

# Industrial Diversity on the South Georgia Coast

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**F**irst: some perspective. Is it better for an economy to be industrially diverse or industrially specialized? Economic development experts all but unanimously tout industrial diversity as the superior structure for a local, regional, state, or national economy. An industrially diverse economy can better withstand demand or structural shocks to a key industry than a more specialized economy can, the argument goes. The argument makes sense.

Yet economies tend to specialize, and the tendency is both natural and strong. This is especially true of local and regional economies. New York and finance, Detroit and automobiles, Pittsburgh and steel, Silicon Valley and computer technology — the list of local and regional economies that have developed around and because of a particular industry is long.

The tendency to specialize stems from the simple fact that economies are endowed with different resources. The consequence of resource differences is that the cost of producing certain goods in terms of other goods varies across local and regional economies. Economies are thus low-cost producers of certain goods but high-cost producers of other goods. Economists call this phenomenon comparative advantage.

Local and regional economies grow in and around the production of goods in which they have a comparative advantage. Existing firms that produce the good expand. Firms that produce inputs for the good often locate near their expanding buyers. Workers with skills in demand from the growing industry are drawn from other locations.

Comparative advantages often reinforce themselves. Growing firms expand further when a larger scale of production reduces costs per unit of output. Production costs are often further reduced when input

suppliers and workers migrate to the area.

Sometimes the source of a comparative advantage is subtle and historical. Why automobiles in Detroit? Sometimes the source of comparative advantage is obvious: tourism in places with nice beaches, for instance. At all times comparative advantage is a strong economic force that moves economies toward industrial specialization rather than industrial diversity.

The point is this. The risk that a demand or structural shock to a particular industry will lead to a more general recession in a regional economy may well be lower in a diverse economy than in a specialized economy. Yet the natural tendency of an economy toward specialization would be not only difficult to thwart but undesirable to thwart. Industrial specialization is a significant cause of economic growth and a leading reason why local and regional economies are as large and as productive as they are.

## Industrial Diversity and Specialization on the South Georgia Coast

With that perspective in mind, let's examine the degree of industrial diversity in the economy of the South Georgia Coast.<sup>1</sup>

To gauge the industrial diversity of an economy requires both a measure of industrial diversity and a standard for comparison. A good measure of industrial diversity is the distribution of employment shares across industries in an economy, where an employment share of an industry is the percentage of the economy's total employment in that industry.

A sound standard for comparison, at least for regional economies in the U.S., is the U.S. economy. As a vast national economy, the U.S. economy has a great deal of industrial diversity. It also contains the

regional economies we wish to examine and is thus a natural standard for comparison. The industrial diversity of Georgia is also a worthy point of reference.

Total employment shares — shares calculated with federal, state, and local government included — by major industry in 2011, , for the South Georgia Coast, Georgia, and the U.S. are shown in Table 1 below. Private sector employment shares — shares calculated excluding government employment — are shown in Table 2 on the following page.

Several observations stand out from Tables 1 and 2. The government sector accounts for a much greater share of employment on the South Georgia Coast than in the U.S. or Georgia. On the South Georgia Coast, government’s employment share is 29.4 percent, compared with 16.3 percent in the U.S. and 17.5 percent in Georgia. The South Georgia Coast’s large federal government employment share is easily explained by presence of the Naval Submarine Base Kings Bay in Camden County and the Federal Law Enforcement Training Center in Glynn County.

