

# CLAYTON COUNTY STRATEGIC ECONOMIC DEVELOPMENT PLAN

*Prepared For:*  
*Clayton County*  
*Development Authority of Clayton County*  
*Clayton County Chamber of Commerce*

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# Table of Contents

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<b>EXECUTIVE SUMMARY</b>	<b>2</b>
<b>INTRODUCTION</b>	<b>6</b>
Overview	6
Strategic Planning Process	6
Project Overview	8
<b>COMMUNITY PROFILE</b>	<b>9</b>
Demographic Characteristics	9
Economic Characteristics	11
Housing Characteristics	14
Educational Characteristics	17
<b>STAKEHOLDER INTERVIEW ANALYSIS</b>	<b>20</b>
Overview	20
Awareness and Expectations	21
Strengths, Weaknesses, Opportunities and Threats (S.W.O.T) Analysis	26
Priorities for Economic Development	29
Economic Development Activities	31
<i>Business Attraction</i>	31
Economic Development Activities: Tourism, Retail & Entrepreneurship	33
<i>Tourism</i>	33
<i>Retail</i>	34
<i>Entrepreneurship</i>	34
Strategic Plan Implementation	35
<b>BUSINESS OPPORTUNITIES ANALYSIS</b>	<b>36</b>
Overview	36
Opportunities in Existing Industry	40
<i>Selecting High-Wage Industries for Further Analysis</i>	40
<i>Location Quotient Analysis</i>	42
<i>Analyzing the Results</i>	44
Opportunities in the Region	45
<b>SMALL BUSINESS OPPORTUNITIES</b>	<b>47</b>
<b>OPPORTUNITIES IN WATER-RELATED INDUSTRIES</b>	<b>49</b>
Attraction of Water-Intensive Industries	49
Food & Beverage Industry – An Opportunities for Clayton County	52
<b>STRATEGIC ECONOMIC DEVELOPMENT PLAN RECOMMENDATIONS</b>	<b>53</b>
Overview	53
Clayton County’s Vision for Economic Development	53
Mission Statement for Economic Development in Clayton County	53

<b>SUMMARY OF KEY RECOMMENDATIONS</b>	<b>54</b>
Long-Term Goal I: Improve the Internal and External Image of Clayton County	55
Long-Term Goal II: Develop Better and Broader Relationship between the Private and Public Sector in Clayton County	56
Long-Term Goal III: Create More Opportunities for Clayton County Residents to Find and Retain Employment	57
Long-Term Goal IV: Refine Targeted Industry Sectors for Business Recruitment	58
Long-Term Goal V: Recognize the Importance of Entrepreneurship and Small Businesses in Clayton County	59
Long-Term Goal VI: Grow the Impact of Public Higher Education Institutions on Clayton County’s Economic Development	60
Additional Long-Term Goals: Education & Marketing	61
 <b>TIMELINE, ROLES AND ADDITIONAL RESOURCES REQUIRED</b>	 <b>62</b>
 <b>APPENDIX A</b>	 <b>71</b>
Review of Recent Initiatives	71
 <b>APPENDIX B</b>	 <b>77</b>
Recognition of Steering and Advisory Committee Members	77

# Business Opportunities Analysis

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## Overview

Counties and cities in Georgia, and throughout the United States, seek to attract businesses and jobs to their communities. It is a highly competitive process, and companies make their final location decision based on a number of factors. Some of these factors, such as infrastructure and tax credit availability, are within a community's control. However, there are numerous considerations, from how the CEO feels about their commute to accessing sports and cultural amenities, which are simply beyond a community's sphere of influence. Successful communities minimize their disadvantages by preparing for as many scenarios as possible. This section will be used to increase the likelihood of attracting industry by providing community leaders with a comprehensive set of data that analyzes business growth opportunities for Clayton County. The Georgia Tech team examined six economic characteristics of Clayton County and the metro Atlanta region:

1. Existing Strengths
2. Emerging Strengths
3. Regional Strengths
4. Supply Chain Connections
5. Workforce Capacity and Availability
6. Local Assets and Resources

Existing industry provides the base from which to grow, and emerging industries shine a light on the next best opportunity. Clayton County is inextricably linked to the metro Atlanta region, making industry trends in surrounding communities essential information. Supply chain connections are links between goods-producing companies (manufacturers) and their suppliers that may lead to business attraction opportunities, and workforce trends are analyzed because they are a key consideration for any company. Local assets and resources include all of the physical strengths (highway access, airport, universities), and intangible strengths (business leadership, networking opportunities) that a company may consider when deciding to expand or relocate.

## Time Period Examined

Because of the "Great Recession" which officially began in December 2007, and the financial meltdown at the end of 2008, examining trends in business formation over the 2001 to 2011 period will not illustrate growth trends that should revive when the recovery is in full swing. Therefore, Georgia Tech examined pre-recession trends (2001 to 2008) and post-recession trends (2009-2011) separately in this analysis.

## Selection Based on High-Wages

The first step in this analysis was to examine average weekly wages (AWW) in Clayton County and determine a feasible cutoff for defining "high-wage" industry. If Clayton County is going to grow family and household wealth through its economic development efforts, it needs to concentrate on opportunities that raise the current average wage.

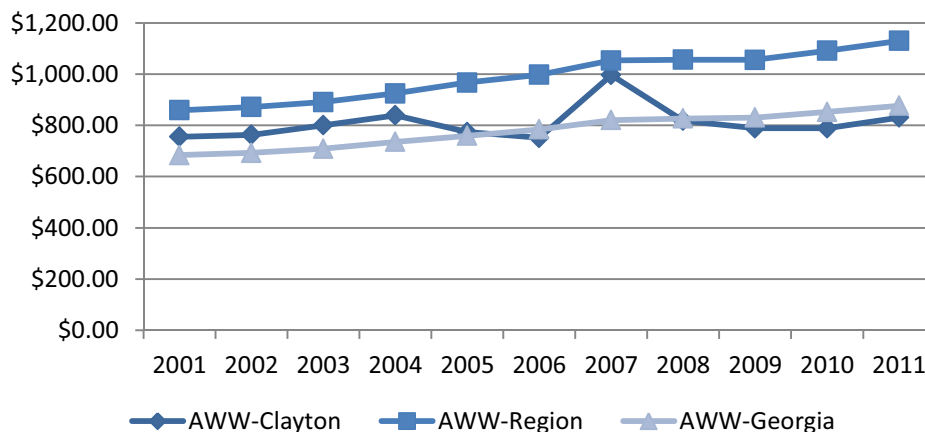
The definition of a high-wage industry is based on data collected from the Georgia Department of Labor (GDOL)<sup>3</sup>. The following table shows total jobs, establishments, and AWW in the private sector<sup>4</sup> for Clayton County in 2011. The high-wage cutoff was set at 10 percent above the county’s private-sector average weekly wage in 2011. All three-digit NAICS<sup>5</sup> industries in the county were compared to the cutoff, and those above the cutoff were selected as the initial group of industries for further analysis.

Average Weekly Wages (AWW) Cutoff for High-Wage Industry: Clayton County	
Number of Establishments	3,941
Private-Sector Jobs	86,447
Average Weekly Wages	\$830.23
Cutoff for High-Wage Industries	\$913.25

Source: Georgia Department of Labor

The chart below shows AWW for Clayton County, the metro Atlanta region without Clayton County, and Georgia from 2001 to 2011<sup>6</sup>. Clayton County’s AWW figures were above the state’s average through 2005, but beginning in 2008, the county’s figures were below the state’s average. Overall, the county has lost ground to the rest of Georgia with respect to average income.

**Average Weekly Wage (AWW) in Clayton County, the Region, and Georgia: 2001 - 2011**



Source: Georgia Department of Labor

<sup>3</sup> The data collected by GDOL is based on information each firm in the state must submit under the Employment Security Law. Firms submit these data quarterly, and GDOL creates county-level annual estimates of establishments, employment (jobs), and average weekly wages (AWW) by industry category.

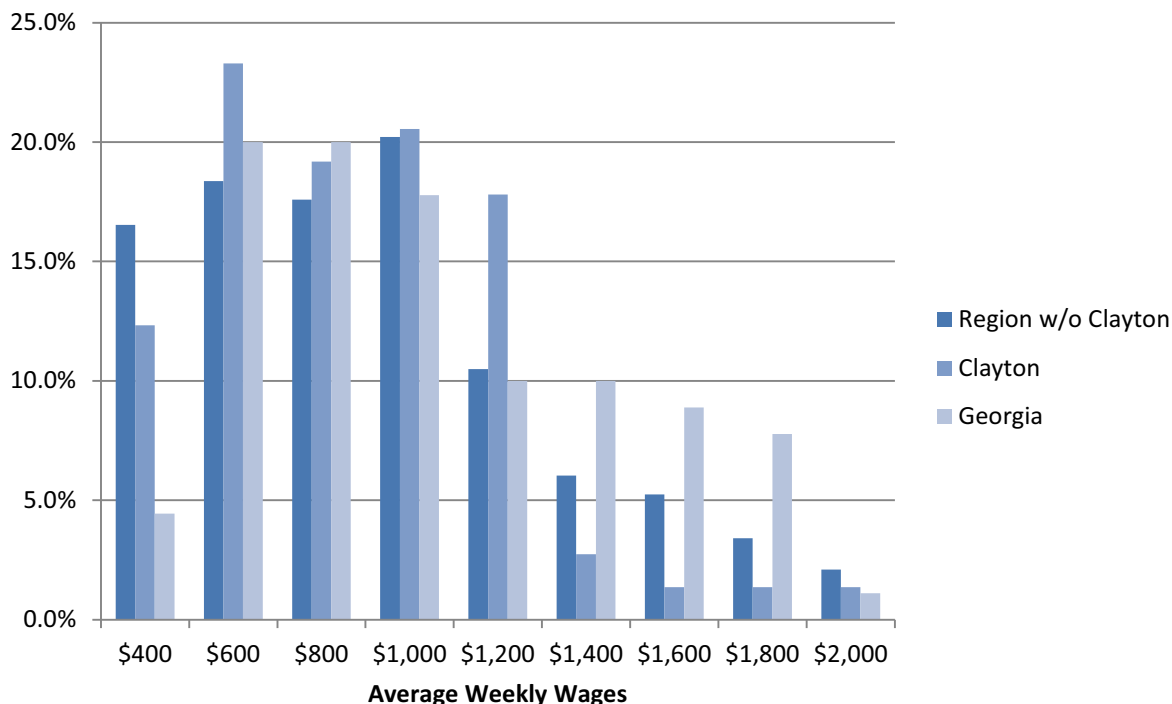
<sup>4</sup> Private-sector average weekly wages are used rather than total average weekly wages, which includes federal, state, and local government jobs, because the objective of a business development strategy is to stimulate growth in private-sector jobs.

<sup>5</sup> North American Industrial Classification System (NAICS) is a multi-tiered system of industry classification based on what firms produce. This hierarchical system consists of highly aggregated classifications that are broken down into finer and finer classifications; six-digit codes are the most detailed. NAICS-based county-level employment and wage data from the Georgia Department of Labor (GDOL) for the years 2001 through 2011 were used to conduct this analysis.

