

# CHAPTER 3 ECONOMIC DEVELOPMENT



# ECONOMIC DEVELOPMENT

The purpose of the Economic Development section is to identify local economic development trends. This chapter examines the local economic base, the labor force, economic programs, tools and resources that are 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 extant employment for the local labor force. The analysis identifies types of businesses that should develop in the community to strengthen the local economy. Finally, in a subsequent section of the plan, 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 available only at the county level. Given that nearly half of the county's residents reside within the City of Griffin, this data should provide an accurate representation of the City's economy. The municipal data for the City of Griffin is included where available and comparable to the county and state data during the same period. Furthermore, an area's economic development must be regarded and addressed in a broad scope. Local municipal economies do not function in economic isolation, but interact with several economies that shape and determine the overall development of an area or county.

## 3.1 General Overview of the Economy

Griffin is the major employment center for Spalding County and serves as a regional retail and service provider for several counties south of the Atlanta metropolitan area. The City's location has several advantages that have helped sustain its economy over the years including:

- Proximity to Hartsfield-Jackson International Airport,
- Midway between Interstates 75 and 85,
- Access to the amenities of Atlanta while retaining its small town feel, and
- Important regional center midway between Atlanta, Macon, and Columbus.

For several generations, the county's economic engine was driven by the Manufacturing sector. The City's utilities and labor force attracted large industries such as Dundee Mills and Thomaston Mills. And while Manufacturing continues to be important, the Service sector now provides the most jobs and earnings.

Employment growth during the 1990s was robust. While the population of Spalding County grew by just 7.3%, total employment grew by 22% and total inflation-adjusted earnings grew by 39%. In 1990, statewide, Spalding County ranked 51<sup>st</sup> in total personal income per capita. By 2000, the county had risen to 36<sup>th</sup> and is projected to reach 21<sup>st</sup> by 2025. These figures and projections indicate that the local economy is steadily improving, and that it plays an important economic role in the region.

Unemployment spiked in recent years in conjunction with the national recession. But in the last year, unemployment rates have begun to decline. In December 2002, Griffin's unemployment rate was 9.0%. In November 2003, the rate had declined slightly to 7.5%

A number of important events and major trends are shaping Griffin's economy and will continue to do so over the next 20 years. The global free trade movement, inexpensive transportation costs, and cheap labor abroad will all continue to weaken the Manufacturing sector. The aforementioned shift from the Manufacturing to the Service sectors will continue to change the employment composition, though Manufacturing is expected to continue to play an important part in the local economy. Changes to the local transportation network will lead to changes in the types of residents and employers the City can attract. Key transportation improvements on the horizon include a potential east-west bypass around Griffin, the addition of commuter rail to Atlanta, consideration of relocating the local airport, and the development of multi-use greenways throughout the City. City redevelopment initiatives to assist blighted residential and commercial areas could reshape older neighborhoods and districts. Griffin must reinforce its place as a regional center for service and retail, especially through continued expansion at Griffin Regional Hospital. And finally, Spalding County's new found clean air non-attainment status will shape transportation and industrial growth.

## **3.2 Sector Employment: 1990-2000**

The City of Griffin and Spalding County's Manufacturing sector has historically been portrayed as an important part of the local economy. Manufacturing-related jobs supplied one third of all the county's employment opportunities in 1980. Over the past two decades, however, Spalding County's employment distribution has followed state and national trends, shifting from the Manufacturing sector to Service related sectors. In 1980, the Manufacturing sector held the largest numbers of jobs (33.4%) followed by Retail Trade (16.1%), Services (15.9%) and State and Local Government (15.6%). By 2000, the largest employer in the county was the Services sector (26.5%) followed by Manufacturing (21.3%), Retail Trade (18.4%), and State and Local Government (13.6%). **Figures 3-1 and 3-2** present the historic and projected growth trends in employment by industry sectors for Spalding County and Georgia, respectively.

Employment or sector dependence is defined as the extent to which a jurisdiction's economy is dependent on a particular sector for employment or earnings. Even though Spalding County's Manufacturing sector is still an important component to the economy, its employment dependence has declined over the past two decades. In 1980, the Manufacturing sector in the county ranked 37<sup>th</sup> in the state for the jobs provided in that sector. A decade later, the county ranked 66<sup>th</sup> in the state and by 1997 the Manufacturing sector had declined by 8.8 percent from 1980.

Spalding County's economy expanded primarily in the Services and Retail Trade sectors. Convenient transportation facilities, the availability of inexpensive property and the strategic location along major transportation corridors in close proximity to Atlanta have helped in establishing such an expansion in the City of Griffin.

