

a community assessment sponsored by



HARALSON COUNTY

GEORGIA, USA





*Honda Precision Parts of Georgia, Haralson County
March 2011*

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INTRODUCTION

Georgia Power sponsored this community and economic development assessment of Haralson County, Georgia and Janus Economics conducted the project. The assessment includes four parts: 1) economic overview; 2) economic development strengths, weaknesses, opportunities and threats (SWOT) analysis (including incentives review); 3) target industry analysis; and 4) marketing recommendations.



Information for this assessment came primarily from a one and a half day visit to Haralson County in which two Janus professionals toured the area and conducted confidential interviews, focus groups with elected officials, business owners, city/county employees and other stakeholders.



Georgia Power provided data from Economic Modeling Systems, Inc. (EMSI) for the economic overview. However, this is not a detailed statistical study or engineering-based assessment, but rather an analysis of the community seen through the lens of a visiting company executive or consultant evaluating potential sites— both tangibles and intangibles. Recommendations are also included in this report.

Georgia Power Company (GPC) is a significant investor in economic development efforts across Georgia. GPC is the largest electrical utility in the state and is a subsidiary of Southern Company, a major utility holding company that spans the southeastern United States. GPC provides a number of services that support economic development activities in areas it serves. These services include community development (economic development preparedness), industrial park planning (conceptual master planning and utilities assessments) and site selection services (GPC works directly with companies, consultants and economic development allies to attract investment to Georgia).

Janus Economics, LLC, is a leading provider of economic development, site selection, real estate, and related consulting services to private and public clients across the country and abroad. Economic and community development services include competitive assessments and SWOT analyses, visioning and strategic planning, organizational evaluations, target industry studies, marketing plans, site certification, website development and the spectrum of related activities. Real estate and transportation services include local, national and international site searches, site comparison and evaluation, facilities evaluation, feasibility studies, market studies, re-use studies and similar activities. Industry veterans Robert Pittman and Jennifer Tanner founded and co-own Janus, and offer more than 45 years of experience in economic development and business location consulting.

ECONOMIC OBSERVATIONS

- Economic data is 4th quarter, 2010 from Economic Modeling Specialists, Inc. (EMSI) and provided by Georgia Power, unless otherwise noted.

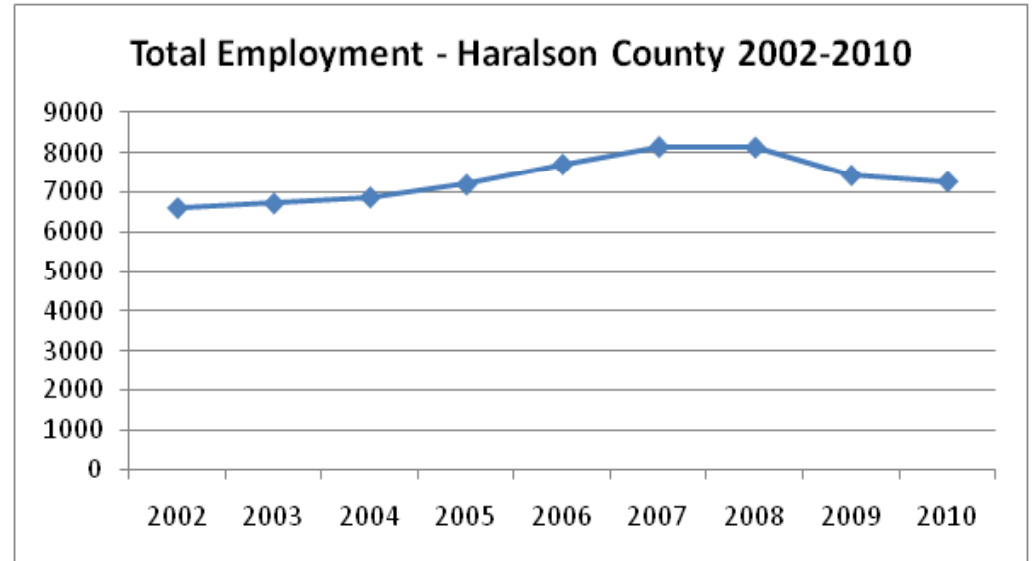
- Total employment (jobs in county, 4th quarter, 2010) is 7,284, representing a 10 percent decrease from peak employment of 8,149 in 2007.

- The unemployment rate in the County (GA Dept. of Labor, 2010 Annual Average) is 11.7 percent.

- At an aggregate 2-digit NAICS

Code level (North American Industry Classification System)¹ level, the five largest industries by employment in Haralson County are government, manufacturing, retail trade, health care and social assistance and accommodations and food services.

- Industries in which the County has relatively high levels of concentration (higher location quotients in 2010) include manufacturing, government, retail trade, and construction. The location quotient is a measure of relative concentration of industry in the county compared to the United States. If the quotient is greater than one, the County has a higher concentration (percentage of total employment) of that industry than the nation as a whole. The location quotient measures concentration rather than absolute size.



ECONOMIC
OBSERVATIONS

¹ The North American Industry Classification System (NAICS) is the system used by the U.S. Government to classify industries by type. The two-digit level covers major sectors or industries at an aggregate level (e.g. retail industry, manufacturing industry). The classification system goes down to four, five and six digit levels and lists specific industries within each 2-digit sector.

• Drilling down to the 4-digit NAICS level provides insight into which specific industries are growing or declining the fastest. Reflecting the County's relatively high concentration in manufacturing, among the fastest growing industries (change in employment from 2002 to 2010) and with higher levels of employment are: Motor Vehicle Parts Manufacturing (a relatively new industry for the County), and Plastics Product Manufacturing (322 percent) along with Grocery and Related Product Merchant Wholesalers and Grocery Stores (61 percent).

HARALSON COUNTY EMPLOYMENT BY 2-DIGIT INDUSTRY SORTED BY NUMBER OF JOBS, 2010

NAICS CODE	INDUSTRY DESCRIPTION	NO. OF JOBS		CHANGE IN JOBS		LOCATION QUOTIENT		ERNGS PER WRKER	NO. OF ESTABS
		2002	2010	Number	Percent	2002	2010		
90	Government	1,592	1,823	231	15%	1.39	1.37	\$43,110	42
31-33	Manufacturing	2,043	1,726	(317)	(16%)	2.67	2.68	\$50,473	47
44-45	Retail Trade	665	1,035	370	56%	0.88	1.29	\$26,532	92
62	Health Care and Social Assistance	481	767	286	59%	0.71	0.85	\$35,256	39
72	Accommodation and Food Services	293	404	111	38%	0.57	0.66	\$12,765	36
42	Wholesale Trade	186	313	127	68%	0.66	1.02	\$29,528	21
23	Construction	369	267	(102)	(28%)	1.09	0.87	\$54,108	66
56	Administrative, Support, Waste Management, Remediation Services	370	198	(172)	(46%)	0.96	0.48	\$27,668	24
48-49	Transportation and Warehousing	124	182	58	47%	0.48	0.67	\$53,933	31
54	Professional, Scientific, and Technical Services	127	155	28	22%	0.38	0.38	\$42,341	41
81	Other Services (except Public Administration)	126	142	16	13%	0.59	0.58	\$37,813	41
52	Finance and Insurance	103	138	35	34%	0.36	0.45	\$52,878	28
51	Information	44	44	0	0%	0.26	0.29	\$77,195	8
11	Agriculture, Forestry, Fishing and Hunting	13	36	23	177%	0.21	0.59	\$22,184	3
53	Real Estate and Rental and Leasing	13	18	5	38%	0.13	0.17	\$24,744	14
71	Arts, Entertainment, and Recreation	26	15	(11)	(42%)	0.29	0.14	\$28,262	6
55	Management of Companies and Enterprises	30	11	(19)	(63%)	0.35	0.11	\$31,092	3
21	Mining, Quarrying, and Oil and Gas Extraction	<10	0	--	--	--	--	\$0	--
22	Utilities	<10	<10	--	--	--	--	\$158,947	--
61	Educational Services	0	<10	--	--	--	--	\$18,822	--
	Total	6,619	7,284	665	10%			\$39,866	546