<sup>6</sup> All values are in current dollars and not adjusted for inflation.

The distribution of average weekly wage by industry is shown in the chart below for Clayton County, the metro Atlanta region without Clayton, and the State of Georgia. The chart shows the percentage of 3-digit NAICS industries in each interval. For example, 12.3 percent of Clayton County’s industry pays \$400 or less in average weekly wages, while this is true for 16.5 percent of industry throughout other counties in the metro region. The chart shows that industries in Clayton County most frequently pay between \$600 - \$1,200 as an AWW. Clayton County falls well behind the state averages for industries paying \$1,400 or higher in average weekly wages.

**Average Weekly Wages Frequency Chart**



Source: Georgia Department of Labor

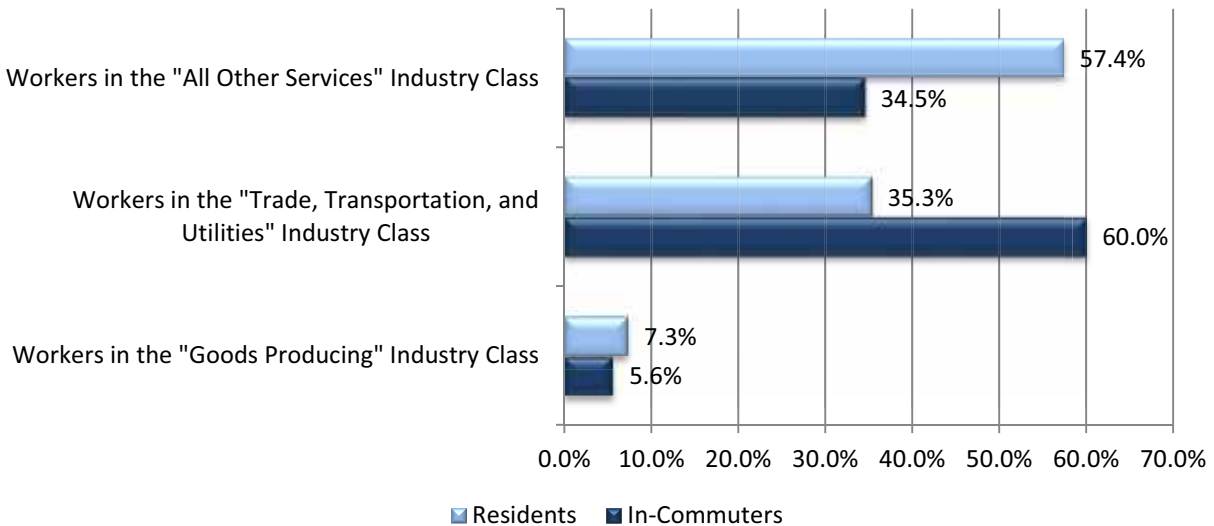
### Using Commuting Patterns to Define the Region of Analysis

Clayton County is contained within the Atlanta-Sandy Springs-Marietta metropolitan statistical area (MSA) consisting of 28 counties. It is strategically centered in the middle of the MSA, and it is one of ten counties comprising the Atlanta Regional Commission region. Given its location, Clayton County’s economy is tied to the larger MSA and ARC regions. In determining a region for Clayton’s business opportunities analysis, communities that border the county are given the most weight. Defining a region of study is important because Clayton County may be able to take advantage of their proximity to the region’s existing industry as a plus for recruiting similar types of companies. For example, attempting to recruit an industry sector that has a strong presence in Cobb County is more difficult because of the distance between Cobb and Clayton counties. Finding such an opportunity in Fayette or Fulton County makes more sense.

Commuting patterns are used to validate this criterion. Based on 2010 data from the Census Bureau, 81 percent of the jobs in Clayton County are filled by in-commuters from other counties. A full 75 percent of Clayton County’s residents commute to jobs in other counties. In 2002, these values were 74 percent and 71 percent, respectively.

As the chart below shows, most service jobs are held by Clayton County residents and most of the trade, transportation, and utilities jobs are held by in-commuters. The goods producing industry class, which is primarily manufacturing, gives a slight edge to residents.

### Who Holds Clayton County Jobs by Major Sector: 2010



Of the jobs held by in-commuters, 74 percent are held by residents of the five counties that border Clayton, plus Cobb, Coweta, Gwinnett, and Douglas counties. The table below shows the percentages for each of these counties (border counties are in bold). Half of the jobs held by in-commuters are held by residents of four contiguous counties. Spalding County has a weaker commuting link than several counties not bordered with Clayton. However, the difference in the strength of that link is not great enough to warrant adding counties to the region of analysis that do not border Clayton County. Given these considerations, the region of Clayton County's business opportunities analysis will be its five contiguous counties: Fulton, DeKalb, Henry, Fayette, and Spalding. This region will be examined for business growth opportunities that Clayton County may be able to take advantage of in its economic development efforts.

County of Residence for In-Commuters, Partial	
County	Percent of Jobs Held by In-Commuters
<b>Fulton County</b>	17.2%
<b>Henry County</b>	14.4%
<b>DeKalb County</b>	10.6%
<b>Fayette County</b>	8.0%
Cobb County	7.6%
Coweta County	6.2%
Gwinnett County	5.1%
Douglas County	2.5%
<b>Spalding County</b>	2.3%

Source: US Census Bureau

## Opportunities in Existing Industry

Existing industry often provides the greatest opportunities for economic development growth, whether through expansion of a firm already in the county or through recruitment of more firms within an existing cluster. This section examines Clayton County's existing industry that:

- (1) Pays higher than average weekly wages
- (2) Have strong prospects for growth in the U.S.
- (3) Is growing in the county
- (4) Has a concentrated presence relative to the nation

## Selecting High-Wage Industries for Further Analysis

Not all of the high-wage industries represent opportunities for recruitment. Many of these serve the local Clayton County market, and efforts at recruitment should concentrate on industries that serve a national or international market. Industries that serve non-Georgia markets bring new money into the state and local economy<sup>7</sup>. Manufacturing is typically considered an "export" industry because it sells its products outside the immediate area. Most service industries serve a local or small regional market and do not therefore only re-circulate money within a community. Given this, some of the entries in the complete list of high-wage industries will not be considered for further analysis<sup>8</sup>.

This study's emphasis is on existing industry rather than industries that don't yet exist in the region. This is based on the belief that creating an industry cluster from nothing is much harder than growing healthy, high-wage industries from what already exists in the county or region.

The following table shows all 3-digit NAICS industries in Clayton County with an AWW in 2011 above the high-wage cutoff.

The numbers highlights in blue are statistics from each category which the Georgia Tech team believes are worth considering in greater depth, as they signify potential economic opportunities for Clayton County.

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<sup>7</sup> The injection of new money into an economy creates further economic activity (multiplier impacts), whereas industries that serve local markets simply recirculate existing income.

<sup>8</sup> If companies in Clayton County are purchasing services from businesses outside of the county, these purchases represent a leakage that could be "captured" if local companies had an opportunity to purchase these services from other Clayton County firms. Stopping these leaks has the same impact as new money coming into the Clayton economy through sales to outside firms, and could add service industries for consideration in the business opportunities analysis.



**NAICS 3-Digit Industries in Clayton County with AWW Above the High-Wage Cutoff<sup>9</sup>: 2011**

NAICS	Title	Jobs	Firms	AWW	LQ
113	Forestry and Logging	*	*	*	0.06
212	Mining (except Oil and Gas)	*	*	*	0.11
221	Utilities	780	8	\$1,651	1.61
237	Heavy and Civil Engineering Construction	311	15	\$1,009	0.43
322	Paper Manufacturing	176	4	\$1,080	0.52
325	Chemical Manufacturing	814	11	\$1,477	1.18
327	Nonmetallic Mineral Product Manufacturing	456	11	\$972	1.42
334	Computer and Electronic Product Manufacturing	*	*	*	0.02
335	Electrical Equipment, Appliance, and Component Manufacturing	*	*	*	0.01
336	Transportation Equipment Manufacturing	244	10	\$1,055	0.20
339	Miscellaneous Manufacturing	107	11	\$938	0.21
423	Merchant Wholesalers, Durable Goods	1,988	127	\$1,063	0.82
424	Merchant Wholesalers, Nondurable Goods	2,493	87	\$987	1.46
425	Wholesale Electronic Markets and Agents and Brokers	541	62	\$1,038	0.73
481	Air Transportation	20,870	19	\$1,205	52.14
488	Support Activities for Transportation	3,149	168	\$974	6.37
517	Telecommunications	331	28	\$1,321	0.43
518	Internet Service Providers, Web Search Portals, and Data Processing Services	*	*	*	0.12
519	Other Information Services	*	*	*	0.01
523	Securities, Commodity Contracts, Other Financial Investments & Related Activities	13	9	\$1,060	0.02
525	Funds, Trusts, and Other Financial Vehicles	*	*	*	0.64
533	Lessors of Nonfinancial Intangible Assets (except Copyrighted Works)	*	*	*	0.38
541	Professional, Scientific, and Technical Services	1,324	260	\$915	0.20
551	Management of Companies and Enterprises	362	14	\$1,189	0.22
562	Waste Management and Remediation Services	386	21	\$1,081	1.21
621	Ambulatory Health Care Services	3,480	293	\$1,009	0.65

Since forestry and mining are very small and not good targets for recruitment in an urban economy, no further consideration will be given to these industries.

<sup>9</sup> Industries with an asterisk (\*) have data repressed because of Georgia Tech's non-disclosure agreement with the Georgia Department of Labor. Each of these industries has three or fewer firms.

## Location Quotient Analysis

A location quotient (LQ) analysis provides insight into which of Clayton County's industries has a higher concentration<sup>10</sup> of employment relative to the nation.

### Location Quotient Values and Definitions

- LQ > 1.0** A location quotient greater than 1.00 means that the industry has a greater share of local employment than that industry does in the US. These industries satisfy local demand and "export" the excess.
- LQ = 1.0** A location quotient equal to 1.00 means that the share of employment for that industry is the same in Clayton County as it is in the US. These industries produce just enough to satisfy local demand.
- LQ < 1.0** A location quotient of less than 1.00 means that the industry has a lesser share of local employment than that industry does in the US. These industries do not satisfy local demand, and the difference must be imported.

Location quotients were calculated from 2001 through 2011 for all three-digit NAICS industries found in Clayton County in 2011. The table below contains location quotient data for 2001, 2006, and 2011; average weekly wages for 2011; and projected U.S. job and output annual growth rates for the period 2010-2020.<sup>11</sup> Clayton County location quotients for 2001 and 2006 only appear if that industry existed in the county during those years.

Data in the following table can be used to define business growth opportunities for Clayton County based on how well concentrated these industries are in the region and current BLS projections.

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<sup>10</sup> Location quotients show the share of employment for an industry at a local level as compared to the share of employment in the same industry for a larger reference area. In this instance, the ratio compares Clayton County to the U.S.

