → 5,461 (Billions)

CARPET AND RUG TRADE BALANCE



Source: U.S. Department of Commerce, Bureau of the Census, IM 145 and 146, for Imports
U.S. Department of Commerce, Bureau of the Census, EM 522, 526 and 545 for Exports

The following is a statement of facts from Shaw Industries concerning their acquisition of Salem:

Shaw Industries, Inc. is the world's leading carpet manufacturer. Shaw's sales exceed $2 billion annually and it has 20,000 employees.

Shaw Industries recently (finalized in May, '92) acquired Salem Carpet Mills which added 3,400 employees and approximately $400 million in sales. The acquisition price was $71 million in stock and cash.

Gary, this acquisition and the one today of Mohawk purchasing Horizon are the largest recent examples of the maturing and merging of the carpet industry.

Sixty to seventy percent of all the world's carpet is made in this area of North Georgia! We have here over 100 carpet outlet stores which add to the tourism dollars of the area.

The "Yesterday and Today" sheet has more facts and figures about the local market and the basic history of why the industry developed here.

The Carpet and Rug Institute
P.O. Box 2048, Dalton, Georgia 30722 (706) 278-3176 FAX (706) 278-8835

July 31, 1992

To: Gary Gershowicz
Presidential Staff
Washington, DC

FAX: 202 456-6218

Re: 1991 IMPORTS AND EXPORTS OF CARPET AND RUGS

	IMPORTS		EXPORTS	
	Square Yards	Dollar Value	Square Yards	Dollar Value
				IN MILLIONS
CANADA	5,050	33,678	44,328	269,447
JAPAN	545	6,073	6,753	43,677
GERMANY (W)	459	7,047	1,843	24,092
UNITED KINGDOM	1,322	30,122	5,624	33,247
MEXICO	2,850	9,146	8,152	45,320
SPAIN	666	10,155	549	1,265
TOTAL ALL COUNTRIES	57,504	572,677	127,493	745,067

Source: U. S. Department of Commerce
Bureau of the Census
IM 146

U. S. Department of Commerce
Bureau of the Census
EM 545

Note: C.I.F. values

F.A.S. Country of Origin

U.S. Carpet Industry
A history
only up to pg

404-706-3176 Carpet Institute - Sarah Hicks
706-278-8675

(Ferguson/Gershowitz)
July 29, 1992
DALTON
Draft Two

PRESIDENTIAL REMARKS: SHAW INDUSTRIES
DALTON, GEORGIA
MONDAY, AUGUST 3, 1992

Thank you for that kind introduction.

(Acknowledgments)

It is a pleasure to be here in Dalton. I think you know why I've come here today. I want to make sure I'm first in line when Catamount tickets go on sale.

I've come for another reason too. As this great nation prepares itself for the global economy, Dalton offers a glimpse into the future. Dalton has taken the challenges of a new world and turned them into opportunities. With the flexibility of companies like Shaw, with the ingenuity of your chemists and xx and xx, Dalton is showing America the face of the 21st century. Dalton is showing the way.

In the history of your industry you can find a parable of American progress. It starts simply, with a craftsman working solo at a handloom, selling her wares from her home. It continues into the sprawling factories of decades ago, pumping their products into every region of a vast country. And it continues today -- with an industry retooled by high technology, a workforce more highly skilled than ever before, and a marketplace as big as the world.

The story has an important lesson -- a lesson about how America grows and prospers. It couldn't be more timely. The question today is not <u>can</u> America compete in the new global

economy. I know and you know we can. The question is how -- how do we stay number one in a changing world -- how do we create jobs for every American, and create opportunity for our children.

I believe, when you get down to it, it's a question of trust. Americans need a leader they can trust to do the right thing -- whether it's standing up to a bully halfway around the world, or hammering out a tough trade negotiation with a foreign leader. Trust -- in that traditional sense -- is crucial. But it's only part of the picture.

I spent half my adult life building a business, creating jobs and meeting a payroll. Out in west Texas, watching towns and cities and businesses bloom from those dusty plains, I learned this: to lead a great nation, you must trust the people you lead.

Ane that means putting people before government. Government doesn't create America's jobs. Our prosperity wasn't designed around a conference table at the White House or in some subcommittee on Capitol Hill. It was hatched right here, in places like Dalton, where free men and women took the risks / weighed the odds / and reaped the rewards.

Now, some people take a different view. Most of them have spent their lives in government. So I guess it's not surprising: they think the way to get our economy moving is to make government bigger, fatten up the public payroll, and then raise your taxes to pay for it.

I've been coming up against them all my years in public life. Last January, I put forward a specific plan to create new jobs right now -- cutting taxes to encourage businesses to hire new workers and help young couples who want to buy their first home. If Congress had acted on my plan, more than half a million jobs would have been created since February.

Well, Congress acted, all right. They took my plan, tossed in a bottom drawer, and sent me back a tax increase.

I told them: don't even think about it. I vetoed their plan the minute it hit my desk. The fact is, the last thing this country needs is a tax increase. Again, it's a question of trust: I think Americans know better than any budget planner in Washington how to spend and save the money they earn.

So I told Congress: Try again. Now, 188 days after I sent them my plan, I'm still waiting. Today, I say to the Congress, we need those half a million jobs, and we need them today. Don't hold the American economy hostage to politics. Vote for an economic recovery program, and let Americans get back to work -- now!

That short-term plan is important, but we've got to do more, today, to make sure America continues to lead the world tomorrow. Let me give you another example -- one that's vitally important to your industry. For three years I've worked to keep America the leader of the global economy. The key is trade -- tear down the barriers that keep American products out of world markets, so American businesses can create jobs here at home.

Jeff Steele: 377-1053 to confirm or change

Now, it's not an easy job. If you want America to lead the world, America needs a leader who knows the territory. And you need this: someone who trusts the American people -- someone who knows that Americans are the most productive, most competitive workers the world has ever seen -- if they're given the chance. Look at the facts: We are the largest exporter in the world. For the last three years, our exports have accounted for 70 percent of our economic growth. And a lot of that growth has been right here in the carpeting industry. Last year alone, carpet exports increased 43 percent. → in sq yrd shipments

That success has been good for America, good for the carpeting industry. But I've vowed that I won't stop there. Right now, we're on the verge of reaching a historic trade agreement with Mexico. Together with Canada, we'll create a $6 trillion market -- one of the largest trading areas the world has ever seen, from the Yukon to the Yucatan. I wish I could give you the square footage, but you can be sure: <u>that's a lot of carpet</u>.

Now it may be hard to believe, but some people look at these barriers falling, see these remarkable opportunities opening up, and they say: Hold everything. In Washington, in the United States Congress, the forces are lined up against us, powerful protectionists who see the challenge of an open market and think: the American worker can't do it. The challenge is too great, the odds are too long. The protectionists may say they want change, but change is the thing they fear most of all.

Of course they don't use the "p" word -- protectionists never do. Some have even learned the language of free trade and open markets.

But they always seem to find an excuse why Americans shouldn't be allowed to compete. I'll say it again: it's a question of trust. If we're going to open markets to American products, we need to do more than get the words right. Leadership is more than lip service. Leadership is getting the job done, taking the risks. It means knowing that Americans can outwork, outcompete, outthink anyone, anytime, anywhere.

I'd like to bring the protectionists down here to Dalton. I'd like them to see what I've seen. I'd like them to think a little about this town, about this industry. Maybe they'd discover they've got nothing to fear from American enterprise, and that American enterprise has nothing to fear from competition. When the world changed, the people of Dalton changed with it. You didn't fear the future, you shaped it. Your industry didn't cringe from foreign markets; you conquered them. And -- miracle of miracles -- it happened without a government regulator, without an industrial planner from Washington, to show the way.

That's why I say Dalton gives us a glimpse of the 21st century. America will continue to lead the world, Dalton will still reign as the world's carpet capital, if America has a government that knows its limits -- and if America has a leader who trusts ... a leader who believes in the people he leads.

Thank you for the chance to visit with you. God bless you and God bless the United States.

###

July 8, 1992

PATHWAYS TO PROSPERITY
BUILDING NORTH GEORGIA'S ECONOMIC FUTURE

This report serves as an update to the Overall Economic Development Plan adopted by the NGRDC Board of Directors in September 1988. Part I focuses on the "Overview of North Georgia's Economy", updating trends related to employment and income.

PART I

Employment Trends

Employment by sector demonstrates that manufacturing is still the predominant employment base for the region, generating 38,226 jobs in 1990. Total job creation in North Georgia grew by 28,244 between 1980 and 1990, a healthy 49% increase. Examining growth rates by sector indicates the highest percentage of growth occurred in services (102%) during the same time period. However, manufacturing added the most number of jobs (8,138). ~~The only decline was seen in mining, losing 73 jobs.~~ Agriculture and forestry shows a significant increase (82%) - this is due to the amount of horticulture business activity in Cherokee County rather than any increase in farming. Retail trade, finance/insurance/real estate, wholesale trade, construction, and transportation/public utilities all grew by more than 68% while manufacturing increased by 27%. Retail trade and services added 5,754 and 5,099 jobs respectively between 1980 and 1990, indicating that the regional economy is becoming more diversified.

NORTH GEORGIA EMPLOYMENT BY SECTOR
1980, 1990

Industry	1980	1990	Number	% Change
Agriculture	324	588	264	81.5
Mining	644	571	-73	-11.3
Construction	2,050	3,446	1,396	68.1
Manufacturing	30,088	38,226	8,138	27.0
Transp/Public Utilities	1,629	2,767	1,138	69.9
Wholesale Trade	2,609	4,629	2,020	77.4
Retail Trade	6,738	12,492	5,754	85.4
F.I.R.E.	1,466	2,549	1,083	73.9
Service	4,995	10,094	5,099	102.1
Fed Govt	457	624	167	36.5
Local Govt	6,212	9,037	2,825	45.5
State Govt	918	1,398	480	52.3
Non-classified	79	32	-47	-59.5
TOTAL	58,209	86,453	28,244	48.5

Source: Georgia Department of Labor.

Unemployment figures for 1991 show the North Georgia Region (5.2%) to be somewhat higher than the state average (5.0%). Cherokee and Whitfield were the only counties with unemployment rates lower than the state. Pickens County experienced the highest rate (8.9%) followed by Murray (7.9%). Pickens County is still recovering from a loss of two major industries in 1989-90. Unemployment rates for 1991 were generally lower than in 1990, with the exception of Murray County. Since there were no major plant closings in Murray, the rise in the unemployment rate is only conjecture at this point. One possibility is the large influx of Tennessee residents into Murray County recently. Some of the rural Tennessee areas near the Georgia border had to close schools due to a lack of operating funds. Many of these Tennessee residents have turned up in the Murray County schools, social service agencies and public health department.

UNEMPLOYMENT RATES
NORTH GEORGIA COUNTIES AND THE STATE
1987 - 1991

County	1987	1988	1989	1990	1991
Cherokee	3.9%	5.1%	4.9%	4.4%	4.0%
Fannin	7.5%	10.1%	8.5%	7.4%	6.7%
Gilmer	5.9%	6.2%	7.3%	6.8%	6.2%
Murray	5.5%	6.3%	6.6%	7.2%	7.9%
Pickens	4.4%	8.4%	12.3%	10.0%	8.9%
Whitfield	4.6%	5.3%	5.3%	4.9%	4.9%
NGRDC	4.7%	5.8%	5.9%	5.4%	5.2%
Georgia	5.5%	5.8%	5.5%	5.4%	5.0%

Source: Georgia Department of Labor.

The number of new jobs created in North Georgia between 1980 and 1990 increased by 48.5% or 28,244 new jobs. The majority of this growth was seen in Whitfield County, although Cherokee County more than doubled the number of jobs during the past decade. Pickens County saw the smallest amount of growth, increasing by only 9%.

JOB CREATION IN NORTH GEORGIA
1980 and 1990

	1980	1990	Number of New Jobs	Percent Increase
Cherokee	7,679	16,041	8,362	109%
Fannin	2,673	3,427	754	28%
Gilmer	3,404	5,179	1,775	52%
Murray	6,117	8,914	2,797	46%
Pickens	3,597	3,922	325	9%
Whitfield	34,739	48,970	14,231	41%
NGRDC Total	58,209	86,453	28,244	49%

Source: Georgia Employment & Wages, GDOL, 1980, 1990.

92061942.504

Labor exporting is the difference between the number of employed persons residing in the county and the actual number of jobs available within the county. The percentages shown in the table below represent the amount of out-commuting in each county. All of North Georgia has seen decreases in the number of workers who leave their county of residence to go to work. Whitfield is an enigma because there are more jobs within the county than the number of employed persons residing in the county. Therefore, more people commute into Whitfield than commute out of the county. Since Cherokee County is part of metropolitan Atlanta, they have the highest percentage of out-commuting, although that figure has decreased during the last ten years.

LABOR EXPORTING
1980 and 1990

	1980	1990
Cherokee	69.6%	63.0%
Fannin	47.1%	47.0%
Gilmer	21.4%	15.8%
Murray	29.9%	24.9%
Pickens	26.4%	20.1%
Whitfield	-8.8%	-13.6%
NGRDC	27.4%	25.4%

Dalton

13% of from other counties work in Dalton

Source: NGRDC calculation based on GDOL data.

Labor force participation rates increased in North Georgia during the past decade, as is true for the state and the nation. The most dramatic increase was seen in Cherokee County where the median age of the population is younger, and therefore more people are working. The relatively lower participation rate in Fannin is largely attributed to the number of senior citizens in the county.

LABOR FORCE PARTICIPATION
1980 and 1990

	1980	1990
Cherokee	66.6%	74.8%
Fannin	48.6%	53.7%
Gilmer	55.7%	61.4%
Murray	67.4%	70.2%
Pickens	57.6%	65.4%
Whitfield	70.1%	70.7%
NGRDC	65.1%	70.1%
Georgia	59.6%	

Source: U.S. Census.

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PEACOCK ALLEY

In the early days of the bedspread industry most family businesses sold bedspreads wholesale - shipping them by rail out of town or selling them at a local gift shop in Dalton. However, there soon began a retail business developing on the major highways that passed through Dalton. These roadside spreads were a far cry from the quality of products being made in the spread companies located in Dalton.

Tufters went to the spread companies or 'spread houses' and picked up the spreads on which they were to work. It wasn't long before the volume of spreads was too large for the 'spread houses' to handle, so the companies began having a person take the stamped bedspreads out to the tufters. These people who delivered the spreads between the companies and the tufters' homes were called 'haulers'.

W. R. Evans of Evans Manufacturing explained how the haulers handled the job. "They used wagons and buggies drawn by horses or mules and then trucks and cars, as many of the routes covered a hundred or so miles.

Sometimes as many as 9000 men, women and children could be seen sitting on cabin porches or around fireplaces after supper, turfin'. The tufters would work on the cabin porch as long as daylight was available; then they would go inside and continue their spread work by kerosene lamp or fire light.

Then the tufters began doing the complete process of stamping, tufting, boiling, and fluffing themselves, using not only their living rooms and porches but also in outbuildings such as garages and chicken houses. These places eventually became known as 'spread lines'. The tufters sold their spreads to traveling salesmen and tourists passing by their homes.

O.R. Strain explained that the spreads were laundered at home and hung on the clothesline to be dried and fluffed by the wind and sunshine. Many times you could see acres of clotheslines with bedspreads draped over them.

The direct routes through Dalton and Whitfield County were US Highway 76 (running East and West) and US Highway 41 (running North and South). The most regularly traveled road was Highway 41 where the majority of the 'spread lines' operated.

GRAVLEY SPREAD COMPANY

Betty Gravley Dyer, daughter to Pearl & J.W. Gravley tells

"At one time we had eight gift shops with chenille spreads, rugs and shoes and things of that nature up and down 41 from Tunnel Hill and Cartersville. They had different names with different people running them, but we owned them all. Whoever ran it, we just named it their name, like the Galloways who ran one for us, it was the Galloway's Gift Shop and then the Stocks ran one. We furnished the money and stocked it and then we divided the profits; they got half and we got half.

"We shipped too; we had several that we shipped to but we never did go out and just take loads, stop and sellin' here and there like some of them did. So from there we got into the bigger rug business. We started out sellin' carpet next to our house."

"In 1964 Beckler Chenille changed its name to Beckler's Carpet. When Interstate 75 was opened in 1965, it bypassed Highway 41. The roadside stands disappeared gradually as the tourist traffic diminished. In 1968 Beckler's moved to a new location on Highway 41 at the corner of Connector Three.

"When I-75 was comin' through," continues Claudell, "we knew we would have to get off 41, so we got on the connector at the Thomason stores. This was a connector that connected 41 to the interstate. We rented the building near the lumber company from James Thomason at the General Store and stayed there 13 years until we bought this property here. (3051 N. Dug Gap Road SW). See, a lot of tourists didn't even go on 41 after the interstate came through. They didn't even want to get off the interstate to go over to Connector 3. We began building in '80 and moved in 1981.

"If you'll remember, the interest rates just shot up; I think 15% was what we had to pay for our loan and that was terrible. Everybody thought, well Beckler's crazy, you know, to make a decision like that, but we're still payin' on our buildin' and doin' fine. Then, after we came over here we started picking up a lot of extra business. When we moved here there wasn't but about four or five businesses over here and it's growin' every year with all the competition; I think there's close to 30. They're in every corner - carpet stores."

Randy took over the business at a young age of 24 when his father died in 1975, and Claudell stayed to help him and give him guidance. She hasn't retired because she loves the business and the customers.

Claudell continues, "I don't sleep late at all. I like to get up about 5, sometimes 4:30 am. I go for aerobics three times a week; I'm up there (at the Bradley Wellness Center) before 6 in the morning. That's when they have their first aerobics class on Mondays, Wednesdays and Fridays. Then I come into work at 9 a.m. He's said I could leave whenever I want to, but I do enjoy it."

"CARS CAME TO A SCREACHIN' HALT"

The best sellin' bedspread and robe was the Peafowl or Peacock. This was not a design that was sold by the bigger manufacturers but was associated with Highway 41. "It was a great joke around Dalton," says Ann Hamilton (Mrs. R. E.), "that so many of the tourists bought those flamboyant Peacock bedspreads that waved on clothes lines all the way from Dalton to Atlanta practically. We thought they were not pretty and they weren't very well designed".

"We had a lot of the northern people that loved 'em," says Claudell Beckler. "They loved the bright colors. We sold more

peacocks, and they had some they called Wedding Rings and Baskets but the Peacock would out sell. We sold literally thousands of those things. I wouldn't have one in my house! (laughter) Really I wouldn't, not only from the looks of it but from the lint and stuff that rolls up under your bed. They shed. And we did sell chenille robes.

"We did have some robes that had peacocks on the back; now they were something else. In fact, everybody'd want a bedspread and a robe to match. Those ladies up north, even in Canada would come by and just ooh! and ah! over those things. Course as long as they were sellin', they were pretty to us, you know; when they didn't sell, they got ugly," laughs Claudell.

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Now you rarely see a spread place on Highway 41, but back in some memories are the visions of the spreads flappin' along Highway 41 from the 1920's to the 1960's for 50 miles north and south. As the people became familiar with the bedspreads, this stretch of the Dixie Highway 41 between Cartersville and Dalton became known as "Peacock Alley"

"Bedspread Alley"
"Bedspread Boulevard"
"Bedspread Line"
"Bedspread Row"

But no matter what it was called, US Highway 41 was the main thoroughfare between the North and Florida, way back when a steady stream of tourists turned the roadside stands into flourishing businesses and you could see the colorful spreads still fluttering on outdoor clotheslines.

There were some people who never owned a spread line or manufacturing spread business. They tufted, fringed spreads at home or supervised the tufters in the factories. Here are a few of the workers tellin' their part of the story.

SALLIE SMITH

"Well, I lived up here, it's known as the Reed Road now," says Sallie. "The first startin' of it was the ole Colonel Martin Farm who owned acres and acres of land up in there, and we lived on Colonel Martin's place. And it was just Route 5, Dalton, Georgia. I was 9 years old when in 19 and 17 we moved up there where I lived for all those years; ya know - 64 years.

"We got everything we needed. See we had our hogs, and had our cows; we had chickens and our eggs, milk and butter, you see, and then we'd take corn to Prater's mill and have our meal, and we just had to buy the flour and sugar, and we planted cane and took it to the syrup mill and made syrup. Back in the '30's, I believe it was when the depression was on, it was hard and couldn't get nothin' for what ya sold hardly. During the Depression the Government just allowed so much flour for one family, ya know.

"My mother would raise chickens and take 'em so long to get big enough because, ya see she'd just give 'em cornbread and make up cornmeal dough and feed 'em and let 'em get big enough and in the spring of the year then we'd go to town, and sell them chickens 25 and 30 cents a pound or maybe a piece. And she'd buy us maybe little white shoes, little socks, or maybe a little hat, (laugh). Get a piece of material and make us a dress; cloth was five cents a yard.

"Now, most of the time Papa would borrow money, enough to make a crop on. Mr. Rollins, his store down there, he'd let you borrow the money for so long and go to get your groceries, ya know. And then sometimes Papa would go to the bank and get a loan and borrow money to make the crop on and then when the cotton was sold, then he'd go pay the loan off at the bank and it was hard.

"Ken and Rauschenburg had a big plant over there, and we used to go over there and get spreads. They'd stamp 'em there and they'd give you the threads, you know, what colors and whatever design. Some colors, you know, flowers would have 3 or 4 colors and flowers on a design. Well, you'd get colors of everyone of those flowers. We went there first and then we didn't have nothing but a two horse wagon to come to town. Well, finally they was Mrs. Pierce, a neighbor that lived up there by us, she got to haulin' 'em - haulin' spreads.

A BEDSPREAD SAMPLER

INTRODUCTION

The Tufted Bedspread Industry is a distinctively Northwest Georgia venture. It began with a single handmade spread. It grew to support the citizenry for more than 30 years and led to Dalton/Whitfield County's status as the Carpet Capital of the World.

Much of the early documented history was destroyed and only bits and pieces have been gathered through conversations and newspaper clippings.

This particular work, "A Bedspread Sampler", is presented as a sampling of some of the material I have gathered.

It is the Whitfield-Murray Historical Society's intention to assemble the information available about this industry and let the people involved in the history tell their stories. We cannot compile this history without your help. If anyone has information to contribute, please contact us by writing to Crown Gardens and Archives, 715 Chattanooga Avenue, Dalton, Georgia, 30720, attention Tufting Industry History.

Thank you for your support and interest.

Sincerely,

Cheryl

Cheryl Rose Wykoff
Compiler of Tufted
Bedspread Information

March 4, 1989

Dalton Regional Library 8

Branches and Outreach

The branch libraries of the Dalton Regional Library System serve as community libraries; each branch collection reflects its community's distinct needs and interests. Through the process of referral and the use of intralibrary loans, the Dalton Regional Library System functions as a comprehensive unit. Circulating materials owned by the library system, but not available in a local branch library, may be borrowed for individual patron use.

The bookmobile is housed at the headquarters library. It serves individuals, schools, and nursing homes in all four counties of the system. The unit provides books, including large print publications, for library patrons on its routes.

Service for the blind and physically handicapped patrons are provided by the Talking Book Center in LaFayette (Cherokee Regional Library).

Community Profile

The four counties of the Dalton Regional Library System lie in what was once Cherokee Indian territory. There are evidences of this heritage remaining today: New Echota in Gordon County where the Cherokee alphabet was first transcribed; Spring Place, an early Moravian mission, and the Chief Vann House, an imposing home built by an Indian chief, in Murray County; and the Red Clay Council Grounds, where the Cherokee Removal began in the 1830's just over the northern border of Whitfield County.

The library system is bound by another common heritage -that of being hostes to battle sites of the Civil War: the Battle of Chickamauga was partially fought in Catoosa County; the Battle of Dug Gap Mountain and numerous skirmishes at Mill Creek Gap, Tunnel Hill, Rocky Face Ridge, Buzzard Roost, Snake Creek Gap, Varnell's Station all occurred in Whitfield County; and the Battle of Resaca was fought in Gordon County.

A third common heritage, which perhaps has a greater impact today than the other two; was that of being on "Peacock Alley." This area of northwest Georgia along highways 41 and 411 was formerly the scene of clotheslines filled with tufted bedspreads; decorated with peacocks and other colorful pictures, these home crafts were designed to catch the eyes of tourists traveling to and from Florida. As machines were designed to replace handmade loops, this small cottage business developed into the international carpet industry. Today, Dalton is recognized as the "Carpet Capitol of the World." The livelihoods of Whitfield, Murray, Gordon, and Catoosa Counties are primarily related to the carpet, textile, and kindred industries.

Monday, April 20, 1992

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The Atlanta Journal
The Atlanta Constitution

LOCAL NEWS

Atlanta Co
Monday, April

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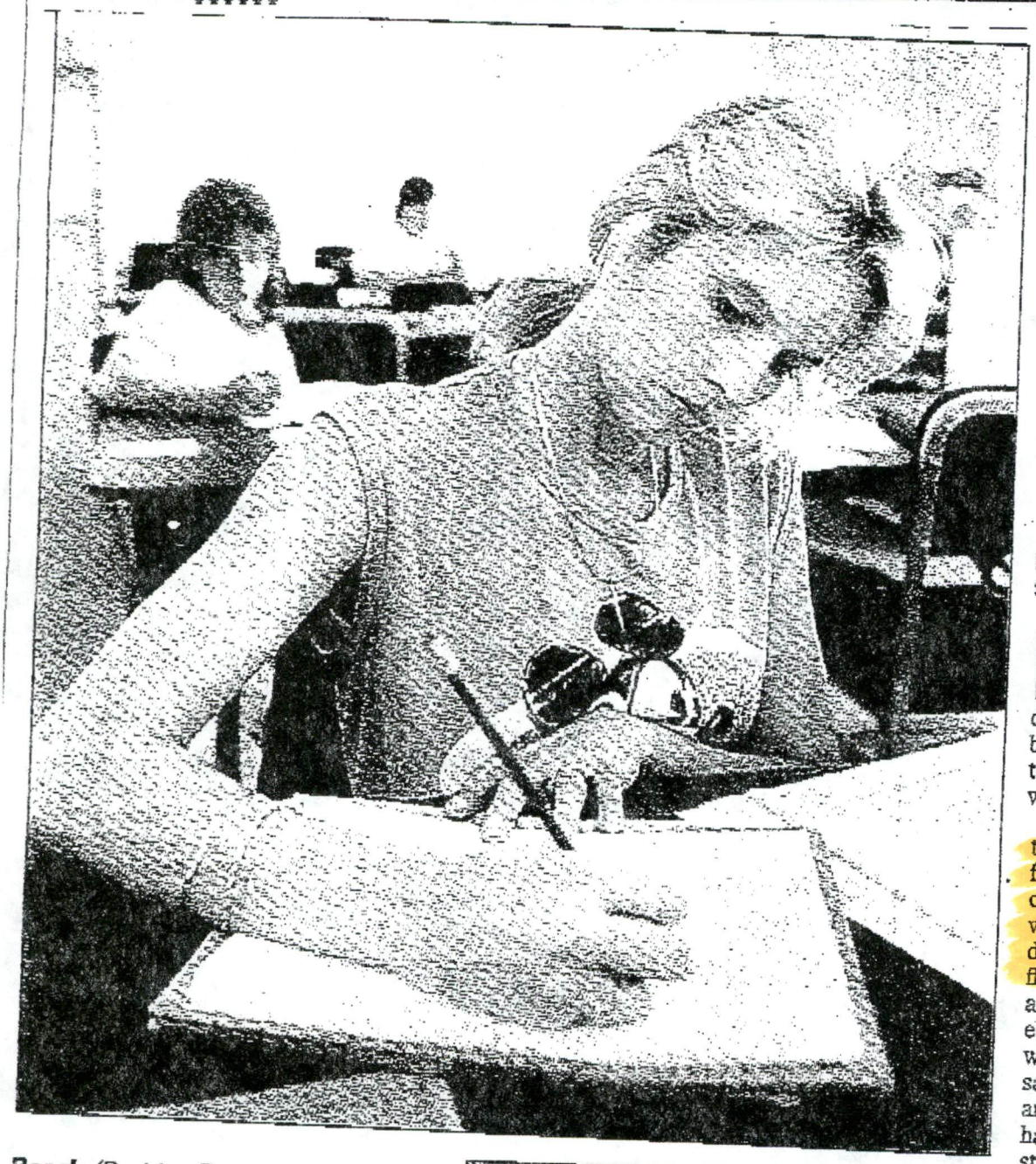
Carpet capital hai in educating, retra

By John Harmon
STAFF WRITER



Peach (Positive Employment and Community Help) Academy student Gayle Blevins (above) of Dalton studies math at the Whitfield County Department of Family and Children Services, where students named the Peach program themselves. Cheryl Hyatt (right), shown checking the humidity of carpet after a drying stage in sealing the backing, is a student in the Aladdin Learning Center of Aladdin Mills Inc.