JOB CREATION: FAST GROWING INDUSTRIES IN HARALSON COUNTY

NAICS CODE	INDUSTRY DESCRIPTION	2010 JOBS	JOB CREATION Number	2002-10 Percent	NO. OF ESTABS.
3363	Motor Vehicle Parts Manufacturing	452	452	--	4
3261	Plastics Product Manufacturing	549	419	322%	4
9300	Local government	1,419	215	18%	26
4244	Grocery and Related Product Merchant Wholesalers	209	209	--	3
7222	Limited-Service Eating Places	230	92	67%	13
4451	Grocery Stores	238	90	61%	10
6221	General Medical and Surgical Hospitals	214	84	65%	2
3116	Animal Slaughtering and Processing	83	67	419%	1
4461	Health and Personal Care Stores	126	55	77%	14
3113	Sugar and Confectionery Product Manufacturing	50	50	--	3
4841	General Freight Trucking	87	48	123%	12
5611	Office Administrative Services	44	44	--	3
6231	Nursing Care Facilities	239	37	18%	4

- Industries that declined since 2002 and are no longer active in the County include Foundries, Drugs and Druggists' Sundries Merchant Wholesalers, and Textile and Fabric Finishing and Fabric Coating Mills; other industries demonstrating significant decline include Printing and Related Support Activities, Rubber Product Manufacturing, Services to Buildings and Dwellings, and Investigation and Security Services.

DISAPPEARING JOBS: DECLINING INDUSTRIES IN HARALSON COUNTY

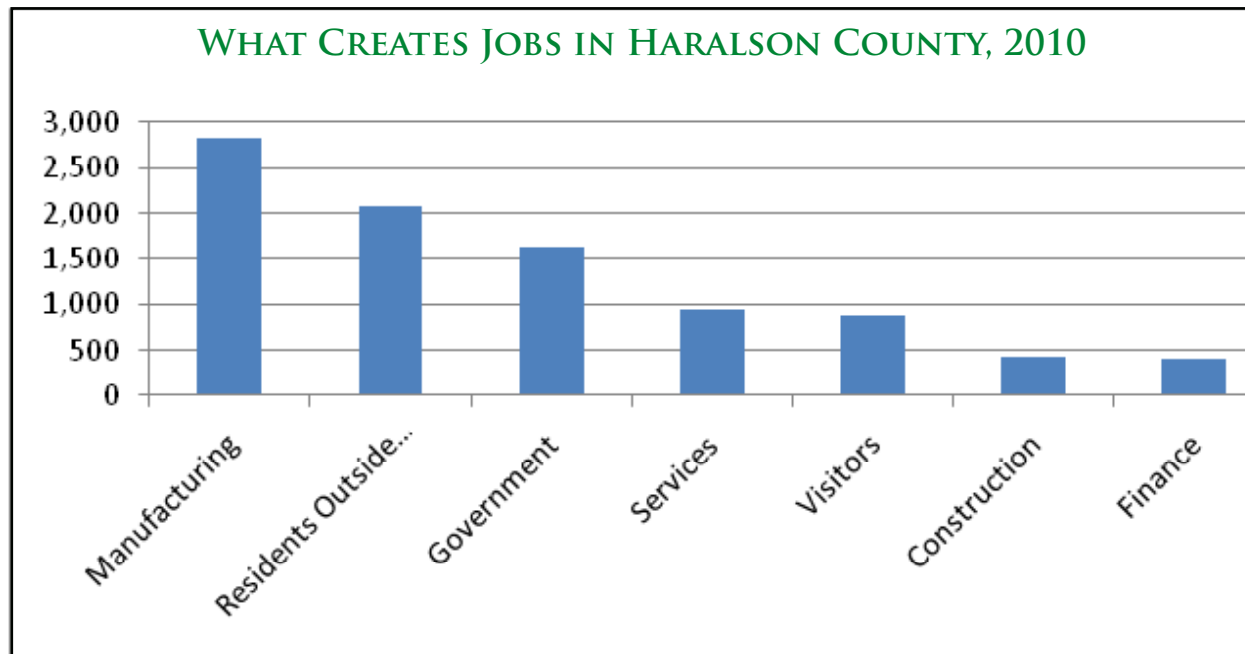
NAICS CODE	INDUSTRY DESCRIPTION	2010 JOBS	JOB GROWTH Number	2002-2010 Percent	NO. OF ESTABS.
3231	Printing and Related Support Activities	155	(271)	(64%)	2
3262	Rubber Product Manufacturing	142	(143)	(50%)	2
5617	Services to Buildings and Dwellings	13	(109)	(89%)	6
5616	Investigation and Security Services	68	(102)	(60%)	5
3133	Textile and Fabric Finishing and Fabric Coating Mills	0	(53)	(100%)	0
3273	Cement and Concrete Product Manufacturing	131	(42)	(24%)	3
4242	Drugs and Druggists' Sundries Merchant Wholesalers	0	(42)	(100%)	0
4243	Apparel, Piece Goods, and Notions Merchant Wholesalers	16	(42)	(72%)	2
3315	Foundries	0	(40)	(100%)	0
2382	Building Equipment Contractors	73	(38)	(34%)	21
2381	Foundation, Structure, and Building Exterior Contractors	54	(31)	(36%)	15
4238	Machinery, Equipment, and Supplies Merchant Wholesalers	34	(30)	(47%)	3
3149	Other Textile Product Mills	18	(29)	(62%)	3

- Another way to examine the economy in Haralson County is by sector instead of industry (economic base analysis). For example, Visitors (including tourism) encompasses a number of NAICS industries such as restaurants and traveler accommodations. Another example is Residents Outside Income² (residents who work outside of the County or receive retirement or investment checks). This brings money into the County, helping to create jobs and increase local incomes.

- The exhibits on the following page show which of these sectors create the most jobs and earnings in the County (data and models from Economic Modeling Specialists, Inc.). Manufacturing accounts for one-third of earnings and 27 percent of jobs demonstrating that these jobs tend to have higher wages in general. Residents' Outside Income, Government, Services and Visitors round out the top five industries and account for 80 percent of the jobs and 80 percent of the earnings.

² Residents Outside Income consist of income by residents who commute to another county, property income such as rent, or transfer payments. An Exogenous Investment is an investment in local businesses coming from outside the county.