**Figure 3-1  
Sector Employment, Count  
Spalding County  
1990 – 2025**

<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>	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	130
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 3-2  
Sector Employment, Count  
Georgia  
1990 – 2025**

<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>	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*

As shown in **Figure 3-3**, Spalding County's economy is increasingly becoming diversified with no reliance on one particular industry. Today, over 25% of employed persons are in the Services industry throughout the county. Other major sectors of the local economy include Manufacturing, Retail Trade and State and Local Government, each of which employ over 15% of total employment.

When comparing sector employment between Spalding County and the state of Georgia, there were some distinct similarities. Georgia's sector employment strengths were more diverse and are presented in **Figure 3-4**. As with Spalding County, the state's employment strengths were also found in the Manufacturing, Retail Trade, Services and Government sectors. The stronger and more diverse economy of Georgia is caused by the presence of major metropolitan areas in the state and the rapidly growing suburban economies.

Spalding County is more dependent on the Manufacturing sector than the state. In 2000, 12.6 percent of Georgia's labor force was employed in manufacturing, compared to 21.3 percent in the county. **Figure 3-7** below lists the top ten employers for Spalding County.

The Manufacturing sector is declining as a share of total employment (**Figures 3-3 and 3-4**). This decline is the result of increased competition in the southeastern United States and abroad. Textile manufacturing is extremely competitive. A significant portion of textile manufacturing has been exported overseas to benefit from cheap labor and greater product distribution. Also, Georgia faces manufacturing competition from neighboring states.

Spalding County relied more heavily on the dominant sectors of employment than did Georgia. Examining the other sectors of employment for both the county and the state of Georgia will reveal this fact. Typically, Georgia's employment percentages were higher than those in Spalding County.

In 2000, Georgia's Wholesale Trade and Transportation, Communications and Utilities (TCU) sectors were approximately twice that of Spalding County's. The TCU sector typically parallels an area's economic and population ranking. When the population increases or economic expansion occurs, the demand for infrastructure services usually increases. Georgia fluctuated in this sector while Spalding County experienced a decline. Georgia employed 6.1 percent in the TCU sector in 2000, compared to the county's 2.2 percent.

The wholesale trade sector fluctuated in both Spalding County and Georgia over the past two decades. The percentage of employment for wholesale trade in the county was 3.6 percent in 1980 and 5.1 percent in 2000. Georgia, however, had gone from 6.6 percent in 1980 to 5.7 percent in 2000.

**Figure 3-3**  
**Sector Employment, Share**  
**Spalding County**  
**1990 – 2025**

Sector	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%
Farm Employment	1.4%	1.1%	1.0%	0.9%	0.8%	0.7%	0.7%	0.6%
Agricultural services	0.6%	0.6%	0.6%	0.7%	0.7%	0.7%	0.7%	0.8%
Mining	0.2%	0.2%	0.2%	0.2%	0.2%	0.2%	0.2%	0.2%
Construction	5.0%	5.2%	5.6%	5.3%	5.0%	4.8%	4.5%	4.3%
Manufacturing	23.9%	24.0%	21.3%	20.0%	19.0%	18.1%	17.4%	16.7%
Transportation, communication, utilities	3.0%	2.8%	2.2%	2.1%	2.1%	2.0%	1.9%	1.8%
Wholesale trade	4.1%	3.1%	5.1%	5.3%	5.4%	5.5%	5.7%	5.8%
Retail trade	19.6%	19.0%	18.4%	18.0%	17.9%	17.8%	17.8%	17.8%
Finance, insurance, real estate	4.0%	4.4%	4.3%	3.8%	3.5%	3.3%	3.1%	2.9%
Services	21.0%	23.9%	26.5%	28.9%	30.7%	32.2%	33.5%	34.8%
Federal civilian govt	0.6%	0.5%	0.5%	0.4%	0.4%	0.4%	0.3%	0.3%
Federal military govt	1.0%	0.9%	0.8%	0.7%	0.7%	0.6%	0.6%	0.6%
State and local govt	15.5%	14.3%	13.6%	13.7%	13.7%	13.6%	13.5%	13.4%