Photos by DWIGHT ROSS JR. / Staff

Dalton, Ga. — Here in the carpet capital of the world, all a young person has traditionally needed for a job has been a strong back and a desire to work. A high school diploma was strictly optional.

But in the past four decades, the carpet business has changed from small shops and simple machinery to massive plants filled with high-tech equipment producing two-thirds of the nation's floor covering. Industry leaders are now realizing that uneducated workers cannot keep pace with the changes. A 1989 report saying that 56 percent of Dalton and Whitfield County's adults had not finished high school stunned the community.

Spurred into action, industry and community leaders are building an adult education program that is being hailed as a model for how America must reeducate its work force to compete in a global economy. Since September, 30 classes have opened at mills, with the help of a local education foundation, Dalton College and a corps of 60 volunteer tutors.

Benefits beyond the job

"This will not only make for

Atlanta Constitution
Monday, April 20, 1992

STUDY SUCCESS

capital hailed as yards ahead cating, retraining work force

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Ga. — Here in the capital of the world, ung person has traded for a job has back and a desire igh school diploma ptional.

past four decades, isiness has changed nops and simple ma- nassive plants filled ch equipment pro- hirds of the nation's g. Industry leaders izing that uneducat- cannot keep pace nges. A 1989 report 6 percent of Dalton ld County's adults ished high school community nto action, industry mity leaders are dult education pro- being hailed as a w America must re- vork force to com- bal economy. Since 30 classes have ls, with the help of a on foundation, Dal- nd a corps of 60 vol-

ond the job

not only make for ees, it will mean a better quality of life for them and their families," said Shirley Lorberbaum, vice president of Aladdin Mills Inc., one of Dalton's larger manufacturers. "And in the long run we'll all benefit."

Experts say making the programs a part of the workday has made it easier for employees to attend classes and admit they need help.

"Deep down, most everybody wants to better themselves, but they might be embarrassed to admit they don't know something," said Cheryl Hyatt, 34, an 11th-grade dropout who is improving her reading and math skills at the Aladdin Learning Center. "But here, they make it easy to admit you don't know."

Dropouts must be 19 or older

The battle for better education began in 1983, when the Dalton-Whitfield Chamber of Commerce formed the Education is Essential Foundation to focus attention on the county's high dropout rate.

More than 300 companies signed a pledge to not hire high school dropouts younger than 19. The foundation also spearheaded an effort to have carpet industry officials visit local schools to encourage kids to graduate.

After the dropout rate

Please see CARPET, D3 ▶

The Atlanta Journal / The Atlanta Constitution

Carpet: Dalton leads in educating workers

▶ Continued from D1

plunged from 50 to 30 percent, it began inching back up to more than 40 percent in the late 1980s as the carpet business boomed and needed more workers. John Campbell, a founder of the Education is Essential program and vice president of AA Food Services, said the dropout problem stems from a tradition of children following in the footsteps of their parents and the eagerness of the mills to hire them.

"For years it has been looked upon as a cheap source of labor, and we've had some resistance from some members of industry to change," Mr. Campbell said. "But when they began to realize that there is direct correlations between education and job turnover, high absenteeism and job performance, they are now listening to us."

By 1990, the industry began to shoulder a big part of the effort. Since then almost $300,000 has been raised to buy computers that have been placed at mills, the Whitfield Department of Family and Children Services and two state-operated adult education centers.

In the past six months, 20 of the companies have started their own classes, purchased computers and are providing instructors. The easy-to-use computers are so popular with students that there often lines to use them.

As a result, in the past two years 429 adults have earned their General Education Development (GED) certificates, a number equal to half the county's total of high school graduates in 1990 and 1991.

Dalton in front nationally

"Dalton has been a leader terms of reaching out to emplo ees and working to re-train the for a changing workplace," sa Jill Scheldrup, assistant direct of the U.S. Chamber of Com merce's Center for Work For Preparation and Quality Ed cation.

And the improvement in edu cation is crossing generation lines.

Gene Holloway, 50, could n read six months ago. He has no advanced to an eighth-grade le el. His success has encourage his wife, Pat, and his two adu daughters to attend classes at th mill with the goal of earning the GED certificates.

Mr. Holloway said he wante to learn to read so he could app for a promotion to supervisor Aladdin. As it turns out, howe er, his greatest pleasure ha come from being able to read st ries to his two granddaughter Brittany and Amber.

"You know, an educatio means more than all the mone in the world," he said.

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Child-Support Rules Target Employers

Schools That Work

Reforms pioneered by business are already producing results in school systems throughout the country.

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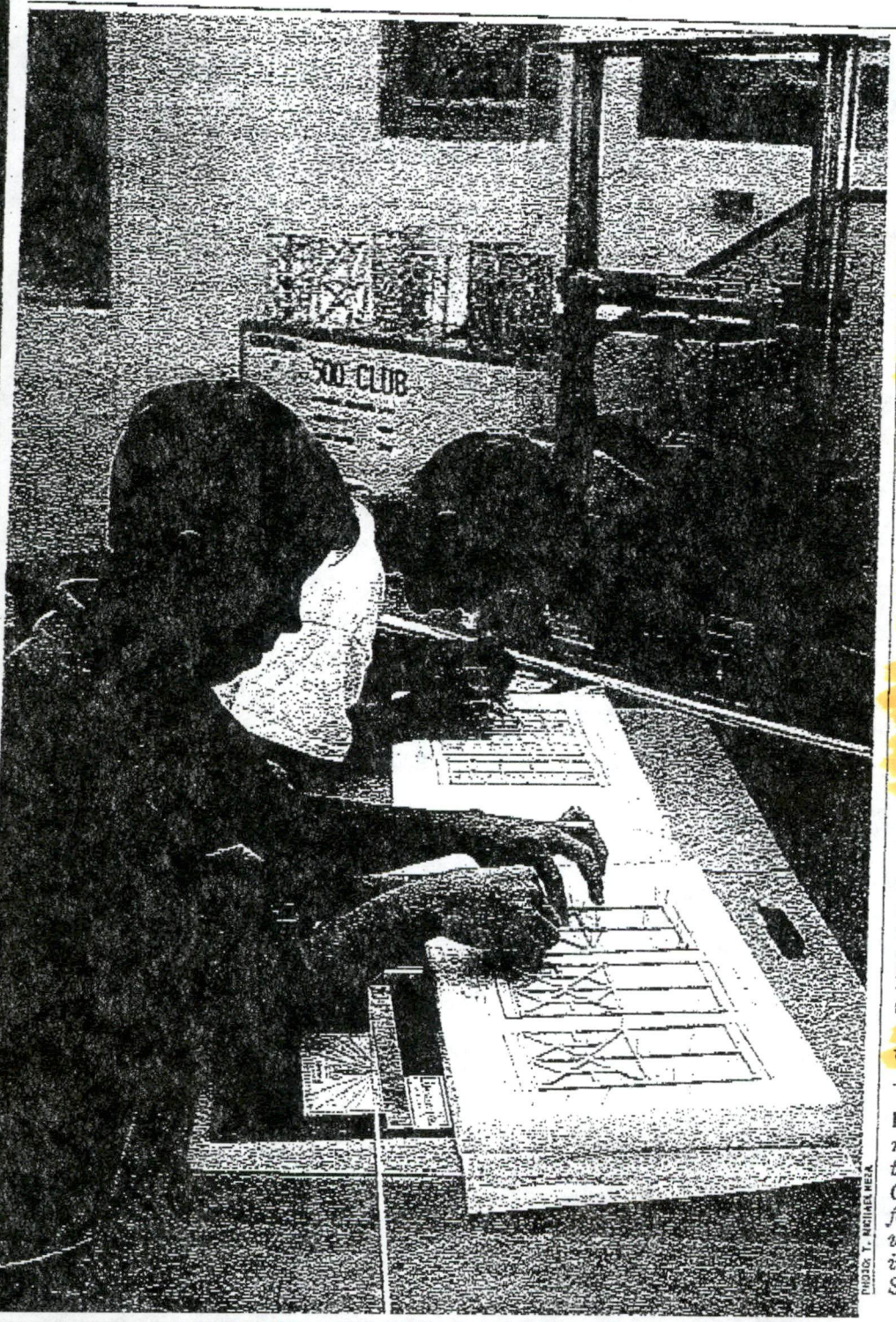
Schools That Work

By Joan C. Szabo



PHOTOS: T. MICHAEL KEZA

Nestled in the northwestern Georgia hills, the bustling town of Dalton is known as the "Carpet Capital of the World." The area's 200 mills manufacture 66 percent of all the carpet produced in the U.S.

The community knows what it needs to maintain that pre-eminence: a work force able to master the manufacturing technology critical to survival in today's marketplace.

But in Dalton and surrounding Whitfield County, 56 percent of the area's adults have less than a high-school education.

The gap between the need and availability of workers who can respond to the demands of modern production techniques is both a concern and a stimulus to Dalton.

In this regard, Dalton is a representative community in the intensifying national debate on what needs to be done to improve work-force capabilities by improving the education system.

This policy discussion involves Americans from the small-business owner seeking a computer-knowledgeable assistant to President Bush, who sees the nation's education shortcomings as a threat to its ability to remain a major force in the global marketplace.

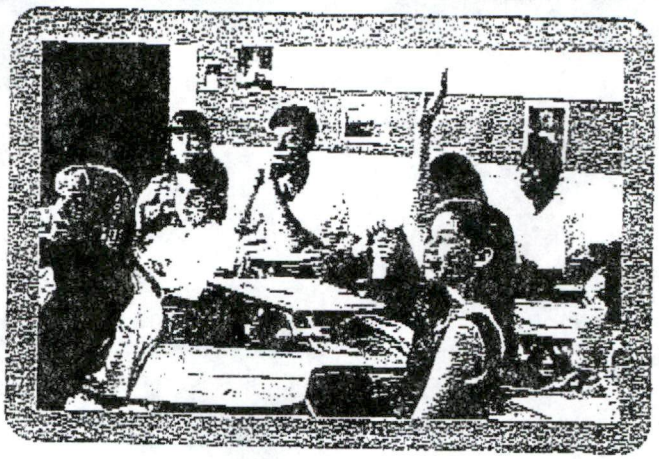
The president's response is "America 2000," an education plan envisioning a 90 percent graduation rate in high schools (it was 72 percent in 1989), No. 1 world standing for U.S. students in science and mathematics, and establishment of checkpoints to evaluate students' performance in key areas as they move through school systems.

America 2000

The president wants an education system that will enable every adult American

For better education: *At left, engineering-module students constructing balsa-wood towers at a junior high school in Dalton, Ga., a community preparing its students for the technological demands of the workplace. At right, elementary students in Chicago at the Corporate/Community School, which is run like a business.*

Business efforts to reform education are paying off. Here are some outstanding success stories.



to be literate and possess the knowledge and skills necessary to compete in a global economy and to exercise the rights and responsibilities of citizenship.

Business leaders not only support those and other goals in the president's plan but also have anticipated his call in many respects by undertaking initiatives that are already showing progress.

A major project at the national level is the work of The Center for Workforce Preparation and Quality Education, an affiliate of the U.S. Chamber of Commerce.

The Center is mobilizing grass-roots reform by offering resources and assistance to local chambers of commerce.

As a result of the Center's efforts, 600 local chambers across the country have pledged to try to work toward the president's education goals and develop strategies for their implementation.

"Businesses must join in partnership with the schools in their communities and their states and look at ways to reform the education system itself," says Edward Donley, chairman of the Center and a pioneer in education reform.

Although the Center takes a national perspective, Dalton offers an outstanding example of what localities can achieve under business leadership that is determined to confront education problems head-on.

Business and education leaders in the Georgia community have joined in a far-reaching and highly innovative educational-improvement partnership. One striking accomplishment: The high-school dropout rate in the area has fallen from 43 percent for the period 1983-86 to 35 percent for 1987-90.

Elsewhere in the country, other initiatives are under way. In Chicago, business is among the sponsors of an inner-city elementary school run like a business and developing innovative teaching methods.

In suburban Virginia, a corporate-funded high school offers such excellent science and technology courses that there are five applicants for every freshman-year slot.

A foundation-supported program has Oregon grade-schoolers flocking to special math classes during recess.

Other business-supported education projects throughout the nation are making major contributions to the critical national goal of improving education.

Following are reports on initiatives that can offer ideas to business people everywhere who are searching for specific steps for improving their own communities' schools. While some result from initiatives by larger companies, smaller firms can explore ways to modify them for local use.

Dalton: "Education Is Essential"

The Dalton program is of special interest because it reaches many aspects of education problems.

Alarmed by the growing deficit of learning skills within the work force, the Dalton area's business and education leaders mobilized to restructure the community's schools and to improve educational capabilities of workers who had left school.

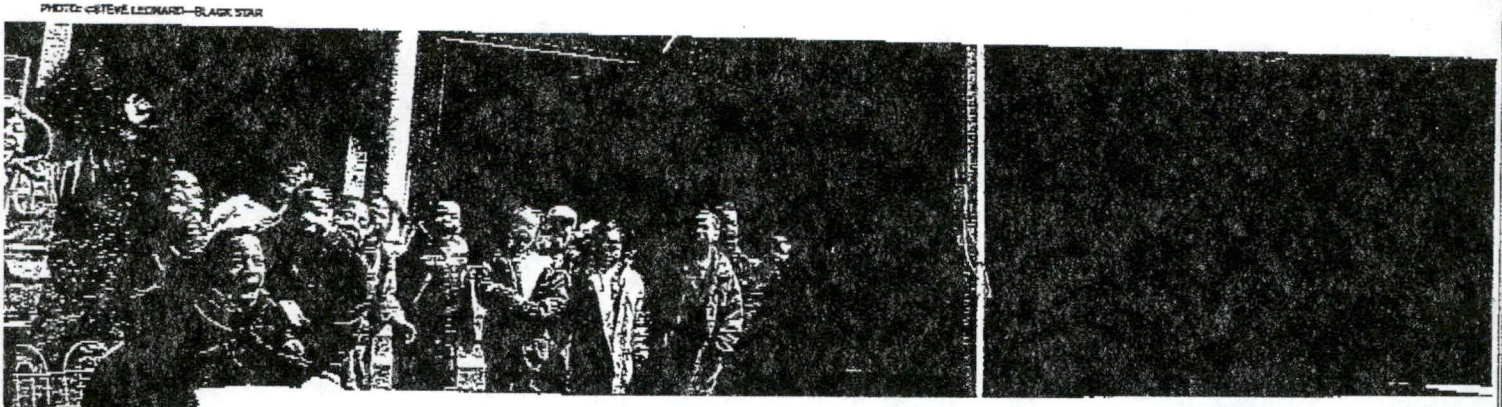
Major goals were improvement of student performance and increasing the high-school graduation rate.

Those and other initiatives are necessary if the region is to remain a world-class manufacturing center and to continue to attract and retain new businesses, says George Sutherland, executive vice president of the Dalton/Whitfield Chamber of Commerce, which spearheaded the school project.

"Dalton felt that the most valuable economic-development program we could have would be one that equipped our labor force to meet the changing needs of the workplace," he says.

As part of this campaign, the Dalton

PHOTO: STEVE LEONARD—BLACK STAR



CORPORATE/COMMUNITY SCHOOLS

chamber asked local companies, both large and small, to commit to specific steps.

More than 300 companies in the area signed a pledge to encourage job applicants under 19 to finish high school before seeking a job with their companies and to hire high-school students on a part-time basis only, establishing contact with the school counselor to ensure that attendance and grades are maintained.

The other points in the pact include stressing the value of education to employees and giving special recognition to employees who receive a high-school equivalency diploma and to employees' children when they graduate from high school.

"When a company says it is important to stay in school, that means something to workers here," says Sutherland.

Dalton also established an alternative high school to encourage dropouts who work during the day to take classes at night and eventually complete their high-school education.

A public-awareness campaign spotlights the value of staying in school. In addition, a speakers' bureau arranges school visits by business people who discuss why employers need students with a high-school education.

Dalton also launched a second-chance program so that high-school students with children can stay in school and graduate. A well-equipped day-care center housed in the high school itself provides care for infants and toddlers at no cost to the students. In addition, teenage mothers receive parenting and job-skills training.

To spark interest in technology careers among younger students, Dalton's junior high school launched "Explorations in Technology." The program lets students investigate and study 15 different engineering-technology areas, including computer-assisted design, desktop publishing, automobile research and design, robotics, and television production.

A $25,000 matching grant from the state of Georgia provided the funds to get the program off the ground. Instructor Randy Ware designed the program's 15 workstations, and in-house maintenance personnel constructed each one at considerable savings to the school.

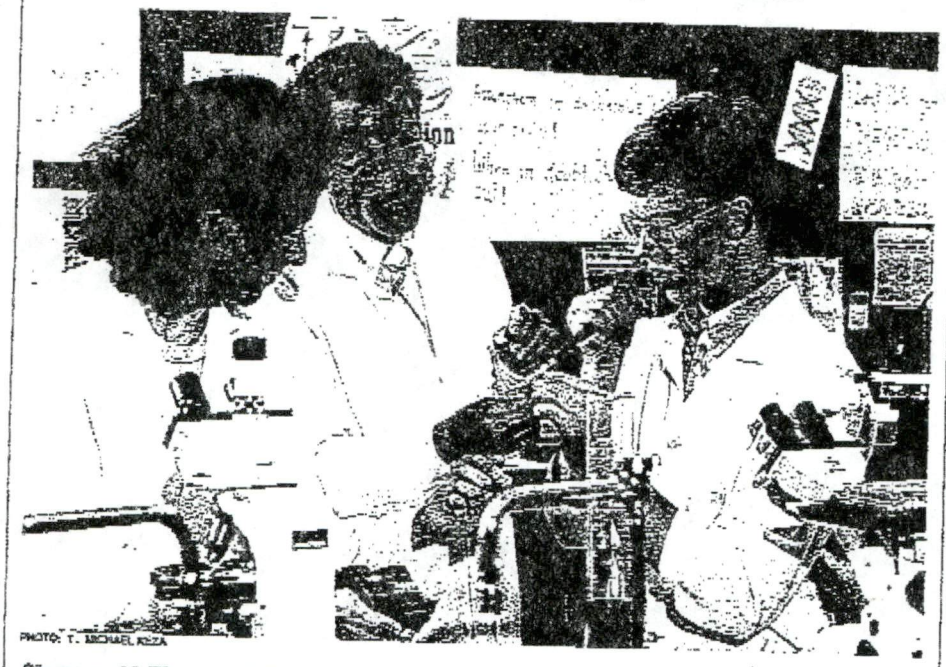


PHOTO: T. MICHAEL KEZA

Six-year-old *Thomas Jefferson High School for Science and Technology, in Fairfax County, Va., has received $5.5 million in contributions from business, enriching a demanding program that draws five applicants for every freshman-year slot.*

In addition, Dalton has launched a computer-assisted learning program to teach adults reading, language, and math skills, from beginning literacy through the General Educational Development (GED) diploma. By making use of the GED program, individuals who have not received a high-school diploma can earn certification for an equivalent school achievement. Some employers in the area also offer in-plant GED classes so that workers can earn their diplomas.

Chicago: A "Break-The-Mold" School

Chicago's Corporate/Community School of America (C/CSA) is making great strides toward creating a "break-the mold" school for inner-city youth. C/CSA is a not-for-profit coalition of business executives, educators, and community leaders working for substantial improvements in urban public education. C/CSA launched a flagship school in 1988. Its founder and chairman, Joseph Kellman, says that the school already is a working model for President Bush's plan to establish new American schools across the country to spur education reform. Kellman is president of Globe Glass & Mirror Co., a $100 million Chicago-based auto-glass company.

This inner-city elementary school on Chicago's West Side is financed with $3 million in corporate and foundation grants.

Although Kellman proposed the concept for the school in the late 1960s, it was not until he found an enthusiastic ally in Vernon R. Loucks, the chairman and CEO of Baxter International, a Chicago hospital-products manufacturer, that he could make the school a reality. Loucks led the funding drive that enabled Kellman to launch C/CSA.

Neighborhood children ages 2 through 13 attend C/CSA. Of the children in this area, known as Lawndale, 80 percent are born to single women; 60 percent of the families subsist below federal poverty levels.

Students are chosen by a random computerized process. No tuition is charged. A recent grant totaling $400,000 will enable the school to increase enrollment to 300 pupils from 250 in the 1991-92 school year. According to Primus J. Mootry, the Corporate/Community School's project director, the school is operating for about $5,100 per pupil each year, which is about the same amount spent per student by the Chicago public-school system.

C/CSA is run much like a business. It has a 15-member board of directors that includes seven corporate executives from such Chicago-based companies as Baxter International, Quaker Oats, Commonwealth Edison, and Sears, Roebuck. Principal and CEO Elaine Mosley says she gives her teachers the power and management authority of executives. The teachers tailor instruction to students' individual needs.

A major aim of the school is to serve as an education laboratory, sharing new methods with the Chicago public schools. In many ways, C/CSA has allowed educators to "take the handcuffs off and begin to do some of the things that all the research suggests must be done if we are going to see educational improvement in this country," says Mootry.

Some of the innovative features include year-round instruction, a longer school day, above-standard wages but no tenure for the principal and teachers, day care for children of working parents, a full-time nurse who helps link children and

Document No. 342074SS

WHITE HOUSE STAFFING MEMORANDUM

DATE: 7/30/92 ACTION/CONCURRENCE/COMMENT DUE BY: 1:00PM, FRIDAY, JUL 31

SUBJECT: PRESIDENTIAL REMARKS: SHAW INDUSTRIES DALTON, GEORGIA ~~MONDAY, AUGUST 3, 1992~~

	ACTION	FYI		ACTION	FYI
VICE PRESIDENT	☐	☑	HORNER	☐	☐
SKINNER	☐	☑	MCBRIDE	☐	☑
SCOWCROFT	☑	☐	MOORE	☑	☐
DARMAN	☑	☐	PETERSMEYER	☐	☐
BRADY	☐	☑	PORTER	☑	☐
BROMLEY	☐	☐	PROVOST	☑	☐
CALIO	☑	☐	SMITH	☑	☐
DEMAREST	☑	☐	YEUTTER	☐	☑
FITZWATER	☐	☑	FINDLAY	☐	☑
GRAY	☑	☐	KAUFMAN	☐	☑
HOLIDAY	☑	☐	BOSKIN	☑	☐
			MCGROARTY		☑

REMARKS:

Please provide comments on the attached directly to Dan McGroarty, Rm. 122, x2930, with a copy to this office NO LATER THAN 1:00PM, FRIDAY, JULY 31. Thank you.

RESPONSE: See DOC inserts and USTR attachment. Paul Korkonka

PK

7 pgs

PHILLIP D. BRADY
Assistant to the President
and Staff Secretary
Ext. 2702

Treasury Concern: Are carpets textiles that are protected under MFA? Please check this

(Ferguson/Gershowitz)
July 29, 1992
DALTON
Draft Two

92 JUL 30 P5:03

PRESIDENTIAL REMARKS: SHAW INDUSTRIES
DALTON, GEORGIA
MONDAY, AUGUST 3, 1992

multi-fiber agreement

Thank you for that kind introduction.

(Acknowledgments)

It is a pleasure to be here in Dalton. I think you know why I've come here today. I want to make sure I'm first in line when Catamount tickets go on sale.

I've come for another reason too. As this great nation prepares itself for the global economy, Dalton offers a glimpse into the future. Dalton has taken the challenges of a new world and turned them into opportunities. With the flexibility of companies like Shaw, with the ingenuity of your chemists and xx and xx, Dalton is showing America the face of the 21st century. Dalton is showing the way.

In the history of your industry you can find a parable of American progress. It starts simply, with a craftsman working solo at a handloom, selling her wares from her home. It continues into the sprawling factories of decades ago, pumping their products into every region of a vast country. And it continues today -- with an industry retooled by high technology, a workforce more highly skilled than ever before, and a marketplace as big as the world.

The story has an important lesson -- a lesson about how America grows and prospers. It couldn't be more timely. The question today is not <u>can</u> America compete in the new global

economy. I know and you know we can. The question is how -- how do we stay number one in a changing world -- how do we create jobs for every American, and create opportunity for our children.

I believe, when you get down to it, it's a question of trust. Americans need a leader they can trust to do the right thing -- whether it's standing up to a bully halfway around the world, or hammering out a tough trade negotiation with a foreign leader. Trust -- in that traditional sense -- is crucial. But it's only part of the picture.

I spent half my adult life building a business, creating jobs and meeting a payroll. Out in west Texas, watching towns and cities and businesses bloom from those dusty plains, I learned this: to lead a great nation, you must trust the people you lead.

Ane that means putting people before government. Government doesn't create America's jobs. Our prosperity wasn't designed around a conference table at the White House or in some subcommittee on Capitol Hill. It was hatched right here, in places like Dalton, where free men and women took the risks / weighed the odds / and reaped the rewards.

Now, some people take a different view. Most of them have spent their lives in government. So I guess it's not surprising: they think the way to get our economy moving is to make government bigger, fatten up the public payroll, and then raise your taxes to pay for it.

I've been coming up against them all my years in public life. Last January, I put forward a specific plan to create new jobs right now -- cutting taxes to encourage businesses to hire new workers and help young couples who want to buy their first home. If Congress had acted on my plan, more than half a million jobs would have been created since February.

Well, Congress acted, all right. They took my plan, tossed in a bottom drawer, and sent me back a tax increase.

I told them: don't even think about it. I vetoed their plan the minute it hit my desk. The fact is, the last thing this country needs is a tax increase. Again, it's a question of trust: I think Americans know better than any budget planner in Washington how to spend and save the money they earn.

So I told Congress: Try again. Now, 188 days after I sent them my plan, I'm still waiting. Today, I say to the Congress, we need those half a million jobs, and we need them today. Don't hold the American economy hostage to politics. Vote for an economic recovery program, and let Americans get back to work -- now!

That short-term plan is important, but we've got to do more, today, to make sure America continues to lead the world tomorrow. Let me give you another example -- one that's vitally important to your industry. For three years I've worked to keep America the leader of the global economy. The key is trade -- tear down the barriers that keep American products out of world markets, so American businesses can create jobs here at home.

Now, it's not an easy job. If you want America to lead the world, America needs a leader who knows the territory. And you need this: someone who trusts the American people -- someone who knows that Americans are the most productive, most competitive workers the world has ever seen -- if they're given the chance. Look at the facts: We are the largest exporter in the world. ~~For the last three years, our exports have accounted for 70 percent of our economic growth.~~ And a lot of that growth has been right here in the carpeting industry. Last year alone, carpet exports increased 43 percent.

That success has been good for America, good for the carpeting industry. But I've vowed that I won't stop there. Right now, we're on the verge of reaching a historic trade agreement with Mexico. Together with Canada, we'll create a $6 trillion market -- one of the largest trading areas the world has ever seen, from the Yukon to the Yucatan. I wish I could give you the square footage, but you can be sure: <u>that's a lot of carpet</u>.

Now it may be hard to believe, but some people look at these barriers falling, see these remarkable opportunities opening up, and they say: Hold everything. In Washington, in the United States Congress, the forces are lined up against us, powerful protectionists who see the challenge of an open market and think: the American worker can't do it. The challenge is too great, the odds are too long. The protectionists may say they want change, but change is the thing they fear most of all.

Commerce Inserts

Jeff Steele

PAUL:

HERE ARE THE CHANGES FOR THE PRESIDENTIAL REMARKS YOU SEND THIS MORNING
INSERT 1 : THIS SENTENCE SHOULD READ: OVER THE LAST 3 YEARS, WITHOUT OUR EXPORT GROWTH, OUR NATIONAL OUTPUT WOULD HAVE DECLINED BY 15 BILLION DOLLARS, INSTEAD OF INCREASING BY 102 BILLION DOLLARS.
INSERT 2: LAST YEAR ALONE ALONE, CARPET EXPORTS INCREAED 54.3 PERCENT. (CENSUS CURRENT INDUSTRIAL REPORT. RELEASED JULY 1992)
INSERT 3: A SENTENCE SHOULD BE ADDED THAT READS: THE NAFTA WILL INCREASE U.S. EXPORTS, AND THAT MEANS INCREASED JOBS FOR AMERICANS HERE AT HOME.

per John Mennis Commerce 377-5145

Exports have increased $100 billion a 31 percent increase over last 3 yrs.

Of course they don't use the "p" word -- protectionists never do. Some have even learned the language of free trade and open markets.

But they always seem to find an excuse why Americans shouldn't be allowed to compete. I'll say it again: it's a question of trust. If we're going to open markets to American products, we need to do more than get the words right. Leadership is more than lip service. Leadership is getting the job done, taking the risks. It means knowing that Americans can outwork, outcompete, outthink anyone, anytime, anywhere.