SECTOR	JOB	TOTAL EARNINGS (000s)	JOB %	EARNINGS %	EARNINGS PER WRKER (000s)
Manufacturing	2,827	\$119,949	27%	33%	\$42
Residents Outside Income	2,071	\$51,538	20%	14%	\$25
Government	1,632	\$63,204	16%	18%	\$39
Services	937	\$27,728	9%	8%	\$30
Visitors	885	\$23,601	8%	7%	\$27
All Other	520	\$17,725	5%	5%	\$34
Construction	421	\$15,661	4%	4%	\$37
Finance	416	\$12,802	4%	4%	\$31
Exogenous Investment	358	\$10,638	3%	3%	\$30
Agriculture	354	\$12,650	3%	4%	\$36
Communications	47	\$3,028	0%	1%	\$64
Mining	29	\$1,097	0%	0%	\$38



SUMMARY OBSERVATIONS

- From 2002 to 2007, Haralson County experienced steady job growth across industry sectors of 23 percent. However, with the onset of the latest recession at the end of 2007, significant jobs losses resulted in a net gain of 665 jobs or 10 percent over its 2002 numbers.
- Manufacturing as an industry slipped from being the primary industry sector to No. 2 following the Government Sector in total number of jobs. Despite the loss in total number of jobs, manufacturing retains a high national location quotient of 2.6. Rubber Product Manufacturing and Cement and Concrete Product Manufacturing subsectors have declined significantly since 2002, while Plastics Product Manufacturing has grown and Motor Vehicle Parts Manufacturing first appeared as a Manufacturing subsector in 2005 and now represents 26 percent of the total Manufacturing industry sector jobs and 6 percent of all jobs.
- Economic base analysis shows that 80 percent of employment in Haralson County is due to five sectors: Manufacturing, Residents' Outside Income, Government, Services and Visitors. With the exception of local government, these sectors are "export industries" meaning that they bring in money from outside the area to fuel growth, rather than just re-circulating money already within the county. Services are mixed – some services are "exported" outside the County while others serve only the County. Manufacturing provides one-third of all earnings and, assuming manufacturing jobs are maintained, will continue to provide higher-wage jobs as the industry moves toward those subsectors requiring a higher-skilled workforce as lower-skilled jobs disappear.
- In order to attract modern advanced manufacturing and export-based service sector jobs, a skilled, well-educated local workforce is required. Education levels (a proxy used by some for skills) for Haralson County are below the state and nation. A challenge for Haralson County is the improvement of the right skill sets as it looks to grow and attract new industries to replace those declining sectors.

SUMMARY
OBSERVATIONS

DEVELOPMENT ASSESSMENT

Janus Economics believes in the simple formula below for economic development success and has divided the SWOT analysis for Haralson County into Product and Process sections.

$$\frac{\text{ECONOMIC DEVELOPMENT}}{\text{Jobs, Incomes, Wealth}} = \frac{\text{PRODUCT}}{\text{Infrastructure, labor, quality of life, etc.}} + \frac{\text{PROCESS}}{\text{Leadership programs, marketing, etc.}}$$

PRODUCT:

Site selection, business location and expansion represent very competitive processes. Generally, executives and consultants screen numerous communities by looking for knockout factors in order to narrow the list to the few places they actually will visit. “Fatal flaws” such as the lack of suitable available land or building space can eliminate a community at the outset of a site search. The same logic applies to existing businesses wanting to expand local operations or entrepreneurs who want to start a new business. The lack of necessary resources and the appearance of an unfavorable business climate ultimately can hurt a community’s ability to recruit companies, expand local business and create new jobs.

STRENGTHS TO BUILD UPON:

Ex-Urban Location:

- Rural quality of life, low crime rate, affordable cost of living.
- Location within the ‘ABC’ Triangle (Atlanta, Birmingham and Chattanooga).
- Location within 100 miles of major auto manufacturers.
- Less than one hour to Atlanta airport via Interstate 20 and close to Birmingham air service.
- Part of Atlanta metro area and offers relative proximity to urban amenities and business via Interstate 20.
- Rural lifestyle provides sense of history, sense of place.
- Access to healthcare and some specialized services.

Transportation:

- Located on Interstate 20 for east/west routes with easy access to Atlanta and Birmingham.
- Highway 27 provides a 4-lane north/south route.
- Dual rail service available.

An existing industrial base, including automotive:

- Presence of global manufacturers and suppliers.
- Business Incubator under way in Bremen (with support of Sewell-Worley family).
- Big name company presence given the recent relocation of Honda Precision Parts to Haralson County from Ohio and another Honda facility.
- Several interviewees commented that Haralson County Development Authority HCDA does visit with the companies, but outreach was limited and companies would appreciate more contact.

Post-Secondary Education:

- The University of West Georgia, located nearby in Carroll County, offers four-year undergraduate, masters and PH.D programs.
- West Georgia Technical College (WGTC), a two-year institution, offers 59 technical certificates, diplomas and degrees. However, more than one interviewee stated that WGTC could be more effective in reaching out to and working with local businesses in workforce development
- Atlanta and Birmingham are home to excellent universities and technical institutions.

Available Buildings:

- The Vanguard Building is in excellent shape and its size is compatible to industry needs.
- The Mark Lynn Building is appropriately sized to attract business interest, but the ceiling height is a limitation.
- The McAdams Building is new and has adequate ceiling heights, but its size limits its appeal to all companies.
- Once a client occupies the Vanguard Building, economic development officials should consider developing a new spec building.

PRODUCT WEAKNESSES TO ADDRESS:**Lack of development-ready industrial sites:**

- Georgia West Industrial Park's access to fiber and rail is offset by the lack of sewer service, a potentially fatal flaw for most companies looking to relocate.
- Ellis Industrial site has potential to expand, but the road should be extended past Honda and there should be some additional site preparation work done.

Limited Water Supply:

- Many communities in the South now grapple with the availability of water as demand outstrips supply.
- Local officials indicated they have proposed remedies to the water issue, including building reservoir in the center of Haralson County.
- Haralson County's ability to control the water issue and potentially create a water surplus will increase the county's attractiveness to many site selectors for a variety of industries.

Mixed Workforce Quality:

- Many interviewees indicated that some workers lack basic reading and math skills, citing high school dropout rates and literacy rates.
- Some local companies reported that they had to screen a high number of applicants to find suitable workers. Numerous interviewees said they could find 'on-the-line' workers, but indicated it proved challenging to find local talent for mid-to-high level positions mostly due to the lack of activities and preferred lifestyle of individuals qualified for these positions. The quiet, rural lifestyle appealed to some, but it is often hard to recruit younger, higher-educated professionals.
- Some companies stated that proximity to Atlanta made it more difficult to compete for necessary high-skilled workers because many of them prefer to live closer to the metro area.
- Site selectors and companies seek out locations with diverse, high skill sets. Depending on the industry, the quality of Haralson County's workforce could work for or against a project.

RECOMMENDATIONS:**Provide development-ready industrial sites**

- The Ellis site offers companies visibility from the interstate and could be a prime site, but the road should extend past the Honda plant and would require an extension of water, sewer and power lines. This site would be ideal for a future spec building to show prospects, especially being so close to Honda. In the meantime, show prospects the Vanguard Building.
- Georgia West needs sewer service to be viable for most industries. Either the City of Buchanan could provide the services or a package plant could be constructed.
- Utilize a countywide planner to identify efficiencies in zoning, permitting and inspections to ease the process for companies and site selectors.

Make Workforce Development a Top Priority

- The County's high dropout and illiteracy rates limit its ability to retain and attract companies needing a higher-skilled workforce to remain competitive in today's knowledge based economy. The County should provide opportunities to improve reading, writing, math and computer skills at all age levels.
- The integration of workforce development and economic development is a hallmark of successful communities. Haralson County should make use of techniques and tools available to match the occupations and skill set requirements of current and potential (e.g. target industries) employers with the local labor force.