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

**Figure 3-4**  
**Sector Employment, Share**  
**Georgia**  
**1990 – 2025**

Sector	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%
Farm Employment	2.0%	1.6%	1.4%	1.2%	1.1%	1.0%	0.9%	0.8%
Agricultural services	0.9%	1.1%	1.1%	1.1%	1.2%	1.2%	1.2%	1.2%
Mining	0.3%	0.2%	0.2%	0.2%	0.2%	0.2%	0.2%	0.2%
Construction	5.8%	5.6%	6.1%	6.1%	5.9%	5.8%	5.7%	5.5%
Manufacturing	15.5%	14.3%	12.6%	12.1%	11.6%	11.0%	10.5%	10.0%
Transportation, communication, utilities	5.9%	5.7%	6.1%	6.2%	6.2%	6.2%	6.1%	6.0%
Wholesale trade	6.2%	5.7%	5.7%	5.7%	5.7%	5.7%	5.7%	5.7%
Retail trade	16.4%	17.1%	16.8%	17.1%	17.3%	17.5%	17.7%	17.8%
Finance, insurance, real estate	6.6%	6.4%	7.1%	7.1%	7.0%	6.9%	6.8%	6.8%
Services	23.8%	26.6%	28.6%	29.3%	30.1%	31.1%	32.2%	33.4%
Federal civilian govt	2.8%	2.3%	1.9%	1.8%	1.6%	1.5%	1.4%	1.3%
Federal military govt	2.5%	2.2%	1.9%	1.8%	1.7%	1.6%	1.5%	1.4%
State and local govt	11.5%	11.1%	10.4%	10.4%	10.4%	10.3%	10.2%	10.1%

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

**Figure 3-5  
Sector Employment, Change  
Spalding County  
1985 – 2025**

<b>Sector</b>	<b>85 to 90</b>	<b>90 to 95</b>	<b>95 to 00</b>	<b>00 to 05</b>	<b>05 to 10</b>	<b>10 to 15</b>	<b>15 to 20</b>	<b>25 to 25</b>
<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 3-6  
Sector Employment, Change  
Georgia  
1985 – 2025**

<b>Sector</b>	<b>85 to 90</b>	<b>90 to 95</b>	<b>95 to 00</b>	<b>00 to 05</b>	<b>05 to 10</b>	<b>10 to 15</b>	<b>15 to 20</b>	<b>25 to 25</b>
<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*

**Figure 3-7  
Major Employers  
Spalding County  
2002**

<b>Employer</b>	<b>Products</b>	<b>Total Employees</b>
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

*Source: Griffin Spalding Chamber of Commerce, 2002*

As noted from the discussion above, Griffin’s major employment sectors are in the Services and Manufacturing sectors. The Retail Trade and the Government sectors provide most of the remaining employment opportunities. The City of Griffin is experiencing a shift towards the Services sector, similar to the state. The types of wages earned in this sector will depend on the types of services that Griffin attracts. Medical services are prevalent in Griffin due to the presence of the Spalding Regional Hospital and its surrounding medical practices. Typically, the medical, business, and engineering and management services tend to pay higher wages.

### **3.3 Sector Employment: 2000-2025**

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. Globalization, automation, demographic influences and competitive pressures all can affect future employment scenarios. The economic outlook for Griffin, 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.

Spalding County, like most counties in the region, may continue to experience a decline in manufacturing employment. This decline will require a skilled and educated manufacturing workforce. Jobs will be lost in this sector due to automation and a more competitive overseas market. High skilled jobs associated with advanced technologies that efficiently produce more goods with less labor will be a key element for future manufacturing success. The county needs to continue to provide an educational system that will enable Spalding County students to remain

competitive in the work force. The county should encourage residents to pursue post-secondary education in both traditional and non-traditional areas. See **Education and Training Opportunities, section 3.16**, for more information.

Spalding County should not witness much of the large, urban growth that influences the Transportation, Communication and Utilities (TCU) sector. The TCU sector is closely tied to the overall progress of the economy and the demands of the population and business community. Spalding County's TCU employment will increase to keep pace with the overall expansion and development. However, the percent of total employment will decline due to relatively faster growth in other sectors.

Promoting industrial expansion is an economic development goal for the City of Griffin. This type of expansion should be compatible with existing or planned infrastructure facilities and services. Some of the secondary effects of industrial expansion are the need for road, water and sewer improvements and additional housing and community facilities (schools, hospitals and libraries). Businesses that would overburden this type of infrastructure should be avoided. Proceeding with industrial development should only occur after consideration has been taken as to the long-range effects for the community. In order to maintain the character of the existing community, new businesses and industries should be compatible with adjacent land uses. For example, an industrial land use may place undue burdens on an established neighborhood; therefore, it should be avoided or adhere to specific zoning regulations, such as architectural restrictions or buffer requirements.

