

# III. ECONOMIC DEVELOPMENT ELEMENT

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## A. Introduction

The purpose of the Economic Development section is to identify local economic development trends, opportunities and resources, to determine economic needs and goals, and to develop a strategy for the economic well being for the community. This chapter examines the local economic base, the labor force, economic programs, tools and the resources available to promote economic development. This information is analyzed to determine the community's strengths and weaknesses. The economic assessment will determine the adequacy of local economic programs and the suitability of existing employment for the local labor force. The analysis identifies types of businesses that should develop in the community to strengthen the local economy. Finally, a strategy of goals and policies directs the future economic development of the community according to public preference.

It should be noted that much of the economic data in this element is only available at the county level. While 59% of the county's residents live in the unincorporated county or the cities of SunnySide and Orchard Hill, a disproportionate number of county jobs are located within Griffin. Because the details of which jobs are located within the unincorporated county and which are in Griffin is not available, this assessment is almost entirely at the county level. Nevertheless, because most local municipal economies do not function in economic isolation but interact with several economies that shape and determine the overall economy of an area or county, the implications for the county at large are generally applicable to areas outside the city of Griffin.

## B. Economic Inventory

### 1. Economic Base

#### a. Sector Employment

Sector employment projections are general guides to future economic activity based on current industry and employment information. There are several internal and external factors that can influence the various employment sectors in the next 20 years, including globalization, automation, demographic influences and competitive pressures. The economic outlook for Spalding County and Georgia will partially reflect the same economic and employment trends that influence the nation and world as technology reduces the communication/economic barriers of global distance.

**Figure III-1** lists the ten largest employers in Spalding County in 2002. Of this list it is interesting to note that only half are manufacturing or commercial based. The county's largest employer is the county school system.



**Figure III-1: Major Employers in Spalding County**

Employer	Products	Total Employees
Spalding County Schools	Education	1,550
Springs Industries	Towels, finished cotton goods	1,100
NACOM Corporation	Automotive electronics	1,000
Spalding Regional Hospital	Health care	850
Cooper-Standard Automotive	Automobile rubber seals	571
Spalding County	Government	540
Caterpillar	Generators	500
City of Griffin	Government	466
1888 Mills/Southern Terry	Beach, bath and hand towels	360
Griffin Technical College	Education	307
<i>Source: Griffin Spalding Chamber of Commerce, 2002</i>		

The six figures, **Figures III-4 through III-9**, on pages III-6 to III-8, present an array of information about sector employment for both Spalding County and Georgia. The first two tables show the employment by sector from 1990 to 2000 and include the forecasts for 2005 through 2025. The second two tables include both the historic and predicted share of employment each sector comprises. The final pair of tables indicates the percent change in sectoral employment for five-year intervals from 1985 to 2025.

In 1996, service sector employment was the dominant sector for the first time in Spalding County's history. For decades manufacturing has held the largest proportion of jobs, but following national and state trends, the manufacturing sector's importance is declining. The economic downturn of 2000-2002 has been especially hard on this sector, as has been the high value of the US dollar, which has failed to slip during the downturn. While the manufacturing sector's proportional share slipped, the total number of manufacturing jobs did grow between 1990 and 2000 and, according to Woods and Poole Economics (W&P) forecasts, is expected to remain fairly constant over the next two

decades. In 2000 there were 6,161 manufacturing jobs, or 21.3% of the county's total, and 6,790 are predicted for 2025, 16.7% of county jobs. **Figure III-2** lists the location quotients for Spalding County in 2000. The manufacturing sector scored the highest with 1.67, and is one of only two sectors that could be considered "high." This means relative to the state, Spalding County has a specialization in manufacturing. Since this sector is declining, a sound economic strategy should be developed to either retain and/or attract new manufacturing jobs to maintain the county's specialization, or pursue other sectors where the county may have an advantage.

The service and wholesale trade hold a great deal of potential for job growth and specialization in Spalding County. The service sector was the state's fastest growing sector during the 1990s and is expected to continue to dominate through 2025. Because of Spalding County's location nestled between Macon, Columbus and Atlanta, the county is very well situated to become a regional service provider for a number of counties to the south and west, including Pike, Lamar, Butts and portions of Monroe, Upson,

**Figure III-2: 2002 Location Quotients  
Spalding County vs. Georgia**

Sector	Location Quotient	Status
Farm Employment	0.72	Low
Agricultural services	0.57	Low
Mining	1.03	Normal
Construction	0.90	Normal
Manufacturing	1.67	High
Transportation, communication, utilities	0.36	Low
Wholesale trade	0.90	Normal
Retail trade	1.08	Normal
Finance, insurance, real estate	0.57	Low
Services	0.95	Normal
Federal civilian govt	0.25	Low
Federal military govt	0.39	Low
State and local govt	1.31	High

*Source: Woods and Poole Economics, Inc. 2002*

Meriwether and Coweta. The service sector's share of county employment grew from 21.0 to 26.5% during the 1990s and is predicted to grow to 34.8% by 2025. With a 54% growth rate for the 1990s, this was, unequivocally, the fastest growing segment of the local economy. The number of service sector jobs is expected to double by 2025. Drivers behind the sector's growth include the Spalding Regional Hospital.

The wholesale trade sector also holds great promise in Spalding County. Wholesale trade includes establishments primarily engaged in selling merchandise to retailers, contractors, professional business users, or to other wholesales or brokers. Affordable land, excellent access to major transportation corridors, and far less congestion than urban-Atlanta counties all contribute to the promise of this sector. Further, the southern part of the metro area already contains an agglomeration of wholesale trade. Thus, the natural migration of these industries is to the south. If Spalding County wants to capture this job growth, it needs to position itself to compete with neighboring Butts and Coweta Counties.

Wholesale trade included 1473 jobs in 2000, which accounted for 5.1% of all jobs. The sector grew at an astonishing 72.5% between 1995 and 2000. Over the next two decades, wholesale trade is expected to grow at a moderate rate, increasing its share of local jobs from 5.1 to 5.7%.

The third largest sector in 2000 was retail trade. It comprised 18.4% of the local job base and grew very rapidly during the period 1985 to 1995 (2.7% per year). The 1995 to 2000 period saw slower growth (0.4% per year); still, an average rate of 1.3% annual growth rate is projected for the next twenty years. Between 2000 and 2025, the retail sector's proportional share of county employment is expected to remain fairly constant. Spalding County provides many retail opportunities to the same area its service sector serves. For daily and weekly shopping, Spalding County is important to those counties. For major purchases, "power shoppers" and all day splurges, the county cannot compete with the extent and diversity of shopping opportunities in Atlanta.

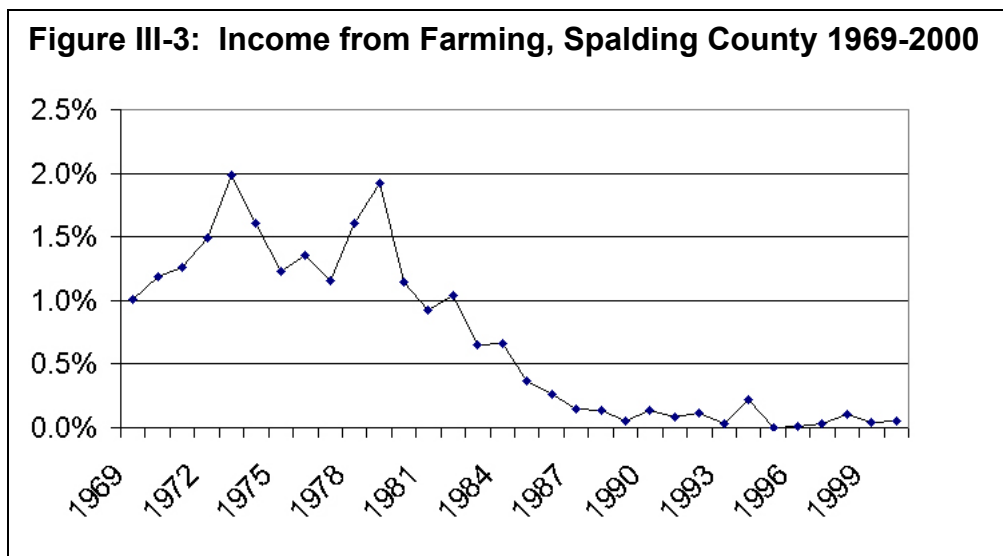
The construction and finance, insurance and real estate (FIRE) sectors both had around 1,200 to 1,600 employees in 2000 and each comprises about 5% of local employment. Since 1990, the construction sector experienced steady and significant growth, around 3.3% annually, which is on par with the state's growth for the decade. Growth over the next twenty years is expected to be much slower both for the state and the county. The FIRE sector experienced erratic growth and decline between 1985 and 2000. It is predicted to lose jobs between 2000 and 2005 and remain relatively unchanged between 2005 and 2025. FIRE's share of local employment is expected to slip from 4.3 to 3.1%. At 0.57, the location quotient for the FIRE sector is one of the county's lowest. The Atlanta area is too dominant in this sector for Spalding County to compete. An aggressive economic posture to lure this sector's jobs could be undertaken, but the county does not appear to have any locational advantage. Further, this sector traditionally agglomerates and the county is so weak as to be a deterrent to attracting new businesses.