- Haralson County Development Authority (HCDA) should work with local colleges and secondary education institutions to focus on new skills sets and innovation careers while providing collaborative training for the older workforce.

Seek out additional funding specifically to address product weaknesses

- Because improvements require funding and financing, HCDA should seek out specific grants related to infrastructure, transportation and workforce training.
- HCDA should consider applying for funds as a sole entity or even as a partner for some larger opportunities that may be available at the state and federal level.
- Because funding is limited right now, HCDA should develop a fund specifically for future product improvements.

PROCESS:

The economic development process is equally important as the product. Without vision, strategies, programs and a path to implementation, a county’s chance for economic development success greatly decreases. Georgia Power uses the following pyramid to illustrate the key components in the economic development process. Below, Janus Economics assesses these components for Haralson County.



LEADERSHIP:

Inconsistent economic development leadership by County Commission

- The Haralson County Commission could show more support of economic initiatives and the Development Authority.
- The Commission has cut off funding for the Development Authority in the past.
- Differing opinions among commissioners has compromised the effectiveness of this body’s leadership in regards to economic development. There is a lack of understanding among the commissioners to make necessary infrastructure improvements (e.g. address water and sewer issues) and overall promotion of the county before it can be successful in winning economic development projects.
- Prospects are sensitive to any behavior that compromises effective governance and often will not select such communities for a location.
- Some interviewees commented that cities have tried to work well together in the past, but felt the County leadership hindered their ability to do more.

- There is no collective vision related to economic development or clear strategic plan crafted with stakeholder input from Haralson County and its cities.

Communications and cooperation among the County and the Cities for economic development needs improvement

- Cities and the County do not effectively share economic development information and plans.
- As an economic development best practice, cities within a county generally financially support the county EDO and coordination with the cities directly stems from the countywide organization.
- There is a lack of awareness by some employers of what services the HCDA offers and how the Authority interacts with the Haralson County Chamber of Commerce.

Lack of widespread understanding of economic development and need for action

- Some residents and businesses want to maintain the status quo and do not see the importance of job creation and growth.
- Others might believe in the need to be proactive in economic development, but did not know how to go about it.
- Several interviewees commented that residents are not interested in taking on leadership roles within Haralson County and there is no interest in cultivating leadership.

RECOMMENDATIONS:

Diversify Development Authority funding

- Discuss direct funding of the Development Authority with municipalities to align with national best practices for economic development.
- Develop a campaign to solicit funding from the private sector to diversify funding sources, reduce the budget load on the county, create widespread support for economic development and to overcome weaknesses in product and process.

Leverage the EACH (Empowering Adults to Change Haralson) program

- Community leadership programs create a culture of working together toward a common goal and encourage residents to make a difference.
- Involve younger Haralson County residents in the program to encourage teens to take on local leadership roles.
- Use EACH to help guide and leverage economic development projects within the county to demonstrate how economic growth or decline affects the community.
- Continue to leverage EACH within the private sector to develop community support and provide for sustainability for HCDA and chamber of commerce.

STRATEGY

No shared vision for economic development

- Haralson County Development Authority, in conjunction with its board, county and city leadership and other stakeholders needs to develop an agreed upon vision for economic development. This vision should build a consensus around:
 - o What types of industries does Haralson County want to attract?
 - o What can the County do to grow existing businesses?
 - o What does the County need to do to attract targeted industries?
 - o How can the County connect employers and employees?
 - o How does the County market itself in a global economy?

No long-term strategic plan for economic development

- A vision statement communicates to residents, local businesses and the outside world a positive image of what the County will look like in the future.
- In developing goals and objectives tied to the vision, Haralson County should outline specific initiatives, create a realistic timeline for the implementation and measurement of activities, and determine responsibility among partners.
- A process for evaluating progress and refining initiatives to react to outside influences and unexpected events, such as plant closures or a national economic recession should be part of the ongoing operations.
- Fiscal requirements for the goals and operation of economic development initiatives should include local public and private investment as well as the identification of state and national grant funding opportunities.

RECOMMENDATION:

Engage stakeholders and economic development officials throughout Haralson County in an economic development strategic planning process to launch the development of a long-term strategic plan.

- This is a structured process over several weeks where all stakeholders are heard and ideas are discussed and debated in an atmosphere of respect and desire for the overall betterment of Haralson County.
- Integral to the planning process is a marketing, branding and promotional program.
- While it is desirable to identify a lead agent(s), success will require the cooperation of partners throughout the County; communication and collaboration among partners will be essential.
- Success does not necessarily equal 100 percent agreement; rather it represents negotiation, compromise and moving forward.

SERVICES

While the Haralson County Development Authority is performing numerous services, the organization could take more of a proactive approach in some areas.

- The staff of two performs several economic development services, which are critical to the success of economic development, including working with prospects on projects; business retention and expansion activities; and “internal” marketing and community outreach activities.
- The county would benefit from a more proactive approach to targeted business recruitment and setting up a formal Business, Retention and Expansion (BRE) program, which focuses on training, supplier development and communication.
- All of these approaches require additional capacity.

Haralson County should prioritize the integration of workforce/talent development and economic development, and the development authority can serve as a catalyst for this process.

- Apparel manufacturing, which once employed a large portion of Haralson County residents, has relocated and discontinued operations within recent years leaving many displaced workers with low educational attainment looking for employment. There is great need to “re-tool” the workforce to meet target industry needs.
- While Haralson County’s economy remains dependent on manufacturing, many of the low-skilled jobs have been replaced with middle-skilled jobs requiring some postsecondary education or training certification.
- Economic development organizations can take the lead in the process as a coordinator and facilitator between educational institutions, prospects, existing business and the public sector.

The development authority should play a leading role in establishing and driving momentum both during and after the formation of a countywide strategic plan for economic development.

- This plan should provide the momentum and spark for Haralson County Development Authority to emerge as the ‘coach’ of local economic development and provide the HCDA with the opportunity to call the plays, execute action and build a team focused on the plan and economic development initiatives.
- The lack of a collective strategic plan for economic development is a major drawback to the County’s competitiveness in a global economy.

Haralson County has not realized its tourism potential.

- Currently, the HCDA and the Haralson County Chamber of Commerce provides services similar to a Convention and Visitor’s Bureau but lack capacity and resources to fully take on this tourism job. Currently one part-time person focuses on tourism, but the County offers huge potential in tourism.
- While discussions are under way on how to capitalize on the area’s apparel history, agricultural history, historic downtowns and military parks, there is not a concerted effort to promote these initiatives and actively promote Haralson County as a destination. Given the presence of global companies within the county, the HCDA also should look at a program that specifically caters to the foreign visitor.
- Haralson County offers numerous tourism assets that offer huge potential if developed.

RECOMMENDATIONS:

Configure development authority staff to offer the best mix of economic development services

- With the population of Haralson County and its economic development needs, it is typical to have three to four staff members. Currently, the HCDA has two full-time employees.
- Janus Economics recommends a minimum of three full-time staff members of the Haralson County Development Authority:
 - 1) President/CEO: Management responsibilities, acts as public face for the development authority (public relations, prospect visits, local outreach, etc), has primary responsibility for recruiting new industry and keeping the momentum moving forward with the strategic plan.
 - 2) Vice President: Focuses on Business, Retention and Expansion activities, assists and coordinates with new business activity, workforce development, serves as the primary contact at the HCDA for existing businesses, helps connect people, resources and skills.
 - 3) Assistant: Works as an administrative assistant and data manager with capacity to reply to requests for information (RFIs), state leads, etc. Maintains current data and marketing materials (including but not limited to website content, social media, advertising, trade shows, etc).