Industrial expansion would increase the diversity of the economic base and would lessen the tax burden on homeowners in the City. Residential development requires a significant proportion of City expenditures to build schools, cultural facilities, roads, water and sewer lines and police and fire services. The City's tax revenues should be supplemented with sources other than residential development. Continued expansion, development and promotion of the industrial park is essential to promoting industrial development, minimizing land use conflicts, and protecting residential tax.

**Figure 3-8** lists the location quotients for Spalding County in 2002. 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.

**Figure 3-8  
Location Quotients, Spalding County vs. Georgia, 2002**

<b>Sector</b>	<b>Location Quotient</b>	<b>Status</b>
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*

The Service and Wholesale Trade sectors 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, 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. The driver behind the sector’s growth includes 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 1,473 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 20 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.

**Figure 3-6** shows the percentage of the total state employment for each industrial sector. Over the twenty-year projected period, both Spalding County and the state of Georgia are expected to experience an increase of employment in the Services sector. The major difference between Spalding County and the state of Georgia is that Georgia has higher percents of total employment, which means that the state is more diverse in terms of sector employment.

### **3.4 Sector Earnings: 1990-2000**

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 3-9** and **3-10** present the earnings by sector for Spalding County and then the state. **Figures 3-11** and **3-12** 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.

**Figure 3-11** presents the percentage of employee earnings from each employment sector in Spalding County since 1985. The table reveals that the total earnings reported by local industries and businesses in the county have risen over 39% from \$509 million (1996 constant dollars) in 1990 to \$708 million in 2000. This rise in total earnings is greater than the rise in total employment, which grew by 22% over the same period. On average, employees in the county earn higher wages today than they did in 1985.

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 3-13** and **3-14** 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

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.

**Figure 3-9  
Spalding County, Sector Earnings,  
1985 to 2025**

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 3-10  
Georgia, Sector Earnings,  
1985 to 2025**

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 3-11  
Sector Earnings, Share  
Spalding County  
1985 to 2025**

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 3-12  
Georgia, Sector Earnings, Share  
1985 to 2025**

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 3-13  
Spalding County  
Earning to Employment Ratio  
1990 to 2025**

<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 3-14  
Georgia  
Earning to Employment Ratio  
1990 to 2025**

<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*

### 3.5 Sector Earnings, 2000-2025

By the year 2025 Spalding County will receive over 54.6 percent of their earnings from the Manufacturing and Services sectors. All sectors are expecting an increase in terms of absolute earnings. In terms of sector earnings as a share of total earnings, the Service sector is expected to see the only significant increase, while most other sectors will remain about the same or decline. **Figure 3-9** presents the projected earnings for each employment sector in Spalding County to the year 2025.

**Figures 3-11 and 3-12** offer a comparison of the percentage of total earnings for the county and the state by illustrating Georgia's earnings in each industrial sector. As in the comparison of county and state employment percentages, Manufacturing presents the most striking difference between the county and the state earnings percentages.

The declining importance of the Manufacturing sector is most evident in **Figure 3-11**. Manufacturing, which comprised 27.3 percent of Spalding County's earnings in 2000, is expected to decline to 23.2 percent by 2025. The earnings to employment ratios in **Figure 3-13**, however, illustrate the importance of the sector to the local economy. With a ratio of 1.28, Manufacturing has the highest ratio among the major employment sectors and is slightly higher than the state ratio.

Several other important sectors are projected to have significant differences in the earnings employment ratios when compared to the state's. Spalding County's Service sector has a lower ratio than the state's, although it is projected to increase between 2000 and 2025. Another important sector, Retail Trade, also has a projected ratio that is lower than the state's. Retail Trade is the largest sector with a ratio higher than the state's (0.62 compared to 0.49).

### 3.6 Average Weekly Wages

**Figure 3-15** shows average weekly wages for Spalding County and Georgia during 1990, 1995 and 2000. While it is important to know which economic sectors earn the most money in a local economy, it is also important to know which sectors pay the highest wages.

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.

**Figure 3-15**  
**Wages by Sector**  
**Spalding County, Georgia**  
**1990 – 2000**

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

*Source: Georgia Department of Labor*

### 3.7 Income by Type

Spalding County and Georgia’s past and projected personal income and sources of personal income are shown in **Figures 3-16** and **3-17**. The various sources of income are defined below.

- Wage and Salary                      Measures total income earned as compensation for working or rendering services.
- Other Labor Income                      Measures total employer contributions to private pension or workers compensation funds.
- Proprietor’s Income                      Measures total profits earned from partnerships and proprietorships.
- Dividend, Investment, Rent and Interest Income                      Measures the total income from investments and rental property.
- Transfer Payments                      Measures total income from payments by the government under many different programs (including Social Security, unemployment insurance, food stamps, veteran benefits, etc.).