While there are very few federal employees within the county, the state and local government sector made up 13.6% of the county's employment, the fourth largest

sector. The combination of the University of Georgia, Griffin Campus and general local government functions make up 3,939 jobs. While this sector grew by an average of 27 jobs per year during the 1990s, 62 net new jobs per year are expected between 2000 and 2025.

Four sectors experienced job loss during the 1990s. These were farm employment, transportation communication and utilities (TCU), and both federal government sectors. The decline in farm employment and federal civilian government follows statewide trends and the federal military government is not very different from state trends. TCU, however, is significant. With a location quotient of 0.36, this is the weakest sector in the county's economy. Statewide, TCU grew by 3.4% per year during the 1990s while it declined by an average of 1.6% in the county. A small level of growth is anticipated over the next twenty years.

Agriculture is a fairly unique sector. The county has economic roots in both row crops and forestry. Both, however, declined significantly during the 1990s from a major component in the economic base to less than 1% of total employment within the county. Wages in this sector are low and total earnings



comprise just 0.04% of county earnings.

**Figure III-3** displays the decline in earnings from farming. By all quantitative measures, agriculture is in serious decline with little evidence to indicate any attempts should be made to save it.

In public meetings, however, preserving the “rural character” of the county was among the most oft-cited goals for the next twenty years. In conjunction with residential estate development, agricultural lands are an integral part of the county’s rural character and policies should be emplaced to facilitate their preservation. The implementation strategy of the **Land Use Element** presents the preferred policies aimed at preserving open space.

While the economic significance of farming in Spalding County has declined precipitously, its cultural significance remains unabated and a new economic role for the county’s farms is emerging. The county’s residents identify with the farming community and value its persistence for quality of life reasons. This same value is shared by many newcomers and prospective residents. Aggressive policies to conserve the agricultural economy and preserve open spaces and views could develop a niche for Spalding County among comparable counties on the southern side of metropolitan Atlanta. Most elected officials and citizens expressed an enthusiasm for higher quality housing units and attracting upper and middle class families, yet developers believe there is no market for this type of housing in spite of their attempts to develop it. Leveraging the county’s pastoral qualities through farm and open space preservation is one way to fulfill existing resident’s vision for the county’s growth, while preserving the area’s quality of life by enhancing the attractiveness of the county to outsiders in a real and permanent way.

**Figure III-4: Total Employment by Sector in Spalding County**

Sector	1990	1995	2000	2005	2010	2015	2020	2025
<b>Total Employment</b>	23,672	27,379	28,931	31,292	33,622	35,950	38,313	40,740
Farm Employment	340	294	284	280	273	265	258	250
Agricultural services	135	153	177	216	243	266	287	310
Mining	38	56	57	62	67	73	79	90
Construction	1,187	1,420	1,607	1,662	1,695	1,720	1,743	1,770
Manufacturing	5,657	6,584	6,161	6,248	6,375	6,514	6,654	6,790
Transportation, communication, utilities	711	763	645	672	695	713	726	730
Wholesale trade	965	854	1,473	1,643	1,808	1,982	2,169	2,370
Retail trade	4,647	5,214	5,332	5,647	6,013	6,403	6,817	7,260
Finance, insurance, real estate	950	1,195	1,239	1,185	1,180	1,187	1,196	1,200
Services	4,977	6,553	7,666	9,039	10,317	11,567	12,842	14,190
Federal civilian govt	152	139	132	137	137	136	133	133
Federal military govt	241	236	219	222	225	227	228	230
State and local govt	3,672	3,918	3,939	4,279	4,594	4,897	5,181	5,440

*Source: Woods and Poole Economics, Inc. 2002*

**Figure III-5: Total Employment by Sector in Georgia**

Sector	1990	1995	2000	2005	2010	2015	2020	2025
<b>Total Employment</b>	3,690,607	4,229,292	4,859,969	5,235,631	5,623,647	6,029,159	6,451,324	6,890,350
Farm Employment	74,286	68,780	67,356	64,877	62,438	60,240	58,297	56,580
Agricultural services	31,487	44,659	54,829	60,079	65,359	70,538	75,465	80,030
Mining	10,590	9,408	9,522	9,645	9,813	10,047	10,324	10,650
Construction	212,342	236,159	296,572	316,876	333,895	349,870	365,279	380,530
Manufacturing	572,477	603,394	613,992	632,106	649,864	665,184	677,683	687,260
Transportation, communication, utilities	216,343	241,886	296,267	322,804	347,846	371,521	392,902	411,300
Wholesale trade	228,213	242,508	276,326	300,312	322,310	344,504	367,022	389,990
Retail trade	606,608	724,946	816,701	893,996	973,979	1,055,498	1,138,662	1,223,640
Finance, insurance, real estate	244,947	269,183	345,923	369,137	392,407	416,440	440,943	465,710
Services	876,597	1,125,359	1,391,461	1,532,287	1,692,630	1,873,376	2,074,955	2,298,230
Federal civilian govt	102,981	98,336	92,262	91,889	91,883	92,089	92,439	92,940
Federal military govt	90,745	94,733	93,789	95,235	96,403	97,224	97,709	97,840
State and local govt	422,991	469,941	504,969	546,388	584,820	622,628	659,644	695,640

*Source: Woods and Poole Economics, Inc. 2002*

**Figure III-6: Share of Employment by Sector in Spalding County**

Sector	1990	1995	2000	2005	2010	2015	2020	2025
<b>Total Employment</b>	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Farm Employment	1.44%	1.07%	0.98%	0.89%	0.81%	0.74%	0.67%	0.61%
Agricultural services	0.57%	0.56%	0.61%	0.69%	0.72%	0.74%	0.75%	0.76%
Mining	0.16%	0.20%	0.20%	0.20%	0.20%	0.20%	0.21%	0.22%
Construction	5.01%	5.19%	5.55%	5.31%	5.04%	4.78%	4.55%	4.34%
Manufacturing	23.90%	24.05%	21.30%	19.97%	18.96%	18.12%	17.37%	16.67%
Transportation, communication, utilities	3.00%	2.79%	2.23%	2.15%	2.07%	1.98%	1.89%	1.79%
Wholesale trade	4.08%	3.12%	5.09%	5.25%	5.38%	5.51%	5.66%	5.82%
Retail trade	19.63%	19.04%	18.43%	18.05%	17.88%	17.81%	17.79%	17.82%
Finance, insurance, real estate	4.01%	4.36%	4.28%	3.79%	3.51%	3.30%	3.12%	2.95%
Services	21.02%	23.93%	26.50%	28.89%	30.69%	32.18%	33.52%	34.83%
Federal civilian govt	0.64%	0.51%	0.46%	0.44%	0.41%	0.38%	0.35%	0.32%
Federal military govt	1.02%	0.86%	0.76%	0.71%	0.67%	0.63%	0.60%	0.56%
State and local govt	15.51%	14.31%	13.62%	13.67%	13.66%	13.62%	13.52%	13.35%
<i>Source: Woods and Poole Economics, Inc. 2002</i>								

**Figure III-7: Share of Employment by Sector in Georgia**

Sector	1990	1995	2000	2005	2010	2015	2020	2025
<b>Total Employment</b>	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
Farm Employment	2.01%	1.63%	1.39%	1.24%	1.11%	1.00%	0.90%	0.82%
Agricultural services	0.85%	1.06%	1.13%	1.15%	1.16%	1.17%	1.17%	1.16%
Mining	0.29%	0.22%	0.20%	0.18%	0.17%	0.17%	0.16%	0.15%
Construction	5.75%	5.58%	6.10%	6.05%	5.94%	5.80%	5.66%	5.52%
Manufacturing	15.51%	14.27%	12.63%	12.07%	11.56%	11.03%	10.50%	9.97%
Transportation, communication, utilities	5.86%	5.72%	6.10%	6.17%	6.19%	6.16%	6.09%	5.97%
Wholesale trade	6.18%	5.73%	5.69%	5.74%	5.73%	5.71%	5.69%	5.66%
Retail trade	16.44%	17.14%	16.80%	17.08%	17.32%	17.51%	17.65%	17.76%
Finance, insurance, real estate	6.64%	6.36%	7.12%	7.05%	6.98%	6.91%	6.83%	6.76%
Services	23.75%	26.61%	28.63%	29.27%	30.10%	31.07%	32.16%	33.35%
Federal civilian govt	2.79%	2.33%	1.90%	1.76%	1.63%	1.53%	1.43%	1.35%
Federal military govt	2.46%	2.24%	1.93%	1.82%	1.71%	1.61%	1.51%	1.42%
State and local govt	11.46%	11.11%	10.39%	10.44%	10.40%	10.33%	10.22%	10.10%
<i>Source: Woods and Poole Economics, Inc. 2002</i>								