**Table 1. Total Employment Shares, 2011**

| <b>Industry</b>               | <b>South Georgia Coast</b> | <b>Georgia</b> | <b>U.S.</b> |
|-------------------------------|----------------------------|----------------|-------------|
| <b>Total—Private Sector</b>   | <b>70.6</b>                | <b>82.5</b>    | <b>83.7</b> |
| <b>Goods-Producing</b>        | <b>13.0</b>                | <b>14.0</b>    | <b>14.4</b> |
| Agriculture                   | 0.9                        | 0.6            | 1.0         |
| Mining                        | 0.0                        | 0.1            | 0.5         |
| Construction                  | 4.5                        | 3.9            | 4.3         |
| Manufacturing                 | 7.5                        | 9.3            | 8.7         |
| <b>Service-Producing</b>      | <b>57.6</b>                | <b>68.5</b>    | <b>69.3</b> |
| Wholesale Trade               | 2.0                        | 5.3            | 4.1         |
| Retail Trade                  | 13.8                       | 11.7           | 11.0        |
| Transportation & Warehousing  | 2.3                        | 4.2            | 3.2         |
| Information                   | 0.9                        | 2.6            | 2.0         |
| Financial Activities          | 4.3                        | 5.5            | 5.7         |
| Business Services             | 7.5                        | 14.5           | 13.0        |
| Education and Health Services | 8.2                        | 12.5           | 14.8        |
| Leisure and Hospitality       | 16.1                       | 10.1           | 10.0        |
| Other Services                | 2.5                        | 2.2            | 5.4         |
| <b>Total—Government</b>       | <b>29.4</b>                | <b>17.5</b>    | <b>16.3</b> |
| Federal Government            | 7.5                        | 2.8            | 2.1         |
| State Government              | 4.2                        | 3.9            | 3.8         |
| Local Government              | 17.6                       | 10.8           | 10.4        |

Source: Calculated from Georgia Department of Labor and U.S. Bureau of Labor Statistics data

**Table 2. Private Sector Employment Shares, 2011**

| Industry                      | South Georgia Coast | Georgia     | U.S.        |
|-------------------------------|---------------------|-------------|-------------|
| <b>Goods-Producing</b>        | <b>18.4</b>         | <b>16.9</b> | <b>17.2</b> |
| Agriculture                   | 1.3                 | 0.8         | 1.1         |
| Mining                        | 0.0                 | 0.2         | 0.6         |
| Construction                  | 6.4                 | 4.7         | 5.1         |
| Manufacturing                 | 10.7                | 11.3        | 10.4        |
| <b>Service-Producing</b>      | <b>81.6</b>         | <b>83.1</b> | <b>82.8</b> |
| Wholesale Trade               | 2.8                 | 6.4         | 4.9         |
| Retail Trade                  | 19.5                | 14.2        | 13.2        |
| Transportation & Warehousing  | 3.3                 | 5.0         | 3.8         |
| Information                   | 1.3                 | 3.2         | 2.4         |
| Financial Activities          | 6.0                 | 6.6         | 6.9         |
| Business Services             | 10.7                | 17.5        | 15.5        |
| Education and Health Services | 11.6                | 15.1        | 17.7        |
| Leisure and Hospitality       | 22.8                | 12.3        | 11.9        |
| Other Services                | 3.6                 | 2.7         | 6.5         |

Source: Calculated from Georgia Department of Labor and U.S. Bureau of Labor Statistics data

Employment on the South Georgia Coast is also heavily concentrated in retail trade and leisure and hospitality compared to the U.S. and Georgia. Retail trade and leisure and hospitality account for 30 percent of total employment on the South Georgia Coast, compared with 21 percent in the U.S. and 22 percent in Georgia. The difference is even more pronounced with respect to private sector employment: more than 42 percent of private sector employment on the South Georgia Coast is in retail trade and leisure and hospitality, versus 25 percent in the U.S. and 26.5 percent in Georgia.

The reason for South Georgia Coast's heavy concentration of employment in retail and leisure and hospitality is obvious: the ocean, beaches, and warm weather provide a comparative advantage in leisure and hospitality, and make the area a fine place to retire. And a flourishing leisure and hospitality industry, coupled with a steady influx of retirees,

makes for a heavier concentration in retail.

The sectors in which employment shares on the South Georgia Coast are particularly low relative to the U.S. and Georgia are business services and education and health care services. Business services and education and health care services account for almost 28 percent of total employment in the U.S. and 27 percent in Georgia, but less than 16 percent on the South Georgia Coast.