I'd like to bring the NAFTA-opponents protectionists down here to Dalton. I'd like them to see what I've seen. I'd like them to think a little about this town, about this industry. Maybe they'd discover they've got nothing to fear from American enterprise, and that American enterprise has nothing to fear from competition. When the world changed, the people of Dalton changed with it. You didn't fear the future, you shaped it. Your industry didn't cringe from foreign markets; you conquered them. And -- miracle of miracles -- it happened without a government regulator, without an industrial planner from Washington, to show the way.

That's why I say Dalton gives us a glimpse of the 21st century. America will continue to lead the world, Dalton will still reign as the world's carpet capital, if America has a government that knows its limits -- and if America has a leader who trusts ... a leader who believes in the people he leads.

Thank you for the chance to visit with you. God bless you and God bless the United States.

###

July 30, 1992

TELEFAX MESSAGE TO DAN MCGROARTY

FROM Ron Sorini USTR 395-3026

SUBJECT Additional Material for President's Trip

Following are some additional talking points on the textile transshipment issue for the President's event in Dalton, Georgia on Monday, August 3. These might be appropriate for a larger audience of textile executives.

- We have an extensive program to combat textile quota fraud. Investigations have uncovered a substantial volume of textiles and apparel originating in China and Pakistan, which had been diverted through third countries to circumvent our quotas.

- U.S. Customs undertook one of the largest law enforcement operations in our history last September in response to this problem. Customs agents raided the offices of companies allegedly involved in fraudulent Chinese textile trade. Prosecutions resulting from these raids are in progress.

- To date, we have taken action against almost $1 billion worth of such trade, and we have warned the Chinese authorities that we will not tolerate the circumvention of our bilateral textile agreement.

7/29/92

Suggested points for the President's visit to Dalton, Georgia

Some say textiles and apparel are dying industries. I do not agree. The textile and apparel industries paved the way for our industrial revolution. They are still vital to our national economy, employing nearly two million workers. The textile industry is leading the recovery with many mills running at full capacity.

NAFTA is important to the economic growth of our nation and to the future prosperity of our textile and apparel industries. We have worked closely with your industry to craft a good agreement. We have lived up to the trust you placed in us.

For example, I said when we embarked on these historic negotiations that we will set rules of origin that are tough. Rules that do not allow Mexico to become an export platform for third countries to penetrate the U.S. market.

I am happy to say that we were successful in this regard. We have negotiated strong rules of origin for textiles and apparel that will enable these industries and their workers to prosper, not only in the United States, but throughout North America. Textile and apparel exports are increasing more than 50 percent this year. We will do even better once NAFTA is enacted.

Remarks at an Independence Day Celebration in Faith, North Carolina

July 4, 1992

Thank you all very much. Mayor, thank you, thank you very much, Mayor Hampton. And let me say to all of you, please be seated. [*Laughter*] Sorry about that. What a great day in Faith, and what a wonderful way to get here, play a couple of innings of ball, eat a little barbecue, drink a little of that wine or whatever they call it over there. [*Laughter*]

Really, we're thrilled to be here, and thank you for that very, very warm welcome. I say warm, I use the term advisedly. [*Laughter*] I'll tell you a little Trivial Pursuit: Fifty years ago almost to this day, I was a naval aviation cadet at Chapel Hill, North Carolina. That was my first taste of North Carolina hospitality, and this is my last and my very best up till now. So thank you all very, very much.

It's great to see our Governor here, doing a superb job for this State. You'll miss him in the governorship, but we've got to keep him active. He's done a great job for the State of North Carolina. May I pay my respects to another man I've been with shoulder to shoulder, Congressman Coble here, and just say to all of you, Daisy Bost and all that worked on this program, what a magnificent show this is. The Governor is right: We are proud to be in Faith, North Carolina, and proud to see this spirit alive and well.

I didn't hear the East Rowan High School Marching Band, but somebody—here they are right here. Fantastic.

But this is a very special American day. I just came from the races down there in Daytona, and we saluted the king, a son of North Carolina, Richard Petty. Dale Earnhardt, Dale showed us around and explained it, so it's been a great big high of a day for me here.

This one is a picture postcard holiday setting. You've got it all with the Little League and the softball games and the wheelbarrow races and the parade down Main Street. Now I'll be very short because I want to go over and try the bungee jumping. [*Laughter*] No, Barbara said it's okay to throw your hat in the ring, but not the whole body. [*Laughter*]

But we meet today in the State that gave birth to flight way back a thousand years ago. And on the day when the eagle soars proudest of all, we meet in smalltown America, in many ways, as I survey our great country, in many ways the spiritual heart of all America.

Several miles up the road is Salisbury, home to our friend Liddy Dole and home to Cheerwine—[*laughter*]—and a little east, Siler City, where television's Aunt Bea is buried. I've always wondered if Aunt Bea were with us today, if she'd be serving broccoli. I hope not. [*Laughter*]

Not every place in America is like these wonderful towns, but its values can and should be because the values that the Mayor mentioned, the values the Governor talked about, the values that you hold dear are the values that hold our entire country together. And we never should forget that.

When I go back to Washington, Barbara and I, we have about an hour and a half, I believe it is, maybe a couple of hours at the airport. Then we fly to Poland, where I'll stand shoulder to shoulder Sunday morning with Lech Walesa, the President. Remember him? The guy that stood up for freedom when nobody else could do it in Poland? Stood up and took the heat, and now Poland is free. He looks to the United States, and he says, "Above all the countries, it was the United States of America that stood with me and offered me the hope for freedom."

You know what it means to be good neighbors. You know what it is to have families, strong and united; good schools; safe neighborhoods; job-creating economy; and a world at peace. Now, you go over to the Faith Soda Shop, or the Hairport, or R&I Variety, and you'll see the values that can achieve these goals. One is faith in self-reliance. You believe in equal rights for all Americans. Don't let anybody knock your town; you stand with me against bigotry and against racism. You believe in what is good and what is right.

Some regard principles as disposable, like TV dinners, but they couldn't be more wrong. Let others support some of this—films and the programs which mock smalltown America. But I stand with the millions who support your America. And there's nothing wrong with a Nation more like Salisbury or Faith, North Carolina. And believe me, carry those principles with you.

It's not just the name of the town, but from this springs another smalltown virtue: We believe America is special because of fidelity to God. We have not forgotten that we are one Nation under God, and that's an important thing to point out on July 4th.

I heard from the Mayor that there are 553, technically, 553 residents. But she tells me that on Sunday more than 800 attend church services, and that's pretty good out of a town of 553. Think of that. You show why, according to a Gallup poll, America is the most religious Nation on Earth.

Remember the small boy expressing that conviction: "God bless Mother and Daddy, my brother and sister." And he says, "Oh, and God, take care of yourself because if anything happens to you, we're all sunk." [*Laughter*] And that kid is right, just as right as he can be.

So, the American people really have mountains of faith. And I believe the God who gave us life also gave us liberty. So again, I'd like to use this wonderful occasion, this national holiday, perhaps our greatest, to call on the Congress to pass a constitutional amendment permitting voluntary prayer in the public schools.

Barbara and I were talking earlier to people for whom every day is the Fourth of July. They don't apologize for the choking up when you hear "The Star-Spangled Banner" or standing at attention when you say the Pledge of Allegiance. And they don't apologize for the lump in the throat when a few blocks away over here on Gantt Street in the American Legion building they visit a monument dedicated to the veterans, the living and the dead, of every American war.

Here in Faith, memories run long, just as principles run deep. And Jim touched on it, but you know how to answer those who say that the success of Desert Storm should be forgotten. But look, you had 76,000, as he said, troops in this one State, deployed from North Carolina. I don't think Saddam Hussein—who might by now have nuclear weapons, or if we hadn't challenged him we'd all be paying $10 for gas as he moved into Saudi Arabia—I don't think he doubts for a minute the will and the strength and the patriotism of the American people.

I know very well our veterans haven't forgotten it, those courageous, the best fighting forces we've ever put together. We stay together. I told Howard Coble—I sometimes risk being a little personal. But I was shot down in World War II, and I learned something. I learned something in combat: The wingman doesn't pull away from the flight leader. And when I was shot down into the Pacific it was my teammates, one located my raft, another shot down a boat that was put out from a Japanese island, and I learned this: We are a team. We're a united country. When the going gets tough, we get moving. We don't apologize, and we don't quit. We never quit. And we don't forget the POW's and the MIA's, I might add, either. We're with them.

Eisenhower spoke of "the great and priceless privilege of growing up in a small town." Well, Barbara and I are privileged to be in a small town that proves how right Ike was.

And ours is a Nation, believe me, ours is a Nation whose best days lie ahead. These kids here can go to bed at night with less fear of nuclear war because we've been here.

Now we've got to keep moving and bring that change to everybody in America that wants opportunity, and we can do it. Why? Because on this special day of freedom we are still the United States of America: nothing to apologize for, everything to be proud of.

Thank you, and God bless each and every one of you.

***Note:** The President spoke at 3:07 p.m. in Legion Park. In his remarks, he referred to Judy Hampton, Mayor of Faith, NC; Daisy Bost, program coordinator for the Independence Day celebration in Faith; Dale Earnhardt, NASCAR driver and Winston Cup champion; and Elizabeth Hanford Dole, president of the American Red Cross.*

quilt design of the same name, and it is by far the most elaborate that Mrs. Chance makes. Often taking a month or more to complete, the design features concentric, interlocking circles with starburst patterns in the middle of each circle.

Mrs. Chance also possesses spreads made by her mother, presumably from patterns taught her by Catherine Evans. One of Mrs. Chance's proudest possessions is the Cheese and Crackers spread that her mother made. The design is made of white cotton material with a white and blue diamond pattern, in which the tufts form geometric shapes within the diamond.

A question that arises when viewing Mrs. Chance's spreads is whether they are truly a folk craft or not. Folklore scholars use this definition to determine whether a craft is truly folk or not: 1) the craft must be made by traditional practitioners; 2) the craft must be made with traditional tools and by traditional means; 3) the craft must have been learned from a traditional practitioner of the technique. Where, then, does Ida Chance fall? Is she a true folk handcrafter?

The answer would have to be an overwhelming "yes." The origin of Mrs. Chance's knowledge of how to make hand-tufted spreads can be easily traced, thanks to Mrs. Chance's excellent recall. If Catherine Evans is said to be the originator of the craft in the Dalton area, and Mrs. Chance's mother learned from her, then there is a strong link of tradition between the originator of the craft and a practitioner of the craft. Mrs. Chance recalls that Catherine Evans learned to make spreads by imitating those she saw at a relative's home, and this knowledge was then passed along to Ida Chance's mother, Mrs. Whaley, who used traditional tools to construct her spreads.

The next link in the chain of tradition was forged when Mrs. Whaley taught young Ida to make the spreads. Since Ida Chance learned from a traditional practitioner, her mother, then she certainly must be considered a true folk crafter. One has only to examine Ida Chance's methods to realize that she has clung faithfully to the traditional means of making spreads by hand. Even though Mrs. Chance uses a mixture of traditional and non-traditional tools and materials, her methods have remained the same as those used by Catherine Evans and by Mrs. Chance's mother.

Another question arises: Is Ida Chance an artist? First, we must examine what it is that she makes. In other words, is she producing art? Is she producing something that is meant purely for plea-

This is just one example of how our community's workplace learning programs are providing education opportunities for today's workers, so that the carpet industry can continue to compete in the global economy of the 1990's and beyond.

Shaw Industries, Inc

P.O. Box 2128 616 E. Walnut Ave Dalton, GA 30722

FACSIMILE TRANSMISSION

DATE 7/30/92

TO: Gary Gershiwitz FAX # (202) 456-6218

FROM: Carl Rollins PHONE # (706) 275 - 1034

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Thank you,

Facsimile Operator Renee Extension

Comments:

SPN 02-0207

HERSHEL COSPER

1. Began reading classes at Plant #4 in March, 1988.

2. Began reading classes at the Adult Literacy Center at Dalton College in October, 1990.

3. Is now enrolled in the GED Program at the Adult Literacy Center.

HERSHEL COSPER BIOGRAPHY

BORN:	Dalton, Georgia
AGE:	42
CHILDREN:	None
COMPANY SERVICE:	22 years
JOB TITLE:	Lift Truck Operator
EDUCATION:	Attended Dalton High School

At Shaw Industries, our customers and their total satisfaction with our products and services is the objective of each employee and in order to meet this need our jobs have become more technical.

Hershel's educational initiative will better position him to progress, if he chooses, to technical jobs within Shaw that require the ability to read and write. Hershel will benefit along with our customers.

OK
CPR 7/30/92

Literacy class opening doors

'They never knew I couldn't read until one day at a class at Shaw I could read only about 50 percent of the book.'

By Kevin Gepford
C-N staff writer

Herschell Cosper could take apart a car's engine and put it back together before he could read. He could also drive that car. In fact, Cosper finished high school nearly [illegible] years ago without learning to read. Now, however, he's making up for lost time.

Cosper, 41, has been attending classes at the Adult Literacy Center at Dalton College for the past 1½ years. Before that, he spent 1½ years with a reading tutor who brought him up to second-grade level. Now he's almost reading like a fifth-grader.

"I spell a lot better now," he said. "It used to take me all day to spell a word, but now I can do it in just a little while. I couldn't spell America, or Tennessee, or Mississippi, but now I can on the tip of my tongue."

Cosper and his six classmates meet twice a week at the literacy center for instruction that combines the enthusiasm of teacher Jackie Ray and the support of University of Georgia teachers via a satellite network.

Admitting that he didn't know how to read took a lot of courage.

"After you reach a certain age, you don't want to ... go back to school," he said.

Indeed, Cosper may never have picked up a reading primer if his employer of 23 years, Shaw Industries in Dalton, hadn't figured out the truth one day.

"They never knew I couldn't read," he said, "until one day at a class at Shaw I could read only about 50 percent of the book.

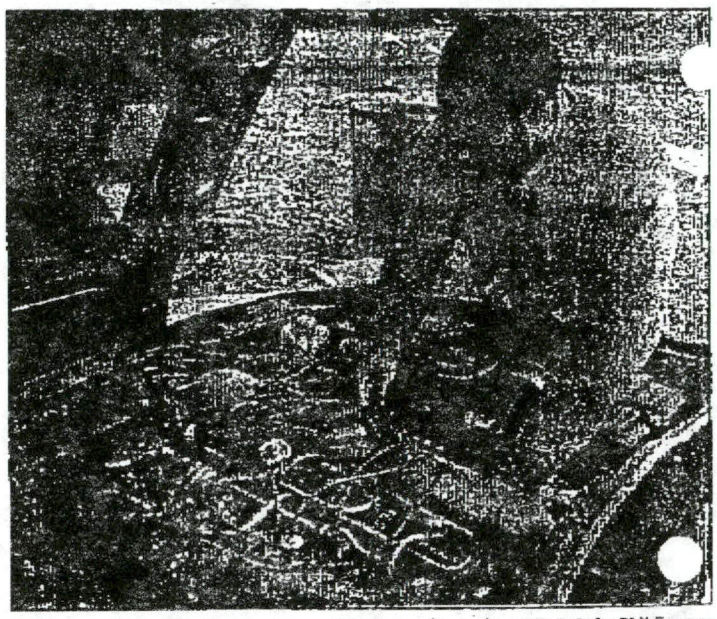
"I thought about it a long time and made up my mind to get an education," he reflected. "I used to get letters and couldn't understand what was going on. I could only read half of it. Now I can understand."

Even without knowing how to read, Cosper took pride in his cleverness.

"I've got a lot of common sense, common wisdom, and you don't get that through an education," he said.

He also took pride in fooling peo-

(Please see LITERACY, page 3)



C-N photo by Phil Farmer

Herschell Cosper, who is learning to read through the Adul Literacy Center in Dalton, works on his Datsun 280ZX.

Literacy

(Continued from page 1)

ple into thinking he could read. "There's a lot of ways to fake it," he said. "I can fool a lot of people."

He would bring insurance documents home for his sister or nephew to read, and at work he memorized the functions of buttons and levers instead of reading the panels.

His teacher Ray said, "It's much easier to read than memorize. But they do so much in order to cope."

Although Cosper can now read the 16-button panel that last July replaced the handful of old buttons on the equipment he operates at work, he still does a lot of work by memory.

"I can run that machine with my eyes closed," he said.

Cosper admits he still has a lot more to learn, however. Reading newspapers, which are generally written at an eighth to 10th-grade level, is beyond his limits.

"I've come a very long way, but have a long way to go. I want to get a GED (General Equivalency Development certificate)," he said. Beyond that he dreams of technical training of some sort — "I'm interested in a lot of things.

"The hardest thing for me is to learn vowels and separate words — them little ol' bitty words," he said. "I know a lot of big words, but not the small ones because they don't sound like they spell. I should be at another level by next year, and I should be able to pick up a newspaper next year."

With success comes excitement and confidence, however. He ofter calls up his teacher to read new things to her over the phone. He also listens to a tape his first tutor gave him about black leaders and black history.

Cosper's common sense has given him a knack for fixing cars, including his own, a Datsun 280ZX. He recently went to a junk yard to swap out a good distributor for his failed one.

"The young boy there said, 'Make sure you get that right — don't get it out of time,' " Cosper said, with a smile. "I just dropped it right in there, lined up the arrows, cranked it up and drove it away."

As Cosper left the yard, he shouted to the attendant, "Make sure you put that distributor back in right — and don't get it out of time."

versatile enough to be marketed to the masses. It is not surprising that investment capital found its way from Northern companies to be combined with a large southeastern labor force, the state of the art in technical expertise as well as the plentiful availability of natural resources for the tufting pioneers. Thus began a dynamic surge that would catapult the tufted textile industry to domination of the carpet industry. The new process was neither labor nor capital intensive, production came off at twice the speed of woven counterparts. Tufted carpet was found to be durable and easily maintained. The carpet revolution proved to be the right thing, happening at the right time, amid the greatest period of economic growth the world has ever known.

Soon the carpet making facilities jumped from the two dozen Northeastern Gentlemen's Club, to more than 350 companies. And this growth produced a dramatic geographic shift to the Southeast, namely North Georgia. Woven carpet would drop from 100% of total production to approximately 5% in less than 15 years. And with the advent of mass-produced man-made fibers, face yarns would shift from 90% wool to 95% man-made fibers. The annual dollar volume of the combined U.S. carpet industry would sky rocket from $1 billion in 1965 to over $5 billion and still climbing in 1983.... To translate that into quantity, last year more than 1.2 billion square yards of carpet were made with

estimates of 40-50% going to contract applications.

Let's illustrate that a bit.... Suppose you had a piece of carpet 12 feet wide. How long would a billion square yards be? Are you ready?.... 750 million feet long! How about 142,000 miles long. Suppose we started winding this thing around the earth at the equator. We would have more than 5 wraps. And just two year's production 12 feet wide would stretch to the moon!

"BASIC MARKETING METHODS"

So that brings us up to date...where the U.S. Carpet industry is today....for all practical purposes 95% tufted and 95% man-made fibers. It's a $5-billion business, at wholesale, that is sought after by more than 300 separate manufacturers, large and small. It exists in a competitive climate that would make Adam Smith rejoice. There is no General Motors, Exxon, or Chase Manhattan in the carpet industry. A "giant" in the carpet industry is lucky to enjoy a 5% share of total market. The top six mills combined account for less than 25% of the industry. So how do these over 300 manufacturers sell this $5-billion worth of carpet? It is marketed through direct mill sales forces or wholesale carpet distributors. It goes in three directions: residential retail, contract commercial, and residential contract.

Today's Carpet Industry...young yet mature is...dynamic and vital. It takes advantage of today's high technology. It is producing floor coverings that are not only functional and durable...but make a fashion statement as well.

Herschell Cosper could take apart a car's engine and put it back together before he could read. He could also drive that car. In fact, Herschell left high school nearly 25 years ago without learning to read. Now, however, he's making up for lost time.

Herschell asked to take the pre GED Assessment Test at Shaw Industries' Plant #4 in Dalton, Georgia. As a result of the test, Herschell was encouraged by Jim Dempsey, Training Manager, and John Wilson, Department Manager, to attend Plant #4's reading classes. He also spent time with a reading tutor and later Jim Dempsey arranged for Herschell to attend classes at the Adult Literacy Center at Dalton College.

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Friday, July 24, 1992

MEMORANDUM TO GARY FOSTER

FROM Pat Mizell

RE: The President's visit to Dalton, GA
August 3, 1992

The President would travel to a carpet factory in Dalton, GA and participate in an "Ask George Bush" regarding trade and international commerce issues and push for his economic growth package.

Proposed Site

Terminal Building, Shaw Industries Inc., Dalton, GA

Shaw Industries Inc. is the world's largest carpet manufacturer with a 40% share of all residential carpeting.

While foreign exports are only a small portion of the company's business, it stands to gain increased export business with the North American Free Trade Agreement (NAFTA).

Shaw Industries Inc. employs approximately 20,000 people and could easily turn out 300-400 people for the event. I propose a mix of executives, management, and workers in regular attire with an emphasis on the workers.

The terminal building is the main distribution point for the company. The building warehouses thousands of rolls of carpet, and carpet cutting facilities. The carpet is loaded on hundreds of trucks for domestic and foreign distribution.

Event Scenario

The President would arrive via Air Force One in Chatanooga, TN. This is the closest airport (30 miles). I suggest Republican greeters in Tennessee to generate additional Tennessee coverage. The President would helicopter to a parking lot at the terminal building and motorcade directly to a rear entrance.

The Presidnet would participate in a brief carpet-making demonstration, and then proceed to an area of seated guests, and begin participation in the question and answer session.
Upon conclusion, the President would depart for Jacksonville.

Withdrawal/Redaction Sheet
(George Bush Library)

Document No. and Type	Subject/Title of Document	Date	Restriction	Class.
01. Fax	Re: POTUS visit to Dalton, GA; personal information redacted. (1 pp.)	07/24/92	P-6, (b)(6)	

Collection:

Record Group: Bush Presidential Records
Office: Speechwriting, White House Office of
Series: Speech File, Backup
Subseries:
WHORM Cat.:
File Location: Shaw Industries, Dalton GA 8/3/92 [2]

Date Closed: 12/2/2004
FOIA/SYS Case #:
Re-review Case #: 2004-2265-S
P-2/P-5 Review Case #:

OA/ID Number: 07578

MR Case #:
MR Disposition:
Disposition Date:

Appeal Case #:
Appeal Disposition:
Disposition Date:

RESTRICTION CODES

Presidential Records Act - [44 U.S.C. 2204(a)]

P-1 National Security Classified Information [(a)(1) of the PRA]
P-2 Relating to the appointment to Federal office [(a)(2) of the PRA]
P-3 Release would violate a Federal statute [(a)(3) of the PRA]
P-4 Release would disclose trade secrets or confidential commercial or financial information [(a)(4) of the PRA]
P-5 Release would disclose confidential advise between the President and his advisors, or between such advisors [a)(5) of the PRA]
P-6 Release would constitute a clearly unwarranted invasion of personal privacy [(a)(6) of the PRA]

C. Closed in accordance with restrictions contained in donor's deed of gift.

Freedom of Information Act - [5 U.S.C. 552(b)]

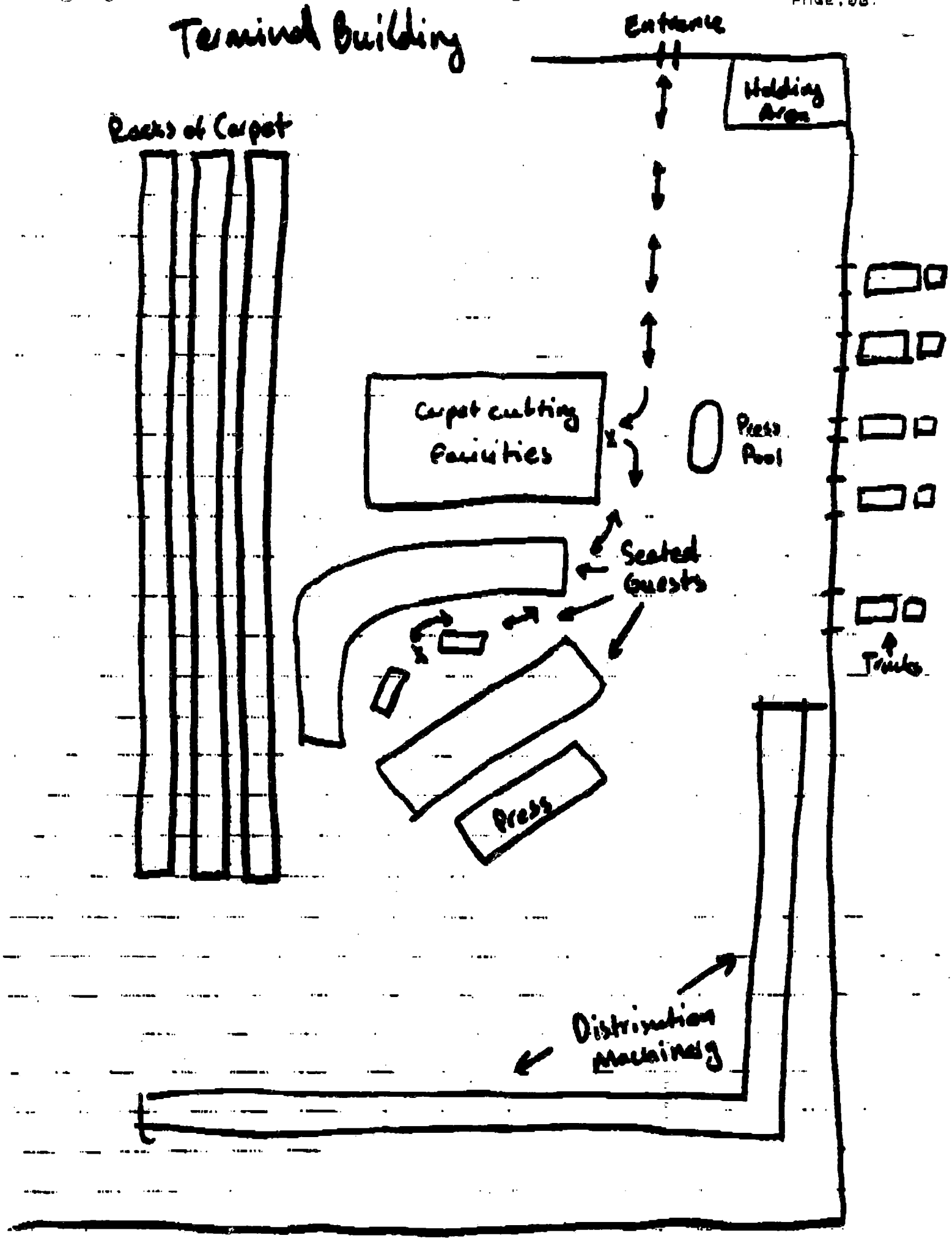
(b)(1) National security classified information [(b)(1) of the FOIA]
(b)(2) Release would disclose internal personnel rules and practices of an agency [(b)(2) of the FOIA]
(b)(3) Release would violate a Federal statute [(b)(3) of the FOIA]
(b)(4) Release would disclose trade secrets or confidential or financial information [(b)(4) of the FOIA]
(b)(6) Release would constitute a clearly unwarranted invasion of personal privacy [(b)(6) of the FOIA]
(b)(7) Release would disclose information compiled for law enforcement purposes [(b)(7) of the FOIA]
(b)(8) Release would disclose information concerning the regulation of financial institutions [(b)(8) of the FOIA]
(b)(9) Release would disclose geological or geophysical information

The Georgia BQ '92 staff are pushing for a fundraiser. In the event that is approved, the Northwest Georgia Convention and Trade Center would provide an appropriate site. Under this scenario I would suggest the President arrive directly at the Convention Center by helicopter, motorcade to Shaw Industries, participate in the "Ask George Bush", motorcade back to the Convention Center, participate in the fundraiser, and depart from the Convention Center via helicopter. Under either scenario the Convention Center may be used as a filing center.