**Figure III-8: Change in Employment by Sector in Spalding County**

Sector	85 to 90	90 to 95	95 to 00	00 to 05	05 to 10	10 to 15	15 to 20	25 to 25
<b>Total Employment</b>	14.3%	15.7%	5.7%	8.2%	7.4%	6.9%	6.6%	6.3%
Farm Employment	-9.3%	-13.5%	-3.4%	-1.4%	-2.5%	-2.9%	-2.6%	-3.1%
Agricultural services	48.4%	13.3%	15.7%	22.0%	12.5%	9.5%	7.9%	8.0%
Mining	52.0%	47.4%	1.8%	8.8%	8.1%	9.0%	8.2%	13.9%
Construction	15.9%	19.6%	13.2%	3.4%	2.0%	1.5%	1.3%	1.5%
Manufacturing	4.0%	16.4%	-6.4%	1.4%	2.0%	2.2%	2.1%	2.0%
Transportation, communication, utilities	8.5%	7.3%	-15.5%	4.2%	3.4%	2.6%	1.8%	0.6%
Wholesale trade	36.3%	-11.5%	72.5%	11.5%	10.0%	9.6%	9.4%	9.3%
Retail trade	14.7%	12.2%	2.3%	5.9%	6.5%	6.5%	6.5%	6.5%
Finance, insurance, real estate	-16.6%	25.8%	3.7%	-4.4%	-0.4%	0.6%	0.8%	0.3%
Services	43.5%	31.7%	17.0%	17.9%	14.1%	12.1%	11.0%	10.5%
Federal civilian govt	32.2%	-8.6%	-5.0%	3.8%	0.0%	-0.7%	-2.2%	-2.3%
Federal military govt	-2.4%	-2.1%	-7.2%	1.4%	1.4%	0.9%	0.4%	0.9%
State and local govt	8.8%	6.7%	0.5%	8.6%	7.4%	6.6%	5.8%	5.0%

*Source: Woods and Poole Economics, Inc. 2002*

**Figure III-9: Change in Employment by Sector in Georgia**

Sector	85 to 90	90 to 95	95 to 00	00 to 05	05 to 10	10 to 15	15 to 20	25 to 25
<b>Total Employment</b>	14.5%	14.6%	14.9%	7.7%	7.4%	7.2%	7.0%	6.8%
Farm Employment	-9.8%	-7.4%	-2.1%	-3.7%	-3.8%	-3.5%	-3.2%	-2.9%
Agricultural services	28.1%	41.8%	22.8%	9.6%	8.8%	7.9%	7.0%	6.0%
Mining	3.4%	-11.2%	1.2%	1.3%	1.7%	2.4%	2.8%	3.2%
Construction	7.8%	11.2%	25.6%	6.8%	5.4%	4.8%	4.4%	4.2%
Manufacturing	1.3%	5.4%	1.8%	3.0%	2.8%	2.4%	1.9%	1.4%
Transportation, communication, utilities	21.7%	11.8%	22.5%	9.0%	7.8%	6.8%	5.8%	4.7%
Wholesale trade	6.5%	6.3%	13.9%	8.7%	7.3%	6.9%	6.5%	6.3%
Retail trade	16.6%	19.5%	12.7%	9.5%	8.9%	8.4%	7.9%	7.5%
Finance, insurance, real estate	8.8%	9.9%	28.5%	6.7%	6.3%	6.1%	5.9%	5.6%
Services	31.9%	28.4%	23.6%	10.1%	10.5%	10.7%	10.8%	10.8%
Federal civilian govt	11.3%	-4.5%	-6.2%	-0.4%	0.0%	0.2%	0.4%	0.5%
Federal military govt	-7.7%	4.4%	-1.0%	1.5%	1.2%	0.9%	0.5%	0.1%
State and local govt	20.1%	11.1%	7.5%	8.2%	7.0%	6.5%	5.9%	5.5%

*Source: Woods and Poole Economics, Inc. 2002*

## b. Sector Earnings

Sector earnings information is important for the collective earnings capacity for each economic sector. The resulting information is an important tool in assessing which industries are financially important to the county.

**Figures III-10 and III-11** present the earnings by sector for Spalding County and then the state. **Figures III-12 and III-13** present the percent of earnings attributable to each sector. In addition, when a specific sector's earnings percentage is compared to its employment percentage, a sector's earnings strength or weakness can be assessed. Earnings represent the total of wages, salaries and other earned income paid to persons working for the businesses or industries located in a given geographic area.

The four dominant sectors in terms of Spalding County earnings are the same four in terms of employment: manufacturing, services, state and local government, and retail trade. There is, however, substantial difference within the top four due to the fact that there are more earnings associated with manufacturing jobs than service jobs, and more earning associated with state and local government jobs than retail trade jobs. Manufacturing, which ranks first in terms of earnings with 27.3%, ranks second in terms of employment with 21.3%. The opposite is true for the service sector, which ranks second in term of earnings and first in terms of employment. Similarly, state and local government ranks third in terms of earnings and fourth in terms of employment and retail trade ranks fourth in terms of earnings and third in terms of employment. **Figures III-14 and III-15** clarify this by compiling the ratio of earnings share to employment share. The sectors with ratios greater than one have a disproportionately larger share of income per job; in other words, this sector has jobs that are better paying than average. Alternatively, sectors with ratios less than one have below

average earnings. In 2000, manufacturing and state and local government had ratios of 1.38 and 1.28, respectively, while services and retail trade had ratios of 0.78 and 0.67, respectively.

Compared with the state, Spalding County has a higher proportion of its earnings tied up in the four largest sectors: 80% versus 62%. The sheer size of the state dilutes local specializations found at the county level. In other words, the county's economy is less diversified than the state. The state's three biggest sectors in terms of earnings are services (26.8%), manufacturing (14.9%), and state and local government (10.2%). These are the county's three largest sectors for earnings as well, although, with the county, manufacturing exceeds services. The fourth largest sector for the county is retail trade (12.4%) compared with the state's TCU (9.9%).

Of the seven private industry sectors with more than 500 employees in Spalding County, five have higher earnings to employment ratios than the state. These are construction, manufacturing, TCU, retail trade, and FIRE. Services and wholesale trade have ratios below that of the state. The previous section on Sector Employment asserts the potential for the wholesale trade and service sectors. The earnings to employment ratios suggest a competitive edge from the wages perspective at attracting businesses within these sectors to Spalding County

**Figure III-10: Total Earnings by Sector in Spalding County**

Sector	1985	1990	1995	2000	2005	2010	2015	2020	2025
<b>Total earnings (millions 1996 \$)</b>	\$427	\$509	\$613	\$708	\$798	\$893	\$992	\$1,097	\$1,208
Farm Employment	\$2	\$1	\$0	\$0	\$0	\$0	\$0	\$0	\$1
Agricultural services	\$1	\$2	\$1	\$2	\$2	\$3	\$3	\$3	\$4
Mining	\$2	\$1	\$2	\$2	\$2	\$3	\$3	\$3	\$3
Construction	\$22	\$28	\$34	\$39	\$42	\$44	\$45	\$47	\$49
Manufacturing	\$125	\$138	\$180	\$194	\$209	\$225	\$243	\$261	\$280
Transportation, communication, utilities	\$23	\$23	\$24	\$22	\$25	\$27	\$29	\$31	\$33
Wholesale trade	\$19	\$26	\$24	\$48	\$55	\$62	\$70	\$78	\$87
Retail trade	\$65	\$67	\$75	\$88	\$95	\$103	\$113	\$122	\$133
Finance, insurance, real estate	\$15	\$19	\$29	\$25	\$26	\$27	\$29	\$31	\$33
Services	\$60	\$101	\$126	\$156	\$196	\$237	\$280	\$327	\$380
Federal civilian govt	\$6	\$7	\$7	\$7	\$7	\$8	\$8	\$8	\$8
Federal military govt	\$3	\$3	\$3	\$3	\$3	\$3	\$3	\$3	\$4
State and local govt	\$85	\$94	\$107	\$122	\$136	\$151	\$166	\$181	\$195