The degree that the industrial diversity in a regional economy (such as the South Georgia Coast) differs from that in the U.S. can be quantified by an index,  $I$ , equal to the weighted sum of squared differences in employment shares between the two economies across all  $n$  industries, or

$$\sum_{i=1}^n ((S_i - U_i)^2) * s_i = I$$

where

$S_i$  = employment share in industry  $i$  in the regional economy, times 100;

$U_i$  = employment share of industry  $i$  in the U.S., times 100; and

$s_i$  = employment share in industry  $i$  in the regional economy.

The smaller the differences in employment shares between the regional economy and the U.S., the smaller the index will be; the larger the differences in employment shares, the larger the index will be.

Industrial diversity indexes for total and private sector employment for both Georgia and the South Georgia Coast (SGC) are shown below:

#### Industrial Diversity Indexes

|            | Total        | Private Sector |
|------------|--------------|----------------|
| Georgia    | 1.47         | 2.61           |
| <b>SGC</b> | <b>24.75</b> | <b>42.33</b>   |

The indexes for Georgia are small because the distribution of employment shares in Georgia is quite similar to the distribution of shares in the U.S. The indexes for the South Georgia Coast are significantly larger, reflecting the greater degree of industrial specialization in the region.

#### Industrial Diversity and Specialization Across Georgia

Is the degree of industrial specialization on the South Georgia Coast unique? How does our regional economy compare with other regional economies in Georgia?

Specialization is much more common than not in regional economies, and the South Georgia Coast is

by no means the most specialized regional economy in Georgia. Industrial diversity indexes for the other 14 Georgia MSAs are shown below:<sup>2</sup>

#### Industrial Diversity Indexes, Georgia MSAs

| MSA                     | Total        | Private Sector |
|-------------------------|--------------|----------------|
| Albany                  | 3.60         | 6.17           |
| Athens-Clarke           | 43.24        | 10.27          |
| Atlanta                 | 4.79         | 7.35           |
| Augusta                 | 11.13        | 23.74          |
| Chattanooga             | 48.20        | 76.04          |
| Columbus                | 5.43         | 8.74           |
| Dalton                  | 260.52       | 354.68         |
| Gainesville             | 39.57        | 60.90          |
| Hinesville-Fort Stewart | 112.47       | 21.68          |
| Macon                   | 9.94         | 16.85          |
| Rome                    | 31.60        | 58.02          |
| Savannah                | 4.15         | 6.60           |
| <b>SGC</b>              | <b>24.75</b> | <b>42.33</b>   |
| Valdosta                | 12.67        | 20.28          |
| Warner Robins           | 218.37       | 24.24          |

According to our index, seven Georgia MSAs have a greater degree of industrial specialization than the South Georgia Coast with respect to total employment, while four Georgia MSAs have a greater degree of specialization with respect to private sector employment.

The indexes for three MSAs — Dalton, Hinesville-Fort Stewart, and Warner Robins — stand out but are easily explained. Hinesville-Fort Stewart and Warner Robins are small regional economies with large military bases. Hence the very high indexes when government employment is taken into account and substantially lower indexes when only private sector employment is taken into account.

Dalton, too, is a small regional economy that happens to have an extraordinary concentration of carpet manufacturers — a classic case of specialization driven by history, economies of scale, and agglomeration economies. Hence Dalton’s exceptionally high indexes across the board.

We can also gauge industrial specialization by rankings the employment shares of the 15 Georgia regions for key industries. Rankings of the total employment shares — again, shares calculated including government employment — are shown in Table 3; rankings of private sector employment shares — shares calculated excluding government employment — are shown in Table 4. Tables 3 and 4 are found on pages 7 thru 9 of this report.

Tables 3 and 4 make clear that industrial specialization is the norm in Georgia’s regional economies. Employment shares in each industry, including federal, state, and local government, vary considerably across regional economies.

Relative to other regional economies in Georgia, the South Georgia Coast has large employment shares in construction, retail trade, and leisure and hospitality. It has small employment shares in business services, education and health care services, and wholesale trade.

That is largely comparative advantage at work. Each region has its own unique set of resources which provide it with a comparative advantage in some productive activities and a comparative disadvantage in others. Resources migrate to its areas of comparative advantage and away from its areas of comparative disadvantage.