<u>Background</u>

My contact at Shaw Industries, Inc. was William Lusk, Jr., Office - 706/275-1003; Home [redacted] who is Senior Vice President and CEO fo Shaw.
(B/Q contact: Bill Thorne [redacted] — P-6, (b)(6)

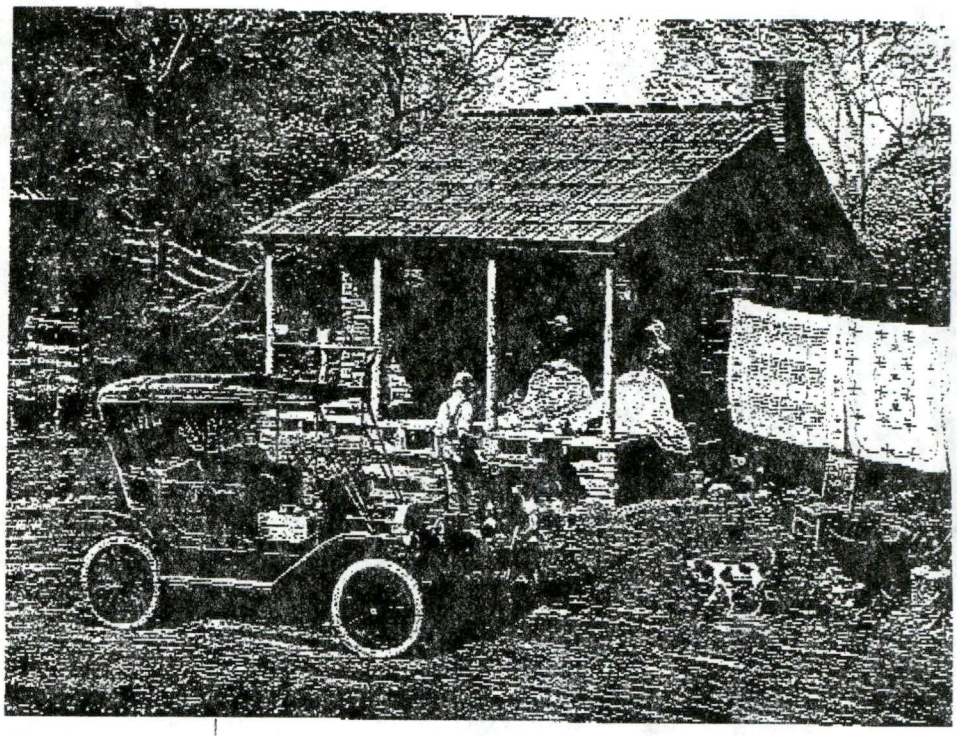
As we discussed, large tags could be placed on the rolls fo carpet in thebackdrop, denoting various export locations, such as Mexico City and Toronto.


Terminal Building
Entrance
Holding Area
Racks of Carpet
Carpet cutting Facilities
Press Pool
Seated Guests
Trucks
Press
Distribution Warehousing

Dalton does it right

A town in Georgia, U.S.A., has a literacy program that is a model for the world.

by Jo Nugent



"A Visit from the Hauler," painted by John Clymer for the American Cyanamid Company, represents the start of the bedspread and carpet industry that made Dalton, Georgia, prosperous. The original hangs in the Whitfield-Murray Historical Society in Dalton. The hauler carried thread and sheeting to farm homes where women—and men too during the Depression—tufted bedspreads for sale to tourists.

Hiram Hall was a good provider and a respected member of his community. He couldn't read a note of music, but he played a lyrical fiddle. He could barely read and write his own name, but like his father before him, he was one of the best farmers in Whitfield County. The Halls had resisted the lure of the cotton mills that opened in Dalton over 100 years ago, but when the carpet factories came in the 1930s with their up-to-date machines and high-pay jobs, the attraction was just too great, and Hiram, and later his sons, made the transition from plows and tractors to power looms.

Hiram's mother had been one of those enterprising mountain women whose brilliant handmade bedspreads once waved temptingly to tourists along the hills and hollows of U.S. Appalachia's Peacock Alley (so-called because many of the designs, based on old quilt patterns, had a peacock centerpiece).

It was this simple method of hand-tufting—pulling colored thread through cotton cloth, then tying and clipping it into original designs—that ultimately gave rise to the machine-tufted carpeting industry that has made Dalton, Georgia, a town of 22,000 in the foothills of the Appalachian Mountains, the "carpet capital of the world." Today, 65 percent of the carpeting produced in the U.S.A. is manufactured within 80 kilometres (50 miles) of Dalton.

Families like the Halls (the name is fictitious but the story is true) hadn't bothered much with education over the years. Why waste time in school when you could drop out in the fifth or sixth grade and still make enough money on the production line to build a big house and drive a fine car or two and maybe even own a fancy powerboat or house trailer for summer vacations?

But in the early 1980s, the factories began to change and the grandsons and granddaughters of these well-paid but sparsely educated factory workers were suddenly being laid off from their jobs and told to go back to school. They must have at least the equivalent of a high-school diploma if they expected to run the computers and other high-tech equipment that were replacing the old machines.

In 1982, the Dalton/Whitfield Chamber of Commerce—whose executive officer today is Rotarian George Sutherland—formed a task force to study the high drop-out rates in Whitfield County. Made up of several community leaders including Rotarians, the task force found a drop-out rate of 49 percent—even higher than they had suspected.

In 1983, the group formed a "Stay in School Steering Committee" made up of business leaders who began to go into the schools to talk with sixth and seventh graders about the difficulties they would have finding jobs if they dropped out of school.

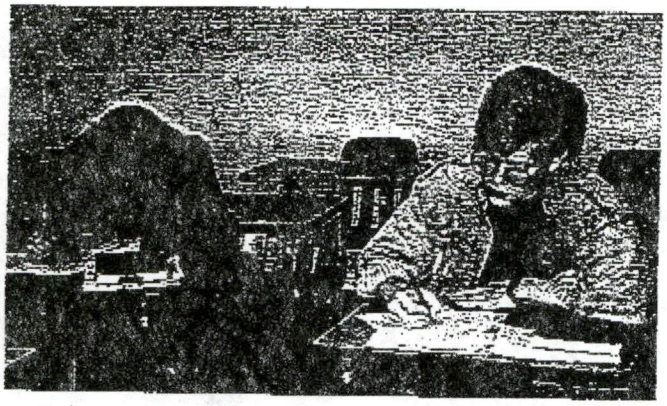
In 1984, in cooperation with local businesses, the task force developed a "Five-Point Proclamation" in which local companies agreed (1) to encourage job applicants under 19 to complete high school; (2) to hire high-school students on a part-time basis only, and only as long as they maintained good grades; (3) to promote education among their employees; (4) to recognize workers who completed their General Education Equivalency (GED) examination; and (5) to recognize the children of employees who completed high school. The original proclamation was signed by 309 companies.

PHOTOS BY JO NUGENT UNLESS OTHERWISE NOTED

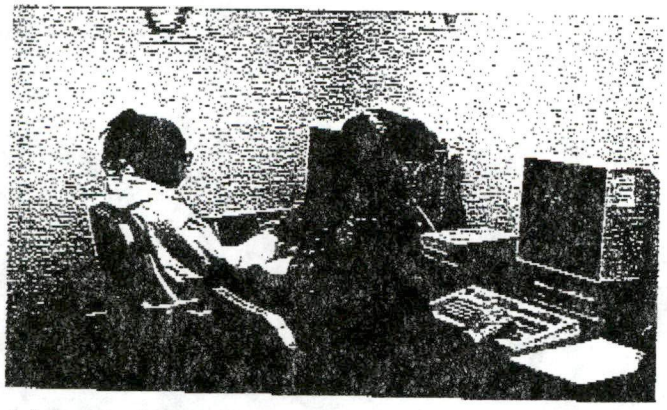
In 1985, the Chamber of Commerce, again with the help of Rotarians, formed an "Education is Essential" committee (EIE), and set up an intensive public awareness campaign. In 1986, the committee received a one-year grant from the Appalachian Regional Commission and hired a full-time coordinator. It also established a speakers bureau to herald the message "Learn More; Earn More—Stay in School."

By 1987, the dropout rate had declined by 10 percent in county schools and seven percent in the city, and the EIE began to investigate programs for adults. Since many adults needed help with basic reading skills, the Rotary Club of Dalton took the lead in a program of tutor training. The program, conducted now in cooperation with the State of Georgia's Adult Literacy program, has trained over 100 volunteers working one-on-one with adults.

By 1988, the high-school dropout rate had begun to creep up again, and the EIE committee decided that the GED program was reaching many teenagers too late. But they also found that a significant number needed only a few more units to obtain a high-school diploma instead of the GED. Because the relationship between the city and county schools is so good, an "Alternative School Committee" was easy to establish, and, in August, 1990, an "Open Campus School" at Dalton (junior) College began



Study is serious business for high-school dropouts who have returned to Dalton College's Phoenix program to fill in the few courses needed to earn a high-school diploma.



Adult education is enhanced through computer training provided in a co-effort of the Education is Essential Foundation and the Dalton-Whitfield business community.

The "Second Chance" program at Dalton High School enables young mothers to return to school, while their babies receive skilled care throughout the day in the same building.

enrolling high school students who need a few extra classes for graduation. The school has a nine-week semester, with classes from 3:30 until 10:00 P.M. The program, which the students have dubbed Phoenix High, is also popular with older dropouts.

"In the two years the Phoenix program has been in operation we have seen some real success stories," says Terry Cullifer, superintendent of Whitfield County schools. "Several students who had left the traditional school program disillusioned have become enthusiastic about this one. We simply had not been meeting the needs of all our students through traditional approaches."

"We certainly didn't anticipate that some students would finish here and go on to college," adds Dr. Kathryn Floyd, director of the Phoenix program. "Of 10 who just finished, for instance, four are enrolled in college. We thought our primary focus would be enhancement of employment opportunities. These students would never have gone to college if they had not had this opportunity."

The Phoenix program begins with 16-year-olds and has no upper age limit. One enrollee was a 63-year-old man who lives 56 kilometres (35 miles) away.

In 1989, the EIE committee established a foundation to solicit contributions to help develop a program of round-the-clock computer-aided instruction for adults. The goal of $356,000 now appears within reach, the new EIE Foundation has qualified for status as a non-profit organization, and a full-time program coordinator is on duty. Nineteen computer units are now in operation at five public sites and four industrial sites, and the committee plans to purchase 13 more. One of the computer-training sites is the Department of Family and Children Services (DFCS), the only such facility in the state to have an in-house computer lab. Two local carpet manufacturers have also installed computer systems in learning centers in their plants.

EIE Foundation Coordinator Janet Bolen says that computer pupils range in age from 19 to 69, and beginning readers receive gold stars and verbal praise such as "Good job, George!" on the computer screen. The special software helps students progress at their own speed from basic reading and math to science, GED preparation,

Telephone operator Charlotte Smith is an honor student in the PEACH (Positive Employment and Community Help) program run by the Whitfield County Department of Family and Children Services.

advanced computer skills, and English as a second language (Dalton factories attract workers from many ethnic and linguistic backgrounds).

Why has the Dalton plan been so successful? The best answers come from the people who put it into operation and the ones who are benefiting from it.

"I'm here to better myself," admits Ann Kendall, a 24-year-old student in the Phoenix program. Ann arranges her weekly schedule to work 36 hours, including a 12-hour factory shift, so that she can attend school four days a week and still spend some time with her husband, who works a separate shift, and her four stepdaughters. Ann's parents were also dropouts, and she wants a better life than they had. Like most students in her age group, she scores better on tests than the regular high schoolers.

The courses offered by the carpet plants are also highly successful. Rhonda Black, a graduate of the Queen Carpet Corporation's GED program and the second of three generations in her family to work in the plant, dropped out of the 11th grade to get married in 1972. She later returned to work as a binder operator, then gradually moved up the job scale. She took the GED for "recognition," she says, rather than better pay, and scored almost as well as her daughter on it.

"If I can make it in this program for three months, I can get to college," says a young father in the Queen program. "They are willing to take a chance on you here."

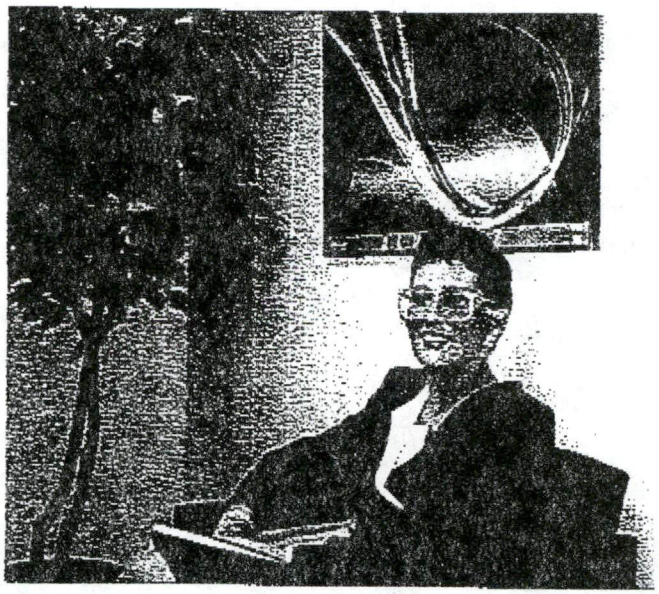
Louis Fordham, assistant personnel manager at the Queen plant, says that carpet work is seasonal with high turnover in some areas. Over half the work force lives outside the county, and more than 30 percent do not have a high-school diploma. To be hired, workers can't be totally illiterate. "They have to be able to read a statement of their terms of employment. This eliminates their having someone read for them because they 'forgot their glasses.'"

The "Second Chance" initiative at Dalton High School tries to catch students, especially pregnant girls and young mothers, *before* they drop out. The girls, mostly from dysfunctional families, receive excellent counseling and their babies get professional attention in the day-care center operated right in the school. Most of the girls want to keep their babies, says Second Chance Coordinator Joan Ross, and they appreciate the fact that they can drop them off in the morning in the care of a professionally trained staff, be with them at lunch, and pick them up at the end of the school day. Fathers, too, are welcome in the program, says social worker Wendy Hanson, but the fathers are mostly older workers who function better in the adult programs offered elsewhere. The Second Chance program is unusual, says Dalton Public Schools Superintendent and Rotarian Frank Thomason, in that it has the first in-school day-care center in the state. It is also successful—13 young mothers have graduated from high school since it began three years ago and five more will graduate this year.

The program is also a deterrent to girls having more babies, says Wendy Hanson. "Diapers and homework together eliminate most of the leisure in a teenager's life."

Gordon Whitener, a young executive with the Collins & Aikman carpet company, is the motivating force behind The Dalton Plan, a prototype high-school career-counseling program that exchanges teachers and carpet manufacturers in a comprehensive curriculum designed to interest local students in staying in Dalton after graduation and entering the carpeting business. "This town has a tremendous industry, " says Gordon, "but young people here don't even know the history of carpet manufacturing. They have no idea how many opportunities it offers. There is a lot more to carpeting than running a tufting machine. Our business requires knowledge in many fields: chemistry, law, accounting, design, computer sciences, writing, you name it. We try to show kids the relevance of the subjects they are studying now to their future work life."

At 29, Gordon is young enough to understand the needs of the other young people of Dalton. "I have been fortunate. I have a good education and I have had experience, in Dallas and Atlanta and here in Dalton. I wanted



Inspired by other educational efforts, carpet manufacturers also offer in-plant education. Rhonda Black earned her GED after 20 years at Queen Carpet, with time out to raise a family.

LOUIS FOREMAN

Dalton's literacy projects have drawn visitors from educational institutions, the media, and even the entertainment field. Here, country singer Johnny Paycheck, a dropout who earned his GED while serving a prison sentence, offers encouragement to young workers during a tour of Dalton plants.

to give something back. When I came to see Frank Thomason, the superintendent of Dalton Public Schools, and John McMillian, principal of Dalton High School, and told them I wanted to set up a career program here in the high school, they said 'Great idea. Let's go.' The school board, too, gave its full cooperation. Now we have regular exchanges of teachers and carpeting experts. We have an annual Careers Week. We have a trade show at the school. Next year we will start apprenticeships, and we are working on scholarships. The colleges are cooperating and they send representatives to speak to our students."

Another concept Gordon Whitener has in mind is thematic teaching, which would allow classes to appreciate all the disciplines necessary to design, manufacture, and market a carpet. The program is not just to benefit his own company, he makes clear, but to keep Dalton's best and brightest kids at home, doing good work that will continue to help them and the community. The programs he envisions will cost money eventually, "But so far," he says proudly, "we haven't spent a dime, and we have a model program for the world."

Dalton has so many programs in progress that it is hard to do them all justice. Take the PEACH (Positive Employment and Community Help) Academy, for example, which helps adult dropouts, most of whom have been on welfare. Current classes are overflowing, and the waiting lists are long. "The program is popular because it is all in one place," says Director Bill Durham. "Everything is on site: counseling, instruction, computer training, and we have a good atmosphere."

"It's sort of like a family," adds Instructor Carmela Ross, who came here herself three years ago to get her GED.

The students are so eager to learn, she says, that some copy the textbooks by hand in order to study them at home. And since the center has only two computers, they begin lining up at 7:15 A.M. to wait their turn for classes, which start at 8:30 on a first-come first-served basis.

PEACH's success stories are many and heartwarming. Shirley Dowlen has been a PEACH case manager for the past nine years, and has been especially supportive of the PEACH Academy program. Since Shirley herself was once a recipient of PEACH funding, she understands the importance of education and job training. "Many times, all people need is for someone to offer a caring and helping hand. With the strong coordination of the efforts of the Education is Essential Foundation, Inc. and other programs in our community, Whitfield County DFCS can help meet that need."

Another star on the PEACH staff is telephone operator Charlotte Smith, who recently chalked up the highest GED score in the county: 308 points (225 is passing). Charlotte, now 30, came to Dalton from Atlanta in June 1991, with her three children. She was fleeing a bad marriage, and a friend told her Dalton was a good place to go. "It was the best thing I ever did," she says. Charlotte, who completed the 10th grade in her native Arkansas before her teenage marriage, is gratified that her three children, now 11, nine, and seven, are doing well in school. "My girls are both on the honor roll," she says proudly. "My life has just turned around." Charlotte is now enrolled in Dalton College and plans to "get a good dependable job."

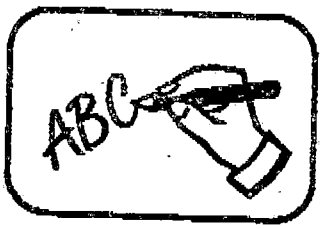
"Many people come here with very low self-esteem," says Bill Durham, "but this program helps change their feelings and their goals. And one of the nicest benefits is that they can help their children with their homework. PEACH offers lots of options to help break the welfare cycle. It is a family movement."

The state of Georgia assists with the funding, as it does with 50 or 60 other PEACH programs scattered throughout the state's 159 counties, and a number of local groups including Rotary provide other resources.

The Dalton story is impressive, but its organizers see no reason for it to be unique. They are happy to share its blueprint with the world, and a number of top U.S. magazines, newspapers, and TV networks have already given it enthusiastic coverage. The formula is simple but dedicated. Take an industry and a community that need each other. Encourage cooperation in every quarter and at every level of school, business, government, civic, and social organization.

You fill my need and I'll fill yours. You stay in school and I will give you employment. Together we will make our town a better place to work, live, learn, and build a bright future—for ourselves and our children.

• *Jo Nugent is associate editor of* THE ROTARIAN.



Mrs. Ida Whaley Chance displays a handtufted spread similar to the one she sent to President and Mrs. Ronald Reagan. The pattern is called the Wild Rose of Georgia.

A Handmade Life

Ida Whaley Chance of Dalton

Story and photographs
by
Maria Neder Douglas

AGEE
PUBLISHERS
INC.
Athens, Georgia

THE WHITE HOUSE

November 22, 1989

Dear Friends,

It is a pleasure to send greetings to all attending the 50th Anniversary celebration of the Dalton-Whitfield Chamber of Commerce. How I wish I could be there in person as you celebrate fifty wonderful years of community service. The dedication and cooperation among citizens of Dalton-Whitfield is truly an inspiration to communities everywhere.

"Education is Essential" and I applaud the Chamber's commitment to improving the educational achievements of both children and adults. The "America's Pride" and "Second Chance" programs are splendid examples of what can be done when community groups work together. The importance of a literate America has never been greater than it is today -- for families, communities, and our nation, and I am so grateful that you are doing your part.

George Bush and I send our best wishes for continued growth and success of the many fine programs in your communities.

Warmly,

Barbara Bush

I was fascinated by your evaluation. Now you can really get going! You must.

Source. ~~C&RI~~ ~~Industry~~ U.S. Review"

Total Industry Shipments (000 Omitted)

Carpet & Rug Rugs.

(Includes all woven, all tufted and all other carpet and rugs combined)

YEAR	SQUARE YARDS (000's)	% Inc. or Dec.	MILL VALUE (000's)	% Inc. or Dec.	PRICE/SQUARE YARD	% Inc. or Dec.
1963	319,489	+13.4	$ 1,074,526	+12.3	$ 3.36	- 1.2
1964	374,384	+17.2	1,241,511	+15.5	3.32	- 1.2
1965	430,257	+14.9	1,382,404	+11.3	3.21	- 3.3
1966	469,197	+ 9.1	1,497,588	+ 8.3	3.19	- 0.6
1967	496,794	+ 5.9	1,615,534	+ 7.9	3.25	+ 1.9
1968	588,155	+18.0	1,972,347	+22.1	3.36	+ 3.4
1969	642,645	+ 9.5	2,186,562	+10.9	3.40	+ 1.2
1970	680,479	+ 5.9	2,215,111	+ 1.3	3.26	- 4.1
1971	755,159	+11.0	2,395,519	+ 8.1	3.17	- 2.8
1972	943,006	+24.9	2,936,284	+22.5	3.11	- 1.9
1973	1,025,389	+ 8.7	3,360,521	+14.5	3.28	+ 5.5
1974	939,133	- 8.4	3,328,844	- 0.9	3.54	+ 7.9
1975	834,037	-11.2	3,092,176	- 7.1	3.71	+ 4.8
1976	939,334	+12.6	3,636,474	+17.6	3.87	+ 4.3
1977	1,074,110	+14.3	4,298,660	+18.2	4.00	+ 3.4
1978	1,162,256	+ 8.2	4,772,550	+11.0	4.11	+ 2.8
1979	1,206,030	+ 3.8	5,099,090	+ 6.8	4.23	+ 2.9
1980	1,058,404	-12.2	4,913,844	- 3.9	4.64	+ 9.7
1981	990,619	- 6.4	5,250,391	+ 6.8	5.30	+14.2
1982	885,811	-10.6	4,960,753	- 5.5	5.60	+ 5.7
1983	1,090,071	+23.0	6,045,255	+21.9	5.55	- 0.9
1984	1,114,920	+ 2.3	6,461,516	+ 6.9	5.80	+ 4.5
1985	1,159,155	+ 4.0	6,605,686	+ 2.2	5.70	- 1.7
1986	1,257,906	+ 8.5	7,311,614	+10.7	5.81	+ 1.9
1987	1,297,320	+ 3.1	7,929,117	+ 8.4	6.11	+ 5.2
1988	1,324,003	+ 2.1	8,417,316	+ 6.2	6.36	+ 4.1
1989[r]	1,317,799	- 0.5	8,431,130	+ 0.2	6.40	+ 0.6
1990[r]	1,360,043 ~~1,348,308~~	+ 3.2 ~~+ 2.5~~	8,527,155 ~~8,525,045~~	+ 1.1 ~~+ 1.1~~	6.27 ~~6.32~~	- 2.0 ~~- 1.2~~
1991	1,253,876	- 7.7	7,937,057	- 6.9	6.32	+ 0.8

-Billions-

Source: U.S. Department of Commerce, Bureau of the Census, Current Industrial Reports, "Carpet and Rugs," Series MA-22Q.

[r]Revised

DALTON WHITFIELD

CHAMBER OF COMMERCE

Linking Business, Government & Education • Forging a Model Community

DATE 7-29-92

FAX COVER SHEET

TO: GARY GERSHOWITZ

FROM: KATHRYN WISE

PAGE 1 OF 3

MESSAGE:

SPORTS }
EDUCATION } IN DALTON

PLEASE CALL 278-7373 IF YOU HAVE ANY PROBLEMS WITH THE TRANSMISSION OF THIS FAX.

SPORTS SPECTRUM
USING DALTON HIGH SCHOOL

SPORTS OFFERED AT DALTON HIGH SCHOOL:

Football
Basketball (Boys & Girls)
Wrestling
Baseball
Softball
Tennis (Boys & Girls)
Track (Boys & Girls)
Golf (Boys & Girls) → 6 Geo state Class AAA Championship last 9 years, Never finishing lower than 3rd
Swimming (Boys & Girls)
Soccer (Boys & Girls)
Volleyball (Girls)
Cross Country (Boys & Girls)
Cheerleading
Trainer (Full-Time)

DALTON HIGH SCHOOL MASCOT: Catamount (Team Name)

CROWD TURNOUT FOR FOOTBALL: Sold over 3,000+ tickets annually for footballs games held at the 7,000 seat Harmon Field. Last year's season was nine and two. The Dalton High Catamount Football team has annually been in the top ten in Georgia state rankings. Red & White

OTHER STATE PLAYOFF INFORMATION: The Dalton High Catamount Tennis Team was also in the State Playoffs. The same was true for the Dalton High Catamount Boys Track team. Three out of four participants on the Dalton High Boys Golf team were also State Champs. The Dalton High Swim team had one State Champ and the Dalton High Boys Soccer team went to the State Playoffs.

SCHOLARSHIPS: Several hardworking Dalton High Students received sports scholarships last year they were: two Golf Scholarships were awarded to Middle Tennessee State University, a Baseball Scholarship was awarded to Western Carolina University and one Football Scholarship was awarded to Airforce Academy and one to the University of Tennessee at Knoxville.

ACADEMIC INFORMATION

Dalton High School had a total enrollment of approximately 1,000 students last year. 214 of that total were graduating seniors with 72 of the 214 graduating with honors.

AWARDS: There was approximately 70 awards given out to Dalton High '92 graduating seniors totalling $904,350 in college scholarships.

Dalton has two schools that are National Schools of excellence: Dalton High School and Dalton Junior High School.

'91-92 school year: 8 students were Georgia Scholars which places this system as number one in the state. (Criteria: 1300 on SAT or 31 on ACT, 3.75 GPA plus community activities, activite in the Fine Arts and Good attendance.

SAT scores: students exceeded the National mean in math and the state mean in verbal and math.
the College Preperatory students exceeded the state in math and verbal
Honors students exceeded the mean by 140 points.
The top 10% of the class combined scores exceed the mean by 67 points.

692 students are enrolled in advanced placement courses (70% of the students)

The Writing Assessment of 10th grade students places the system among the top performing systems in the state.

117TH STORY of Level 2 printed in FULL format.

The Washington Post

February 19, 1990, Monday, Final Edition

SECTION: STYLE; PAGE D1

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HEADLINE: The Hometown of the Killer Blondes;
In Dalton, Ga., The Prize Peaches Are Marla Maples & Deborah Norville

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BYLINE: Art Harris, Washington Post Staff Writer

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BODY:

Just what is it about this north Georgia hamlet of 25,000 that makes it such a hot breeding ground for blonde ambition?

Just what is it about these rolling foothills in the Blue Ridge Mountains that spawns such bewitching femmes fatales as Deborah Norville, who bumped the beloved Jane Pauley off the "Today" show, and Marla Maples, the Georgia peach blamed for busting up the 13-year marriage of Donald and Ivana Trump?

Dalton, Ga., is their hometown, a cosmopolitan spot that claims to be the carpet capital of the world. It features some 200 textile mills producing two-thirds of the nation's yardage, so many good old boys gone from rugs to riches that it ranks way up there in millionaires per capita, shiny red Ferraris in high school parking lots -- and enough marriages gone bust that Johnny Carson declared it the divorce capital of America.

A search for the root of it all begins at the Whitfield County Courthouse, where a clerk says she recently found three times as many splits as marriages when researching records at a preacher's request. A number were carpet moguls shedding wives for sweeter, younger things. One quiet divorce settlement is said to have been around $ 30 million. That's $ 5 million more than Ivana purportedly bargained for in a prenuptial pact with her Two-Billion-Dollar Man.

"We're the Peyton Place of the South," says Wayne Metcalf, 45, owner of the popular downtown Oakwood Cafe, a touch of pride in his tone. He's on No. 2 himself.

Then it's on to Sensations, the lounge at the Holiday Inn. It's about midnight and the place is packed with young Daltonettes (many of them blond) hunting carpet executives. A rock band, TNT, blasts out "You Can't Always Get What You Want," which is apparent to Terry "Taco" Anderson, 39, a millworker in faded jeans. He's been coming here with the guys to chase skirts every Thursday night for 11 years, he says, though he is frustrated that most of the young women he spies are only out to "chase suits." He means carpet tycoon types. Donald Trump wannabees.

"Even if they're old and fat," he says. "It bothers me sometimes, but it's a different generation out there. When I was growing up, women had a few values. Dalton has more pretty women than anywhere around, but they're gold diggers."