<sup>11</sup> U.S. projections are from the federal Bureau of Labor Statistics (BLS). The federal Bureau of Labor Statistics (BLS) produces a forecast of employment and output for the period 2010 through 2020, by four-digit NAICS code (some are only at the three-digit level). Because the primary purpose of the business opportunities analysis is to find suitable industries for recruitment, U.S. growth rates are more appropriate. In some cases, BLS does not provide forecasts at the three-digit NAICS level of detail; therefore, the same growth rates are used for several three-digit industries. In other cases, BLS does not provide a forecast at all.

### High-Wage Industry Summary for Clayton County

		Clayton County LQs			Region LQs	Clayton AWW	U.S. Projections 2010-2020	
NAICS	Title	2001	2006	2011	2011	2011	Annual Job Growth	Annual Output Growth
221	Utilities	1.93	2.34	1.61	1.04	\$1,651	-0.67%	2.03%
237	Heavy and Civil Engineering Construction	0.55	0.42	0.43	0.51	\$1,009	2.90%	3.80%
322	Paper Manufacturing	0.42	0.40	0.52	0.58	\$1,080	-0.80%	1.80%
325	Chemical Manufacturing	0.85	0.95	1.18	0.49	\$1,477	-0.70%	2.90%
327	Nonmetallic Mineral Product Manufacturing	2.21	1.87	1.42	0.74	\$972	1.50%	2.90%
334	Computer and Electronic Product Manufacturing	0.01	0.01	0.02	0.17	\$1,109	-1.50%	6.80%
335	Electrical Equipment, Appliance, and Component Manufacturing	0.00	0.00	0.01	0.59	\$3,080	-0.80%	2.50%
336	Transportation Equipment Manufacturing	0.44	0.33	0.20	0.09	\$1,055	0.00%	3.20%
339	Miscellaneous Manufacturing	0.22	0.27	0.21	0.54	\$938	-0.90%	2.30%
423	Merchant Wholesalers, Durable Goods	0.89	0.99	0.82	1.08	\$1,063	1.30%	3.40%
424	Merchant Wholesalers, Nondurable Goods	1.25	1.68	1.46	1.01	\$987	1.30%	3.40%
425	Wholesale Electronic Markets and Agents and Brokers	0.78	0.76	0.73	1.20	\$1,038	1.30%	3.40%
481	Air Transportation	40.99	42.56	52.14	8.56	\$1,205	0.30%	2.50%
488	Support Activities for Transportation	4.05	5.15	6.37	1.35	\$974	2.00%	4.00%
517	Telecommunications	0.43	0.32	0.43	3.06	\$1,321	0.80%	4.20%
518	Internet Service Providers, Web Search Portals, and Data Processing Services	0.13	0.17	0.12	1.15	\$1,120	0.80%	6.10%
519	Other Information Services	0.19	0.00	0.01	0.91	\$1,834	0.80%	6.10%
523	Securities, Commodity Contracts, and Other Financial Investments and Related Activities	0.02	0.01	0.02	1.17	\$1,060	2.30%	4.50%
525	Funds, Trusts, and Other Financial Vehicles	0.77	0.70	0.64	0.99	\$1,182	2.40%	2.70%
533	Lessors of Nonfinancial Intangible Assets (except Copyrighted Works)	0.74	0.36	0.38	1.45	\$2,175	2.90%	5.10%
541	Professional, Scientific, and Technical Services	0.58	0.44	0.20	1.22	\$915	2.55%	3.71%
551	Management of Companies and Enterprises	0.90	0.88	0.22	1.34	\$1,189	0.50%	4.50%
562	Waste Management and Remediation Services	1.06	2.12	1.21	0.46	\$1,081	2.00%	2.50%
621	Ambulatory Health Care Services	0.78	0.76	0.65	0.74	\$1,009	3.70%	3.30%

## Analyzing the Results

### *Air Transportation (NAICS 481)*

Air Transportation stands above all others as a key industry for Clayton County. This industry is tied to Hartsfield-Jackson International Airport, with the largest employer, Delta Airlines, comprising 93 percent of the jobs in this sector.

A related industry is Support Activities for Transportation (NAICS 488), which has a location quotient that's grown from 4.1 in 2001 to 6.4 in 2011. Each of these industries locates in the county to take advantage of the airport's facilities, and their expansion is directly tied to the expansion of airport activities. In Clayton County NAICS 488 consists of the following sub-components:

Sector	Percent of Jobs
Airport Operations (NAICS 48811)	2 percent of jobs
Other Support Activities of Air Transportation (NAICS 48819)	23 percent of jobs
Motor Vehicle Towing (NAICS 48841)	2 percent of jobs
Freight Transportation Arrangement (NAICS 48851)	73 percent of jobs

### *Manufacturing*

Manufacturing industries have a relatively high multiplier effect on the county's economy because they are selling their goods outside of the county. Of the seven manufacturing industries in the table only two, Chemical Manufacturing (NAICS 325) and Nonmetallic Mineral Product Manufacturing (NAICS 327) have higher than average location quotients. Nonmetallic Mineral Product Manufacturing is primarily comprised of jobs with TOTO USA. Both industries are forecast for strong output growth. However, chemical manufacturing is forecast to need fewer jobs, and nonmetallic mineral product manufacturing's location quotient fell from 2001 to 2011.

Another interesting manufacturing sector is Electrical Equipment, Appliance, and Component Manufacturing (NAICS 325). It had the highest average weekly wages, but an extremely low location quotient in the county. The LQ for this industry was much higher in the region, including in both Spalding and Henry counties, which have LQs in this industry of 12.2 and 2.63, respectively. It may be worth examining this industry further because of its high wages, forecasted strong output growth, and how concentrated the industry is in Spalding and Henry counties.

Lastly, in 2011 there were 10 firms in Clayton County that fell into the Transportation Equipment Manufacturing industry (NAICS 336), even though it produced a very low LQ. Given the number of firms already in the county, it should also be examined to better understand if it presents an opportunity for further growth.

### *Notes on Location Quotients*

Not all industries listed in the table are candidates even if they show positive growth, because they may serve a local market and would not have a multiplier effect on the county's economy. Manufacturing is almost always an export industry with economic impact on the region whether the region is a single county, a multi-county area or a state. The business services industries (51-59) and healthcare-related industries tend to serve at most, a regional market.

Sometimes a high location quotient may not indicate a robust and growing industry cluster. When calculating location quotients for a small geographic area like a county, one large plant can produce a

large location quotient because its employment is large relative to the county's total employment. Typically, one-firm industries with large location quotients are not selected as targets for further expansion unless there are special conditions that make it a good strategy. TOTO USA, which created a high LQ for the nonmetallic mineral product manufacturing industry, has such considerations.

### Opportunities in the Region

The number of jobs in nearly every high-wage manufacturing sector fell across the region between 2001 and 2011. A majority of these sectors also suffered job losses between 2001 and 2007, a period of relative growth in the national economy. The following table shows raw job numbers, and percent change, by manufacturing sector.

With the county's deep recession coming out in the data, trends are difficult to pick-up. For this reason it is best to look at the 2001 to 2007 period for growing manufacturing industries that may provide opportunities for expansion in Clayton County. Industries including Food Manufacturing, Wood Product Manufacturing, Nonmetallic Mineral Product Manufacturing, and Electrical Equipment, Appliance, and Component Manufacturing all grew over the 2001 to 2007 period across the five-county region. By this measure, they are all sectors worth exploring for possible expansion opportunities in Clayton County<sup>12</sup>.

Job Growth/Decline in Regional Manufacturing Industries							
NAICS	Title	2001	2007	2011	Change Over Time		
					2001-2007	2007-2011	2001-2011
311	Food Manufacturing	12,045	12,280	11,300	2%	-8%	-6%
312	Beverage and Tobacco Product Manufacturing	1,329	1,195	1,146	-10%	-4%	-14%
313	Textile Mills	2,919	1,516	689	-48%	-55%	-76%
314	Textile Product Mills	1,497	820	766	-45%	-7%	-49%
315	Apparel Manufacturing	867	840	393	-3%	-53%	-55%
316	Leather and Allied Product Manufacturing	28	28	24	0%	-14%	-14%
321	Wood Product Manufacturing	1,327	1,419	1,176	7%	-17%	-11%
322	Paper Manufacturing	4,653	3,408	2,185	-27%	-36%	-53%
323	Printing and Related Support Activities	8,004	6,216	3,832	-22%	-38%	-52%
324	Petroleum and Coal Products Manufacturing	390	425	387	9%	-9%	-1%
325	Chemical Manufacturing	3,900	3,587	3,209	-8%	-11%	-18%
326	Plastics and Rubber Products Manufacturing	5,684	4,870	3,919	-14%	-20%	-31%
327	Nonmetallic Mineral Product Manufacturing	3,620	4,216	2,360	16%	-44%	-35%
331	Primary Metal Manufacturing	373	187	202	-50%	8%	-46%
332	Fabricated Metal Product Manufacturing	3,421	3,594	2,749	5%	-24%	-20%
333	Machinery Manufacturing	3,675	2,510	1,858	-32%	-26%	-49%
334	Computer and Electronic Product Manufacturing	6,204	3,484	1,996	-44%	-43%	-68%

<sup>12</sup> A list of sub-sector firms can be procured from business list vendors such as Dun & Bradstreet.

335	Electrical Equipment, Appliance, and Component Manufacturing	2,464	3,532	2,268	43%	-36%	-8%
336	Transportation Equipment Manufacturing	7,675	2,952	1,003	-62%	-66%	-87%
337	Furniture and Related Product Manufacturing	2,349	1,956	1,407	-17%	-28%	-40%
339	Miscellaneous Manufacturing	2,738	3,472	3,119	27%	-10%	14%

The table below highlights manufacturing industries in the five counties contiguous to Clayton County (Fulton, DeKalb, Henry, Fayette, and Spalding) with a regional average weekly wage of greater than \$913 in 2011. While the table shows that none of these industries has a high regional LQ, many have a much greater LQ within one of the region's individual counties<sup>13</sup>.

There are a large number of firms within each of these industries throughout the five-county region; however a majority of them are located in DeKalb or Fulton County. For example, 139 of the 150 firms in Food Manufacturing (NAICS 311) are located in DeKalb and Fulton.