### A Challenge of Industrial Specialization: the Level and Distribution of Labor Income

The South Georgia Coast has particularly large employment shares in the leisure and hospitality and retail trade industries for the simple reason that it is a beautiful destination for tourists. Such specialization is obviously natural and has generated much economic growth for the region. But it does have a downside.

The table below lists average hourly wages and average weekly earnings in the U.S. for 2011.

#### U.S. Wages and Earnings by Industry, 2011

| Industry                         | Average Hourly Wage | Average Weekly Earnings |
|----------------------------------|---------------------|-------------------------|
| <b>Total Private Sector</b>      | <b>\$23.13</b>      | <b>\$795.67</b>         |
| <b>Goods-Producing</b>           | <b>24.44</b>        | <b>975.16</b>           |
| Construction                     | 25.42               | 973.59                  |
| Manufacturing                    | 23.75               | 959.50                  |
| <b>Service-Producing</b>         | <b>22.82</b>        | <b>759.91</b>           |
| Wholesale Trade                  | 26.44               | 997.78                  |
| <b>Retail Trade</b>              | <b>15.95</b>        | <b>504.02</b>           |
| Transportation & Warehousing     | 21.69               | 837.23                  |
| Information                      | 31.47               | 1,154.95                |
| Financial Activities             | 27.86               | 1,041.96                |
| Business Services                | 27.96               | 1,000.97                |
| Education and Health Services    | 23.69               | 779.40                  |
| <b>Leisure &amp; Hospitality</b> | <b>13.23</b>        | <b>342.66</b>           |

Source: U.S. Bureau of Labor Statistics

Wages and weekly earnings vary considerably across industries, ranging from \$13.23 and \$342.66 in leisure and hospitality to \$31.47 and \$1,154.95 in information. The variation in wages and earnings in conjunction with comparative advantage and industrial specialization can have significant effects on the level and distribution of income in a regional economy.

The South Georgia Coast is a perfect case in point. As we have seen, more than 42 percent of private sector workers in the region are employed in retail trade and leisure and hospitality. These two industries are by far the lowest paying industries in the nation.

Such a high concentration of employment in low-pay industries cannot help but depress average private sector earnings in our region relative to other regions in Georgia.

And indeed that is the case. Average private sector weekly earnings in 2011 for the South Georgia Coast and the 14 Georgia MSAs are shown below:

#### Average Weekly Earnings, 2011

| MSA                        | Average Weekly Earnings |
|----------------------------|-------------------------|
| Atlanta                    | \$991                   |
| Georgia                    | 876                     |
| <b>U.S.</b>                | <b>796</b>              |
| Gainesville                | 774                     |
| Savannah                   | 747                     |
| Rome                       | 742                     |
| Columbus                   | 720                     |
| Macon                      | 708                     |
| Augusta                    | 700                     |
| Dalton                     | 690                     |
| Athens-Clarke              | 685                     |
| Albany                     | 662                     |
| Warner Robins              | 644                     |
| <b>South Georgia Coast</b> | <b>632</b>              |
| Hinesville-Ft. Stewart     | 613                     |
| Chattanooga                | 591                     |
| Valdosta                   | 573                     |

Source: U.S. Bureau of Labor Statistics

The South Georgia Coast thus finds itself in a curious development dilemma. The Coast has an obvious comparative advantage in leisure and hospitality, as well as a retirement community, with the combination of the two generating a relatively large retail sector. The region has exploited its comparative advantage as it should have: it is more economically developed today than it otherwise would have been. And given the region's small population, it is probably unrealistic to expect it to be more industrially diverse than it is.

Yet in exploiting its comparative advantage, the Coast now specializes in the two lowest paying major industries and finds more than 40 percent of its private sector labor force employed in those industries.

As it grows and develops into the future, the region would thus seem to have two reasons to strive for greater industrial diversity. One is the standard reason: diversification tends to soften the effects of shocks to a particular industry, while specialization tends to amplify them. The other is to increase the average earnings of its labor force.