He certainly doesn't mean Norville, widely admired here for making it on her own, from youngest Atlanta TV anchor at 21 to the "Today" helm at 31. Or even Maples, a local beauty queen who dropped out of the University of Georgia to pursue modeling work in Atlanta, then acting assignments in New York -- scoring a Delta billboard (in a bikini), an episode of "Dallas" and a small role in the movie "Maximum Overdrive," in which she was killed off quickly.

"I saw her when she won Miss Resaca Beach," says Anderson, referring to a local carpet industry beauty contest. "Very sexy." Her poster, in a swimsuit, hangs on his wall. "I don't blame her now. If I had a chance to date a billionaire, I'd do it."

Later, farther down Walnut Avenue at Walnut Center Mall, past the Budget Inn, Discount Carpet, Race Trac Gas, K mart and Shoneys, the material girls are out in full force. And they're cheering too -- for Marla even more than Deborah. Maples, 26, seems to be their Cinderella-Scarlett dream girl for the '90s, courted by a Rhett Butler billionaire. Not just any beautiful blonde can land a network anchor job. But almost any blonde has a shot at Marladom.

"You might feel bad for a little while if he has to leave his wife, but I'm sure you'd get over it," says a dreamy-eyed Shelly Majors, 18, a platinum blonde with braces, in her last year at Maples's alma mater, North Whitfield High.

"It's weird for someone in your hometown to be chased by a billionaire," she sighs. "Be nice if a billionaire was chasing after me."

"It's awesome," nodded pal Kelly Smith, 18, a (brunet) cheerleader. "All the girls are excited about it. Just think about it -- a girl from Dalton [and] a billionaire. I know Debbie worked her way up. She didn't meet a billionaire. But either way, they're both awesome."

"Does Donald Trump have a son?" wondered Holly Steele, 17, a (blond) senior at Dalton High who works nights at a clothing store. Her father is a missionary. "My sister says there are a lot of rich, eligible men in Dalton, that she aimed to get one -- and she did. He owns a carpet mill."

A few shops down the mall, polo-shirted Andy Babb, 19, a gold Rolex on his wrist, Porsche 944 keys jangling in his pocket, pines for a girl to love him, not his wheels. "Sometimes, I drive my '74 Bronco to school so they'll like me for me," he says. But rich girls have hurt him too.

He'll never forget one: "She was a Southern-belle type. Her Daddy owned half the town of Calhoun. But she went for some guy on the other side of the tracks. To be a rebel I guess. Broke my heart. Haven't dated much since her."

"If Mr. T. thinks Ivana went through a checkbook like grease through a goose," Atlanta syndicated columnist Lewis Grizzard, who married and divorced three Georgia peaches, counseled yesterday, "wait until he deals with his cute little peachette. If she's like other GPs I have known, she can go out in the morning with a credit card and come home at night with the writing worn slap off."

Marla-Donald rumors have been circulating hereabouts for at least a year. Asked to confirm reports that Trump had dispatched a jet to whisk Marla's stunning blond mama, Ann Ogletree, off for her 50th birthday (some say to New York, others to Atlantic City) the other day, Marla's grandmother says, "No comment."

"I'm proud of the ladies of Dalton," laughs Linda Vaughn, a hometown blonde catapulted from poverty by beauty contests in the '50s and '60s to hood-ornament fame and a six-figure salary promoting four-speed transmissions as the sultrily attired Miss Hurst Speedshifter. She first won Miss Georgia Poultry, then Miss Atlanta International Raceway.

"That was my first big break," she says. Then came Miss Firebird, a spread in Sports Illustrated. And suddenly, the 5-foot-6 dental technician with "a big chest," as she puts it, was Big Time, a pioneer and role model for other aspiring beauty queens. "We've all been in scandals," she says. "But Marla has always been very lovely. My attitude is as long as they're talking about you, you're still alive."

That sort of scrappy spirit has informed the history of Dalton, once a bustling railroad depot halfway between Atlanta and Chattanooga, Tenn. Its population dwindled from 2,000 to 200 after Union soldiers destroyed it in 1865. "Then all the veterans came back and rebuilt," says Polly Bogges, local historical society director.

By 1885, Crown Cotton put in the first big mill, and locals began using fabrics from the mills to make chenille bedspreads. In World War II, parachutes, backpacks and tents for the troops came off the town's assembly lines. Afterward, innovators developed modern carpet-making machines, labor moved in, and lots of millionaires were born, among them New Yorkers come south and country boys who got rich quick too.

Both Maples and Norville grew up comfortably, and they were exposed to sophisticated outsiders moving in. "With our international industry and people from all over the world, it's a rather cosmopolitan small town," says Chamber of Commerce chief George Southerland. "Young people growing up in Dalton see people with a lot of money, and if you don't have it, you see those who do and it kind of makes you stretch to do better than you normally would."

Naturally, the moguls wanted the best education -- and culture -- for their children and their employees. A ballet company was born; drama was supported. (A local theater guild dates back 100 years.) Stan Maples, Marla's father, whose family once owned a concrete block factory, auditioned for "Ted Mack's Amateur Hour" and sang at the Chattanooga opera. He's still sought after to sing at weddings and funerals.

Support for the public schools is high. In 1984, Dalton High was one of five Georgia schools honored by the U.S. Department of Education as a National School of Excellence. Football mania is epidemic. Season tickets are viciously fought over in divorce settlements. Boys vie for positions on the Dalton Catamounts' starting lineup; girls compete to become cheerleaders.

"School spirit isn't just screaming cheerleaders, it's screaming students," says Bill Chappell, 57, legendary head football coach for 26 years, with a remarkable record of 245 wins, 61 losses and seven ties. Deborah Norville once

marched in Dalton High's band. At Northwest Whitfield High, Marla Maples, a varsity girls' basketball player, was elected homecoming queen.

"We've had good schools and encouraged girls to take part in dramatics," says Peggy Bogges, whose daughters grew up with Norville. "We've always had a good turnout for Junior Miss and Miss Georgia pageants, and several girls have gone on to win prizes."

But the town has more winners than just Deborah and Marla. A Dalton woman who was a Miss Georgia runner-up appeared on "In the Heat of the Night" last week. And there's a Dalton boy who made it all the way to the soaps: Lane Davies of "Santa Barbara." "Dalton looks up to beauty queen winners," says University of Tennessee student Meredith Burns, 21, the reigning Miss Dalton. "We're not just a bunch of dumb blondes."

Indeed, Deborah Norville is far more than "just beautiful," says friend Susan Trevitt, who owns the local Dairy Queen. "She's smart and talented" -- a former Phi Beta Kappa at the University of Georgia -- and hardly deserves the predatory image she's been given, Trevitt says. "She's no bloodthirsty piranha like the media has portrayed.

"After she lost the national Junior Miss pageant, she wasn't crushed," recalls Trevitt. "She didn't say, 'I was prettier than the winner, I should have won.' She makes an effort to get what she wants, but not come hell or high water."

But some still blame Norville for not standing by her man in 1984, when former Atlanta Falcons star-turned-sportscaster Harmon Wages was busted for cocaine possession. Their romance soured quickly. Called as a prosecution witness during his 1985 trial, she testified she ended their long relationship when she discovered he had broken his promise to her to stop using drugs. As his attorney stood to cross-examine her, Wages put a hand on his arm and, with a chivalrous tug, sat him back down.

Wages was subsequently convicted of four charges of cocaine possession. He refused to turn government informant and wound up serving a three-month prison sentence. He's now out of jail, working in sports broadcasting and public relations. "I wish Harmon well," she said after he was released.

"She has principle and character," says Trevitt. "When people were accusing her of stabbing Jane Pauley in the back, she told me, 'Sure, it bothers me, but I'm just lucky I'm here.' She's worked very hard. A lot of people misjudge her because she's beautiful."

Some Daltonians are afraid Maples will be misjudged too, and the town along with her. "Home breakers?" asks a leading local businessman. "That's not the product we want to be famous for."

"It's great we have someone nice and pretty enough to be on 'Dallas,' " says Sherrie Metcalf, who runs the Oakwood Cafe with her husband, "but now that this [the Trump affair] has surfaced, she won't be recognized as a movie star, she'll be recognized as Donald Trump's mistress. After all, he is married."

"We've still got Debbie Norville," consoles her husband, who counts the Norville and the Maples families as regulars for his tasty down-home cooking.

Downtown at 10 p.m., it was cold and wet. A monster rainstorm had washed out roads around Dalton, killing one person, leaving 1,000 homeless in North Georgia and forcing the cancellation of a high school basketball tournament. But nothing had doused the spirit of the young and the restless enough to keep them from cheering their "girls" or swapping their own love stories as they cruised from the mall to Main Street, Trans-Ams and pickups rumbling, stereos blasting in the weekend mating ritual.

"I'd love to be in Marla's shoes," sighed one 28-year-old (blond) millworker, exploring the footloose life after marriage at 17, four children and a divorce three years back. "He liked to drink and run around, so I left. He didn't want to settle down and I did. Now I don't. I'm a late bloomer."

A 23-year-old (brunet) county schoolteacher on the prowl adds that chasing rich men is "the only way out of Dalton. I'd marry for money. I didn't do it the first time and it didn't work out. I was in love with a poor guy who wanted to run around. ... It doesn't matter to me if a woman earns it or marries it. I work now and I'm still broke."

She's wild about Maples, even though they've never met. "If [Trump] was happy at home, he wouldn't be with her," she says. "Georgia peaches are sweeeeeeet!"

"Ooooooeeeee!" echoes her friend.

Maples's fans were quick to take up her cause the other night at a local drama fund-raiser for Dalton High's band. "It's not like Donald Trump got trapped," says Jamie Ball, 17, a jazz band member. "He's a big boy."

"Heavens to Betsy, she's no homewrecker," says Margaret Culberson, who helped both Maples and Norville in their quests for teen beauty titles. "If she's fallen in love with him, that's one thing, but she wouldn't set out to hurt anyone.

"We were all tickled to death when we heard about Marla and Mr. Trump," she goes on. "Who wouldn't be? Donald Trump would be lucky to get her. She's a honey."

Culberson, an elegant, blond mother of three grown daughters who is famous hereabouts for doing comedy routines for line-standers at the county license tag office, hangs in the wings at the Dalton Junior High auditorium, as aspiring Deborahs and Marlas practice song-and-dance routines for the "Straw Hat Follies," the annual fund-raiser for the Dalton High Band. "Marla wasn't the most beautiful girl in town," she says. "We have tons of them, girls who want to do things."

She's close to the Maples family, has been for years. "Right now," she says, "Marla is hurting. She wants to tell her story but she can't, she doesn't feel it's the right time." It was Culberson who prepped her for stardom as a tot when she was growing up outside the city limits in Cohutta. "I had Marla in fashion shows when she was little," she says. "Her mother and I pushed her. Ann [Maples] always wanted to be a professional dancer. That had something to do with her [marriage] breaking up."

As a teenager, Marla took her parents' divorce hard but stayed close to both her mother and father. Both remarried. Her father, a real estate developer

fallen on hard times of late, bears a resemblance to Trump, some say. He's married to wife No. 4, a young woman Marla's age.

At Northwest Whitfield High, she dated one boy steadily but not seriously, say friends. Popular, she "was nice to everyone when she didn't have to be," says a former classmate. As a teenager, she was asked by Playboy to pose with her mother for a photo spread but turned down the offer.

"I used to tell all my girls -- Marla too -- 'Save it for the right one,' " says Culberson. " 'Keep your pants on.' And I believe they have." (Through a spokesman, Maples has denied L'Affaire Trump, though New York tabloids have touted a love nest at the St. Moritz Hotel and one headline quotes her as saying, "Best Sex I Ever Had." But close friends here say she is too much of a lady to say it even if she had it.)

After graduating from high school in 1981, Maples enrolled at the University of Georgia and moved into the Tara apartments with another drop-dead blonde, Daltonette Lynn Vaughn Parker, whose aunt, race car beauty queen Linda Vaughn, once dropped in to take them out to dinner with an actor from "Hill Street Blues."

After two years, Parker dropped out to become a flight attendant, model and wife. Marla dated a budding football player who now plays for the Chicago Bears.

When Maples left school, "she was making straight A's, but she had her sights set on acting and she went after it," says Parker, 26, who works as a "nail technician" and cosmetologist at her mother's House of Beauty, a salon where Deborah Norville gets her hair done when she's in town. In the window, there is Mousse Coiffainte for sale, along with such self-help manuals as "Be Your Own Makeup Artist" and a poster touting a tanning special: one month of unlimited visits for $ 60.

"I've traveled," allows one beautician, "and I'd have to say that the executive secretaries here in Dalton dress with more flair than girls in New York. You should see Marla's mother. She's prettier than Marla will ever be. No wonder Trump's in love with her."

Maples has slimmed down since college days, when she weighed about 135 pounds, Parker says. "Her legs were big back then," she says. "An Atlanta modeling agency told her to lose a little weight. We'd jog and she'd eat health food. Her big thing was sleep. If she didn't get enough, like eight or 10 hours, we'd all know it. She was almost too wholesome. She didn't drink, except maybe a glass of wine. She wasn't a party girl. She's always been classy."

To build up a re'sume', she hit the beauty contest circuit but failed to place at the state level for Miss Georgia Teen. For the talent competition she performed a singing routine. "Her father wanted her to sing," says Parker, "but she could have done better at dancing."

In the summer of '83, carpet manufacturer Dan Bowen dreamed up the Miss Resaca Beach contest as a promotional gimmick, offering $ 2,000 in prize money and a chance for the winner to earn $ 150 a day hosting carpet shows. Maples was 19 and "far more mature than most girls her age in dealing with the public," says Bowen, 43. "If some gentleman came on a little strong, she was good at handling it without offending him."

Asked whether Trump sees the same thing he saw, Bowen says, "I always liked Marla. She's sexy in kind of a quiet way. Some women are sexy and try to prove it. Marla doesn't have to. She's a smart girl and she's ambitious. The year she worked for us, she was taking acting and modeling, then she moved to New York. We've heard rumors about Trump for the last year."

Others say the Trumpeting began years ago. "She met him three years ago when she was filming a Tropicana orange juice commercial in Florida," says Culberson, who stays close to the family. "Then later he just bumped into her on the street in New York City and took an interest in her because she's so beautiful. She has that Southern classic dignity."

"She's always liked influential men," says one old friend. "She had to go out with them," adds another. "Younger men were intimidated by her beauty. It's the old story of the prom queen who never had a date."

Her family is mum, but Parker wants to amend reports out of Aspen, Colo., about a spicy Christmas run-in between Marla and Ivana. "Her mother told me, 'Ivana walked up to Marla and told her she wasn't going to get Donald, but Marla just turned away from her. She wasn't going to stand and argue in public.' "

Bowen spoke to her about six months back. "She never mentioned him," he says. "She'd tell me she was staying fairly busy doing small parts in soaps and commercials."

She told one friend that "Star Search" had turned her down. "But she doesn't need 'Star Search' now," says Parker. "I hope she remembers me."Just about every Daltonite is breathlessly awaiting the outcome as even locals begin to wonder what it is about their town and pretty girls? "Our girls eat the peaches and North Georgia apples," says County Commissioner Walter Mitchell, who runs a Chevron station. "And the water coming out of the mountains here is pure. That's how we like our women."

"Maybe it is the water," laughs Bowen, who displays a posters of Marla in a one-piece bathing suit and of other contest winners on an office wall. "But Dalton also has a single industry. You have a disproportionate number of wealthy people for such a small town. So it takes on a character all its own."

Children of the North Georgia rich vacation in Aspen and Europe. International buyers afford a glimpse beyond the mountains, a taste of vast possibilities. Money flows fast, with some carpet moguls freely spending company money to fund a lavish lifestyle, industry sources say.

"Carpet people who make a lot of money," says historian Bogges, "are notorious for trading for younger wives. We've got a lot of young ladies come in here to work looking for rich men, and sometimes they succeed."

Several, in fact, succeeded with Dan Bowen, who pauses, puzzling at the good life since he arrived here in 1976. "I've been married four times," he says. "And I was a happily married man when I first came to town."

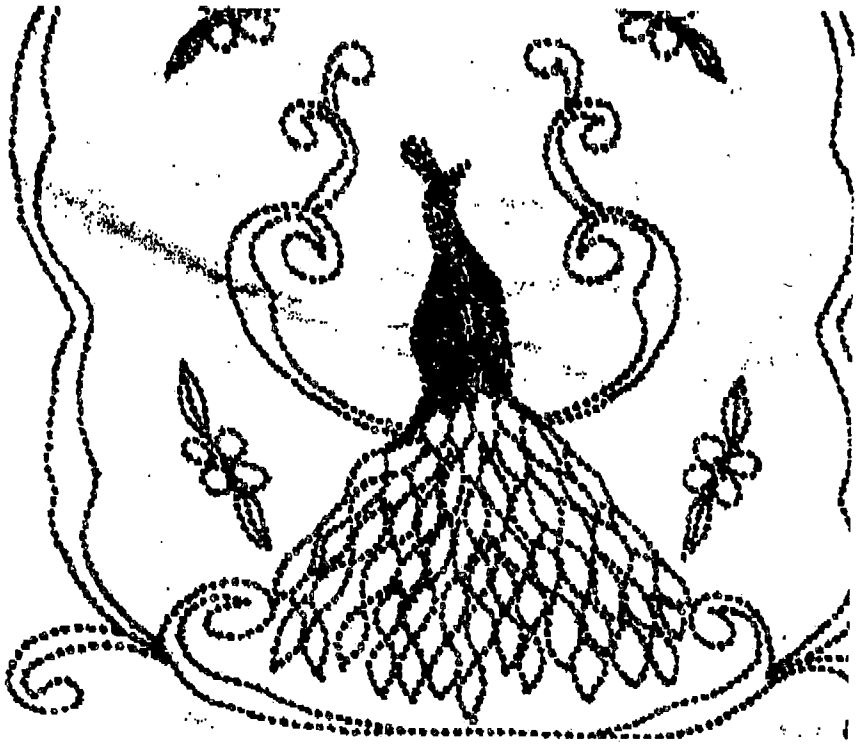
GRAPHIC: PHOTO, BROADCASTER DEBORAH NORVILLE. NATIONAL BROADCASTING CO. INC.; PHOTO, AP; PHOTO, JOHN DICKERSON FOR TWP

"polka-dot" effect. This design is worked in blue for boys and pink for girls.

Black-Eyed Susie — A variation of the Hobnail, the design features clusters of stitches which form flower motifs. Four yellow single stitches compose the flower petals, with a black double-fluff stitch for the center. This is a pattern that Mrs. Chance adapted not only from the Hobnail, but from a pattern called the Cat Track, which was given to her by a friend.

Peafowl — Mrs. Chance obtained one of her two peacock patterns from a commercial chenille spread which features a regal peacock with a large, spreading tail, surrounded by flowers and scrolls. Another consists of a peacock framed in an archway which was copied from a hand-tufted spread belonging to Judy Alderman.

Wedding Ring — This pattern is a copy of a popular traditional



A typical Peacock pattern. Variations of this design were common along Highway 41, hence the highway's nickname, "Peacock Alley."

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MESSAGE:

GARY, PER YOUR REQUEST, I AM FAXING INFORMATION ON THE HISTORY OF CARPET. YOU MAY NOTICE SOME OF THE ARTICLES ARE DATED SOMETIME DURING THE EIGHTIES, HOWEVER, THE HISTORICAL INFORMATION REMAINS THE SAME.

I HOPE THIS WILL HELP YOU WITH YOUR SPEECH. PLEASE LET US KNOW IF WE CAN PROVIDE YOU WITH ANY FURTHER INFORMATION. WE WOULD BE MORE THAN HAPPY TO ASSIST YOU.

GOOD LUCK!

SINCERELY,

SARAH HICKS

THE U.S. CARPET INDUSTRY

A HISTORY

Within the past 30 years carpet has undergone a metamorphosis that has taken it from the luxury only category to both luxury and mass market product. Today's carpet is no longer relegated to bedrooms, living rooms, or boardrooms, it is a building and interior styling material . . . no less than a two by four, a steel girder or a wall treatment. It is an established material in every new construction project, fulfilling a variety of functions from acoustical absorption to environmental insulation....from safety protection to germ control...from warm aesthetic comfort to striking statements of high-fashion design....for low-maintenance in abrasive high traffic areas to sensual comfort and artful creativity in an executive suite.

But how did we get here?

Manufacturing techniques and technology in fiber production have made possible tremendous leaps in application.

To better understand, let's look back at carpets' beginnings.

Let's travel back now for a brief but impressive history of the carpet industry in the United States. And then a look at how this carpet is marketed today.

The start was around 1825 when a clever Scotch immigrant, Erastus Bigelow, saw the production advantage in converting the age-old weaving loom from hand to steam power. The power loom was the cornerstone of his new company, the Bigelow Hartford Carpet Company in Thomasville, Connecticut. A few years later Bigelow merged with another pioneer, Stephen Sanford, and his plant in Amsterdam, New York.

The next 120 years saw a steady growth in the woven carpet industry as competitive companies and associated industries sprang up around the Northeast, the concentration being from Massachusetts southward to Philadelphia. Throughout this period, the carpet business was a nice quiet "Gentlemen's Club" affair. Though deft and reliable, carpet machinery was extremely slow. Face and backing yarns had to be fed into looms where they were interlaced with filling yarns to form a finished fabric. The cost of manufacturing even in the early 20th century put the price of carpet out of reach for the vast population - the US's growing middle class.

Simultaneously, as the mechanized woven industry developed in

the Northeast a broad-based little cottage industry was churning in the Southern Appalachians. Following the Great Depression, virtually every mountain family had to supplement its income. Skilled in hand crafting domestic items from the native cotton yarns, the women of that region became known for their intricate needle-punched bedspreads of ornate folk patterns.

An entrepreneurial lady in Whitfield County Georgia, Catherine Whitener, seized upon the notion for marketing these chenille crafts. She organized the first "hauling" circuit or commission production whereby yarns and materials were delivered on consignment to the mountain women. The finished products were subsequently picked up and shipped north and were competitive with woven bedspreads. During the depression, a good quality bedspread would bring the maker about ten cents.

Then in the late 1940's, with the end of World War II, some enterprising people began tinkering with machinery that would duplicate the chenille stitch used on the hand-made bedspreads. Several patents were applied for, each involving a similar technique....this system mechanically "tufted" a length of cotton yarn through a backing, and automatically clipped or cut the end of the tuft leaving a fuzzy chenille face. The first tufting machines were indeed Rube Goldberg affairs employing made-over "Union Special" sewing machine heads, but work they did! And how

fast those little one-needle chenille machines could turn out the bedspreads and bath mats!

Pretty soon the southern roadsides were covered with "spread lines" hawking bedspreads to the tourists. Gradually, the tufting machine sprouted more needles making it possible to sew broader bands of stitches at a single pass. By 1950 advanced tufting technology made possible a flourishing scatter rug business....the genesis of the tufted textile industry.

Around 1955 this growing technology was put to the ultimate test, its application to wide width continuous pass production....that is, carpet! Meanwhile, back in the Northeast the carpet barons had a big laugh at the idea of a couple of Georgians making carpet on a bedspread machine. "Never happen!" "A passing fancy," they said.

But happen it did! By the late fifties....less than 25 years ago, a few progressive old-line woven carpet manufacturers realized that tufted carpet might just be here to stay.

Closer inspection of this young industry by the carpet barons brought to light the fact that producing 12' wide carpet at a rate of 800' per hour - over 1000 square yards - made this new method economical and made carpet consumer affordable. And

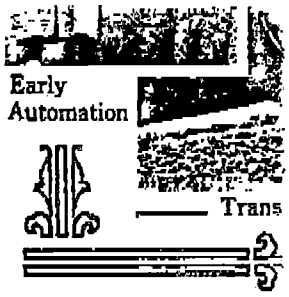
HAULERS

The people who delivered the spreads between the supplier and tufter were called "haulers" and they used horses, mules, wagons, buggies and later on cars and trucks.

of the threads and going on to make a design around it.

The original and altered candlewicking methods spread throughout the colonies and reached its highest development in the southern plantations in the 1850's. Then it faded out until its revival in 1892, when a bedspread was made in Whitfield County, Georgia, by using a similar but different method called tufting (was pronounced turfting by the local people).

older, I'm going to make me one. In the year 1895 when I was 15 years old, I decided to make a tufted bedspread. I got the material. (flour sacks) seamed it together, placed in on the floor, took quilting frames and marked it off (with a pencil) in squares of about three inches. Then I got white thread which was in skeins, and ran it off on the spinning wheel to make 12 strands of number eight yarn. I put it in a bodkin (curved) needle and started working ... It was like that Irish Chain quilt pattern in squares."



pet, Chenille was King, & US41 was PEACOCK ALLEY

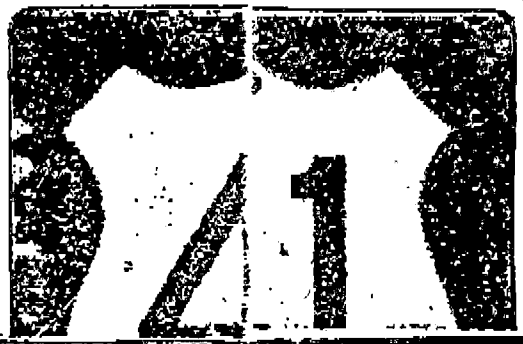
"BEDSPREAD ALLEY" (also known as Bedspread Row, Bedspread Boulevard, Bedspread Line) The proper name was US Highway 41, the section that lay between Cartersville and Dalton, Georgia. This stretch of highway got its nicknames because of the bedspreads the tufters hung on clotheslines to dry in the breeze and sun. The salesmen and tourists enjoyed seeing the colorful spreads, flopping in the breeze looking like an enormous wash put out to dry. Tourists, attracted by the gaudy patterns and colors and the novelty of buying there "off the line", would stop when they spotted their favorite pattern. The most popular pattern to the traveler but not necessarily to the tufter, and outsold all the other patterns 12 to 1, was the "Peacock" - feathered birds facing each other and spreading tails over the breadth of the spread.

In 1900 Mrs. John Lange saw the bedspread Catherine had given to Henry Evans as a wedding gift. Mrs. Lange asked Catherine to make one for her and she paid Catherine $2.50 for the spread. She in turn showed her new spread to her friends in Summerville, Georgia and interest began to grow for Catherine to make more spreads to sell. With all the new orders coming in Catherine worked on new ways to cut the process time.

"I put a worked spread on the floor, put the spread (unbleached muslin material) to be stamped over it, and by rubbing with a tin box lid (other items used later on by tufters were cold cream jar lids, pewter spoons, aluminum lids) - which had been rubbed on a sweet skin - made the pattern to be worked appear in black dots." This method cut the process time to 24 hours to complete one spread.

In 1909 Catherine's father sold the farm and bought a farm four miles Southeast of Dalton on Riverbend Road. When they moved, Catherine (28 years old) continued making spreads by herself until orders increased so much that she couldn't fill them fast enough. "I was making a profit and it was nice to have some extra money. As we got more and more orders, I began letting work out to my friends and neighbors. I taught a lot of people how to make tufted spreads. Some of them became competitors, I suppose, but there was plenty of work and orders enough for all of us."

Catherine's arrangement with the workers was for her to buy the



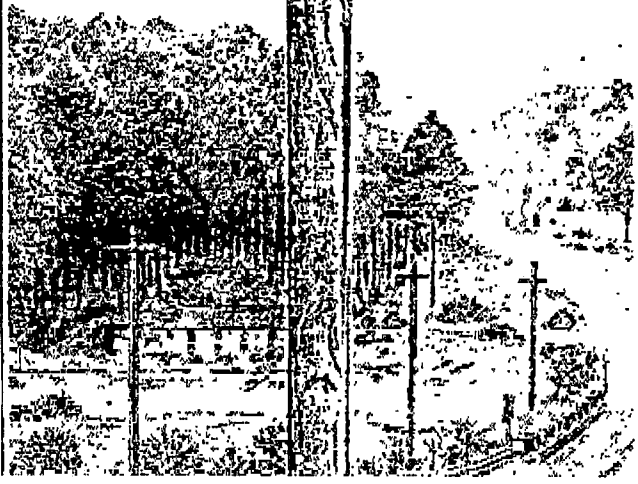
or Elk Cotton Mills, stamp the design onto the sheeting and furnish this and other sheeting to be stamped to the workers who picked it up at her home. The people who delivered the spreads between the supplier and tufter were called "haulers" and they used horses, mules, wagons, buggies and later on cars and trucks.

All throughout Whitfield County bedspread making became important work for the women and her family giving cash money when otherwise would have very little. The workers were paid 10¢ to 25¢ per piece.