#### High-Wage Industries in the Five-County Region, 2011

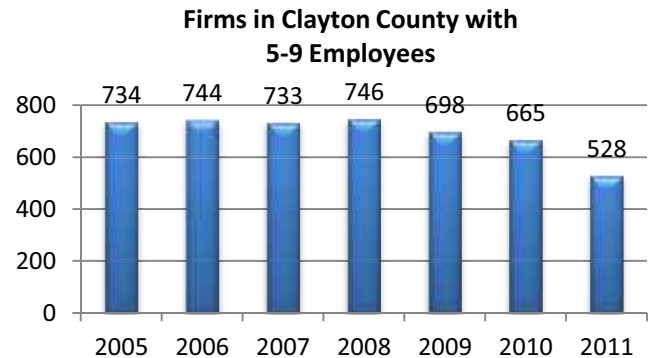
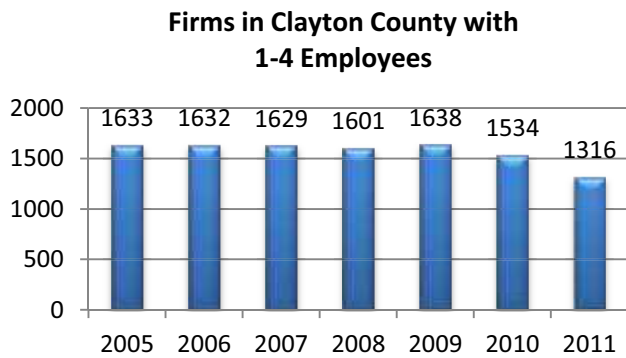
NAICS	Title	Regional Jobs	Regional Firms	Regional AWW	Regional LQ
311	Food Manufacturing	11,300	150	\$2,351	0.81
312	Beverage and Tobacco Product Manufacturing	1,146	21	\$1,482	0.65
313	Textile Mills	689	14	\$1,491	0.60
315	Apparel Manufacturing	393	27	\$918	0.27
321	Wood Product Manufacturing	1,176	52	\$917	0.36
322	Paper Manufacturing	2,185	50	\$1,455	0.59
323	Printing and Related Support Activities	3,832	242	\$1,065	0.85
324	Petroleum and Coal Products Manufacturing	387	15	\$1,370	0.36
325	Chemical Manufacturing	3,209	140	\$1,319	0.43
326	Plastics and Rubber Products Manufacturing	3,919	73	\$1,025	0.64
327	Nonmetallic Mineral Product Manufacturing	2,360	128	\$1,043	0.68
333	Machinery Manufacturing	1,858	72	\$1,127	0.18
334	Computer and Electronic Product Manufacturing	1,996	84	\$2,200	0.19
335	Electrical Equipment, Appliance, and Component Manufacturing	2,268	41	\$1,453	0.65
336	Transportation Equipment Manufacturing	1,003	81	\$1,072	0.08
339	Miscellaneous Manufacturing	3,119	188	\$1,256	0.57

<sup>13</sup> The regional LQ values are low because total private-sector jobs in Fulton and DeKalb counties make up 91 percent of total jobs in the five-county region, meaning the LQ values in these two counties far outweigh LQs in the other three counties when.

## Small Business Opportunities

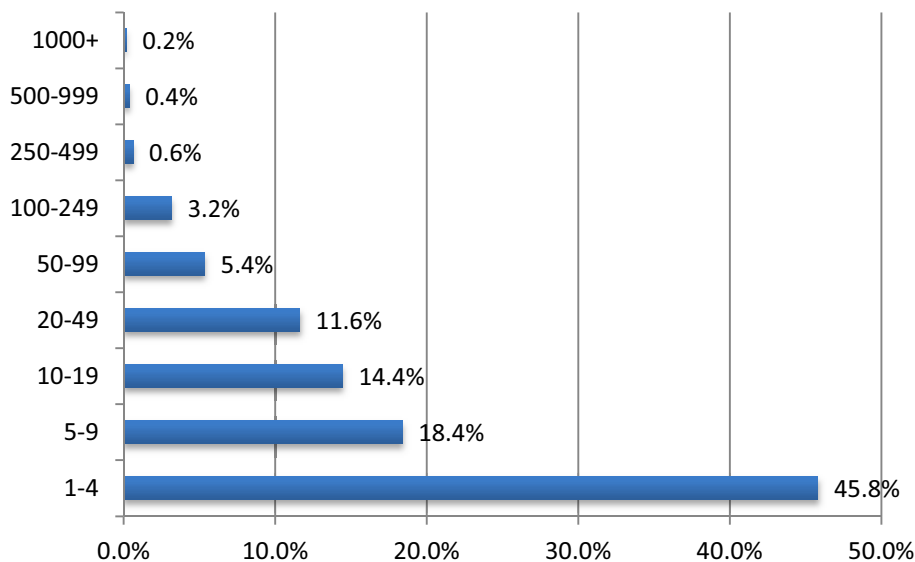
Small businesses are an essential component of Clayton County economy. In fact, 84 percent of businesses have fewer than 50 employees, 75 percent have fewer than 20 employees, and 64 percent have fewer than 10 employees. Efforts to recruit large firms to the county should not be abandoned. Nevertheless, efforts to develop and grow small business through entrepreneurial support initiatives should also be a focus of Clayton County's economic development strategy.

Two categories of businesses are examined in greater depth, one with 1 to 4 employees and one with 5 to 9 employees. The charts below show the change in the total numbers of firms within these two employment categories from 2005 to 2011.



The total number of small businesses showed little change from 2005 through 2008, but began dropping off in 2009. Regardless of the loss, businesses with 1 to 9 employees still comprise 64 percent of all firms in the county.

**Firms by Job Range in Clayton County, 2011**



The following table shows the size of specific industries with firms containing 1 to 4 employees for 2005, 2007, and 2011, as well as the percent change over those time periods. Sixteen of the 29 industries showed positive growth between 2005 and 2007, but only six of the 29 experienced growth between 2007 and 2011.

**Firms with 1 to 4 Employees by Sector in Clayton County**

NAICS	Title	2005	2007	2011	Change Over Time	
					2005-2007	2007-2011
23611	Residential Building Construction	34	38	16	12%	-58%
23822	Plumbing, Heating, and Air-Conditioning Contractors	22	27	20	23%	-26%
32311	Printing	14	14	12	0%	-14%
42512	Wholesale Trade Agents and Brokers	42	32	20	-24%	-38%
44112	Used Car Dealers	13	16	14	23%	-13%
44511	Supermarkets and Other Grocery (except Convenience) Stores	24	20	13	-17%	-35%
44512	Convenience Stores	11	10	12	-9%	20%
44612	Cosmetics, Beauty Supplies, and Perfume Stores	10	13	13	30%	0%
44711	Gasoline Stations with Convenience Stores	93	94	88	1%	-6%
48412	General Freight Trucking, Long-Distance	35	39	41	11%	5%
48851	Freight Transportation Arrangement	44	37	48	-16%	30%
52229	Other Non-depository Credit Intermediation	21	18	13	-14%	-28%
52421	Insurance Agencies and Brokerages	43	40	39	-7%	-3%
53111	Lessors of Residential Buildings and Dwellings	21	20	21	-5%	5%
54111	Offices of Lawyers	49	51	33	4%	-35%
54121	Accounting, Tax Preparation, Bookkeeping, and Payroll Services	28	34	25	21%	-26%
54161	Management Consulting Services	22	21	11	-5%	-48%
56172	Janitorial Services	12	14	12	17%	-14%
56173	Landscaping Services	18	16	15	-11%	-6%
62111	Offices of Physicians	53	52	52	-2%	0%
62121	Offices of Dentists	15	21	22	40%	5%
62131	Offices of Chiropractors	14	13	14	-7%	8%
62441	Child Day Care Services	13	18	19	38%	6%
72111	Hotels (except Casino Hotels) and Motels	12	13	11	8%	-15%
72251	Restaurants and Other Eating Places	85	99	74	16%	-25%
81111	Automotive Mechanical and Electrical Repair and Maintenance	45	33	45	-27%	36%
81119	Other Automotive Repair and Maintenance	10	12	12	20%	0%
81211	Hair, Nail, and Skin Care Services	19	22	19	16%	-14%
81232	Dry cleaning and Laundry Services (except Coin-Operated)	20	22	12	10%	-45%



## Opportunities in Water-Related Industries

An additional asset of Clayton County not to be overlooked as a potential source for economic growth is the strength of county’s water system, as demonstrated through the success of the Clayton County Water Authority (CWAA). The CWAA has garnered international attention due to its sustainability practices, including the use of constructed treatment wetlands to recharge its water supply.<sup>14</sup> The Georgia Tech team conducted additional research on how water resources have been used to attract industry in other communities, and on the importance of water as a business sector more generally. Results demonstrate that the CWAA, through its innovative processes and technologies, can be utilized as a key asset in the attraction of water-intensive industries:

*“Water saving and wastewater treatment technologies, such as water filtration, purification and conservation products, is another fast-growing market... Venture capital and entrepreneurship experts expect that the water sector will see an increase in technology breakthroughs and investments in the next three to five years. From an investor perspective, increasing water scarcity and the challenges of a sustainable water future present a high potential for growth, as well as business opportunities in sectors related to water.”*

- Ceres (2009). Water Scarcity & Climate Change: Growing Risks for Businesses & Investors

## Attraction of Water-Intensive Industries

Industry research identified the following manufacturing industries as water-intensive:

Water-Intensive Industries <sup>15,16</sup>	
• Apparel	• Electronics
• Automobile	• Food
• Beverage	• Forest products
• Biotech/Pharmaceutical	• Paper products
• Chemical	• Refining
• Coal products	• Utilities

Several municipalities have created economic development strategies to attract firms in these industrial sectors based upon the strength of their water resources and technologies. In 2009, Milwaukee established the Milwaukee Water Council to grow its freshwater technology industry cluster, and brand Milwaukee as the “World Water Hub.”<sup>17</sup> The council works in partnership with the City of Milwaukee Department of City Development, the Milwaukee Water Works, the Milwaukee 7 (M7) economic development agency, and the M7 Food and Beverage Industry Network to retain or recruit firms that use water in their products, or the processing of their products, to the region. To date, the Milwaukee region is home to 12 global food company headquarters, supports 243 food and beverage

<sup>14</sup> Clayton County Water Authority. (2013). <http://www.ccwa.us/>

<sup>15</sup> Humboldt State University. (2009). Memorandum from Adrienne Harling, OECD Competitive Intelligence Research Service regarding Research Summary, [http://www.hbmwd.com/site\\_documents/HSU%2010-28-09%20Research%20water%20intensive%20industries.pdf](http://www.hbmwd.com/site_documents/HSU%2010-28-09%20Research%20water%20intensive%20industries.pdf)

<sup>16</sup> Pacific Institute. (2007) Corporate Reporting on Water: A Review of Eleven Global Industries. [http://www.pacinst.org/reports/water\\_reporting/corporate\\_reporting\\_on\\_water.pdf](http://www.pacinst.org/reports/water_reporting/corporate_reporting_on_water.pdf)

<sup>17</sup> Milwaukee 7 Food and Beverage Industry Network. (2012). [http://www.fabmilwaukee.com/?page=m7\\_fab\\_summary](http://www.fabmilwaukee.com/?page=m7_fab_summary)

manufactures, employs 14,000 people in the food and beverage industry, and provides over \$580 million in annual payroll.<sup>18,19</sup> Overall, as a result of this success, food and beverages manufacturing now represents 10 percent of Milwaukee’s manufacturing sector.<sup>20</sup> The region has continued to build upon these efforts, establishing itself as a leader in urban and community agriculture and aquaponics. The following table, reproduced from Appendix A of the Ceres report, *Water Scarcity & Climate Change: Growing Risks for Businesses & Investors*, provides an overview of the water footprint intensity for the food and beverage sectors.<sup>21</sup>