- **Residence Adjustment** Measures the net amount of personal income of residents from a particular jurisdiction that is earned outside that jurisdiction. For example, if the net residence adjustment number is negative, that indicates the amount of income earned in the county by non-residents is greater than the amount of income earned outside the county by residents of the county. However, if the number is positive then it means that the amount of income earned outside the county by residents of the county is greater than the amount of income earned in the county by non-residents of the county.

Since 1990, total personal income in Spalding County increased by \$344 million. This growth represented a 37% increase over the last ten years. During the same period, Georgia's total personal income increased by 55%. Over the next twenty years, Spalding County's personal income is projected to increase by 51%.

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. 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 3-18** 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 3-16  
Income by Type  
Spalding County, 1985 – 2025**

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 3-17  
Income by Type  
Georgia, 1985 – 2025**

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 3-18**  
**Share of Income by Type**  
**Spalding County**  
**1985 – 2025**

<b>Source</b>	<b>1985</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>Personal income</b>	100%	100%	100%	100%	100%	100%	100%	100%	100%
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 3-19**  
**Share of Income by Type**  
**Georgia**  
**1985 – 2025**

<b>Source</b>	<b>1985</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>Personal income</b>	100%	100%	100%	100%	100%	100%	100%	100%	100%
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 3-20**  
**Change in Income by Type**  
**Spalding County**  
**1985 – 2025**

<b>Source</b>	<b>85 to 90</b>	<b>90 to 95</b>	<b>95 to 00</b>	<b>00 to 05</b>	<b>05 to 10</b>	<b>10 to 15</b>	<b>15 to 20</b>	<b>20 to 25</b>
<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 3-21**  
**Change in Income by Type**  
**Georgia**  
**1985 – 2025**

<b>Source</b>	<b>85 to 90</b>	<b>90 to 95</b>	<b>95 to 00</b>	<b>00 to 05</b>	<b>05 to 10</b>	<b>10 to 15</b>	<b>15 to 20</b>	<b>20 to 25</b>
<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*

### **3.8 Recent Economic Activities**

This section reports on recently occurring, locally significant events in the City of Griffin economy. Examining the number, size and types of new businesses locating in Griffin or the expansion of existing businesses can provide a useful measure of the strength and vigor of the local economy. This data has been collected primarily from the Chamber of Commerce and also includes information from newspapers.

The City of Griffin held a “Taste of Downtown” event to emphasize and promote business activities. The event averages around 2,000 people in attendance and is hosted by the Griffin Downtown Council. Other annual events include Iris City Arts & Crafts Festival, Iris City Beauty Pageant, Independence Day Parade, Spalding County Fair, Downtown Arts, Crafts & Antiques Festival, Downtown Christmas Open House, and the Christmas Parade.

In the spring of 2003, county residents voted against a new Special Purpose Local Option Sales Tax (SPLOST) to purchase land for an Economic Development Park. Another SPLOST package is being considered for public referendum, which may or may not include industrial land acquisition. 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.

### **3.9 Special or Unique Economic Activities**

The agricultural research center, located on the University of Georgia (UGA), Griffin Campus, is both a special and unique economic activity in Griffin. This facility provides aide in finding solutions to problems that continue to perplex farmers, commercial growers, the food industry and the consumer. UGA has ongoing programs in agricultural economics, agricultural engineering, crop and soil science, entomology, food science and technology, horticulture, and plant pathology. In addition, a federal-state plant introduction program is located at the station.

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 technology, with a special emphasis on those in food science. 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 and city are 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.

### **3.10 Employment by Occupation**

**Figure 3-22** shows the 1990 to 2000 percentages of residents from Griffin, 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 city employees. The “operators, fabricators, and laborers” and “managerial and professional specialty occupations” both had about a quarter of the City’s employed residents. The “technical, sales, and administrative support occupations” had a close third with 24%.

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.