*Source: Woods and Poole Economics, Inc. 2002*

**Figure III-11: Total Earnings by Sector in Georgia**

Sector	1985	1990	1995	2000	2005	2010	2015	2020	2025
<b>Total earnings (millions 1996 \$)</b>	\$85,920	\$102,642	\$123,514	\$160,462	\$180,866	\$202,919	\$227,019	\$253,253	\$281,758
Farm Employment	\$1,088	\$1,391	\$1,734	\$1,566	\$1,683	\$1,803	\$1,933	\$2,076	\$2,233
Agricultural services	\$351	\$476	\$660	\$944	\$1,086	\$1,239	\$1,401	\$1,567	\$1,733
Mining	\$414	\$374	\$360	\$438	\$445	\$456	\$471	\$490	\$511
Construction	\$5,648	\$5,975	\$6,661	\$9,630	\$10,607	\$11,506	\$12,401	\$13,309	\$14,243
Manufacturing	\$17,212	\$17,974	\$20,801	\$23,849	\$26,144	\$28,511	\$30,855	\$33,129	\$35,299
Transportation, communication, utilities	\$7,605	\$8,981	\$11,644	\$15,868	\$18,060	\$20,305	\$22,610	\$24,909	\$27,140
Wholesale trade	\$7,766	\$9,091	\$10,085	\$13,549	\$15,125	\$16,662	\$18,270	\$19,955	\$21,731
Retail trade	\$9,141	\$9,414	\$11,217	\$14,426	\$16,215	\$18,126	\$20,145	\$22,277	\$24,531
Finance, insurance, real estate	\$4,803	\$6,601	\$8,476	\$12,154	\$13,863	\$15,688	\$17,666	\$19,784	\$22,033
Services	\$14,916	\$22,532	\$30,045	\$42,960	\$50,244	\$58,891	\$69,107	\$81,084	\$95,046
Federal civilian govt	\$4,391	\$4,781	\$5,147	\$5,443	\$5,622	\$5,826	\$6,052	\$6,295	\$6,557
Federal military govt	\$3,160	\$2,765	\$3,080	\$3,298	\$3,502	\$3,706	\$3,907	\$4,105	\$4,298
State and local govt	\$9,425	\$12,288	\$13,603	\$16,338	\$18,271	\$20,199	\$22,201	\$24,272	\$26,404

*Source: Woods and Poole Economics, Inc. 2002*

**Figure III-12: Percent of Total Earnings by Sector in Spalding County**

Sector	1985	1990	1995	2000	2005	2010	2015	2020	2025
<b>Total Employment</b>	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Farm Employment	0.4%	0.1%	0.0%	0.1%	0.0%	0.0%	0.0%	0.0%	0.0%
Agricultural services	0.2%	0.3%	0.2%	0.2%	0.3%	0.3%	0.3%	0.3%	0.3%
Mining	0.5%	0.2%	0.3%	0.3%	0.3%	0.3%	0.3%	0.3%	0.3%
Construction	5.2%	5.4%	5.6%	5.6%	5.2%	4.9%	4.6%	4.3%	4.0%
Manufacturing	29.3%	27.2%	29.4%	27.3%	26.1%	25.2%	24.5%	23.8%	23.2%
Transportation, communication, utilities	5.3%	4.4%	3.9%	3.2%	3.1%	3.0%	2.9%	2.8%	2.7%
Wholesale trade	4.4%	5.1%	3.9%	6.8%	6.9%	7.0%	7.0%	7.1%	7.2%
Retail trade	15.2%	13.1%	12.3%	12.4%	11.9%	11.6%	11.3%	11.2%	11.0%
Finance, insurance, real estate	3.6%	3.8%	4.8%	3.5%	3.2%	3.0%	2.9%	2.8%	2.7%
Services	14.0%	19.9%	20.5%	22.0%	24.5%	26.5%	28.2%	29.8%	31.4%
Federal civilian govt	1.3%	1.4%	1.2%	1.0%	0.9%	0.9%	0.8%	0.7%	0.7%
Federal military govt	0.7%	0.5%	0.4%	0.4%	0.4%	0.4%	0.3%	0.3%	0.3%
State and local govt	19.8%	18.5%	17.5%	17.2%	17.1%	16.9%	16.7%	16.5%	16.2%

*Source: Woods and Poole Economics, Inc. 2002*

**Figure III-13: Percent of Total Earnings by Sector in Georgia**

Sector	1985	1990	1995	2000	2005	2010	2015	2020	2025
<b>Total Employment</b>	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Farm Employment	1.3%	1.4%	1.4%	1.0%	0.9%	0.9%	0.9%	0.8%	0.8%
Agricultural services	0.4%	0.5%	0.5%	0.6%	0.6%	0.6%	0.6%	0.6%	0.6%
Mining	0.5%	0.4%	0.3%	0.3%	0.2%	0.2%	0.2%	0.2%	0.2%
Construction	6.6%	5.8%	5.4%	6.0%	5.9%	5.7%	5.5%	5.3%	5.1%
Manufacturing	20.0%	17.5%	16.8%	14.9%	14.5%	14.1%	13.6%	13.1%	12.5%
Transportation, communication, utilities	8.9%	8.8%	9.4%	9.9%	10.0%	10.0%	10.0%	9.8%	9.6%
Wholesale trade	9.0%	8.9%	8.2%	8.4%	8.4%	8.2%	8.0%	7.9%	7.7%
Retail trade	10.6%	9.2%	9.1%	9.0%	9.0%	8.9%	8.9%	8.8%	8.7%
Finance, insurance, real estate	5.6%	6.4%	6.9%	7.6%	7.7%	7.7%	7.8%	7.8%	7.8%
Services	17.4%	22.0%	24.3%	26.8%	27.8%	29.0%	30.4%	32.0%	33.7%
Federal civilian govt	5.1%	4.7%	4.2%	3.4%	3.1%	2.9%	2.7%	2.5%	2.3%
Federal military govt	3.7%	2.7%	2.5%	2.1%	1.9%	1.8%	1.7%	1.6%	1.5%
State and local govt	11.0%	12.0%	11.0%	10.2%	10.1%	10.0%	9.8%	9.6%	9.4%

*Source: Woods and Poole Economics, Inc. 2002*

**Figure III-14: Earnings to Employment Ratio in Spalding County**

<b>Sector</b>	<b>1990</b>	<b>1995</b>	<b>2000</b>	<b>2005</b>	<b>2010</b>	<b>2015</b>	<b>2020</b>	<b>2025</b>
<b>Total Employment</b>	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Farm Employment	0.09	0.00	0.05	0.06	0.06	0.06	0.06	0.07
Agricultural services	0.55	0.39	0.40	0.41	0.41	0.41	0.41	0.41
Mining	1.30	1.29	1.49	1.44	1.41	1.37	1.33	1.24
Construction	1.08	1.08	1.00	0.99	0.97	0.96	0.94	0.93
Manufacturing	1.14	1.22	1.28	1.31	1.33	1.35	1.37	1.39
Transportation, communication, utilities	1.48	1.41	1.42	1.44	1.46	1.48	1.49	1.50
Wholesale trade	1.25	1.25	1.34	1.32	1.30	1.28	1.26	1.24
Retail trade	0.67	0.64	0.67	0.66	0.65	0.64	0.63	0.62
Finance, insurance, real estate	0.95	1.10	0.82	0.85	0.87	0.89	0.90	0.92
Services	0.95	0.86	0.83	0.85	0.86	0.88	0.89	0.90
Federal civilian govt	2.16	2.34	2.12	2.10	2.09	2.07	2.07	2.08
Federal military govt	0.51	0.50	0.52	0.53	0.53	0.53	0.53	0.54
State and local govt	1.19	1.22	1.26	1.25	1.24	1.23	1.22	1.21

*Source: Woods and Poole Economics, Inc. 2002*

**Figure III-15: Earnings to Employment Ratio in Georgia**

<b>Sector</b>	<b>1990</b>	<b>1995</b>	<b>2000</b>	<b>2005</b>	<b>2010</b>	<b>2015</b>	<b>2020</b>	<b>2025</b>
<b>Total Employment</b>	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Farm Employment	0.67	0.86	0.70	0.75	0.80	0.85	0.91	0.97
Agricultural services	0.54	0.51	0.52	0.52	0.53	0.53	0.53	0.53
Mining	1.27	1.31	1.39	1.34	1.29	1.25	1.21	1.17
Construction	1.01	0.97	0.98	0.97	0.96	0.94	0.93	0.92
Manufacturing	1.13	1.18	1.18	1.20	1.22	1.23	1.25	1.26
Transportation, communication, utilities	1.49	1.65	1.62	1.62	1.62	1.62	1.61	1.61
Wholesale trade	1.43	1.42	1.49	1.46	1.43	1.41	1.39	1.36
Retail trade	0.56	0.53	0.53	0.53	0.52	0.51	0.50	0.49
Finance, insurance, real estate	0.97	1.08	1.06	1.09	1.11	1.13	1.14	1.16
Services	0.92	0.91	0.94	0.95	0.96	0.98	1.00	1.01
Federal civilian govt	1.67	1.79	1.79	1.77	1.76	1.75	1.73	1.73
Federal military govt	1.10	1.11	1.06	1.06	1.07	1.07	1.07	1.07
State and local govt	1.04	0.99	0.98	0.97	0.96	0.95	0.94	0.93

*Source: Woods and Poole Economics, Inc. 2002*

Unfortunately, the most attractive, sizable sector from the earnings to employment perspective is manufacturing, which as stated, is in decline. This reiterates the historic and present importance of the sector and underscores the necessity of sound economic strategy to shore the sector and supplement the local economy with new, high-paying jobs in another sector.