**Water Footprint Intensity of Select Sectors**

Beverage Industry	Raw Material Production	Suppliers	Direct Operations	Product use/end of life
Value Chain Segment	Food crop production, such as sugar cane, barley, fruits	Bottle, container and packaging manufacturing; Ingredient suppliers	Bottling; Distribution; Retail and marketing	Beverage consumption; Container recycling and disposal
<b>Withdrawal</b>				
Intensity	High	Medium	High	Medium
Description	Freshwater for crop irrigation; Freshwater for rinsing and cleaning crops	Freshwater to manufacture containers and packaging; Freshwater for washing and cooling	Water as a product ingredient; Water use in dispensing products; Water withdrawal for bottled water; Washing, cleaning, pasteurization.	Water use to wash and recycle beverage containers
<b>Discharge</b>				
Intensity	Medium	Low	Medium	Medium
Description	Agricultural runoff; wastewater from food processing facilities containing fertilizer, pesticides, and herbicides.	Wastewater discharge containing toxic chemicals	Wastewater discharge from beverage manufacturing processes such as brewing, cooking, and fermentation; Wastewater discharge from retail and commercial facilities.	Wastewater discharge; Impact of discarded bottles and packaging on aquatic ecosystems

<sup>18</sup> Milwaukee 7. (2012). Milwaukee Region: Southeast Wisconsin’s Food Industry. <http://c.ycmdn.com/sites/www.fabmilwaukee.com/resource/resmgr/docs/m7-foodbrochure2012.pdf>

<sup>19</sup> Milwaukee 7 Food and Beverage Industry Network. (2012). [http://www.fabmilwaukee.com/?page=m7\\_fab\\_summary](http://www.fabmilwaukee.com/?page=m7_fab_summary)

<sup>20</sup> Milwaukee 7 Food and Beverage Industry Network. (2012). [http://www.fabmilwaukee.com/?page=m7\\_fab\\_summary](http://www.fabmilwaukee.com/?page=m7_fab_summary)

<sup>21</sup> Ceres . (2009). Appendix A, 43-45. [http://www.pacinst.org/reports/business\\_water\\_climate/full\\_report.pdf](http://www.pacinst.org/reports/business_water_climate/full_report.pdf)

Food	Raw Material Production	Suppliers	Direct Operations	Product use/end of life
<b>Value Chain Segment</b>	Food crop and livestock production	Container and packaging manufacturing; Ingredient suppliers	Meat and food processing; Distribution; Retail and marketing	Cooking and preparation of food products; Recycling and disposal of packaging and containers
<b>Withdrawal</b>				
<i>Intensity</i>	High	Medium	High	Medium
<i>Description</i>	Freshwater for crop irrigation; Freshwater for rinsing and cleaning crops; Freshwater requirements for livestock – drinking, sanitation, grazing	Freshwater to manufacture containers and packaging; Washing and cooling	Water as a product ingredient; Washing, cleaning, pasteurization (steam)	Water to wash and cook food products; Water to wash and recycle containers
<b>Discharge</b>				
<i>Intensity</i>	High	Medium	High	Medium
<i>Description</i>	Agricultural runoff, wastewater from food processing facilities containing fertilizer, pesticides, and herbicides; Feedlot runoff; Animal waste	Wastewater discharge containing toxic chemicals	Wastewater discharge from meat and food processing; Wastewater discharge from retail and commercial facilities (bathroom, kitchen, landscaping)	Wastewater discharge; Impact of discarded packaging on aquatic ecosystems

However, the food and beverage industry represents only a fraction of the water-intensive industries identified. The Dayton, Ohio region has had success in utilizing the region’s water assets to attract a wider array of industries, through its H2Open for Business campaign, which markets the region’s water resources to site selectors and water-intensive industries.<sup>22</sup> The region has been successful in attracting the following firms based on the strength of its water resources:<sup>23</sup>

Corporation	Industry
• Appleton	• Paper manufacturing
• Behr	• Paints & coatings
• Cargill	• Food production, manufacturing & marketing
• DMAX	• Diesel engine manufacturing
• Dannon	• Food manufacturing

<sup>22</sup> Dayton Development Coalition. (2009 - 2013). <http://www.h2openforbusiness.com/>

<sup>23</sup> Dayton Development Coalition. (2009 - 2013). <http://www.h2openforbusiness.com/water-resources/employers/>

• Dole	• Food manufacturing
• EURAND	• Pharmaceutical production & manufacturing
• Fondriest Environmental	• Environmental monitoring
• GE	• Electrical and aviation manufacturing
• Midmark	• Healthcare products manufacturer
• MillerCoors	• Brewery
• Solid Blend Technologies	• Water treatment chemicals manufacturer
• YSI	• Water monitoring equipment manufacturer

### Food & Beverage Industry – An Opportunities for Clayton County

An overlap exists between the water-intensive industries presented in the research and the manufacturing industries that have been identified as providing potential opportunities for expansion in Clayton County, including food and beverage manufacturing and wood product manufacturing. This research and analysis suggests that one of the strongest opportunities for economic growth in Clayton County may exist in the food and beverage manufacturing industry.

Prior to the recent recession the food manufacturing industry was growing in the five-county region surrounding Clayton County. While food manufacturing may offer future opportunities for expansion in Clayton County as the economy recovers, the expansion of this industry offers indirect growth opportunities for many allied industries. For example, the growing food and beverage manufacturing cluster in Milwaukee has led to further opportunities for growth in processing and packaging equipment manufacturing, and food distribution operations.<sup>24</sup> Clayton County’s existing food distribution and freight transportation operations may also experience growth, as a result of the increased demand in these services that an expansion in the food and beverage manufacturing industry would create.

The expansion of the food and beverage industry in Clayton County may be further strengthened by the development of additional educational programs within the county. In Milwaukee, the food and beverage manufacturing cluster is supported by the food science program of the University of Wisconsin-Madison’s School of Agriculture and Life Sciences, affiliated research institutes, and food production programs offered by area technical colleges.<sup>25</sup> Similarly, Clayton County has the opportunity to build off of its existing educational relationships with Clayton State University and the Atlanta Technical College to develop further educational and training programs to produce the necessary talent for continued expansion and success.

The M7 Food and Beverage Industry Network may provide a model for Clayton County to develop its own campaign to grow its food and beverage manufacturing industry based on the strength of its water resources. Successful growth in food and beverage manufacturing has shown in Milwaukee to have a significant multiplier effect, encouraging growth in many of the region’s industries.

<sup>24</sup> Milwaukee 7. (2012). Milwaukee Region: Southeast Wisconsin’s Food Industry. <http://c.ymcdn.com/sites/www.fabmilwaukee.com/resource/resmgr/docs/m7-foodbrochure2012.pdf>

<sup>25</sup> Milwaukee 7. (2012). Milwaukee Region: Southeast Wisconsin’s Food Industry. <http://c.ymcdn.com/sites/www.fabmilwaukee.com/resource/resmgr/docs/m7-foodbrochure2012.pdf>

# Strategic Economic Development Plan Recommendations

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## Overview

The following section includes the Vision and Mission Statements developed by a steering committee of Clayton County stakeholders organized to direct the strategic economic development planning effort from concept to completion. Sub-groups initially worked on crafting a vision statement for economic development in Clayton County, which broadly states what the community aspires to accomplish through economic development initiatives in the future. Building off of a draft vision statement, the same groups then crafted a mission statement for economic development in Clayton County, which states how the community would ideally move forward to achieve its vision.

## Clayton County's Vision for Economic Development

*"Build upon our strengths, resources and collaborative efforts to create an environment where business and residents thrive."*

## Mission Statement for Economic Development in Clayton County

*"Clayton County will advance economic development by:*

- Working collaboratively across city and county lines to market, promote and grow business and employment opportunities;*
- Building a supportive relationship between our public and private sector;*
- Strengthening our educational system and workforce; and*
- Embracing our diversity to foster an inclusive economy."*

## Summary of Key Recommendations

In developing six overarching recommendations for the advancement of economic development in Clayton County, the Georgia Tech team considered the following four characteristics as essential elements needed to move each goal forward.

1. Broad base of community support
2. Data analysis pointing to existing gaps/needs
3. Tied to long-term community goals
4. Impacts economic development, as defined for this strategic planning effort (see below)

*“Activities that lead to the creation of strong, stable jobs that increase the average wage and household income of families in Clayton County, and that lead towards a diversified and stable economy within the community”*

Long-Term Goals		Recommendations
VII.	Improve the internal and external image of Clayton County.	Develop formal agreement and approach between cities and county to collectively shape a positive image for Clayton County ( <i>separate from marketing for business recruitment</i> ).
VIII.	Develop better and broader relationship between the private and public sector in Clayton County.	Elevate importance of retaining and expanding existing industry in Clayton County. Broaden number of people formally involved in the effort to visit, retain and expand existing industry.
IX.	Create more opportunities for Clayton County residents to find and retain employment.	Prioritize workforce development as a key economic development tool for improving family self-sufficiency and reducing unemployment.
X.	Refine targeted industry sectors for business recruitment ( <i>action steps forthcoming</i> ).	Target business sectors based on the <i>Business Opportunities Assessment</i> and broad community support.
XI.	Recognize the importance of entrepreneurship and small businesses in Clayton County.	Build upon existing activities that promote entrepreneurship and strengthen the small business community in Clayton County.
XII.	Grow the impact of Public Higher Education Institutions on Clayton County’s economic development.	Develop a framework for engagement between Clayton State University, Atlanta Technical College and community/economic development organizations within Clayton County. Develop additional partnerships between Clayton State University and Atlanta Technical College.

## Long-Term Goal I: Improve the Internal and External Image of Clayton County

### Recommendation

Develop formal agreement and approach between the cities and county to collectively shape a positive image for Clayton County (separate from marketing for business recruitment).

### Rationale

There is broad agreement amongst all stakeholders in the county, including elected officials, residents, business owners and others, that Clayton County needs to take a pro-active approach towards changing what is considered a negative image of the community; both internally and externally.

### Action Steps: Internal

1. Develop and sign Memorandum of Understanding (MOU) outlining agreement to share positive information between city and county residents, including positive local and statewide developments.
  - a. Agreement stipulates how and why the sharing of positive news and information from one jurisdiction will be shared with local constituents in another.
    - i. Detail process for sharing positive news stories and developments.
2. Identify point person within each jurisdiction whose responsibility it is to share information, and timeline for doing so.
3. Compile list of all current methods being used to share news and information to internal constituents and external media contacts.
  - a. Formal and informal mailing lists.
4. Cultivate online forums for positive community news.
  - a. Current online forums, including comment sections, are almost entirely negative.

### Action Steps: External

Change the story

- a. Develop rapid response process for collective response to negative press in regional media.
  - i. Create email list of contacts across local jurisdictions.
  - ii. Assign point person to initiate contact among group.
  - iii. Propose idea to “change the story”.
  - iv. Conduct media blitz from multiple jurisdictions promoting agreed upon positive news story or development.

“Never pick a fight with someone who buys ink by the barrel.”  
— attributed to various sources

## Long-Term Goal II: Develop Better and Broader Relationship between the Private and Public Sector in Clayton County

### Recommendation

Elevate importance of retaining and expanding existing industry in Clayton County. Broaden the number of people formally involved in the effort to visit, retain and expand existing industry.