Develop a public/private partnership for funding.

- The HCDA is fortunate to have funding from PILOT payments and directly from the County, but in order to align the HCDA with economic development best practices, Janus Economics recommends diversifying funding sources.
- HCDA should consider seeking private funding from existing businesses, grants, membership programs, and/or capital campaigns for specific projects.

Form strategic alliances to gain buy-in for economic development, as well as share the capacity for specific projects.

- In order to share costs and workload, HCDA must work closely with municipalities, downtown organizations, existing businesses and school systems.
- Sharing costs and providing HCDA capacity or resources to partners will strengthen strategic alliances that ultimately promote positive development throughout Haralson County.
- These alliances will be invaluable when a prospect is visiting, promoting the area and building a collective momentum to move forward.

INCENTIVES

OVERVIEW

- Most states and communities offer incentives to attract and retain companies. In most cases, an incentive package is necessary to be competitive with other location and win a project.
- There are two types of incentives:
 - 1) Statutory or “as of right,” incentives that are available to any company that fits the criteria.
 - 2) Negotiated incentives unique to a particular location or project.
- Local incentives usually are more limited than state incentives. States offer a variety of tax abatements, credits and deferments sometimes tied to specific industries, as well as training programs, cash and loan funds. Businesses often feel state taxes are more burdensome than local taxes, so incentives at that level bring more value to the package. Local incentives generally revolve around free or discounted land or buildings, “deal closing” cash funds, loans, site/ infrastructure improvements and property tax abatement.
- In most location projects, incentives make the difference at the margin once a company has narrowed down its short list of sites based on key site location factors (labor, transportation, workforce, etc). Operating costs will continue as long as the company does while incentives typically last five to seven years. Therefore, incentives often represent tiebreakers. However, to win projects, communities should offer a competitive incentives program.
- While a competitive package is important, communities should be judicious about awarding them.
 - 1) Communities should be weary of prospects that first ask about incentives and not other location factors. This usually indicates that a company is using your community to negotiate a better package where it is already located, or the company is undercapitalized, less likely to survive and not going to create as many jobs on a permanent basis.
 - 2) Communities must analyze the cost and benefits to show the return on an incentive “investment.” Ask: What will be the benefit to the community (jobs, incomes, housing, etc.) versus the cost of the total incentive package?
 - 3) Obtain specific commitments, if possible, from a company in return for incentives.
 - 4) Communities should include clawbacks, or the forfeiting and sometimes payback of incentives, as part of the package in case a company does not meet specific requirements.
- Often times, existing companies become upset when new companies coming to the area receive incentives. Many times local managers will say, “I’ve employed people here for years and never received any help.”

INCENTIVES

CREATING A WIN/WIN
SITUATION
FOR THE PROSPECT
AND HARALSON
COUNTY REPRESENTS
AN IMPORTANT
BUT POTENTIALLY
CHALLENGING
SITUATION.

To offset this sentiment, consider offering existing business similar incentives tied to job creation during expansion and additional training opportunities. A BRE program would help reveal these expansions and feelings.

• Some recent trends in incentives include:

- 1) Companies sometimes request that a stream of incentives be capitalized so they receive up-front the equivalent discounted present value of future incentives. This can give a community an advantage.
- 2) With tight local budgets given the current challenging economic conditions, many communities rely more on incentives such as tax abatements that do not involve out-of-pocket, up-front expenditures.
- 3) Infrastructure and land improvement-related incentives are gaining in popularity as they also represent capital investment and long-term investment in the community.

Haralson County Incentives:

• The table on the following page lists the various types of local incentives and whether or not (and in what variation) Haralson County Development Authority makes them available to projects. This incentive analysis is at the county level. Other city-specific local incentives may be available.

• **Observations and recommendations:**

- 1) The Haralson County Development Authority depends on outside funding to provide additional incentives (e.g. OneGeorgia Grants to offset costs of land, buildings and infrastructure). This represents a good partnership, but every Georgia community can utilize these grant opportunities and would not necessarily put Haralson County above another county.
- 2) Developing incentives or 'packages' for existing industries would greatly benefit Haralson County because the area has a large presence of manufacturing and global companies (that are susceptible to changes given economic conditions, supply chain issues and customer base). With a strong BRE program, HCDA can gauge what type of 'incentives' would be appropriate and help existing industry. On the other side of this, HCDA can utilize its strong existing industry incentive package as a differentiator when offering incentives to new companies.
- 3) Creating a win/win situation for the prospect and Haralson County represents an important but potentially challenging situation. It is important for HCDA to keep county officials and other leadership informed (without breaching project confidentiality) about other location deals and creative incentives in order to ensure everyone supports and is on the same page about economic development activities.
- 4) The use of the Georgia Tech LOCI system as a method to assess the ROI on an incentive package for a

project shows a level of sophistication in effective incentive administration.

5) A deal-closing fund or the ability to offer free land or buildings will leverage HCDA's to stand out amongst competitors when it comes to an incentive project. This also allows the decision to be local and not dependent on outside funding.

In the competitive site selection process, local incentives represent a key differentiator for communities working with a project. The ability to provide additional local financial and/or resources during recruitment will help Haralson County offer a company a competitive and appealing package. While location and workforce represent essential components, it sometimes takes an on-target incentive package at the end of the recruitment process to close the deal. HCDA should consider developing a deal-closing fund, as well as a mechanism to offer free land or buildings without having to depend on grant funding. Currently, HCDA does not offer a highly competitive package for companies, but several changes can help create a more diverse incentive program.

INCENTIVE

DESCRIPTION, EXAMPLES, NOTES

HARALSON COUNTY OFFERS...?

Cash/loans		
Cash or grants	<ul style="list-style-type: none"> • A company receives cash to offset start-up costs • Some communities have “deal-closing funds” which companies can use for cash payments, site preparation, etc. 	<ul style="list-style-type: none"> • HCDA does not have such a fund.
Low or no interest loans	<ul style="list-style-type: none"> • Same as above 	<ul style="list-style-type: none"> • HCDA offers manufacturing companies with less than \$10 million tax-exempt internal revenue bond financing.
Land and buildings		
Free or discounted land and/or building	<ul style="list-style-type: none"> • Many communities offer these incentives and consultants/companies often expect these 	<ul style="list-style-type: none"> • Only available if OneGeorgia Equity or EDGE grants provide the initial funding to provide for the project.
Site/building preparation and improvements	<ul style="list-style-type: none"> • Improve roads and access, grading, compacting, install utility lines, etc. 	<ul style="list-style-type: none"> • See above.
Regulations/fees		
Waiver of local fees, expediting permits, etc.	<ul style="list-style-type: none"> • Fees such as impact fees, water/sewer tap-on fees; assisting with and expediting permits; “one-stop shops” for local permits and fees. 	<ul style="list-style-type: none"> • These types of incentives depend on whether HCDA has grant funding available to offset costs.
Taxes		
Tax abatement	<ul style="list-style-type: none"> • Real and/or personal property • Mostly general fund portion abated, not education portion 	<ul style="list-style-type: none"> • HCDA offers a 7-year phase-in tax abatement structure.
Freeport tax exemption	<ul style="list-style-type: none"> • Local Freeport in Georgia can offer companies state inventory tax exemption 	<ul style="list-style-type: none"> • Haralson County offers 100% Freeport on the following inventory classes: raw materials & goods in process; finished goods produced in Georgia during the last 12 months; and finished goods stored in Georgia within the last 12 months and destined for out-of-state shipment.
Other		
Free or subsidized training	<ul style="list-style-type: none"> • Typically in conjunction with local community college • Could be on-site, on-the-job • Retraining specific skill sets 	<ul style="list-style-type: none"> • HCDA does not have a local training program in place.
Subsidized utilities	<ul style="list-style-type: none"> • Water/sewer most common • Could be electric or gas if municipal system 	<ul style="list-style-type: none"> • HCDA does not subsidize utilities unless funding would be available.