### c. Average Weekly Wages

**Figure III-16** compares the average weekly wages by industry for the state and the county. Generally, the sectors with the most employees are not among those with the highest wages. The service sector is the county's largest employer but ranks eighth in terms of weekly wages. The manufacturing sector, which ranks second in terms of employment, has the fifth highest sectoral wages. And, the third highest employer, retail trade, ranks tenth in terms of wages. The highest wages can be found in the federal government, wholesale trade and TCU sectors.

But, these three sectors comprise just 7.8% of the county's employment.

Spalding County wages are behind the state's for every sector. On average, they are 25% less than state wages. The state wages are driven up by Atlanta, where the cost of living is higher than in Spalding County. Also in Atlanta, there are a greater proportion of highly skilled jobs in any given sector than there are in Spalding County.

### d. Income by Type

**Figures III-17 through III-22** present income data for Spalding County and the state of Georgia. The first two tables include actual dollars of income by income type. The second pair of tables compile the relative percentages each source of income contributes to total income, while the third pair reveal five-year growth rates by income source.

In 2000 Spalding County residents earned \$1.3 billion in total income (in 1996 dollars). Of this sum 45% came from wages and salaries, 17% from dividends, rents and interest, and 16% from transfer payments.

**Figure III-16: Average Weekly Wages by Sector (in actual dollars)**

Sector	Spalding County			Georgia		
	1990	1995	2000	1990	1995	2000
Agricultural Services, Other	\$181	\$252	\$296	\$276	\$322	\$403
Mining	-	-	-	\$589	\$734	\$879
Construction	\$368	\$466	\$553	\$434	\$508	\$655
Manufacturing	\$356	\$448	\$569	\$449	\$555	\$720
Transportation, Communication and Utilities	\$485	\$528	\$676	\$603	\$737	\$934
Wholesale Trade	\$396	\$474	\$680	\$603	\$729	\$987
Retail Trade	\$215	\$248	\$328	\$236	\$275	\$350
Finance, Insurance and Real Estate	\$414	\$547	\$618	\$543	\$693	\$967
Services	\$335	\$361	\$435	\$414	\$501	\$633
Federal	\$539	\$681	\$741	\$543	\$666	\$897
Local	\$332	\$437	\$450	\$386	\$440	\$544
State	\$394	\$409	\$515	\$450	\$493	\$578
<i>Source: Georgia Department of Labor</i>						

The state, by comparison, had 61% coming from wages and salaries, 17% from dividends, rents and interest, and 11% from transfer payments.

The residence-adjusted income is an important category that reveals the percentage of income earned outside the county by county residents.

**Figure III-19** shows that in 1985, Spalding

County residents earned 17.3% of their income from other counties, which decreased to a 2000 level of 14.8%. Woods and Poole predicts little change to this rate over the next two decades. As the number of jobs in the county increases and residents are given more opportunities to work within the county, the residence adjustment will decline.

**Figure III-17: Personal Income by Type in Spalding County**

Source	1985	1990	1995	2000	2005	2010	2015	2020	2025
<b>Personal income (millions 1996 \$)</b>	\$781	\$923	\$1,068	\$1,267	\$1,420	\$1,581	\$1,753	\$1,939	\$2,138
Wages and salaries	\$338	\$407	\$493	\$574	\$649	\$728	\$810	\$898	\$991
Other labor income	\$42	\$56	\$68	\$65	\$72	\$80	\$88	\$96	\$104
Proprietors income	\$47	\$46	\$52	\$69	\$77	\$85	\$94	\$103	\$113
Dividends, interest and rent	\$129	\$164	\$169	\$210	\$233	\$257	\$283	\$310	\$338
Transfer payments to persons	\$112	\$139	\$190	\$204	\$231	\$262	\$296	\$336	\$382
Less social insurance contributions	\$23	\$30	\$38	\$43	\$50	\$58	\$67	\$77	\$87
Residence adjustment	\$135	\$141	\$136	\$188	\$208	\$228	\$250	\$273	\$298

*Source: Woods and Poole Economics, Inc. 2002*

**Figure III-18: Personal Income by Type in Georgia**

Source	1985	1990	1995	2000	2005	2010	2015	2020	2025
<b>Personal income (millions 1996 \$)</b>	\$110,382	\$134,782	\$163,230	\$209,309	\$236,962	\$266,921	\$299,617	\$335,164	\$373,727
Wages and salaries	\$68,599	\$81,356	\$96,423	\$128,049	\$144,760	\$162,812	\$182,588	\$204,172	\$227,684
Other labor income	\$9,626	\$11,702	\$14,092	\$14,308	\$15,909	\$17,605	\$19,430	\$21,385	\$23,476
Proprietors income	\$7,695	\$9,584	\$12,999	\$18,105	\$20,197	\$22,502	\$25,001	\$27,697	\$30,597
Dividends, interest and rent	\$17,428	\$23,367	\$26,625	\$35,169	\$39,713	\$44,582	\$49,773	\$55,275	\$61,073
Transfer payments to persons	\$11,841	\$14,750	\$20,607	\$23,301	\$26,662	\$30,514	\$34,922	\$39,973	\$45,770
Less social insurance contributions	\$4,528	\$5,840	\$7,270	\$9,398	\$11,071	\$12,974	\$15,087	\$17,407	\$19,929
Residence adjustment	(\$280)	(\$137)	(\$245)	(\$225)	\$791	\$1,879	\$2,990	\$4,070	\$5,055

*Source: Woods and Poole Economics, Inc. 2002*

**Figure III-19: Percent of Total Income by Type in Spalding County**

Source	1985	1990	1995	2000	2005	2010	2015	2020	2025
<b>Personal income</b>	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Wages and salaries	43.3%	44.1%	46.1%	45.3%	45.7%	46.0%	46.2%	46.3%	46.4%
Other labor income	5.4%	6.1%	6.3%	5.1%	5.1%	5.0%	5.0%	4.9%	4.9%
Proprietors income	6.0%	5.0%	4.9%	5.4%	5.4%	5.4%	5.4%	5.3%	5.3%
Dividends, interest and rent	16.6%	17.7%	15.8%	16.5%	16.4%	16.3%	16.1%	16.0%	15.8%
Transfer payments to persons	14.4%	15.1%	17.7%	16.1%	16.3%	16.5%	16.9%	17.3%	17.9%
Less social insurance contributions	-	-	-	-	-	-	-	-	-
Residence adjustment	17.3%	15.3%	12.7%	14.8%	14.6%	14.4%	14.2%	14.1%	13.9%

*Source: Woods and Poole Economics, Inc. 2002*

**Figure III-20: Percent of Total Income by Type in Georgia**

Source	1985	1990	1995	2000	2005	2010	2015	2020	2025
<b>Personal income</b>	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Wages and salaries	62.1%	60.4%	59.1%	61.2%	61.1%	61.0%	60.9%	60.9%	60.9%
Other labor income	8.7%	8.7%	8.6%	6.8%	6.7%	6.6%	6.5%	6.4%	6.3%
Proprietors income	7.0%	7.1%	8.0%	8.7%	8.5%	8.4%	8.3%	8.3%	8.2%
Dividends, interest and rent	15.8%	17.3%	16.3%	16.8%	16.8%	16.7%	16.6%	16.5%	16.3%
Transfer payments to persons	10.7%	10.9%	12.6%	11.1%	11.3%	11.4%	11.7%	11.9%	12.2%
Less social insurance contributions	-	-	-	-	-	-	-	-	-
Residence adjustment	-	-	-	-	0.3%	0.7%	1.0%	1.2%	1.4%