### Rationale

There is a key challenge in lack of staff time and capacity to formally engage in this effort, but there is also broad agreement amongst stakeholders in the county to support existing businesses. The target industry analysis shows several existing business clusters, and more consistent contact with existing industry would help address business concerns and lead to job growth.

“We need to collectively understand that if a company chooses another community in Clayton County, that we're all going to benefit.”  
- Stakeholder Interview

### Action Steps:

1. Broaden responsibility for industry retention and expansion by organizing committee of outreach participants within an existing economic development organization.
  - a. Include county economic development staff, city staff, and education officials.
  - b. Formalize goals of business retention and expansion outreach efforts.
  - c. Set policies and procedures for scheduling outreach visits.
    - i. Example 1: Always bring the city representative when visiting a company in that jurisdiction.
    - ii. Example 2: Plan for 30 minute pre-visit meeting to review goals, questions and standard procedure before beginning outreach visit.
  - d. Coordinate with workforce development initiative being spearheaded by Atlanta CareerRise.
2. Develop a list of businesses in county and cities to visit.
  - a. Organize by industry, size and business function.
3. Develop standard questionnaire for use in business outreach visits.
4. Arrange bi-monthly meetings among committee participants.
5. Develop bi-monthly business outreach schedule and assign participation.
6. Use meetings to report progress, roadblocks, details of visit and any action items required.
7. Track progress using basic database system (Excel, Access, etc.), that can be easily shared and used across multiple organizations.



## Long-Term Goal III: Create More Opportunities for Clayton County Residents to Find and Retain Employment

### Recommendation

Prioritize workforce development as a key economic development tool for improving family self-sufficiency and reducing unemployment.

### Rationale

Enhancing workforce development is broadly supported by elected official, community residents and other stakeholders. Data shows gaps between educational attainment of residents and needed qualifications for employment within Clayton County. The large influx of commuters from the metro Atlanta region into Clayton County illustrates potential employment opportunities for local residents.

### Action Steps

1. Coordinate with Atlanta CareerRise in efforts to create career-ladder pathways within the logistics industry.
  - a. Atlanta CareerRise, supported by United Way of Greater Atlanta, has begun organizing Clayton County and Fulton County stakeholders to develop an action plan for increasing career opportunities within the logistics industry.
  - b. The logistics industry, and those related, can broadly be described as Clayton County's largest industrial sector. Both Clayton State University and Atlanta Tech are focused on developing programs that prepare students for careers within this industry.
    - i. Clayton County's economic development partners can serve as an ongoing partner and continue to attend Atlanta CareerRise meetings and events.
    - ii. Coordinate with Office of Economic Development's existing industry outreach by sharing information and leveraging knowledge to support existing businesses in Clayton County.
2. Adopt community-wide workforce development goals.
  - a. Example: Increase percentage of residents with bachelor's degree to meet needs of existing employers requiring that level of educational attainment.
3. Evaluate success of Atlanta CareerRise logistics initiative as a model for other industrial sector in Clayton County.
  - a. Use supply and demand approach to identify additional industry sectors to create pathways from educational system to employment opportunities.

### Additional Action Steps

1. Continue supporting existing workforce organizations within the county, including programs supported through the Regional Workforce Board and State Department of Labor, including:
  - a. Career Resources Center
  - b. Atlanta Regional Mobile Unit
  - c. Youth Services
2. Continue supporting efforts of faith-based and nonprofit institutions to organize job fairs, networking events, resume building and soft-skill development.

## Long-Term Goal IV: Refine Targeted Industry Sectors for Business Recruitment

### Recommendation

Target business sectors based on the Business Opportunities Assessment and broad community support.

### Rationale

The Clayton County Office of Economic Development has developed and maintained excellent relationships with State Department of Economic Development project managers. Realignment of targeted industry sectors will narrow and streamline current recruitment efforts, broaden efforts where there is the greatest community support, leverage expertise of professional staff, and more clearly define the goals for the Office of Economic Development.

### Action Steps

1. Create a distinction between *Targeted Industries* and *Initiatives* within the Office of Economic Development.
  - a. Creating this distinction will help better define the responsibilities for the Office of Economic Development, and help better communicate with the public regarding goals for industry recruitment.
2. Re-categorize Tourism and developing the county's Film & Entertainment sectors as initiatives.
  - a. Develop separate webpages for each initiative of the Clayton County Office of Economic Development's website outlining the work being done in each area.
  - b. Remove Tourism from the Hospital, Retail & Tourism Targeted Industry page
3. Amend the Targeted Industries based on Targeted Industry Analysis.
  - a. Add Beverage to Food Processing & Manufacturing.
  - b. Change Bio/Life Science & Healthcare to Health Services & Health Logistics as a targeted industry.
    - i. There is little evidence in the data, nor support throughout the community, for keeping bio/life sciences as a targeted industry for Clayton County.
  - c. Consider adding Chemical Manufacturing as a targeted industry.
    - i. Georgia Tech identified 814 people employed across 11 firms in this sector. It also pays one of the highest wage rates of any industry operating within the county, and has a location quotient of 1.18.
4. Create a new initiative around Clayton County's water resources.
  - a. Georgia Tech conducted additional research on how other communities have used their water resources to recruit water-intensive industries. Chief among these have been the food and beverage industry, which can be considered Clayton County's greatest industrial opportunity outside of air-related logistics and transportation. Clayton County's existing food and beverage industry concentration, internationally recognized water system, and transportation network makes the case for finding more ways to leverage Clayton's water resources.
  - b. Initiate a meeting with Clayton County's Water Authority to discuss what, if any, agreements can be forged with the Office of Economic Development around marketing the county's water resources for industry recruitment.

## Long-Term Goal V: Recognize the Importance of Entrepreneurship and Small Businesses in Clayton County

### Recommendation

Build upon existing activities that promote entrepreneurship and strengthen the small business community in Clayton County.

### Rationale

Small firms are an essential part of Clayton County's economy. As of 2011, 84 percent of firms had fewer than 50 employees, 75 percent had fewer than 20 employees, and 64 percent had fewer than 10 employees. However, the recession, beginning in 2009, caused a sharp drop off in the number of small businesses in the county. As the national and regional economy rebounds, there is a need to re-focus on growing new and existing small businesses in Clayton County.

### Action Steps

1. Measure number and type of small business support activities occurring in Clayton County.
  - a. Example 1: Chamber of Commerce events
  - b. Example 2: Small Business Development Center (SBDC) consultation/training
    - i. 73 business consultation in 2011
    - ii. 117 attendees at training events in 2011
2. Formally outline roles for existing organizations focused on supporting small businesses.
  - a. Example: Training, coaching/advising, regulation, financing.
  - b. Make resources widely available online, for both support providers and small business owners.
3. Create new role for small business support expert (would most likely require a new position).
  - a. Role would focus on outreach to existing small and medium sized businesses, similar to existing industry outreach, which tends to focus on larger firms.
    - i. Should a committee of outreach participants be formed to support existing industry retention and expansion, some of these activities could fall within the purview of that group.

### Longer-term action steps

1. Develop a revolving-loan fund for small-to-medium sized businesses that are looking to expand.
2. Organize immigrant entrepreneurs and small business owners, and support their growth through targeted outreach and support activities.
  - a. Focus specifically on needs of wholesalers.

## Long-Term Goal VI: Grow the Impact of Public Higher Education Institutions on Clayton County's Economic Development

### Recommendation

Develop a framework for engagement between Clayton State University, Atlanta Technical College and community/economic development organizations within Clayton County. Develop additional partnerships between Clayton State University and Atlanta Technical College.

### Rationale

Throughout the state and country, there is growing recognition around the importance of higher education on regional economic development, including their key role in developing the region's future workforce. As of 2012, Clayton State University's total economic impact on the Southern Crescent region was \$252,426,600, the third highest among state universities, and supported 2,311 direct, indirect and induced jobs<sup>26</sup>. Clayton State University's enrollment has grown since the period of this study.

### Action Steps

1. Develop a framework within Clayton State University that fosters internal collaboration and external engagement towards the benefit of community and economic development initiatives.
  - a. Invite all faculty, staff and students who currently engage, or aspire to engage, community entities in Clayton County and its cities to participate in a regular internal meeting that fosters collaboration, communication and new partnership towards the mutual benefit of Clayton State University and Clayton County organizations.
  - b. Identify a point-person or office within the university to organize and convene an initial meeting.
  - c. Hold informational sessions, address questions of governance and organization, and gather interest.
  - d. Host initial meeting and arrange regular meeting schedule, base agenda, and rules for engaging external organizations.
  - e. Advertise to external organizations, elected officials and community groups within Clayton County and its cities.
2. Pilot coordinated effort to enhance the success of Clayton State University, Atlanta Technical College and Georgia Tech business outreach operations.
  - a. Organize meeting among all three university point-persons for business outreach and assistance.
  - b. Familiarize the group with available fee and non-fee based services for industry throughout all of Clayton County.
  - c. Consider multiple formats for performing outreach to Clayton County industry, including an open-house, and/or joint visits.
3. Identify and work collaboratively to propose on 1 new federal grant related to workforce or economic development within the next year.
4. Establish a permanent, physical campus for Atlanta Technical College within the boundaries of Clayton County.

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<sup>26</sup> Source: Selig Center for Economic Growth, Terry College of Business, The University of Georgia, May 2012

## **Additional Long-Term Goals: Education & Marketing**

### **Recommendation 1**

Engage the Clayton County School System and Clayton County School Board as full economic development partners.

### **Recommendation 2**

Design and implement regional, national and international branding campaign to enhance Clayton County's reputation and leverage its position within the metropolitan Atlanta region.