**Figure 3-22**  
**Occupations by Type, Count**  
**Griffin, Spalding County, Georgia, 1990 – 2000**

Occupation	1990			2000		
	Griffin	Spalding County	Georgia	Griffin	Spalding County	Georgia
Employed persons 16 years and over	9,341	25,399	3,158,450	9,122	25,438	3,839,756
Managerial and professional specialty occupations	1,688	4,394	761,290	2,249	5,720	1,255,959
Technical, sales, and administrative support occupations	2,654	7,003	984,817	2,202	6,344	1,028,240
Service occupations	1,259	3,336	438,821	1,330	3,195	514,241
Farming, forestry, and fishing occupations	137	384	68,174	58	93	24,489
Precision production, craft, and repair occupations	844	3,539	366,391	873	3,829	415,849
Operators, fabricators, and laborers	2,759	6,743	538,957	2,410	6,257	600,978

*Source: US Bureau of the Census, 1990 and 2000*

**Figure 3-23**  
**Occupations by Type, Share**  
**Griffin, Spalding County, Georgia, 1990 – 2000**

Occupation	1990				2000			
	Griffin	Spalding County	Georgia	United States	Griffin	Spalding County	Georgia	United States
Employed persons 16 years and over	100%	100%	100%	100%	100%	100%	100%	100%
Managerial and professional specialty occupations	18%	17%	24%	26%	25%	22%	33%	34%
Technical, sales, and administrative support occupations	28%	28%	31%	31%	24%	25%	27%	27%
Service occupations	13%	13%	14%	15%	15%	13%	13%	15%
Farming, forestry, and fishing occupations	1%	2%	2%	2%	1%	0%	1%	1%
Precision production, craft, and repair occupations	9%	14%	12%	11%	10%	15%	11%	9%
Operators, fabricators, and laborers	30%	27%	17%	15%	26%	25%	16%	15%

*Source: US Bureau of the Census, 1990 and 2000*

### 3.11 Employment Status Characteristics

**Figure 3-24** 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 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.

**Figure 3-24**  
**Labor Force Participation**  
**Spalding County, Georgia, United States**  
**1990 – 2000**

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*

### 3.12 Unemployment Rates

**Figure 3-25** traces the average annual unemployment rate for Spalding County and its surrounding counties, Georgia and the United States. Annual data for Griffin is not available, but some recent rates are known. In December 2002, Griffin’s unemployment rate reached 9.0 percent, and as of November 2003, the rate had dropped slightly to 7.5%.

Spalding County experienced a long general decline in its unemployment rate throughout the 1990s. This trend was consistent with the state, nation and the surrounding counties. Since 1999, however, the rate increased sharply.

Since 1992, Spalding County’s average unemployment rate was more consistent with state and national averages than were the surrounding counties. Since 1999, Spalding’s rate has risen far above that of the state. The more urbanized counties – Fayette, Henry, and Coweta – have had rates consistently lower than the state’s, while most of the more rural counties – Butts, Meriwether, and Lamar – have had unemployment rates that exceeded Georgia’s. Those counties located closer to Atlanta have greater access to the advantages offered by the metropolitan region. These advantages include more economic resources, a more diverse economic base and greater educational opportunities.

**Figure 3-25**  
**Unemployment Data**  
**Spalding County, Adjacent Counties, Georgia, US**  
**1992 – 2002**

Year	Spalding	Butts	Henry	Fayette	Coweta	Meriwether	Pike	Lamar	Georgia	US
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, 2004*

### 3.13 Commuting Patterns

**Figure 3-26** reveals the commuting modes for the residents of Griffin for 2000. **Figure 3-27** compiles employment location data for Spalding County for 1990 and 2000.

The following summary is based upon the mode of transportation used by workers in the City of Griffin. In 2000, 69% of Griffin's workers drove alone to work and 24% carpooled. A very small percentage of workers used public transportation and other means of transportation. Compared to 1990 data the share of "drive alone" commuters decreased slightly and the share of carpoolers increased by 2%. The percentage of workers in Griffin who walked to work or worked at home was 4%.

Between 1990 and 2000, the share of Spalding County residents working within the county declined from 62.9 to 55.0 percent. County residents are increasingly finding work in nearby counties such as Henry, Fayette, and the collective "Other" group. The Other category includes all counties employing less than one percent of the workers and includes a large number of counties further afield. The implications of this trend are not clear cut. The data was collected in April of 2000 before the economic downturn and before unemployment rates spiked. One interpretation is that the employment in Spalding County is not meeting resident's needs, and therefore more residents are choosing or being forced to look outside the county for employment. Another possible interpretation is that as Metro Atlanta envelopes Spalding County, more employment opportunities are cropping up in adjacent counties that were not there a decade ago. This combined with improvements to the highway networks lead to greater mobility and choices for Spalding residents: essentially a positive trend.

And while the causes for increased employment outside of Spalding County are unclear, the implications are not. As more residents leave the county for work, they are almost certainly driving more, exacerbating a growing air quality problem. More driving also leads to lost productivity or stress on leisure/family time, in addition to increased congestion on area roadways. The trend will also affect the residence adjustment component of county income. In 2000, approximately 11,200 Spalding County *residents* worked outside the county, and approximately 9,100 Spalding County *workers* lived outside the county.