As Catherine related earlier, some workers became her competitors; Mrs. Mary Eugenia Bitting Jarvis, Mrs. J.T. Bates, Mrs. Walter Kenner, Mrs. G.H. Rauschenburg, Mrs. Etta Strain, Mrs. Mamie Redwine, Mrs. Mae Weatherly Cannon, Mrs. R.M. Herton, Mrs. B.J. Bandy, Mrs. C.B. Wood, and Mrs. Addie Evans were just a few of the women who began their own businesses. With few exceptions, the women who began their businesses did not have any business experience and no capital; they wrote their own correspondence and attended to all details except hiring out the tufted work.

During this time of growth, from the early 1900's to the early 1920's, the bedspread business was on the verge of becoming an industry. However the general idea by most people was that the business was a fad. The women received very little encouragement from the men to expand the business. They thought it was a hobby for the women and ignored it, however before they knew it, the women were talking big business and big money and around 1922 the men began to enter the industry in a serious manner. As the business grew, the demand for tufters grew and each company established its own route, some being hundreds of miles, with as many as 2,000 tufters spreading throughout a four state area - Georgia, Tennessee, South Carolina and Alabama. Buyers forced prices down by playing companies against each other, in turn causing the piece rate paid tufters to go down. A great many people began to think this would be the end of the industry. Not only did the industry survive, it helped people survive the depression of the early 1920's.

Businesses had created sales through correspondence and taking spreads to department stores throughout the South and North, but probably the most famous and enjoyable ways to buy a spread was on "BEDSPREAD ALLEY", which began around 1925 and survived until the early 70's.



The industry continued to grow and in 1933 the tufters received some help from the government on June 16, when the National Recovery Act which included the Wage and Hour Law went into effect. The law had a significant impact on the tufted bedspread industry; spreads couldn't be made by hand at 32¢/¢ an hour so the workers left the front porch and went into the factories where they were paid by the hour instead of by the piece.

The demand for more and more hand tufters and the wage requirement created problems and encouraged the need to invent a machine that would stitch the heavy yarn through the light sheeting clearly and swiftly without tearing it. A few crude machines were around but credit for the first tufting machine has been given to Glenn Lemer of Dalton. He was born in 1899 and died in 1970 and [illegible] automatically. The machine was a single needle tufter but it was continually improved and multi-needle machines that could sew 4, 8, 12, 24 and more parallel rows of tufting began to become available. By 1941 machines did all but 1% of the tufting of spreads and prices began to drop and volume began to shoot up.

In the early 30's growth of the industry problems began to be apparent to the manufacturers. Problems and ideas of copying designs, proper labeling, fair trade practices, government regulations on wage and hour law, laundering methods, low profits, chiseling buyers, product testing, and many more were discussed when the Bedspread Manufacturer's Group and the Tufted Bedspread Manufacturers Association formed. The Bedspread Manufacturer's Group began when a group met in Mr. & Mrs. W.H. Lumpkin's apartment over the ACME Lumber Co. Mr. Lumpkin was the president and secretary, however there was a fire that destroyed the ACME buildings and also all the Group's records. In 1938 the group formed again as the Tufted Bedspread Manufacturers' Association and Otis C. Moore was president and John T. Duncan was secretary.

By 1941 the industry had 90 firms, the traditional farm wife and daughter were no longer tufting on their front porches. They were commuting to modern bedspread factories in Dalton, working decent hour-days with two rest periods and participating in the companies' softball teams. Of the 5,000 workers in Dalton, 2,000 commuted from outside the city limits and the population showed a 23% increase since 1930, to 20,000. The city had a total revenue of $170,000 and only $70,000 was taxes. The rest was public utility sales particularly to the factories. Besides the tufting factories many related businesses began such as washing spreads, building and repairing chenille machines, making and dyeing yarn. In December of 1941 the United States entered World War II and many businesses felt the effects as they had to be sold because there was no one to operate them, also supplies were hard to acquire.

The industry began to change with the making of rugs, robes, vanity sets, draperies and the creation of a machine that could tuft carpet. By 1945, the War was over and the Tuftad Textile Manufacturers' Association was formed and absorbed the Tufted Bedspread Manufacturers' Association.

The tufting machines were continually being improved and eventually machines were making tufted carpet and there evolved

Why Dalton?

Factories in area that helped build bedspread industry specialized in chenille, needlepunch and candlewick.

Did you ever wonder why in the textiles world, the words carpet and Dalton have almost become synonyms! And how Dalton, Georgia, became the carpet capital of the world where mile after mile of carpet and rugs are produced daily in over 200 manufacturing plants.

Dalton, Georgia lies in a natural valley in the foothills of the Blue Ridge Mountains, 90 miles north of Atlanta and 30 miles southeast of Chattanooga, Tennessee. On first view, it seems like an unlikely sight for a major industry — uncrowded, with majestic hills swathed in mist. But it was here in 1895 that the tufted textile industry was born. And it is here that the business has continued to grow making Dalton the capital of an industry that in 1983 accounted for about $9 billion of retail sales and by 1985 is forecasted to produce almost 1.5 billion square yards of carpet.

It all began by accident when Catherine Evans, a 12-year old girl, decided to make a bedspread to be given as a wedding present. Whether by accident, or trial and error, she performed a stitch that locked into the fabric. She snipped the threads, leaving a little tuft of material. Her tufted spread was so well liked by neighbors and relatives that she made more the same way. Five years later, when Dalton was a town of only 4,300 people, Catherine sold her first spread for $2.50 to a Dalton woman who had seen and admired the wedding gift.

The art of tufting spread rapidly. More and more women took up the new cottage industry, working in their homes to earn extra money. These tufters earned from 10 to 25 cents for a spread, with a heavy design selling for as much as a dollar.

By the 1930s, there was such a great demand for the tufted spreads that "haulers" took yarn and spread-size sheeting stamped with designs to more than 10,000 workers around the countryside who hand-tufted them into bedspreads. The "haulers" then brought the completed work back to Dalton where it was laundered, packaged and shipped. One of today's large tufting firms, Cabin Craft, got its name from those early days.

Tufting remained a family home business until the NRA and minimum wage laws made handcrafting too expensive. While small tufting machines came into use in the 1920s, it wasn't until the mid '30s that tufted products were made exclusively in factories.

Tufted carpet became more common during the early 1940s. Tufting machines, essentially goose-necked sewing machines, made carpet production easier. These were the forerunners of today's large carpet tufting machines. Laundering and dyeing plants which had opened in the 1930s to process bedspreads began to modernize to accommodate the shift to rug production.

Continued . . .

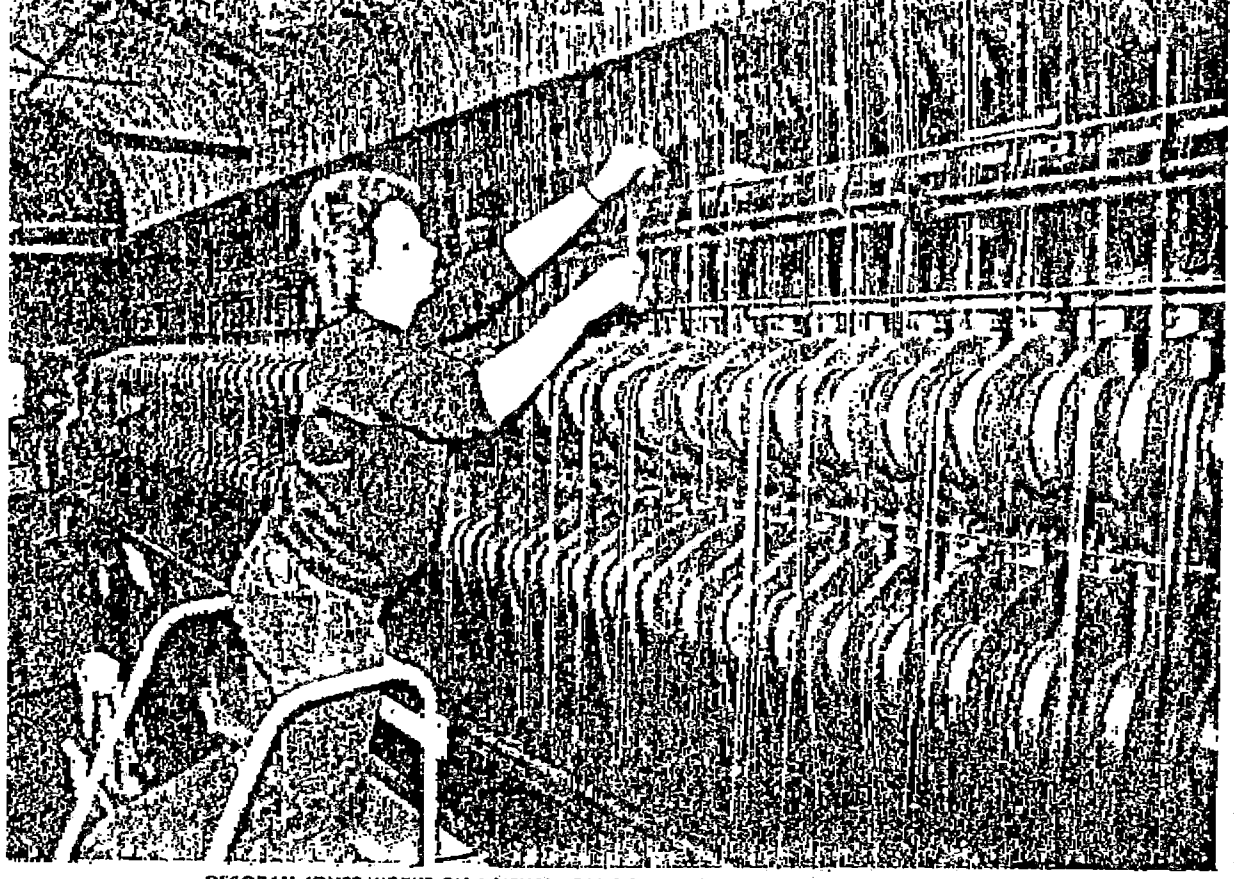
By the early 1940s, Dalton was a town of 10,500 and entering its period of greatest growth. The industry took its first major step toward carpet production with the extensive use of newly developed wide machines. At the end of World War II, rubber became available for the backing of carpet and rugs. In 1944, cotton which until then was the only material used in the growing tufting industry, gave way to rayon, wool, nylon and acrylics. These innovations were due almost entirely to Dalton's textile people.

The "gold rush" hit Dalton in the 1950s. Its population grew to 16,000. Tufting was a $133 million a year business; $19 million of which was carpet. At that time, 20 percent of all carpet was tufted.

Today, Dalton is a progressive town of nearly 21,000 people set amid beautiful natural resources. Dalton and the carpet industry continue to work together to ensure mutual enrichment and growth. Carpet industry officials there backed the construction of a $3 million hospital. Ball fields in Dalton's recreation center have been built through contributions from textile companies. Dalton even has adjusted the pH factor of its water because dyers prefer water that is slightly alkaline.

Now 95 percent of the carpet industry's total production is tufted and about two-thirds of all carpet and rugs are manufactured in the Dalton area. Carpet made in Dalton's manufacturing plants is sold all over the world and Dalton continues to be the carpet capital of the world. ■

Early tufting process was performed with individual sewing machines.



DEBORAH JONES WORKS ON A VELVAWEAVE TUFTING MACHINE AT PATCRAFT MILLS
Along With Other Mills, Patcraft Has Updated Styling Capabilities Using New Tufting Innovations

— Photo by Bob Teague

Catherine Evans Whitener: Mother of an Industry

By MOODY CONNELL
City Editor

Mrs. Catherine Evans Whitener was a most unusual man who had no idea that her desire to have an antique bedspread like a cousin's was out to launch an industry which employs thousands of Dalton residents today.

Things started simply, humbly and with no particular dash about them when a young Georgia farm girl began tufting a bedspread which would take three years to complete.

She started a trend which had hundreds of bedspreads flapping in the breeze along U.S. Highway 41 for tourists to buy while passing through.

Roy Evans, a nephew, describes her as a "common everyday woman," who was shrewd but perceptive enough to fashion a lifetime business from a childish whim. She grew up in a large family home after her father moved to Bear Creek from Walker County.

"My granddaddy bought an old civil war plantation. It was a two-story house and had to be overhauled extensively. There were six boys and two girls," Evans said.

Mrs. Whitener had a reputation for being progressive and interested in what was going on around her. She had a sharp business sense about her, but yet answered countless orders for bedspreads over the country without making a credit check and was rarely cheated. If a farm lady helping out cut a hole or damaged the spread it wasn't her loss. She was given full pay for that piece and it was sold at less cost.

The first bedspreads were unbleached before being hung in the sun prior to being washed and fluffed until developing a cream color. It was three or four years before colored spreads were made. However, the peacock became a favorite design since several different colors of yarn left over from another job could be spun into his feathers.

Mrs. Whitener searched out women to help her fashion bedspreads for customers, drawing from the neighborhood and a willingness of farmers' wives to earn extra money after two or three ladies learned directly from her how to do the work.

Trial and error helped her develop a stitch which locked into the fabric and then she snipped it, leaving a little tuft. When sewn and processed the colors could become dazzling. She showed how to stamp and work the spreads and loaned patterns drawn from quilt patterns.

Twenty-five years ago, she was nearing the end of a life which to Dalton was that of a pioneer for an industry that flourishes today. Breath-taking changes and advancements led from bedspread-making to a spillover in carpet-making.

Mrs. Whitener was pushed into mass production after selling a few bedspreads for $3.50. Unexpectedly she was asked by a Chicago department store if she could send them 1,500 bedspreads in six weeks.

The energetic farm girl said no, that wasn't possible, but if given six months she would try her best to fill the order. The innovative businesswoman scouted around the county looking for ladies willing to accept deliveries of cloth and yarn and be taught at night how to help fashion bedspreads. That drew more people into her growing enterprise.

Around 1921 other Dalton housewives began investing their time and talents as the easy days of turning out a few bedspreads at a time became a career opportunity. A preacher's wife earned a living that way. A mother wanting to send a high school graduate to college earned a living that way. One lady began by selling $60,000 worth of bedspreads to one store.

A man setup a business in a spare room and continued to grow until he had formed a $1 million a year company. A den-

(Continued on Page 8B)

By KRIBCHELY GAVIN
Staff Writer

Twenty-five years has seen a lot of changes in the carpet industry. The period of time since 1962 has seen the virtual demise of the tufted bedspread business, and the explosive growth of its sister industry, tufted carpet.

In 1962, the carpet industry was young and immature, but already well established. Mill dollar value of the industry was $956 million, on shipments of 281 million square yards. The average price per yard was $3.40.

Cotton was still king in the industry in 1962. Statistics from the Tufted Textile Manufacturers Association, forerunner of the Carpet and Rug Institute, showed that 125 million pounds of cotton fiber were used, with rayon second at 86 million pounds, and nylon third at 67 million pounds. Nylon use had doubled since 1960.

The tufting machine was highly advanced for the time, and could produce 2000 square yards of carpet in one eight-hour shift. Each machine required three people to run it.

Today, the industry has a mill value of $6.6 billion, on shipments of over 1.2 billion square yards, according to 1985 statistics compiled by the CRI. the average price per square yard is $5.70, an increase of 59 percent over 25 years.

Nylon reigns in the industry today, with staple and bulked continuous filament fiber shipments for 1986 estimated at 1.8 billion pounds, according to estimates by RBI International. Polypropylene, unheard of in 1962, now accounts for 275 million pounds. Polyester shipments are estimated to be at 145 million pounds. Acrylic, which totalled 9 million pounds in 1962, accounted for 10 million pounds in 1986.

High speed tufting machines now operate three times faster than their counterparts in 1962, capable of producing about 6,000 square yards in an eight-hour shift. The machines today operate with a third less people than they did in 1962

The industry has come a long way in 25 years, not only in terms of growth, but also in terms of personality. In 1962, carpet companies, at least in this area of the country, were rapidly growing, individually controlled entreprenurships. Today, especially in the larger organizations, management has become highly specialized and skilled, and corporate structures are well defined. More and more small companies are forced to find specialized niches to survive and prosper.

How did we get here? To answer that question, it is important to look at different areas of the industry, because growth is a combination of factors, and not all of them have proceeded at the same rate.

Technological advances have made it possible for carpet manufacturers to produce more efficiently over the years, which is essentially the most important reason for growth in this high volume, low profit industry.

According to Mac Ryland, consultant for Kurt Salmon and Associates, the big breakthroughs in the carpet industry came before 1962. "The development of tufting as a practical manufacturing process is the key to all growth since the mid-1950's," he said. "That brought economies to the manufacturers that made broadloom a product available and accessible to all households in the U.S."

According to Reg Burnett, president of RBI International Carpet Consultants, the next major development was the introduction of synthetic fibers, namely the generations of nylon that have added value and saleability to carpets since Du-Pont first introduced BCF in the '50s.

Since those two major

(Continued on Page 8B)

Carpet Industry Then and Now

	1962	1985
Yards Shipped	281,000,000	1,159,155,000
Mill Value	$956,000,000	$6,605,586,000
Avg. Price Per Sq. Yard	$3.40	$5.70
Nylon Used (Pounds)	67,000,000	1,589,000,000
Tufting Speed	450 RPMs	1,400 RPMs

Carpet Industry

(Continued From Page 1B)

breakthroughs, the carpet industry has seen several advances on a smaller scale, that have, nonetheless, brought about the ability to manufacture carpet more efficiently.

High Speed Tufting

In the early 1960's, tufting machines could operate at approximately 450 revolutions per minute (RPM), according to David Owens, associate with RBI. Since the development of higher speed equipment, tufting machines now have a capacity to operate at 1400 RPM's, which has roughly tripled the capacity of the machines. Also notable, according to Owens, is that the typical machine now takes two people to operate, compared to three people in the early '60s. "The manufacturer can produce three times a much carpet, using a third less personnel," Owens said.

Continuous Dyeing

In the early days of manufacturing, carpet was dyed in batches using dye becks. The development in the late 60's of the continuous dyeing range brought new efficiencies to manufacturers, and meant that they could dye large lots of a single color more economically. Recently, however, dye becks have become popular once again, as more manufacturers begin to do more custom work for contract areas.

Heat Setting

Yarn must be heat set to hold a twist. From the early beginnings of carpet, yarn was heat set by batches in autoclaves, a very labor and time intensive method. Continuous heat setting was developed in the late 1970's, and reduced costs by $.10 per pound. Continuous heat setting also improved yarn consistency, and therefore product quality.

In the area of technology, but in a class by itself, is the computerization of the industry. Twenty five years ago, few in the carpet industry had heard of computers. Now they are everywhere, controlling manufacturing lines, streamlining customer service, handling financial processes. Galaxy Carpet Mills, just as an example, has computerized virtually every department of the company, from cut orders to credit.

Computerization in the industry is in its infancy in many areas. But with the recent technological developments, new applications are arising all the time. There is a new computer system available for design, for example, that lets designers simulate carpet textures and apply color and design over them. This system, developed by Vertical Technologies, is currently being used by Paterafl Mills to design on the complicated VelvaWeave tufting machine. Ricky Stack, vice president of product development, said, "We feel that through the use of this design system, we can turn around new patterns faster." Faster patterns mean faster sales and greater profits.

New styles and designs have given the carpet industry a greater edge over the years. In the early '60s, solid color carpets were the rule. Later on in that decade, printing become a way to add color and pattern, and so add consumer appeal. E.T. Barwick's kitchen prints were the industry rage for a number of years.

Later developments in dyeing gave manufacturers further ability to put variations of color on carpets. And graphic tufting machines, unheard of in the early days, have become very popular in recent years, especially for contract work.

New tufting techniques, such as the ICN machine from Cobble, have opened up new areas for applied color and pattern.

Management styles have changed over the years. Zack Norville, president of Norville Industries, remembers, "Everyone knows that, back then, Shaheen (World Carpets) erected on Monday, tufted on Tuesday, coated on Wednesday, and shipped on Thursday and Friday. Coronet was just outgrowing metal shed beneath the viaduct." Two years later, Coronet would go public.

"During this time," Norville continued, "the sons and daughters that are running the mills today were in grammar school. People like John Shaheen, Stan Goodroe (Dorsett) and Julian Saul. Queen Chenille would have been hard pressed to become Queen Carpet, as is the case for many other companies, without that second generation."

The second generation is in command now. But to succeed in the business, they have found it necessary to add a corporate structure. Where in the early days a mill owner might serve as salesmanager, production supervisor and personnel director, today he serves as president, and has specially trained executives to handle financial affairs, production, sales and credit, and all the other aspects of running a carpet mill in the 1980's.

It can be argued that marketing methods have not changed a great deal in the last 25 years. The industry still goes to markets twice a year. Products are still aimed at specialty carpet stores. There is still a network of distributors across the nation to handle mill products. The fiber companies are still doing most of the consumer advertising.

There have been a few changes. Several larger carpet mills have started doing their own distribution, setting up distribution centers around the country to handle their own products. Whether that becomes more of a trend, remains to be seen.

The latest breakthrough in marketing, and to an extent in technology, is the emergence of the new stain-resistant products, recently introduced by the major fiber producers. Allied and DuPont are beginning to inundate the American public with billions of advertising impressions touting the new "Worry-Free" and "StainMaster" products. Industry experts expect the advertising blitz to increase interest in carpet among consumers. Whether or not the stain-resisters actually become the carpet of the future, is probably a question that can be answered in a year or two.

A story about the progress of the carpet industry would not be complete without some mention of the recent acquisition craze, brought on by the new tax laws, and by the efforts of large mills to increase their market share. In 1986, Burlington bought Masland, WestPoint bought Stratton, Fieldcrest Cannon merged with Bigelow-Sanford, and Shaw Industries started a progam of internal expansion by purchasing a finishing house.

The makeup of the top ten hasn't changed so much from these purchases, but the positioning has been altered. The big certainly seem to keep getting bigger. The question is whether or not they will eventually go on to more and more maket share, driving smaller companies out of existance. That, too, is a question for the future.

The industry has certainly come a long way since 1962. Changes in management, technology, marketing and business practices, though perhaps not as dramatic as the advent of tufting machines and the development of nylon, have allowed the carpet industry to grow into a $6 billion dollar industry.

To those who were not around to watch it struggle and grow, it may seem as if the industry hit the ground running. But that is not the case. Norville said, "Each little step had to be taken. There was no way to join the ends of yarn together in the beginning, other than by tieing it. Then someone invented the glue cup, and a man named Dot Williams invented a thermal plastic device to join yarn together. In many cases, things were invented simultaneously.

"Many of today's advances are made by companies foriegn to us only a few years ago. Skills and techniques have been provided to us by modern chemical giants that enabled a fledgling, homespun industry to grow to an unbelievable size." He concluded, "Were now as modern and technically advanced as any other industry."

Catherine Evans Whitener 1880-1964

Long before there was a Dalton and a Tufted Bedspread Industry, early American women settlers made bedspreads using an embroidered candlewicking technique brought from their native England. Traditional candlewicking was done by using several strands of a coarse, soft white cording resembling the wicks used by candlemakers, hence the name candlewicking.

By 1820 the pioneer woman began to alter this candlewicking method. While mending her homespun spread, she discovered that a darned place could be made decorative by fluffing out the ends of the threads and going on to make a design around it.

The original and altered candlewicking methods spread throughout the colonies and reached its highest development in the southern plantations in the 1850's. Then it faded out until its revival in 1892, when a bedspread was made in Whitfield County, Georgia, by using a similar but different method called tufting (was pronounced turfting by the local people).

Catherine Evans Whitener has been given the credit for the beginnings of the tufted bedspread. Whether you agree or disagree with this assumption, Catherine did develop the tufting stitch which is actually a running stitch of yarn sewn into the base sheeting and cut between stitches to form the tuft. The unbleached sheeting is then laundered so it shrinks around the base of the tuft leaving it securely anchored.

Catherine was born one mile west of Reo (about 15 miles west of Dalton) in the Gordon Springs area of Whitfield County on August 10, 1880. When she was 12 years old she visited her cousin Milton Tate at McCuffy, Georgia where she saw a spread on a bed. "I admired it so much" Catherine said, "when I grow older, I'm going to make me one. In the year 1895 when I was 15 years old, I decided to make a tufted bedspread. I got the material, (flour sacks) seamed it together, placed in on the floor, took quilting frames and marked it off (with a pencil) in squares of about three inches. Then I got white thread which was in skeins, and ran it off on the spinning wheel to make 12 strands of number eight yarn. I put it in a bodkin (curved) needle and started working ... It was like that Irish Chain quilt pattern in squares."

DALTON WHITFIELD

CHAMBER OF COMMERCE

Linking Business, Government & Education • Forging a Model Community

DATE 7-28-92

FAX COVER SHEET

TO: GARY GERSHOWITZ

FROM: KATHRYN WISE

PAGE 1 OF 10

MESSAGE:

Note that this program had a 92 nomination for the President's Annual Point of Light Award -

Starred items are pertinent to "family" orientation -

PLEASE CALL 278-7373 IF YOU HAVE ANY PROBLEMS WITH THE TRANSMISSION OF THIS FAX.

524 Holiday Avenue, Dalton, Georgia 30720-3719, 706 278 7373, Fax 706 226 8739

Education is Essential Foundation, Inc
Nominated in 1992

Congratulations on being nominated for the 1992 President's Annual Point of Light Award. Direct and consequential voluntary service such as yours must be a part of the solution to every serious social problem in our country. By giving generously of your time to serve others, you have set a wonderful example for all Americans. Although you were not chosen as a recipient of this year's award, you are nevertheless a bright Point of Light in your community. On behalf of the American people, I thank and commend you.

George Bush

Monday, April 20, 1992

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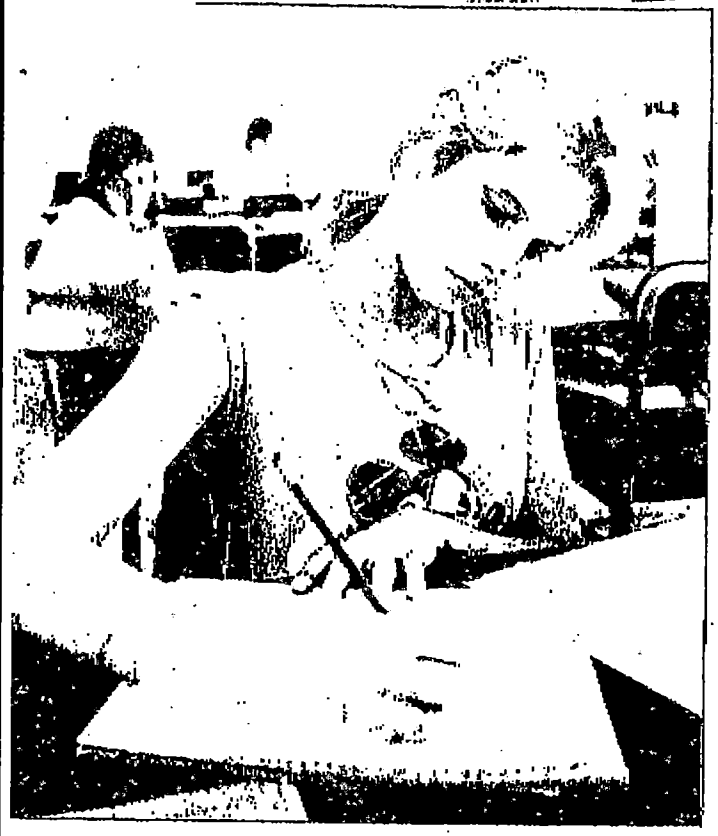
The Atlanta Journal
The Atlanta Constitution

LOCAL NEWS

Atlanta Constitution
Monday, April 20, 1992



ch (Positive Employment and
mmunity Help) Academy student
le Blevins (above) of Dalton
ies math at the Whitfield County
artment of Family and Children
ices, where students named the
ch program themselves. Cheryl
n (right), shown checking the hu-
ty of carpet after a drying stage
aling the backing, is a student in
Aladdin Learning Center of
ldin Mills Inc.

Photos by DWIGHT ROSS JR. / Staff

A STUDY IN SUCCESS

Carpet capital hailed as yards ahead in educating, retraining work force

By John Harman
STAFF WRITER

Dalton, Ga. — Here in the carpet capital of the world, all a young person has traditionally needed for a job has been a strong back and a desire to work. A high school diploma was strictly optional.

But in the past four decades, the carpet business has changed from small shops and simple machinery to massive plants filled with high-tech equipment producing two-thirds of the nation's floor covering. Industry leaders are now realizing that uneducated workers cannot keep pace with the changes. A 1989 report saying that 56 percent of Dalton and Whitfield County's adults had not finished high school stunned the community.

Spurred into action, industry and community leaders are building an adult education program that is being hailed as a model for how America must re-educate its work force to compete in a global economy. Since September, 30 classes have opened at mills, with the help of a local education foundation, Dalton College and a corps of 60 volunteer tutors.