*Source: Woods and Poole Economics, Inc. 2002*

**Figure III-21: Change in Personal Income by Type in Spalding County**

Source	1985 to 90	1990 to 95	1995 to 00	2000 to 05	2005 to 10	2010 to 15	2015 to 20	2020 to 25
<b>Personal income</b>	18.1%	15.8%	18.6%	12.0%	11.4%	10.9%	10.6%	10.3%
Wages and salaries	20.2%	21.3%	16.5%	13.1%	12.0%	11.4%	10.8%	10.4%
Other labor income	33.3%	20.8%	-4.2%	11.6%	10.5%	9.9%	9.3%	8.6%
Proprietors income	-1.6%	12.2%	32.5%	11.5%	10.9%	10.3%	9.7%	9.5%
Dividends, interest and rent	26.6%	3.0%	24.4%	10.9%	10.5%	10.0%	9.6%	9.1%
Transfer payments to persons	23.7%	36.5%	7.7%	13.1%	13.2%	13.3%	13.4%	13.6%
Less social insurance contributions	32.2%	26.4%	11.7%	17.6%	16.6%	15.3%	14.2%	13.2%
Residence adjustment	4.8%	-3.9%	38.4%	10.6%	9.9%	9.5%	9.2%	9.2%

*Source: Woods and Poole Economics, Inc. 2002*

**Figure III-22: Change in Personal Income by Type in Georgia**

Source	1985 to 90	1990 to 95	1995 to 00	2000 to 05	2005 to 10	2010 to 15	2015 to 20	2020 to 25
<b>Personal income</b>	22.1%	21.1%	28.2%	13.2%	12.6%	12.2%	11.9%	11.5%
Wages and salaries	18.6%	18.5%	32.8%	13.1%	12.5%	12.1%	11.8%	11.5%
Other labor income	21.6%	20.4%	1.5%	11.2%	10.7%	10.4%	10.1%	9.8%
Proprietors income	24.6%	35.6%	39.3%	11.6%	11.4%	11.1%	10.8%	10.5%
Dividends, interest and rent	34.1%	13.9%	32.1%	12.9%	12.3%	11.6%	11.1%	10.5%
Transfer payments to persons	24.6%	39.7%	13.1%	14.4%	14.4%	14.4%	14.5%	14.5%
Less social insurance contributions	29.0%	24.5%	29.3%	17.8%	17.2%	16.3%	15.4%	14.5%
Residence adjustment	-	-	-	-	-	-	-	-

Source: Woods and Poole Economics, Inc. 2002

### e. Recent Economic Activities

Historically, the primary employers in Spalding County were textile companies. However, the county has had recent success diversifying the employment base by attracting rubber and plastics manufacturers. These companies are producing items to support an emerging cluster of automotive parts manufacturing facilities. In order to continue to grow these industries and further diversify the economy, the Development Authority needs to acquire land to attract prospective companies.

One effort to acquire land was recently defeated. In the spring of 2003 and in the Fall 2004, county residents voted against a new Special Purpose Local Option Sales Tax (SPLOST) to purchase land for an Economic Development Park. In any case, because of the short supply of available industrial land and the vital role that manufacturing jobs play in the county's economy, the acquisition of more industrial land is a high priority for local economic development interests.

Other recent activities include Springs Industries completing a \$60 million upgrade of its facilities, essentially automating many of its processes. The result is a reduction in the number of jobs at Springs, with total employment at approximately 1,000. Job

reductions also occurred recently at Caterpillar, where 300 employees were laid off. However, Caterpillar is still one of the largest employers in the county with over 500 employees.

Additionally, preliminary conversations are underway to develop property along the I-75 corridor in Spalding County. County officials are exploring the possibility of developing a Spalding County exit off of I-75 near Jenkinsburg Road. This could potentially be a tremendous economic boost for the county, especially if coupled with a new interstate interchange at the intersection of Jenkinsburg Road and I-75. Another highway improvement that will have a positive impact on economic development and improve access to I-75 is the continued widening of GA Hwy 16. Both of these projects are important to the future economic development of the county.

### f. Special or Unique Economic Activities

The county is working with the University of Georgia, Griffin Campus, to develop the University Research Center. This facility would provide research space for individuals or companies interested in food technology. It is envisioned that scientists from around the world would come to Griffin to utilize this resource, as it would be a one-of-a-kind facility. Also, the Research Center would

serve as an incubator for new or expanding food technology companies, hopefully spinning off new businesses that would provide higher paying jobs to area residents.

Other unique economic activities in the county are currently conceptual in nature and not yet fully developed. One idea is to attract “call centers” to the county. Previously, these centers were concentrated in the Midwest, but today these call centers are locating where labor is available at an affordable price. The county is also seeking to attract light manufacturing and assembly companies because they typically provide higher paying jobs. A specific example of this type of industry would be a small warehouse distribution center with about 100,000 – 200,000 square feet, such as a return center for a department store chain.

Finally, the county has an interest in developing a conference center with, possibly, an attached hotel. With companies such as Caterpillar, Nacom and the strong draw of the University of Georgia, Griffin Campus, a facility where large meetings and conferences could be held would be an asset to the county. Currently, people would have to travel to a neighboring county or into Atlanta to find an adequate meeting facility. A local conference center and hotel could keep the dollars in Spalding County. A favorable location for such a facility would be on Arthur Bolton Pkwy./SR 16 east of Griffin. This highway

will be widened to four lanes in the near future providing excellent access to I-75, and the recent overlay zoning district provides the regulation to protect the character of the corridor.

## **2. Labor Force**

### **a. Employment by Occupation**

**Figure III-23** shows the 1990 to 2000 percentages of residents from Spalding County, Georgia and the United States employed in various occupations classifications.

In 2000, two occupational groups were nearly tied for the largest share of county employees. The “technical, sales, and administrative support occupations” and “operators, fabricators, and laborers” both had a 25% share. The “managerial and professional specialty occupations” had a close third with 22.5%.

Compared with the state and nation, Spalding County has substantially fewer “managerial” workers, while having substantially more in the “operators” and “precision production” groups. Both Georgia and Spalding County are following the national shift from blue to white collar occupations. While 42% of the county’s workers were employed in a blue collar occupation in 1990, 40% were so employed in 2000.

**Figure III-23: Distribution of Occupations by Type**

Occupation	1990			2000		
	Spalding County	Georgia	United States	Spalding County	Georgia	United States
<b>Employed persons 16 years and over</b>	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Managerial and professional specialty occupations	17.3%	24.1%	25.8%	22.5%	32.7%	33.6%
Technical, sales, and administrative support occupations	27.6%	31.2%	31.0%	24.9%	26.8%	26.7%
Service occupations	13.1%	13.9%	15.3%	12.6%	13.4%	14.9%
Farming, forestry, and fishing occupations	1.5%	2.2%	2.4%	0.4%	0.6%	0.7%
Precision production, craft, and repair occupations	13.9%	11.6%	11.1%	15.1%	10.8%	9.4%
Operators, fabricators, and laborers	26.5%	17.1%	14.5%	24.6%	15.7%	14.6%

Source: US Bureau of the Census, 1990 and 2000

**b. Employment Status Characteristics**

Figure III-24 compares Spalding County, Georgia and the nation in terms of workforce participation. Spalding County mirrors the trends and rates found within the state and nation. The year 2000 differences between Spalding County and the state are primarily

due to the fact that there are a greater percentage of retired aged persons in Spalding County relative to the state.

Overall, male participation in the workforce is substantially higher than female participation; participation rates, in general, are declining; and female participation, as a share of the entire workforce, is increasing. The decline in

**Figure III-24: Labor Force Participation**

For all residents over 16 years	1990			2000		
	Spalding County	Georgia	United States	Spalding County	Georgia	United States
Participation in labor force	65.6%	67.9%	65.3%	61.4%	66.1%	63.9%
Percentage of workforce that is female	46.4%	46.2%	45.3%	46.8%	46.3%	46.4%
Male participation rate	75.1%	76.6%	74.4%	69.6%	73.1%	70.7%
Female participation rate	57.2%	59.9%	56.8%	54.2%	59.2%	57.5%

Source: US Bureau of the Census, 1990 and 2000

overall participation reflects an aging population with longer life spans and is facilitated by the retiring Baby Boomer generation. Trailing and increasing female participation in the workforce has been a trend for decades.