## Timeline, Roles and Additional Resources Required

### Long-Term Goal I: Improve the Internal and External Image of Clayton County

Action Item	0-6 Months	6-12 Months	1-2 Years	2-3 Years	3-5 Years	Primary Entity	Additional Resources/ Personnel
<b>Improve the Internal and External Image of Clayton County</b>							
Develop formal agreement and approach between cities and county to collectively shape a positive image for Clayton County.							
Identify point person to spearhead initiative	✓					Point person within each jurisdiction to be determined. County chairperson will assign for county. Mayor/City Manager will assign for cities.	Additional responsibility assigned to existing personnel.
Host initial meeting with point persons from each jurisdiction	✓						
Draft agreement (M.O.U.)	✓						
Begin formal information sharing process		✓					

## Timeline, Roles and Additional Resources Required

### Long-Term Goal I: Improve the Internal and External Image of Clayton County

Action Item	0-6 Months	6-12 Months	1-2 Years	2-3 Years	3-5 Years	Primary Entity	Additional Resources/ Personnel
<b>Improve the Internal and External Image of Clayton County</b>							
Develop rapid response process for collective response to negative press in regional media.							
Identify point person to spearhead initiative	✓					Point person within each jurisdiction to be determined. County chairperson will assign for county. Mayor/City Manager will assign for cities.	Additional responsibility assigned to existing personnel.
Create email list of contacts across local jurisdictions	✓						
Propose idea to “change the story”		✓					
Conduct media blitz from multiple jurisdictions promoting agreed upon positive news story or development		✓					

## Timeline, Roles and Additional Resources Required

### Long-Term Goal II: Develop Better and Broader Relationship between the Private and Public Sector in Clayton County

Action Item	0-6 Months	6-12 Months	1-2 Years	2-3 Years	3-5 Years	Primary Entity	Additional Resources/ Personnel
<b>Develop Better and Broader Relationship between the Private and Public Sector in Clayton County</b>							
Elevate importance of retaining and expanding existing industry in Clayton County. Expand people formally involved in the effort to visit, retain and expand existing industry.							
Broaden responsibility for industry retention and expansion by organizing committee of outreach participants within an existing economic development organization			✓				
Develop a list of businesses in county and cities to visit, organized by industry, size and business function		✓				Chamber of Commerce Economic Development Committee & Office of Economic Development Existing Industry Point Person	Additional responsibilities assigned to existing personnel and volunteers.
Develop standard questionnaire for use in business outreach visits		✓					
Arrange bi-monthly meetings among committee participants		✓					
Develop bi-monthly business outreach schedule and assign participation		✓					
Use meetings to report progress, roadblocks, details of visit and any action items required			✓				
Track progress using basic database system that can be easily shared and used across multiple organizations			✓				



## Timeline, Roles and Additional Resources Required

### Long-Term Goal III: Create More Opportunities for Clayton County Residents to Find and Retain Employment

Action Item	0-6 Months	6-12 Months	1-2 Years	2-3 Years	3-5 Years	Primary Entity	Additional Resources/ Personnel
<b>Create More Opportunities for Clayton County Residents to Find and Retain Employment</b>							
Prioritize workforce development as a key economic development tool for improving family self-sufficiency and reducing unemployment.							
Support Atlanta Career Rise in efforts to create career-ladder pathways within the logistics industry	✓					Atlanta CareerRise Working Group	None
Adopt community-wide workforce development goals			✓			TBD	
Evaluate success of Atlanta Career Rise logistics initiative as a model for other industrial sector in Clayton County				✓		TBD	
Continue supporting existing workforce organizations within the county			✓				

## Timeline, Roles and Additional Resources Required

### Long-Term Goal IV: Refine Targeted Industry Sectors for Business Recruitment

Action Item	0-6 Months	6-12 Months	1-2 Years	2-3 Years	3-5 Years	Primary Entity	Additional Resources/ Personnel
<b>Refine Targeted Industry Sectors for Business Recruitment</b>							
Target business sectors based on the Business Opportunities Assessment and broad community support.							
Create a distinction between Targeted Industries and Initiatives within the Office of Economic Development	✓						
Re-categorize Tourism and developing the county's Film & Entertainment sectors as initiatives	✓						
Develop separate webpages for each initiative of the Clayton County Office of Economic Development's website outlining the work being done in each area and remove Tourism from the Hospital, Retail & Tourism Targeted Industry page		✓				Clayton County Office of Economic Development & Clayton County Development Authority	No additional personnel required. May require additional funds to target new industry sectors.
Amend the Targeted Industries based on Targeted Industry Analysis	✓						
Add Beverage to Food Processing & Manufacturing	✓						
Change Bio/Life Science & Healthcare to Health Services & Health Logistics as a targeted industry	✓						
Consider adding Chemical Manufacturing as a targeted industry	✓						

## Timeline, Roles and Additional Resources Required

### Long-Term Goal IV: Refine Targeted Industry Sectors for Business Recruitment

Action Item	0-6 Months	6-12 Months	1-2 Years	2-3 Years	3-5 Years	Primary Entity	Additional Resources/ Personnel
<b>Refine Targeted Industry Sectors for Business Recruitment</b>							
Target business sectors based on the Business Opportunities Assessment and broad community support.							
<p>Create a new initiative around Clayton County's water resources</p> <p>Initiate a meeting with Clayton County's Water Authority to discuss what, if any, agreements can be forged with the Office of Economic Development around marketing the county's water resources for industry recruitment</p>		✓		✓		Clayton County Office of Economic Development & Clayton County Water Authority	May require significant funds for long-term branding/ marketing campaign.

## Timeline, Roles and Additional Resources Required

### Long-Term Goal V: Recognize the Importance of Entrepreneurship and Small Businesses in Clayton County

Action Item	0-6 Months	6-12 Months	1-2 Years	2-3 Years	3-5 Years	Primary Entity	Additional Resources/ Personnel
<b>Recognize the Importance of Entrepreneurship and Small Businesses in Clayton County</b>							
Build upon existing activities that promote entrepreneurship and strengthen the small business community in Clayton County.							
Measure number and type of small business support activities occurring in Clayton County		✓					No additional funds required, but volunteer time required.
Formally outline roles for existing organizations focused on supporting small businesses		✓				Clayton County Chamber of Commerce	No additional funds required, but volunteer time required.
Create new role for small business support expert to focus on outreach to existing small and medium sized businesses			✓				Funding needed for new full time personnel.
Develop a revolving-loan fund for small-to-medium sized businesses that are looking to expand					✓	Collaborative decision on whether housed in government, quasi-government, nonprofit or for profit entity	Typically requires one public source for initial capitalization, plus private or philanthropic funds. Will require funds for new personnel to manage the RLF.
Organize immigrant entrepreneurs and small business owners, and support their growth through targeted outreach and support activities					✓	Clayton County Chamber of Commerce, County & City economic development personnel	Possible funds needed depending on existing staff availability.

## Timeline, Roles and Additional Resources Required

### Long-Term Goal VI: Grow the Impact of Public Higher Education Institutions on Clayton County's Economic Development

Action Item	0-6 Months	6-12 Months	1-2 Years	2-3 Years	3-5 Years	Primary Entity	Additional Resources/ Personnel
<b>Grow the Impact of Public Higher Education Institutions on Clayton County's Economic Development</b>							
Develop a framework for engagement between Clayton State University, Atlanta Technical College and community/economic development organizations within Clayton County. Develop additional partnerships between Clayton State University and Atlanta Technical College.							
Develop a framework within CSU that fosters internal collaboration and external engagement towards the benefit of local community and economic development organizations		✓				Clayton State University	None
Pilot coordinated effort to enhance the success of Clayton State University, Atlanta Technical College and Georgia Tech business outreach operations		✓				Clayton State University, Atlanta Technical College & Georgia Institute of Technology	Additional responsibility assigned to existing personnel.
Identify and work collaboratively to propose on 1 new federal grant related to workforce or economic development within the next year			✓			Clayton State University & Atlanta Technical College	Additional responsibility assigned to existing personnel.
Establish a permanent, physical campus for Atlanta Technical College within the boundaries of Clayton County					✓	Atlanta Technical College, County & City Governments	Significant capital and operational investment required.

## Timeline, Roles and Additional Resources Required

### Additional Long-Term Goals: Engaging Clayton County's School System and Long-Term Branding Opportunities

Action Item	0-6 Months	6-12 Months	1-2 Years	2-3 Years	3-5 Years	Primary Entity	Additional Resources/ Personnel
<b>Additional Long-Term Goals</b>							
Engage the Clayton County School System and Clayton County School Board as full economic development partners			✓			TBD	None
Design and implement regional, national and international branding campaign to enhance Clayton County's reputation and leverage its position within the metropolitan Atlanta region					✓		Significant public investment will be required.

## Appendix A

### Review of Recent Initiatives

Between 1999 and 2012, at least 17 studies, reports and assessments dealing with issues central to economic development were written. In addition to these formal documents, there were many other presentations and informal position papers shared with the community during this time.

<b>Clayton Summit 2000: Economic Development Strategy</b>	
<b>Year</b>	1999
<b>Prepared By</b>	Market Street Services
<b>Geography</b>	Clayton County
<b>Purpose</b>	<ul style="list-style-type: none"> <li>• Phase I: Visioning;</li> <li>• Phase II: A strategic planning process for all of Clayton County;</li> <li>• Outlines the goals, objectives, action steps, and performance measures necessary for the county to achieve its vision;</li> <li>• Intended as a work plan for the next 5-10 years for Clayton County, meant to shift with changing priorities of the county.</li> </ul>

<b>Clayton County Comprehensive Plan 2005-2025</b>	
<b>Year</b>	2004
<b>Prepared By</b>	Robert and Company GRICE and Associates
<b>Geography</b>	Clayton County
<b>Purpose</b>	<ul style="list-style-type: none"> <li>• Comprehensive and long-term plan for Clayton County intended as the cornerstone for almost every type of decision that must be made in local government.</li> <li>• A framework to guide elected officials, county departments and related authorities and organizations implementing the plan.</li> <li>• Key elements of the plan include: population, housing, economic development, community facilities and services, natural and cultural resources, transportation, land use and intergovernmental coordination.</li> <li>• Includes a future land use plan to guide development, redevelopment, future rezoning, and subdivision.</li> <li>• Includes a Short Term Work Program to: (1) guide the development of the county's capital improvement program, (2) guide the individual budgets of various county departments and service providers, and (3) help the county secure state and federal funds for programs and improvements.</li> </ul>

<b>Georgia Power Community Assessment Project</b>	
<b>Year</b>	2006
<b>Prepared By</b>	CH2M Hill Lockwood Green in partnership with Moran, Stahl, and Boyer
<b>Geography</b>	Clayton County
<b>Purpose</b>	<ul style="list-style-type: none"> <li>• Economic assessment of Clayton County performed on the following:               <ul style="list-style-type: none"> <li>○ The county's economic base and assets;</li> <li>○ The growth potential of various industries;</li> <li>○ Economic development response;</li> <li>○ Other issues.</li> </ul> </li> <li>• Provide overall recommendations to Clayton County to support economic development.</li> </ul>

<b>An Assessment of Clayton County's Economic Development Structure &amp; Recommendation</b>	
<b>Year</b>	2007
<b>Prepared By</b>	
<b>Geography</b>	Clayton County
<b>Purpose</b>	<ul style="list-style-type: none"> <li>• Assessment of current economic development structure of Clayton County.</li> <li>• Offers new economic development structure and implementation steps necessary.</li> </ul>

<b>Mountain View Redevelopment Plan Update</b>	
<b>Year</b>	2007
<b>Prepared By</b>	The Redevelopment Authority of Clayton County Clayton County Department of Economic Development Huntley Partners, Inc.
<b>Geography</b>	<p>East Mountain View Area - Three boundaries:</p> <ul style="list-style-type: none"> <li>• North: the political boundary between Fulton County and Clayton County;</li> <li>• East: bounded by Interstate 285;</li> <li>• West: bounded by U.S. Highway 19-41 / Old Dixie Highway;</li> </ul> <p>These boundaries converge at an intersection at the southernmost point of East Mountain View.</p>
<b>Purpose</b>	<ul style="list-style-type: none"> <li>• Update to 2000 Mountain View Redevelopment Plan, which has built off of a series of redevelopment plans for the area begun in 1983.</li> <li>• In response to, and anticipation of, changes in the area as a result of the growth of Hartsfield-Jackson Atlanta International Airport.</li> <li>• Offers analysis of the existing land use, (including assessment of need for redevelopment to stimulate growth); an overview of capital improvement needs (land redevelopment &amp; transportation); future land use (includes East Mountain View and Atlanta Trade-port Areas); redevelopment funding (estimated capital expenditures &amp; proposed tax allocation district (TAD)); redevelopment plan implementation; and relocation policies.</li> </ul>