Benefits beyond the job

"This will not only make for better employees, it will mean a better quality of life for them and their families," said Shirley Lorberbaum, vice president of Aladdin Mills Inc., one of Dalton's larger manufacturers. "And in the long run we'll all benefit."

Experts say making the programs a part of the working day has made it easier for employees to attend classes and admit they need help.

"Deep down, most everybody wants to better themselves, but they might be embarrassed to admit they don't know something," said Cheryl Hyatt, 34, an 11th-grade dropout who is improving her reading and math skills at the Aladdin Learning Center. "But here, they make it easy to admit you don't know."

Dropouts must be 19 or older

The battle for better education began in 1983, when the Dalton-Whitfield Chamber of Commerce formed the Education Is Essential Foundation to focus attention on the county's high dropout rate.

More than 300 companies signed a pledge to not hire high school dropouts younger than 19. The foundation also spearheaded an effort to have carpet industry officials visit local schools to encourage kids to graduate.

After the dropout rate

Please see CARPET, D3 ▶

The Atlanta Journal / The Atlanta Constitution

Carpet: Dalton leads in educating workers

▶ Continued from D1

plunged from 50 to 30 percent, it began inching back up to more than 40 percent in the late 1980s as the carpet business boomed and needed more workers. John Campbell, a founder of the Education Is Essential program and vice president of AA Food Services, said the dropout problem stems from a tradition of children following in the footsteps of their parents and the eagerness of the mills to hire them.

"For years it has been looked upon as a cheap source of labor, and we've had some resistance from some members of industry to change," Mr. Campbell said. "But when they began to realize that there is direct correlations between education and job turnover, high absenteeism and job performance, they are now listening to us."

By 1990, the industry began to shoulder a big part of the effort. Since then almost $300,000 has been raised to buy computers that have been placed at mills, the Whitfield Department of Family and Children Services and two state-operated adult education centers.

In the past six months, 20 of the companies have started their own classes, purchased computers and are providing instructors. The easy-to-use computers are so popular with students that there often lines to use them.

As a result, in the past two years 429 adults have earned their General Education Development (GED) certificates, a number equal to half the county's total of high school graduates in 1990 and 1991.

Dalton in front nationally

"Dalton has been a leader in terms of reaching out to employees and working to re-train them for a changing workplace," said Jill Scheidrup, assistant director of the U.S. Chamber of Commerce's Center for Work Force Preparation and Quality Education.

And the improvement in education is crossing generational lines.

Gene Holloway, 50, could not read six months ago. He has now advanced to an eighth-grade level. His success has encouraged his wife, Pat, and his two adult daughters to attend classes at the mill with the goal of earning their GED certificates.

Mr. Holloway said he wanted to learn to read so he could apply for a promotion to supervisor at Aladdin. As it turns out, however, his greatest pleasure has come from being able to read stories to his two granddaughters, Brittany and Amber.

"You know, an education means more than all the money in the world," he said.

Atlanta Journal, Monday, April 20, 1992

Dalton doing its homework

dult schooling goes to work carpet capital's businesses

John Harman
AJ staffer

Dalton, Ga. — Here in the carpet capital of the rld, all a young person has traditionally needed a job has been a strong back and a desire to rk. A high school diploma was strictly optional.

But in the past four decades, the carpet busiss has changed from small shops and simple maniery to massive plants filled with high-tech ulpment producing two-thirds of the nation's or covering. Industry leaders are now realizing st uneducated workers cannot keep pace with the nges. A 1989 report saying that 56 percent of dton and Whitfield County's adults had not fined high school stunned the community.

Spurred into action, industry and community aders are building an adult education program at is being hailed as a model for how America ust re-educate its work force to compete in a bal economy. Since September, 36 classes have ened at mills, with the help of a local education undation, Dalton College and a corps of 60 volunor tutors.

"This will not only make for better employees, will mean a better quality of life for them and eir families," said Shirley Lorberbaum, vice esident of Aladdin Mills Inc., one of Dalton's rger manufacturers. "And in the long run we'll all nefit."

Experts say making the programs a part of the orkday has made it easier for employees to attend asses and admit they need help.

"Deep down, most everybody wants to better emselves, but they might be embarrassed to adit they don't know something," said Cheryl Hyatt, l, an 11th-grade dropout who is improving her ading and math skills at the Aladdin Learning nter. "But here, they make it easy to admit you on't know."

The battle for better education began in 1983, hen the Dalton-Whitfield Chamber of Commerce rmed the Education Is Essential Foundation to cus attention on the county's high dropout rate.

More than 300 companies signed a pledge not to ire high school dropouts younger than 19. The undation also spearheaded an effort to have carpet industry officials visit local schools to encourge kids to graduate.

After the dropout rate plunged from 50 to 30 ercent, it began inching back up to more than 40 ercent in the late 1980s as the carpet business oomed and needed more workers. John Campbell, founder of the Education Is Essential program nd vice president of AA Food Services, said the dropout problem stems from a tradition of children following in the footsteps of their parents and the eagerness of the mills to hire them.

DWIGHT ROSS JR. / Staff

Sammy Hyatt helps his wife, Cheryl, work on a poetry lesson at the learning center in Dalton's Aladdin Mills plant.

"For years it has been looked upon as a cheap source of labor, and we've had some resistance from some members of industry to change," Mr. Campbell said. "But when they began to realize that there is direct correlations between education and job turnover, high absenteeism and job performance, they are now listening to us."

By 1990, the industry began to shoulder a big part of the effort. Since then almost $300,000 has been raised to buy computers that have been placed at mills, the Whitfield Department of Family and Children Services and two state-operated adult education centers.

In the past six months, 20 of the companies have started their own classes, purchased computers and are providing instructors. The easy-to-use computers are so popular with students that there often are lines to use them.

As a result, in the past two years 429 adults have earned their General Education Development (GED) certificates, a number equal to half the county's total of high school graduates in 1990 and 1991.

Editorial - Atlanta Journal - Tuesday, April 21, 1992.

Journal, April 21, 1992 - Editorial page

Peter Kent

Dalton has more to be proud of than carpets

A survey left the carpet capital of the world reeling as if someone had pulled the rug out from under it. A 1989 study showed that 56 percent of the adults in the city of Dalton and Whitfield County were high-school dropouts.

Unlike most of corporate America, Dalton's manufacturers did more than rant about the public education's failures. Acting in partnership with civic leaders and educators, the company officials created an adult education program. Some 30 classes are now offered at the mills, aided by efforts of Dalton College and 60 volunteer tutors.

Such a commitment to education improvement is not new to Dalton. In 1983, when the dropout rate equaled the graduation rate, the community rallied around a Dalton-Whitfield Chamber of Commerce initiative to create the Education Is Essential Foundation. Among its successes, the foundation was able to get more than 300 business to agree not to employ workers younger than 19. The result was startling. The dropout rate fell from 50 percent to 30 percent.

But with boom times in the floor-covering business came a need for workers. Backsliding allowed the dropout rate to rise again. Confidence is high in the community that lightning can strike twice. Nearly $300,000 has been raised to fund resources for the new adult-education program, and a score of companies have begun adult-learning classes. In the two years since the survey, 429 adults have completed their General Education Development coursework.

Everyone involved in the program — student, tutor, sponsors alike — deserve a hand for their efforts. President Bush could find a thousand points of light in the Dalton-Whitfield area alone. Yet the business community warrants special mention, if for no other reason than to encourage other executives to establish adult-education programs.

Despite the incessant lambasting the nation's education system takes from business leaders, too few companies do more than just complain. A major survey last September by Louis Harris & Associates indicated that of the 402 companies contacted only 14 percent reported having worker-training programs that provided instruction in the 3Rs.

While business leaders are ever willing to lament the nation that poorly trained workers blunt America's competitive edge, they are unwilling to fund education. Robert Reich in his book "The Work of Nations" reports that the corporate share of local property-tax revenues, which are the fundamental source of education funding, have plummeted from 45 percent in 1957 to 16 percent in 1987.

No one denies that America's education system needs overhauling, but business leaders have no justification to complain about it when they are more part of the problem than part of the solution.

DALTON-WHITFIELD CHAMBER OF COMMERCE
EDUCATION DIVISION
EDUCATION IS ESSENTIAL FOUNDATION, INC.

BACKGROUND INFORMATION

The 1990 United States Census figures are out, and they paint a picture of significant progress in education levels in our community over the last decade. For persons 25 years and over, only 44.7% in Whitfield County had completed high school in 1980, but 1990 figures show a leap of 15 percentage points to 59.8%! In 1980, for persons 16 to 19 years old in Whitfield County, 33.9% were high school dropouts; but that figure dropped a full 10 percentage points to 23.7% in 1990! How has our community produced such dramatic improvements in education levels in the past decade? Well, read on...

At one time, Whitfield County, Georgia, had one of the highest dropout rates in the United States. Statistics in 1989 revealed a 49% dropout rate for Whitfield County Schools and a 29% dropout rate for Dalton City Schools, producing an overall dropout rate of 43%. This area of northwest Georgia is known as the "Carpet Capital of the World" because 65% of the carpet produced in the United States is manufactured within a 50-mile radius of Dalton. Traditionally, an abundance of jobs with good pay were available for the unskilled and undereducated. But today, the problem of dropouts and low literacy rates have produced an undereducated work force, deficient in the basic skills necessary for the continued progress of the carpet industry in the global market of the 1990's.

A 1989 report from the State of Georgia produced these statistics on adult illiteracy in Georgia, specifically Whitfield County:

Total Adult Population of Whitfield County:	45,379
Those with Less Than a 4th Grade Education	2,913
Those with Less Than an 8th Grade Education:	9,458
Those with Less Than a High School Diploma:	24,504

This report indicated that **56% of the adult population of Whitfield County has less than a high school education**. In addition, Whitfield County has a **growing Hispanic community, now estimated at between 4,500 and 6,000 persons**. We understand that roughly 85% of this group is illiterate. A recent report by "Project 2000: Dalton's Direction for the Future" listed adult literacy as one of the major problems facing this area in the 21st century.

But for the past decade the Chamber of Commerce has been a catalyst in Dalton and Whitfield County in first identifying the education deficiencies in our community, then creating programs to address the problems, and finally marshalling community resources to implement these programs. The stated long-range goal of the Chamber of Commerce is this: by the turn of the century, the average citizen in our community will have twelve years of education. This may sound like an audacious undertaking, but after I highlight some of the education programs our Chamber has helped develop, and is currently directing, you will see that even that goal is not out of our reach.

1982 In 1982 a **Task Force** was formed at the Chamber of Commerce to study the problem of our high dropout rates. Thorough research was conducted through many community agencies, including police, Department of Family and Children Services, the Health Department and school systems, and this resulted in increased community support and involvement in our efforts.

1983 In 1983 a **Stay in School Steering Committee** was formed; a public awareness campaign was launched as a cooperative effort of schools and businesses.

1984 In 1984 a **Five Point Proclamation** was created. In taking this pledge, companies were asked to demonstrate their support of education by encouraging job applicants under 19 years old to complete their high school education, by hiring high school students on a part-time basis only, and only as long as they maintained good grades, by promoting education among their employees, and recognizing those who complete their GED, and employees' children who complete high school. The Proclamation was eventually signed by **309 companies**, and was **reissued in 91**, asking companies to reaffirm their pledge to support education in these ways.

1985 In 1985 the **Education is Essential Committee** was formed at the Chamber of Commerce. The Committee continued recruiting support among businesses for the Five Point Proclamation. In addition, a strong **public awareness campaign**, emphasizing the importance of staying in school, was developed, which included posters, payroll stuffers, and regular press releases. This public awareness campaign has been **recently revitalized**, with new **posters** and **brochures**, a regular column in the local **newspaper**, a **slide show** to present our program to area civic clubs, frequent participation on local **radio and TV** talk shows, and with **public service announcements**, **flyers** distributed to targeted groups, (such as churches and personnel directors), and we are presently doing billboards to promote the importance and availability of local education opportunities.

1986 The Education is Essential Committee **received a one-year grant from the Appalachian Regional Commission, and hired a full-time coordinator for the Stay in School Task Force.** During this year, a **Speaker's Bureau** was created, consisting of 45 representatives from the Dalton-Whitfield County business community. The speakers are employed by the companies who have indicated their support of education by having signed the Five Point Proclamation.

The Speaker's bureau message is "**Learn More: Earn More--Stay in School**". Topics addressed include cost of living, budgeting, work ethics and values, and qualities employers desire in employees. A short video containing excerpts of interviews with local students who have dropped out and returned to school may be shown upon request. The benefits of receiving a high school diploma are clearly exhibited through local successes. The program has developed to the point that this year, all junior high and middle school students have the opporunity to hear

the Stay in School message, and are given a certificates to sign, and magnets with clever graphics and slogans to put on lockers or refrigerators, emphasizing the importance of staying in school.

1987 In 1987 we began to reap the fruits of the labors of our one year with a full-time Stay in School Coordinator. The dropout rate declined 10 percentage points in the County Schools, and 7% in the City Schools. The Education is Essential Committee began looking at programs for adults in need of improving their education levels. Up to this point, adult education opportunities in our community were geared primarily toward completion of a GED; there was little hope for adults who did not know how to read. In 1987, tutor training to teach adults to read was begun. Since then, over 100 volunteers have been paired up with an adult, to help them with basic reading skills. The tutor program has been reinvigorated this year, with a new name, "Reading Education for Adult Development", or READ. We have a READ "hotline", a telephone number that goes on all our literature, which is equipped with an answering machine so that if people call at odd times, like the end of second shift, they can get in touch with our program. Tutor training is held at least once a quarter, and conducted in cooperation with the State of Georgia's Adult Literacy program.

1988 The high school dropout rate began to gradually creep up again, and the Education is Essential Committee began to realize that there were many in our community for whom the advice "Stay in School" was just too late. There were significant numbers of teenagers and young adults who needed only a few more courses to meet the requirements to obtain a high school diploma based on Carnegie units from an accredited school, rather than the GED, which even the U. S. military has stopped accepting for admission. The Dalton-Whitfield Chamber of Commerce, with its already established education committees, provided a core of concerned citizens to begin to assess the extent of the need for such a program. Dalton and Whitfield County are blessed with remarkable cooperation between city and county school officials, which was especially fortunate since a program of this nature would only be feasible in terms of participation if the city and county schools combined their resources and their potential students.

So a new Alternative School Committee was formed. As a result of their efforts, the Dalton-Whitfield Open Campus School opened its doors on the Dalton College Campus in August, 1990. It operates on a 9-week semester, with classes from 3:30 until 10:10 pm. The program provides an education opportunity for students who are currently enrolled in a local high school, but need to pick up an extra class or two in order to graduate on time. Other students are those who lack just a few quarters to meet graduation requirements, but are too old to return to the local high school. The students have named the program Phoenix High, for the bird from ancient mythology that returns to life out of the ashes of death, much like our capital city of Atlanta returned to life after the conflagration of the Civil War. Since its opening last year, 121 students have enrolled, and 34 have earned enough credit to graduate this spring.

1989 This year was a time for research and investigation. The READ Program was going well, but the figures from the State of Georgia on Whitfield County's dropout rate indicated the need for an innovative program that could meet the needs of larger numbers of adults than we could handle on a one-on-one basis in tutoring.
Computer-aided instruction has the potential for helping large numbers of people, around-the-clock. Of course, to undertake a program using computer technology would require much more

money than our programs using volunteers had cost to this point. The Education is Essential Committee determined that a major fund- raising effort would only be successful if contributions could be tax-deductible. So plans got underway for addressing these needs.

1990 to PRESENT The past two years have been incredibly exciting for education programs at our Chamber! The Education is Essential Committee decided that to undertake a major fundraising effort, and to establish computer labs for adult literacy would require a full-time coordinator, and committee members plunged ahead on all three fronts simultaneously. They **chose computer software from the Computer Curriculum Corporation** to equip our adult learning labs.

Application was made by a **newly-created Education is Essential Foundation** to the Internal Revenue Service for status as a 501(c)(3) non-profit organization, and a **full-time program coordinator was hired**. To date, we have received pledges of financial support totaling over **$293,000**, toward our projected 3-year goal of $356,000.

The committee plans to purchase 25 computer units, and to locate them at 5 public sites in the community. In September, 1990, the first four computer units were installed at the Dalton Adult Learning Center. In December, 1990, two were placed at Dalton College, and in March, 1991, three were placed at the Whitfield County Adult Learning Center, and three at the Department of Family and Children Services, for use by welfare clients. That makes our **DFCS the only facility in Georgia to have an in-house computer lab for their clients**. Dalton Regional Library will go on-line in March, 1992. In addition, nine units are installed in six companies' in-plant learning centers, for a total of 21 computer units serving adults in our community.

All together, **over 250** adults are now enrolled on these computers. They range in age from 19 to 69 and beyond. Beginning readers get their instructions through earphones, and record their answers using a mouse. Correct answers produce gold stars on the screen, and verbal praise like "Good job, George!" Courseware allows students to progress through beginning levels in reading, language and math, on through algebra, science topics, GED preparation, keyboard skills, introduction to computers, computer programming, and English as a second language for speakers of Spanish, Japanese, Chinese, and Arabic. Clearly, **these computers have a great potential for significantly improving the literacy levels in our community**.

As a result of these programs, the **U. S. Chamber of Commerce featured Dalton and Whitfield County in a video released in 1990** highlighting four U. S. communities successfully dealing with low education levels. In spring, 1991, our programs were featured in *Christian Science Monitor*, and were featured in the cover story of *Nation's Business* in October, 1991. In September, 1991, an independent producer from Los Angeles filmed for 5 days in our area for a 1-hour documentary "Kids in Crisis: Your Challenge, Their Future", premiered at the National Dropout Prevention Conference in Pittsburgh in March 28-31, 1992. Rotary International visited Dalton in November, 1991, for an article about our education programs, published in May, 1992. Articles about our programs were carried in the Atlanta *Journal* and *Constitution* in April, and we were featured on CNN in April as well.

Georgia's First Lady Shirley Miller, a major advocate for literacy, visited our community in March, 1991, to promote our programs and encourage adult learners. The Education is Essential Foundation, Inc. hosted country singer Johnny PayCheck in July to visit adult learning centers and to encourage adults to continue their studies. PayCheck has recently gotten his own GED and is doing free public appearances promoting adult literacy. Homer the Brave visited

Dalton area students in January, 1992, urging them to stay in school.

A **Teacher Appreciation Committee** organized 30 volunteers to visit 1200 teachers and paraprofessionals in Dalton and Whitfield County Schools. In April, 1991, they distributed book marks with a message of appreciation, shook the teacher's hand, and lead the students in a round of applause in recognition of all our educators do for our children. The response was so favorable, the project was repeated in spring, 1992, delivering mugs to each teacher.

In an effort to secure 4-year status for our local 2-year Dalton college, the **Dalton College Marketing Advisors** provide assistance to the four-year college effort in developing campaigns and providing their experienced advice to the admissions staff.

The **Literacy Action Committee had their Third Annual Children's Book Drive in March, 1992**. In cooperation with the Girl Scouts of Northwest Georgia, new and used children's books were collected at all elementary schools in the city and county. The Literacy Action Committee sorted them and distributed them with bright **book marks** to 20 human service agencies who deal with families who might not otherwise have children's books in the home. Tucked inside each book was a list of **helpful hints** for parents to use to encourage reading in their children. In total, over 5,700 have been distributed to children very excited to have a book of their very own! The committee's hope is that by encouraging an early love of books and learning, these children will have success in school, and avoid the cycle of failure and dropping out.

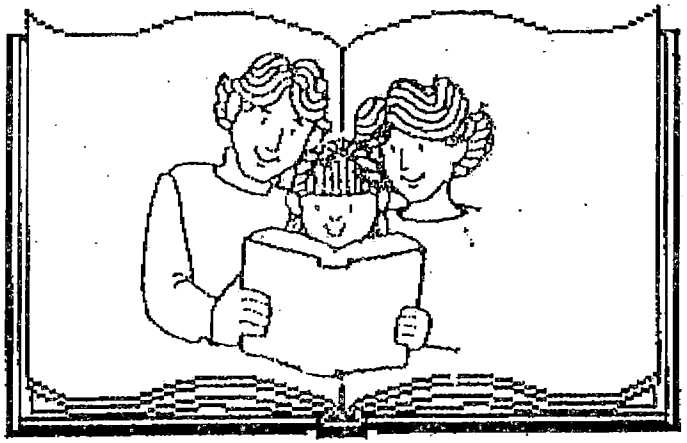
In September, 1991, in recognition of Literacy Month, 43,500 **placemats** were distributed by 25 area restaurants to encourage reading for children and adults. The **helpful hints** list was also distributed through local PTA's to give to 8,500 elementary and church kindergarten students in the city and county. In addition, 15 companies promoted literacy month with messages on their outdoor advertising signs saying "September is Literacy Month; Read to a Child".

Are these efforts making a difference? You bet! High school dropout rates have declined in both school systems: Dalton City rates were 34% in 1989-90, 31% in 1990-91, and 26% in 1991-92; Whitfield County rates have plunged from 51% in 1989-90, to 40% in 1990-91 and 38% in 1991-92. 257 adults received their GED's in 1991, and 149 have so far in 1992. Since October, 1991, 30 in-plant GED classes have either continued or been initiated in our area!

Robert Woodruff, known around north Georgia and the United States for philanthropies from his Coca-Cola fortune, said there's no limit to what a man can accomplish if he doesn't care who gets the credit. Dalton and Whitfield County have been fortunate to have a lot of individuals who share Woodruff's opinion, and who are willing to work hard to enhance the quality of life in our community. But it has been our Chamber that has provided a forum where representatives of all community interests can come together on neutral turf to identify the education deficiencies, to develop these exciting programs that are now effectively addressing those problems, and to marshall the human and capital resources needed to implement and continue them.

43,500 Placemats

BOOK Some Time With Your Child



A message from the Literacy Action Committee • Education is Essential Foundation, Inc.
Dalton-Whitfield Chamber of Commerce

printed by: National Insta Print

Reading at Home

- Set aside 15 minutes a day to read to your child.
- Choose a regular time for reading.
- Allow your child to choose the book.
- Take time to look at the pictures.
- Take your child to the library.

Reading for Adults

- For info about basic adult reading & GED 278 -7373

3,500 Bookmarks

Share a book and a hug!

Read to your child every day.

Sponsored by
Education is Essential Foundation, Inc. • Girl Scouts of Northwest Georgia •
Literacy Action Committee of the Dalton-Whitfield Chamber of Commerce

Shaw Industries sponsors G.E.D. (General Education Degree) Programs in many facilities. Shaw provides in-plant training rooms, computers and pay for instructors. As an example, the G.E.D. program began in this Distribution complex nine (9) months ago and to date, five (5) employees have already graduated and thirty (30) employees are presently enrolled. Two (2) employees graduated with highest honors.

In addition, Shaw Industries has been providing G.E.D. programs in other facilities since 1987. We estimate that approximately 850 employees have participated in this program and to date approximately 315 have received their degrees.

SHAW INDUSTRIES EMPLOYEE QUALITY EDUCATION STATISTICS

Course Description	Number of Employees	TOTAL HOURS
I. Pride Implementation Management Course (Ten hour course on managing Quality Improvement)	557	5,570
II. Quality 101 Course (Sixteen hour course covering basic principles of Quality Improvement)	1700	27,200
III. Employee Quality Awareness (Four hour introductory course to Quality Improvement)	21000	84,000
IV. Quality Service Skills (Sixteen hour course on customer communication)	1000	16,000
V. Personal Growth (At pilot stage) (Thirty two hour course on employee career development)	500	16,000
VI. Supervisory Skills Training (Eighteen hour course covering modern supervisory skills)	300	5,400
VII. Problem Solving Course (Twenty five hours course covering intensive systematic problem solving)	80	2,000
VIII. Seven Management Tools Course (Future Offering) (Eight hours course covering creative management techniques)	2000	16,000
		172,170

HighTech: Top of the list

Proposed Site

Terminal Building, Shaw Industries Inc., Dalton, GA

Shaw Industries Inc. is the world's largest carpet manufacturer with a 40% share of all residential carpeting.

While foreign exports are only a small portion of the company's business, it stands to gain increased export business with the North American Free Trade Agreement (NAFTA).

Shaw Industries Inc. employs approximately 20,000 people and could easily turn out 300-400 people for the event. I propose a mix of executives, management, and workers in regular attire with an emphasis on the workers.

The terminal building is the main distribution point for the company. The building warehouses thousands of rolls of carpet, and carpet cutting facilities. The carpet is loaded on hundreds of trucks for domestic and foreign distribution.

Robert E. Shaw
Pres + Chief Exec
Officer

DALTON WHITFIELD

CHAMBER OF COMMERCE

Linking Business, Government & Education • Forging a Model Community

DATE 7-28-92

FAX COVER SHEET

TO: GARY GERSHOWITZ

FROM: KATHRYN WISE

PAGE 1 OF 14

MESSAGE:

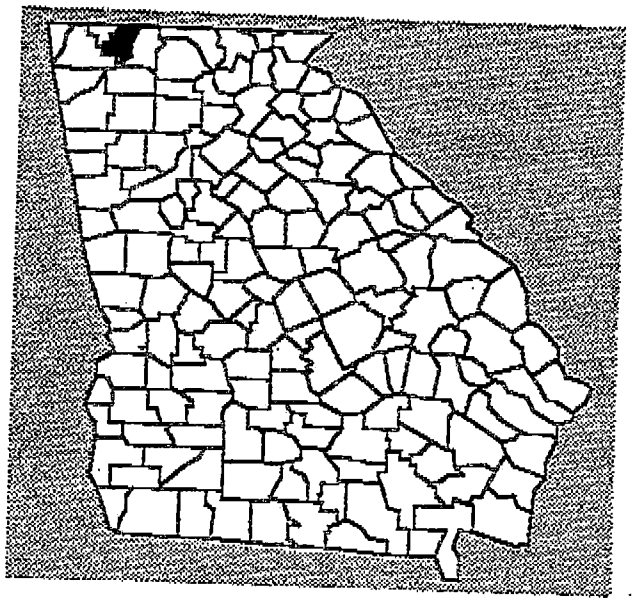
MORE COMING!

PLEASE CALL 278-7373 IF YOU HAVE ANY PROBLEMS WITH THE TRANSMISSION OF THIS FAX.

524 Holiday Avenue, Dalton, Georgia 30720-3719, 706 278 7373, Fax 706 226 8739

Georgia Economic Profile

Dalton
Whitfield County



Located 88 miles northwest of Atlanta.

Population

	City	County	GA (millions)	U.S.
1950	15,968	34,432	3.4	151.3
1960	17,868	42,109	3.9	179.3
1970	18,872	55,108	4.6	203.2
1980	20,743	65,789	5.5	226.5
1990	21,761	72,462	6.5	249.5
2000	n/a	83,593	7.7	259.8

Per Capita Income

	County	GA	U.S.
1970	$3,371	$3,300	$3,893
1980	8,081	8,348	9,919
1985	12,414	12,643	13,942
1986	13,727	13,542	14,654
1988	15,760	15,385	16,600
1989	17,010	16,223	17,738
1990	17,860	17,045	18,696

Health

1 hospital (277 beds).
105 MD's.
16 dentists.
6 clinics
3 nursing homes (330 beds).

Education

COMMUNITY SCHOOLS. 8 city public schools with 282 teachers, 3,854 students, and 217 high school graduates in 1991. 16 county public schools with 595 teachers, 9,550 students, and 419 high school graduates in 1991. 4 private schools with 259 students in 1991.

HIGHER EDUCATION. Tech. Institute: Coosa Valley at Rome (40 miles) has 1,712 students. 2-yr: Dalton College at Dalton (local) with 2,620 students. Sr. College/Univ: Shorter College at Rome (40 miles) with 800 students. Berry College at Rome (40 miles) with 1,805 students. Vo-tech program at Dalton Junior College with 576 students. Courses in trade, technical, and business skills.