#### Notes

1. The economy of the South Georgia Coast consists of six counties: Brantley, Camden, Charlton, Glynn, McIntosh, and Wayne.
2. Because our study focuses on the six counties of the South Georgia Coast, the table does not include the Brunswick MSA, which consists of Brantley, Glynn, and McIntosh counties.

**Table 3. Rankings of Total Employment Shares, selected industries, 2011**

| Construction                            |     | Manufacturing               |      | Wholesale Trade          |      | Retail Trade                         |      |
|---|-----|-----------------------------|------|--------------------------|------|--------------------------------------|------|
| South Georgia Coast                     | 4.5 | Dalton                      | 35.4 | Dalton                   | 6.4  | Chattanooga                          | 14.9 |
| U.S.                                    | 4.3 | Gainesville                 | 21.8 | Atlanta                  | 6.0  | Valdosta                             | 14.7 |
| Augusta                                 | 4.2 | Chattanooga                 | 19.7 | Georgia                  | 5.3  | Macon                                | 14.1 |
| Valdosta                                | 4.1 | Rome                        | 15.4 | Gainesville              | 5.1  | South Georgia Coast                  | 13.8 |
| Albany                                  | 4.0 | Savannah                    | 9.9  | U.S.                     | 4.1  | Albany                               | 12.9 |
| Atlanta                                 | 4.0 | Georgia                     | 9.3  | Albany                   | 4.0  | Savannah                             | 12.1 |
| Georgia                                 | 3.9 | Athens-Clarke               | 9.1  | Rome                     | 3.6  | Athens-Clarke                        | 11.8 |
| Gainesville                             | 3.9 | Hinesville-Ft. Stewart      | 8.8  | Savannah                 | 3.5  | Dalton                               | 11.8 |
| Columbus                                | 3.8 | U.S.                        | 8.7  | Macon                    | 3.3  | Georgia                              | 11.7 |
| Savannah                                | 3.8 | Warner Robins               | 8.6  | Athens-Clarke            | 2.8  | Atlanta                              | 11.4 |
| Macon                                   | 3.5 | Augusta                     | 8.1  | Chattanooga              | 2.6  | Augusta                              | 11.1 |
| Chattanooga                             | 3.4 | Columbus                    | 7.5  | Columbus                 | 2.5  | Columbus                             | 11.0 |
| Hinesville-Ft. Stewart                  | 3.0 | South Georgia Coast         | 7.5  | Augusta                  | 2.3  | U.S.                                 | 11.0 |
| Athens-Clarke                           | 2.5 | Valdosta                    | 7.3  | Valdosta                 | 2.1  | Rome                                 | 10.9 |
| Rome                                    | 2.0 | Albany                      | 7.2  | South Georgia Coast      | 2.0  | Warner Robins                        | 10.9 |
| Warner Robins                           | 1.7 | Atlanta                     | 6.7  | Warner Robins            | 0.9  | Gainesville                          | 10.8 |
| Dalton                                  | 1.3 | Macon                       | 6.2  | Hinesville-Ft. Stewart   | 0.3  | Hinesville-Ft. Stewart               | 10.3 |
| <b>Transportation &amp; Warehousing</b> |     | <b>Financial Activities</b> |      | <b>Business Services</b> |      | <b>Education and Health Services</b> |      |
| Dalton                                  | 6.7 | Columbus                    | 10.8 | Atlanta                  | 17.1 | Rome                                 | 24.2 |
| Savannah                                | 6.5 | Macon                       | 9.0  | Georgia                  | 14.5 | Macon                                | 20.4 |
| Atlanta                                 | 5.1 | Atlanta                     | 6.2  | U.S.                     | 13.0 | Albany                               | 16.4 |
| Georgia                                 | 4.2 | U.S.                        | 5.7  | Columbus                 | 11.7 | Gainesville                          | 15.8 |
| Hinesville-Ft. Stewart                  | 4.2 | Georgia                     | 5.5  | Savannah                 | 11.3 | Savannah                             | 15.4 |
| Chattanooga                             | 3.8 | Gainesville                 | 5.2  | Macon                    | 11.1 | Athens-Clarke                        | 14.9 |
| Albany                                  | 3.4 | South Georgia Coast         | 4.3  | Albany                   | 10.4 | U.S.                                 | 14.8 |
| U.S.                                    | 3.2 | Athens-Clarke               | 3.8  | Augusta                  | 10.3 | Augusta                              | 14.7 |
| Valdosta                                | 3.1 | Hinesville-Ft. Stewart      | 3.6  | Dalton                   | 10.2 | Valdosta                             | 14.0 |
| Gainesville                             | 2.8 | Valdosta                    | 3.6  | Gainesville              | 9.4  | Columbus                             | 13.8 |
| Macon                                   | 2.3 | Savannah                    | 3.4  | Warner Robins            | 8.7  | Georgia                              | 12.5 |
| South Georgia Coast                     | 2.3 | Albany                      | 3.3  | Athens-Clarke            | 8.2  | Atlanta                              | 12.2 |
| Augusta                                 | 1.7 | Chattanooga                 | 3.3  | Valdosta                 | 7.7  | Chattanooga                          | 11.7 |
| Columbus                                | 1.6 | Rome                        | 3.2  | South Georgia Coast      | 7.5  | Warner Robins                        | 10.2 |
| Athens-Clarke                           | 1.5 | Augusta                     | 3.0  | Rome                     | 7.4  | South Georgia Coast                  | 8.2  |
| Warner Robins                           | 1.5 | Warner Robins               | 2.5  | Hinesville-Ft. Stewart   | 6.6  | Dalton                               | 7.3  |
| Rome                                    | 1.4 | Dalton                      | 1.8  | Chattanooga              | 2.9  | Hinesville-Ft. Stewart               | 5.5  |