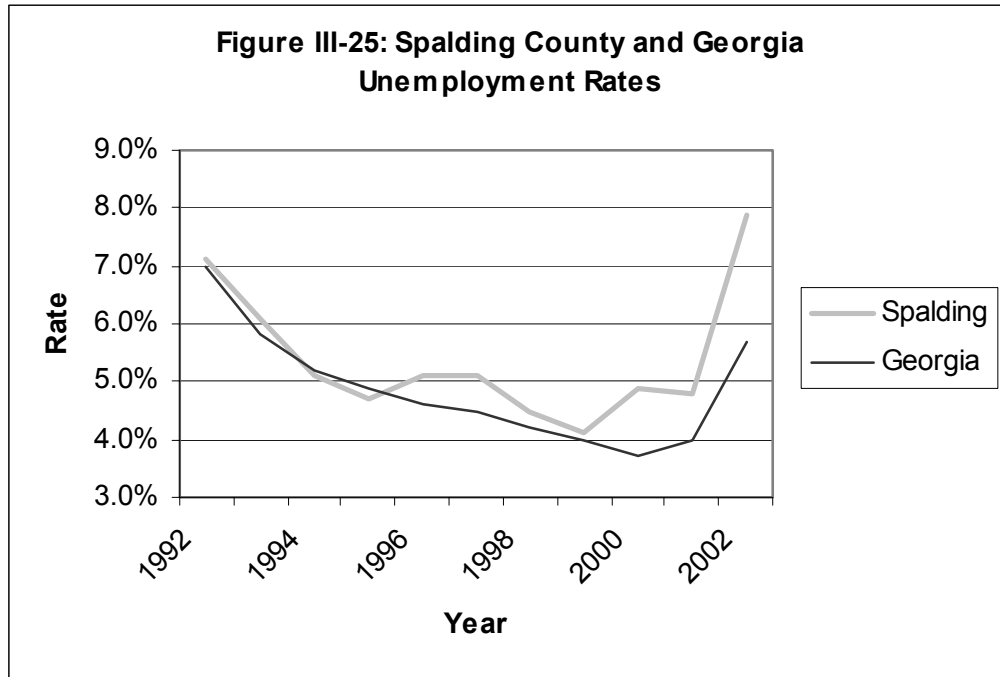
decade. In 2001, Spalding County and the nation had exactly the same rate of 4.8% while the state had an unemployment rate of 4.0%.

### c. Employment Rates

**Figure III-26** compares the unemployment rates for the past ten years for Spalding County to its adjacent counties, the state and the nation. Spalding County's unemployment rate dropped from 7.1% in 1992 to 4.1% in 1999. This descent, compared with the state's in **Figure III-25**, was interrupted once in 1996, but otherwise was a continual, gradual decline in unemployment. Since 2000, the county's unemployment rate has skyrocketed to historically high levels.

Compared with the surrounding counties, Spalding County's unemployment rate has been fairly average for all of the past ten years. It has, however, been slightly higher than the state average for most of the past

**Figure III-25 Unemployment Rates of Spalding County and Georgia**



**Figure III-26: Unemployment Rates**

Year	Spalding	Butts	Henry	Fayette	Coweta	Meriwether	Pike	Lamar	Georgia	U.S.
1992	7.1%	9.7%	5.4%	4.2%	7.3%	11.2%	6.1%	7.0%	7.0%	7.5%
1993	6.1%	6.5%	4.1%	3.3%	5.3%	8.8%	6.8%	5.1%	5.8%	6.9%
1994	5.1%	5.2%	3.7%	2.9%	4.2%	7.6%	5.0%	4.3%	5.2%	6.1%
1995	4.7%	5.8%	3.4%	2.6%	4.1%	6.6%	3.8%	4.1%	4.9%	5.6%
1996	5.1%	5.9%	2.8%	2.3%	3.8%	6.4%	4.5%	4.2%	4.6%	5.4%
1997	5.1%	4.8%	2.6%	2.3%	4.0%	5.6%	3.9%	4.5%	4.5%	4.9%
1998	4.5%	4.8%	2.3%	2.3%	3.3%	5.2%	3.7%	4.4%	4.2%	4.5%
1999	4.1%	4.3%	2.1%	1.9%	2.8%	5.8%	4.0%	5.8%	4.0%	4.2%
2000	4.9%	5.2%	2.1%	1.9%	3.4%	6.0%	4.3%	6.4%	3.7%	4.0%
2001	4.8%	5.0%	2.5%	1.9%	3.3%	6.9%	4.0%	6.0%	4.0%	4.8%
2002	7.9%	6.5%	4.3%	3.5%	5.3%	9.0%	5.8%	9.3%	5.7%	5.8%

*Source: Georgia Department of Labor*

**d. Commuting Patterns**

Despite netting over 5,000 new jobs between 1990 and 2000, a substantially higher proportion of Spalding County residents work outside of the county (**Figure III-27**). This could indicate the jobs coming to Spalding County do not match the skills of local residents, which could indicate an opportunity for new training programs. It could also indicate the housing stock, amenities or services within the county do not meet new employee demands, driving

new employees to live in other counties.

**Figure III-28** shows how driving alone is the dominant form of commuting. Public transit and walking combined represent just 2.7% of the county. Increasing transportation alternatives will help keep Spalding County in compliance with air quality regulations and should therefore be encouraged.

**Figure III-27: Place of Work for Spalding County Residents**

	1990		2000	
	Number of Workers	Percentage of Workers	Number of Workers	Percentage of Workers
Worked in Spalding County	15,541	63.3%	13,715	55.4%
Worked Outside Spalding County	9,006	36.7%	11,060	44.6%
Worked Outside of Georgia	165	0.7%	156	0.6%

*Source: U.S. Bureau of the Census*

**Figure III-28: Commuting Mode**

Type of transportation	2000 (percent)
Drive alone	76.1%
Carpool	9.2%
Public Transit	1.1%
Walk	1.4%
Work at home	1.3%
Mean travel time to work (minutes)	27.5

*Source: US Bureau of the Census*

### **3. Local Economic Development Resources**

#### **a. Economic Development Agencies**

The primary economic development agencies in Spalding County are the Griffin-Spalding County Chamber of Commerce and the Griffin-Spalding Development Authority. Founded in 1923, the Griffin-Spalding Chamber of Commerce boasts 1,005 members. Among other business development activities, the Chamber provides information for new businesses, serves as an information source for economic statistics, and supports the Development Authority in industrial recruitment. The primary concern for the Chamber is to promote quality growth in both existing and new industry that will result not only in added jobs, but a whole new dimension to the community. Many of the Chamber’s activities are expedited through several committees made up of Chamber members. These committees help the Chamber in surveying the needs of business and industries and in coordinating efforts with the governments in Spalding County.

The Griffin-Spalding Development Authority was established constitutionally in 1962, with its primary mission to “attract

industry and create employment opportunities in Spalding County.” The authority has the power to issue bonds to fund its initiatives and incentives, which it did in 1992. Since then, the Authority has been funded through the sale of land within the industrial parks and through local option sales tax. The Authority would like to purchase more land for future industrial tenants in the county.

#### **b. Economic Programs and Tools**

As discussed in the Special or Unique Economic Activities section of this chapter, county officials are working with the University of Georgia, Griffin Campus, to develop the University Research Center. This new facility would serve as an economic tool the county could utilize in attracting new businesses.

Another economic tool being promoted by both the county and the City of Griffin is the Renaissance 2020 Program. This program formally brings together Spalding County, the City of Griffin, the School System, the Development Authority and the Chamber of Commerce as voting members of the group. Additionally, the Housing Authority, Parks and Recreation Department, the University of Georgia - Griffin Campus, Griffin Tech and private businesses are also included as non-voting members of the group. The

Renaissance 2020 Program is focused on the redevelopment of specific areas in Griffin and Spalding County. One of the methods being employed is the establishment of a business incubator at an abandoned school. Entrepreneurs have an opportunity to rent space in the former school at a reduced rate for a specified period of time and are provided some assistance in starting their business. It is hoped these businesses will take off and subsequently relocate elsewhere in the community. Other aspects of the Renaissance 2020 Program include adult literacy training, housing redevelopment and development of recreational facilities.

### **c. Educational and Training Opportunities**

Griffin Technical College and Gordon College are two local institutions for post secondary education available for Spalding County residents. Spalding County is in great need of a four-year college that offers bachelors and masters degrees in order to supplement technical opportunities available at Griffin Technical College.

Griffin Technical College is the closest adult education facility for area residents. The school is a fully accredited college that provides technical and skills training in 19 different courses. Cooperative training programs are offered for students who work full-time to enhance and refresh their skills. Both academic and vocational training are available with day and evening classes. Griffin Tech would like to continue to expand opportunities and courses that lead to a bachelors' degree. Another goal for the college is to track economic trends and proactively offer training in emerging fields to attract new businesses, rather than just offering demand-driven courses.