**Figure 3-26**  
**City Of Griffin, Commuting to Work, Mode**  
**2000**

	<b>Total Number of Workers</b>	<b>Percentage of Workers</b>
Workers 16 years and over	8,923	100%
Drove Alone	6,121	68.6%
Carpooled	2,134	23.9%
Used Public Transportation	220	2.5%
Used Other Means	89	1.0%
Walked or Worked at Home	369	4.0%
<i>Source: US Census Bureau, 2000</i>		

**Figure 3-27**  
**Spalding County,**  
**Location of Employment for Spalding County Residents**  
**1990 – 2000**

<b>County Where Employed</b>	<b>1990</b>	<b>2000</b>
Spalding	62.9%	55.0%
Henry	6.4%	9.7%
Clayton	8.7%	8.5%
Fulton	7.8%	7.7%
Other	4.5%	7.0%
Fayette	3.6%	5.9%
DeKalb	2.1%	2.3%
Coweta	1.6%	1.4%
Butts	1.6%	1.3%
Pike	1.0%	1.2%
<i>Source: US Census Bureau, Census 2000</i>		

### **3.14 Economic Development Agencies**

Public involvement efforts for this plan identified the local economic development agencies as one of the most important strengths in Griffin. At the same time, the public stated the fragmented coordination of the economic development agencies as a weakness. The public also thought improvements could be made in the promotion of Griffin. The Implementation Program found at the end of this element recommends creating an economic development council to meet bi-annually for the sole purpose of coordinating economic development and promotion efforts in Griffin and Spalding County.

The Griffin-Spalding County Chamber of Commerce was founded in 1923. With approximately

800 memberships, the Chamber leads the way in community goal setting and has taken the lead in determining needs and developing plans for action, recognizing resources for further development and educating the community on economic development issues. The primary concern for the Chamber is to promote quality growth in both existing and new industries that will yield not only additional 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 County Development Authority is a separate agency that coordinates its activities with the Chamber of Commerce. The Development Authority receives financial support from the City of Griffin and Spalding County and functions as the lead recruiter of industry to Griffin and Spalding County.

Other agencies that are associated with Griffin and help to promote business and industry are the Local Workforce Investment Board, the Downtown Development Authority, the Griffin Downtown Council and the Griffin Main Street Council.

### **3.15 Economic Programs and Tools**

The City of Griffin has expressed a desire to develop additional industrial parks to attract high technology industries. The City of Griffin, as well as Spalding County, should capitalize upon its location and accessibility to recruit light industrial/wholesale/distribution activities such as the Nestle facility in McDonough. The Development Authority, in concert with the City and county, should develop an incentive package to attract these industries to the area.

Griffin Technical College has provided education, training and related services to meet the needs of business, industry and individuals for the City of Griffin. Public involvement efforts conducted for this plan identified the education-industry partnerships in Griffin as one of the most important local assets. They cited the adaptability and the potential of the program to both attract new employers and empower local residents. The college offers a wide range of programs to aid economic development. There are presently four major programs to assist local businesses:

- Continuing Education
- Customized Training and Assessment
- Work Keys
- Quick Start

The City of Griffin currently supplies water to approximately 9,500 customers within Griffin. Water service is also provided to customers in unincorporated Spalding County, City of Zebulon, and the City of Williamson.<sup>1</sup> A larger water treatment plant and reservoir are being developed in

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<sup>1</sup> Engineering Strategies, Inc., Water Supply Study 2000-2050 for Flint River Multi-Jurisdictional Water Supply System, June 1998.

Pike County to accommodate large water users. The total capacity of this plant will be 42 million gallons per day. Changing technology is decreasing the amount of water many industrial technologies consume, but the City of Griffin is presently limited in the capacity available for industry.

### **3.16 Educational and Training Opportunities**

There are three local institutions for post secondary education available for the City of Griffin residents. These institutions are the University of Georgia, Griffin Technical College, and Gordon College. Spalding County is in great need for a four-year college that offers bachelors and masters degrees in order to supplement technical opportunities available at Griffin Technical College. The University of Georgia campus has plans to expand its program from today's limited course offerings to a full-blown four year branch of the UGA system.

Griffin Technical College is the closest adult education facility for the area residents. Griffin Technical College is a fully accredited college that provides technical and skills training in numerous courses and programs. Griffin Technical College also offers cooperative training programs for students who work full-time to enhance and refresh their skills. This institution makes both academic and vocational training available with both day and evening classes. The college should continue to expand opportunities and courses that lead to bachelors' degrees.