**Table 3. Rankings of Total Employment Shares, continued**

| Leisure & Hospitality      |             | Federal Government         |            | State Government           |            | Local Government           |             |
|----------------------------|-------------|----------------------------|------------|----------------------------|------------|----------------------------|-------------|
| Augusta                    | 17.1        | Warner Robins              | 29.0       | Athens-Clarke              | 18.6       | Chattanooga                | 19.8        |
| <b>South Georgia Coast</b> | <b>16.1</b> | Hinesville-Ft. Stewart     | 22.7       | Augusta                    | 7.1        | <b>South Georgia Coast</b> | <b>17.6</b> |
| Savannah                   | 14.1        | <b>South Georgia Coast</b> | <b>7.5</b> | Valdosta                   | 6.7        | Hinesville-Ft. Stewart     | 17.3        |
| Valdosta                   | 14.0        | Columbus                   | 6.6        | Rome                       | 5.6        | Valdosta                   | 15.4        |
| Columbus                   | 12.0        | Albany                     | 5.7        | Albany                     | 4.5        | Warner Robins              | 14.1        |
| Chattanooga                | 10.4        | Augusta                    | 5.1        | Macon                      | 4.3        | Albany                     | 12.6        |
| Athens-Clarke              | 10.3        | <b>Georgia</b>             | <b>2.8</b> | <b>South Georgia Coast</b> | <b>4.2</b> | Rome                       | 11.5        |
| Atlanta                    | 10.3        | Valdosta                   | 2.3        | <b>Georgia</b>             | <b>3.9</b> | Columbus                   | 11.0        |
| Warner Robins              | 10.2        | Atlanta                    | 2.2        | <b>U.S.</b>                | <b>3.8</b> | <b>Georgia</b>             | <b>10.8</b> |
| <b>Georgia</b>             | <b>10.1</b> | Savannah                   | 2.2        | Savannah                   | 3.5        | Macon                      | 10.8        |
| Hinesville-Ft. Stewart     | 10.0        | <b>U.S.</b>                | <b>2.1</b> | Columbus                   | 3.3        | Athens-Clarke              | 10.4        |
| <b>U.S.</b>                | <b>10.0</b> | Athens-Clarke              | 1.9        | Gainesville                | 3.1        | <b>U.S.</b>                | <b>10.4</b> |
| Rome                       | 9.3         | Macon                      | 1.3        | Chattanooga                | 2.9        | Gainesville                | 10.2        |
| Macon                      | 9.0         | Chattanooga                | 0.8        | Atlanta                    | 2.8        | Augusta                    | 9.9         |
| Albany                     | 8.7         | Gainesville                | 0.7        | Warner Robins              | 1.8        | Savannah                   | 9.8         |
| Gainesville                | 7.6         | Rome                       | 0.6        | Dalton                     | 1.5        | Atlanta                    | 9.4         |
| Dalton                     | 5.7         | Dalton                     | 0.4        | Hinesville-Ft. Stewart     | 1.5        | Dalton                     | 8.7         |