GA TREND
4-92

POPULATION

	1986	1991*	Annual Growth Rate 1986-91†	1996*	Annual Growth Rate 1991-96†
MAJOR COUNTIES					
Bartow	47,700	57,706	3.9%	67,586	3.2%
Catoosa	39,900	43,054	1.5	46,129	1.4
Chattooga	21,600	22,281	0.6	22,477	0.2
Clarke	76,700	89,024	3.0	96,532	1.6
Floyd	79,600	81,398	0.4	82,134	0.2
Gordon	32,900	35,616	1.6	36,464	1.5
Habersham	27,400	27,886	0.4	29,310	1.0
Hall	85,900	97,670	2.6	109,698	2.3
Jackson	28,500	30,516	1.4	33,204	1.7
Madison	20,000	21,412	1.4	23,320	1.7
Murray	22,600	26,900	3.5	31,002	2.9
Polk	33,600	33,962	0.2	34,705	0.4
Stephens	22,700	23,412	0.6	24,204	0.7
Walker	57,200	58,530	0.5	59,492	0.3
Whitfield	68,400	73,167	1.4	76,796	1.0
FAST-GROWING COUNTIES					
Dawson	7,100	10,093	7.3	14,185	7.0
Gilmer	12,500	13,618	1.7	14,937	1.9
Lumpkin	12,300	15,022	4.1	17,480	3.1
Oconee	14,700	18,244	4.4	21,723	3.6
Pickens	13,400	14,744	1.9	16,409	2.2
Towns	6,500	6,877	1.1	7,527	1.8
Union	10,700	12,290	2.8	13,889	2.5
White	11,600	13,336	2.5	15,119	2.5
Balance of Region	125,000	128,898	0.6	133,713	0.7
Region Total	878,700	959,666	1.7	1,030,035	1.5
State Total	6,100,600	6,589,584	1.8	7,175,808	1.7
% of State	14.4	14.5	-	14.4	-

* Extension of trends
† Compound annual growth rate

Source: Selig Center for Economic Growth, Terry College of Business, University of Georgia, based on data from U.S. Department of Commerce, Bureau of the Census and Bureau of Economic Analysis

The 32 counties of North Georgia are divided into three categories: major counties, small but fast-growing counties and the balance of region. Statistics are given in full for each of the major and fast-growing counties. The balance of region statistics are given in summary. The balance of region counties are Dade, Elbert, Fannin, Franklin, Greene, Hart, Oglethorpe and Rabun.

EMPLOYMENT+

	March 1986	March 1991	Annual Growth Rate 1986-91†	1996*	Annual Growth Rate 1991-96†
MAJOR COUNTIES					
Bartow	15,530	18,870	4.0%	22,101	3.2%
Catoosa	9,229	11,492	4.5	12,313	1.4
Chattooga	6,335	6,899	1.7	6,960	0.2
Clarke	46,281	51,238	2.1	55,559	1.6
Floyd	31,814	35,903	2.4	36,228	0.2
Gordon	13,502	15,309	3.8	17,613	1.6
Habersham	9,848	11,763	3.6	12,359	1.0
Hall	36,369	42,313	3.1	47,524	2.3
Jackson	6,738	8,937	5.8	9,734	1.7
Madison	2,078	2,215	1.3	2,412	1.7
Murray	7,517	8,494	2.5	9,789	2.9
Polk	8,965	8,782	-0.4	8,974	0.4
Stephens	9,101	10,278	2.5	10,625	0.7
Walker	12,281	14,135	2.9	14,367	0.3
Whitfield	40,584	46,470	2.8	48,775	1.0
FAST-GROWING COUNTIES					
Dawson	855	1,354	8.0	1,762	7.0
Gilmer	2,760	5,135	6.4	5,633	1.9
Lumpkin	2,286	3,395	3.4	3,951	3.1
Oconee	2,040	2,796	6.5	3,329	3.6
Pickens	3,942	3,569	-2.0	3,972	2.2
Towns	1,319	1,516	2.9	1,661	1.8
Union	2,497	3,081	4.3	3,482	2.5
White	3,356	3,638	1.6	4,124	2.5
Balance of Region	31,720	37,159	3.2	38,482	0.7
Region Total	308,328	355,643	2.9	381,701	1.4
State Total	2,587,812	2,858,962	2.2	3,016,753	1.1
% of State	12.0	12.4	-	12.7	-

+ The figures are for covered employment, which includes employment subject to the unemployment insurance law of Georgia, and are not comparable to other non-agricultural employment statistics.

* Extension of trends
† Compound annual growth rate
Source: Selig Center for Economic Growth, Terry College of Business, University of Georgia, based on data from Georgia Department of Labor, Labor Information Systems

UNEMPLOYMENT+

	1990*	Sept. 1991
MAJOR COUNTIES		
Bartow	8.5%	7.2%
Catoosa	4.2	3.6
Chattooga	7.7	6.6
Clarke	4.0	3.5
Floyd	7.1	5.2
Gordon	6.2	4.9
Habersham	4.3	5.0
Hall	5.6	4.8
Jackson	5.6	5.0
Madison	5.1	4.6
Murray	7.2	6.3
Polk	11.6	8.4
Stephens	6.9	6.4
Walker	6.3	5.3
Whitfield	4.9	4.3
FAST-GROWING COUNTIES		
Dawson	8.5	7.1
Gilmer	6.8	5.5
Lumpkin	3.9	4.0
Oconee	3.3	2.7
Pickens	10.0	7.6
Towns	3.7	2.8
Union	4.7	3.5
White	4.5	5.7
Balance of Region	5.3	5.2
Region Total	5.9	5.0
State Total	5.4	5.0

+ The unemployment rate is the percentage of the civilian labor force, aged 16 and older, seeking work but unemployed, by place of residence.
* Annual average Source: Selig Center for Economic Growth, Terry College of Business, University of Georgia, based on data from the Georgia Department of Labor, Labor Information Systems

GA TREND MAGAZINE 4-92

NORTH GEORGIA

TOTAL PERSONAL INCOME

(in millions)

	1986	1991*	Annual Growth Rate 1986-91†	1996*	Annual Growth Rate 1991-96†
MAJOR COUNTIES					
Bartow	$558.0	$886.2	9.7%	$1,338.1	8.5%
Catoosa	406.2	587.3	7.7	790.2	6.1
Chattooga	213.0	283.2	5.9	352.0	4.4
Clarke	974.7	1,457.2	8.4	2,082.4	7.4
Floyd	993.7	1,404.5	7.2	1,856.2	5.7
Gordon	386.1	594.7	9.0	880.7	8.2
Habersham	315.5	472.9	8.4	698.5	8.1
Hall	1,182.7	1,829.6	9.1	2,758.2	8.6
Jackson	331.9	534.9	10.0	830.0	9.2
Madison	209.0	302.2	7.7	436.1	7.6
Murray	235.1	364.0	9.1	530.3	7.8
Polk	359.6	469.0	5.5	598.2	5.0
Stephens	240.4	343.2	7.4	452.5	5.7
Walker	606.4	829.1	6.5	1,062.8	5.1
Whitfield	949.4	1,397.6	8.0	1,950.3	6.9
FAST-GROWING COUNTIES					
Dawson	88.8	157.1	12.1	283.5	12.5
Gilmer	150.0	233.8	9.3	357.8	8.9
Lumpkin	149.3	236.5	9.5	371.4	9.5
Oconee	204.5	325.2	9.7	512.7	9.5
Pickens	169.5	252.1	8.3	393.0	8.7
Towns	60.5	91.4	8.6	141.5	9.1
Union	100.9	160.9	9.8	259.8	10.1
White	150.8	237.5	8.9	367.8	10.1
Balance of Region	1,324.5	1,922.8	7.7	2,709.1	7.1
Region Total	10,360.9	15,364.9	8.2	22,002.0	7.4
State Total	82,408.5	122,767.2	8.3	178,184.9	7.7
% of State	12.6	12.5	-	12.3	-

*Reason of trends
†Compound annual growth rate

Source: Selig Center for Economic Growth, Terry College of Business, University of Georgia, based on county data through 1988 from U.S. Department of Commerce, Bureau of Economic Analysis

PER CAPITA PERSONAL INCOME

	1986	1991*	Annual Growth Rate 1986-91†	1996*	Annual Growth Rate 1991-96†
MAJOR COUNTIES					
Bartow	$11,699	$15,392	5.6%	$19,799	5.2%
Catoosa	10,185	13,642	6.0	17,130	4.7
Chattooga	9,869	12,710	5.2	15,659	4.3
Clarke	12,715	16,369	5.2	21,572	5.7
Floyd	12,483	17,255	6.7	22,588	5.5
Gordon	11,752	16,697	7.3	22,897	6.5
Habersham	11,526	16,954	8.0	23,832	7.0
Hall	13,770	18,733	6.3	25,143	6.1
Jackson	11,642	17,529	8.5	24,996	7.4
Madison	10,469	14,115	6.2	18,699	5.8
Murray	10,418	13,533	5.4	17,105	4.8
Polk	10,711	13,809	5.2	17,235	4.5
Stephens	10,579	14,659	6.7	18,694	5.0
Walker	10,592	14,165	6.0	17,865	4.8
Whitfield	13,875	19,101	6.6	25,395	5.9
T-GROWING COUNTIES					
Dawson	12,518	15,567	4.5	19,989	5.1
Gilmer	12,021	17,167	7.4	23,856	6.9
Lumpkin	12,164	15,742	5.8	21,248	6.2
Oconee	13,983	17,825	5.0	23,600	5.8
Pickens	12,691	17,096	6.1	23,338	6.4
Towns	9,266	13,283	7.5	18,801	7.2
Union	9,473	13,093	6.7	18,701	7.4
White	12,754	17,057	6.0	24,330	7.4
nce of Region	10,596	14,917	7.1	20,261	6.3
on Average	11,211	15,473	6.7	21,126	6.4
Average	13,508	18,630	6.6	24,931	5.9
State	83	83	-	85	-

*Trends
†Compound annual growth rate

Source: Selig Center for Economic Growth, Terry College of Business, University of Georgia, based on data from the U.S. Department of Commerce, Bureau of the Census and Bureau of Economic Analysis

The Year in Review

APRIL 1991

Southern Talc Co. at Fort Mountain in Murray County closes after 60 years of operation.

JULY

Greenville, S.C.-based Mount Vernon Mills says it will expand and modernize its mills in Trion, creating the world's largest denim mill.

OCTOBER

Two major tourist events, Gold Rush Days at Dahlonega and Oktoberfest at Helen, draw nearly 400,000 visitors to North Georgia.

DECEMBER

Mount Vernon Mills acquires Harmony Grove Mills textile plants in Cleveland and Commerce.

JANUARY 1992

The Royston Corp. closes its AWH Sheet Metal Fabrication plant in Royston.

The Auto Lite spark plug plant in Elberton closes.

FEBRUARY

Dunlop Slazenger Corp. closes its tennis ball plant in Hart County and relocates it to the Philippines.

Plans are announced to build a $3 million convention center in Habersham County near Cornelia.

POPULATION

	1985	1990*	Annual Growth Rate 1985-90†	1995*	Annual Growth Rate 1990-95†
MAJOR COUNTIES					
Bartow	45,600	54,742	3.7%	62,847	2.8%
Catoosa	36,900	43,162	2.1	47,327	1.9
Chattooga	21,300	21,760	0.4	21,661	-0.1
Clarke	77,600	79,203	0.4	82,556	0.8
Floyd	78,500	80,900	0.6	81,052	0.1
Gordon	33,000	35,274	1.3	38,110	1.6
Habersham	26,900	28,819	1.5	30,426	1.1
Hall	84,400	93,977	2.2	104,707	2.2
Jackson	27,700	31,189	2.4	34,373	2.0
Madison	19,300	21,885	2.5	24,557	2.3
Murray	21,800	25,635	3.3	29,300	2.7
Polk	33,500	34,658	0.6	35,829	0.7
Stephens	22,400	23,634	1.1	24,490	0.7
Walker	56,200	58,813	0.9	60,115	0.4
Whitfield	58,500	71,799	0.3	74,855	0.8
FAST-GROWING COUNTIES					
Banks	9,900	11,412	2.9	13,056	2.8
Dawson	6,200	9,381	8.6	12,740	6.3
Gilmer	12,000	13,616	2.6	14,996	1.9
Lumpkin	12,000	13,673	2.6	15,512	2.6
Oconee	14,800	16,866	2.6	19,856	3.3
Pickens	13,300	15,115	2.6	17,063	2.5
Union	10,500	12,053	2.8	13,774	2.7
White	11,400	13,332	3.2	15,354	2.9
Balance of Region	119,600	125,850	1.0	131,714	0.9
Region Total	365,300	936,628	1.6	1,006,343	1.4
State Total	5,974,800	6,575,878	1.9	7,203,688	1.8
% of State	14.5	14.2	—	14.0	—

* Extension of trends
† Compound annual growth rate

Source: Selig Center for Economic Growth, College of Business Administration, University of Georgia, based on data from U.S. Department of Commerce Bureau of Economic Analysis

TOTAL RETAIL SALES

(in thousands)

	1984	1989	Annual Growth Rate 1984-89†	1994 Projection	Annual Growth Rate 1989-94†
MAJOR COUNTIES					
Bartow	$ 204,248	$ 310,008	8.7%	$ 426,865	6.6%
Catoosa	190,257	199,076	0.9	258,536	5.4
Chattooga	80,645	111,218	6.6	132,463	3.6
Clarke	572,444	701,615	4.2	903,012	5.2
Floyd	352,920	532,363	8.6	654,224	4.2
Gordon	138,396	234,354	11.1	324,832	6.7
Habersham	117,046	153,258	5.5	200,120	5.5
Hall	424,210	723,971	11.5	1,015,357	6.8
Jackson	94,168	144,000	8.9	196,950	6.4
Madison	16,005	29,263	12.8	39,463	6.2
Murray	68,570	75,611	2.6	104,734	6.7
Polk	112,466	143,119	4.9	176,892	4.3
Stephens	108,346	178,807	10.5	234,518	5.6
Walker	188,774	209,558	2.1	256,257	4.1
Whitfield	397,554	599,551	8.6	772,221	5.2
FAST-GROWING COUNTIES					
Banks	12,046	29,496	19.6	44,631	8.6
Dawson	8,660	11,815	6.4	16,392	6.8
Gilmer	37,313	81,481	16.9	117,104	7.5
Lumpkin	32,850	67,411	15.5	92,945	6.6
Oconee	25,899	39,157	8.6	59,735	7.3
Pickens	48,062	148,451	25.3	217,848	8.0
Union	20,213	52,167	20.5	76,536	8.0
White	26,147	104,456	31.9	154,655	8.2
Balance of Region	418,879	645,814	9.0	835,035	5.3
Region Total	3,694,106	5,532,020	8.4	7,297,326	5.7
State Total	30,396,730	43,961,456	7.7	59,002,36	6.1
% of State	12.2	12.6	—	12.4	—

Source: Sales and Marketing Management's "Survey of Buying Power Data Service," 1985 and 1990
† Compound annual growth rate

NORTH GEORGIA

GA TREND MAGAZIN 4-91

Mixed Results

North Georgia's four most populous counties are Floyd, Whitfield, Clarke and Hall. Development parallels Interstates 75 and 85 and Georgia 400. The 1985-90 growth leader was Dawson County at the northern end of Georgia 400. Pickens County had the state's highest unemployment rate: 14.7%.

The Year in Review

MARCH 1990

Tanger Outlet Mall, with 41 stores, opens in Banks County.

MARCH 1990

Refrigiwear Inc., maker of insulated clothing, opens in Lumpkin.

APRIL 1990

Dundee Mills, towel manufacturer, begins renovation of abandoned plant in Hart County; facility will eventually employ 300.

AUGUST 1990

Senoco IBC, plastic containers manufacturer, opens plant in Lavonia, creating 50 jobs.

SEPTEMBER 1990

Construction begins on Oglethorpe Power's Rocky Mountain Project, $1 billion pump-storage power plant in Floyd County.

OCTOBER 1990

Diamond Carpet Inc. lays off 150 at its plant in Murray County.

FEBRUARY 1991

Mount Berry Square, 460,000-square-foot shopping center, opens in Rome.

1990 CPH-L-81. Selected Social Characteristics: 1990
Table 1. Whitfield County, Georgia

The user should note that these data are based on a sample; subject to sampling variability, and that there are limitations to many of these data. Please refer to the technical documentation for Summary Tape File 3 for a further explanation of sampling variability and limitations of the data.

URBAN AND RURAL RESIDENCE	
Total population	72,462
Urban population	21,761
Percent of total population	30.0
Rural population	50,701
Percent of total population	70.0
Farm population	583
SCHOOL ENROLLMENT	
Persons 3 years and over enrolled in school	16,160
Preprimary school	873
Elementary or high school	12,700
Percent in private school	4.1
College	2,587
EDUCATIONAL ATTAINMENT	
Persons 25 years and over	45,411
Less than 9th grade	8,889
9th to 12th grade, no diploma	9,363
High school graduate	12,828
Some college, no degree	6,748
Associate degree	2,129
Bachelor's degree	3,633
Graduate or professional degree	1,821
Percent high school graduate or higher	59.8
Percent bachelor's degree or higher	12.0
RESIDENCE IN 1985	
Persons 5 years and over	67,405
Lived in same house	35,333
Lived in different house in U.S.	31,182
Same State	24,238
Same county	19,840
Different county	4,398
Different State	6,944
Lived abroad	890
DISABILITY OF CIVILIAN NONINSTITUTIONALIZED PERSONS	
Persons 16 to 64 years	48,616
With a mobility or self-care limitation	5,242
With a mobility limitation	4,544
With a self-care limitation	1,335
With a work disability	4,533
In labor force	1,938
Prevented from working	2,290
Persons 65 years and over	6,870
With a mobility or self-care limitation	3,047
With a mobility limitation	2,862
With a self-care limitation	824
CHILDREN EVER BORN PER 1,000 WOMEN	
Women 15 to 24 years	517
Women 25 to 34 years	1,459
Women 35 to 44 years	1,980

VETERAN STATUS	
Civilian veterans 16 years and over	7,273
65 years and over	1,450
NATIVITY AND PLACE OF BIRTH	
Native population	70,616
Percent born in State of residence	70.4
Foreign-born population	1,846
Entered the U.S. 1980 to 1990	1,167
LANGUAGE SPOKEN AT HOME	
Persons 5 years and over	67,405
Speak a language other than English	2,998
Do not speak English "very well"	1,596
Speak Spanish	2,197
Do not speak English "very well"	1,375
Speak Asian or Pacific Island language	104
Do not speak English "very well"	21
ANCESTRY	
Total ancestries reported	67,999
Arab	58
Austrian	28
Belgian	95
Canadian	13
Czech	34
Danish	37
Dutch	1,960
English	9,995
Finnish	43
French (except Basque)	1,025
French Canadian	351
German	9,833
Greek	77
Hungarian	87
Irish	13,039
Italian	691
Lithuanian	7
Norwegian	155
Polish	431
Portuguese	54
Romanian	-
Russian	182
Scotch-Irish	1,533
Scottish	1,347
Slovak	79
Subsaharan African	47
Swedish	378
Swiss	70
Ukrainian	27
United States or American	12,641
Welsh	391
West Indian (excluding Hispanic origin groups)	38
Yugoslavian	-
Other ancestries	13,253

1990 CPH-L-81. Income and Poverty Status in 1989: 1990
Table 3. Whitfield County, Georgia

The user should note that these data are based on a sample, subject to sampling variability, and that there are limitations to many of these data. Please refer to the technical documentation for Summary Tape File 3 for a further explanation of sampling variability and limitations of the data.

INCOME IN 1989	
Households	26,953
Less than $5,000	1,721
$5,000 to $9,999	2,234
$10,000 to $14,999	2,499
$15,000 to $24,999	5,499
$25,000 to $34,999	4,649
$35,000 to $49,999	5,058
$50,000 to $74,999	3,486
$75,000 to $99,999	1,019
$100,000 to $149,999	438
$150,000 or more	350
Median household income (dollars)	27,797
Families	20,741
Less than $5,000	585
$5,000 to $9,999	1,077
$10,000 to $14,999	1,650
$15,000 to $24,999	4,003
$25,000 to $34,999	3,886
$35,000 to $49,999	4,648
$50,000 to $74,999	3,187
$75,000 to $99,999	965
$100,000 to $149,999	422
$150,000 or more	318
Median family income (dollars)	32,423
Nonfamily households	6,212
Less than $5,000	1,189
$5,000 to $9,999	1,185
$10,000 to $14,999	888
$15,000 to $24,999	1,557
$25,000 to $34,999	753
$35,000 to $49,999	363
$50,000 to $74,999	206
$75,000 to $99,999	29
$100,000 to $149,999	10
$150,000 or more	32
Median nonfamily household income (dollars)	13,968
Per capita income (dollars)	13,324
INCOME TYPE IN 1989	
Households	26,953
With wage and salary income	22,419
Mean wage and salary income (dollars)	34,714
With nonfarm self-employment income	2,693
Mean nonfarm self-employment income (dollars)	19,409
With farm self-employment income	179
Mean farm self-employment income (dollars)	9,580
With Social Security income	6,080
Mean Social Security income (dollars)	7,003
With public assistance income	1,426
Mean public assistance income (dollars)	3,194
With retirement income	2,305
Mean retirement income (dollars)	7,805

POVERTY STATUS IN 1989	
All persons for whom poverty status is determined	71,699
Below poverty level	7,968
Persons 18 years and over	53,148
Below poverty level	5,543
Persons 65 years and over	6,870
Below poverty level	1,490
Related children under 18 years	18,346
Below poverty level	2,256
Related children under 5 years	4,994
Below poverty level	720
Related children 5 to 17 years	13,352
Below poverty level	1,536
Unrelated individuals	8,042
Below poverty level	2,527
All families	20,741
Below poverty level	1,635
With related children under 18 years	10,871
Below poverty level	1,054
With related children under 5 years	4,269
Below poverty level	586
Female householder families	2,713
Below poverty level	484
With related children under 18 years	1,701
Below poverty level	375
With related children under 5 years	504
Below poverty level	170
Percent below poverty level:	
All persons	11.1
Persons 18 years and over	10.4
Persons 65 years and over	21.7
Related children under 18 years	12.3
Related children under 5 years	14.4
Related children 5 to 17 years	11.5
Unrelated individuals	31.4
All families	7.9
With related children under 18 years	9.7
With related children under 5 years	13.7
Female householder families	17.8
With related children under 18 years	22.0
With related children under 5 years	33.7

related to exports
114,000
153,000
export-related

	exports
1987	$4 b
1991	$8 b

102%

4-6% all the carpeting

The Carpet and Rug Institute
P.O. Box 2048, Dalton, Georgia 30722 (706) 278-3176 FAX (706) 278-8835

July 31, 1992

To: Gary Gershowicz
Presidential Staff
Washington, DC

FAX: 202 456-6218

Re: 1991 IMPORTS AND EXPORTS OF CARPET AND RUGS

	IMPORTS		EXPORTS	
	Square Yards	Dollar Value	Square Yards	Dollar Value
CANADA	5,050	33,678	44,328	269,447
JAPAN	545	6,073	6,753	43,677
GERMANY (W)	459	7,047	1,843	24,092
UNITED KINGDOM	1,322	30,122	5,624	33,247
MEXICO	2,850	9,146	8,152	45,320
SPAIN	666	10,155	549	1,265
TOTAL ALL COUNTRIES	57,504	572,677	127,493	745,067

Source: U. S. Department of Commerce
Bureau of the Census
IM 146

U. S. Department of Commerce
Bureau of the Census
EM 545

Note: C.I.F. values

F.A.S. Country of Origin

+102.7%

Commerce Dept.

*1991 - exp. to world - 8.1 B. - up from 4.0 B in 1987

1987 - 114,400 jobs related to exports +33.8%

1991 - 153,084

inflation

strong productivity growth

From Commerce Dept.

1987 - $4.0 B Exports to World

1991 - $8.1 B Exports to World

+102.7% went up this amt between '87 + '91

Jobs related to exports

1987 - 114,400

1991 - 153,084 +33.8%

Inter. Trade Admin

377-1055 Office Tex & Appeals

John Menes
Comm

377-5145

377-4058

Kent Barker Comm

themselves.

Dave Walters

Nafta - Projected figures

~~Present~~ - Georgia

current 3583

Margree

398-1900

34th to 46th

1
29
31
30
31
30
31
~~146~~
~~196~~
188

could be used to make more loans to Russia and the other newly created states.

Members agreed, 92-2, to an amendment that would suspend aid to Russia a year from now if it did not show "substantial progress" in removing troops from the Baltic nations of Latvia, Lithuania and Estonia.

Balanced Budget. Earlier in the week, a Republican proposal to require a constitutional balanced-budget amendment died when supporters could not come up with enough votes to shut off a threatened Democratic filibuster. Backers twice tried to limit debate, but the vote each time was 56-39, four short of the 60 needed.

Under an agreement that paved the way for consideration of the budget amendment, senators are prohibited from offering another balanced-budget amendment this year.

The budget amendment was offered as an amendment to unrelated legislation (S 2733) that would expand federal oversight of government-sponsored enterprises (GSEs) such as the Federal National Mortgage Association.

GSE Oversight. The Senate went on to pass, 77-19, the GSE measure. S 2733 would establish a new office in the Department of Housing and Urban Development to monitor the activities of GSEs.

The bill includes a section that would give investors in limited partnerships more power to fight a reorganization, or "roll up," of their partnership and give them the chance to opt out of any such deal.

Education Aid. The Senate approved the compromise version of a higher education bill (S 1150) that would expand financial aid to middle-class students.

The measure would raise the maximum family income level permitted for students to remain eligible for Pell grants, the government's basic college student aid program.

Senate passage of the conference report followed an agreement reached earlier in the week by House and Senate conferees and the White House on a Democratic plan to establish a pilot project allowing the government to provide loans directly to students through their schools rather than by subsidizing bank loans.

Under the compromise, $500 million would be authorized for direct loans to students in the first year of the program, which would be the spring of 1994.

Manufacturing Advances. The Senate passed legislation (S 1330) designed to promote the development of advanced manufacturing technologies.

The bill would launch a joint industry-government project to develop generic computer-controlled manufacturing systems. The measure also would create a National Quality Laboratory to serve as a clearinghouse for new manufacturing

President Bush's Vetoes

Here is a list of Bush's 31 vetoes during his presidency:

1989

Bill	Bill Description	Date	Outcome*
HR 2	Minimum Wage Increase	June 13	House sustained, 247-178
S J Res 113	FS-X Plane Codevelopment	July 31	Senate sustained, 66-34
H J Res 390	Thrift-bailout Bill Enrollment Requirements	Aug. 16	No override attempt
HR 2990	Labor, HHS, Education FY 1990 Appropriations	Oct. 21	House sustained, 231-191
HR 3026	District of Columbia FY 1990 Appropriations	Oct. 27	No override attempt
HR 2939	Foreign Aid FY 1990 Appropriations	Nov. 19	No override attempt
HR 3610	District of Columbia FY 1990 Appropriations	Nov. 20	No override attempt
HR 1231	Eastern Airlines Strike Resolution	Nov. 21	House sustained, 261-160
HR 1487	State Department Authorization	Nov. 21	No override attempt
HR 2712	Chinese Immigrant Status	Nov. 30	House overrode, 390-25 Senate sustained, 62-37

1990

Bill	Bill Description	Date	Outcome*
HR 2364	Amtrak Authorization	May 24	House overrode, 294-123 Senate sustained, 64-36
HR 20	Hatch Act Amendments	June 15	House overrode, 327-93 Senate sustained, 65-35
HR 770	Parental/Medical Leave	June 29	House sustained, 232-195
HR 4328	Textile Import Quotas	Oct. 5	House sustained, 275-152
H J Res 660	Continuing Appropriations	Oct. 6	House sustained, 260-138
S 2104	Civil Rights	Oct. 22	Senate sustained, 66-34
HR 4638	Orphan Drug Amendments	Nov. 8	No override attempt
S 321	Indian Preference Act	Nov. 16	No override attempt
HR 4653	Export Controls Authorization	Nov. 16	No override attempt
HR 3134	Relief of Joan R. Daronco	Nov. 16	No override attempt[1]
S 2834	Intelligence Authorization	Nov. 30	No override attempt

1991

Bill	Bill Description	Date	Outcome*
HR 2699	District of Columbia FY 1992 Appropriations	Aug. 17	No override attempt
S 1722	Unemployment Benefits	Oct. 11	Senate sustained, 65-35
HR 2707	Labor/HHS/Education FY 1992 Appropriations	Nov. 19	House sustained, 276-156
S 1176	Morris K. Udall Foundation	Dec. 20	No override attempt‡

1992

Bill	Bill Description	Date	Outcome*
HR 2212	Conditional MFN Status for China	March 2	House overrode, 357-61 Senate sustained, 60-38
HR 4210	Tax Bill	March 20	House sustained, 211-215
S 3	Campaign Finance	May 9	Senate sustained, 57-42
S 2342	Sioux Indian Claims	June 16	
HR 2507	Fetal Tissue Research/NIH	June 23	House sustained, 271-156
S 250	Motor Voter	July 2	

*Veto overrides require a two-thirds majority vote of both houses.

[1]Similar provisions were included in HR 5316, signed on Dec. 1 (PL 101-650)

‡Bush asserted he had pocket vetoed the bill, a contention disputed by Congress. However, Congress did not challenge the legality of the veto and similar legislation (S 2184 — PL 102-259) was signed March 19, 1992.