TARGET INDUSTRIES

OVERVIEW

- The term “target industry” refers to industries and economic activities that are suitable and are a good location match for a city, county or region. These industries represent key elements to an area’s plans for recruitment, business retention and expansion and new business start-up. Identifying target industries is time-tested economic development strategy and helps communities utilize scarce marketing resources in an efficient and specific manner. While there is never a specific guarantee that target industries or any industry will locate in an area thanks to these marketing efforts, this target industry analysis helps increase the odds of success.
- Janus Economics’ proprietary methodology for identifying target industries in a multi-phase approach:
 - 1) Conduct an economic base analysis to understand the industries and economic activities in the region.
 - 2) Screen more than 1,100 North American Industry Classification System (NAICS) industries using key criteria to identify target industry candidates for additional scrutiny. For this study, we used the most detailed 6-digit NAICS code definitions for a better industry analysis. For some sectors that would make good targets for recruitment and expansion, NAICS does not readily define a code. For example, many sub-sectors from retail shops to restaurants and lodging establishments help form the “tourism” industry but have different NAICS codes.
 - 3) Choose the best industries from among the candidates using professional judgment based on knowledge of Haralson County’s economic development strengths, weaknesses and recent industry trends.
- Target industry analysis is not just a data exercise; seasoned professional judgment and knowledge of the local area must temper the statistical analysis. Ideally, the development authority should select target industries that play to the existing strengths of an area (location match) and diversify the local economy. Where practical, officials should select industries from different sectors (e.g. manufacturing, service, etc.) to help with diversification. In addition, economic development organizations should identify target clusters, or groupings of individual industries according to similarity of product, common labor force needs, or input/output links. Clusters can provide a comparative advantage to local companies and enhanced growth opportunities for the future.
- Janus believes that communities should select target industries with economic diversification in mind. In most cases, this means a mixture of advanced manufacturing industries, which are growing in this country, or at least the region, and export-based service industries that serve a broader market area, not just the County.

TARGET
INDUSTRIES

- Moderate to low skill traditional industries such as apparel that employed generations of Haralson County residents have largely moved off-shore due to lower labor costs. While manufacturing as a percent of total employment has declined significantly in the U.S. during the past few years, many manufacturing industries are growing in this country, particularly the Southeast.³ For manufacturing targets, the key is to identify growing industries that are suited to Haralson County. For targeting service industries, most of which are growing, the key is to identify those that are more export-oriented and therefore will bring in outside income.
- Janus Economics screened more than 1,100 manufacturing and service industries using several criteria including employment and growth in Georgia and the four adjoining states (except Florida) and in 22 counties surrounding Haralson County in Georgia and Alabama⁴ (the Region). Haralson County is not included in this multi-county regional definition – it is broken out separately. Industries that have a significant presence in the surrounding Region and Southeast and that are growing are more likely to require new facilities and be receptive to locating in Haralson County. Industries were also screened using location quotients, a measure of relative employment concentration and a possible indicator of location comparative advantage.⁵ Georgia Power supplied the industry data through its subscription to national data and models from Economic Modeling Specialists, Inc. (EMSI). Janus Economics performed the data analysis.
- This initial screening produced a list of several dozen potential target industries. Janus Economics selected the final list of target manufacturing and service industries shown below based on qualitative assessment during the competitive assessment in this report and the consultants’ experience and professional judgment.

3. *Southern Business & Development* magazine tracks corporate investments in the amount of \$30 million or more or with at least 200 jobs. In 2010, there were 368 such projects in the South; 228 were manufacturing while 140 were non-manufacturing.

4. Included are most of the counties between Birmingham and Atlanta that are not part of either metro area.

5. Location Quotients (LQs) are ratios of an area’s distribution of employment for a specific industry compared to a reference or base area’s distribution. In this analysis the reference area is the U.S. If an LQ is equal to 1, then the industry has the same share of employment in the local area (Southeast, surrounding counties or Haralson County) as it does in the U.S. An LQ greater than 1 indicates that an industry has a greater share of employment in an industry in the local area than it has in the U.S., and this implies local specialization or comparative advantage.

Cluster	NAICS CODES	DESCRIPTION	COUNTY			REGION		SOUTHEAST		
			2010 JOBS	2010 JOBS	% CHANGE	LQ 2010 JOBS	% CHANGE	LQ		
Mot Veh Parts	33635	Motor Vehicle Transmission and Power Train Parts Manufacturing	452	34	240.0%	--	7,192	-10.0%	1.2	
Mot Veh Parts	33636	Motor Vehicle Seating and Interior Trim Manufacturing	0	671	219.5%	3.6	9,251	29.0%	2.1	
Mot Veh Parts	33637	Motor Vehicle Metal Stamping	0	1,747	247.3%	6.9	7,968	-3.0%	1.3	
Equipmt	33361	Engine, Turbine, and Power Transmission Equipment Manufacturing	0	18	260.0%	0.0	12,152	-12.0%	1.3	
Equipmt	33392	Material Handling Equipment Manufacturing	0	184	-18.9%	1.1	7,065	-18.0%	1.1	
Ltg/Elec	33521	Small Electrical Appliance Manufacturing	0	182	-15.0%	12.1	1,933	-15.0%	1.4	
Ltg/Elec	33599	All Other Electrical Equipment and Component Manufacturing	0	5	0.0%	--	2,889	-20.0%	0.8	
Metals	33231	Plate Work and Fabricated Structural Product Manufacturing	<10	938	4.1%	2.3	22,714	-15.0%	1.4	
Metals	33232	Ornamental and Architectural Metal Products Manufacturing	0	864	-13.3%	1.9	18,770	-15.0%	1.0	
Metals	33299	All Other Fabricated Metal Product Manufacturing	0	283	-67.3%	2.3	22,582	-15.0%	1.3	
Transpor	33699	Other Transportation Equipment Manufacturing	78	2,072	123.5%	8.3	5,078	-10.0%	1.3	
Bk Off Fin Ins	52232	Financial Transactions Processing, Reserve, and Clearinghouse Activities	0	115	538.9%	0.6	8,257	48.0%	0.7	
Bk Off Fin Ins	52312	Securities Brokerage	0	189	37.0%	0.2	14,773	1.0%	0.5	
Bk Off Fin Ins	52412	Direct Insurance (except Life, Health, and Medical) Carriers	<10	736	91.2%	0.5	44,399	-4.0%	0.8	
Bk Off Fin Ins	52413	Reinsurance Carriers	0	0	0.0%	--	4,622	45.0%	1.6	
Bk Off Fin Ins	52511	Pension Funds	0	5	0.0%	--	908	111.0%	0.5	
Whouse Stor	49311	General Warehousing and Storage	<10	1,635	33.0%	1.4	60,559	19.0%	1.0	
Whouse Stor	49312	Refrigerated Warehousing and Storage	0	100	-33.8%	2.1	5,689	12.0%	1.1	
Whouse Stor	49319	Other Warehousing and Storage	0	79	229.2%	0.0	6,083	29.0%	1.3	

Source: EMSI 4th Quarter 2010 through Georgia Power; data analysis by Janus Economics.