**Table 4. Rankings of Private Sector Employment Shares, 2011**

| Construction               |            | Manufacturing              |             | Wholesale Trade            |            | Retail Trade               |             |
|----------------------------|------------|----------------------------|-------------|----------------------------|------------|----------------------------|-------------|
| <b>South Georgia Coast</b> | <b>6.4</b> | Dalton                     | 39.7        | Dalton                     | 7.2        | Warner Robins              | 19.7        |
| Augusta                    | 5.4        | Chattanooga                | 25.8        | Atlanta                    | 7.0        | Chattanooga                | 19.5        |
| Valdosta                   | 5.4        | Gainesville                | 25.4        | <b>Georgia</b>             | <b>6.4</b> | <b>South Georgia Coast</b> | <b>19.5</b> |
| Albany                     | 5.2        | Rome                       | 18.7        | Gainesville                | 5.9        | Valdosta                   | 19.4        |
| Hinesville-Ft. Stewart     | 5.2        | Warner Robins              | 15.6        | Albany                     | 5.2        | Hinesville-Ft. Stewart     | 17.7        |
| <b>U.S.</b>                | <b>5.1</b> | Hinesville-Ft. Stewart     | 15.0        | <b>U.S.</b>                | <b>4.9</b> | Athens-Clarke              | 17.1        |
| Columbus                   | 4.8        | Athens-Clarke              | 13.1        | Rome                       | 4.4        | Macon                      | 16.9        |
| <b>Georgia</b>             | <b>4.7</b> | Savannah                   | 11.7        | Savannah                   | 4.2        | Albany                     | 16.8        |
| Atlanta                    | 4.6        | <b>Georgia</b>             | <b>11.3</b> | Athens-Clarke              | 4.0        | Augusta                    | 14.3        |
| Gainesville                | 4.6        | <b>South Georgia Coast</b> | <b>10.7</b> | Macon                      | 4.0        | Savannah                   | 14.3        |
| Savannah                   | 4.6        | Augusta                    | 10.4        | Chattanooga                | 3.4        | <b>Georgia</b>             | <b>14.2</b> |
| Chattanooga                | 4.4        | <b>U.S.</b>                | <b>10.4</b> | Columbus                   | 3.1        | Columbus                   | 14.0        |
| Macon                      | 4.2        | Valdosta                   | 9.6         | Augusta                    | 3.0        | Atlanta                    | 13.3        |
| Athens-Clarke              | 3.7        | Columbus                   | 9.5         | <b>South Georgia Coast</b> | <b>2.8</b> | Rome                       | 13.3        |
| Warner Robins              | 3.1        | Albany                     | 9.3         | Valdosta                   | 2.8        | Dalton                     | 13.2        |
| Rome                       | 2.4        | Atlanta                    | 7.8         | Warner Robins              | 1.6        | <b>U.S.</b>                | <b>13.2</b> |
| Dalton                     | 1.5        | Macon                      | 7.4         | Hinesville-Ft. Stewart     | 0.5        | Gainesville                | 12.6        |