Gordon College is a two-year institution in the University System of Georgia. This institution is located in nearby Barnesville,

which is halfway between Atlanta and Macon. The college offers 70 associate of arts, associate of science, associate of science in nursing and associate of applied science degrees. More than half of this institution's enrollment is from the immediate six-county area. Evening classes are available to the residents of Spalding County at Griffin High School.

## **4. Summary of Key Findings**

- Spalding County has a diversified and thriving economy that is well-positioned for continued economic expansion over the next twenty years.
- For decades, the Manufacturing sector supported the most employees. In 1997, it was surpassed by the Service sector, which presently employs about 27% of all county workers.
- The Manufacturing sector supports the second largest number of employees (20%). The Retail Trade sector is third with 18%.
- Location quotients indicate the Manufacturing and State and Local Governments are the most important sectors in the economic base.
- Of the major employers, earnings to employment ratios indicate Manufacturing and the Government sectors earn the most money per employee. The Service and Retail Trade sectors rank low.
- Wages in Spalding County are lower than the state's for every sector.
- Spalding County has an active Development Authority and Chamber of Commerce, which have succeeded in attracting several high profile companies to the county in recent years.

- Spalding County’s unemployment rate mirrored that of the state during the early 1990s, but has crept higher during more recent years.
- There are numerous local and regional opportunities for continuing education of Spalding County workers and residents. The county has leveraged workforce training packages to attract businesses.

## **C. Assessment of Current and Future Needs**

Spalding County has a well-diversified and thriving economy. This assessment identifies current and future needs with the county. Many of these are aimed at keeping Spalding County competitive in the years ahead. Others focus on improving the quality of life of existing residents.

The Service and Wholesale Trade sectors are growing rapidly and have been identified as key sectors for the future of Spalding County’s economy.

The Manufacturing sector, while slipping as a share of total employment, has maintained a fairly constant number of employees. Maintaining this sector and increasing it as possible is also important. Obtaining additional land for industrial development has been identified as a key requirement to maintaining a strong Manufacturing sector.

Agricultural Services is another fast growing Spalding County sector. Leveraging the University of Georgia, Griffin Campus, to continue this sector’s growth is also a key need.

In recent years, Spalding County has successfully attracted a number of high profile employers to the county. Improving access to and from the county is critical to

continue attracting new businesses. Community leaders have identified the need for a new interchange at the intersection of Jenkinsburg Road and I-75. There is also a need to improve access between Griffin and Atlanta as well as Griffin and I-75. As a result the widening of GA Hwy 16 would play an important role in improving access to I-75. An additional need under consideration is the improvement of local air service. There has been much public debate about the possibility of expanding the local airport, as well as possibly constructing a new regional jetport that could serve Spalding and adjacent counties.

Spalding County has an array of important local assets. Discerning how best to leverage these is a key need. The oft-cited assets of the county include the University of Georgia - Griffin Campus, proximity to I-75 and metro Atlanta, the county’s rich history and historic sites, and the county’s rural character and high quality of life.

The Land Use element and the Natural and Cultural Resources element lay out the preferred pattern of growth and identify the potential environmental pitfalls associated with future growth. All future economic development should both be consistent with the Future Land Use Plan and not continue to degrade the environment.

## **D. Economic Development Goals**

1. Attract high paying jobs to the county.
2. Leverage existing community and economic assets.
3. Improve access to and from the county.
4. Reinforce Griffin’s place as a sub-regional retail and service center.
5. Improve educational opportunities within the county.
6. Provide needed infrastructure.

7. Revitalize distressed areas in north and east Griffin and in isolated, older manufactured housing parks throughout the county.
8. Encourage live-work environment for emerging businesses and cottage industries.

## E. Implementation Program

### Goal #1: Attract high paying jobs to the county.

Action Item	Responsible Party	Time Frame
Expand the industrial park on Green Valley Road.	Griffin-Spalding Development Authority	2005-2008
Develop new industrial park near I-75.	Griffin-Spalding Development Authority	2005-2008
Promote Spalding County as good location for national call centers and mid-size warehouse and distribution facilities.	Griffin-Spalding Development Authority	On-going
Support the development of a 4-year college.	Spalding County Board of Commissioners	On-going
Maintain a consistent and appropriate incentives package and an updated list of available industrial sites within Spalding County to offer to prospective businesses and industries.	Griffin-Spalding Development Authority	On-going

### Goal #2: Leverage existing community and economic assets.

Action Item	Responsible Party	Time Frame
Leverage the location of University of Georgia, Griffin Campus, to support the development of an agro-science incubator.	Spalding County	2004
Promote local tourism by educating the public about the county's rich cultural history and numerous historic sites and cemeteries.	Spalding County Chamber of Commerce	On-going
Support the development of a rails-to-trails network and system of recreational and open space protection along the Heads Creek Reservoir and the Flint River.	Spalding County Board of Commissioners and private interests	On-going

Economic Development Council - Form a council with appointees of the County Manager, Superintendent of Public Schools, City of Griffin, and the Chamber of Commerce to meet twice a year to review and coordinate economic development efforts. Also include representatives from UGA, Griffin Tech, and the Development Authority	Spalding County Chamber of Commerce	2004
Support, publicize and recognize outstanding efforts of existing business and industry		On-going

**Goal #3: Improve access to and from the county.**

Action Item	Responsible Party	Time Frame
Improve access to I-75 - Actively support the development of a new interstate exit by Georgia Department of Transportation at the intersection of Jenkinsburg Road and I-75, and the widening of GA Hwy 16.	Spalding County Board of Commissioners, Chamber of Commerce and Development Authority	On-going
Support the development of a regional jetport somewhere in the Spalding/Butts/Lamar area	Same as above	On-going
Support the development of commuter rail service linking Griffin to Hartsfield International Airport, Atlanta, and Macon.	GA DOT	On-going

**Goal #4: Reinforce Griffin's place as a sub-regional retail and service center.**

Action Item	Responsible Party	Time Frame
Attract national retailers.	Spalding County Chamber of Commerce	On-going
Undertake a detailed study for the area around the proposed I-75/Jenkinsburg Road interchange to determine needed infrastructure, land use controls, and promotion activity for the area to develop as a regional commercial center and new industrial park.	Spalding County Community Development Department	2006

Data Resource Center –Maintain databases on available industrial and business development sites and offer this information to potential industrial and business clients who meet the county’s definition of target opportunities.	Spalding County Chamber of Commerce	On-going
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**Goal #5: Improve educational opportunities within the county.**

<b>Action Item</b>	<b>Responsible Party</b>	<b>Time Frame</b>
Support the development of a 4-year college.	Spalding County Board of Commissioners	On-going
Strategic Plan for Educational Excellence – Work with Board of Education to create a public forum on educational excellence, establish a blue-ribbon task force and hire a facilitator to prepare a strategic plan for education.	Spalding County, and Board of Education	On-going
Support technical and adult educational opportunities for Spalding County residents and workers	Spalding County Chamber of Commerce, Griffin Technical Institute and Board of Education	On-going
Support and strengthen existing adult literacy and GED programs in Spalding County	Griffin Technical Institute and School System	On-going
Strengthen and expand the “Quick Start” program, which provides new and expanding industries with customized training programs, pre-employment training, screening and testing services	Griffin Technical Institute	On-going

**Goal #6: Provide needed infrastructure.**

<b>Action Item</b>	<b>Responsible Party</b>	<b>Time Frame</b>
Expand sewer water service to potential employment nodes and industrial areas in a manner consistent with the land use plan. Place priority on the expansion of the system in the northeastern quadrant of the county.	Water and Sewer Authority	On-going

Promote the passage of a Special Local Option Sales Tax	Griffin-Spalding Development Authority	On-going
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**Goal #7: Revitalize distressed areas in north and east Griffin and in isolated, older manufactured housing parks throughout the county.**

Action Item	Responsible Party	Time Frame
Prepare a draft Property Maintenance Code and bring before the Board of Commissioners for adoption.	Spalding County Community Development Dept.	2004
Community Improvement Districts – identify existing commercial areas that need special improvements to stimulate renewal, and identify local business leaders to champion the establishment of a CID, which would allow them to raise their own taxes to pay for improvements.	Spalding County Chamber of Commerce	2004

**Goal #8: Encourage live-work environment for emerging businesses and cottage industries.**

Action Item	Responsible Party	Time Frame
Coordinate school construction and expansion around village nodes and with the communities needs for libraries, recreation space, parks and playgrounds, and theaters.	Spalding County Board of Education and County Manager's Office	On-going
Revise the Spalding County Unified Development Code to allow for the construction of mixed-use development	Spalding County Community Development Dept.	2004