MARKETING RECOMMENDATIONS

Economic development marketing represents an everyday, consistent responsibility that staff, stakeholders, elected leadership and residents all play an important role. However, HCDA should steer the marketing strategy. Economic development marketing has to be current, interesting and honest. With constant news information and multiple ways for site selectors, investors, businesses to obtain information, it is important that HCDA maintains a strong presence on multiple platforms.

Overall suggestions:

- Use tagline, where 'Location Builds Industry' throughout the website, business cards and continue to hammer that message. It speaks to a huge strength of Haralson County- location.
- Consider the unique assets of Haralson County (e.g. military-themed public spaces, Honda manufacturing, history of textile industry, agriculture, World Children's Center and rural lifestyle) and how to effectively market these 'realities' to specific audiences.
- Develop economic development content- positives stories, profiles, testimonials, honest responses and messages to address a real issue (ie: don't focus on the truancy rate at Haralson County schools; instead focus on the progress and the raffle program that continues to lower that rate), play up the county's history, quality of rural lifestyle along with its proximity to Atlanta.
- Consider the multiple audiences of economic development: site selectors, investors, local residents, elected leadership, the State of Georgia Department of Economic Development, students, media, global companies, etc. What is important to each audience? Where do most of these people spend time seeking information?
- Use social media platforms to disseminate content. (What is the best use of a facebook page, twitter feed -which does not seem to work on the website- and Linkedin group? Who is following HCDA and who do you want to follow HCDA?)
- All of these ideas require some funding but mostly resources and capacity. Consider marketing alliances with the Chamber of Commerce, school systems, colleges and businesses. Are there cost-sharing opportunities, can students in media arts assist through paid and unpaid internships or class project (which also engages the youth in economic development)?

Observations/suggestions on marketing materials:

Web site (HaralsonCounty.org):

- When one ‘Googles’ Haralson County economic development as a search term, the Haralson County Chamber of Commerce comes up first, which could indicate they are the first point of contact. Work on strengthening key words throughout the website that would improve the site’s ranking. When using “available buildings in Haralson County” as a google term, the site ranked third. HCDA should consider doing some keyword search engine optimization (SEO) to make sure HaralsonCounty.org is at the top of the list.
- The website is in a great starting place. The site offers testimonials of major players (Honda Lock), top 10 employers, current wage survey and available buildings. In addition, the website should have quality of life images or content closer to the front of the site.

Marketing packet (provided in RFI):

- The HCDA one-sheet flyers offer a lot of information. Consider having one sheet with key data points and highlight the county’s unique assets. Keep development and printing of these flyers in-house and manageable as information changes and specific information will play to different audiences.
- Paper marketing ‘collateral’ is important but HCDA should consider other ways to deliver information. If an investor group arrives from Japan- what would they need to take away with them and what can they physically take away with them.
- The HCDA one-sheet flyers offer a lot of information. Consider having one sheet with some of the key data points and show off some of the county’s unique assets. (Keep these flyers in-house and manageable as information changes and then you can change images and information to play to different audiences.
- Paper marketing ‘collateral’ is important but consider other ways to give away your information (and if an investor group arrives from Japan- what would they want to take away with them and what could physically take away with them?)

The crucial *little* things:

- One never knows what a site selector, investor or business person will take away with them after a community visit so it’s important to remember the ‘little things’ that could make a memorable difference. HCDA indicated they understood this by providing steaks to the state economic development professionals when visiting the county.
- Play up locally produced products in the office, which exemplifies a professional, organized image of Haralson County.
- Due to Honda’s presence in Haralson County, HCDA’s company vehicle should be a Honda.
- Develop recognitions, programs and community events that reinforce a positive image of economic development in the County.

Identifying your audience:

- Many leads in rural areas come from state and regional lead-generating organizations such as the Georgia Department of Economic Development, utilities such as Georgia Power, railroads and existing business.
- Market Haralson County to these organizations to keep the area out in front.
- Inform audiences with a monthly/quarterly newsletter.

- Based on the target industries, are there any trade shows, trainings, events that make sense and are affordable? Is the state or utility companies attending and can HCDA participate? (e.g. State attends an automotive trade show in Germany- would this investment be worth it, and if it is, how does HCDA leverage this trip to maximum potential?)

Develop creative strategies to drive more referrals and build a lead generation pipeline for HCDA:

- Work with existing industry through a BRE program to see what businesses you could help recruit that would better meet their needs in Haralson County.
- Attend networking events in Atlanta such as corporate real estate conferences, Southern economic development events, university functions and site location conferences. Leverage one of the largest assets of Haralson County— proximity to the massive corporate market of Atlanta.
- Develop a sales pipeline. Re-establish contact with prospects, consultants and companies that might have visited but the project did not materialize at the time.
- Construct a campaign that focuses on content, but utilizes direct mail, social media, staggered emails including a newsletter and then invite these people to visit Haralson County on a one to two day familiarization ‘fam’ tour to show consultants and/or investors what the County can offer.
- Work with local media and outlets to discuss economic development as a way to remind businesses and residents to think about what companies are out there and whom they know.

Draft a Marketing Strategy Plan:

- Marketing requires investment, research, capacity and an on-demand approach.
- Draft a plan that considers the best use and best value for HCDA to promote the county as the location that builds industry.
- Allocate a certain amount of HCDA funding to marketing.
- Work with strategic alliances in and around Haralson County that could help share costs, as well as further the economic development message.
- Within the marketing strategy plan, develop quantitative and qualitative realistic benchmarks that help track progress.

REWARDS

The tip of the economic development pyramid is Rewards, which represents a crucial part of marketing and success in economic development.

- **Progress in economic development is more than just announcements of new companies into town (although this always gets the headlines).**

- 1) Everyone enjoys receiving a reward for hard work and an accomplishment. Economic development is hard work but often the most tangible results (e.g. recruiting a company and creating new jobs and incomes) represent a long process.
- 2) Communities that understand the Product + Process formula for success realize that work to improve the Product (e.g. creating development ready sites, a variety of building types and upgrades to infrastructure) as well as the Process (better strategic planning, improved communications) significantly increases the likelihood of recruiting new companies, retaining and expanding business and starting-up new ventures.

- **Celebrate all accomplishments —large and small.**

- 1) Announcements of new companies, new jobs, and local expansions make front-page news and generate local excitement. They should, so be sure to celebrate these tangible economic development successes as the direct result of good cooperation, planning, implementation and the community spirit of Haralson County.
- 2) HCDA must remember to celebrate the Product improvements (e.g. laying new infrastructure, new buildings) and Process improvements (efficient teamwork and cooperation for economic development projects) as milestones along the road to improving Haralson County's overall economy. This exemplifies the importance of cooperation for economic development.
- 3) While the big announcement quickly shows progress, HCDA and local officials must also celebrate the small and big accomplishments within the community, schools and existing industry. Announcements such as 'Employee of the Month' or local companies attending a trade show indicate growth, involvement and keeps people informed about what is happening at these companies.