**Table 4. Rankings of Private Sector Employment Shares, continued**

| Transportation & Warehousing |     | Information                   |      | Financial Activities   |      | Business Services      |      |
|------------------------------|-----|-------------------------------|------|------------------------|------|------------------------|------|
| Dalton                       | 7.6 | Atlanta                       | 4.2  | Columbus               | 13.7 | Atlanta                | 20.0 |
| Savannah                     | 7.6 | Rome                          | 3.3  | Macon                  | 10.8 | Georgia                | 17.5 |
| Hinesville-Ft. Stewart       | 7.2 | Georgia                       | 3.2  | Atlanta                | 7.3  | Warner Robins          | 15.8 |
| Atlanta                      | 5.9 | Valdosta                      | 2.6  | U.S.                   | 6.9  | U.S.                   | 15.5 |
| Georgia                      | 5.0 | U.S.                          | 2.4  | Georgia                | 6.6  | Columbus               | 14.8 |
| Chattanooga                  | 4.9 | Augusta                       | 1.8  | Hinesville-Ft. Stewart | 6.2  | Albany                 | 13.5 |
| Albany                       | 4.3 | Albany                        | 1.7  | Gainesville            | 6.1  | Savannah               | 13.4 |
| Valdosta                     | 4.1 | Macon                         | 1.7  | South Georgia Coast    | 6.0  | Macon                  | 13.3 |
| U.S.                         | 3.8 | Columbus                      | 1.6  | Athens-Clarke          | 5.5  | Augusta                | 13.2 |
| South Georgia Coast          | 3.3 | South Georgia Coast           | 1.3  | Valdosta               | 4.8  | Athens-Clarke          | 11.9 |
| Gainesville                  | 3.2 | Savannah                      | 1.2  | Warner Robins          | 4.6  | Dalton                 | 11.4 |
| Macon                        | 2.7 | Athens-Clarke                 | 1.1  | Chattanooga            | 4.3  | Hinesville-Ft. Stewart | 11.2 |
| Warner Robins                | 2.6 | Dalton                        | 1.0  | Albany                 | 4.2  | Gainesville            | 11.0 |
| Athens-Clarke                | 2.1 | Hinesville-Ft. Stewart        | 1.0  | Savannah               | 4.0  | South Georgia Coast    | 10.7 |
| Augusta                      | 2.1 | Warner Robins                 | 1.0  | Rome                   | 3.9  | Valdosta               | 10.2 |
| Columbus                     | 2.1 | Gainesville                   | 0.9  | Augusta                | 3.8  | Rome                   | 9.0  |
| Rome                         | 1.7 | Chattanooga                   | 0.7  | Dalton                 | 2.0  | Chattanooga            | 3.8  |
|                              |     | Education and Health Services |      | Leisure & Hospitality  |      |                        |      |
|                              |     | Rome                          | 29.4 | South Georgia Coast    | 22.8 |                        |      |
|                              |     | Macon                         | 24.4 | Augusta                | 21.9 |                        |      |
|                              |     | Athens-Clarke                 | 21.6 | Valdosta               | 18.5 |                        |      |
|                              |     | Albany                        | 21.3 | Warner Robins          | 18.5 |                        |      |
|                              |     | Augusta                       | 18.8 | Hinesville-Ft. Stewart | 17.2 |                        |      |
|                              |     | Gainesville                   | 18.4 | Savannah               | 16.7 |                        |      |
|                              |     | Savannah                      | 18.2 | Columbus               | 15.2 |                        |      |
|                              |     | U.S.                          | 17.7 | Athens-Clarke          | 14.9 |                        |      |
|                              |     | Columbus                      | 17.4 | Chattanooga            | 13.6 |                        |      |
|                              |     | Chattanooga                   | 15.4 | Georgia                | 12.3 |                        |      |
|                              |     | Valdosta                      | 15.4 | Atlanta                | 12.0 |                        |      |
|                              |     | Georgia                       | 15.1 | U.S.                   | 11.9 |                        |      |
|                              |     | Atlanta                       | 14.2 | Albany                 | 11.3 |                        |      |
|                              |     | Warner Robins                 | 13.1 | Rome                   | 11.3 |                        |      |
|                              |     | South Georgia Coast           | 11.6 | Macon                  | 10.8 |                        |      |
|                              |     | Hinesville-Ft. Stewart        | 9.4  | Gainesville            | 8.8  |                        |      |
|                              |     | Dalton                        | 8.1  | Dalton                 | 6.4  |                        |      |