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 Griffin at Griffin High School.

### **3.17 Assessment of Current and Future Needs**

The City of Griffin has a well-diversified and thriving economy. This assessment identifies current and future needs with the City. Many of these are aimed at keeping Griffin 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 Griffin'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 within the city for industrial development has been identified as a key requirement to maintaining a strong Manufacturing sector.

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

continue attracting new businesses. The commuter rail station is one essential transportation link for Griffin. An additional need under consideration is the improvement of local air service.

Griffin has an array of important local assets. Discerning how best to leverage these is a key need. The oft-cited assets of the City include the University of Georgia, proximity to I-75 and metro Atlanta, the city’s rich history and historic sites, a vibrant downtown, community park, role as a regional hub, the sock shop, as well as its small town feel and high quality of life.

The Land Use and the Natural and Cultural Resources chapters 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.

### 3.18 Economic Development Goals

1. Attract high paying jobs to the city, especially in the Manufacturing, Warehousing, and Service and Retail sectors.
2. Revitalize distressed residential areas and redevelop abandoned and underutilized commercial areas.
3. Improve educational opportunities for existing residents and job training partnerships with local businesses.
4. Continue and expand efforts to make downtown Griffin a vital, thriving mixed-use district.
5. Improve access to and from the City.
6. Continue and expand support for the arts, cultural events, and tourism.

### 3.19 Implementation Program

**Goal #1: Attract high paying jobs to the county, especially in the manufacturing, warehousing and service and retail sectors.**

Action Item	Responsible Party	Time Frame
Annex and expand the industrial park on Green Valley Road and support the development of a new industrial park in the city	Griffin-Spalding Development Authority, City Commission	2004-2006
Promote the City of Griffin as good location for national call centers and mid-size warehouse and distribution facilities. Target the recruitment of priority businesses, such as medical and financial services that pay higher wages.	Griffin-Spalding Development Authority	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
Economic Development Council - Form a council with appointees by the City of Griffin, Spalding County, Board of Education, 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.	City Commission	2004
Support, publicize and recognize outstanding efforts of existing business and industry	Spalding County Chamber of Commerce	On-going
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 city’s definition of target opportunities.	Spalding County Chamber of Commerce	On-going
Study the possibility of forming a City Development Authority	City Commission	2005

**Goal #2: Revitalize distressed residential areas and redevelop abandoned and underutilized commercial areas.**

<b>Action Item</b>	<b>Responsible Party</b>	<b>Time Frame</b>
Continue to rehabilitate downtown historic buildings for commercial, institutional and residential uses.	Downtown Development Authority, Main Street Program	On-going
Prepare draft regulatory incentives to encourage the adaptive reuse and redevelopment of abandoned buildings and vacant sites, such as density bonuses or streamlined procedural requirements in select target areas, and bring before the City Commissioners for adoption.	Griffin Planning & Development Dept	2005-2006
Prepare a draft Property Maintenance Code and bring before the City Commissioners for adoption.	Griffin Planning & Development Dept.	On-going

Support the creation of 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.	City Commission, Spalding County Chamber of Commerce	On-going
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**Goal #3: Improve educational opportunities for existing residents and job training partnerships with local businesses.**

Action Item	Responsible Party	Time Frame
Support the development of a four year college at the UGA campus.	City Commission	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.	City Commission and Board of Education	On-going
Support technical and adult educational opportunities for Griffin residents and workers	Griffin Technical Institute and School System	On-going
Support and strengthen existing adult literacy and GED programs in Griffin	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 #4: Continue and expand efforts to make downtown Griffin a vital, thriving mixed-use district.**

Action Item	Responsible Party	Time Frame
Support mixed-use development in the Central Business District	City Commission	On-going
Continue to rehabilitate downtown historic buildings for commercial, institutional and residential uses	DDA, Main Street Program	On-going

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, DDA, Downtown Council, Main Street, Griffin Historic Preservation Commission	2005
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**Goal #5: Improve access to and from the City.**

Action Item	Responsible Party	Time Frame
Support the development of commuter rail service from Macon to Atlanta.	GA DOT, GA Rail Passenger Authority, City Commission	On-going
Support the development of a greenway network throughout the City.	City Commission and private interests	On-going
Improve local air service.	City Commission and Spalding County BOC	On-going
Support the construction of a new east-west bypass around the city	City Commission	On-going

**Goal #6: Continue and expand support for the arts, cultural events and tourism.**

Action Item	Responsible Party	Time Frame
Promote local tourism and special events.	Spalding County Chamber of Commerce, Downtown Council	On-going