- **Regular acknowledgement of efforts and accomplishments is important to all citizens in Haralson County.**

- 1) Keeping elected officials and citizens informed of progress is vital to building momentum and maintaining support for economic development programs. Failure to do so has often derailed projects or deterred prospects.
- 2) We refer to these actions as "internal marketing" and are just as crucial to the overall effort as external marketing initiatives.

CONCLUDING OBSERVATIONS

- **Haralson County has good potential for economic development.**

- 1) It offers companies key interstate access and good highways and streets for transportation and logistics.
- 2) The county already has a hub of global manufacturers and suppliers.

- **A top priority for Haralson County is addressing countywide communication and leadership related to economic development.**

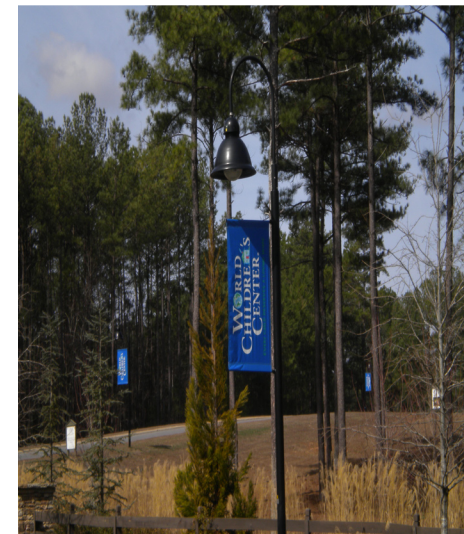
- 1) The various elected bodies of government, municipalities, Haralson County Development Authority and Chamber of Commerce and educational institutions must be on the same page when it comes to economic development.
- 2) Improving communication and cooperation amongst various parties represents a challenge; however, prospects remember when they see consistency and openness within a community. This reflects a positive business climate.

- **Haralson County should tap into its existing, unique assets.**

- 1) Haralson County has the potential to offer a little bit of something to everyone. The county provides an accessible location, two school districts, an existing base of industry and downtowns ripe for redevelopment.
- 2) By engaging in a strategic plan process, HCDA and the stakeholders will realize what is available and how to tap into these assets to further economic development throughout Haralson County.
- 3) Haralson County has the economic development assets to compete in the 21st Century economy, but needs to develop a more coordinated and proactive approach to economic development. It starts with better communication and planning.

- **Continue the positive momentum within Haralson County**

- 1) Many interviewees commented that while the county faces challenges, things have changed in a positive direction. This momentum is crucial to fostering an environment ready for investment and ready to face the next challenges.



CONCLUDING
OBSERVATIONS

APPENDIX

APPENDIX



Target Industries Descriptions:

The target Industries are defined by the NAICS system as follows:

Motor Vehicle Parts

33635 Motor Vehicle Transmission and Power Train Parts Manufacturing

This industry comprises establishments primarily engaged in manufacturing and/or rebuilding motor vehicle transmissions and power train parts.

33636 Motor Vehicle Seating and Interior Trim Manufacturing

This industry comprises establishments primarily engaged in manufacturing motor vehicle seating, seats, seat frames, seat belts, and interior trimmings.

33637 Motor Vehicle Metal Stamping

This industry comprises establishments primarily engaged in manufacturing motor vehicle stampings, such as fenders, tops, body parts, trim, and molding.

Equipment

33361 Engine, Turbine, and Power Transmission Equipment Manufacturing

This industry comprises establishments primarily engaged in manufacturing turbines, power transmission equipment, and internal combustion engines (except automotive gasoline and aircraft).

33392 Material Handling Equipment Manufacturing

This industry comprises establishments primarily engaged in manufacturing material handling equipment, such as elevators and moving stairs; conveyors and conveying equipment; overhead traveling cranes, hoists, and monorail systems; and industrial trucks, tractors, trailers, and stacker machinery.

Lighting/Electrical

33521 Small Electrical Appliance Manufacturing

This industry comprises establishments primarily engaged in manufacturing small electric appliances and electric housewares, household-type fans, household-type vacuum cleaners, and other electric household-type floor care machines.

33599 All Other Electrical Equipment and Component Manufacturing

This industry comprises establishments primarily engaged in manufacturing electrical equipment (except electric lighting equipment, household-type appliances, transformers, motors, generators, switchgear, relays, industrial controls, batteries, communication and energy wire and cable, and wiring devices).

Metals

33231 Plate Work and Fabricated Structural Product Manufacturing

This industry comprises establishments primarily engaged in manufacturing one or more of the following: (1) prefabricated metal buildings, panels and sections; (2) structural metal products; and (3) metal plate work products.

33232 Ornamental and Architectural Metal Products Manufacturing

This industry comprises establishments primarily engaged in manufacturing one or more of the following: (1) metal framed windows (i.e., typically using purchased glass) and metal doors; (2) sheet metal work; and (3) ornamental and architectural metal products.

33299 All Other Fabricated Metal Product Manufacturing

This industry comprises establishments primarily engaged in manufacturing fabricated metal products (except forgings and stampings, cutlery and hand tools, architectural and structural metal products, boilers, tanks, shipping containers, hardware, spring and wire products, machine shop products, turned products, screws, nuts and bolts, and metal valves).

Transportation

33699 Other Transportation Equipment Manufacturing

This industry comprises establishments primarily engaged in manufacturing motorcycles, bicycles, metal tricycles, complete military armored vehicles, tanks, self-propelled weapons, vehicles pulled by draft animals, and other transportation equipment (except motor vehicles, boats, ships, railroad rolling stock, and aerospace products), including parts thereof.

Back Office, Finance, Insurance

52232 Financial Transactions Processing, Reserve, and Clearinghouse Activities

This industry comprises establishments primarily engaged in providing one or more of the following: (1) financial transaction processing (except central bank); (2) reserve and liquidity services (except central bank); and/or (3) check or other financial instrument clearinghouse services (except central bank).

52312 Securities Brokerage

This industry comprises establishments primarily engaged in acting as agents (i.e., brokers) between buyers and sellers in buying or selling securities on a commission or transaction fee basis.

52412 Direct Insurance (except Life, Health, and Medical) Carriers

This industry comprises establishments primarily engaged in initially underwriting (i.e., assuming the risk and assigning premiums) various types of insurance policies (except life, disability income, accidental death and dismemberment, and health and medical insurance policies).

52413 Reinsurance Carriers

This industry comprises establishments primarily engaged in assuming all or part of the risk associated with existing insurance policies originally underwritten by other insurance carriers.

52511 Pension Funds

This industry comprises legal entities (i.e., funds, plans, and/or programs) organized to provide retirement income benefits exclusively for the sponsors employees or members.

WareHouse and Storage

49311 General Warehousing and Storage

This industry comprises establishments primarily engaged in operating merchandise warehousing and storage facilities. These establishments generally handle goods in containers, such as boxes, barrels, and/or drums, using equipment, such as forklifts, pallets, and racks. They are not specialized in handling bulk products of any particular type, size, or quantity of goods or products.

49312 Refrigerated Warehousing and Storage

This industry comprises establishments primarily engaged in operating refrigerated warehousing and storage facilities. Establishments primarily engaged in the storage of furs for the trade are included in this industry. The services provided by these establishments include blast freezing, tempering, and modified atmosphere storage services.

49319 Other Warehousing and Storage

This industry comprises establishments primarily engaged in operating warehousing and storage facilities (except general merchandise, refrigerated, and farm product warehousing and storage).