<b>Clayton County: Partial Update to the Comprehensive Plan</b>	
<b>Year</b>	2009
<b>Prepared By</b>	The Collaborative Firm, LLC
<b>Geography</b>	Clayton County
<b>Purpose</b>	<ul style="list-style-type: none"> <li>• Partial update to the Clayton County Comprehensive Master Plan 2005-2025, which includes the following: (1) Quality Community Objectives (QCO) Assessment; (2) Analysis of Areas Requiring Special Attention; (3) Identification of Issues and Opportunities; (4) Implementation Update including Policies and Strategies, Report of Accomplishments and Short Term Work Program for 2010 to 2014; and (5) an update to the Future Land Use Map reflecting latest initiatives in the zoning ordinance and district overlays.</li> </ul>

<b>Tourism Research Team Report - Rex, Georgia</b>	
<b>Year</b>	2010
<b>Prepared By</b>	Georgia Department of Economic Development
<b>Geography</b>	Rex
<b>Purpose</b>	<ul style="list-style-type: none"> <li>• Assist community leaders and tourism partners in fostering new tourism product within the county through the delivery of technical assistance and identification of financial resources.</li> <li>• To increase investment in and development of new tourism product and add depth and breadth to Rex's visitor experience.</li> <li>• To encourage the creation of new opportunities/markets for a restored Rex Village Complex through strategic partnerships, packaging and marketing.</li> <li>• To increase Clayton County's tourism product development portfolio to create opportunity to introduce new audiences to Clayton County's historic sites and attractions.</li> </ul>

<b>Clayton State University Strategic Plan 2011-2014</b>	
<b>Year</b>	2011
<b>Prepared By</b>	Clayton State University
<b>Geography</b>	Clayton State University
<b>Purpose</b>	Provides the vision, mission, and value statements, goals, and action steps to guide university advancement from 2011-2014.

<b>Community Overview Market Study Report</b>	
<b>Year</b>	2011
<b>Prepared By</b>	Hospitality Marketers International, Inc.
<b>Geography</b>	<ul style="list-style-type: none"> <li>• Specific site location: Morrow, Georgia in the Gateway Village development, on Jonesboro Road.</li> <li>• Market area: primary focus = Morrow, the market my potentially include neighboring communities bordering Morrow.</li> <li>• Regional market area: about a 250 mile radius surrounding Morrow, GA.</li> </ul>
<b>Purpose</b>	Community Overview Market Study: preliminary document to assess this market's ability to support hotel development.

<b>Southlake Mall and Mixed Use District LCI</b>	
<b>Year</b>	2011
<b>Prepared By</b>	Sizemore Group Kimley-Horn and Associates, Inc. Noell Consulting Group
<b>Geography</b>	Morrow LCI, including Southlake Mall and surrounding retail/commercial uses along Jonesboro and Lee Street Corridor (see study for precise map)
<b>Purpose</b>	<ul style="list-style-type: none"> <li>• This LCI Study focuses on the issues facing Morrow, including large vacancies and struggling businesses due to retail competition, aging and obsolete retail, and stagnant population growth, and the negative image that Clayton County gained from its public school decertification.</li> <li>• The study identifies market potential and opportunities that Morrow can target. From the Study, a Framework Plan and an Implementation strategy was developed to ensure the long-term economic sustainability of the Study Area and Morrow.</li> <li>• The Framework Plan focuses on three key areas: Retrofit and Redevelopment; Civic Realm and Livability Enhancements; and Connectivity.</li> </ul>

<b>Tax Allocation Bonds (Ellenwood Project)</b>	
<b>Year</b>	2011
<b>Prepared By</b>	Clayton County Board of Commissioners Clayton County Office of Economic Development
<b>Geography</b>	Ellenwood TAD (Full list of all parcels are listed in Appendix C of the report)
<b>Purpose</b>	An update on the overall status of the Ellenwood TAD and a summary of the county's efforts to date to accomplish the redevelopment projects within the TAD.

<b>City of Morrow Technical Assistance Program (TAP) Panel</b>	
<b>Year</b>	2011
<b>Prepared By</b>	Urban Land Institute - Atlanta
<b>Geography</b>	Morrow (Much of the discussion is on the LCI area)
<b>Purpose</b>	To offer a direction for future development, redevelopment in Morrow, responding to recommendations of the LCI study.

<b>Economic Impact of University System of Georgia Institutions on their Regional Economies in FY 2011</b>	
<b>Year</b>	2012
<b>Prepared By</b>	Selig Center for Economic Growth Terry College of Business The University of Georgia
<b>Geography</b>	The regional study area for Clayton State University is the Atlanta MSA
<b>Purpose</b>	<ul style="list-style-type: none"> <li>• Economic Impact assessment of the University System of Georgia's 35 institutions in fiscal year 2011.</li> <li>• The study accounts for three important categories of college/university-related expenditures: (1) spending by the institutions themselves for salaries and fringe benefits, operating supplies and expenses, and other budgeted expenditures; (2) spending by the students who attend the institutions; and (3) spending by the institutions for capital projects (construction).</li> </ul>

<b>Airport Area Task Force Presentation</b>	
<b>Year</b>	2012
<b>Prepared By</b>	Atlanta Regional Commission
<b>Geography</b>	The communities surrounding the Hartsfield-Jackson Atlanta International Airport
<b>Purpose</b>	<ul style="list-style-type: none"> <li>• To discuss the concept of an Aerotropolis, outlining the functional form and the key stakeholder interests, and offering international examples of such developments.</li> <li>• A discussion of Atlanta's challenges as an Aerotropolis develops around the Hartsfield-Jackson Atlanta International Airport, offering how those challenges might be met, the work completed to this point, and the tentative work in 2013.</li> </ul>

<b>City of Morrow Portfolio Strategy - Executive Summary</b>	
<b>Year</b>	2012
<b>Prepared By</b>	Newmark Grubb Knight Frank
<b>Geography</b>	<p>Morrow - Multiple trade areas based on the properties that Morrow owns, and the potential consumer base that the properties would reach (see maps provided in the report for trade area boundaries):</p> <ul style="list-style-type: none"> <li>○ Southlake Mall Trade Area</li> <li>○ 1 Mile and 3 Mile Radius Rings</li> <li>○ Zip Code 30260</li> </ul>
<b>Purpose</b>	<ul style="list-style-type: none"> <li>• Evaluation of the current city-owned properties, with a development strategy for each property.</li> <li>• Resulted in: (1) Current Condition Assessment Report, (2) Market Analysis Summary, (3) Highest and Best Use Assessment, (4) Recommendations for each asset, and (5) Financial recommendations.</li> <li>• Market Analysis conducted to determine the potential opportunities that exist for businesses in the retail and services industry to succeed based on different factors within the market.</li> </ul>

<b>Comprehensive Re-Development Strategy - Lake City, Georgia</b>	
<b>Year</b>	2012
<b>Prepared By</b>	
<b>Geography</b>	Lake City
<b>Purpose</b>	<ul style="list-style-type: none"> <li>• To offer a comprehensive redevelopment strategy for Lake City, with regard to its unique challenges and opportunities.</li> <li>• The main focus going forward is for Lake City to be seen as the ideal place for upscale residential living for its residents, for those who work outside the city, and those associated with Clayton State University.</li> </ul>

<b>Economic Development - Assessment &amp; Recommendations - Draft</b>	
<b>Year</b>	2012
<b>Prepared By</b>	City Manager - Lake City
<b>Geography</b>	Clayton County
<b>Purpose</b>	<ul style="list-style-type: none"> <li>• Provides an assessment of the challenges facing Clayton County with regard to economic development.</li> <li>• Offers short-term actions that to encourage economic development in the county.</li> </ul>

## Appendix B

### Recognition of Steering and Advisory Committee Members

Hundreds of Clayton County residents and stakeholders participated throughout the entire planning process. They attended community forums, sat through interviews, and attended presentations. However, the following 43 individuals went above and beyond by serving on this initiative’s Advisory Committee and Steering Committee. The Steering Committee served as the primary liaison between county stakeholders and Georgia Tech. Members received monthly updates on research and findings, and ensured that the project is addressing the community’s key concerns and needs. The Advisory Committee served as a working group of the steering committee. Its role was to provide ongoing support and advice to the Georgia Tech team to ensure that the planning process moved forward in a timely manner, and to support the Georgia Tech team with planning, logistics, research and communication.

The Strategic Economic Development Plan also had two co-chairs, who worked hand-in-hand with the Georgia Tech team over an entire year of preparation and implementation:

- Larry Vincent, Chairman, Development Authority of Clayton County
- Yulonda Beauford, President & CEO, Clayton County Chamber of Commerce

The Georgia Tech team would like to expressly thank each of these individuals for giving their time, energy, creativity and enthusiasm, and for working tirelessly to create a promising economic future for the citizens of Clayton County.

Name	Organization Represented
1. Al Wiggins	City of Forest Park
2. Alisa Kirk	Small Business Development Center
3. Alvetta Thomas	Atlanta Technical College
4. Angela Redding	City of Forest Park
5. Anthony Smith	Clayton County Public School
6. Barbra Coffee	City of College Park
7. Carrie Neal	General Growth Properties/Southlake Mall
8. Crystal Black	Clayton County Chamber of Commerce
9. Curtis Green	Clayton County Housing Authority
10. Demetrius Douglas	State House of Representatives
11. Grant Wainscott	Clayton County Department of Economic Development
12. Harold Bevis	Delta Air Lines, Inc.
13. Harold Craig	Atlanta Technical College
14. Jack Hancock	Freeman, Mathis & Gary L.L.P.
15. James McSweeney	National Archives Southeast Region
16. JB Burke	City of Morrow
17. Jeff Eady	City of Morrow
18. Jeff Kashani	Comfort Suites Atlanta Airport
19. Jim Crissey	Southern Regional Health System
20. Joel Lankin	City of Lake City

21. John D'Andrea	Georgia Power
22. John Westervelt	Heritage Bank
23. Kalanos Johnson	Development Authority of Clayton County
24. Keith Watkins	Clayton County Water Authority
25. Larry Vincent	Development Authority of Clayton County
26. Linda Summerlin	Clayton County Tourism Authority
27. Lon Langston	Georgia National Produce
28. Luvenia Jackson	Clayton County Public School
29. Michael Crafton	Clayton State University
30. Michael Syphoe	City of Riverdale
31. Micheal McLaughlin	City of Morrow
32. Mike Thomas	Clayton County Water Authority
33. Odessa Archibald	Georgia Power Company
34. Pat Sebo	City of Jonesboro
35. Shelley Lamar	Hartsfield-Jackson Atlanta International Airport
36. Tamara Patridge	Clayton County Board of Commissioners
37. Tim Hynes	Clayton State University
38. Tosha Hill	Ralcorp Frozen Bakery Products
39. Trevor Quander	Atlanta Gas Light Company
40. Valencia Stovall	State House of Representatives
41. Wade Starr	Clayton County
42. Willie Oswald	City of Lake City
43. Yulonda Beauford	Clayton County Chamber of Commerce